

JAL AND ITS SUBSIDIARIES AND AFFILIATES

Air Transport

- JAPAN AIRLINES CO., LTD.
- JAPAN ASIA AIRWAYS CO., LTD.
- JAPAN TRANSOCEAN AIR CO., LTD.
- JAPAN AIR CHARTER CO., LTD.
- JAPAN UNIVERSAL SYSTEM TRANSPORT CO., LTD.
- J AIR CO., LTD.
- RYUKYU AIR COMMUTER CO., LTD.
- JAL EXPRESS CO., LTD.

Air Cargo

- TOKYO AIR CARGO CITY TERMINAL CO., LTD.
- JALTOS CO., LTD.
- FACT INC.
- NISHINIHON AIR CARGO SERVICE CO., LTD.
- FUKUOKA AIR CARGO TERMINAL CO., LTD.
- FAIRWAY EXPRESS CO., LTD.
- LANOVAC INC.
- abc SKY-PARTNERS INC.
- JAL LOGISTICS INC.
- J-TRANS CO., LTD.
- JAL KANSAI AIRCARGO SYSTEM CO., LTD.
- GLOBAL LOGISTICS SYSTEM ASIA CO., LTD.
- GLOBAL LOGISTICS SYSTEM WORLDWIDE GmbH
- JUPITER AIR LIMITED
- JUPITER JAPAN CO., LTD.
- MERCURY INTERNATIONAL CO., LTD.
- JUPITER SINGAPORE PTE. LTD.
- SHEEN CHART LTD.
- JUPITER (U.K.) LIMITED
- JUPITER AIR (HONG KONG) LTD.
- JUPITER GROUND SERVICE LTD.
- JUPITER AIR (GERMANY) GmbH
- JUPITER AIR (OCEANIA) PTY., LTD.
- JUPICOM CO., LTD.
- JUPITER INTERNATIONAL CO., LTD.
- CONTACT MIDWEST INC.
- CONTACT AIR CARGO SERVICES, INC.
- U-FREIGHT JAPAN CO., LTD.
- DHL INTERNATIONAL LIMITED
- TRENDY AIR SERVICE SDN. BHD.
- F.B. ON BOARD COURIER SERVICES INC.
- SOUTHERN TRANSPORT SERVICES CO., LTD.
- REAL KEEN LTD.
- JUPITER AIR (CANADA) LTD.
- PAN JUPITER TRANSPORT CO., LTD.
- FLEETPAK ENTERPRISES PTE. LTD.
- WHOLESALE COURIER(S) PTE. LTD.
- COSCO JAPAN INTERNATIONAL AIRFREIGHT CO., LTD.
- INTEGRATED EXPRESS LIMITED
- JUPITER PACIFIC FORWARDING JOINT VENTURE CO., LTD.
- JUPITER AIR SERVICES (MALAYSIA) SDN. BHD.

Aircraft Maintenance

- JAL MAINTENANCE SERVICE CO., LTD.

- JAL ENGINE TECHNOLOGIES CO., LTD.
- JAL AVIONICS CO., LTD.
- NIKKO AVIATION MAINTENANCE CO., LTD.
- JAPAN TURBINE TECHNOLOGIES CO., LTD.
- JAL AERO MAINTENANCE CO., LTD.
- JAL COMPONENT TECHNOLOGY CO., LTD.

In-Flight Catering Services

- TFK CORPORATION
- NAGOYA AIR CATERING CO., LTD.
- AAS CATERING CO., LTD.
- OKINAWA CATERING SERVICE CO., LTD.
- CATE CO., LTD.
- NIKKO IN-FLIGHT CATERING CO., LTD.
- INTERNATIONAL IN-FLIGHT CATERING CO., LTD.
- INTERNATIONAL CATERING LTD.
- JAL ROYAL CATERING CO., LTD.
- HIROSHIMA CATERING CO., LTD.

Aircraft Fuels

- OSAKA HYDRANT CO., LTD.
- CHITOSE AIRPORT FUELING FACILITIES CO., LTD.
- OKINAWA FUELING FACILITIES CO., LTD.
- PACIFIC FUEL TRADING CORPORATION
- JAPAN FUEL TRADING CO., LTD.
- JAMAL INC.
- FUKUSHIMA AIRPORT FUELING FACILITIES CO., LTD.
- PACIFIC AIRCRAFT & AIRPORT SERVICE CO., LTD.
- SAGA AIRPORT FUELING FACILITIES CO., LTD.

