

Contributing to Tomorrow

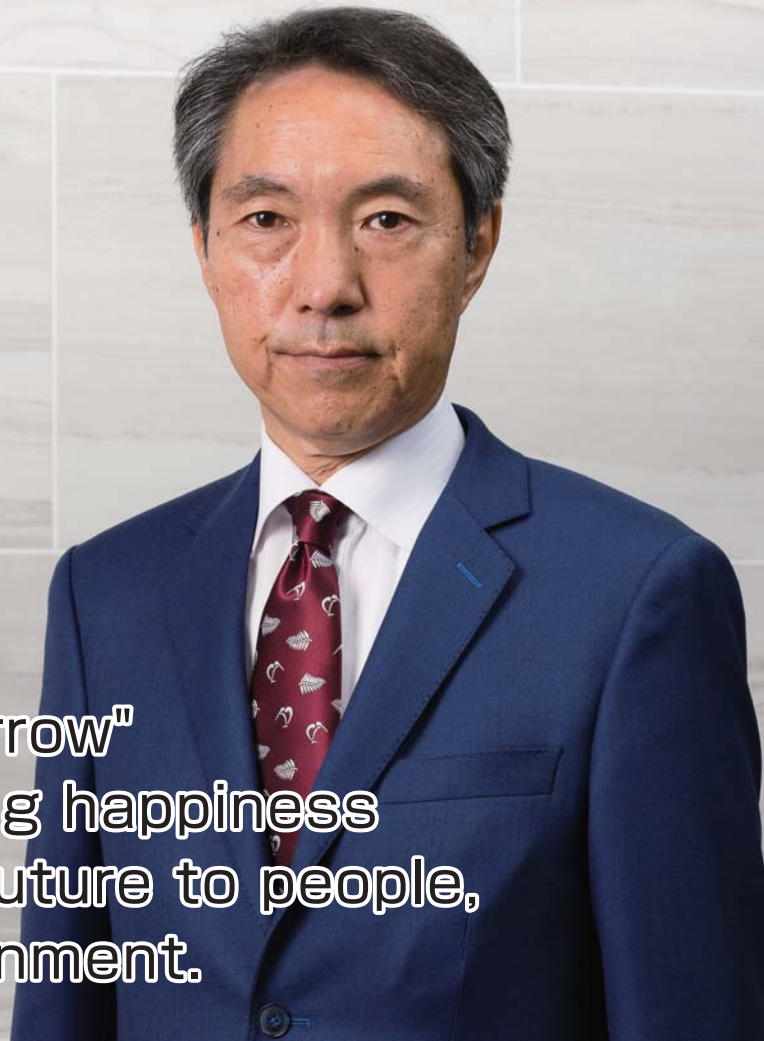
JALUX

COMPANY PROFILE



Corporate Philosophy

"Contributing to Tomorrow"
Your partner in creating happiness
and bringing a bright future to people,
society and the environment.



The worldwide spread of the COVID-19 pandemic and the resulting restrictions on travel and in-person interaction between people have had a significant impact on the broad-ranging aviation and airport business domains of the JALUX Group, including our core airport retail business.

Amid this situation, the JALUX Group has endeavored to diversify our business portfolio to mitigate risks. As such we have expanded our non-aviation and non-airport business domains, which are less susceptible to the negative impacts of COVID-19. In response to changing lifestyles and purchasing patterns, our food products business has developed and expanded its sales channels to supermarkets and retail stores, which are intricately linked to people's daily lives, while our direct marketing business has focused on providing products and services that meet the growing work-from-home personal consumption market. Both of these businesses have achieved increased revenue. Furthermore, in order to contribute to the realization of a sustainable society, we have accelerated various sustainability management initiatives such as the promotion of the Regional Revitalization and the 6th

Agribusiness Industry Projects and the launch of the hometown tax payment Service, JAL Furusato Nozei.

