

Table of Contents/The JAL Group Corporate Policy

JAL REPORT 2023 | Table of Contents

Chapter 1 Introduction				
Message from JAL Group CEO		3	Special Feature: Looking Back on the COVID-19 Pandemic	9
Chapter 2 The JAL Group Value Creation Story				
1. Materiality	11	③Responsible Procurement	24	
2. JAL Group's Value Creation Story	13	Special Feature: Dialogues with Stakeholders	25	
3. JAL Group's Value Creation Process	15	Risk Management	27	
4. Foundations of Value Creation	17	①Risk Management Structure	27	
(1) Safety Charter	17	②Efforts	27	
(2) JAL Philosophy	20	Corporate Governance	29	
(3) Divisional Profitability Management System	21	①Corporate Governance System	29	
(4) Governance	22	②Management Structure	33	
JAL Group Code of Conduct (Information Disclosure and Compliance)	22	③Officer Remuneration	36	
Initiatives based on the JAL Group Code of Conduct	22	④Effectiveness Evaluation	37	
①Information Disclosure and Dialogue	22	⑤Message from Outside Directors and Chair of the Board of Directors	39	
②Fair Business Practices	23	5. The Trails of Challenges	43	
Chapter 3 Growth Strategy				
1. Overall Strategy	45	④Travel and Regional Revitalization	62	
2. ESG Strategy	49	New Businesses Promoted Through Open Innovation and		
3. Business Strategy	51	Venture Capital	64	
(1)Business Model Reform	51	(2)DX Strategy	65	
Air Passengers	52	(3)Human Resources Strategy	67	
①Portfolio/Aircraft	53	①Human Resources Portfolio	69	
②FSC	55	②DEI	69	
③LCC	57	③Career/Reskilling	70	
Cargo and Mail	58	④Engagement	72	
Mileage, Lifestyle, and Infrastructure	59	(4)GX strategy	75	
①Mileage and Lifestyle	59	4. Financial Strategy	77	
②Air Mobility Area/MaaS	60	Communication with Institutional Investors	80	
③Contract Business	61			
Chapter 4 Sustainability				
Special Feature: Sustainable Charter Flight	81	Precaution of Environmental Pollution	101	
Sustainability Initiatives	83	Noise Reduction	101	
(1) Overall Sustainability	84	Effective Use of Limited Resources	101	
(2) Key Initiatives (Metrics and Targets)	85	Special Feature: Sustainability of Restaurants in the Sky	103	
Environment	89	Respect for Human Rights	105	
Environmental Management	89	Special Feature: Eleven Priority Issues, Indicators and Targets Related to Respect for Human Rights	107	
Addressing Climate Change (TCFD)	90	Efforts by Corporate Citizenship Activities	109	
Biodiversity Conservation (TNFD)	99	Major External Evaluations	110	
Chapter 5 Data Section				
1. Data Highlights	111	4. Financial Data	123	
2. ESG Data	113	Evaluation and Analysis of Financial Conditions	125	
3. Business Data	117	5. Other Data	133	
International Route Map	119	Stock Information	133	
Domestic Route Map	121	Company Profile	134	
Consolidated Subsidiaries	122	Other Media	134	

Safety and Peace of Mind

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

JAL Vision 2030

Sustainability

Build a better future where everyone can feel fulfilled and hopeful

To become the world’s most preferred and valued airline group, by helping to create a vibrant society and a future where many people and goods freely move around



The JAL Group Corporate Policy:
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.

Editorial Policy

Editorial Policy
The JAL Group has published JAL REPORT 2023 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 2022 to March 2023 (FY2022)

Scope of the report
This report covers 191 JAL Group companies, comprising Japan Airlines Co., Ltd., 137 subsidiaries and 53 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 references in preparing this report. The GRI Standard issued by the Global Reporting Initiative (GRI) was used as a reference for ESG information.

Guidance for Collaborative Value Creation

Date of publication August 2023

The JAL Website
[WEB https://www.jal.com/en/](https://www.jal.com/en/)
Offers a comprehensive insight into JAL Group's business approach, activities in general, Investor Relations (IR) 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, and Events
Some of the products, services, and events contained in this report have been suspended due to extenuating circumstances.
For the latest information, please refer to sources such as the JAL Website.

Message from JAL Group CEO

By placing ESG strategy at the top of our strategy, we will create a society of safety and peace of mind and a sustainable future by solving social issues, and realizing long-term improvement in corporate value.