Limousine Services

- TOKYO AIRPORT TRANSPORT SERVICE CO., LTD.
- OSAKA AIRPORT TRANSPORT CO., LTD.
- KANSAI AIRPORT TRANSPORTATION ENTERPRISE
- SOUTHERN AIRPORT KOTSU CO., LTD.

Airport-Related Services

- JAPAN AIRPORT GROUND POWER CO., LTD.
- AIRPORT ENGINEERING & SERVICE CO., LTD.
- FUKUOKA AEC CO., LTD.
- KUKO BOSAI CO., LTD.
- SHIMOJISHIMA AIRPORT FACILITIES CO., LTD.
- JAPAN SECURITY SUPPORT CO., LTD.
- AIRPORT GROUND SERVICE CO., LTD.
- KANSAI AIRPORT GROUND SERVICE CO., LTD.
- AIRPORT PASSENGER SERVICE CO., LTD.
- HOKKAIDO PASSENGER SERVICE CO., LTD.
- JAL SKY HAKODATE CO., LTD.
- NAGOYA INTERNATIONAL SERVICE CO., LTD.
- KANSAI PASSENGER SERVICE CO., LTD.
- JAL PLUS CO., LTD.
- KYUSHU INTERNATIONAL SERVICE CO., LTD.
- OKINAWA AIRPORT SERVICE CO., LTD.
- NEW CHITOSE AIRPORT SERVICE CO., LTD.

- AVIX NAGASAKI CO., LTD.
- SERVICE CREATION INC.
- DAIWA AIRPORT SERVICE CO., LTD.
- KANTO KIGYO CO., LTD.
- JLCOS COMPANY, LTD.
- JAL PASSENGER SERVICES AMERICA, INC.
- JAL FRONTIER CO., LTD.
- JAL PLAZA CO., LTD.
- KYUSHU AIRPORT SERVICE CO., LTD.
- NISHINIHON AIRPORT SERVICE CO., LTD.
- NIHON SERVICE CO., LTD.
- TSURUYA KOGYO CO., LTD.
- AGP KANSAI CO., LTD.
- NAGOYA GROUND SERVICE CO., LTD.
- NARITA A.E.C. SERVICE CO., LTD.
- NJS COMPANY LTD.
- NISHINIHON PASSENGER SERVICE CO., LTD.
- AIRPORT AVIATION SERVICE CO., LTD.
- FUKUOKA TAS CORPORATION
- AZUMA KOTSU CO., LTD.
- AGP DEVELOPMENT CO., LTD.
- JAL WING CO., LTD.
- FUKUSHIMA INTERNATIONAL SERVICE CO., LTD.
- SUN MAINTENANCE CO., LTD.
- ADVANCE MANAGEMENT, INC.
- JAPAN GROUND SERVICE CO., LTD.

Information Services

- JAL INFORMATION TECHNOLOGY CO., LTD.
- NANSEI COMPUTER AND COMMUNICATION SYSTEM DEVELOPMENT CO., LTD.
- AVIOCOM JAPAN CO., LTD.
- AVIONET (U.S.A.) LTD.
- AVIONET LEASING INC. (Los Angeles)
- AVIONET (H.K.) LTD.
- JAL AVIONET (EUROPE) LTD.
- JAL AVIONET SYSTEMS INC.
- AVIONET COMPUTER LTD.
- AVIONET LEASING LTD. (Hong Kong)
- AXESS INTERNATIONAL NETWORK INC.
- JAL AVIATION CONSULTING INC.
- AVIONET (THAILAND) CO., LTD.

Hotel and Travel Services

- JALPAK CO., LTD.
- ASIA CREATIVE TOURS CO., LTD.
- JALSTORY CO., LTD.
- NANSEI MARKETING AND DISTRIBUTION PLANNING CO., LTD.
- CREATIVE SERVICE CO., LTD.
- TROPICAL LAUNDRY AND LINEN SUPPLY CO., LTD.
- PALAU DEVELOPMENT CORP.
- PACIFICO CREATIVE SERVICE HAWAII INC.
- JAL HOTELS CO., LTD.
- HOTEL NIKKO ANNUPURI CO., LTD.
- NARITA NIKKO HOTEL CO., LTD.
- TOKYO BAY RESTAURANT CO., LTD.
- JAPAN AIR LINES HOTEL CO., LTD.