The JALUX Group is committed to the ongoing implementation of our corporate philosophy, "Contributing to Tomorrow – Your partner in creating happiness and bringing a bright future to people, society and the environment." As a core company within the JAL Group's non-aviation and airport business domain, in addition to utilizing the management resources we have already built up, this fiscal year we will further leverage the JAL brand and its customer base to provide our customers and other stakeholders with value unique to the JALUX Group.

We look forward to your continued support and encouragement as we strive to not only meet but exceed your expectations.

A handwritten signature in black ink, reading "S. Takahama".

Satoru Takahama
Representative Director & CEO

Business Segments

Aviation & Airport Business

Developing our aviation and airport-related business through knowledge and experience



Life Service Business

Offering safety and security in daily life and business through highly experienced professionals



Food & Beverage Business

Offering fresh agricultural and marine products, wines and processed foods through our delivery networks



Retail Business

Developing and providing high-quality products and services related to travel and lifestyle, and enhancing passenger experience through a network of one of the largest domestic airport retail chain store at 25 airports across the country



We aim to optimize our business portfolio with a wide range of business development in the aviation & airport business, and provide a wide variety of products and services in the non-aviation and non-airport business.

- Specialized purchasing knowhow based on the aviation service business sector
- High-quality goods and services with safety and security guaranteed
- Unique network of offices and airport shops in Japan and abroad

Aviation & Airport Unit

Specialists in Aviation

Expansive business fields, including machinery and equipment

Aerospace Department & Central-Japan Aerospace Department

Offers aircraft parts, materials and ground support equipment for the aerospace industry and aviation-related ministries through networks in the U.S., Europe and Asia using the IT system and stock function to be a total solutions provider.

Products & Services

- Aircraft components, materials, tools and consumables
- Aircraft engine components



ISO 9001 and AS9120 certification accredited



Airline Asset Management Department



Engaged in sales and remarketing of aircraft, aircraft engines, flight simulators, ground support equipment, vehicles, tools, parts and materials mainly for airlines and affiliate customers.

Also, offers registration services (JSPC) for leased aircraft in Japan, and develops the leasing and part-out business. With our competency, knowledge and broad customer network developed over the years, we also provide consultancy services for aircraft sales and purchasing to global customers.

Products & Services

- Aircraft, aircraft engines and flight simulators
- Components, materials, vehicles, tools, equipment and consumables



ISO 9001 and AS9120 certification accredited

Overseas Airport Business Development Department

Creates a range of airport-related businesses, such as the operation of airport terminals, facilities and their construction, particularly in Asia where we contribute to their development, harnessing our vast expertise and experience in the aviation and airport business in Japan and overseas.

Products & Services

- Airport and incidental business operations
- Airport-related equipment



Wattay International Airport
in Vientiane, Lao PDR



Mandalay International Airport,
Myanmar

Life Service Unit

Offering Safety and Security through Highly Experienced Professionals

A team of professional staff delivers high-quality products and services for your business and personal life

Machinery & Materials Department

Exports road repair materials to the US, Europe and ASEAN regions and imports special vehicles from Europe.

We also contribute to the environmental sustainability by supplying biodegradable polymer Green Planet® products through the packaging supply business and contributing to the water-related sustainable business by introducing Ultra Fine Bubble generators.



Products & Services

- Special vehicles
- Warm-mix asphalt foaming equipment
- Road repair materials
- Printing, paper and packaging materials
- UFB generator

Insurance Department

Provides insurance products to corporate and individual customers as an agent for more than 30 non-life and life insurance companies, including foreign capitalized companies. Also, we expand our business with the business model of "Insurance Agent BPO (Business Process Outsourcing)" in collaboration with our insurance business subsidiary (JALUX Insurance and Service Inc.).



<https://jaluxhs.com/>



Acquired ISMS certification (except branch operations)
IS526328/ISO (JIS Q) 27001:2013

Products & Services

- Personal insurance products
- Corporate insurance products
- BPO (Business Process Outsourcing)

Real Estate Department

Real Estate Development, Transaction and Management Section

Handles real estate development, subleasing and agency services surrounding airports in Japan. Also offers services such as the operation of dormitories and company housing. Develops the serviced apartment business in Thailand.

