

ANA and Its Principal Subsidiaries and Affiliates

(As of March 31, 2001)

AIR TRANSPORTATION (Subsidiaries 28, 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 16 other consolidated subsidiaries,
and 2 other affiliates accounted for by the equity method

TRAVEL SERVICES (Subsidiaries 16, Affiliates 4)

- ◆ 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 6 other consolidated subsidiaries,
and 1 other affiliate accounted for by the equity method

HOTEL OPERATIONS (Subsidiaries 26, 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 11 other consolidated subsidiaries,
and 2 other affiliates accounted for by the equity method

OTHER BUSINESSES (Subsidiaries 77, Affiliates 38)

- ◆ 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.
- ◇ Komatsu Airport Fueling Facilities Co., Ltd.
- ◇ Kochi Airport Fueling Facilities Co., Ltd.
- ◇ Jamco Corporation
and 34 other consolidated subsidiaries,
and 4 subsidiaries and 14 other affiliates accounted for
by the equity method

Total 147 subsidiaries and 54 affiliates:

113 subsidiaries are consolidated, and
6 subsidiaries and 26 affiliates are accounted for
by the equity method

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