



➤ Becoming the Airline of Choice for *Investors* through Foresight and Growth Potential

Key Points in This Chapter

- The JAL Group's Medium- to Long-Term Growth Strategy
JAL Group Management Vision 2035
- Key Issues the JAL Group Must Address and Business Portfolio Transformation
- Strategies and Progress in Each Business
- Business Model of the Growing Mileage / Finance and Commerce Business
- Value Creation through Relationships and Societal Connections

Strengthening Operating Capital

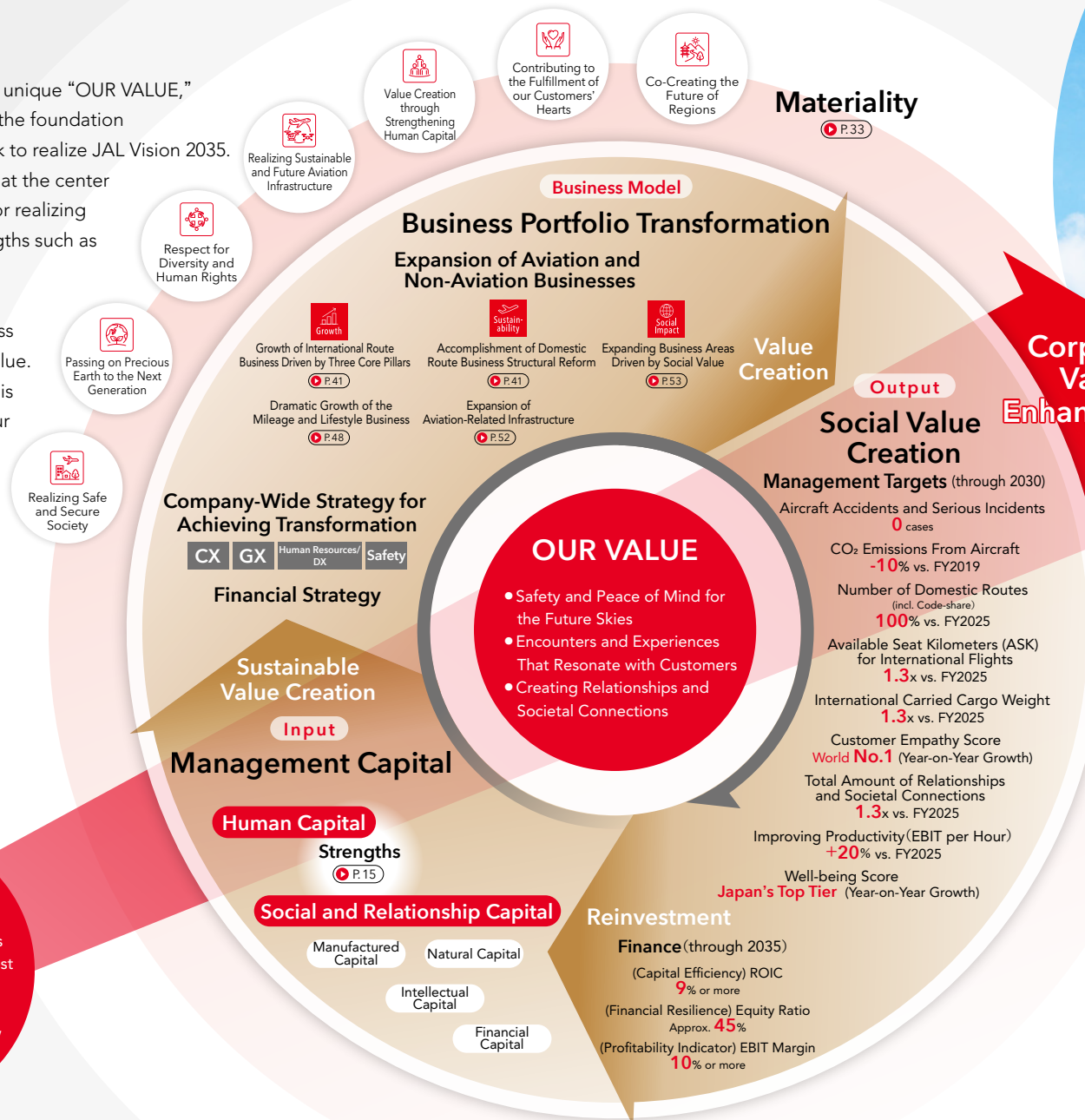
To achieve sustainable growth, enhance corporate value, and realize our vision for the future, we are focusing on the following initiatives to strengthen our operating capital.

Main Capital	Aim	Input	Measures to Achieve Our Vision	KPIs and Key Initiatives	Actual Results in FY2025	Targets for FY2030	Key Related Material Issues
Human Capital	A team of professionals who continually embrace transformation and new challenges to create value	- Advanced expertise of each individual supporting safety and quality - Broad knowledge and experience of diverse talent - Employees who enjoy a high level of well-being	- Empowering employees to excel as professionals - A culture of transformation and challenge that creates new value - Foundational initiatives (JAL Wellness; further embedding and deepening the JAL Philosophy, the foundation of what makes JAL unique)	- Productivity improvement (EBIT per hour) - Well-being score	No FY2025 results as these are newly established KPIs	- More than 1.5 times the FY2025 level - Among the highest levels in Japan, (year-on-year growth)	  - Value creation through maximizing human capital - Respect for diversity and human rights
Intellectual Capital	- Safety and peace of mind for the future skies - Enhanced CX and EX - Connecting the world through digital technology to create new value	- Regulations and manuals to ensure flight safety - IT system to realize high quality and DX in aviation domain	- Fostering a safety management system and safety culture - Fostering DX culture to promote DX - Close cooperation and co-creation between the Digital Department and the Administration Department - Development and strategic allocation of digital human resources with expertise and business understanding	- Aircraft accidents and serious incidents - Increased technology investment - R&D into the latest technologies - Development of tech savvy human resources - A framework for driving transformation	- Total of four cases - No FY2025 results as these are newly established KPIs	0 cases - Approximately JPY 260.0 billion (Total of FY2026 to FY2030), 1.2 times the FY2025 level - Profits from JAL Digital will be regularly allocated to R&D expenses and returned to the business 10% of all employees by FY2030, approximately double the FY2025 level - Approximately 100 DX promotion leaders connecting management with frontline operations by FY2030, including overseas regions, 1.4 times the FY2025 level	     - Contributing to the fulfillment of our customers' hearts - Value creation through maximizing human capital - Realizing sustainable and future aviation infrastructure - Realizing a safe society with peace of mind
Social and Relationship Capital	- Encounters and Experiences that Resonate with Customers - Networks that increase connections with transportation - Partnerships that work together to solve social issues	- Customer base that spans airline and non-aviation businesses - Domestic and international route networks - Airline partnerships - Collaboration with local communities and business partners	- Expanding the customer base and strengthening customer relationships - Capturing demand originating overseas and restructuring the domestic route business - Driving business growth through stronger collaboration with external partners	- Customer empathy score - Available Seat Kilometers (ASK) on international flights - Number of domestic routes (including codeshare routes) - International carried cargo weight - Total amount of relationships and societal connections - Number of airline partnerships - Number of cities with which JAL has comprehensive cooperation agreements - Number of partner schools - Number of JAL Mileage Bank members (total)	- No FY2025 results as this is a newly established KPI 52,795,858 thousand ASK 140 routes 585,321 9.6 million persons/times *CY2025 39 airlines 61 cities 35 schools - Approx. 41 million people	- World No.1 (year-on-year growth) 1.3x vs. FY2025 100% vs. FY2025 1.3x vs. FY2025 1.3x vs. FY2025 - Strengthening collaboration - Strengthening collaboration - Strengthening collaboration - Increase in membership	    - Co-creating the future of regions - Contributing to the fulfillment of our customers' hearts - Realizing sustainable and future aviation infrastructure
Manufacturing Capital	Introduction of aircraft to support growth and renewal of fuel-efficient aircraft	- Number of aircraft owned by JAL Group - Fuel-efficient aircraft	Aircraft strategy linked to business needs	- Number of aircraft in fleet - Proportion of fuel-efficient aircraft	234 aircraft 45%	- Maintaining and expanding the network through fleet expansion 67%	  - Realizing sustainable and future aviation infrastructure - Passing on precious earth to the next generation
Natural Capital	- Passing on precious Earth to the next generation - Realizing sustainable and future aviation infrastructure	- Aviation fuel - Tourism resources (such as living organisms, forests, soil, water, and atmosphere) - Merchandise and food ingredients handled throughout the supply chain	- Addressing climate change - Biodiversity conservation - Effective use of limited resources	- Reduction of CO₂ emissions from aircraft*¹ - SAF usage - Emission reduction through SAF - Reduction of single-use plastics*^{2,3,5} - Note: KPIs for detailed measures are on P.84, P.92, and P.93	9.13 million tonnes 1% - No FY2025 result as this is a newly established KPI - Cabins and lounges: Eliminate virgin petroleum-based plastics*³ - Cargo and airport: Change to 100% eco-friendly contained material*⁴	10% reduction from FY2019 10% 5% - Cabins and lounges: Maintain 100% elimination of virgin petroleum-based plastics*³ - Cargo and airport: Maintain 100% use of eco-friendly materials contained items*⁴	 Passing on precious earth to the next generation
Financial Capital	Enhancing corporate value through the strategic allocation of management resources, while maintaining a robust financial base and high capital efficiency	Initiatives to enhance corporate value	- Improving profitability and capital efficiency - Achieving an optimal capital structure - Cost of capital and business risk - Improving growth expectations	- EBIT margin - Return on invested capital (ROIC) - Equity ratio - Enhanced shareholder returns	10.8% 9.5% 40.3% - Dividend payout ratio: 31.3% - Total return ratio: 46.2%	10% or more 9% or more, exceeding WACC - Approx. 45% - Dividend payout ratio: Approx. 35% - Total return ratio: Approximately 35% to 50%	     - Contributing to the fulfillment of our customers' hearts - Value creation through maximizing human capital - Realizing sustainable and future aviation infrastructure - Passing on precious earth to the next generation

*1 Includes reduction effects by SAF and carbon offsets *2 Single-use plastics products provided to our customers *3 JAL original items *4 Items that do not use virgin petroleum-based raw materials or have reduced their use by utilizing materials such as biomass, recycled plastic, and certified paper, etc.
*5 Japan Airlines Co., Ltd. only

Value Creation Process

The JAL Group will create its unique “OUR VALUE,” with “OUR DNA” serving as the foundation for value creation, as we work to realize JAL Vision 2035. The virtuous cycle illustrated at the center will serve as a driving force for realizing this vision. Drawing on strengths such as human capital and social and relationship capital, we will transform our business portfolio and create social value. By continuously sustaining this cycle while also improving our financial indicators, we will enhance corporate value.



OUTCOME

JAL Vision 2035

(P.3)

Sustainable Well-being Future

Joyful Connections between People across Regions, Countries, and Generations Spread throughout Society

Well-Being of Society and People

Environmental and Social Sustainability

Corporate Value Enhancement

Message from the Executive Vice President and Group CFO

JAL Group Management Vision 2035 and Our Financial Strategy for Enhancing Corporate Value

Having concluded the previous Medium-Term Management Plan with record-high EBIT, the JAL Group has now embarked on a new growth strategy under the JAL Group Management Vision 2035, aiming for a step change in profit growth on a scale unlike anything we have pursued before.

In this message, the executive vice president and CFO explains the vision in greater detail, the path to realizing it, and the economic and social value we aim to create, from the perspectives of both management strategies and financial strategy.

SAITO Yuji

Representative Director, Executive Vice President, Group CFO



Looking Back on the Three Medium-Term Management Plans Since Relisting

▶ Where JAL Stands Today: Review of Past Medium-Term Management Plans

The FY2012 to FY2016 Medium-Term Management Plan, our first following JAL's relisting, was above all about rebuilding the airline after bankruptcy. At the time, as we had lost some of our competitive strength as a full service carrier (FSC), we focused on rebuilding a high-quality FSC business and differentiating JAL from its competitors over those five years. We laid the foundations for the future by introducing the Boeing 787, moving forward with negotiations for the Airbus A350 (hereinafter A350), and overhauling our passenger service system, while also working to firmly establish the JAL brand.

We worked to further embed the JAL Philosophy and divisional profitability management system introduced during the restructuring process. This included strengthening employees' awareness of profitability, rigorously managing earnings on a monthly basis, and building an organization capable of responding effectively to changes in the business environment. As a result, we achieved our financial targets of an operating profit margin of at least 10% and an equity ratio of at least 50% for five consecutive years, establishing a highly profitable business and a strong financial foundation.

Under the subsequent FY2017 to FY2020 Medium-Term Management Plan, we focused on two priorities in preparation for the major growth opportunity presented by the further expansion of

Haneda Airport in 2020: strengthening our FSC business and expanding our business beyond the FSC domain. Alongside the introduction of the A350 and establishment of ZIPAIR, our medium- and long-haul international LCC, we accelerated expansion into aviation-related areas, including business jets, drones, and regional revitalization initiatives. On the financial front, we placed greater emphasis on the cost of capital and capital efficiency, setting a target of ROIC of 9% or higher, while raising our equity ratio to around 60%.

Against this backdrop, however, the COVID-19 pandemic began to have a severe impact on our business toward the end of FY2019. We were forced to make securing liquidity our top priority and consequently fell short of our financial targets. Nevertheless, the strong financial foundation we had built during the medium-term plan period gave us the resilience to weather the nearly three years of the pandemic that followed. The pandemic also brought home the vulnerability of a business portfolio heavily dependent on aviation and underscored the need to build a more resilient portfolio capable of withstanding volatility.

Under the subsequent FY2021 to FY2025 Medium-Term Management Plan, our focus shifted to recovery and growth following the pandemic. We placed ESG strategy at the heart of management and pursued structural reform of our business, including expanding our LCC operations and driving strong growth in the Mileage and Lifestyle domain. As we transformed our earnings structure, we also rebuilt our financial foundation. I believe this has made us increasingly resilient to geopolitical and other risks, as demonstrated most recently by our ability to maintain our full-year earnings forecast

despite the surge in fuel prices triggered by the escalating tensions in the Middle East in 2026.

We also achieved all the management targets we set across safety and peace of mind, sustainability, and financial performance, with the exceptions of aircraft accidents and serious incidents, international flights, and domestic passenger and cargo volume. EBIT reached a record high of JPY 218.0 billion, while ROIC rose to 9.5%, exceeding our WACC of approximately 6%.

JAL Group Management Vision 2035

▶ Shifting to a Hybrid Management Approach Combining a Long-Term Perspective with Agility

Building on the experiences and achievements of the past 13 years, and with the increasingly uncertain business environment in mind, we formulated the JAL Group Management Vision 2035 in March 2026. Under the vision, we will make strategic investments by backcasting from where we want the JAL Group to be 10 years from now and use annual plans to respond quickly and flexibly to changes in the immediate business environment. In this way, we are shifting to a hybrid management approach that combines a long-term perspective with agility.

This approach also addresses some of the limitations of conventional medium-term management plans. Fundamental transformation of our business structure requires a longer time horizon than three to five years. At the same time, fixed medium-term plans

JAL Group Management Vision 2035 for Enhancing Corporate Value

Message from the Executive Vice President and Group CFO

can constrain our ability to respond swiftly to sudden changes in the business environment.

Business Environment: Megatrends, Risks, and Opportunities

Global travel demand is growing strongly, fueled by population growth worldwide and continued economic expansion in Asia. This is driving particularly robust growth in international travel from Asia to Japan and between Asia, North America, and other destinations within the region, placing the JAL Group in an excellent position to capture substantial growth opportunities.

Japan's cashless payment market, which is closely linked to our mileage business, is also expanding at around 10% annually and offers significant room for further growth. Meanwhile, increasingly diverse values and rising expectations for companies to contribute to society represent another important opportunity. We see these trends as a catalyst for the JAL Group to evolve beyond its traditional role as a social infrastructure company and become a social value creation company that creates connections and societal relationships.

The outlook for our domestic passenger business is more challenging. With Japan's population expected to decline over the medium to long term and online meetings now firmly established, there is limited scope for significant market growth. The aviation industry also continues to face rising costs due to factors including the weaker yen and inflation. Japan's shrinking population is increasingly being felt within the JAL Group as well, as labor shortages gradually emerge across our operations. Further improving operational efficiency is therefore a key priority.

We must also contend with an environment in which volatility driven by geopolitical risks, increasingly frequent natural disasters, and other disruptions has become the norm, and we expect these risks to remain a feature of the aviation industry. Aviation is also relatively carbon intensive, meaning that environmental measures such as the use of sustainable aviation fuel (SAF) will become increasingly important, with the associated costs also set to rise. Based on our assessment of these megatrends, risks, and opportunities, and in conjunction with the formulation of the JAL Group Management Vision 2035, we revised the eight materiality issues established in 2023 into seven new materiality issues. The revision clearly distinguishes between "growth" and "risk management" elements. Through initiatives addressing each materiality issue, we will work to raise our expected growth rate while reducing

the cost of capital and business risks, thereby steadily advancing the realization of JAL Vision 2035 and enhancing corporate value.

