

*Note: This document has been translated from the Japanese original for the convenience of non-Japanese shareholders. In the event of any discrepancy between this document and the Japanese original, the original shall prevail.*

# **NOTICE OF THE 77<sup>th</sup> ORDINARY GENERAL MEETING OF SHAREHOLDERS**

**Japan Airlines Co., Ltd.**

Dear Shareholders,

I would like to take this opportunity to express my sincere gratitude to our shareholders and investors for their continued support. I am pleased to notify you of the 77<sup>th</sup> Ordinary General Meeting of Shareholders of Japan Airlines Co., Ltd.

In FY2025, we completed the five-year Medium-term Management Plan formulated in FY2021, with the aim of recovering from the COVID-19 pandemic and shifting to growth through business model reform. The full-year results show a firm shift to a growth trajectory, with revenue reaching a record high since our relisting at 2,012.5 billion yen, EBIT reaching a record-high of 218.0 billion yen, and profit attributable to owners of parent of 137.6 billion yen. Additionally, with an EBIT margin of 10.8%, ROIC of 9.5%, and EPS of 306 yen, we achieved every financial indicator listed as management targets in the final year of our Medium-term Management Plan (EBIT margin of 10% or higher, ROIC of 9%, EPS of 290 yen level).

In “JAL Group Management Vision 2035,” which was newly announced in March of this year, we outlined “the role JAL aspires to play” ten years from now and the growth path to reach that vision, aiming to forge a sustainable future in this rapidly changing era. Looking ahead, we will build a business portfolio that is resilient to changes while responding to current environmental changes with agility and flexibility, driving social value creation and steady growth.

For FY2026, while closely monitoring the impact of geopolitical risks, such as soaring crude oil prices due to escalating tensions in the Middle East, we forecast 180.0 billion yen EBIT, 110.0 billion yen profit attributable to owners of parent, and an annual dividend of 96 yen per share to ensure continuous and stable returns to shareholders.

The JAL Group will pass on the cornerstone of its foundation, “unwavering safety,” to the future and embrace radical transformation unfettered by the status quo, sustainably improving corporate value. Thank you for your continued support.

May 2026

TOTTORI Mitsuko  
Representative Director, President



Securities code: 9201

Date of sending by postal mail: June 1, 2026

Start date of measures for electronic provision: May 22, 2026

## **NOTICE OF THE 77<sup>th</sup> ORDINARY GENERAL MEETING OF SHAREHOLDERS**

Dear Shareholders,

We hereby announce that the 77<sup>th</sup> Ordinary General Meeting of Shareholders of Japan Airlines Co., Ltd. (the “Company”) will be held on Tuesday, June 23, 2026, as described hereunder.

If you choose not to attend the meeting, please review the Reference Documents for General Meeting of Shareholders, and please exercise your voting rights no later than 6:00 p.m., Monday, June 22, 2026 by either procedure described in “Request for Exercising Voting Rights” on page 5.

Sincerely yours,

TOTTORI Mitsuko  
Representative Director, President  
**Japan Airlines Co., Ltd.**  
2-4-11 Higashi-Shinagawa, Shinagawa-ku, Tokyo

### **MEETING DETAILS**

- 1. Date and Time:** 10:00 a.m., Tuesday, June 23, 2026 (The reception starts at 8:30 a.m.)
- 2. Venue:** 2-1-6 Ariake, Koto-ku, Tokyo  
TOKYO GARDEN THEATER (Please refer to the map of the venue at the end of this document.) (Japanese only)

**3. Agenda:**

- Items to be reported:*
1. Business Report and Consolidated Financial Statements, Audit Reports of the Accounting Auditors and Board of Corporate Auditors regarding the Consolidated Financial Statements for the 77<sup>th</sup> Fiscal Year (April 1, 2025 to March 31, 2026)
  2. Non-consolidated Financial Statements for the 77<sup>th</sup> Fiscal Year (April 1, 2025 to March 31, 2026)

*Items to be proposed:*

- |             |  |
|-------------|--|
| Proposal 1: | Appropriation of Surplus                               |
| Proposal 2: | Election of Nine (9) Directors                         |
| Proposal 3: | Election of One (1) Audit and Supervisory Board Member |

#### **4. Predetermined Terms of the Convocation (Guide for Exercising Voting Rights)**

Please refer to the “Request for Exercising Voting Rights” on pages 5 to 6.

- It is prohibited to bring any dangerous items and other items that may interfere with smooth proceedings of the meeting into the meeting place.
- Proceedings on the day of the General Meeting of Shareholders will be carried out in Japanese. There will be no interpreters at the venue, however, in the event that a shareholder is accompanied by their own interpreter (including sign-language interpreters), if the shareholder informs the reception desk on the day of the General Meeting of Shareholders, it will be possible for the interpreter to enter the meeting place.
- If any shareholder requires support from our staff on the day of the General Meeting of Shareholders, please contact us by calling the following phone number at least one week before the meeting.

JAL shareholders call center: 03-6733-3090

(excluding Saturdays, Sundays and holidays; 9:30 a.m. to 12:00 p.m., 1:00 p.m. to 5:00 p.m.)

- If attending the meeting in person, please bring and present the enclosed Voting Form at the reception desk.
- If you exercise your voting rights by a proxy, in accordance with the provision of Article 28 of the Articles of Incorporation of the Company, said proxy must be another shareholder of the Company who also owns voting rights. A written power of attorney must be submitted together with the enclosed Voting Form at the reception desk on the day of the General Meeting of Shareholders.
- If there are any changes in the administration or venue of the General Meeting of Shareholders due to changes in circumstances taking place up to the day of the meeting, we will announce such changes on our website, so please be sure to check it before attending the meeting.
- Please understand that although the video cameras are placed near the chairperson’s and officers’ seats to protect the privacy of shareholders, it is possible that some shareholders attending the meeting will be unavoidably captured in the video.
- There will be no pre-registration desk for motions after this meeting.

## Request for Exercising Voting Rights

Exercise of voting rights is shareholders' important right. Please by all means exercise your voting rights.

### The Voting Rights Exercise via the Internet

Exercise due date: No later than 6:00 p.m., Monday, June 22, 2026 (JST)

#### Method 1: Scanning 2D Barcode

You can login to the Exercise of Voting Rights Website without having to enter your "login ID" and "temporary password" provided on the Voting Form.

Please scan the 2D barcode located at the bottom right of the Voting Form.

#### Method 2: Entering "Login ID" and "Temporary Password"

Exercise of Voting Rights Website

**<https://evote.tr.mufg.jp/> (in Japanese)**

1. Please access the website for exercising voting rights.
2. Enter your "Login ID" and "Temporary Password" provided on the Voting Form, and click on Log in.

**Please follow on-screen instructions to indicate your approval or disapproval of each item.**

1. You will not be able to access the website from 2:30 a.m. to 4:30 a.m. each day during the exercise period.
2. The website may not be accessible depending on the shareholder's Internet environment.
3. Any expenses arising from access to the voting site shall be the responsibility of the shareholder.

In case you need instructions for how to operate your personal computer/smartphone/mobile phone in order to exercise your voting rights via the Internet, please contact:

Help Desk, Stock Transfer Agency Department  
Mitsubishi UFJ Trust and Banking Corporation  
Phone: 0120-173-027 (toll free (Only within Japan))  
Open: 9:00 a.m. to 9:00 p.m. (Japan Time)

For institutional investors: The electronic platform for exercising voting rights operated by ICJ, Inc. is available.

## The Voting Rights Exercise by Mail

Exercise due date: The Voting Form must arrive no later than 6:00 p.m., Monday, June 22, 2026 (JST)

You are kindly requested to indicate your vote of approval or disapproval of each proposal on the Voting Form, and to return the completed Voting Form to the Company. You do not need to affix a stamp. If there is no indication of a vote of approval or disapproval of each proposal, it shall be treated as an indication of a vote of approval.

For Proposal 2, if you wish to indicate different votes for some candidates, please enter the numbers of those candidates.

### Guide for filling in the Voting Form

Please indicate your vote of approval or disapproval of each proposal.

#### Proposals 1 and 3

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If you approve: Put a circle in the box marked 贊 [Approve].

If you disapprove: Put a circle in the box marked 否 [Disapprove].

#### Proposal 2

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If you approve of all of the candidates: Put a circle in the box marked 贊 [Approve].

If you disapprove of all of the candidates: Put a circle in the box marked 否 [Disapprove].

If you disapprove of some of the candidates: Put a circle in the box marked 贊 [Approve], and indicate the candidate numbers for the candidates that you disapprove of in the parentheses.

#### Notes on exercising voting rights

- If you exercise your voting rights via the Internet or by mail more than once, your final vote shall prevail.
- If you exercise your voting rights both by mail and via the Internet, your vote via the Internet shall prevail regardless of the arrival date and time.

## Guide for Live Streaming Service

### Watch live streaming

#### 1. Date and time

**From 10:00 a.m., Tuesday, June 23, 2026 (JST)**

\*The live streaming page can be accessed from 9:30 a.m. on the day.

#### 2. How to log in \*Prior membership registration is required to watch live streaming. Please register early.

(1) Please access **the dedicated website for shareholders** and click the “New Member Registration” button.

URL for the dedicated website for shareholders	<a href="https://jal.premium-yutaiclub.jp/">https://jal.premium-yutaiclub.jp/</a> (in Japanese)
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(2) If you are logging in for the first time, please enter the shareholder number described on the Voting Form and the postcode registered with the securities company, confirm the terms of use, and complete the registration by following the on-screen instructions.

(From the second time onwards, please log in by using the email address and password you registered.)

(3) “Instructions for Setting Password” will be sent to the registered email address when registration is submitted with the required information. Registration is complete once you set your password via the URL provided.

(4) Please click the “Click here for live streaming” button at the head of the top page after the registration is completed. You can watch live streaming when it is ready.

#### **[Inquiries for the dedicated website for shareholders]**

The dedicated website for shareholders help desk

**0120-763-393**

(9 a.m. to 5 p.m. on weekdays, excluding Saturdays, Sundays and holidays)

### 3. Notes on the live streaming

- Since viewing the live streaming is not recognized as attending the General Meeting of Shareholders according to the Companies Act, you will not be able to ask questions or exercise your voting rights on the day. Please exercise your voting rights in advance via the Internet or by mail.
- Prior membership registration is required to watch live streaming. Therefore, please register early.
- Shareholders are asked to bear the connection fees, etc. that may incur for viewing the live streaming.
- Depending on your device or network environment, there may be viewing problems such as video and audio disruptions and you may not be able to watch the live streaming.
- Please note that there is a possibility that we may not be able to conduct the live streaming on the day for various reasons. In such case, we will notify our shareholders on the dedicated website for shareholders.
- Photography, video recording, voice recording, storing, and secondary use (publication on social media, etc.) of the live streaming are strictly prohibited.
- Viewing of the live streaming will be limited to our shareholders only.

<b>Inquiries for Login ID (shareholder number)</b> Stock Transfer Agency Department Mitsubishi UFJ Trust and Banking Corporation 0120-232-711 *Toll free On weekdays excluding Saturdays, Sundays and holidays, etc., from 9:00 a.m. to 5:00 p.m.	<b>Inquiries for troubles with the live streaming, etc.</b> J-Stream Inc. 054-333-9213 From 9:30 a.m. until the meeting ends
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#### **[Pre-meeting questions] No later than 12:00 p.m., Monday, June 8, 2026**

We welcome shareholders' questions in advance regarding the agenda of the General Meeting of Shareholders (up to one question per person). We plan to provide answers to some key questions we have received on the Company's website before the meeting.

Please note that we are unable to individually respond to questions from shareholders. We thank you for your understanding.

#### \* Procedure for pre-meeting questions

Step 1: Log in to the dedicated website for shareholders using the email address and password you registered on the previous page.

Step 2: Click on [Shareholder Post] and access "Notice of the 77<sup>th</sup> Ordinary General Meeting of Shareholders."

Step 3: Post a question by accessing "Link to the submission of pre-meeting questions" in the main body.

### [Measures for Electronic Provision]

When convening this meeting, the Company takes measures for providing information that constitutes the content of Reference Documents for the General Meeting of Shareholders, etc. (matters subject to measures for electronic provision) in electronic format, and posts this information on the following websites. Please access any of these websites to review the information.

The Company's website

[https://www.jal.com/ja/investor/stockholders\\_meeting/](https://www.jal.com/ja/investor/stockholders_meeting/) (in Japanese)

[https://www.jal.com/en/investor/stockholders\\_meeting/](https://www.jal.com/en/investor/stockholders_meeting/) (in English)

Tokyo Stock Exchange's website (Listed Company Search):

<https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?Show=Show> (in Japanese)

<https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show> (in English)

(Please access the TSE website above, enter and search for "Japan Airlines" in the "Issue name (company name)" field or "9201," the securities code of the Company in the "Code" field, select "Basic information" and "Documents for public inspection/PR information," in that order, and inspect the information posted in "[Notice of General Shareholders Meeting /Informational Materials for a General Shareholders Meeting]" under "Filed information available for public inspection.")

- If revisions to the matters subject to measures for electronic provision arise, a notice of the revisions and the details of the matters before and after the revisions will be posted on the above Company's website and TSE website on the Internet.
- Of the matters subject to measures for electronic provision, the "Business results and assets," "Principal business," "Principal locations of business and plants," "Major creditors," "Other important matters concerning current status of the JAL Group," "Shares," "Company's systems and policies," "Outside Officers" in "Corporate Officers," "Accounting Auditor," and "Systems to ensure that the execution of duties by Directors complies with laws and regulations and the Articles of Incorporation and other systems to ensure the properness of operations of the Company, and operation statuses of such systems" in the Business Report, Consolidated Financial Statements, Non-Consolidated Financial Statements, and audit report of the Accounting Auditors are not stated in the paper-based documents to be delivered to shareholders who requested the delivery of paper-based documents in accordance with the provisions of laws and regulations and the Company's Articles of Incorporation. The Audit and Supervisory Board Members and the Accounting Auditors have audited the documents subject to audit, including the matters listed above.

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### **Proposal 1: Appropriation of Surplus**

We regard shareholder returns as one of our most important management matters. Our fundamental policy is to actively implement shareholder returns through continuous and stable dividends and flexible share repurchases, while securing internal reserves for making investments for corporate growth in the future and changing business environments and to build a strong financial structure.

In consideration of factors such as consolidated financial results, we propose to pay year-end dividends for the current fiscal year as follows.

1. Type of dividend property

Cash

2. Allocation of dividend property to our shareholders and total amount thereof

50 yen per common stock of the Company

Total amount of dividends: 21,491,386,200 yen

3. Effective date for dividend of surplus

June 24, 2026

This, together with the interim dividend of 46 yen, will achieve an annual dividend of 96 yen per share for the current fiscal year.

We continue to strive to achieve continuous and stable shareholder returns.

## Proposal 2: Election of Nine (9) Directors

The Company's Articles of Incorporation sets out the term of office for Directors as one (1) year in order to clarify their management responsibility for each fiscal year. Accordingly, the terms of office of all nine (9) active Directors will expire at the conclusion of this General Meeting of Shareholders.

In the current term, the Company wishes to retain the number of Directors as the current nine (9). In terms of the composition of Directors, this will retain the current three (3) Outside Directors and will retain the current six (6) non-Outside Directors. With an emphasis put on securing diversity among members of the Board of Directors, the Company will further continue to enhance its corporate value by establishing a corporate governance system at a higher level, which enables more appropriate management decisions and an enhanced supervising of corporate management in a highly transparent manner.


Accordingly, the Company hereby proposes that you elect the nine (9) Directors including three (3) Outside Directors. For this proposal, the Board of Directors consulted the Nominating Committee, which comprises a majority of Outside Directors and is chaired by an Outside Director, and makes the proposal with consideration of the Committee's report.

The candidates for Directors are as follows:


No.	Name			Current position and main responsibilities at the Company	Attendance at Board of Directors meetings	Tenure	Number of Company shares held
1	AKASAKA Yuji	Reappointment	Male	Director, Chairperson Chair of Board Meetings	100% (14/14)	8 years	17,654
2	TOTTORI Mitsuko	Reappointment	Female	Representative Director, President Chief Executive Officer	100% (14/14)	3 years	10,784
3	SAITO Yuji	Reappointment	Male	Representative Director, Executive Vice President Head of Corporate Division Chief Financial Officer	100% (14/14)	3 years	5,384
4	AOKI Noriyuki	Reappointment	Male	Director, Executive Vice President Head of Customer Division Chief Customer Officer Senior VP, Customer Experience	100% (14/14)	2 years	5,784
5	LEGGETT Ross	New appointment	Male	Senior Managing Executive Officer Senior VP, Route Marketing	—	—	3,785
6	NAKAGAWA Yukio	Reappointment	Male	Director, Managing Executive Officer Senior VP, Corporate Safety and Security Family Assistance and Support Chief Safety Officer	100% (11/11)	1 year	3,485
7	YANAGI Hiroyuki	Reappointment, Outside, Independent	Male	Director	92.9% (13/14)	5 years	4,000
8	MITUYA Yuko	Reappointment, Outside, Independent	Female	Director	100% (14/14)	3 years	2,200


No.	Name			Current position and main responsibilities at the Company	Attendance at Board of Directors meetings	Tenure	Number of Company shares held
9	KOMODA Masanobu	Reappointment, Outside, Independent	Male	Director	100% (11/11)	1 year	0


\* The Company has designated Mr. YANAGI Hiroyuki, Ms. MITSUYA Yuko, and Mr. KOMODA Masanobu as Independent Officers as stipulated by the Tokyo Stock Exchange and provided the notification to the stock exchange.


No. 1	(Career summary, position and responsibilities at the Company)		
 <b>AKASAKA Yuji</b> (January 3, 1962) 64 years old [Male]  Number of Company shares held Ordinary shares 17,654  Tenure as Director: 8 years  <div style="border: 1px solid black; padding: 2px; text-align: center;">Reappointment</div>	April	1987	Joined the Company
	April	2009	Senior Vice President, Corporate Safety & Security Division of the Company Vice President, Customer Relations Department of the Company
	April	2014	Executive Officer of the Company Senior Vice President, Engineering & Maintenance Division Representative Director, President of JAL ENGINEERING CO., LTD.
	April	2016	Managing Executive Officer of the Company Senior Vice President, Engineering & Maintenance Division Representative Director, President of JAL ENGINEERING CO., LTD.
	April	2018	President of the Company
	June	2018	Representative Director, President of the Company
	April	2023	Representative Director, President of the Company Chief Executive Officer
	April	2024	Representative Director, Chairperson of the Company
	April	2025	Director, Chairperson of the Company (to present)
	(Important positions concurrently assumed outside the Company)		
None.			
(Reasons for the nomination as Director)			
<p>After joining the Company, Mr. AKASAKA engaged mainly in Engineering &amp; Maintenance Division, and acquired on-the-job experience and insight related to safety operations, etc. at an extremely high level as well as significant knowledge and extensive connections in the airline engineering &amp; maintenance industry. As Representative Director and President of the Company since 2018, he has worked to uphold in the JAL Group that flight safety is the foundation of the JAL Group and by “Lead by Example” through his own practicing of JAL philosophy he has worked with all employees to realize JAL’s corporate philosophy. He has contributed to strengthening the supervisory function of the Board of Directors as Chair of Board Meetings and a member of the Corporate Governance Committee from 2024. For all of these reasons, he is believed to be the right person for the Company to sustainably enhance its corporate value, so the Company hereby proposes that you elect him as Director.</p>			

<p>No. 2</p>  <p><b>TOTTORI Mitsuko</b> (December 31, 1964) 61 years old [Female]</p> <p>Number of Company shares held Ordinary shares 10,784</p> <p>Tenure as Director: 3 years</p> <p><b>Reappointment</b></p>	(Career summary, position and responsibilities at the Company)		
	April	1985	Joined the Company
	May	2015	Senior Director, Cabin Attendants Office II, Narita Cabin Attendants I of the Company
	May	2016	Vice President, Narita Cabin Attendants II Department of the Company
	April	2019	Vice President, Cabin Safety Promotion Department of the Company
April	2020	Executive Officer and Senior Vice President, Cabin Attendants Division of the Company	
April	2022	Managing Executive Officer and Senior Vice President, Cabin Attendants Division of the Company	
April	2023	Senior Managing Executive Officer of the Company Senior Vice President, Customer Experience Division in charge of Brand Communication	
June	2023	Representative Director, Senior Managing Executive Officer of the Company Chief Customer Officer	
April	2024	Senior Vice President, Customer Experience Division Representative Director, President of the Company Chief Executive Officer (to present)	
(Important positions concurrently assumed outside the Company)			
None.			
(Reasons for the nomination as Director)			
<p>After joining the Company, Ms. TOTTORI gained a high level of insight and field experience in safe flight operations and service through her career as a cabin attendant and through her work with Corporate Safety &amp; Security. From 2020, she has demonstrated outstanding leadership as Senior Vice President, Cabin Attendants Division in balancing human resource development and employee motivation, making contribution to maintaining safe operations. From 2023, she has contributed to improving the quality we provide to our customers as Senior Vice President, Customer Experience Division. As Representative Director, President and Chief Executive Officer from 2024, she has continued to hone JAL's unique values and implement reforms with an eye to the future despite the increasingly complex corporate management environment. For all of these reasons, she is believed to be the right person for the Company to sustainably enhance its corporate value, so the Company hereby proposes that you elect her as Director.</p>			

<p>No. 3</p>  <p><b>SAITO Yuji</b> (September 26, 1964) 61 years old [Male]</p> <p>Number of Company shares held Ordinary shares 5,384</p> <p>Tenure as Director: 3 years</p> <p style="text-align: center; background-color: #e0e0e0;"><b>Reappointment</b></p>	<p>(Career summary, position and responsibilities at the Company)</p>	
	<p>April 1988</p> <p>October 2009</p> <p>January 2011</p> <p>April 2019</p> <p>April 2021</p> <p>April 2023</p> <p>June 2023</p> <p>April 2024</p> <p>June 2024</p>	<p>Joined the Company</p> <p>Vice President, Sales Department of Tokyo Branch of the Company</p> <p>Vice President, International Route Marketing Department of the Company</p> <p>Executive Officer and Senior Vice President, Corporate Control Division of the Company</p> <p>Managing Executive Officer of the Company Senior Vice President, Corporate Planning Division Senior Vice President, Corporate Control Division</p> <p>Senior Managing Executive Officer of the Company Senior Vice President, Corporate Planning Division Chief Financial Officer</p> <p>Director and Senior Managing Executive Officer of the Company Senior Vice President, Corporate Planning Division Chief Financial Officer</p> <p>Representative Director, Executive Vice President of the Company Head of Corporate Division Chief Financial Officer (to present)</p> <p>Outside Director of Japan Airport Terminal Co., Ltd. (to present)</p>
	<p>(Important positions concurrently assumed outside the Company)</p>	
	<p>Number of important concurrent positions assumed at other listed companies: 1</p> <p>Outside Director of Japan Airport Terminal Co., Ltd.</p>	
	<p>(Reasons for the nomination as Director)</p>	
	<p>After joining the Company, Mr. SAITO has held positions in the international passenger sales department and the corporate planning department, where he has proven his ability to exercise precise analysis and good judgment. He was appointed as Senior Vice President, Corporate Control Division in 2019, Senior Vice President, Corporate Planning Division and Senior Vice President, Corporate Control Division in 2021, and Senior Vice President, Corporate Planning Division and Chief Financial Officer in 2023. In these roles, he made significant contribution to formulating the JAL Group's Medium-term Management Plans based on major changes in the times and values and carrying out steps towards the completion of those plans. He has contributed to further strengthening and enhancing the management base as Representative Director, Executive Vice President overseeing the Corporate Division from 2024. For all of these reasons, he is believed to be the right person for the Company to sustainably enhance its corporate value, so the Company hereby proposes that you elect him as Director.</p>	


No. 4	(Career summary, position and responsibilities at the Company)		
 <p><b>AOKI Noriyuki</b> (July 28, 1964) 61 years old [Male]</p> <p>Number of Company shares held Ordinary shares 5,784</p> <p>Tenure as Director: 2 years</p> <p style="background-color: #e0e0e0; padding: 5px; text-align: center;">Reappointment</p>	April	1989	Joined the Company
	March	2012	Vice President, Corporate Control Department of the Company
	April	2014	Vice President, Passenger System Promotion Department of the Company
	July	2018	Deputy Senior Vice President, Managing Division Route Marketing Division of the Company (In charge of Passenger System Promotion Department)
	April	2019	Executive Officer of the Company Assistant to Senior Vice President, Managing Division Route Marketing Division
	June	2019	Executive Officer of the Company Representative Director, President in charge of Okinawa Region of JAPAN TRANSOCEAN AIR CO., LTD.
	April	2022	Managing Executive Officer of the Company Senior Vice President, General Affairs Division
	April	2024	Executive Vice President of the Company Head of Customer Division Chief Customer Officer Senior VP, Customer Experience
	June	2024	Director, Executive Vice President of the Company Head of Customer Division Chief Customer Officer Senior VP, Customer Experience (to present)
		(Important positions concurrently assumed outside the Company)	
	None.		
	(Reasons for the nomination as Director)		
	<p>After joining the Company, Mr. AOKI successively engaged in the information system department and the corporate planning department. He has steadily realized achievements, including the revamping of the Company's core system, demonstrating his outstanding leadership and planning ability. From 2019, as Representative Director and President of JAPAN TRANSOCEAN AIR CO., LTD., he contributed to its safety operations and customer satisfaction improvement. He was appointed to Senior Vice President, General Affairs Division in 2022 and greatly contributed to strengthening corporate governance and implementing ESG strategies. He has contributed to improving the value provided to customers and increasing revenue as Director, Executive Vice President overseeing the Customer Division from 2024. For all of these reasons, he is believed to be the right person for the Company to sustainably enhance its corporate value, so the Company hereby proposes that you elect him as Director.</p>		

No. 5	(Career summary, position and responsibilities at the Company)	
	February 1985	Joined the Company
	April 2018	Deputy Vice President, International Route Marketing Department of the Company
	April 2020	Deputy Vice President, International Relations and Alliances of the Company
	April 2021	Executive Officer of the Company Deputy Senior Vice President, Route Marketing in charge of International Relations & Alliances
	April 2023	Managing Executive Officer of the Company Senior VP, Route Marketing
	April 2026	Senior Managing Executive Officer of the Company Senior VP, Route Marketing (to present)
<b>LEGGETT Ross</b> (June 25, 1963) 62 years old [Male]	(Important positions concurrently assumed outside the Company) None.	
Number of Company shares held Ordinary shares 3,785	(Reasons for the nomination as Director) Since joining the Company, Mr. LEGGETT has held various positions in departments such as business planning, sales, and joint venture development at the head office, London branch, and other locations, achieving results with his outstanding leadership and strong planning and coordination skills while maintaining a global perspective. He was appointed as Executive Officer and Deputy Senior Vice President, Route Marketing in 2021, contributing to improving competitiveness through the promotion of international partnerships and the enhancement of strategic partnerships. He has served as Managing Executive Officer and Senior VP, Route Marketing from 2023, leading the entire Route Marketing division with responsibilities for not only Full Service Carrier but also LCC and making a significant contribution to the growth of Route Marketing. For all of these reasons, he is believed to be the right person for the Company to sustainably enhance its corporate value, so the Company hereby proposes that you elect him as Director.	
<div style="border: 1px solid black; padding: 2px; display: inline-block;">New appointment</div>		


No. 6	(Career summary, position and responsibilities at the Company)		
	April	1990	Joined the Company
	April	2017	Vice President, Engineering Department of JAL ENGINEERING CO., LTD.
	April	2019	Executive Officer of JAL ENGINEERING CO., LTD.
	April	2021	Executive Officer of the Company Senior Vice President, Procurement Division
	February	2025	Managing Executive Officer of the Company Senior VP, Corporate Safety and Security Family Assistance and Support
	June	2025	Director, Managing Executive Officer of the Company Senior VP, Corporate Safety and Security Family Assistance and Support (to present)
(Important positions concurrently assumed outside the Company)			None.
(Reasons for the nomination as Director)			<p>Since joining the Company, Mr. NAKAGAWA has been involved in engineering departments and maintenance and contributed to upholding and improving the JAL Group's maintenance quality. He has served as Executive Officer and Senior Vice President, Procurement Division from 2021, creating new value and reducing costs through procurement activities and contributing to the implementation of the Medium-term Management Plan. He has assumed Director, Managing Executive Officer and Senior VP, Corporate Safety and Security as well as Family Assistance and Support since 2025, further strengthening the safety management system. Furthermore, in response to the administrative guidance the Company received regarding alcohol consumption and other issues in FY2024 and FY2025, in formulating and implementing recurrence prevention measures, he has demonstrated a strong and unwavering commitment to safety, founded on the knowledge and experience he cultivated in maintenance departments, as well as outstanding leadership. For all of these reasons, he is believed to be the right person for the Company to sustainably enhance its corporate value, so the Company hereby proposes that you elect him as Director.</p>
NAKAGAWA Yukio (April 24, 1967) 59 years old [Male]			
Number of Company shares held Ordinary shares 3,485			
Tenure as Director: 1 year			
Reappointment			

<p>No. 7</p>  <p><b>YANAGI Hiroyuki</b> (November 20, 1954) 71 years old [Male]</p> <p>Number of Company shares held Ordinary shares 4,000</p> <p>Tenure as Director: 5 years</p> <p>Reappointment, Outside, Independent</p>	(Career summary, position and responsibilities at the Company)	
	April 1978	Joined Yamaha Motor Co., Ltd.
	March 2007	Executive Officer of Yamaha Motor Co., Ltd.
	March 2009	Senior Executive Officer of Yamaha Motor Co., Ltd.
	March 2010	President, Chief Executive Officer and Representative Director of Yamaha Motor Co., Ltd.
	January 2018	Chairman and Representative Director of Yamaha Motor Co., Ltd.
	March 2019	Outside Director of AGC Inc. Outside Director of Kirin Holdings Company, Limited (to present)
	March 2021	Chairman and Director of Yamaha Motor Co., Ltd.
	June 2021	Outside Director of the Company (to present)
	January 2022	Director of Yamaha Motor Co., Ltd.
	March 2022	Advisor of Yamaha Motor Co., Ltd.
	June 2022	Outside Director of Mitsubishi Electric Corporation (to present)
(Important positions concurrently assumed outside the Company)		
Number of important concurrent positions assumed at other listed companies: 2 Outside Director of Kirin Holdings Company, Limited Outside Director of Mitsubishi Electric Corporation		
(Reasons for the nomination as Outside Director)		
Mr. YANAGI has deep insight and extensive experience as a member of top management in a company pushing ahead with international expansion. With such insight and experience, he gives advice to the Company's management and appropriately supervises the performance of duties from practical and diversified perspectives, and if he is elected, the Company expects that he will continue to fulfil those duties. For all of these reasons, he is believed to be the right person for the Company to realize sustainable enhancement of its corporate value, so the Company hereby proposes that you elect him as Outside Director who meets the Independence Standards of Outside Officers stipulated by the Company. He is currently serving as the Company's Outside Director. As of the conclusion of this General Meeting of Shareholders, his tenure as Outside Director will be five (5) years.		

\* On September 10, 2025, the Company received an Administrative Warning from the Ministry of Land, Infrastructure, Transport and Tourism for alcohol-related misconduct involving a flight crew member. Although Mr. YANAGI was not aware of this incident until it came to light, he has regularly made suggestions from the perspective of legal compliance at meetings of the Board of Directors and other occasions. After he became aware of the incident, he has not only instructed countermeasures to be formulated but also fulfilled his duties as the chair of the Verification Committee.

