

# The ANA Group

(As of March 31, 2004)

Operating segment	Number of subsidiaries		Number of affiliates		
		of which, consolidated	of which, equity method	of which, equity method	
Air Transportation	32	31	6	4	
Travel Services	11	9	2	2	
Hotel Operations	22	21	1	1	
Other Businesses	69	41	30	10	
Total	134	102	39	17	
ANA and Principal Subsidiaries and Affiliates	Principal Businesses		Sales* (¥ Millions)	Paid-in Capital* (¥ Millions)	Percentage Owned by the Parent
Air Transportation—Transportation Related					
All Nippon Airways Co., Ltd. (ANA)	Air transportation, other aircraft operations, incidental operations		¥969,971	¥86,767	Parent
Air Nippon Co., Ltd. (ANK)	Air transportation		88,958	5,400	99.5%
Air Japan Co., Ltd. (AJX)	Air transportation (Asia, Pacific-Rim tourist resort routes)		14,097	50	100.0
Air Hokkaido Co., Ltd. (ADK)	Domestic air transportation, other aircraft operations		194	300	80.0
Air Nippon Network Co., Ltd. (AKX)	Domestic air transportation, other aircraft operations		5,958	250	100.0
Nippon Cargo Airlines Co., Ltd. (NCA)	Air transportation (international cargo), nonscheduled air transportation		92,562	21,600	27.6
Air Transportation—Transportation Support Related					
ANA Catering Service Co., Ltd.	Preparation of in-flight meals, loading and removal of catering equipment from aircraft, operation of staff canteens		4,198	352	64.2
Osaka Airport Service Co., Ltd.	Aircraft ground support operations (Osaka International Airport, Fukuoka Airport)		6,354	150	49.3
International Airport Utility Co., Ltd.	Aircraft ground support operations (Tokyo (Haneda) International Airport, Chitose Airport)		14,820	100	50.0
New Kansai International Airport Service Co., Ltd.	Aircraft ground support operations (Kansai International Airport)		4,736	100	60.0
ANA Aircraft Maintenance Co., Ltd.	Maintenance, repair, and improvement of aircraft and equipment / Maintenance and development of training equipment for cabin crews		8,567	7,000	98.4
ANA Aerotech Co., Ltd.	Maintenance, repair, and improvement of aircraft equipment		1,085	200	100.0
ANA Nagasaki Engineering Co., Ltd.	Maintenance, repair, and improvement of landing gear for aircraft		1,319	100	100.0
Travel Services					
ANA Sales and Tours Co., Ltd.	Wholesaler of travel packages integrated with ANA's network of domestic and international routes / Development and sales of ANA Sky Holiday domestic package tours / Development, support, and sales of ANA Hallo Tour international package tours		147,284	1,000	97.5
Hotel Operations					
ANA Property Management Co., Ltd.	Management and leasing of real estate		3,731	2,450	100.0
ANA Hotel & Resorts Co., Ltd.	Operation, management, and development of accommodation facilities / Operation and management of restaurants, wedding reception facilities, etc.		3,376	30	100.0
ANA Hotel Management Co., Ltd.	Management and operation of hotels		517	30	100.0
ANA Hotel Tokyo Co., Ltd.	Management of hotel		14,075	40	100.0
Other Businesses					
All Nippon Airways Trading Co., Ltd.	General trading company		103,160	360	50.0
ANA Real Estate Co., Ltd.	Real estate rental, real estate brokerage, insurance agency		8,591	7,229	70.8
ANA Information Systems Planning Co., Ltd.	Planning, development, operation, and maintenance of information systems / Systems consultation services		15,657	52	100.0
Infini Travel Information, Inc.	Provision of information on computer reservation systems		3,628	4,000	60.0
ANA Logistic Service Co., Ltd.	Warehouse management, customs clearance, and distribution services for air cargo imports		7,135	464	57.0
Jamco Corporation	Maintenance, repair, and improvement of on-board aircraft interior		28,497	5,360	20.0

\* Figures for sales and paid-in capital of each company are stated before intercompany eliminations.