Aiming for Profit Growth on an Unprecedented Scale

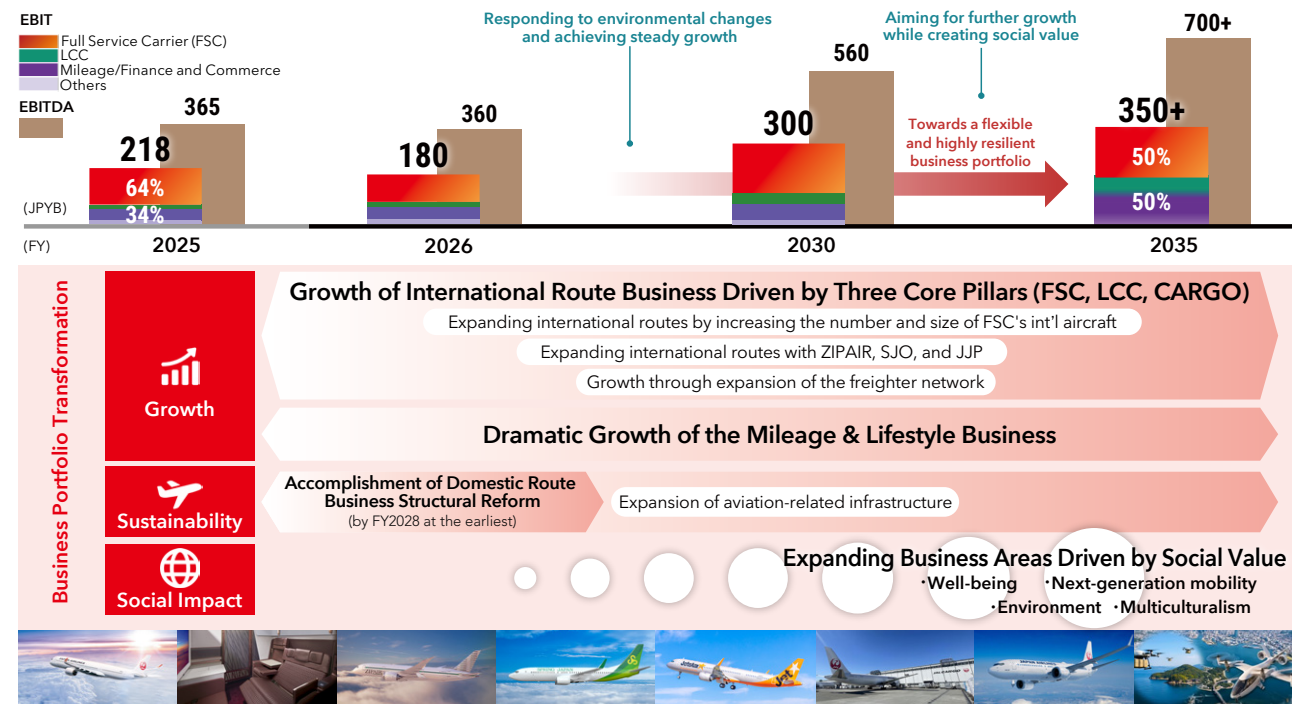
We have set out an ambitious growth vision for 2035. Our targets of JPY 300.0 billion in EBIT for FY2030 and at least JPY 350.0 billion for FY2035 might at first glance appear to be an extension of steady growth. However, excluding the pandemic, JAL's EBIT has remained broadly in the range of JPY 170.0 billion to JPY 200.0 billion throughout the roughly 13 years since our relisting. Raising EBIT to JPY 300.0 billion over the next five years therefore represents an extremely ambitious growth vision. To achieve this, we plan to invest approximately JPY 2 trillion in growth and technology over five years, more than double the previous high of approximately JPY 1 trillion for five-year strategic investment. We intend to take risks proactively through investments on this scale and deliver a substantial increase in

earnings. At the same time, we will raise capital efficiency, including ROIC and ROE, with the aim of significantly enhancing corporate value. (→ For details, see Financial and Capital Strategy on [PP.36–39](#).)

Three Pillars Supporting Business Portfolio Transformation

Business portfolio transformation is our most important strategy for delivering a substantial increase in earnings. We will pursue this transformation through three pillars: Growth, capturing business growth opportunities; Sustainability, adapting flexibly to changes in the operating environment and emerging risks to make our aviation infrastructure more sustainable; and Social Impact, expanding into new business areas with social value as the starting point.

Under Growth, we will pursue growth across multiple areas of the international route business and dramatically expand the Mileage and Lifestyle business through investment and global expansion. In the



JAL Group Management Vision 2035 for Enhancing Corporate Value

Message from the Executive Vice President and Group CFO

international route business, we expect the global aviation market to continue expanding over the medium to long term, supported in part by economic growth in Asia. Against this backdrop, we will accelerate growth through three drivers: FSCs, LCCs, and cargo. By focusing particularly on capturing inbound demand and passenger and cargo demand between Asia and North America, we aim to establish a position that combines world-class quality with world-class profitability.

In the Mileage and Lifestyle business, JAL Card has the highest growth rate in transaction volume among card companies in Japan. Building on our strong customer base of JAL Card members, increasing JAL Card usage and thereby expanding mileage issuance will be a source of revenue. In addition, through business investment and M&A, primarily in the finance and lifestyle domains, we will further expand opportunities for customers to earn miles in their daily lives. We will also continue to enhance our unique advantage of enabling customers to redeem miles for award tickets. By going beyond the traditional boundaries of a points program and helping enrich our customers' lives, we aim to achieve dramatic growth in the Mileage and Lifestyle business.

Under Sustainability, we will improve profitability by restructuring domestic route marketing and maintain and expand the infrastructure that supports aviation. Although Japan's domestic aviation market is expected to mature and gradually contract over the long term as the population declines, tourism and efforts to attract inbound visitors to regional destinations should continue to support demand for the time being. We will therefore maintain our route network as we press ahead with structural reform, enabling us to continue fulfilling our role as social infrastructure.

Our third pillar, Social Impact, goes beyond the pursuit of economic value. We will tackle increasingly pressing social challenges and seek to translate the social value generated through "proactive sustainability," including regional revitalization and contributions to people's emotional well-being, into economic value.

When aviation demand was hit hard by the COVID-19 pandemic, we took the opportunity to ask ourselves what the true role of an airline is. The answer we arrived at was that our role extends beyond providing transportation as social infrastructure. Travel creates connections between people and between people and communities, and through those connections, we can help enhance people's well-being. This concept of creating social value lies at the very heart of the JAL Group Management Vision 2035.

▶ Leveraging JAL's Unique Culture and Working to Quantify Social Value

JAL's culture will be a major driving force behind Social Impact. Having spent many years providing essential social infrastructure and then rebuilding JAL following its bankruptcy, we have developed a deeply rooted sense of responsibility to contribute to society and give back. From senior management to frontline employees, this commitment is simply part of who we are. It is a culture unique to the JAL Group and a powerful force behind our pursuit of Social Impact.

Businesses that create social value may be recognized for the positive contribution they make, but for them to grow sustainably, they must also generate economic returns commensurate with the social value they create. This requires us to quantify that value and demonstrate how it is growing. We have yet to establish a specific methodology for doing so, but we see this as one of the key challenges in expanding these businesses and intend to pursue it with persistence.

▶ Accelerating Growth and Delivering Business Portfolio Transformation through Both Management Strategies and Financial Strategy

I served as head of the International Route Marketing Division for approximately eight years from 2011, when JAL was still undergoing restructuring. In 2019, just before the COVID-19 pandemic, I became head of the Corporate Control Division, and in FY2021, I took charge of the Corporate Planning Division. Since FY2023, I have served as Group CFO as well. Through these roles, I have led the JAL Group's efforts to enhance corporate value from both the management strategies and financial strategy perspectives.

Traditionally, I believe the role of an airline CFO centered primarily on risk management and crisis response. Looking back at my own experience, during the pandemic my focus was indeed on applying the brakes and maintaining control, ensuring that we could withstand a tail-risk event of that magnitude while preserving our financial health. Since then, the role has increasingly called for the accelerator and steering as we pursue growth. In addition to rebuilding our FSC business as demand recovered, we have accelerated new growth strategies, including the expansion of our mileage business and LCC operations. I believe our ability to accelerate these initiatives is one of the benefits of my having overseen both management strategies and financial strategy.

We will also bring these two perspectives, management strategies and financial strategy, to bear on the business portfolio transformation envisioned under the JAL Group Management Vision 2035. By doing so, we aim to successfully reshape our business portfolio and achieve a 50:50 split in EBIT between the FSC and businesses outside the FSC by FY2035. To get there, we will invest aggressively in growth outside the FSC business. At the same time, substantial investment will also be needed to strengthen the competitiveness of our core FSC business. We therefore intend to maintain a strong financial foundation that enables us to invest actively in both.

As we pursue this business portfolio transformation, we will accelerate fundamental improvements in productivity through technology. We will also allocate management resources strategically and boldly to harness the value-creating potential of diverse talent and encourage transformation and new challenges that break free from conventional thinking in the FSC business. Throughout this process, we will maintain firm financial discipline.

▶ Expect Further Growth in Corporate Value

Since becoming CFO, I have actively engaged in dialogue with capital market participants, and I believe there is still considerable room to improve our share price and price-to-book ratio, which are proxies for corporate value. In the past, these discussions tended to focus primarily on our FSC business. Since around last year, however, I have increasingly sensed that our mileage business is also being recognized as one of JAL's growth businesses.

Our business portfolio transformation is not simply about moving away from an overreliance on the highly volatile aviation business and making JAL more resilient to risk. I am convinced that the strong profitability and growth potential of businesses outside the FSC business, including our mileage business and LCC ZIPAIR, will lead to greater expectations for JAL in the capital markets. In FY2025, we achieved record-high earnings, but the JAL Group is now in the midst of a fundamental transformation that extends beyond earnings growth to a reshaping of both our earnings structure and business portfolio. (→ For details, see "Financial Strategy" on [PP.36–39](#).)

We hope you will share our confidence in the potential of the JAL Group Management Vision 2035 to drive significant growth in corporate value.

JAL Group Management Vision 2035 for Enhancing Corporate Value

Review of Past Medium-Term Management Plans/ Positioning of the JAL Group Management Vision 2035

Shift to a **long-term vision** looking 10 years ahead and agile **single-year plans** to **enhance corporate value** even in a highly uncertain future

To respond appropriately to changes in the external environment and achieve sustainable growth, we will shift from our conventional five-year medium-term management plan plus rolling plans to a long-term vision looking 10 years ahead and agile single-year plans. We will pursue fundamental business transformation under this new framework and respond swiftly and flexibly to near-term changes in the operating environment through our annual plans.

Medium-Term Management Plan FY2012-FY2016

- › Pursue the JAL brand as a full service carrier (FSC)
- › Enhance route networks, products, and services
- › Enhance cost competitiveness

EBIT Trends and Targets (FY2020-FY2035)

- Full Service Carrier (FSC)
- Low Cost Carrier (LCC)
- Mileage/Finance and Commerce
- Others

Medium-Term Management Plan FY2017-FY2020

- › Refine our FSC business
- › Expand business domains
- › Create and develop new revenue sources leveraging our strengths

Medium-Term Management Plan FY2021-FY2025

- › Create new value by promoting ESG strategies
- › Transition from COVID-19 recovery to growth through business structure transformation

JAL Group Management Vision 2035

JAL Vision 2035

- › **Create social values as the core of our business and the driving force behind growth**
- › **Promote business portfolio transformation to achieve new growth**

Achieving sustainable growth and **enhancing corporate value** through business portfolio transformation

Building a flexible and resilient business portfolio

(FY)

–JPY 398.3 billion

EBIT
JPY 218.0 billion

EBIT composition
FSC | Non-FSC
66% | 34%
(FY2025)

EBIT
JPY 300.0 billion

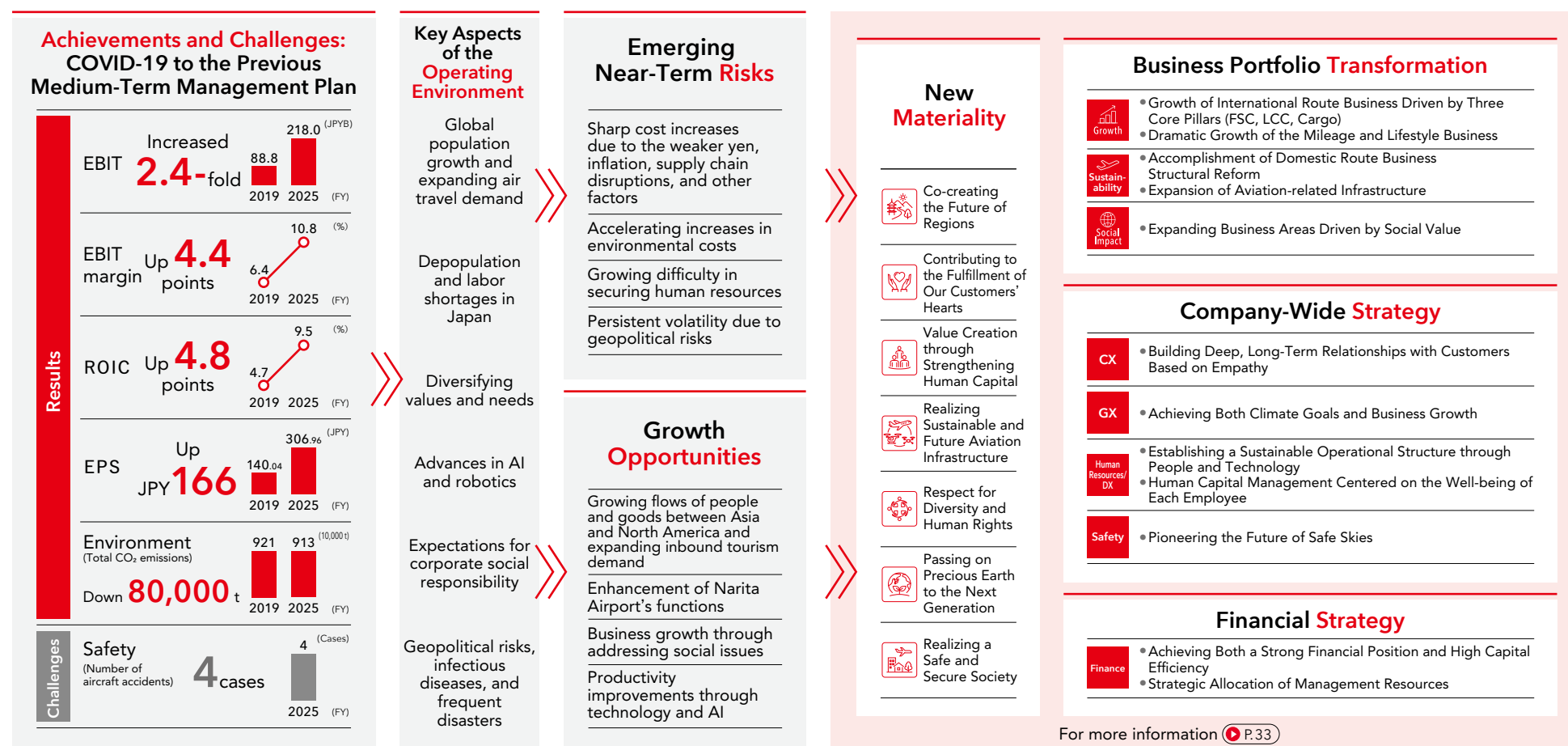
EBIT composition
FSC | Non-FSC
50% | 50%
(FY2035 target)

EBIT
JPY 350.0 billion or more

Operating Environment and Strategic Framework

Responding flexibly to various **volatility risks** while steadily capturing robust air travel demand and **technological advances** as **growth opportunities**

The JAL Group operates in an environment where volatility has become the norm, including rising costs due to inflation and the weaker yen, increasing environmental costs, and geopolitical risks. At the same time, growth opportunities are emerging from expanding global air travel demand and advances in technology. To adapt swiftly and flexibly to these changes and achieve sustainable growth and enhance corporate value, we will promote business portfolio transformation while implementing a company-wide strategy and financial strategy to drive this transformation.



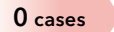
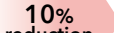
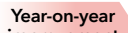
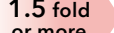
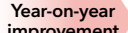
For more information [P.33](#)

JAL Group Management Vision 2035 for Enhancing Corporate Value

Enhancing Corporate Value by Creating Social Value and Achieving Management Targets to Realize JAL Vision 2035

Setting **2030 management targets** based on JAL's unique value proposition and DNA as a milestone toward realizing **JAL Vision 2035**

To realize the future society envisioned in JAL Vision 2035, we aim to create social value by delivering value unique to the JAL Group and have newly established management targets for FY2030 as a milestone toward this vision. We will work as one Group to achieve these targets and significantly enhance corporate value.