AKASAKA Yuji
Representative Director,
President
Japan Airlines Co., Ltd.
JAL Group CEO

As the third year of the Medium Term Management Plan FY2021 to FY2025, JAL Group has formulated its Rolling Plan 2023, and placed their ESG strategy, one of the three pillars of the management strategy, as the top-tier strategy to realize JAL Vision 2030. How to achieve carbon neutrality and to secure human resources is a major issue for the airline industry. We will work together to realize our purpose to become the world's most preferred and valued airline group, by helping to create vibrant society and a future where people and goods can move around freely, and to improve our corporate value over a long term.



Looking Back on Three Years of the COVID-19 Pandemic

Thank you very much for your continued support to JAL Group. From May 2023, COVID-19 has been downgraded in the Infectious Diseases Control Law, bringing back the bright wonderful days. I am truly delighted to see the smiling faces of our customers and workers at the airport and on board our flights. We would like to express our deepest gratitude again for the tremendous support and cooperation we received from our stakeholders during the COVID-19 pandemic.

The outbreak of the COVID-19 pandemic in the early 2020s brought about the disappearance of demand, an unprecedented crisis that the airline industry had never experienced before. Amid the uncertainty of the future, we took a step forward towards the post-COVID period by formulating our Medium-Term Management Plan in May 2021 in order to unite all employees and move forward. With a great deal of their support, we had to feel our way through the darkness, our revenue recovered to pre-COVID levels last year. We were able to generate profits and pay dividends for the first time in three years. Although it is necessary to continue to respond to global risks, including the Ukrainian situation, the business performance of this fiscal year has been on track due to the further acceleration of the pent-up demand. We feel that our Medium Term Management Plan is close to achieving the target of 1.85 trillion yen or more in sales and 185 billion yen or more in EBIT in the final fiscal year of FY2025. The three-year battle against COVID-19 has been a series of hardships and challenges, but I also feel that the lessons learned have been tremendous.

First, I realized the importance of preparing of all risks. We were able to overcome this unprecedented crisis not only because of the strong financial base we had accumulated prior to COVID-19, but we also realized that this was not enough in terms of business continuity and employee motivation. We are accelerating our business structure reform to build a more resilient and sustainable business management system by diversifying our business beyond just aviation.

Next, we reaffirmed the underlying strength of the human resources gathered in the JAL Group. I saw that everyone in JAL Group practiced JAL Philosophy under the slogan "What we can do now" by taking up challenges to develop new businesses and services. Also 2,000 employees, who were relocated outside the company received high praise wherever they went and returned with great confidence. I can now believe that we have an unlimited potential in our staff. At the same time, I was keenly aware of my responsibility to make better use of these human resource capabilities.

The other realization was the deep relationship between social issues and our business. Encountering the COVID-19 pandemic, a human crisis, increased my awareness of global issues, including environmental problems. I also think that restricting the movement of people affected people's connections, which expanded further to various social problems. I felt responsible, as an airline operator, that we

For details, please see the following pages.
p.9 Special Feature "Looking back on the COVID-19 pandemic"
p.11 Materiality

were causing considerable environmental impact. As the COVID-19 pandemic brought travel to a standstill, as a social infrastructure, I decided to make it my business mission to solve these problems. [Figure 1]

ESG Strategy for JAL Vision 2030

In JAL Vision 2030, I am drawn to create a society with safety and peace of mind and a sustainable future towards 2030, in which many people and various goods can move around freely. With the aim of accelerating the JAL Group's initiatives for a sustainable growth towards this Vision, we have decided to review and reorient our Medium-Term Management Plan based on lessons learned from the COVID-19 pandemic into our Rolling Plan 2023. A particularly important revision is the repositioning of our ESG strategy to the top strategy in Medium Term Management Plan.

The Value of Air Transportation and Societal Connections

Originally, air transportation is essential for both people and goods. To date, we have developed air transportation as a means to achieve this goal into a safe and secure social infrastructure, thereby generating social value. Recently, we aim to improve sustainable value by realizing carbon neutrality even further. On the other hand, through the COVID-19 pandemic, the movement of people and goods created not only physical values, but also connections and permanent relationships between people and goods, which are connected to fundamental social values such as the environment, biodiversity, the local economy, and above all,

human well-being. In fact, some studies state that active people are happier. Going forward, we would like to provide the movement of people and goods as well as new social values by creating connections and relationships between people beyond their movement. We will develop new businesses other than in the aviation field to generate new revenue. We believe that the newly generated connections between people and goods can stimulate the air transport demand and lead to increased profits in the airline business.

