JAL Group Safety Report
FY2024

Japan Airlines Co., Ltd.

J-AIR Co., Ltd.

Japan Transocean Air Co., Ltd.

Japan Air Commuter Co., Ltd.

Ryukyu Air Commuter Co., Ltd.

Hokkaido Air System Co., Ltd.

ZIPAIR Tokyo Inc.

SPRING JAPAN Co., Ltd.

JAPAN AIRLINES

The JAL Group Safety Report FY2024 is a safety report prepared by the eight JAL Group airlines in accordance with Article 111, Paragraph 6 of the Civil Aeronautics Act.

Preface

FY2024 was a year of profound reflections and strong commitments to safety. While the entire airline industry was working on emergency measures following the accident at Haneda Airport at the beginning of the year, we experienced a series of safety events and received two Administrative Guidances from the Ministry of Land, Infrastructure, Transport and Tourism (MLIT). We deeply apologize for this.
Management will take the lead in preventing recurrence and restoring trust.

On the other hand, looking at the global skies, a series of serious aviation accidents have occurred in a short period of time, and new risks have emerged. All operations of the JAL Group are constantly linked to safety somewhere down the road. We will continue to proactively protect safety by promptly collecting, analyzing, and evaluating information on case studies of other airlines as well, so that our customers can use our services with peace of mind.

Safety is a fundamental premise of the JAL Group. It has been and will continue to be our mission. This year marks 40 years since the JL123 Mt. Osutaka accident.
We will pass on the importance of safe operations to the next generation. With a strong desire to protect our customers at all times, all of us will work together to ensure safety.

July 2025

Mitsuko Tottori

Representative Director, President
Chief Executive Officer
Japan Airlines Co., Ltd

Contents

【Period Covered by This Report】
April 1, 2024 to March 31, 2025. Some items are related to matters occurring before or after this period.

【Scope of This Report】
The report covers the eight JAL Group airlines listed on the front cover with some topics exclusive to JAL.

Information on safety initiatives of each airline can be viewed on the following websites.

Airlines (Abbreviation)	URL
Japan Airlines (JAL)	https://www.jal.com/en/safety/
J-AIR (J-AIR)	http://www.jair.co.jp/about/safety.html (in Japanese only)
Japan Transocean Airlines (JTA)	https://jta-okinawa.com/safety/ (in Japanese only)
Japan Air Commuter (JAC)	http://www.jac.co.jp/company_info/safety.html (in Japanese only)
Ryukyu Air Commuter (RAC)	https://rac-okinawa.com/safety/ (in Japanese only)
Hokkaido Air System (HAC)	https://www.info.hac-air.co.jp/wp-content/uploads/2024/03/hacsafetyreport201904.pdf(in Japanese only)
ZIPAIR Tokyo (ZIP)	http://www.zipairtokyo.com/ja/safety/ (in Japanese only)
SPRING JAPAN（SJO）	https://jp.ch.com/JP/DownLoadReport (in Japanese only)

1 Fundamental Safety Policy

1. Fundamental Safety Policy

The JAL Group has established the Safety Charter as the fundamental policy for safety under the Corporate Policy. Representing top management's commitment to safety, it is included in the Safety Management Manual and has been reported to the Minister of Land, Infrastructure, Transport and Tourism (MLIT) in accordance with the Civil Aeronautics Act.

All JAL Group employees carry a pledge printed with the Safety Charter and perform their daily duties as professionals in conformance with the Safety Charter.

Safety Charter Main Text

Safety: The protection of lives.
This is the commitment and basic foundation of business continuity for the JAL Group. We take to heart our mission and responsibility as safety professionals to ensure a safe operation on every flight with the best of our knowledge, skills, and abilities.

Safety Charter - Code of Conduct

To accomplish this, we will act according to the following principles.

- Stop immediately when safety concern arises.
- Comply with rules and strictly follow standard operating procedures.
- Always check and confirm; never rely on assumptions.
- Promptly communicate information without omission to ensure safety.
- Deal with problems quickly and appropriately without underestimation.

Safety Charter Card carried by JAL Group employees

Reciting the Safety Charter at the beginning of the workday

2. Review of FY2024

2.1 Administrative Dispositions and Administrative Guidance

There were no Administrative Dispositions(*1) taken against any of the eight JAL Group air transport infrastructure operators. There were 2 written Administrative Guidance(*2).

(*1) Administrative Disposition: Issued to business operators when MLIT deems it necessary to secure safe transportation. Article 112 (Business Improvement Order), Article 113-2-(3) (Rescission of permission for entrustment of management of business and order to improve management of entrusted business) and Article 119 (Suspension of Business and Cancellation of License) of the Civil Aeronautics Act fall under this category.
(*2) Administrative Guidance: Issued to business operators when requested by MLIT to improve their operations, even in cases that do not apply to an Administrative Disposition. A Business Improvement Advisory and Administrative Warning fall under this category.

	2020	2021	2022	2023	2024
Administrative Dispositions	0	0	0	0	0
Administrative Guidance	0	0	0	0(*)	2

(*)0:In 2023, JAL Engineering Co., Ltd., a wholly owned subsidiary of JAL, which is responsible for all maintenance operations of the JAL Group received a Business Improvement Advisory.

Administrative Dispositions and Administrative Guidance received in FY2024

1. Administrative Warning to Japan Airlines.

In response to the collision between Japan Airlines Flight 516 and a Japan Coast Guard aircraft on January 2, 2024 (see page 6 for details), the industry as a whole has been implementing "emergency measures to ensure air safety and security.

(*) Incidents in which pilots entered the runway without obtaining air traffic instructions (3), flight cancellations due to inappropriate behavior caused by pilots' excessive alcohol consumption (1), and contact with aircraft (1)

While there are individual factors that contribute to each of these events, we believe that there are two common factors.
The first is that the frontline was not able to create a work environment in which they could stop and check to ensure safety amidst the various pressures they were under which led to a series of incidents.
Second, the safety management system was not functioning sufficiently to apply the lessons learned in the past. The safety management system refers to a series of cycles that involve collecting information on failures and safety hazards, assessing risks, implementing countermeasures, and then monitoring the degree to which these countermeasures have taken root. We view the recurrence of similar incidents because the degree of monitoring of past countermeasures were not functioning adequately.

Based on the above background and factors, we will take the following measures

1.1 Emergency response (immediate measures to stop an event from occurring)
- Implement individual countermeasures focused on the event.
- Send a message to the frontline: "Let's pause a moment and talk to your coworkers."

1.2 Medium- to long-term measures (drastic measures)
- Establish an environment in which each frontline can concentrate on safety activities.
- To understand the actual situation at the frontline, and to comprehensively review the system for managing safety.

Administrative Dispositions and Administrative Guidance received in FY2024

2. Business Improvement Advisory to Japan Airlines

In April and December, we received Administrative Guidance from the MLIT on two occasions due to inappropriate alcohol-related incidents involving our pilots. We take the loss of trust of our customers and society very seriously. Thus we formulated 37 measures to prevent recurrence, with the following five items as the main pillars.
All employees are working together under the leadership of top management observe the pillars.
In February 2025, a Verification Committee, chaired by an outside director, was established and is in operation. This is to objectively follow up on the progress and effectiveness of the recurrence prevention measures,

2.1 Reforming internal awareness

We have initiated the hierarchy-specific training for all employees, including management, to foster a culture of safety and a sense of ownership. This includes specialized training for Flight Operations Division employees, including all cockpit crew, to promote safety awareness and compliance with regulations, including alcohol consumption. Both programs will be conducted on a regular basis in the future.

2.2 Further strengthening the management of flight crew members' drinking habit

A system was reestablished to provide appropriate guidance and operations to supervise each cockpit crew, who tend to drink excessively.
In addition, the Corporate Safety and Security Division has strengthened its involvement in the operation of this system.

2.3 Reconstructing the alcohol testing system

In addition to the existing system in which crew members check their own alcohol test results and then by Flight Operations Division, in case of the result are positive, the airport office also reports the results to the Department in charge at the same time. This helps to accurately assess the situation and instigate the next step. Furthermore, we are modifying the system to automate the current inspection system, which is over reliant on humans in many situations.

2.4 Rebuilding the Safety Management System

Outside Directors and Senior Vice Presidents of Safety Management Divisions received specialized training in crisis management from an external organization. The Safety Management Manual was revised to clarify who is to report from each division to the Civil Aviation Bureau, Chief Safety Officer, and Safety Division, and where the responsibility lies in reporting.

2.5 Address organizational issues in Flight Operations Division

In addition to detailed communication with each and every cockpit crew, we have strengthened management within the Flight Operations Division by creating a new department to unite the frontline divisions and optimizing the span of management in order to enhance governance as an organization.

2.2 Aircraft Accidents and Serious Incidents

2.2.1 Aircraft Accidents and Serious Incidents

In FY2024, there were three aircraft accidents (*1) and one serious incident (*2).
Looking at the most recent five-year period, there have been nine aviation accidents, seven of which were caused by turbulence. In light of this situation, we are focusing our efforts on devising ways to avoid turbulence and measures to prevent injuries caused by aircraft shaking. For details, please refer to "3. Safety Targets" on page 13 and thereafter.

(*1) Aircraft accident: A situation arising from the operation of an aircraft and resulting in fatal or serious injury, an aircraft crash, collision, fire, damage to the aircraft during flight requiring major repair, or other situations classified as an aircraft accident by the MLIT.
(*2) Serious incident: An incident not amounting to an aircraft accident, but where a recognized danger of an accident occurring was present, such as a runway excursion, an emergency evacuation or similar incidents, fire or smoke on board, abnormal decompression, encounter with abnormal weather conditions, or other situations classified as a serious incident by MLIT.

	2020	2021	2022	2023	2024
Aircraft Accidents	0(0.000)	2(0.008)	3(0.009)	1(0.003)	3(0.008)
Serious Incidents	1(0.006)	1(0.004)	0(0.000)	1(0.003)	1(0.003)
Total	181,794	241,006	344,452	357,539	371,604

(*) Zero fatalities for customers and our crews from FY2020 to FY2024.

( ): Number of incidents per 1,000 flights

Aircraft Accidents

Cabin attendant aboard JL774 injured due to turbulence
On April 1, 2024, on flight JL774 (from Melbourne Airport to Narita Airport) operated by Japan Airlines, a cabin attendant fractured her right lower leg (tibia, fibula) due to sudden turbulence during descent. This case was designated as an Aircraft Accident by the MLIT on April 2. None of the passengers were injured.

Cabin attendant aboard JL022 injured due to turbulence
On September 4, 2024, on flight JL022 (from Beijing Capital International Airport to Haneda Airport) operated by Japan Airlines, a cabin attendant fractured her rib due to sudden turbulence while cruising.
This case was designated as an Aircraft Accident by the MLIT on September 5. None of the passengers were injured.

JL068 made contact with another airline aircraft while taxiing
On February 6, 2025 (JST), the right main wing of JL068 (from Narita International Airport to Seattle-Tacoma Airport) operated by Japan Airlines made contact with the tail of another airline aircraft while taxiing to the arrival gate. On the same date, this case was designated as an Aircraft Accident by National Transportation Safety Board (NTSB).
There were no injuries among the passengers or crew members on board our aircraft.

Serious Incidents

Runway incursion by ground vehicle on landing runway of IJ407
On November 28, 2024, Cargo flight IJ407 (from Narita International Airport to New Chitose Airport) operated by Spring Japan (SJO) received a landing clearance and began descending at New Chitose Airport when it observed a ground vehicle entering the runway. After the vehicle has cleared off the runway, the aircraft continued approach and landed safely. There was no damage to the aircraft or its cargo, and the pilots were not injured. The case was classified as a serious incident by the MLIT.

2.2.2 Aircraft Accident and Serious Incident in Previous Years

The following two investigation reports were released.

Aircraft Accident

Collision accident Involving JL516 and Japan Coast Guard Aircraft
（Date of occurrence: January 2, 2024　Date of publication: December 25, 2024）

Serious Incident

JL585 remaining fuel for landing was less than the required value
（Date of occurrence: July 12, 2023　Date of publication: March 27, 2025）

（For details, please check the JAL website.）

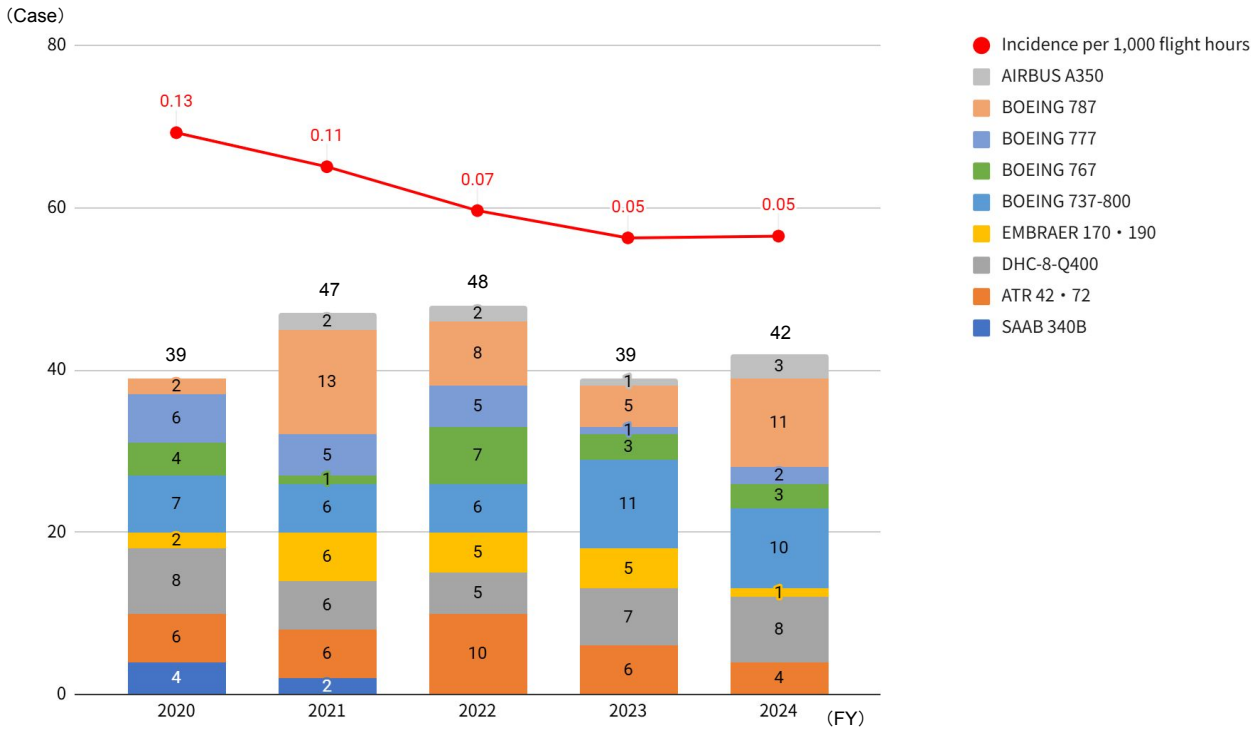
2.3 Irregular Operations

In FY2024, 42 irregular operations(*) occurred. This is an increase of three cases compared to the previous year, of which 31 cases were Ground Turn Back (GTB) to the departure airport, seven cases were destination changes, two cases were runway closures, one case was a landing that required priority treatment by ATC, and one case was an aircraft contact (while on the ground).

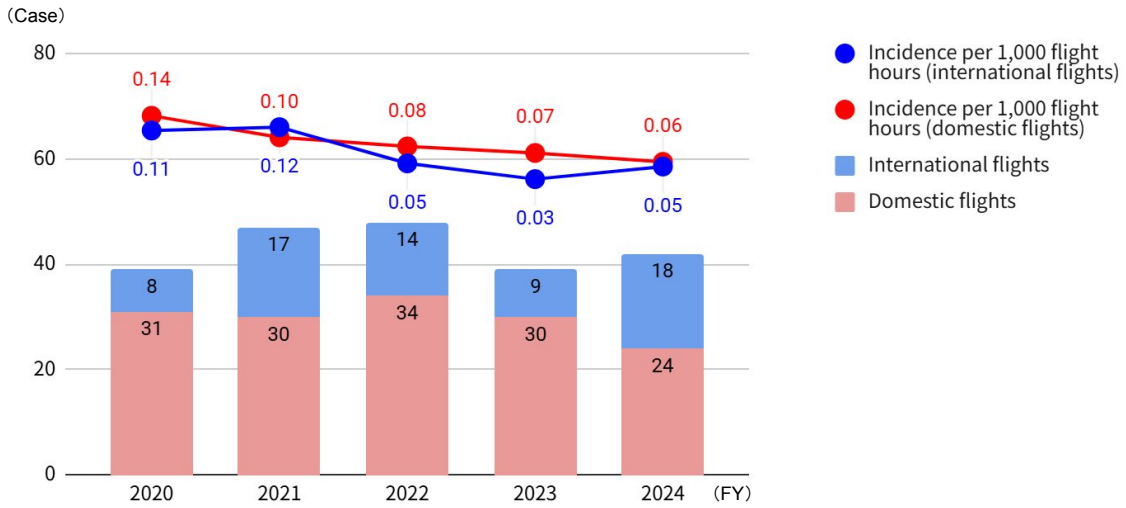
The irregularity operations were mainly caused by aircraft malfunctions. By aircraft types, the number of incidents involving Boeing 787s increased to 11, while the number of incidents involving Boeing 737-800s decreased to 10, with these two aircraft types accounting for half of the total. For these two aircraft types, the maintenance departments have organized special teams across frontline and support departments for each aircraft type as a quality improvement measure. They are working to promptly identify the causes and implement provisional countermeasures, analyze trends in occurrence based on actual aircraft and flight data, and study and implement highly effective preventive maintenance based on these findings. In addition, for DHC-8-400s, which showed a slight increase, we are working to prevent recurrence by promptly investigating the causes and implementing countermeasures.

(*) Irregular Operations: A situation in which the multiple aircraft systems malfunctions, and the pilots follow the manual and turn back to the airport to ensure safety. This results in a schedule change including the destination (excluding bird strike, lightning strike, among others). In general, it is not a situation that immediately affects the safety of operations.

