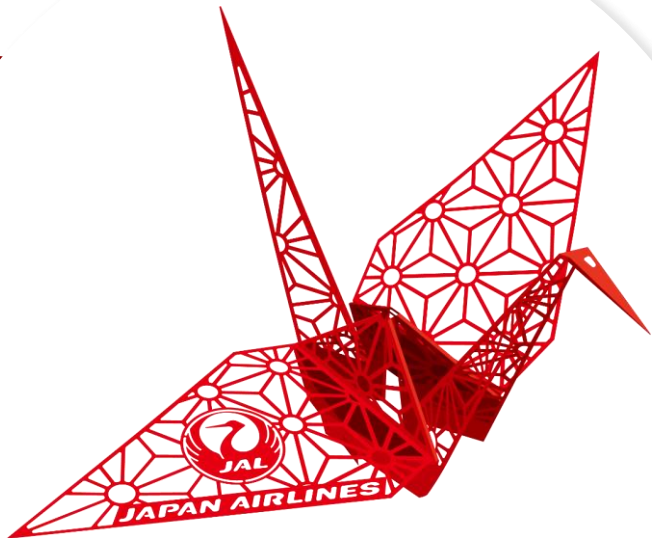




JAPAN AIRLINES

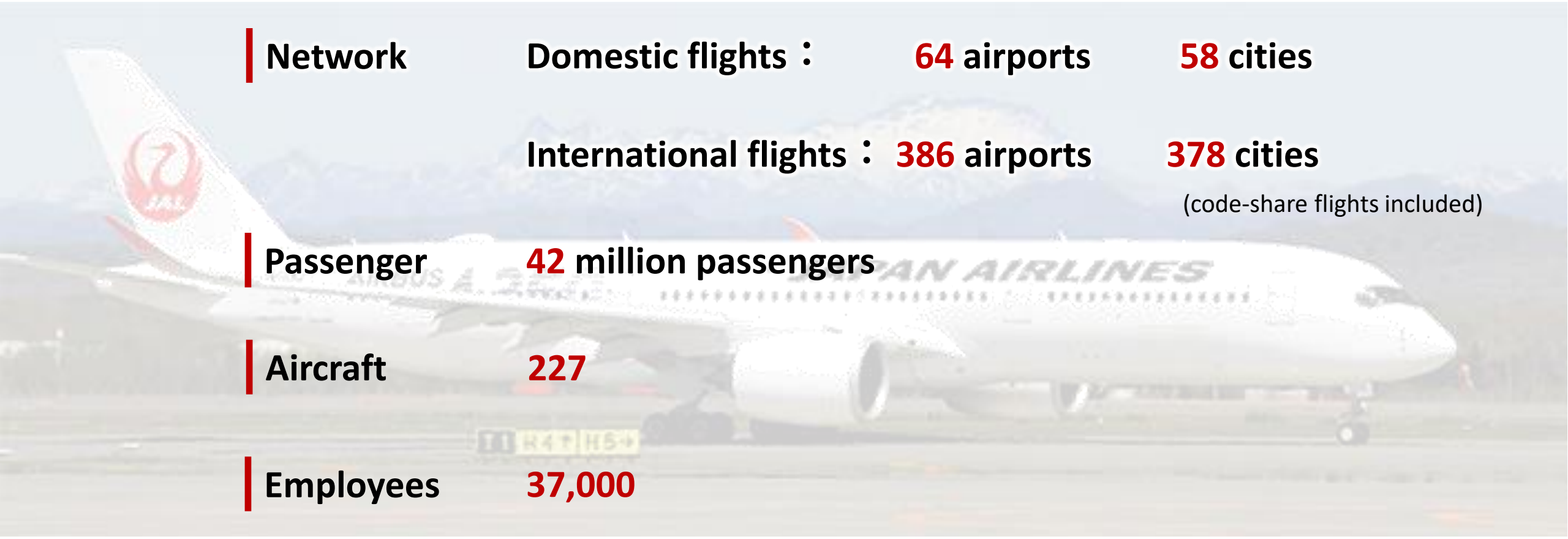
Strengthening Our Network in the Asia-Pacific Region

