

6

Data Collection

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- Business Data and Results in the Airline and Non-aviation Domains
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Key Financial Data

Japanese GAAP						
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
(Billion yen)						
Management Results						
Operating revenue	1,344.7	1,336.6	1,288.9	1,383.2	1,487.2	1,411.2
Operating expenses	1,165.0	1,127.4	1,118.6	1,208.6	1,311.1	1,310.5
Operating income	179.6	209.1	170.3	174.5	176.1	100.6
Ordinary income	175.2	209.2	165.0	163.1	165.3	102.5
Net profit attributable to owners of parent	149.0	174.4	164.1	135.4	150.8	53.4
Cash flow from operating activities	261.1	312.3	253.1	281.5	296.7	60.0
Cash flow from investing activities	-199.2	-207.2	-215.5	-180.1	-186.3	-221.5
Cash flow from financing activities	-67.3	-49.6	-53.5	-55.8	-37.0	-30.1
Free cash flow*2	61.8	105.1	37.5	101.3	110.3	-161.5
Depreciation and amortization	85.8	88.5	95.7	110.8	124.1	138.0
EBITDA*3	265.5	297.7	266.1	285.4	300.2	238.6
EBITDAR*4	292.7	321.1	286.2	305.4	320.1	260.2
Capital investment (purchase of non-current assets)	198.6	210.6	233.1	208.0	222.1	239.6
Financial Situation (at the end of the fiscal accounting year)						
Total assets	1,473.3	1,578.9	1,728.7	1,853.9	2,030.3	1,859.3
Net assets	800.7	870.5	1,003.3	1,094.1	1,200.1	1,131.8
Interest-bearing debt	100.5	92.6	116.0	125.7	142.3	191.7
Shareholders' equity	776.4	843.0	972.0	1,060.3	1,165.1	1,094.8
Stock						
Number of shareholders	94,289	105,163	127,583	123,474	144,308	236,234
Outstanding shares issued	362,704,000	362,704,000	353,715,800	353,715,800	349,028,700	337,143,500
Information per stock (JPY)						
Profit attributable to owners of parent	411.06	481.29	456.56	383.23	432.10	155.66
Net assets	2,142.00	2,325.79	2,749.71	3,019.52	3,340.15	3,249.27
Dividends	104.00	120.00	94.00	110.00	110.00	55.00
Average number of shares during the fiscal year (thousands of shares)	362,584	362,500	359,594	353,334	349,006	343,101
Key Performance Indices						
Operating margin (%)	13.4	15.7	13.2	12.6	11.8	7.1
ROE (%)	20.3	21.5	18.1	13.3	13.6	4.7
ROA (%)*5	12.8	13.7	10.3	9.7	9.1	5.2
Shareholders' equity ratio (%)	52.7	53.4	56.2	57.2	57.4	58.9

