

JAL Group Safety Report FY2025

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 FY2025 is a safety report prepared by the eight JAL Group airlines in accordance with Article 111, Paragraph 6 of the Civil Aeronautics Act.

Preface

In FY2025, the JAL Group received Administrative Guidance due to alcohol-related issues by cockpit crew and inappropriate maintenance procedures within the Maintenance Division. We sincerely apologize once again and pledge that management will continue to take the lead in making every effort to prevent recurrence.

We also take very seriously the occurrence of injury accidents caused by flight turbulence, as well as serious incidents. We will further strengthen our efforts to achieve zero accidents and zero serious incidents.

We have newly formulated the JAL Group Management Vision 2035. Looking ahead ten years into the future, while the utilization of technologies such as AI is expected to contribute to greater safety and peace of mind, there is also a concern that excessive dependence on digital technology could pose new risks. Even as technology advances, we will always keep in mind that the last line of defense for safety lies in people.

We will faithfully pass on the lessons learned from accidents including the Mt. Osutaka accident to the next generations, and continue to be a group of professionals dedicated to pursuing safety and peace of mind.

July 2026

Mitsuko Tottori

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



Contents

Preface

1 . Fundamental Safety Policy	P.3	4.3 Safety Assurance	P.23
		4.3.1 External Audits	P.23
2 . FY2025 Safety Status	P.4	4.3.2 Internal Audits	P.24
2.1 Achievement of FY2025 Safety Targets	P.4	4.3.3 Management of Change	P.24
2.2 Administrative Dispositions and Administrative Guidance	P.7	4.3.4 Management Review	P.24
2.3 Aircraft Accidents and Serious Incidents	P.9	4.3.5 Outside Directors and Outside Audit and Supervisory Board Members	P.24
2.4 Irregular Operations	P.10	4.3.6 Emergency Situation Measures	P.24
2.5 Safety Events	P.11	4.3.7 Disaster Measures	P.24
		4.3.8 Safety Advisory Group	P.25
3 . Safety Targets	P.12	4.4 Safety Promotion	P.26
3.1 JAL Group Safety Targets	P.12	4.4.1 Education, Training and Safety Awareness	P.26
3.2 FY2026 Safety Targets	P.12	4.4.2 Communications for Safety	P.30
4 . Safety Management System	P.13	5. Passenger's Safety and Peace of Mind	P.31
4.1 Safety Management Policy and Structure	P.13	5.1 Important Equipment to Ensure Safety	P.31
4.1.1 Operating Policy of the Safety Management System	P.13	5.2 Requests for Safety	P.32
4.1.2 Safety Management Structure	P.14	5.3 Request for Peace of Mind	P.32
4.1.3 Safety Management Leaders and Their Responsibilities	P.17	6. Safety Management Systems of Group Airlines	P.33
4.1.4 Aircraft Maintenance Outsourcing	P.18		
4.1.5 Establishment and Management of Manuals	P.19	7. Data	P.40
4.2 Safety Risk Management	P.20	7.1 JAL Group Traffic Data	P.40
4.2.1 Safety Risk Management	P.20	7.2 Safety Events	P.44
4.2.2 Safety Information Gathering and Dissemination	P.21	7.3 JAL Group Fleet	P.45
4.2.3 Fatigue Risk Management	P.21		
4.2.4 Alcohol Risk Management	P.22		

【Period Covered by This Report】
April 1, 2025 to March 31, 2026. 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 airline are on the following websites.

Airlines (Abbreviation)	URL
Japan Airlines (JAL)	https://www.jal.com/en-ip/safety/
J-AIR (J-AIR)	http://www.jair.co.jp/about/safety.html (Japanese only)
Japan Transocean Airlines (JTA)	https://jta-okinawa.com/safety/ (Japanese only)
Japan Air Commuter (JAC)	http://www.jac.co.jp/company_info/safety.html (Japanese only)
Ryukyu Air Commuter (RAC)	https://rac-okinawa.com/safety/ (Japanese only)
Hokkaido Air System (HAC)	https://www.info.hac-air.co.jp/wp-content/uploads/2024/03/hacsafetyreport201904.pdf (Japanese only)
ZIPAIR Tokyo (ZIP)	http://www.zipairtokyo.com/ja/safety/ (Japanese only)
SPRING JAPAN (SJO)	https://jp.ch.com/JP/DownloadReport (Japanese only)

1. Fundamental Safety Policy

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.



Safety Charter Card carried by JAL Group employees



The new cabin attendants reciting the Safety Charter during training.

2. FY2025 Safety Status

2.1 Achievement of FY2025 Safety Targets

FY2025 Safety Targets

Numerical Targets **Zero Aircraft Accidents and Serious Incidents**

Action Targets

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

In addition to preventing the recurrence of defects, we will work to create a system that can reliably identify risks that could be the potential of defects by gathering a great deal of information from inside and outside the airline and utilizing digital technology in order to prevent defects that the JAL is inexperienced with.

FY2025 Initiatives: page 5

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

Even if our system ensures safety, the system may not function depending on our awareness and organizational culture. We will work to develop human resources with a high level of safety awareness and foster an organizational culture where safety is the top priority of our human resources.

FY2025 Initiatives: page 5

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

In cooperation with internal and external parties, we will work to prepare for unforeseen events arising from various environmental changes surrounding aviation and to solve social issues.

FY2025 Initiatives: page 6

2.1.1 Numerical Targets: Results and Evaluation

Targets : Zero
Results : Four (Aircraft Accidents: Three, Serious Incidents: One)

2.1.2 Action Targets: Results and Evaluation

Following several instances of inappropriate conduct involving alcohol consumption that resulted in Administrative Guidance from regulatory authorities, JAL has established an individualized support framework leveraging insights from external experts. We will remain highly vigilant as we continuously implement a comprehensive suite of recurrence prevention measures, including initiatives aimed at reducing alcohol risks among all group employees.

In response to an increasing trend in the number of aircraft parts detachment incidents, we are strengthening our recurrence prevention measures. This includes developing proprietary inspection methods and collaborating closely with manufacturers. Maintaining a high level of sensitivity toward parts detachment, we will further intensify our efforts to avoid such occurrences.

In fatigue risk management, we strengthen our approach based on scientific data by utilizing fatigue evaluation software. We have implemented proactive measures, such as modifying crew rosters in advance based on analysis results. We collaborated with relevant departments to establish fatigue management standards for cabin attendants. The standards for inflight services, staffing plans, employment regulations, and systems were prepared after comprehensively validating these proposals.

2. FY2025 Safety Status

Achievement of FY2025 Safety Targets

2.1.3 Achievement of FY2025 Safety Targets

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

In FY2025, we leveraged digital technologies to enhance the accuracy of our processes—from data collection to analysis and countermeasures—aiming to proactively detect precursors to unsafe events and prevent them before they occur. In particular, we advanced a turbulence prediction project through a collaboration among academia, industry, and government. By integrating highly accurate prediction data into flight operations, we have strengthened measures to prevent injuries to both passengers and cabin attendants.

01 Implement measures to prevent injury due to turbulence

02 Promote data-based fatigue risk management

03 Strengthen predictive maintenance

04 Create efforts to prevent parts departing aircraft

05 Create a system to continuously pick up the voices from the frontline and solve problems

06 Expand SPI^(*) and risk extraction through analysis of safety information

07 Evaluate other companies' case studies and strengthen development of countermeasures

08 Penetrate human factors and deepen of analytical methods

09 Build a pilot support program

^(*) Safety Performance Indicators (SPI):
Management indicators to measure and monitor safety.

Sharing Real-Time Weather and Turbulence Updates

Globally, climate shifts have led to an increase in turbulence-related injuries among both passengers and cabin attendants. To prevent such injuries, Japan Airlines broadcasts an inflight video on all operational routes, emphasizing the importance of keeping seatbelts fastened at all times and demonstrating how to stay safe during turbulence.

By presenting preparations for sudden turbulence in an easy-to-understand manner, we aim to deepen passengers' understanding of safe behavior and proactively prevent injury incidents.



Furthermore, to enhance turbulence prediction accuracy, we have launched the Real-Time Turbulence Prediction Project in collaboration with Tohoku University, Weathernews Inc., and other partners. This initiative has been selected for the MLIT Technology Development Promotion Program. Through this project, we will integrate meteorological data with real-time inflight data using AI to construct a highly precise prediction system. Following operational trials in FY2027, we will advance social implementation, aiming to enhance safety and reduce environmental impact.

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

In FY2025, we focused on nurturing personnel with a high awareness of safety and embedding an organizational culture that prioritizes safety above all else. These goals were pursued through awareness-raising initiatives in education and training, as well as personnel exchange programs.

10 Further pursue a safety culture that takes into account the changing times

11 Develop human resources to disseminate lessons learned from the accident at each workplace

12 Conduct ongoing promotions and education

13 Create a system to develop human resources to support operations

2. FY2025 Safety Status

Achievement of FY2025 Safety Targets

Conduct Ongoing Promotions and Education

To eradicate inappropriate alcohol incidents and promote better health, we held an Alcohol Awareness Month from November 10 to December 9, 2025, during which the following initiatives were implemented.

Alcohol Knowledge Education

To ensure that alcohol misconduct is never repeated, we provided essential education on alcohol to all personnel, including executive management. We then worked to embed this knowledge and raise awareness by conducting comprehension tests and awareness surveys.

Promoting Moderate and Responsible Drinking

1. To promote continuous awareness, responsible drinking, and the practice of assertion, we utilized educational posters to drive awareness-raising initiatives across the workplace.

2. We hosted dedicated events to enhance alcohol awareness across the organization. This included a lecture by an external expert, where employees learned about the impacts of alcohol on health and safety based on the latest findings in addiction research. In tandem, we conducted a hands-on session using goggles that simulate intoxication. By experiencing a realistic sensation of being unable to walk properly, participants shared a profound understanding of how severely alcohol impairs judgment. Combining specialized knowledge with experiential learning, we aim to increase vigilance against excessive drinking and elevate safety awareness among all employees.

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

In FY2025, we continued to introduce advanced security screening equipment to prepare against increasingly diversified terrorist threats. Furthermore, in the field of next-generation air mobility, we leveraged our aviation safety expertise to support the structural development of a joint venture with a local government. We also conducted safety validation demonstrations in technologically challenging areas, such as high-density simultaneous flight operations and disaster-response utilization, thereby contributing to building the foundation for social implementation.

14 Strengthen internal audits to identify potential risks

15 Ensure a high quality and stable aviation security

16 Promote aviation security risk management activities in the industry as a whole

17 Establish a safety infrastructure for drone business, among others

18 Create an environment in which employees handling customer service can focus on safety

Create an Environment in Which Employees Handling Customer Service can Focus on Safety

In collaboration with The Scheduled Airlines Association of Japan, we co-produced a joint public awareness video. This initiative is driven by our desire to cultivate warm relationships where both passengers and employees show mutual consideration and working together to create a respectful flying.



Awareness Video with The Scheduled Airlines Association of Japan

[The Scheduled Airlines Association of Japan Press Release]

[The customer harassment awareness video will be broadcast by all member airlines of The Scheduled Airlines Association of Japan.](#) (Japanese only)

2.2 Administrative Dispositions and Administrative Guidance

There were no Administrative Dispositions^{(*)1} taken against any of the eight JAL Group air transport infrastructure operators. There were five written Administrative Guidance^{(*)2}.

^{(*)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.

	2021	2022	2023	2024	2025
Administrative Dispositions	0	0	0	0	0
Administrative Guidance	0	0	0 ^(*)	2	5

^{(*)0}:In 2023, JAL Engineering Co., Ltd., a wholly owned subsidiary of JAL, which is responsible for all maintenance operations of the JAL Group received a Business Improvement Advisory.

Administrative Dispositions and Administrative Guidance Received in FY2025

1. Administrative Warning to Spring Japan

On May 9, 2025, Spring Japan received a severe warning from the MLIT regarding an alcohol misconduct incident involving a cockpit crew who was on duty for Flight 444, a cargo flight from Kitakyushu Airport to Haneda Airport, on March 18. In this case, the flight was ultimately allowed to depart after confirming that the crew member’s alcohol test result was 0.00 mg/l. However, the authority pointed out inappropriate behavior by the cockpit crew—such as engaging in drinking that violated established alcohol restrictions and attempting to cover up the violation with unreasonable explanations—as well as deficiencies in Spring Japan's alcohol testing system.

2. Administrative Warning to Ryukyu Air Commuter

On June 20, 2025, Ryukyu Air Commuter received a severe warning from the Osaka Civil Aviation Bureau of MLIT regarding issues such as the failure to create maintenance records for maintenance work. In this case, the MLIT pointed out that the safety management system was not functioning adequately. This was based on the fact that, in addition to a misinterpretation of the regulations, inappropriate practices were repeatedly carried out without corrective measures being taken, as some employees failed to make the necessary reports or consultations despite being aware of the violations.

Please refer to the [JAL website](#) for past Administrative Dispositions and Guidance.

2. FY2025 Safety Status

Administrative Dispositions and Administrative Guidance

3. Administrative Warning to Japan Airlines

On September 10, 2025, Japan Airlines received a severe warning from the MLIT regarding an alcohol misconduct incident involving the captain scheduled to be on duty for Flight JL793, departing from Daniel K. Inouye International Airport and arriving at Chubu Centrair International Airport, on August 28. Despite currently implementing countermeasures following previous Administrative Guidance regarding alcohol consumption in FY2024, we take the recurrence of this alcohol misconduct incident and the subsequent severe warning from the MLIT extremely seriously.

In this case, while it was acknowledged that a certain degree of supervision over drinking tendencies had been exercised, the authority pointed out that the management and supervision regarding alcohol consumption could not be deemed sufficient. Furthermore, it was noted that due to the repeated occurrence of alcohol-related incidents since last year, safety awareness has not been thoroughly instilled in every single employee.

Based on our analysis of the causes of the incident and the factors that rendered our previous measures insufficient, JAL will unite under leadership of senior management to work toward preventing a recurrence. In FY2025, as part of our efforts to prevent recurrence—addressing organizational challenges within the Flight Operations Division—we held dialogues between cockpit crew and management. 【A total of 147 sessions, with 2,333 participants (100% participation rate)】

Furthermore, in executing these recurrence prevention measures, a Verification Committee—the majority of whose members are outside directors—is conducting on-site interviews in addition to evaluating our progress and the effectiveness of the measures.

In addition, the Safety Advisory Group conducted workplace assessment and dialogues within the Flight Operations Division, providing feedback to management regarding the evaluation of and advice on our Safety Management System and recurrence prevention measures. By incorporating these third-party perspectives, we will continuously improve and strengthen our measures to prevent a recurrence.

4. Improvement Advisory to Japan Air Commuter

On October 7, 2025, Japan Air Commuter received an Administrative Guidance titled Business Improvement Advisory Regarding Ensuring Safety in Air Transportation from the Osaka Civil Aviation Bureau of the MLIT, due to inappropriate maintenance procedures regarding equipment malfunctions.

In this case, the authority pointed out deficiencies such as a lack of understanding and compliance awareness of laws and regulations, as well as an insufficient awareness toward maintaining airworthiness.

5. Administrative Warning to Japan Transocean Air

On January 28, 2026, Japan Transocean Air received a severe warning from the MLIT regarding inappropriate handling in its maintenance operations. In this case, the authority pointed out that the actions constituted violations of the operations manual and maintenance manual approved under the Civil Aeronautics Act, and that the Safety Management System was deemed not to be functioning adequately.

Administrative Dispositions and Guidance Received in FY2026

Administrative Warning to Japan Airlines

On June 12, 2026, Japan Airlines received an Administrative Warning from the MLIT regarding an alcohol misconduct incident involving two cabin attendants scheduled to be on duty for Flight JL252, departing from Hiroshima Airport and arriving at Tokyo International Airport, on May 23.

In this case, the MLIT pointed out that the two individuals involved were recognized to have attempted to cover up the fact that they had violated regulations. Furthermore, it was noted that because JAL failed to grasp that the testing was being delayed and consequently could not reach a prompt decision regarding their fitness for duty, the Safety Management System could not be deemed to have functioned adequately. The MLIT also pointed out that due to the repeated occurrence of alcohol incidents, safety awareness has still not been thoroughly instilled in every single employee.