We believe that this ESG strategy will realize the sustainability of air transportation and the improvement of corporate value. [Figure 2]

Redefining Business Objectives

We have defined four main business domains for the future and are diversifying our business by restructuring our business structure. We have redefined our business objectives in order to align our top ESG strategy with each business strategy to strongly promote our ESG strategy.

The FSC business domain aims to achieve both environmental measures and network expansion. We aim to create a more efficient fluid network not only for aviation but also for the entire transportation system by cooperating with other airlines such as oneworld alliance, other transportation modes such as railways and regional aviation, among others, while enhancing competitiveness by introducing fuel-efficient and state-of-the-art aircrafts.

The mission of the LCC business domain is to create new flows of people. We will offer easy-to-understand services especially for the younger generation, families with children,



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

Figure 1 :
Revenue Performance and Plan

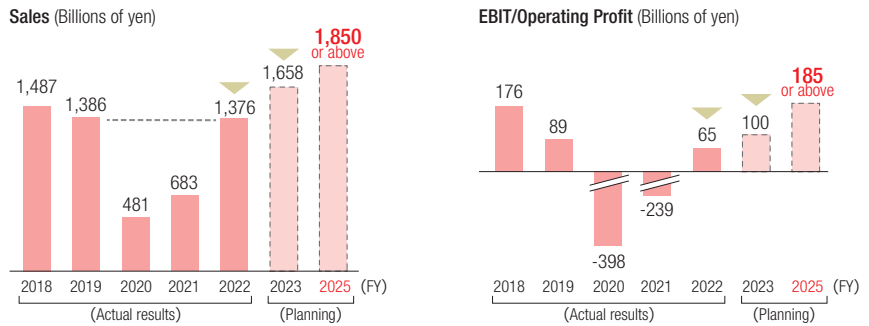
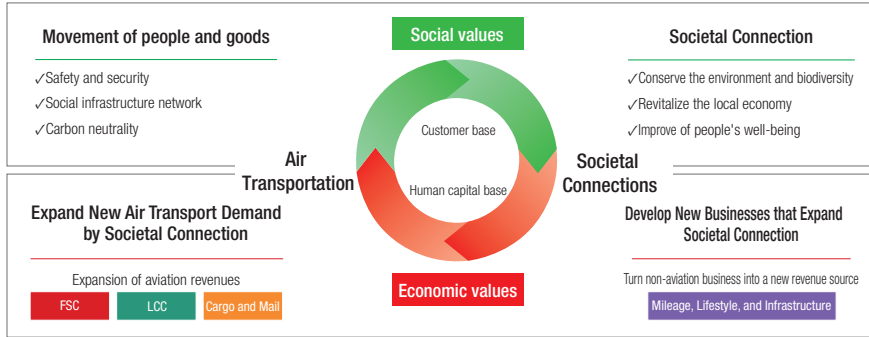


Figure 2 :
JAL Group's Value Creation Story

For details, please see the following pages.
p.49 ESG Strategy



and inbound passengers traveling around Japan. We also want to develop new destinations that FSC cannot cover. The Cargo and Mail business domain plays a role in connecting goods and people, and regions through high-speed transportation that leverages the strengths of aviation. In particular, we will focus on the transportation of goods that are directly connected to people's lives, such as e-commerce, medical products and pharmaceuticals, and local specialties. We will also contribute to solving logistics problems by linking with other transportation modes and using new technologies such as drones. In order to reinforce the mobility required for such meticulous cargo transportation, we will introduce new midsize cargo aircrafts. In addition to aviation, the Mileage, Lifestyle, and Infrastructure business domain will grow into a core business for creating connections between people and goods, taking advantage of the JAL Group's strengths in customer base, human resource base and brand strength. We will particularly focus on solution businesses that address serious local problems such as the declining and aging population by expanding the number of people engaged in nature, food, culture, medical care, education, and events. In the travel business, we will propose and disseminate new forms of travel, such as Adventure Tourism, that can create deeper relationships with local communities. In the Milage and Card and Retail business domains, we will offer convenient and affordable products and services other than those offered by airlines. Our 37 million JAL Mileage Bank members and four million JAL Card members can use our services in many situations other than transportation. We will also take on the challenge of stable ground handling operations at regional airports, which are important for attracting inbound demand and the regional economy, and the development of new infrastructures, such as the Drone eVTOL, which will connect daily life and is useful for disaster countermeasures. As we strive for growth in each of these four business

domains, we hope to achieve a business structure in which approximately half of our profits will be generated through LCC and Mileage, Lifestyle, and Infrastructure in FY2025. [Figure 3 and Figure 4]