Yuji Koyama

**Executive Officer & Senior Vice President
Corporate Strategy & Planning**

March 26th, 2025

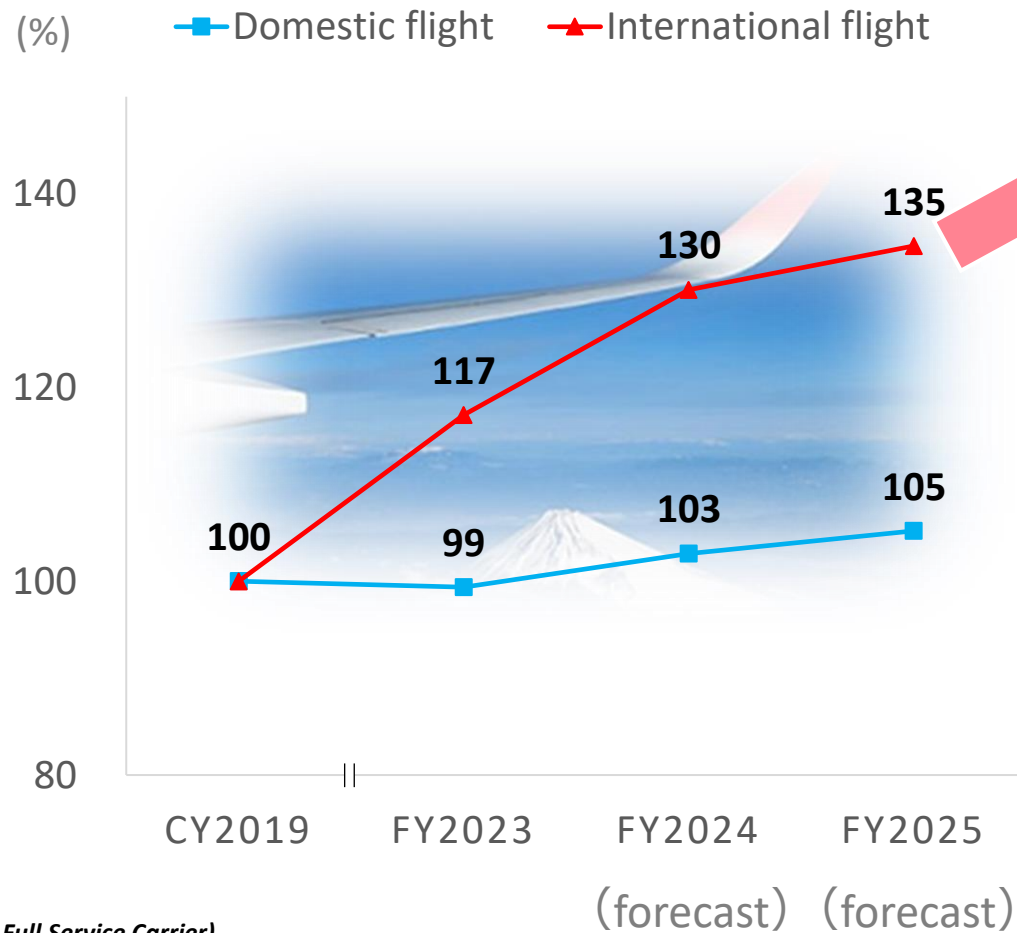
About the JAL Group



Network	Domestic flights :	64 airports	58 cities
	International flights :	386 airports	378 cities (code-share flights included)
Passenger	42 million passengers		
Aircraft	227		
Employees	37,000		