Addressing Alcohol Issues

[Administrative Dispositions, Guidance, and Countermeasures Regarding Alcohol-Related Incidents at JAL Since FY2024](#)

- [Progress of Countermeasures Regarding Alcohol-Related Inappropriate Incidents](#)
- [Findings from the Verification Committee](#)

2. FY2025 Safety Status

Aircraft Accidents and Serious Incidents

2.3 Aircraft Accidents and Serious Incidents

2.3.1 Aircraft Accidents and Serious Incidents

In FY2025, there were three aircraft accidents^{(*)1} and one serious incident^{(*)2}. Looking at the most recent five-year period, there have been 12 aviation accidents, nine of which were caused by turbulence. In light of this situation, we are focusing our efforts on devising ways to avoid turbulence and measures to prevent injuries caused by aircraft shaking. For details, please refer to 2.1.3 Achievement of FY2025 Safety Targets on page 5.

(*)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.

	2021	2022	2023	2024	2025
Aircraft Accidents	2 (0.008)	3 (0.009)	1 (0.003)	3 (0.008)	3 (0.008)
Serious Incidents	1 (0.004)	0 (0.000)	1 (0.003)	1 (0.003)	1 (0.003)
Total	241,006	344,452	357,539	371,604	366,181

(*) Zero fatalities for customers and our crews from FY2020 to FY2024.

() : Number of incidents per 1,000 flights

Aircraft Accidents

Cabin Attendant Aboard JL057 Injured Due to Turbulence

On December 22, 2025, one cabin attendant was injured in turbulence during cruise on JL057, from San Francisco International Airport to Narita International Airport, operated by Japan Airlines, and was later diagnosed with a right medial cuneiform fracture. This case was designated as an Aircraft Accident by the MLIT on December 23. None of the passengers were injured.

Passenger Aboard JL2151 Injured Due to Turbulence

On December 8, 2025, one passenger was injured in turbulence during descent on JL2151, from Osaka International Airport to Aomori Airport, operated by J-AIR, and was later diagnosed with a lumbar compression fracture. This case was designated as an Aircraft Accident by the MLIT on January 6, 2026.

Bird Strike Involving JL158 During Takeoff Climb

On March 13, 2026, JL158, from Misawa Airport to Tokyo International Airport, experienced a bird strike during its takeoff climb. After confirming that there were no abnormalities in the aircraft's instruments or the cabin, the flight continued and landed safely at Tokyo International Airport. However, a post-arrival inspection revealed damage to the nose section of the aircraft. As the subsequent repair process determined that the extent of the damage required major repairs, the Japan Civil Aviation Bureau of the MLIT officially classified the occurrence as an Aircraft Accident on March 22.

Serious Incidents

Engine Shutdown During the Flight JL2823

On December 11, 2025, an incident occurred on flight JL2823, from Okadama Airport to Akita Airport, operated by Hokkaido Air System, in which the No. 2 (right-side) engine shut down after takeoff from Okadama Airport. This case was designated as a serious incident by the Civil Aviation Bureau of the MLIT on December 12. No passengers were injured.

2.3.2 Aircraft Accidents and Serious Incidents in Previous Years

The following three investigation reports were released.

Aircraft Accident

JL068 Made Contact with Another Company's Aircraft While Taxiing

(Date of occurrence: February 6, 2025 JST Publication Date: October 14, 2025)

Collision Accident Involving JL516 and Japan Coast Guard Aircraft

(Date of occurrence: January 2, 2024 JST Publication Date of the Second Progress Report: December 25, 2025)

Cabin Attendant Aboard JL774 Injured Due to Turbulence

(Date of occurrence: April 1, 2024 JST Publication Date: March 26, 2026)

2. FY2025 Safety Status

Irregular Operations

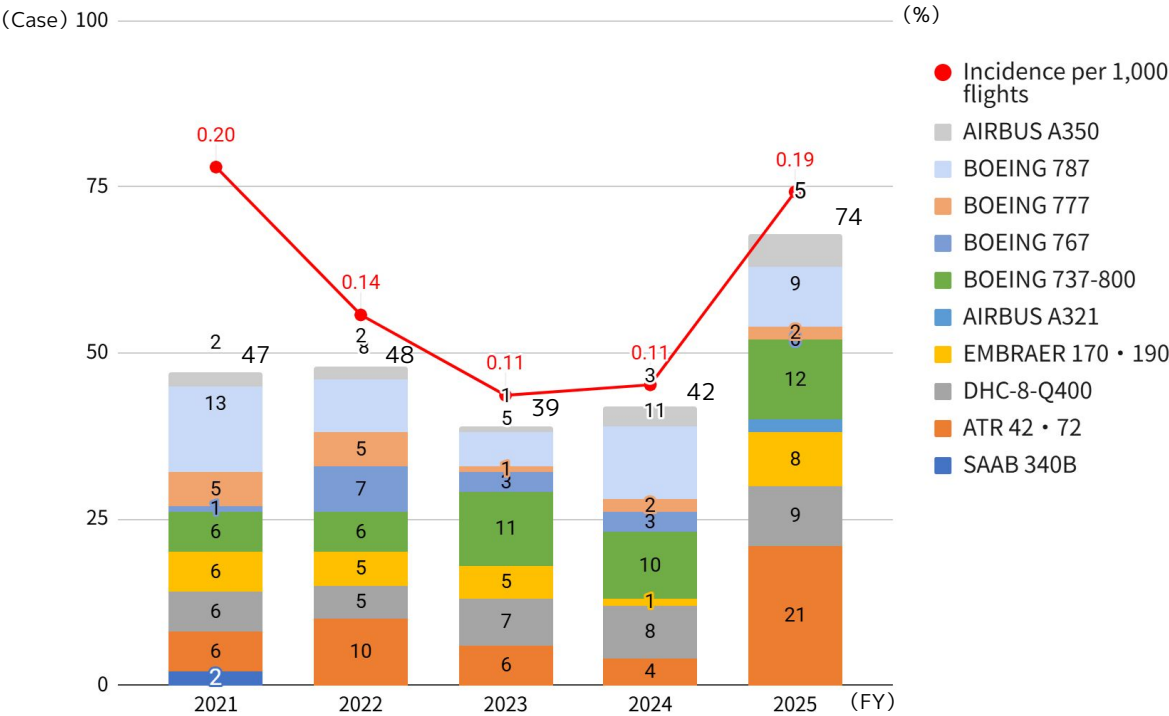
2.4 Irregular Operations

In FY2025, there were 74 instances of irregular operations^(*). Although this represents an increase of 32 cases compared to the previous fiscal year, the breakdown consists of 61 air turn back to the departure airport, seven diversions to alternative destinations, four runway closures, and two landings requesting priority handling from air traffic control.

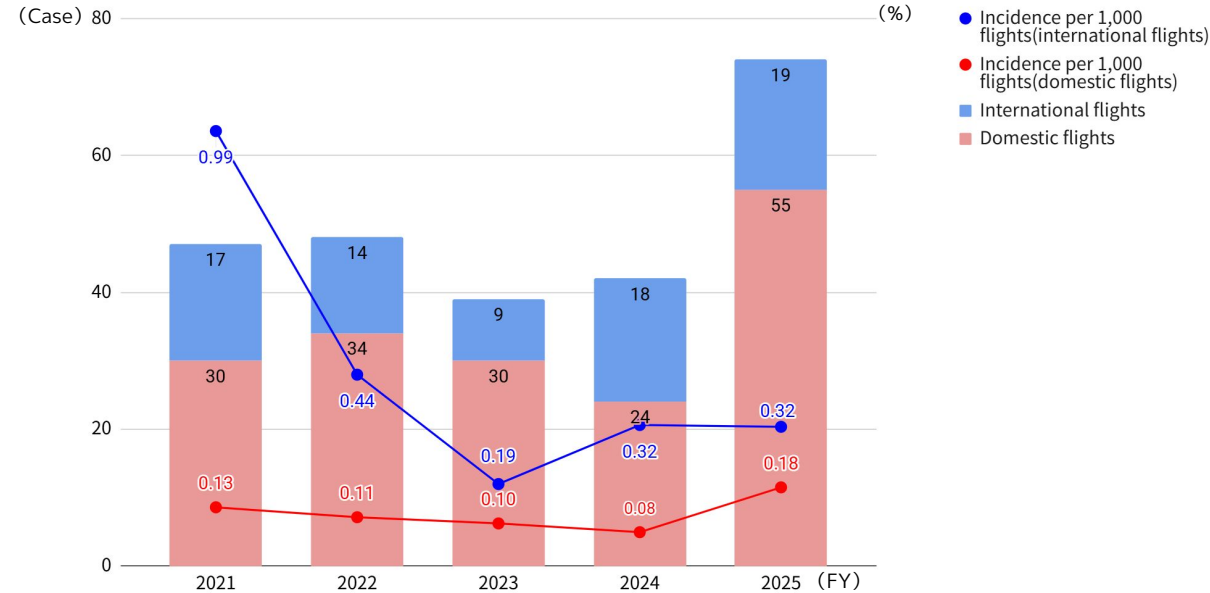
Irregular operations were primarily caused by aircraft malfunctions. By aircraft type, the ATR 42/72 accounted for 21 cases (compared to four cases in the previous fiscal year) and the Embraer 170/190 accounted for eight cases (compared to one case in the previous fiscal year). Both types showed a significant increase, which covered the vast majority of the overall increase. For the ATR 42/72, we identified a concentration of issues in specific parts. In addition to implementing targeted countermeasures for these components, we are advancing comprehensive initiatives to improve fleet quality by involving the manufacturer, ATR. For the Embraer 170/190, while no distinct concentration has been observed, we have noted malfunctions across various parts due to aging. Consequently, we are tightening our monitoring of these malfunctions to ensure swift action. Furthermore, for other aircraft types, we will accelerate cause investigation and provisional countermeasures led by the cross-functional special team established last fiscal year, while continuing to strengthen our effective preventive maintenance efforts.

^(*) Irregular Operations: A situation in which the multiple aircraft systems malfunctions, and the pilots follow the manual and turn back to the airport to ensure safety. This 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 the safety of operations.

Incidents by Aircraft Type



Incidents by Domestic and International Flights



2. FY2025 Safety Status

Safety Events

2.5 Safety Events

2.5.1 Overview

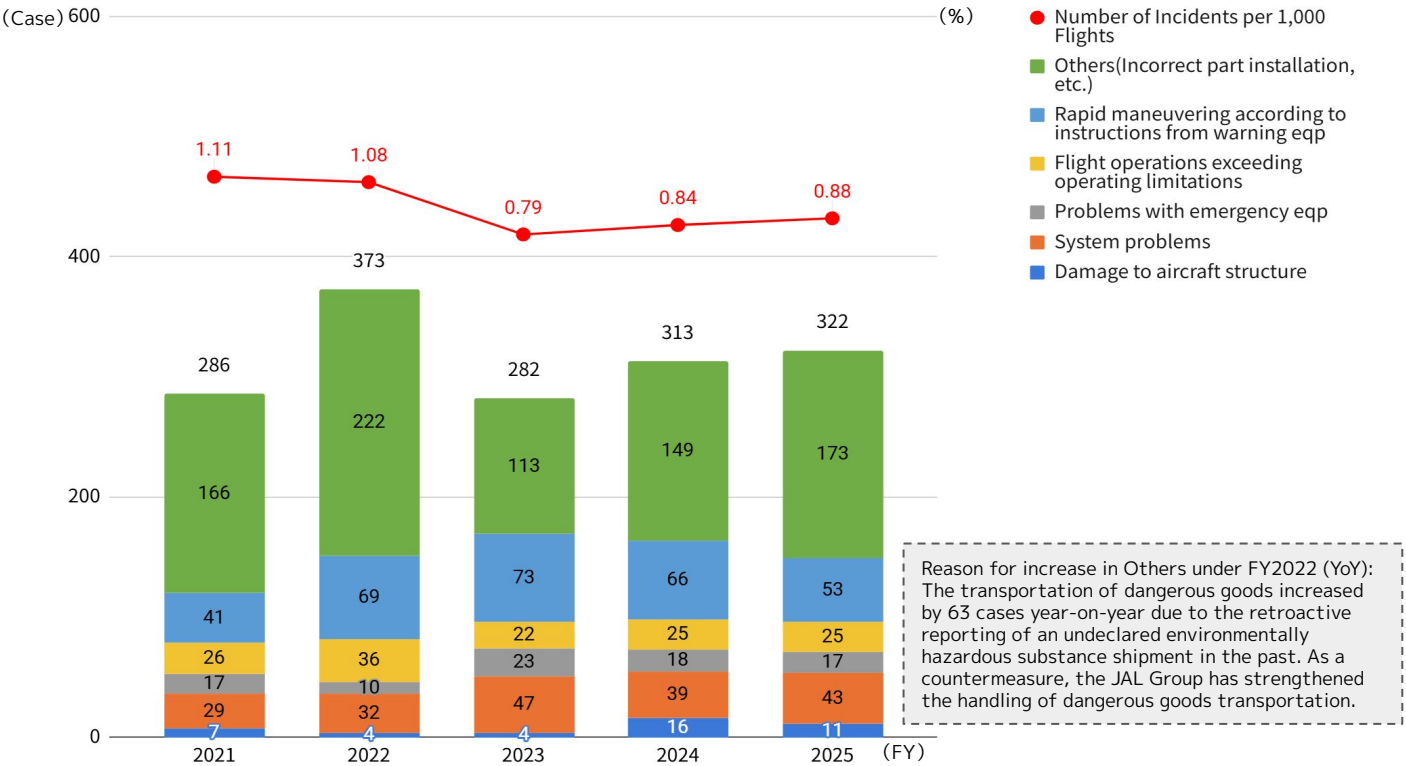
In FY2025, the total number of safety-related incidents^(*) was 322, representing an increase of nine cases from the previous fiscal year. One of the primary reasons for this increase was a rise in events classified as Others, which were caused by a variety of factors. For each of these events, we promptly analyzed the contributing factors and implemented countermeasures to prevent a recurrence. For details, please refer to Major Cases and Countermeasures below and 7.2 Safety Events on page 44.

^(*) 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 | [Example] Structural problems found during regular maintenance |
| •System problems | [Example] Engine trouble, communications/electric system problems |
| •Problems with emergency equipment | [Example] Malfunction of fire and smoke detectors |
| •Flight operations exceeding operating limitations | [Example] Operations in excessive speeding |
| •Rapid maneuvering according to instructions from warning equipment | [Example] Operation according to instructions from the Traffic Alert and Collision Avoidance System (TCAS) |
| •Others | [Example] Regulations, Parts Departing from Aircraft (PDA), transport of dangerous goods |

■ Occurrence of Safety Events



2.5.2 Major Cases and Countermeasures

Major Cases and Countermeasures are as follows.

Rapid Maneuvering According to Instructions from Warning Equipment: 53 (-13 cases YoY)

Approximately 70 percent of operation-related safety troubles resulted from sudden maneuvers performed in response to system-generated commands; however, no distinctive trends were identified. In all of these cases, operational safety was successfully ensured by executing piloting maneuvers appropriately and in strict accordance with prescribed procedures.

Others: 173 (+24 cases YoY)

A total of 173 incidents were categorized under Others, representing an increase of 24 cases year-on-year. This was primarily due to an increase in cases where parts with incorrect part numbers were mistakenly installed on cabin equipment, such as seats.

The JAL Group has confirmed with the manufacturer that there was no operational impact due to these incorrect installations, and all components have been replaced with authorized parts.

As a countermeasure, we have strengthened part number verification during component replacement.

3. Safety Targets

FY2026 Safety Targets

3.1 JAL Group Safety Targets (FY2026 to FY2028)

To realize the JAL Group Corporate Vision 2035 shown on the right, we have established the JAL Group Safety Targets for the three-year period from FY2026 to FY2028 and are actively working toward their achievement.

Our Vision:
Continuously refine safety and peace of mind through advanced technology and professionalism

3.2 FY2026 Safety Targets

Since FY2021, we have been advancing our safety objectives based on the Medium-Term Management Plan. Following a review of our performance in FY2025, we formulated new safety objectives for FY2026 that incorporate the lessons learned from past challenges.

To mitigate turbulence injuries, we have introduced systems that automatically detect inflight turbulence and share this data in real time with nearby aircraft. However, partly due to recent climate change, the number of turbulence injuries has been on an upward trend. Consequently, improving turbulence forecasting accuracy and further utilizing turbulence data have been designated as key priorities for FY2026.