IFRS*1						
	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
(Billion yen)						
Management Results						
Revenue	1,385.9	481.2	682.7	1,375.5	1,651.8	1,844.0
Operating expense	1,308.8	885.0	940.2	1,344.6	1,542.2	1,693.4
EBIT	88.8	-398.3	-239.4	64.5	145.2	172.4
Profit before tax	88.1	-404.0	-246.6	52.4	139.3	158.9
Profit attributable to owners of parent	48.0	-286.6	-177.5	34.4	95.5	107.0
Cash flow from operating activities	80.8	-219.5	-103.5	292.9	363.9	381.5
Cash flow from investing activities	-233.7	-91.0	-173.7	-112.7	-195.0	-281.1
Cash flow from financing activities	-38.8	388.6	359.2	-38.4	-105.0	-64.9
Free cash flow*2	-152.8	-310.5	-277.3	180.1	168.8	100.4
Depreciation and amortization	162.4	182.4	178.4	157.4	147.5	155.8
EBITDA*3	251.2	-215.8	-61.0	222.0	292.7	328.2
Capital investment (purchase of non-current assets)	239.6	89.6	161.3	117.4	218.0	289.9
Financial Situation (at the end of the fiscal accounting year)						
Total assets	1,982.2	2,107.2	2,375.7	2,520.6	2,649.2	2,794.9
Total equity	1,049.6	981.5	846.0	856.9	948.3	1,016.6
Interest-bearing debt	277.4	515.1	928.4	925.5	887.2	896.0
Shareholders' equity	1,014.2	947.4	799.7	816.2	909.9	975.0
Stock						
Number of shareholders	236,234	366,626	447,693	453,286	444,761	486,262
Outstanding shares issued	337,143,500	437,143,500	437,143,500	437,143,500	437,143,500	437,143,500
Information per stock (JPY)						
Profit attributable to owners of parent	140.04	-764.99	-406.29	78.77	218.61	245.09
Shareholders' equity	3,009.71	2,168.06	1,830.03	1,867.91	2,082.23	2,232.63
Dividends	55.00	0.00	0.00	25.00	75.00	86.00
Average number of shares during the fiscal year (thousands of shares)	343,167	374,766	437,007	437,007	437,007	436,730
Key Performance Indices						
EBIT margin (%)	6.4	—	—	4.7	8.8	9.4
ROE (%)	4.6	—	—	4.3	11.1	11.4
ROA (%)*5	4.3	—	—	2.6	5.6	6.3
ROIC (%)*6	4.7	—	—	3.3	7.3	8.1
Shareholders' equity ratio (%)	51.2	45.0	33.7	32.4	34.3	34.9

	Japanese GAAP					
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
(Billion yen)						
Key Performance Indices						
D/E ratio (times)	0.1x	0.1x	0.1x	0.1x	0.1x	0.2x
EBITDA margin (%)	19.8	22.3	20.6	20.6	20.2	16.9
EBITDAR margin (%)	21.8	24.0	22.2	22.1	21.5	18.4
Unit cost (yen)* ⁹	8.7	9.1	9.4	10.1	10.4	10.6
Unit cost (yen) (Including fuel cost)	12.3	11.7	11.7	12.5	13.1	13.2
Dividend payout ratio (%)* ¹⁰	25.1	25.0	25.1	29.4	32.3	35.3
Business Data						
International passenger operations						
Passenger revenues	454.8	448.7	415.2	462.9	530.6	476.2
ASK (million seat kms)* ¹¹ * ¹²	47,696	50,563	50,621	51,836	54,925	54,324
RPK (million passenger kms)* ¹¹ * ¹³	36,109	40,305	40,633	42,013	44,659	41,905
Revenue passengers carried (1,000)* ¹¹	7,793	8,460	8,394	8,585	9,128	8,277
Revenue passenger load factor (%)* ¹¹	75.7	79.7	80.3	81.0	81.3	77.1
Yield (yen)* ¹¹	12.6	11.1	10.2	11.0	11.9	11.4
Unit revenue (yen)* ¹¹	9.5	8.9	8.2	8.9	9.7	8.8
Domestic passenger operations						
Passenger revenues	487.5	501.2	498.6	518.2	528.0	514.6
ASK (million seat kms)* ¹²	36,306	35,869	35,423	35,714	36,116	36,199
RPK (million passenger kms)* ¹³	23,993	24,341	24,550	25,643	26,195	25,443
Revenue passengers carried (1,000)	31,644	32,114	32,570	34,033	34,859	33,783
Revenue passenger load factor (%)	66.1	67.9	69.3	71.8	72.5	70.3
Yield (yen)	20.3	20.6	20.3	20.2	20.2	20.2
Unit revenue (yen)	13.4	14.0	14.1	14.5	14.6	14.2
International cargo operations						
Cargo revenue	60.3	54.2	43.3	56.0	65.4	59.7
Revenue cargo tonne-km (million tonne kms)	1,754	1,724	1,887	2,233	2,429	2,407
Domestic cargo operations						
Cargo revenue	24.2	23.3	22.2	22.4	21.8	20.7
Revenue cargo tonne-km (million tonne kms)	356	363	357	364	343	328

*1 IFRS is adopted from FY2020. *2 Free cash flow = Cash flow from operating activities + Cash flow from investing activities

