

The ANA Group

(As of March 31, 2003)

ANA and Principal Subsidiaries and Affiliates	Principal Businesses	Sales ¹	Paid-in Capital ¹	Percentage Owned by the Parent
		(¥ Millions)	(¥ Millions)	
Air Transportation—Transportation Related				
All Nippon Airways Co., Ltd. (ANA)	Air transportation, other aircraft operations, incidental operations	¥915,008	¥86,239	Parent
Air Nippon Co., Ltd. (ANK)	Air transportation	87,760	5,400	99.5%
Air Japan Co., Ltd. (AJX)	Air transportation (Asia, Pacific-Rim tourist resort routes)	13,686	50	100.0
Air Hokkaido Co., Ltd. (ADK)	Domestic scheduled air transportation, other aircraft operations	273	300	80.0
Air Nippon Network Co., Ltd. (ANN)	Domestic scheduled air transportation, other aircraft operations	1,517	250	100.0
Nippon Cargo Airlines Co., Ltd. (NCA)	Scheduled air transportation (international cargo), nonscheduled air transportation	90,960	21,600	22.9
Air Transportation—Flight Support				
ANA Catering Service Co., Ltd.	Preparation of in-flight meals, loading and removal of catering equipment from aircraft, operation of staff canteens	4,065	352	64.2
Osaka Airport Service Co., Ltd.	Aircraft ground support operations (Osaka International Airport, Fukuoka Airport)	6,599	150	49.3
International Airport Utility Co., Ltd.	Aircraft ground support operations (Tokyo (Haneda) International Airport, Chitose Airport)	15,003	100	50.0
New Kansai International Airport Service Co., Ltd.	Aircraft ground support operations (Kansai International Airport)	5,159	100	55.0
ANA Aircraft Maintenance Co., Ltd.	Repair and improvement of aircraft and equipment, maintenance, provision/Development of training equipment for cabin crews	9,044	7,000	98.4
ANA Aerotech Co., Ltd.	Maintenance, repair, and improvement of aircraft equipment	1,188	200	100.0
ANA Nagasaki Engineering Co., Ltd.	Maintenance, repair, and improvement of landing gear for aircraft	1,185	100	100.0
Travel Services				
ANA Sales and Tours Co., Ltd.	Holding company for travel services subsidiaries	4	1,000	73.1
All Nippon Airways Travel Co., Ltd.	Wholesaler of travel packages integrated with ANA's network of domestic routes	41,394	100	100.0
ANA Sky Holiday Tours Co., Ltd.	Development and sales of "ANA Sky Holiday" domestic travel packages	71,864	90	100.0
All Nippon Airways World Tours Co., Ltd.	Development, support, and sales of "ANA Hallo Tour" international travel packages	36,648	250	100.0
Hotel Operations				
ANA Property Management Co., Ltd.	Management and leasing of real estate	3,572	2,450	100.0
ANA Hotels Co., Ltd. ²	Operation, management, and development of accommodation facilities/Operation and management of restaurants, wedding reception facilities, etc.	3,034	30	100.0
ANA Hotel Management Co., Ltd.	Management and operation of hotels	750	30	100.0
ANA Hotel Tokyo Co., Ltd.	Management of hotels	15,652	40	100.0
Other Businesses				
All Nippon Airways Trading Co., Ltd.	General trading company	108,066	360	50.0
ANA Real Estate Co., Ltd.	Real estate rental, real estate brokerage, insurance agency	7,409	7,229	70.6
ANA Information Systems Planning Co., Ltd.	Planning, development, operation, and maintenance of information systems/Systems consultation services	19,508	52	100.0
Infini Travel Information, Inc.	Provision of information on computer reservation systems	4,350	6,000	60.0
ANA Logistic Service Co., Ltd.	Warehouse management, customs clearance, and distribution services for air cargo imports	3,962	376	100.0
Jamco Corporation	Maintenance, repair, and improvement of on-board aircraft interior	31,018	5,360	20.0

Notes: 1. Figures for sales and paid-in capital of each company are stated before intercompany eliminations.

2. Effective June 30, 2003, ANA Hotels Co., Ltd., changed its corporate name to ANA Hotel & Resorts Co., Ltd.