



**JAPAN AIR SYSTEM CO., LTD.**  
 JAS M1 Bldg., 5-1 Hanedakuko 3-chome  
 Ota-ku, Tokyo, 144-0041, JAPAN  
 Code: JD    Employ 5,422    www.jas.co.jp  
 Tel. (81-3) 5756-4046    Fax (81-3) 5756-0663

Ownership: 100% publicly traded

### Executive Management

President Hiromi Funabiki

Executive VP Minoru Morikawa

Sr. VPs Hasimo Kato, Mitsuo Komatsubara

VP & Managing Directors Hjime Hasegawa, Takamori Matsumoto,  
 Hiroyasu Muraki, Toshiyuki Sakai, Fumio Shirota

Financial Data (mil. US\$)	Fiscal Year Ending 3/31	
	2001†	2002
Passenger Revenue	2,975.3	2,812.0
Total Revenue (excluding incidental revenue)	3,252.6	3,595.0
Expenses (excluding incidental revenue)	3,105.3	3,506.5
Operating Profit	147.3	88.5
Net Income after Taxes	13.6	4.5
Percent Change in: Revenue	4.3	10.5
Expenses	2.1	12.9
Yield-c per RPM	30.95	27.94
Percent Change	4.0	(9.7)
Cost-c per ASM	19.77	22.08
Percent Change	(0.3)	11.7

† Values updated from 2002 Source Book.

### OPERATING DATA-SCHEDULED

#### Calendar Year

2000    2001

Revenue Passenger  
Miles (mil.)

9,614.3    10,064.7

Percent Change

1.3    4.7

Revenue To  
Miles (mil.)

874.2    908.8

Percent Change

2.5    4.0

Aircraft Fleet	Year End Fleet		Year End 2001 Fleet	Projected Year End		
	2000	2001	On Order/Options	2002	2003	2004
Stage III 777-200	7	7		7	7	7
A300	36	36	3	39	39	39
MD-80	25	25		25	25	25
MD-90	16	16		16	16	16
Total Fleet	84	84	3	87	87	87
Percent Change	0.0	0.0		3.6	0.0	0.0