

COMPANY PROFILE 2026





[*Corporate Philosophy*]

"Contributing to Tomorrow"

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

[*Corporate Culture*]

"Challenge & Change"

We regard changes in the environment as good business chances, and will challenge daringly on our own initiative and continue to change to better ourselves.

[*About Company Name and Logo*]

On March 28, 2001, Nikko Shoji Co., Ltd. marked a new start as JALUX Inc. The "Lux" in JALUX is a Latin word meaning "light" and "brilliance".

The arc of the logo is an image of the earth and the light of the sun, and it represents JALUX's desire to deliver brilliance to customers and business partners and carry the future through our products and services. The combination of upright upper and lowercase typefaces expresses a sense of stability while also expressing a sense of luxury and lightness.



Message from the CEO

Toshiaki Kasai
Representative Director & CEO

Toshiaki Kasai



Since our founding in 1962, the JALUX group has leveraged over 60 years of expertise in the aviation and airport business domains to expand into life services, retail, and food and beverages. By adapting to the changing times and building a business portfolio unique to the JALUX group, we aim to continue providing products and services that our customers can rely on for many years to come.

To achieve this, we strive to embody our corporate philosophy, “Contributing to Tomorrow - Your partner in creating happiness and bringing a bright future to people, society and the environment,” across all our business domains. By empowering each employee to take initiative and grow, we are committed to delivering even greater value to our customers.

Furthermore, at the core of our business is a focus on human capital management. To realize the happiness and prosperity of our 2,500 employees and their families, we will continue to foster a workplace where each individual can thrive with vitality and enthusiasm.

Moving forward, the JALUX group will continue to provide products and services that anticipate customer needs with a future-oriented mindset and contribute to fostering connections between people. We will fulfill our role and responsibilities as a member of a sustainable society, and push forward with tireless transformation and growth. We sincerely appreciate your continued support and guidance.

Business Segments

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.



Aviation & Airport Business

Our business domains, including aircraft components trading and airport terminal operations, are conducted globally with our highly specialized know-how.



Life Service Business

Business domains of this unit include printing and paper materials, and products that contribute to sustainability, real estate, and insurance services.



Retail Business

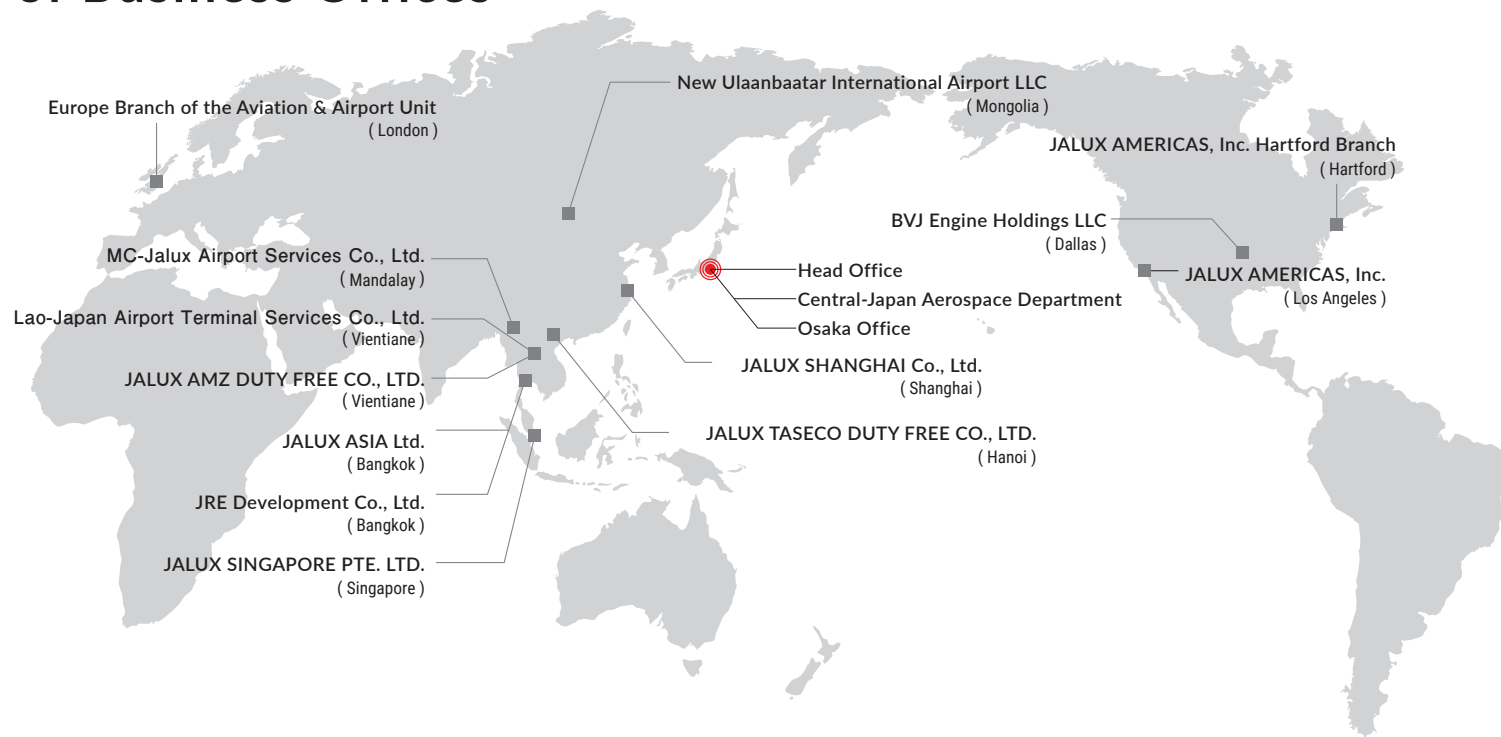
We conduct businesses of including planning and supplying for duty-free products and in-flight merchandises, e-commerce sales, gifts, furusato nōzei (hometown tax payment program), and duty-free shops called "JAL DUTYFREE".

