



JAL Group Safety Report FY2023

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 FY2023 is a safety report prepared by the eight JAL Group airlines in accordance with Article 111, Paragraph 6 of the Civil Aeronautics Act.

Preface

On behalf of the JAL Group, I would like to express our sincere appreciation for your continued support and patronage of the “Wings of the JAL Group.”

As of April 2024, I, TOTTORI Mitsuko, was appointed President of Japan Airlines and CEO of the JAL Group.

On January 2, JL516 collided with a Japan Coast Guard aircraft upon landing at Haneda Airport. We pray for the repose of the souls of the five crew members, who perished in the accident, and extend our deepest sympathies to those who were injured and to everyone concerned. On the other hand, thanks to the cooperation of all passengers and efforts of our crew, everyone escaped the burning aircraft and 379 lives were saved. We renewed our determination to apply the many lessons learned from this accident to flight safety in the future.

Under such circumstances, the entire aviation industry has been taking urgent measures to ensure safety and security. Japan Airlines, however, received an Administrative Guidance of Administrative Warning from the Ministry of Land, Infrastructure, Transport and Tourism on May 27, in response to a series of unsafe incidents that occurred at our company. We solemnly accepted this situation and submitted measures to prevent recurrence on June 11. Top management will take the warning in reviewing our safety system and will work to regain the trust of society and our customers.

Safety is the basic foundation for the existence of the JAL Group and has been and will continue to be our mission. Based on the unwavering safety culture we have cultivated over the years, all employees will work together to ensure safety.

August 2024



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

Preface

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【Period Covered by This Report】
 April 1, 2023 to March 31, 2024. 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 company can be viewed on the following websites.

Company (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/ (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

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.



2. Review of FY2023

2.1 Administrative Dispositions and Administrative Guidance

The JAL Group did not receive any Administrative Dispositions^(*1) or Administrative Guidance^(*2) in FY2023.

^(*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.

	2019	2020	2021	2022	2023
Administrative Dispositions	1	0	0	0	0
Administrative Guidance	1	0	0	0	0

Administrative Guidance to JAL Engineering.

JAL Engineering, Inc. (JALEC), which is outsourced by Japan Airlines to manage its maintenance services, received a Business Improvement Advisory.

On December 22, 2023, JALEC received a Business Improvement Advisory from the Civil Aviation Bureau, MLIT in connection to discovery of multiple inappropriate cases, which includes the case reported by JALEC and, cases discovered by the aviation authority through regular audit, subsequent interviews and on-site inspections.

The main measures to be taken in response to the *Business Improvement Advisory on Flight Safety* are as follows.

1. Ensure understanding of the content of laws, regulations, Operations Manual (OM), and the like, foster awareness that flight safety is a top priority, and ensure compliance
 - Conduct quality supplement training in the form of group discussions to communicate essential quality issues related to safety and quality, their significance and background, and examples of past failures related to them
 - Provide specialized risk response training for those responsible for line maintenance control and flight movement control decisions
 - Clarify requirements for the above responsible persons and introduction of an appointment system
 - Conduct a comprehensive review of maintenance management manuals and management services regulations (including related internal regulations)
2. Restructure Safety Management System (SMS)
 - Regular implementation of workplace environment improvement activities (solving environmental issues in frontline and support departments) by management
 - Regular interactive meetings by management with frontline and support departments' section managers
 - Strengthen management of routine improvement proposals
 - Conduct monthly reviews by the frontline department heads on the status of qualified personnel assigned to aircraft maintenance, to name a few
 - Improve operation of monthly quality meetings
 - Internal auditing by the Auditing Department and enhanced safety and quality patrols by the Quality Control Department
 - Clarification of events in daily operations that should be communicated and discussed from the frontline to the Quality Control Department

We take the Business Improvement Advisory very seriously, and all of us will work together to ensure that a similar situation will never occur in the future.

Administrative Penalties and Administrative Guidance Received in FY2024

Administrative Guidance to Japan Airlines

In response to the collision accident between JL516 and a Japan Coast Guard aircraft on January 2, 2024 (details on page 6), the entire industry is advancing "emergency measures to ensure aviation safety and security." However, due to a series of safety-related troubles^(*) occurring within Japan Airlines, we received administrative guidance in the form of a written severe warning on May 27 of the same year.

^(*) Incidents include: entering the runway without obtaining air traffic control instructions (three cases), flight cancellations due to inappropriate behavior caused by excessive drinking by flight crew (one case), and aircraft contact (one case).

Although each incident has its own individual factors, we believe there are two common factors. The first is that we failed to create an environment where the frontline could stop and confirm to ensure safety amidst various pressures in their work. This led to the continuous occurrence of incidents. The second is that the Safety Management System (SMS) to utilize past lessons was not functioning adequately. The SMS refers to a series of cycles that collect information on malfunctions and near-miss incidents, evaluate risks, take measures, and then monitor the degree of their establishment. The monitoring of how well the measures from past cases were established was particularly weak, leading to the recurrence of similar incidents.

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

1. Measures to prevent incidents immediately
 - Implement individual measures targeted at the incidents that occurred
 - Send a message to the frontline: "Let's pause for a moment and talk with your co-workers"
2. Medium- to long-term measures
 - Create an environment where the frontline can focus on safety activities
 - Conduct a comprehensive review of the system to understand the actual situation in the field and manage safety

Additionally, Japan Airlines analyzed the factors and considered measures to prevent recurrence, and submitted a report summarizing the results, including the above content, to the Civil Aviation Bureau of the MLIT on June 11.

By having top management take the lead and working together with all employees to rebuild the safety management system and ensure the implementation of recurrence prevention measures, we will strive to restore trust in safety.

[Administrative Guidance Document \(in Japanese only\)](#)
[Report \(in Japanese only\)](#)

Please check the [JAL website](#) for the status of responses to past administrative actions and guidance.

2.2 Aircraft Accidents and Serious Incidents

2.2.1 Aircraft Accidents and Serious Incidents

In FY2023, JAL Group reported one aircraft accident^{(*)1} and one serious incident^{(*)2}. Over the past five years, there have been seven aircraft accidents, six of which were caused by turbulence. In light of these circumstances, we have focused our efforts on measures to avoid turbulence and to prevent injuries caused by shaking. As a result, there were no accidents caused by turbulence in FY2023.

^{(*)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.

	2019	2020	2021	2022	2023
Aircraft Accident	1(0.003)	0(0.000)	2(0.008)	3(0.009)	1(0.003)
Serious Incident	3(0.008)	1(0.006)	1(0.004)	0(0.000)	1(0.003)
Total	356,437	181,794	241,006	344,452	357,539

(): Number of incidents per 1,000 flights

^(*) Zero fatalities for customers and our crews from FY 2019 to FY 2023.

Aircraft Accident

Collision accident Involving JL516 and Japan Coast Guard Aircraft

On January 2, 2024, JL516 (from New Chitose Airport (Sapporo) to Tokyo International Airport(Haneda)) collided with a Japan Coast Guard aircraft after landing at Haneda Airport. It came to a stop next to the runway and burst into flames. As a result of this collision, five out of the six crew members on board the Japan Coast Guard aircraft lost their lives. All passengers and crew on board our flight escaped. This incident was classified as an aviation accident by the Civil Aviation Bureau of the MLIT that day.

Serious Incident

JL585 remaining fuel for landing fell than required value

On July 12, 2023, JL585 (from Tokyo International Airport to Hakodate Airport) diverted to its alternate airport New Chitose Airport (Sapporo), due to low visibility at Hakodate Airport. While heading to New Chitose Airport (Sapporo), the crew requested priority landing to Air Traffic Control (ATC) because they noticed that the expected fuel at landing was less than the company requirement, which is enough to fly for 30 minutes. However, when the aircraft landed the fuel remaining was for 25 minutes. None of the passengers or crew members were injured. On the next day, this case was classified as a serious incident by the Civil Aviation Bureau, MLIT.

2.2.2 Aircraft Accidents and Serious Incidents in Previous Years

The following four investigation reports were released.

Aircraft Accidents

Cabin attendant aboard JL669 injured due to turbulence

(Date of occurrence: March 26, 2022 Date of publication: October 26, 2023)

Cabin attendant aboard NU036 injured due to shaking of aircraft

(Date of occurrence: October 3, 2022 Date of publication: October 26, 2023)

Passenger aboard JL687 injured due to turbulence during descent

(Date of occurrence: January 7, 2023 Date of publication: November 30, 2023)

Serious Incident

Runway incursion on landing runway of JL3653

(Date of occurrence: January 8, 2022 Date of publication: April 27, 2023)

(For details, please check the [JAL website](#).)

2.3 Irregular Operations

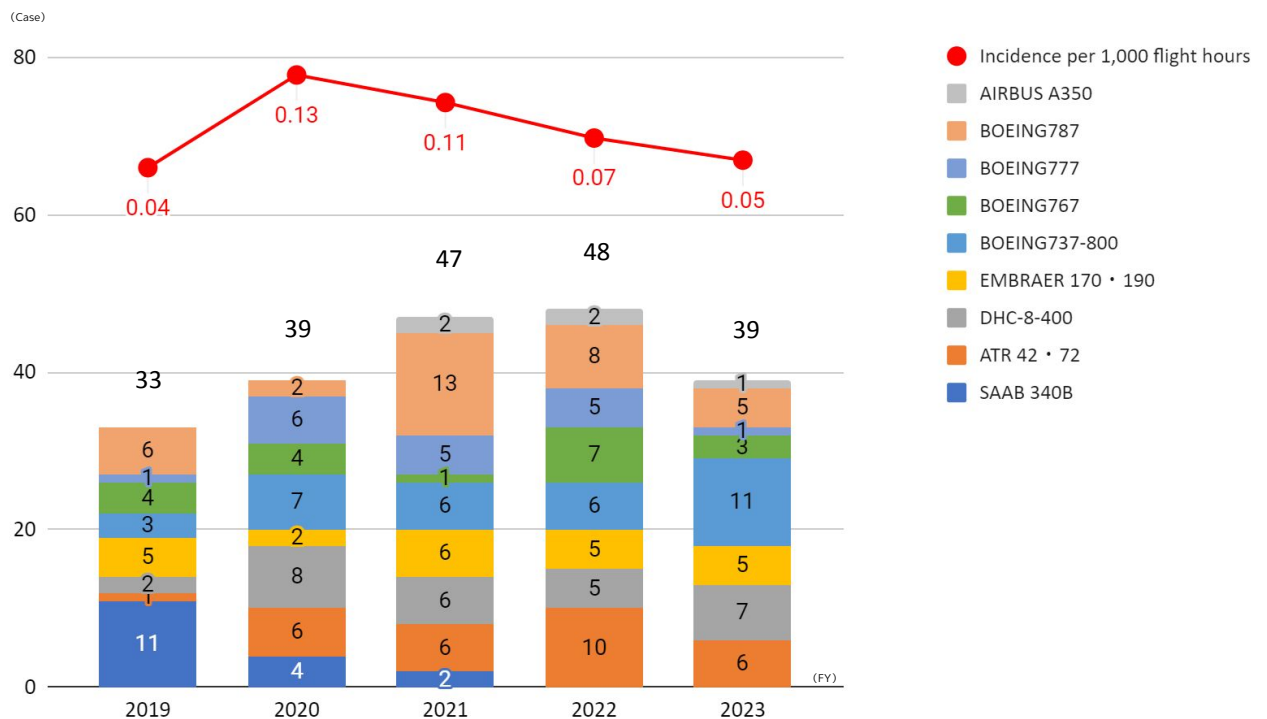
In FY2023, 39 irregular operations^(*) were reported consisting of 25 air turn back cases, nine diversions, three runway closures, and two landings requiring priority handling by Air Traffic Control.

Irregular flights are mainly caused by aircraft malfunctions. Looking at the incidence rate of aircraft failures (including minor ones), the rate increased in FY2020 as aircraft operations declined due to the Covid-19 pandemic. Since then the rate has declined due to the implementation of measures such as reinforcing our predictive maintenance, a trend that has been maintained in FY2023.

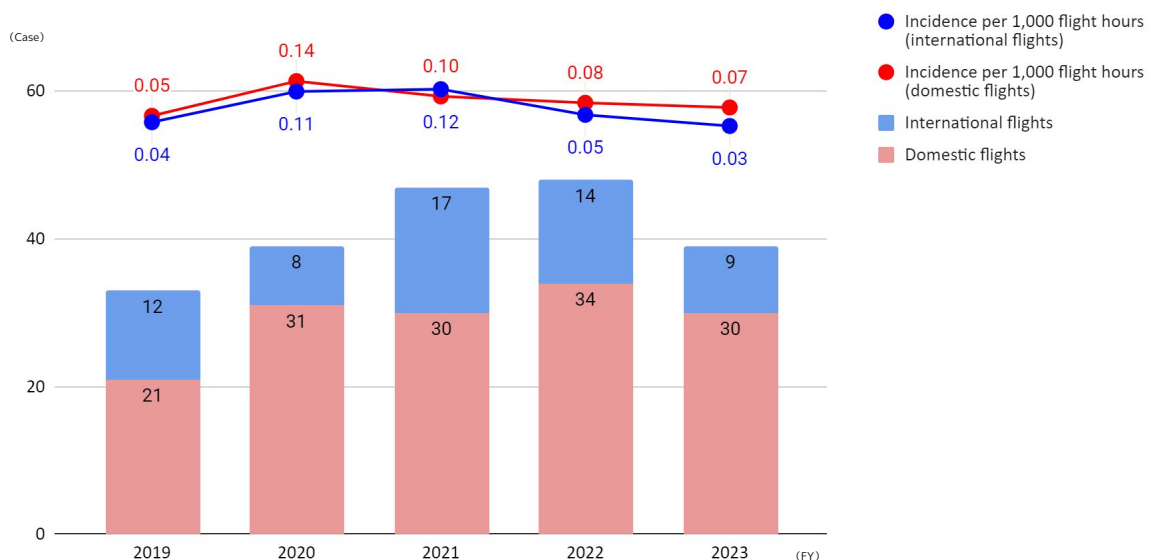
With different aircraft types, the number of irregular operations of BOEING 737-800 and the DHC-8-Q400 has increased. We promptly identified the cause of each occurrence, implemented measures, and re-evaluated the effectiveness of past measures.