For a Sustainable Air Transport

During the COVID-19 pandemic, the entire airline industry lost substantial revenue, but at the same time, the importance of air transport was acknowledged, such as being able to meet people quickly and being able to go anywhere. In order to make air transportation sustainable in the future, we currently have two major management issues. One is to realize carbon neutrality in air transportation, and the other is to secure human resources in a society with a declining population.

Toward Carbon Neutrality in the Sky

We have been working to achieve carbon neutrality in Net Zero CO₂ Emissions by 2050 (NZE) as one of the most important issues for the global environment. I, however, feel that the importance of this is growing day by day. In Europe, a law to replace short-haul air routes with railways came into effect, and the Japanese government's broad policy clearly states the direction of carbon neutrality in the aviation sector. One of the pillars of CO₂ reduction is the renewal to fuel-efficient aircrafts. In addition to the Airbus A350 and Boeing 787, which are our main fleets, we decided to introduce the Boeing 737MAX in FY2026. In all the number of aircrafts*, the share of these advanced fuel-efficient aircrafts is expected to be more than 70 percent in FY2030, up from about 30 percent before the COVID-19 pandemic, and we will continue to steadily promote aircraft renewal. Another pillar is the use of sustainable aviation fuel or SAF. SAF is a new fuel that can reduce CO₂ emissions by approximately 80 percent compared to conventional aviation fuel. In FY2030, we plan to replace 10 percent of all onboard



fuel with SAF. Heretofore we have been procuring SAF from overseas as European and North American countries have been preceding Japan in the SAF production. Hereafter, we will procure domestic SAF for use in Japan. If SAF cannot be refueled at Japanese airports, overseas airlines may find it difficult to continue flights to Japan. Thus SAF in Japan is definitely essential to support our country's aviation infrastructure. At present, we are rapidly developing and manufacturing SAF in Japan in cooperation with suppliers that provide various technologies and raw materials, including the petroleum and plant industries. *Passenger aircrafts with more than 100 seats

JAL Style Human Capital Management

The population in Japan is declining, and the time has come to reconsider how to operate conventional labor-intensive air services. In addition to strengthening our ability to secure and nurture airline personnel, we need to increase productivity and value creativity both individually and as a team. It is thus essential to reform operations to achieve the same output with fewer people by utilizing digital and new technologies and promoting automation and multi-skilling. The other important factor is diversity equity and inclusion (DEI). In our past efforts, there were many cases where creating a work environment where diverse human resources can play an active role and adding new education and experiences to the people who work there have led to the creation of novel ideas and new systems. This has led to the growth of individual employees and organizations. There are various regulations and restrictions on aviation, but if the enigmatic power of DEI can be used in workplaces such as in airports and cabins, it will lead to a significant change in aviation. I would like to add that we are on track to achieve

30 percent of female managers, one of our management targets, by FY2025. In order to further unleash the power of human resources, which is the JAL Group's greatest strength, we will actively invest in human resources such as wages, promotion, and education, while promoting human capital management by enhancing productivity and value creativity through two pillars: technology and diversity. [Figure 5]

To Conclude: Work to Further Enhance Corporate Value Based on Safety and Security

This year, exactly 120 years after the Wright brothers' first flight, we believe that the reason the aviation industry has grown through the numerous event risks is because the safety of airplanes has improved dramatically and has established as a social infrastructure. Now, as new technologies such as drones and eVTOL air mobility are being developed, and as we prepare to fly in EXPO 2025 OSAKA, KANSAI in 2025, it is of utmost importance that they will be accepted by society as safe and secure vehicles. Our mission has always been and always will be to contribute to the progress and development of society by flying safely and securely. The JAL Group will fulfill its responsibilities as a social infrastructure lifeline with a more resilient business structure. We will grow into a corporate group that further enhances the power of human resources and creates connections and relationships among people through air transportation, while thanking our customers who always warmly support us. We will work together to become "the world's most preferred and valued airline group" for all stakeholders. We look forward to your continued support.