■Incidents by aircraft type



■Incidents by domestic and international flights



2.4 Safety Events

2.4.1 Overview

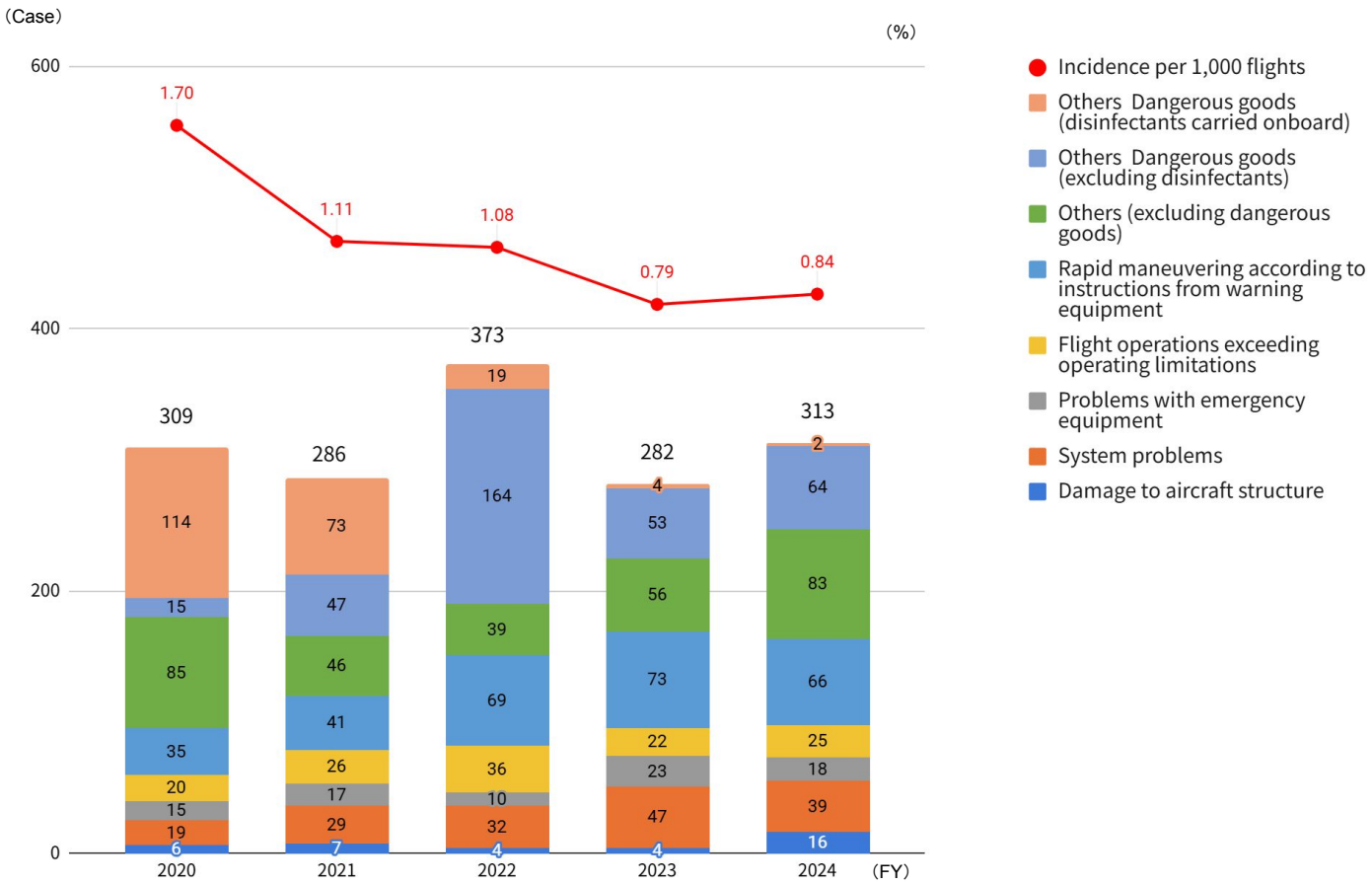
There were a total of 313 safety events(*) in FY2024, an increase of 31 from the previous year. One of the main reasons was that the number of repairs to aircraft structural damage increased. This was caused by mechanical troubles discovered during inspections to prevent aircraft aging. In addition, there are various other incidents caused by various factors. We are working to prevent recurrence by promptly analyzing the causes of each incident and implementing countermeasures. For details, please refer to "3. Safety Targets" on page 13 and thereafter.

(*) Safety Events (mandatory occurrence report): Article 111-4 of the Civil Aeronautics Act and Article 221-2-3 and 4 of the Ordinance for Enforcement of the Civil Aeronautics Act mandate reporting to MLIT (This report uses the term Safety Events), and the following situations are applicable. Accidents specified in each item of Article 76 (1) of the Civil Aeronautics Act and situations (serious incident) in Article 76 (2) of the Act do not fall under this category. Generally speaking, they do not immediately lead to an aircraft accident.

Classification of Safety Events and Examples

- Damage to aircraft structure — [Example] Structural problems found during regular maintenance
- System problems — [Example] Engine trouble, communications/electric system problems
- Problems with emergency equipment — [Example] Malfunction of fire and smoke detectors
- Flight operations exceeding operating limitations — [Example] Operations in excessive speeding
- Rapid maneuvering according to instructions from warning equipment — [Example] Operation according to instructions from the Traffic Alert and Collision Avoidance System (TCAS)
- Others — [Example] Regulations, Parts Departing from Aircraft (PDA), transport of dangerous goods

■Occurrence of safety problems



2.4.2 Breakdown

			2024								2023
			JAL	J-AIR	JTA	JAC	RAC	HAC	ZIP	SJO	Total	Total
Aircraft Malfunction	**Damage to aircraft structure**		2	0	7	1	6	0	0	0	16	4
	Damage sustained (except bird strike and lightning strikes)		0	0	0	1	1	0	0	0	2	1
	Major repairs		2	0	7	0	5	0	0	0	14	3
	System problems		15	4	13	0	2	0	2	3	39	47
	Breakdown	Engine	10	3	3	0	0	0	1	1	18	17
		Oxygen supply	1	0	0	0	0	0	0	0	1	0
		Navigation system	0	0	0	0	0	0	0	0	0	1
		Landing gear	2	1	0	0	1	0	0	0	4	4
		Fuel system	0	0	0	0	0	0	0	0	0	2
		Others	2	0	10	0	1	0	1	2	16	23
	Problems with emergency equipment		11	1	2	1	2	1	0	0	18	23
Flight Related	**Flight operations exceeding operating limitations**		13	2	3	0	0	0	1	6	25	22
	Rapid maneuvering according to instructions from warning equipment		36	18	8	1	0	0	2	1	66	73
	Breakdown	Activation of ACAS	29	16	1	1	0	0	2	1	50	61
		Activation of GPWS	6	1	7	0	0	0	0	0	14	8
		Others	1	1	0	0	0	0	0	0	2	4
Others	**Others**		100	8	8	2	1	5	18	7	149	113
	Breakdown	Operations Manual	17	2	0	0	0	2	2	5	28	19
		Maintenance Manual	21	4	3	1	0	2	0	2	33	21
		Parts Departing from Aircraft	2	0	0	0	0	1	0	0	3	2
		Dangerous goods (disinfectants carried onboard)	2	0	0	0	0	0	0	0	2	4
		Dangerous goods (excluding disinfectants)	45	0	4	1	0	0	14	0	64	53
		Others	13	2	1	0	1	0	2	0	19	14
Total			177	33	41	5	11	6	23	17	313	282

2.4.3 Major Cases and Countermeasures

Major examples of safety problems are as follows.
Number of cases in FY2023 are in brackets.

Aircraft Malfunction

The breakdown of safety problems caused by aircraft malfunctions is as follows.
In each case, measures were taken such as structural repair, parts replacement, and maintenance such as operation tests.

【Damage to aircraft structure】 16 Cases（4 Cases）

Case	FY24	Breakdown
Major repairs due to cracks or corrosion of structural members discovered during routine maintenance	14	737：8, 767：1, DHC-8：5
Major repairs due to cracks or corrosion discovered by inspections based on service bulletins and other notices	2	DHC-8：1, ATR：1

【System problems】 39 Cases（47 Cases）

Case		FY24	Breakdown
Engine	Defects of thrust reverser system	4	737：3, EMBRAER：1
	Bird strike	11	A350：1, 787：4, 767：3, A321：1, EMBRAER：2
	Others	3	787：1 , 777：1 , 767：1
Oxygen supply	Defects of equipment storage mechanism	1	777：1
Landing gear	Defects of landing gear storage mechanism	4	787：1, 737：1, EMBRAER：1, DHC-8：1
Others	Defects related to aircraft collision prevention device (TCAS)(*1)	4	737：2, A321：2
	Defects related to the Ground Proximity Warning System (GPWS) (*2)	2	737：2
	Defects related to the Flight Control System	4	787：1, 737：3
	Defects related to cockpit windows	2	787：1, DHC-8：1
	Defects related to inflight announcement system	1	787：1
	Others	3	737：3

(*1) When two planes are approaching each other within a certain range, this system alerts the pilots of both planes and instructs them to take evasive maneuvers.
(*2) This system alerts danger to the pilot when the aircraft approaches the ground or sea surface or an obstacle, such as a mountain surface, within a certain range by comparing the aircraft's position obtained from satellites with terrain data. By following the instructions of the system, the cockpit crew can perform appropriate operations to ensure safety. The JAL Group has further developed this system and equipped all its aircraft with the Enhanced Ground Proximity Warning System (E-GPWS), which stores information on most of the world's terrain, airport locations, and surrounding obstacles.

【Problems with emergency equipment】 18 Cases（23 Cases）

Case	FY24	Breadown
Defects related to emergency lighting	8	787：3, 737：2, DHC-8：1, ATR：2
Defects related to emergency equipment	8	A350：2, 787：2, 777：1, 737：1, EMBRAER：1, DHC-8：1
Defects related to emergency escape signal generator	2	A350：2

Flight Related

The breakdown of flight safety problems is as follows.
In response to these cases, we took measures such as rechecking the aircraft, publicizing and announcing the cases.

【Flight operations exceeding operating limitations】 25 Cases（22 Cases）

Case	FY24
Exceeding operating limitations	13
Exceeding altitude or route deviation from ATC instructions	12

【Rapid maneuvering according to warning instructions】 66 Cases（73 Cases）

Case	FY24
TCAS Resolution Advisory (RA)(*1)	50
Ground Proximity Warning System (GPWS)	14
Returning to the departure airport due to other instruments displaying abnormalities	2

(*1) The TCAS may activate depending on the position and speed of other aircraft even when the aircraft is operated normally according to ATC instructions. It is designed so that appropriate maneuvering by pilots in accordance with TCAS instructions will not cause a safety event. In each case, the pilots responded appropriately to TCAS instructions.

Others

The breakdown of other safety-related incidents is as follows.
The transportation of hazardous materials increased by nine cases from the previous year.
The main reasons is the increase of cordless hair straighteners and heating lunch boxes were brought on board.
These incidents were also posted on the JAL website to alert customers.
For incidents related to aircraft maintenance and flight operations safety, JAL is conducting aircraft inspections and other safety checks. They are also working to ensure that customers are aware and notified of these incidents.
In addition, measures were taken to prevent recurrence, such as informing the public about the incidents, issuing reminders, and reviewing manuals.

【Others】 149 Cases（113 Cases）

Case	FY24
Bringing dangerous goods on board(*1)	66
Issues related to maintenance(*2)	33
Issues related to flight management(*3)	28
Operation of smoke detector in restroom, among others	3
Parts departing from aircraft	3
Others	16

(*1) Bringing dangerous goods on board: lithium-ion batteries, coolants, insecticides, and disinfectants
(*2) Issues related to maintenance: maintenance management including maintenance check items, and inspection intervals
(*3) Issues related to flight management: flight management including crew time management, training management, and flight planning

3. Safety Targets

The JAL Group aims to realize JAL VISION 2030, the ideal form of the JAL Group for 2030. To achieve this goal, we formulated the JAL Group Medium-term Management Plan for FY2021 to FY2025 and are working to achieve the safety targets based on this plan.

Safety goals are reviewed and re-assessed annually based on the achievement status of the previous year. In addition to aviation accidents, serious incidents, and other unsafe events, we incorporate changes in the internal environment, such as safety audits including internal audits and third-party evaluations from groups like the Safety Advisory Group. Furthermore, we review our goals considering changes in the external environment, such as trends from ICAO (*1), IATA (*2), and various national aviation authorities and private organizations.

For specific initiatives aimed at achieving the safety goals for FY2024, please refer to page 13. For the safety goals for FY2025, please refer to page 17.

(*1) ICAO (International Civil Aviation Organization)
(*2) IATA (International Air Transport Association)

Vision

Accumulate safety layers and realize a safe and secure society as a leading company of safety

Numerical Targets

Zero aircraft accidents and zero serious incidents

Action Targets

1. Use digital technology, expand data collection, deepen analysis, and thoroughly enforce measures

In addition to preventing the recurrence of defects, we will work to create a system that can reliably identify risks that could be the potential of defects by gathering a great deal of information from inside and outside the airline and utilizing digital technology in order to prevent defects that the JAL is inexperienced with.

FY2024 Initiatives: 13 page

2. Develop human resources who think and act on the basic foundation of safety

Even if our system ensures safety, the system may not function depending on our awareness and organizational culture. We will work to develop human resources with a high level of safety awareness and foster an organizational culture where safety is the top priority of our human resources.

FY2024 Initiatives: 14 page

3. Be prepared for environmental changes affecting aviation together with internal and external parties

In cooperation with internal and external parties, we will work to prepare for unforeseen events arising from various environmental changes surrounding aviation and to solve social issues.

FY2024 Initiatives: 14 page

3.1 Achievement of FY2024 Safety Targets

Achievement of Numerical Targets

Our goal was not realize as there were three aviation accidents and one serious incident. Please refer to Aircraft Accidents and Serious Incidents on page 6 for more information.

Achievement of Action Targets

We took 18 measures to achieve the three action goals of "Utilizing digital technology and information," "Developing safety oriented human resources," and "Be prepared for environmental changes". For details of the initiatives, please see below.

1. Use digital technology, expand data collection, deepen analysis, and thoroughly enforce measures

In FY2024, we continued our efforts to prevent unsafe conditions by actively utilizing digital technology to collect a wide range of safety-related information, deepening our analysis, and thoroughly implementing countermeasures. We also developed a failure prediction model in collaboration with manufacturers to prevent aircraft malfunctions.

- 01 Implement measures to prevent injury due to turbulence
- 02 Promote data-based fatigue risk management
- 03 Strengthen predictive maintenance
- 04 Create efforts to prevent parts departing aircraft
- 05 Create a system to continuously pick up the voices from the frontline and solve problems
- 06 Evaluate other companies' case studies and strengthen development of countermeasures
- 07 Expand SPI(*) and risk extraction through analysis of safety information
- 08 Penetrate human factors and deepen of analytical methods
- 09 Build a pilot support program

(*) SPI(Safety Performance Indicators): Management indicators to measure and monitor safety.

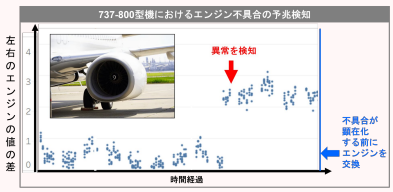
01 Implement measures to prevent injury due to turbulence

We analyzed cases of injuries in cabins caused by turbulence, and established a system to obtain information on turbulence by using a mobile app, in addition to a system to automatically share information on turbulence from the ground to the cockpit. We also implemented initiatives to ensure that customers wear their seatbelts in a position that fits low snugly across the hips and does not twist. We will continue our efforts to prevent injuries caused by turbulence.

Mechanism for rapid collection of information related to turbulence

03 Strengthen predictive maintenance

In addition to aircraft manufacturers, we collaborate with other companies outside the aviation industry to analyze all kinds of inflight data and develop new failure prediction models on a daily basis. By "fixing things before they break," we are able to reduce the number of aircraft malfunctions, and at the same time, lead to more efficient maintenance.



Efforts to predict aircraft failures

04 Create efforts to prevent parts departing aircraft

We have conducted inspections and countermeasures using our database, visualized the risk of Parts Departing from Aircraft (PDA) using hazard maps, and are considering voluntary countermeasures that do not rely on manufacturer recommendations. We will continue our efforts to provide safe and reliable aircrafts.

2.Develop human resources who think and act on the basic foundation of safety

In FY2024, we worked to develop human resources with a high level of safety awareness through education, training, and interaction. This established an organizational culture that enables employees to act with safety as the top priority.

10 Further pursue a safety culture that takes into account the changing times

11 Develop human resources to disseminate lessons learned from the accident at each workplace

12 Conduct ongoing promotions and education

13 Create a system to develop human resources to support operations

12 Conduct ongoing promotions and education

We take seriously the fact that we received two alcohol related Administrative Guidance in FY2024. In order to regain the trust of our customers and society, we developed and initiated a five-point plan to reform internal awareness, further strengthen the management of drinking tendencies, rebuild the alcohol testing system, and reestablish the safety management system and organizational issues at the Flight Operations Division.
For the purpose of safety awareness through education, we initiated a hierarchy-based training program for all employees, to foster a sense of management and a sense of ownership. A specialized training program was introduced to Flight Operations Division employees, including all cockpit crew members, to promote safety awareness, including alcohol consumption, and compliance with regulations. Both programs will be conducted on a regular basis in the future.

3. Be prepared for environmental changes affecting aviation together with internal and external parties

In FY2024, we proceeded with the introduction of advanced aviation security inspection equipment to prepare for increasingly diverse forms of terrorism. With regard to air mobility, we also worked to build a safety management system that leverages the knowledge and expertise we have accumulated in flight safety. We also promoted initiatives to create sustainable logistics and support local communities in cooperation with local governments and joint ventures.

14 Strengthen internal audits to identify potential risks.

15 Ensure a high quality and stable aviation security

16 Promote aviation security risk management activities in the industry as a whole

17 Establish a safety infrastructure for drone business among others

18 Create an environment in which employees involved in customer service can focus on safety

15 Ensure a high quality and stable aviation security inspection system

In upgrading the airport's aviation security screening equipment, JAL Group has been installing an Automatic Explosive Detection (AD) type equipment, which is capable of detecting explosives. Compared to the conventional type, it improves the accuracy of the screening of personal belongings.

17 Establish a safety infrastructure for drone business among others

Together with Setouchi Town on Amami Oshima Island, we have jointly established a drone operation company to provide administration services for residents in times of peace and disaster using drones. We will continue to work on social implementation of air mobility on the basic foundation of safety.

18 Create an environment in which employees involved in customer service can focus on safety

We developed a policy against customers harassing the front line employees. This was announced to the public and educated our employees.
Regarding of the excess baggage, we made the rules known through social media and airport displays, and promoted the use of our home delivery service to group passengers on domestic flights.