Food & Beverage Business

We conduct food-related businesses, including import of agricultural and marine products, and planning, manufacturing and sales of in-flight lunch boxes and souvenir sweets. We also operate the airport shops called "JAL PLAZA"



Network of Business Offices



Domestic Airport Shops

A total of 83 shops in 24 airports, including New Chitose, Narita, Haneda, Osaka and Fukuoka. (as of April, 2026)

Consolidated Subsidiaries (domestic)

JALUX Airport Inc.
Airport shop management business

Japan Airport Delica Inc.
Food manufacturer

JAL ABC, Inc.
Airport service business

JALUX Insurance and Service Inc.
Insurance agency business

JALUX STYLE, Inc.
Imported goods sales and EC shop operation

JALUX Trust Inc.
Facility management business

JALUX Travel Retail Inc.
Airport duty-free shop management business

Kantei Japan Inc.
Non-life insurance appraisal business, damage restoration construction business

Hokkaido Food Frontier Co., Inc.
Sales of Hokkaido products

Consolidated Subsidiaries (international)

JALUX AMERICAS, Inc.
Procuring aircraft engine parts / importing Japanese sweets and operating retail stores

JALUX SINGAPORE PTE. LTD.
Brokerage of aircraft and engine sales

JALUX AMZ DUTY FREE CO., LTD.
Duty-free shop operation at Wattay International Airport

Affiliates Applied for the Equity Method

JALUX TASECO DUTY FREE CO., LTD.
Operation of duty-free shops at international airports

San-ei Maintenance CO., LTD.
Facility management, cleaning and security service

JALUX ASIA Ltd.
Importing fresh products and processed foods from Japan etc.

JALUX SHANGHAI Co., Ltd.
Importing and exporting in-flight products and various materials

JRE Development Co., Ltd.
Serviced apartment development and operation

MST JALUX Insurance Co., Ltd.
Insurance agency business

BVJ Engine Holdings LLC
Aircraft engine leasing business

Companies Participating in Airport Operations

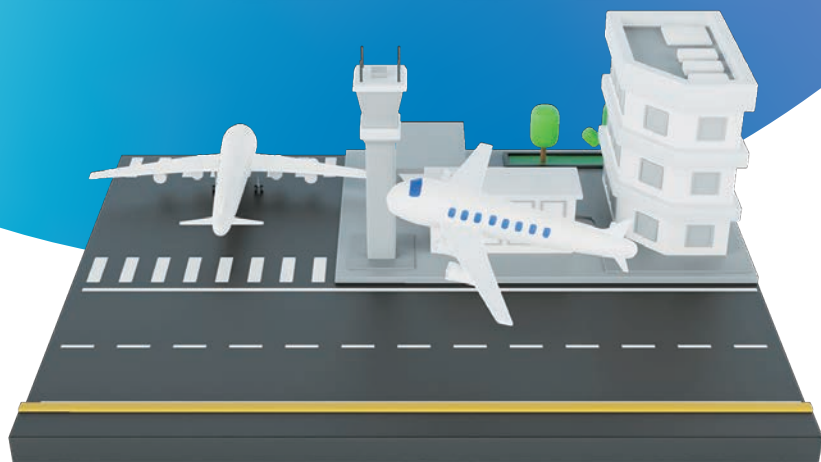
Lao-Japan Airport Terminal Services Co., Ltd.
Operation of Wattay International Airport Terminal Building in Vientiane, Lao PDR