	Topics	Priorities	2030 Management Targets			JAL Vision 2035
OUR VALUE	Safety and Peace of Mind for the Future Skies	 Aircraft Accidents and Serious Incidents	2025		2030	Unwavering pursuit and continuation of safety excellence to achieve zero aircraft accidents and serious incidents
		 CO ₂ Emissions from Aircraft* ¹	2019		2030	Steady progress in CO ₂ reduction toward the goal of net-zero CO ₂ emissions in FY2050
		 Number of domestic routes (including codeshare)	2025		2030	Building our domestic network as essential social infrastructure
		 International available seat kilometers (ASK) International Cargo Volume	2025		2030	Expanding the international network in anticipation of 60 million inbound visitors and the enhancement of Narita Airport's functions
	Encounters and Experiences That Resonate with Customers	 Customer Empathy Score* ²	2025		2030 	World No. 1
	Creating Relationships and Societal Connections	 Total amount of relationships and societal connections* ³	2025		2030	Steadily contributing to regional revitalization and individual well-being by further expanding the number of people with ongoing ties to local communities
OUR DNA	Professionalism That Supports Safety and Delivers the Highest Quality Service	 Productivity Improvement (EBIT per Hour)	2025		2030	Aiming to more than double productivity (EBIT per hour)
	Culture of Transformation and Challenge that Creates New Value	 Well-being Score* ⁴	2025		2030 	Top tier in Japan
FINANCIAL BASE	Finance	 (Capital Efficiency) ROIC	9% or above			
		 (Financial Resilience) Equity Ratio	Approx. 45%			
		 (Profitability Indicator) EBIT Margin	10% or above			

*1 Including SAF reduction effects and carbon offsets *2 JAL Group Net Promoter Score (NPS): Advantage over benchmark carriers (by market)

*3 Number of JAL Group passengers who travel to the same location at least twice a year × level of engagement with the local community (average number of trips to the same location)

*4 Measured based on questions from a well-being survey designed by an external organization

Realize
**JAL
Vision
2035**
Sustainable
Well-being
Future

New Materiality and Strategies to Implement

Risks, Opportunities, KPI Targets, and Materiality Owners for Each Materiality Owner

Materiality	Risks and Opportunities	Materiality KPIs and Targets	Materiality Owner	Strategy	Business portfolio transformation			Company-Wide Strategy			
					Growth	Sustainability	Social Impact	CX	GX	Human Resources/DX	Safety
 Co-creating the Future of Regions	- Regional economic stagnation caused by population decline and a decrease in inbound tourism - Negative impacts of overtourism on local communities and reduced traveler satisfaction - Revitalization of local economies through the creation of relationships and societal connections - Expanded business opportunities by showcasing the appeal of Japan to the world	- Inbound tourists to Japan using domestic flights: FY2030 target: 2,700,000 people - Export Volume of Fresh Products/Specialty Products: FY2030 target: 160% compared to FY2025	Route Marketing Division Cargo and Mail Division	Business Strategy P.40	●	●	●				
 Contributing to the Fulfillment of Our Customers' Hearts	- Decline in customers' empathy and expectations due to delays in responding to changes in the external environment and diversifying needs - Loss of social connections and fewer opportunities for transportation - Earning customer empathy and building deep, long-term relationships using data and AI - Expansion into new business domains that contribute to greater well-being and regional revitalization by creating relationships and societal connections through transportation	- JAL Group NPS (Net Promoter Score): Customer empathy*: FY2030 target: World No.1 (Year-on-Year Growth) Management targets - Total amount of relationships and societal connections*: FY2030 target: 130% Compared to FY2025 Management targets - Non-airline issued miles: FY2030 target: 150% compared to FY2025	Customer Experience (CX) Division Sales and Marketing Division Mileage and Lifestyle Business Division	Business Strategy P.40 CX Strategy P.56	●		●	●			
 Value Creation through Maximizing Human Capital	- Declining productivity and a weakened business operating foundation resulting from lower engagement and well-being - Lost business opportunities due to talent attrition and delays in transforming the business portfolio - Strengthening our ability to drive transformation by fostering a corporate culture that encourages employees to take on challenges, pursuing job satisfaction and productivity, and attracting and retaining highly motivated professionals with diverse expertise - Enhancing corporate value and contributing to the sustainable development of society through strategic investment in human capital and maximizing the potential of every employee	- Productivity (EBIT per hour): FY2030 target: More than 1.5 times the FY2025 level Management targets - Well-being Score*: Japan's Top Tier (Year-on-Year Growth) Management targets	Human Resources Division Human Resources Division	Human Capital/ DX Strategy P.62						●	
 Realizing Sustainable and Future Aviation Infrastructure	- Decline in air travel demand due to changes in people's behavior resulting from modal shifts, advances in digital technology, and other factors - Contraction of the air transportation network due to declining air travel demand and rising costs associated with population decline - Reputational damage caused by natural disasters or misinformation, and the impacts of terrorism, regional conflicts, and other events - Disruptions to operations caused by delays in aircraft deliveries - Declining public acceptance of next-generation transportation and transportation infrastructure - Expansion of business opportunities through the optimization of the air transportation network in line with demographic trends and the promotion of greater interaction and exchange - Provision of next-generation transportation and transportation infrastructure that meets regional needs	- Number of domestic routes, including codeshare routes: FY2030 target: 100% of the FY2025 level Management targets - International available seat kilometers (ASK): FY2030 target: 1.3 times the FY2025 level Management targets - International cargo volume: FY2030 target: 1.3 times the FY2025 level Management targets - Domestic cargo load factor for wide-body aircraft belly (at daytime slots in main lines) FY2030 target: +5pt compared to FY2025 - Building a platform that digitally integrates air mobility operations to achieve optimization (FY2030 target)	Route Marketing Division Route Marketing Division Cargo and Mail Division Cargo and Mail Division Innovation Division	Business Strategy P.40	●	●	●				
 Respect for Diversity and Human Rights	- Human rights violations affecting customers, workers in the supply chain, local communities, and employees - Lost business opportunities, diminished social trust, and talent attrition resulting from human rights issues, a lack of respect for diversity, or inadequate consideration for diverse needs - Expanding customer segments and mobility opportunities, creating new business opportunities, and fostering mutual growth with suppliers through consideration for diversity and improved accessibility - Securing talent and creating new value by fostering an environment in which a diverse workforce can thrive	- Human rights due diligence implementation rate: FY2030 target: 100% - Maintain a ratio of female managers at 30% or higher and aim for the same gender balance as that of all employees: (FY2030 target) - Flight Customer Satisfaction for customers who find it difficult to travel FY2030 target: Establish a quantitative overall satisfaction target - Annually select significant suppliers considering changes in the business environment and other factors, and implement a cycle from assessment to improvement activities	Human Resources Division Human Resources Division Customer Experience (CX) Division Procurement Division	Human Capital P.63 CX Strategy P.56			●	●			
 Passing on Precious Earth to the Next Generation	- Declining customer preference and fewer passengers due to extreme weather events and climate-related disasters - Increased environmental costs resulting from stricter CO₂ emissions regulations in each country - Declining customer preference due to delays in addressing climate change and advancing resource circularity - Delays in the development of decarbonization technologies, including fuel-efficient aircraft and Sustainable Aviation Fuel (SAF) - Loss of natural tourism resources and fewer passengers due to changes in ecosystems - Lower costs through operational improvements and the use of fuel-efficient aircraft, SAF, and other initiatives - Enhanced customer preference through the provision of environmentally responsible products and services - Creating flows of human through nature conservation and nature-based experiences, and generating commercial and logistics flows through food products and merchandise derived from healthy ecosystems	- Net CO₂ emissions from aircraft*: FY2030 target: 10% reduction from FY2019 Management targets - Ratio of SAF to total fuel*: FY2030 target: 10% - Emission reduction through SAF*: FY2030 target: 5% - Percentage of fuel-efficient aircraft: FY2030 target: 67% - Reduction of single-use plastic*: FY2030 target: Cabins and lounges: Maintaining 100% elimination of virgin petroleum-based plastics*⁷ - Cargo and airport: Maintaining 100% use of eco-friendly materials contained items*⁸	General Affairs Division General Affairs Division General Affairs Division Corporate Planning Division General Affairs Division	GX Strategy P.75	●	●	●		●		
 Realizing a Safe Society with Peace of Mind	- Declining demand for air travel due to the failure to maintain the foundations of safety and peace of mind, including issues related to alcohol consumption, cyberattacks, and system failures - Declining demand due to the spread of infectious diseases - Enhancing corporate value as a public transportation provider by carrying forward our well-established safety culture into next-generation transportation and transportation infrastructure - Contributing to the continuity of social life through the transportation of pharmaceuticals	- Aircraft accidents and serious incidents: FY2030 target: 0 cases Management targets - Critical system failures: FY2030 target: 0 incidents - Confidential information leaks: FY2030 target: 0 incidents - Pharmaceutical handling volume*⁹ (Transportation + Export storage): FY2030 target: 190% compared to FY2025	Corporate Safety and Security Division Digital Technology Division Digital Technology Division Cargo and Mail Division	Safety P.19 Business Strategy P.40	●	●	●			●	●

*1 JAL Group NPS: Advantage over benchmark carriers (by market). *2 The total amount of relationships and societal connections is a JAL-specific KPI that measures the scale of ongoing connections between people and local communities. It is calculated by multiplying the relationship population, defined as the number of JAL customers who traveled by air to the same destination at least twice within a one-year period, by the level of community involvement, defined as the average number of visits made by the relationship population to the same destination. *3 Measured using questions from a well-being survey developed by an external organization. *4 Including SAF reduction effects and carbon offsets. *5 Assumes a stable supply of SAF at stable volumes and prices. Also includes reductions achieved through the purchase of environmental attributes. *6 Single-use plastic products provided to our customers. Japan Airlines Co., Ltd. only. *7 JAL original items. *8 Items that do not use virgin petroleum-based raw materials or have reduced their use by utilizing materials such as biomass, recycled plastic, and certified paper, etc. *9 Includes other airlines' pharmaceuticals handled by JAL in dedicated temperature-controlled pharmaceutical storage facilities.

JAL Group Management Vision 2035 for Enhancing Corporate Value

Identification of New Materiality

The JAL Group defines materiality as “events, including risks and opportunities, that have the potential to significantly impact corporate value based on social issues and represent key issues that should be addressed to achieve sustainable enhancement of corporate value.” In identifying materiality, we begin with a comprehensive understanding of social issues, analyze risks and opportunities from the perspective of double materiality,* incorporate the opinions and expectations from external stakeholders, and obtain approval from the Board of Directors. In FY2025, in conjunction with the formulation of the JAL Group Management Vision 2035, we revised the eight material issues established in 2023 into seven new material issues. Going forward, we will continue to promote understanding of materiality throughout the Group while reviewing the materiality itself on an annual basis.

* Double materiality is a concept that encompasses both financial materiality, which is the significance of changes in the global environment and society from the perspective of their impact on a company’s financial performance, and impact materiality, which is the significance of a company’s activities from the perspective of their impact on the global environment and society.

1. Understanding Social Issues

Comprehensive understanding of social issues and social changes

Specific implementation details

- Identified the social issues that the JAL Group should address based on the five social issues, which are adapting to changes in the global environment, regional decline, depopulation, realizing an inclusive society, and physical and mental well-being, that are identified from the perspective of business creation and disclosed in the JAL Group Medium-Term Management Plan–Rolling Plan 2025 (FY2021–FY2025).
- Identified four social issues, which are environmental degradation, depopulation and regional decline, realization of an inclusive society, and loneliness and social isolation.

2. Analysis of Risks and Opportunities

Management discussed the JAL Group’s risks and opportunities from the perspectives of contribution to social issues, threats, and opportunities

Specific implementation details

- Identified events in which the JAL Group contributes to social issues (contribution), events that could have a significant impact on the JAL Group (threats), and events through which the JAL Group contributes or can contribute to solving social issues (opportunities).
- Also analyzed the priority risks identified through the company-wide risk management cycle.
- Reframed the identified risks and opportunities as materiality expressed in positive terms to support a strategic response.

3. Stakeholder Dialogue

Refined the materiality through dialogue with external experts

Specific implementation details

- Through dialogue with external experts, we discussed the positive and negative impacts of each issue caused by the JAL Group; the significance of and level of stakeholder interest in each issue from the perspective of society and stakeholders; and the positive and negative economic impacts of each issue on the JAL Group.

4. Identification of Materiality

Approved by the Board of Directors / Established indicators (materiality KPIs) and targets

Specific implementation details

- The Sustainability Promotion Council discussed and determined that the issues identified through the analysis as having high materiality should be designated as materiality, after which they were reported to and approved by the Board of Directors.
- Established indicators (materiality KPIs) and targets linked to the identified materiality.

Background and Objectives of the Materiality Revision

Following the COVID-19 pandemic and the emergence of a new normal and changing market conditions, we identified eight material issues in 2023 and have been creating value through concrete initiatives to address them. Today, however, we face a growing number of social issues that affect individual well-being, including environmental challenges, recurring geopolitical risks, and population decline. In response to these changes, and in conjunction with the formulation of the JAL Group Management Vision 2035, we have revised our materiality.

In doing so, we looked ahead to the sustainable and well-being future envisioned in the JAL Group Management Vision 2035 and asked both internal and external stakeholders what key issues the JAL Group should address to achieve the sustainable enhancement of corporate value. We also strengthened the linkages with our management targets, business strategy, and financial strategy, and thus consolidated these into seven key material issues to be addressed across the company.

Comment from External Experts

ADACHI Eiichiro

Fellow, The Japan Research Institute, Limited



To support the JAL Group’s commitment to sustainability, I advised the Group to collect data, envision future scenarios, confirm and clearly articulate its values, and take action based on rational decision-making. I also provided comments on how to present the materiality matrix based on the concept of double materiality. I believe that, as a result of these revisions, the concept of double materiality is now communicated more clearly.

KANIE Norichika

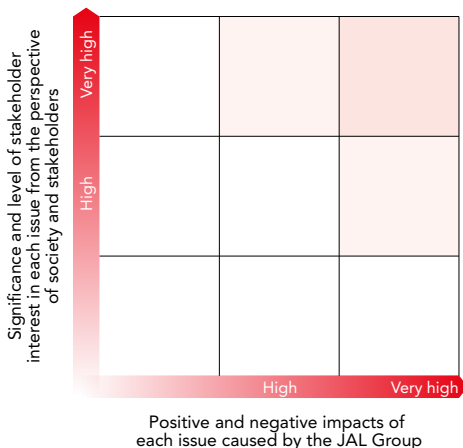
Professor, Graduate School of Media and Governance, Keio University



Drawing on developments beyond the SDGs, I offered recommendations on how the JAL Group should approach well-being and sustainability. While maintaining targets such as those related to plastics initiatives and the ratio of women in management positions, I believe the Group could go a step further by not only incorporating external values but also helping to shape society’s values through its own activities. I also hope to see further progress in climate change adaptation initiatives and stronger engagement with younger generations.

Identification of New Materiality

Materiality Matrix



Sustainability Governance

JAL Group’s Board of Directors deliberates and decides on important matters related to sustainability. The Sustainability Promotion Council, chaired by the president, conducts a management review of the following items as major agenda items before discussing the issues with the Board of Directors.

- Determine important issues and annual targets for sustainability initiatives, and monitor and evaluate the progress
- Determine risks and opportunities for climate change
- Monitor and evaluate the Environmental Management System (EMS)
- Monitor and evaluate human rights due diligence

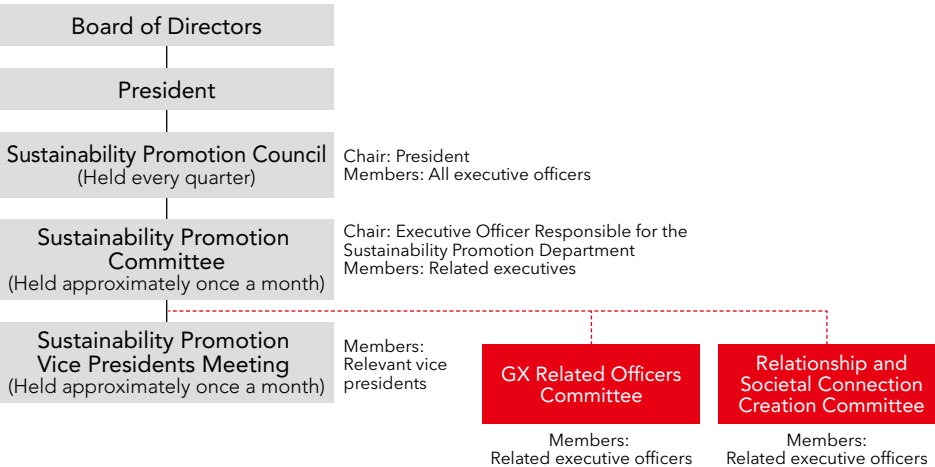
The Sustainability Promotion Committee, a subordinate body of the Sustainability Promotion Council chaired by the executive officer responsible for the Sustainability Promotion Department, meets approximately once a month to monitor the progress of initiatives and discuss related matters.