HOTEL NIKKO OSAKA CO., LTD.
 SHURI KANKO CO., LTD.
 SHURI RYUTSU CO., LTD.
 • OKUMA BEACH LAND CO., LTD.
 • NANSEI TOURIST DEVELOPMENT CO., LTD.
 NAHA GENERAL BUILDING SERVICE CO., LTD.
 • JIMNA LIMITED
 JAPAN AIR LINES DEVELOPMENT (U.S.A.), INC.
 HOTEL NIKKO (U.S.A.) INC.
 HOTEL NIKKO OF NEW YORK, INC.
 HOTEL NIKKO OF CHICAGO, INC.
 HOTEL NIKKO OF SAN FRANCISCO, INC.
 HOTEL NIKKO OF HONOLULU, INC.
 • PAN PACIFIC HOTELIERS, INC.
 HOTELS NIKKO S.A. DE C.V.
 • NIKKO HOTELS (U.K.) LTD.
 HOTEL NIKKO DE PARIS S.A.
 HOTEL NEW NIKKO DE PARIS S.A.
 JDC (PACIFIC) LTD.
 JAPAN AIRLINES DEVELOPMENT GmbH
 DÜSSELDORF
 • P.T. PANTARA WISATA JAYA
 NIKKO HOTELS AUSTRALIA PTY., LTD.
 • TNN GUAM INC.
 • COCOS LAGOON DEVELOPMENT
 CORPORATION
 • HOTEL NIKKO SAIPAN INC.
 HOTEL NIKKO MICRONESIA, INC.
 BENKAY (U.S.A.), INC.
 HOTEL NIKKO OF ATLANTA, INC.
 PACIFIC AIR SERVICE CO., LTD.
 ASIA CREATIVE TOURS HONG KONG LTD.
 • PACIFIC WORLD CORPORATION
 PACIFICO CREATIVE SERVICE INC.
 ORIENT DYNAMIC CO., LTD.
 • TOKYO HYUMANIA ENTERPRISE CO., LTD.
 HUAYA DEVELOPMENT CO., LTD.
 HOTEL NIKKO OF BEVERLY PARK INC.
 JAPAN TOURS SYSTEM CO., LTD.
 TOURISM ESSENTIALS INC.
 CREATIVE TOURS (SINGAPORE) PTE., LTD.
 IMPERIAL TRAVEL SERVICE INC.
 CREATIVE TOURS (THAILAND) CO., LTD.
 CREATIVE TOURS (EUROPE) B.V.
 JCT AUSTRALIA PTY., LTD.
 CREATIVE TOURS MICRONESIA, INC.
 INTERNATIONAL FOOD CO., LTD.
 CHITOSE INTERNATIONAL HOTEL CO., LTD.
 BLANCO VENDE LTD.
 • OVERSEAS AIR CARGO CO., LTD.
 HOTEL NIKKO SHANGHAI INVESTMENT CORP.
 HOTEL NIKKO LONGBAI SHANGHAI
 JDC GUAM INC.
 JHC GLOBAL SERVICE CO., LTD.
 J INTER CO., LTD.
 MICRONESIAN HOSPITALITY, INC.
 ORIENT NETWORK (INTERNATIONAL)
 PTE LTD.
 FOOD DESIGN INC.
 CREATIVE TOURS (ASIA) PTE LTD.

CREATIVE TRAVEL (TAIWAN) LTD.
 JAPAN TOUR SYSTEM KYUSHU CO., LTD.
 NIKKO HOTEL MANAGEMENT (THAILAND)
 CO., LTD.
 AIRPORT HOTEL MANAGEMENT CO., LTD.
 • MTJ DEVELOPMENT SDN. BHD.
 • VIEW WORLD COMPANY LIMITED
 • INDO JAPAN AIR SERVICES PVT. LTD.
 KGC MANAGEMENT, INC.
 IHILANI RESORT, INC.
 COCOS LAGOON UTILITY CORPORATION
 P.T. TAURINA TRAVEL JAYA
 NICCO LETTA

Leisure and Tourism Services

- J & N CRUISE PTE., LTD.
- JAPAN SUBMARINE TOURISM CO., LTD.
- TOMAKOMAI RYOKKA KAIHATSU CO., LTD.
- ASIA WINDS DEVELOPMENT CO., LTD.
- HIROKAWA RESORT TOWN CO., LTD.