*3 [Japanese GAAP] EBITDA = Operating Profit + Depreciation and Amortization [IFRS] EBITDA = EBIT + Depreciation and Amortization *4 [Japanese GAAP] EBITDAR = Operating income + Depreciation expense + Aircraft lease

*5 [Japanese GAAP] ROA = Operating profit / Average of total assets at beginning and end of a fiscal year [IFRS] ROA = EBIT / Average of total assets at beginning and end of a fiscal year

*6 [IFRS] ROIC = EBIT (after tax) / Average of fixed assets*⁷ at the beginning and end of the fiscal year *7 Fixed assets = Inventories + noncurrent assets - deferred tax assets - assets for retirement benefits

*8 Shareholders' Equity Ratio based on credit rating evaluation considering Hybrid Finance *9 Unit cost = Consolidated air transport cost (excluding fuel costs) / ASK

*10 This is calculated by excluding the impact of the adjustment amount for corporate taxes from the parent company's net income for the current period.

*11 From FY2015, revenue passengers carried, revenue passenger kilometers, available seat kilometers and load factor include codeshare tickets sold by other companies for JAL operated flights.

*12 ASK (available seat kilometers): A unit of passenger transport capacity: Total number of seats x Distance flown (kms) *13 RPK (revenue passenger kilometers): Total flight distance covered by revenue passengers: Number of revenue passengers x Distance flown (kms)

	IFRS* ¹					
	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
(Billion yen)						
Key Performance Indices						
Shareholders' equity ratio based on credit rating* ⁸	—	—	41.0	39.3	41.0	41.1
D/E ratio (times)	0.3x	0.5x	1.2x	1.1x	1.0x	0.9x
EBITDA margin (%)	18.1	—	—	16.1	17.7	17.8
Dividend payout ratio (%)	39.3	—	—	31.7	34.3	35.1
Business Data (Full Service Carrier)						
International passenger operations						
Passenger revenues	486.2	27.9	68.7	417.5	622.3	696.3
ASK (million seat kms)* ¹¹ * ¹²	53,910	11,918	22,780	38,039	47,328	49,971
RPK (million passenger kms)* ¹¹ * ¹³	45,551	2,196	6,027	27,310	37,201	41,916
Revenue passengers carried (1,000)* ¹¹	8,958	357	892	4,348	6,628	7,584
Revenue passenger load factor (%)* ¹¹	84.5	18.4	26.5	71.8	78.6	83.9
Yield (yen)* ¹¹	10.7	12.7	11.4	15.3	16.7	16.6
Unit revenue (yen)* ¹¹	9.0	2.3	3.0	11.0	13.1	13.9
Domestic passenger operations						
Passenger revenues	529.7	174.0	235.1	451.1	550.8	571.5
ASK (million seat kms)* ¹²	36,199	19,452	24,535	35,243	35,184	35,082
RPK (million passenger kms)* ¹³	27,496	9,282	12,089	23,090	26,771	27,666
Revenue passengers carried (1,000)	36,411	12,212	16,238	30,109	35,109	36,127
Revenue passenger load factor (%)	76.0	47.7	49.3	65.5	76.1	78.9
Yield (yen)	19.3	18.7	19.4	19.5	20.6	20.7
Unit revenue (yen)	14.6	8.9	9.6	12.8	15.7	16.3
International cargo operations						
Cargo revenue	59.7	96.5	182.8	188.9	100.3	123.3
Revenue cargo tonne-km (million tonne kms)	2,407	1,948	3,113	2,795	2,515	2,767
Domestic cargo operations						
Cargo revenue	20.7	21.7	20.7	20.0	19.5	27.9
Revenue cargo tonne-km (million tonne kms)	328	237	231	280	282	305

Aviation Business Area (FSC, LCC, Cargo and Mail)

			Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Safety	Aircraft accidents		case	0	2	3	1	3
	Serious incidents		case	1	1	0	1	1
	Irregular operations*1		case	39	47	48	39	42
	Safety events*2	System problems (engine)	case	6	6	10	17	18
		System problems (other than engine)	case	13	23	22	30	21
		Parts departing from aircraft	case	1	1	3	2	3
Aircraft	Large aircraft	Airbus A350-1000	aircraft	0	0	0	3	8
		Airbus A350-900	aircraft	8	15	16	15	15
		Boeing 777-300ER	aircraft	13	13	13	13	12
		Boeing 777-300	aircraft	4	4	0	0	0
		Boeing 777-200ER	aircraft	11	8	3	0	0
		Boeing 777-200	aircraft	9	4	0	0	0
	Mid-sized aircraft	Boeing 787-9	aircraft	20	22	22	22	22
		Boeing 787-8	aircraft	29	29	30	31	31
		Boeing 767-300ER	aircraft	29	29	27	27	27
		Boeing 767-300	aircraft	2	0	0	0	0
	Small aircraft	Boeing 737-800	aircraft	61	65	62	62	62
		Airbus A321ceo P2F	aircraft	0	0	0	2	3
	Regional aircraft	Embraer E170/Embraer E190	aircraft	32	32	32	32	32
	Propeller aircraft	ATR42-600/ATR72-600	aircraft	11	13	14	15	15
		De Havilland DHC-8-400CC	aircraft	5	5	5	5	5
		SAAB340B	aircraft	3	0	0	0	0
	Total		aircraft	237	239	224	227	232
Flight Data	Airports served	Domestic flights Including LCCs	destination	61	61	64	65	64
		International flights	destination	368	380	376	384	395
	Number of flights	Domestic flights	flight	134,325	244,022	263,585	266,243	267,064
		International flights	flight	8,138	17,127	28,688	40,834	44,734
		Total	flight	142,463	261,149	292,273	307,077	311,798
	Percentage of flights operated	Domestic flights	%	97.12	98.06	98.46	98.03	98.39
		International flights	%	99.04	99.24	99.82	99.90	99.80
	On-time departure rate	Domestic flights	%	96.74	94.15	91.33	84.69	83.69
		International flights	%	93.17	88.98	74.05	81.06	81.11
		Total	%	96.02	93.38	89.63	84.21	83.32
	On-time arrival rate	Domestic flights	%	96.27	92.99	88.88	80.75	79.67
		International flights	%	95.33	91.78	79.74	81.59	80.44
		Total	%	96.38	92.81	87.99	80.86	79.78
	Number of partner airlines	Domestic flights*3	company	3	3	4	4	5
		International flights	company	35	35	34	34	34

Aviation Business Area (FSC, LCC, Cargo and Mail)

			Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Flight Data	Number of flights (ZIPAIR Tokyo)	Total	flight	943	2,041	3,100	5,061	5,518
	Number of flights (SPRING JAPAN)	Domestic flights	flight	—	837	4,500	4,068	2,416
		International flights	flight	—	118	335	2,037	4,390
		Total	flight	—	955	4,835	6,105	6,806
Traffic Data	Domestic flights (FSC)	Total passengers	people	12,212,131	16,238,833	30,109,920	35,109,846	36,127,464
		Increase in domestic passenger traffic*4	%	-74.2	-59	-15	2	3
				Excluding LCCs	Excluding LCCs			
		Number of inbound travelers to Japan	people	49,188	121,844	582,180	912,578	1,161,629
		Dokokani miles	people	—	—	approx.540,000	approx.630,000	approx.710,000
		Revenue passenger kilometers*5	1,000 passenger-km	9,282,122	12,089,054	23,090,624	26,771,128	27,666,782
		Available seat kilometers*6	1,000 seat-km	19,452,985	24,535,597	35,243,210	35,184,302	35,082,824
		Passenger load factor	%	47.7	49.3	65.5	76.1	78.9
	International flights (FSC)	Total passengers	people	357,519	892,471	4,348,562	6,628,180	7,584,536
		Revenue passenger kilometers*5 *7	1,000 passenger-km	2,196,423	6,027,871	27,310,618	37,201,833	41,916,185
		Available seat kilometers*6 *7	1,000 seat-km	11,918,047	22,780,657	38,039,283	47,328,459	49,971,886
		Passenger load factor*7	%	18.4	26.5	71.8	78.6	83.9
	Cargo and Mail	Domestic revenue cargo tonne-km	1,000 tonne-km	237,874	231,515	280,599	282,974	305,220
		International revenue cargo tonne-km	1,000 tonne-km	1,948,205	3,113,671	2,795,737	2,515,410	2,767,480
		Increase in domestic freight traffic*4	%	-30	-34	-17	-15	-8
		Results of pharmaceutical transportation*4	tonnes	+18%	+92%	+123%	+437%	+614%
Customer Satisfaction	Net Promoter Score (NPS)*8	Domestic flights	point	+23.0	+71	+3.0	+6.8	+2.2
		International flights	point	+30.0	+7.4	-3.3	+3.3	-2.5
	Customer comments		case	19,712	21,095	30,795	30,487	25,516
Accessibility	Number of customers who find it difficult to travel	Ratio of these passengers on board	%	0.29	0.64	0.71	0.81	0.82
		Number of wooden wheelchairs, which go through metal detectors	vehicle	478	478	508	508	461