Figure 3 : Business Objectives Redefined to Promote ESG Strategy (by Domain)

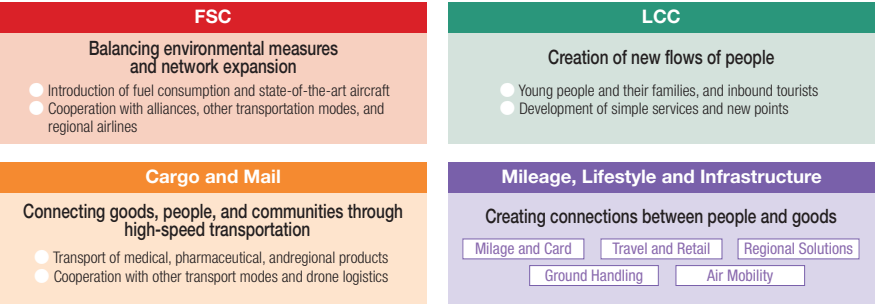


Figure 4 : Profit by Business Domain

For details, please see the following pages. p.51 Business Model Reform

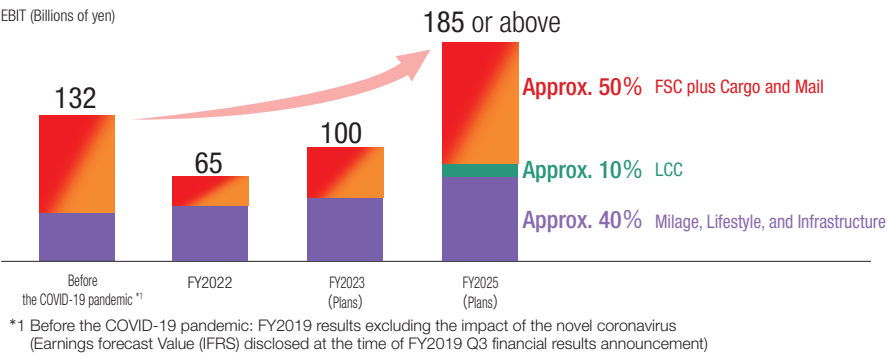
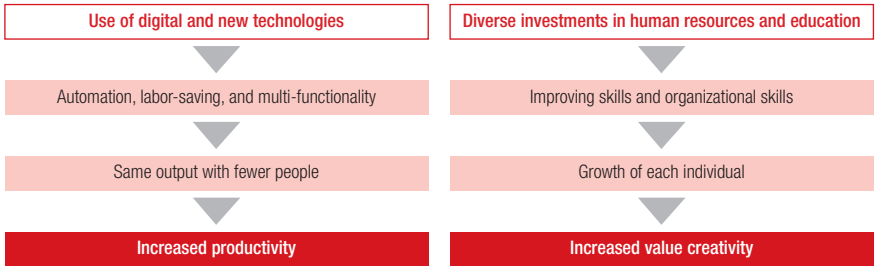


Figure 5 : JAL Style Human Capital Management



Special Feature Looking Back on the COVID-19 Pandemic

COVID-19 has been repositioned as an infectious disease since May 2023 putting an end to the COVID-19 pandemic, which has been uncontrollable for roughly three and a half years. We can now look back and reflect on the struggle we experienced over the COVID-19 pandemic and recognize its tremendous impact. We will use our knowledge and experience gained through the pandemic to improve our resilience and enhance the sustainability of the JAL Group.

Initiated a Crisis Management System led by the President Immediately After the Outbreak

Enacted a BCP to Establish a Task Force to make Prompt Decisions

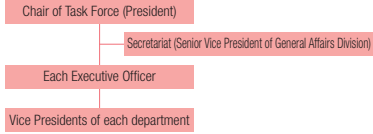
Task Force Meetings
Held **152** times
(between January 2020 to May 2023)

In January 2020, in line with the spread of the virus in Asian countries, we launched a task force headed by the President based on our Business Continuity Plan (BCP), under the emergence of an unknown virus spreading an infectious disease. Thereafter, we have held weekly meetings in the task force headquarters until May 2023 to address issues with a sense of speed and determination such as the prevention of infections among our customers and employees, our fleet plan, and improvement of the income and expenditure.