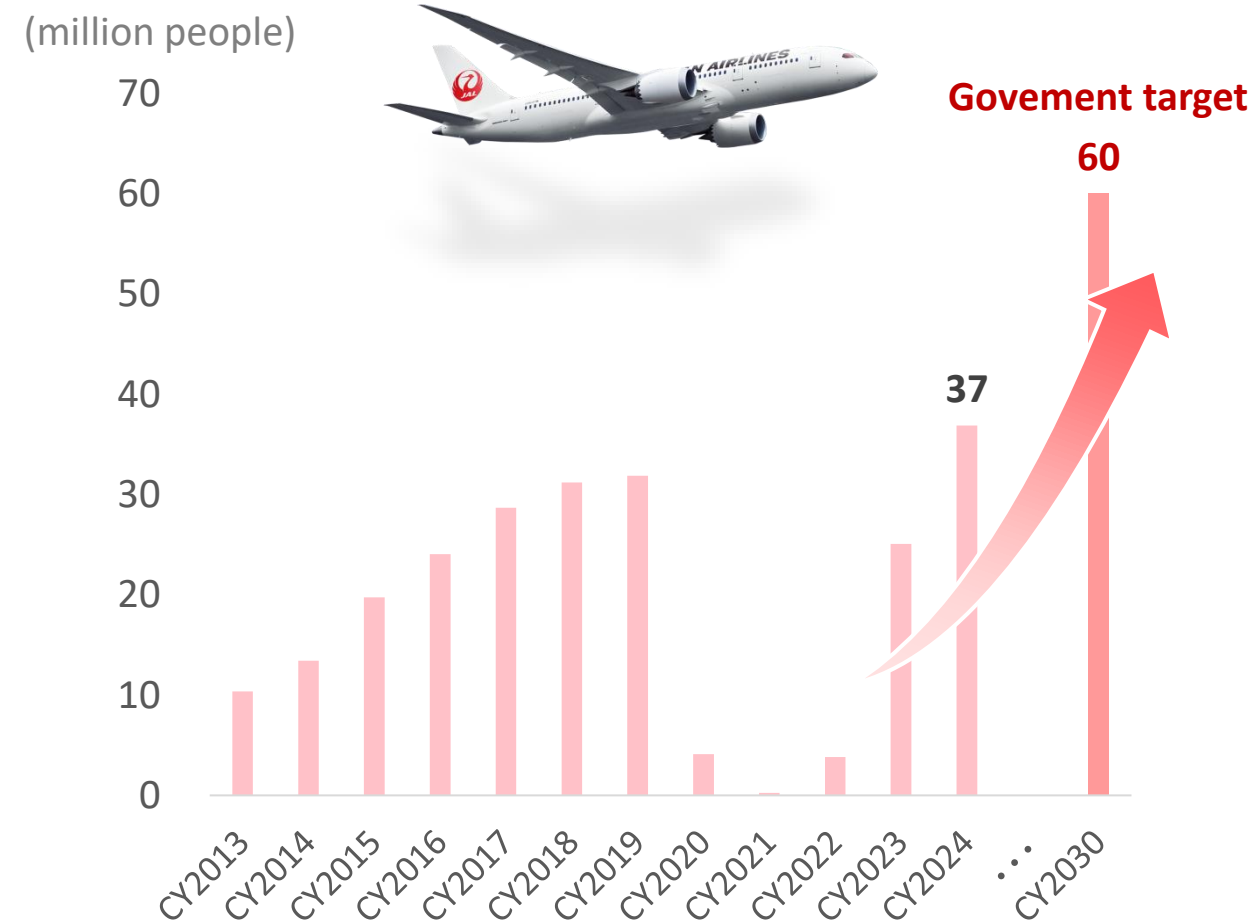
Changes in the Business Environment

Passenger Revenue (FSC)



(FSC – Full Service Carrier)