In FY2025, the Committee discussed the reorganization of the material issues, namely materiality and related indicators and targets, disclosures aligned with the TCFD and TNFD recommendations, the results and review of the Dow Jones Best-in-Class Indices assessment, and initiatives to foster relationships and societal connections through transportation. It reported to the Board of Directors twice during the fiscal year.

In addition, the Green Transformation (GX) related officers committee, launched in April 2023, and the Relationship and Societal Connection Creation Committee, launched in July 2024, are being utilized as derivative meetings of the Sustainability Promotion Council, and they have configured a system that can manage the progress of the projects, measures, and operations in each of its specialized field.

Furthermore, the JAL Group reinforces its sustainability governance by incorporating the number of ESG investment indices in which the company is selected as one of the evaluation criteria for executive compensation.

Governance Structure



Promoting Internal Awareness of Materiality

Following the revision of our materiality in conjunction with the formulation of the JAL Group Management Vision 2035, we will promote internal awareness of the new materiality to support the sustainable enhancement of corporate value.

Specifically, through employee training and other educational opportunities, we will deepen our employees’ understanding of how initiatives related to our materiality contribute to the Societal and Individual Well-being and Environmental and Societal Sustainability set out in the JAL Group Management Vision 2035, as well as how they enhance corporate value by increasing the company’s expected growth rate and reducing its cost of capital.

We will enhance engagement with our materiality to instill a strong sense of ownership and steadily pursue our materiality KPIs.

JAL Group Management Vision 2035 for Enhancing Corporate Value

Financial Strategy

Basic Policy

▶ Achieving Both a Strong Financial Position and High Capital Efficiency

Under the JAL Group Management Vision 2035 (the “Vision”), our basic financial and capital strategy is to achieve both a strong financial position and high capital efficiency. Through the strategic allocation of management resources, we aim to achieve sustainable growth in corporate value. This means not only maintaining the financial strength needed to protect against risk but also building the foundation for an offensive strategy centered on bold growth investment. We will therefore actively pursue growth investments within the limits required to maintain our financial soundness and credit rating, steadily strengthening profitability and cash generation. At the same time, we will improve asset efficiency by maintaining ROIC above our cost of capital.

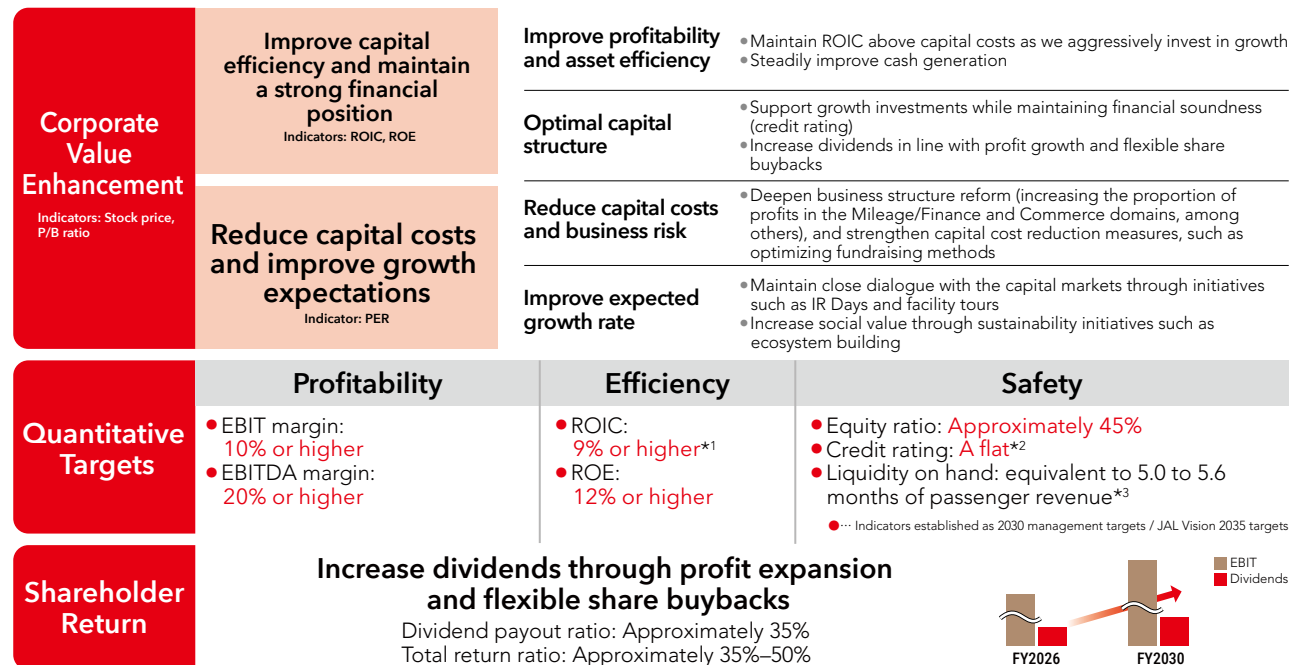
Numerical Targets

▶ Targeting an EBIT Margin of 10% or Higher and Maintaining an Equity Ratio of Around 45%

For profitability, we are targeting an EBIT margin of 10% or higher and an EBITDA margin of 20% or higher. For capital efficiency, we are targeting ROIC of 9% or higher and ROE of 12% or higher and we will aim to raise both even further. In terms of financial soundness, we are targeting an equity ratio of around 45%, compared with 40% in FY2025, and will aim for an A flat credit rating. This will provide us with a rock-solid financial foundation and the confidence to pursue our growth strategy without hesitation.

Since the COVID-19 pandemic, the JAL Group has pursued business restructuring to build a business portfolio and earnings structure that are not dependent on the FSC business, transforming itself into a more resilient organization. Within the FSC business as well, we have established a structure for earning foreign currency by increasing the proportion of passengers originating overseas, enabling us to absorb the impact of exchange rate fluctuations. As a result, we have become more resilient to changes in the external environment, such as sharp shifts in traffic flows due to heightened

Initiatives and Numerical Targets for Enhancing Corporate Value



*1 ROIC = EBIT (after tax) / average fixed assets at the beginning and end of the fiscal year (Fixed assets = inventories + non-current assets – deferred tax assets – assets for retirement benefits)
*2 R&I: A–; JCR: A (as of August 31, 2026)
*3 Includes commitment lines

tensions in the Middle East and surging fuel costs, and have evolved into an organization capable of generating stable earnings.

To achieve the targets set out in the JAL Group Management Vision 2035, we will steadily advance the three pillars supporting the aforementioned business portfolio transformation and further enhance our resilience to changes in the business environment. In addition, we will strategically utilize equity-like financing, including perpetual subordinated bonds and bond-type class shares, to lower WACC, while giving due consideration to a more flexible and aggressive financial and capital strategy and enhanced shareholder returns.

Toward Enhancing Corporate Value

▶ Further Expanding the ROIC-WACC Spread

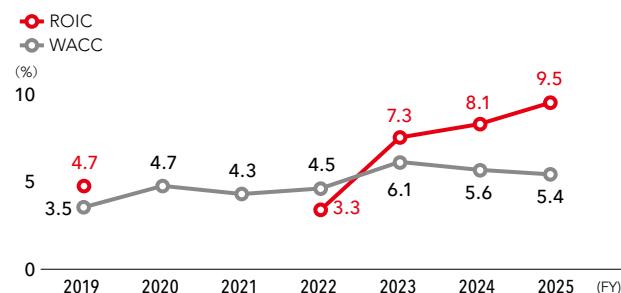
To further expand the ROIC-WACC spread, which directly contributes to enhancing corporate value, we introduced a range of measures under the previous Medium-Term Management Plan to embed a greater focus on capital efficiency throughout the organization and encourage the selection of high-return investments. These included pursuing greater efficiency in each business segment, setting hurdle rates appropriate to the risks of each business, and disclosing our

Financial Strategy

WACC. As a result, ROIC rose to 9.5% in FY2025, and achieving the ROIC-WACC spread of four percentage points was another major accomplishment.

At the same time, we believe there is further scope to reduce our WACC. We will seek to lower our beta by continuing to proactively transform our business structure, as demonstrated by the capital alliance with Lifenet Insurance in April this year. We will also utilize the aforementioned equity-like financing and other financing to increase the proportion of lower-cost funding and continue share buybacks to further improve capital efficiency.

Transitions in ROIC and WACC



ROIC = EBIT (after tax) / Average of fixed assets* at the beginning and end of the fiscal year

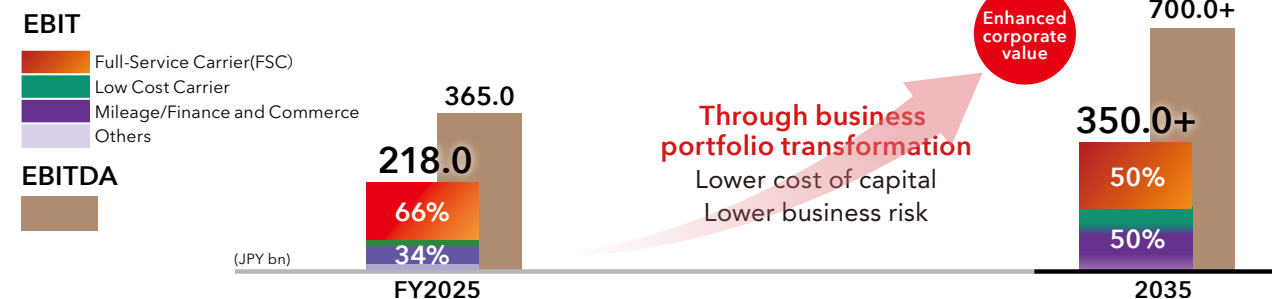
* Fixed assets: Inventories + Non-current assets – Deferred tax assets – Assets for retirement benefits

Reducing Business Risk and the Cost of Capital through Business Portfolio Transformation and Growth outside the FSC Business

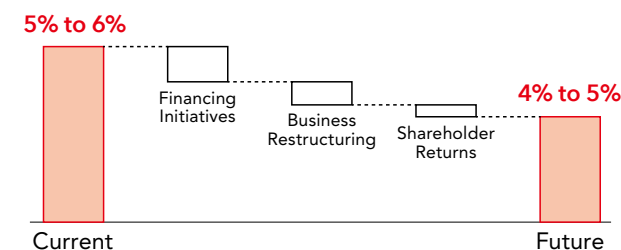
Through our business portfolio transformation, we aim to achieve a 50:50 split in EBIT between the FSC business and businesses outside the FSC business by FY2035. The fundamental reason for this shift is to increase the contribution from businesses that are less volatile and carry less risk than FSC operations. This will strengthen the resilience of the JAL Group as a whole, lower our cost of capital, and ultimately enhance corporate value.

As noted earlier, our ability to maintain our full-year earnings forecast for FY2026 despite heightened tensions in the Middle East is a testament to the effectiveness of these efforts. Going forward, through

Enhancing Corporate Value by Achieving a 50:50 EBIT Mix between FSC and Non-FSC Businesses



Measures to Reduce the Cost of Capital (Illustrative)



initiatives under the three pillars supporting our business portfolio transformation, we aim to further reduce our cost of capital.

Enhancing the Expected Growth Rate

To further raise our expected growth rate, we will engage actively with capital market participants, as described below, and communicate more effectively our strategic advantages and the factors that differentiate us from our competitors. In addition, we will focus on increasing social value through growth-oriented sustainability initiatives.

Building on the aforementioned social value creation story, we will strengthen initiatives that contribute to regional revitalization and enrich people's lives through our businesses, and translate social value into economic value. We firmly believe that demonstrating to the market this growth model of creating economic value from social value will be key to raising expectations for JAL's growth.

Steadily Increasing Dividends as Earnings Grow

Our basic approach to shareholder returns is to increase dividends in line with earnings growth. We will continue to provide stable dividends based on a payout ratio of around 35%, and conduct share buybacks flexibly, using a total return ratio of approximately 35%–50% as a guide. At the heart of this policy is our commitment to steadily growing EBIT and delivering sustainable returns to shareholders. Accordingly, when earnings decline due to temporary factors, as in FY2026, we intend to maintain dividends at the current level. For share buybacks, however, we will prioritize investment opportunities that are expected to generate returns above our ROIC target and direct capital toward growth investments. Through these investments, we will enhance corporate value and seek to meet shareholders' expectations by delivering capital gains over the medium to long term.

JAL Group Management Vision 2035 for Enhancing Corporate Value

Financial Strategy

Strategic Allocation of Management Resources

» Prioritizing Management Resources for Growth Areas such as International Routes and the Mileage and Lifestyle Business

To achieve the targets outlined above, we will strategically allocate management resources to growth areas such as international routes and the Mileage and Lifestyle business. We plan to double annual growth investment from FY2025 levels to JPY 420.0 billion, with the goal of increasing annual operating cash flow to JPY 440.0 billion.

For aircraft investment, we plan to allocate JPY 300.0 billion annually, more than double the FY2025 level. Just under 80% of this will be directed toward expanding international routes, introducing larger aircraft, and growing our LCC fleet, which will be key drivers of future growth. In the FSC business, we will increase the use of larger aircraft on international routes and progressively replace existing aircraft with the latest models. We also plan to double ZIPAIR's fleet to 15 aircraft by FY2030, increasing capacity and strengthening highly profitable long-haul routes. Aircraft deliveries are currently being delayed by supply chain disruptions and other factors. We will therefore continue to source aircraft from both Boeing and Airbus to diversify procurement risk. We are also strengthening our contingency plans, including extending the retirement dates of existing aircraft if new deliveries are delayed. Together, these measures will enable us to pursue aircraft investment and fleet plans that support steady growth even in an uncertain business environment.

In the Mileage and Lifestyle business, which will drive growth in our non-aviation businesses, we will allocate JPY 16.0 billion, around 80% of our annual strategic investment of JPY 20.0 billion, to this growth area. This is 3.3 times the FY2025 level. Through alliances and investments with companies in other industries, M&A, and business investments aimed at global expansion, we will dramatically expand our customer base and mileage issuance and grow segment profit.

We will also allocate JPY 100.0 billion annually to technology investment, 1.4 times the FY2025 level, to improve operational efficiency through the proactive use of AI and digital technologies and create value by combining the capabilities of our people with data. We will simplify and shift to self-service more of the work currently handled by staff at reservation centers, airports, and

sales divisions. We will also digitalize frontline operations through investments in advanced equipment and automation, creating an environment where our people can focus on more creative work. Through these initiatives, we aim to reduce workloads by 10% and create new customer experiences (CX).

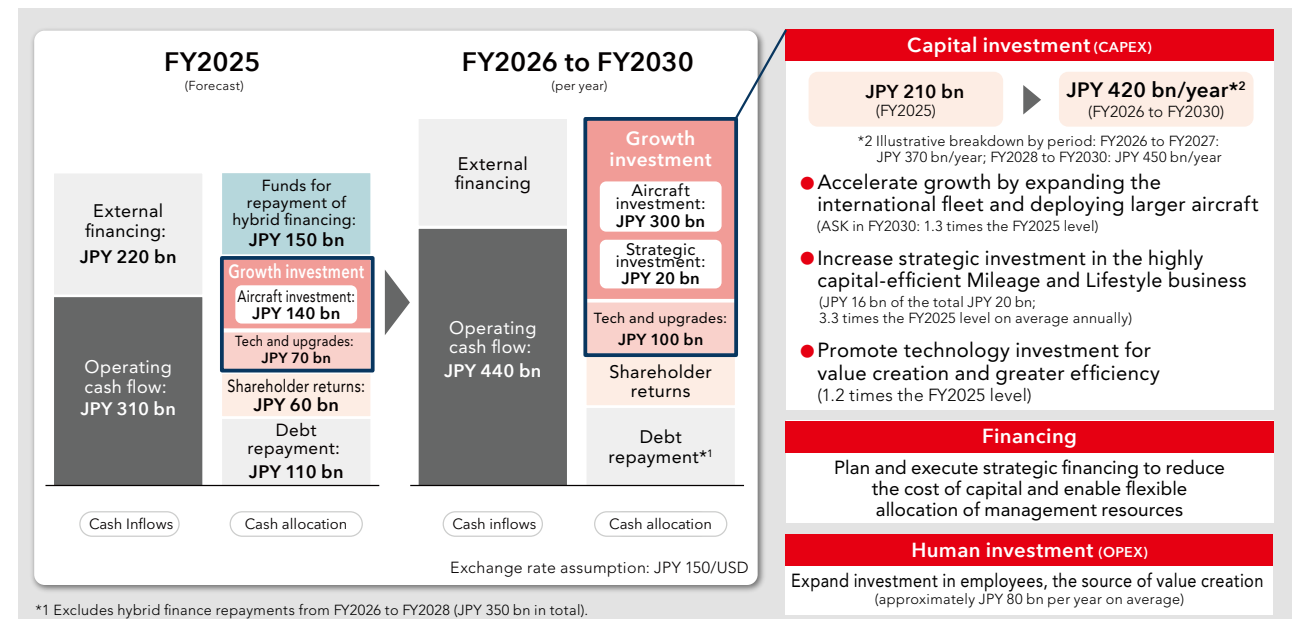
» Expanding Investment in Our People, the Source of Value Creation

As Japan's declining population intensifies competition for talent, we will invest JPY 80.0 billion annually in our people. This investment, which includes base pay increases, higher bonuses, and regular salary increases, will help us attract and develop diverse talent, empower employees to excel as professionals, and foster a culture of transformation and challenge across the organization. Through these efforts, we aim to raise the well-being of every employee to among the highest levels in Japan. Combined with the aforementioned use of

technology, these investments will fundamentally improve productivity and contribute to enhancing corporate value over the medium to long term.