Real Estate and Construction

- JAL CONSTRUCTION CO., LTD.
- GLOBAL BUILDING CO., LTD.
- GLOBAL REAL ESTATE U.S.A., INC.
- TROPICAL PLAZA, LTD.
- PACIFIC BUSINESS BASE, INC.
- JAPAN AIRLINES MANAGEMENT CORP.
- OCEAN CLUB DEVELOPMENT INC.
- TERMINAL ONE MANAGEMENT INC.
- ESSEX HOUSE REAL ESTATE CORP.
- KOKEN CO., LTD.

Technology Development

- HSST DEVELOPMENT CORPORATION

Financial Services

- JAL CARD INC.
- JAL FINANCE CORP.
- JAL LEASING CO., LTD.
- JAL FINANCE EUROPE B.V.
- JAL LEASING (U.S.A.), INC.
- ALIVE INSURANCE PTE., LTD.
- JF CARIB A.E.C. CO., LTD.
- HORIZONTAL LEASING CO., LTD.
- JL AIRCRAFT LEASING CO., LTD.
- JAL FSC LESSEE (NC) COMPANY, LTD.
- JAL FSC LESSEE (PB) COMPANY, LTD.
- JAL FSC LESSEE (PB2) COMPANY, LTD.
- AIMS LEASING CO., LTD.
- JAL LEASING ASSET MANAGEMENT CO., LTD.
- JAL LEASING (COOK) CO., LTD.
- FANS LEASING CO., LTD.
- FLAP LEASING CO., LTD.
- JAL LEASING (HONG KONG) CO., LIMITED
- JAL LEASING (NETHERLANDS) B.V.
- SCRUM JET LEASING CO., LTD.
- SLAT LEASING CO., LTD.
- STAR JET LEASING CO., LTD.
- TILLER LEASING CO., LTD.

- TRIPLE A LIMITED
- HIGH SKY LEASING CO., LTD.
- JET LINER LEASING CO., LTD.
- WING LET LEASING CO., LTD.
- RAM JET LEASING CO., LTD.
- JAL FSC LESSEE (NC2) COMPANY, LTD.
- JAL CAPITAL CORPORATION
- RUDDER LEASING CO., LTD.
- ACRES LEASING CO., LTD.
- JAL LEASING (CAYMAN) CO., LTD.
- JAL FSC LESSEE (CHI) COMPANY, LTD.
- HONEYCOMB LEASING CO., LTD.
- PYLON LEASING CO., LTD.
- PITOT LEASING CO., LTD.
- AILERON LEASING CO., LTD.
- FILLET LEASING CO., LTD.
- PULSEJET LEASING CO., LTD.

Trading

- JAL TRADING INC.
- OKINAWA FREE ZONE TRADING CO., LTD.
- JAL TRADING AMERICAS, INC.
- JAL TRADING (U.K.) LTD.
- JAL TRADING SINGAPORE PTE., LTD.
- JAL TRADING HAWAII LTD.
- AGS COMMERCE CO., LTD.
- JAL TRADING (H.K.) LTD.
- MARUYOSHI CO., LTD.
- TOKYO KINAI YOHIN SEISAKUSHO CO., LTD.
- AIR COMPONENT MAINTENANCE CO., LTD.
- TOKYO KOKU CLEANING CO., LTD.
- SANEI MAINTENANCE CO., LTD.
- NAUI ENTERPRISES INC.
- NORDIS CO., LTD.
- JAL TRADING SHOP SERVICE HOKKAIDO INC.
- JAL/DFS DUTY FREE SHOPPERS CO., LTD.
- JET FLESH THAILAND CO., LTD.

Cultural Activities and Publishing

- JAL BUSINESS SERVICE CO., LTD.
- JAL INTERNATIONAL SERVICE INC.
- JAL PLANNING CO., LTD.
- JAL CULTURAL DEVELOPMENT CO., LTD.
- JAL ACADEMY CO., LTD.
- OFFICIAL FILING CO., LTD.
- ASIA ADVERTISING CO., LTD.
- WINDS PUBLICATIONS CO., LTD.
- JAL SUNLIGHT CO., LTD.
- JAL FLIGHT ACADEMY CO., LTD.
- JAL BUSINESS SERVICE MINAMI KYUSHU
 CO., LTD.
- SINO ASIA CULTURE ENTERPRISE CORP.

Notes: Includes companies in which JAL directly or indirectly owns an equity interest of 20% or more.

- Indicates subsidiaries and affiliates in which JAL has direct equity investments.