<p>No. 8</p>  <p><b>MITSUYA Yuko</b> (July 29, 1958) 67 years old [Female]</p> <p>Number of Company shares held Ordinary shares 2,200</p> <p>Tenure as Director: 3 years</p> <p><b>Reappointment, Outside, Independent</b></p>	(Career summary, position and responsibilities at the Company)		
	April	1981	Joined Hitachi, Ltd.
	July	2010	Representative Director of Cipher Co., Ltd.
	March	2014	Outside Audit & Supervisory Board Member of ASICS Corporation
	March	2015	Outside Director of Fujita Kanko Inc.
	April	2015	Outside Director of Paloma Co., Ltd.
	June	2016	President of Japan Basketball Association
	March	2018	Representative Director of SORA Corporation (currently PIT Co' Limited)
	June	2018	Outside Director of The Fukui Bank, Ltd.
	June	2019	Outside Director (Audit and Supervisory Committee Member) of JXTG Holdings, Inc. (currently ENEOS Holdings, Inc.) Outside Member of the Board of DENSO CORPORATION (to present)
June	2021	Vice President of Japanese Olympic Committee (to present)	
June	2023	Outside Director of the Company (to present)	
(Important positions concurrently assumed outside the Company)			
Number of important concurrent positions assumed at other listed companies: 1 Outside Member of the Board of DENSO CORPORATION Vice President of Japanese Olympic Committee			
(Reasons for the nomination as Outside Director)			
Ms. MITSUYA has gained extensive experience and broad insight as a corporate manager, as well as a wealth of experience and practical knowledge in human resource development. With such insight and experience, she gives advice to the Company's management and appropriately supervises the performance of duties from diversified perspectives, and if she is elected, the Company expects that she will continue to fulfil those duties. For all of these reasons, she is believed to be the right person for the Company to realize sustainable enhancement of its corporate value, so the Company hereby proposes that you elect her as Outside Director who meets the Independence Standards of Outside Officers stipulated by the Company. She is currently serving as the Company's Outside Director. As of the conclusion of this General Meeting of Shareholders, her tenure as Outside Director will be three (3) years.			

\* On September 10, 2025, the Company received an Administrative Warning from the Ministry of Land, Infrastructure, Transport and Tourism for alcohol-related misconduct involving a flight crew member. Although Ms. MITSUYA was not aware of this incident until it came to light, she has regularly made suggestions from the perspective of legal compliance at meetings of the Board of Directors and other occasions. After she became aware of the incident, she has not only instructed countermeasures to be formulated but also fulfilled her duties as a member of the Verification Committee.

<p>No. 9</p>  <p><b>KOMODA Masanobu</b> (June 8, 1954) 72 years old [Male]</p> <p>Number of Company shares held Ordinary shares 0</p> <p>Tenure as Director: 1 year</p> <p>Reappointment, Outside, Independent</p>	(Career summary, position and responsibilities at the Company)		
	April	1978	Joined Mitsui Fudosan Co., Ltd.
	April	2005	Corporate Officer of Mitsui Fudosan Co., Ltd.
	April	2008	Executive Managing Officer of Mitsui Fudosan Co., Ltd.
	June	2009	Executive Managing Director and Executive Managing Officer of Mitsui Fudosan Co., Ltd.
	July	2010	Senior Executive Managing Director and Senior Executive Managing Officer of Mitsui Fudosan Co., Ltd.
	June	2011	President and Chief Executive Officer (Representative) of Mitsui Fudosan Co., Ltd.
	April	2023	Chairman of the Board (Representative) of Mitsui Fudosan Co., Ltd. (to present)
	June	2023	Outside Board Director of Nippon Television Holdings, Inc. (to present) Outside Board Director of Nippon Television Network Corporation (to present)
	June	2024	Chairman of Japan Travel and Tourism Association (to present)
June	2025	Outside Director of the Company (to present)	
(Important positions concurrently assumed outside the Company)			
Number of important concurrent positions assumed at other listed companies: 2			
Chairman of the Board (Representative) of Mitsui Fudosan Co., Ltd.			
Outside Board Director of Nippon Television Holdings, Inc.			
Chairman of Japan Travel and Tourism Association			
Outside Board Director of Nippon Television Network Corporation			
(Reasons for the nomination as Outside Director)			
Mr. KOMODA has a wealth of experience as a top executive of a company that operates a wide range of businesses with a focus on urban development and extensive knowledge on promoting tourism in Japan. With such insight and experience, he gives advice to the Company's management and appropriately supervises the performance of duties from practical and diversified perspectives, and if he is elected, the Company expects that he will continue to fulfil those duties. For all of these reasons, he is believed to be the right person for the Company to realize sustainable enhancement of its corporate value, so the Company hereby proposes that you elect him as Outside Director who meets the Independence Standards of Outside Officers stipulated by the Company. He is currently serving as the Company's Outside Director. As of the conclusion of this General Meeting of Shareholders, his tenure as Outside Director will be one (1) year.			

\* On September 10, 2025, the Company received an Administrative Warning from the Ministry of Land, Infrastructure, Transport and Tourism for alcohol-related misconduct involving a flight crew member. Although Mr. KOMODA was not aware of this incident until it came to light, he has regularly made suggestions from the perspective of legal compliance at meetings of the Board of Directors and other occasions. After he became aware of the incident, he has not only instructed countermeasures to be formulated but also fulfilled his duties as a member of the Verification Committee.

### **(Reference) Independence Standards of Outside Officers**

A person to whom none of the following Independence Standards apply shall be judged to be independent and Outside Officers who do not qualify as being highly independent will not be nominated as Outside Directors or Outside Audit and Supervisory Board Members. In addition, individuals who concurrently serve as directors or audit & supervisory board members at more than four (4) listed companies other than the Company will not be nominated.

1. An individual who has executed business (Note) of the Company and the Company's consolidated subsidiaries at present or in the past ten years.
2. An individual who corresponded to the any of the items a ~ f in the past three years.
  - a. A business counterpart or a person who executed business of such business counterpart, whose transactions with the Company for one business year exceeded 1% of consolidated revenue of the Company or the business counterpart.
  - b. A major shareholder or a person executing business of such shareholder having an equity ratio of 5% or more in the Company.
  - c. A major lender of borrowings of the Company or a person executing business of such lender.
  - d. An individual receiving contributions of over 10 million yen a year from the Company or a person belonging to an organization receiving such contributions.
  - e. An individual receiving remuneration of over 10 million yen excluding Director's remuneration from the Company or a person belonging to an organization receiving remuneration exceeding 1% of consolidated revenue of the Company.
  - f. In case a person executing business of the Company is assigned as Outside Director of another company, the person executing business of such other company.
3. The spouse or relative within second degree of kinship of individuals corresponding to 1 and 2.

(Note) A person executing business refers to an Executive Director or Executive Officer.

#### ■ Special interest

The candidate, Mr. KOMODA Masanobu, is Chairman of Japan Travel and Tourism Association. Although the Company has paid membership fees and other charges to the association, the total amount of such payments is 10 million yen or less.

As stated below, Mr. KOMODA Masanobu meets the Independence Standards of Outside Officers stipulated by the Company. The Company has designated Mr. KOMODA Masanobu as an Independent Officer and provided the notification to the Tokyo Stock Exchange.

There is no special interest between other candidates for Directors and the Company.

#### ■ Conclusion of a directors and officers liability insurance policy

The Company has entered into a directors and officers liability insurance ("D&O insurance") policy as provided for in Article 430-3, Paragraph (1) of the Companies Act with an insurance company, thereby covering compensation for damages, litigation expenses, etc. incurred by Directors and Audit and Supervisory Board Members as a result of receiving claims for damages arising from the performance of their duties (unless a coverage exclusion in the insurance policy is applied). All of the candidates presently serving as Directors are covered under the D&O insurance policy. If each of the candidates, including new candidates, are elected and assume their posts, all of them will be covered by the D&O insurance policy. The full amount of the insurance premiums for the D&O insurance policy is borne by the Company. The term of the D&O insurance policy is one (1) year, and the Company plans to renew the policy before the expiration of that term by resolution of the Board of Directors.

#### ■ Independent Officers

Mr. YANAGI Hiroyuki, Ms. MITSUYA Yuko, and Mr. KOMODA Masanobu meet the requirements of Independent Officers who are unlikely to have conflicts of interest with general shareholders as prescribed by the Tokyo Stock Exchange and the Independence Standards of Outside Officers stipulated by the Company described on page 23. The Company, therefore, has designated them as the Independent Officers and provided the notification to the stock exchange. If they are reappointed as Director and assume the post of Outside Director, they will continue to be Independent Officers.

#### ■ Overview of limited liability agreement

In accordance with Article 427, Paragraph (1) of the Companies Act and the Company's Articles of Incorporation, the Company has entered into agreements with Mr. YANAGI Hiroyuki, Ms. MITSUYA Yuko, and Mr. KOMODA Masanobu to limit their liability pursuant to Article 423, Paragraph (1) of the Companies Act, setting the minimum amount stipulated by Article 425, Paragraph (1) of the said Act as the maximum liability. If they are reappointed as Director and assume the post, the Company will continue the agreements with them.

### Proposal 3: Election of One (1) Audit and Supervisory Board Member

The term of office of Mr. KUBO Shinsuke, active Audit and Supervisory Board Member, will expire at the conclusion of this General Meeting of Shareholders. Accordingly, the Company proposes the election of one (1) Audit and Supervisory Board Member.

For this proposal, the Board of Directors consulted the Nominating Committee, which comprises a majority of Outside Directors and is chaired by an Outside Director, the Nominating Committee formulated their report while reviewing the requirements for candidates provided by the Board of Corporate Auditors, and the Board of Directors makes the proposal with consideration of the Committee's report.

In addition, submission of this proposal to this General Meeting of Shareholders was approved in advance by the Board of Corporate Auditors.

The candidate for Audit and Supervisory Board Member is as follows:


Name	Current position at the Company	Attendance at Board of Directors meetings	Attendance at Board of Corporate Auditors meetings	Tenure	Number of Company shares held
WATANABE Junko	New appointment Outside Independent Female	—	—	—	0

(Reference) The composition of the Board of Corporate Auditors after the election

In the event that Proposal 3 is approved, the number of Audit and Supervisory Board Members will be five (5) including three (3) Outside Audit and Supervisory Board Members, and the composition of the Board of Corporate Auditors will be as follows.

Name		Important positions concurrently assumed outside the Company	Attendance at Board of Directors meetings	Attendance at Board of Corporate Auditors meetings	Tenure	Number of Company shares held
KIKUYAMA Hideki	Male	—	100% (14/14)	100% (13/13)	3 years	3,867
TAMURA Ryo	Male	—	100% (11/11)	100% (10/10)	1 year	3,485
OKADA Joji	Outside Independent Male	Chairperson, ACFE JAPAN	100% (14/14)	92.3% (12/13)	6 years	7,900
MATSUMURA Mariko	Outside Independent Female	Partner and Attorney at Law, SHINWA LAW To retire from office of Independent Outside Member of the Board, Meiji Holdings Co., Ltd. in June 2026 Outside Audit & Supervisory Board Member, Komatsu Ltd. Outside Member of the Board, SODA NIKKA CO., LTD.	100% (14/14)	100% (13/13)	2 years	1,300
WATANABE Junko	Outside Independent Female	To be appointed as Independent Director (Audit and Supervisory Committee Member), Sojitz Corporation	—	—	—	0

\* The Company has designated Mr. OKADA Joji and Ms. MATSUMURA Mariko as Independent Officers as stipulated by the Tokyo Stock Exchange and provided the notification to the stock exchange. In addition, the Company plans to designate Ms. WATANABE Junko as an Independent Officer as stipulated by the Tokyo Stock Exchange and provide the notification to the stock exchange.

 <p><b>WATANABE Junko</b> (January 2, 1962) 64 years old [Female]</p> <p>Number of Company shares held Ordinary shares 0</p> <p>New appointment, Outside, Independent</p>	<b>(Career summary and position at the Company)</b>	
	June 2001	Joined Tohmatsu & Co. (currently Deloitte Touche Tohmatsu LLC)
	June 2004	Partner of Deloitte Touche Tohmatsu LLC
	November 2013	Member of Executive Management Committee of Deloitte Touche Tohmatsu LLC
	November 2015	Board Member of Deloitte Tohmatsu LLC (currently Deloitte Tohmatsu Group Japan LLC) and Deloitte Touche Tohmatsu LLC
August 2018	Board Member of Deloitte Asia Pacific Limited	
June 2022	Board Member of Deloitte Touche Tohmatsu Limited (to retire from the office in May 2026) Deputy Chair of Deloitte Asia Pacific Limited (to retire from the office in May 2026)	
December 2024	Partner of Deloitte Tohmatsu Risk Advisory LLC (currently Deloitte Tohmatsu LLC) (to retire from the office in May 2026)	
<b>(Important positions concurrently assumed outside the Company)</b>		
Number of important concurrent positions assumed at other listed companies: 1 (planned) To be appointed as Independent Director (Audit and Supervisory Committee Member) of Sojitz Corporation		
<b>(Reasons for the nomination as Outside Audit and Supervisory Board Member)</b>		
Since joining Tohmatsu & Co. (currently Deloitte Touche Tohmatsu LLC), Ms. WATANABE has been involved in auditing, M&A support, internal control, IFRS and accounting advisory, and possesses global insight, high level of expertise, and advanced knowledge of accounting. For all of these reasons, she is believed to be the right person to maintain the soundness of the Company and to achieve the sustainable enhancement of the Company's corporate value, so the Company hereby proposes that you elect her as Outside Audit and Supervisory Board Member who meets the Independence Standards of Outside Officers stipulated by the Company.		
<b>(Overview of limited liability agreement)</b>		
In accordance with Article 427, Paragraph (1) of the Companies Act and the Company's Articles of Incorporation, if she is appointed as Audit and Supervisory Board Member and assumes the post, the Company will enter into an agreement with her to limit her liability pursuant to Article 423, Paragraph (1) of the Companies Act, setting the minimum amount stipulated by Article 425, Paragraph (1) of the said Act as the maximum liability.		

■ Independent Officers

Ms. WATANABE Junko is a new candidate for Outside Audit and Supervisory Board Member and meets the requirements of an Independent Officer who is unlikely to have conflicts of interest with general shareholders as prescribed by the Tokyo Stock Exchange and the Independence Standards of Outside Officers stipulated by the Company described on page 23. If she is appointed as Audit and Supervisory Board Member and assumes the post of Outside Audit and Supervisory Board Member, she will become an Independent Officer.

■ Special interest

There is no special interest between the candidate for Audit and Supervisory Board Member and the Company.

■ Conclusion of a directors and officers liability insurance policy

The Company has entered into a directors and officers liability insurance (“D&O insurance”) policy as provided for in Article 430-3, Paragraph (1) of the Companies Act with an insurance company, thereby covering compensation for damages, litigation expenses, etc. incurred by Directors and Audit and Supervisory Board Members as a result of receiving claims for damages arising from the performance of their duties (unless a coverage exclusion in the insurance policy is applied). If the candidate is elected and assumes her post, she will be covered by the D&O insurance policy. The full amount of the insurance premiums for the D&O insurance policy is borne by the Company. The term of the D&O insurance policy is one (1) year, and the Company plans to renew the policy before the expiration of that term by resolution of the Board of Directors.

**(Reference) Skill matrix**

With regard to the specialized knowledge and experience that the Company’s Directors and Audit and Supervisory Board Members should possess, the necessary skill set includes the basic corporate management skills of “Management Experience,” “Finance & Accounting,” “Legal/Risk Management,” “Personnel Affairs/Talent Development,” as well as “Safety Management,” which is particularly important given the business characteristics of the Company, and also “Global Experience,” “CX/Marketing,” “DX/IT/Technology,” and “GX/Environment.”

In the event that Proposals 2 and 3 are approved, the skill matrix of Directors and Audit and Supervisory Board Members will be as follows.

Position at the Company	Name	Management Experience	Finance & Accounting	Legal/ Risk Management	Personnel Affairs/ Talent Development	Safety Management	Global Experience	CX/ Marketing	DX/ IT/ Technologies	GX/ Environment
Director, Chairperson	AKASAKA Yuji	○				○			○	○
Representative Director, President	TOTTORI Mitsuko	○			○	○		○		
Representative Director, Executive Vice President	SAITO Yuji		○					○	○	○
Director, Executive Vice President	AOKI Noriyuki	○		○			○	○	○	○
Director and Senior Managing Executive Officer	LEGGETT Ross						○	○		○
Director and Managing Executive Officer	NAKAGAWA Yukio			○		○	○		○	○
Outside Director	YANAGI Hiroyuki	○					○	○	○	○
Outside Director	MITSUYA Yuko	○			○			○		
Outside Director	KOMODA Masanobu	○	○	○	○		○			○
Audit and Supervisory Board Member	KIKUYAMA Hideki		○	○	○		○		○	
Audit and Supervisory Board Member	TAMURA Ryo	○				○	○		○	
Outside Audit and Supervisory Board Member	OKADA Joji		○	○			○			
Outside Audit and Supervisory Board Member	MATSUMURA Mariko			○	○					
Outside Audit and Supervisory Board Member	WATANABE Junko		○	○			○			

(Attached Documents)

## Business Report

(April 1, 2025 to March 31, 2026)

### 1. Current state of the JAL Group

#### (1) Business progress and results

For the fiscal year under review, the world's major economies, including Japan and the United States, continued to grow at a generally moderate pace despite the unstable global situation. Under such economic conditions, the JAL Group carried out business model reform, restructuring the business portfolio based on our experience during the COVID-19 pandemic, with a view to creating new businesses, particularly in non-aviation business domains, and expanding group-wide profits.

In the "Full Service Carrier Business," we sought to capture strong international passenger demand, secure domestic passengers with flexible revenue management, and win cargo demand by expanding the freighter network. In the "LCC Business," by leveraging the unique strengths of ZIPAIR, SPRING JAPAN, and Jetstar Japan, we expanded our network originating from Narita Airport for the LCC market where demand is expanding. In the "Mileage/Finance and Commerce Business," the number of miles issued steadily increased in line with the expansion of partners, resulting in steady profit growth. In "Other (Ground Handling, Travel, etc.)," we focused on expanding our "Total Amount of Relationships and Societal Connections" in the travel domain, while proactively working to increase the number of flights in the ground handling domain.

With all segments achieving year-on-year increases in revenue, revenue amounted to 2,012.5 billion yen (up 9.1% year on year), a record high since our relisting.

On the other hand, despite the impact of the weaker yen, all employees made efforts to reduce costs, and expenses amounted to 1,834.0 billion yen (up 8.3% year on year).

As a result, EBIT for the fiscal year under review, which is the final year of the previous Medium-term Management Plan, reached a record high of 218.0 billion yen (up 26.4% year on year), achieving higher profit exceeding the 200.0 billion yen target.

(\*) Number of JAL Group passengers who traveled to the same location twice or more in a year × level of community involvement (Average number of trips to the same location)

	FY2024	(Billions of yen) FY2025
Revenue	1,844.0	<b>2,012.5</b> (+168.4 year on year)
Earnings before interest and taxes (EBIT)	172.4	<b>218.0</b> (+45.5 year on year)
Profit attributable to owners of parent	107.0	<b>137.6</b> (+30.5 year on year)

In terms of human capital management, to optimize our human capital portfolio that supports business model reform, we continued to make human resources investments such as appointing highly specialized personnel, internal and external transfers through open recruitment, and developing digital talent through the DX human resource development program. Furthermore, in support of accelerating a culture of transformation and challenge to create new value, we redefined the role of leaders who drive change to one that fosters self-initiated challenges and co-creation, and formulated a new management personnel system.




Regarding green transformation (GX), we began using domestically produced SAF (Sustainable Aviation Fuel) in May and also invested in partner companies and funds to realize further SAF production and supply.

All of our employees will continue to work together to take on new challenges and strive to improve our corporate value.

(Note) Hereinafter, all mention of months falling inside FY2025 are expressed by stating only the month with the year omitted.

## Management targets

The JAL Group set management targets respectively for “safety and comfort,” “sustainability,” and “finances” to be achieved by FY2025 and have been working towards achieving them. We will continue to work towards achieving the targets that have not yet been met.

FY2026 target value			FY2025 results	Achieved goals
<b>Safety and Comfort</b> 	Safety	<b>Aircraft Accidents and Serious Incidents: 0</b> (during the entire period of the Medium-term management plan)	<b>4</b> <sup>*9</sup>	—
	CX (Comfort)	Top Level Customer Experience both in air travel services and daily life <b>NPS</b> <sup>*1</sup> <b>+4.0pt</b> (International/domestic flights)	Domestic <b>+4.2pt</b> International <b>(3.0)pt</b>	○ —
<b>Sustainability</b> 	Environment	CO <sub>2</sub> Emission Reduction Total emission: below <b>9.21 million tons</b> <sup>*2</sup> (FY2019 results)	<b>9.13 million tons</b> <sup>*10</sup>	○
		Reduction of Single-use Plastic <sup>*3</sup> Cabin/Lounge: <b>No use of virgin petroleum-based plastic</b> Cargo/Airports: <b>100% switch to eco-friendly materials</b> <sup>*4</sup>	<b>No use</b> <b>100 % change</b>	○ ○
	Communities	Regional Revitalization Domestic passenger <sup>*5</sup> and Cargo transport volume <b>+ 10% vs FY2019</b>	Passenger <b>+9%</b> Cargo <b>(8) %</b>	— —
	People	Promotion of DEI Group female managers ratio <sup>*6</sup> : <b>30%</b> Consistent efforts to encourage various human resources to demonstrate their potential	<b>32.4 %</b> <sup>*10</sup>	○
<b>Finances</b> 	EBIT Margin	<b>Achieve 10% or Higher</b>	<b>10.8%</b>	○
	ROIC <sup>*7</sup>	<b>Achieve 9%</b>	<b>9.5%</b>	○
	EPS	<b>290 yen level</b>	<b>306 yen</b>	○

\*1: Net Promoter Score: Objective indicator of customer satisfaction (compared to the beginning of FY2021)

\*2: Includes 120,000 tons of FY2019 CO<sub>2</sub> emissions by Spring Japan, which became a consolidated subsidiary in 2021

\*3: Single-use plastic products provided to our customers

\*4: Items that do not use new or reduced petroleum-derived raw materials, such as biomass, recycled plastic, and certified paper

\*5: Growth in passenger traffic between major cities and local cities achieved mainly by stimulating tourism demand and creating new flows

\*6: Organizational management positions

\*7: Return on Invested Capital (ROIC) = EBIT (after tax) / average of fixed assets (\*8) at the beginning and end of the fiscal year

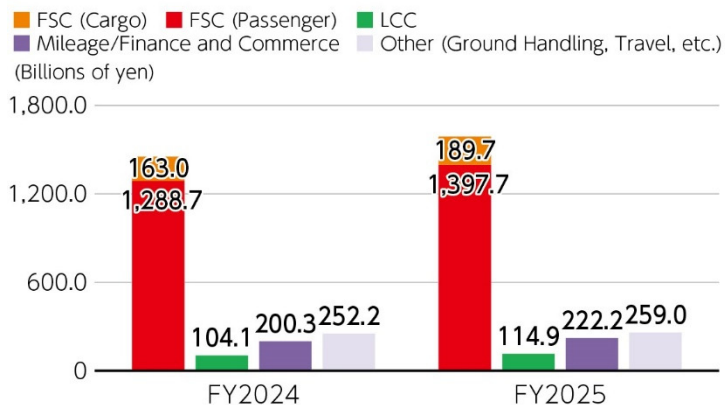
\*8: Fixed assets = Inventories + non-current assets - deferred tax assets - assets for retirement benefits

\*9: 3 aircraft accidents (1 case of passenger sustaining injury due to aircraft turbulence, 1 case of cabin attendant sustaining fracture due to aircraft turbulence, and 1 case of bird strike during takeoff) and 1 serious incident (1 case of inflight engine stall)

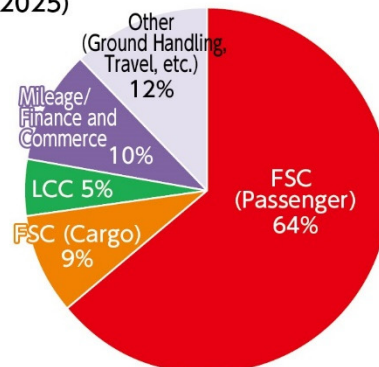
\*10: Preliminary data

**(2) State of each department**

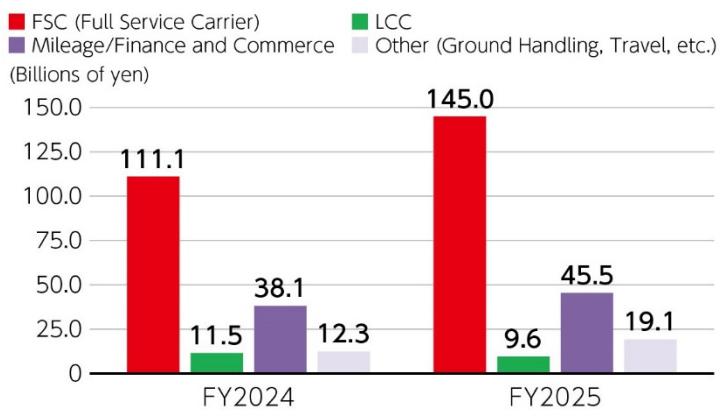
**Revenue by Segment**



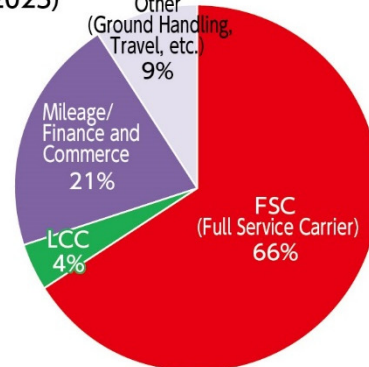
**Breakdown (FY2025)**



**EBIT by Segment**



**Breakdown (FY2025)**



(Note) Revenue, EBIT, and breakdown by segment show figures before elimination of inter-segment transactions (hereinafter applicable to the sections with “\*” in “(2) State of each department”).

## Full Service Carrier Business (International Passenger / Domestic Passenger / Cargo and Mail)

In the Full Service Carrier Business, revenue amounted to 1,587.4 billion yen (up 135.6 billion yen year on year), and EBIT amounted to 145.0 billion yen (up 33.9 billion yen year on year), resulting in higher revenue and profit. (\*1)

### International Passenger

	FY2025	YoY change
Passenger revenue (JPY Bn) <sup>*2</sup>	760.0	9.1%
Passengers ('000)	8,008	5.6%
Revenue per passenger (JPY)	94,900	3.4%
ASK (MN seat km)	52,795	5.7%
RPK (MN passenger km)	45,305	8.1%
L/F (%)	85.8	1.9pt

<sup>\*2</sup> These figures are presented by company consolidated accounts and do not represent revenue by reportable segments (hereinafter applicable to the sections with “\*2” in “(2) State of each department”).

ASK: Available seat kilometers. Total number of seats x Distance flown (kms)

RPK: Revenue passenger kilometers. Number of revenue passengers x Distance flown (kms)



Airbus A350-1000 business class seats

As a result of firmly capturing strong inbound demand as well as recovering outbound business demand and implementing unit-price improvement measures, the number of passengers increased 5.6% year on year, revenue per passenger increased 3.4% year on year, and revenue increased 9.1% year on year to 760.0 billion yen.

**In business operations**, we increased our fleet of Airbus A350-1000 with maximum comfort, by adding three aircraft since the end of the previous fiscal year and bringing the total to eleven. Airbus A350-1000 was introduced on the Paris route in May and the Los Angeles route in June, improving our competitiveness. We also opened the Narita-Chicago route in May and the Narita-Delhi route in January, further expanding networks connecting North America, India, and Southeast Asia, with Narita as a hub.

**In products and services**, we advanced initiatives to improve the overall customer boarding experience, including starting to update our inflight meals in March and enhancing our online check-in and bid upgrade (\*1) functions. In addition, we received the SKYTRAX (\*2) “5-Star” certification for the ninth consecutive year and became the only airline in Japan to receive the APEX (\*3) “WORLD CLASS” for the fifth consecutive year. These recognitions show that our services continue to be among the world’s best.

(\*1) Service that allows seat class to be upgraded based on bid amount

(\*2) UK-based airline rating agency

(\*3) A U.S.-based non-profit organization working to improve customers’ flight experience, which comprises airline companies, aviation-related manufacturers, travel-related companies, etc.

### Domestic Passenger

	FY2025	YoY change
Passenger revenue (JPY Bn) <sup>*2</sup>	609.0	6.6%
Passengers ('000)	38,234	5.8%
Revenue per passenger (JPY)	15,929	0.7%
ASK (MN seat km)	34,889	(0.6)%
RPK (MN passenger km)	29,272	5.8%
L/F (%)	83.9	5.0pt



Boeing 737-8

As a result of stimulating demand through various campaigns and capturing booming inbound demand into domestic flights, the number of passengers increased 5.8% year on year, revenue per passenger increased 0.7% year on year, and revenue increased 6.6% year on year to 609.0 billion yen.

**In business operations**, we launched limited time offers focusing on off-peak flights and raised some fares in response to rising expenses to maximize earnings. Furthermore, we focused our efforts into capturing increased domestic demand due to the Expo 2025 Osaka, Kansai as well as inbound demand. As a result, the full-year passenger load factor reached a record high of 83.9%.

**In products and services**, Saver Fares, which can be purchased up to the day of flight, were introduced to some routes such as the Haneda-Itami route. In March, we announced our plans to renew our services from April 2026 under the concept “New Angles, New Stories,” as well as to begin operating Boeing 737-8 aircraft in FY2027 and sequentially expand First Class service to routes nationwide.

## Cargo and Mail

International cargos	FY2025	YoY change
Cargo revenue (JPY Bn)*2	149.6	21.3%
Carried cargo weight (Thousand ton)	585	14.2%
Revenue Ton (JPY/kg)	256	6.2%
ATK (MN ton km)	5,972	13.7%
RTK (MN ton km)	3,220	16.4%

Domestic cargos	FY2025	YoY change
Cargo revenue (JPY Bn)*2	29.9	7.3%
Carried cargo weight (Thousand ton)	325	(0.8)%
Revenue Ton (JPY/kg)	92	8.1%
ATK (MN ton km)	1,706	1.6%
RTK (MN ton km)	311	1.9%

ATK: Available ton kilometers. Total transport capacity x Distance flown (kms)

RTK: Revenue ton kilometers. Weight of revenue cargo carried x Distance flown (kms)

### International cargos

In addition to increasing the number of flights on Asia routes using our own cargo aircrafts, we sought to expand our network for the rapidly growing Asia-North America routes by strengthening the North America routes using KALITTA Air's large aircrafts. We also captured demand for high-unit price cargos such as EVs, AI-related goods, and pharmaceuticals.

As a result, transport weight increased 14.2%, revenue ton increased 6.2%, and revenue increased 21.3% year on year to 149.6 billion yen. Furthermore, in collaboration with the JR East Group, we launched in January a transportation service called "JAL de Hako-byun," promoting the export of regional products.

### Domestic cargos

Facing sluggish growth in aggregate demand, we captured new demand by offering new agency services such as cargo security screening. As a result, despite transport weight decreasing 0.8% year on year, revenue increased 7.3% year on year to 29.9 billion yen. In addition, the number of cargo-only aircraft flights operated in a joint venture with YAMATO HOLDINGS CO., LTD. increased 25% from the previous fiscal year, demonstrating our commitment to solving social issues through logistics.

## LCC Business

In the LCC Business, revenue amounted to 114.9 billion yen (up 10.7 billion yen year on year), and EBIT amounted to 9.6 billion yen (down 1.9 billion yen year on year), resulting in higher revenue. (\*1)

Note: The results of Jetstar Japan, an affiliate accounted for by the equity method, are not included.

