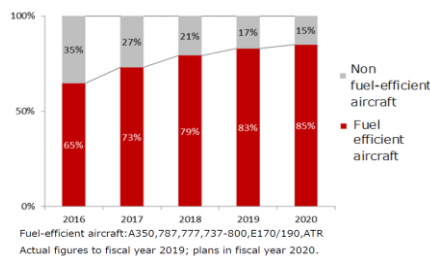
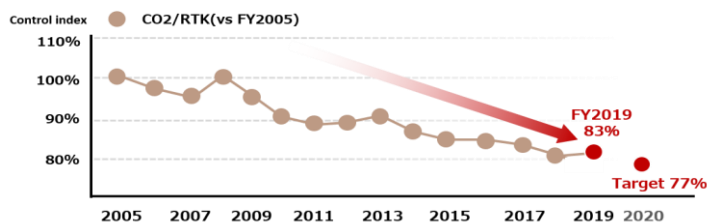


JAL Group ESG Data (Including Consolidated Subsidiaries)

Environmental Data

	Unit	Actual					Target		Notes (ex. Coverage)			
		FY2015	FY2016	FY2017	FY2018	FY2019	Target Year	Target				
CO2 emissions	GHG Scope1	thousand ton-CO2	8555	8764	9083	9343	9103	2019	9493	Total		
		thousand ton-CO2	8540	8750	9070	9330	9090	2019	9600	CO2 emissions from aircraft		
		thousand ton-CO2	15	14	13	13	13	2019	13	Ground Equipment		
	GHG Scope2	thousand ton-CO2	60	57.5	54	50 ※39	50 ※39	2019	53	Headquarters, Airports, Maintenance Centers, Branch offices ※10 main sites		
	GHG Scope3	Fuel- and energy-related activities (not included in Scope 1 or Scope 2)	thousand ton-CO2		434	450	468 ※465	455 ※453	2019	465	※10 main sites	
			Business travel	thousand ton-CO2		4.3	4.3	4.4	4.6	2019	4.4	All Group employees
			Employee commuting	thousand ton-CO2		5.8	5.9	6.1	6.1	2019	6.1	All Group employees
	GHG Scope1+2	thousand ton-CO2		8821.5	9137	9393	9153	2019	9546			
GHG Scope1+2+3	thousand ton-CO2		9265.6	9597.2	9865.5	9618.7	2019	10021.5				
Fuel Consumption	Specific Fuel Consumption for Passenger Transport	L/100PK	3.322	3.316	3.192	3.132	3.225	2019	3.076 (Before COVID-19)			
	Specific Fuel Consumption for Cargo Transport	L/TKT	0.369	0.368	0.355	0.348	0.358	2019	0.342 (Before COVID-19)			
Nox emissions	Specific NOx Emissions for Passenger Transport	g/PKT	0.060	0.054	0.047	0.046	0.053	2019	0.045 (Before COVID-19)			
	Specific NOx Emissions for Cargo Transport	g/TKT	0.670	0.597	0.527	0.511	0.589	2019	0.495 (Before COVID-19)			
Energy consumption	Kerosene	thousand GJ	0.4	0.4	0.3	0.3	0.3	2019	0.3	Headquarters, Airports, Maintenance Centers, Branch offices		
		thousand GJ	4.3	4.3	8.6	2.5	2.0	2019	3.0	Headquarters, Airports, Maintenance Centers, Branch offices		
		thousand MWh	120	113	110	102	98	2019	100	Headquarters, Airports, Maintenance Centers, Branch offices		
		thousand GJ	626	624	592	607	587	2019	600	Headquarters, Airports, Maintenance Centers, Branch offices		
Water consumption	Tap water	thousand m3	430	426	435	485 ※276	447 ※220	-	-	※10 main sites		
		Withdrawal	thousand m3	430	426	435	485 ※276	447 ※220	-	-		
Waste	Total waste generated	ton	3475	3436	3266	3912	3330	every year	Reduce final disposal rate of industrial waste from domestic work site by 2% or less	Japan		
		ton	3433	3398	3233	3873	3320			Japan		
		ton	42	38	33	39	10			Japan		
Number of Aircraft	Airbus A350	number	-	-	-	-	5	-	-	Increase the number of lower noise and fuel-efficient aircraft that JAL holds.		
	Boeing 787	number	-	-	36	42	47	-	-			
	Boeing 737-800	number	-	-	57	62	62	-	-			
	Embraer 170	number	-	-	17	18	18	-	-			
	Embraer 190	number	-	-	12	14	14	-	-			
Environmental Investments	Investments	billion yen	-	-	168.2	175.4	181.3	-	-	Aircraft-related cost		
Environmental Violations	Number of violations of legal obligations/regulations	number	0	0	0	0	0	every year	0			
	Amount of fines/penalties related to the above.	yen	0	0	0	0	0	every year	0			



Social Data

	Unit	FY2017	FY2018	FY2019	Notes	
Customer	NPS (Net Promoter Score) International Route	point	+2.0	+2.2	+8.2	Percentage improvement in NPS for all customers who replied to surveys over start of FY2017
	NPS (Net Promoter Score) Domestic Route	point	+1.7	+1.3	+7.6	Percentage improvement in NPS for all customers who replied to surveys over start of FY2017
Human Resources	Consolidated staff headcount	persons	33,038	34,003	35,653	
	Average age	years old	38.6	39.9 ⁸⁵	39.4	※Japan Airline Co., Ltd. only
	Average years of continuous service	years	15.4	15.0 ⁸⁵	14.4	※Japan Airline Co., Ltd. only
	Ratio of women employees	%	48.4	49.8	50.6	
	Ratio of female managers	%	16.3	16.8	19.0	
	Ratio of local hires at overseas offices	%	88.4	89.8	88.4	
	Ratio of locally hired managerial staff at overseas offices	%	58.4	64.0	56.3	
	Ratio of employees represented by trade unions	%	84.5	83.2	84.7	Japan Airline Co., Ltd. only
	Average annual compensation of all employees (consolidated)	thousand yen	7,021	7,128	8,393	
Ratio of paid holiday taken	%	89.5	86.0	76.5	Japan Airline Co., Ltd. only	

Governance Data

	Unit	FY2017	FY2018	FY2019	Notes	
Corporate Governance	Number of female directors	persons	1	1	1	At the closing of the annual general meeting of shareholders in each fiscal year