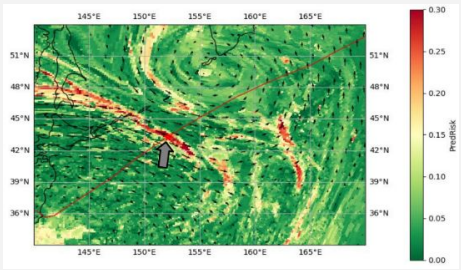
3.2 Major Safety Initiatives

3.2.1 Establishment of JAL AVIOFUTURE LAB Co.

On July 1, 2024, we established JAL AVIOFUTURE LAB Co., a new group company. In addition to our expertise in aviation, the JAL AVIOFUTURE LAB Co. will promote objective research and study that incorporates insights from outside the industry, including educational and research institutions, to contribute to the sustainable growth and development of the aviation industry and, by extension, to the realization of a safe, secure, and sustainable corporate citizenship activities.

Improving the Accuracy of Forecasting Clear Air Turbulence: Collaborative Research with Tohoku University and DoerResearch, Inc.

Sudden inflight turbulence not only impairs comfort, but is also results in broken bones and other injuries. Among turbulence, clear air turbulence, which cannot be seen, is difficult to forecast accurately, and the entire aviation industry is working to improve the technology to forecast turbulence.
The JAL AVIOFUTURE LAB Co. combines Tohoku University and DoerResearch's academic knowledge of meteorology and aerodynamics with JAL's knowledge of aircraft operations and related data to create a new forecasting index. The research is implemented into operating control systems to improve the forecasting accuracy of clear air turbulence.



Example of turbulence forecast over the North Pacific Ocean

Protecting Aviation Safety and the Future with the Power of Science

Clear air turbulence can be predicted to some extent with current weather information, but there are times when turbulence is encountered outside the predicted range.
JAL, in collaboration with industry and academia, is researching the construction of a forecast indicator for clear air turbulence, visualization of this indicator on weather maps, and provision of this information to aircraft in flight. This initiative will contribute to flight safety by avoiding turbulence areas with accurate forecasts, thereby providing comfortable flights and reducing injuries to passengers and crew members.

JAL AVIOFUTURE LAB	JAPAN AIRLINES	JAPAN AIRLINES
Aviation Safety Research Div.	Safety Promotion Div.	Flight Safety Promotion Div.
MAEJIMA Kimihiko	MIYATA Masayuki	KUROSU Masanobu

3.2.2 Strengthening efforts to predict and prevent aircraft malfunctions

In addition to aircraft manufacturers, we collaborate with other companies outside the aviation industry to analyze all kinds of inflight data and develop new failure prediction models on a daily basis. By "fixing things before they break," we are able to reduce the number of aircraft malfunctions, and at the same time, lead to more efficient maintenance.

Improved work efficiency through wear prediction

JAL has been working with Bridgestone to develop technology to predict tire wear. This initiative has not only streamlined the tire replacement process, but has also leveled out and reduced the inventory of tires and wheels.
The elimination of wasteful tire changes has also led to reductions in CO_2 emissions and resource conservation. Furthermore, the ability to "plan" tire changes has improved the workstyle of maintenance engineers. We will continue to improve the quality of our maintenance operations by expanding preventive maintenance.

JAL Engineering
Engineering Department
System Engineering Office
AIRBUS GROUP
OBOSO Tomofumi

3.2.3 External Evaluation

■JAL became the first airline in the world to receive the international "Operating (Level 2)" certification for aviation security management from IATA.

On January 17, JAL became the first airline in the world to be certified as "Operating (Level 2)" under the International Air Transport Association's (IATA) international certification program(*) for aviation security management. This certification indicates that JAL has achieved a high level of aviation security management in the aviation industry.

(*) IATA Security Management System Certification Program (SeMS)

Program for airlines, airports, cargo handling facilities, ground handling companies, security companies among others. https://www.iata.org/en/pressroom/2024-releases/2024-10-03-01/

Suitable (Level 1)
The SeMS procedures are in the early stages of development, with fundamental elements being established and progress being made towards formal documentation and consistent application.

Operating (Level 2)
The SeMS procedures are fully compliant with the SeMS manual, comprehensively documented, and consistently applied across all relevant areas.

Effective (Level 3)
The SeMS procedures are implemented at an operational level, achieving the highest standards. These procedures actively identify, mitigate, and manage security risks, fostering a culture of continuous improvement.

Evaluation points

- Response to aviation safety risks:

The JAL Group was recognized for its effective risk management system, which has established rules and clarified responsibilities under the active involvement of management, and can respond dynamically to new considerations and changes in regulations in each country.

- Continuous improvement of aviation safety:

The airline was recognized for incorporating industry wisdom and constantly improving safety quality through external and internal audits and reviews of security cases.

3.3 FY2025 Safety Targets

Since FY2021, we have been working on safety targets based on the Medium Term Management Plan, and after reviewing FY2024, we have formulated new safety targets for FY2025 based on the challenges we have faced. We did not achieve the numerical targets for FY2024, as there were three aviation accidents, including injuries to cabin attendants due to inflight turbulence, and one serious incident caused by a ground vehicle entering the runway during descent approach after receiving permission to land.

To prevent injuries due to turbulence, we have introduced a system that automatically detects shaking of aircraft in flight and we share the information in real time with other aircraft flying in the vicinity. On the other hand, the number of injuries caused by turbulence has been on the increase, partly due to climate change in recent years. We have identified improvement in forecasting the accuracy of the turbulence and further applying the information on turbulence is one of our priority issues for FY2025.

In addition to addressing the issues identified in the review of FY2024, we have also selected priority measures for preventative risk management. This is to break the chain of recurrence of similar cases and to address newly emerging issues, which reflect the reinforcement and review of measures set forth in the JAL Group's safety targets.

Each and every employee, whether in frontline or support departments, will aim to achieve our safety targets by acting as safety professionals with a renewed awareness that our work is linked to the protection of lives.

1. Expand the use of digital technology and information collection, deepen analysis, and take thorough countermeasures.

By actively utilizing digital technology, expanding information collection, deepening analysis, and thoroughly implementing countermeasures, we will eliminate unsafe conditions to achieve zero aviation accidents and zero serious incidents. We will also promote countermeasures by enhancing our technical capabilities through collaboration with manufacturers.
In particular, to prevent injuries caused by turbulence, we will promote efforts to avoid turbulence to ensure the safety of our customers and employees by expanding the system to automatically share information on turbulence in enroute in real time. In addition, in light of the increasing number of cases of collisions, contact accidents and close calls in and around airports outside Japan, we will also focus our efforts to prevent collisions, contact accidents and runway incursions. To respond with timely countermeasures, these efforts will be based on the studies conducted by the Haneda Airport Aircraft Collision Countermeasures Review Committee and progress made in studies related to overseas cases.

2. Develop human resources who think and act on the basic foundation of safety

In order to prevent tragic accidents from occurring, it is important for each and every employee to have a high level of safety awareness without forgetting the weight of the precious lives of our customers.
We will ensure that the lessons learned from past accidents and malfunctions are passed on to the next generation and foster human resources who think and act on the basic foundation of safety.

3. Be prepared for environmental changes affecting aviation together with internal and external parties

In addition to safety initiatives directly related to aircraft flight safety, we will respond to social issues and environmental changes, such as diversifying threats of terrorism, development of air mobility, and increasingly severe natural disasters, in cooperation with internal and external parties. Based on our experience, we will also broadly contribute to the realization of corporate citizenship activities to ensure the safety and security of society.
In particular, we will focus our efforts on studying and implementing preventive measures through information gathering and factor analysis in response to newly emerging risks, such as bird strike and inflight fires that may be caused by carry-on baggage.

4. Safety Management System

4.1 Safety Management Policy

Based on our Corporate Policy, the JAL Group has established the Safety Charter as a basic policy for safety, and has established this policy in the Safety Management Manual.
Every employee, from top management to frontline employees, has a correct understanding of the concept and policy of safety management in accordance with the Safety Charter and performs their daily duties accordingly.

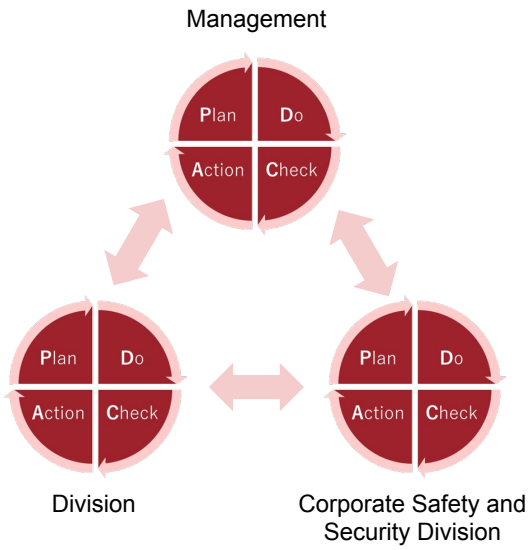
4.1.1 Operating Policy of the Safety Management System

The Safety Management System (SMS) is based on four pillars: Safety Policy and Objectives, Safety Risk Management, Safety Assurance, and Safety Promotion.
In the JAL Group, management declares the safety policy and ensures its dissemination across all departments. Each fiscal year, safety targets are established, and all JAL Group employees, including management, work together to perform their duties in accordance with SMS to maintain and enhance aviation safety.
Furthermore, to maintain high levels of safety, management, each division, and Corporate Safety and Security Division must implement the PDCA cycle regarding safety and link the cycle across organizations to ensure that the SMS functions properly and safety is continuously improved upon.

Management

At the Group Safety Measures Council(*), management formulates the safety management policies for the entire JAL Group. Management receives reports on the achievement status of safety targets, safety audit results, progress of safety measures, occurrence of serious accidents and incidents, and the status of preventive and recurrence prevention measures. Based on these reports, management decides on the necessary actions and instructs their implementation to operate the SMS.

(*) The Group Safety Measures Council is composed of the President of Japan Airlines (Chair), the Chief Safety Officer, all executives, and the presidents of the group airlines.



Division

Each division implements our SMS and the status and improvements are reported to the Management and Safety Promotion Department. Each division makes necessary improvements based on the results of PDCA cycle and instructions from Management and Corporate Safety & Safety Division.

Corporate Safety and Security Division

The Corporate Safety and Security Division promotes the operation of the SMS for the entire JAL Group. It makes improvements based on the results, instructions from management, and reports from various divisions. Additionally, it reports the status of SMS operation and improvements to management, identifies issues facing each division, and gives instructions for corrective actions.

4.1.2 Establishment and Management of Manuals (SMS Documentation)

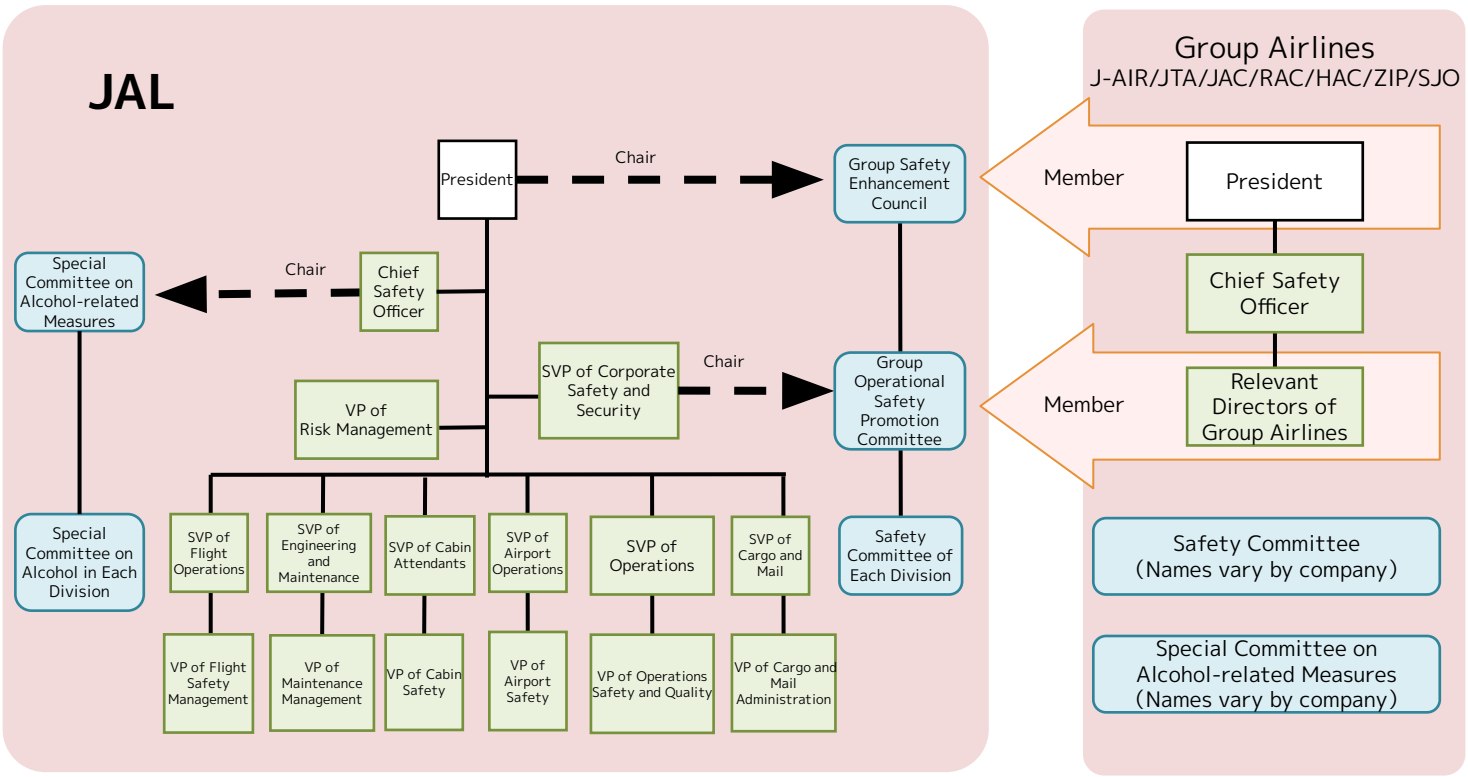
The JAL Group has established and documented safety regulations and operating standards and procedures in accordance with applicable laws, regulations, and international standards, and has a system in place to ensure that all relevant employees are aware of these matters.

4.2 Safety Management Structure

4.2.1 Safety Management Structure

To maintain high and uniformed safety standards throughout the JAL Group, we implement the SMS in accordance with shared policies confirmed by the Group Safety Enhancement Council. The Group Operational Safety Promotion Committee is a sub-committee for maintaining and strengthening safety coordination between divisions and Group airlines.
For more information about each committee, please refer to Safety Management Structure of Each Group Airline on page 21.

Group Safety Enhancement Council



Safety Management Structure

4.2.2 President

The President assumes final responsibility for safety in the SMS. The President of each company declares and disseminates safety policies throughout the company and secures the resources necessary for the SMS to function effectively.

4.2.3 Chief Safety Officer

In accordance with Article 103-2 of the Civil Aeronautics Act, each JAL Group airline appoints a person who is responsible and authorized to oversee safety management, make important management decisions on safety policies and safety investments, and report important safety matters to the President and the Board of Directors.
The Chief Safety Officer is appointed by the president of each company.
The Chief Safety Officer of each JAL Group airline is as follows. (April 1, 2024 to March 31, 2025)

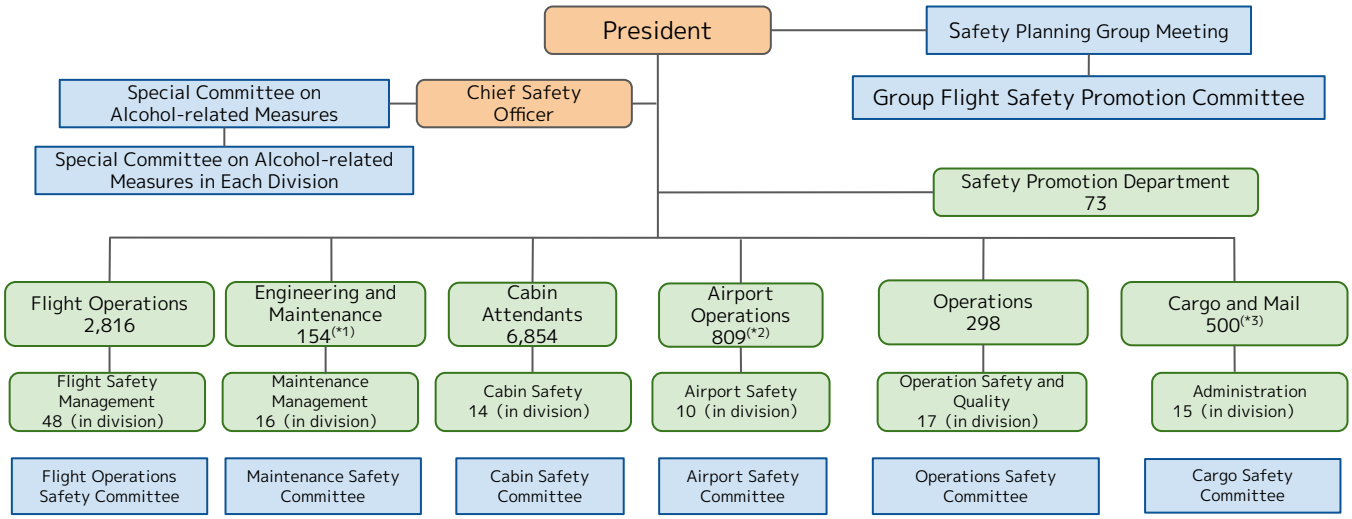
Company	Chief Safety Officer		Term of Office
Japan Airlines	Director,Chairperson	AKASAKA Yuji	April 1, 2024 - February 4, 2025
	Managing Executive Officer	NAKAGAWA Yukio	February 5, 2025 -
J-AIR	Managing Director	GATTO Toshio	April 1, 2023 -March 31, 2025
Japan Transocean Air	Director, Managing Executive Officer	SUEYOSHI Yasuhiro	June 26, 2023 –
Japan Air Commuter	Director	TOMITA Shinobu	April 1, 2019 -
Ryukyu Air Commuter	Director	KONO Toshiyuki	June 17, 2022 -
Hokkaido Air System	Director	SAITO Kazuyuki	June 1, 2022 -
ZIPAIR Tokyo	Director	TANJI Kazutaka	April 1, 2024 -
SPRING JAPAN	Director	KAMIYA Hiroshi	July 1, 2022 -

4.2.4 Safety Management Structure of Each Group Airline

Organizations and employees: as of March 2025 (excluding employees on leave)

4.2.4.1 JAPAN AIRLINES

4.2.4.1.1 Safety Management System



(*1) The Engineering and Maintenance Division has 4,338 employees including JAL Engineering employees.
(Refer to page 29 and 30 for details of Aircraft Maintenance Outsourcing.)
(*2) The Airport Operations Division has 10,443 employees including employees of 11 JAL Group companies such as JAL SKY and JAL Ground Service.
(*3) The Cargo and Mail Division has 1,446 employees including employees of five Group companies such as JAL Cargo Service.