Figures in the table are based on Japanese GAAP and International Financial Reporting Standards (IFRS).

*1 A situation in which partial malfunction of multiple aircraft systems occurs, for example, and the pilots respond according to the manual and return to the airport to ensure safety, resulting in a schedule change including the destination (excluding bird strike, lightning strike, etc.). In general, it is not a situation that immediately affects the safety of operations.

*2 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 the MLIT, 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.

*3 Partnership with Jetstar Japan on international connection routes only

*4 Compared to FY2019. The results of handling and delivering pharmaceutical in cargo includes dedicated pharmaceutical temperature storage at Narita Airport.

*5 Revenue Passenger Kilometers: The total distance flown by revenue paying passengers. Number of revenue passengers x distance flown (kilometers)

*6 Available Seat Kilometers: Measures passenger carrying capacity. Total seats x distance flown (kilometers)

*7 Calculation of figures for revenue passengers carried, revenue passenger kilometers, available seat kilometers, and load factor for international flights include code-sharing of JAL operated flights sold by other airlines.

*8 FY2020 includes comparison for first performance from FY2017. After FY2021 comparison for first performance in FY2021.

For more safety data, please visit the JAL website for our Safety Report.  Safety Report: <https://www.jal.com/en/safety/report/>

Non-Aviation Area (Mileage, Lifestyle and Infrastructure)

			Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Mileage and Card	Total number of JMB members		1 million	approx. 35	approx. 36	approx. 37	approx. 38	approx. 39
	Issuance mile index*1		FY18 = 100	81.7	87.6	101.4	124.1	137
	Total number of JAL CARD members		1 million	3.58	3.46	3.44	3.48	3.57
	JAL CARD, INC. revenue*2	Sales revenue	billion yen	18.6	18.5	17.1	13.2	13.4
Travel	Number of people who handle JALPAC Travel Co., Ltd.	Total	people	1,141,342	1,004,500	2,149,697	1,765,244	1,690,044
		Overseas travel	people	45	68	17,447	59,905	67,060
		Domestic travel	people	1,141,293	1,004,450	2,131,981	1,704,610	1,621,667
		foreign visitors to Japan	people	4	32	269	729	1,317
	JALPAK Co., Ltd. revenue*2	Sales revenue	billion yen	55.5	45.8	108.8	115.4	110.9
Retail	JALUX Co., Ltd. revenue*2	Revenue	billion yen	—	—	27.9	32.0	39.3
Contracted Services	Number of flights entrusted to foreign airlines	Passenger service	10,000 flight	0.3	1.1	2.3	6.1	7.8
		Cargo flights	10,000 flight	0.6	0.6	0.6	0.5	0.5
		Total	10,000 flight	0.9	1.7	2.9	6.6	8.3
Collaboration with External Parties	Promotion of JAL Wellness & Travel		number of affiliated municipalities	—	—	4	5	9
	Number of city partnerships*3		city	25	41	47	49	54
	Number of school partnerships*4		school	30	32	33	34	34
	Number of Lab Alliances*5		company	12	12	11	11	0
	Promoting workstyle research with outside stakeholders*6		number of research group member organizations	—	—	52	77	78

Figures in the table are based on Japanese GAAP and International Financial Reporting Standards (IFRS).