^(*) Irregular Operations: A situation in which malfunctions occur on part of the multiple aircraft systems. Such as when the pilots respond according to the manual and return to the airport to ensure safety, which 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 safety of operations.

Incidents by aircraft type



Incidents by domestic and international flights



2.4 Safety Events

2.4.1 Overview

In FY2023, the number of safety events^(*) was 282 events, a decrease of 91 from the previous year. The main reasons were a decrease in the number of undeclared cases of environmentally hazardous substances on board as the shippers failed to declare the transport of the substances in the previous year. There was a decrease in the number of carry-on disinfectants from the previous year due to customer awareness. For details, see 2.4.3 Major Cases and Countermeasures on page 11.

^(*) 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.

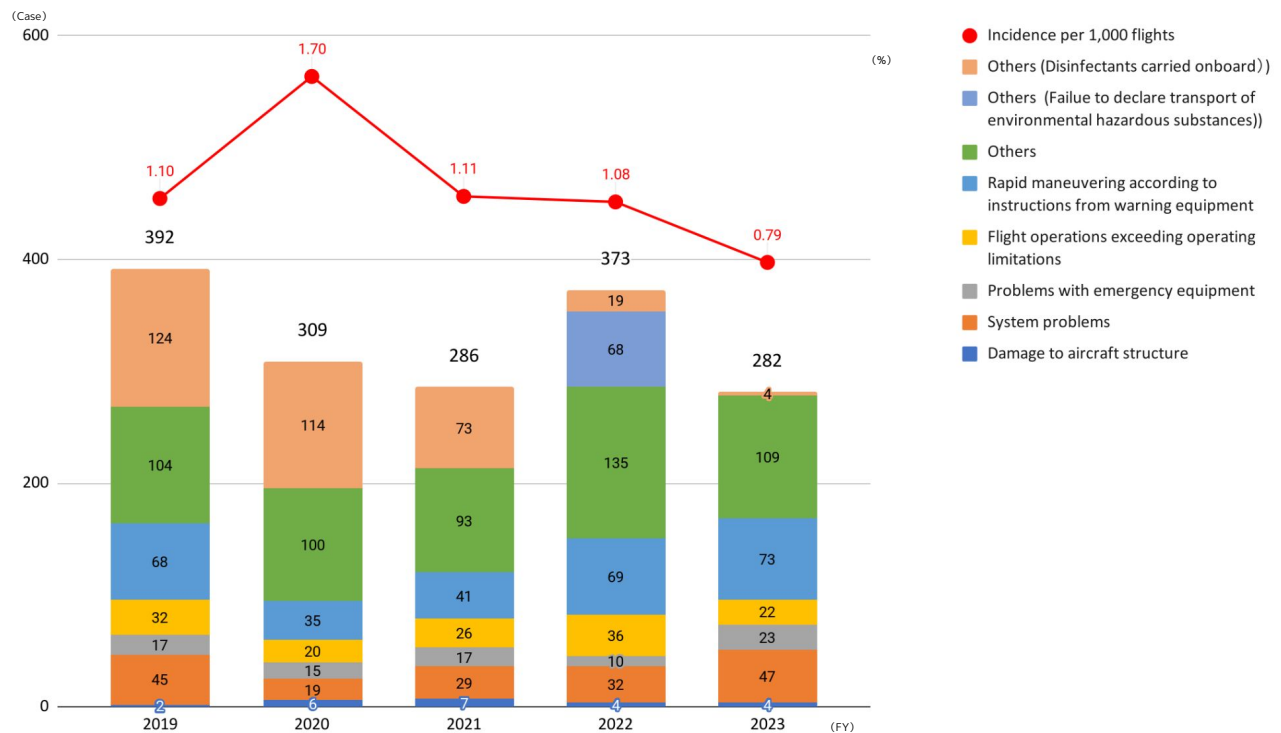
Classification of Safety Events and Examples

- Damage to aircraft structure
- System problems
- Problems with emergency equipment
- Flight operations exceeding operating limitations
- Rapid maneuvering according to instructions from warning equipment
- Others

[Example] Structural problems found during regular maintenance
[Example] Engine trouble, communications/electric system problems
[Example] Malfunction of fire and smoke detectors
[Example] Operations in excessive speeding

[Example] Operation according to instructions from the Traffic alert and Collision Avoidance System (TCAS)
[Example] Regulations, Parts Departing from Aircraft (PDA), transport of dangerous goods

■ Occurrence of safety problems



【Reference】 Comparison with the rate of safety problems excluding cases of carry-on disinfectants (per 1,000 flights)

Regarding the incidence rate of safety events in FY2022 excluding cases of carry-on disinfectants, the number of cases did not include the number of undeclared cases of the environmental hazardous substances on board. We apologize for this and correct the figures as shown in the table below. (Data published in FY2022: 0.83)

	2019	2020	2021	2022	2023
Rate of safety problems	1.10	1.70	1.11	1.08	0.79
Rate of safety problems excluding cases of carrying disinfectants on board ^(*)	0.75	1.07	0.83	<u>1.03</u>	0.77

^(*) Refer to the [JAL website](#) for information on carrying disinfectants on board.

2.4.2 Breakdown

		2023									2022	
		JAL	J-AIR	JTA	JAC	RAC	HAC	ZIP	SJO	Total	Total	
Aircraft Malfunction	Damage to aircraft structure	0	0	1	2	1	0	0	0	4	4	
	Damage sustained (except bird strike and lightning)	0	0	0	1	0	0	0	0	1	0	
	Major repair	0	0	1	1	1	0	0	0	3	4	
	System problems	20	7	16	0	1	0	0	3	47	32	
	Breakdown	Engine	8	6	3	0	0	0	0	0	17	10
		Oxygen supply	0	0	0	0	0	0	0	0	0	0
		Navigation system	1	0	0	0	0	0	0	0	1	1
		Landing gear	2	1	0	0	0	0	0	1	4	2
		Fuel System	1	0	1	0	0	0	0	0	2	1
		Others	8	0	12	0	1	0	0	2	23	18
	Problems with emergency equipment	6	1	11	2	3	0	0	0	23	10	
Flight Related	Flight operations exceeding operating limitations	14	5	1	0	0	0	2	0	22	36	
	Rapid maneuvering according to warning instructions	40	13	8	3	0	0	5	4	73	69	
	Breakdown	Activation of ACAS	35	11	7	3	0	0	4	1	61	56
		Activation of GPWS	1	2	1	0	0	0	1	3	8	11
		Others	4	0	0	0	0	0	0	0	4	2
	Others	79	5	5	5	3	2	9	5	113	222	
Others	Breakdown	Operations Manual	14	1	1	0	0	0	1	2	19	12
		Maintenance Manual	14	2	0	2	2	1	0	0	21	15
		Parts Departing from Aircraft	2	0	0	0	0	0	0	0	2	3
		Dangerous goods (disinfectants carried onboard)	4	0	0	0	0	0	0	0	4	19
		Dangerous goods (excluding disinfectants)	41	1	2	2	0	1	6	0	53	164
		Others	4	1	2	1	1	0	2	3	14	9
Total		159	31	42	12	8	2	16	12	282	373	

2.4.3 Major Cases and Countermeasures

Major examples of safety problems are as follows.
Number of cases in FY2022 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】 4 cases (4 cases)

Case	FY23	Breakdown
Major repairs due to cracks or corrosion of structural members discovered during routine maintenance	3	737 : 1, ATR : 2
Major repairs due to cracks or corrosion discovered by inspections based on service bulletins, etc.	1	DHC-8 : 1

【System problems】 47 cases (32 cases)

Case	FY23	Breakdown	
Engine	Defects of thrust reverser system	3	737 : 2, EMBRAER : 1
	Bird strike	8	A350 : 2, 787 : 1, 767 : 2, 737 : 1, EMBRAER : 2
	Foreign Object Ingestion (excluding bird strikes)	6	767 : 3, EMBRAER : 3
Navigation Systems	Failure of the automatic response system for Air Traffic Control	1	737 : 1
Landing gear	Defects of landing gear storage mechanism	4	737 : 1, 787 : 2, EMBRAER : 1
Fuel system	Defects to fuel indicator	1	767 : 1
	Fuel leak from fuel tank	1	737 : 1
Others	Defects related to aircraft collision prevention device (TCAS) ^{(*)1}	9	737 : 8, DHC-8 : 1
	Defects related to the Ground Proximity Warning System (GPWS) ^{(*)2}	4	737 : 3, 767 : 1
	Defects related to the Windshear Warning System (PWS) ^{(*)3}	1	737 : 1
	Defects related to the Flight Control System	4	737 : 4
	Defects related to cockpit windows	4	A350 : 2, 787 : 2
	Defects related to in-flight announcement system	1	787 : 1

(*)1 When two planes are approaching each other beyond a certain range, this system alerts the pilots of both planes and instructs them to take evasive maneuvers.

(*)2 This device alerts danger ahead to the pilot when the aircraft approaches the ground or sea surface beyond a certain range, or when it approaches an obstacle ahead, such as a mountain surface, beyond a certain range by comparing the aircraft's position obtained from satellites with terrain data. By following the instructions of the device, the flight crew can perform appropriate operations, ensuring for safe landing. The JAL Group has further developed this device 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.

(*)3 This device alerts danger ahead to the pilot when encountering or is expected to encounter a phenomenon where wind direction and wind speed change rapidly in a localized area (windshear).

【Problems with emergency equipment】 23 cases (10 cases)

Case	FY23	Breakdown
Defects related to emergency equipment	14	737 : 9, ATR : 2, EMBRAER : 1, DHC-8 : 2
Defects related to emergency lighting	6	737 : 1, 767 : 1, 777 : 2, 787 : 2
Defects related to emergency escape signal generator	3	737 : 2, DHC-8 : 1

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】 22 cases (36 cases)

Case	FY23
Exceeding operating limitations	16
Exceeding altitude or route deviation from ATC instructions	6

【Rapid maneuvering according to warning instructions】 73 cases (69 cases)

Case	FY23
TCAS Resolution Advisory (RA) ^(*)	61
Ground Proximity Warning System (GPWS)	8
Returning to the departure airport due to other instrument display abnormalities	4

(*) 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 of the 56 cases, the pilots responded appropriately to TCAS instructions.

Others

The breakdown of other safety-related incidents is as follows. As a result of measures such as raising awareness among customers bringing hazardous materials on board, the number of incidents decreased by 126 compared to the previous year. For incidents related to maintenance and operational management, we ensured safety by re-inspecting the aircraft and implemented recurrence prevention measures such as disseminating information about the incidents, raising awareness, and reviewing manuals.

【Others】 113 cases (222 cases)

Case	FY23
Bringing dangerous goods on board ^(*)	57
Issues related to maintenance ^(*)	21
Issues related to flight management ^(*)	19
Operation of smoke detector in restroom, among others	6
Disconnection of cabin parts	1
Parts departing from aircraft	2
Others	7

(*) Bringing dangerous goods on board: lithium-ion batteries, coolants, insecticides, and disinfectants

(*) Issues related to the maintenance: maintenance management including maintenance check items, and inspection intervals

(*) 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 set 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^(*), IATA^(**), and various national aviation authorities and private organizations.

For specific initiatives aimed at achieving the safety goals for FY2023, please refer to page 14. For the safety goals for FY2024, please refer to page 18.

(*) ICAO (International Civil Aviation Organization)

(**) 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

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

In addition to preventing the recurrence of defects, we will collect a large amount of information from both inside and outside the company to prevent unforeseen and unexpected incidents. We will use digital technology to create a system that can reliably detect the hazards and risks.

[FY2023 Initiatives: 14 page](#)

Action Targets

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

Even if we build a system to keep us safe, the system may not work depending on our awareness and company culture in each organization. In addition to fostering human resources with a high sense of safety, we will work to foster a company culture in which such human resources can act with safety as their highest priority.

[FY2023 Initiatives: 16 page](#)

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

Working together internally and externally, we will prepare for unforeseen situations arising from various environmental changes surrounding aviation. With this we will also resolve social issues.

[FY2023 Initiatives: 17 page](#)

3.1 Achievement of FY2023 Safety Targets

Achievement of Numerical Targets

Unachieved our goal as there was one aviation accident and one serious incident. Please refer to Aircraft Accidents and Serious Incidents on page 6 for more information.

Achievement of Action Targets

The following three action targets and 19 related measures were implemented in FY2023. For more information on the initiatives, see below.

For more information on the background of each initiative, please refer to the JAL Group Safety Report for FY2022.

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

In FY2023, in addition to information obtained from unsafe events and aircraft, we collected a wide range of information, including weather information, information on crew fatigue, near-miss information from the field, and information from other companies and industries. This information was analyzed in detail using digital technologies such as big data analysis. Furthermore, we utilized AI to improve the accuracy of predicting malfunctions and worked to prevent unsafe events.

01 Measures to prevent injury due to turbulence

We started operating an application that automatically transmits turbulence information detected by aircraft during flight to ground systems and shares it with other flights. The timely information obtained in this way is used to make decisions such as suspending inflight services and turning on the seatbelt sign to alert passengers. Working as a group to prevent injuries, we set up meetings to share and discuss injury prevention measures. We will continue to make various efforts to reduce injuries caused by turbulence during flight.

02 Manage fatigue risk

To strengthen the fatigue risk management system for JAL flight crew based on data, we introduced and started operating fatigue assessment software. Additionally, each JAL Group company collects and manages fatigue reports from crew members, analyzing the data using various indicators. Based on the results, we continuously work to mitigate risks by improving crew schedule and other measures. We will continue to promote risk management based on fatigue data within the JAL Group.

03 Strengthen predictive maintenance

Various data obtained from aircraft were analyzed using the latest big data analysis technology and AI. By combining the results obtained from the analysis with the knowledge and know-how of mechanics, we improved prediction accuracy. The results of these efforts are reflected in the reduction of irregular flight occurrences. We will continue to promote the further use of digital technology to ensure safe flights for our passengers.