JAL Amabie JET planned and painted by our maintenance engineers

Task Force System



① Protecting Customers - For Safety and Peace of Mind

Promote a Wide Range of Initiatives not only to Prevent the Spread of Infection, but also to Ensure Safe Travel For details of our efforts, please refer to "Safety and Peace of Mind" on p.48.

Improvement of Hygiene and Cleanliness

JAL SMART AIRPORT automates check-ins and baggage check-ins. Touchless sensors are installed in the check-in computers, and QR orders are installed in the lounge. Anti-viral and anti-bacterial coatings were applied in the cabin. We have worked to improve hygiene and cleanliness in order to ensure safe use everywhere.

Providing Support During Travel

New support services were provided, such as the mobile app VeriFLY, which provides travel documents for each country changing day by day, JAL Covid-19 Cover, which pays for medical care and other expenses in case of infection during travel, and PCR Anshin Support, which provides access to PCR tests even on miles.



The "Safety and Security Initiative" is the first in Asia to receive a double award of the world's highest rating.

Communication with Customers

After verifying the air circulation in the aircraft using the Fugaku supercomputer, we made efforts to make the announcement objective and easy to understand, such as asking people to wear masks. Due to the increase in inquiries about reservations and airline tickets, and the inconvenience caused by the difficulty in making telephone connections, we are working on opening new channels such as using the LINE application and strengthening our contact center.

Compatibility of Stronger Quarantine Systems and Convenience

To make the flow at the quarantine as smooth as possible, we worked with relevant authorities to address issues such as changing the people flow so that customers could receive enhanced measures at the border of Japan to stop the spread of infection. At Narita and Haneda airports, the JAL Group's Airport Customer Service staff took charge of the quarantine support services and made use of their experience to strengthen quarantine at the same time as providing convenience to customers.

② Protecting the Route Network - To Meet the Social Demands for Transportation as an Infrastructure

International Passengers

< Before Corona > 146.9 flights per day on 57 routes, 83.4% boarding rate (August 2019)
➔ [the COVID-19 pandemic] 17.5 flights/day on 28 routes, 14.4% boarding rate (April 2020)

Strict immigration restrictions in each country made it necessary to avoid overnight stays for our crew. Their work and flight schedule was advertently reconsidered. While inbound traffic halted, demand for transit through Japan recovered quickly. Based on immigration regulation trends, we worked hard to capture the demand by forecasting the trend, flexibly adjusting manpower, and adjusting schedules to facilitate transit. In June 2020, ZIPAIR began operating LCC flights exclusively for cargo during a period when passenger demand was significantly declining. In June 2021, Spring Japan (currently) became a consolidated subsidiary to prepare for demand recovery.

Domestic Passengers

< Before Corona > 860.3 flights per day on 126 routes, 78.9% boarding rate (August 2019)
➔ [the COVID-19 pandemic] 437.0 flights/day on 115 routes, 19.6% boarding rate (April 2020)

We worked to maintain the network to fulfill our mission as a social infrastructure for the movement of medical workers to outlying islands and other areas. On the other hand, in response to the declaration of a state of emergency in environmental changes, we flexibly reviewed flight frequencies and our fleet plan in order to secure profitability.

Cargo and Mail

Freight-only flight
< Before Corona > 41 flights/year (FY2018)
➔ [the COVID-19 pandemic] Flight 12,934/year (FY2020)

Disruptions in shipping and a sharp decline in supply from passenger services led to tighter supply and demand, as well as new demand for vaccine shipments and home deliveries. In response to this, we expanded our capacity to meet the demand by operating freight-only flights by ZIPAIR, a newly established LCC, and by utilizing freight-only aircraft from other companies. We were able to realize high-quality transportation utilizing our know-how.

