



## **JAL Ranks 7th Overall in Keidanren's 4th "Startup Friendly Scoring"**

— Achieves Highest-ever Ranking in the Transportation Industry —

TOKYO, Japan – JAL Group has placed 7th overall in the 4th "Startup Friendly Scoring" hosted by the Japan Business Federation (Keidanren), marking the highest ranking ever achieved by a company in the transportation industry. (\*1)

Established by Keidanren in 2022 to drive innovation in Japan, this scoring system visualizes how "startup-friendly" major corporations are and measures their contributions to the startup ecosystem. Evaluation is based on performance across three criteria: "Resource Provision," "Acquisition of Businesses & Talent," and "Cultivation of Businesses & Talent."

JAL Group's high evaluation reflects its active collaboration and exchange of talent and business through its corporate venture capital (CVC) fund, "JAL Innovation Fund II" (established March 3, 2026). (\*2) Key factors included its successful track record in adopting startup products and services, internal systems supporting employee entrepreneurship and new business creation, and its diverse range of business collaborations.





(\*1) Keidanren Startup Friendly Scoring Website:

<https://www.keidanren.or.jp/policy/StartUp.html#scoring> (in Japanese only)

(\*2) Press Release dated March 3, 2026 | Fund formation: JAL Innovation Fund II

<https://press.jal.co.jp/en/release/202603/009411.html>

### ■Key Collaborative Initiatives (Past 5 Years)

	<p>A*Quantum Inc. Partnered to develop and implement optimization applications for aircraft maintenance planning using quantum computing technology. JAL Group aims to drive company-wide DX to enhance productivity, create new businesses, and market these solutions externally. (*3)</p>
	<p>HERALBONY Co., Ltd. Collaborating under the concept of "Beyond" to build a society without barriers, much like the borderless skies. Through inflight amenities and paper cups, this initiative creates opportunities to connect with new values during travel, contributing to a more inclusive society. (+4)</p>
	<p>PowerX, Inc. Formed a business alliance to establish a "Carbon-Zero Agriculture Model" and ensure stable, year-round production of high-quality strawberries. JAL Group is conducting cultivation trials optimized through solar panels and storage batteries. (*5)</p>
	<p>Captura Corp. (left) / Heirloom (right) As part of the commitment to achieving net-zero CO2 emissions by 2050, the JAL Group has invested in the U.S.-based carbon dioxide removal (CDR) startups "Heirloom" and "Captura Corp.," and is currently supporting these companies in advancing their business expansion. (*6)</p>



Going forward, JAL Group will continue to promote innovative services and technological development through co-creation with startups, contributing to the realization of a sustainable and prosperous society.

(\*3) Press Release dated July 31, 2023 | First in the Japanese Aviation Industry: JAL and A\*Quantum Optimize Aircraft Maintenance Planning Using Quantum Computing Technology

<https://press.jal.co.jp/ja/release/202307/007538.html> (in Japanese only)

(\*4) Press Release dated November 02, 2023 | JAL and Herbalbony Announce Business Partnership to Advance Diversity through Art and Increase Social Value

<https://press.jal.co.jp/en/release/202311/007732.html>

(\*5) Press Release dated April 30, 2025 | JAL Group and PowerX Enter Strategic Partnership on Environmental Business

<https://press.jal.co.jp/en/release/202504/008800.html>

(\*6) Press Release dated December 05, 2025 | Japan Airlines Partners with Heirloom Carbon Technologies to Advance CO2 Removal

<https://press.jal.co.jp/en/release/202412/008508.html>