Runs websites on which customers can earn miles, such as the general real estate website sumai.jalux.com, and operates JAL Vacations, which introduces travelers to resort condominiums.



Facility Management and Senior Business Section

JALUX Trust Inc. manages airport-related facilities and residential property and operates senior apartments and nursery care centers under the Solcias brand.



Products & Services

- Real estate business
- Facility management business
- Senior services



Retail Unit

Providing Customers with the Finest Products and Services

Meeting sophisticated needs by contributing directly delivered products and services or proposing the most suitable products and services backed by rigid quality control and cost management, making life more enjoyable for each customer.

Retail Business Department

Uncovers the finest brands for distribution to clients (duty-free shops in Japanese airports, airlines and more), applying our knowledge of in-flight sales and airport duty-free shops and our product planning expertise. We also export brand products to airport duty-free shops in Vietnam and Lao PDR and distribute goods for cross-border e-commerce.

Products & Services

○Brands (general merchandise, cosmetics, alcohol and tobacco)



Direct Marketing Department

In addition to planning, purchasing and after-sales service for in-flight sales products, we plan and run the JAL-shopping online shop in which customers can earn and use miles and direct mail-order catalogs. We also directly manage and operate the JAL Plaza TABITUS+ STATION store. We offer attractive products by finding best-selling products and brands and developing original products.

Products & Services

○Mail-order sales (general merchandise, food and wine) ○In-flight merchandise

www.shop.jal.co.jp/



©DISNEY

JAL Plaza
TABITUS+
STATION



Original Mail-order catalog



Gourmet First Class

Gourmet First Class



JALショッピング



Acquired ISMS certification
IS96028/ISO (JIS Q) 27001



Food Products Marketing & Distribution Department

The Food Distribution Department has provided food gifts, such as perishable foods and local specialties, directly from the producers to department stores, mass retailers and convenience stores for many years. We are considered a reliable partner because we provide safe, high-quality products that meet a variety of customer needs. In addition, we provide many kinds of high-quality products which are suitable for many different situations, such as mid-year gifts (Ochugen), year-end gifts (Oseibo), Osechi which is the traditional meal only prepared for the New Year, imported confections for Valentine's day events and foods for other special occasions. By utilizing our strong connections with local manufacturers in Japan, we contribute to regional revitalization through the Furusato nozei (hometown tax) donation program.

Products & Services

○Regional specialty products and gourmet commodities ○Food gifts ○Osechi ○Valentine's Day goods



Acquired ISMS certification
IS96028/ISO (JIS Q) 27001

Airport Retail Management Business

(Business Planning and Development Department/Airport Retail Team)

There are 73 JALUX Group airport shops named "BLUE SKY" across 25 airports in Japan, as of March 2022. We offer a broad range of products and services, including the original lunchbox (Sora-ben), sandwiches, pastries (Sora-pan) and sweets (Sora-sweets), as well as souvenirs. As one of the largest airport retail chains in Japan, we also run restaurants serving local delicacies.

JAL-DFS operates 5 duty-free shops called "JAL DUTYFREE," at Narita Airport and Haneda Airport as of March 2022. We carry brands from Japan and overseas.

Products & Services

○Souvenirs from across Japan ○Lunchboxes and in-flight sandwiches, pastries and sweets
○Brands (general merchandise, cosmetics, alcohol and tobacco)



JAL DUTYFREE DFS

Food & Beverage Unit

Supply of Fresh and High-quality Food Items

Adding greater value, creating diversified, high-quality products and services through skillful planning.

Marine Products Department

Imports fresh and frozen seafood from around the world and sell it to marine products companies, wholesalers, mass retailers, convenience stores, restaurants and other customers. We process salmon and yellowfin tuna as slices for sushi, and other fish as boneless and breaded pieces in China and Vietnam.

Products & Services

○Seafood (slices for sushi, fillets and other processed products)



Agricultural Products Department

Imports fresh vegetables, such as bell pepper, okra and asparagus; fresh fruits, such as mangos, limes and melon and other products from around the world and sells them to wholesalers, mass retailers, restaurants and other customers. The department builds a global supply chain and distributes various products through a sales subsidiary in Japan.