4.2.4.1.2 Number of pilots, maintenance engineers, qualified maintenance engineers, cabin attendants, and dispatchers

	Number of employees	Organization	Remarks
Pilots	2,474	Flight Operations	
Maintenance engineers	115(*4)	Engineering and Maintenance	Includes 107 qualified maintenance engineers(*5)
Cabin attendants	6,920	Cabin Attendants	
Dispatchers	78(*6)	Operations	

(*4) There are 3,044 employees engaged in maintenance including JAL Engineering employees, of which 1,415 are qualified maintenance engineers.
(*5) National qualifications of maintenance engineers are First Class Aircraft Maintenance Technician, First Class Aircraft Line Maintenance Technician and Aircraft Overhaul Technician.
(*6) There are 78 dispatchers including employees of JAL SKY.

4.2.4.1.3 Safety management organizations

Corporate Safety and Security Division
The Corporate Safety and Security Division is responsible for overseeing safety enhancement of Japan Airlines and the JAL Group.

Flight Operations, Engineering and Maintenance, Cabin Attendants, Airport Operations, Operations, Cargo and Mail Divisions
The executive officers of production divisions chair the safety committee of their respective division, make overall judgment and decisions on operations affecting safety under their command, and report to the President and the Chief Safety Officer.

General Affairs Division
The General Affairs Division has established Disaster Handling Regulations to mitigate and prevent the spread of damage, maintain business activities, and resume operations as quickly as possible after a disaster. It provides disaster prevention and response measures to ensure the safety of our employees, passengers, visitors, and directors. The Division preserves JAL Group assets in the event of a natural disaster such as fires, explosions, wind, flood and snow damage, earthquakes and tsunami triggered by an earthquake, volcanic eruption, and other abnormal phenomena.

4.2.4.1.4 Safety committees

The JAL Group has established various safety committees to allow us to understand the status of daily operations and make necessary improvements based on information of events, in coordination with each function and organization.

Group Safety Enhancement Council
The Group Safety Enhancement Council has been established to ensure flight safety and promote safety management in accordance with the JAL Group Corporate Policy. In order to raise the sense of management's awareness of safety, previously only executive officers appointed by the Chair were eligible to attend the meeting, but from March 2025, the scope will be expanded to include all executive officers, and all executive officers will make decisions on safety issues.

Group Operational Safety Promotion Committee
The Group Operational Safety Promotion Committee, a sub-committee of the Group Safety Enhancement Council, has been established to improve safe air transport and safety of the JAL Group by maintaining and strengthening coordination of safety between divisions and Group airlines. It is composed of the Vice President of JAL's Corporate Safety and Security (Chair), Vice Presidents of JAL safety management departments appointed by the Chair, and the Chief Safety Officer or executive officer in charge of safety of each Group airline.

Special Committee on Alcohol-related Measures
The Special Committee was established to manage alcohol-related risks of pilots, cabin attendants, maintenance engineers, dispatchers, and drivers in the airport. It is composed of JAL's Chief Safety Officer (Chair), Senior Vice President of Corporate Safety and Security, executive officers of Flight Operations, Cabin Attendants, Engineering and Maintenance, Airport Operations, Operations, and Cargo and Mail, and other members.

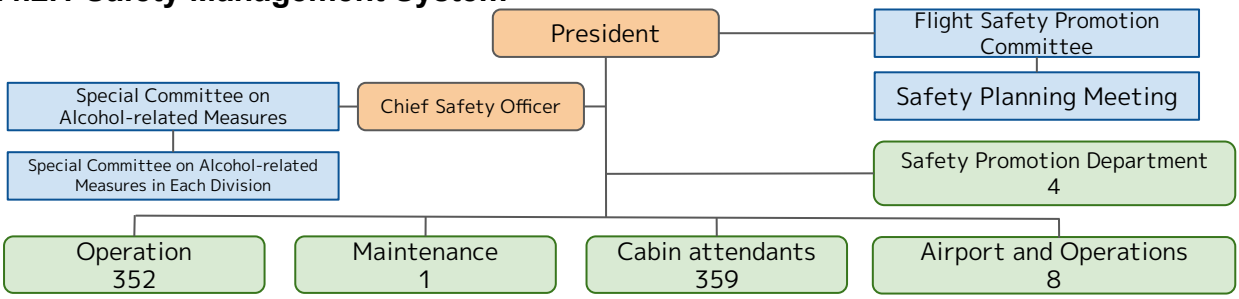
Special Committee on Alcohol-related Measures in Each Division
The committees in each division, which are sub-committees of the above Special Committee on Alcohol-related Measures, have been established to gather and analyze information and monitor measures established in each production division. It is chaired by the executive officer of each division and composed of the division's safety managing department and related departments, and Corporate Safety and Security.

Safety Committee of Each Division
(Flight Operations Safety Committee, Engineering and Maintenance Safety Committee, Cabin Safety Committee, Airport Safety Committee, Operations Safety Committee, and Cargo Safety Committee)
These committees have been established to strengthen coordination of safety and decide safety policies of the production division.

4.2.4.2 J-AIR

J-AIR aims to provide memorable customer service and high quality flight operations, while valuing the appreciation of our customers. By taking the initiative and working together to create the best possible results, each and every one of us contributes to the revitalization of local communities and the development of the aviation industry by connecting all parts of Japan.

4.2.4.2.1 Safety Management System



4.2.4.2.2 Number of pilots, maintenance engineers, qualified maintenance engineers, cabin attendants and dispatchers

	Number of employees	Organization	Remarks
Pilots	327	ERJ Flight Operations	
Cabin attendants	356	Cabin Attendants	
Dispatchers	32	Airport and Operations	Shared with JAL

(*) From April 2016,maintenance management has been outsourced to JAL Engineering.

4.2.4.2.3 Safety management organization

The Safety Promotion Department is responsible for safety management of the airline company.

4.2.4.2.4 Safety committees

Operational Safety Promotion Committee

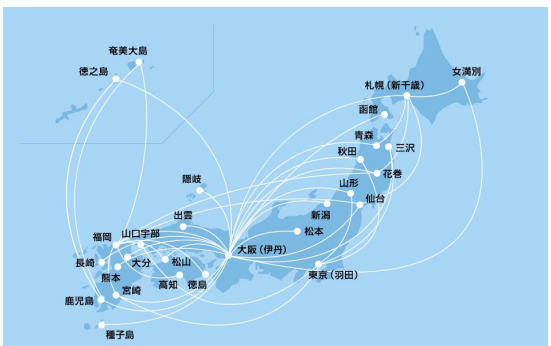
The committee is composed of the President (Chair), the Chief Safety Officer, directors, and the executive officers in charge of safety management. It drafts proposals, plans, coordinates, and provides recommendations and advice on flight safety. The President and the executive officer in charge of safety attend safety meetings of JAL, where they maintain close coordination and share information, and disseminate the information to all employees of their airline company.

Safety Conference

The Safety Conference, which is a sub-committee of the Operational Safety Promotion Committee, is composed of employees of each division. It establishes and promotes safety enhancement measures through coordination between divisions.

Special Committee on Alcohol-related Measures

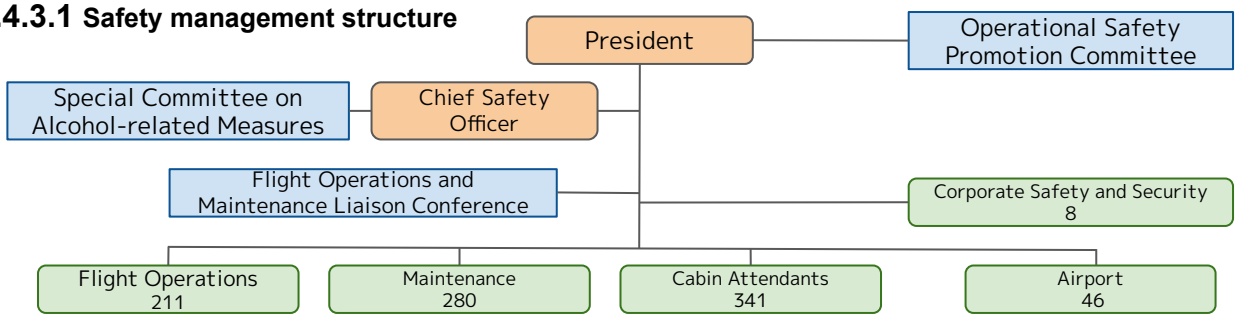
The committee is operated under the responsibility and authority of the Chief Safety Officer in order to take an organization-wide systematic approach towards the prevention of alcohol-related incidents as part of efforts to rebuild alcohol consumption measures.



4.2.4.3 JAPAN TRANSOCEAN AIR

JTA aims to grow together with the local community in Okinawa and become "Okinawa's most needed FSC". JTA strives to provide high quality services and strengthen its business operations based on flight safety, and emphasizes corporate citizenship activities for the local community. We also aim to further evolve as an entity that supports the future of Okinawa by continuing to take on the challenge of creating new value, driven by the passion and teamwork of each and every one of our employees.

4.2.4.3.1 Safety management structure



4.2.4.3.2 Number of pilots, maintenance engineers, qualified maintenance engineers, cabin attendants, and dispatchers

	Number of employees	Organization	Remarks
Pilots	168	Flight Operations	
Maintenance engineers	182	Maintenance	Of these, 151 employees are qualified maintenance engineers
Cabin attendants	328	Cabin Attendants	
Dispatchers	17	Airport and Operations	Operations Control

4.2.4.3.3 Safety management organization

The Safety Promotion Department is responsible for safety management of the airline company.

4.2.4.3.4 Safety committees

Operational Safety Promotion Committee

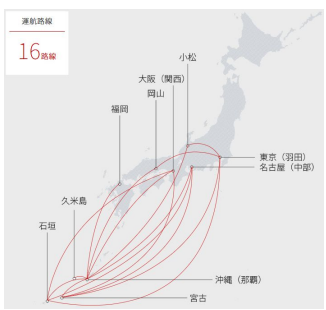
The committee is composed of the President (Chair), the Chief Safety Officer, directors, and the executive officers in charge of safety management. It plans, coordinates, and provides advice on all matters relating to safe aircraft operations and aviation security from the company's perspective, and promotes overall safety measures. The President and executive officer in charge of safety attend safety meetings of JAL, where they maintain close coordination and share information, and disseminate the information to all employees of the company.

Flight Operations and Maintenance Liaison Conference

The conference is chaired by an officer appointed by the President and the members are officers in charge of Flight Operations, Maintenance and other divisions. They share information, promote communication and mutual understanding, and strengthen coordination between the two divisions to contribute to flight safety.

Special Committee on Alcohol-related Measures

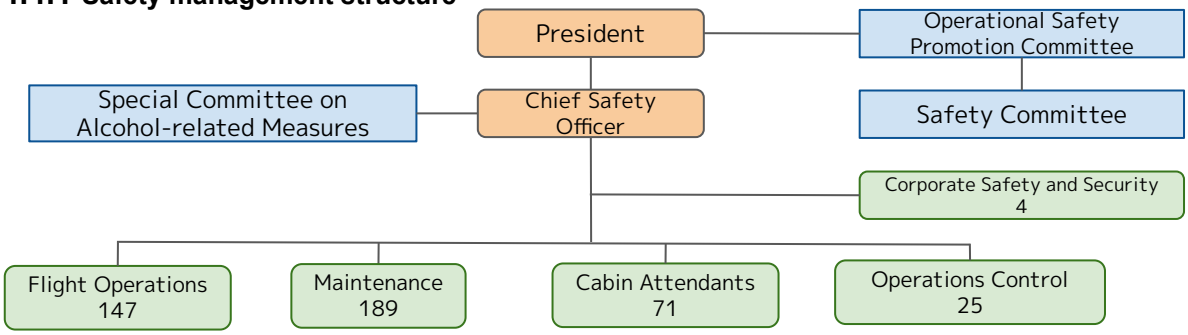
The committee is operated under the responsibility and authority of the Chief Safety Officer in order to take an organization-wide systematic approach towards the prevention of alcohol-related incidents as part of efforts to rebuild alcohol consumption measures.



4.2.4.4 JAPAN AIR COMMUTER

JAC began operating flights to and from the Amami Islands in 1983 as the "Wings of Regional Japan" for the outlying islands of Kagoshima Prefecture. After moving its head office from Amami Airport to Kagoshima Airport, JAC continues to contribute to the development of the region through transportation, conveying the charms of history, culture, nature, and its warm people as the region's transportation infrastructure.

4.2.4.4.1 Safety management structure



4.2.4.4.2 Number of pilots, maintenance engineers, qualified maintenance engineers, cabin attendants, and dispatchers

	Number of employees	Organization	Remarks
Pilots	118	Flight Operations	
Maintenance engineers	127	Maintenance	Of these, 84 employees are qualified maintenance engineers
Cabin attendants	75	Cabin Attendants	
Dispatchers	11	Operations Control	

4.2.4.4.3 Safety management organization

The Safety Promotion Department is responsible for safety management of the airline company.

4.2.4.4.4 Safety committees

Operational Safety Promotion Committee

The committee is composed of the President (Chair), the Chief Safety Officer, directors and leaders of organizations engaged in safety. It plans, coordinates and provides recommendations and advice on flight safety. The President and executive officer in charge of safety attend safety meetings of JAL, where they maintain close coordination and share information, and disseminate the information to all employees of the company.

Safety Officer Conference

The conference, which is a sub-committee of the Operational Safety Promotion Committee, is composed of employees of each division.
It promotes communication between divisions, and drafts proposals, coordinates and promotes safety enhancement measures.

Safety Report Committee

The purpose of this committee is to improve safety and prevent accidents by having members voluntarily report "near-misses" experienced in daily operations that may have been caused by human factors and to provide this information to the company as safety information.

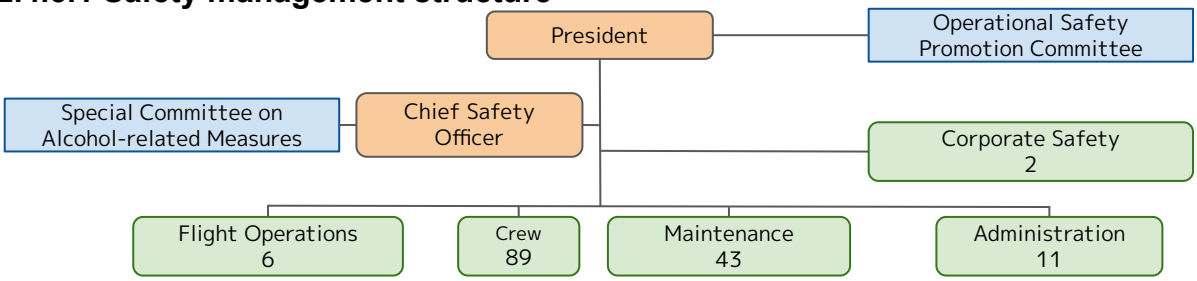
Special Committee on Alcohol-related Measures

The committee is operated under the responsibility and authority of the Chief Safety Officer in order to take an organization-wide systematic approach towards the prevention of alcohol-related incidents as part of efforts to rebuild alcohol consumption measures.

4.2.4.5 Ryukyu Air Commuter RYUKYU AIR COMMUTER

As an airline close to a local region, RAC strives to serve this community by providing flight safety, peace of mind and a comfortable air travel with a sense of pride and mission. It covers outlying islands of all sizes and routes that support the people of Okinawa.

4.2.4.5.1 Safety management structure



4.2.4.5.2 Number of pilots, maintenance engineers, qualified maintenance engineers, cabin attendants, and dispatchers

	Number of employees	Organization	Remarks
Pilots	50	Crew	
Maintenance engineers	22	Maintenance	Of these, 14 employees are qualified for maintenance engineer
Cabin attendants	32	Crew	
Dispatchers	17	Flight Operations	Shared with JTA

4.2.4.5.3 Safety management organization

The Safety Promotion Department is responsible for safety management of the airline company.

4.2.4.5.4 Safety committees

Operational Safety Promotion Committee

The committee is chaired by the President and includes the Chief Safety Officer, full-time officers, all department heads, and those appointed by the President as members. The committee formulates plans, makes comprehensive adjustments, and provides recommendations and advice on matters related to aircraft safety, aviation security, in-flight health, and ramp safety, as well as on reporting incidents and preventing all unsafe conditions. The president and safety officers are also in charge of safety.
In addition, the President and Safety Committee members attend meetings of JAL and JTA related to flight safety to ensure close cooperation and information sharing. RAC disseminates information obtained internally.

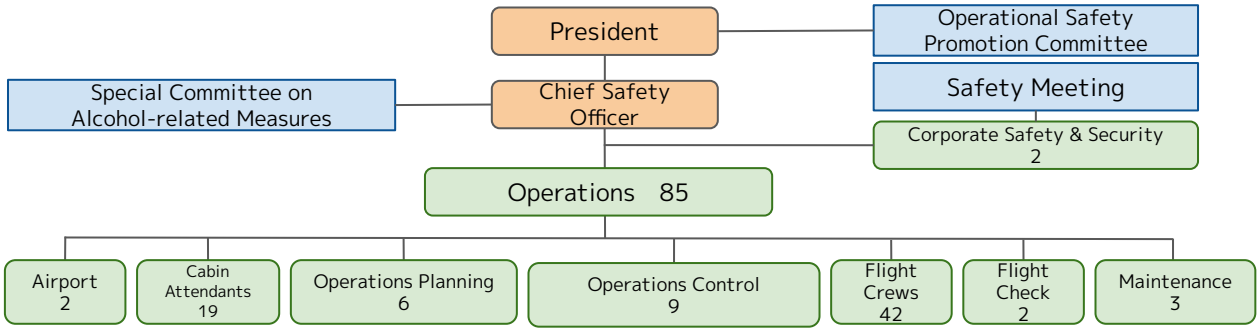
Special Committee on Alcohol-related Measures

The committee is operated under the responsibility and authority of the Chief Safety Officer in order to take an organization-wide systematic approach towards the prevention of alcohol-related incidents as part of efforts to rebuild alcohol consumption measures.