*1 Number of miles issued excluding air boarding

*2 Each figure is for before the elimination of consolidated transactions. In addition, the Company has applied the Accounting Standard for Revenue Recognition (ASBJ Statement No. 29, issued on March 31, 2020) and the Guidance on Accounting Standard for Revenue Recognition (ASBJ Guidance No. 30, issued on March 31, 2020) since FY2020.

*3 Some of these include cooperation agreements with councils rather than municipalities.

*4 Japan Airlines Co., Ltd. only

*5 Activities ended in February 2024.

*6 Excerpt from the Sustainability Promotion Committee materials

Major Awards (2024-2025)

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Major evaluations and awards are also posted on our website.  Evaluations and Awards <https://www.jal.com/en/company/awards/>  Press Release: Awards <https://press.jal.co.jp/en/awards/>

Evaluations Regarding Sustainability

• S&P Dow Jones Indices



Dow Jones Sustainability Asia Pacific Index
S&P Global CSA Top 5% ESG Score

Three consecutive years

• FTSE Russell



FTSE Blossom
Japan Index

Four consecutive years



FTSE Blossom
Japan Sector
Relative Index

Four consecutive years



FTSE4Good

• CDP



Supplier Engagement Assessment (SEA) A

• Sompo Sustainability Index



Sompo Sustainability Index

Comprehensive Evaluation of Service Quality, Safety and Security Initiatives, and Sustainability Efforts

• APEX



WORLD CLASS Four consecutive years

WORLD CLASS LOUNGE First time awarded

Evaluation of Products and Services at Airports and Inflight

• SKYTRAX



SKYTRAX World Airline Star Rating "5 Star"

Eight consecutive years



SKYTRAX World Airline Awards

• Best Premium Economy Class in Asia

• Best Economy Class Airline Seat

Eight consecutive terms, nine times in total

Evaluation of On-Time Performance

• Cirium



Cirium On-Time Performance 2024 Asia Pacific 1st place
(On-time arrival rate: 1st in Asia Pacific)

Evaluation of DEI Promotion

• Work with Pride Incorporated Association



PRIDE Index 2024 "Gold",
the highest rank

Nine consecutive years

• JobRainbow



D&I Award 2024 the highest
evaluation "Best Workplace"

Four consecutive years



D&I Award

Second time

• MSCI



Japan Equity Index for Women's Participation
in the Workplace (WIN)

Note: THE INCLUSION OF Japan Airlines Co., Ltd. IN ANY MSCI INDEX, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT OR PROMOTION OF Japan Airlines Co., Ltd. BY MSCI OR ANY OF ITS AFFILIATES. THE MSCI INDEXES ARE THE EXCLUSIVE PROPERTY OF MSCI. MSCI AND THE MSCI INDEX NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI OR ITS AFFILIATES.

Evaluation of Health and Productivity Management and Wellness Promotion

• Ministry of Economy, Trade and Industry • Tokyo Stock Exchange



Certified Health & Productivity Management Outstanding
Organizations Recognition Program
30 JAL Group companies certified

• Sports Agency



JAL was certified as a "Sports Yell Company 2025" by Sports Agency.
In addition, JAL has been certified as
a "Silver" company more than seven times, continuing on from last year.

Evaluation of DX Promotion

• Ministry of Economy, Trade and Industry • Tokyo Stock Exchange • Information-technology Promotion Agency, Japan