ZIPAIR	FY2025	YoY change
Passenger revenue (JPY Bn)*2	74.2	8.4%
Passengers ('000)	1,380	1.8%
Revenue per passenger (JPY)	53,797	6.4%
ASK (MN seat km)	10,535	15.7%
RPK (MN passenger km)	8,190	6.1%
L/F (%)	77.7	(7.0)pt

### ZIPAIR

ZIPAIR expanded its scheduled flight network by launching its tenth route, the Narita-Houston route, in March 2025. ZIPAIR also operated the first direct charter flight to Orlando by a Japanese airline from February to March. In addition, ZIPAIR became the first airline in Asia to install Starlink high-speed internet on its aircraft and realized an in-flight internet environment equivalent to that on the ground.

### SPRING JAPAN

SPRING JAPAN connected seven Chinese cities to Narita and steadily captured demand for flights from China, achieving profit for the second consecutive year. Additionally, in March, for in-flight sales, we were the first Japanese airline to facilitate offline payments using the payment service "Alipay."

SPRING JAPAN	FY2025	YoY change
Passenger revenue (JPY Bn)*2	24.2	19.2%
Passengers ('000)	1,068	5.5%
Revenue per passenger (JPY)	22,643	12.9%
ASK (MN seat km)	2,016	6.3%
RPK (MN passenger km)	1,765	17.8%
L/F (%)	87.5	8.5pt

### Jetstar Japan (an affiliate accounted for by the equity method)

Jetstar Japan resumed the Kansai-Manila route in October and the Narita-Hong Kong route in February, while launching the new Narita-Takao route in December. Furthermore, in line with the change in its shareholder structure, Jetstar Japan announced in February that it plans to rebrand itself after 2027 and expand the international flight network as the LCC offering the largest number of seats at Narita Airport.

## Mileage/Finance and Commerce Business

In the Mileage/Finance and Commerce Business, revenue amounted to 222.2 billion yen (up 21.9 billion yen year on year), and EBIT amounted to 45.5 billion yen (up 7.4 billion yen year on year), resulting in higher revenue and profit. (\*1)



JAL Luxury Card



General online shopping mall "JAL Mall"

### Mileage/Finance

Due to increases in the number of members and payments of JAL Card, the launch of JAL Luxury Card, a joint venture with Money Square HD Inc., and partnerships with overseas financial operators, the number of miles issued in the non-aviation domain increased significantly by 20% year on year, resulting in higher profit.

We stepped up the promotion of JAL Mileage and Lifestyle, which allows members to redeem miles accumulated through all aspects of everyday life for special, extraordinary experiences, while also launching new services such as JAL Mobile. In addition, through the expansion of services eligible for earning points in the "Life Status program" and various campaigns, we made efforts to make the mileage program more attractive.

### Commerce

A core subsidiary JALUX achieved higher revenue by growing the aviation-related business and wholesale business to duty-free shops. In addition, our general online shopping mall, "JAL Mall," celebrated its second anniversary, thanks to the support of many customers. From March, our in-flight sales on domestic flights have been consolidated into an online in-flight sales service "Inflight sales at Home (Ouchi de kinaihanbai)."

## Other (Ground Handling, Travel, etc.)

In Other (Ground Handling, Travel, etc.), revenue amounted to 259.0 billion yen (up 6.7 billion yen year on year), and EBIT amounted to 19.1 billion yen (up 6.7 billion yen year on year), resulting in higher revenue and profit. (\*1)



Electric towing tractors



"SoraCruise" immersive theater

In the travel domain, a core subsidiary JALPAK focused on improving profitability by creating value-added products. In addition, we increased the total amount of relationship and connections through the promotion of the "JAL Tabi-Academy" and the development and expansion of new tourism products.

In the airport ground handling domain, amid a decreasing number of flights by Chinese carriers, we proactively worked to obtain more flights with other carriers. Additionally, at Haneda Airport and Narita Airport, we began practical application of electric towing tractors capable of Automated Driving Level 4 (fully driverless operation under certain conditions), the first of its kind in Japan. This practical application helps address labor shortages and reduce environmental impact.

In the domain of air mobility, we set up an immersive theater at the Expo 2025 Osaka, Kansai, allowing approximately 130,000 visitors to experience the skies filled with next-generation air mobility vehicles. Furthermore, in collaboration between the public and the private sectors, we worked towards the social implementation of flying cars in the Osaka-Kansai area.

### (3) Initiatives related to safety and comfort

Detailed safety and comfort information and our Safety Report are available on our corporate website:  
<https://www.jal.com/en/safety/>

#### **Administrative guidance given to Japan Airlines**

Despite having received administrative guidance regarding alcohol consumption in FY2024 and ongoing implementation of countermeasures, an inappropriate incident involving alcohol consumption by the captain of flight JL793 occurred in August, resulting in an Administrative Warning from the Ministry of Land, Infrastructure, Transport and Tourism in September. We take this matter extremely seriously. Based on an analysis of the cause of the incident and the factors that made our previous countermeasures insufficient, we will make company-wide efforts under the leadership of management to prevent recurrence, focusing on the following three pillars.

In implementing recurrence prevention measures, a Verification Committee, whose majority members are Outside Officers, is conducting on-site interviews in addition to assessing progress and effectiveness.

Furthermore, the Safety Advisory Group conducted workplace inspections and dialogues in the Flight Operations Division, providing feedback to management regarding the assessment and advice on safety management systems and recurrence prevention measures.

We will continuously improve and strengthen recurrence prevention measures with third-party inputs.

#### Pillar 1: Build a drinking habits management system with the expertise of external alcohol specialists

Our own expertise was insufficient to effectively utilize highly specialized health management information related to alcohol consumption. Therefore, we created a new matrix for drinking habits management with the expertise of external specialists and implemented a strict policy of temporary suspension from duty if there is a possibility of excessive drinking. In addition to medical evaluation of targeted flight crew members, we will also establish a system to receive regular assessment and advice from external specialists with the aim of continuously improving the entire drinking habits management scheme.

#### Pillar 2: Ensure thorough safety awareness of each individual

We have also modified the content of education with the expertise of external specialists, so that it suits the attributes of flight crew, such as their age, and it is effective for each individual. In addition, we continually provide education to ensure that management and all employees strongly maintain the awareness that “alcohol problems are safety problems and must never happen again.”

#### Pillar 3: Address organizational challenges of the Flight Operations Division

To deepen mutual understanding between management and flight crew and foster a sense of unity in working towards reform, we provide dialogue with management for all flight crew members. We are also implementing organizational reforms such as establishing a committee to evaluate countermeasures with cooperation between labor and management and expanding opportunities for face-to-face interaction between the organization bodies within the Flight Operations Division and crew members. By doing so, we aim to reform corporate culture, including revitalizing two-way communication and fostering autonomy.

## Ongoing initiatives for realizing a safe and secure society

Aiming to be the leading company in safety, we have set “safety innovation through the use of digital technology” and “response to various changes in the environment for aviation,” among others, as priority issues to achieve our management target “zero aircraft accidents and zero serious incidents,” and promoted various initiatives.

### Key initiatives

- Due to changing climate conditions, turbulence is causing injuries to customers and cabin crew worldwide. To prevent injuries caused by turbulence, the Company plays in-flight videos on all its routes explaining the importance of always wearing seatbelts and how to protect yourself from turbulence. By clearly presenting how to prepare for sudden turbulence and deepening our customers’ understanding of safety actions, we aim to prevent injuries from happening.

Furthermore, to improve the accuracy of turbulence prediction, we launched the “Real-time Turbulence Prediction Project” in collaboration with Tohoku University, Weathernews Inc., and others. The project was selected for the Ministry of Land, Infrastructure, Transport and Tourism’s technology development promotion programs. The project involves building a high-precision prediction system by integrating weather data and real-time data from flights using AI. After an operational trial in FY2027, we will proceed with social implementation, aiming to improve safety and reduce environmental impact.

- Given the increasing number of fire incidents caused by mobile batteries and similar devices in society, we are taking measures to reduce the risk of fire on board our aircraft and taking every precaution to ensure prompt firefighting in the event of an emergency.

In addition, following the Ministry of Land, Infrastructure, Transport and Tourism’s changes to the rules regarding carrying mobile batteries on board aircraft effective April 24, 2026, we are working with industry associations to thoroughly inform customers of the rule changes at every point of contact, including during booking, at airports, and on board, in support of preventing in-flight fires.

Moreover, in regular training sessions for cabin crew, practical firefighting drills are repeatedly conducted, simulating all types of in-flight fires, including abnormal overheating and deformation of mobile batteries and other devices, as well as fire and smoke. Through these drills, we strive to maintain and improve the judgment and skills necessary to carry out firefighting activities quickly and reliably even in unforeseen circumstances.



Notice issued by The Scheduled Airlines Association of Japan



Scenes from a cabin fire drill

#### (4) Initiatives related to sustainability

Detailed information on our initiatives related to sustainability is available on our corporate website:  
<https://www.jal.com/en/sustainability/>

##### a. Environment

###### Efforts to Reduce CO<sub>2</sub> Emissions

As a result of the following initiatives, our total CO<sub>2</sub> emissions amounted to 9.13 million tons\* compared to the emissions reduction target of 9.21 million tons, reaching the management target. \* Preliminary data

###### Replacing our fleet by more fuel-efficient aircraft

We introduced state-of-the-art, fuel-efficient Airbus A350-1000 in a systematic manner. Also, preparations have been underway to introduce aircraft equipped with the latest environmental performance features, such as Boeing 737-8 and Airbus A321neo.



Airbus A350-1000

###### Utilizing SAF (“SAF”: Sustainable Aviation Fuel)

In addition to pursuing stable procurement overseas, we began procuring domestically produced SAF in May, which has entered mass production using waste cooking oil as a feedstock in Japan. As a result, the target of replacing 1% of all fuel on board (FOB) with SAF has been met. Furthermore, collection points for the Let’s Fly with Used Cooking Oil® project, which began in June 2023 and involves collecting used cooking oil from households to use as a feedstock for SAF, have expanded to over 250 locations nationwide.

###### Reduction of single-use plastics

As we promote the effective use of limited resources, we have applied the “3Rs (Reduce, Reuse, Recycle) + 1R (Redesign)” approach to single-use plastics and changed materials for toothbrushes and packaging of wet paper towels used on board aircraft and materials used in cargo handling supplies. We have met the management targets by “eliminating 100% of virgin petroleum-derived plastics in cabins and at lounges (+4pt year on year)” and “switching 100% of single-use plastics to environmentally sustainable materials at cargos and airport (+8pt year on year).”

##### b. Communities

###### Regional revitalization

To achieve the management target of “increasing domestic passengers and cargo transport volume by 10% compared to FY2019,” we put in efforts for attracting inbound tourists to various parts of Japan and capturing travel demand triggered by the Expo 2025 Osaka, Kansai. As a result, the volume of domestic passengers increased by 5pt year on year (9% increase compared to FY2019). In addition, the cargo transport volume decreased by 1pt year on year (8% decrease compared to FY2019) largely due to sluggish growth in aggregate demand, despite efforts to promote modal shift from land transport to air transport.

## **c. Human**

### **Promotion of Diversity, Equity, and Inclusion (DEI)**

With continuous efforts to increase diversity at decision-making levels, the ratio of female managers reached 32.4%\* (+0.9pt from the previous year). For employees with disabilities, we provided support for individual skill development and career advancement and further expanded the regions and job fields in which they can play active roles, striving to create an organization where diverse talent can thrive.

\* Estimated result

### **Respect for human rights**

Based on mechanisms for human rights due diligence, we deepened our efforts in line with 11 key priorities determined from three considerations: “supply chain management,” “responsible conduct through products and services,” and “improvement of the internal working environment.” In terms of supply chain, we identified 64 companies as key suppliers and conducted self-assessment questionnaires and on-site audits to prevent and mitigate adverse impacts on human rights.

**(5) Issues to be addressed**

The JAL Group has established “JAL Vision 2035,” which articulates our “envisioned future society” ten years from now and “the role JAL aspires to play within that society,” and formulated a new growth strategy, “JAL Group Management Vision 2035,” as the roadmap to reach that vision. By steadily implementing JAL Group Management Vision 2035, we aim to evolve into a corporate group that consistently balances the creation of social value with sustainable growth.

**(1) JAL Vision 2035**

Envisioned future society

**Sustainable Well-being Future**

**Joyful Connections Between People That Transcend Regions, Countries, and Generations Spread Throughout Society**

**Social and Personal Well-being**

<b>Society</b>	<b>People</b>
A peaceful society where people can connect and help each other, creating peace of mind, and where the unique culture and economy of each region are respected.	Each individual is connected to society, diverse values are respected, and they can make independent choices about their lives. This sense of fulfillment fosters physical and mental health, and they can share it with others with an altruistic spirit.

**Environmental and Social Sustainability**

<b>Environment</b>	<b>Social Infrastructure</b>
Many people, regardless of region or generation, take environmental issues personally and pass on a rich lifestyle in harmony with nature to the next generation.	Transportation networks/next-generation mobility connecting all regions and countries are important social infrastructures that support global connections between people and goods.

The role JAL aspires to play

**OUR VALUE**

**Safety and Peace of Mind for the Future Skies**

We will continue to support the free movement of people and goods around the world through aviation networks and next-generation mobility. By evolving safety and security through technology and reducing environmental impact, we will lead the way in realizing a sustainable future for the skies.

**Encounters and Experiences that Resonate with Customers**

We will deliver heartwarming experiences and smart services that stimulate the five senses in every situation, whether you're on the move, traveling, or in your daily life, and encourage you to take a new step forward.

**Creating Relationships and Societal Connections**

Through the movement of people and goods, we will create relationships and connections that transcend regions, countries, and generations. By co-creating with diverse partners, we will expand relationships and societal connections that bring well-being to people and society.

**Sustainable Well-being Future**

**OUR DNA**

**JAL Philosophy**

**Professionalism That Supports Safety and Delivers the Highest Quality Service**

**A Culture of Transformation and Challenge to Create New Value**

We have also set new management targets for 2030 as a milestone toward achieving “JAL Vision 2035,” aiming to create social value through each of our initiatives. We will work together as a team to achieve these management targets in order to embody the creation of social value across the entire JAL Group.

Themes and Priorities		2030 Management Targets	
Safety and Peace of Mind for the Future Skies	Aircraft accidents and serious incidents	0 cases	Unwavering pursuit and continuation of safety excellence to achieve zero aircraft accidents and serious incidents.
	CO <sub>2</sub> Emissions from aircraft *1	-10% vs FY2019	Steady progress in CO <sub>2</sub> reduction toward the goal of Net Zero CO <sub>2</sub> emissions by FY2050.
	Number of Domestic Routes (incl. Code-share)	100% vs FY2025	Maintaining our domestic network as essential social infrastructure.
	International ASK (Available Seat Kilometers)	1.3x vs FY2025	Expanding the international network to realize the 60 million inbound goal, taking advantage of Narita's enhanced functionality.
	International Carried Cargo Weight	1.3x vs FY2025	
Encounters and Experiences that Resonate with Customers	Customer Empathy Score *2	World No.1 (Year-on-Year Growth)	World No.1
Creating Relationships and Societal Connections	Total Amount of Relationships and Societal Connections *3	1.3x vs FY2025	Contributing to regional future and personal well-being through expansion of the Interacting community.
Professionalism That Supports Safety and Delivers the Highest Quality Service	Improving Productivity (EBIT per Hour)	1.5x vs FY2025	Aiming to more than double hourly productivity through a culture of transformation and challenge.
A Culture of Transformation and Challenge to Create New Value	Well-being Score *4	Japan's Top Tier (Year-on-Year Growth)	Japan's Top Tier
Finance	(Capital Efficiency) ROIC		9% or more
	(Financial Resilience) Equity Ratio		Approx. 45%
	(Profitability Indicator) EBIT Margin		10% or more

\*1 Including carbon offsets

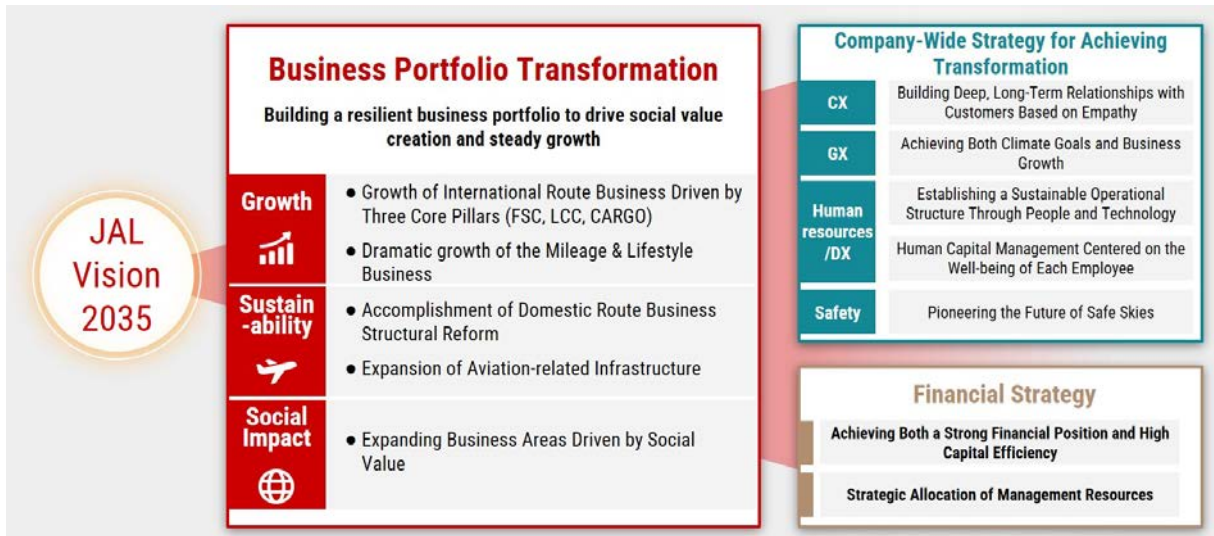
\*2 JAL Group NPS (Net Promoter Score): Superiority against benchmark carriers (by market)

\*3 Number of JAL Group passengers who traveled to the same location twice or more in a year × level of community involvement (Average number of trips to the same location)

\*4 Measured based on well-being survey questions designed by an external institution

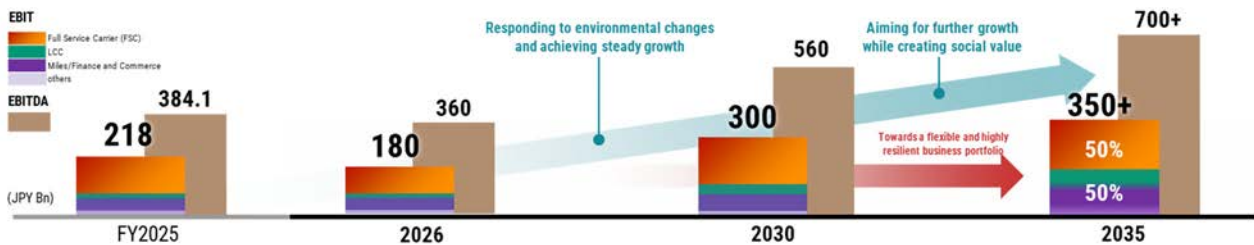
## (2) Growth strategy for achieving JAL Vision 2035

To create social value and achieve steady growth, we will promote business portfolio transformation and implement company-wide and financial strategies to realize this transformation.



To transform our business portfolio into one that is resilient to changes in the external environment and achieves both social value creation and steady growth, we will undertake a fundamental transformation based on three pillars: “Growth,” which involves firmly capturing business growth opportunities; “Sustainability,” which involves adapting flexibly to environmental changes and risks to enhance the sustainability of aviation infrastructure; and “Social Impact,” which involves expanding business domains starting from social value.

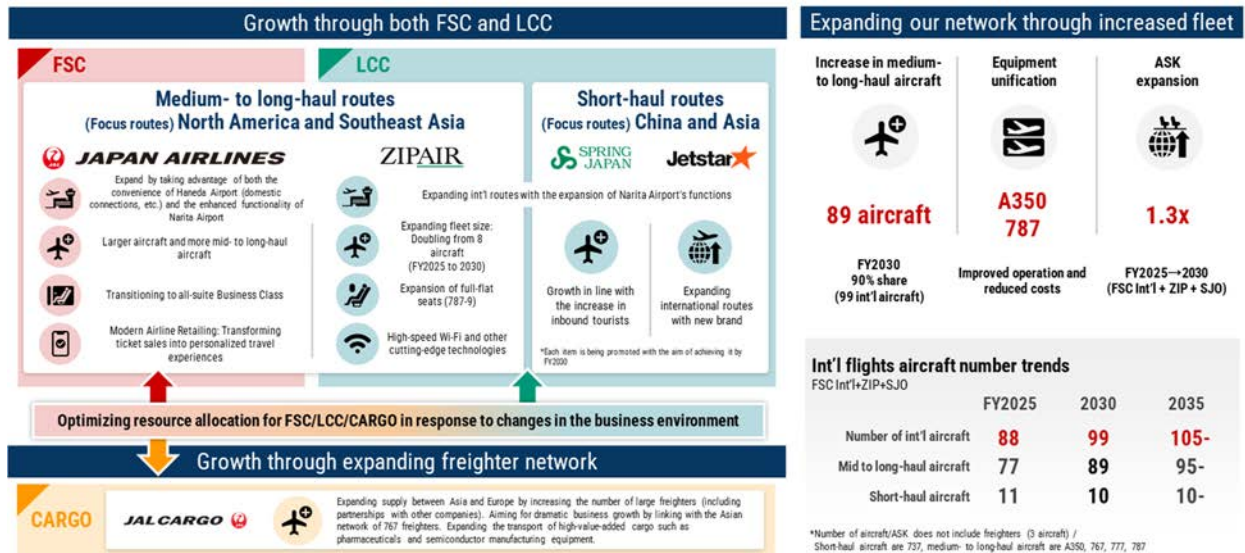
Through this transformation, we aim to achieve high profit levels at EBIT of 300.0 billion yen in FY2030 and 350.0 billion yen in FY2035.



## (2-1) Business portfolio transformation

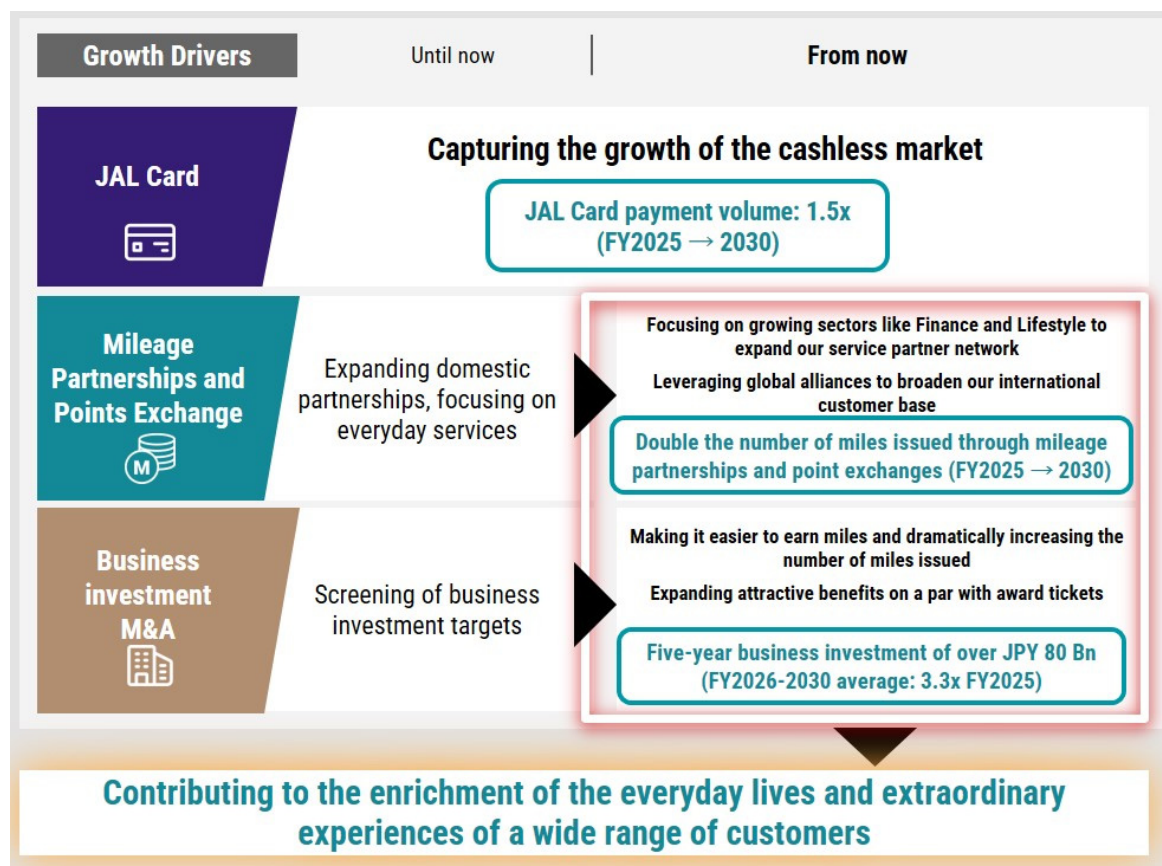
### (i) Growth of international route business driven by three core pillars

We will grow through scale expansion with three pillars of FSC, LCC, and Cargo, by introducing new aircraft, expanding medium- and long-haul routes, and enhancing freighter networks. Taking advantage of the convenience of Haneda Airport and the enhanced functionality of Narita Airport, we will further expand the scale of our international routes while flexibly responding to changes in the business environment.



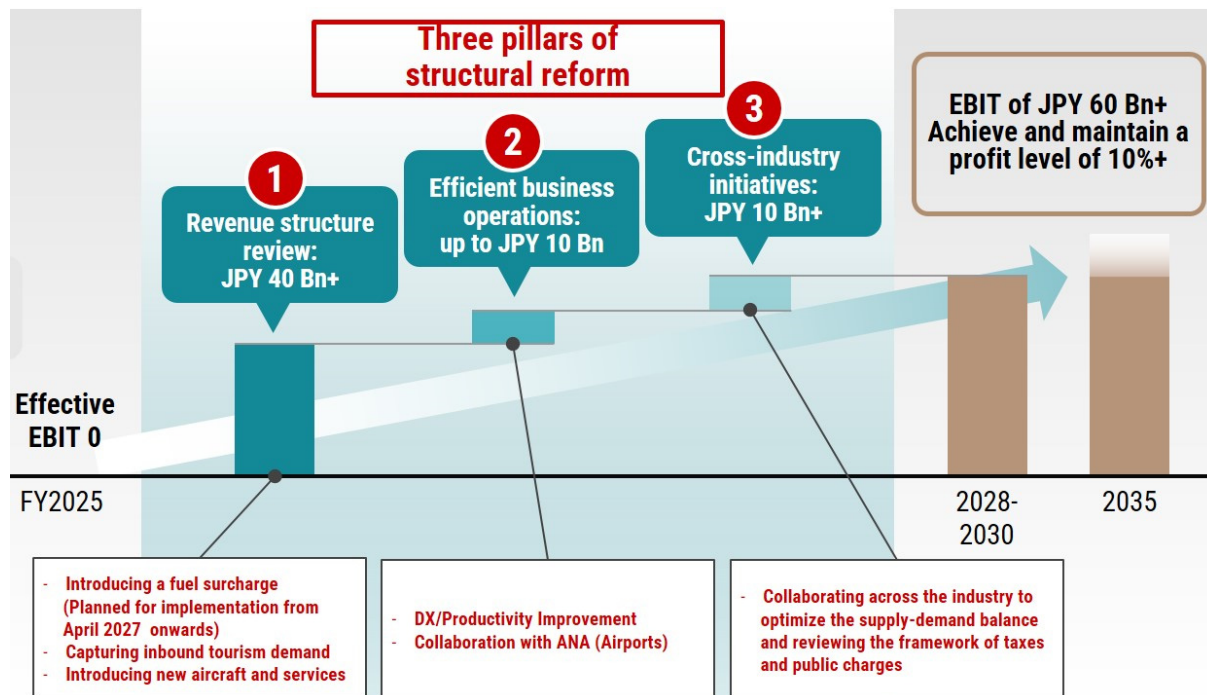
**(ii) Dramatic growth of the Mileage & Lifestyle Business**

We will steadily increase mileage issuance revenue through the growth of JAL Card and the expansion of domestic partnerships. We will achieve dramatic growth by further increasing the appeal of miles as well as expanding our customer base and the number of miles issued through business investments and global expansion.



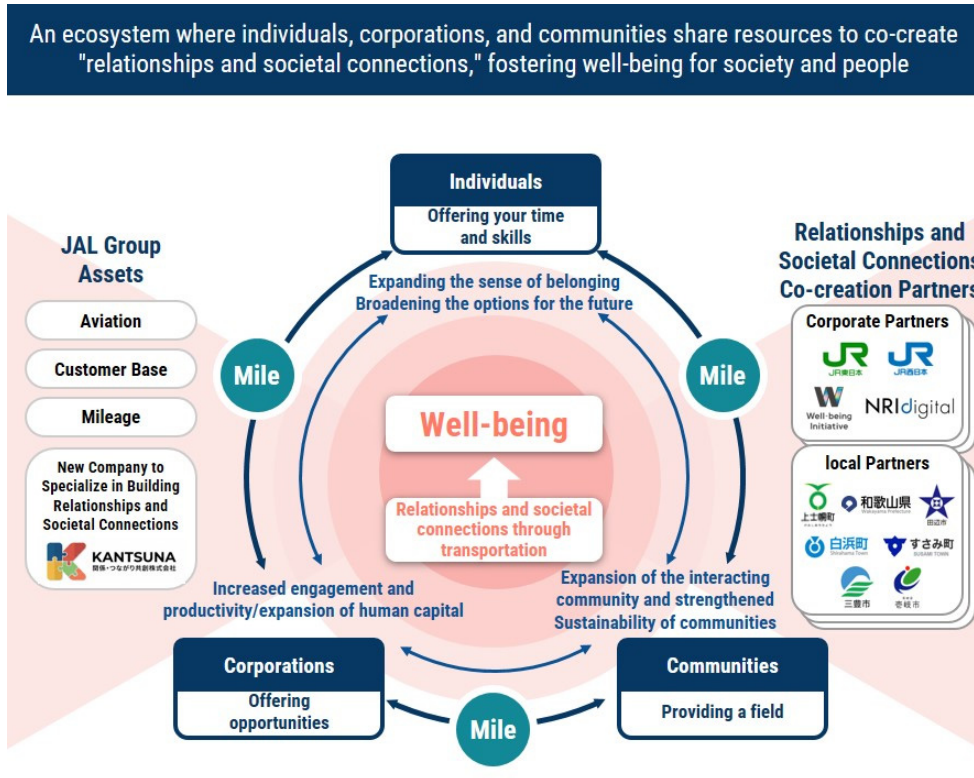
**(iii) Accomplishment of domestic route business structural reform**

We will steadily implement the three pillars of our structural reform and accelerate both internal and industry-wide initiatives. We will achieve a 10% profit margin as soon as possible and establish a sustainable domestic flight network as a vital social infrastructure.