4.2.4.6 Hokkaido Air System

As the wing of the people of Hokkaido, HAC will continue to contribute to the development of local communities and Hokkaido by creating relationships and connections through transportation, and as a professional in northern operations, will create customer-friendly, safe and secure air travel.

4.2.4.6.1 Safety management structure



4.2.4.6.2 Number of pilots, maintenance engineers, qualified maintenance engineers, cabin attendants, and dispatchers

	Number of employees	Organization	Remarks
Pilots	41	Flight Crews	
Cabin attendants	19	Cabin Attendants	
Dispatchers	7	Operations Control	

(*) Since November 2007, the maintenance management has been outsourced to JAC.

4.2.4.6.3 Safety management organization

The Safety Promotion Department is responsible for safety management of the airline company.

4.2.4.6.4 Safety committees

Operational Safety Promotion Committee

The committee is chaired by the President and includes as members the officers in charge of all divisions and those designated by the officers in charge, and is responsible for planning and drafting, general coordination, and providing recommendations and advice regarding flight safety.
In addition, the president and other relevant officers and employees attend JAL's meetings related to flight safety to ensure close cooperation and information sharing, and to disseminate information obtained and other relevant information internally.

Safety Officer Conference

The conference, composed of the Safety Promotion Department and staff in charge of safety of frontline divisions, has been established to drive the SMS from the frontline perspective.

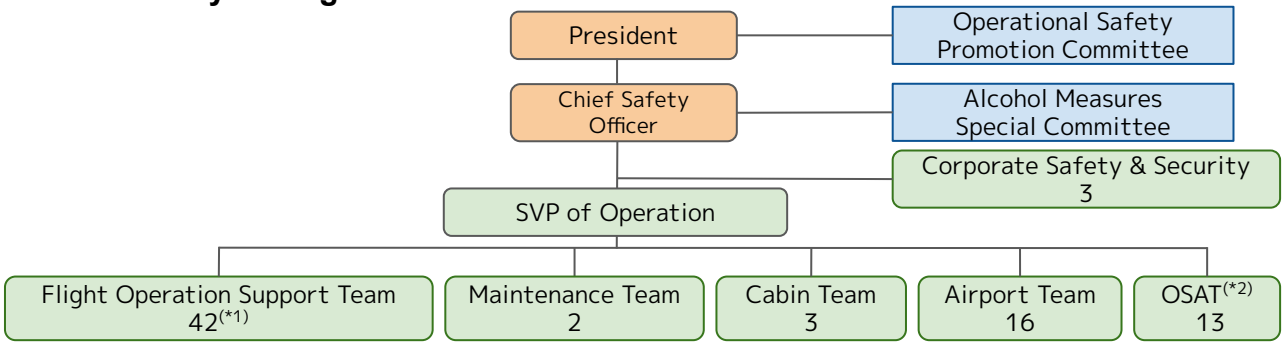
Alcohol Measures Committee

It operates under the responsibility and authority of the Chief Safety Officer for the purpose of company-wide management of alcohol consumption measures. The committee collects and analyzes information, as well as implements and monitors these measures.

4.2.4.7 ZIPAIR Tokyo

ZIPAIR is a "NEW BASIC AIRLINE", aiming for a new standard different from conventional FSC and LCC, based on the JAL Group's safety standards, flight safety, on-time operations, and high quality operations. All employees work as safety professionals to provide a comfortable travel experience for our customers.

4.2.4.7.1 Safety management structure



(*1) Including 37 dispatchers shared with JAL (*2) OSAT：Operation Support & Action Team

4.2.4.7.2 Number of pilots, maintenance engineers, qualified maintenance engineers, cabin attendants, and dispatchers

	Number of employees	Organization	Remarks
Pilots	178	Flight Operation Team	
Cabin attendants	489	Passenger Operation Team	
Dispatchers	37	Flight Operation Support Team	Shared with JAL

(*) Since December 2019, the maintenance management has been outsourced to JAL Engineering.

4.2.4.7.3 Safety management organization

The Safety Promotion Department is responsible for safety management of the airline company.

4.2.4.7.4 Safety committees

Operational Safety Promotion Committee

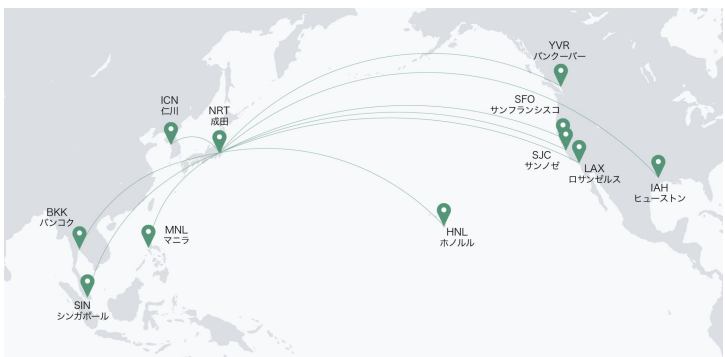
The committee is chaired by the President and includes relevant full-time officers including the Chief Safety Officer, the head of the department in charge of safety management, the General Affairs and Marketing Vice Presidents.The committee is responsible for planning and formulation, general coordination, recommendations and advice regarding aviation safety and security.

In addition, the President and other relevant officers and employees attend JAL's meetings related to flight safety to ensure close cooperation and information sharing, disseminates information obtained and other relevant information internally.

Special Committee on Alcohol-related Measures

This committee operates under the responsibility and authority of the Chief Safety Officer for the purpose of company-wide management of alcohol consumption measures. It collects and analyzes information, as well as implements and monitors these measures. It is held concurrently with the Flight Safety Promotion Committee.

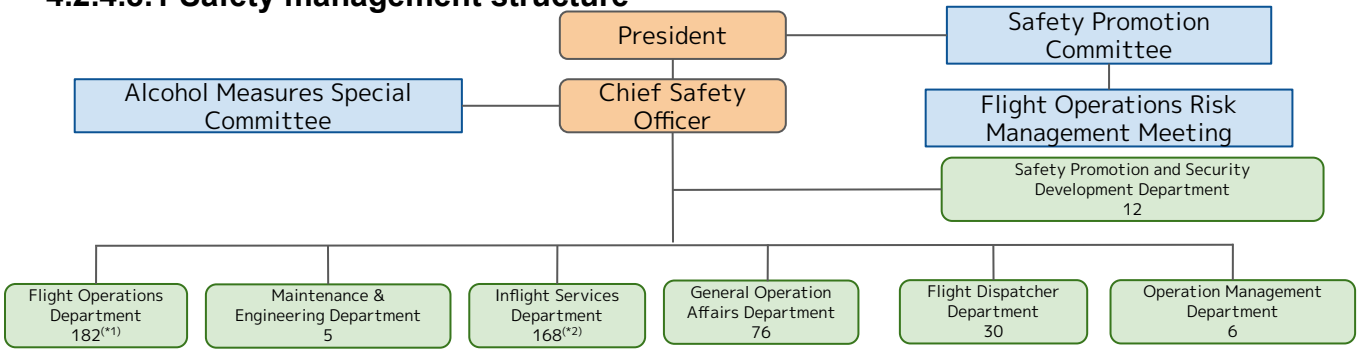
Houston route Inaugural service



4.2.4.8 SPRING JAPAN

Established in 2012, SJO is a Japanese airline based at Narita Airport, pursuing a philosophy based on the "3S" of flight safety, sincerity, and smiles. As an LCC that leverages the strengths of the Spring Group and JAL Group, SJO continues to grow and aims to be a bridge between Japan, China, and the world from its base at Narita Airport.

4.2.4.8.1 Safety management structure



(*1) 121 pilots and including 14 trainees.
(*2) 122 cabin attendants and including 13 trainees.

4.2.4.8.2 Number of pilots, maintenance engineers, qualified maintenance engineers, cabin attendants, and dispatchers

	Number of employees	Organization	Remarks
Pilots	121	Flight Operations	Including 14 trainees
Cabin attendants	122	Inflight Services	Including 13 trainees
Dispatchers	14	General Operation Affairs	

(*)The maintenance management has been outsourced to JAL Engineering.

4.2.4.8.3 Safety management organization

The Safety Promotion Department is responsible for safety management of the airline company.

4.2.4.8.4 Safety committees

Operational Safety Promotion Committee
The committee is composed of the Chief Safety Officer (Chair), the President, members specified in the Safety Management Manual, and the Secretariat. It plans, drafts proposal, coordinates and provides recommendations and advice on flight safety and aviation security. In addition, the President, and relevant executive offices and employees attend safety meetings of JAL, where they maintain close coordination and share information, and disseminate the information to all employees of the airline company.

Flight Operations Risk Management Conference
The conference, which is subordinate to the Safety Promotion Committee, analyzes and shares safety information across the organization and reports to the Safety Promotion Committee.

Safety Promotion Conferences within Production Divisions
These conferences are held within each production department to review safety management practices within the department and provide feedback. The results are reported to the Safety Promotion Committee through the Flight Operations Risk Management Conference.

Special Committee on Alcohol-related Measures
The committee is operated under the responsibility and authority of the Chief Safety Officer to ensure company-wide management of alcohol consumption measures. It collects and analyzes information, as well as implements and monitors these measures.

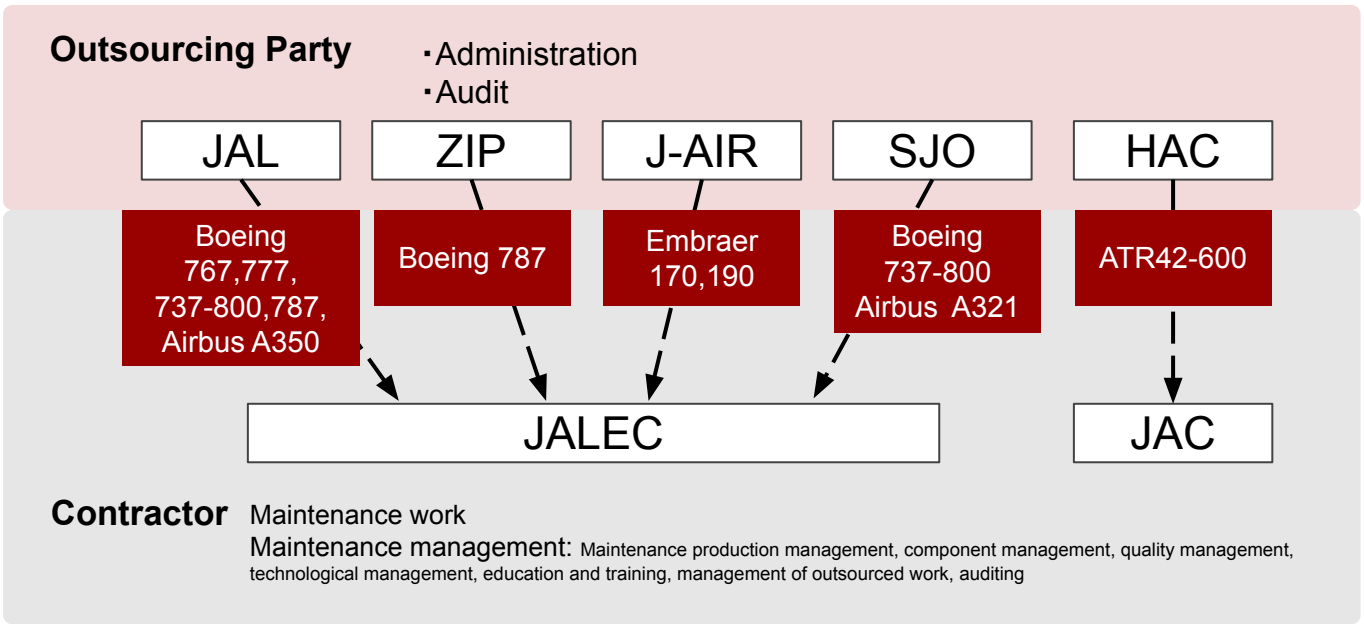
4.2.5 Aircraft Maintenance Outsourcing

4.2.5.1 Outsourcing of aircraft maintenance management

Pursuant to Article 113 Clause 2 of the Civil Aeronautics Act concerning the outsourcing of aircraft maintenance management(*), the JAL Group partially outsources maintenance and maintenance management of JAL Group-owned aircraft to JAL Engineering and JAC. Maintenance services are provided according to the safety standards of the outsourcing party.

(*) Outsourcing of aircraft maintenance management: To outsource overall aircraft maintenance management including the authority to direct and supervise maintenance work. All maintenance work and management of aircraft maintenance work (production management, component management, technological management, education and training, management of outsourcing, auditing) outsourced to the contractor is performed according to the business plan of the outsourcing party.

Outsourcing Party	Aircraft	Contractor
JAL	Boeing 767・Boeing 777・Boeing 737-800・Boeing 787・Airbus A350	JAL Engineering
ZIP	Boeing 787	
J-AIR	Embraer 170・Embraer 190	
SJO	Boeing 737-800・Airbus A321ceo	
HAC	ATR42-600	JAC

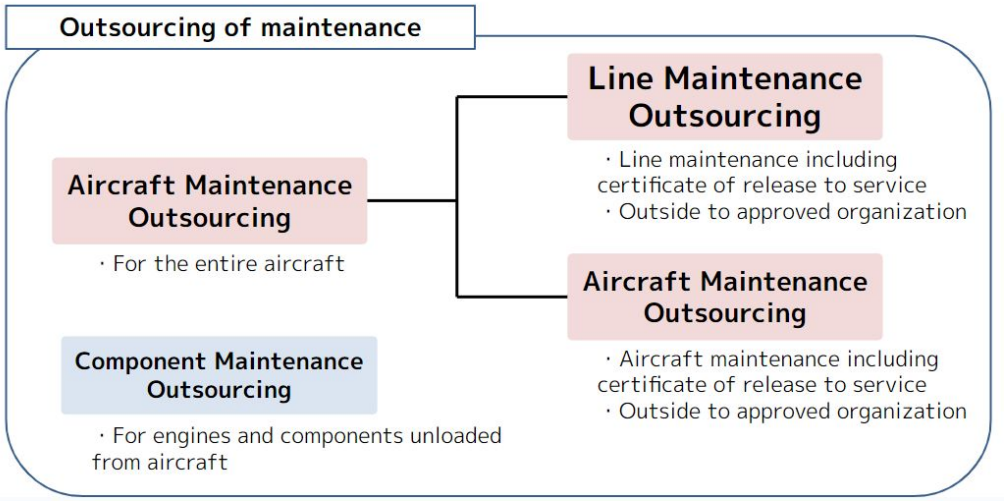


When maintenance management is outsourced to a JAL Group company, the person responsible for management of the outsourcing party supervises daily duties and conducts an annual quality audit. The contractor also assigns a person responsible for management, who closely exchanges information with the outsourcing party and ensures that maintenance work and maintenance management are performed appropriately.
In this way, the JAL Group airlines coordinate to improve safety and quality even when maintenance management is outsourced.

4.2.5.2 Outsourcing maintenance work

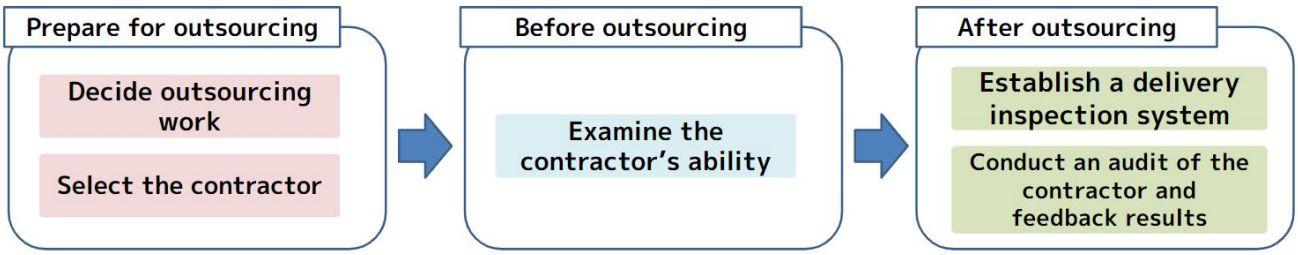
In addition to outsourcing of aircraft maintenance management described in the preceding Section 4.2.5.1, the JAL Group provides outsourced maintenance services for companies within and outside the JAL Group.

4.2.5.2.1 Details of outsourcing



4.2.5.2.2 Management of outsourced work

When outsourcing aircraft maintenance, we select a contractor with experience as a service provider that has been approved by MLIT and evaluate whether they satisfy standards set by the company. Even after outsourcing maintenance, we conduct a delivery inspection of each maintenance task as a quality control check and regularly audit the contractor, as necessary, to confirm that they have maintained their maintenance standards.



4.2.5.2.3 Main contractors

Contractors (Aircraft Maintenance)		Contractors (Component Maintenance)
Line Maintenance	Aircraft Maintenance	
· JAL Engineering	· Japan Transocean Air	· JAL Engineering
· Japan Transocean Air	· ST Engineering Aerospace Services	· All Nippon Airways
· Japan Air Commuter	· Taikoo (Xiamen) Aircraft Engineering	· General Electric
· Lufthansa Technik	· ST Engineering Aerospace Services (Guangzhou) Aviation Services	· Eagle Services Asia
· United Airlines	· Boeing	· Mitsubishi Heavy Industries Aero Engines
· American Airlines	· Airbus	· Jamco
· Air Canada		· Domestic and international contractors and manufacturers such as SR Technics
· Hong Kong Aircraft Engineering		
· ST Engineering Aerospace Services		
· KLM Royal Dutch Airlines		
· British Airways		
· Taikoo (Xiamen) Aircraft Engineering		
· Shanghai Taikoo Aircraft Engineering Services		
· Lufthansa		

4.3 Implementation of safety management

In accordance with our safety management policy, the following safety controls are implemented to ensure the smooth functioning of our safety management system.

4.3.1 Safety Information Gathering and Dissemination

・Collection of safety-related information

In collecting information related to safety, we collect and analyze not only the manifest but also the latent information.We identify hazards and take preventive measures to prevent recurrence of flight accidents and other incidents that may affect flight safety.

・Reactive Method: A method of identifying hazards by gathering information from unsafe conditions that have occurred. This method is used to identify unsafe conditions, reflect them in safety measures, and improve the quality of air transportation, including on-time operations, comfort, and flight safety.