We are also reviewing our compensation framework for managers to further encourage transformation and new challenges. In particular, for department heads with significant responsibility for driving transformation and challenge, we will introduce a system that sets target levels according to their roles and what is expected of them, with these targets reflected in their compensation. Our engagement surveys show that our people find a strong sense of meaning in their work. To further enhance engagement and well-being, we will ensure that each individual's efforts and achievements are appropriately recognized and rewarded.

Strategic Allocation of Management Resources



Financial Strategy

Dialogue with Institutional Investors

We are committed to meaningful and interactive communication with institutional investors. In addition to individual meetings with our

president, executive vice president, Group CFO, and other senior executives, we hold regular IR events as an opportunity to improve the quality and quantity of our dialogues to deepen their understanding of our Group.

Also, we share suggestions obtained from dialogues with

institutional investors with our top management and use them to improve our corporate management and investor communication.

Through continued close communication with the capital markets, we will strive to strengthen corporate governance, further reduce our cost of capital, and increase our expected growth rate.

Dialogues with Institutional Investors

Number of Events Held for Institutional Investors

	2021	2022	2023	2024	2025 (FY)
Meetings on Financial Results and Management Plans for Institutional Investors	4	4	5	5	5
Events for Institutional Investors	3	3	4	5	4
IR Day	1	1	1	1	1
Guided Tour of Facilities	0	0	1	2	2
CEO Small Meeting/ CFO Small Meeting	2	2	2	2	1
Conferences Sponsored by Securities Firms	11	12	8	9	9

Number of Institutional Investors Interviewed (Total)

	2021	2022	2023	2024	2025 (FY)
Meetings with Investors in Japan	188	162	171	144	193
Meetings with Investors in Other Countries	164	230	214	201	210
Total	352	392	385	345	403
Interviews with Top Management	91	112	124	75	80
President	12	17	15	15	11
Executive Vice President	1	7	14	15	14
Group CFO and Senior Vice President, Finance and Accounting Division	74	86	95	45	55

TOPICS

IR Day

At IR Day, held in March 2026, members of the management teams of JAL, ZIPAIR, and Spring Japan, including their presidents, engaged in dialogue with institutional investors on topics including the JAL Group Management Vision 2035 and the Group's medium-term growth strategy. The event provided investors with a deeper understanding of the JAL Group from a variety of perspectives, including the business strategies of its FSC, LCC, and Mileage/Finance and Commerce businesses, as well as its financial and human capital strategies.

Guided Tour of Facilities

① Visit to Airbus's Toulouse Facilities

In January 2026, we organized a tour of Airbus's A350 final assembly line and ATR's facilities in Toulouse, France. Participating investors gained a deeper understanding of the advantages of the aircraft introduced by the JAL Group and Airbus' stable production system, further strengthening their confidence in the Group's medium- to long-term fleet and growth strategies.

② Haneda Airport Facilities Tour

In September 2025, we organized a tour of Haneda Airport's aircraft apron and back-office operations to deepen investors' understanding of the departments that support frontline operations, including airport, flight operations, and maintenance. Participants observed initiatives such as productivity improvements through the use of remotely operated towing tractors and pre-departure alcohol testing to ensure safe flight operations. JAL executives also provided firsthand explanations of the Group's initiatives to secure future workforce, strengthen safety, and advance organizational reform, followed by an active exchange of views.



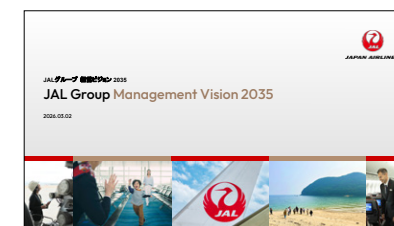
Sharing with Top Management

Feedback to Our Directors and Councils

We regularly share investors' key areas of interest and feedback with the Board of Directors and management and use these insights to enhance both corporate management and our investor relations activities.

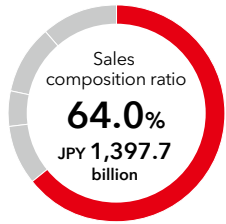
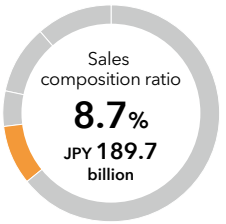
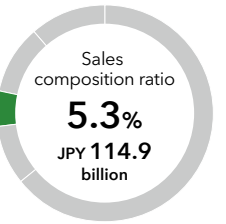
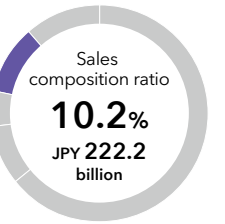
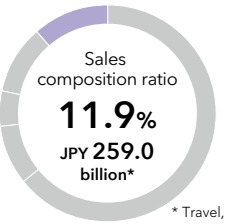
Specifically, in the JAL Group Management Vision 2035, we articulated the growth story of our internationally recognized mileage business, as well as our strategy for enhancing the sustainability of our domestic airline business in anticipation of changes in the operating environment. We also incorporated investor feedback calling for a more proactive investment approach rather than an overly conservative one by lowering our target equity ratio from approximately 50% to approximately 45%, thereby enabling more ambitious growth investments.

JAL Group Management Vision 2035 Developed Based on Investor Feedback



Business Overview

Supporting the movement and societal connections of people and goods

	Full service carrier (FSC)	Cargo and Mail	Low-cost carrier (LCC)	Mileage/Finance and Commerce	Others	
						
Business Strategy	Improving profitability by expanding capacity in growth markets and advancing business structure transformation to address rising costs	Achieving significant business growth by expanding the freighter network	Creating new value by leveraging the strengths of the LCC business model	JAL Mileage Lifestyle helping to enrich customers' lives	As a leading provider of contracted services, creating inbound flows of people and goods to Japan and contributing to Japan's development as a tourism-oriented nation	Creating new regional infrastructure that generates value by connecting society with people and goods, going beyond simply providing transportation
Related Business Portfolio Transformation	  	  	  	  	  	  
FY2025 Results	Number of airports served - Domestic: 64 airports - International: 413 airports Revenue Passenger Kilometers (RPK) - Domestic: 29,272 million passenger-kilometers - International: 45,305 million passenger-kilometers Number of airline partners: - 39 airlines (total of domestic and international)	Revenue cargo tonne-km - Domestic: 311,132 kilotonnes-km - International: 3,220,293 kilotonnes-km	- Number of aircraft: 14 aircraft - Number of routes: 19 routes (excluding Jetstar Japan and cargo flights)	- Number of JMB members (cumulative): Approximately 41 million members - JAL Card members: 3.69 million - JAL Card revenue: JPY 11.4 billion - JALUX revenue: JPY 42.6 billion	Number of contracted services for overseas airlines - Passenger flights: 77,000 flights - Cargo flights: 5,000 flights	- Obtained Drone Service Quality Certification (JIS Y1011) - Prepared for the launch of eVTOL (flying car) operations by Soracle - Expanded JAL MaaS
FY2025 Sales Revenue Composition	 Revenue by segment is presented before the elimination of intersegment transactions. Accordingly, the sum of revenue by segment does not equal consolidated revenue.				 * Travel, consignment, etc.	
Major Brands	 JAPAN AIRLINES  J-AIR  JAPAN AIR COMMUTER  HOKKAIDO AIR SYSTEM  JAPAN TRANSOCEAN AIR RYUKYU AIR COMMUTER	 JAL CARGO	 ZIPAIR  SPRING JAPAN  Jetstar	 JAL Mall  JAL Pay  JAL MILEAGE BANK  JAL CARD	 JAPAN AIRLINES  JAL DRONE  JAL AIR TAXI  JAL MaaS  Soracole	



Full Service Carrier (FSC)

Related Business
Portfolio
Transformation



Improving profitability by expanding capacity in growth markets and advancing business structure transformation to address rising costs

Key strategic initiatives

- ✓ Capturing inbound demand by increasing international seat capacity
- ✓ Business structure transformation of domestic operations

Toward Achieving the JAL Group Management Vision 2035

As a full-service carrier (FSC), we provide high-quality products and services that meet diverse customer needs, along with a convenient network. By leveraging the unique strengths of our Group airlines rooted in their local communities, as well as partnerships with joint business and codeshare partners, we aim to build a sustainable airline business that connects Japan with the world and cities with regional communities.

For international flights, we will enhance our product offering to

capture growing demand originating overseas and, together with the JAL Group's low-cost carriers (LCCs), drive growth across the JAL Group. Specifically, we will increase seat capacity by deploying larger Airbus A350 and Boeing 787 aircraft and standardizing the fleet, while enhancing competitiveness by introducing more private business class seats. Building on these initiatives, we will develop networks that leverage the respective strengths of Haneda and Narita airports and strengthen marketing in high-yield segments, thereby expanding the scale of the business and further improving profitability.

For domestic flights, we will pursue structural reforms to create a business capable of generating stable profits, in light of declining business travel demand and significant cost increases driven by

recent inflation, market conditions, and exchange rate movements. We will work to reduce rising costs by optimizing flight frequencies, restructuring our fleet composition, and improving productivity through DX. To increase revenue, we will continue to raise unit revenues, capture inbound demand, and create new flows of people. We will also work to improve convenience and efficiency by deepening cooperation with other airlines, taking into account discussions by the Expert Panel on the Future of Domestic Aviation.

We will also work to balance climate action with business growth by introducing more fuel-efficient aircraft and collaborating with stakeholders to expand the use of sustainable aviation fuel (SAF).

Growth Opportunities

- Further growth in robust inbound demand
- Increased demand for connecting flights between North America and Asia
- Collaboration with companies in other industries and competitors
- Increased productivity due to technological advancements

Risks

- Cost increases due to exchange rate fluctuations and inflation
- Global economic slowdown and geopolitical risks
- Impact of natural disasters, terrorism, infectious diseases, and large-scale accidents on flight operations
- Supply chain disruptions and labor shortages in the aviation industry

Strengths

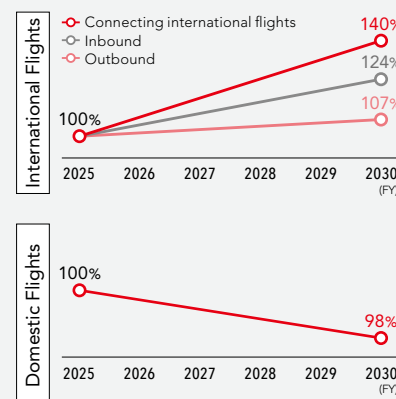
- Fleet enhancement through the continued introduction of fuel-efficient aircraft and other measures
- Competitiveness of products and services at airports, cabins, and the like
- Operational structure that can respond to flexible route planning

Challenges

- Attracting high-yield inbound passengers
- Increasing average domestic passenger fares
- Further increase in inbound passengers and attracting them to the region
- Creating new flows of people
- Reducing costs in initiatives to reduce environmental impact and other measures

Business Environment

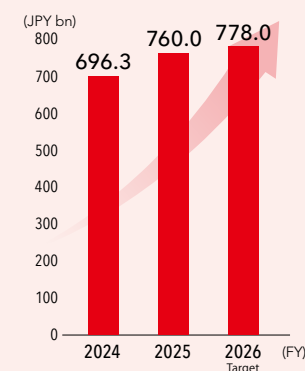
Projected Total Air Travel Demand (FY2025 = 100%)



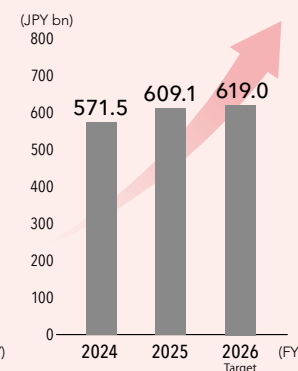
Past Performance and Targets

Passenger Revenue

International Flights



Domestic Flights



Full Service Carrier (FSC)

Achievements and Future Direction

Progress in FY2025

- ✓ Robust inbound demand, successful demand stimulation initiatives, and effective revenue management resulted in record-high revenue passenger load factors on both international and domestic flights.

International Flights

- ✓ Expanded capacity by adding Airbus A350-1000 aircraft, launching new routes from Narita and Okinawa, and strengthening partnerships. Offset rising costs, including those caused by inflation, through revenue management and other measures in response to strong demand from overseas, while increasing average passenger fares. Captured demand in growth markets through enhanced marketing.

Domestic Flights

- ✓ Passenger numbers increased significantly, driven by demand related to Expo 2025 Osaka, Kansai, Japan, and growth in inbound demand. However, the increase in average passenger fares was insufficient to offset the substantial rise in costs.

Policy for FY2026

- ✓ Responding flexibly to rising fuel prices driven by developments in the Middle East.

International Flights

- ✓ Strengthen the review of the fuel surcharge system in response to rising costs and further enhance revenue management, while expanding revenue from ancillary services and further enhancing marketing together with our alliance partners to capture robust inbound demand.

Domestic Flights

- ✓ Revise fares and strengthen revenue management, particularly during peak-demand periods, to improve passenger yield. Accelerate initiatives to capture robust inbound demand while improving profitability through route network restructuring.

TOPICS

International Flights

1. Strengthen acquisition of inbound passengers

We continued our efforts to capture robust inbound demand on international flights. We expanded our fleet of Airbus A350-1000, which offer the highest levels of comfort, including private business class suites, from eight aircraft at the end of FY2024 to 11, deploying them on the flights to Paris in May 2025 and the flights to Los Angeles in June. This strengthened our competitiveness in attracting high-yield passengers.

We also conducted promotional campaigns highlighting the appeal of our products and services, which have been recognized by external organizations as being among the world's best, to encourage purchases.



2. Expanding supply to growing markets

In line with growing air travel demand driven by economic growth, we worked with our joint business partners to expand capacity to North America and Asia. JAL launched the Narita–Chicago route in May 2025 and the Narita–Delhi route in January 2026, expanding connecting networks using Narita Airport as a hub to link North America with India and Southeast Asia. In February 2026, JTA also leveraged Okinawa's geographic advantages to launch the Naha–Taipei (Taoyuan) route, its first scheduled international service. As a result of these and other initiatives, seat capacity on JAL Group-operated flights increased to 103% of the FY2024 level.

To provide an international network that JAL could not offer on its own, we also launched a joint business with Garuda Indonesia in April 2025, enhancing convenience for our customers.

Domestic Flights

1. Promoting structural reforms

In response to changes in the operating environment, including declining business travel demand, Japan's medium- to long-term population decline, and rising costs due to inflation and the weaker yen, we are advancing structural reforms to our domestic operations.

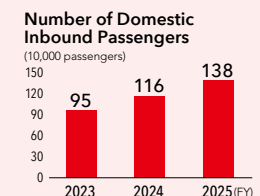
We are working to increase revenue by strengthening revenue management to raise average fares, capturing inbound demand, and creating new flows of people.

To address rising costs, we are working to improve productivity by advancing DX and reviewing operational workflows, as well as exploring operational partnerships with other airlines, particularly at regional airports. As a provider of infrastructure that supports Japanese society, we aim to achieve sustainable operations by optimizing our route network while fully leveraging the resources of our Group airlines.

2. Capturing inbound passengers

We are focusing on encouraging inbound passengers, whose numbers have grown significantly in recent years, to travel to destinations throughout Japan.

To enhance the effectiveness of our marketing, we identify high-demand markets and conduct customer research to understand purchasing behavior and needs. Based on the data obtained, we work to capture demand by selecting destinations to promote in line with customer needs and developing effective channel strategies, fare initiatives, and promotional methods. We are also working to capture demand beyond our own network by expanding codeshare partnerships with foreign airlines and taking other measures.





Cargo and Mail

Transformation of
Related Business
Portfolios



Driving significant business growth through the expansion of our freighter network

Strategic priorities

» Expanding capacity between Asia and Europe/U.S. by increasing the number of large freighters » The vision for a new international logistics hub at Narita Airport

Toward Achieving the JAL Group Management Vision 2035

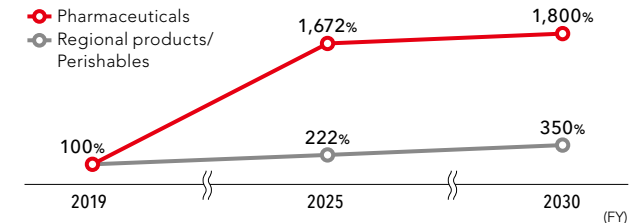
As a key driver of growth for the JAL Group's international route business, the international cargo business will expand its freighter network. By increasing the number of large freighters, we will expand capacity in the rapidly growing Asia–Europe/U.S. market while linking our Boeing 767 freighter network in Asia with belly cargo across our broader route network. We will also open WING NRT, a new international logistics hub, and, in line with the enhancement of Narita Airport's functions, contribute to making Narita Airport a global hub for international air cargo and to the Airport City Project. In FY2026,

we will launch new codeshare flights with Cargolux Airlines and further expand capacity on European routes. We will also expand the transportation of high-value-added cargo, including pharmaceuticals and AI- and EV-related products, which is essential to society and well suited to air transport, thereby contributing to social infrastructure while establishing a stable earnings structure. In addition, through new transportation services such as *JAL de Hako-byun* developed in collaboration with the JR East Group, we will expand exports of regional products from across Japan and help build relationships and societal connections among regions and countries through the movement of goods.