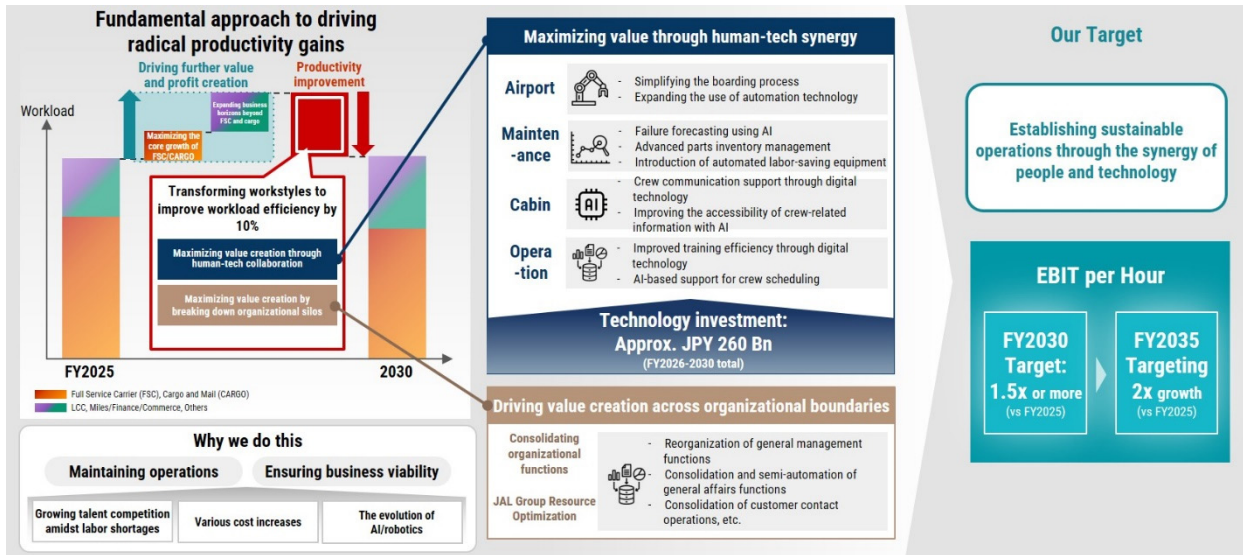
**(iv) A well-being ecosystem created through the co-creation of “relationships and societal connections” (Social Impact)**

By creating “relationships and societal connections through transportation,” we aim to expand the scope of individuals’ places of belonging and increase the variety of options for living a fulfilling life, thereby enhancing well-being. Furthermore, through co-creation using JAL Group assets and partner collaboration, we will drive social impact and business growth for both corporations and communities.



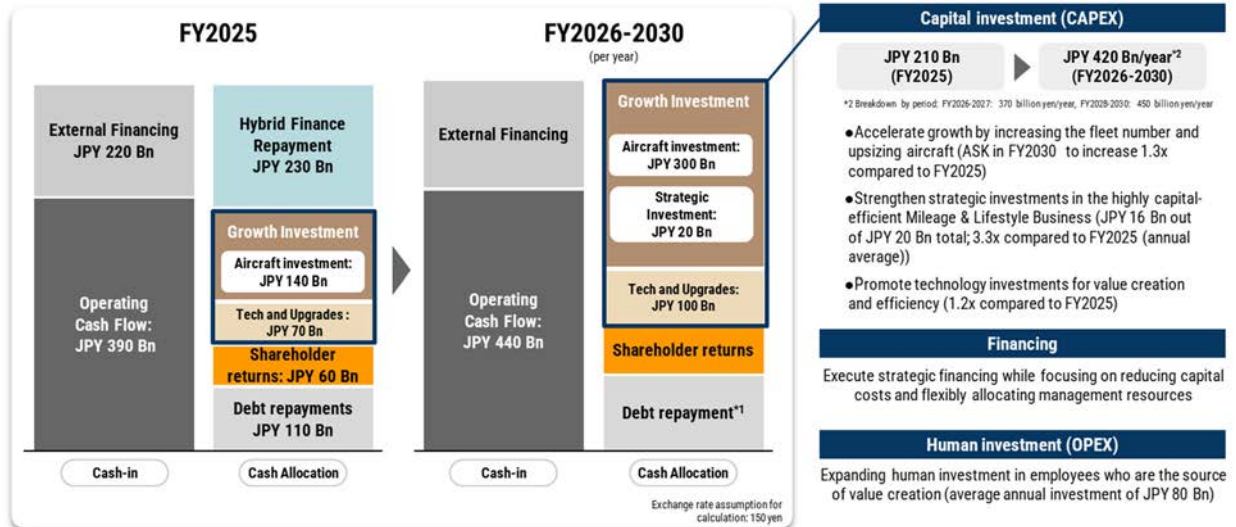
## (2-2) Company-wide strategy (Establishing a sustainable operational structure through people and technology)

By fundamentally transforming workstyles through human-tech collaboration, we will establish a sustainable operational structure and create further value and profits. We aim to increase EBIT per hour by more than 1.5 times by FY2030 (compared to FY2025) and more than double by FY2035 (compared to FY2025).



**(2-3) Financial strategies (Strategic allocation of management resources)**

We will double aircraft investment and accelerate business portfolio reform through strategic investment. We will flexibly implement further growth investments and additional shareholder returns based on business and financial conditions.



\*1: Excluding hybrid finance repayments from FY2026 to FY2028 (total of JPY 350 billion)

Through the above initiatives, all employees are working together as we aim to realize “JAL Vision 2035” and a sustainable and well-being future.

**(6) Employees (as of March 31, 2026)**

	Number of Employees	Increase (decrease) from the previous fiscal year
Full Service Carrier Business	29,231 persons [1,556 persons]	+218 [-65]
LCC Business	2,046 persons [88 persons]	+304 [+6]
Mileage/Finance and Commerce Business	1,734 persons [332 persons]	+77 [-23]
Other	6,065 persons [681 persons]	+44 [-56]
Total	39,076 persons [2,657 persons]	+643 [-138]

- (Notes) 1 The number of employees excludes employees on leave and employees seconded to companies outside the Group, but does include employees temporarily seconded from outside the Group to inside the Group.
2. For the number of employees dispatched from temporary employment agencies and part-time employees, the average annual number is provided separately in brackets. The increase (decrease) in dispatched employees and part-time employees from the previous fiscal year shows, in brackets, the difference between the average annual number in the previous fiscal year and the current fiscal year.

**(7) Aircraft (as of March 31, 2026)**

Aircraft	Number of aircraft			Number of seats
	Owned	Leased	Total	
Large-sized aircrafts				
Airbus A350-1000	10	1	11	239
Airbus A350-900	12	5	17	369, 391
Boeing 777-300ER	9	0	9	244
(Subtotal)	(31)	(6)	(37)	
Middle-sized aircrafts				
Boeing 787-9	19	3	22	195, 203, 239
Boeing 787-8	31	0	31	186, 206, 290, 291
Boeing 767-300ER	24	0	24	199, 252, 261
(Subtotal)	(74)	(3)	(77)	
Small-sized aircrafts				
Boeing 737-800	49	13	62	144, 165, 189
(Subtotal)	(49)	(13)	(62)	
Regional aircrafts				
Embraer 170	18	0	18	76
Embraer 190	14	0	14	95
De Havilland DHC8-400CC	5	0	5	50
ATR42-600	12	1	13	48
ATR72-600	2	0	2	70
(Subtotal)	(51)	(1)	(52)	
Cargo aircrafts				
Boeing 767-300ER	3	0	3	-
Airbus A321-200	0	3	3	-
(Subtotal)	(3)	(3)	(6)	
Total	208	26	234	

## (8) Capital expenditures

During the current fiscal year, the JAL Group's capital expenditures totaled 202.4 billion yen, which is broken down into 136.0 billion yen for aircraft-related capital expenditures, 24.4 billion yen for ground-based assets, etc., and 41.9 billion yen for intangible fixed assets.

Five new aircraft were purchased during the fiscal year under review. In contrast, four aircraft were sold off. Although one sold Airbus A350-900 aircraft was converted to a leased aircraft during the fiscal year under review, in accordance with International Financial Reporting Standards (IFRS), it continues to be recognized as aircraft in the consolidated financial statements, without being accounted for as sale or lease.

Of the aircraft currently on order, we made advance or other payments on 28 aircraft during the fiscal year under review.

### ◇ Newly introduced: 5 airplanes

Airbus A350-1000	3 airplanes
Airbus A350-900	2 airplanes

### ◇ Sold: 4 airplanes

Airbus A350-900	1 airplane (currently under lease following sale)
Boeing 777-300ER	3 airplanes

## (9) Financing

In order to make solid progress on the effort to replace our aircraft with advanced fuel-efficient aircraft, we have conducted the financing of about 200.0 billion yen in total (excluding increases or decreases of short-term borrowings), including the issuance of unsecured perpetual bonds in April.

## (10) Major parent companies and subsidiaries (as of March 31, 2026)

### a. Parent companies

None

### b. Subsidiaries

Name	Capital	Ratio of voting rights	Principal business
J-AIR CO., LTD.	100 million yen	100.0%	Air transportation business (full-service carrier)
Japan Air Commuter Co., LTD.	100 million yen	60.0%	Air transportation business (full-service carrier)
JAPAN TRANSOCEAN AIR CO., LTD.	4,537 million yen	72.8%	Air transportation business (full-service carrier)
ZIPAIR Tokyo Inc.	100 million yen	100.0%	Air transportation business (LCC)
SPRING JAPAN Co., Ltd.	100 million yen	66.7%	Air transportation business (LCC)
JAL ENGINEERING CO., LTD.	80 million yen	100.0%	Maintenance business
JALUX Inc.	2,558 million yen	* 69.7%	Wholesale
JALUX AIRPORT INC.	15 million yen	* 100.0%	Airport shop management
JALCARD, Inc.	360 million yen	50.6%	Credit card business
JALPAK CO., LTD.	80 million yen	* 97.9%	Travel agency

(Notes) 1. We have revised which companies to present in the above list based on the viewpoint of materiality. The above-listed subsidiaries include air transport operators with revenue exceeding 10.0 billion yen, and together with the Company, account for the majority of the operating revenues (after elimination of intersegment transactions) in the JAL Group's previous and current fiscal year.

2. Figures with an asterisk (\*) show the ratio of voting rights including those owned by subsidiaries.

## 2. Corporate Officers

### (1) Directors and Audit and Supervisory Board Members (as of March 31, 2026)

Position	Name	Responsibility	Important concurrent occupations or positions at other organizations (* indicates a listed company)
Director, Chairperson	AKASAKA Yuji	Chair of Board Meetings	
Representative Director, President	TOTTORI Mitsuko	Chief Executive Officer Chair of the Executive Management Council Chair of the Group Management Council Chair of the Group Safety Enhancement Council Chair of the JAL Philosophy Council Chair of the Risk Management Council Chair of the Sustainability Promotion Council Chair of the Customer Value Creation Council	
Representative Director, Executive Vice President	SAITO Yuji	Head of Corporate Division (Corporate Strategy and Planning, Business Administration, Finance and Accounting, General Affairs, Procurement, Human Resources, Innovation) Chief Financial Officer Chief Wellness Officer Chair of the JAL Wellness Promotion Committee	Outside Director, Japan Airport Terminal Co., Ltd. (* )
Director, Executive Vice President	AOKI Noriyuki	Head of Customer Division (Customer Experience, Mileage and Lifestyle Business, Digital Technology, Sales and Marketing) Chief Customer Officer Senior VP, Customer Experience	
Director, Senior Managing Executive Officer	KASHIWAGI Yoriyuki	In charge of Executive Secretariat, Government Affairs President of JAL AVIOFUTURE LAB Co., Ltd.	
Director, Managing Executive Officer	NAKAGAWA Yukio	Senior VP, Corporate Safety and Security Family Assistance and Support Chief Safety Officer	
Director	YANAGI Hiroyuki		Outside Director, Kirin Holdings Company, Limited (* ) Outside Director, Mitsubishi Electric Corporation (* )
Director	MITSUYA Yuko		Outside Member of the Board, DENSO CORPORATION(* ) Vice President, Japanese Olympic Committee

Position	Name	Responsibility	Important concurrent occupations or positions at other organizations (* indicates a listed company)
Director	KOMODA Masanobu		Chairman of the Board (Representative), Mitsui Fudosan Co., Ltd. (*) Outside Board Director, Nippon Television Holdings, Inc. (*) Chairman, Japan Travel and Tourism Association Outside Board Director, Nippon Television Network Corporation
Audit and Supervisory Board Member, full-time	KIKUYAMA Hideki		
Audit and Supervisory Board Member, full-time	TAMURA Ryo		
Outside Audit and Supervisory Board Member	KUBO Shinsuke		Representative Partner, Kyoei Accounting Office Outside Director (Audit Committee Member), KAWASAKI KISEN KAISHA, Ltd. (*)
Outside Audit and Supervisory Board Member	OKADA Joji		Governor (Outside), Japan Exchange Regulation Chairperson, ACFE JAPAN Outside Director (Chairman of the Audit Committee), NEC Corporation (*)
Outside Audit and Supervisory Board Member	MATSUMURA Mariko		Partner and Attorney at Law, SHINWA LAW Independent Outside Member of the Board, Meiji Holdings Co., Ltd. (*) Outside Audit & Supervisory Board Member, Komatsu Ltd. (*) Outside Member of the Board, SODA NIKKA CO., LTD. (*)

- (Notes) 1. Changes of Directors and Audit and Supervisory Board Members during the current fiscal year
- Effective April 1, 2025, Mr. AKASAKA Yuji's appointment changed from Representative Director, Chairperson to Director, Chairperson, and Mr. TAMURA Ryo's appointment changed from Director, Managing Executive Officer to Director.
  - At the conclusion of the 76th Ordinary General Meeting of Shareholders held on June 24, 2025, Mr. TAMURA Ryo and Mr. KOBAYASHI Eizo retired from office of Director, and Mr. KITADA Yuichi retired from office of Audit and Supervisory Board Member, due to the expiration of the term of office.
  - At the 76th Ordinary General Meeting of Shareholders held on June 24, 2025, Mr. NAKAGAWA Yukio and Mr. KOMODA Masanobu were newly appointed as Director, and Mr. TAMURA Ryo was newly appointed as Audit and Supervisory Board Member, and they assumed office on the same date.
2. Changes in important concurrent occupations or positions at other organizations of Directors and Audit and Supervisory Board Members during the current fiscal year
- Director, Ms. MITSUYA Yuko, retired from office of Representative Director, PIT Co' Limited on May 1, 2025 and office of President, Japan Basketball Association on September 27, 2025.
  - Director, Mr. YANAGI Hiroyuki, retired from office of Outside Director, AGC Inc. on March 27, 2026.
3. Directors, Mr. YANAGI Hiroyuki, Ms. MITSUYA Yuko, and Mr. KOMODA Masanobu are Outside Directors who meet the Independence Standards of Outside Officers stipulated by the Company. The Company has designated them as the Independent Officers who are unlikely to have conflicts of interests with general shareholders as stipulated by the Tokyo Stock Exchange and notified them to the stock exchange. In addition, Mr. YANAGI Hiroyuki is the Lead Independent Outside Director.
4. Audit and Supervisory Board Members, Mr. KUBO Shinsuke, Mr. OKADA Joji and Ms. MATSUMURA Mariko are Outside Audit and Supervisory Board Members who meet the Independence Standards of Outside Officers stipulated by the Company. The Company has designated them as the Independent Officers who are unlikely to have conflicts of interests with general shareholders as stipulated by the Tokyo Stock Exchange and notified them to the stock exchange.
5. Audit and Supervisory Board Member, Mr. KIKUYAMA Hideki has considerable knowledge of finance and accounting, having been engaged mainly in general administrative departments over his many years since joining the Company, and having served as Senior Vice President of Finance & Accounting Division for the last four years since 2019.
6. Audit and Supervisory Board Member, Mr. KUBO Shinsuke is qualified to be a certified public accountant and has considerable knowledge of finance and accounting.

7. Audit and Supervisory Board Member, Mr. OKADA Joji has considerable knowledge of finance and accounting, having been engaged mainly in the finance and accounting departments over his many years since joining Mitsui & Co., Ltd., and having served as Executive Vice President, CFO of Mitsui & Co., Ltd.
8. Important positions which Outside Officers concurrently assumed outside the Company are as stated in the above table. Ms. MITSUYA Yuko was the President of the Japan Basketball Association until her retirement on September 27, 2025. In addition, although the Company has paid sponsorship fees to this Association, the total amount of such fees represents less than 0.13% of the Association's ordinary income. Ms. MITSUYA Yuko is Vice President of Japanese Olympic Committee and was acting as President of the committee from November 2, 2023 to June 26, 2025. Although the Company has paid sponsorship fees to the committee, the total amount of such fees represents less than 0.83% of the committee's ordinary income. Mr. KOMODA Masanobu is Chairman of Japan Travel and Tourism Association. Although the Company has made payments to the organization, including membership fees, the total amount is less than 10.0 million yen. There is no special interest between the Company and other companies of which important positions are concurrently held.

## **(2) Overview of liability limitation agreement**

In accordance with Article 427, Paragraph (1) of the Companies Act and the Company's Articles of Incorporation, the Company has entered into an agreement with each Outside Director and Audit and Supervisory Board Member, by which they are bound to be liable for damages specified in Article 423, Paragraph (1) of the Companies Act, to the extent of the amount of the minimum liability specified in Article 425, Paragraph (1) of the said Act.

## **(3) Conclusion of a directors and officers liability insurance policy**

The Company has entered into a directors and officers liability insurance ("D&O insurance") policy covering Directors, Audit and Supervisory Board Members and Executive Officers as the insured, which is provided for in Article 430-3, Paragraph (1) of the Companies Act. The insurance policy covers damages, litigation expenses, etc., incurred by the insured resulting from any claim filed due to an act of the insured in the performance of their duties, provided that the insurance policy provides for certain indemnification conditions and the amount of indemnification. The Company pays for the entire amount of insurance premiums.

#### (4) Remuneration, etc. paid to Directors and Audit and Supervisory Board Members

##### a. Remuneration, etc. paid for the fiscal year under review

Classification	Number of Directors and Audit and Supervisory Board Members	Total amount paid (Millions of yen)	Total amount paid by type (Millions of yen)		
			Basic remuneration	Performance-linked remuneration (Bonus)	Performance-linked remuneration (Non-monetary remuneration claims, etc.)
Directors (Of which, Outside Directors)	11 (4)	478 (42)	270 (42)	128 (-)	79 (-)
Audit and Supervisory Board Members (Of which, Outside Audit and Supervisory Board Members)	6 (3)	86 (32)	86 (32)	-	-
<b>Total</b>	<b>17</b>	<b>565</b>	<b>356</b>	<b>128</b>	<b>79</b>

\* Performance-linked remuneration (Bonus) shall be referred to as “Performance-linked bonus,” and Performance-linked remuneration (Non-monetary remuneration claims, etc.) shall be referred to as “Performance-linked share-based remuneration” in this section.

- (Notes)
1. The amounts of performance-linked bonuses and performance-linked share-based remuneration, etc. are amounts that were posted as expenses for the current fiscal year.
  2. The total amount of remuneration, etc. paid to Directors does not include salaries for employees serving concurrently as Directors.
  3. The maximum annual remuneration (total amount) for Audit and Supervisory Board Members was determined by a resolution at the Special Meeting of Shareholders on July 10, 2012, to be no more than 100 million yen. To ensure independence, remuneration for Audit and Supervisory Board Members consists only of fixed remuneration (monthly remuneration) and is determined through consultation with Audit and Supervisory Board Members. At the time of conclusion of such General Meeting of Shareholders, the number of Audit and Supervisory Board Members was five (including three Outside Audit and Supervisory Board Members).

##### b. Policy on determination of remuneration in kind for Directors

The total amount of remuneration, etc. was determined by a resolution at 68th Ordinary General Meeting of Shareholders held on June 22, 2017 as follows. At the time of conclusion of such General Meeting of Shareholders, the number of Directors was ten (including three Outside Directors).

##### The total amount of remuneration, etc.

- 1) The total amount of monetary remuneration, etc.: No more than 700 million yen (consisting of fixed basic remuneration of 350 million yen or less (of which, 50 million yen or less for Outside Directors), and a performance-linked bonus of 350 million yen or less)
- 2) The total amount of remuneration in the form of monetary remuneration receivables under the performance-linked share-based remuneration plan per each performance evaluation period (refers to the three most recent consecutive completed fiscal years): The amount obtained by multiplying the upper limit on the number of shares to be delivered per performance evaluation period (100,000 shares), by the upper limit on amount to be paid in(\*1) per share

\* Remuneration paid to Outside Directors is solely fixed basic remuneration.

(\*1) Upper limit on amount to be paid in:

The highest closing price of ordinary transactions of ordinary shares of the Company on the Tokyo Stock Exchange for three months before and three months after (total six months) the point of expiration of the performance evaluation period that forms the target period for execution of the duties which are to be compensated by the monetary remuneration receivables allocated for payment.

The Company has decided the following policies regarding the determination of Director remuneration, etc. at the Board of Directors meeting after deliberation and reporting to the Compensation Committee.

### Fundamental policies

- (1) The JAL Group will encourage the performance of duties consistent with our Corporate Policy and management strategies and provide strong incentives for the achievement of specific management targets, with the aim of sustainable and steady growth of the Company and the Group and of medium to long-term improvement in corporate value.
- (2) The Company will establish appropriate proportions for performance-linked bonus linked to fiscal year performance and, for the purpose of further promoting the aligning of interests with shareholders, a performance-linked share-based remuneration linked to corporate value in accordance with medium to long-term performance, in order to contribute to the demonstration of sound entrepreneurial spirit.
- (3) The Company will provide treatment that is appropriate to the management team of the Company, in accordance with the Company's business performance.

### Remuneration levels and remuneration composition ratios

- (1) The Company will set appropriate remuneration levels with reference to objective data on remuneration in the marketplace, and based on the business conditions of the Company.
- (2) Taking into account factors including the content of the Company's business and the effectiveness of performance-linked remuneration, the Company sets the proportions of (A) amount of fixed basic remuneration(\*2), (B) amount of performance-linked bonus to be paid according to degree of achievement against targets, and (C) amount of performance-linked share-based remuneration to be issued according to the degree of achievement against targets, as follows. (The below ratios are provided as a general guideline only, and may vary according to changes in the market price, etc.)

(\*2) The amount excludes the amounts of allowances in cases in which an Executive Officer serves concurrently as Director, and the amounts of allowances when the Executive Officer has representative authority.

If the degree of achievement of targets is 100%:

Fixed remuneration			
Linked with financial targets and non-financial targets			
0	50%	80%	100%
Basic remuneration 50%		Performance-linked bonus 30%	Performance-linked share-based remuneration 20%

### Framework for performance-linked remuneration

The performance-linked bonus and the performance-linked share-based remuneration will be reviewed as necessary in accordance with changes in the business conditions, the roles of officers, etc.

In terms of performance evaluation indices for performance-linked share-based remuneration, in order to promote initiatives for realizing JAL Group Management Vision 2035, “CO<sub>2</sub> emissions per revenue ton-kilometers,” an indicator used until FY2025, has been incorporated into the “number of sustainability indicators achieved,” and “productivity improvement indicator (EBIT per hour)” has been newly set to be used from FY2026.

	The performance-linked bonus (*1)	The performance-linked share-based remuneration
Range of variation (with 100 in the case when performance targets are achieved)	The amount to be paid will vary from 0 to 150	The number of shares to be granted will vary from 0 to 150 (*2)
Performance evaluation indices and ratios	<p>0 25% 50% 75% 100%</p> <p>EBIT (50%) Personal performance evaluation (*7) (30%)</p>	<p>0 25% 50% 75% 100%</p> <p>TSR (*4) (25%) ROIC (*5) (25%) Sustainability (*6) (25%) Productivity improvement (*7) (25%)</p>
Performance evaluation period	1 year	3 years

Legend: financial targets non-financial targets

- \*1 For Chairperson and President, “individual performance evaluation indices for each officer” is not set, and instead, “EBIT” is used for performance evaluation. The level of achievement in terms of indicators related to safety operation will be considered.
- \*2 For the final fiscal year of the Medium-term Management Plan period, the number will vary from 0 to 200, adjusted by addition or subtraction according to the level of achievement of the targets.
- \*3 Individual indices for each officer
- \*4 TSR: Evaluated based on the ratio of the total shareholder return of the Company’s share to the return of TOPIX including dividends.
- \*5 Evaluated based on consolidated ROIC.
- \*6 Evaluated based the level of achievement of selected sustainability indicators (selection for DJBIC World Index, FTSE Blossom Japan Index, APEX WORLD CLASS and MSCI WIN, target of CO<sub>2</sub> emissions per revenue-ton-km (selection for CDP A- for FY2025))
- \*7 Evaluated based on EBIT per hour.

### Procedures for determination of remuneration, etc.

Matters related to remuneration of Directors will be decided by the Board of Directors, following deliberation and reporting within a Compensation Committee arbitrarily established by the Company. A majority of the members of the Compensation Committee will be Outside Directors, and its Chairman will be appointed from among the Outside Directors.

Basic remuneration is to be paid monthly and performance-linked bonuses and performance-linked share-based remuneration is to be paid annually.

### Reasons why the Board of Directors judged that the details of individual remuneration, etc. comply with the policies

Regarding the individual remuneration, etc., after a discussion based on the policies concerning the determination of the Director remuneration etc. described above at the Compensation Committee, which has an Outside Director serving as Chairperson and a majority of members who are Outside Directors, it was decided at the Board of Directors meeting held on February 26, 2025, with due respect for the deliberations and reports of that committee that the details of the individual remuneration, etc. are judged to be in compliance with the above policies established by the Company.

### **3. Basic stance on capital strategy and policy on shareholder return**

#### **Basic stance on capital strategy**

- 1) In order to plan for future corporate growth and adapt to changes in the management environment so as to be prepared for business risks unique to the air transportation business, JAL Group strives to secure net assets required for capital expenditures and to keep the equity ratio stable.
- 2) It establishes a system to secure diverse and flexible means of procuring capital and strives to maintain a necessary credit rating to this end.
- 3) JAL Group is also aware of cost of equity and to achieve a level of capital efficiency that exceeds the costs, establishes a management plan and financial targets and discloses and explains them including concrete measures to achieve its targets.

#### **Outlook for the future**

The JAL Group announced a new growth strategy “JAL Group Management Vision 2035” on March 2, 2026. Going beyond our conventional five-year medium-term management plan framework, we will embrace radical transformation unfettered by the status quo, with a focus on the decade ahead. Simultaneously, we will execute annual plans to respond to current environmental changes with agility and flexibility. Specifically, the JAL Group plans to double aircraft investment, including increasing the number of aircraft on international routes and upgrading to larger aircraft, while also strengthening strategic investment in the Mileage & Lifestyle Business. With these plans, we will accelerate business portfolio transformation and achieve new growth.

Meanwhile, with the prolonged Ukraine situation and the surge in crude oil prices due to heightened tensions in the Middle East, global conditions are rapidly becoming more uncertain, and the business environment continues to require caution over political and economic developments.

In the next fiscal year, despite this challenging environment, we will firmly stabilize the performance of both the aviation and non-aviation businesses. With regard to the full-year consolidated earnings forecast for the next fiscal year, as shown in the management vision, we forecast revenue of 2,095.0 billion yen, EBIT of 180.0 billion yen, and profit attributable to owners of parent of 110.0 billion yen.

#### **Policy on shareholder return**

The Company regards the return of profits to shareholders as one of its top management priorities. Its basic policy is to actively return profits to shareholders by flexibly purchasing treasury stock in addition to paying continuous and stable dividends, while securing internal reserves that will contribute to investment and the building of a strong financial position in order to support future corporate growth and respond to changes in the business environment.

The dividend amount will be decided with emphasis on continuity, stability and predictability, targeting a dividend payout ratio of around 35%. In addition, we will actively and flexibly consider share repurchases, taking into account the company’s financial situation and other factors. As a result, we will strive to keep the total payout ratio within the range of around 35% to 50%, based on the sum of dividends paid out and share repurchases, by appropriately allocating profits and managerial resources to our stakeholders.

For the fiscal year under review, although our consolidated results exceeded our earnings forecast announced on March 2, 2026, considering the impact of current conditions in the Middle East, we have left our dividend forecast unchanged, and we propose a year-end dividend of 50 yen per share and an annual dividend of 96 yen per share.

Based on the full-year consolidated earnings forecast, the annual dividend forecast for the next fiscal year is 96 yen per share, of which the interim dividend forecast is 48 yen per share. We will continue to strive to realize continuous and stable shareholder returns.

## Shareholder benefit programs, etc.

Detailed information on our shareholder benefit programs is available on our corporate website:  
<https://www.jal.com/en/investor/guidance/>

### **Basic concept of shareholder benefit**

In addition to returning profits to our shareholders, something of prime importance to us, we have established a shareholder benefit program. The shareholder benefit program has been established in the hope that through the use of our products and services, shareholders will become familiar with our company and become JAL fans by experiencing our products and services firsthand. The shareholder benefit program is designed and operated so that it will be a source of shareholder returns and enhance corporate value. (\*)

### **Details of shareholder benefit**

As a benefit program, we issue JAL Group 50% discount coupons for domestic flights and provide information on travel discounts to shareholders as of March 31 and September 30 of each year, based on the number of shares held and other issuance criteria.

### **To become more familiar with JAL**

We plan and implement special campaigns for our products and services aimed exclusively at shareholders, which are announced when we issue special benefit coupons.

- ✓ We hold plant tours to allow people to see our aircraft up close. During the fiscal year under review, we organized plant tours in the Tokyo and Osaka areas, tours of the Archives Center, and strawberry picking experiences at JAL Agriport.
- ✓ We implemented special promotions on “JAL Mall,” a general online shopping mall where miles can be earned and spent, and other websites.

<NEW!>

- ✓ Furthermore, we plan to start awarding eJAL points to have our shareholders experience more of our products and services. For more information, please see the information enclosed with this Notice of Convocation.

We will inform you about special campaigns and events such as plant tours through the dedicated website for shareholders. Please register on the website using the barcode on the bottom right.



Strawberry picking experience at JAL Agriport



Plant tours (image)

(\*) The 50% discount for domestic flights may not be available on some flights. The number of seats sold on each flight is capped according to passenger demand in order to maximize revenues for the purpose of enhancing corporate value.

## Soaring Together

Gently lifting spirits

## New Angles, New Stories

Embark on a sky journey to meet Japan again

Meet Japan.  
The same scenery—  
yet somehow different.

See Japan in all its depth.  
JAL brings you fresh excitement  
and endless inspiration.

New discoveries that will color  
both your journeys and your days.

Come meet a side of Japan you've never known.

<Main renewal areas>

### JAL App & Website

User-friendly support for every step of  
your journey



### Inflight Magazine

Discover a Japan you never knew  
existed



### Airport Lounges

Discover the value and charm of Japan



### Inflight Meals

Connecting you closer to the heart of  
Japan's regions



### Inflight Entertainment

Make your time on board into your own  
personalized experience



### Inflight sales at Home

Your journey continues at home



## Business results and assets

Classification	74th fiscal year ended March 31, 2023	75th fiscal year ended March 31, 2024	76th fiscal year ended March 31, 2025	77th fiscal year ended March 31, 2026
Revenue (Millions of yen)	1,375,589	1,651,890	1,844,095	2,012,515
Profit before financing and income tax (EBIT) (Millions of yen)	64,563	145,235	172,452	218,004
EBIT margin (%)	4.7	8.8	9.4	10.8
Profit attributable to owners of parent (Millions of yen)	34,423	95,534	107,038	137,604
Basic earnings per share (Yen)	78.77	218.61	245.09	306.96
Return On Invested Capital (ROIC) (%)	3.3	7.3	8.1	9.5
Return On Equity (ROE) (%)	4.3	11.1	11.4	12.2
Total assets (Millions of yen)	2,520,603	2,649,232	2,794,913	3,198,757
Total equity (Millions of yen)	856,957	948,345	1,016,673	1,334,765
Equity per share attributable to owners of the parent (Yen)	1,867.91	2,082.23	2,233.52	2,586.99
Ratio of equity attributable to owners of the parent to total assets (%)	32.4	34.3	34.9	40.3

- (Notes) 1. The Company prepares its consolidated financial statements in accordance with the International Financial Reporting Standards.
2. Basic earnings per share is calculated based on the average number of shares outstanding during the current fiscal year after subtracting the number of treasury shares. Equity per share attributable to owners of the parent is calculated based on the total number of shares issued as of the end of the current fiscal year after subtracting the number of treasury shares.
3. The Company regards "Profit before financing and income tax," a profit from which income tax expense, interest, and other financial income and expense have been deducted, as EBIT.
4. EBIT margin (%) = EBIT / Revenue
5. Return On Invested Capital (ROIC) (%) = EBIT (after tax) / Average fixed assets (\*)
- \*Fixed assets = Inventories + Non-current assets - Deferred tax assets - Retirement benefit asset

## Principal business (as of March 31, 2026)

Air transportation business and other businesses incidental or related thereto.