・Proactive Method: A method of gathering information and identifying hazards in order to prevent unsafe conditions. We investigate unsafe conditions that have occurred at other airlines and in other industries, and use this information to identify hazards.

・Predictive Method: A method of gathering information and identifying hazards in order to identify anticipated undesirable outcomes or events. Flight data analysis programs that analyze flight data during operations to help improve safety and quality, and Line Operations Safety Audit (LOSA) that observes and analyzes crew performance in flight safety during daily operations.

・Accumulation and sharing of safety-related information

The JAL Group collects and accumulates safety-related information and utilizes it in the investigation of occurrences, analysis of trends, etc., and shares the results with department concerned.
The Group uses a common system and operates the JAL Safety Database (JSD) to improve the safety level of the entire JAL Group by quickly and accurately identifying situations through the use of unified forms and common safety decision criteria.

・Dissemination of safety-related information

The collected information is disseminated to the JAL Group employees through internal documents and other means to prevent the recurrence of unsafe conditions and to raise safety awareness. The main media used to disseminate safety-related information are as follows

・*Corporate Safety*, an internal document to present the JAL Group's safety policy
・Safety webpage of our intranet
・*FLIGHT SAFETY*, a safety Information magazine

「FLIGHT SAFETY」

4.3.2 Safety Risk Management

The JAL Group manages safety risks through the following step-by-step process, establishes measures to ensure safety, and deals with accidents and events appropriately.

01

Identify hazards

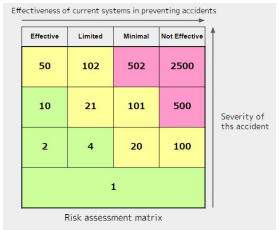
Utilizing gathered information on unsafe conditions and unsafe events, we identify hazards and real or hidden risk factors with the potential to cause or contribute to an aircraft accident or serious incident. All safety events within the JAL Group are managed and shared in a common JAL Safety Database (JSD).
We have established an environment that facilitates and encourages reports from staff on unsafe behavior they have experienced or unsafe conditions they have found, and the resulting events (safety events).

02

Assess risk for identification of the main risks

We determine the severity of consequences and the probability of occurrence, assess the acceptability of the risk level and examine the need to take action. In addition to risk assessment by departments where risks have emerged, the Corporate Safety and Security Division assesses hazards within the Group using Event Risk Classification (ERC) to detect potential risks as early as possible.

■Risk assessment by Event Risk Classification (ERC)
Events are assessed from the viewpoint of the likelihood of hazardous events and the effectiveness of current control mechanisms (safety barriers) in order to strengthen proactive prevention of accidents. We also monitor the trend of concentration and frequency of events by scoring the risks and plotting them in each field for a certain period of time. When the cumulative score exceeds the threshold, we identify the safety issue and take mitigation measures, as necessary.



03

Establish measures

Each department establishes and implements measures to eliminate each hazard so that high priority risks are reduced to a tolerable level.

■Causal analysis by Human Factors Analysis and Classification System (HFACS)
In order to reduce human error, we analyze not only unsafe behavior but also a wide range of factors such as procedures, working environments and organizational impacts, and take measures against underlying risk factors. We also statistically analyze the identified factors and address potential organizational issues to proactively prevent.

04

Monitor and review

Monitor the implementation of measures and evaluate their effectiveness. If the risk level is determined not to be acceptable, additional measures are established and implemented to ensure that the safety management system functions effectively.

◆Safety Investigation for New Aircrafts

JAL ordered 21 Boeing 737-8 in March 2023 as aircraft renewal for the smaller Boeing 737-800 currently in operation, mainly on domestic routes. We also ordered 17 additional aircraft in 2024 for a total of 38 aircraft.
In addition, we will be introducing more Boeing 787-9 and Airbus A350-900 for the purpose of international route network expansion and growth. In addition to daily information from the aircraft manufacturers and safety regulatory agencies, we participate in the efforts of aircraft manufacturers to foster safety management systems and a culture that makes them work (Safety Culture). We confirm the safety and security of our aircraft by participating in actual place visits and interviews with aircraft manufacturers, and are committed to providing safe and reliable aircraft.


Boeing 737-8


Airbus A350-900


Boeing 787-9

4.3.3 Emergency Situation Measures

Procedures for aircraft accidents, serious incidents and affairs are documented in the Aircraft Accident Handling Manual. In the event of an accident or a serious incident, an aircraft accident investigation committee or a serious incident review meeting is organized and causal investigation and review of countermeasures are conducted. Procedures for other than aircraft accident, serious incidents and affairs are documented in the Risk Management Manual.

4.3.4 Disaster Measures

As natural disasters have become more frequent and severe, affecting social and economic activities including everyday life, it has become imperative for air transport business operators to improve their preparedness for disasters to reduce and prevent the spread of damage, maintain business activities, and resume operations as quickly as possible. Under these circumstances, the JAL Group has established the JAL Group Disaster Handling Regulations and has built a framework to prevent and reduce damage by strengthening preparedness.

4.3.5 Internal Audits

The JAL Group conducted internal audits in accordance with safety management regulations to confirm that the SMS complies with laws and internal regulations and that the system is properly operated and functioning effectively. In addition, the IOSA(*) registered companies, JAL, J-AIR, and JTA, have conducted internal audits based on IATA requirements to ensure compliance with the standards set by IATA (IOSA standards).

(*) IOSA (IATA Operational Safety Audit): An international safety audit program established by IATA to confirm that the safety management system of an airline is functioning effectively.

4.3.6 Management Review

The JAL Group conducts management reviews of policies, plans, and various information at the Group Safety Committee chaired by the President, with the aim of ensuring that top management regularly and continuously evaluates the effective functioning of the SMS and directs improvement as necessary.

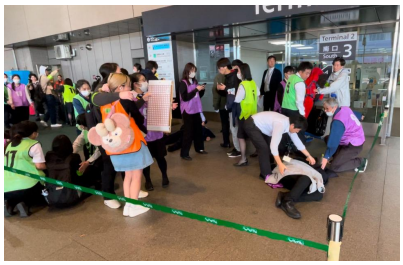
4.3.7 Management of Change

Expansion and downsizing of organizations or changes to facilities, systems, processes and procedures due to internal and external changes in the environment may unintentionally create new hazards or affect existing risk mitigation measures. The JAL Group has established a process of Management of Change to ensure that safety risks associated with change are addressed.

◆Conducting earthquake disaster prevention exercises

In December 2024, Narita International Airport Corporation, JAL and Keio University conducted an earthquake disaster prevention exercise at Narita Airport. This was the first time for the three parties to conduct an earthquake disaster prevention exercise in cooperation.

The exercise was conducted under the assumption that a seismic intensity of six on the Japanese scale was observed at Narita Airport in the event of a large-scale earthquake, and was designed to raise awareness of disaster prevention and to ensure a common understanding of what to do in the event of an earthquake through initial response by workers in the passenger terminal building, evacuation guidance for customers, confirmation of damage, and prompt information coordination. The purpose of the event was to raise awareness of disaster prevention and to share a common understanding of what to do in the event of an earthquake, and to practice the initial response of safely guiding customers to evacuate.



Earthquake Disaster Prevention Exercise

4.3.8 Education, Training and Safety Awareness

The JAL Group provides education and training according to the role and position of each employee to equip them with the skills, knowledge, and abilities necessary for safety-related duties. We also share necessary safety information and conduct Safety Education regularly.

4.3.8.1 Initiatives based on the Three Actuals Principle

The Three Actuals Principle is a concept advocated by Prof. HATAMURA Yotaro of the Safety Advisory Group that frontline staff can understand the essence of accidents by going to the "actual place", seeing the "actual object" (parts of remaining aircraft, personal belongings of the victims, among others) and listening to stories of the "actual people" who experienced the situation at the time of the accident.
The JAL Group employees climb Mt. Osutaka, the "actual place" of the accident, to console the souls of the victims, and see remaining parts of the aircraft and other "actual objects" in the Safety Promotion Center. By watching news videos of the accident and listening to talks from the "actual people", the JAL Group employees reaffirm the importance of safety from the depths of their mind.

Memorial climbing to Mt. Osutaka is different from manual learning. In this way it ensures a sense of safety that no matter what you face, you will be on the side of safety.
Through memorial climbing, new employees think deeply about what they must do with a sense of ownership, and leaders and executives express their desire for safety.

We visit the Safety Promotion Center, which is the cornerstone of safety at the juncture of our career, as a place to face the "physical" issues. We learn about accidents by facing them, and we take a vow to ensure safety by bearing in mind the importance that the JAL Group's work is to look after our customers' precious lives and assets. The Safety Promotion Center is open to the public, and as of the end of March 2024, there were more than 300,000 visitors, both internally and externally.

By hearing directly from the people in the field, we hear what they saw and felt at the time, and learn deeply about the accident by putting ourselves in the same situation. Every year since 2005, we have been holding "Safety Talks - Stories to Pass On to Future Generations -," in which we hear directly from "actual people", with the aim of learning about past accidents, touching on the nature of accidents, and applying lessons learned from them to future safety.

Young Employees' Commitment to Safety

As I worked together with colleagues from diverse occupations in safety activities related to the three actualities of actual place, actual object, and actual people, I was further strengthened in my belief that there is no single job that is not related to safety. Based on this experience, I spoke about "the fact that the generation that has not experienced an accident is also actual people" in the FY2024 "Safety Talk: Telling Live Lessons".
In order to thicken the layer of safety in the JAL Group, it is important to share the heightened safety awareness with colleagues and to gain mutual awareness. Now that all of our senior employees who directly experienced accidents are approaching retirement age, we, the remaining employees, will keep the awareness of actual people, talk to each other, and pass on the stories to each other, and continue to uphold the Three Actuals principle.

JAPAN AIRLINES
Cargo and Mail Division
KODAMA Takahiro

4.3.8.2 Safety Education

In order to maintain safety, which is the basic foundation for business continuity of the JAL Group, we provide employees with knowledge, skills, and abilities necessary for their everyday duties and education to develop employees with a high level of safety awareness.

Subject	Classification		
	Company-wide Education	Hierarchy-specific Training	Open Enrollment Training
Executive Level	JAL Group Safety Training (including SMS Training(*))	Executive Safety Briefing	JAL Group Safety Promotion Seminar
Managers		Safety Seminar for New Managers	
Mid-level (Leaders)		Safety Seminar for Employees with Ten Years of Employment	
New and Young Employees		Safety Seminar for New Employees	

(*) Education on Safety Management System

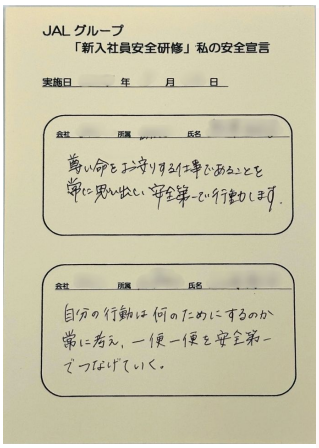
4.3.8.2.1 Safety education common to the JAL Group

All JAL Group employees receive Safety Education regularly to re-evaluate safety associated with their duties and to foster an awareness that safety is the basis for business continuity of the Group. In addition, the JAL Group and other companies and industries conduct annual education to raise awareness again by reflecting on drinking problems and to reconfirm correct knowledge about alcohol to ensure thorough self-management.

4.3.8.2.2 Safety Training by JAL Group Hierarchy

Based on the Three Actuals Principle (“actual place,” seeing the “actual object” parts of remaining aircraft, personal belongings of the victims, among others), we will think about safety through a memorial climb to Mt. Osutaka, a tour of the Safety Awareness Center, and watching videos of people who were directly involved in the accident. Finally, a Safety Pledge was created to put their thoughts into action and linking them to our daily actions.

FY2024 Results: 98 times, 2,376 participants



Safety Declaration Card

Example of a safety declaration by an employee who attended the course

【New employee】”Fulfill the responsibility of each and every task as a member of the precious life entrusted to us.” <Airport Passenger Division>
”Be aware that you are ultimately responsible for safety.” <Cabin Attendant Department>

【10-year employee】”We will check for any discomfort that we could not notice when we were new and work with safety as our first priority.” <Airport Passenger Division>
”We are committed to providing a solid foundation for the "safety" that our colleagues in the JAL Group have built up.” <Maintenance Department>

【New managers】”Carrying the lessons learned from the accident to keep our customers and colleagues safe.” <Maintenance Department>
”Creating an organization where inconvenient information comes up quickly. Be comfortable calling on yourself as a manager.” <support department>

4.3.8.2.3 Safety Promotion Seminar

For JAL Group employees and subcontract staff, we hold seminars where employees voluntarily participate, such as a tour of the Safety Promotion Center, a memorial climb to Mt. Osutaka, a second to the third person perspective seminar, and a safety seminar for interindustry exchanges. We strive to raise safety awareness through the participation of employees from both domestic and overseas job categories and regions by holding conversations about safety.

4.3.8.3 Training and assessment

To assure stable safety and quality standards, the following training and education programs are provided for pilots, cabin attendants, maintenance engineers, and dispatchers.

Pilots

Pilots begin as trainees to learn flight basics through various training and checks, gaining flight experience before becoming co-pilots and eventually captains.
Even after becoming a first officer or a captain, they are required to undergo regular training and checks using simulators and actual flights. These sessions not only focus on individual flying skills (technical skills) but also emphasize the skills necessary for modern pilots to function as a team and ensure safe flights (non-technical skills).
To improve competency(*), Competency-based Training and Assessment (CBTA) is being deployed worldwide. JAL has also introduced CBTA to enhance its ability to cope with various situations and improve safety (resilience).

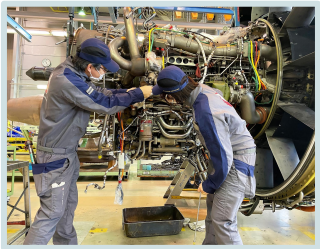
(*) Competencies: The competency factors that form the basis of flight crew behavior, including "Skills," "Knowledge," and "Attitude." (Skills include both technical and non-technical skills)

Cabin Attendants

Cabin attendants are trained to become autonomous human resources and acquire the basics of being aviation security personnel during their initial training when they join the JAL Group.
In addition, in order to be able to respond quickly and appropriately in the event of an emergency, cabin crew members are trained in practical programs such as how to respond to emergency evacuations (ditching), how to operate emergency exits and emergency equipment, how to deal with fire and rapid depressurization, first aid, and how to respond to safety disruptions among others.
Cabin crew members undergo periodic rescue training to improve their skills and knowledge.
In subsequent periodic rescue drills, they maintain and improve our skills and knowledge, and in cooperation with pilots and colleagues, they develop training content to enhance resilience, to exercise their abilities independently, and to think and respond to unpredictable emergency situations on their own. The Group also conduct periodic safety training to ensure that participants correctly understand the procedures for daily safety operations and related laws and regulations as stipulated in the manual.

Maintenance Engineers

Maintenance engineers undergo specialized education and training every year from the time they join the JAL Group, taking over 10 years to become fully qualified engineers. In addition to obtaining internal qualifications, they acquire Japanese qualifications through a rigorous two-year examination process, as well as various training programs certified by European authorities, continuously honing their advanced knowledge and skills.
In recent years, they have aimed to enhance aircraft systems while also introducing active learning-based training, where teams engage in discussions to derive answers.
This approach strengthens each individual's ability to think, communicate, and collaborate with others to solve problems and issues. Additionally, highly skilled mechanics (such as top meisters) lead efforts to elevate the skill level of the entire organization.
The Group will continue to focus on fostering proud maintenance engineers and technicians who possess a correct understanding of the quality system, a strong sense of responsibility, and a mission for safety.



Dispatchers

In order to become a dispatcher, a candidate must first acquire knowledge and skills in a wide range of areas related to aircraft operations and pass the competence test for aircraft dispatchers, which is a national qualification. Then, after accumulating work experience and training, and after passing an internal verifier, the applicant can begin working as a JAL Group operations control dispatcher. Even after passing the examination, the Group confirms that the necessary knowledge and skills are maintained in periodic inspections.
We also provide training on behavioral traits to ensure that our employees can always provide safe and reliable flight operations even in a challenging flight safety environment, and hone their communication, leadership, and other skills to ensure that they can work safely as a team.
Through such training, verifier, and day-to-day operations services, flight dispatchers support safe flight operations.

4.3.8.4 Safety-related communication

In addition to communication from top management to frontline divisions, the JAL Group is committed to interactive communication from frontline divisions to management. In addition, we are working to foster a culture of safety by focusing on workplace culture and employee satisfaction through a variety of initiatives, such as creating an atmosphere in the workplace where employees can easily express their opinions and seek advice, and paying tribute to the contributions of employees who work diligently in their daily duties.

Creating an open corporate culture through communication

The JAL Group conducts Communication Leader Meeting (CLM) activities with the aim of fostering an open corporate culture, promoting spontaneous and proactive actions, and further strengthening frontline capabilities. These activities provide an opportunity for employees in various positions from all over Japan to gather together across departmental boundaries to promote mutual communication within the Group.

Participants engage in meaty discussions to resolve various issues that are apparent and latent in the Group, and work proactively toward solutions in order to form connections and broad perspectives.

FY2024
Number of companies: 36
Number of participants: 158

Employee recognition awards JAL Awards

The JAL Awards are given to all JAL Group employees to foster a culture of praise and further enhance safety awareness. In FY2024, a total of 13 awards were presented in four categories. In the Fortress of Safety category, a commendation was presented to a case in which the maintenance department developed a digital tool to prevent omissions in the maintenance records and flight logbooks for maintenance work required by law.

FY2024
13 awards in 4 divisions

Workplace visits by board members & direct dialogue with employees on safety issues

Top management and executives from departments involved in production, such as line maintenance, Cabin Attendant Department, airports in and outside of Japan, Operations, and Cargo and Mail, actively visit frontline locations in Japan and other regions on a daily basis to provide opportunities for direct communication with employees.

In addition, during the Semiannual Safety Campaign and Year-end and New Year Safety Inspection, executives from general managing departments such as General Affairs, Accounting, Human Resources, and IT Planning also visit the frontline to identify issues faced by employees.

Dissemination of safety information

The JAL Group proactively disseminates important safety-related information that should be communicated to all employees, such as messages from management. This information is disseminated not only in paper form, but also via video. Videos containing safety-related content are uploaded to an internal portal site and can be viewed on demand at any time.