In addition to addressing the issues identified in the FY2025 review, we must break the chain of recurring similar incidents and respond effectively to emerging challenges. To proactively manage these risks, we have selected key initiatives and reflected updates and enhancements within the JAL Group Safety Objectives.

Regardless of whether they work in frontline operations or corporate support, every single employee will once again engrave in their hearts that our daily work directly safeguards human lives. By acting as safety professionals, we will strive together to achieve our safety objectives.

Safety Targets . . . Zero Aircraft Accidents and Serious Incidents

[Creation] Technology-driven transformation

By transforming safety-related operations through leveraging advanced technologies, such as AI, our goal is to create the "Future of Safety"—a vision that can only be realized by a group of professionals like us, dedicated to safety.

[Preparation] Safety and security measures that are one step ahead

The external environment is constantly changing, with increasing risks from climate change and geopolitical factors. Utilizing sophisticated data and technology, we accurately detect turbulence and security risks to implement safety and security measures that are one step ahead.

[Collaboration] Expanding the safety management network

Effective safety management is built on the utilization of information. We will proactively prevent safety incidents by sharing safety information not only internally but across the entire Group, and accurately share insights gained from external networks throughout the organization. We will not only strengthen our internal countermeasures, but also lead industry-wide initiatives against new risks. Furthermore, we will lead the development of a safety foundation for next-generation air mobility.

[Human Resources] A group of professionals who embody the "2nd to 3rd person perspective"(*)

The starting point of our safety is to never forget the precious lives lost in past accidents, including the Flight JL123 accident. We will continuously pass on to the next generation the Three Actuals Principle—returning to the actual place, actual object, and actual people in our daily operations—and the "2nd to 3rd person perspective" of asking ourselves, "What more can we do for our customers as professionals?

(*)A perspective that combines the perspective of what it would be like if you or your family were the customer (first person, second person) and the perspective of a professional (third person).

4. Safety Management System

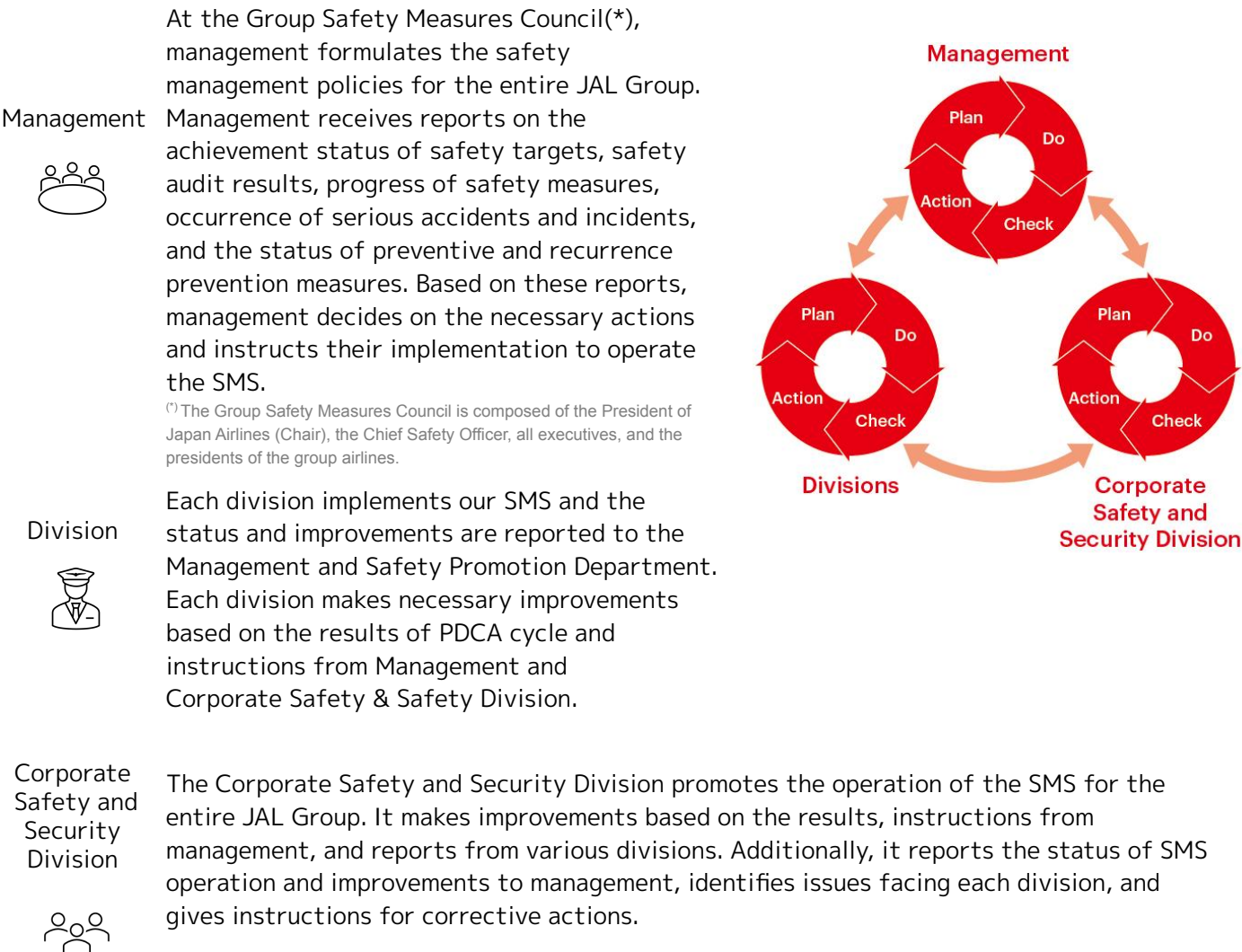
Safety Management Policy and Structure

4.1 Safety Management Policy and Structure

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 and Security 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. Safety Management System

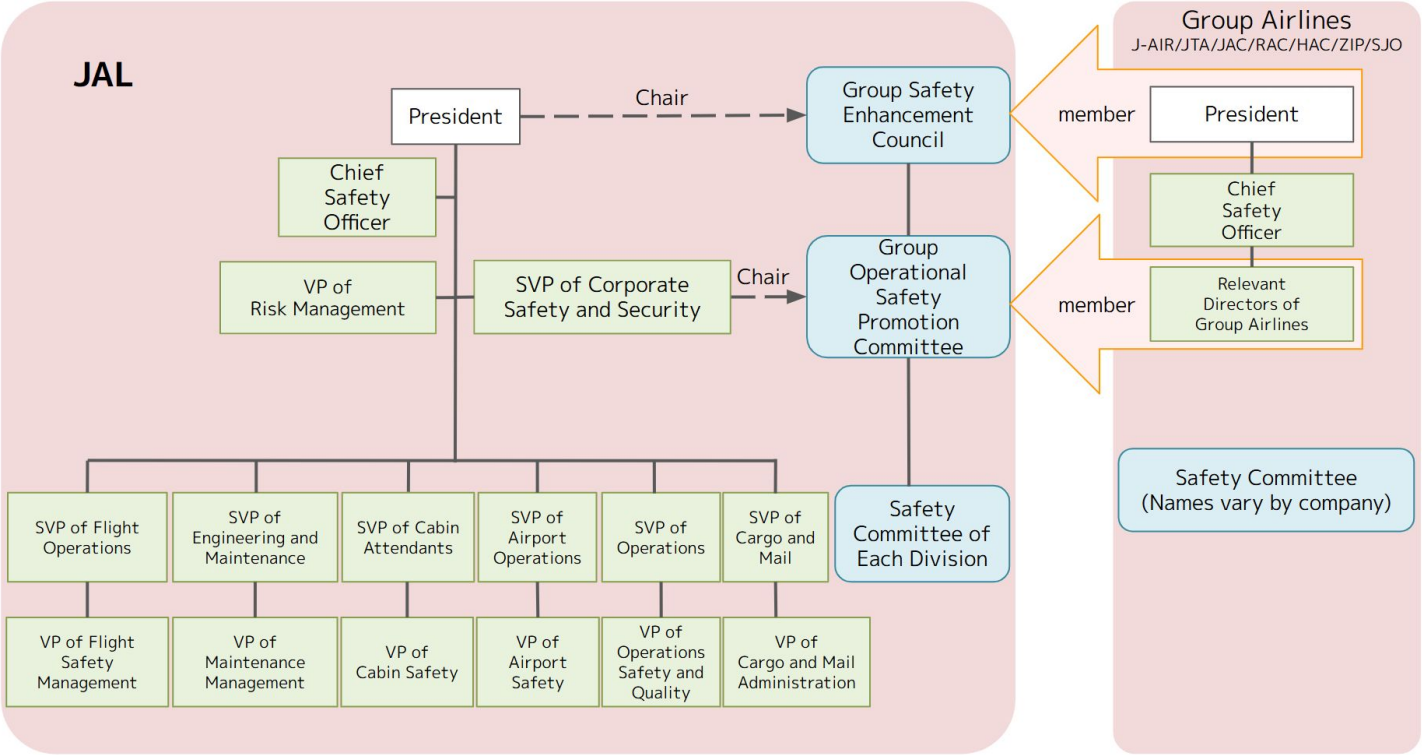
Safety Management Policy and Structure

4.1.2 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 21.



Group Safety Enhancement Council



Safety Management Structure

4. Safety Management System

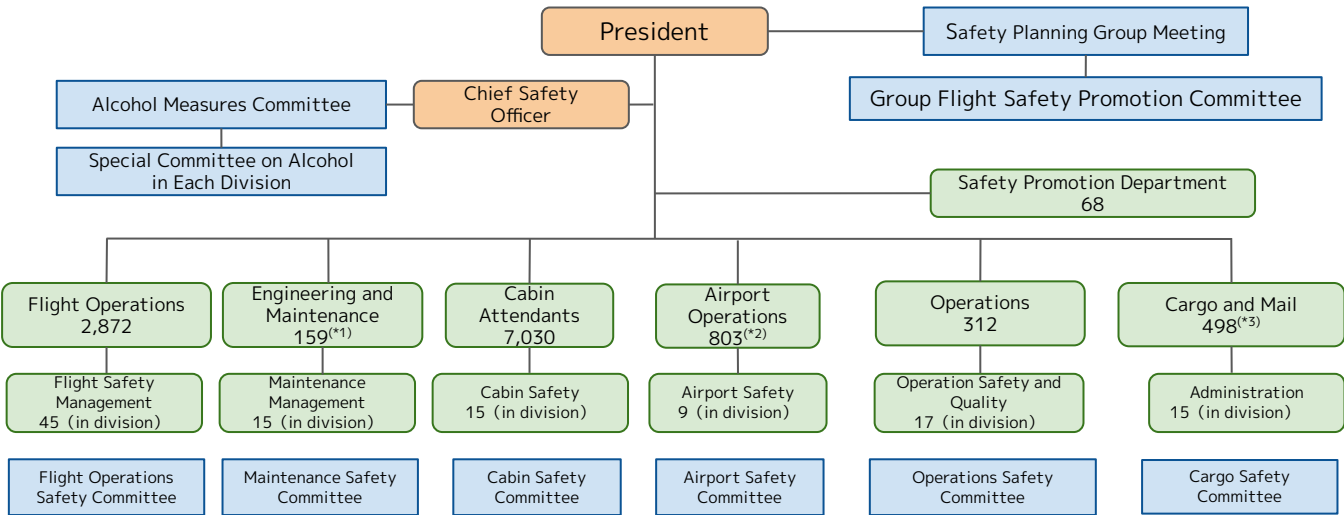
Safety Management Policy and Structure

JAPAN AIRLINES



4.1.2.1 Safety Management Structure

Organizations and employees: as of March 2026 (excluding employees on leave)



(*)1 The Engineering and Maintenance Division has 4,332 employees including JAL Engineering employees.
(Refer to page 18 and 19 for details of Aircraft Maintenance Outsourcing.)
(*)2 The Airport Operations Division has 10,452 employees including employees of 11 JAL Group companies such as JAL SKY and JAL Ground Service.
(*)3 The Cargo and Mail Division has 1,511 employees including employees of five Group companies such as JAL Cargo Service.

4.1.2.2 Number of Pilots, Maintenance Engineers, Qualified Maintenance Engineers, Cabin Attendants, and Dispatchers

	Number of employees	Organization	Remarks
Pilots	2,510	Flight Operations	
Maintenance engineers	116 ^{(*)4}	Engineering and Maintenance	Includes 100 qualified maintenance engineers ^{(*)5}
Cabin attendants	7,090	Cabin Attendants	
Dispatchers	73 ^{(*)6}	Operations	

(*)4 There are 3,011 employees engaged in maintenance including JAL Engineering employees, of which 1,740 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 73 dispatchers including employees of JAL SKY.



4. Safety Management System

4.1.2.3 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.

4.1.2.4 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. In order to raise the sense of management's awareness of safety, previously only executive officers appointed by the Chair were eligible to attend the meeting, but from March 2025, the scope will be expanded to include all executive officers, and all executive officers will make decisions on safety issues.

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.

Alcohol Measures Committee

The Special Committee was established to manage alcohol 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 in Each Division

The committees in each division, which are sub-committees of the above Alcohol Measures Committee, 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. Safety Management System

4.1.3 Safety Management Leaders and Their Responsibilities

• 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.

• 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, 2025 to March 31, 2026)

Company Name · Chief Safety Officer · Term of Office

Company	Chief Safety Officer		Term of Office
Japan Airlines	Director, Managing Executive Officer	NAKAGAWA Yukio	February 5, 2025 -
J-AIR	Director	KOZAKAI Yasuhiro	April 1, 2025 -
Japan Transocean Air	Director, Managing Executive Officer	SUEYOSHI Yasuhiro	June 26, 2023 -
Japan Air Commuter	Director	TOMITA Shinobu	April 1, 2019 - June 22, 2025
	Managing Director	HIRAOKA Hideki	June 23, 2025 -
Ryukyu Air Commuter	Director	KONO Toshiyuki	June 17, 2022 -
Hokkaido Air System	Director	SAITO Kazuyuki	June 1, 2022 -
ZIPAIR Tokyo	Director	TANJI Kazutaka	April 1, 2024 -
SPRING JAPAN	Director	KAMIYA Hiroshi	July 1, 2022 -

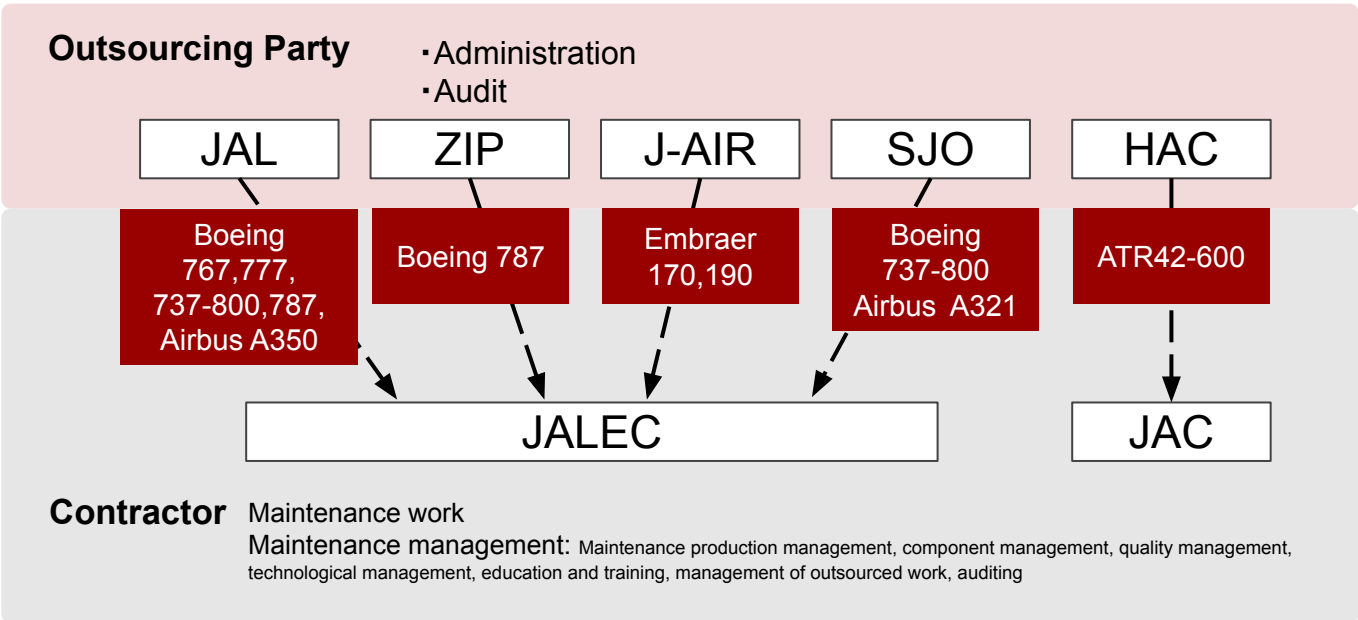
4. Safety Management System

4.1.4 Aircraft Maintenance Outsourcing

4.1.4.1 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 JAC. 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.