MC-Jalux Airport Services Co., Ltd.
Operation of Mandalay International Airport, Myanmar

New Ulaanbaatar International Airport LLC
Operation of Chinggis Khaan International Airport, Mongolia

OUR BUSINESS

AVIATION & AIRPORT UNIT



We are engaged in a trading business of aircraft and engine parts in Japan and overseas, based on our expertise built over many years in the aviation industry.

We also operate airports and provide various related services in Asia.



Aerospace Department & Central-Japan Aerospace Department



We offer aircraft engine 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 VMI service, stock function and other systems to be a total solutions provider.



ISO 9001 and AS9120 certification accredited

Consolidated Subsidiaries

- **JALUX AMERICAS, Inc.**

Procuring aircraft engine parts, airframe parts, industrial gas turbine parts, etc.

Overseas Airport Business Development Department



Utilizing our vast expertise and experience in the aviation and airport business in Japan and overseas, we are developing airport operation business and various related services, particularly in Asia such as Lao PDR and Myanmar where we contribute to their development.

Aviation Asset Management Department



We are engaged in the buying and selling of aircraft, aircraft engines and their parts, as well as airport ground support equipment, vehicles, tools, and more. We also provide support for the registration of leased equipment in Japan, remarketing (resale and re-rental), and the sale of dismantled aircraft and engine parts overseas, as well as leasing business. Additionally, we actively offer consulting services related to aircraft introduction to customers both domestically and internationally, leveraging our accumulated know-how and customer network.



ISO 9001 and AS9120 certification accredited

Consolidated Subsidiaries

- **JALUX SINGAPORE PTE. LTD.**

Brokerage of aircraft and engine sales and supplying airframe parts to airlines in ASEAN region

Affiliates Applied for the Equity Method

- **BVJ Engine Holdings LLC**

Aircraft engine leasing business

Companies Participating in Airport Operations

- **Lao-Japan Airport Terminal Services Co., Ltd.**

Operation of Wattay International Airport Terminal Building in Vientiane, Lao PDR

- **MC-Jalux Airport Services Co., Ltd.**

Operation of Mandalay International Airport, Myanmar

- **New Ulaanbaatar International Airport LLC**

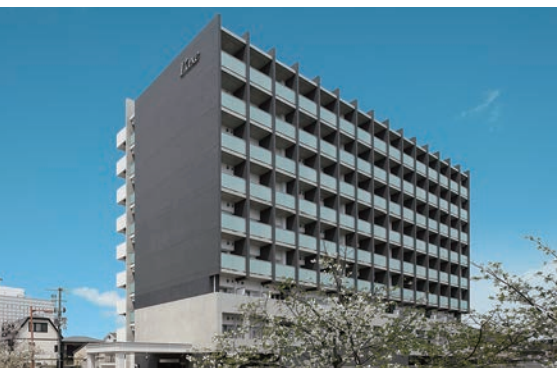
Operation of Chinggis Khaan International Airport, Mongolia

OUR BUSINESS

LIFE SERVICE UNIT



We develop a wide range of businesses, selling printing and paper materials, materials and equipment for transportation infrastructure development, and materials and equipment that contribute to sustainability. We also provide non-life and life insurance agency services, valuation and appraisal for insurance, and real estate business.



マイルがたまる住まいの情報サイト
JAL住マイルナビ

Environmental Business Department



Our portfolio includes the planning and sales of paper products and printed materials, as well as in-flight supplies and food packaging that utilize eco-friendly materials like bioplastics and paper. Furthermore, we supply industrial solutions including ozone nano-bubble generators, asphalt foaming equipment, and road repair materials. We offer a diverse range of products and services both domestically and internationally, aimed at addressing environmental challenges related to plastics and water management across various industries.