5. For Passenger's Safety and Peace of Mind

5.1 Important Equipment to Ensure Safety

The JAL Group equips its aircraft with safety equipment and emergency evacuation gear to ensure the safety and security of our passengers. (The quantity and shape of the equipment may vary depending on the aircraft type.)

Cabin equipment to ensure the passengers' safety

Oxygen Masks
If sufficient oxygen cannot be supplied in the cabin, oxygen masks will automatically drop in front of the passengers. Pull the mask, cover your nose and mouth, and put the strap over your head.

Life Vests(*)
Life vests, to be worn in the event of an emergency water landing, are located under each seat or armrest, or in other easily accessible locations. There are life vests available for all passengers, including infants.

Emergency Evacuation Equipment

Emergency Evacuation Slide
To prepare for an emergency evacuation, an evacuation slide is installed at each exit.

Life Raft(*)
Life rafts are used when the aircraft makes an emergency water landing. Depending on the aircraft type, the emergency evacuation slide is used as a life raft, or the life raft will inflate and unfold from the cabin. The life raft is equipped with a cover to protect passengers from rain and wind, emergency food, a distress signal transmission device, and medicines, to name a few.

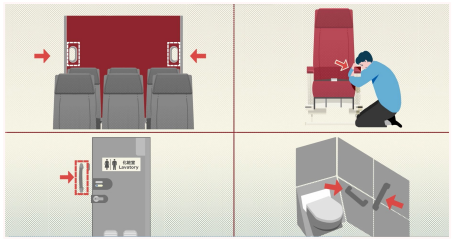
Explanations of emergency equipment and procedures for emergency situations are provided in the safety video shown before takeoff (with sign language interpretation and subtitles) and in the Safety Instructions located in the seat pocket.

(*) Equipped in accordance with Article 150 of the Civil Aeronautics Act Enforcement Regulations. In addition, emergency signal lights, aircraft survival radios, waterproof portable lights, first aid kits, and other equipment are also on board.

5.2 Requests for Safety

For the safety and peace of mind of our passengers, we provide information on how to prepare for inflight turbulence and rules regarding baggage.

To protect yourself from sudden turbulence



Due to climate change, turbulence has been causing injuries to passengers worldwide. Therefore, in order to help customers fully understand the importance of always wearing a seatbelt and how to protect themselves from sudden turbulence, an inflight "Protect Yourself from Sudden Turbulence" video is being shown on all JAL routes from April 8, 2025.

Contents:
5.2.1 In case of sudden jolts, always fasten seat belts low on the hips without loosening or twisting while seated.

5.2.2 The cabin attendant may ask the passengers to fasten their seatbelt when they cannot confirm that the seatbelt is properly fastened.

5.2.3 If you are suddenly jolted in an aisle or restroom, grab a nearby handle or lower your posture to support yourself.

Restrictions on carry-on baggage and certain checked baggage at the airport

Mobile batteries such as smartphones must be carried-on baggage.
In addition, portable electronic devices with built-in lithium or lithium-ion batteries, such as computers, must be turned off and protected by a case or clothing.
Spare batteries, such as mobile batteries, should be individually protected from short circuits by either storing them in the retail container in which they were purchased or insulating the computers (e.g., protecting exposed terminals with tape or placing individual batteries in separate plastic bags or protective pouches).

Example of short-circuit prevention for spare batteries

In order to further improve cabin safety by detecting and responding to such incidents at an early stage, we would like to ask for your cooperation as follows when bringing mobile batteries on board, in accordance with the request from the MLIT, effective July 8, 2025. We ask for your cooperation as follows.

1.Do not store mobile batteries in overhead storage bins.
2.Charging portable electronic devices from the mobile battery or from the inflight power source to the mobile battery must be done where the battery can be checked at all times.

In accordance with the instruction of the Ministry of Land, Infrastructure and Transport of the Republic of Korea, we are confirming that passengers departing from Seoul from March 1, 2025 have taken measures to prevent short-circuiting of mobile batteries at the check-in counter and at the aviation security checkpoint.

Some baggage items carried on board or checked at the airport may be subject to certain restrictions.
Please be sure to check the latest information.
(*)Restricted baggage (domestic flights)
(*)Restricted baggage (international flights)

5.3 Request for Peace of Mind

Industry-wide Customer Harassment Prevention

In December 2024, a government policy was announced requiring companies to take measures against customer harassment. Customer harassment is becoming increasingly recognized as a social problem in recent years, and in the airline industry, it has similarly become one of the issues in the working environment for employees.

Customer harassment can cause discomfort not only to the employees who attend to the conduct, but also to the customers around them, and may lead to inconvenience such as inability to provide adequate service that should be provided.

The JAL Group will strive to improve service quality so that we can provide safe and comfortable air travel to our customers, and will take resolute action against any significant acts of customer harassment.

In addition, JAL Group will make efforts to prevent customer harassment in cooperation with The Scheduled Airlines Association of Japan and other related organizations.

The poster published in collaboration with another airline

6 Third-Party Assessments

6.1 Third-party assessments

6.1.1 Transport Safety Management Assessment

In FY2024, JAL and JTA received Transport Safety Management Assessment[*1] by the Minister's Secretariat of the MILT. Of the evaluations, advice and expectations [*2], we will consider necessary measures for the advice and expectations. For other group airlines, we reported the status of top management and Chief Safety Officer and their efforts to improve the flight safety management system through the Confirmation Sheet on the Current Status of the Safety Management System.

JAL	Assessment	JAL shall collect information pertaining to the onerous workload at the frontline and take proactive steps to ensure that the frontline can meet the tasks. JAL must be continuously reviewing and improving its response to accidents and other incidents by reflecting lessons learned from past accident responses in its education and training. JAL must have formulated a BCP and conducted drills to review and improve its response to natural disasters. JAL shall conduct effective audits and further deepen them by utilizing the PDCA cycle.
	Advice	Select examples of safety risks common to the division and other issues that should be discussed by management. As the result, they will discuss and respond to the risks and issues, and link the results to the review and improvement of the safety management system
	Expectations	The purpose of the safety culture survey should be reconfirmed, the questions reorganized, and the survey conducted at the appropriate timing. Management should look back on its efforts to listen to the voice of the frontline, and develop and establish this as a new method of hazard identification. Establish an internal audit system that includes interviews and other methods to ascertain management's perception of risk, collect information in line with that perception, which will be reported to management, and propose improvements.
JTA	Assessment	Top management must have safety as the foundation of management and be working on improving the working environment and securing personnel to improve the safety management system. Reduction of human errors through knowledge transfer and enhanced communication, and smooth implementation of PDCA cycle for priority safety measures. Conducting accident response drills in various scenarios, verifying issues in the next year's drills, and linking them to the revision of regulations and clarification of roles among others.
	Advice	Assuming the scale of natural disasters, consider prioritize implement countermeasures. Concerning response to natural disasters, including BCP, to improve response capabilities through drills.
	Expectations	In the collection and utilization of accident and near-miss information, the members of the Safety and Security Promotion Department will attend the meetings of other divisions and information will be shared to company-wide safety meeting bodies to strengthen the check-and-balance function.

[*1] Transport Safety Management Assessment: An assessment of all transportation modes (air, rail, marine, and vehicles) conducted by the Minister's Secretariat of MLIT to check the SMS of the company, and identify and advise improvements.

[*2] Assessment, advice and expectations:

Assessment	Advice	Expectations
・Excellent points ・Points of originality and ingenuity ・Matters being tackled earnestly	・Matters to be further promoted to improve effectiveness ・Matters where improvement can be made ・Matters requiring continuous efforts for further improvement	・Matters where further improvement in safety management can be expected, not reaching the advisory level

6 Third-Party Assessments

6.1.2 Safety Audit by the Authorities

In FY2024, each Group airline company underwent a total of 103(*1) safety audits(*2) by the Civil Aviation Bureau, MLIT. For the items pointed out, we have taken the following corrective measures after analyzing the factors.

・Reinforcement of measures to prevent injury due to turbulence by changing the wording of inflight announcements, among others.
・Reconfirmation of Axle Jack inspection intervals and finding no problems.
・Review the training and qualification management of cockpit crew and improve the management system.
・Improvement of procedures for reporting to authorities in accordance with the law.

(*1) Does not include audits of flights.

(*2) Safety audit by the Civil Aviation Bureau of the MLIT:
Civil Aviation Bureau, MLIT conducts these audits to check the status of the flight safety management services of an airline company, as well as the operations status of flight safety, line maintenance, and other departments at the company's head office, airport offices, and other bases, and training.

6.1.3 IATA Operational Safety Audit（IOSA）

IOSA is IATA's international flight safety audit program to ensure that airline safety management systems are functioning effectively. IATA member airlines are required to undergo regular inspections.
The next audit is scheduled for FY2026.


Certificate of Registration

IATA is proud to recognize that

Japan Airlines Co., Ltd.

has been successfully registered as an IOSA Operator under the IATA Operational Safety Audit program (IOSA), in accordance with the provisions of the IOSA Program Manual.

Valid until: 29 April 2027

Nick Careen
Senior Vice President,
Operations, Safety and Security

Please note: this is a ceremonial certificate only and is not proof of IOSA Registration. Official IOSA Registration is only shown on the IOSA Registry (iosa.iata.org/registry/iosa) and IATA is the official custodian of all IOSA Audit Reports.

SAR.F16 22-JAN-2025 M-2560

IOSA

6.1.4 Outside Audit and Supervisory Board Member

JAL has three Outside Directors and three Outside Audit and Supervisory Board Members, who provide a variety of advice and recommendations from an objective standpoint on various issues and responses to the environment surrounding the JAL Group at Board of Directors meetings and Outside Director meetings.
(For details, please refer to the JAL website.)

As a response to the Administrative Guidance received from the MLIT, in February 2025, JAL established the Verification Committee, consisting of an Outside Audit and Supervisory Board Member, to objectively monitor the progress and effectiveness of measures to prevent recurrence.

6.1.5 Safety Advisory Group

In August 2005, JAL requested five experts with extensive knowledge and experience in human factors, analysis of failures and defects, organizational management and culture, and safety to provide the company with objective advice and recommendations. This external panel of experts, called the Safety Advisory Group, provides a wide range of safety advice and recommendations from a professional perspective, which are used in management and safety initiatives of the JAL Group.

Activities in FY2024

Conducting lectures

We invited the chairman, Kunio YANAGIDA, to give a lecture on the theme of "What kind of communication is required of JAL in the midst of drastic environmental changes" during an in-house training session in July. In January 2025, Mr. Yanagida gave a keynote lecture on the second to third person perspective that all members of the JAL Group should have.

Scene of the lecture

Workplace visits and Dialogue with employees

The five professors visited nine frontline locations, including Spring Japan (SJO), JAL Engineering (JALEC), and a Narita airport station, from October to November to inspect workplaces and exchange views with employees.

Workplace visits

Follow-up with Executive management council

At the follow-up to Executive management council, the five professors provided suggestions on various measures for JAL Group safety targets and on how to accelerate the implementation of the Medium Term Plan in each division.

Follow-up

Members of Safety Advisory Group

YANAGIDA Kunio, Chair
Non-fiction writer, critic

HATAMURA Yotaro
Professor Emeritus at The University of Tokyo, Representative of Hatamura Institute for the Advancement of Technology Ltd. Fields of expertise include nano and micro machining, production machining science, healthcare engineering, the science of failure, the science of danger, and the science of creativity.

KAMATA Shinichi
Professor Emeritus at National Defense Academy of Japan. Fields of expertise include organizational theory and business administration.

HAGA Shigeru
Senior Technology Advisor at Research Institute for Social Safety, Professor Emeritus at Rikkyo University. Fields of expertise include traffic psychology, industrial psychology, and ergonomics.

KOMATSUBARA Akinori
Professor at Faculty of Science and Engineering of Waseda University. Fields of expertise include human life engineering.

7. Data

7.1 JAL Group Passenger Traffic Data

7.1.1 Aircraft types

	2024					
	Total Flights	YoY(%)	RPK (000's)	YoY(%)	RTK(000's)	YoY(%)
A350-1000	2,101	-	4,558,877	-	745,288	-
A350-900	23,826	98.2	7,685,767	117.5	749,232	113.3
787-9	14,052	113.2	14,747,037	152.5	2,215,360	110.5
787-8	29,007	125.8	18,688,738	185.8	2,513,771	151.1
777-300ER	6,372	122.7	9,080,873	113.7	1,476,612	99.0
767-300ER	38,272	103.9	8,763,133	131.2	1,027,900	144.3
737-800	117,404	108.0	12,086,324	141.8	971,143	143.1
Embraer190	32,539	105.0	1,426,125	130.5	108,203	129.6
Embraer170	49,315	100.6	1,216,462	138.2	91,968	137.7
DHC8-Q400CC	13,858	96.6	83,669	108.9	6,916	107.7
ATR72-600	4,638	97.3	57,874	103.4	4,393	103.1
ATR42-600	32,719	112.3	271,828	130.9	20,590	130.4
Total	364,103	105.7	78,666,707	148.2	9,931,376	131.9

*"Sales by other companies on JAL-operated flights" is included in each item.
Due to a change in revenue recognition rules in accordance with the application of IFRS, award ticket passengers will be included in revenue passengers from FY2020.
As a result of this change, total passengers, RPK, and load factor include award ticket passengers.
*Figures for international routes are calculated excluding "code-share flights operated by other airlines and sold by the company" from FY2020.
*SJO is from June 29, 2021.
* RPK (Revenue Passenger-Kilometers): Total distance flown by revenue passengers. Total passengers carried Revenue Passenger Kilometers (RPK) x Distance transported (kilometers)
* RTK (Revenue Ton-Kilometers): Total distance flown with paid cargo transported. Weight of cargo transported for a fee (tons) x Distance transported (kilometers).

7.1.2 Route

7.1.2.1 International

Combined international traffic data of the JAL Group (JAL, ZIP, SJO)

	2024								2023
	Total Flights	Total Passengers	YoY(%)	RPK (000's)	YoY(%)	ASK (000's)	YoY(%)	L/F(%)	L/F(%)
America	11,285	2,234,440	117.7	20,311,389	117.0	23,817,405	107.3	85.3	71.1
Europe	4,074	726,240	127.0	6,688,771	124.9	7,955,138	116.4	84.1	66.8
Southeast Asia	18,788	3,403,505	107.7	14,002,045	107.0	16,619,641	102.1	84.2	70.9
Oceania	1,171	218,437	117.9	1,734,587	118.2	2,058,149	114.9	84.3	75.7
Hawaii, Guam	4,013	747,219	108.9	4,337,940	105.9	5,299,905	102.2	81.8	62.1
Korea	2,914	622,175	112.7	749,208	112.5	826,041	103.9	90.7	71.6
China	11,090	1,638,976	173.8	3,102,240	171.0	4,035,694	138.3	76.9	56.3
Total	53,335	9,590,992	119.9	50,926,179	116.1	60,611,973	108.3	84.0	69.7

* "Sales by other companies on JAL-operated flights" is included in each item.
Due to a change in revenue recognition rules in accordance with the application of IFRS, award ticket passengers are included in revenue passengers from FY2020.
As a result of this change, total passengers, RPK, and load factor include award ticket passengers.
* Figures for international routes exclude "code-share flights operated by other airlines and sold by the company" from FY2020.
* RPK (Revenue Passenger-Kilometers): Total distance flown by revenue passengers. Total Revenue Passenger-Kilometers (RPK): Total passengers carried x Distance (kilometers)
* ASK (Available Seat-Kilometers): A unit of passenger transport capacity. Total seats x Distance transported (kilometers)
* Load factor = total passengers / total seats offered

7.1.2.2 Domestic

Combined domestic traffic data of the JAL Group (JAL, J-AIR, JTA, JAC, RAC, HAC, SJO)

			2024						2023
			Total Flights	Total Passengers	YoY(%)	Number of available	YoY(%)	L/F(%)	L/F(%)
TOKYO(HANEDA)	-	OSAKA(ITAMI)	10,820	2413660	98.0	2919574	96.7	82.7	81.6
TOKYO(HANEDA)	-	OSAKA(KANSAI)	2,183	246,716	97.5	346,545	97.4	71.2	71.1
TOKYO(HANEDA)	-	SAPPORO(NEW CHITOSE)	12,349	3,355,042	107.5	4,033,355	105.6	83.2	81.7
TOKYO(HANEDA)	-	NAGOYA(CHUBU)	1,458	171,976	102.7	225,379	83.5	76.3	62.1
TOKYO(HANEDA)	-	FUKUOKA	12,270	3,218,818	103.1	4,025,353	98.2	80.0	76.2
TOKYO(HANEDA)	-	OKINAWA(NAHA)	9,439	2,670,887	100.2	3,081,561	98.3	86.7	85.0
TOKYO(HANEDA)	-	MEMANBETSU	2,172	314,561	106.4	389,446	102.0	80.8	77.4
TOKYO(HANEDA)	-	ASAHIKAWA	2,903	517,570	100.2	666,969	98.3	77.6	76.1
TOKYO(HANEDA)	-	KUSHIRO	2,166	281,560	106.7	359,742	99.7	78.3	73.2
TOKYO(HANEDA)	-	OBIHIRO	2,889	390,183	98.6	477,943	90.8	81.6	75.2
TOKYO(HANEDA)	-	HAKODATE	2,187	405,388	110.1	471,179	103.4	86.0	80.9
TOKYO(HANEDA)	-	AOMORI	4,325	548,390	106.6	763,501	106.3	71.8	71.6
TOKYO(HANEDA)	-	MISAWA	2,897	273,596	102.8	366,432	98.8	74.7	71.8
TOKYO(HANEDA)	-	AKITA	2,880	266,383	102.2	370,074	97.7	72.0	68.8
TOKYO(HANEDA)	-	YAMAGATA	1,438	104,300	99.5	136,610	99.9	76.3	76.7
TOKYO(HANEDA)	-	KOMATSU	4,325	509,190	97.0	714,979	94.4	71.2	69.3
TOKYO(HANEDA)	-	NANKI-HSIRAHAMA	2,154	234,234	102.6	352,596	100.7	66.4	65.2
TOKYO(HANEDA)	-	OKAYAMA	3,622	438,355	103.7	592,191	99.6	74.0	71.1
TOKYO(HANEDA)	-	IZUMO	3,616	630,622	108.0	818,625	109.7	77.0	78.2
TOKYO(HANEDA)	-	HIROSHIMA	5,065	790,066	100.8	1,051,023	91.3	75.2	68.1
TOKYO(HANEDA)	-	YAMAGUCHIUBE	2,883	271,344	95.6	364,549	91.2	74.4	71.0
TOKYO(HANEDA)	-	TOKUSHIMA	4,347	672,040	98.6	929,745	89.3	72.3	65.4
TOKYO(HANEDA)	-	TAKAMATSU	5,062	611,753	102.9	843,556	99.9	72.5	70.4
TOKYO(HANEDA)	-	KOCHI	3,622	428,369	100.5	588,117	98.8	72.8	71.6
TOKYO(HANEDA)	-	MATSUYAMA	4,341	541,500	98.5	710,259	99.8	76.2	77.2
TOKYO(HANEDA)	-	KITAKYUSHU	2,163	229,716	84.9	345,954	74.2	66.4	58.0
TOKYO(HANEDA)	-	OITA	4,329	536,456	103.8	724,182	99.4	74.1	70.9
TOKYO(HANEDA)	-	NAGASAKI	4,330	603,598	102.8	770,666	97.8	78.3	74.5
TOKYO(HANEDA)	-	KUMAMOTO	5,786	913,370	104.9	1,247,342	103.4	73.2	72.2
TOKYO(HANEDA)	-	MIYAZAKI	4,326	443,459	102.9	605,906	101.3	73.2	72.1
TOKYO(HANEDA)	-	KAGOSHIMA	5,777	926,172	100.4	1,260,588	98.7	73.5	72.2
TOKYO(HANEDA)	-	AMAMI-OSHIMA	720	94,711	101.1	118,338	99.8	80.0	79.0
TOKYO(HANEDA)	-	MIYAKO	723	130,873	105.7	146,507	99.0	89.3	83.7
TOKYO(HANEDA)	-	ISHIGAKI	1,445	254,930	112.1	302,296	102.2	84.3	76.9
TOKYO(HANEDA)	-	KUMEJIMA	146	18,324	128.4	24,090	173.8	76.1	103.0
TOKYO(NARITA)	-	OSAKA(ITAMI)	728	105589	115.3	120120	100.4	87.9	76.5
TOKYO(NARITA)	-	SAPPORO(NEW CHITOSE)	1,678	261,425	66.2	317,142	67.0	82.4	83.4
TOKYO(NARITA)	-	NAGOYA(CHUBU)	1,457	135,194	102.6	231,545	100.1	58.4	57.0
TOKYO(NARITA)	-	HIROSHIMA	738	95,835	46.2	139,482	47.8	68.7	71.1

