

# The ANA Group

(As of March 31, 2002)

## ANA and Its Principal Subsidiaries and Affiliates

### AIR TRANSPORTATION (Subsidiaries 31, Affiliates 7)

#### Air Transport

- All Nippon Airways Co., Ltd.
- ◆ Air Nippon Co., Ltd.
- ◆ Air Japan Co., Ltd.
- ◆ Air Hokkaido Co., Ltd.
- ◆ International Flight Training Academy, Inc.
- ◆ All Nippon Helicopter, Co., Ltd.
- ◆ Nippon Cargo Airlines Co., Ltd.

#### Flight Support

- ◆ ANA Catering Service Co., Ltd.
- ◆ Osaka Airport Service Co., Ltd.
- ◆ International Airport Utility Co., Ltd.
- ◆ New Kansai International Airport Service Co., Ltd.
- ◆ ANA Aircraft Maintenance Co., Ltd.
- ◆ ANA Aerotech Co., Ltd.
- ◆ ANA Nagasaki Engineering Co., Ltd.  
and 18 other consolidated subsidiaries,  
and 1 other affiliate accounted for by the equity method

### TRAVEL SERVICES (Subsidiaries 17, Affiliates 3)

- ◆ ANA Sales Holdings Co., Ltd.
- ◆ All Nippon Airways Travel Co., Ltd.
- ◆ ANA Sky Holiday Tours Co., Ltd.
- ◆ ANA Travel Kyushu Co., Ltd.
- ◆ All Nippon Airways World Tours Co., Ltd.
- ◆ All Nippon Airways Travel Hokkaido Co., Ltd.
- ◆ Fukushima Air Service Co., Ltd.
- ◆ ANA World Tours (Europe) Ltd.
- ◆ Ryokou Keikaku Co., Ltd.
- ◆ ANA Nangoku Airport Service Co., Ltd.  
and 5 other consolidated subsidiaries,  
and 1 other affiliate accounted for by the equity method

### HOTEL OPERATIONS (Subsidiaries 27, Affiliates 5)

- ◆ ANA Enterprises, Ltd.
- ◆ Okinawa ANA Resort Co., Ltd.
- ◆ ANA Property Management Co., Ltd.
- ◆ ANA Hotel Sapporo Co., Ltd.
- ◆ ANA Hotel Kanazawa Co., Ltd.
- ◆ ANA Hotel Hakata Co., Ltd.
- ◆ ANA Hotel Hiroshima Co., Ltd.
- ◆ ANA Hotel Tokyo Co., Ltd.
- ◆ ANA Hotels, Ltd.

- ◆ ANA Hotels Management Co., Ltd.
- ◆ ANA Holding Pty Ltd.
- ◆ Lilyvale Hotel Pty, Ltd.
- ◆ ANA International Europe B.V.
- ◆ Grand Hotel Ges.M.B.H.
- ◆ Ryukyu Development Co., Ltd.
- ◆ Beijing New Century Hotel Co., Ltd.  
and 13 other consolidated subsidiaries,  
and 2 other affiliates accounted for by the equity method

### OTHER BUSINESSES (Subsidiaries 75, Affiliates 32)

- ◆ Infini Travel Information, Inc.
- ◆ ANA Hotel Network Systems, Ltd.
- ◆ ANA Communications Co., Ltd.
- ◆ ANA Business Create Co., Ltd.
- ◆ ANA Information Systems Planning Co., Ltd.
- ◆ ANA Trading Duty Free Co., Ltd.
- ◆ All Nippon Airways Trading Co., Ltd.
- ◆ Japan Fresh Foods Co., Ltd.
- ◆ ANA Trading Corp., U.S.A.
- ◆ ANK Trading Co., Ltd.
- ◆ ANA Real Estate Co., Ltd.
- ◆ ANA Real Estate Hawaii, Inc.
- ◆ Winglet Co., Ltd.
- ◆ ANA Trading Aircraft Co., Ltd.
- ◆ ANA Logistic Service Co., Ltd.
- ◆ Komatsu Airport Fueling Facilities Co., Ltd.
- ◆ Kochi Airport Fueling Facilities Co., Ltd.
- ◆ Jamco Corporation  
and 34 other consolidated subsidiaries,  
and 4 subsidiaries and 10 other affiliates accounted for  
by the equity method

Total 150 subsidiaries and 47 affiliates:

118 subsidiaries are consolidated, and  
6 subsidiaries and 21 affiliates are accounted for  
by the equity method

- ◆ Consolidated subsidiary
- ◆ Accounted for by the equity method