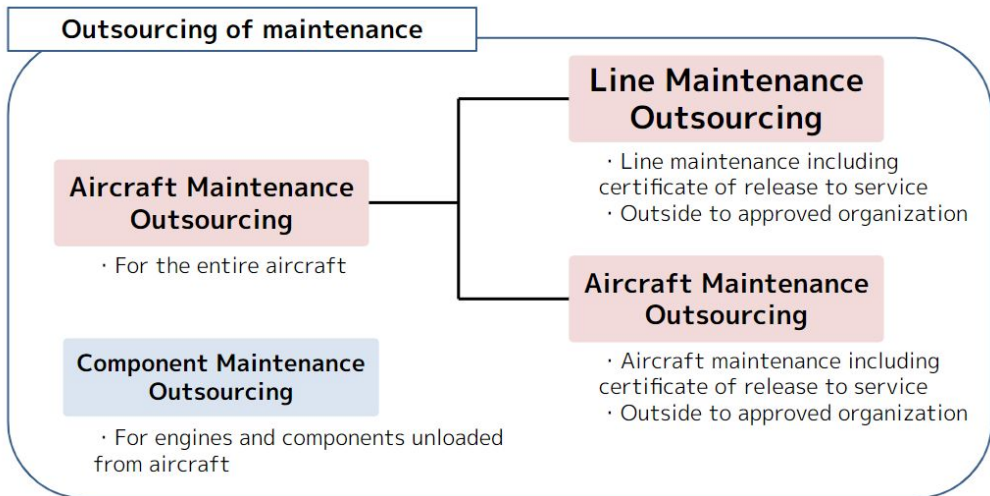


When maintenance management is outsourced to a JAL Group company, the person responsible for management of the outsourcing party supervises daily duties and conducts an annual quality audit. The contractor also assigns a person responsible for management, who closely exchanges information with the outsourcing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

4.1.4.2 Outsourcing Maintenance Work

In addition to outsourcing of aircraft maintenance management described in the preceding Section 4.2.4.1, the JAL Group provides outsourced maintenance services for companies within and outside the JAL Group.

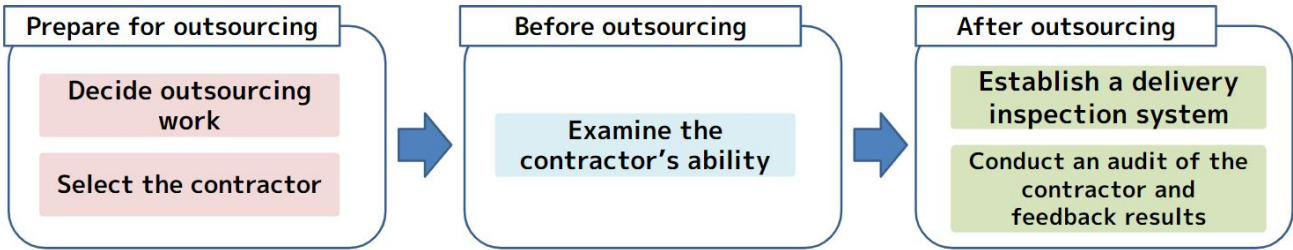
4.1.4.2.1 Details of Outsourcing



4. Safety Management System

4.1.4.2.2 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.



4.1.4.2.3 Main Contractors

Contractors		Contractors (Component maintenance)
Line Maintenance	Aircraft Maintenance	
• JAL Engineering • Japan Transocean Air • Japan Air Commuter • United Airlines • American Airlines • Air Canada • Hong Kong Aircraft Engineering • ST Engineering Aerospace Services • KLM Royal Dutch Airlines • British Airways • Taikoo (Xiamen) Aircraft Engineering • Shanghai Taikoo Aircraft Engineering Services	• Japan Transocean Air • ST Engineering Aerospace Services • Taikoo (Xiamen) Aircraft Engineering • ST Engineering Aerospace Services (Guangzhou) Aviation Services • Boeing • Airbus	• JAL Engineering • All Nippon Airways • General Electric • Eagle Services Asia • JAMCO • Mitsubishi Heavy Industries Aero Engines • Domestic and international contractors and manufacturers such as SR Technics

4.1.5 Establishment and Management of Manuals

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. In addition, we strictly maintain and control records related to operations and training in accordance with applicable laws and regulations. Through proper document and record management, we maintain a system that allows us to objectively verify the appropriateness of our daily operations.

4. Safety Management System

Safety Risk Management

4.2 Safety Risk Management

4.2.1 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.

For more details on risk management, please refer to the website. [Safety Risk Management](#)

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

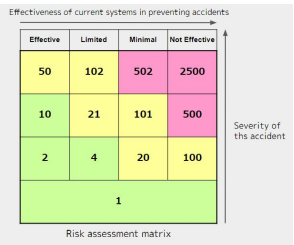


Assess risk for identification of the main risks

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.



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)

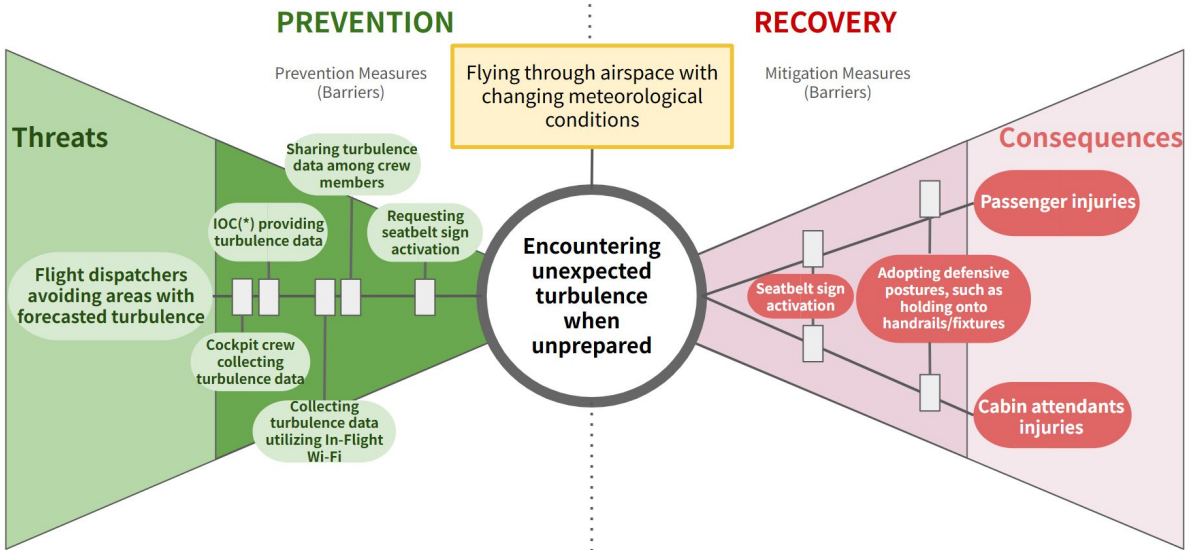
In order to reduce human error, we analyze not only unsafe behavior but also a wide range of factors such as procedures, working environments and organizational impacts, and take measures against underlying risk factors. We also statistically analyze the identified factors and address potential organizational 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.



(*)IOC...Integrated Operations Control. A department that centrally manages JAL aircraft operations worldwide 24 hours a day, 365 days a year, to ensure safe and high-quality flight operations.

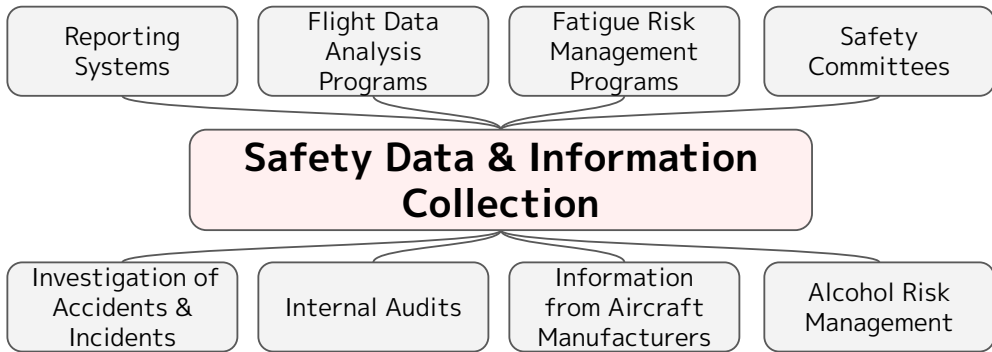
4. Safety Management System Safety Risk Management

In accordance with our Safety Management Policy, the following safety controls are implemented to ensure the smooth functioning of our Safety Management System.

4.2.2 Safety Information Gathering and Dissemination

• **Collection of Safety-related Information**

In collecting information related to safety, we collect and analyze not only the obvious but also the potential information. We identify hazards and take preventive measures to prevent recurrence of flight accidents and other incidents that may affect flight safety.



• **Accumulation and Sharing of Safety-related Information**

The JAL Group collects and accumulates safety-related information and utilizes it in the investigation of occurrences, analysis of trends, among others, and shares the results with the relevant department.

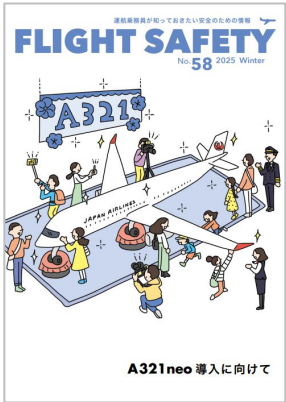
The Group uses a common system and operates the JAL Safety Database (JSD) to improve the safety level of the entire JAL Group by quickly and accurately identifying situations through the use of unified formats and common safety decision criteria.

• **Dissemination of Safety-related Information**

The collected information is disseminated to the JAL Group employees through internal documents and other means to prevent the recurrence of unsafe conditions and to raise safety awareness.

The main media used to disseminate safety-related information are as follows:

- *Corporate Safety*, an internal document to present the JAL Group's safety policy
- Safety webpage of our intranet
- *FLIGHT SAFETY*, a safety Information magazine



「FLIGHT SAFETY」

4.2.3 Fatigue Risk Management

To improve flight safety and service quality, we view crew fatigue during flights as a risk and implement risk management that involves collecting data on fatigue of cockpit crew and cabin attendants and taking appropriate corrective measures based on the data. For more details on the JAL Group's fatigue risk management, please visit our website.

[JAL Fatigue Risk Management Program](#)

Fatigue Risk Management Policy

To enhance flight safety, we recognize that fatigue is a constant hazard in the work of cockpit crew and cabin attendants, and we strive to manage and reduce fatigue risks.

JAL's fatigue risk management applies to all flights operated by the airline and is implemented through continuous, data-driven risk management based on scientific principles and proven results.

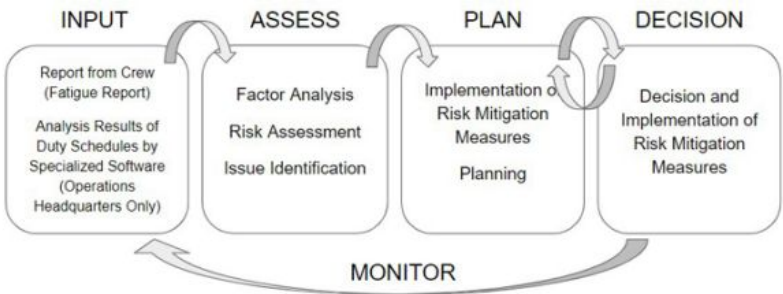
Fatigue Risk Management Structure

- The Chief Safety Officer of JAL has the responsibility and authority to oversee the overall management of the fatigue risk management program.
- The General Manager of the Flight Operations Division has the responsibility and authority to oversee operations related to the fatigue risk management program implemented under the leadership of the Flight Safety Promotion Division.
- The General Manager of Cabin Attendants Division has the responsibility and authority to oversee operations related to the fatigue risk management program implemented under the leadership of the Cabin Safety Promotion Division

4. Safety Management System

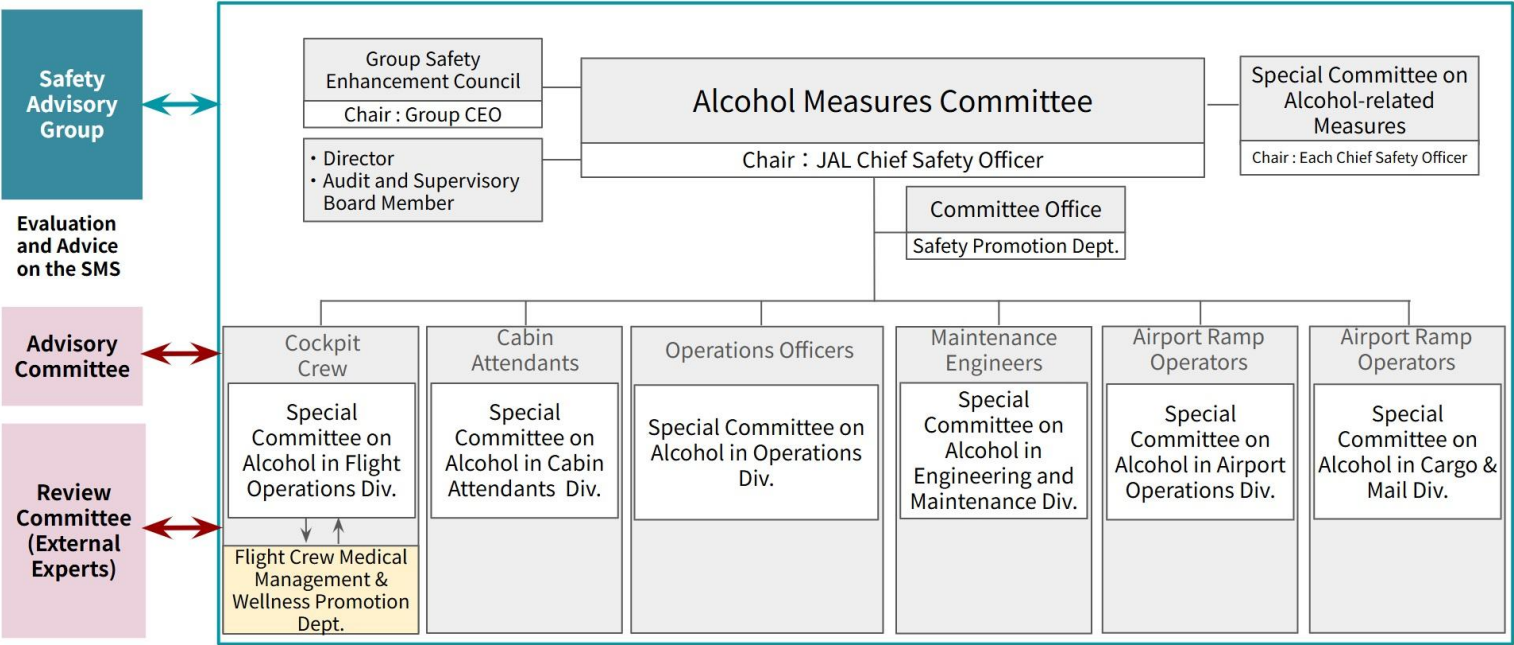
Safety Risk Management

The Process of Fatigue Risk Management



4.2.4 Alcohol Risk Management

To eradicate alcohol-related issues, the JAL Group is working to reduce alcohol risks. Based on evaluations and advice from external experts, we are continuously improving and strengthening our alcohol risk management. Furthermore, we have established a system to receive regular evaluations and advice from the Safety Advisory Group regarding our overall Safety Management System, including alcohol risks. For more information on the Safety Advisory Group, please refer to 4.3.8 Safety Advisory Group on page 25.



