

JAL Group Information System

In addition to this report, detailed information is available on our corporate website and various booklets for stakeholders.

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You can learn about...

Our long-term vision to create long-term value and visualize social values to solve social issues

Strengths and foundations essential to competitive advantage

Business model for long-term and sustainable value creation through our business

Corporate governance that disciplines the direction toward long-term and sustainable enhancement of corporate value

External environment, risks and opportunities that impact our business

Embedding ESG into the management plan and ESG strategies

Portfolio management for business restructuring

Investment strategy for intangible assets (DX, etc.) including human resources and intellectual property

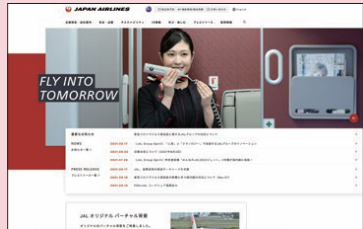
Finance strategy to achieve both resilience and capital efficiency and strategically allocate resources

Solving social issues toward a sustainable future

KPIs to measure progress toward achievement of initiatives and results

Other media

JAL corporate website



The following detailed information is also posted on the JAL corporate website.

Corporate Policy and Company Profile

- JAL Group Corporate Policy
- JAL Philosophy
- Company Profile
- History
- Corporate Governance
- Medium Term Management Plan
- Organizational Overview

WEB <https://www.jal.com/en/outline/>

Safety and Quality

- Safety Management
- Initiatives to Create a Safe and Secure Society
- Quality Initiatives

WEB <https://www.jal.com/en/flight/>

Sustainability

- Sustainability Management
- Integrated Report/ESG Data
- JAL Group Sustainability Initiatives
- JAL Group Initiatives to Achieve the SDGs

WEB <https://www.jal.com/en/sustainability/>

Investor Relations

- About the JAL Group
- Stock Information
- IR Library
- Financial Highlights
- Monthly Traffic Data
- Business Risks

WEB <https://www.jal.com/en/investor/>

Other Media

- JAL Group Safety Report

WEB <https://www.jal.com/en/flight/report/>

- Corporate Governance Report

WEB <https://www.jal.com/en/outline/governance/>

- Consolidated Financial Statements

WEB <https://www.jal.com/en/investor/library/finance/>

- Consolidated Financial Results

WEB <https://www.jal.com/en/investor/library/information/>

Editorial Policy

The JAL Group has published JAL REPORT 2022 to inform stakeholders about our business activity outcomes in the previous financial year, our strategies for the future, and to provide an understanding of the Group's pursuit of social and economic values, and sustainable growth. This report has been collated from a wide range of both financial and nonfinancial information that the JAL Group has deemed to be of particular importance to Group management, all of which is made available on the JAL website.

Period covered by the report

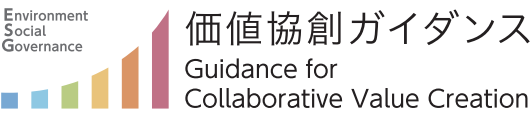
Primarily April 2021 to March 2022 (FY2021)

Scope of the report

This report covers 199 JAL Group companies, comprising Japan Airlines Co., Ltd., 144 subsidiaries and 54 affiliates.

Reference guidelines

The International Integrated Reporting Framework issued by the International Integrated Reporting Council (IIRC) and the Guidance for Collaborative Value Creation issued by the Ministry of Economy, Trade and Industry were used as reference in preparing this report. The GRI Standard issued by the Global Reporting Initiative (GRI) was used as reference for ESG information.



Date of publication
August 2022

The JAL website

WEB <https://www.jal.com/en/>

Offers a comprehensive insight into JAL Group's business approach, activities in general, IR (Investor Relations) information and sustainability information.

Forward-looking statements

This report includes forward-looking statements about the JAL Group's businesses and forecasts. These statements are based on our analysis of existing information and various trends. Actual results may differ materially from forecasts set forth in forward-looking statements due to business risks and uncertainties.