04 Efforts to prevent parts departing aircraft

We utilized digital technology to analyze various kinds of data in detail, including the inside aircraft engines, and reinforced parts to prevent them from falling. Additionally, we conducted inspections using hazard maps with photos indicating areas to be cautious of for each aircraft model. As a result of these efforts, combined with the predictive maintenance described earlier, the total number of falling parts has decreased ^(*). We will continue to strive to provide safe and secure aircraft.

^(*)Parts falling from aircrafts are classified into three levels according to size and weight according to the notification of the Civil Aviation Bureau. "Missing Airframe Parts" in "Other Safety Problems" on page 12 is a summary of the largest classification cases.

06 Strengthen internal audits

In addition to audits that confirm compliance of the Safety Management System (SMS) with laws and internal regulations, we introduced audit methods to confirm that the SMS is being appropriately managed and functioning effectively. Going forward, we will focus on implementing audits that target high-risk items based on the characteristics of the organization and past experiences with malfunctions.

08 Efforts to prevent human errors

Since improving research skills is essential to uncover the factors behind human errors, we conducted hands-on interview training to learn techniques for interviewing involved parties. Additionally, to identify organizational factors from the information gathered through investigations, we continued to conduct analyses using the Human Factors Analysis and Classification System (HFACS) and worked on creating a database of the analysis results. We will continue to promote these initiatives and strengthen measures against human error.

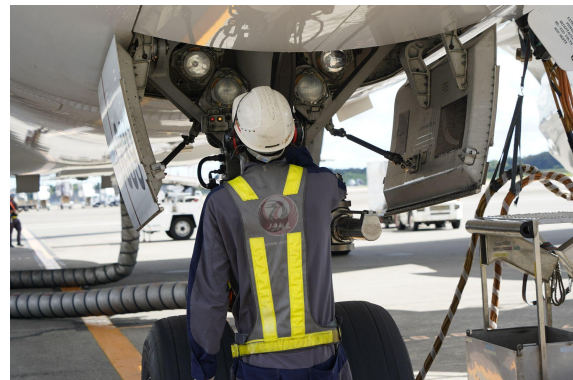
^(*)Human Factors Analysis and Classification System

05 Use of examples from other companies

We analyze and evaluate causes, factors, and signs of malfunctions from aviation accidents, serious incidents, and international safety statistics data from other companies, and use this information to enhance our own safety measures. To ensure that the analyzed safety information can be continuously utilized, we have made it available on our intranet, allowing all employees to access and use it as needed. We will continue to leverage useful safety information from both inside and outside to enhance the safety of the JAL Group.

07 Effective use of safety information

We developed a dashboard to visualize safety indicators such as the status of safety activities, aircraft malfunctions, and human error occurrences. Additionally, by investigating the initiatives of other overseas airlines and reorganizing safety indicators, we strengthened our risk management system. Amid rapid environmental changes, we will continue to monitor safety conditions from multiple perspectives to determine whether the our SMS is being appropriately managed and maintaining the expected standards.



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

In FY2023, we focused on developing human resources with a high level of safety awareness through education, training, and human resources exchanges. Additionally, to establish a company culture where safety is the top priority, we implemented initiatives that also focused on physical and mental health.

09 Review safety-related education

We have continuously conducted safety training for new employees, those in their tenth year of employment, and newly appointed managers. In these training sessions, employees from field departments such as Flight Operations, Cabin Attendants, Maintenance, and Airport Operations, as well as from indirect departments, come together to acquire the knowledge necessary to maintain safe operations. Through dialogue with colleagues from other departments, they also aim to further enhance their safety awareness. Through participating in the training, attendees renew their determination to uphold safety and reflect on their own commitment to safety.

11 Ongoing promotion and education

We provided education to correctly understand the effects of alcohol consumption and conducted campaigns to promote moderate and appropriate drinking. Additionally, we organized lectures in cooperation with the Scheduled Airlines Association of Japan. Going forward, we will continue efforts to prevent these initiatives from becoming mere formalities and will restructure our safety education system to strive to improve the effectiveness of our education.

13 Efforts to address organizational issues

Since FY2022, we have intensified our efforts to identify organizational issues that are latent in daily operations. In FY2023, in addition to building a sustainable system, we identified the need to reduce the workload of middle management and the necessity of development programs. Addressing these issues will be positioned as action targets for FY2024 (see page 18).

^(*) As we have established a system to identify organizational issues through the daily safety promotion activities of each organization, the management of these issues as safety targets will be concluded.

10 Efforts to develop safety-oriented human resources

By taking on responsibilities such as operating the Safety Promotion Center, our employees have the opportunity to deeply learn about past accidents. In FY2023, employees who gained experience at the Safety Promotion Center conducted safety talks for all employees, spreading the lessons learned across various workplaces. For more information on the safety talks, please refer to page 40. In this way, we are committed to developing safety-oriented human resources by continuously providing young employees with opportunities to engage in safety promotion activities.

12 Build a pilot support program

Following the introduction of the Pilot Support Program at JAL, which allows flight crew to express their concerns and anxieties while maintaining privacy, we have extended this program to our group airlines. We will continue to enhance the system to ensure that flight crew can perform their duties in an optimal physical and mental state.

14 Establish a system for sustainable development of professional human resources

The development of highly specialized personnel (specialists) in departments such as Flight Operations, Cabin Attendants, Maintenance, Airport Operations, Cargo and Mail, and Operations has traditionally been carried out at headquarters or in each Group company. Starting from FY2023, we have begun to view the entire Group as a single organization and have initiated the creation of a system for developing specialists. This includes transferring personnel to departments where they can accumulate the necessary experience and establishing programs that allow them to systematically learn job skills that were previously acquired through practical work.

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

In FY2023, we introduced an advanced security screening equipment to prepare for the diversifying threats of terrorism. Additionally, leveraging the knowledge and know-how acquired through aviation, we worked on establishing a SMS to address the unique challenges of air mobility. Furthermore, we promoted the creation of sustainable logistics using air mobility and initiatives to support local communities in collaboration with local governments and joint ventures.

15 Introduce advanced security inspection equipment

Following Haneda Airport, we began the operation of Smart Security at Naha Airport, introducing inspection equipment that implements Computed Tomography (CT) technology, which has a higher detection capability than conventional equipment. By using CT devices that can generate three-dimensional images, we improved the accuracy of personal belongings inspections to reduce the risks of terrorism.

Additionally, the waiting time for inspections has been shortened, enabling us to provide safer, more secure, and stress-free airport services.

17 Create a safe system for air mobility

After conducting demonstration flights using remote-controlled beyond-visual-line-of-sight (BVLOS) operations, we established Amami Island Drone Co., Ltd. in collaboration with Setouchi Town in the Oshima District of Kagoshima Prefecture. This company has started providing administrative services using drones, ranging from disaster prevention to daily logistics. We will continue to improve the safety of air mobility by utilizing data obtained from the drone business and various demonstration experiments to enhance essential operational and safety management for the widespread use of drones.

Press Release : [Amami Setouchi Town and JAL Establish Joint Drone Operation Company "Amami Island Drone Co., Ltd."](#)

16 Promote activities to reduce security risks

In addition to cooperating with security information specialists, we have enhanced our system for recognizing and reducing risks by collecting the latest information on domestic and international security in a timely manner. This includes exchanging opinions on security risks with security personnel from other companies in Japan and overseas. Going forward, we will also prepare for geopolitical risks and further strengthen our information collection and analysis capabilities.

18 Disaster preparedness

As a measure against natural disasters, we have formulated a plan to ensure business continuity based on the JAL Group Disaster Response Regulations, including checking our communication systems during emergencies. Based on this plan, we conducted simulation exercises assuming actual disasters, such as a major earthquake directly hitting the Tokyo metropolitan area, and established a system to verify the effectiveness of these measures.

(*) Having completed the establishment of our disaster response system, we will conclude its management as a safety target and continue to address disaster preparedness, led by the General Affairs Department.

19 Create a safe environment for employees to concentrate on customer service

Creating an environment where employees can focus on safety tasks is essential for maintaining aviation safety. The JAL Group has been addressing safety-threatening behaviors that violate aviation laws and customer harassment.

In FY2023, we recognized incidents involving verbal abuse, violence, and other challenging situations, including customer harassment, as company-wide issues that threaten safety and worked towards resolving them.



Behavior that jeopardizes the safety of the aircraft is prohibited by law

Additionally, to address the impact of carry-on baggage exceeding the allowed number, size, and weight on safety tasks related to takeoff, we conducted surveys among cabin attendants to better understand the situation.

We will continue to work on creating an environment where employees can focus on safety tasks with peace of mind.



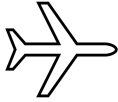
Cabin baggage size (dimensions, weight) and piece number limits

3.2 FY2024 Safety Targets

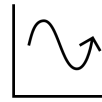
We will continue to work towards achieving the numerical target of Zero Aircraft Accidents and Serious Incidents with the following three action targets. We will aim to achieve our action goals by adding measures to address the issues identified in the promotion of the Medium-term Management Plan and tackling the 18 measures.

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

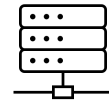
① Measures to prevent injury due to turbulence



② Manage fatigue risk



③ Strengthen predictive maintenance



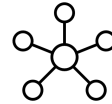
④ Efforts to prevent parts departing aircraft



⑤ Establish system to resolve the "difficulties and ease of errors^(*)" in operational tasks



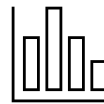
⑥ Use of examples from other companies



⑦ Strengthen internal audits



⑧ Effective use of safety information



⑨ Efforts to prevent human errors



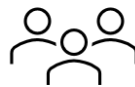
^(*) This refers to factors or procedures that hinder task execution, such as "difficulty" or "proneness to errors," which could potentially lead to future errors.

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

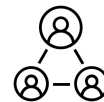
⑩ Review safety-related education



⑪ Efforts to develop safety-oriented human resources



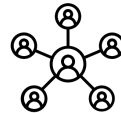
⑫ Ongoing promotion and education



⑬ Build a pilot support program

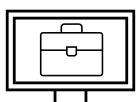


⑭ Establish a system for sustainable development of professional human resources



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

⑮ Introduce advanced security inspection equipment



⑯ Promote activities to reduce security risks



⑰ Create a safe system for air mobility



⑱ Create a safe environment for employees to concentrate on customer service



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.

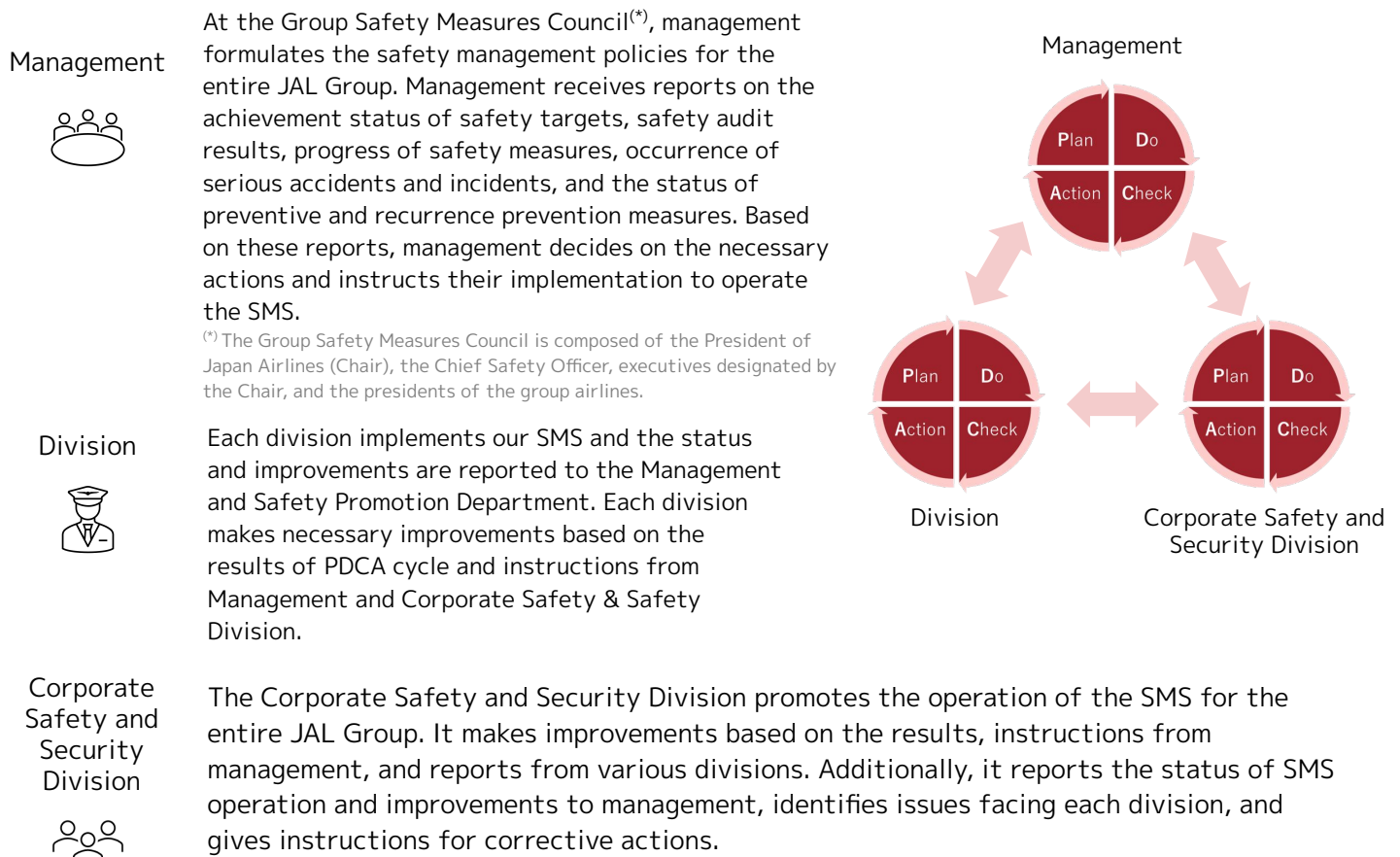
Every employee, from top management to frontline employees, has a correct understanding of the concept and policy of safety management in accordance with the Safety Charter and performs their daily duties accordingly.

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 & Safety 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.