Products & Services

○Fresh vegetables and fruits ○Processed fruits



Wine Department



Imports hundreds of wines from producers around the world and sells them to hotels, restaurants, department stores, wine shops, mail order, and in-flight service. Our wine list includes Joseph Perrier and Billecart Salmon from Champagne, Henri Bourgeois from Loire, Clos du Val, Silver Oak Cellars, and Calera from California, and Errazuriz from Chile. We continually strives to improve its marketing by offering high-quality wines while building a sales network throughout Japan.

Products & Services

○Wines and sparkling wines from all over the world

Processed Foods Department



Plans, develops, and sells in-flight meals for airlines, along with lunch boxes (soraben) and souvenir sweets for retailers at airports, railway companies, and along expressways.

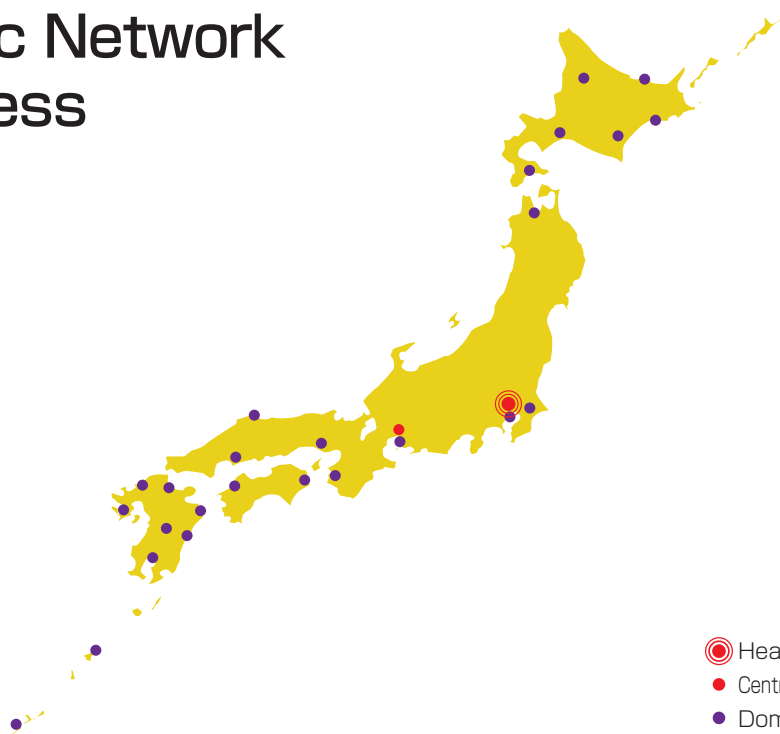
We produce high-quality, safe, and high-value-added products in collaboration with a variety of partners, and sell them to upscale supermarkets and convenience stores.

In addition to the domestic market, we export made-in-Japan foodstuffs mainly throughout Asia and the U.S.

Products & Services

○In-flight meals ○Souvenir sweets, confectioneries ○In-flight lunchboxes and frozen dishes

Domestic Network of Business Offices



- ◎ Head Office
- Central-Japan Aerospace Department
- Domestic Airport shops

Domestic Airport Shops (As of March 2022)

A total of 78 shops in 25 airports, including **New Chitose, Narita, Haneda, Kansai and Fukuoka.**

Domestic Affiliates (consolidated subsidiaries)



JALUX Airport Inc.
(Airport shop management business)



JALUX Insurance and Service Inc.
(Insurance business)



JALUX Fresh Foods, Inc.
(Fruit and vegetable sales)



JALUX Trust Inc.
(Facility Management Business, Senior Services)



Japan Airport Delica Inc.
(Food Manufacturer)