## Principal locations of business and plants (as of March 31, 2026)

Business Office	
Head Office	2-4-11 Higashi-Shinagawa, Shinagawa-ku, Tokyo
Japan	Sapporo, Hakodate, Asahikawa, Obihiro, Kushiro, Kitami, Aomori, Akita, Sendai, Iwate, Tokyo, Niigata, Nagoya, Kanazawa, Osaka, Kyoto, Okayama, Hiroshima, Matsue, Yamaguchi, Matsuyama, Kochi, Takamatsu, Tokushima, Fukuoka, Nagasaki, Oita, Kumamoto, Miyazaki, Kagoshima, Amami, Okinawa
Overseas	Seoul, Beijing, Tianjin, Shanghai, Dalian, Guangzhou, Hong Kong, Taipei, Manila, Bangkok, Hanoi, Ho Chi Minh City, Singapore, Kuala Lumpur, Jakarta, Sydney, Melbourne, New Delhi, Bengaluru, Doha, Moscow, Vladivostok, Helsinki, Frankfurt, London, Paris, Guam, Vancouver, New York, Boston, Chicago, Dallas, Los Angeles, San Diego, San Francisco, Seattle, Honolulu, Kona
Plants	Haneda Maintenance Center, Narita Maintenance Center, Osaka Maintenance Center

## Major creditors (as of March 31, 2026)

The status of major creditors of the Company is as follows.

Creditor	Loans outstanding at the end of the period
Mizuho Bank, Ltd.	122,443 million yen
MUFG Bank, Ltd.	122,443 million yen
Development Bank of Japan Inc.	46,250 million yen
Sumitomo Mitsui Banking Corporation	34,444 million yen

(Note) Since the Company accounts for the majority of the JAL Group's borrowings, we are stating the Company's situation in light of its importance.

## Other important matters concerning current status of the JAL Group

- a. In FY2025, three cases in total were designated as aircraft accidents, and one case was designated as a serious incident by the Civil Aviation Bureau in the Ministry of Land, Infrastructure, Transport and Tourism.

Case date	Category of case	Overview
December 2025	Aircraft accident	Passenger sustaining injury due to aircraft turbulence
December 2025	Serious incident	Inflight engine stall
December 2025	Aircraft accident	Cabin attendant sustaining fracture due to aircraft turbulence
March 2026	Aircraft accident	Bird strike during takeoff

These cases are currently being investigated by the Transport Safety Board of the Ministry of Land, Infrastructure, Transport and Tourism. The JAL Group will fully cooperate in the investigations and strive to prevent recurrence of accidents.

- b. In connection with the air cargo cartel case, in response to the European Commission's order for monetary penalty payment in March 2017, the Company filed a suit in the European Court of Justice in May of the same year. Following the first instance ruling in March 2022 that partially invalidated the order and reduced the penalty amount, we appealed to the European Court of Justice in June of the same year, seeking a further reduction. A ruling was handed down in February 2026 rejecting the appeal, and the reduced penalty payment order in the first instance was finalized. At the same time, as a civil suit, cargo owners are suing several airlines including the Company in the Netherlands, etc., claiming damages arising from the alleged air cargo cartel. In regard to reserve for loss on antitrust liabilities, for which the probability and amount of possible losses can be reasonably estimated, an estimated amount of possible losses is recorded. The JAL Group provides training for employees on overseas assignments before they are stationed abroad, and holds seminars on antitrust and provides e-learning for relevant departments, in order to prevent occurrence of cartel behavior, while requiring managerial staff in these departments to confirm compliance every six months. Thus, the JAL Group endeavors to strengthen the structure for compliance with the antimonopoly law.

Depending on how these matters develop, they could negatively affect our business performance. In addition, the JAL Group is at risk of various legal proceedings concerning its business activities that could affect its business or business performance.

Shares (as of March 31, 2026)

### 1. Status of shares issued by the Company

#### (1) Total number of shares issued and number of shareholders

Classification	Total number of shares issued	Number of shareholders
Ordinary shares	437,143,500 shares	446,808 persons

(Note) The total number of shares issued includes 7,315,776 shares of treasury shares.

#### (2) Major shareholders

(As of March 31, 2026)

Name	Number of shares held (shares)	Shareholding ratio (%)
The Master Trust Bank of Japan, Ltd. (Trust account)	71,489,000	16.63
Custody Bank of Japan, Ltd. (Trust account)	24,272,300	5.64
STATE STREET BANK AND TRUST COMPANY 505001	10,816,365	2.51
KYOCERA Corporation	7,638,400	1.77
JP MORGAN CHASE BANK 385781	6,801,812	1.58
STATE STREET BANK AND TRUST COMPANY 505103	5,007,793	1.16
Daiwa Securities Group Inc.	5,000,000	1.16
STATE STREET BANK AND TRUST COMPANY 505223	4,842,348	1.12
THE BANK OF NEW YORK MELLON 140044	3,504,849	0.81
STATE STREET BANK AND TRUST COMPANY 505050	3,490,770	0.81

(Note) Shareholding ratio is calculated with 7,315,776 shares of treasury shares excluded, rounded down to two decimal places.

#### (3) Shares granted to officers of the Company during the fiscal year under review as consideration for performance of duties

	Number of shares (shares)	Number of persons eligible for grant
Directors (excluding Outside Directors)	Ordinary shares 44,123	12
Outside Directors	–	–
Audit and Supervisory Board Members	–	–

(Notes) 1. Details of the Company's share-based remuneration are provided in "(4) Remuneration, etc. paid to Directors and Audit and Supervisory Board Members," under "2. Corporate Officers" of the Business Report.

2. The above includes shares granted to retired corporate officers.

## **2. Status of shares held by the Company (Cross-shareholdings)**

Building cooperative and collaborate relationships over a broad range of fields such as sales, procurement, and service provision, and maintaining good relationships with local communities are indispensable in operating the air transport business. It is necessary to strengthen relationships with partners in various areas to survive in global competition and achieve growth. To achieve these goals, we may buy and hold shares in other companies. In these cases, we will carefully select and hold shares of companies that will contribute to enhancing our corporate value, on the precondition of maintaining trusting relationships with our stakeholders.

The fundamental policy of holding shares in listed companies is that we will hold the minimum number shares to meet the above goals.

We will always verify the degree of contribution to corporate value enhancement of holding shares. Specifically, we compare profit on transactions attributable to dividends received and shares held with target capital cost, conduct quantitative study and take into consideration qualitative factors.

We also pay attention to market value. If we judge that it is meaningless to hold certain shares in terms of enhancing our corporate value, we will consider selling them, while taking into account the impact on the market and other business matters.

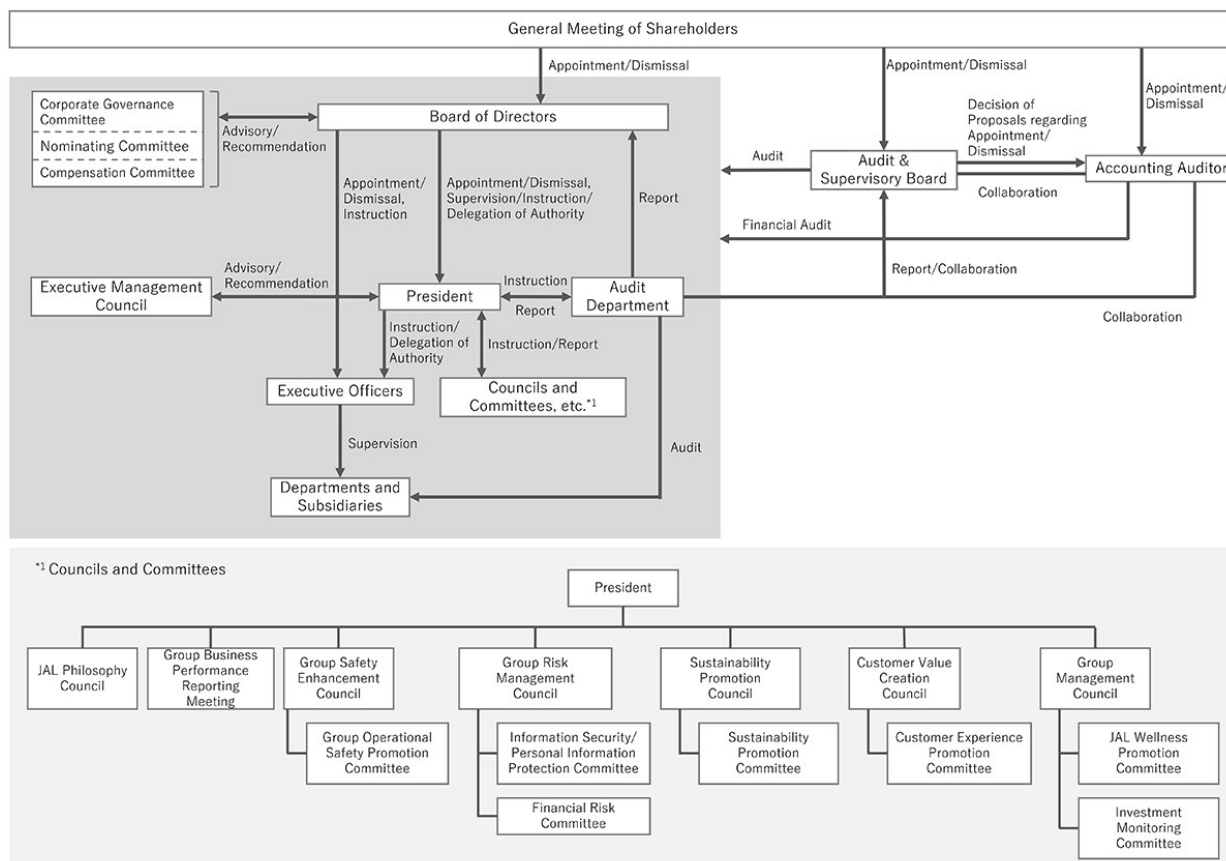
We checked the effects of the Company's shareholdings in listed companies at the Board of Directors meeting on January 21, 2026. Additionally, as qualitative benefits of shareholding can be gained without necessarily maintaining the current number of shares, at the Board of Directors meeting in January 2025, we were advised to consider the possibility of reducing the number of shares for all stocks in the future. Accordingly, we re-examined the significance of holding each stock. We will continue to carefully review the significance of holding cross-shareholdings as well as the returns and risks associated with holding them, verifying the suitability of holding them. In principle, we will perform careful review and consideration with the aim of reducing all stocks.

Furthermore, if a company that holds the Company's shares as cross-shareholdings requests to sell those shares, we will request that company to take measures to minimize the impact on the market, but we will not take any actions to prevent the sale, such as suggesting cutting or otherwise restricting dealings with that company.

## Company's systems and policies

We have established JAL Philosophy in accordance with the JAL Group Corporate Policy (<https://www.jal.com/ja/philosophy-vision/group-philosophy/>), and engage in speedy and appropriate management decision making. At the same time, we will establish a corporate governance system that demonstrates a strong management monitoring function, based on a high level of management transparency, and through such means strive to increase corporate value and achieve accountability.

### ■ Corporate Governance System



Other detailed information on the JAL Group's corporate governance and risk management approaches is available on the following websites.

Board of Directors and Directors	<a href="https://www.jal.com/en/philosophy-vision/governance/#directors">https://www.jal.com/en/philosophy-vision/governance/#directors</a>
Board of Corporate Auditors and Audit and Supervisory Board Members	<a href="https://www.jal.com/en/philosophy-vision/governance/#auditor">https://www.jal.com/en/philosophy-vision/governance/#auditor</a>
Various voluntary committees	<a href="https://www.jal.com/en/philosophy-vision/governance/#committee">https://www.jal.com/en/philosophy-vision/governance/#committee</a>
Evaluation of effectiveness of the Board of Directors	<a href="https://www.jal.com/en/philosophy-vision/governance/#effectiveness">https://www.jal.com/en/philosophy-vision/governance/#effectiveness</a>
Risk management	<a href="https://www.jal.com/en/sustainability/governance/riskmanagement/">https://www.jal.com/en/sustainability/governance/riskmanagement/</a>

## Corporate Officers (Outside Officers)

Position	Name	Attendance at meetings of the Board of Directors and the Board of Corporate Auditors	Major activities during the current fiscal year
Director	YANAGI Hiroyuki	Board of Directors meetings attended: 92.9% (13/14)	Mr. YANAGI has extensive experience and broad knowledge as a member of top management of a globally operating company. With such attributes, he was expected to give advice to the Company's management and supervise the performance of duties from practical and diversified perspective. He used the experience and so forth, as well as activities as Chairman of the Corporate Governance Committee and Chairman of the Nominating Committee to give advice to the Company's management and appropriately supervise their performance of duties.
Director	MITSUYA Yuko	Board of Directors meetings attended: 100% (14/14)	Ms. MITSUYA has extensive experience and broad insight as a corporate executive, as well as extensive experience and practical knowledge in human resources development. With such attributes, she was expected to give advice to the Company's management and supervise the performance of duties from a diversified perspective. She used the experience and so forth to give advice to the Company's management and appropriately supervise their performance of duties.
Director	KOMODA Masanobu	Board of Directors meetings attended: 100% (11/11)	Mr. KOMODA has a wealth of experience as a top executive of a company that operates a wide range of businesses with a focus on urban development and extensive knowledge on promoting tourism in Japan. With such attributes, he was expected to give advice to the Company's management and supervise the performance of duties from practical and diversified perspective. He used the experience and so forth, as well as activities as Chairman of the Compensation Committee to give advice to the Company's management and appropriately supervise their performance of duties.
Audit and Supervisory Board Member	KUBO Shinsuke	Board of Directors meetings attended: 100% (14/14) Board of Corporate Auditors meetings attended: 92.3% (12/13)	Mr. KUBO was expected to give advice and recommendations on the Company's managerial issues, operations of the Board of Directors, internal control, risk management, etc., from the perspective of an accounting professional, based on his many years of experience as a certified public accountant, where he has dealt with corporate auditing, stock listing, corporate restructuring, M&A support, etc. He used this experience and so forth to give advice and suggestions to the Company's management.
Audit and Supervisory Board Member	OKADA Joji	Board of Directors meetings attended: 100% (14/14) Board of Corporate Auditors meetings attended: 92.3% (12/13)	Mr. OKADA was expected to give advice and recommendations on the Company's managerial issues, operations of the Board of Directors, internal control, risk management, etc., from the practical perspective on all aspects of audit, based on his practical experience and professional expertise as a manager in the management and the finance & accounting department of a general trading company, as well as rich experience as a Full-time Audit & Supervisory Board Member of the general trading company and Chairperson of the Japan Audit & Supervisory Board Members Association. He used this experience and so forth to give advice and suggestions to the Company's management.
Audit and Supervisory Board Member	MATSUMURA Mariko	Board of Directors meetings attended: 100% (14/14) Board of Corporate Auditors meetings attended: 100% (13/13)	Ms. MATSUMURA was expected to give advice and recommendations on the Company's managerial issues, operations of the Board of Directors, internal control, risk management, etc., from a legal professional perspective, based on her extensive experience and insight in the legal and compliance fields, including serving as President of Dai-Ichi Tokyo Bar Association. She used this experience and so forth to give advice and suggestions to the Company's management.

\* As Mr. KOMODA Masanobu was newly appointed at the 76th Ordinary General Meeting of Shareholders held on June 24, 2025 and took office as Outside Director on the same date, the number of the meetings of the Board of Directors that he could attend in the fiscal year under review is different from that for the other Outside Directors.

\* On September 10, 2025, the Company received an Administrative Warning from the Ministry of Land, Infrastructure, Transport and Tourism for alcohol-related misconduct involving a flight crew member. Although each of Outside Officers was not aware of this incident until it came to light, they had regularly made suggestions from the perspective of legal compliance

at meetings of the Board of Directors and other occasions. After they became aware of the incident, they have fulfilled their duties by issuing instructions for the development of countermeasures.

## Accounting Auditor

### (1) Name of Accounting Auditor

KPMG AZSA LLC

### (2) Amount of remuneration, etc., for Accounting Auditor

a. Remuneration, etc., for Accounting Auditor for the current fiscal year	176 million yen
b. Total amount of money and other financial interests to be paid by the Company and its subsidiaries	308 million yen

- (Notes)
1. The amount in a. above is all attributed to services in the scope of Article 2, Paragraph (1) of the Certified Public Accountants Act of Japan.
  2. In the audit agreement by and between the Company and the Accounting Auditor, the Company does not keep accounts by each category of the amount of audit fee, etc., for auditing services under the Companies Act and under the Financial Instruments and Exchange Act. As the amount of auditing services may be difficult to classify, the Company states the total amount thereof in a. above.
  3. The Board of Corporate Auditors shall provide consent to remuneration, etc. of the Accounting Auditor as provided for in Article 399, Paragraph (1) of the Companies Act based on the result of examining the suitability, etc. of the proposed audit time and remuneration amount of the current fiscal year, giving consideration to a comparison of the audit plan and results of the previous fiscal year and the trend of audit time and remuneration amount based on important obtained materials and reports from the Directors, internal related offices and the Accounting Auditor.

### (3) Non-auditing services

The Company and some of its subsidiaries commission the Accounting Auditor to provide agreed upon procedures (AUP\*) related to joint businesses that are outside the scope of Article 2, Paragraph (1) of the Certified Public Accountants Act of Japan (non-auditing services).

\* Agreed Upon Procedures

### (4) Policy regarding determination of removal or refusal of reappointing of Accounting Auditor

In addition to removal of the Accounting Auditors by the Board of Corporate Auditors in accordance with Article 340, Paragraph (1) of the Companies Act, the Board of Corporate Auditors may resolve the agenda regarding removal or refusal of reappointment of Accounting Auditors, and the Directors may submit the said agenda to the shareholders meeting if there is any event that has a substantial detriment on the Company's audit activities, or any other event in which serious doubts arise about the Accounting Auditors' ability to continue to perform their duties.

## **Systems to ensure that the execution of duties by Directors complies with laws and regulations and the Articles of Incorporation and other systems to ensure the properness of operations of the Company, and operation statuses of such systems**

### <Fundamental Policies on the Internal Controls System>

To provide unparalleled service to the customers, increase corporate value, and contribute to the betterment of society, JAL Group has established the Fundamental Policies of Corporate Governance. To increase its effectiveness, we have established rules and organizations concerning the following systems and matters, and ensure that business operations are conducted appropriately in accordance with the Companies Act and Companies Act Enforcement Regulations. We evaluate and verify development and operation of the internal control system and implement corrective action when correction is required.

1) We have developed a system to ensure compliance with the Articles of Incorporation and laws and regulations governing the execution of the duties of Directors and employees.

a. We have established “JAL Philosophy” as behavioral guidelines of the Company. Directors and employees are encouraged to abide by these practices.

b. The Board of Directors decides the Fundamental Policies on the Internal Controls System and the General Affairs Department promotes development of the internal control system.

c. The Risk Management Department supervises compliance operations and monitors development and operation of relevant company regulations.

d. We have developed an audit system to ensure the duties of Directors and employees are executed in compliance with applicable laws and regulations.

2) We have developed a system concerning the preservation and management of information concerning the execution of the duties of Directors

We preserve and manage information concerning the performance of duties of Directors in compliance with applicable laws and regulations and company regulations.

3) We have developed regulations and other systems concerning risk management of losses.

In order to manage risks to JAL Group, we have established a Council for Safety Enhancement and a Group Risk Management Council, etc. to appropriately manage risks, and have established Guidance for JAL Group Internal Control. The General Affairs Department monitors the appropriateness of duties and proactively prevents risks of losses. In addition, we are prepared in the event of a risk of losses and strive to minimize losses.

4) We have developed a system to ensure that the duties of Directors are executed efficiently.

a. We hold ordinary Board of Directors meetings once a month and extraordinary meetings when it is necessary to make important decisions regarding group management policies and plans. In addition, to ensure the duties of Directors are executed efficiently, we have established meeting structures such as the Management Committee and Group Earning Announcement Session.

b. We have defined administrative authority, authority of managerial posts, division of duties, etc. in accordance with company regulations, and have segregated authority in order to ensure that duties are executed efficiently.

5) We have developed a system to ensure that duties in JAL Group are executed appropriately.

a. We have established JAL Group Business Management Regulations to ensure that each subsidiary has established a system to carry out management in a fair and efficient manner in accordance with JAL Philosophy. We have also enacted Guidance for JAL Group Internal Control, and the General Affairs Department continuously monitors the appropriateness of duties.

b. We have developed a system to report matters concerning the execution of the duties of Directors, etc. of subsidiaries to the Company.

c. We have developed regulations and other systems for risk management of losses of subsidiaries.

- d. We have developed a system to ensure the duties of Directors, etc. of subsidiaries are executed efficiently.
  - e. We have developed a system to ensure that Directors, etc., and employees of subsidiaries execute duties in compliance with applicable laws and regulations and the Articles of Incorporation.
- 6) We have developed a system concerning employees in case Audit and Supervisory Board Members require the assignment of employees to support their duties, a system concerning independence of such employees from Directors, and a system to ensure that instructions by Audit and Supervisory Board Members to those employees are effective.
- 7) We have developed a system concerning reports, etc. to Audit and Supervisory Board Members
- a. We have developed a system for Directors and employees to report to Audit and Supervisory Board Members.
  - b. We have developed a system for Directors, Audit and Supervisory Board Members, employees or persons who receive reports from them to report to Audit and Supervisory Board Members.
  - c. We have developed a system to ensure that persons who report are not subjected to disadvantageous treatment as a result of reporting.
- 8) We have developed a system for advance payment or repayment of costs arising from the execution of the duties of Audit and Supervisory Board Members and the policy for processing of costs or liabilities arising from the execution of other duties.
- 9) We have developed other systems to ensure that audits by the Board of Corporate Auditors or Audit and Supervisory Board Members are executed effectively.

### <Operation of the Internal Controls System>

- 1) We have developed a system to ensure compliance with the Articles of Incorporation and laws and regulations governing the execution of the duties of Directors and employees.
  - a. We established the JAL Philosophy and the JAL Group Code of Conduct, Commitment to Society, and penetrate and put them into action throughout the Group through education and other means.
  - b. We established Fundamental Policies on the Internal Controls System and Guidance for JAL Group Internal Control, and develop, operate and evaluate internal controls in accordance with the Companies Act and Financial Instruments and Exchange Act.
  - c. We established our hotline for whistleblowers for public interest including a hotline accessible in both Japanese and English (for internal and external use), which operates 24 hours a day, 365 days a year, and put in place a system that enables early detection of and quick response to incidents etc., related to compliance by regularly providing employees with information on the hotline.
  - d. We inspect attributes of new business partner candidates and conduct a review every three years as a regular inspection to verify whether there are any changes in attributes and/or information.
  - e. We explain legal considerations to Directors to ensure that they are aware of their duties, authorities, and responsibilities including the fiduciary duty of loyalty and the duty of care as a prudent manager. We provide education courses for employees, etc. to ensure that they acquire the necessary knowledge to perform their duties.
  - f. The Audit Department inspects the development and operation of the internal controls system stipulated by Guidance for JAL Group Internal Control according to the fiscal year plan, reports audit results of each audit to management, and regularly reports progress of audits and audit results to Audit and Supervisory Board Members. The Audit Department regularly reports audit results to the Board of Directors.
  - g. The Maintenance Audit Department conducts inspections to verify that maintenance work is performed according to laws, regulations, and internal rules.
  - h. The Safety Audit Department checks safety-related deliberations, engagement, instructions, and other operations regarding management by attending Group Safety Enhancement Council meetings and checking materials submitted to the meetings according to the Safety Audit Plan. It also conducts internal audits of production divisions, the Corporate Safety and Security Division, and airports.
- 2) We have developed a system concerning the preservation and management of information concerning the execution of the duties of Directors.
  - We prepare, keep, and manage information (documents and minutes) and “Ringi,” official internal documents for circulation and approval, related to decision making of the Board of Directors and other important meetings according to laws and regulations as well as internal regulations.
- 3) We have developed regulations and other systems concerning risk management of losses.
  - a. In order to prevent the risk of losses from occurring, we operate and implement the PDCA cycle of preventive risk management. The results of these efforts are reported to the Group Risk Management Council and the Board of Directors for management evaluation.
  - b. In FY2024 and FY2025, we received administrative guidance three times in total due to safety issues, and submitted measures to prevent recurrence to the supervisory authorities. We have established a scheme to receive regular and objective assessment and advice from external specialists in managing drinking habits. A Verification Committee chaired by an Outside Director will objectively follow up on the progress and effectiveness of the recurrence prevention measures. Management and employees will work together to implement the measures to prevent recurrence.
  - c. To improve the effectiveness of our business continuity plan, we established a branch office of the Operations Control Center in Osaka, and have been utilizing the knowledge of outside experts in expanding the plan and conducting training in preparation for contingencies such as an earthquake directly hitting the Tokyo area. In addition, we conduct periodic training as well as regular JAL group wide reporting drills to raise awareness of risk management and check the situation of staff quickly using a safety confirmation system.
  - d. We continuously train care givers who take care of victims and bereaved families, and Accident Command Board members to conduct risk management quickly and accurately in case of an aircraft accident or incident.

- 4) We have developed a system to ensure that the duties of Directors are executed efficiently.
- Through processes such as evaluation of effectiveness of the Board of Directors, we review administrative authorities and board operation methods every fiscal year and develop an environment for strategic discussions to achieve sustainable growth. In order to make appropriate and quick management decisions, we established the Management Committee and Group Earnings Announcement Sessions directly under the President.
- 5) We have developed a system to ensure that duties in the JAL Group are executed appropriately.
- a. We established JAL Group Business Management Regulations and Guidance for JAL Group Internal Control and the General Affairs Department plays the central role in monitoring the appropriateness of duties.
  - b. Implementation of initiatives aimed at achieving targets are monitored through expanded Business Performance Reporting Meetings, and guidance and support are provided.
  - c. We provide the General Affairs Department of each JAL Group company, through daily and regular coordination and information sharing, with guidance and support that contribute to strengthening the risk management systems.
  - d. The Company and each Group company have concluded the basic agreement to make clear the basic relationship between the companies with regard to business operations.
  - e. We guide directors and others involved in the management of group companies to reaffirm their own responsibilities and roles and to ensure fair and efficient management.
  - f. The Audit Department conducts appropriate audits of group companies. Additionally, the Board of Directors is regularly informed of the results of these audits.
  - g. The Maintenance Audit Department conducts inspections at each subsidiary to verify that maintenance work is performed according to laws, regulations, and internal rules.
  - h. The Safety Audit Department checks safety-related deliberations, engagement, instructions, and other operations regarding management by attending Group Safety Enhancement Council meetings in accordance with the Safety Audit Plan and checking materials submitted to the meetings. It also conducts internal audits of production divisions, the Corporate Safety and Security Division, and airports.
- 6) We have developed a system concerning employees in case Audit and Supervisory Board Members require the assistance of employees, a system concerning independence of such employees from Directors, and a system to ensure that instructions by Audit and Supervisory Board Members to those employees are effective.
- We established an organization independent from Directors and assign employees to serve as Audit and Supervisory Board Members to increase effectiveness of audits by Audit and Supervisory Board Members and execute audit duties smoothly. They receive work instructions and orders from and are appointed with the consent of Audit and Supervisory Board Members.
- 7) We have developed a system concerning reports, etc. to Audit and Supervisory Board Members.
- a. Audit and Supervisory Board Members attend the Board of Directors meetings and other important meetings, read Ringi documents requiring approval from Directors and above, and audit the execution of corporate duties through interviews with the President, hearings with related departments, visits to internal departments, etc. Audit and Supervisory Board Members report to the Board of Corporate Auditors and the Board of Directors on issues etc., recognized in audits twice a year, and confirm the status of follow-up work.
  - b. Audit and Supervisory Board Members exchange opinions and information regularly with Audit and Supervisory Board Members of Group companies and visit them.
  - c. Audit and Supervisory Board Members check the development of systems to ensure that persons who have reported to them do not receive disadvantageous treatment for making such reports.
- 8) We have developed a system for advance payment or repayment of costs arising from the execution of the duties of Audit and Supervisory Board Members and the policy for processing of costs or liabilities arising from the execution of other duties.
- Necessary expenses for audits by Audit and Supervisory Board Members are paid for appropriately.

9) We have developed other systems to ensure that audits by the Board of Corporate Auditors or Audit and Supervisory Board Members are executed effectively.

- Audit and Supervisory Board Members exchange opinions and information regularly with the Audit Department and auditing company and increase effectiveness of audits.