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

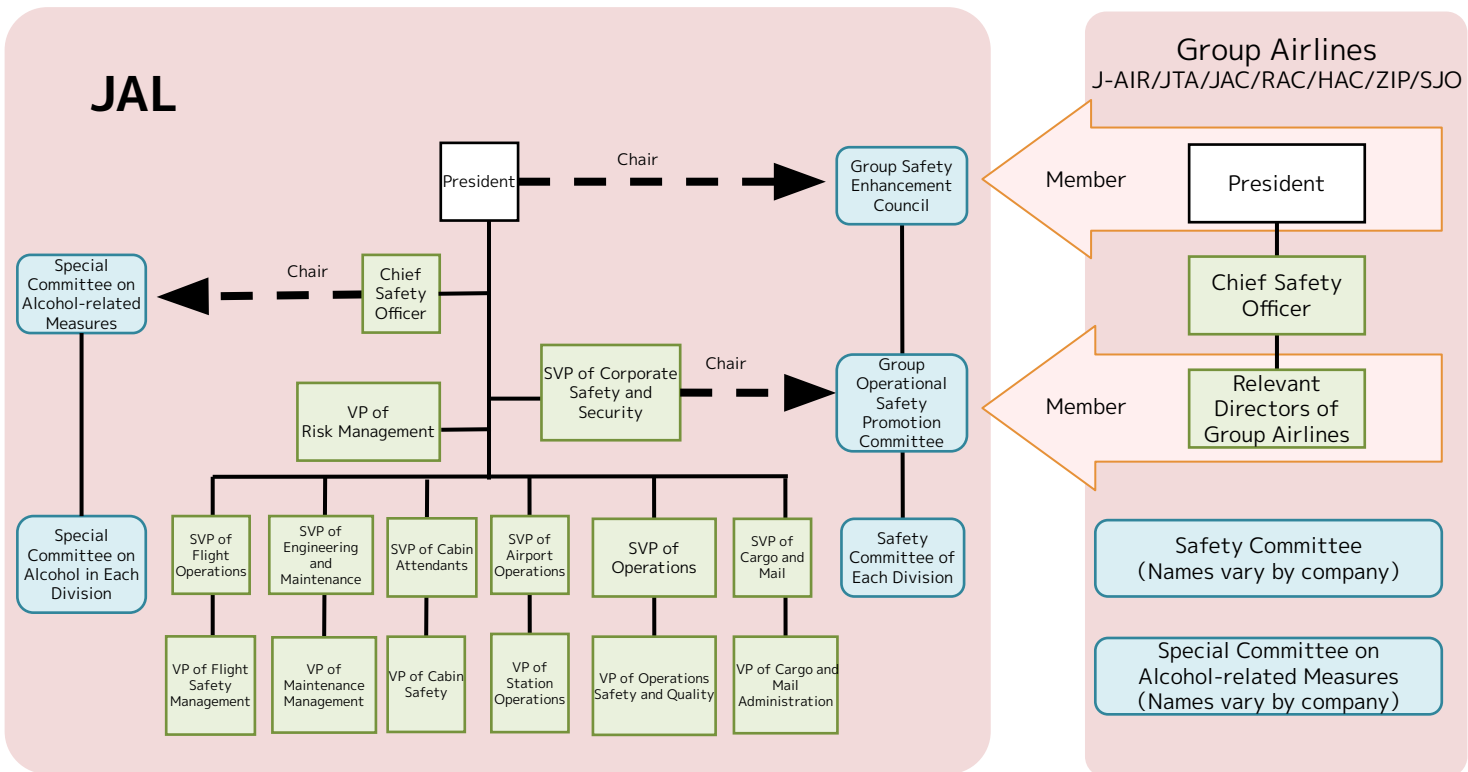
4.2.1 Safety Management Structure

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 22.



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, 2023 to March 31, 2024)

Company	Chief Safety Officer		Term of Office
Japan Airlines	Representative Director, President Chief Executive Officer of the JAL Group AKASAKA Yuji		
J-AIR	Managing Director	GATTO Toshio	April 1, 2023 -
Japan Transocean Air	Director, Managing Executive Officer	OSHIRO Yoshinobu	April 1, 2020 to June 25, 2023
	Director, Managing Executive Officer	SUEYOSHI Yasuhiro	June 26, 2023 -
Japan Air Commuter	Director	TOMITA Shinobu	
Ryukyu Air Commuter	Director	KONO Toshiyuki	
Hokkaido Air System	Executive Officer	SAITO Kazuyuki	
ZIPAIR Tokyo	Director	YOSHIZAWA Kenichi	December 5, 2019 to March 31, 2024
SPRING JAPAN	Director	KAMIYA Hiroshi	July 1, 2022

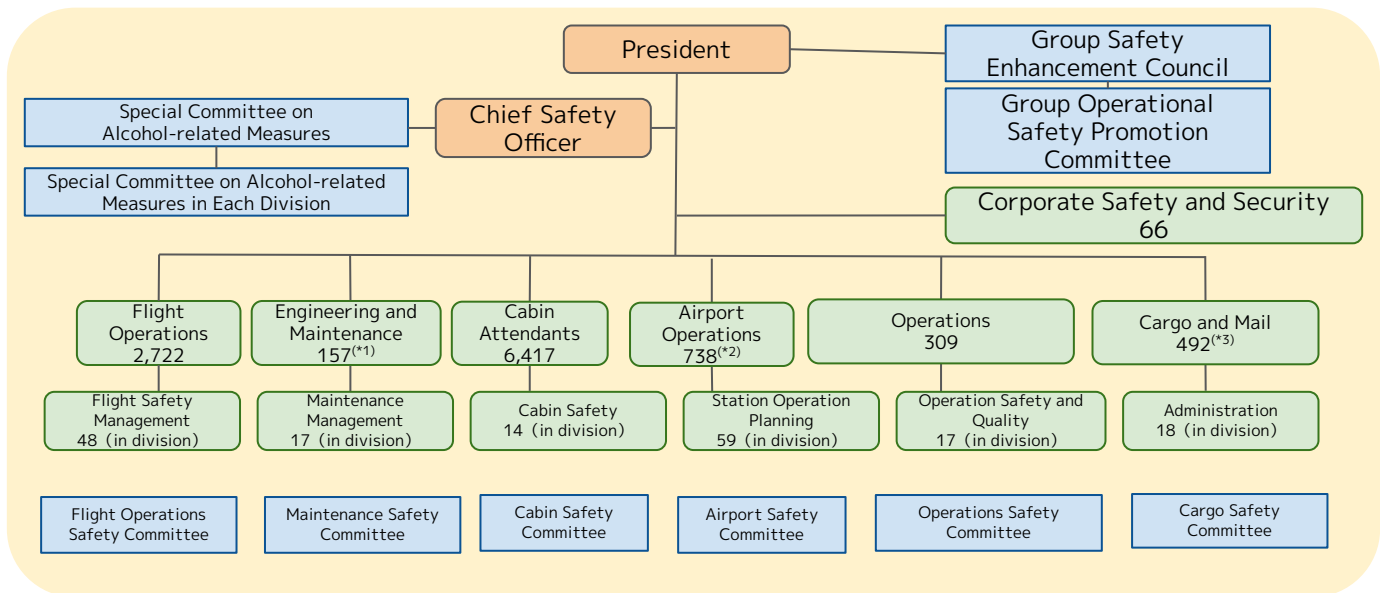
4.2.4 Safety Management Structure of Each Group Airline

Organizations and employees: as of March 2024 (excluding employees on leave)



4.2.4.1 Japan Airlines

4.2.4.1.1 Safety management structure



(*1) The Engineering and Maintenance Division has 4,281 employees including JAL Engineering employees.

(Refer to page 31 and 32 for details of Aircraft Maintenance Outsourcing.)

(*2) The Airport Operations Division has 9,758 employees including employees of 11 JAL Group companies such as JAL SKY and JAL Ground Service.

(*3) The Cargo and Mail Division has 1,433 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	2,404	Flight Operations	
Maintenance engineers	116 ^(*4)	Engineering and Maintenance	Includes 98 qualified maintenance engineers ^(*5)
Cabin attendants	6,456	Cabin Attendants	
Dispatchers	80 ^(*6)	Operations	

(*4) There are 3,011 employees engaged in maintenance including JAL Engineering employees, of which 1,765 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 80 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. It is composed of the President (Chair), the Chief Safety Officer, executive officers appointed by the President, and presidents of Group airlines.

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)

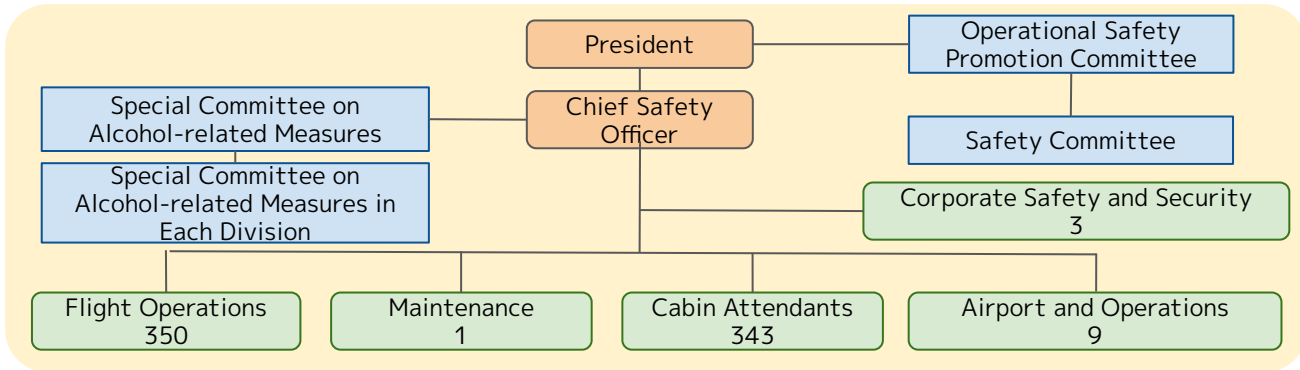
These committees have been established to strengthen coordination of safety and decide safety policies of the production division.



4.2.4.2 J-AIR



4.2.4.2.1 Safety management structure



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

	Number of employees	Organization	Remarks
Pilots	331	Flight Operations	
Cabin attendants	339	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 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 the company.

Safety Committee

The Safety Committee, 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

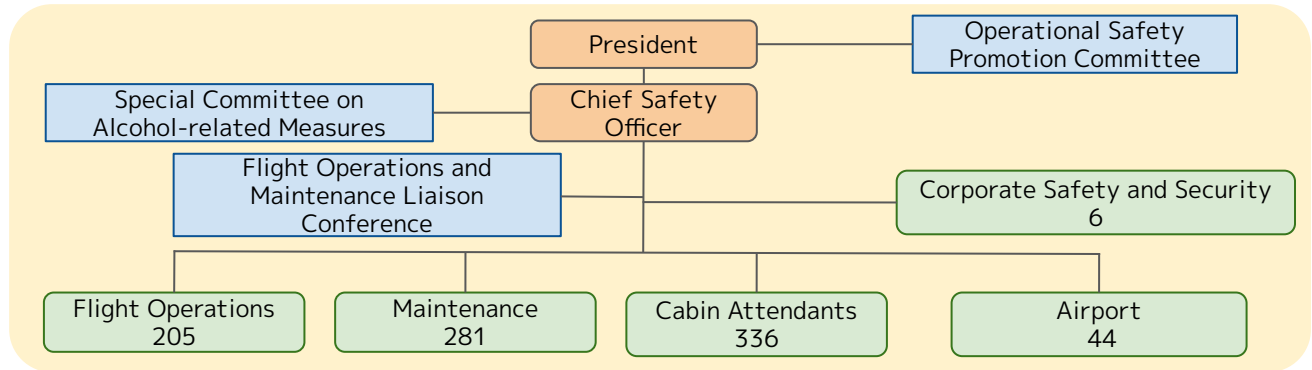
The committee is operated under the responsibility and authority of the Chief Safety Officer in order to take an organization-wide systematic approach towards the prevention of alcohol-related incidents as part of efforts to rebuild alcohol consumption measures.



 **JAPAN TRANSOCEAN AIR**


4.2.4.3 Japan Transocean Air

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	165	Flight Operations	
Maintenance engineers	187	Maintenance	Of these, 163 employees are qualified maintenance engineers
Cabin attendants	318	Cabin Attendants	
Dispatchers	14	Airport	Operations Control

4.2.4.3.3 Safety management organization

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

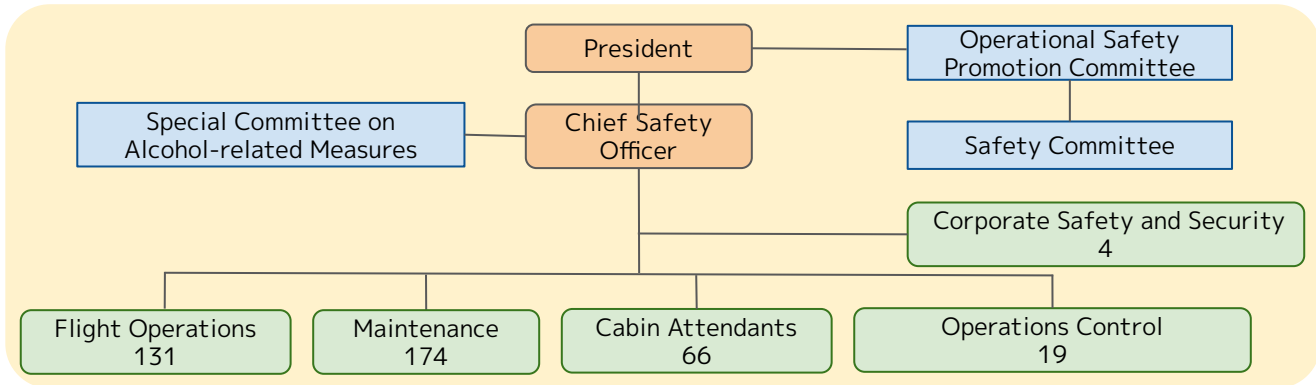




4.2.4.4. Japan Air Commuter



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	104	Flight Operations	
Maintenance engineers	117	Maintenance	Of these, 84 employees are qualified maintenance engineers
Cabin attendants	70	Cabin Attendants	
Dispatchers	9	Operations Control	

4.2.4.4.3 Safety management organization

The Safety Promotion Department is responsible for safety management of the 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 Committee

The committee, 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.