In response to concerns over declining transportation capacity resulting from the shortage of truck drivers, the domestic cargo

business will promote a new modal shift to air transportation, help build a sustainable logistics network, and contribute to addressing societal issues.

Expansion of High-Value-Added Cargo Volume (FY2019 = 100)



Growth Opportunities

- Growing demand for international air cargo from China and Asia to Europe and the U.S. (e.g., growth in international express shipments, AI- and EV-related markets)
- Growing demand for pharmaceuticals and for regional products from Japan
- Modal shift from domestic truck transportation

Risks

- Disruption in global markets caused by soaring fuel prices
- Insufficient supply of medium- and large-sized freighters amid growing market demand for freighters

Strengths

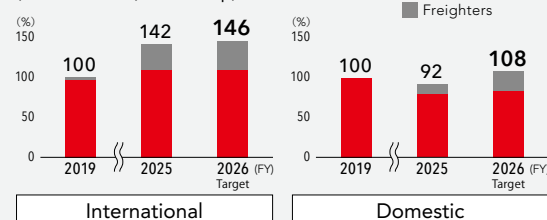
- High-quality flight operations and cargo handling system
- Flexible supply system combining our own freighters, belly cargo space, and partner airlines' freighters
- Japan's geographic advantage (an ideal transit hub between the fast-growing Chinese/Asian and North American markets)
- Export services for regional products from Japan integrated with other modes of transportation
- Expansion of infrastructure around Narita Airport in line with the enhancement of the airport's functions (increasing cargo handling capacity)

Challenges

- Automation of cargo handling operations and improved productivity (addressing labor shortages)
- Early expansion of the large freighter network (addressing fleet shortages)
- Enhancing sales and marketing capabilities through the development and utilization of data infrastructure

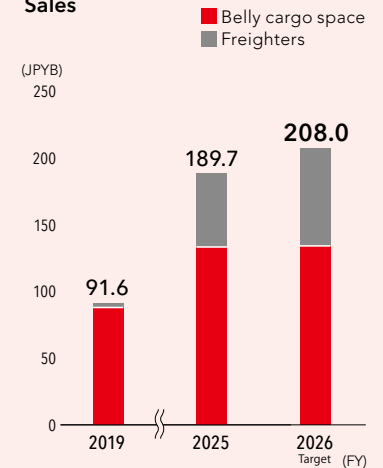
Business Environment

Transition in Transported Weight (FY2019 = 100, JAL Group)



Results and Targets

Sales



Cargo and Mail

Results and Policy

Progress in FY2025

- ✓ Expanded the international freighter network
- ✓ Expanded freight volume of high-value-added cargo
- ✓ Launched JAL *de Hako-byun*, a new one-stop transportation service connecting regional Japan with overseas markets
- ✓ Collaborated with industry organizations to promote a new modal shift in domestic logistics and launched a cargo security screening service
- ✓ Established a fresh-off-the-farm business model in Japan



FY2026 Policy

- ✓ Further expand the international freighter network
- ✓ Expand the Europe/U.S. freighter network through partnerships with Kalitta Air and Cargolux Airlines and others capturing strong cargo demand from Asia to Europe/U.S.
- ✓ Further expand transportation of high-value-added cargo, contributing to social infrastructure and building a stable earnings structure
- ✓ Promote exports of regional products from Japan
- ✓ Strengthen sales activities to capture new demand for domestic cargo, promote a new modal shift, and expand the cargo security screening service

TOPICS

International Flights

1. Steadily expanding the freighter network to drive revenue growth

In addition to increasing the frequency of flights on our Boeing 767 freighter routes across East Asia, we launched new services to Hanoi and Bangkok. We also launched scheduled freighter services on North American routes with Kalitta Air and reached an agreement with Cargolux Airlines, advancing preparations to secure cargo capacity on European routes. Through these initiatives, we steadily expanded our freighter network. As a result, both volume and unit price exceeded the previous year (volume +14.2%; unit price +6.2%), resulting in a significant increase in revenue from the previous year.



2. Launch of a new service to enhance customer convenience

To help create connections among regions through the movement of goods, we launched JAL *de Hako-byun*, a new transportation service developed in collaboration with the JR East Group. By significantly reducing transportation lead times, we aim to further expand exports of high-quality regional products from Japan. We also revamped our website to enhance customer convenience. Going forward, we will continue to develop a platform that is convenient, intuitive, and easy for customers to use.



Domestic Cargo

Initiatives to promote a new modal shift

To promote a new modal shift to air transportation, we collaborated with regional transport bureaus and industry organizations to hold seminars on improving logistics efficiency through the use of air transportation. We also launched a cargo security screening service to capture future demand. In addition, leveraging JALCARGO's high-quality handling, we provided fast and efficient refrigerated transportation, enabling the rapid delivery of regional products, such as fresh tuna from Okinawa to the Tokyo metropolitan area while preserving their freshness. Going forward, we will contribute to enhancing the value and recognition of regional products by expanding new sales channels through air transportation and establishing a fresh-from-the-farm business model.



Others

Preparing for the future enhancement of Narita Airport's functions/high-quality handling

In preparation for the increase in cargo handling volume accompanying the future enhancement of Narita Airport's functions, we announced the WING NRT concept, a new international logistics hub integrating a cargo warehouse and logistics facilities. Through the integrated operation of facilities both inside and adjacent to the airport, we will contribute to establishing Narita Airport as a global hub for international air cargo and advancing the Airport City Project. In addition, the JAL Group won the overall championship at the 2026 Forklift World Championship. Going forward, we will continue to provide the highest quality of service.





LCC

Related Business
Portfolio
Transformation



Creating new value by leveraging the strengths of the LCC business model

Key strategic initiatives

✓ Accelerating growth in international route marketing by combining high profitability with business expansion

Toward Achieving the JAL Group Management Vision 2035

The three LCCs based at Narita Airport are well positioned to capture growing inbound demand and increasing flows of people and logistics between Asia and North America. Their business model gives customers the freedom to choose the services they want at affordable fares, allowing us to realize high profitability and accelerating growth, primarily in international route marketing.

Narita Airport's expansion will open up further opportunities. By taking full advantage of Japan's geographic position, we aim to

capture this growing demand and generate social and economic value by encouraging greater movement of people and goods.

We will continue to improve productivity to stay agile in the face of geopolitical risks, rising costs, a shrinking workforce, and other challenges.

Closer collaboration with JAL will also help strengthen sales and our brands, making our LCC services better known and more convenient for customers.

Each LCC has a distinct role to play. ZIPAIR will expand its fleet and build on its position as a pioneer of medium- and long-haul LCC services in Japan, with a particular focus on gaining share in the long-haul market. SPRING JAPAN will continue to expand its business,

primarily on routes between Narita and China, by leveraging the brand strength and sales capabilities of its joint investment partner, Spring Airlines, thereby improving profitability. For Jetstar Japan, JAL and Qantas Airways signed a memorandum of understanding in February 2026 on plans to transition to a new shareholder structure led by Japanese capital. From FY2026, as it enters its next phase of growth and sustainable development, the airline will transition from the Jetstar brand to a new brand and, in addition to expanding its international routes, leverage its extensive domestic network to contribute to regional revitalization.

Growth Opportunities

- Strong growth in inbound demand
- Growing connecting demand between Asia and North America
- Productivity gains through technological advances

Risks

- Rapid cost increases due to the weaker yen, inflation, supply chain disruptions, and other factors
- Persistent volatility due to geopolitical risks

Strengths

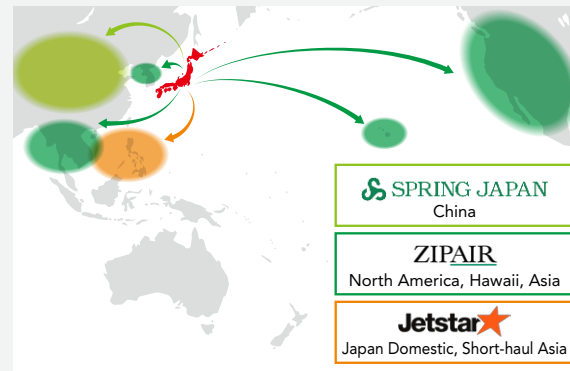
- A distinctive Narita-based network targeting markets different from those served by JAL
- Safety standards and quality on par with full service carriers

Challenges

- Keeping pace with business expansion
- Further strengthening competitiveness through higher aircraft utilization
- Responding to rising environmental costs

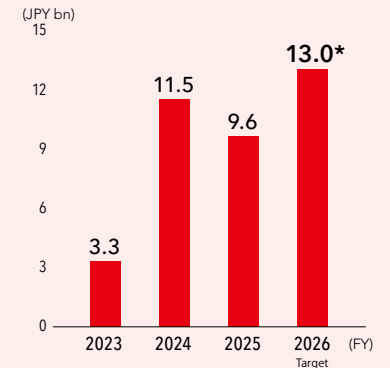
Business Environment

Route network of JAL Group LCCs



Results and Targets

EBIT



* Total of EBIT of two consolidated subsidiaries (ZIPAIR and SPRING JAPAN) and equity earnings of Jetstar Japan, an equity-method affiliate

LCC

Results and Policies

Progress in FY2025

- ✓ With further growth in international demand, we pursued a range of initiatives to capture strong inbound demand.

ZIPAIR

- ✓ Advanced plans toward the launch of scheduled services through the operation of charter flights

SPRING JAPAN

- ✓ Established a structure for stable operations on the international routes to China that expanded in FY2024

Jetstar Japan

- ✓ Captured further inbound demand by expanding its international route network



Policy for FY2026

- ✓ Further improve profitability by combining business expansion with higher productivity

ZIPAIR

- ✓ Further expand the business by increasing the fleet and launching new routes

SPRING JAPAN

- ✓ Maintain and improve profitability by developing routes that capture demand, and leverage the Spring Airlines brand to capture outbound demand from China

Jetstar Japan

- ✓ Change the brand and expand the international route network in line with the strategic plan to change the shareholder structure

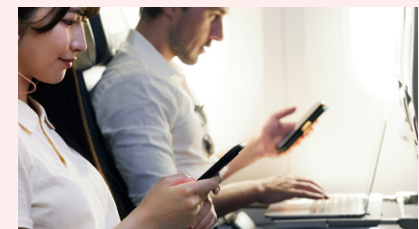
TOPICS

ZIPAIR

Expanding the Fleet and Introducing High-Speed Inflight Wi-Fi

ZIPAIR operated its first charter flights in 2025, flying to Taipei in October and, from February to March the following year, becoming the first Japanese airline to operate nonstop flights to Orlando in the United States. These flights enabled ZIPAIR to capture new demand and explore the potential for future scheduled services.

ZIPAIR also began introducing Starlink, providing free high-speed inflight Wi-Fi to every passenger on every flight and offering a more comfortable connectivity experience. In June 2026, it operated its first charter flight to Las Vegas and plans to further expand its network by launching service to Kuala Lumpur by the end of the year. Through this agile approach, ZIPAIR will continue to capitalize quickly on opportunities such as demand generated by major events. The airline will also add two Boeing 787-8 aircraft, bringing its fleet to 10 as it moves to double the scale of its business.



SPRING JAPAN

Initiatives to Capture Inbound Demand from China

SPRING JAPAN has expanded its international operations to 56 flights per week serving seven cities in China, enabling it to capture growing inbound demand from the country. In its cargo business, the airline has also continued working with Yamato Holdings Co., Ltd. to address social challenges in the logistics sector through their joint business.

In March 2026, SPRING JAPAN became the first Japanese airline to introduce Alipay, an offline QR code payment service, for inflight purchases. This has made payments more convenient for customers and contributed to further improving profitability. In FY2026, the airline will develop routes that capture further growth in inbound demand and improve productivity at the same time, driving continued business growth.

Jetstar Japan

Expanding the International Route Network under a New Brand

Jetstar Japan has operated as an LCC based at Narita Airport for approximately 14 years. Under the strategic plan to change its shareholder structure announced in February 2026, the airline will transition from the Jetstar brand to a new brand. With this new identity, it aims to further strengthen its position as one of Japan's leading LCCs.

As it expands its international route network, Jetstar Japan will pursue structural reforms to further improve productivity and fully capitalize on the strengths of the LCC business model.

The planned expansion and enhancement of Narita Airport also present a significant opportunity. Jetstar Japan will leverage the advantages of its Narita base to turn this development into a catalyst for further business growth.

Growth of International Route Business Driven by Three Core Pillars

Related Business
Portfolio
Transformation



Growth and Optimization across FSCs, LCCs, and Cargo

The JAL Group will pursue a step change in the growth of its international route business, driven by three core pillars: FSCs, LCCs, and Cargo. Through initiatives such as introducing new aircraft, expanding medium- and long-haul routes, and growing our freighter network, we aim to increase international available seat kilometers (ASK) to 1.3 times the FY2025 level by FY2030, positioning us to capture growing passenger demand worldwide.

In our international FSC business, we will continue to enhance our products and services. Over the longer term, we will also transition to “Modern Airline Retailing,” a new approach to airline ticket distribution advocated by IATA, evolving from selling airline tickets to providing travel and experiences tailored to each customer, and, in turn, enhance CX and maximize revenue.

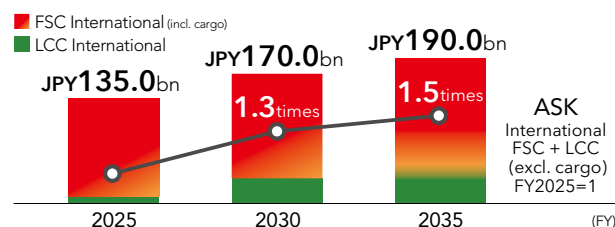
In the LCC business, we will double ZIPAIR’s fleet and expand its network. On short-haul routes, SPRING JAPAN and Jetstar Japan, which is set to adopt a new brand following its strategic change in shareholder structure, will capture inbound demand and encourage more visitors to

travel beyond Japan’s major cities to regional destinations.

In cargo, we will expand our freighter network to capture further growth in the logistics market. To meet strong cargo demand between Asia and Europe/North America, we will increase capacity using large freighters, including through partnerships with other airlines. We will also transport more high-value cargo such as pharmaceuticals and semiconductor manufacturing equipment, thereby maximizing profitability.

As the business environment evolves, we will flexibly optimize resources across these three businesses to strengthen resilience and

EBIT for International Route Business



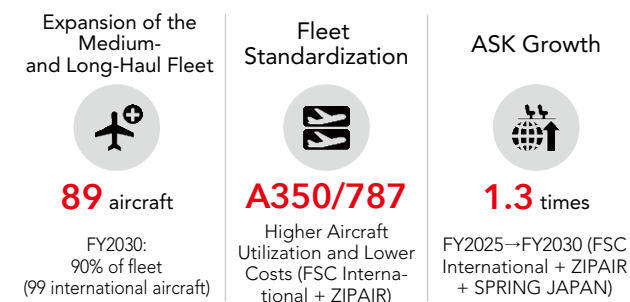
aim to generate EBIT of JPY 170.0 billion in FY2030 and at least JPY 190.0 billion in FY2035.

Expanding the Network through Fleet Expansion

The Airbus A350-1000, which was introduced in January 2024, continues to serve our key international routes and will grow to a fleet of 13 aircraft by FY2027. We also plan to introduce 20 Airbus A350-900 aircraft, currently used primarily on major domestic routes, into international service. In addition, we are adding 10 more Boeing 787-9 aircraft to accelerate the renewal of our international fleet. By deploying larger aircraft, we will provide the capacity needed to expand our medium- and long-haul network, where demand is expected to grow further.

With this fleet renewal, our international FSC and ZIPAIR fleets will consist exclusively of Airbus A350 and Boeing 787 aircraft. Standardizing the fleet around these aircraft families will improve aircraft utilization and reduce costs.