JAL Group Alcohol Risk Management System

- Advisory Committee**
Based on professional insights from external experts and occupational physicians, the Committee will comprehensively review matters regarding alcohol consumption management for cockpit crew—including the necessity of screening, duty eligibility, and fitness to return to duty—and submit its recommendations to JAL.
- Review Committee**
Regular reviews will be conducted regarding alcohol countermeasures, centering on the maintenance and improvement of standards and procedures for alcohol consumption management within the Flight Operations Division.

4. Safety Management System

Safety Assurance

4.3 Safety Assurance

4.3.1 External Audits

• Transport Safety Management Assessment(*1)

This is a system administered by the MLIT to evaluate the safety management systems of transportation operators. It is implemented to verify whether these systems are functioning appropriately and to provide evaluations and advice.

Although no assessment was conducted for the JAL Group in FY2025, we conducted a follow-up on the advice and expectations (*2) among the assessments, advice, and expectations received by JAL and JTA in FY2024. In addition, for all other group airlines, we reported the status of top management and Chief Safety Officer and their efforts through the Confirmation Sheet on the Current Status of the Safety Management System.

(*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
•Excellent points •Points of originality and ingenuity •Matters being tackled earnestly	•Matters to be further promoted to improve effectiveness •Matters where improvement can be made •Matters requiring continuous efforts for further improvement	•Matters where further improvement in safety management can be expected, not reaching the advisory level

• Safety Audit by the Authorities

In FY2025, each Group airline underwent safety audits(*) by the Civil Aviation Bureau, MLIT.
For the items pointed out, we have taken the following corrective measures after analyzing the factors.

- Reinforcement of the rules regarding the borrowing of maintenance equipment from manufacturers
- Improvement of inconsistencies between higher-level and lower-level regulations governing maintenance
- Reconfirmation of the rules for documenting the purchase of parts from other companies

(*) Safety audit by the Civil Aviation Bureau of the MLIT:

Civil Aviation Bureau, MLIT conducts these audits to check the status of the flight safety management services of an airline company, as well as the operations status of flight safety, line maintenance, and other departments at the company's head office, airport offices, and other bases, and training.

• IOSA (IATA Operational Safety Audit)

IOSA is IATA's international flight safety audit program to ensure that airline safety management systems are functioning effectively.
Within the JAL Group, JAL, JTA, and J-AIR are IOSA-registered airlines.
IATA member airlines are required to undergo regular inspections.
The next audit is scheduled for FY2026.



IOSA Certificate of Registration (JAPAN AIRLINES)

4. Safety Management System Safety Assurance

4.3.2 Internal Audits

The JAL Group conducted internal audits in accordance with safety management regulations to confirm that the Safety Management System 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).

4.3.3 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.

4.3.4 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 Safety Management System and directs improvement as necessary.

4.3.5 Outside Directors and Outside Audit and Supervisory Board Members

JAL has three Outside Directors and three Outside Audit and Supervisory Board Members, who provide a variety of advice and recommendations from an objective standpoint on various issues and responses to the environment surrounding the JAL Group at Board of Directors meetings and Outside Director meetings. (For details, please refer to the [JAL website](#).)

As a response to the Administrative Guidance received from the MLIT, in February 2025, JAL established the Verification Committee, consisting of an Outside Audit and Supervisory Board Member, to objectively monitor the progress and effectiveness of measures to prevent recurrence.

4.3.6 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 events other than aircraft accident, serious incidents and affairs are documented in the Risk Management Manual.

4.3.7 Disaster Measures

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. Safety Management System

Safety Assurance

4.3.8 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 JAL 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 FY2025

Conducting Lectures

We invited YANAGIDA Kunio, the Chair, to give a lecture on the theme of "What kind of communication is required of JAL in the midst of drastic environmental changes" during an in-house training session in July. In February 2026, Mr. Yanagida gave a keynote lecture on the second to third person perspective that all members of the JAL Group should have.



Scene of the lecture

Workplace Visits and Dialogue with Employees

The advisors conducted workplace visits on November 10 and 21, 2025. During these visits, they exchanged views with a total of 69 employees from both frontline and administrative roles within the Flight Operations Division. The professors recommended returning to broad-based safety discussions that extend beyond alcohol-related issues, as well as advancing company-wide culture reforms. They also provided multifaceted insights on safety awareness, risk management, and organizational structures.



Dialogue in Flight Operations

Follow-up with Executive Management Council

At the follow-up to Executive Management Council, the five professors provided suggestions on various measures for JAL Group safety targets and on how to accelerate the implementation of the Medium Term Plan in each division.



Follow-up with Executive Management Council

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. Safety Management System

Safety Promotion

4.4 Safety Promotion

4.4.1 Education, Training and Safety Awareness

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. This is to develop employees with a high level of safety awareness.

Subject	Classification			Classification	
	Company-wide Education		Hierarchy-specific Training	Alcohol Education	Fatigue Risk Management Education
Executive Level	JAL Group Safety Training (including SMS Training ^(*))	Emergency Evacuation Training	Executive Safety Briefing	Alcohol Knowledge Education	Management
Managers			Safety Seminar for New Managers		Flight Operations
Mid-level (Leaders)			Safety Seminar for Employees with Ten Years of Employment		Cabin Attendants
New and Young Employees			Safety Seminar for New Employees		Operations

^(*) Education on Safety Management System

4.4.1.1 Safety Education Common to the JAL Group

We regularly provide training for all JAL Group employees with the aim of fostering a safety-first mindset, helping them connect their own work with safety.

In addition, we conduct emergency evacuation training for all Group employees so that, in the unlikely event that their flight encounters an emergency, they can respond appropriately as helpers.

4.4.1.2 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 Promotion 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.

FY2025 Results: 258 times, 5,224 participants

4.4.1.3 Alcohol-related Education

For all JAL Group employees, we conduct annual training to maintain the awareness by reflecting on alcohol incidents that have occurred within the JAL Group, other companies, and other industries. This training also serves to reinforce proper knowledge about alcohol and to reaffirm the importance of acting with the awareness and responsibility expected of a JAL Group employee, in order to ensure thorough self-management.

In addition, to maintain a strict group norm regarding alcohol consumption, we carry out awareness-raising activities to promote moderate and appropriate drinking practices, and we also work to raise awareness through initiatives such as holding lectures.

FY2025 Results: 42,853 participants

4.4.1.4 Fatigue Risk Management Education

We conduct initial and periodic training for cockpit crew, cabin attendants, employees responsible for duty scheduling, as well as other staff involved in fatigue risk management and management-level personnel. The training content includes general sleep hygiene and basic topics related to fatigue in the aviation field and its impact on operations.

FY2025 Results: 8,944 participants

4. Safety Management System

Safety Promotion

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. The JAL Group employees 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 2025, there were more than 320,000 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.

The JAL Group employees 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.

【New employee】

I will carry out my duties with the awareness that I am a bastion of safety.

<Cabin Attendant Department>

So that we can earn the trust of customers and society, we learn from the past and pass it on to the next generation.

<Airport Passenger Division>

【10-year employee】

Go about my work while considering whether I could have my family on board.

<Maintenance Department>

Build a workplace environment where even small concerns can be raised immediately.

<Support Department>

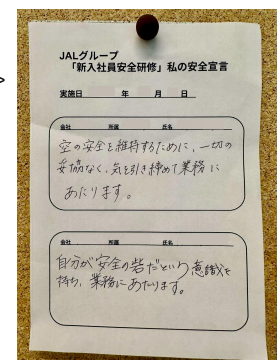
【New managers】

【New managers】
We protect safety by building an organization where people can immediately speak up about concerns.
<DX Department>

<DX Department>

I am determined to make decisions to protect lives. <Safety Management Division>

<Safety Management Division>



Safety Declaration Card

4. Safety Management System Safety Promotion

4.4.1.6 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.

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)



Cabin Attendants

Cabin attendants are trained to become autonomous human resources and acquire the basics of being aviation security personnel during their initial training when they join the JAL Group.

In addition, in order to be able to respond quickly and appropriately in the event of an emergency, cabin attendants are trained in practical programs such as how to respond to emergency evacuations (ditching), how to operate emergency exits and emergency equipment, how to deal with fire and rapid depressurization, first aid, and how to respond to safety disruptions among others.

Cabin attendants undergo periodic rescue training to improve their skills and knowledge. In subsequent periodic rescue drills, they maintain and improve our skills and knowledge, and in cooperation with pilots and colleagues, they develop training content to enhance resilience, to exercise their abilities independently, and to think and respond to unpredictable emergency situations on their own. The Group also conduct periodic safety training to ensure that participants correctly understand the procedures for daily safety operations and related laws and regulations as stipulated in the manual.



Maintenance Engineers

Maintenance engineers undergo specialized education and training every year from the time they join the JAL Group, 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, they 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.

The Group 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.



Dispatchers

In order to become a dispatcher, a candidate must first acquire knowledge and skills in a wide range of areas related to aircraft operations and pass the competence test for aircraft dispatchers, which is a national qualification. Then, after accumulating work experience and training, and after passing an internal verifier, the applicant can begin working as a JAL Group operations control dispatcher. Even after passing the examination, the Group confirms that the necessary knowledge and skills are maintained in periodic inspections.

We also provide training on behavioral traits to ensure that our employees can always provide safe and reliable flight operations even in a challenging flight safety environment, and hone their communication, leadership, and other skills to ensure that they can work safely as a team. Through such training, verifier, and day-to-day operations services, flight dispatchers support safe flight operations.



4. Safety Management System Safety Promotion

4.4.1.7 Department-specific Safety Education and Training

In addition to maintaining skills through legally mandated training, we are also rapidly strengthening our response to emerging risks such as inflight fires caused by mobile batteries. Furthermore, by leveraging digital technology for practical training, we are enhancing both the quality and efficiency of instruction and refining each individual's professionalism.

Cabin Attendants Division

-Training for responding to inflight fires involving mobile batteries, among others-

JAL is working to reduce the risk of inflight fires and is fully prepared to carry out prompt firefighting in the event of an emergency. In the regular training conducted for cabin crew, we repeatedly conduct practical fire-extinguishing drills that assume all types of inflight fires, such as abnormal heating or deformation of mobile batteries, as well as fires and smoke.

Through this training, we are working to maintain and improve the judgment and skills needed to carry out firefighting quickly and reliably even in unforeseen situations.



Scene of inflight fire response training

Ground Handling Division

-Integration of digital and on-site operations: Advanced education and training-

We introduced video-based training on tablets for initial education and in-house qualification training, enabling autonomous knowledge acquisition not constrained by place or time. This has shortened the duration of group training sessions and made early assignment to on-site work possible.

In addition, the introduction of VR training has made it possible to conduct repeated training under a variety of conditions, without being affected by operational status or weather conditions. We are improving proficiency by utilizing approximately 20 types of content, such as aircraft towing and passenger boarding bridge operations.

While advancing efficiency through the use of these new methods and technologies, we also place importance on hands-on training opportunities where trainees can directly work with actual equipment on site and learn face-to-face. Through the best mix of effectiveness and efficiency, we will continue to foster solid technical skills and a strong safety mindset.



New employee training
in the Ground Handling Division

4. Safety Management System

Safety Promotion

4.4.2 Communications for Safety

In addition to communication from top management to frontline divisions, the JAL Group is committed to interactive communication 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. Top management pays tribute to the contributions of employees who work diligently in their daily duties.

Creating An Open Corporate Culture Through Communication

The JAL Group conducts Communication Leader Meeting (CLM) activities with the aim of fostering an open corporate culture, promoting spontaneous and proactive actions, and further strengthening frontline capabilities. These activities provide an opportunity for employees in various positions from all over Japan to gather together across departmental boundaries to promote mutual communication within the Group. Participants engage in meaty discussions to resolve various issues that are apparent and latent in the Group, and work proactively toward solutions in order to form connections and broad perspectives.



FY2025
Number of companies:33
Number of participants:135

Members interacting with executives at an activity report meeting

Employee Recognition Awards JAL Awards

The JAL Awards are given to all JAL Group employees to foster a culture of praise and further enhance safety awareness. In FY2025, a total of 17 awards were presented in five categories. Furthermore, in the “Fortress of Safety” category, an award was presented to the Load Control division for a case in which it recommended that an aircraft that had left the apron return to the parking stand in order to correct a violation of loading regulations.



FY2025
17 awards in 5 divisions

Workplace Visits by Board Members & Direct Dialogue with Employees on Safety Issues

Top management and executives from departments involved in production, such as line maintenance, Cabin Attendant Department, airports in and outside of Japan, Operations, and Cargo and Mail, actively visit frontline locations in Japan and other regions on a daily basis to provide opportunities for direct communication with employees.

In addition, during the Semiannual Safety Campaign and Year-end and New Year Safety Inspection, executives from general managing departments such as General Affairs, Accounting, Human Resources, and IT Planning also visit the frontline to identify issues faced by employees.

Dissemination of Safety Information

The JAL Group proactively disseminates important safety-related information that should be communicated to all employees, such as messages from 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. Passenger's Safety and Peace of Mind

Important Equipment to Ensure Safety

5. Passenger's Safety and Peace of Mind

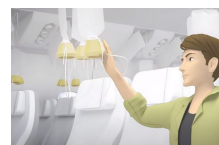
5.1 Important Equipment to Ensure Safety

The JAL Group equips its aircraft with safety equipment and emergency evacuation equipment to ensure the safety and security of our passengers. 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.



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.



Request During Emergency Evacuation

In the event of an emergency evacuation, please do not take any carry-on baggage with you, as it may hinder the evacuation. If you are carrying baggage during evacuation, it may block the aisle and potentially obstruct other passengers' evacuation. Carry-on baggage and high-heeled shoes may damage the slide, causing it to deflate and become unusable, which may prevent those following from evacuating.



Do not bring any belongings when evacuating.

^(*) 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.

5. Passenger's Safety and Peace of Mind

Requests

5.2 Requests for Safety

Notice of Rule Changes Regarding Carry-on Limits and Charging of Mobile Batteries

Given the recent global increase in aircraft fires related to lithium batteries, the MLIT will amend the safety standards for transporting mobile batteries on aircraft, based on the deliberations and adoption by the International Civil Aviation Organization (ICAO).
Concurrently, the rules regarding the carry-on limits and charging of mobile batteries^(*) will be changed as follows:

^(*)Mobile batteries refer to devices equipped with built-in lithium-ion batteries that are designed for the purpose of charging other electronic devices.

Request Regarding the Handling of Mobile Batteries

- Do not place in check-in baggage
- Up to a watt-hour rating of 160Wh^(*)
- Protect individually to prevent short circuits
- Do not stow in overhead compartments
- Limited to two devices per passenger [NEW]
- Do not charge mobile batteries on board [NEW]
- Do not use mobile batteries to charge devices on board [NEW]

^(*)Due to upcoming changes in IATA (International Air Transport Association) regulations, the limit may be restricted to 100Wh starting January 2027.

[MLIT Press Release] [New Rules for Carrying Mobile Batteries on Board ~New regulations will apply from April 24~](#) (Japanese only)
[The Scheduled Airlines Association of Japan Press Release] [Changes to In-flight Mobile Battery Regulations](#) (Japanese only)

Some baggage items carried on board or check-in at the airport may be subject to certain restrictions.
Please be sure to check the latest information.

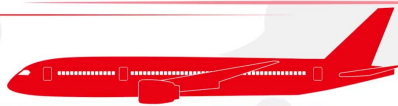
- ^(*) Restricted baggage ([domestic flights](#))
^(*) Restricted baggage ([international flights](#))

5.3 Request for Peace of Mind

To Protect Your Valuable Time

Based on an administrative notice from the MLIT, the Scheduled Airlines Association of Japan requested Japanese airlines, including the JAL Group, to further accelerate industry-wide efforts that contribute to ensuring on-time performance. In response to this request, and to protect your valuable time, we have created a promotional video and began broadcasting it in April on large digital signage at major airports as well as on our official social media channels. We sincerely appreciate the understanding and cooperation of all our passengers.

私は、お客さまと



一緒に飛びたいんです

You are required to pass these points by the following time limits

By 30 minutes prior to departure



By 20 minutes prior to departure *



By 10 minutes prior to departure



*If you do not pass through the security checkpoint by this time, you will not be able to board the flight.
During holidays, congestion is expected at airport.
Please pass through the security checkpoint at least 30 minutes before departure.