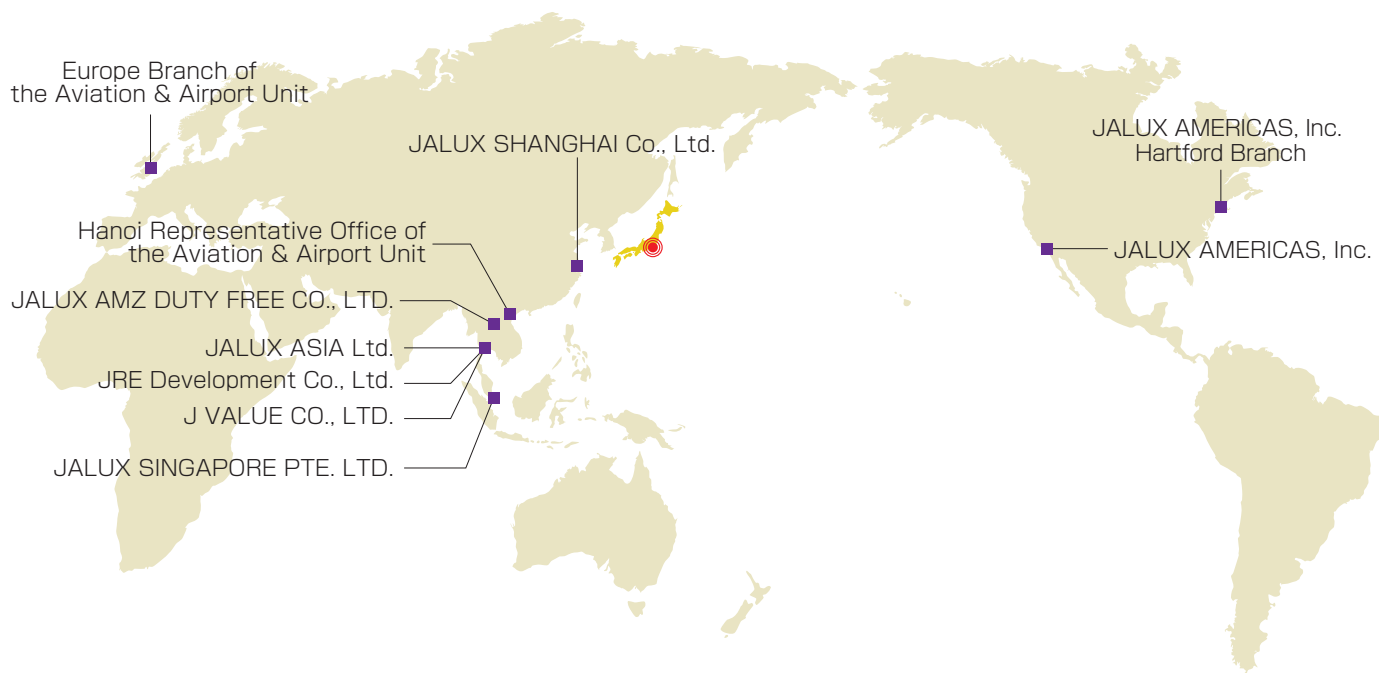


JAL-DFS Co., Ltd.
(Airport duty-free shop management business)



JALUX STYLE, Inc.
(Imported goods sales and Run EC Shops)

International Network of Business Offices



International Affiliates (consolidated subsidiaries)



JALUX AMERICAS, Inc.
(Los Angeles)



JALUX ASIA Ltd.
(Bangkok)



JALUX SHANGHAI Co., Ltd.
(Shanghai)



JALUX SINGAPORE PTE. LTD.
(Singapore)



JRE Development Co., Ltd.
(Bangkok)