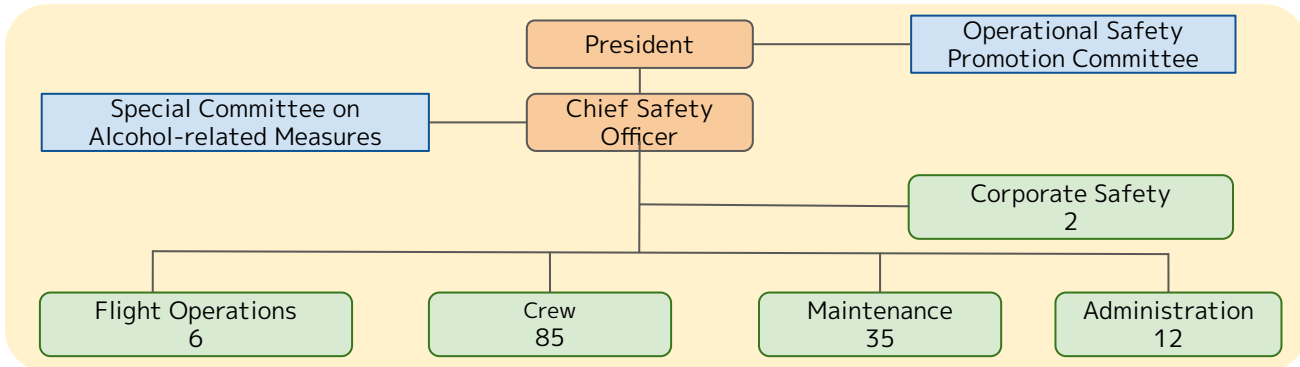
Special Committee on Alcohol-related Measures

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

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	42	Crew	
Maintenance engineers	18	Maintenance	Of these, 15 employees are qualified for maintenance engineer
Cabin attendants	22	Crew	
Dispatchers	21	Flight Operations	Shared with JTA

4.2.4.5.3 Safety management organization

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

4.2.4.5.4 Safety committees

Operational Safety Promotion Committee

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

Special Committee on Alcohol-related Measures

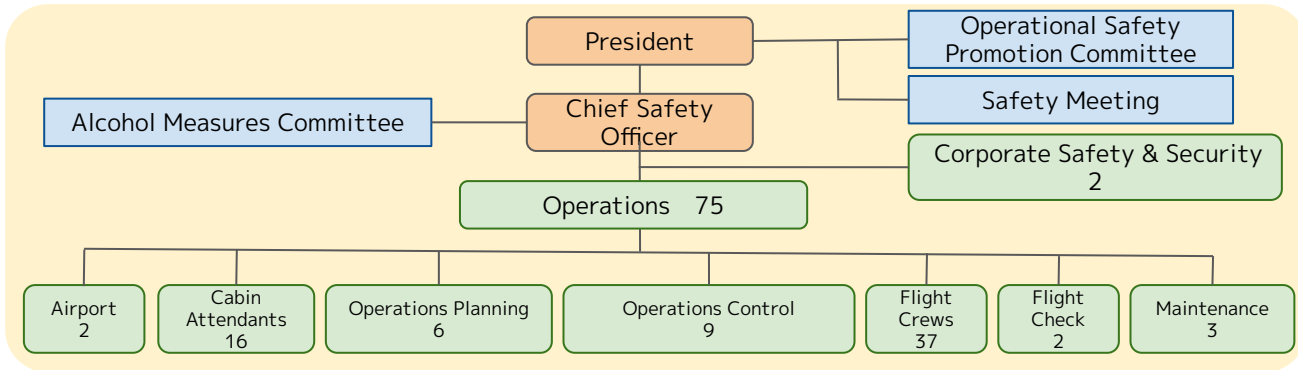
The committee is operated under the responsibility and authority of the Chief Safety Officer in order to take an organization-wide systematic approach towards the prevention of alcohol-related incidents as part of efforts to rebuild alcohol consumption measures.



HOKKAIDO AIR SYSTEM

4.2.4.6 Hokkaido Air System

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	36	Flight Crews	
Cabin attendants	16	Cabin Attendants	
Dispatchers	7	Operations Control	

(*) Since November 2007, duties of the general safety manager have been delegated to JAC.

4.2.4.6.3 Safety management organization

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

4.2.4.6.4 Safety committees

Operational Safety Promotion Committee

The committee is composed of the President (Chair), executive officers from all divisions, and members appointed by executive officers. It plans, drafts proposals, 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 Meeting

The committee, 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

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.

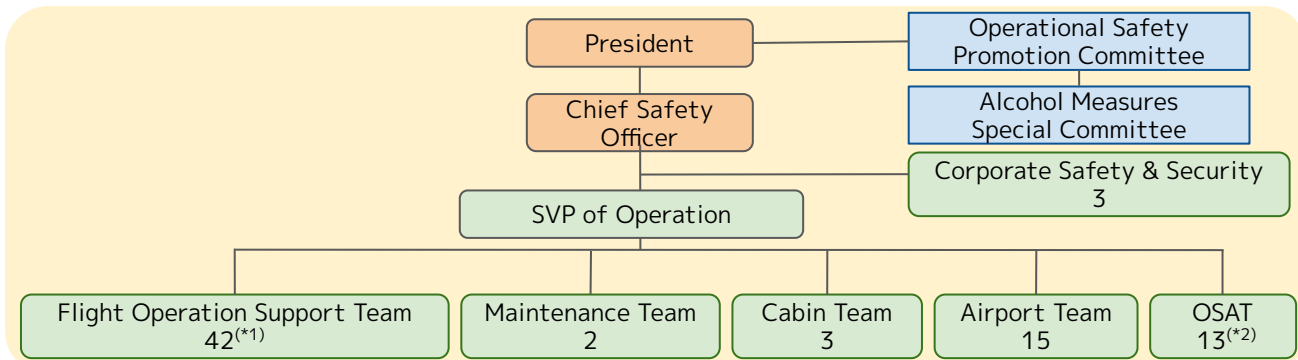


ZIPAIR



4.2.4.7 ZIPAIR Tokyo

4.2.4.7.1 Safety management structure



(*1) Including 36 dispatchers shared with Japan Airlines

(*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	125	Flight Operations Team	
Cabin attendants	305	Passenger Operations team	
Dispatchers	40	Flight Operation Support Team	Shared with JAL

(*) Since December 2019, 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 company.

4.2.4.7.4 Safety committees

Operational Safety Promotion Committee

The committee is composed of the President (Chair), directors including the Chief Safety Officer, the executive officer in charge of safety management, and the Vice Presidents of General Affairs, and Planning and Marketing. It plans, drafts proposals, coordinates, and provides recommendations and advice on flight safety and aviation security. 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.

Alcohol Measures Special Committee

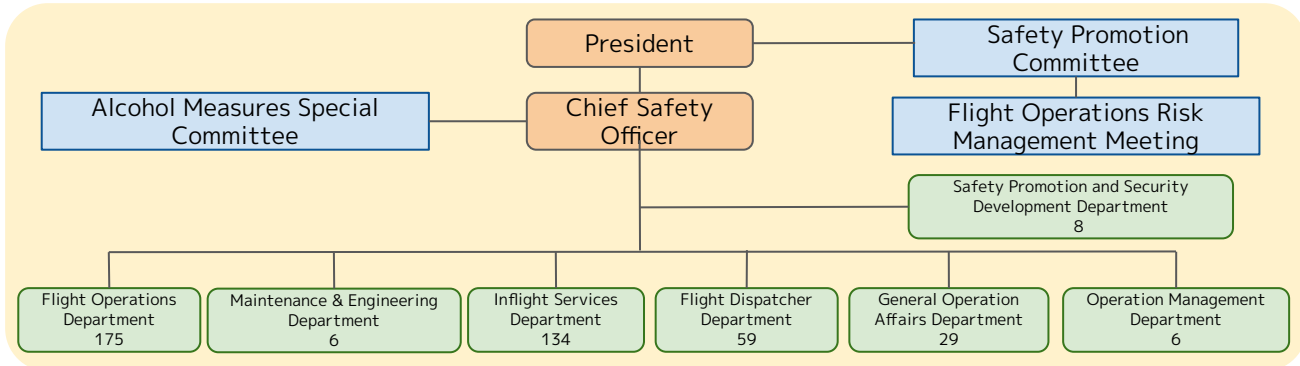
The committee is operated under the responsibility and authority of the Chief Safety Officer in order to take an organization-wide systematic approach towards the prevention of alcohol-related incidents as part of efforts to rebuild alcohol consumption measures.





4.2.4.8 SPRING JAPAN

4.2.4.8.1 Safety management structure



(*)1 Including 99 pilots and 42 trainee.

(*)2 Including 108 cabin attendants and 14 trainee.

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

	Number of employees	Organization	Remarks
Pilots	99	Flight Operations Department	
Cabin attendants	108	Inflight Services Department	
Dispatchers	13	General Operation Affairs Department	

(*) 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 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 company.

Flight Operations Risk Management Meeting

The meeting, 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 Meetings within Production Divisions

These meetings 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 Meeting.

Alcohol Measures Special Committee

The committee is operated under the responsibility and authority of the Chief Safety Officer to ensure company-wide management of alcohol consumption measures, information gathering and analysis, and implementation and monitoring of measures.



4.2.5 Aircraft Maintenance Outsourcing

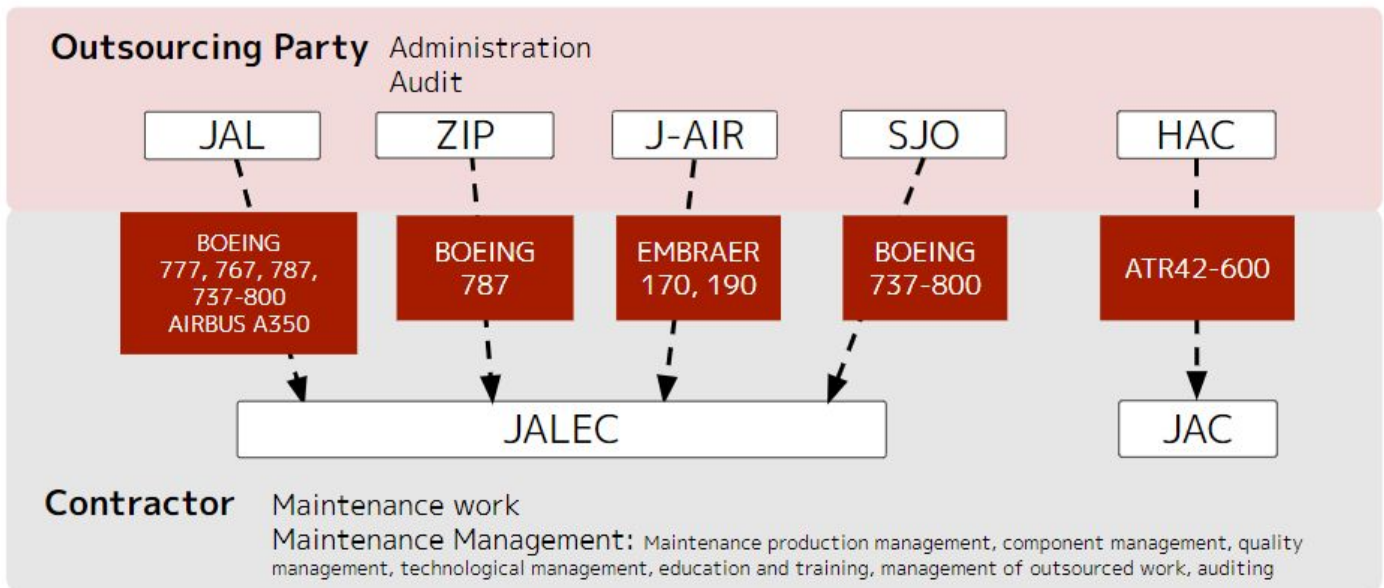
4.2.5.1 Outsourcing of aircraft maintenance management

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 Japan Air Commuter. 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
Japan Airlines	BOEING 777 · BOEING 767 · BOEING 787 · BOEING 737-800 · AIRBUS A350	JAL Engineering
ZIPAIR Tokyo	BOEING 787	
J-AIR	EMBRAER 170 · EMBRAER 190	
SPRING JAPAN	BOEING 737-800	
Hokkaido Air System	ATR42-600	Japan Air Commuter

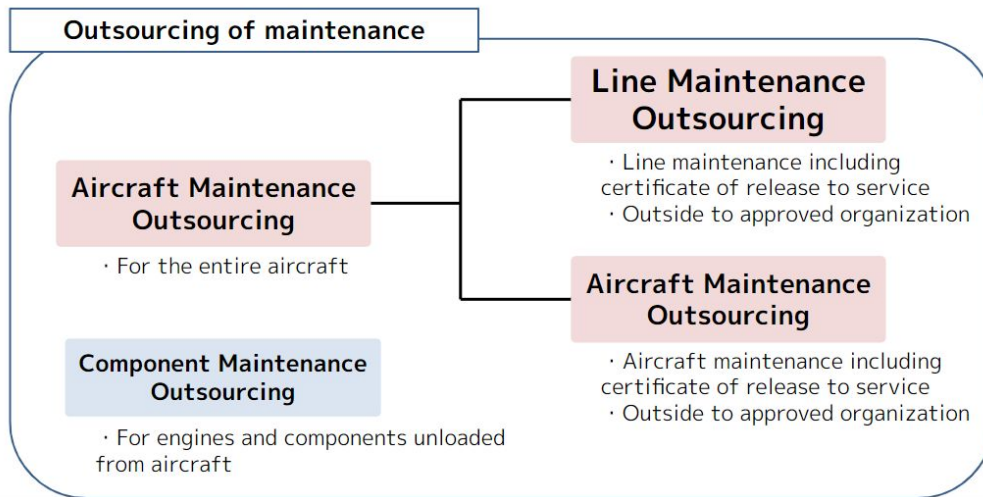


When maintenance management is outsourced to a JAL Group company, the person responsible for management of the outsourcing party supervises daily duties and conducts an annual quality audit. The contractor also assigns a person responsible for management, who closely exchanges information with the outsourcing 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

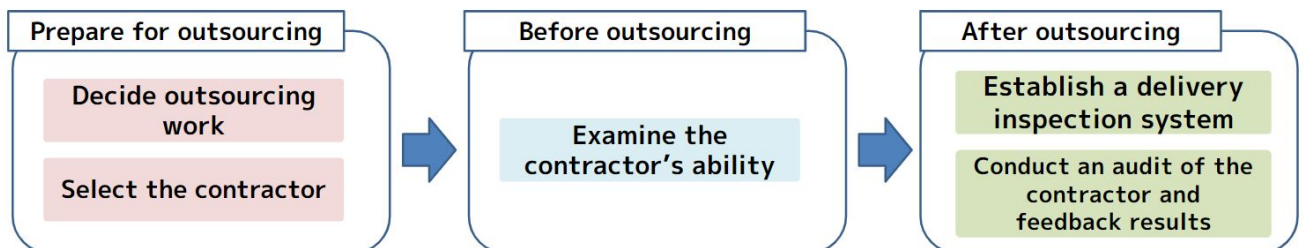
In addition to outsourcing of aircraft maintenance management described in the preceding Section 4.2.5.1, the JAL Group provides outsourced maintenance services for companies within and outside the JAL Group.