Promotional Videos Now Showing on Major Airport Signage and Social Media

[JAL Reservation website] [Important Notice Regarding Check-in Deadlines and Carry-on Baggage](#)

[JAL Flight Info 【official】 SNS : X (formerly Twitter)] [Important Notice for Passengers](#) (Japanese only)

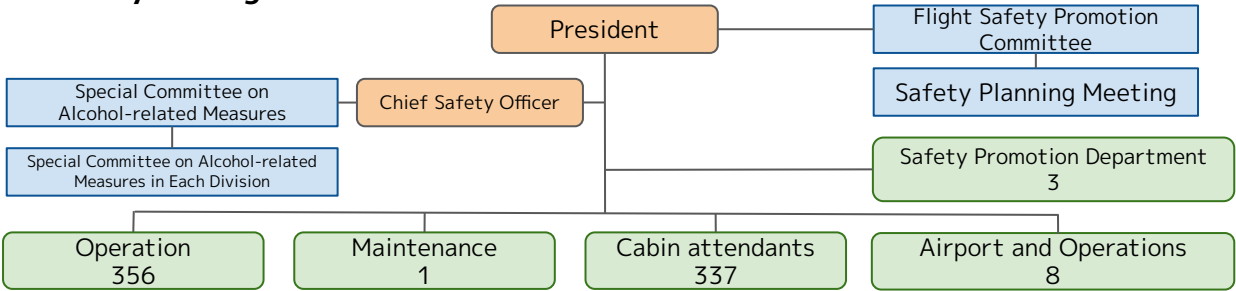
6. Safety Management Systems of Group Airlines



6.1 J-AIR

On August 8, 2026, J-AIR will celebrate its 30th anniversary. Since commencing operations in 1996 as a vital wing of the JAL Group with a modest fleet of just four aircraft, we have served as a regional airline seamlessly connecting communities and delivering value through travel. Reaching this milestone of our 30th anniversary is a direct testament to the warm support and patronage we receive daily from our valued customers and all associated partners. Throughout FY2026, we will launch a wide range of initiatives to convey our 30 years of gratitude, while continuing to foster meaningful new societal connections among people and between regions.

6.1.1 Safety Management Structure



6.1.2 Number of Pilots, Maintenance Engineers, Qualified Maintenance Engineers, Cabin Attendants and Dispatchers

	Number of employees	Organization	Remarks
Pilots	331	ERJ Flight Operations	
Cabin attendants	341	Cabin Attendants	
Dispatchers	32	Airport and Operations	Shared with JAL

(*) From April 2016, maintenance management has been outsourced to JAL Engineering.

6.1.3 Safety Management Organization

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

6.1.4 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 Chief Safety Officer attend JAL safety meetings, where they maintain close coordination and share information, and disseminate the information to all their employees.

Safety Conference

The Safety Conference, 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.



30th Anniversary Logo



With 30 years of gratitude from all of our employees



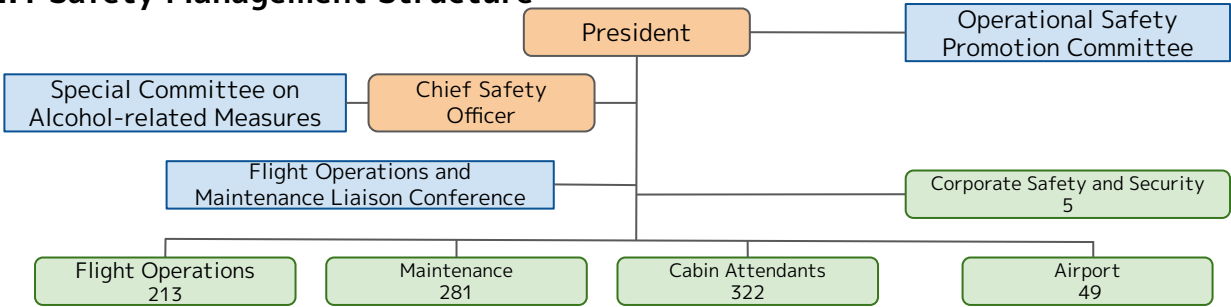
6. Safety Management Systems of Group Airlines



6.2 JAPAN TRANSOCEAN AIR JAPAN TRANSOCEAN AIR

JTA aims to grow together with the local community in Okinawa to connect aspirations for the future. JTA strives to provide high quality services and strengthen its business operations based on flight safety, and emphasizes corporate citizenship activities for the local community. We also aim to further evolve as an entity that supports the future of Okinawa by continuing to take on the challenge of creating new value, driven by the passion and teamwork of each and every one of our employees.

6.2.1 Safety Management Structure



6.2.2 Number of Pilots, Maintenance Engineers, Qualified Maintenance Engineers, Cabin Attendants and Dispatchers

	Number of employees	Organization	Remarks
Pilots	170	Flight Operations	
Maintenance engineers	183	Maintenance	Of these, 110 employees are qualified maintenance engineers
Cabin attendants	309	Cabin Attendants	
Dispatchers	16	Airport and Operations	Operations Control

6.2.3 Safety Management Organization

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

6.2.4 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 plans, coordinates, and provides advice on all matters relating to safe aircraft operations and aviation security from the airlines' perspective, and promotes overall safety measures. The president and the Chief Safety Officer attend JAL safety meetings, where they maintain close coordination and share information, and disseminate the information to all their employees.

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 divisions. 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.



Taipei Route Inaugural Service



6. Safety Management Systems of Group Airlines

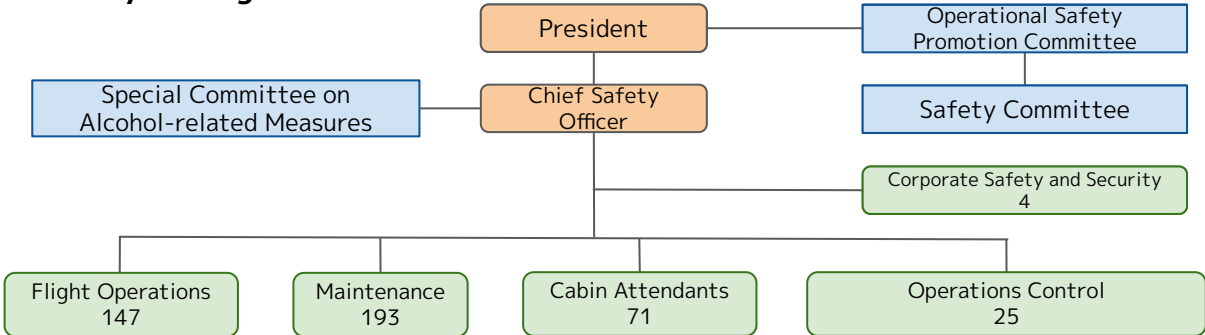


6.3 JAPAN AIR COMMUTER



JAC began operating flights to and from the Amami Islands in 1983 as the Wings of Region for the outlying islands of Kagoshima Prefecture. After moving its head office from Amami Airport to Kagoshima Airport, JAC continues to contribute to the development of the region through air transportation, conveying the charms of history, culture, nature, and its warm people as the region's transportation infrastructure.

6.3.1 Safety Management Structure



6.3.2 Number of Pilots, Maintenance Engineers, Qualified Maintenance Engineers, Cabin Attendants and Dispatchers

	Number of employees	Organization	Remarks
Pilots	118	Flight Operations	
Maintenance engineers	132	Maintenance	Of these, 82 employees are qualified maintenance engineers
Cabin attendants	75	Cabin Attendants	
Dispatchers	11	Operations Control	

6.3.3 Safety Management Organization

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

6.3.4 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, Safety Supervisor, and the Chief Safety Officer attend JAL safety meetings, where they maintain close coordination and share information, and disseminate the information to all their employees.

Safety Officer Conference

The conference, 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.

Safety Report Committee

The purpose of this committee is to improve safety and prevent accidents by having members voluntarily report near-misses experienced in daily operations that may have been caused by human factors and to provide this information to the airline as safety information.

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.



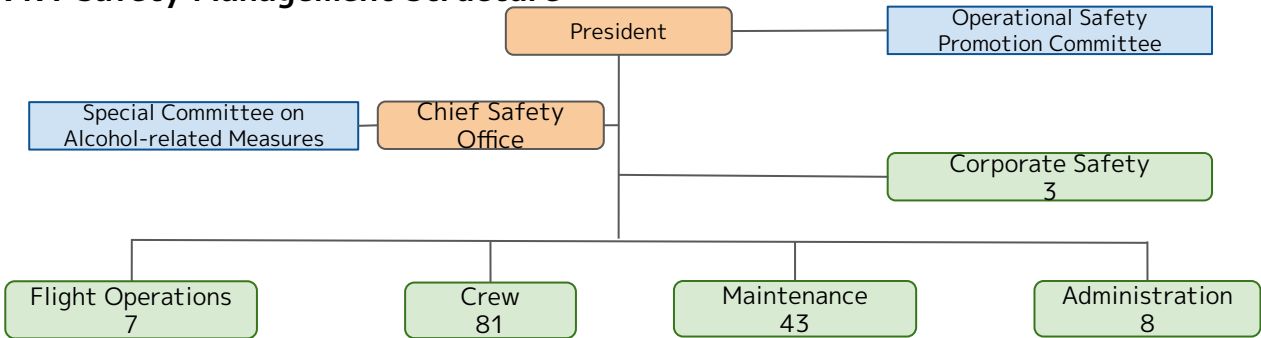
6. Safety Management Systems of Group Airlines



6.4 Ryukyu Air Commuter RYUKYU AIR COMMUTER

RAC celebrated its 40th anniversary on December 24, 2025. We would like to express our deepest gratitude to all our customers and stakeholders who have supported us over the years. Connecting the various islands of Okinawa—a prefecture of islands—RAC takes great pride and a deep sense of mission in operating these essential lifelines for local communities. As an airline that stays close to and works dedicatedly for the region, we remain committed to providing safe, peace of mind, and comfortable air travel.

6.4.1 Safety Management Structure



6.4.2 Number of Pilots, Maintenance Engineers, Qualified Maintenance Engineers, Cabin Attendants and Dispatchers

	Number of employees	Organization	Remarks
Pilots	51	Crew	
Maintenance engineers	21	Maintenance	Of these, 14 employees are qualified maintenance engineers
Cabin attendants	30	Crew	
Dispatchers	16	Flight Operations	Shared with JTA

6.4.3 Safety Management Organization

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

6.4.4 Safety Committees

Operational Safety Promotion Committee

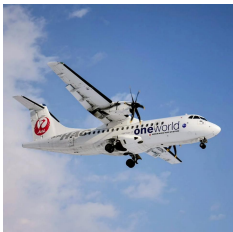
The committee is chaired by the president and includes the Chief Safety Officer, full-time officers, all department heads, and those appointed by the president as members. The committee formulates plans, makes comprehensive adjustments, and provides recommendations and advice on matters related to aircraft safety, aviation security, inflight health, ramp safety, as well as reports incidents and prevents all unsafe conditions. In addition, the president and the Chief Safety Officer attend JAL and JTA meetings related to flight safety to ensure close cooperation and information sharing. RAC disseminates information to all their employees.

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.



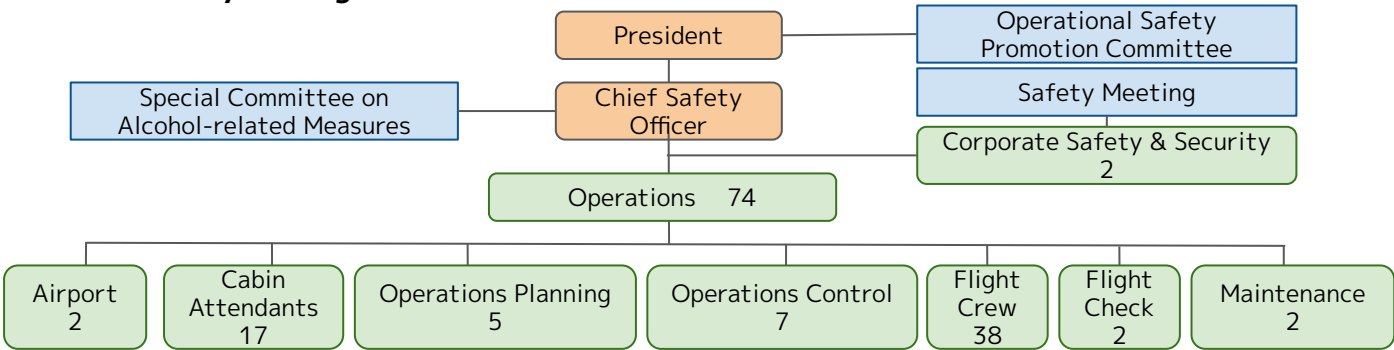
6. Safety Management Systems of Group Airlines



6.5 Hokkaido Air System HOKKAIDO AIR SYSTEM

As the wings of the people of Hokkaido, HAC will continue to contribute to the development of local communities and Hokkaido by creating relationships and societal connections through air transportation. As a professional in northern operations, HAC will create air travel that is customer-friendly, safe with peace of mind.

6.5.1 Safety Management Structure



6.5.2 Number of Pilots, Maintenance Engineers, Qualified Maintenance Engineers, Cabin Attendants and Dispatchers

	Number of employees	Organization	Remarks
Pilots	38	Flight Crew	
Cabin attendants	17	Cabin Attendants	
Dispatchers	7	Operations Control	

(*) Since November 2007, the maintenance management has been outsourced to JAC

6.5.3 Safety Management Organization

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

6.5.4 Safety Committees

Operational Safety Promotion Committee

The committee is chaired by the president and includes as members the officers in charge of all divisions and those designated by the officers in charge. It is responsible for planning and drafting, general coordination, and providing recommendations and advice regarding flight safety. In addition, the president and the Chief Safety Officer attend JAL safety meetings, where they maintain close coordination and share information, and disseminate the information to all their employees.

Safety Officer Conference

The conference, composed of the Safety Promotion Department and staff in charge of safety of frontline divisions, has been established to drive the Safety Management System from the frontline perspective.

Alcohol Measures Committee

The committee operates under the responsibility and authority of the Chief Safety Officer for the purpose of company-wide management of alcohol consumption measures. It collects and analyzes information, as well as implements and monitors these measures.



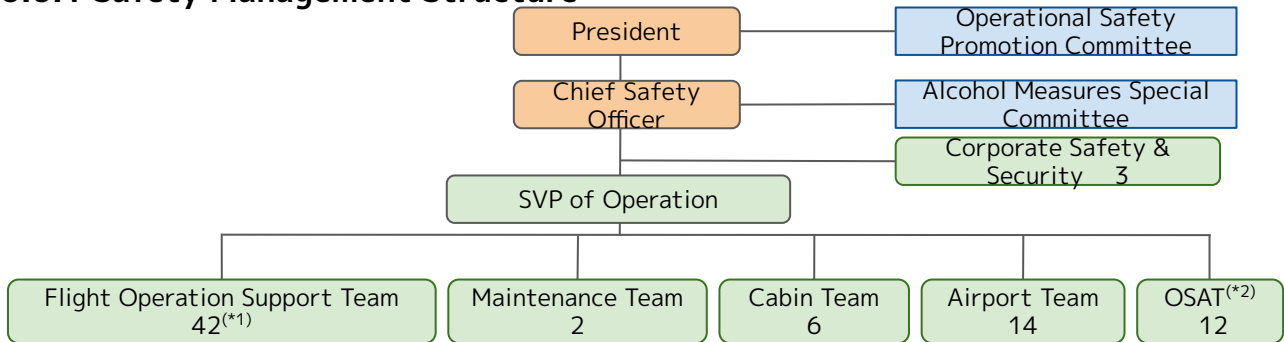
6. Safety Management Systems of Group Airlines



6.6 ZIPAIR Tokyo

ZIPAIR is a NEW BASIC AIRLINE, aiming for a new standard different from conventional FSC and LCC. Based on the JAL Group's safety standards, it operates flight safety, on-time operations, and high quality operations. All employees work as safety professionals to provide a comfortable travel experience for our passengers.

6.6.1 Safety Management Structure



(*1) Including 37 dispatchers shared with JAL (*2) OSAT : Operation Support & Action Team

6.6.2 Number of Pilots, Maintenance Engineers, Qualified Maintenance Engineers, Cabin Attendants and Dispatchers

	Number of employees	Organization	Remarks
Pilots	179	Flight Operation Team	
Cabin attendants	624	Passenger Operation Team	
Dispatchers	36	Flight Operation Support Team	Shared with JAL

(*) Since December 2019, the maintenance management has been outsourced to JAL Engineering.