## Consolidated Statement of Financial Position

As of March 31, 2026

		(Millions of yen)
ASSETS	Amount	(Reference) Amount of previous fiscal year
I Current assets		
Cash and cash equivalents	1,010,185	749,030
Trade and other receivables	254,576	210,211
Other financial assets	31,216	3,502
Inventories	60,606	49,723
Other current assets	88,961	82,899
Subtotal	1,445,545	1,095,366
II Non-current assets		
Tangible fixed assets		
Flight equipment	1,041,696	974,253
Advances on flight equipment	115,612	147,534
Other tangible fixed assets	102,221	92,226
Total tangible fixed assets	1,259,530	1,214,014
Goodwill and intangible assets	111,731	94,317
Investment property	2,902	2,998
Investments accounted for using equity method	33,532	24,333
Other financial assets	182,127	144,056
Deferred tax assets	109,866	190,312
Retirement benefit asset	36,393	15,865
Other non-current assets	17,128	13,648
Subtotal	1,753,211	1,699,547
Total assets	3,198,757	2,794,913

# Consolidated Statement of Financial Position

As of March 31, 2026

		(Millions of yen)
LIABILITIES	Amount	(Reference) Amount of previous fiscal year
I Current liabilities		
Trade and other payables	208,687	179,207
Interest-bearing liabilities	149,883	94,562
Other financial liabilities	73,523	63,645
Income taxes payable	7,445	4,960
Contract liabilities	484,519	437,927
Provisions	5,045	1,821
Other current liabilities	73,589	56,180
Subtotal	1,002,693	838,306
II Non-current liabilities		
Interest-bearing liabilities	726,034	801,461
Other financial liabilities	13,443	10,581
Deferred tax liabilities	3,961	3,694
Provisions	28,568	23,046
Retirement benefit liability	82,321	92,278
Other non-current liabilities	6,967	8,872
Subtotal	861,297	939,934
Total liabilities	1,863,991	1,778,240
	<b>EQUITY</b>	
I Equity attributable to owners of parent		
Share capital	273,200	273,200
Capital surplus	270,540	274,242
Other equity instruments	177,679	-
Retained earnings	508,279	395,719
Treasury shares	(21,213)	(1,473)
Accumulated other comprehensive income		
Financial assets measured at fair value through other comprehensive income	47,713	35,745
Effective portion of cash flow hedges	31,747	(3,860)
Exchange differences on translation of foreign operations	1,692	1,484
Total accumulated other comprehensive income	81,153	33,369
Subtotal	1,289,639	975,057
II Non-controlling interests	45,126	41,615
Total equity	1,334,765	1,016,673
Total liabilities and equity	3,198,757	2,794,913

## Consolidated Statement of Profit or Loss

(April 1, 2025 – March 31, 2026)

	(Millions of yen)	
	Amount	(Reference) Amount of previous fiscal year
Revenue		
International passenger revenue	856,609	781,882
Domestic passenger revenue	610,946	574,851
Other revenue	544,959	487,362
Total revenue	2,012,515	1,844,095
Other income	28,856	17,992
Personnel expenses	(398,484)	(363,471)
Aircraft fuel	(395,455)	(380,014)
Depreciation, amortization and impairment losses	(166,175)	(155,907)
Other operating expenses	(873,906)	(794,089)
Total operating expenses	(1,834,022)	(1,693,483)
Operating profit	207,349	168,605
Share of profit of investments accounted for using equity method (Loss in brackets)	1,645	939
Profit before investing, financing and income tax	208,995	169,545
Investing income	10,086	5,325
Investing expenses	(1,078)	(2,417)
Profit before financing and income tax	218,004	172,452
Finance income	6,747	1,789
Finance expenses	(17,497)	(15,341)
Profit before tax	207,253	158,900
Income tax expense	(62,800)	(46,264)
Profit	144,452	112,635
Profit attributable to		
Owners of parent	137,604	107,038
Non-controlling interests	6,847	5,597

## Consolidated Statement of Changes in Equity

(April 1, 2025 – March 31, 2026)

(Millions of yen)

	Equity attributable to owners of parent						
	Share capital	Capital surplus	Other equity instruments	Retained earnings	Treasury shares	Accumulated other comprehensive income	
						Financial assets measured at fair value through other comprehensive income	Effective portion of cash flow hedges
Balance as of April 1, 2025	273,200	274,242	–	395,719	(1,473)	35,745	(3,860)
Profit	–	–	–	137,604	–	–	–
Other comprehensive income	–	–	–	–	–	12,136	37,081
Comprehensive income	–	–	–	137,604	–	12,136	37,081
Issuance of other equity instruments	–	–	177,679	–	–	–	–
Dividends	–	–	–	(40,168)	–	–	–
Distribution to owners of other equity instruments	–	–	–	(4,222)	–	–	–
Share-based payments	–	(13)	–	–	260	–	–
Transfer to non-financial assets	–	–	–	–	–	–	(1,473)
Purchase of treasury shares	–	–	–	–	(20,000)	–	–
Changes in ownership interest in subsidiaries	–	(3,688)	–	–	–	–	–
Transfer to retained earnings	–	–	–	19,345	–	(169)	–
Total transactions with owners	–	(3,702)	177,679	(25,045)	(19,739)	(169)	(1,473)
Balance as of March 31, 2026	273,200	270,540	177,679	508,279	(21,213)	47,713	31,747

	Equity attributable to owners of parent				Non-controlling interests	Total equity
	Accumulated other comprehensive income			Total equity attributable to owners of parent		
	Exchange differences on translation of foreign operations	Remeasurements of defined benefit plans	Total accumulated other comprehensive income			
Balance as of April 1, 2025	1,484	–	33,369	975,057	41,615	1,016,673
Profit	–	–	–	137,604	6,847	144,452
Other comprehensive income	208	19,175	68,602	68,602	1,265	69,868
Comprehensive income	208	19,175	68,602	206,207	8,113	214,321
Issuance of other equity instruments	–	–	–	177,679	–	177,679
Dividends	–	–	–	(40,168)	(3,058)	(43,226)
Distribution to owners of other equity instruments	–	–	–	(4,222)	–	(4,222)
Share-based payments	–	–	–	247	–	247
Transfer to non-financial assets	–	–	(1,473)	(1,473)	(523)	(1,996)
Purchase of treasury shares	–	–	–	(20,000)	–	(20,000)
Changes in ownership interest in subsidiaries	–	–	–	(3,688)	(1,021)	(4,710)
Transfer to retained earnings	–	(19,175)	(19,345)	–	–	–
Total transactions with owners	–	(19,175)	(20,818)	108,373	(4,603)	103,770
Balance as of March 31, 2026	1,692	–	81,153	1,289,639	45,126	1,334,765

# Notes to Consolidated Financial Statements

## (Base of Preparation of the Consolidated Financial Statements)

### 1. Standards for the preparation of consolidated financial statements

The consolidated financial statements of the JAL Group are prepared in accordance with International Financial Reporting Standards (hereinafter, "IFRS"), in line with the provisions of Article 120, Paragraph 1 of the Regulation on Corporate Accounting. However, in accordance with the provisions in the second sentence of the same Paragraph, some matters and notes required by IFRS are omitted.

### 2. Scope of consolidation

#### Consolidated subsidiaries

Number of consolidated subsidiaries: 56

Names of principal consolidated subsidiaries:

J-Air Corporation, Japan Air Commuter Co., LTD., Japan Transocean Air Co., Ltd., ZIPAIR Tokyo Inc., SPRING JAPAN Co., Ltd., JALUX Inc., JALUX AIRPORT INC., JALCARD, Inc., JALPAK CO., LTD., JAL ENGINEERING CO., LTD.

In the current fiscal year, the JAL Group included three companies in the scope of consolidation as they were established through new investment.

### 3. Application of the equity method

Affiliates accounted for by the equity method

Number of affiliates accounted for by the equity method: 11

Names of affiliates accounted for by the equity method:

AGP CORPORATION, Airport Facility Co., Ltd.

In the current fiscal year, one company was added to the scope of the application of the equity method due to the acquisition of new shares.

### 4. Summary of significant accounting policies

#### (1) Valuation of significant assets

##### I. Financial instruments

##### a. Financial assets

##### (a) Initial recognition and measurement

The JAL Group classifies financial assets into financial assets measured at fair value through profit or loss; financial assets measured at fair value through other comprehensive income or financial assets measured at amortized cost. The classification is determined at the time of initial recognition.

The JAL Group recognizes these financial instruments on the transaction date when it becomes a party to the contractual provisions of the financial assets.

Non-derivative financial assets are measured at fair value plus transaction costs, unless the assets are classified as financial assets measured at fair value through profit or loss. However, trade receivables that do not contain a significant financing component are measured at the transaction price.

##### (i) Financial assets that are debt instruments

Financial assets are classified as financial assets measured at amortized cost if both of the following conditions are met:

- the asset is held based on JAL Group's business model whose objective is to hold assets in order to collect contractual cash flows; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Meanwhile, financial assets are classified as financial assets measured at fair value through other comprehensive income if both of the following conditions are met, and otherwise, classified as financial assets measured at fair value through profit or loss.

- the financial asset is held based on JAL Group's business model whose objective is achieved by both collecting contractual cash flows and selling financial assets; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

The JAL Group held no debt instrument classified as financial assets measured at fair value through other comprehensive income during the reporting period.

(ii) Financial assets that are equity instruments

Equity financial assets designated as those whose subsequent changes in fair value are recognized in other comprehensive income at initial recognition are classified as financial assets measured at fair value through other comprehensive income, except for those held for trading that must be measured at fair value through profit or loss.

Such designations are made for each equity financial asset and applied consistently assuming that they are irrevocable.

The JAL Group held no equity instruments classified as financial assets measured at fair value through profit or loss during the reporting period.

(b) Subsequent measurement

After initial recognition, financial assets are measured based on the classification as follows:

(i) Financial assets measured at amortized cost

Financial assets measured at amortized cost are measured at amortized cost using the effective interest method.

(ii) Financial assets measured at fair value

Changes in fair value of financial assets measured at fair value are recognized in profit or loss.

However, changes in fair value of equity financial assets designated as measured at fair value through other comprehensive income are recognized in other comprehensive income. Dividends from such financial assets are recognized as part of investing income in profit or loss for the current fiscal year.

If an equity instrument measured at fair value through other comprehensive income is derecognized, or the fair value decreases significantly, the amount accumulated in other comprehensive income is reclassified to retained earnings.

(c) Derecognition of financial assets

The JAL Group derecognizes financial assets when the contractual rights to the cash flows from the financial assets expire, or when the JAL Group transfers the financial assets and substantially all the risks and rewards of ownership.

(d) Impairment of financial assets

For financial assets measured at amortized cost, the JAL Group recognizes an allowance for doubtful accounts for expected credit losses.

The JAL Group assesses at the end of each reporting period whether the credit risk on each financial asset has increased significantly since initial recognition. If the credit risk has not increased significantly since initial recognition, the amount equal to expected credit losses for 12 months is recognized as allowance for doubtful accounts. On the other hand, if the credit risk has increased significantly since initial recognition, the amount equal to lifetime expected credit losses is recognized as allowance for doubtful accounts.

However, for trade receivables that do not contain a significant financing component, allowance for doubtful accounts is always recognized at the amount equal to lifetime expected credit losses, regardless of whether or not the credit risk has increased significantly since initial recognition.

Expected credit losses are measured at the present value of the difference between the contractual cash flows that are due to the JAL Group under the contract and all the cash flows that the JAL Group expects to receive.

An allowance for doubtful accounts for financial assets is recognized in profit or loss. In case any event occurs that reduces the allowance for doubtful accounts, the reversal of allowance for doubtful accounts is recognized in profit or loss.

b. Financial liabilities

(a) Initial recognition and measurement

The JAL Group classifies financial liabilities classified as held for trading or derivatives as financial liabilities measured at fair value through profit or loss. Other financial liabilities are classified as financial liabilities measured at amortized cost. The classification is determined at the time of initial recognition. The JAL Group recognizes these financial instruments on the transaction date when it becomes a party to the contractual provisions of the financial liabilities.

All financial liabilities are initially measured at fair value. However, financial liabilities measured at amortized cost are measured at an amount after deducting transaction costs that are directly attributable to the financial liabilities.

(b) Subsequent measurement

After initial recognition, financial liabilities are measured based on the classification as follows:

(i) Financial liabilities measured at fair value through profit or loss

Financial liabilities measured at fair value through profit or loss are measured at fair value after initial recognition, and the changes are recognized in profit or loss for the current fiscal year.

(ii) Financial liabilities measured at amortized cost

Financial liabilities measured at amortized cost are measured using the effective interest method after initial recognition.

Amortization under the effective interest method and gains or losses on derecognition are recognized as part of finance expenses in profit or loss for the current fiscal year.

(c) Derecognition of financial liabilities

The JAL Group derecognizes financial liabilities when they are extinguished, i.e., when the obligations specified in the contract are discharged or cancelled or expire.

c. Presentation of financial assets and liabilities

Financial assets and liabilities are offset and the net amount is presented in the consolidated statement of financial position only when the JAL Group currently has a legally enforceable right to set off the recognized amounts, and intends either to settle on a net basis or to realize the asset and settle the liability simultaneously.

d. Derivatives and hedge accounting

The JAL Group utilizes currency option contracts, foreign exchange forward contracts and other contracts to avoid risk of future fluctuations in foreign exchange rate associated with liabilities denominated in specific foreign currencies. In addition, commodity derivative contracts are also used for the purpose of controlling risk of fluctuations in prices of commodities including aircraft fuel and stabilizing costs. These derivative financial instruments are initially recognized at fair value on the date on which a derivative contract is entered into, and the relevant transaction costs are recognized as expense when it incurred. After initial recognition, they are remeasured at fair value.

At the inception of the hedge, the JAL Group documents the hedging relationship to which hedge accounting is applied and the objectives and strategies of risk management for undertaking the hedge. The documentation includes specific hedging instruments, the hedged items or transactions, the nature of the risks being hedged and how the effectiveness of changes in the fair value of hedging instruments is assessed in offsetting the exposure to changes in the hedged item's cash flows attributable to the hedged risks.

Specifically, a hedge is considered to be effective if all of the following items are met:

- there is an economic relationship between the hedged item and the hedging instrument;
- the effect of credit risk does not dominate the value changes that result from the economic relationship; and
- the hedge ratio of the hedging relationship is the same as that resulting from the quantity of the hedged item that the entity actually hedges and the quantity of the hedging instrument that the entity actually uses to hedge the quantity of hedged item.

We set an appropriate hedge ratio in light of economic relationships such as the degree of price changes of the hedging instrument corresponding to the price changes of the hedged item as well as the risk management strategies.

The JAL Group assesses on an ongoing basis whether the hedging relationship is effective prospectively. Generally, no material hedge ineffectiveness is expected to arise as we conduct highly effective hedging transactions. However, the value changes of the hedging instrument may exceed those of the hedged item since we have designated forecast transactions as hedged items. In such case, hedge ineffectiveness will arise.

In cases where a hedging relationship ceases to meet the hedge effectiveness requirement relating to the hedge ratio but the risk management objective remains unchanged, the JAL Group readjusts the hedging ratio to reestablish the effectiveness of the hedge relationship. Furthermore, the JAL Group discontinues hedge accounting in cases where there is a change in the risk management objective for the hedging relationship.

The JAL Group only uses cash flow hedges as a hedge accounting method.

The effective portion of gains or losses on hedging instruments is recognized in other comprehensive income while the ineffective portion is recognized immediately in profit or loss.

The amounts of hedging instruments recorded in other comprehensive income are reclassified to profit or loss when the transactions of the hedged items affect profit or loss. In cases where hedged items result in the recognition of non-financial assets or liabilities, the amounts recognized in other comprehensive income are accounted for as adjustments to the original carrying amount of non-financial assets or liabilities.

When forecast transactions are no longer expected to occur, any related cumulative gain or loss that has been recognized in equity through other comprehensive income is reclassified to profit or loss. In cases where hedged forecast transactions become less likely to occur but are still expected to occur, the amounts that have been recognized in equity through other comprehensive income continue to be recorded in equity until such future cash flows occur.

## II. Inventories

Inventories are measured at the lower of acquisition cost or net realizable value.

Net realizable value is measured as the estimated selling price in the ordinary course of business less the estimated costs necessary to make the sale. The costs are measured by primarily using the moving-average method, and include costs of purchase and all other costs incurred in bringing the inventories to their present storage location and condition.

## III. Tangible fixed assets (excluding leases)

### (i) Recognition and measurement

The JAL Group measures tangible fixed assets by using the cost model at cost less accumulated depreciation and accumulated impairment losses. Acquisition cost include any costs directly attributable to the acquisition of the asset as well as the initially estimated costs for dismantlement, removal and restoration for the site in which the asset has been located.

### (ii) Depreciation and useful life

Depreciation is measured by primarily using the straight-line method, with the depreciable amount, over the estimated useful life of each component. Land and advances on flight equipment and other purchases are not depreciated.

The estimated useful lives of major tangible fixed assets are as follows:

Flight equipment: 8 to 20 years

Other: 2 to 65 years

The depreciation method, estimated useful lives and residual values are reviewed every fiscal year, with the effect of any changes in estimate being accounted for on a prospective basis.

## IV. Goodwill

Goodwill arising from business combinations is stated at acquisition cost less accumulated impairment losses. Goodwill is not amortized, and is allocated to a cash-generating unit or a group of cash generating units and tested for impairment annually or whenever there is any indication of impairment. Impairment losses on goodwill are recognized in profit or loss, and no subsequent reversal is made.

The measurement of goodwill at the time of initial recognition is described in “(6) Business combinations.”

#### V. Intangible assets

The JAL Group measures intangible assets by using the cost model at cost less accumulated amortization and accumulated impairment losses.

Separately acquired intangible assets are measured at an acquisition cost at the initial recognition.

After the initial recognition, intangible assets, except those with indefinite useful lives, are amortized by using the straight-line method over their estimated useful lives. The estimated useful lives of major intangible assets are as follows:

Software: 5 years

The amortization method, estimated useful lives and residual values are reviewed every fiscal year, with the effect of any changes in estimate being accounted for on a prospective basis.

#### VI. Investment property

Investment property is real estate owned for rental income. Investment properties are measured using the cost model in conformity with tangible fixed assets and are stated at acquisition cost less accumulated depreciation and accumulated impairment losses.

Investment properties are depreciated primarily on a straight-line basis over their respective estimated useful lives. Land and the construction suspense account are not depreciated. The estimated useful lives of major investment properties are as follows:

Investment property: 2 to 47 years

#### VII. Leases

The JAL Group determines a contract, or part of a contract is, or contains, a lease, which conveys the right to control the use of an identified asset for a period of time in exchange for consideration, and recognizes a right-of-use asset and a lease liability at the commencement date of the lease. A right of use asset is included in flight equipment or other tangible fixed assets in the consolidated statement of financial position. A lease liability is included in interest-bearing liabilities in the consolidated statement of financial position. However, for short-term leases and leases for which the underlying asset is of low value, the JAL Group recognizes the lease payments associated with those leases as an expense on a straight-line basis over the lease term.

The JAL Group measures a lease liability at the present value of the total lease payments that are not paid at the commencement date of the lease based on the individual contract, and recognizes the repayments of the principal and the payment of interest on the lease liability by using the effective interest method over the lease term depending on the lease payments. The JAL Group generally uses the interest rate implicit in the lease or its incremental borrowing rate (if the lease or the interest rate implicit cannot be readily measured) as a discount rate.

The JAL Group records the right-of-use asset at acquisition cost including the already paid consideration for the recorded amount of the lease liability and adjustment of the estimated amount of restoration cost to be incurred at the end of the lease, and depreciates the right-of-use asset using the straight-line method over the lease term.

#### VIII. Impairment of non-financial assets

The JAL Group assesses at the end of each reporting period whether there is any indication that the carrying amount of its non-financial assets, except inventories and deferred tax assets, may be impaired. When there is any indication of impairment, the recoverable amount of the assets is estimated. The JAL Group estimates the recoverable amount of goodwill, intangible assets with indefinite useful lives or intangible assets not yet available for use at the same timing of every fiscal year regardless of any indication of impairment.

The recoverable amount of an asset or cash generating unit is measured at the higher of its value in use and its fair value less cost of disposal. In determining the value in use, estimated future cash flows are discounted to the present value, using pretax discount rates that reflect the time value of money and the risks specific to the asset. Due to continuing use, assets on which an impairment test is not performed individually are integrated into the smallest cash generating unit that generates largely independent cash inflows from cash inflows of other assets or groups of assets.

The JAL Group's corporate assets do not generate independent cash inflows. When there is any indication of impairment for the corporate assets, the JAL Group measures the recoverable amount of the cash generating unit to which the corporate assets belong.

Any impairment loss is recognized in profit or loss if the carrying amount of an asset or cash generating unit exceeds the estimated recoverable amount of the asset or cash generating unit. Impairment losses that are

recognized in association with a cash generating unit proportionally reduce the carrying amount of the principal assets within the cash generating unit.

The JAL Group assesses at the end of each reporting period whether there is any indication that an impairment loss recognized in prior years for an asset may have decreased or may no longer exist. An impairment loss is reversed if there has been a change in the estimates used to measure the asset's recoverable amount. An impairment loss is reversed to the asset's recoverable amount only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been measured, net of depreciation or amortization, had no impairment loss been recognized.

## **(2) Criteria for the recording of major provisions**

Provisions are recognized when the JAL Group has a present legal or constructive obligation as a result of past events, it is likely that an outflow of economic resources will be required to settle the obligation, and the amount can be reliably estimated. When the time value of money is material, provisions are measured at the present value by discounting the expected future cash flows at a pretax rate that reflects the time value of money and the risks specific to the liability. The unwinding of the discount is recognized as finance expense.

### **(i) Provision for aircraft repairs**

To prepare for the payment of repairs related to major damage to aircrafts that occurred during the current fiscal year, provision for aircraft repairs is recorded at the amount of repair costs expected to be paid in the future. The payment amount may differ from the estimated amount due to fluctuations in repair costs. An outflow of economic benefits is expected to take place mainly within one year after the end of the current fiscal year.

### **(ii) Asset retirement obligations**

Expenses for restoration of leased properties, including rented offices, buildings and aircraft, used by the JAL Group to its original condition are estimated based on its historical experience in restoration and quotations as the amount of provision for asset retirement obligations. These expenses are expected to be paid after the elapse of an estimated period of use, measured based on the useful life and rental period of interior fixtures and fittings to its offices etc., which, however, is affected by future business plan.

### **(iii) Reserve for loss on antitrust litigation**

To prepare for payment of court fees and claims for damage relating to a price cartel, the JAL Group recognizes/measures the amount of a payment order for penalties or any future losses that can be reasonably estimated in terms of probability and amount. The payment amount may differ from the estimated amount depending on future developments and outcomes of the litigation. An outflow of economic benefits is expected to take place one year after the end of the current fiscal year, but is affected by the future course of the litigation.

### **(iv) Provision for environmental measures**

To prepare for the obligation to purchase CO<sub>2</sub> credits under the CORSIA scheme, provision for environmental measures is recorded at the amount expected to be paid in the future. The amount of payment may differ from the estimated amount depending on trends in the international aviation industry and other factors. An outflow of economic benefits is expected to take place mainly one year after the end of the current fiscal year.

## **(3) Criteria for the translation of major foreign currency-denominated assets or liabilities into Japanese currency**

Foreign currency translations

### **(i) Foreign currency transactions**

Foreign currency transactions are translated into the functional currencies of each entity of the JAL Group at the exchange rates on the dates of the transactions.

Monetary assets and liabilities denominated in foreign currencies at the end of the reporting period are translated into the functional currencies at the exchange rates at the end of the reporting period.

Non-monetary assets and liabilities denominated in foreign currencies to be measured at fair value are translated into the functional currencies at the exchange rates on the date when the fair value is measured.

Exchange differences arising from translation or settlement are recognized in profit or loss. However, exchange differences arising from translation of financial assets measured through other comprehensive income and from cash flow hedges are recognized other comprehensive income.

### **(ii) Financial statements of foreign operations**

Assets and liabilities of foreign operations are translated into Japanese yen using the exchange rates at the end of the reporting period, whereas income and expenses are translated using the average exchange rate during the period unless there are significant fluctuations in the exchange rates. Exchange differences arising from the translation of financial statements of foreign operations are recognized in other comprehensive income. When a foreign operation is disposed, the cumulative amount of the exchange differences is recognized in profit or loss on disposal.

**(4) Accounting treatment of post-employment benefits**

The JAL Group has adopted the defined benefit plans and the defined contribution plans as the post-employment benefit plans for employees.

**(i) Defined benefit plans**

The JAL Group measures net retirement benefit liabilities (assets) of defined benefit plans at the present value of defined benefit obligations less fair value of plan assets. However, if a defined benefit plan is overfunded, the net defined benefit asset is limited to the present value of economic benefits available in the form of refunds from the plan or reductions in future contributions to the plan. Independent actuaries measure every fiscal year the present value of defined benefit obligations, the relevant service cost for the current fiscal year, and the past service cost using the projected unit credit method.

The discount period is measured based on the estimated term of the retirement benefit obligations through the estimated dates of future benefit payments of each fiscal year. The discount rate is measured by reference to market yields of high-quality corporate bonds at the end of each reporting period consistent with the discount period.

Remeasurements of all net benefit liabilities (assets) arising from the defined benefit plans are recognized at once in other comprehensive income for the period of occurrence and are transferred to retained earnings immediately.

The past service cost is recognized immediately in profit or loss.

**(ii) Defined contribution plans**

Short-term employee benefit obligations are measured on an undiscounted basis, and are recorded as an expense when the related services are rendered.

**(5) Accounting standards for revenue**

The JAL Group recognizes revenue under the following five-step approach for contracts with customers, excluding interest and dividend income under IFRS 9 “Financial Instruments” and lease income under IFRS 16 “Leases.”

Step 1: Identify the contract(s) with a customer

Step 2: Identify the performance obligations in the contract

Step 3: Measure the transaction price

Step 4: Allocate transaction price to the performance obligations in the contract

Step 5: Recognize revenue when (or as) the entity satisfies a performance obligation

As its primary business, the JAL Group provides passenger, cargo and mail, and baggage air transportation services using aircraft on international and domestic routes. Normally, the Company’s performance obligations are satisfied and revenue is recognized at the time when air transportation service has been completed.

Other specific criteria for revenue recognition are described in “11. Notes concerning revenue recognition.”

**(6) Business combinations**

Business combinations are accounted for using the acquisition method in the event that control is transferred to the Group. The identifiable assets and liabilities of the acquired company are, in principle, measured at fair value on the acquisition date. If the sum of the consideration transferred for the business combination, the non-controlling interests in the acquired company, and the fair value of the equity in the acquired company already held by the acquiring company exceeds the net amount of the identifiable assets and liabilities of the acquired company on the acquisition date, the excess is measured as goodwill.

Whether the non-controlling interests are measured at fair value or as the proportionate share of the recognized amount of the identifiable net assets of the acquired company is determined individually for each case of business combinations.

If the initial accounting for a business combination is not completed by the end of the period in which the business combination has occurred, the business combination is accounted for at a provisional amount. If, in the measurement period not later than one year from the acquisition date, new information is obtained about the facts and situation that existed on the acquisition date, the provisional amount is retroactively adjusted accordingly.

**(7) Other important matters for the preparation of consolidated financial statements**

All amounts of less than one million yen have been rounded down in the accounts.

## **5. Estimates in accounting**

In preparing the consolidated financial statements, the management makes estimates based on assumptions that affect the application of the JAL Group's accounting policies and the reported amounts of assets, liabilities, revenues and expenses. These estimates are based on the management's best estimates and judgements reflecting historical experience and a variety of other factors that are considered to be reasonable at the end of the reporting period. Actual results in future, however, may differ from these estimates.

These estimates and underlying assumptions are reviewed/revised on an ongoing basis. The impact of the revision is recognized in the accounting period there were revised and future accounting period.

Estimates of future business performance are based on the JAL Group's management vision and annual plans. The main assumptions built into estimates include management vision, demand forecasts for the plan period as well as fuel prices, and forecasts of exchange rate related market fluctuations.

There are uncertainties in these assumptions, and they may impact the JAL Group's future financial position and operating results.

The management's estimates that have a significant impact on the amounts recognized in the consolidated financial statements are as follows:

**(1) Recognition of revenues**

Revenues from air transportation are recognized in contract liabilities at collecting consideration, and then recognized in revenue at completion of air transportation services.

The sales of air tickets that will not be used for air transportation (unused air tickets that are about to expire) are recognized in revenue at an appropriate timing, taking into account the contractual terms of the air tickets and historical trends.

The JAL Group also operates a customer loyalty program called "JAL Mileage Bank." Members of the JAL Mileage Bank can earn miles through flights with the airlines or other services, and can redeem them with the JAL Group or other partners' services.

The portion of granted miles that is expected to be redeemed by customers in the future is recognized as a performance obligation. The stand-alone selling price is estimated with the composition ratio of services selected by customers when using the miles taken into account; the transaction price is allocated on the basis of the ratio of the stand-alone selling price to the performance obligation. The transaction prices allocated to performance obligations under the mileage program are recognized as contract liabilities and are recorded as revenue in line with use of the miles.

As of the end of the current fiscal year, such contract liabilities amounted to 484,519 million yen.

**(2) Depreciation expenses of flight equipment**

In determining the useful life of each component, including flight equipment, aircraft engine components and cabin related assets, we calculate the depreciation expenses in consideration of their future estimated economically useful life.

As of the end of the current fiscal year, flight equipment amounted to 1,041,696 million yen.

**(3) Impairment of fixed assets**

The JAL Group examines whether events that indicate a possibility of impairment of targeted assets (carrying amount: tangible fixed assets of 1,259,530 million yen, goodwill and intangible assets of 111,731 million yen and investment properties of 2,902 million yen) exist as of the end of the fiscal year, and, if signs of impairment are present, considers whether or not to record an impairment loss with respect to the assets.

In the fiscal year under review, while there were signs of impairment in the travel business, the Company has determined that it was not necessary to record an impairment loss as the recoverable amount exceeded the carrying amount. The Company has determined that there are no signs of an impairment loss for other businesses.

Regarding the impairment loss for the current fiscal year, the cash generation unit was changed mainly for aircraft parts that are to be sold or decommissioned and software that no longer contributes to the current plan due to changes in the development plan, and the amount was reduced to the estimated recoverable amount.

#### (4) Recognition of deferred tax assets

Deferred tax assets are recognized to the extent that there will be sufficient taxable profits against which the deductible temporary differences, unused tax credits and unused tax losses can be utilized. The Company and certain domestic consolidated subsidiaries apply the group totalization system. Those companies subject to the group totalization system judge recoverability of deferred tax assets with regard to corporate taxes based on the future taxable income, etc., of the Group in total, and with regard to local taxes based on the future taxable income, etc., of each of the companies. With regard to tax losses brought forward, the JAL Group schedules the expected fiscal year and amount of deduction from tax losses brought forward based on the estimate of future taxable income, etc., projected within the carryforward period and records the amount expected to be recovered as deferred tax assets.

As of the end of the current fiscal year, deferred tax assets and deferred tax liabilities amounted to 109,866 million yen and 3,961 million yen respectively.

## 6. Notes to consolidated statement of financial position

(1)	Allowance for doubtful accounts deducted directly from assets	11,422 million yen
(2)	Accumulated depreciation of tangible fixed assets and owned investment property	1,035,024 million yen
(3)	Assets pledged as collateral and obligations secured by such collateral	
	Assets pledged as collateral	
	• Flight equipment	298,940 million yen
	• Others	9,125 million yen
	Obligations secured by such collateral	
	• Current portion of long-term borrowings	41,787 million yen
	• Long-term borrowings	99,010 million yen

It is confirmed under general arrangements for transactions with financial institutions that the financial institutions have the right to dispose of the assets pledged as collateral and appropriate the amount to or offset the amount with the amount to be repaid in cases where the principal of and/or interest on past-due borrowings are not repaid, giving rise to a default.

The assets pledged as collateral include assets for which revolving pledges have been established to secure debts of the following three companies, under the syndicated loan agreements concluded between each company and financial institutions for the business that is the objective of each company's establishment.

- Tokyo International Air Terminal Corporation (associate)
- Kyushu Kumamoto International Airport Co., Ltd.
- Hokkaido Airports Co., Ltd.

#### (4) Contingent liabilities

Guarantee liabilities	
(Guarantee for bank loans)	
• Loans to employees, etc.	234 million yen
(Guarantee for lease liabilities)	
• Jetstar Japan Co., Ltd. (associate)	533 million yen

## 7. Notes to consolidated statement of changes in equity

### 1. Total number of issued shares at the end of the current fiscal year

Total number of issued shares	Ordinary shares	437,143 thousand shares
	Treasury shares	7,315 thousand shares

### 2. Dividends

#### (1) Dividends paid

Resolution	Class of shares	Source of dividends	Total amount of dividends (Millions of yen)	Dividend per share (yen)	Record date	Effective date
June 24, 2025 Ordinary General Meeting of Shareholders	Ordinary shares	Retained earnings	20,081	46.0	March 31, 2025	June 25, 2025
October 30, 2025 Board of Directors' meeting	Ordinary shares	Retained earnings	20,086	46.0	September 30, 2025	December 10, 2025

#### (2) Dividends for which the record date for dividend payment belongs to the current fiscal year but for which the effective date of dividend payment is in the following fiscal year

Resolution	Class of shares	Source of dividends	Total amount of dividends (Millions of yen)	Dividend per share (yen)	Record date	Effective date
June 23, 2026 Ordinary General Meeting of Shareholders (Plan)	Ordinary shares	Retained earnings	21,491	50.0	March 31, 2026	June 24, 2026

## 8. Notes on financial instruments

### 1. Status of financial instruments

#### (1) Financial risk management

The JAL Group is exposed to financial risks (credit risk, liquidity risk, foreign currency risk, interest rate risk, and fuel price fluctuation risk) in the course of its operating activities, and has established risk management policies and frameworks to mitigate these financial risks. The JAL Group also enters into derivative transactions to avoid foreign currency risk or fuel price fluctuation risk, and does not carry out any speculative transactions.

The JAL Group holds marketable securities for the purpose of building, maintaining and strengthening business relationships and partnerships. Information on market price fluctuation risk is omitted because the risk is insignificant.

#### (2) Credit risk management

Credit risk is the risk that a counterparty to a financial asset will cause the JAL Group a financial loss by failing to discharge a contractual obligation.

Pursuant to its Credit Control Rules, the JAL Group regularly assesses the credit status of each major customer while managing the due dates and balances of receivables from them. The JAL Group determines whether or not the credit risk has increased significantly, taking into consideration the passage of time, adverse changes in the debtor's business circumstances or financial condition, and other factors. Objective evidence indicating a significant increase in credit risk includes a default or the debtor's serious financial difficulties.

In addition, the impact of derivative transactions that the JAL Group has entered into on credit risk is limited because such transactions are only with highly creditworthy financial institutions.

The JAL Group has no excessive credit risk concentrated on a specific counterparty or a group to which the counterparty belongs.

The carrying amount of financial assets presented in the consolidated financial statements represents the maximum exposure to credit risk of financial assets held by the JAL Group.