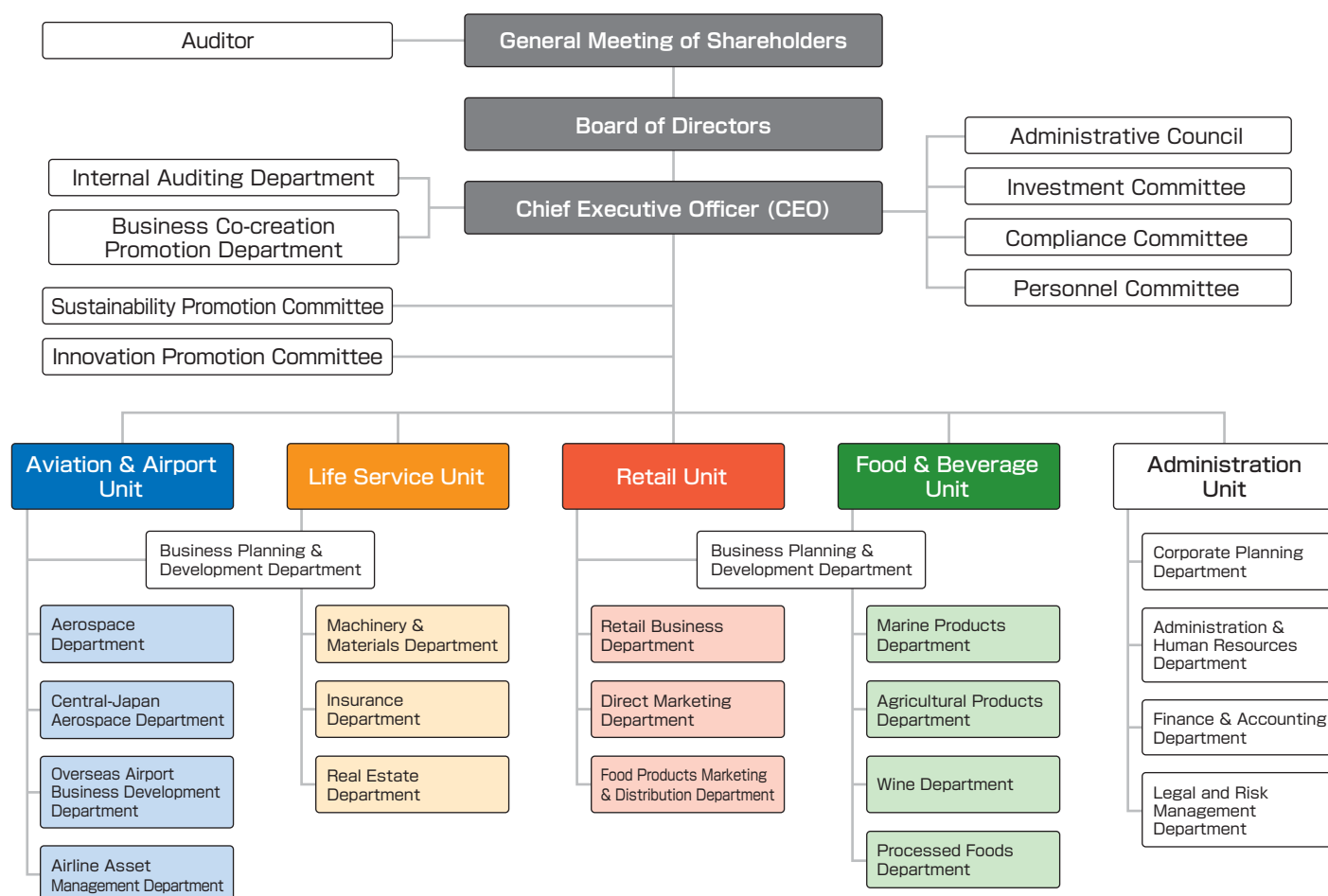


J VALUE CO., LTD.
(Bangkok)



JALUX AMZ DUTY FREE CO., LTD.
(Vientiane)

Organization



Corporate Overview

Corporate Profile (Top 10) ※As of March 31, 2022

Corporate name	JALUX Inc.
Established	March 28,1962
Capitalization	2,558,550,000 yen
Number of employees	1,701 (Including 1,274 at consolidated subsidiaries)

Shareholders ※As of June 7,2022

Name of shareholder
SJ Future Holdings Corporation
Japan Airlines Co., Ltd.
Sojitz Corporation
Japan Airport Terminal Co., Ltd.