6.6.3 Safety Management Organization

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

6.6.4 Safety Committees

Operational Safety Promotion Committee

The committee is chaired by the president and includes relevant full-time officers including the Chief Safety Officer, the head of the department in charge of safety management, the General Affairs and Marketing Vice Presidents. The committee is responsible for planning and drafting, general coordination, recommendations and advice regarding flight safety and security. In addition, the president and the Chief Safety Officer attend JAL safety meetings, where they maintain close coordination and share information, and disseminate the information to all their employees.

Special Committee on Alcohol-related Measures

This committee operates under the responsibility and authority of the Chief Safety Officer for the purpose of company-wide management of alcohol consumption measures. It collects and analyzes information, as well as implements and monitors these measures. It is held concurrently with the Operational Safety Promotion Committee.



Operating a charter flight to Taipei



Operating a charter flight to Orlando

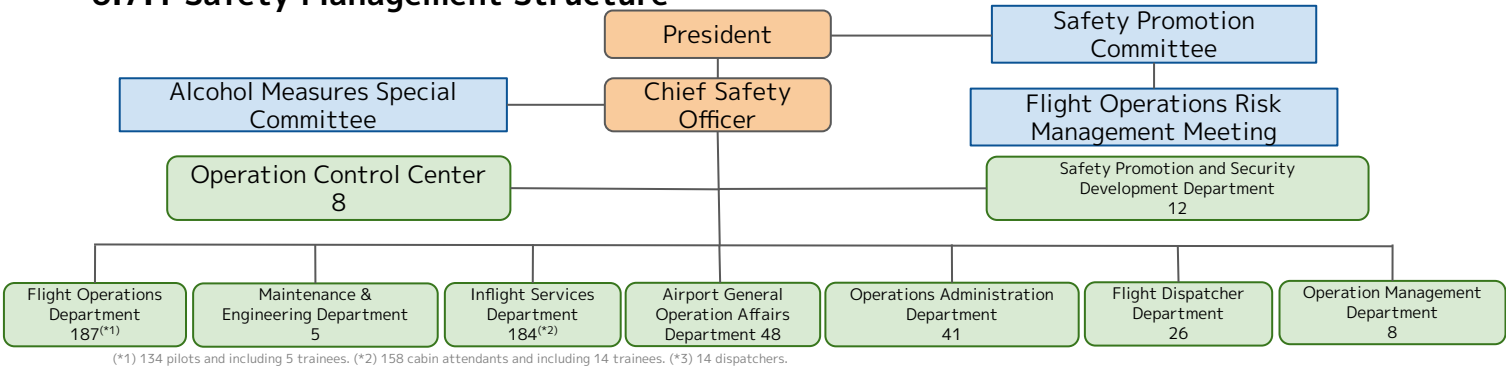
6. Safety Management Systems of Group Airlines



6.7 SPRING JAPAN SPRING JAPAN

Established in 2012, SJO is a Japanese airline based at Narita Airport, pursuing a philosophy based on the "3S" of safety, sincerity, and smiles. As an LCC that leverages the strengths of the Spring Group and JAL Group, SJO continues to grow and aims to be a bridge between Japan, China, and the world from its base at Narita Airport.

6.7.1 Safety Management Structure



6.7.2 Number of Pilots, Maintenance Engineers, Qualified Maintenance Engineers, Cabin Attendants and Dispatchers

	Number of employees	Organization	Remarks
Pilots	134	Flight Operations	Including 5 trainees
Cabin attendants	158	Inflight Services	Including 14 trainees
Dispatchers	14	General Operation Affairs	

(*)The maintenance management has been outsourced to JAL Engineering.

6.7.3 Safety Management Organization

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

6.7.4 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 proposals, coordinates and provides recommendations and advice on flight safety and security. In addition, the president and the Chief Safety Officer attend JAL safety meetings, where they maintain close coordination and share information, and disseminate the information to all their employees.

Flight Operations Risk Management Conference

The conference, which is subordinate to the Operational Safety Promotion Committee, analyzes and shares safety information across the organization and reports to the Operational Safety Promotion Committee.

Safety Promotion Conferences within Production Divisions

These conferences are held within each production department to review safety management practices within the department and provide feedback. The results are reported to the Operational Safety Promotion Committee through the Flight Operations Risk Management Conference.

Special Committee on Alcohol-related Measures

The committee is operated under the responsibility and authority of the Chief Safety Officer to ensure company-wide management of alcohol consumption measures. It collects and analyzes information, as well as implements and monitors these measures.



SKYPARK Manabiya Lab Educational Workshop



Awards for Enterprises Promoting Youth Experience Activities



Valentine's Day Flight

7.1 JAL Group Traffic Data

	2025					
	Total Flights	YoY(%)	RPK('000's)	YoY(%)	RTK('000's)	YoY(%)
A350-1000	3,930	187.1	8,357,013	183.3	1,345,155	180.5
A350-900	24,382	102.3	8,421,631	109.6	809,560	108.1
787-9	13,813	98.3	15,983,572	108.4	2,319,017	104.7
787-8	28,883	99.6	19,488,779	104.3	2,578,069	102.6
777-300ER	5,169	81.1	6,661,261	73.4	1,100,704	74.5
767-300ER	36,348	101.9	9,263,292	105.7	938,846	104.6
767-300BCF	3,681	141.6	—	—	225,344	173.3
737-800	114,629	97.6	12,919,718	106.9	1,042,511	107.3
EMBRAER190	32,038	98.5	1,551,973	108.8	117,748	108.8
EMBRAER170	49,964	101.3	1,277,601	105.0	96,622	105.1
DHC8-Q400CC	13,533	97.7	88,433	105.7	7,239	104.7
ATR72-600	4,707	101.5	58,750	101.5	4,461	101.5
ATR42-600	31,189	95.3	264,142	97.2	19,995	97.1
A321ceo	4,539	124.6	—	—	50,021	121.6
Total	366,805	99.7	84,336,165	107.2	10,655,293	106.8

*"Sales by other companies on JAL-operated flights" is included in each item.

Due to a change in revenue recognition rules in accordance with the application of IFRS, award ticket passengers will be included in revenue passengers from FY2020.

As a result of this change, total passengers, RPK, and load factor include award ticket passengers.

*Figures for international routes are calculated excluding "code-share flights operated by other airlines and sold by the company" from FY2020.

*SJO is from June 29, 2021.

* RPK (Revenue Passenger-Kilometers): Total distance flown by revenue passengers. Total passengers carried Revenue Passenger Kilometers (RPK)

x Distance transported (kilometers)

* RTK (Revenue Ton-Kilometers): Total distance flown with paid cargo transported. Weight of cargo transported for a fee (tons) x Distance transported (kilometers).

7.1.2 Route

7.1.2.1 International

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

	2025								2024
	Total Flights	Total Passengers	YoY(%)	RPK('000's)	YoY(%)	ASK('000's)	YoY(%)	L/F(%)	L/F(%)
America	12,673	2,470,069	110.5	22,592,546	111.2	27,222,380	114.3	83.0	85.3
Europe	4,011	760,731	104.7	6,993,746	104.6	7,894,615	99.2	88.6	84.1
Southeast Asia	19,286	3,492,602	102.6	14,599,611	104.3	17,174,795	103.3	85.0	84.2
Oceania	1,227	225,666	103.3	1,796,589	103.6	2,015,535	97.9	89.1	84.3
Hawaii, Guam	4,458	853,167	114.2	4,920,594	113.4	5,840,783	110.2	84.2	81.8
Korea	2,941	605,226	97.3	730,061	97.4	825,490	99.9	88.4	90.7
China	11,516	1,839,011	112.2	3,454,236	111.3	4,160,189	103.1	83.0	76.9
Total	56,112	10,246,472	106.8	55,087,384	108.2	65,133,787	107.5	84.6	84.0

* "Sales by other companies on JAL-operated flights" is included in each item.

Due to a change in revenue recognition rules in accordance with the application of IFRS, award ticket passengers are included in revenue passengers from FY2020.

As a result of this change, total passengers, RPK, and load factor include award ticket passengers.

* Figures for international routes exclude "code-share flights operated by other airlines and sold by the company" from FY2020.

* RPK (Revenue Passenger-Kilometers): Total distance flown by revenue passengers. Total Revenue Passenger-Kilometers (RPK): Total passengers carried x Distance (kilometers)

* ASK (Available Seat-Kilometers): A unit of passenger transport capacity. Total seats x Distance transported (kilometers)

* Load factor = total passengers / total seats offered

7. DataJAL Group Traffic Data

7.1.2.2 Domestic

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

			2025						2024
			Total Flights	Total Passengers	YoY (%)	Number of available seats	YoY (%)	L/F (%)	L/F (%)
TOKYO(HANEDA)	–	OSAKA(ITAMI)	10,865	2,613,505	108.3	2,927,044	100.3	89.3	82.7
TOKYO(HANEDA)	–	OSAKA(KANSAI)	2,188	283,769	115.0	360,290	104.0	78.8	71.2
TOKYO(HANEDA)	–	SAPPORO(NEW CHITOSE)	12,386	3,559,737	106.1	4,042,578	100.2	88.1	83.2
TOKYO(HANEDA)	–	NAGOYA(CHUBU)	1,458	175,840	102.2	225,726	100.2	77.9	76.3
TOKYO(HANEDA)	–	FUKUOKA	12,371	3,482,647	108.2	4,087,375	101.5	85.2	80.0
TOKYO(HANEDA)	–	OKINAWA(NAHA)	9,433	2,822,413	105.7	3,148,800	102.2	89.6	86.7
TOKYO(HANEDA)	–	MEMANBETSU	2,177	324,700	103.2	397,223	102.0	81.7	80.8
TOKYO(HANEDA)	–	ASAHIKAWA	2,915	555,306	107.3	694,823	104.2	79.9	77.6
TOKYO(HANEDA)	–	KUSHIRO	2,174	300,789	106.8	372,314	103.5	80.8	78.3
TOKYO(HANEDA)	–	OBIHIRO	2,895	408,894	104.8	501,105	104.8	81.6	81.6
TOKYO(HANEDA)	–	HAKODATE	2,181	458,059	113.0	536,246	113.8	85.4	86.0
TOKYO(HANEDA)	–	AOMORI	4,237	580,946	105.9	746,601	97.8	77.8	71.8
TOKYO(HANEDA)	–	MISAWA	2,898	279,735	102.2	367,584	100.3	76.1	74.7
TOKYO(HANEDA)	–	AKITA	2,898	247,373	92.9	317,506	85.8	77.9	72.0
TOKYO(HANEDA)	–	YAMAGATA	1,452	111,819	107.2	137,940	101.0	81.1	76.3
TOKYO(HANEDA)	–	KOMATSU	4,308	543,643	106.8	708,024	99.0	76.8	71.2
TOKYO(HANEDA)	–	NANKI-SHIRAHAMA	2,181	239,026	102.0	354,741	100.6	67.4	66.4
TOKYO(HANEDA)	–	OKAYAMA	3,638	468,888	107.0	589,959	99.6	79.5	74.0
TOKYO(HANEDA)	–	IZUMO	3,618	691,678	109.7	867,708	106.0	79.7	77.0
TOKYO(HANEDA)	–	HIROSHIMA	5,091	783,469	99.2	949,298	90.3	82.5	75.2
TOKYO(HANEDA)	–	YAMAGUCHIUBE	2,898	243,567	89.8	293,510	80.5	83.0	74.4
TOKYO(HANEDA)	–	TOKUSHIMA	4,374	706,565	105.1	869,756	93.5	81.2	72.3
TOKYO(HANEDA)	–	TAKAMATSU	5,077	694,138	113.5	839,069	99.5	82.7	72.5
TOKYO(HANEDA)	–	KOCHI	3,647	485,417	113.3	596,281	101.4	81.4	72.8
TOKYO(HANEDA)	–	MATSUYAMA	4,372	601,441	111.1	717,894	101.1	83.8	76.2
TOKYO(HANEDA)	–	KITAKYUSHU	2,184	257,985	112.3	350,364	101.3	73.6	66.4
TOKYO(HANEDA)	–	OITA	4,366	586,044	109.2	725,770	100.2	80.7	74.1
TOKYO(HANEDA)	–	NAGASAKI	4,367	655,651	108.6	803,681	104.3	81.6	78.3
TOKYO(HANEDA)	–	KUMAMOTO	5,815	1,019,251	111.6	1,268,847	101.7	80.3	73.2
TOKYO(HANEDA)	–	MIYAZAKI	4,369	450,542	101.6	544,289	89.8	82.8	73.2
TOKYO(HANEDA)	–	KAGOSHIMA	5,783	997,547	107.7	1,263,382	100.2	79.0	73.5
TOKYO(HANEDA)	–	AMAMI-OSHIMA	730	99,319	104.9	120,408	101.7	82.5	80.0
TOKYO(HANEDA)	–	MIYAKO	728	143,301	109.5	154,182	105.2	92.9	89.3
TOKYO(HANEDA)	–	ISHIGAKI	1,452	269,857	105.9	304,461	100.7	88.6	84.3
TOKYO(HANEDA)	–	KUMEJIMA	129	17,189	93.8	21,285	88.4	80.8	76.1
TOKYO(NARITA)	–	OSAKA(ITAMI)	730	111,058	105.2	120,450	100.3	92.2	87.9
TOKYO(NARITA)	–	SAPPORO(NEW CHITOSE)	876	144,414	55.2	165,564	52.2	87.2	82.4
TOKYO(NARITA)	–	NAGOYA(CHUBU)	1,460	146,292	108.2	210,741	91.0	69.4	58.4
TOKYO(NARITA)	–	HIROSHIMA	436	63,347	66.1	82,404	59.1	76.9	68.7
OSAKA(ITAMI)	–	SAPPORO(NEW CHITOSE)	3,508	517,992	105.6	553,684	101.5	93.6	89.9
OSAKA(ITAMI)	–	FUKUOKA	2,898	217,603	110.8	241,908	105.4	90.0	85.6
OSAKA(ITAMI)	–	OKINAWA(NAHA)	1,577	536,095	106.9	588,849	99.6	91.0	84.8
OSAKA(ITAMI)	–	MEMANBETSU	84	7,027	116.8	7,980	113.5	88.1	85.6
OSAKA(ITAMI)	–	ASAHIKAWA	56	8,767	98.7	9,240	90.3	94.9	86.8
OSAKA(ITAMI)	–	HAKODATE	726	63,046	99.5	68,932	99.0	91.5	90.9
OSAKA(ITAMI)	–	AOMORI	2,172	171,561	93.5	206,226	80.4	83.2	71.5
OSAKA(ITAMI)	–	MISAWA	1,449	86,574	190.2	123,956	178.6	69.8	65.6
OSAKA(ITAMI)	–	AKITA	2,181	134,266	113.2	167,960	98.3	79.9	69.4
OSAKA(ITAMI)	–	HANAMAKI	2,900	165,486	107.2	222,186	99.3	74.5	69.0
OSAKA(ITAMI)	–	YAMAGATA	2,182	142,849	108.1	180,652	99.9	79.1	73.1