Number of Foreign Visitors to Japan



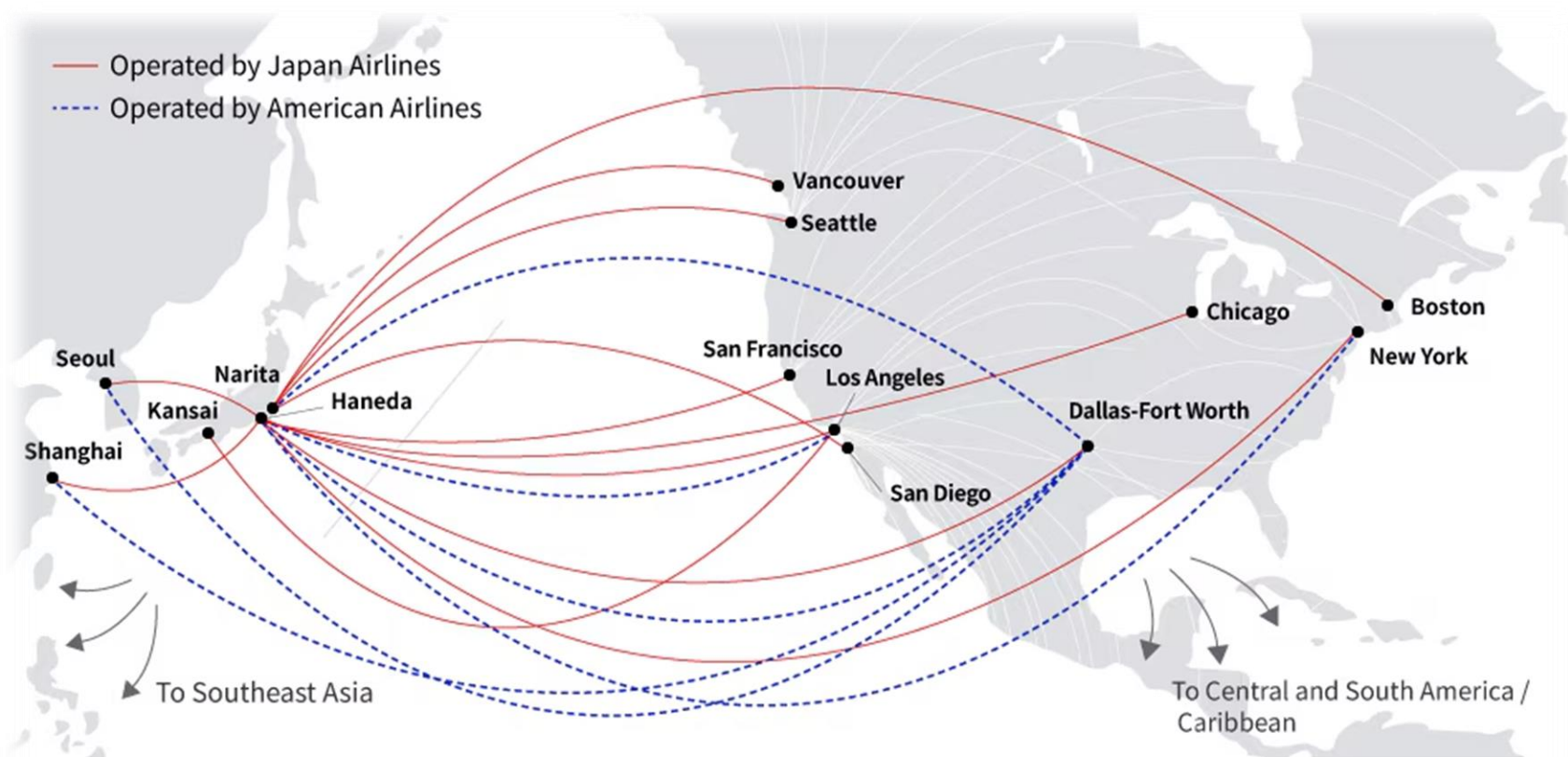
Source: Japan National Tourism Organization

North America

- our most important market, leveraging our partners' networks



JAPAN AIRLINES



Asian routes (except for India), domestic routes in Japan and in the US, Canada, Mexico, Puerto Rico, and the US Virgin Islands that connect to the above routes are also included in these JB routes.