Expanding the Network through Fleet Expansion

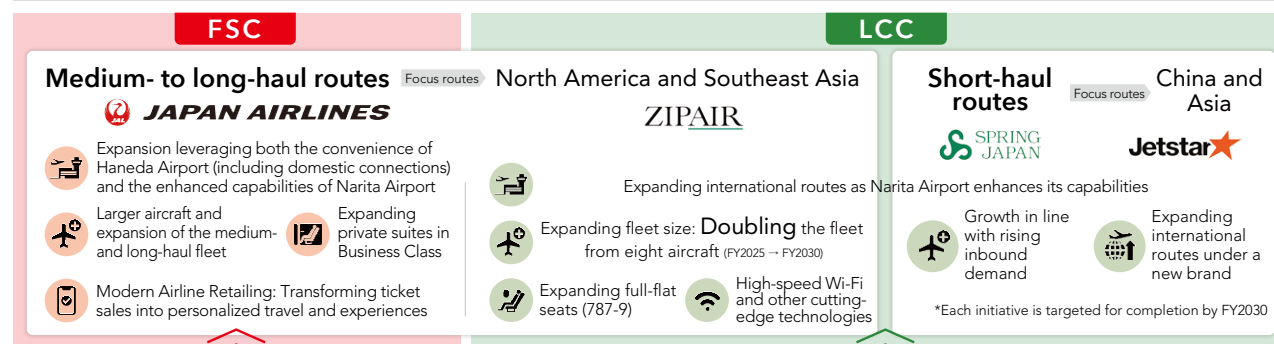


Transition in the International Fleet Size

FSC International + ZIPAIR + SPRING JAPAN				
(FY)	2025	2030	2035	
Number of international aircraft	88	99	105+	
Of which, medium- and long-haul aircraft	77	89	95+	
Of which, short-haul aircraft	11	10	10+	

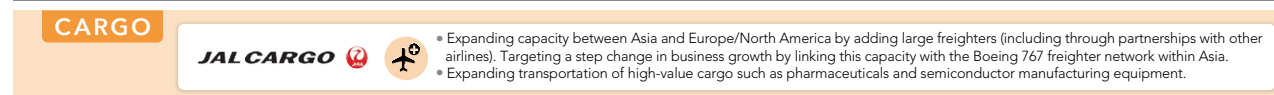
*Number of aircraft and ASK exclude three freighters. Short-haul aircraft comprise Boeing 737s, whereas medium- and long-haul aircraft comprise Airbus A350s and Boeing 767s, 777s, and 787s.

Growth through FSCs and LCCs



Flexibly optimizing resource allocation across FSCs, LCCs, and Cargo in response to changes in the business environment

Growth through expansion of the freighter network





Mileage/Finance and Commerce

Related Business
Portfolio
Transformation



The JAL Mileage Lifestyle helps to enrich the lives of our customers

Key strategic initiatives

✓ Expansion of the JAL Mileage Lifestyle ✓ Global expansion of mileage partnerships and business investment

Toward Achieving the JAL Group Management Vision 2035

Our Mileage/Finance and Commerce business offers a diverse range of services that are part of our customers' everyday lives as well as their travel experiences. These include financial services such as JAL Card, JAL Pay, and JAL NEOBANK; lifestyle services such as JAL Mobile, JAL *Hikari* home fiber-optic internet service, and JAL *Denki* ("JAL Electricity"); and e-commerce services such as JAL Mall and *Totteki-no-Ippin*. We also offer inflight shopping and operate airport stores that add enjoyment to the travel experience. Together, these services are expanding JAL Mileage Lifestyle, bringing JAL miles into more aspects of our customers' lives and helping make their everyday

lives and broader life experiences richer and more rewarding.

To achieve the JAL Group Management Vision 2035, we will continue to evolve JAL Mileage Lifestyle, creating greater economic value and contributing to the social value we provide by enriching our customers' lives.

On the earning side, we will create an ecosystem that makes it easy for customers to accumulate miles through everyday activities such as payments and shopping.

On the redemption side, we will offer more of the special experiences that only JAL miles can provide, our "priceless rewards." Alongside award tickets and the *Dokokani* Mile domestic discount award ticket service, which is celebrating its 10th anniversary, customers will be able to use their miles for experiences such as sporting events, theater performances, and invitations to special

restaurants. By giving customers more ways to use their miles, we can better meet their diverse needs and make JAL miles even more attractive.

In e-commerce, we fully transitioned our domestic inflight shopping service to an online format known as inflight Shopping at Home in March 2026, allowing us to offer customers a much broader selection of products. We will continue to develop commerce services with a distinct JAL character.

To take the business to a new level of growth, we will expand global mileage partnerships and make strategic investments that will broaden the scope of our business. These initiatives will also allow us to develop more compelling rewards that can stand alongside award tickets as another major attraction of JAL miles.

Growth Opportunities

- Growing adoption of cashless payments
- Expansion of e-commerce markets
- Growth potential of financial domain business
- Establishment of digital communication platforms such as JMB mobile app
- Expansion of the customer base into overseas markets
- Scope to expand into new business areas as lifestyles become more diverse

Risks

- Decline in credit card merchant fees
- Intensifying competition with other points of sale due to industry restructuring
- Decline in delivery efficiency and higher costs due to labor shortages in the logistics industry

Strengths

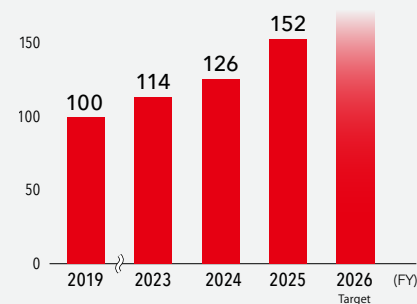
- Excellent membership base centered on JAL CARD members
- Wide range of extraordinary redemption awards
- Highly productive operating structure
- Ability to expand overseas backed by a global aviation network
- High resilience of the JAL CARD business to inflation

Challenges

- Establishment of a business model that does not rely on air transport demand
- Differentiation from other loyalty program operators by increasing the value of frequent flyer miles
- Connection with customers who do not use air travel

Business Environment

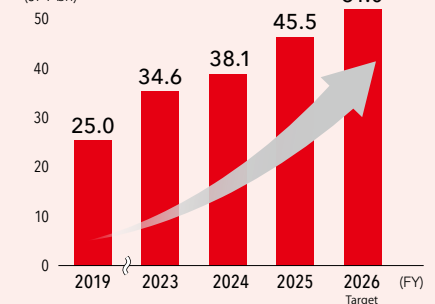
Number of miles issued for non-air transport services (Index with FY2019 = 100)



Results and Targets

EBIT

Achieve +100% growth vs. pre-COVID 19
(JPY bn)



The Evolution and Future of JAL Mileage Lifestyle

Looking ahead, we will continue to create connections with our customers in both their everyday lives and special moments, evolving our mileage program to make their lives richer and more rewarding.



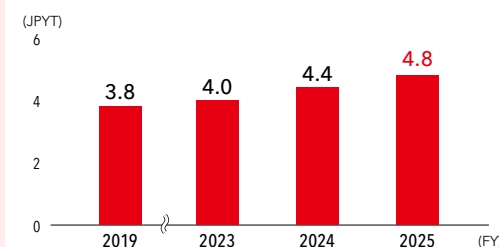
FY2025 Results and Challenges

- ✓ Launched JAL Mobile, JAL-JCB Card Platinum Pro, and JAL Luxury Card
- ✓ Launched mileage partnerships with overseas financial services companies, including Capital One
- ✓ Acquired shares in Money Square Holdings jointly with the SBI Group, and in February 2026 launched Toraripi, which allows customers to earn JAL miles
- ✓ Fully transitioned the domestic inflight shopping service to an online format known as inflight Shopping at Home
- ✓ JALUX achieved revenue growth by expanding its aviation-related businesses and wholesale business for duty-free stores



- ✓ Achieve dramatic growth in the everyday domain by further expanding existing businesses such as JAL Card, JAL Mall, and inflight shopping, and by growing our global mileage partnerships
- ✓ Strengthen resilience by using strategic business investment to establish new business pillars in the Mileage/Finance and Commerce domain

JAL CARD transaction volume



We focused on making JAL Pay more convenient by strengthening integration with JAL NEOBANK and introducing the Mile Up Program. Looking ahead, we will continue to respond to customer needs as we pursue a step change in business growth.

Special Feature 2

Further Growth of the Mileage/Finance and Commerce Business and Maximizing Economic and Social Value

The Mileage/Finance and Commerce business will play a central role in JAL's business portfolio transformation and profit growth toward FY2035. Here, we explore the strengths of the business and the value it creates.

Strengths of JAL's Mileage/Finance and Commerce Business

The mileage business, one of the key growth drivers under the JAL Group Management Vision 2035, has three major strengths.

The first is a high-quality customer base. JAL Card is widely used by highly loyal customers, and annual spending per card has consistently been higher than at major credit card companies in Japan. This high-quality customer base is a key driver of further business growth.

The second is the wide range of customer touchpoints we have built across many aspects of everyday life. Beyond the special experience of air travel, customers can earn miles through a diverse range of everyday services, including JAL Mall for shopping and JAL Card and JAL Pay for payments. The airline industry is highly volatile and susceptible to changes in the external environment. Giving

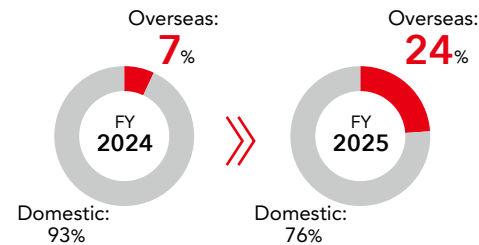
customers opportunities to earn miles through everyday services where demand is more stable provides us with a foundation for steady, sustainable growth.

The third is our broad network of partners.



We have steadily expanded partnerships with companies in other industries, including major loyalty point providers and financial institutions. In recent years, we have also expanded our network of overseas partners as we continue to develop JAL into a truly global mileage program.

Overseas Share of Mileage Partnerships and Point Exchange Revenue



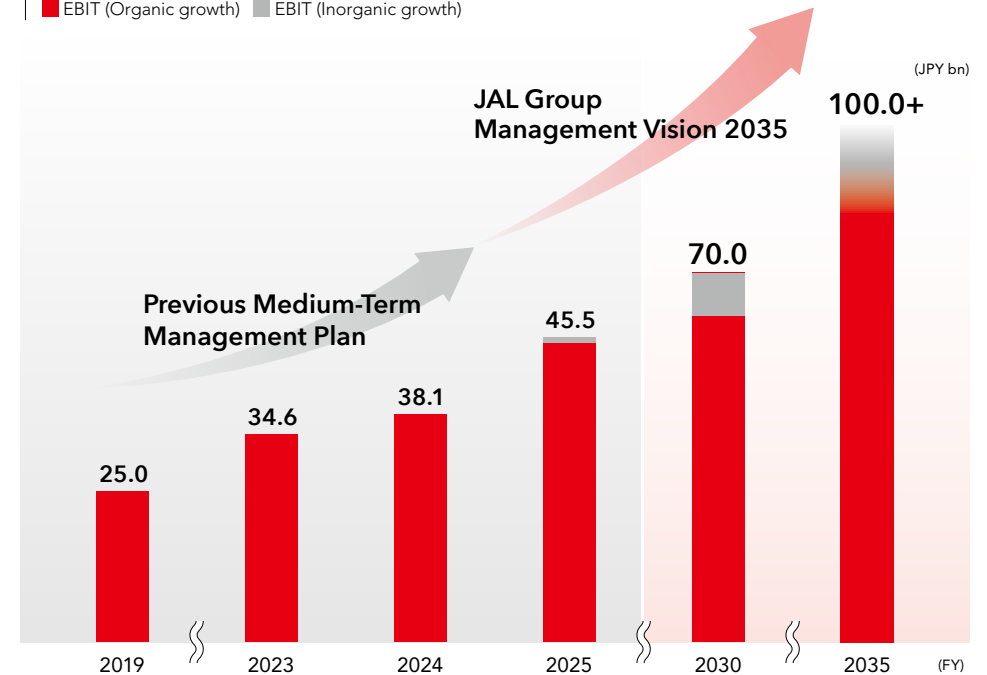
Life Status Program Delivering Results

To build on these strengths and give customers more opportunities to earn and use miles in their everyday lives, we launched the JAL Life Status Program in January 2024.

The program retains the existing benefits, such as priority boarding and lounge access based on annual flight activity, but also gives customers a new way to earn status through their everyday use of JAL-branded services. In addition to flying, customers can now earn status through purchases with JAL Card and the use of services such as JAL

EBIT Trends and Targets for the Mileage/Finance and Commerce Business

■ EBIT (Organic growth) ■ EBIT (Inorganic growth)



Mobile and JAL Mileage Park.

These initiatives have significantly accelerated EBIT growth in the Mileage/Finance and Commerce business. EBIT grew 10.1% year on year in FY2024 and 19.4% in FY2025, with a further 12.1% increase forecast for FY2026. This accelerating growth has further strengthened the business's role as a growth driver and enhanced the economic value it creates.



JAL Sakura Lounge (Haneda Airport Domestic Lounge)

Further Growth of the Mileage/Finance and Commerce Business and Maximizing Economic and Social Value

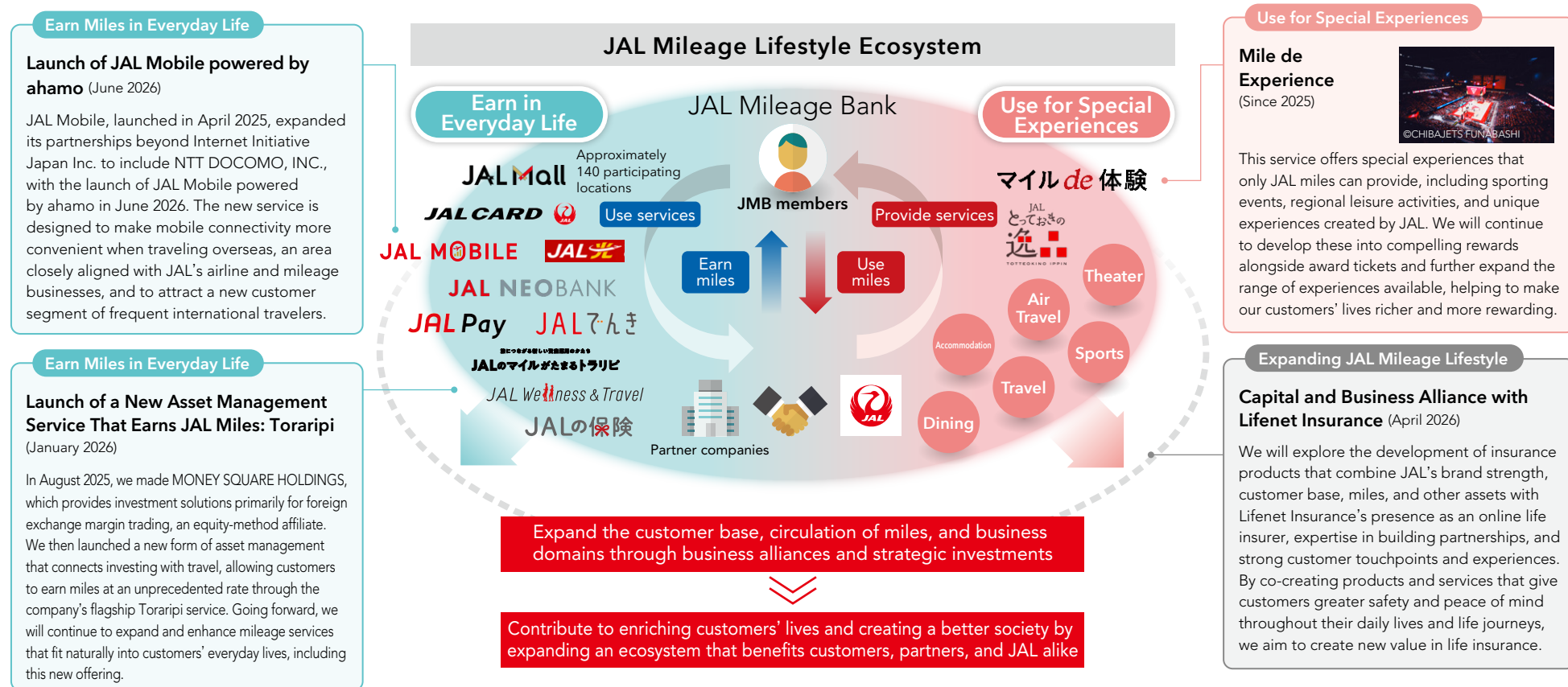
Creating a Better Society by Expanding the JAL Mileage Lifestyle Ecosystem, Where Customers, Partners, and JAL All Benefit

Another distinctive strength of JAL's Mileage/Finance and Commerce business is the way it connects customers, JAL, and our partners through miles aiming to create a better society. JAL Mileage Lifestyle, which enables customers to earn miles in their everyday lives and use them for special experiences, not only helps enrich customers' lives but also brings partners more customers and greater use of their services,

while enabling the JAL Group to further expand the range of attractive services it offers. In this way, we aim to further develop an ecosystem that creates a virtuous cycle of value for customers, partners, and JAL alike.

The key to taking this ecosystem to a new level of growth and scale is expanding our network of partners, co-creating value with them, and

bolstering our collaboration. We will therefore actively pursue strategic business investments and alliances, combining the attractive services offered by our partners with the JAL Group's strengths. Through these efforts, we aim to achieve the dramatic growth of the Mileage and Lifestyle business envisioned in JAL Vision 2035.





Ground Handling Contracts

Related Business
Portfolio
Transformation



As a leading provider of airport ground handling services, we will create inbound flows of people and logistics to Japan and contribute to the country's growth as a tourism destination.

