

July 17, 2026

Verification Committee on the Response to the Business Improvement Advisory

Preventive Measures for Recurrence Undertaken by Japan Airlines

1. Background of the establishment of the Verification Committee

Following the "Business Improvement Advisory for Ensuring the Safety of Air Transportation" issued on December 27, 2024, Japan Airlines (JAL) submitted its preventive measures for recurrence to the Ministry of Land, Infrastructure, Transport and Tourism (MLIT) on January 24, 2025.

Based on the company's self-assessment that the measures taken under the 2018 and 2019 Business Improvement Orders had not functioned sufficiently, and to ensure that the current preventive measures are executed under the strong determination of the President and executive officers, this Verification Committee (hereinafter referred to as "we" or "the Committee") was established under the directive of the President.

The Committee is chaired by an Outside Director, and a majority of its members are outside officers, with the objective of providing third-party, objective monitoring, oversight, and advice to ensure that JAL's preventive measures for recurrence are effectively and reliably executed.

2. Key Activities

We verify the progress of JAL's preventive measures and evaluate their effectiveness through a) key performance indicators and b) on-site interviews with frontline staff. We have met 12 times as of July 2026.

a) Key Performance Indicators

After verifying the indicators established by JAL to measure the effectiveness of its preventive measures, we monitor their trends on a quarterly basis.

<Examples of Indicators>

- Results of surveys regarding safety awareness
- Changes in the number of individuals subject to the alcohol consumption tendency management scheme (*), etc.

(*) Following the Administrative Warning issued by the MLIT on September 10, 2025, JAL established an alcohol consumption tendency management scheme and revised its key indicators.

b) Workplace Visits and On-site Interviews

We qualitatively monitor changes in employee awareness (particularly among crew members) and workplace culture.

<Implementation Records>

- May 2025: Flight Operations Division
- July 2025: Operations Division
- November 2025: Flight Operations Division
- July 2026: Cabin Attendants Division (*)

(*) Conducted following the Administrative Warning issued by the MLIT on June 12, 2026.



3. Issue pointed out by the Verification Committee

We confirmed that to enhance the effectiveness of the preventive measures, JAL must improve its employees' understanding of and commitment to the measures, as well as foster a sense of unity with management. We advised JAL that it is crucial for management to engage in direct dialogue with individual flight crew members to explain the company's current situation and the necessity of these measures firsthand.

In response, JAL arranged opportunities for dialogue between executive officers and all flight crew members starting in October 2025, completing these sessions with all target employees by March 2026. We believe that similar initiatives should be continued in the future.

In addition, we believe it is highly desirable for JAL's management to carefully assess the long-term effectiveness of permanent measures and present a future roadmap to the employees, including the timing for lifting emergency measures.

<Issues Identified Through On-site Interviews, etc.>

- Issues were observed such as a lack of employee buy-in to the preventive measures and a perceived distance from management.
- While the environment inside the cockpit allows crew members to speak up freely, that outside the cockpit does not sufficiently foster such communication.
- Regarding alcohol testing for cabin crew, JAL should aim to build a highly secure and robust system rather than relying solely on human compliance.

4. Future Activities

Moving forward, while continuing to deepen our understanding of JAL's workplaces and employees (*), we will verify the progress of JAL's preventive measures for recurrence, evaluate its effectiveness through a) key performance indicators and b) on-site interviews, prompt JAL to take any necessary actions, and maintain continuous monitoring.

(*) In addition to workplace visits, cockpit observations are scheduled to be conducted.

End of Report