Products, services, events, etc.

Some of the products, services, events, etc. contained in this report have been suspended due to extenuating circumstances.

For the latest information, please refer to sources such as the JAL website.

Photos

In some of the photos in this report, masks are not worn however masks were only removed for the purposes of the photograph.

About the cover

The low-noise, fuel-efficient Airbus A350, which can reduce CO₂ emissions by 15% to 25% compared to conventional aircraft. Following service entry of 16 A350 aircraft on domestic routes, we plan to progressively introduce them on international routes from 2023. The JAL Group is working to reduce CO₂ emissions, which is a pressing issue for airlines, and aims to achieve net zero CO₂ emissions by 2050.



Our Purpose

To Become The World's Most Preferred and Valued Airline Group, Where Many People and Goods Freely Move Around

The JAL Group Will:

Pursue the material and intellectual growth of all our employees;

- Deliver unparalleled service to our customers;
- Increase corporate value and contribute to the betterment of society.

Safety Charter (excerpt)

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.

Our Strength

Three Strengths Cultivated through Challenge and Innovation

More than 70 years have passed since Japan Airlines Co., Ltd. was founded in 1951 as Japan's first postwar commercial airline. With high goals, the JAL Group, together with its customers, ventured into the skies of Japan with unwavering dedication and ingenuity. In addition, all employees study and pass on valuable lessons drawn from the 2010 bankruptcy and accidents and continuously embrace challenge and innovation.

Our three strengths are assets of the JAL Group for achieving sustainable growth. We will continue to align our mental vectors and use our three strengths to realize JAL Vision 2030.

70 Years of Challenge and Innovation

Contributing to the progress and development of society through air transportation

Operations and Services

Providing unparalleled service grounded in experience



Lessons and Learning

Learning and passing lessons from accidents and incidents



Challenge and Innovation

Working steadily and creating innovations to attain high goals

- 1951: Founding of Japan Airlines (former company)
- 1959: Birth of the Tsurumaru (Japanese crane) logo
- 1987: Full privatization
- 2002: Merger of Japan Airlines and Japan Air System
- 2006: Establishes the Safety Promotion Center
Introduces a Safety Management System (SMS)
- 2010: Files petitions for reorganization proceedings
Reorganizes route network and withdraws from the freighter business
- 2011: Establishes a new Corporate Policy and the JAL Philosophy
Introduces the divisional profitability management system and revives the Tsurumaru logo
- 2012: Relists on the Tokyo Stock Exchange
Enacts the Fundamental Policies of Corporate Governance
- 2019: Revises the Safety Charter and enacts a new Code of Conduct
- 2021: Establishes "JAL Vision 2030"



JAL Group's Three Strengths

Human resources base

The human resource base was built through concerted efforts of all employees with awareness of belonging to the JAL Group team and a sense of professionalism

Human resources who make up the workforce, policies and attitudes such as the Corporate Policy and JAL Philosophy, and know-how and skills cultivated over the years

Customer base

A customer base made up of connections with all customers who use the JAL Group

Connections with all customers who have used the JAL Group through the mileage program, membership organizations and accumulated data

Financial base

One of the strongest financial bases of any airline in the world, built through steady and strong management focused on profitability

JAL Group's financial position, disciplined resource allocation and cost management, and connections with our shareholders, investors and other stakeholders

Our Vision



Safety and
Peace of Mind

Build a society
where everyone
can live safely and
with peace of mind

JAL Vision 2030

Sustainability

Build a better future
where everyone can
feel fulfilled and
hopeful

Amid significant changes in the world and social values, JAL Vision 2030 paves the way towards growth, driven by the universal values, “Safety and Peace of Mind” and “Sustainability.”

The JAL Group will realize JAL Vision 2030 in coordination with our stakeholders, utilizing the strengths, which we have cultivated over the years.