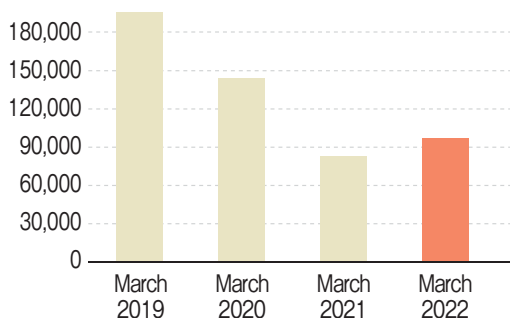
Executives ※As of June 7,2022

Representative Director/Chief Executive Officer (CEO)	Satoru Takahama
Representative Director/Co-Chief Executive Officer	Kiyoshi Marukawa
Director Managing Executive Officer (MEO) President of Administration Unit	Osamu Tateishi
Director	Yuji Saito
Director	Hiroto Murai
Director	Shigeyuki Taguchi
Director	Yasushi Omori
Director	Tatsuhiko Niitaka
Auditor	Hideo Miyauchi
Auditor	Kentaro Yamasaki
Managing Executive Officer (MEO) President of Aviation & Airport Unit	Hiroshi Naito
Executive Officer (EO) President of Food & Beverage Unit	Shigeki Yamazaki
Executive Officer (EO) Vice President of Administration Unit	Toshiyuki Shima
Executive Officer (EO) President of Retail Unit	Masahiko Miura
Executive Officer (EO) President of Life Service Unit	Shigeki Nakai
Executive Officer (EO) General Manager of Business Co-creation Promotion Department	Takeshi Morita
Executive Officer (EO) Vice President of Retail Unit	Masatoshi Takeuchi
Executive Officer (EO) Vice General Manager of Business Co-creation Promotion Department	Hisashi Teshigahara

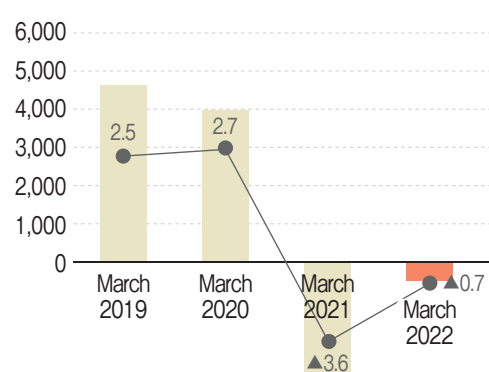
Trends in Major Financial Indexes (Consolidated Basis)

Consolidated management indexes	Unit	March 2019	March 2020	March 2021	March 2022
Net sales	Million yen	185,726	144,688	80,346	96,345
Gross profit		26,590	25,840	12,518	15,327
Operating income		4,628	3,969	△2,915	△698
Ordinary income		5,094	4,738	△2,426	△314
Net income		2,962	3,081	△2,366	△370
Total assets		56,887	60,844	52,276	52,295
Net assets		26,051	28,046	24,685	24,306
Interest-bearing debt		11,750	14,329	13,904	13,838
Earnings per share	yen	234.34	243.69	△187.16	△29.31
Book value per share		1,908.38	2,083.12	1855.93	1,841.28
Ordinary income to total assets ratio (ROA)	%	9.6	8.0	△4.3%	△0.6%
Return on equity (ROE)		12.9	12.2	△9.5%	△1.6%
Dividends per share	yen	65	50	0	0

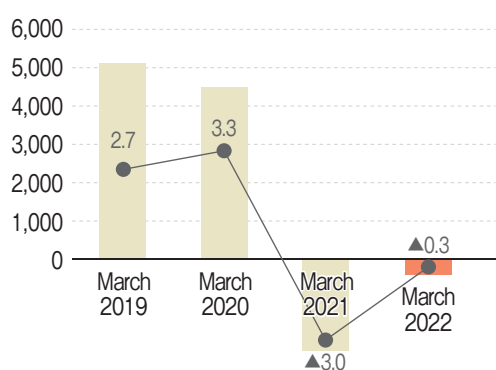
Net Sales



Operating Income



Ordinary Income



Net Income

