


JAPAN AIRLINES CO. LTD.

HO & Sales Administration Offices,
4-11 Higashi-Shinagawa 2-chome
Shinagawa-ku, Tokyo 140, JAPAN
Code: JL Employ 16,486 www.jal.co.jp
Tel. (81-3) 5460-3109 Fax (81-3) 5460-5910

Ownership: 100% publicly traded

Executive Management

President Isao Kaneko

Executive VPs Katsuo Haneda, Takashi Masuko

Senior Managing Director Toshiyuki Shinmachi

Managing Directors Hiroyuki Funayama, Hiroyasu Hagio, Akihiko Kaji,
Hidekazu Nishizuka, Norio Ogo

Senior VPs Michio Okude, Juntaro Shimizu, Toshio Yoshida

Financial Data (mil. US\$)	Fiscal Year Ending 3/31	
	2001†	2002
Passenger Revenue	8,253.4	7,300.0
Total Revenue (excluding incidental revenue)	10,660.1	9,583.0
Expenses (excluding incidental revenue)	10,155.1	9,685.5
Operating Profit	505.0	(102.5)
Net Income after Taxes	259.8	(315.6)
Percent Change in: Revenue	7.8	(10.1)
Expenses	5.5	(4.6)
Yield-c per RPM	14.93	14.38
Percent Change	1.3	(3.7)
Cost-c per ASM	13.43	13.12
Percent Change	2.1	(2.3)

† Values updated from 2002 Source Book.

	Calendar Year	
	2000	2001
OPERATING DATA-SCHEDULED		
Revenue Passenger Miles (mil.)	55,296.4	50,767.4
Percent Change	7.3	(8.2)
Revenue Ton Miles (mil.)	8,733.8	7,943.8
Percent Change	6.3	(9.0)

Aircraft Fleet	Year End Fleet		Year End 2001 Fleet	Projected Year End		
	2000	2001	On Order/Options	2002	2003	2004
Stage III						
737-300/500	4	4		4	4	4
747-200/300	39	35		33	33	33
747-400	41	42	3	43	45	45
767-200/300	22	21	8	24	26	29
777-200/300	10	10	26	13	18	23
DC-10	13	12		12	8	4
MD-11	10	10		9	6	3
Total Fleet	139	134	37	138	140	141
Percent Change	0.0	(3.6)		3.0	1.4	0.7