DX注目企業2025
Digital Transformation

DX Hot Companies 2025

• The Association for Information Technology in Enterprises



Received the "IT Award (Open Innovation Area)"
award at the 42nd IT Awards 2024

Evaluation of Innovation

• Cabinet Office, Government of Japan



7th Japan Open Innovation Awards

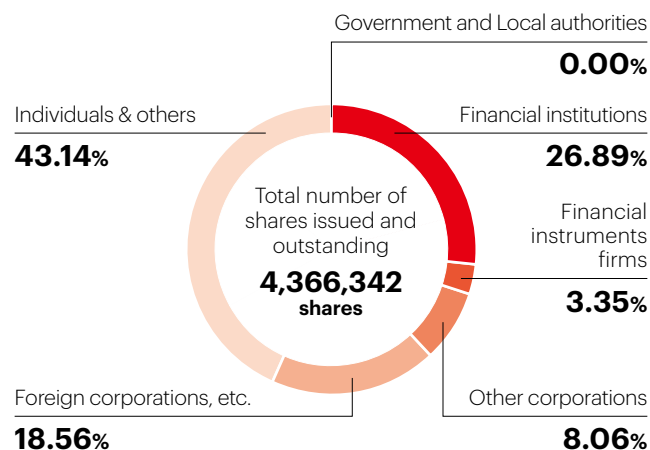
• Minister of Land, Infrastructure, Transport and Tourism Award
"Drone-based Emergency Response Service for Residents in
Setouchi Town, Amami Oshima Island"

• Selection Committee's Special Award "Ecosystem Construction
Connecting Japan and Low Earth Orbit: Toward the Landing of
the Dream Chaser Spaceplane at Oita Airport"

Stock Information (as of March 31, 2025)

- **Stock Exchange** Prime Market of the Tokyo Stock Exchange
- **Stock Code** 9201
- **Number of Shares Per Unit** 100 shares
- **Account Closing Date** March 31
- **Ordinary General Meeting of Shareholders** June each year
- **Date of Finalizing Shareholders Eligible to Exercise Voting Rights at the Ordinary General Meeting of Shareholders** March 31
- **Date of Record for Dividend** September 30 and March 31
- **Shareholder Registry Administrator** Mitsubishi UFJ Trust and Banking Corporation
- **Contact**
Stock Transfer Agency Department
Mitsubishi UFJ Trust and Banking Corporation
1-1, Nikko-cho, Fuchu-shi, Tokyo, Japan
Mailing address: 〒137-8081 ShinTokyo Post Office PO Box 29
Phone: 0120-232-711 (toll free (only within Japan))
Open: 9:00 am to 5:00 pm except weekends and public holidays (Japan time)
Website: www.tr.mufig.jp/daikou/ (only in Japanese)
- **Method of Official Announcement**
Electronic public notice at:
URL www.jal.com/ja/corporate/publicnotices/ (only in Japanese)
Provided, however, that if the electronic notice cannot be made due to an accident or any unavoidable reason, the public notice shall be published in the Nihon Keizai Shimbun.
- **Outstanding Shares Issued**
Common stock 437,143,500 (number of shares per unit: 100)
Number of shareholders 486,262
Note: The total number of shares issued includes 586,479 shares of treasury stock.

● Status by Shareholder (excluding shares less than one unit)



Company Profile (as of March 31, 2025)

- **Corporate Name** Japan Airlines Co., Ltd.
- **Head Office** Nomura Real Estate Building.,
2-4-11 Higashi-Shinagawa Shinagawa-ku
Tokyo 140-8637, Japan
Phone: +81 (0)3-5460-3121
- **Established** August 1, 1951
- **Representative Director, President** TOTTORI Mitsuko
- **Capital** JPY 273,200 million
- **Employees** Consolidated employees 38,433 people
Employees 14,431 people
- **Business** 1. Scheduled and non-scheduled air transport
2. Aerial work services
3. Other related business

Other Media

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

- **JAL Corporate Website**
<https://www.jal.com/en/>
The following detailed information is also posted on the JAL corporate website.
- **Corporate Policy and Company Profile**
<https://www.jal.com/en/company/>



- **Safety**
<https://www.jal.com/en/safety/>
- **Sustainability**
<https://www.jal.com/en/sustainability/>
- **Investor Relations**
<https://www.jal.com/en/investor/>
- **Other Media**
JAL Group Safety Report
<https://www.jal.com/en/safety/report/>
Corporate Governance Report
<https://www.jal.com/en/philosophy-vision/governance/>
Consolidated Financial Results and Statements
<https://www.jal.com/en/investor/library/finance/>