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	- Eagle Services Asia
- United Airlines	(Guangzhou) Aviation Services	- Mitsubishi Heavy Industries Aero Engines
- American Airlines	- Boeing	- Jamco
- Air Canada	- Airbus	- 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 System

We implement the Safety Management System (SMS) in accordance with the safety management policy to ensure that the SMS functions smoothly.

4.3.1 Safety Information Gathering and Dissemination

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

Safety-related information is collected from a wide range of sources, including reports from various departments regarding unsafe incidents, flight data analysis programs, as well as crew fatigue risk management programs and alcohol-related risk management programs, and used to prevent the occurrence of unsafe incidents. Since FY2021, we established a management policy on crew fatigue risk and made efforts to gather further information.

Fatigue Risk Management Program

In order to contribute to the improvement of flight safety and quality, we gather data to manage fatigue-related risks among pilots and cabin crew and take appropriate corrective action based on the gathered data.

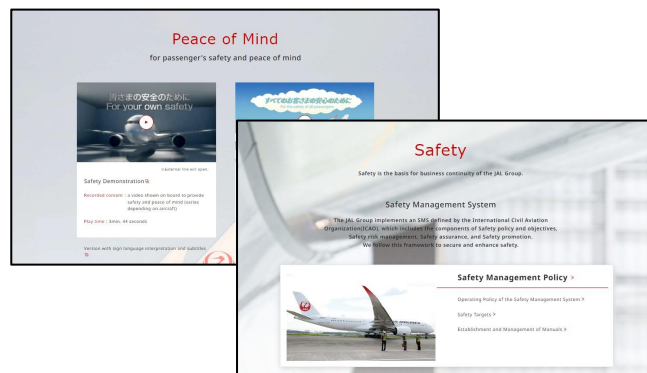
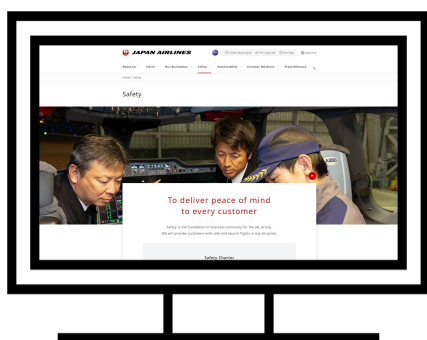
Fatigue Risk Management Policy

It is recognized that fatigue risk of flight crew and cabin crew is an inevitable hazard that exists during an operation, and the company shall endeavor to effectively manage and reduce fatigue risk of flight crew and cabin crew to improve flight safety. JAL's fatigue risk management applies to all operations conducted by the company and is implemented through continuous, data-driven risk management based on scientific insight and performance. Fatigue risk management consists of stakeholders exercising the following responsibilities (Shared Responsibility).

The collected information is disseminated to JAL Group employees in internal documents to prevent the recurrence of unsafe events and to raise safety awareness.

The main media for sharing safety information are as follows:

- Corporate Safety, an internal document providing the JAL Group's internal safety policy
- Safety webpage of JAL website
- Safety webpage of our intranet
- Safety magazine FLIGHT SAFETY



Safety webpage of JAL website

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.

Effectiveness of current systems in preventing accidents →

Effective	Limited	Minimal	Not Effective
50	102	502	2500
10	21	101	500
2	4	20	100
1			

↑ Severity of the accident

Risk assessment matrix

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 studies on new aircraft introduction

JAL will further introduce BOEING 787-9 and AIRBUS A350-900 aircraft in order to enhance and expand the capacity of international operations. In introducing both aircraft, in addition to daily information from aircraft manufacturers and safety regulatory agencies, as an aircraft manufacturer, we confirm through site visits and interviews our efforts to develop a safety management system and culture to make it work. In addition to information from aircraft manufacturers and safety regulatory agencies, we strive to provide safe and reliable aircraft by confirming the safety management system and the efforts to foster a culture (Safety Culture) to make it work through on-site inspections and interviews.



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.

◆Earthquake and Tsunami Disaster Prevention Exercise

In December 2023, we conducted an earthquake and tsunami disaster prevention exercise at Kushiro Airport in cooperation with Keio University, with which we have concluded a cooperation agreement. The exercise was conducted under the assumption that a seismic intensity seven earthquake is observed around Kushiro Airport due to a huge earthquake along the ocean trench during the severe winter period (late December to early March). In addition to evacuation drills in the Kushiro Airport terminal, drills were also conducted in the waiting room of the terminal as if it were an aircraft in flight.



Press Release : [JAL and Keio University to Conduct Earthquake and Tsunami Disaster Prevention Drill at Kushiro Airport on December 15 \(in Japanese only\)](#)

4.3.8 Third-Party Assessments

4.3.8.1 Transport Safety Management Assessment

In FY2023, JAPAN AIR COMMUTER (JAC) received Transport Safety Management Assessment^{(*)1} by the Minister's Secretariat of the Ministry of Land, Infrastructure, Transport and Tourism. We will consider necessary actions for advice and expectations^{(*)2} of the Evaluation, Advice and Expectations^{(*)3}. As for the other JAL Group airlines, we reported the status of top management and the Chief Safety Officer, and safety management enhancement measures on an SMS Status Confirmation Form.

JAC	【Assessment】	The company must improve its safety and flight information control system by implementing and managing training, information sharing, and the like based on the recognition of weak points regarding issues related to the company's safety and flight information. The Chief Safety Officer is actively fulfilling his responsibilities to raise employee safety awareness and to enhance and strengthen the safety management system.
	【Advice】	With regard to natural disaster response efforts, assume the scale of natural disasters that the company may encounter, and use this information to inform and train your employees on how to respond in the event of a disaster.
	【Expectations】	With regard to aviation accident handling training, improve accident response capabilities by improving the content and frequency of training, and reconfirming the information to be collected and its communication system. Consider initiatives to increase the effectiveness of internal audits through enhanced effectiveness checks and reporting to top management.

^{(*)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】
<ul style="list-style-type: none"> · Excellent points · Points of originality and ingenuity · Matters being tackled earnestly 	<ul style="list-style-type: none"> · Matters to be further promoted to improve effectiveness · Matters where improvement can be made · Matters requiring continuous efforts for further improvement 	<ul style="list-style-type: none"> · Matters where further improvement in safety management can be expected, though not of an advisory level

4.3.8.2 Safety Audit by the Authorities

In FY2023, the JAL Group airlines undertook a total of 104^{(*)1} safety audits by the Civil Aviation Bureau, MLIT^{(*)2}. We analyzed the cause of problems, considered measures and took the following corrective measures.

- Improve the method of preparing records of implementation of aircraft maintenance operations
- Improve education and training course management methods

^{(*)1} Does not include inspections of operating flights.

^{(*)2} Safety audit by the Civil Aviation Bureau, MLIT: An inspection conducted by the Civil Aviation Bureau, MLIT at the premises of the airline's head office divisions, airport bases, training facilities and other facilities to confirm the establishment of the SMS and performance of duties by flight operations, maintenance and other divisions.

4.3.8.3 Outside Directors and Outside Auditors and Supervisory Board Members

Japan Airlines has three outside directors and three outside auditors and supervisory board members, who provide objective advice and recommendations on responses to the external environment and various issues. (For details, please check [the JAL website.](#))

(As of April 1, 2024)

Outside Directors



KOBAYASHI Eizo

(Important positions concurrently assumed outside the Company)

- Emeritus Director of ITOCHU Corporation
- Outside Director of Japan Exchange Group, Inc.



YANAGI Hiroyuki

(Important positions concurrently assumed outside the Company)

- Advisor of Yamaha Motor Co., Ltd.
- Outside Director of AGC Inc.
- Outside Director of Kirin Holdings Company, Limited
- Outside Director of Mitsubishi Electric Corporation



MITSUYA Yuko

(Important positions concurrently assumed outside the Company)

- Outside Director (Audit and Supervisory Committee Member) of ENEOS Holdings, Inc.
- Outside Member of the Board of DENSO CORPORATION
- President of Japan Basketball Association
- Representative Director of PIT Co' Limited
- Vice President of Japanese Olympic Committee

Outside Auditors and Supervisory Board Member



KAMO Osamu

(Important positions concurrently assumed outside the Company)

- Attorney at Law, Managing Partner of Ginza Sogo Law Office
- Outside Auditor & Supervisory Board Member of Azeearth Corporation



KUBO Shinsuke

(Important positions concurrently assumed outside the Company)

- Managing Partner of Kyoei Accounting Office
- Outside Auditor & Supervisory Board Member of KAWASAKI KISEN KAISHA, Ltd.



OKADA Joji

(Important positions concurrently assumed outside the Company)

- External Director of Japan Exchange Regulation

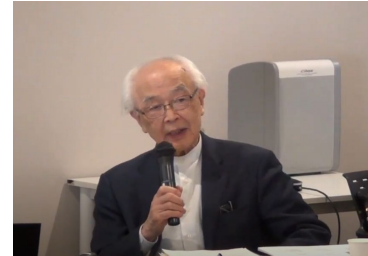
4.3.8.4 Safety Advisory Group

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 FY2023

● Conducting lectures

The chair, YANAGIDA Kunio, gave a lecture on "How JAL should communicate in the midst of drastic environmental changes" as part of in-house training in July. Also, in January 2024, he gave a keynote presentation on the second to the third person's point of view that one should have as a member of an airline group during the seminar.



Scene of the lecture

● Workplace Visits and Dialogue with Employees

From October to November, we conducted workplace inspections of 10 locations, including SJO, JALEC, and JAL Ground Service, focusing on frontlines and exchanging opinions with employees.



Workplace Visits

● Follow-up Meeting with Executive Management Council

In receiving feedback on the JAL Group's activities, we received suggestions on how to accelerate the implementation of various measures for the JAL Group's safety targets and the Medium-term plan of each division.



Follow-up meetings

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.

4.3.8.5 IATA Operational Safety Audit (IOSA)

IOSA is an international safety audit program designed to ensure that an airline's SMS is functioning effectively. In the JAL Group, JAL, JTA, and J-AIR are IOSA-registered airlines. IATA member airlines are required to undergo an audit regularly, and the next audit is scheduled for FY2024.



◆ IATA SAFETY LEADERSHIP CHARTER

This initiative aims to establish a common understanding of leadership among aviation industry executives and support all aviation service providers worldwide in implementing a Positive Safety Culture within their organizations. As of November 2023, 22 companies, including JAL, have signed on to this initiative.

Guiding Principles

1. Lead our obligation to safety through words and actions.
2. Foster safety awareness with employees, the leadership team, and the board.
3. Guide the integration of safety into business strategies, processes, and performance measures.
4. Create the internal capacity to proactively manage safety and collectively achieve organizational safety goals.
5. Create an atmosphere of trust, where employees are encouraged and confident to report safety-related information.
6. Establish a working environment in which clear expectations of acceptable and unacceptable behaviors are communicated and understood.
7. Create an environment where all employees feel responsibility for safety.
8. Regularly assess and improve organizational Safety Culture.



◆ Sustainability Assessment

JAL has been selected for the Dow Jones Sustainability Asia Pacific Index (DJSI Asia Pacific Index) for the second consecutive year, achieving the highest score in the airline industry. The DJSI is a renowned Environment, Social, and Governance (ESG) investment index that comprehensively analyzes and evaluates the corporate activities of over 13,000 leading global companies, selecting those that excel in sustainability across governance and economy, environment, and society. This recognition holds great significance for investors who prioritize corporate social responsibility and sustainability.

In this year's assessment, JAL received the highest rating in various areas within the airline industry, including its efforts in pursuing safety.

Press Release : [JAL selected for DJSI Asia Pacific Index for second consecutive year, achieving top score in airline industry](#)

Member of
**Dow Jones
Sustainability Indices**
Powered by the S&P Global CSA



4.3.9 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.

4.3.9.1 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. JAL Group staff 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.

To develop safety-oriented human resources

Young Employees' Commitment to Safety

The 2023 Safety Talk consisted of two parts: a Safety Talk by actual people on the accident and a talk by young employees on their own thoughts and commitments to pass on safety to the next generation, as the number of employees who were born after the accident is increasing. Young employees who attended the seminar commented, "The talk by a person close to our own age strongly resonated with me, and I became more aware of my own safety. We will continue to develop human resources with a strong commitment to safety no matter how much time has passed since the accident."



4.3.9.2 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

4.3.9.2.1 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 JAL 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.

4.3.9.2.2 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.

4.3.9.2.3 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.