Key strategic initiatives

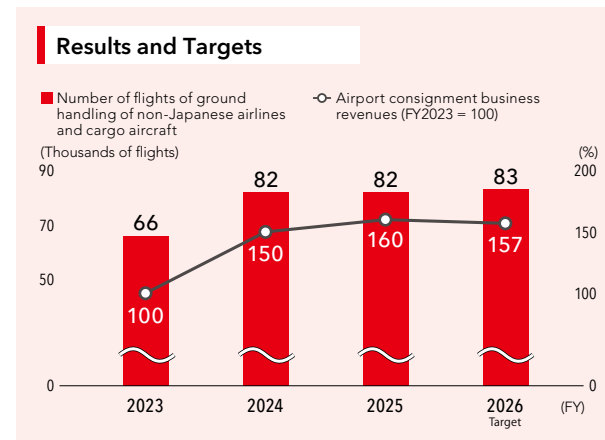
- ✓ Building a sustainable ground handling framework
- ✓ Further expanding the ground handling business by leveraging our expertise in maintenance and cargo

Toward Achieving the JAL Group Management Vision 2035

Our ground handling business provides the essential ground services that airlines need to operate flights at airports across Japan. As a leading provider of these services, we also help generate inbound flows of people and logistics to Japan, contributing to the country's growth as a tourism destination.

With strong inbound travel and international air cargo demand expected to drive further growth in flights to Japan, we will leverage one of our key strengths, an integrated service package spanning ground handling, cargo, and maintenance, to deliver high-quality services and maximize revenue. The foundation of these services is our frontline workforce. We are committed to fair business practices in accordance with the Ministry of Land, Infrastructure, Transport and Tourism's Guideline for Fair Transactions in the Airport Ground Handling Services and to providing a safe and secure working environment. We are also working to build a more sustainable operating model that is resilient to fluctuations in demand from non-Japanese airlines. In FY2025, we took an important step in this

direction by entering into a partnership agreement in Hokkaido and beginning to establish a framework for sharing risk appropriately. In addition, we will create further revenue opportunities by expanding aircraft maintenance services that draw on the JAL Group's advanced



technical capabilities and expanding cargo handling services to capitalize on the planned expansion of Narita Airport.

To maximize the value of our frontline talent, we will continue to rely on people in areas where the human touch creates value, thereby enhancing customer service. At the same time, we will pursue full automation wherever machines and AI can take over, helping us prepare for a future decline in the working population. In line with this approach, we began commercial deployment of Level 4 autonomous driving at Haneda and Narita airports in FY2025.

By combining these two approaches, maximizing revenue by leveraging our strengths and service quality, and optimizing costs through automation and higher productivity, we will build a business structure capable of reliably generating profits even as the external environment changes.

Results and Policies

FY2025 Results and Challenges

- ✓ Supported strong inbound demand as the industry leader in ground handling services
- ✓ Commercial deployment of Level 4 autonomous driving at both Haneda and Narita airports

Policy for FY2026

- ✓ Expand new ground handling business and strengthen collaboration with local governments and other stakeholders
- ✓ Improve productivity through DX and greater visibility into operational capacity

Growth Opportunities

- Strong inbound demand
- Growth in e-commerce and the pharmaceutical transportation market

Risks

- Demand volatility specific to non-Japanese airlines

Strengths

- Integrated package spanning ground handling, cargo, and maintenance, a unique strength of an airline group
- Safe and secure working environment compliant with the guidelines, supported by a strong frontline talent base

Challenges

- Dramatic productivity improvements in preparation for a shrinking working population

Business Environment





Next-Generation Mobility

Transformation of
Related Business
Portfolios



Not just a means of transportation, but a new value-creating infrastructure for local communities

Key strategic initiatives

✓ Transforming into a new digital platformer beyond the role of an airline operator

Toward Achieving the JAL Group Management Vision 2035

Looking ahead to a society characterized by a declining fertility rate, an aging population, population decline, and increasing depopulation in regional areas, the JAL Group is driving its transformation to transcend its role as a traditional airline operator, evolving into a new digital platformer for the skies. In a future where electric Vertical Take-Off and Landing (eVTOL) and drones move freely to help address regional issues, next-generation mobility will go beyond simply providing a means of air transportation to become an infrastructure that creates new value by connecting people, goods, and communities. At the core of this strategy is the development of the Air Mobility Operation Platform (AMOP). AMOP is a digital platform and business

support infrastructure that enables the safe and efficient integrated management of complex low-altitude airspace.

Using the AMOP OS as its data engine, the JAL Group will package the frameworks and standards that enable safe operations, together with the resources required, including aircraft, management systems, and operational know-how, and co-create an ecosystem with a diverse range of partners, such as aircraft manufacturers, vertiport operators, and air mobility service providers.

Furthermore, by expanding Mobility as a Service (MaaS) centered on AMOP, we will not only address customer inconvenience but also help alleviate overtourism, eliminate transportation gaps, and revitalize regional economies by leveling the flow of people through collaboration with local communities and business operators, creating new modes of transportation, and enabling on-demand, personalized mobility services.

We will also establish a multimodal network spanning land, sea, and air through the introduction of next-generation mobility solutions, including electric seaglidors. In the space domain, we will further create social value through businesses involving space transportation and the utilization of satellite data.

Results and Policy

Progress in FY2025

- ✓ Established the next growth platform in the mobility and space domains by promoting open innovation, including the establishment of a self-managed corporate venture capital (CVC) fund
- ✓ Became the first airline in Japan to obtain JIS Y1011 drone service quality certification
- ✓ Enhanced public acceptance of eVTOL and advanced preparations for real-world implementation through exhibits by our eVTOL company at Expo 2025 Osaka, Kansai, Japan



FY2026 Policy

- ✓ Build and launch AMOP initial services through the co-creation in the ecosystem with various partners
- ✓ Build a platform for wide-area travelers centered on JAL MaaS
- ✓ Promote business co-creation in the space domain
- ✓ Create additional businesses centered on the three domains of transportation, daily life, and local communities

Growth Opportunities

- Growing need for infrastructure renewal due to aging infrastructure and lack of skilled workers
- Rapid growth of next-generation mobility, such as air mobility and micromobility, markets, and technologies

Risks

- Delays in the development of laws and regulations in the air mobility field and tightening of regulations
- Decline in social acceptance of next-generation mobility in terms of safety, cost, and the like
- Increased procurement costs for next-generation mobility

Strengths

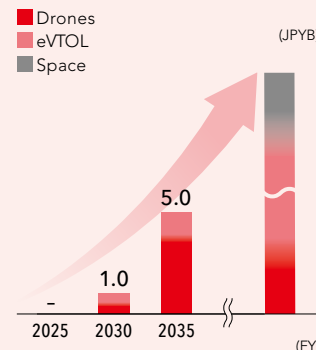
- A route network connecting Japan and the rest of the world
- Safe and secure flight know-how and human resources cultivated through our aviation business
- Relationships and societal connections with local communities

Challenges

- Selection of safe, secure, and efficient aircraft and vehicles
- Reflect aviation business know-how in the development of laws and regulations
- Establish a regional cooperation system to create seamless value in an integrated manner

Results and Targets

Target Profit Composition



Creating Value through Relationships and Societal Connections

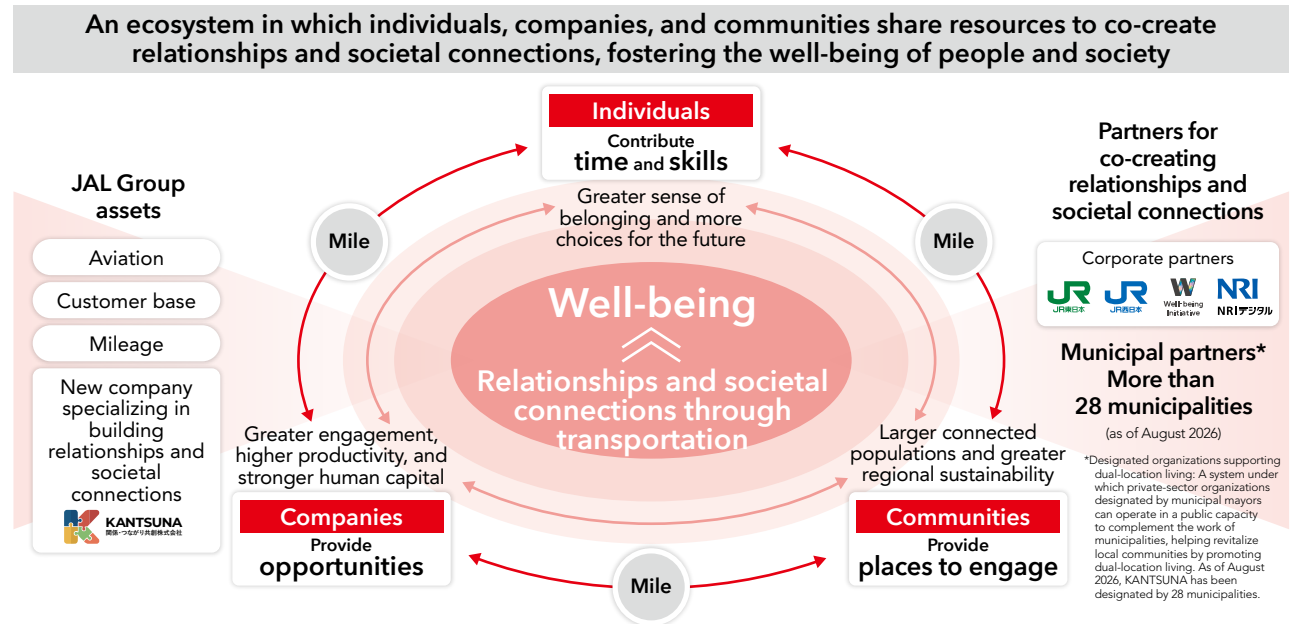
Building a Well-Being Ecosystem through Relationships and Societal Connections

Under our new growth strategy, the JAL Group Management Vision 2035, we are transforming our business portfolio with a 10-year horizon and building the resilience needed to respond flexibly to a wide range of risks. Central to this transformation is the creation of relationships and societal connections. We see this as a new area of business that can directly address social challenges such as depopulation and social isolation. Our ambition goes beyond simply generating one-off visits to different regions or contributing to society through donations. By creating relationships and societal connections through travel, we want to give people a greater sense of belonging and open up more possibilities for enriching their lives. Achieving this requires an ecosystem that connects people with a passion for getting involved, the capabilities and resources of businesses, and the unique strengths of different regions. We will draw on our own assets, the social and relational capital we have built with local communities and customers, and our partnerships with organizations that share our vision. Together with these co-creation partners, we will work to improve the well-being of individuals and society as a whole.

Our goal is to create a sustainable cycle in which travel generates social value that can in turn be developed into viable businesses.

Specifically, we identify needs such as regional sustainability and create opportunities for people and organizations to build lasting connections with local communities, including through dual-location living and corporate training programs. We then demonstrate the social value these relationships create, such as greater individual well-being and stronger corporate engagement, and develop them into growth businesses that generate revenue through B2B and B2G projects, consulting services, and other activities. Through this business cycle, we aim to increase the total volume of relationships and societal connections to 1.3 times the FY2025 level, or 13.3 million people/interactions, by FY2030, and expand it further toward FY2035 to improve well-being. We also aim to grow profits, including synergies with our existing businesses, to at least JPY 2.0 billion in FY2030 and at least JPY 6.0 billion in FY2035.

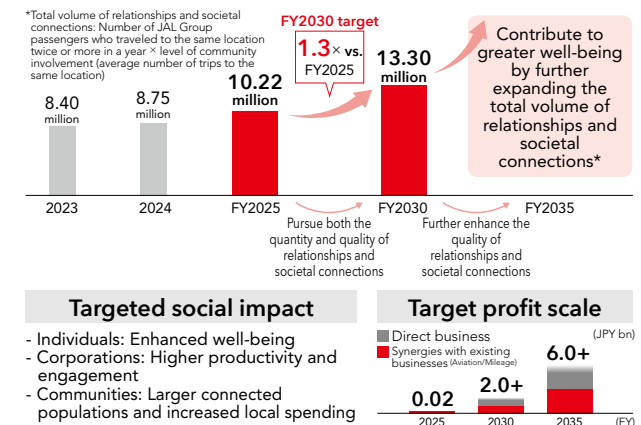
Well-Being Ecosystem Diagram/Co-Creation Model



Value Creation Cycle



Relationships and Societal Connections Targets under the JAL Group Management Vision 2035



Creating Value through Relationships and Societal Connections

Initiative 1

Tsunagaru, Ni-chiiki Gurashi, Connect by Dual-Location Living

As a concrete initiative to deepen relationships and societal connections, we are offering “Tsunagaru, Ni-chiiki Gurashi,” a program that enables people to experience living in two different regions. The program brings together individuals who want to build connections with a community and municipalities seeking more people to play an active role in their communities. To reduce travel costs, which can be a barrier to participation, we work with municipalities to offer promotions using JAL miles. We also help municipalities secure funding through mechanisms such as the Furusato Nozei hometown tax donation program, as we work to build a sustainable ecosystem. In FY2025, we conducted pilot programs in six communities across Japan and received approximately three times as many applications as there were places available. Around 40% of applicants had never visited the participating communities before, showing that the program is a powerful catalyst for bringing new visitors to these areas. The program’s impact on participants’ well-being is particularly noteworthy. A survey using the Japanese government’s subjective well-being indicators found that people interested in dual-location living already reported higher levels of subjective well-being than the national average. After spending time in the participating communities, their scores increased further. Based on these results, we will continue expanding the program to more communities and help create a society where people can enjoy richer, more fulfilling lives.

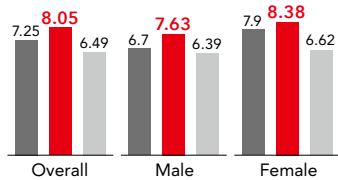


Well-Being Survey of Tsunagaru, Ni-chiiki Gurashi Participants

On a scale from 0 to 10, where 10 means “very happy” and 0 means “very unhappy,” how would you rate your current level of happiness?

■ Before participating in the pilot program
■ After participating in the pilot program
■ Digital Agency “Regional Well-Being” Survey

* Regional Well-Being Indicators
FY2024 Nationwide Survey Results



Participant Feedback



Male, 30s

Region: Kanto ⇄ Mitoyo City, Kagawa Prefecture

I joined because I wanted to have a place where I belonged outside of my family home and workplace. What I value about dual-location living is being able to engage with local people as equals and think together about what we can achieve.

Initiative 2

JAL Gakutsuna Project

The JAL Gakutsuna Project, aimed at younger generations, is also now underway. Under the program, students spend several weeks in a community, working to address local challenges with transportation and accommodation support from municipalities and companies. Through immersive experiences in communities outside their usual environment, they develop a deeper attachment to the places they visit. The program encourages young people to take on new challenges while fostering lasting connections with local communities.



Participant Feedback



Student participant

Region: Mashike Town, Mashike District, Hokkaido

For two weeks, I immersed myself in discovering what makes Mashike cherries so special. As I met local people with such a deep love for Mashike, I found myself wanting more people to discover the place I had come to love. The friends who shared both the highs and lows of the experience with me became like family, and the bonds we formed are something I will treasure for the rest of my life.



Host Municipality Feedback

Municipal representative

Region: Mashike Town, Mashike District, Hokkaido

The students who took part embraced the challenges they encountered and eagerly learned about the community. Their ideas and determination to become actively involved themselves inspired local residents and helped foster enthusiasm for new initiatives, including collaboration between government and academia.

Establishment of KANTSUNA Co-Creation Co., Ltd.

To accelerate and drive forward the development and commercialization of an ecosystem centered on relationships and societal connections, the JAL Group established KANTSUNA Co-Creation Co., Ltd. (brand name: KANTSUNA), as a new operating company. Rather than a subsidiary created by carving out a function of the existing aviation business, KANTSUNA is a strategic organization at the heart of the JAL Group’s new business initiatives, with a mission to enhance well-being through relationships and societal connections. As a co-creation platform connecting communities, individuals, and businesses, KANTSUNA will develop a virtuous cycle that addresses social challenges while generating revenue, thereby creating both social and economic value. By combining the JAL Group’s network with the expertise of KANTSUNA, which has been designated as an organization supporting dual-location living,* we will further strengthen collaboration with municipalities and corporate partners.

By ensuring that travel is more than simply getting from one place to another and transforming it into rich, lasting relationships and societal connections, we will create new vitality and contribute to greater well-being across society.

* For details, see page 54.

Main Business Areas



KANTSUNA
関係・つながり共創株式会社

For Individuals

Programs to build lasting connections with communities, including dual-location living

For Companies and Schools

Cross-boundary training and talent development programs focused on solving local challenges

For Communities

Building lasting connections with people who can play an active role in communities and fostering vibrant local communities

Medium- to Long-Term Development

Business development for local ventures and places where people can connect, and social impact research

KANTSUNA Co-Creation Co., Ltd.

<https://www.kantsuna.com/>