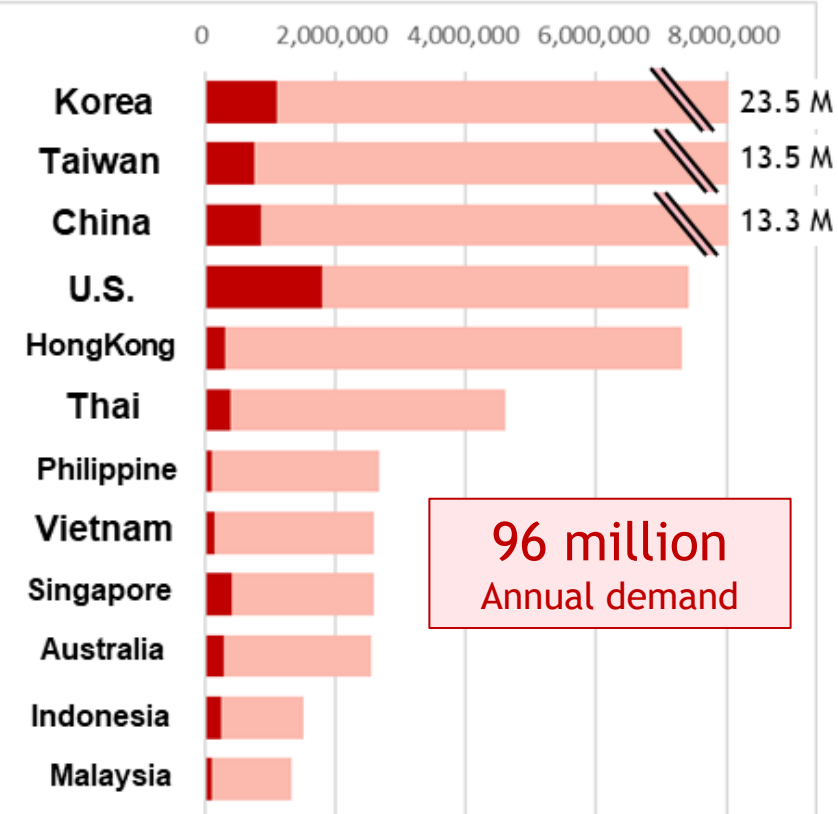


North America-Asia

- Japan's geographic location is a great opportunity



Demand to/from Japan

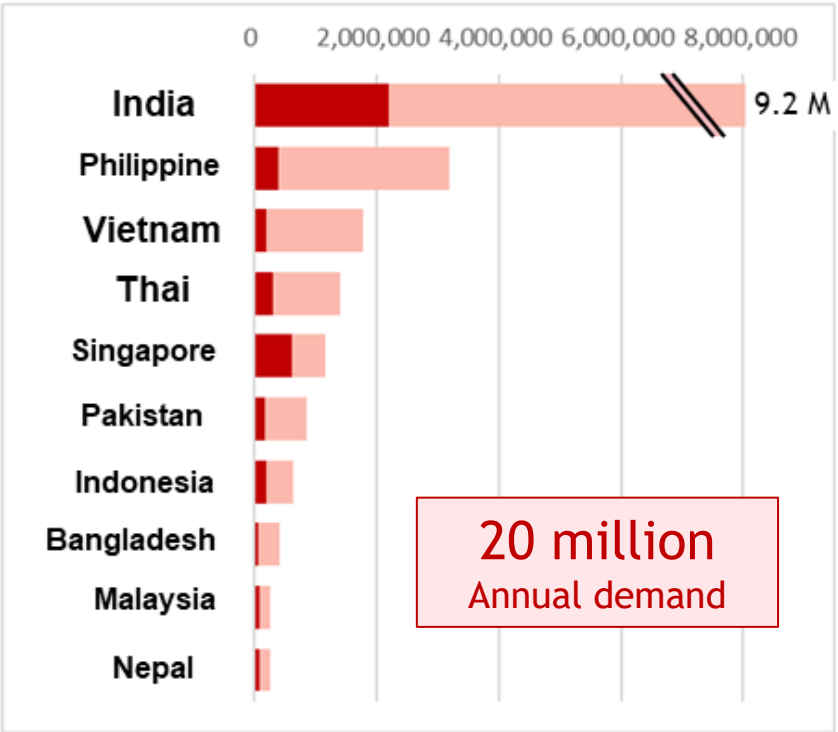


96 million
Annual demand

■ Total passengers with high unit price (high yield)
■ Low unit price total passengers (low yield)

Dec. 2023~Nov. 2024 (people)

North America ↔ Southeast and South Asia



20 million
Annual demand



Demand growth rate (CY2017→2024)

Japan ↔ Overseas	110%	North America ↔ Southeast Asia and South Asia	119%
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Source: Cirium

