



## **JAL Announces Publication of JAL REPORT 2025**



Front cover



CEO Message

Tokyo, JAPAN - The JAL Group has published the *JAL REPORT 2025* on its website, an integrated annual report for the fiscal year ending March 2025. This report outlines sustainable growth achieved through the creation of social and economic value.

(Full data: <https://www.jal.com/en/sustainability/report/>)

The JAL REPORT 2025 presents how value is created through "air transportation" and "relationships and societal connections," while addressing critical social issues. This message is explained through the value creation process, the current Medium-Term Management Plan, future long-term strategies, and featured articles.

### 【Key Points for Fiscal Year 2025】

- The CEO message reflects on the first year since the president's inauguration, detailing achievements and progress within the Medium-Term Management Plan, as well as growth strategies beyond 2026.
- The report explains the JAL Group's value creation story, which generates social and economic value through "relationships and connections" enabled by "air transportation."
- The CCO message highlights the customer-oriented management approach, leveraging an extensive customer base built overtime, and the creation of stories that resonate with customers.

### JAL REPORT 2025 Summary

Introduction	: Editorial Policy / Group CEO Message
Chapter 1: Significance of the JAL Group	: Value Creation Process / Creating Value by Building Relationships and Societal Connections / Strengthening Operating Capital / Materiality / Our True Values
Chapter 2: Overview of our Management Strategy	: Review and Outlook of Medium-Term Management Plan FY2021-2025 / Toward Growth in FY2026 and Beyond / Financial Strategy (Message from Our Group CFO) / Management Targets
Chapter 3: Strategies for Each Business	: CX Strategy (Message from our Group CCO) / Specific Strategies for each Business Domain
Chapter 4: Strengthening Management Resources	: Human Capital Management / DX Strategy / Green Transformation Strategy
Chapter 5: Governance	: Messages from Outside Directors and Chair of the Board of Directors / Corporate Governance / Risk Management
Chapter 6: Data Collection	: Various Data related to Finance and Business

The JAL Group will continue to strive for high-quality information disclosure to enable a wide range of stakeholders to better understand management policies, strategies and the latest developments, thereby fostering improved dialogue.