Comments of participant in employee family tour at Safety Promotion Center



INOUE Ayumi
Route Management
Department,
Japan Airlines

Ever since my children were young, I repeatedly spoke to them about the JL123 accident. I always hoped to take them to the Safety Promotion Center someday when they were old enough to understand. I immediately joined when I heard about the employee family tour. After the tour, my daughter said "I couldn't sleep last night because my head was filled with thoughts about the accident. I couldn't stop crying." The impact of seeing the actual items of disaster was far greater than what she had imagined. Especially when seeing the wrecked seats and personal belongings, she strongly felt the tragedy of the accident and was in shock. I thought about what it would have been like if my daughter or I was a passenger on this flight, and felt a strong sense of responsibility as a member of the airline industry when thinking about what I must do to never repeat such a tragedy. I am more determined to continue to maintain a high level of safety awareness upon working.

4.3.9.3 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.

4.3.9.3.1 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)



4.3.9.3.2 Cabin Attendants



During the initial training at the time of employment, cabin attendants aim to develop autonomous human resources. By attending practical training programs, they can acquire the basics of a security personnel. In order to be able to respond quickly and accurately in the event of an emergency, we conduct training on measures such as emergency landing (including water landing), operation of escape doors, fire, sudden depressurization, first aid, and measures to protect safety.

Later, during the periodic rescue training, we prepare training content to maintain skills and knowledge, enhance resilience, and ensure that each cabin attendant can independently demonstrate their abilities and respond to emergency situations in cooperation with pilots and colleagues. In addition, periodic safety training is provided to ensure that employees properly understand the safety procedures and related laws and regulations specified in the manual.

Safety Training for Cabin Attendants

Safety training for cabin attendants is based on a curriculum established in accordance with the relevant regulations. Instructors formulate effective training programs that combine classroom lectures and practical skills, conducting daily training to ensure that cabin attendants can maintain high safety quality at all times as safety professionals. The foundation of our diverse safety operations is "taking care of our customers' precious lives." In addition to covering the curriculum, the training aims to maintain and improve the skills of cabin attendants so that they can act independently by reflecting frontline situations and providing individual feedback.



Japan Airlines Co.
Inflight Education & Training
Department
NOGUCHI Emi

4.3.9.3.3 Maintenance Engineers

Maintenance engineers undergo specialized education and training every year from the time they join the company, 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, we 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. We 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.



PHOTOGRAPHY BY SACHIE ABIKO

4.3.9.3.4 Dispatchers



To become a dispatcher, one must undergo education and training in a wide range of fields related to operations and pass the national qualification exam for aircraft dispatchers. After that, they must accumulate practical experience and training, and pass the company's internal examinations to finally be able to work as a JAL Group dispatcher. Even after passing the examination, periodic assessments are conducted to ensure that the necessary knowledge and skills are maintained. Additionally, in response to significant changes in the operational environment, such as climate change and geopolitical risks, we are implementing education on the behavioral characteristics required of dispatchers as an initiative that leads to the growth of each dispatcher, ensuring they can provide safe and secure operations. Through such training, examinations, and daily operations, we support safe flight operations.

4.3.9.4 Safety-related communication

In addition to top-down communication from top management to frontline divisions, the JAL Group is committed to interactive communication from the bottom up, 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.

4.3.9.4.1 Communication Leader Meeting (CLM)

The CLM is a meeting where employees in various occupations and divisions assemble from all over Japan to communicate with each other to create an open corporate culture, promote autonomous activities, and strengthen frontline capabilities. This is an initiative to bring co-workers together to make connections and broaden their perspectives by discussing and solving active or latent issues within the JAL Group.



4.3.9.4.2 Workplace visit by executive officers

The JAL Group provides opportunities for top management and executive officers of Flight Operations, Engineering and Maintenance, Cabin Attendants, Airport Operations, Operations, Cargo and Mail, and other production divisions to visit frontlines on a regular basis to communicate directly with our employees. During the Semiannual Safety Campaign and the Year-end and New Year Safety Inspection, executive officers of general managing divisions such as General Affairs, Accounting, Human Resources, and IT Planning, as well as production divisions, visit airports in Japan and overseas to try to identify the issues at the frontlines.



4.3.9.4.3 Employee recognition awards

The JAL Group awards the employees with the aim to foster a culture to compliment each other and enhance safety awareness. Employees are awarded for such actions as proactively preventing events that affect safe operations by acting in accordance with the Safety Charter or analyzing and reporting irregularities, and contributing significantly to sharing knowledge and actively preventing recurrence. Certificates of commendation and appreciation are awarded directly from management.



4.3.9.4.4 Dissemination of safety information

We proactively disseminate important safety-related information that should be communicated to all JAL Group employees, such as messages from top 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. Data

5.1 JAL Group Passenger Traffic Data

5.1.1 Aircraft types

	2023					
	Total Flights	YoY (%)	RPK (000's)	YoY (%)	RTK (000's)	YoY (%)
A350-1000	120	-	240,078	-	38,431	-
A350-900	24,669	101.7	7,639,183	116.8	764,570	115.6
787-9	13,130	105.8	12,840,981	132.8	2,048,879	102.2
787-8	28,456	123.4	16,704,688	166.1	2,282,171	137.2
777-300ER	5,998	115.5	9,947,180	124.5	1,681,871	112.7
777-200ER	450	7.9	92,198	7.1	8,968	6.4
767-300ER	37,637	102.2	9,495,660	142.2	1,012,861	142.2
737-800	114,085	104.9	10,960,450	128.6	879,078	129.5
EMBRAER190	32,028	103.3	1,368,820	125.2	103,944	124.5
EMBRAER170	50,693	103.4	1,163,125	132.1	88,106	131.9
DHC8-Q400CC	14,568	101.6	85,656	111.5	7,095	110.5
ATR72-600	4,637	97.3	58,329	104.2	4,427	103.9
ATR42-600	31,068	106.7	248,437	119.6	18,851	119.4
Total	357,539	103.8	70,844,785	133.5	8,939,251	118.7

Note:

* Data includes sales by other airline partners on JAL operated flights.

* 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.

* Tickets sold as codeshare flights operated by a partner carrier are not included in the data.

Key

RPK= Revenue Passenger Kilometers

RTK= Revenue Ton Kilometer

5.1.2 Route

5.1.2.1 International

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

	2023									2022
	Total Flights	Total Passengers	YoY (%)	RPK(000's)	YoY(%)	ASK(000's)	YoY(%)	L/F(%)		
America	10,686	1,897,962	134.0	17,359,665	132.6	22,191,189	120.6	78.2	71.1	
Europe	3,362	572,046	146.9	5,354,164	147.1	6,833,340	125.3	78.4	66.8	
Southeast Asia	18,276	3,159,959	147.9	13,091,531	142.6	16,276,420	125.8	80.4	70.9	
Oceania	1,105	185,241	144.0	1,467,072	144.0	1,791,937	133.1	81.9	75.7	
Hawai'i, Guam	3,776	686,431	183.4	4,096,170	178.7	5,186,192	140.6	79.0	62.1	
Korea	3,062	552,308	193.1	666,214	191.9	795,369	164.0	83.8	71.6	
China	7,652	943,023	656.6	1,813,897	655.3	2,917,928	593.4	62.2	56.3	
Total	47,919	7,996,970	164.0	43,848,711	146.9	55,992,375	130.8	78.3	69.7	

Note:

* Data includes sales by other airline partners on JAL operated flights.

* 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.

* Tickets sold as codeshare flights operated by a partner carrier are not included in the data.

Key

RPK= Revenue Passenger Kilometers

ASK= Available Seat Kilometers

L/F= Load Factor=RPK÷ASK

5.1.2.2 Domestic

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

			2023					2022	
			Total Flights	Total Passengers	YoY (%)	Number of available seats	YoY(%)		L/F(%)
TOKYO (HANEDA)	-	OSAKA (ITAMI)	10756	2463576	109.8	3018581	91.3	81.6	67.9
TOKYO (HANEDA)	-	OSAKA (KANSAI)	2187	252,988	113.1	355,945	103.6	71.1	65.1
TOKYO (HANEDA)	-	SAPPORO (NEW CHITOSE)	11626	3,120,056	119.9	3,820,740	101.6	81.7	69.2
TOKYO (HANEDA)	-	NAGOYA (CHUBU)	1458	167,500	157.2	269,763	159.5	62.1	63.0
TOKYO (HANEDA)	-	FUKUOKA	12331	3,122,431	116.3	4,097,560	101.2	76.2	66.3
TOKYO (HANEDA)	-	OKINAWA (NAHA)	9442	2,664,545	110.3	3,135,081	101.4	85.0	78.1
TOKYO (HANEDA)	-	MEMANBETSU	2176	295,685	128.3	381,858	95.5	77.4	57.7
TOKYO (HANEDA)	-	ASAHIKAWA	2907	516,362	112.7	678,438	98.6	76.1	66.6
TOKYO (HANEDA)	-	KUSHIRO	2176	263,948	122.4	360,772	94.4	73.2	56.4
TOKYO (HANEDA)	-	OBIHIRO	2904	395,863	118.4	526,181	89.6	75.2	56.9
TOKYO (HANEDA)	-	HAKODATE	2185	368,350	108.3	455,527	93.8	80.9	70.0
TOKYO (HANEDA)	-	AOMORI	4327	514,421	116.2	718,357	100.7	71.6	62.0
TOKYO (HANEDA)	-	MISAWA	2890	266,268	109.0	371,024	101.9	71.8	67.1
TOKYO (HANEDA)	-	AKITA	2878	260,606	119.2	378,732	83.0	68.8	47.9
TOKYO (HANEDA)	-	HANAMAKI	-	-	-	-	-	-	69.0
TOKYO (HANEDA)	-	YAMAGATA	1439	104,798	111.2	136,705	99.7	76.7	68.8
TOKYO (HANEDA)	-	SENDAI	-	-	-	-	-	-	72.6
TOKYO (HANEDA)	-	KOMATSU	4332	525,168	112.2	757,616	97.4	69.3	60.2
TOKYO (HANEDA)	-	NANKI-HSIRAHAMA	2150	228,239	99.4	350,228	99.4	65.2	65.2
TOKYO (HANEDA)	-	OKAYAMA	3623	422,654	124.3	594,645	101.8	71.1	58.2
TOKYO (HANEDA)	-	IZUMO	3627	583,657	120.5	746,141	96.7	78.2	62.7
TOKYO (HANEDA)	-	HIROSHIMA	5084	783,610	124.4	1,151,325	95.5	68.1	52.2
TOKYO (HANEDA)	-	YAMAGUCHIUBE	2894	283,834	121.1	399,663	87.2	71.0	51.2
TOKYO (HANEDA)	-	TOKUSHIMA	4339	681,389	124.5	1,041,551	104.3	65.4	54.8
TOKYO (HANEDA)	-	TAKAMATSU	5057	594,426	119.3	844,113	93.2	70.4	55.0
TOKYO (HANEDA)	-	KOCHI	3637	426,210	119.8	595,107	101.8	71.6	60.8
TOKYO (HANEDA)	-	MATSUYAMA	4365	549,490	126.4	711,559	100.8	77.2	61.6
TOKYO (HANEDA)	-	KITAKYUSHU	2869	270,420	114.0	466,345	101.4	58.0	51.6
TOKYO (HANEDA)	-	OITA	4346	516,601	115.6	728,383	96.9	70.9	59.4
TOKYO (HANEDA)	-	NAGASAKI	4356	587,245	110.9	788,399	93.8	74.5	63.0
TOKYO (HANEDA)	-	KUMAMOTO	5798	871,042	122.7	1,205,747	99.1	72.2	58.4
TOKYO (HANEDA)	-	MIYAZAKI	4349	431,155	123.4	597,983	101.8	72.1	59.5
TOKYO (HANEDA)	-	KAGOSHIMA	5839	922,475	117.3	1,276,937	103.0	72.2	63.4
TOKYO (HANEDA)	-	AMAMI-OSHIMA	721	93,702	102.2	118,629	98.6	79.0	76.2
TOKYO (HANEDA)	-	MIYAKO	718	123,811	108.5	147,970	99.5	83.7	76.8
TOKYO (HANEDA)	-	ISHIGAKI	1435	227,373	104.0	295,853	96.0	76.9	70.9
TOKYO (HANEDA)	-	KUMEJIMA	126	14,271	94.1	13,860	87.5	103.0	95.7
TOKYO (NARITA)	-	OSAKA (ITAMI)	726	91615	119.2	119685	99.5	76.5	63.9
TOKYO (NARITA)	-	FUKUOKA	2	228	-	738	-	30.9	-
TOKYO (NARITA)	-	SAPPORO (NEW CHITOSE)	2502	395,021	148.4	473,517	100.0	83.4	56.2
TOKYO (NARITA)	-	NAGOYA (CHUBU)	1460	131,759	135.2	231,326	129.9	57.0	54.7
TOKYO (NARITA)	-	SENDAI	-	-	-	-	-	-	9.9
TOKYO (NARITA)	-	HIROSHIMA	1543	207,478	133.8	291,627	89.2	71.1	47.4
TOKYO (NARITA)	-	SAGA	26	2,019	10.7	4,914	10.8	41.1	41.4

