

Progress Report on a Business Improvement Advisory and an Administrative Warning

In December 2024, Japan Airlines (JAL) received a Business Improvement Advisory regarding alcohol-related issues and subsequently implemented the Recurrence Prevention Measures, consisting of 37 actions [1]. While these measures were underway, JAL received an Administrative Warning in September 2025 regarding another alcohol-related incident. Acknowledging that our response to the initial Business Improvement Advisory had been insufficient, we introduced 16 additional measures [2] and under the leadership of management, we mobilized our entire organization to prevent any recurrence.

However, in June 2026, JAL received another Administrative Warning. Today, we submitted a report to the Civil Aviation Bureau outlining a new set of the Recurrence Prevention Measures, which comprises 16 new actions [3].

Although insufficient internal dissemination of Initiatives [1] and [2]—which had been underway previously—failed to prevent the recent cabin attendant incident, leading us to formulate and commit to Countermeasure [3], this report focuses on providing an update on the progress of Initiatives [1] and [2].

To oversee the execution of the preventive measures under [1] and [2], the Verification Committee—composed primarily of outside directors—has been assessing the progress and effectiveness, and conducting on-site interviews with frontline staff.

Furthermore, regarding the Drinking Tendency Management scheme established for cockpit crew under [2], external experts on alcohol have validated its effectiveness, and we plan to continuously improve and strengthen this framework.

Additionally, in November 2025, the Safety Advisory Group conducted workplace visits and held dialogues within the Flight Operations Division. In December, they provided management with feedback, evaluations, and advice regarding our preventive measures. In response, we are currently working to continuously improve and reinforce our approach to organizational issues within the Flight Operations Division.

Moving forward, we will also seek to improve and strengthen the new Recurrence Prevention Measures under [3], incorporating evaluations and advice from the Verification Committee, external experts, and the Safety Advisory Group, and will continue to report updates on our progress.

1. [1] Measure under the Business Improvement Advisory

Of the 37 measures, 35 have been completed. (For recurring training programs, the completion of the initial session is counted as completed.)

The progress of the two remaining measures is as follows:

- Measure C5 (described below) is scheduled for completion by September 14.
- Measure C13 ("Reinforcement of support for the Operations Division by the Flight Operations Division") is scheduled for completion by the end of August.

The progress of major measures is as follows:

- (1) Measure A1: "Specialized training on safety awareness and regulatory compliance, including countermeasures against alcohol consumption targeting all Flight Operations employees"
Starting in February 2025, training was conducted over approximately six months for all cockpit crew, as well as all other Flight Operations employees. To further solidify awareness, training has been conducted once every three months, and the fifth session is currently underway.
- (2) Measure A5: "Education on safety culture and a sense of ownership"
Treating alcohol-related issues not merely as a cockpit crew issue but as an issue for all employees, including management, we conducted two training sessions for executive officers and department leaders, and one training session for all employees during FY2025. This initiative will continue on an ongoing basis.
- (3) Measure C5: "Review of alcohol testing procedures, including system modifications"
The system has been modified so that cockpit crew cannot proceed to the pre-flight alcohol check unless the pre show-up check is completed. Furthermore, we are planning a system modification to block the pre show-up check if it is not completed by the scheduled airport show up time.
- (4) Measure E1: "Organizational restructuring to strengthen cockpit crew talent management"

The Flight Operations Division was reorganized into smaller units centered around Group Managers. Captains, who previously reported in large numbers directly to the Senior Director of the Flight Crew Department, have been reassigned under Group Managers to optimize the span of control. Furthermore, we have increased the frequency of group meetings to facilitate communication between supervisors and cockpit crew, as well as among cockpit crew themselves.

2. [2] Measure under the Administrative Warning

We are continuing our emergency measures, which include prohibiting alcohol consumption for cockpit crew during their stay and implementing additional alcohol tests at their places of stay.

All 16 of the Recurrence Prevention Measures under [2] have been completed. (For recurring training programs, the completion of the initial session is counted as completed.)

The progress of major measures is as follows:

(1) Measure A1: **"Reconstruction of the Drinking Tendency Management Scheme and Framework centered on 'health management information'"**

As a result of our efforts to manage alcohol consumption tendencies with the guidance of external experts, no cockpit crew are currently suspended from flight duties. We frequently conduct interviews with the target employees and hold organizational discussions regarding future follow-up plans. Consequently, the number of individuals falling under categories (2) to (4) of the table on the final page of the report submitted to the Japan Civil Aviation Bureau (JCAB) in November 2025 has significantly decreased.

(2) Measure A2: **"Establishment of a framework to receive evaluations and advice from external experts regarding Drinking Tendency Management"**

In March 2026, we convened the "Review Committee" consisting of external experts, which provided the following evaluations and recommendations to management regarding our Drinking Tendency Management:

[Evaluation] JAL highly commends the institutionalization of the entire process—from risk visualization and identifying target individuals to personalized follow-up and the return-to-flight process—which has successfully led to a decrease in the number of targeted individuals.

[Recommendation] A key issue moving forward is to maintain the strong sense of urgency felt during the initial roll-out phase. It is essential to continuously make improvements, such as tailoring approaches based on age and individual circumstances. In addition to quantitatively evaluating these improvements, it is vital to monitor communication based on the frontline's awareness of issues.

(3) Measure C1: **"Open Dialogue Between Management and All Cockpit Crew"**

A total of 147 dialogue sessions were held between executive officers and cockpit crew.

(4) Measure C3: **"Establishment of a Framework for Promoting Alcohol Countermeasures through Labor-Management Collaboration"**

To shift from a conventional, control-heavy approach to one that fosters self-discipline among cockpit crew, labor and management have collaboratively designed countermeasures and established a framework to monitor and discuss progress and issues. Various employee-led initiatives have begun, including events to promote the use of non-alcoholic beverages.

End of Report