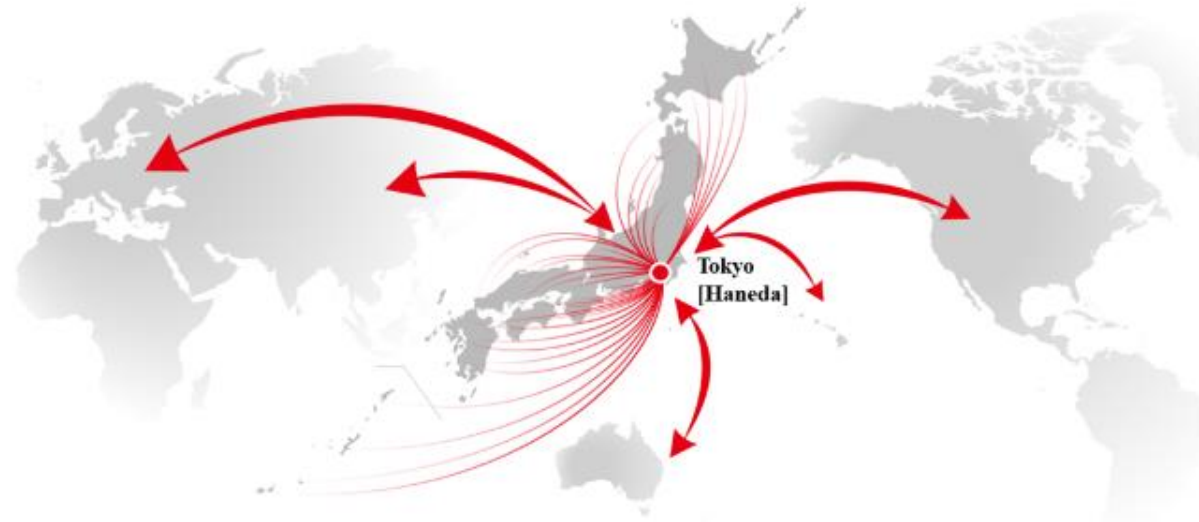
Network strategy at Haneda and Narita in coexistence with LCCs

Haneda

- ✓ FSC Services with High Yield
- ✓ Connects to domestic network

International
24 airports*

Domestic
35 airports

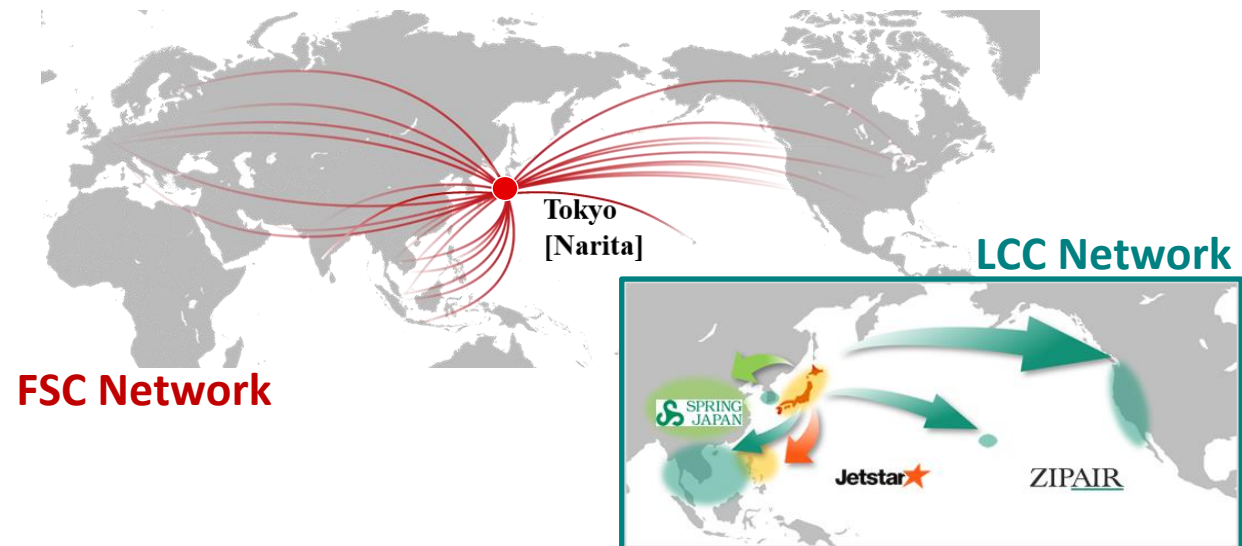


Narita

- ✓ FSC connecting North America and Asia
- ✓ LCCs create new demand with high efficiency

International
27 airports*

Domestic
16 airports



*only JAL Group operation flights

ZIPAIR develops different demand from FSC

ZIPAIR



Launch

June 3, 2020

Aircraft

Boeing 787-8 (290 seats) x 8 aircrafts

Network

Narita to 10 destinations

- JAPAN's first LCC for medium-haul and long-haul international flights -

Features

- a) 1.5 times more efficient than FSC (seats, aircraft efficiency)
- b) Expansion into growing Asia and North America markets
- c) Full-flat seats / Free internet service
- d) Code-share with JAL in cargo space sales
- e) Multi-tasking by cabin attendants



Thank you