			2023						2022
			Total Flights	Total Passengers	YoY (%)	Number of available seats	YoY(%)	L/F(%)	
OSAKA (ITAMI)	-	SAPPORO (NEW CHITOSE)	3313	485,653	112.7	533,345	102.1	91.1	82.5
OSAKA (ITAMI)	-	FUKUOKA	3119	207,283	113.0	261,231	113.0	79.3	79.4
OSAKA (ITAMI)	-	OKINAWA (NAHA)	1552	473,405	106.8	578,665	94.4	81.8	72.3
OSAKA (ITAMI)	-	MEMANBETSU	82	7,034	142.6	7,790	105.1	90.3	66.5
OSAKA (ITAMI)	-	ASAHIKAWA	59	8,826	112.6	9,735	95.2	90.7	76.6
OSAKA (ITAMI)	-	HAKODATE	727	60,914	104.7	68,951	99.6	88.3	84.0
OSAKA (ITAMI)	-	AOMORI	2893	183,957	134.0	263,486	126.7	69.8	66.0
OSAKA (ITAMI)	-	MISAWA	730	43,573	102.2	69,350	101.1	62.8	62.2
OSAKA (ITAMI)	-	AKITA	2168	117,287	125.8	175,598	97.2	66.8	51.6
OSAKA (ITAMI)	-	HANAMAKI	2894	147,829	123.6	221,578	102.9	66.7	55.6
OSAKA (ITAMI)	-	YAMAGATA	2186	127,215	126.4	180,842	107.4	70.3	59.8
OSAKA (ITAMI)	-	SENDAI	5077	333,535	114.3	469,034	89.5	71.1	55.7
OSAKA (ITAMI)	-	NIGATA	2889	160,664	135.2	235,220	94.0	68.3	47.5
OSAKA (ITAMI)	-	MATSUMOTO	60	3,501	95.7	4,598	97.6	76.1	77.6
OSAKA (ITAMI)	-	TAJIMA	1328	38,464	131.0	63,744	99.6	60.3	45.9
OSAKA (ITAMI)	-	IZUMO	2973	170,293	133.4	243,599	109.4	69.9	57.3
OSAKA (ITAMI)	-	OKI	710	39,851	123.5	59,692	99.9	66.8	54.0
OSAKA (ITAMI)	-	MATSUYAMA	1450	69,828	111.8	111,302	100.0	62.7	56.1
OSAKA (ITAMI)	-	OITA	2179	126,235	123.0	168,511	101.6	74.9	61.9
OSAKA (ITAMI)	-	NAGASAKI	2899	191,773	129.8	260,319	96.1	73.7	54.6
OSAKA (ITAMI)	-	KUMAMOTO	2898	164,899	119.2	235,676	98.9	70.0	58.0
OSAKA (ITAMI)	-	MIYAZAKI	3613	235,607	134.6	326,591	103.8	72.1	55.6
OSAKA (ITAMI)	-	KAGOSHIMA	5328	347,660	125.0	481,536	94.3	72.2	54.5
OSAKA (ITAMI)	-	TANEGASHIMA	64	2,833	97.5	4,902	81.6	57.8	48.4
OSAKA (ITAMI)	-	YAKUSHIMA	686	24,936	100.8	32,928	98.4	75.7	73.9
OSAKA (ITAMI)	-	AMAMI-OSHIMA	796	91,525	121.0	131,078	98.6	69.8	56.9
OSAKA (ITAMI)	-	TOKUNOSHIMA	8	482	99.6	608	88.9	79.3	70.8
OSAKA (KANSAI)	-	SAPPORO (NEW CHITOSE)	1465	189,624	107.3	242,241	105.4	78.3	76.9
OSAKA (KANSAI)	-	OKINAWA (NAHA)	2160	240,818	116.8	356,400	108.2	67.6	62.6
OSAKA (KANSAI)	-	ISHIGAKI	713	70,151	103.6	117,645	100.7	59.6	58.0
OSAKA (KANSAI)	-	MIYAKO	714	70,554	217.4	117,810	225.9	59.9	62.3
SAPPORO (NEW CHITOSE)	-	MEMANBETSU	2156	110,195	110.2	163,856	99.6	67.3	60.8
SAPPORO (NEW CHITOSE)	-	HAKODATE	-	-	-	-	-	-	38.5
SAPPORO (NEW CHITOSE)	-	AOMORI	2143	108,828	123.1	162,906	100.5	66.8	54.6
SAPPORO (NEW CHITOSE)	-	AKITA	842	38,201	91.2	63,992	61.5	59.7	40.3
SAPPORO (NEW CHITOSE)	-	HANAMAKI	1859	86,344	125.2	141,284	88.4	61.1	43.2
SAPPORO (NEW CHITOSE)	-	SENDAI	3615	196,110	130.4	285,190	101.0	68.8	53.3
SAPPORO (NEW CHITOSE)	-	NIGATA	1436	76,124	133.3	109,136	103.8	69.8	54.3
SAPPORO (NEW CHITOSE)	-	HIROSHIMA	729	100,296	110.0	120,285	100.1	83.4	75.9
SAPPORO (NEW CHITOSE)	-	IZUMO	34	5,402	114.8	5,610	94.4	96.3	79.2
SAPPORO (NEW CHITOSE)	-	TOKUSHIMA	26	3,662	114.8	4,290	100.0	85.4	74.4
SAPPORO (OKADAMA)	-	RISHIRI	846	29,282	113.5	40,608	101.3	72.1	64.4
SAPPORO (OKADAMA)	-	MEMANBETSU	1326	39,320	120.5	63,648	106.3	61.8	54.5
SAPPORO (OKADAMA)	-	KUSHIRO	2252	75,417	99.7	108,096	95.9	69.8	67.1
SAPPORO (OKADAMA)	-	HAKODATE	3763	135,795	112.2	180,624	110.6	75.2	74.2
SAPPORO (OKADAMA)	-	MISAWA	354	13,143	98.6	16,992	85.1	77.3	66.7
SAPPORO (OKADAMA)	-	OKUSHIRI	200	4,236	111.8	9,600	93.5	44.1	36.9
SAPPORO (OKADAMA)	-	AKITA	537	13,436	-	25,776	-	52.1	-
SAPPORO (OKADAMA)	-	NAKASHIBETSU	494	13,349	-	23,712	-	56.3	-
HAKODATE	-	OKUSHIRI	471	11,150	128.3	22,608	105.1	49.3	40.4
NAGOYA (CHUBU)	-	SAPPORO (NEW CHITOSE)	2199	299,937	111.7	362,457	97.8	82.8	72.5
NAGOYA (CHUBU)	-	OKINAWA (NAHA)	2881	351,411	123.1	475,365	104.8	73.9	63.0
NAGOYA (CHUBU)	-	KUSHIRO	26	3,662	110.5	4,290	100.0	85.4	77.2
NAGOYA (CHUBU)	-	OBIHIRO	34	4,953	120.7	5,610	96.5	88.3	70.6
NAGOYA (CHUBU)	-	MIYAKO	180	21,132	97.7	29,700	57.3	71.2	41.7
NAGOYA (CHUBU)	-	ISHIGAKI	181	19,853	78.8	29,865	56.9	66.5	48.0

			2023						2022
			Total Flights	Total Passengers	YoY (%)	Number of available seats	YoY(%)	L/F(%)	
FUKUOKA	-	SAPPORO (NEW CHITOSE)	1763	227,069	117.8	263,928	109.7	86.0	80.1
FUKUOKA	-	OKINAWA (NAHA)	4300	522,459	118.0	709,500	100.5	73.6	62.7
FUKUOKA	-	HANAMAKI	720	37,550	115.6	54,720	99.5	68.6	59.1
FUKUOKA	-	SENDAI	1459	106,633	124.4	138,548	102.7	77.0	63.6
FUKUOKA	-	IZUMO	1413	50,472	129.3	67,824	100.0	74.4	57.6
FUKUOKA	-	TOKUSHIMA	1443	69,761	129.1	109,668	102.7	63.6	50.6
FUKUOKA	-	KOCHI	1458	78,537	127.3	110,884	103.4	70.8	57.6
FUKUOKA	-	MATSUYAMA	2908	156,291	123.8	221,008	100.7	70.7	57.5
FUKUOKA	-	MIYAZAKI	5039	270,800	114.8	383,002	100.9	70.7	62.1
FUKUOKA	-	KAGOSHIMA	719	27,471	136.2	34,512	100.7	79.6	58.9
FUKUOKA	-	YAKUSHIMA	682	24,019	99.4	32,736	98.0	73.4	72.3
FUKUOKA	-	AMAMI-OSHIMA	716	40,599	102.2	54,484	100.4	74.5	73.2
OKINAWA (NAHA)	-	KOMATSU	719	82,923	120.9	118,635	105.0	69.9	60.7
OKINAWA (NAHA)	-	OKAYAMA	738	102,607	123.9	121,770	104.5	84.3	71.1
OKINAWA (NAHA)	-	MIYAKO	6405	604,027	110.8	975,520	101.6	61.9	56.8
OKINAWA (NAHA)	-	ISHIGAKI	5350	488,961	118.2	841,925	102.6	58.1	50.4
OKINAWA (NAHA)	-	KITADAITOU	360	14,259	109.4	18,000	100.3	79.2	72.6
OKINAWA (NAHA)	-	MINAMIDAITOU	1055	34,770	111.8	52,750	100.0	65.9	58.9
OKINAWA (NAHA)	-	YPRON	1154	46,170	123.8	57,002	116.2	81.0	76.1
OKINAWA (NAHA)	-	KUMEJIMA	4817	207,384	109.1	327,790	104.1	63.3	60.4
OKINAWA (NAHA)	-	AMAMI-OSHIMA	350	11,367	104.8	16,800	84.9	67.7	54.8
OKINAWA (NAHA)	-	YONAGUNI	1070	35,247	128.4	53,500	112.8	65.9	57.9
OKINAWA (NAHA)	-	OKINOERABU	702	24,128	126.3	33,696	99.7	71.6	56.5
IZUMO	-	OKI	692	24,441	110.0	33,216	101.5	73.6	67.9
KAGOSHIMA	-	KAGOSHIMA	1	47	-	48	-	97.9	-
KAGOSHIMA	-	MATSUYAMA	707	16,448	143.8	34,420	110.4	47.8	36.7
KAGOSHIMA	-	TANEGASHIMA	2745	100,529	122.3	148,700	100.4	67.6	55.5
KAGOSHIMA	-	YAKUSHIMA	3242	146,854	108.2	201,310	102.2	72.9	69.0
KAGOSHIMA	-	KIKAIJIMA	1390	42,021	110.8	66,720	100.4	63.0	57.0
KAGOSHIMA	-	AMAMI-OSHIMA	5087	204,532	117.1	335,128	95.1	61.0	49.6
KAGOSHIMA	-	TOKUNOSHIMA	2934	142,568	107.1	195,157	98.4	73.1	67.1
KAGOSHIMA	-	OKINOERABU	2075	69,180	105.1	101,272	94.8	68.3	61.6
KAGOSHIMA	-	YPRON	710	29,368	109.1	45,542	95.4	64.5	56.4
AMAMI-OSHIMA	-	KIKAIJIMA	1396	39,776	111.3	67,008	101.5	59.4	54.1
AMAMI-OSHIMA	-	TOKUNOSHIMA	1407	43,375	114.5	67,536	100.6	64.2	56.4
AMAMI-OSHIMA	-	YPRON	352	10,588	110.6	16,896	77.2	62.7	43.7
OKINOERABU	-	TOKUNOSHIMA	702	16,943	119.6	33,696	100.3	50.3	42.2
MIYAKO	-	ISHIGAKI	2005	62,066	107.3	100,250	93.8	61.9	54.1
MIYAKO	-	TARAMA	1417	44,229	114.7	70,850	104.0	62.4	56.6
ISHIGAKI	-	YONAGUNI	2371	78,333	120.2	118,550	126.2	66.1	69.4
KITADAITOU	-	MINAMIDAITOU	350	13,110	120.6	17,500	99.2	74.9	61.6
Total			308,846	35,287,648	116.9	47,600,631	99	74.1	63

* 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.

5.2 JAL Group Fleet



AIRBUS A350

Number of Aircrafts: 18	Operator: JAL		
Number of Seats: 239 to 391	Service Entry: 2019	Average Age: 2.8	
Average Yearly FH: 2,665	Average Yearly FC: 1,375		



BOEING 787

Number of Aircrafts: 53	Operator: JAL, ZIP		
Number of Seats: 195 to 291	Service Entry: 2012	Average Age: 7.7	
Average Yearly FH: 4,170	Average Yearly FC: 786		



BOEING 777

Number of Aircrafts: 13	Operator: JAL		
Number of Seats: 244	Service Entry: 1996	Average Age: 16.9	
Average Yearly FH: 5,179	Average Yearly FC: 497		



BOEING 767

Number of Aircrafts: 27	Operator: JAL		
Number of Seats ^(*) : 199 to 261	Service Entry: 1985	Average Age: 16.8	
Average Yearly FH: 3,367	Average Yearly FC: 1,394		

(*)Excluding cargo aircraft.



BOEING 737-800

Number of Aircrafts: 62	Operator: JAL, JTA, SJO		
Number of Seats: 165 to 189	Service Entry: 2006	Average Age: 12.0	
Average Yearly FH: 2,923	Average Yearly FC: 1,844		



EMBRAER 170

Number of Aircrafts:	18	Operator:	J-AIR	
Number of Seats:	76	Service Entry:	2008	Average Age: 12.2
Average Yearly FH:	2,324	Average Yearly FC:	2,838	



EMBRAER 190

Number of Aircrafts:	14	Operator:	J-AIR	
Number of Seats:	95	Service Entry:	2016	Average Age: 6.8
Average Yearly FH:	2,456	Average Yearly FC:	2,294	



DE HAVILLAND DHC-8-400 CARGO COMBI

Number of Aircrafts:	5	Operator:	RAC	
Number of Seats:	50	Service Entry:	2016	Average Age: 7.4
Average Yearly FH:	1,921	Average Yearly FC:	2,930	



ATR 42-600

Number of Aircrafts:	13	Operator:	JAC, HAC	
Number of Seats:	48	Service Entry:	2017	Average Age: 4.4
Average Yearly FH:	1,717	Average Yearly FC:	2,398	



ATR 72-600

Number of Aircrafts:	2	Operator:	JAC	
Number of Seats:	70	Service Entry:	2018	Average Age: 5.2
Average Yearly FH:	1,718	Average Yearly FC:	2,335	

Average aircraft age of the entire JAL Group fleet: **10.2 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, 2024)

* Average Yearly FC (Flight Cycle)=Yearly FC ÷ the number of aircrafts (as of March 31, 2024)

6. For Passenger's Safety and Peace of Mind

6.1 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 customers. (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.



Request for a rapid evacuation

We kindly ask for our passengers' cooperation in followings for safe and rapid evacuation in case of emergency.

Important notice when you evacuate

- Don't take anything since it may interfere and delay evacuation.
- In case you evacuate with your baggage, it may block the aisle and hinder other passengers' evacuation.
- Baggage and high heels may damage or deflate the slide which precludes others from evacuating.



Important notice when you slide down and assist others

- When sliding down, sit upright to gaze at the landing point.
- When assisting other passengers, stand next to the slide, pull them up, and direct them to evacuate away from the aircraft to avoid congestion.



^(*) 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.

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.



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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.