③ Protecting the JAL Group - To Expand Our Customer Base by Maintaining and Strengthening Our Human Resources and Financial Base in Preparation for a Pent-up Demand

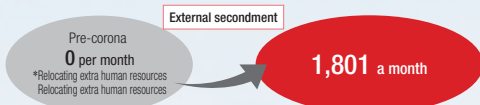
Human Capital: Maintaining and Strengthening Human Resources Base who can Transform to Face the Challenges in Creating New and Diverse Values

Monthly flight hours per cabin attendant < Before Corona > 71.8 hours/month (May 2019) ➔ [the COVID-19 pandemic] 8.3 hours/month (May 2020)

Although the number of flights decreased significantly due to the sharp decline in the volume of operations, our top priority was to protect the employment of our human resources, the most important capital in the JAL Group. We worked to maintain and improve the knowledge, skills, and motivation of our employees working in the frontline to be prepared for the pent-up demand when the COVID-19 pandemic subsided. In order to secure employment, while retaining our dignity, our employees were relocated to other regions and companies. We also made use of the public support framework, such as employment adjustment subsidies, by providing training programs to nurture our human resources. In addition, JALUX, a core non-airline subsidiary, helped expand our customer base. Going forward, regarding our human capital management, we will further enhance the potential of employees who have developed skills through training and relocation. We will also promote corporate restructuring by shifting our human resources from FSC business to future growth areas.



With the use of an online conference system, we have advanced the acquisition of new knowledge and skills that cannot be acquired through work alone.
[Training contents (one example)] Safety/Service/Language/Management Planning/financial results/Knowledge of other types of work/Laws/Cross-cultural understanding/Information systems/Health management, and the like



After confirming their intentions, including an open recruitment process, employees from the airport department, including cabin attendants, were relocated to various fields to acquire new knowledge and values.
[Relocated areas (examples)] City Hall/Town Hall/car dealers/delivery distribution centers/ customer contact centers/telecommunications companies/integrated construction companies, to name a few. About 140 companies

Consolidated Employees

FY2019 to 35,653

➔ FY2022 end 36,039 *Including LCC and non-airline domains.

Financial Capital: Aglie Financing and Strong Financial Base/Aircraft Renewal for CO₂ Reduction During the COVID-19 Pandemic

Operating cash flows

(Before corona) About 300 billion yen/year ➔ [the COVID-19 pandemic] Approx. ▼ 200 billion yen/year (FY2020)



*Financing from FY2019 Q4 to FY2022

To reduce cash outflows, we immediately and thoroughly reduced all costs throughout the company (p.21). As a financial response, we flexibly secured liquidity on hand in a short period of time while recapitalizing our equity ratio, which indicates the soundness of our financial base, decreased from 57.4 percent at the end of FY2018, but remained at a sound level of 39.3 percent (based on the rating assessment). We will continue to rebuild a strong and risk-tolerant financial base.

Introduction of Airbus A350 **11** aircraft
(FY2019 Q4 -FY2022)

Introduction of Boeing 787 **6** aircraft
(FY2019 Q4 -FY2022)

Despite the difficult financial situation, we quickly made the necessary investments to achieve post-COVID-19 pandemic recovery and further growth. In particular, the renewal to fuel-efficient aircraft has been carried out as planned before the COVID-19 pandemic, which has led to a reduction in CO₂ emissions and an improvement in preferences and has ensured a production system that can respond to the rapid recovery of demand.

CO₂ emissions ▼15 to 25% (compared to conventional models)

Voice



NISHIDA Shingo
President, Representative Director
ZIPAIR Tokyo

An Unusual Case Among LCCs- ZIPAIR Sets the Stage for Early Profitability by Launching Freight-only Flights

The COVID-19 pandemic occurred when Japan's first medium and long haul LCC-ZIPAIR was preparing to start operations. For this reason, the Bangkok Line, which opened in June, and the Seoul Line, which opened in September 2020, launched as a freight-only flight. This was unusual for an LCC as its business is to generate profits with high passenger boarding rates. Being a freight-only flight was considered when we wondered what we could do to help society at that time. ZIPAIR is now responding to the demand recovery period through a total of six routes (8 routes as of August 2023), which operated during the COVID-19 pandemic. As a result, ZIPAIR achieved profits in FY2022.

Voice



KIKUYAMA Hideki
Senior Vice President of Finance and Accounting
(As of FY2019 to FY2022)

Funding Based on Decisions and Measures from Lessons Learnt from our Past Bankruptcy

Around February 2020, when international flight demands were lapsing, we raised funds with interest bearing debt for one year after experiencing flight demand after SARS returned in six months. However, we prepared for a prolonged risk impact for another year after the state of emergency was declared. By taking advantage of our financial position, we devised an equity story that would satisfy investors and undertook a public offering. From a management, perspective, it was absolutely unacceptable not to procure adequate funds when possible because of a change in environment and end up facing the risk of being short of funds. As the timing was feasible, we continued to procure funds through hybrid financing.