7. Data JAL Group Traffic Data

			2025						2024
			Total Flights	Total Passengers	YoY (%)	Number of available seats	YoY (%)	L/F (%)	L/F (%)
OSAKA(ITAMI)	–	SENDAI	5,079	386,782	111.8	449,616	96.0	86.0	73.9
OSAKA(ITAMI)	–	NIGATA	2,788	193,469	112.8	236,683	99.9	81.7	72.4
OSAKA(ITAMI)	–	MATSUMOTO	62	3,968	113.7	4,712	100.0	84.2	74.1
OSAKA(ITAMI)	–	TAJIMA	1,240	39,685	112.8	59,520	97.1	66.7	57.4
OSAKA(ITAMI)	–	IZUMO	2,896	196,299	110.3	243,542	102.6	80.6	74.9
OSAKA(ITAMI)	–	OKI	717	43,039	102.6	60,466	100.3	71.2	69.6
OSAKA(ITAMI)	–	MATSUYAMA	1,452	86,890	112.8	110,979	99.6	78.3	69.1
OSAKA(ITAMI)	–	OITA	2,188	136,441	108.1	168,720	101.6	80.9	76.0
OSAKA(ITAMI)	–	NAGASAKI	2,905	211,394	107.7	254,486	99.9	83.1	77.0
OSAKA(ITAMI)	–	KUMAMOTO	2,906	188,836	115.4	223,212	97.1	84.6	71.1
OSAKA(ITAMI)	–	MIYAZAKI	3,736	253,779	102.5	317,851	94.0	79.8	73.2
OSAKA(ITAMI)	–	KAGOSHIMA	5,446	399,183	102.2	501,562	94.7	79.6	73.8
OSAKA(ITAMI)	–	TANEGASHIMA	66	3,525	104.6	5,054	86.9	69.7	57.9
OSAKA(ITAMI)	–	YAKUSHIMA	667	25,598	99.5	32,016	96.8	80.0	77.8
OSAKA(ITAMI)	–	AMAMI-OSHIMA	821	91,780	96.1	134,905	101.5	68.0	71.9
OSAKA(ITAMI)	–	TOKUNOSHIMA	8	515	96.8	608	84.2	84.7	73.7
OSAKA(KANSAI)	–	SAPPORO(NEW CHITOSE)	1,450	207,300	109.7	238,872	101.7	86.8	80.4
OSAKA(KANSAI)	–	OKINAWA(NAHA)	2,235	304,778	115.5	368,775	102.1	82.6	73.1
OSAKA(KANSAI)	–	ISHIGAKI	727	91,903	109.7	119,955	100.1	76.6	69.9
OSAKA(KANSAI)	–	MIYAKO	730	95,313	109.6	120,450	100.3	79.1	72.4
SAPPORO(NEW CHITOSE)	–	MEMANBETSU	2,150	129,662	108.6	163,400	98.9	79.4	72.3
SAPPORO(NEW CHITOSE)	–	AOMORI	2,128	126,063	109.4	161,766	99.2	77.9	70.7
SAPPORO(NEW CHITOSE)	–	HANAMAKI	1,432	85,349	104.0	108,832	99.7	78.4	75.2
SAPPORO(NEW CHITOSE)	–	SENDAI	3,589	219,305	105.9	273,011	96.4	80.3	73.1
SAPPORO(NEW CHITOSE)	–	HIROSHIMA	729	106,010	105.6	120,285	100.3	88.1	83.7
SAPPORO(NEW CHITOSE)	–	IZUMO	36	5,609	110.3	5,940	105.9	94.4	90.6
SAPPORO(NEW CHITOSE)	–	TOKUSHIMA	26	3,904	100.3	4,290	92.9	91.0	84.2
SAPPORO(OKADAMA)	–	RISHIRI	887	30,798	98.7	42,576	95.4	72.3	69.9
SAPPORO(OKADAMA)	–	MEMANBETSU	1,292	49,400	107.4	62,016	97.6	79.7	72.4
SAPPORO(OKADAMA)	–	KUSHIRO	2,187	78,575	98.3	104,976	93.5	74.9	71.3
SAPPORO(OKADAMA)	–	HAKODATE	4,003	160,008	102.0	192,144	99.5	83.3	81.2
SAPPORO(OKADAMA)	–	MISAWA	342	12,531	94.4	16,416	95.0	76.3	76.8
SAPPORO(OKADAMA)	–	OKUSHIRI	128	2,869	69.8	6,144	66.3	46.7	44.4
SAPPORO(OKADAMA)	–	AKITA	1,180	39,100	97.1	56,640	88.4	69.0	62.8
SAPPORO(OKADAMA)	–	NAKASHIBETSU	1,220	40,034	107.8	58,560	89.3	68.4	56.7
HAKODATE	–	OKUSHIRI	534	12,662	123.6	25,632	111.3	49.4	44.5
NAGOYA(CHUBU)	–	SAPPORO(NEW CHITOSE)	2,174	320,869	103.3	358,710	99.4	89.5	86.1
NAGOYA(CHUBU)	–	OKINAWA(NAHA)	3,109	422,244	108.7	512,985	104.9	82.3	79.4
NAGOYA(CHUBU)	–	KUSHIRO	26	3,940	102.0	4,290	92.9	91.8	83.6
NAGOYA(CHUBU)	–	OBIHIRO	36	5,244	109.0	5,898	105.1	88.9	85.7
NAGOYA(CHUBU)	–	MIYAKO	12	1,811	7.5	1,980	6.3	91.5	77.5
NAGOYA(CHUBU)	–	ISHIGAKI	12	1,574	6.8	1,980	6.3	79.5	74.3
FUKUOKA	–	SAPPORO(NEW CHITOSE)	1,456	214,214	86.0	240,274	81.9	89.2	84.8
FUKUOKA	–	OKINAWA(NAHA)	4,589	628,372	111.6	757,185	105.5	83.0	78.5
FUKUOKA	–	HANAMAKI	416	20,235	53.4	31,616	57.8	64.0	69.3
FUKUOKA	–	SENDAI	828	66,022	58.7	78,641	57.1	84.0	81.7
FUKUOKA	–	IZUMO	1,341	49,562	97.5	64,368	96.3	77.0	76.1
FUKUOKA	–	TOKUSHIMA	1,443	74,628	102.3	109,706	100.6	68.0	66.9
FUKUOKA	–	KOCHI	1,451	83,686	104.3	116,128	105.5	72.1	72.9

7. Data

JAL Group Traffic Data

			2025						2024
			Total Flights	Total Passengers	YoY (%)	Number of available seats	YoY (%)	L/F (%)	L/F (%)
FUKUOKA	－	MATSUYAMA	2,906	168,790	103.2	220,989	100.7	76.4	74.5
FUKUOKA	－	MIYAZAKI	5,080	290,762	107.7	386,308	101.2	75.3	70.7
FUKUOKA	－	KAGOSHIMA	681	23,758	95.0	32,710	97.6	72.6	74.7
FUKUOKA	－	YAKUSHIMA	662	24,789	96.9	31,776	97.4	78.0	78.4
FUKUOKA	－	AMAMI-OSHIMA	725	41,001	101.0	55,100	100.6	74.4	74.1
OKINAWA(NAHA)	－	KOMATSU	726	94,140	107.0	119,790	100.3	78.6	73.7
OKINAWA(NAHA)	－	OKAYAMA	753	109,582	103.8	124,245	100.4	88.2	85.3
OKINAWA(NAHA)	－	MIYAKO	6,134	701,106	107.6	928,735	94.1	75.5	66.0
OKINAWA(NAHA)	－	ISHIGAKI	5,083	558,815	105.4	838,235	98.8	66.7	62.5
OKINAWA(NAHA)	－	KITADAITOU	700	21,141	116.1	35,000	120.3	60.4	62.6
OKINAWA(NAHA)	－	MINAMIDAITOU	1,368	38,509	107.7	68,400	108.1	56.3	56.5
OKINAWA(NAHA)	－	YORON	1,207	50,403	99.8	59,640	101.4	84.5	85.8
OKINAWA(NAHA)	－	KUMEJIMA	4,132	205,779	105.5	291,125	100.6	70.7	67.4
OKINAWA(NAHA)	－	AMAMI-OSHIMA	356	11,128	97.7	17,088	99.4	65.1	66.3
OKINAWA(NAHA)	－	YONAGUNI	1,440	40,374	128.7	72,000	134.3	56.1	58.5
OKINAWA(NAHA)	－	OKINOERABU	707	26,183	98.3	33,936	99.3	77.2	77.9
IZUMO	－	OKI	671	26,045	101.6	32,208	96.5	80.9	76.9
KAGOSHIMA	－	MATSUYAMA	705	16,826	97.2	34,192	99.0	49.2	50.1
KAGOSHIMA	－	TANEGASHIMA	2,684	106,993	105.7	155,562	102.4	68.8	66.6
KAGOSHIMA	－	YAKUSHIMA	3,105	150,332	98.3	193,700	96.9	77.6	76.5
KAGOSHIMA	－	KIKAIJIMA	1,373	42,221	96.4	65,904	99.6	64.1	66.2
KAGOSHIMA	－	AMAMI-OSHIMA	4,662	194,999	93.9	309,206	95.1	63.1	63.9
KAGOSHIMA	－	TOKUNOSHIMA	2,802	137,823	96.4	187,840	96.6	73.4	73.5
KAGOSHIMA	－	OKINOERABU	1,882	64,574	96.4	93,328	95.9	69.2	68.8
KAGOSHIMA	－	YORON	714	30,126	103.0	47,472	104.1	63.5	64.1
AMAMI-OSHIMA	－	KIKAIJIMA	1,379	39,784	97.3	66,192	98.6	60.1	60.9
AMAMI-OSHIMA	－	TOKUNOSHIMA	1,385	41,857	99.5	66,508	98.3	62.9	62.2
AMAMI-OSHIMA	－	YORON	354	10,171	93.9	16,992	99.2	59.9	63.2
OKINOERABU	－	TOKUNOSHIMA	705	17,178	100.3	33,840	99.1	50.8	50.2
MIYAKO	－	ISHIGAKI	1,428	53,146	97.2	71,400	87.3	74.4	66.9
MIYAKO	－	TARAMA	1,448	53,884	121.7	72,400	101.8	74.4	62.3
ISHIGAKI	－	YONAGUNI	2,127	81,199	103.3	106,350	87.0	76.4	64.3
Total			301,849	38,104,602	105.6	46,363,340	98.8	82.2	76.9

* 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.

7.1.2.3 Cargo

Combined cargo flight data of the JAL Group (JAL, SJO) *operated by cargo-only

2025				
Segment	Flights	YoY (%)	RTK(000's)	YoY(%)
International Cargo Flights	3,681	141.6	225,344	173.3
Domestic Cargo Flights	4,539	124.6	50,021	121.6
Total	8,220	131.7	275,366	160.9

7. Data

Safety Events

7.2 Safety Events

7.2.1 Breakdown by Airlines

		FY2025									
		JAL	J-AIR	JTA	JAC	RAC	HAC	ZIP	SJO	Total	
Aircraft Malfunction	Damage to aircraft structure		2	0	5	1	3	0	0	11	
	Damage		1	0	1	0	1	0	0	3	
	Major repair		1	0	4	1	2	0	0	8	
	System problems		11	4	17	2	4	0	1	43	
	Breakdown	Engine	7	1	0	0	0	0	0	1	9
		Oxygen supply	0	0	1	0	0	0	0	0	1
		Navigation system	0	0	5	0	0	0	0	0	5
		Landing gear	1	2	0	2	0	0	0	0	5
		Fuel System	0	0	0	0	0	0	0	0	0
		Others	3	1	11	0	4	0	1	3	23
Problems with emergency eqp		2	3	6	2	1	1	2	0	17	
Flight operations exceeding operating limitations		13	2	2	3	0	0	2	3	25	
Rapid maneuvering according to instructions from warning eqp		31	10	5	2	0	0	5	0	53	
Flight Related	Breakdown	Activation of ACAS	25	8	1	1	0	0	5	0	40
		Activation of GPWS	3	2	3	1	0	0	0	0	9
		Others	3	0	1	0	0	0	0	0	4
Others		104	4	22	9	3	3	16	12	173	
Others	Breakdown	Operations Manual	12	0	5	2	1	0	6	7	33
		Maintenance Manual	11	1	15	7	0	3	0	2	39
		Parts Departing from Aircraft	6	0	1	0	0	0	0	0	7
		Dangerous goods(excluding disinfectants)	1	0	0	0	0	0	0	0	1
		Dangerous goods(disinfectants carried onboard)	35	1	0	0	1	0	7	1	45
		Others	39	2	1	0	1	0	3	2	48
Total		163	23	57	19	11	4	26	19	322	

7.2.2 Breakdown by Aircraft

			FY2025										
			B787	B777	B767	B737	A350	A320 A321	ERJ170 ERJ190	DHC8 -400	ATR42 ATR72	Not categ orized	Total
Aircraft Malfunction	Damage to Aircraft structure		0	0	1	6	0	0	0	3	1	0	11
	Damage		0	0	1	1	0	0	0	1	0	0	3
	Major repair		0	0	0	5	0	0	0	2	1	0	8
	System problems		5	0	3	22	2	1	4	4	2	0	43
	Breakdown	Engine	1	0	3	2	2	0	1	0	0	0	9
		Oxygen supply	0	0	0	1	0	0	0	0	0	0	1
		Navigation system	0	0	0	5	0	0	0	0	0	0	5
		Landing gear	0	0	0	1	0	0	2	0	2	0	5
		Fuel System	0	0	0	0	0	0	0	0	0	0	0
		Others	4	0	0	13	0	1	1	4	0	0	23
Problems with emergency eqp		1	1	0	6	0	0	2	1	3	3	17	
Flight Related	Flight operations exceeding operating limitations		8	0	5	4	1	2	2	0	3	0	25
	Rapid maneuvering according to instructions from warning eqp		11	3	5	16	6	0	10	0	2	0	53
	Breakdown	Activation of ACAS	9	2	5	10	5	0	8	0	1	0	40
		Activation of GPWS	2	0	0	4	0	0	2	0	1	0	9
		Others	0	1	0	2	1	0	0	0	0	0	4
Others	Others		56	7	17	42	19	5	4	1	12	10	173
	Breakdown	Operations Manual	10	1	3	9	1	4	0	1	2	2	33
		Maintenance Manual	1	0	3	19	4	0	1	0	10	1	39
		Parts Departing from Aircraft	1	1	1	2	2	0	0	0	0	0	7
		Dangerous goods(excluding disinfectants)	0	0	0	1	0	0	0	0	0	0	1
		Dangerous goods(disinfectants carried onboard)	25	3	3	4	5	1	1	0	0	3	45
		Others	19	2	7	7	7	0	2	0	0	4	48
Total		81	11	31	96	28	8	22	9	23	13	322	

7. Data

JAL Group Fleet

7.3 JAL Group Fleet



Airbus A350					
Number of Aircrafts:	23	Operator:	JAL		
Number of Seats:	239-391	Service Entry:	2019	Average Age:	3.5
Average Yearly FH:	3,551	Average Yearly FC:	1,015		



Boeing 787			
Number of Aircrafts: 53	Operator:	JAL · ZIP	
Number of Seats: 186-291	Service Entry:	2012	Average Age: 9.5
Average Yearly FH: 4,834	Average Yearly FC:	809	



Boeing 777					
Number of Aircrafts:	12	Operator:	JAL		
Number of Seats:	244	Service Entry:	1996	Average Age:	18.1
Average Yearly FH:	4,773	Average Yearly FC:	578		



Boeing 767			
Number of Aircrafts: 27	Operator: JAL		
Number of Seats(*): 199-261	Service Entry: 1985	Average Age: 18.9	
Average Yearly FH: 3,473	Average Yearly FC: 1,488		

(*)Excluding cargo aircraft.



Boeing 737-800	
Number of Aircrafts: 62	Operator: JAL · JTA · SJO
Number of Seats: 144-189	Service Entry: 2006 Average Age: 14.1
Average Yearly FH: 2,920	Average Yearly FC: 1,801



Airbus A321ceo					
Number of Aircrafts:	3	Operator:	SJO		
Number of Seats:	-	Service Entry:	2024	Average Age:	15.7
Average Yearly FH:	2,993	Average Yearly FC:	1,521		

7. Data

JAL Group Fleet



Embraer 170			
Number of Aircrafts:	18	Operator:	J-AIR
Number of Seats:	76	Service Entry:	2008 Average Age: 14.2
Average Yearly FH:	2,890	Average Yearly FC:	2,782



Embraer 190			
Number of Aircrafts:	14	Operator:	J-AIR
Number of Seats:	95	Service Entry:	2016 Average Age: 8.9
Average Yearly FH:	3,032	Average Yearly FC:	2,295



DHC-8-400 CARGO COMBI			
Number of Aircrafts:	5	Operator:	RAC
Number of Seats:	50	Service Entry:	2016 Average Age: 9.4
Average Yearly FH:	1,923	Average Yearly FC:	2,734



ATR 42-600			
Number of Aircrafts:	13	Operator:	JAC · HAC
Number of Seats:	48	Service Entry:	2017 Average Age: 6.4
Average Yearly FH:	1,770	Average Yearly FC:	2,447



ATR 72-600			
Number of Aircrafts:	2	Operator:	JAC
Number of Seats:	70	Service Entry:	2018 Average Age: 7.2
Average Yearly FH:	1,655	Average Yearly FC:	2,366

Average aircraft age of the entire JAL Group fleet: **11.7 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, 2026)

* Average Yearly FC (Flight Cycle)=Yearly FC ÷ the number of aircrafts (as of March 31, 2026)

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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.