The JAL Group's exposure to credit risk (before deduction of allowance for doubtful accounts) for each category of receivables is as follows:

- Category 1: Receivables other than the receivables in Categories 2 and 3
- Category 2: Receivables from customers etc., whose payments have been delayed for a considerable time
- Category 3: Receivables the recoverability of which has been deemed particularly doubtful as the delay in payment is due to the debtor's significant financial difficulty etc., rather than temporary cash demand

	Trade and other receivables	Other financial assets
	Items recorded as allowance for doubtful accounts in the same amount as the lifetime expected credit losses	Credit-impaired financial assets
	Millions of yen	Millions of yen
Category 1	254,901	—
Category 2	612	—
Category 3	5,432	13,672
Total	260,946	13,672

Guarantees outstanding presented in Note "6. Notes to consolidated statement of financial position (4) Contingent liabilities" represent the maximum exposure to credit risk of guarantees provided by the JAL Group.

The JAL Group determines allowance for doubtful accounts based on customer creditworthiness and the collection status of receivables from customers.

The JAL Group records allowance for doubtful accounts on trade receivables that do not contain a significant financing component by group of trade receivables with similar credit risk at an amount equal to the lifetime expected credit losses. The amount is determined by multiplying the carrying amount of similar trade receivables by the provision rate, which reflects forecasts of future economic conditions and other circumstances in the historical credit loss rate of such assets.

As a general rule, the JAL Group records allowance for doubtful accounts on other receivables on which it determines credit risk has not increased significantly at an amount equal to the 12-month expected credit losses. The amount is determined by multiplying the carrying amount of other receivables by the provision rate, which reflects forecasts of future economic conditions and other circumstances in the historical credit loss rate of such assets.

However, the JAL Group records allowance for doubtful accounts on assets on which it determines credit risk has increased significantly and credit-impaired financial assets at an amount equal to the lifetime expected credit losses. The amount is determined by the difference between the carrying amount of such assets and the individually calculated recoverable amount of them after reflecting forecasts of future economic conditions in the counterparty's financial condition.

When collection of all or portion of receivables is considered impossible or extremely difficult, it is deemed to be a default.

When delinquency of a debtor is caused not by temporary fund requirement but primarily by significant financial difficulty of the debtor, and the collectability of receivables is considered to be of particular concern, such financial assets are deemed to be credit-impaired.

When it is evident that the amount of such financial assets cannot be collected in the future, the JAL Group writes it off and reduces the corresponding amount of allowance for doubtful accounts.

Changes in allowance for doubtful accounts recorded by the JAL Group are as follows.

	Trade and other receivables	Other financial assets
	Items recorded as allowance for doubtful accounts in the same amount as the lifetime expected credit losses	Credit-impaired financial assets
	Millions of yen	Millions of yen
March 31, 2025	6,558	4,639
Increase	9	530
Decrease	(197)	(117)
March 31, 2026	6,369	5,052

Significant changes in trade and other receivables during the current fiscal year have a negligible impact on changes in the allowance for doubtful accounts.

**(3) Liquidity risk management**

Liquidity risk is the risk that the JAL Group becomes unable to repay financial liabilities for debts on the due date.

The JAL Group manages liquidity risk by preparing repayment funds in a timely manner and continuously monitoring its cash flow plan and results. In addition, the Company has entered into commitment line agreements with three counterparty financial institutions for the purpose of ensuring liquidity to brace itself for an emergency, and some of its consolidated subsidiaries have also entered into commitment line agreements.

**(4) Foreign currency risk management**

As the JAL Group operates in countries other than Japan, fluctuations in foreign exchange rates mainly those of the U.S. dollar significantly influence its operating performance.

To mitigate foreign currency risk, the JAL Group uses foreign currency revenues to offset foreign currency expenses, and enters into foreign currency hedging transactions to purchase aircraft fuel and flight equipment whose prices are closely linked to the U.S. dollar. As a result, the JAL Group deems exposure to foreign currency risk minimized.

**(5) Interest rate risk management**

The JAL Group needs to make significant capital investments, such as the purchase of flight equipment. To meet funding needs for these investments, the JAL Group may procure funds from financial institutions or capital markets. The disclosure of a sensitivity analysis for interest rate risk is omitted because although fluctuations in interest rates affect funding costs borne by the JAL Group, such impact is immaterial. The JAL Group monitors interest rates in the market.

**(6) Fuel price fluctuation risk management**

The JAL Group is exposed to the risk of fluctuations in aircraft fuel payments arising from fuel price volatility. To mitigate fuel price fluctuation risk, the JAL Group enters into commodity derivative transactions, and charges a fuel surcharge to partly cover the impact of higher fuel prices. As a result, the JAL Group deems exposure to fuel price fluctuation risk mitigated.

**2. Matters concerning the fair value of financial instruments**

The inputs to valuation techniques used to measure fair value are classified into either of the following in accordance with the observability in the markets.

- Level 1: Quoted (unadjusted) prices in active markets for identical assets or liabilities
- Level 2: Inputs that are observable for the asset or liability, either directly or indirectly, other than quoted prices included within Level 1
- Level 3: Inputs that are not based on observable market data

**(1) Method of fair value measurement**

The methods of measurement of the fair value of financial instruments are as follows.

(Cash and cash equivalents, trade and other receivables, trade and other payables, and current interest-bearing liabilities)

The carrying amounts are used as fair value of these assets, given that the fair value is almost the same as the carrying amounts, as they are mostly settled in a short time.

(Other financial assets and other financial liabilities)

The fair value of equity financial instruments traded in active markets is measured based on quoted prices at the end of each reporting period. Meanwhile, the fair value of equity financial instruments for which an active market does not exist is measured using valuation techniques based on quoted prices of comparable companies. The fair value of investments in investment limited partnerships is measured at the amount equivalent to the equity interest in the properties of such partnerships.

The fair value of derivatives is measured based on observable inputs, such as exchange rates, obtained from counterparty financial institutions.

(Non-current interest-bearing liabilities)

The fair value is measured at the present value of future cash flows discounted at an interest rate assumed if similar contracts were newly executed.

**(2) Financial instruments measured at amortized cost**

The carrying amount and fair value of financial instruments measured at amortized cost are as follows.

Financial instruments measured at fair value, those whose carrying amount closely approximates to the fair value and those not significant are not included in the table below:

	<u>Carrying amount</u>	<u>Fair value</u>
	Millions of yen	Millions of yen
Financial liabilities measured at amortized cost		
Non-current		
Bonds payable	288,911	266,782
Long-term borrowings	<u>390,782</u>	<u>393,176</u>
Total	<u><u>679,694</u></u>	<u><u>659,958</u></u>

(Note) The fair values of bonds payable and other non-current interest-bearing liabilities are classified as Level 2 and Level 3, respectively.

### (3) Financial instruments measured at fair value

The hierarchy of fair value of financial instruments measured at fair value is as follows:

	Level 1	Level 2	Level 3	Total
	Millions of yen	Millions of yen	Millions of yen	Millions of yen
Assets:				
Financial assets measured at fair value through other comprehensive income				
Shares	56,610	–	51,273	107,883
Financial assets measured at fair value through profit or loss				
Investments in investment limited partnerships	–	–	18,138	18,138
Derivative assets designated as hedges	–	42,189	–	42,189
Total	56,610	42,189	69,412	168,212
Liabilities:				
Financial liabilities measured at fair value through profit or loss				
Derivative liabilities designated as hedges	–	825	–	825
Total	–	825	–	825

## 9. Notes on investment property

### 1. Matters concerning the status of investment property

The Group owns buildings (including land) for lease.

### 2. Matters concerning the fair value of investment property

Fair value 2,648 million yen

(Note) The fair value at the end of the current fiscal year is the amount measured by the Group with reference to the “Japanese Real Estate Appraisal Standards.”

In cases where there have been no material changes in a certain valuation amount (actual value or appraised value) or an index that is considered to appropriately reflect market prices since the time of acquisition from a third party or the most recent valuation, the amount is based on the amount adjusted using such valuation amount or index.

## 10. Notes on per share information

- |                             |              |
|-----------------------------|--------------|
| 1. Owners' equity per share | 2,586.99 yen |
| 2. Basic earnings per share | 306.96 yen   |

## 11. Notes on revenue recognition

### 1. Information on breakdown of revenue

	Reportable segment				Sub-total	Internal transaction adjustment	Total
	Full Service Carrier Business	LCC Business	Mileage/Finance and Commerce Business	Other			
	Millions of yen	Millions of yen	Millions of yen	Millions of yen	Millions of yen	Millions of yen	Millions of yen
International operations							
Passenger	760,079	96,572	–	–	856,652	–	–
Cargo and mail	156,277	–	–	–	156,277	–	–
Baggage	1,690	–	–	–	1,690	–	–
Sub-total	918,047	96,572	–	–	1,014,620	–	–
Domestic operations							
Passenger	609,185	1,915	–	–	611,100	–	–
Cargo and mail	33,458	–	–	–	33,458	–	–
Baggage	481	–	–	–	481	–	–
Sub-total	643,124	1,915	–	–	645,040	–	–
Total revenues from international and domestic operations	1,561,172	98,488	–	–	1,659,660	–	–
Mileage/Finance Commerce	–	–	222,274	–	222,274	–	–
Travel agency	–	–	–	108,904	108,904	–	–
Other	26,292	16,436	–	150,146	192,875	–	–
Total revenue	1,587,464	114,924	222,274	259,051	2,183,715	(171,199)	2,012,515
Revenue recognized from contracts with customers							2,009,078
Revenue recognized from other sources							3,436

(Notes) 1: Figures of segment revenue are those before elimination of intersegment transactions.

2: Revenue recognized from other sources includes lease revenue based on IFRS 16, etc.

### 2. Basic information for understanding revenue

The JAL Group operates “air transportation business (Full Service Carrier Business and LCC Business),” mainly of passenger and baggage, and cargo and mail in both international and domestic routes, “Mileage/Finance and Commerce Business” centered on mileage services for member customers, and “other business.”

Revenues arising from these businesses are recognized primarily in accordance with contracts with customers, and there are no significant financing components in the contracts. All of consideration from contracts with customers is reflected in transaction prices.

The JAL Group also operates a customer loyalty program called “JAL Mileage Bank.” Members of the JAL Mileage Bank can earn miles through flights with the airlines or other services, and can redeem them with the JAL Group or other partners’ services. Miles granted are deemed as performance obligations and recognized in contract liabilities. A transaction price is allocated to each performance obligation based on the ratio of the stand-alone selling price, taking into consideration usage proportion and miles expected to expire. The transaction prices allocated to performance obligations under the mileage program are deferred as contract liabilities in the consolidated statement of financial position, and are recognized as revenue in line with use of the miles.

Air transportation business (Full Service Carrier Business and LCC Business)

In the air transportation business segment (Full Service Carrier Business and LCC Business), the JAL Group provides services related to the transport of “Passengers,” “Cargo and mail,” and “Baggage” by aircraft on

domestic and international routes. The main revenues are recognized at the time that the following performance obligations are satisfied.

#### Passenger

Passenger revenues are earned mainly from passenger transportation services using aircraft. The JAL Group has the obligation to provide customers with international and domestic air transportation services according to the Conditions of Carriage. The performance obligation is satisfied at completion of the passenger air transportation service. The transaction price may fluctuate due to potential discounts on sales or payment of incentives based on the amount of sales. In addition, consideration for transactions is generally received in advance before the performance obligation is satisfied.

#### Cargo and mail

Cargo and mail revenues are earned mainly from air cargo and air mail handling operations. The JAL Group has obligations to provide international and domestic cargo and mail transportation services. The performance obligation is satisfied at completion of cargo or mail air transportation. The amount of variable consideration included in revenue is not significant. Consideration for a transaction is generally received within two months of completion of cargo or mail air transportation.

#### Baggage

Baggage revenues are earned mainly from baggage transportation services that accompany passenger transportation on aircraft. The JAL Group has the obligation to provide customers with international and domestic baggage transportation services. The performance obligation is satisfied at completion of baggage air transportation. The amount of variable consideration included in revenue is not significant. Consideration for a transaction is generally received on the day of baggage transportation.

#### Mileage/Finance and Commerce Business

In the Mileage/Finance and Commerce Business, we provide benefit services to JAL Mileage Bank member customers through the JAL Group and partner companies, offer credit card-related services, and sell products through wholesale and retail channels. The main revenues are recognized upon the fulfillment of the following performance obligations.

#### Mileage/Finance and Commerce

Mileage/Finance and Commerce revenue includes income from providing benefit services related to miles, income from providing credit card-related services, and income from product sales. In terms of income from providing benefit services related to miles, the JAL group is obligated to provide benefit services in exchange for miles granted to member customers by the JAL Group or partner companies. This performance obligation is satisfied upon the completion of providing the benefit services. The timing of receiving monetary compensation varies depending on the service that grants the miles. The timing of receiving compensation for miles granted in accordance with the use of the JAL Group's air transportation services is mainly before the use of the air transportation services, while the timing of receiving compensation for miles granted in accordance with the use of services by partner companies is mainly after the use of those services. In terms of income from providing credit card-related services, the JAL Group is primarily obligated to provide payment services to the card members who are mainly our customers. This performance obligation is satisfied according to the membership period based on the contract with the card members, and the transaction compensation is usually received in advance before the performance obligation is satisfied. Additionally, in terms of income from product sales, the JAL Group sells mainly clothing, miscellaneous goods, food, etc., through stores and e-commerce, and is obligated to deliver these products to customers. This performance obligation is satisfied upon the completion of product delivery or customer inspection, and the transaction compensation is usually received after the performance obligation is satisfied. The amount of variable consideration included in these revenues is not significant.

Other

In “Other” businesses, we are mainly engaged in planning and sales of air travel package tour, undertaking ground handling services for foreign airline flights. Revenue related to planning and sales of air travel package tours is mainly recognized over a certain period of time as the service is provided, and consideration for a transaction is generally received in advance before the performance obligation is satisfied. Additionally, revenue from ground handling services for foreign airline flights is mainly recognized upon the completion of providing the service, and consideration for a transaction is generally received after the performance obligation is satisfied.

### 3. Information for understanding amount of revenue for the current fiscal year and from the following fiscal year

#### (1) Balance of receivables and contract liabilities, etc.

The breakdown of receivables from contracts with customers and contract liabilities is as follows:

	At the beginning of the year	At the end of the year
	<u>Millions of yen</u>	<u>Millions of yen</u>
Receivables from contracts with customers	192,187	227,200
Contract liabilities	437,927	484,519

Contract liabilities mainly comprise those associated with advance consideration received from customers for air transportation contracts and travel contracts and such consideration is recognized as revenue at the time such services are provided; and those associated with unredeemed miles granted to customers when they use the JAL Group’s air tickets, JAL credit cards, and services provided by partners of the JAL Group.

The balance of contract liabilities increased by 46,592 million yen during the fiscal year due to an increase in the balance of the JAL Group’s air tickets.

Of revenue recognized in the fiscal year, the amount included in the balance of contract liabilities at the beginning of the fiscal year was 324,250 million yen. The amount of revenue recognized from performance obligations that were fulfilled (or partially fulfilled) in previous periods is not significant.

#### (2) Transaction price allocated to the remaining performance obligations

The aggregate amount of the transaction price allocated to the remaining performance obligations was 484,519 million yen in the current fiscal year. The amount included contract liabilities associated with advance consideration received from customers who are expected to be provided with services in the future and those associated with miles expected to be redeemed by customers in the future. Revenue will be recognized primarily over a period of three years or less according to the progress of service provision to customers.

#### (3) Contract costs

The JAL Group has no assets recognized from incremental costs for obtaining contracts with customers or costs incurred to fulfill contracts with customers. The JAL Group applies the practical expedient in Paragraph 94 of IFRS 15 and recognizes the incremental costs for obtaining contracts as expense if the amortization period of the assets to be recognized is one year or less.

## 12. Notes on significant events after reporting period

(Issuance of bond-type class shares and amount of reduction in capital and capital reserves)

At the Board of Directors meeting held on April 30, 2026, the Company adopted a resolution to issue (hereinafter, the “Offering”) Series 1 Bond-Type Class Shares (hereinafter, the “Bond-Type Class Shares”).

Additionally, at the same Board of Directors meeting, the Company also resolved to set the payment date associated with the issuance of the Bond-Type Class Shares issued through the Offering on the same date as the effective date, and furthermore to reduce the amounts of the Company’s capital and capital reserves by the same amounts that each increased as a result of the issuance of the Bond-Type Class Shares.

### 1. Issuance of the Bond-Type Class Shares

I	Type and quantity of offered shares	20,000,000 shares of Japan Airlines Co., Ltd. Series 1 Bond-Type Class Shares
II	Total amount of issue price (offering price)	200,000,000,000 JPY (10,000 JPY per share)
III	Payment amount	9,750 JPY per share
IV	Amount of increase in capital and capital reserves	Amount of increase in capital 97,500,000,000 JPY (4,875 JPY per share) Amount of increase in capital reserves 97,500,000,000 JPY (4,875 JPY per share)
V	Offering method	The offering shall be conducted as a general public offering within Japan (hereinafter, the “General Public Offering”), and Nomura Securities Co., Ltd., Daiwa Securities Co., Ltd., and Mitsubishi UFJ Morgan Stanley Securities Co., Ltd. shall underwrite all the shares.
VI	Payment date	Any day between June 3, 2026 and June 5, 2026
VII	Preferred dividends	Preferred dividends are calculated on a daily, pro-rated basis by multiplying the issue price per Bond-Type Class Share by the below annual dividend rate. a Where the record date falls within a fiscal year ending on or before March 31, 2032: annual dividend rate (undecided, however, to be decided on the date that terms are decided, with the provisional term of between 3.80% and 4.50% annually, hereinafter, “Fixed Annual Dividend Rate”). b Where the record date falls within a fiscal year ending on or after April 1, 2032: for the fiscal year in which each record date falls, a rate in which a percentage is added to the 1-year Japanese government bond yield on the day two business days prior to the final day of the immediately preceding fiscal year (annual rate record date) (undecided, however, to be decided on the date terms are decided, and be set to a value equal to the spread applied to the market yield of a 10-year Japanese government bond with a remaining maturity of approximately five years [calculated on a semi-annual compounding basis] as applicable at the time the Fixed Annual Dividend Rate is decided, plus an additional 5.00%). Furthermore, where the dividend of surplus falls short of the amount of the preferred dividend, this shortfall will accumulate to the subsequent fiscal year and onward, however, no dividends of surplus shall be paid that exceed the amount of the preferred dividends or any accumulated unpaid dividends.
VIII	Use of funds	Part of the capital expenditures related to the purchase of state-of-the-art aircraft (Airbus A350, Boeing 737-8, etc.)

## 2. Amount of reduction in capital and capital reserves

### I Purposes and reasons

As stated in “1. Issuance of the Bond-Type Class Shares” above, the Company approved the Offering through a resolution dated April 30, 2026. Based on this resolution, the Company has further resolved that, to facilitate agile and flexible capital policy in the future, on the condition that payment for the issuance of the Bond-Type Class Shares is made through the Offering, on the same day as the payment date associated with the issuance, capital and capital reserves will be reduced by the same amount that each increased as a result of the issuance of the Bond-Type Class Shares, with each amount transferred to “Other capital surplus” (hereinafter, the “Reduction in the Amount of Capital, etc.”).

### II Details of the Reduction in the Amount of Capital, etc.

- a Amount of capital to be reduced: 97,500,000,000 JPY
- b Amount of capital reserves to be reduced: 97,500,000,000 JPY
- c Method of reduction of capital and capital reserves:

Pursuant to Article 447, Paragraph (1) and Paragraph (3) and Article 448 Paragraph (1) and Paragraph (3) of the Companies Act, capital and capital reserves will be reduced in the amounts provided above, and each amount will be transferred to “Other capital surplus.”

### III Schedule for the Reduction in the Amount of Capital, etc.

Board of Directors resolution	April 30, 2026
Public notice of opportunity for creditors to file objections	May 1, 2026
Final date for filing of objections by creditors	June 1, 2026
Effective date	Any day between June 3, 2026 and June 5, 2026. However, the date must be the same date as the payment date associated with the issuance of the Bond-Type Class Shares issued through the Offering.

## 3. Future impact on financial results

The impact of the above “1. Issuance of the Bond-Type Class Shares” and “2. Amount of reduction in capital and capital reserves” on the Group’s financial results is minimal.

### (Conclusion of capital and business alliance with Lifenet Insurance Company)

At a Board of Directors Meeting held on April 30, 2026, the Company resolved to enter into a capital and business alliance (hereinafter, the “Capital and Business Alliance”) with Lifenet Insurance Company (hereinafter, “Lifenet Insurance”), and accordingly, the Company entered into a capital and business alliance agreement (the “Capital and Business Alliance Agreement”) with Lifenet Insurance.

Additionally, in order to implement the Capital and Business Alliance, the Company has entered into a share purchase agreement effective April 30, 2026 with au Financial Holdings Corporation (hereinafter, “auFH”), and is scheduled to acquire all of the 14,726,100 shares of common stock of Lifenet Insurance held by auFH (hereinafter, the “Share Acquisition”), subject to the fulfillment of prescribed conditions, including obtaining regulatory approval as a major shareholder of insurance company, by around late June 2026.,

### 1. Details of the Business Alliance

Under the Capital and Business Alliance, the Company and Lifenet Insurance will work on exploring and discussing the development of insurance products utilizing JAL’s brand strength, customer base, and assets such as JAL Miles, as well as establishing a framework for the JAL Group to sell Lifenet’s insurance products.

Exploring and discussing the development of insurance products utilizing JAL's brand strength, customer base, and assets such as JAL Miles

Both companies will explore and discuss the joint development and sale of insurance products utilizing JAL's assets, such as JAL Miles, as well as the joint development of group insurance products for the JAL Group.

Establishing a framework for the JAL Group to sell Lifenet's insurance products

The JAL Group will serve as an insurance agent, leveraging its brand strength and customer base to establish a framework for offering Lifenet Insurance products.

2. Details of the Capital Alliance

On April 30, 2026, the Company entered into the share purchase agreement with auFH, under which the Company will acquire 14,726,100 shares of common stock of Lifenet Insurance held by auFH (shareholding percentage: 18.32%) in order to conduct the Share Acquisition. The Share Acquisition will be executed in around late June 2026, subject to the fulfillment of prescribed conditions, including obtaining regulatory approval as a major shareholder of insurance company.

(3) Impact on future financial results

The impact of the Capital and Business Alliance on the Company's consolidated financial results for the fiscal year ending March 31, 2027 is minimal.

## Non-consolidated Balance Sheet

As of March 31, 2026

	(Millions of yen)	
ASSETS	Amount	(Reference) Amount of previous fiscal year
I Current assets		
Cash and time deposits	964,307	704,974
Accounts receivable	212,490	184,888
Flight equipment spare parts and supplies	44,440	34,677
Short-term prepaid expenses	18,173	16,634
Other current assets	117,961	84,812
Allowance for doubtful accounts	(29,949)	(29,474)
Subtotal	1,327,423	996,513
II Fixed assets		
Tangible fixed assets	1,061,950	1,046,011
Buildings, net	30,050	29,702
Structure, net	291	215
Machinery, equipment, net	10,228	9,600
Flight equipment, net	882,243	841,720
Vehicles, net	9,136	4,410
Tools, furniture and equipment	10,069	9,696
Land	10	747
Construction suspense account	119,918	149,918
Intangible fixed assets	101,371	85,030
Software	101,354	85,023
Other intangible fixed assets	17	6
Investments and other assets	341,807	368,377
Investments in securities	77,973	62,533
Investment securities in subsidiaries and associates	84,491	76,392
Corporate bonds of subsidiaries and associates	5,185	5,185
Investments in other securities of subsidiaries and associates	8,908	8,763
Long-term loans receivable	14,154	12,894
Long-term prepaid expenses	7,735	8,170
Prepaid pension costs	4,287	3,745
Deferred tax assets	105,589	170,332
Other investments	34,283	21,719
Allowance for doubtful accounts	(801)	(1,359)
Subtotal	1,505,129	1,499,419
Total assets	2,832,553	2,495,932

## Non-consolidated Balance Sheet

As of March 31, 2026

	(Millions of yen)	
LIABILITIES	Amount	(Reference) Amount of previous fiscal year
<b>I Current liabilities</b>		
Accounts payable-trade	193,740	170,716
Short-term borrowings	175,185	155,076
Current portion of corporate bonds	50,000	-
Current portion of long-term borrowings	41,069	54,469
Accounts payable - other	22,316	18,146
Lease liabilities	1,055	994
Accrued income taxes	2,348	2,072
Accrued expenses	35,757	25,464
Contract liabilities	433,691	392,926
Deposits received	29,408	27,981
Air transport deposits received	52,627	40,604
Provision for aircraft repairs	3,296	-
Other current liabilities	2,212	7,246
Subtotal	1,042,709	895,698
<b>II Non-current liabilities</b>		
Corporate bonds	468,900	340,000
Long-term borrowings	299,804	340,873
Lease liabilities	2,398	3,355
Accrued pension and severance costs	79,410	75,177
Reserve for loss on antitrust liabilities	742	4,284
Provision for environmental measures	4,729	2,101
Other non-current liabilities	30,909	30,818
Subtotal	886,895	796,610
Total liabilities	1,929,604	1,692,309
<b>NET ASSETS</b>		
<b>I Shareholders' equity</b>		
Share capital	273,200	273,200
Capital surplus		
Capital reserves	266,341	266,341
Other capital surplus	61	-
Total capital surplus	266,403	266,341
Retained earnings		
Other retained earnings		
Retained earnings brought forward	320,427	245,661
Total retained earnings	320,427	245,661
Treasury shares		
Treasury shares	(21,213)	(1,473)
Total treasury shares	(21,213)	(1,473)
Total shareholders' equity	838,817	783,729
<b>II Valuation, translation adjustments and other</b>		
Net unrealized gain on other securities, net of taxes	32,770	23,616
Net unrealized gain on hedging instruments, net of taxes	31,361	(3,722)
Total valuation, translation adjustments and other	64,131	19,894
Total net assets	902,949	803,623
Total liabilities and net assets	2,832,553	2,495,932

## Non-consolidated Statement of Income

(April 1, 2025 – March 31, 2026)

	(Millions of yen)	
	Amount	(Reference) Amount of previous fiscal year
Operating revenues	1,653,109	1,511,202
Cost of operating revenues	1,334,308	1,226,000
Gross operating profit	318,801	285,201
Selling, general and administrative expenses	184,134	163,896
Operating profit	134,666	121,305
Non-operating income	46,442	20,878
Interest income and dividend income	25,742	13,681
Foreign exchange gains	2,219	–
Other non-operating income	18,479	7,197
Non-operating expenses	26,761	22,449
Interest expense	20,199	12,509
Foreign exchange losses	–	3,897
Other non-operating expenses	6,561	6,042
Ordinary profit	154,347	119,734
Extraordinary gains	6,235	20,311
Gain on sale of fixed assets	3,724	93
Compensation income	1,534	–
Gain on extinguishment of tie-in shares	–	2,542
Other	976	17,676
Extraordinary losses	4,092	3,289
Provision for aircraft repairs	3,261	–
Loss on disposal of fixed assets	694	938
Loss on valuation of investment securities	–	1,148
Other	137	1,202
Profit before income taxes	156,489	136,757
Income taxes – current	(3,543)	(3,374)
Income taxes – deferred	45,098	30,898
Profit	114,934	109,233

## Non-consolidated Statement of Changes in Net Assets

(April 1, 2025 – March 31, 2026)

(Millions of yen)

	Shareholders' equity							
	Share capital	Capital Surplus			Retained earnings		Treasury shares	Total shareholders' equity
		Capital reserves	Other capital surplus	Total capital surplus	Other retained earnings	Total retained earnings		
					Retained earnings brought forward			
Balance at the end of previous period	273,200	266,341	–	266,341	245,661	245,661	(1,473)	783,729
Changes of items during the period								
Dividends of surplus					(40,168)	(40,168)		(40,168)
Profit (loss)					114,934	114,934		114,934
Purchase of treasury shares							(20,000)	(20,000)
Disposal of treasury shares			61	61			260	322
Net changes of items other than shareholders' equity during the period								
Total changes during the period	–	–	61	61	74,765	74,765	(19,739)	55,088
Balance at the end of the period	273,200	266,341	61	266,403	320,427	320,427	(21,213)	838,817

	Valuation, translation adjustments and other			Total net assets
	Net unrealized gain on other securities, net of taxes	Net unrealized gain on hedging instruments, net of taxes	Total valuation, translation adjustments and other	
Balance at the end of previous period	23,616	(3,722)	19,894	803,623
Changes of items during the period				
Dividends of surplus				(40,168)
Profit (loss)				114,934
Purchase of treasury shares				(20,000)
Disposal of treasury shares				322
Net changes of items other than shareholders' equity during the period	9,153	35,084	44,237	44,237
Total changes during the period	9,153	35,084	44,237	99,325
Balance at the end of the period	32,770	31,361	64,131	902,949

# Notes to Non-Consolidated Financial Statements

## 1. Summary of significant accounting policies

### (1) Valuation of securities

Bonds held to maturity: Amortized cost method

Investment securities in subsidiaries and associates

Cost method based on the moving-average method

Other securities (securities classified as such):

Securities other than shares, etc. that do not have a market price:

Evaluated at fair value according to market price, etc. on the date of financial closing (the difference in market price is reported in as a component of net assets, and the cost of securities sold is calculated by the moving-average method.)

Shares, etc. that do not have a market price:

Stated at cost based on the moving-average method or the amortized cost method

Investments in other securities of subsidiaries and associates:

Stated at cost based on the moving-average method

Contributions to limited liability partnerships engaged in investment business and similar partnerships (contributions deemed as securities as per Article 2, Paragraph (2) of the Financial Instruments and Exchange Act) are reported using a method that treats the net amounts equivalent to the equity ownership portion based on the latest available financial statements depending on the reporting date stipulated in the partnership agreement

### (2) Valuation principles and methods of inventories

Inventories are principally stated at cost based on the moving-average method (regarding balance sheet values, however, they are calculated by a method that reduces carrying amount on the basis of declines in profitability).

### (3) Depreciation of fixed assets

Tangible fixed assets (excluding leased assets): Straight-line method

Intangible fixed assets (excluding leased assets): Straight-line method

Leased assets

Leased assets in finance lease transactions that transfer ownership

We use the same method as the depreciation method applied to fixed assets owned by the Company.

Leased assets in finance lease transactions that do not transfer ownership

We use the straight-line depreciation method with the lease period as the useful life, and residual value as zero.

### (4) Accounting standards of provisions

Provision for aircraft repairs

To prepare for the payment of repairs related to major damage to aircrafts that occurred during the current fiscal year, provision for aircraft repairs is recorded at the amount of repair costs expected to be paid in the future.

Accrued pension and severance costs

Net periodic pension cost is accounted for based on the projected benefit obligation and the plan assets.

Actuarial gains and losses are amortized using the straight-line method over a period of 11 years from the period subsequent to the period in which they are incurred.

Past service cost is charged to expenses as incurred.

Allowance for doubtful accounts

Ordinary claims are accounted using the historical loan loss ratio and doubtful and other specified claims are reported in amounts expected to unrecoverable considering the recoverability.

Reserve for loss on antitrust liabilities

To prepare for payment of court fees and claims for damage relating to a price cartel, an estimated amount of losses in the future is recorded.

Provision for environmental measures

To prepare for payments to purchase CO<sub>2</sub> credits under the CORSIA scheme, an estimated amount of potential future expenses is recorded.

- (5) Accounting standards for revenue  
As its primary business, the Company provides passenger, cargo and mail, and baggage transportation services using aircraft on international and domestic routes. Normally, the Company's performance obligations are satisfied and revenue is recognized at the time when air transportation service has been completed.
- (6) Hedge accounting  
Gain or loss on derivatives designated as hedging instruments is deferred until the loss or gain on the underlying hedged items is recognized.