7 Data

JAL Group Passenger Traffic Data

			2024						2023
			Total Flights	Total Passengers	YoY(%)	Number of available	YoY(%)	L/F(%)	L/F(%)
OSAKA(ITAMI)	-	SAPPORO(NEW CHITOSE)	3,408	490,386	101.0	545,240	102.2	89.9	91.1
OSAKA(ITAMI)	-	FUKUOKA	2,643	196,396	94.7	229,558	87.9	85.6	79.3
OSAKA(ITAMI)	-	OKINAWA(NAHA)	1,593	501,381	105.9	591,323	102.2	84.8	81.8
OSAKA(ITAMI)	-	MEMANBETSU	74	6,017	85.5	7,030	90.2	85.6	90.3
OSAKA(ITAMI)	-	ASAHIKAWA	62	8,883	100.6	10,230	105.1	86.8	90.7
OSAKA(ITAMI)	-	HAKODATE	734	63,334	104.0	69,654	101.0	90.9	88.3
OSAKA(ITAMI)	-	AOMORI	2,876	183,484	99.7	256,481	97.3	71.5	69.8
OSAKA(ITAMI)	-	MISAWA	732	45,526	104.5	69,388	100.1	65.6	62.8
OSAKA(ITAMI)	-	AKITA	2,178	118,611	101.1	170,886	97.3	69.4	66.8
OSAKA(ITAMI)	-	HANAMAKI	2,898	154,371	104.4	223,782	101.0	69.0	66.7
OSAKA(ITAMI)	-	YAMAGATA	2,176	132,103	103.8	180,804	100.0	73.1	70.3
OSAKA(ITAMI)	-	SENDAI	5,079	346,044	103.8	468,407	99.9	73.9	71.1
OSAKA(ITAMI)	-	NIGATA	2,791	171,508	106.7	236,854	100.7	72.4	68.3
OSAKA(ITAMI)	-	MATSUMOTO	62	3,490	99.7	4,712	102.5	74.1	76.1
OSAKA(ITAMI)	-	TAJIMA	1,277	35,182	91.5	61,296	96.2	57.4	60.3
OSAKA(ITAMI)	-	IZUMO	2,899	177,901	104.5	237,405	97.5	74.9	69.9
OSAKA(ITAMI)	-	OKI	706	41,966	105.3	60,276	101.0	69.6	66.8
OSAKA(ITAMI)	-	MATSUYAMA	1,447	77,025	110.3	111,435	100.1	69.1	62.7
OSAKA(ITAMI)	-	OITA	2,162	126,195	100.0	166,136	98.6	76.0	74.9
OSAKA(ITAMI)	-	NAGASAKI	2,893	196,304	102.4	254,828	97.9	77.0	73.7
OSAKA(ITAMI)	-	KUMAMOTO	2,892	163,594	99.2	229,995	97.6	71.1	70.0
OSAKA(ITAMI)	-	MIYAZAKI	3,708	247,490	105.0	338,200	103.6	73.2	72.1
OSAKA(ITAMI)	-	KAGOSHIMA	5,797	390,714	112.4	529,606	110.0	73.8	72.2
OSAKA(ITAMI)	-	TANEGASHIMA	64	3,369	118.9	5,814	118.6	57.9	57.8
OSAKA(ITAMI)	-	YAKUSHIMA	689	25,723	103.2	33,072	100.4	77.8	75.7
OSAKA(ITAMI)	-	AMAMI-OSHIMA	806	95,521	104.4	132,850	101.4	71.9	69.8
OSAKA(ITAMI)	-	TOKUNOSHIMA	8	532	110.4	722	118.8	73.7	79.3
OSAKA(KANSAI)	-	SAPPORO(NEW CHITOSE)	1,457	188,907	99.6	234,861	97.0	80.4	78.3
OSAKA(KANSAI)	-	OKINAWA(NAHA)	2,188	263,825	109.6	361,020	101.3	73.1	67.6
OSAKA(KANSAI)	-	ISHIGAKI	726	83,778	119.4	119,790	101.8	69.9	59.6
OSAKA(KANSAI)	-	MIYAKO	728	86,958	123.3	120,120	102.0	72.4	59.9
SAPPORO(NEW CHITOSE)	-	KUSHIRO	2	67	100.0	288	100.0	23.3	23.3
SAPPORO(NEW CHITOSE)	-	MEMANBETSU	2,174	119,416	108.4	165,224	100.8	72.3	67.3
SAPPORO(NEW CHITOSE)	-	HAKODATE	14	491	-	1,254	-	39.2	-
SAPPORO(NEW CHITOSE)	-	AOMORI	2,145	115,221	105.9	163,020	100.1	70.7	66.8
SAPPORO(NEW CHITOSE)	-	AKITA	24	930	2.4	2,324	3.6	40.0	59.7
SAPPORO(NEW CHITOSE)	-	HANAMAKI	1,436	82,030	95.0	109,136	77.2	75.2	61.1
SAPPORO(NEW CHITOSE)	-	SENDAI	3,623	207,048	105.6	283,328	99.3	73.1	68.8
SAPPORO(NEW CHITOSE)	-	NIGATA	1,425	74,625	98.0	108,338	99.3	68.9	69.8
SAPPORO(NEW CHITOSE)	-	HIROSHIMA	727	100,384	100.1	119,955	99.7	83.7	83.4
SAPPORO(NEW CHITOSE)	-	IZUMO	34	5,084	94.1	5,610	100.0	90.6	96.3
SAPPORO(NEW CHITOSE)	-	TOKUSHIMA	28	3,892	106.3	4,620	107.7	84.2	85.4
SAPPORO(OKADAMA)	-	RISHIRI	930	31,204	106.6	44,640	109.9	69.9	72.1
SAPPORO(OKADAMA)	-	MEMANBETSU	1,324	45,997	117.0	63,552	99.8	72.4	61.8
SAPPORO(OKADAMA)	-	KUSHIRO	2,338	79,960	106.0	112,224	103.8	71.3	69.8
SAPPORO(OKADAMA)	-	HAKODATE	4,022	156,802	115.5	193,056	106.9	81.2	75.2
SAPPORO(OKADAMA)	-	MISAWA	360	13,278	101.0	17,280	101.7	76.8	77.3
SAPPORO(OKADAMA)	-	OKUSHIRI	193	4,112	97.1	9,264	96.5	44.4	44.1
SAPPORO(OKADAMA)	-	AKITA	1,335	40,269	299.7	64,080	248.6	62.8	52.1
SAPPORO(OKADAMA)	-	NAKASHIBETSU	1,366	37,147	278.3	65,568	276.5	56.7	56.3
HAKODATE	-	OKUSHIRI	480	10,246	91.9	23,040	101.9	44.5	49.3
NAGOYA(CHUBU)	-	SAPPORO(NEW CHITOSE)	2,187	310,653	103.6	360,855	99.6	86.1	82.8
NAGOYA(CHUBU)	-	OKINAWA(NAHA)	2,964	388,542	110.6	489,060	102.9	79.4	73.9
NAGOYA(CHUBU)	-	KUSHIRO	28	3,864	105.5	4,620	107.7	83.6	85.4
NAGOYA(CHUBU)	-	OBIHIRO	34	4,810	97.1	5,610	100.0	85.7	88.3
NAGOYA(CHUBU)	-	MIYAKO	190	24,295	115.0	31,350	105.6	77.5	71.2
NAGOYA(CHUBU)	-	ISHIGAKI	190	23,296	117.3	31,350	105.0	74.3	66.5

7 Data

JAL Group Passenger Traffic Data

			2024						2023
			Total Flights	Total Passengers	YoY(%)	Number of available	YoY(%)	L/F(%)	L/F(%)
FUKUOKA	-	SAPPORO(NEW CHITOSE)	2,169	248,946	109.6	293,449	111.2	84.8	86.0
FUKUOKA	-	OKINAWA(NAHA)	4,348	563,106	107.8	717,420	101.1	78.5	73.6
FUKUOKA	-	HANAMAKI	720	37,906	100.9	54,720	100.0	69.3	68.6
FUKUOKA	-	SENDAI	1,450	112,481	105.5	137,750	99.4	81.7	77.0
FUKUOKA	-	IZUMO	1,392	50,848	100.7	66,816	98.5	76.1	74.4
FUKUOKA	-	TOKUSHIMA	1,433	72,976	104.6	109,098	99.5	66.9	63.6
FUKUOKA	-	KOCHI	1,449	80,242	102.2	110,124	99.3	72.9	70.8
FUKUOKA	-	MATSUYAMA	2,887	163,487	104.6	219,412	99.3	74.5	70.7
FUKUOKA	-	MIYAZAKI	5,020	269,899	99.7	381,862	99.7	70.7	70.7
FUKUOKA	-	KAGOSHIMA	698	25,011	91.0	33,504	97.1	74.7	79.6
FUKUOKA	-	YAKUSHIMA	680	25,588	106.5	32,640	99.7	78.4	73.4
FUKUOKA	-	AMAMI-OSHIMA	721	40,583	100.0	54,796	100.6	74.1	74.5
OKINAWA(NAHA)	-	KOMATSU	724	87,987	106.1	119,460	100.7	73.7	69.9
OKINAWA(NAHA)	-	OKAYAMA	750	105,586	102.9	123,750	101.6	85.3	84.3
OKINAWA(NAHA)	-	MIYAKO	6,478	651,326	107.8	987,220	101.2	66.0	61.9
OKINAWA(NAHA)	-	ISHIGAKI	5,384	530,296	108.5	847,995	100.7	62.5	58.1
OKINAWA(NAHA)	-	KITADAITOU	582	18,211	127.7	29,100	161.7	62.6	79.2
OKINAWA(NAHA)	-	MINAMIDAITOU	1,265	35,747	102.8	63,250	119.9	56.5	65.9
OKINAWA(NAHA)	-	YPRON	1,191	50,490	109.4	58,834	103.2	85.8	81.0
OKINAWA(NAHA)	-	KUMEJIMA	4,116	195,015	94.0	289,290	88.3	67.4	63.3
OKINAWA(NAHA)	-	AMAMI-OSHIMA	358	11,390	100.2	17,184	102.3	66.3	67.7
OKINAWA(NAHA)	-	YONAGUNI	1,072	31,366	89.0	53,600	100.2	58.5	65.9
OKINAWA(NAHA)	-	OKINOERABU	711	26,625	110.3	34,172	101.4	77.9	71.6
IZUMO	-	OKI	695	25,647	104.9	33,360	100.4	76.9	73.6
KAGOSHIMA	-	MATSUYAMA	712	17,312	105.3	34,528	100.3	50.1	47.8
KAGOSHIMA	-	TANEGASHIMA	2,714	101,189	100.7	151,986	102.2	66.6	67.6
KAGOSHIMA	-	YAKUSHIMA	3,198	152,964	104.2	199,968	99.3	76.5	72.9
KAGOSHIMA	-	KIKAIJIMA	1,378	43,786	104.2	66,144	99.1	66.2	63.0
KAGOSHIMA	-	AMAMI-OSHIMA	4,942	207,619	101.5	325,110	97.0	63.9	61.0
KAGOSHIMA	-	TOKUNOSHIMA	2,905	142,904	100.2	194,540	99.7	73.5	73.1
KAGOSHIMA	-	OKINOERABU	2,008	66,990	96.8	97,352	96.1	68.8	68.3
KAGOSHIMA	-	YPRON	709	29,240	99.6	45,604	100.1	64.1	64.5
AMAMI-OSHIMA	-	KIKAIJIMA	1,398	40,896	102.8	67,104	100.1	60.9	59.4
AMAMI-OSHIMA	-	TOKUNOSHIMA	1,409	42,067	97.0	67,676	100.2	62.2	64.2
AMAMI-OSHIMA	-	YPRON	357	10,831	102.3	17,136	101.4	63.2	62.7
OKINOERABU	-	TOKUNOSHIMA	711	17,132	101.1	34,150	101.3	50.2	50.3
MIYAKO	-	ISHIGAKI	1,635	54,659	88.1	81,750	81.5	66.9	61.9
MIYAKO	-	TARAMA	1,422	44,288	100.1	71,100	100.4	62.3	62.4
ISHIGAKI	-	YONAGUNI	2,445	78,599	100.3	122,250	103.1	64.3	66.1
KITADAITOU	-	MINAMIDAITOU	114	4,825	36.8	5,700	32.6	84.6	74.9
Total			307,435	36,082,396	102.3	46,944,786	98.6	76.9	74.1

* Excluding charter flights and code-share flights.
* L/F=Load Factor=RPK÷ASK
* Starting FY2020, International Financial Reporting Standards (IFRS) have been applied, in which award tickets are counted as revenue tickets. As a result, the figures listed above (Passengers, RPK, LF) include passengers traveling with an award ticket.

7.2 JAL Group Fleet

Airbus A350

Number of Aircrafts: **23** Operator: **JAL**

Number of Seats: **239 to 391** Service Entry: **2019** Average Age: **3.1**

Average Yearly FH: **3,147** Average Yearly FC: **1,115**

Boeing 787

Number of Aircrafts: **53** Operator: **JAL・ZIP**

Number of Seats: **186 to 291** Service Entry: **2012** Average Age: **8.7**

Average Yearly FH: **4,622** Average Yearly FC: **808**

Boeing 777

Number of Aircrafts: **12** Operator: **JAL**

Number of Seats: **244** Service Entry: **1996** Average Age:**17.8**

Average Yearly FH: **4,744** Average Yearly FC: **526**

Boeing 767

Number of Aircrafts: **27** Operator: **JAL**

Number of Seats:(*):**199 to 261** Service Entry: **1985** Average Age:**17.8**

Average Yearly FH: **3,247** Average Yearly FC: **1,408**

(*)Excluding cargo aircraft.

Boeing 737-800

Number of Aircrafts: **62** Operator: **JAL・JTA・SJO**

Number of Seats: **144 to 189** Service Entry: **2006** Average Age:**13.1**

Average Yearly FH: **3,111** Average Yearly FC: **1,897**

Airbus A321ceo

Number of Aircrafts: **3** Operator: **SJO**

Number of Seats: **-** Service Entry: **2024** Average Age:**14.7**

Average Yearly FH: **1,220** Average Yearly FC:**2,260**

Embraer 170

Number of Aircrafts: **18** Operator: **J-AIR**

Number of Seats: **76** Service Entry: **2008** Average Age: **13.2**

Average Yearly FH: **2,324** Average Yearly FC: **2,758**

Embraer 190

Number of Aircrafts: **14** Operator: **J-AIR**

Number of Seats: **95** Service Entry: **2016** Average Age: **7.9**

Average Yearly FH: **2,456** Average Yearly FC: **2,331**

DHC-8-400 CARGO COMBI

Number of Aircrafts: **5** Operator: **RAC**

Number of Seats: **50** Service Entry: **2016** Average Age: **8.4**

Average Yearly FH: **1,875** Average Yearly FC: **2,792**

ATR 42-600

Number of Aircrafts: **13** Operator: **JAC・HAC**

Number of Seats: **48** Service Entry: **2017** Average Age: **5.4**

Average Yearly FH: **2,109** Average Yearly FC: **2,549**

ATR 72-600

Number of Aircrafts: **2** Operator: **JAC**

Number of Seats: **70** Service Entry: **2018** Average Age: **6.2**

Average Yearly FH: **1,980** Average Yearly FC: **2,335**

Average aircraft age of the entire JAL Group fleet: **11.0 years**

* About Average Aircraft Age: Aircraft can be used almost permanently if they are properly maintained according to their age. Average aircraft age does not directly affect safety. All JAL Group aircrafts are properly maintained with good quality under the maintenance program recommended by the manufacturer and approved by MLIT.
* Average Yearly FH (Flight Hour)=Yearly FH ÷ the number of aircrafts (as of March 31, 2025)
* Average Yearly FC (Flight Cycle)=Yearly FC ÷ the number of aircrafts (as of March 31, 2025)

JAL Group Safety Report FY2024
Published in 2025

Japan Airlines Co., Ltd.
J-AIR Co., Ltd.
Japan Transocean Air Co., Ltd.
Japan Air Commuter Co., Ltd.
Ryukyu Air Commuter Co., Ltd.
Hokkaido Air System Co., Ltd.
ZIPAIR Tokyo Inc.
SPRING JAPAN Co., Ltd.