## 2. Change of presentation

(Non-consolidated statement of income)

"Gain on sale of fixed assets," which was included in "Other" under "Extraordinary gains" in the previous fiscal year, exceeded 10% of the total extraordinary gains and is therefore separately recorded from the fiscal year under review. "Gain on sale of fixed assets" was 93 million yen in the previous fiscal year.

"Reversal of allowance for doubtful accounts," which was separately presented as "Extraordinary gains" in the previous fiscal year, is included in "Other" from the fiscal year under review because it is less than or equal to 10% of the total extraordinary gains. "Reversal of allowance for doubtful accounts" for the fiscal year under review was 575 million yen.

"Provision of allowance for doubtful accounts," which was separately presented as "Extraordinary losses" in the previous fiscal year, is included in "Other" from the fiscal year under review because it is less than or equal to 10% of the total extraordinary losses. "Provision of allowance for doubtful accounts" for the fiscal year under review was 132 million yen.

## 3. Estimates in accounting

In preparing the non-consolidated financial statements, the management makes estimates based on assumptions that affect the application of the JAL Group's accounting policies and the reported amounts of assets, liabilities, revenues and expenses. These estimates are based on the management's best estimates reflecting historical experience and a variety of other factors that are considered to be reasonable at the end of the fiscal year. Actual results in future, however, may differ from these estimates.

These estimates and underlying assumptions are reviewed/revised on an ongoing basis. The impact of the revision is recognized in the period there were revised and future period.

Estimates of future business performance are based on the Group's management vision and annual plans. The main assumptions built into estimates include management vision, demand forecasts for the plan period as well as fuel prices, and forecasts of exchange rate related market fluctuations.

There are uncertainties in these assumptions, and they may impact the JAL Group's future financial position and operating results.

The management's estimates that have a significant impact on the amounts recognized in the non-consolidated financial statements are as follows:

### (1) Recognition of revenues

Revenues from air transportation are recognized in contract liabilities at collecting consideration, and then recognized in revenue at completion of air transportation services.

The sales of air tickets that will not be used for air transportation (unused air tickets that are about to expire) are recognized in revenue at an appropriate timing, taking into account the contractual terms of the air tickets and historical trends.

The JAL Group also operates a customer loyalty program called "JAL Mileage Bank." Members of the JAL Mileage Bank can earn miles through flights with the airlines or other services, and can redeem them with the JAL Group or other partners' services.

The portion of granted miles that is expected to be redeemed by customers in the future is recognized as a performance obligation. The stand-alone selling price is estimated with the composition ratio of services selected by customers when using the miles taken into account; the transaction price is allocated on the basis of the ratio of the stand-alone selling price to the performance obligation. The transaction prices allocated to performance obligations under the mileage program are recognized as contract liabilities and are recorded as revenue in line with use of the miles.

As of the end of the current fiscal year, such contract liabilities amounted to 433,691 million yen.

(2) Depreciation expenses of flight equipment

In determining the useful life of each component, including flight equipment, aircraft engine components and cabin related assets, we calculate the depreciation expenses in consideration of their future estimated economically useful life.

As of the end of the current fiscal year, flight equipment amounted to 882,243 million yen.

(3) Impairment of fixed assets

Regarding the target assets as of the end of the fiscal year (carrying amount: tangible fixed assets 1,061,950 million yen and intangible fixed assets 101,371 million yen), the Company examines whether events that indicate a possibility of impairment of targeted assets present, and, if signs of impairment are present, considers whether or not to record an impairment loss with respect to the assets.

Since the Company recorded an operating profit in the fiscal year under review and expects to continue to record an operating profit in the estimated future results, there is no indication of an impairment loss.

Regarding the impairment loss for the current fiscal year, the unit of asset grouping was changed for aircraft parts that are to be sold or decommissioned and software that no longer contributes to the current plan due to changes in the development plan, and the amount was reduced to the estimated recoverable amount.

(4) Recognition of deferred tax assets

The Company recognizes deferred tax assets within the limits that future deductible amounts and tax losses brought forward can mitigate future tax burdens.

The Company applies the group totalization system, and judges recoverability of deferred tax assets with regard to corporate taxes based on the future taxable income, etc., of the Group in total, and with regard to local taxes based on the future taxable income, etc., of the Company. With regard to tax losses brought forward, the JAL Group schedules the expected fiscal year and amount of deduction from tax losses brought forward based on the estimate of future taxable income, etc., projected within the carryforward period, and records the amount expected to be recovered as deferred tax assets.

As of the end of the current fiscal year, deferred tax assets amounted to 105,589 million yen.

#### 4. Notes to non-consolidated balance sheet

(1) All amounts of less than one million yen have been rounded down in the accounts.

(2) Accumulated depreciation for tangible fixed assets 910,286 million yen

(3) Assets pledged as collateral and obligations secured by such collateral

(Assets pledged as collateral)

Flight equipment	292,322 million yen
Investment securities in subsidiaries and associates	0 million yen
Corporate bonds of subsidiaries and associates	5,185 million yen
Long-term loans receivable	3,330 million yen
Investments in securities	2,039 million yen

(Obligations secured by such collateral)

Current portion of long-term borrowings	41,069 million yen
Long-term borrowings	99,804 million yen

It is confirmed under general arrangements for transactions with financial institutions that for assets pledged as collateral, when a default in the repayment of principal and/or payment of interest of the debt that became due or other similar case has occurred, the financial institution can exercise its right to dispose of the assets pledged as collateral and appropriate the proceeds from such disposal for repaying or offsetting the debt.

In addition, the assets pledged as collateral include assets for which revolving pledges have been established to secure debts of the following three companies, under the syndicated loan agreements concluded between each company and financial institutions for the business that is the objective of each company's establishment.

- Tokyo International Air Terminal Corporation (associate)
- Kyushu Kumamoto International Airport Co., Ltd.
- Hokkaido Airports Co., Ltd.

(4) Liabilities for guarantee, etc.	
Liabilities for guarantee	
(Guarantee for bank loans, etc.)	
Hokkaido Air System Co., LTD. (subsidiary)	3,521 million yen
Japan Air Commuter Co., LTD. (subsidiary)	420 million yen
Other	0 million yen
(Guarantee for lease liabilities)	
Jetstar Japan Co., Ltd. (associate)	533 million yen
(5) Monetary claims and liabilities to subsidiaries and associates	
Short-term monetary claims	100,445 million yen
Short-term monetary liabilities	247,133 million yen
Long-term monetary claims	18,120 million yen
Long-term monetary liabilities	1,110 million yen

## 5. Non-consolidated statement of income

(1) All amounts of less than one million yen have been rounded down in the accounts.	
(2) Total transactions with subsidiaries and associates	
Operating revenues	108,078 million yen
Operating expense	453,966 million yen
Amount resulting from non-business transactions	50,450 million yen

## 6. Notes to non-consolidated statement of changes in net assets

(1) All amounts of less than one million yen have been rounded down in the accounts.	
(2) Total number of issued shares at the end of the current fiscal year	
Total number of issued shares	Ordinary shares 437,143 thousand shares
	Treasury shares 7,315 thousand shares

## 7. Tax effect accounting

Principal sources of deferred tax assets are tax loss brought forward and accrued pension and severance costs, etc., while principal sources of deferred tax liabilities are net unrealized gain on other securities, net of taxes, deferred gains on hedges, etc.

## 8. Transactions with related parties

Subsidiaries and associates, etc.

Attribute	Name	Percentage of voting rights holding or being held (%)	Relations		Details of transaction	Amount (millions of yen)	Item	Ending balance (millions of yen)
			Concurrently serving, etc.	Business relations				
Subsidiary	ZIPAIR Tokyo Inc.	Holding direct 100%	—	Codesharing, etc.	Borrowing and lending of money associated with aircraft leasing transactions (Note 1)	Borrowing amount: 28,611 Repayment amount: 28,317	Short-term borrowings	28,611
Subsidiary	JAL ENGINEERING CO., LTD.	Holding direct 100%	—	Consignment of maintenance related operations	Maintenance of aircraft, engines and equipment, and maintenance management operations (Note 2)	222,131	Accounts payable - trade	14,915

Terms of transactions and method for determining them

- (Notes) 1. Interest rate is reasonably determined taking into account interest rates of leasing transactions.  
2. Contractual price is reasonably determined in light of the market price.

## 9. Notes on per share information

- |                              |              |
|------------------------------|--------------|
| (1) Net assets per share     | 2,100.72 yen |
| (2) Basic earnings per share | 264.50 yen   |

## 10. Notes on revenue recognition

(Information forming the basis for understanding revenue)

This information is the same as the information provided in “11. Notes on revenue recognition” in the Notes to Consolidated Financial Statements.

## 11. Notes on significant events after reporting period

(Issuance of bond-type class shares and amount of reduction in capital and capital reserves)

At the Board of Directors meeting held on April 30, 2026, the Company adopted a resolution to issue (hereinafter, the “Offering”) Series 1 Bond-Type Class Shares (hereinafter, the “Bond-Type Class Shares”).

Additionally, at the same Board of Directors meeting, the Company also resolved to set the payment date associated with the issuance of the Bond-Type Class Shares issued through the Offering on the same date as the effective date, and furthermore to reduce the amounts of the Company’s capital and capital reserves by the same amounts that each increased as a result of the issuance of the Bond-Type Class Shares.

### 1. Issuance of the Bond-Type Class Shares

I	Type and quantity of offered shares	20,000,000 shares of Japan Airlines Co., Ltd. Series 1 Bond-Type Class Shares
II	Total amount of issue price (offering price)	200,000,000,000 JPY (10,000 JPY per share)
III	Payment amount	9,750 JPY per share
IV	Amount of increase in capital and capital reserves	Amount of increase in capital 97,500,000,000 JPY (4,875 JPY per share) Amount of increase in capital reserves 97,500,000,000 JPY (4,875 JPY per share)
V	Offering method	The offering shall be conducted as a general public offering within Japan (hereinafter, the “General Public Offering”), and Nomura Securities Co., Ltd., Daiwa Securities Co., Ltd., and Mitsubishi UFJ Morgan Stanley Securities Co., Ltd. shall underwrite all the shares.
VI	Payment date	Any day between June 3, 2026 and June 5, 2026
VII	Preferred dividends	Preferred dividends are calculated on a daily, pro-rated basis by multiplying the issue price per Bond-Type Class Share by the below annual dividend rate. a Where the record date falls within a fiscal year ending on or before March 31, 2032: annual dividend rate (undecided, however, to be decided on the date that terms are decided, with the provisional term of between 3.80% and 4.50% annually, hereinafter, “Fixed Annual Dividend Rate”). b Where the record date falls within a fiscal year ending on or after April 1, 2032: for the fiscal year in which each record date falls, a rate in which a percentage is added to the 1-year Japanese government bond yield on the day two business days prior to the final day of the

	<p>immediately preceding fiscal year (annual rate record date) (undecided, however, to be decided on the date terms are decided, and be set to a value equal to the spread applied to the market yield of a 10-year Japanese government bond with a remaining maturity of approximately five years [calculated on a semi-annual compounding basis] as applicable at the time the Fixed Annual Dividend Rate is decided, plus an additional 5.00%).</p> <p>Furthermore, where the dividend of surplus falls short of the amount of the preferred dividend, this shortfall will accumulate to the subsequent fiscal year and onward, however, no dividends of surplus shall be paid that exceed the amount of the preferred dividends or any accumulated unpaid dividends.</p>
VIII Use of funds	Part of the capital expenditures related to the purchase of state-of-the-art aircraft (Airbus A350, Boeing 737-8, etc.)

## 2. Amount of reduction in capital and capital reserves

### I Purposes and reasons

As stated in “1. Issuance of the Bond-Type Class Shares” above, the Company approved the Offering through a resolution dated April 30, 2026. Based on this resolution, the Company has further resolved that, to facilitate agile and flexible capital policy in the future, on the condition that payment for the issuance of the Bond-Type Class Shares is made through the Offering, on the same day as the payment date associated with the issuance, capital and capital reserves will be reduced by the same amount that each increased as a result of the issuance of the Bond-Type Class Shares, with each amount transferred to “Other capital surplus” (hereinafter, the “Reduction in the Amount of Capital, etc.”).

### II Details of the Reduction in the Amount of Capital, etc.

- a Amount of capital to be reduced: 97,500,000,000 JPY
- b Amount of capital reserves to be reduced: 97,500,000,000 JPY
- c Method of reduction of capital and capital reserves:

Pursuant to Article 447, Paragraph (1) and Paragraph (3) and Article 448 Paragraph (1) and Paragraph (3) of the Companies Act, capital and capital reserves will be reduced in the amounts provided above, and each amount will be transferred to “Other capital surplus.”

### III Schedule for the Reduction in the Amount of Capital, etc.

Board of Directors resolution	April 30, 2026
Public notice of opportunity for creditors to file objections	May 1, 2026
Final date for filing of objections by creditors	June 1, 2026
Effective date	Any day between June 3, 2026 and June 5, 2026. However, the date must be the same date as the payment date associated with the issuance of the Bond-Type Class Shares issued through the Offering.

## 3. Future impact on financial results

The impact of the above “1. Issuance of the Bond-Type Class Shares” and “2. Amount of reduction in capital and capital reserves” on the Group’s financial results is minimal.

### (Conclusion of capital and business alliance with Lifenet Insurance Company)

At a Board of Directors Meeting held on April 30, 2026, the Company resolved to enter into a capital and business alliance (hereinafter, the “Capital and Business Alliance”) with Lifenet Insurance Company (hereinafter, “Lifenet Insurance”), and accordingly, the Company entered into a capital and business alliance

agreement (the “Capital and Business Alliance Agreement”) with Lifenet Insurance.

Additionally, in order to implement the Capital and Business Alliance, the Company has entered into a share purchase agreement effective April 30, 2026 with au Financial Holdings Corporation (hereinafter, “auFH”), and is scheduled to acquire all of the 14,726,100 shares of common stock of Lifenet Insurance held by auFH (hereinafter, the “Share Acquisition”), subject to the fulfillment of prescribed conditions, including obtaining regulatory approval as a major shareholder of insurance company, by around late June 2026.,

#### 1. Details of the Business Alliance

Under the Capital and Business Alliance, the Company and Lifenet Insurance will work on exploring and discussing the development of insurance products utilizing JAL’s brand strength, customer base, and assets such as JAL Miles, as well as establishing a framework for the JAL Group to sell Lifenet’s insurance products.

##### Exploring and discussing the development of insurance products utilizing JAL’s brand strength, customer base, and assets such as JAL Miles

Both companies will explore and discuss the joint development and sale of insurance products utilizing JAL’s assets, such as JAL Miles, as well as the joint development of group insurance products for the JAL Group.

##### Establishing a framework for the JAL Group to sell Lifenet’s insurance products

The JAL Group will serve as an insurance agent, leveraging its brand strength and customer base to establish a framework for offering Lifenet Insurance products.

#### 2. Details of the Capital Alliance

On April 30, 2026, the Company entered into the share purchase agreement with auFH, under which the Company will acquire 14,726,100 shares of common stock of Lifenet Insurance held by auFH (shareholding percentage: 18.32%) in order to conduct the Share Acquisition. The Share Acquisition will be executed in around late June 2026, subject to the fulfillment of prescribed conditions, including obtaining regulatory approval as a major shareholder of insurance company.

#### 3. Impact on future financial results

The impact of the Capital and Business Alliance on the Company’s consolidated financial results for the fiscal year ending March 31, 2027 is minimal.

**Independent Auditor's Report**

May 11, 2026

To the Board of Directors of  
Japan Airlines Co., Ltd.

KPMG AZSA LLC  
Tokyo Office  
SHISHIDO Michitaka  
Designated Limited Liability Partner  
Engagement Partner  
Certified Public Accountant  
MASE Tomomi  
Designated Limited Liability Partner  
Engagement Partner  
Certified Public Accountant  
ARIYOSHI Masaya  
Designated Limited Liability Partner  
Engagement Partner  
Certified Public Accountant

**Opinion**

Pursuant to Article 444, Paragraph (4) of the Companies Act, we have audited the consolidated financial statements, which comprise the consolidated statement of financial position as of March 31, 2026, and the consolidated statement of profit or loss, the consolidated statement of changes in equity and the related notes of Japan Airlines Co., Ltd. for the 77th fiscal year from April 1, 2025 to March 31, 2026.

In our opinion, the consolidated financial statements referred to above, are pursuant to accounting standards under which a part of the disclosures required under International Financial Reporting Standards are omitted as stipulated in the second sentence of Article 120, Paragraph 1 of the Regulation on Corporate Accounting, and present fairly, in all material respects, the financial position and the results of operations of Japan Airlines Co., Ltd. and its consolidated subsidiaries for the period.

**Rationale for the Opinion**

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibility with respect to auditing standards is described in "Auditor's Responsibility in Auditing the Consolidated Financial Statements." We are independent of the Company and its consolidated subsidiaries in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Japan (including the provisions applicable to audits of financial statements of public interest entities), and we have fulfilled our ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

**Emphasis of Matter**

As provided in Notes to Consolidated Financial Statements 12. Notes on significant events after reporting period, at the Board of Directors meeting held on April 30, 2026, the Company adopted a resolution to issue (hereinafter, the "Offering") Series 1 Bond-Type Class Shares (hereinafter, the "Bond-Type Class Shares") and to set the payment date associated with the issuance of the Bond-Type Class Shares issued through the Offering on the same date as the effective date, and furthermore to reduce the amounts of the Company's capital and capital reserves by the same amounts that each increased as a result of the issuance of the Bond-Type Class Shares and to transfer these reductions to other capital surplus.

Our opinion is not modified in respect of this matter.

**Other Information**

The other information consists of the business report and its supplementary schedules. Management is responsible for preparing and disclosing the other information. The Audit and Supervisory Board Members and the Board of Corporate Auditors are responsible for overseeing the execution of duties by the Directors in designing and operating the financial reporting process of the other information.

The other information does not fall under the scope of our opinion on the consolidated financial statements, and we express no opinion on the other information.

Our responsibility in auditing the consolidated financial statements is to read through the other information and,

in the course of reading, consider whether there are any material differences between the other information and the consolidated financial statements or our knowledge obtained in the course of our audit, and to pay attention to whether there are any other signs of material errors in the other information in addition to such material differences.

If, based on the work we have performed, we determine that there are material errors in the other information, we are required to report that fact.

We have nothing to report with respect to the other information.

### **Management, Audit and Supervisory Board Members and the Board of Corporate Auditors' Responsibility for the Consolidated Financial Statements**

Management is responsible for the preparation and fair presentation of the consolidated financial statements pursuant to accounting standards under which a part of the disclosures required under International Financial Reporting Standards are omitted as stipulated in the second sentence of Article 120, Paragraph 1 of the Regulation on Corporate Accounting, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatements, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing whether it is appropriate to prepare the consolidated financial statements with the assumption of a going concern, and for disclosing, as necessary, matters related to going concern pursuant to accounting standards under which a part of the disclosures required under International Financial Reporting Standards are omitted as stipulated in the second sentence of Article 120, Paragraph 1 of the Regulation on Corporate Accounting.

Audit and Supervisory Board Members and the Board of Corporate Auditors are responsible for overseeing the Directors' performance of duties within the maintenance and operation of the financial reporting process.

### **Auditor's Responsibility in Auditing the Consolidated Financial Statements**

Our responsibilities are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to express our opinion on the consolidated financial statements in an auditor's report based on our audit from an independent point of view. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users of these consolidated financial statements.

In accordance with auditing standards generally accepted in Japan, we exercise professional judgment and maintain professional skepticism throughout the audit process to perform the following:

- Identify and assess the risks of material misstatement, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Selecting audit procedures to be applied is at the discretion of the auditor. Obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.
- In making those risk assessments, we consider internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, while the audit objective of the consolidated financial statements is not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.
- Evaluate the appropriateness of accounting policies used by management and their method of application, as well as the reasonableness of accounting estimates made by management and related notes thereto.
- Conclude on the appropriateness of preparing the consolidated financial statements with the assumption of a going concern by management, and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the notes to the consolidated financial statements or, if the notes to the consolidated financial statements on material uncertainty are inadequate, to express an opinion with exceptive items on the consolidated financial statements. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the entity to cease to continue as a going concern.
- Evaluate whether the presentation of the consolidated financial statements and notes to the consolidated financial statements are pursuant to accounting standards under which a part of the disclosures required under International Financial Reporting Standards are omitted as stipulated in the second sentence of Article 120, Paragraph 1 of the Regulation on Corporate Accounting, as well as evaluate the presentation, structure, and content of the consolidated financial statements, including the related notes thereto, and whether the consolidated financial statements fairly present the underlying transactions and accounting events.
- Plan and perform the audit of the consolidated financial statements to obtain sufficient and appropriate

audit evidence regarding the financial information of the Company and its consolidated subsidiaries, which serves as a basis for expressing an opinion on the consolidated financial statements. We are responsible for the direction, supervision and review of the audit of the consolidated financial statements. We remain solely responsible for our audit opinion.

We report to the Audit and Supervisory Board Members and the Board of Corporate Auditors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit process, and other matters required by auditing standards.

We also provide the Audit and Supervisory Board Members and the Board of Corporate Auditors with a statement that we have complied with relevant ethical requirements in Japan regarding independence, and to communicate with them all relationships and other matters that may reasonably be deemed to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied to reduce threats to an acceptable level.

**Interest**

Our firm and engagement partners have no interest in the Company and its consolidated subsidiaries which should be disclosed pursuant to the provisions of the Certified Public Accountants Act of Japan.

## **Independent Auditor's Report**

May 11, 2026

To the Board of Directors of  
Japan Airlines Co., Ltd.

KPMG AZSA LLC  
Tokyo Office  
SHISHIDO Michitaka  
Designated Limited Liability Partner  
Engagement Partner  
Certified Public Accountant  
MASE Tomomi  
Designated Limited Liability Partner  
Engagement Partner  
Certified Public Accountant  
ARIYOSHI Masaya  
Designated Limited Liability Partner  
Engagement Partner  
Certified Public Accountant

### **Opinion**

Pursuant to Article 436, Paragraph (2), Item (i) of the Companies Act, we have audited the non-consolidated financial statements, which comprise the non-consolidated balance sheet as of March 31, 2026, and the non-consolidated statement of income, the non-consolidated statement of changes in net assets and the related notes, and the supplementary schedules (hereinafter the "non-consolidated financial statements, etc.") of Japan Airlines Co., Ltd. for the 77th fiscal year from April 1, 2025 to March 31, 2026.

In our opinion, the non-consolidated financial statements, etc. referred to above present fairly, in all material respects, the financial position and the results of operations of Japan Airlines Co., Ltd. for the period, for which the non-consolidated financial statements, etc. were prepared, in accordance with accounting principles generally accepted in Japan.

### **Rationale for the Opinion**

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibility with respect to auditing standards is described in "Auditor's Responsibility in Auditing the Non-consolidated Financial Statements, etc." We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of the non-consolidated financial statements, etc. in Japan (including the provisions applicable to audits of financial statements of public interest entities), and we have fulfilled our ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### **Emphasis of Matter**

As provided in Notes to Non-Consolidated Financial Statements 11. Notes on significant events after reporting period, at the Board of Directors meeting held on April 30, 2026, the Company adopted a resolution to issue (hereinafter, the "Offering") Series 1 Bond-Type Class Shares (hereinafter, the "Bond-Type Class Shares") and to set the payment date associated with the issuance of the Bond-Type Class Shares issued through the Offering on the same date as the effective date, and furthermore to reduce the amounts of the Company's capital and capital reserves by the same amounts that each increased as a result of the issuance of the Bond-Type Class Shares and to transfer these reductions to other capital surplus.

Our opinion is not modified in respect of this matter.

### **Other Information**

The other information consists of the business report and its supplementary schedules. Management is responsible for preparing and disclosing the other information. The Audit and Supervisory Board Members and the Board of Corporate Auditors are responsible for overseeing the execution of duties by the Directors in designing and operating the financial reporting process of the other information.

The other information does not fall under the scope of our opinion on the non-consolidated financial statements, etc., and we express no opinion on the other information.

Our responsibility in auditing the non-consolidated financial statements, etc. is to read through the other

information and, in the course of reading, consider whether there are any material differences between the other information and the non-consolidated financial statements, etc. or our knowledge obtained in the course of our audit, and to pay attention to whether there are any other signs of material errors in the other information in addition to such material differences.

If, based on the work we have performed, we determine that there are material errors in the other information, we are required to report that fact.

We have nothing to report with respect to the other information.

**Management, Audit and Supervisory Board Members and the Board of Corporate Auditors' Responsibility for the Non-consolidated Financial Statements, etc.**

Management is responsible for the preparation and fair presentation of the non-consolidated financial statements, etc. in accordance with accounting principles generally accepted in Japan, and for such internal control as management determines is necessary to enable the preparation of the non-consolidated financial statements, etc. that are free from material misstatements, whether due to fraud or error.

In preparing the non-consolidated financial statements, etc., management is responsible for assessing whether it is appropriate to prepare the non-consolidated financial statements, etc. with the assumption of a going concern, and in accordance with accounting principles generally accepted in Japan, for disclosing, as necessary, matters related to going concern.

Audit and Supervisory Board Members and the Board of Corporate Auditors are responsible for overseeing the Directors' performance of duties within the maintenance and operation of the financial reporting process.

**Auditor's Responsibility in Auditing the Non-consolidated Financial Statements, etc.**

Our responsibilities are to obtain reasonable assurance about whether the non-consolidated financial statements, etc. as a whole are free from material misstatement, whether due to fraud or error, and to express our opinion on the non-consolidated financial statements, etc. in an auditor's report based on our audit from an independent point of view. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users of these non-consolidated financial statements, etc.

In accordance with auditing standards generally accepted in Japan, we exercise professional judgment and maintain professional skepticism throughout the audit process to perform the following:

- Identify and assess the risks of material misstatement, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Selecting audit procedures to be applied is at the discretion of the auditor. Obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.
- In making those risk assessments, we consider internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, while the audit objective of the non-consolidated financial statements, etc. is not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.
- Evaluate the appropriateness of accounting policies used by management and their method of application, as well as the reasonableness of accounting estimates made by management and related notes thereto.
- Conclude on the appropriateness of preparing the non-consolidated financial statements, etc. with the assumption of a going concern by management, and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the notes to the non-consolidated financial statements, etc. or, if the notes to the non-consolidated financial statements, etc. on material uncertainty are inadequate, to express an opinion with exceptive items on the non-consolidated financial statements, etc. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the entity to cease to continue as a going concern.
- Evaluate whether the presentation of the non-consolidated financial statements and notes to the non-consolidated financial statements are pursuant to accounting standards generally accepted in Japan, as well as evaluate the presentation, structure, and content of the non-consolidated financial statements, including the related notes thereto, and whether the non-consolidated financial statements fairly present the underlying transactions and accounting events.

We report to the Audit and Supervisory Board Members and the Board of Corporate Auditors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit process, and other matters required by auditing standards.

We also provide the Audit and Supervisory Board Members and the Board of Corporate Auditors with a statement that we have complied with relevant ethical requirements in Japan regarding independence, and to communicate with them all relationships and other matters that may reasonably be deemed to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied to reduce threats to an acceptable level.

**Interest**

Our firm and engagement partners have no interest in the Company which should be disclosed pursuant to the provisions of the Certified Public Accountants Act of Japan.

## Audit Report of the Board of Corporate Auditors

### Audit Report

Based on the audit reports prepared by Audit and Supervisory Board Members with regard to the performance of duties by the Directors of Japan Airlines Co., Ltd. (the “Company”) for the 77th fiscal year from April 1, 2025 to March 31, 2026, the Board of Corporate Auditors of the Company prepares this audit report after deliberation and reports as follows:

#### 1. Auditing methods used by Audit and Supervisory Board Members and the Board of Corporate Auditors, and details of audit

- (1) The Board of Corporate Auditors specified auditing policies, assigned duties to each Audit and Supervisory Board Member, and received reports from each Audit and Supervisory Board Member on the status of implementation and results of audit, and it also received reports from Directors, etc. and accounting auditors on the status of their duties and asked them for explanation as necessary.
- (2) All Audit and Supervisory Board Members executed their audits in conformity with the Standard for Audit and Supervisory Board Members established by the Board of Corporate Auditors and in accordance with the audit policy, audit plan, etc. while endeavoring to collect information and establish audit environment and maintaining proper communication with Directors, internal audit staff and other employees through using the Internet, etc. as well as face-to-face meetings and in-person inspections.
  - 1) Audit and Supervisory Board Members attended the meetings of the Board of Directors and other important meetings of the Company, received reports from Directors and employees, etc. on the status and results of the execution of their duties and asked them for explanations as necessary, reviewed important approval documents, etc. and conducted investigation on the status of business operations and assets related to Head Office and at major offices. Also, Audit and Supervisory Board Members have maintained good communications and exchanged information with Directors, Audit and Supervisory Board Members and others of the subsidiaries of the Company and asked the subsidiaries for reports on their business conditions as per need.
  - 2) Audit and Supervisory Board Members periodically received reports, sought explanations as necessary and made opinions, regarding the contents of the resolution by the Board of Directors regarding the establishment of a system as stipulated in Article 100 (1) and (3) of the Regulation for Enforcement of the Companies Act as necessary for ensuring that the performance of duties by the Directors conforms to the laws and regulations and the Articles of Incorporation, as well as for ensuring an appropriateness of operations of a corporate organization consisting of a stock company and its subsidiaries, and the internal control system established based on said resolution.
  - 3) Audit and Supervisory Board Members have also monitored and verified whether the accounting auditors maintain independence and properly implement audit, received from the accounting auditors reports on the execution of their duties and asked them for explanations as necessary. In addition, Audit and Supervisory Board Members were informed of the arrangement of the “System for ensuring that the duties are executed appropriately” (matters stipulated in the items of Article 131 of the Regulation on Corporate Accounting) in accordance with “Standards for the Quality Control of Audits” (Business Accounting Council) from the accounting auditors and requested explanations as necessary. Also, Audit and Supervisory Board Members have cooperated with the KPMG AZSA LLC, Accounting Auditor, on key audit matters, received reports regarding the status of their audits and also requested explanations as necessary.

Based on the methods mentioned above, we have reviewed the business report and its supplementary schedules, the non-consolidated financial statements (balance sheet, statement of income, statement of changes in net assets and notes to non-consolidated financial statements) and their supplementary schedules and the consolidated financial statements (consolidated statement of financial position, consolidated statement of profit or loss, consolidated statement of changes in equity and notes to consolidated financial statements).

## 2. Audit Results

### (1) Results of audit of the business reports, etc.

- 1) We confirm that the business reports and supplementary schedules thereto present fairly the situation of the Company in accordance with relevant laws and regulations and the Company's Articles of Incorporation.
- 2) We found no wrongful act or material fact in violation of law or regulations or in violation of the Company's Articles of Incorporation with respect to the performance of duties by the Directors.
- 3) We confirm that resolutions of the Board of Directors on the internal control system are proper. We found no matter to be pointed out concerning either the descriptions in the business report or the performance of duties by the Directors with respect to the internal control system.

### (2) Result of audit of non-consolidated financial statements and supplementary schedules thereto

We confirm that the auditing methods used and results of KPMG AZSA LLC, Accounting Auditor, are proper and correct.

### (3) Result of audit of consolidated financial statements

We confirm that the auditing methods used and results of KPMG AZSA LLC, Accounting Auditor, are proper and correct.

May 13, 2026

The Board of Corporate Auditors of Japan Airlines Co., Ltd.

Audit and Supervisory Board Member	KIKUYAMA Hideki (Seal)
Audit and Supervisory Board Member	TAMURA Ryo (Seal)
Outside Audit and Supervisory Board Member	KUBO Shinsuke (Seal)
Outside Audit and Supervisory Board Member	OKADA Joji (Seal)
Outside Audit and Supervisory Board Member	MATSUMURA Mariko (Seal)