Ozone generators

Consolidated Subsidiaries

- **JALUX SHANGHAI Co., Ltd.**
Importing and exporting in-flight products, various materials and equipment

Insurance Department



As an insurance agency for non-life and life insurance companies, we provide a wide variety of insurance products to both individuals and corporate clients. In addition, we are further expanding our business by way of the "insurance agency BPO (Business Process Outsourcing)" business model and valuation and appraisal. We also provide insurance products, services through "JAL Insurance Navi," a comprehensive insurance website where the customers can receive JAL miles or eJAL points.



Consolidated Subsidiaries

- **JALUX Insurance and Service Inc.**
Providing life and non-life insurance to individual customers as an agency for more than 30 insurance companies
- **Kantei Japan Inc.**
Providing services such as damage calculations, as well as damaged properties, road constructions and appraisal for property damage

Affiliates Applied for the Equity Method

- **MST JALUX Insurance Co.,Ltd.**
A joint venture between MST Insurance Service Co.,Ltd. and JALUX Inc. offering insurance business for corporations

Real Estate Department



We are engaged in real estate development, subleasing, agency services, dormitories and company housing surrounding airports in Japan. Also, we operate the serviced apartment business in Thailand. We run websites (sumai.jalux.com) on which customers can earn miles for JAL, which introduces the general real estate and time-share resorts. JALUX Trust Inc. is engaged in maintenance and management of airport-related facilities.

Consolidated Subsidiaries

- **JALUX Trust Inc.**
Engaged in business development including facility management, construction and repair business
- **JRE Development Co., Ltd.**
Serviced apartment development and operation in Thailand

Affiliates Applied for the Equity Method

- **San-ei Maintenance CO., LTD.**
Facility management, cleaning and security services, as well as operation of Soranoyu Spa Resort

OUR BUSINESS

RETAIL UNIT



We develop businesses such as planning and sales of duty-free products and in-flight merchandises, e-commerce sales including operation of an online shopping mall, food gifts, and furusato nōzei (hometown tax payment program).

We also operate domestic duty-free shops "JAL DUTY FREE", and overseas duty-free shops.



Retail Business Department



We plan and develop product planning for in-flight sales and airport duty-free shops, including JAL original products and collaboration products with famous brands. Additionally, we discover high-quality products both domestically and internationally and wholesale them to various airlines and domestic airport duty-free shops, including our own stores. We also export duty-free products to "JALUX DUTYFREE VIETNAM" in Vietnam.



Consolidated Subsidiaries

- **JALUX Travel Retail Inc.**

Operating 2 "JAL DUTYFREE" airport duty-free shops at Narita and entrusted 3 shops at Haneda (as of April 1, 2026)

- **JALUX STYLE, Inc.**

Planning, manufacturing, importing and selling small leather goods, sweaters, and bags, and acting as the exclusive distributor for the "ALPAKA" brand.

- **JALUX AMZ DUTY FREE CO., LTD.**

Duty-free shop operation at Wattay International Airport in Vientiane, Lao PDR

Affiliates Applied for the Equity Method

- **JALUX TASECO DUTY FREE CO., LTD.**

Operation of duty-free shops at 4 international airports in Vietnam

Regional Vitalization & Business Development Department



We provide food gifts, such as perishable foods and local specialties, directly from the producers to department stores and mass retailers. In addition to offering high-quality food catalog gifts suitable for department stores, we also develop products for seasonal gifts such as mid-year gifts (Ochugen), year-end gifts (Oseibo), and traditional Osechi meals for the New Year. Furthermore, we engage in e-commerce businesses, including promoting regional economic revitalization through "JAL furusato nôzei (hometown tax payment program)" and operating the "JAL Shopping" website.



Acquired ISMS certification
IS96028/ISO (JIS Q) 27001

Consolidated Subsidiaries of Retail Unit

- **JAL ABC, Inc.**

Developing airport services such as airport delivery service, WiFi rental, and travel application agency

OUR BUSINESS

FOOD & BEVERAGE UNIT



We develop food-related businesses, including import of agricultural and marine products from around the world, processing raw materials, and importing wines.

We are also engaged in souvenir sweets for retailers at airports, railway companies, and along expressways, and plan, manufacture, and sell soraben (lunch boxes).

We also operate airport shops called "JAL PLAZA".



Agricultural and Marine Products Department



Imports fresh and frozen seafood and fresh vegetables from around the world and sell it to wholesalers, mass retailers, convenience stores, restaurants and other customers.

In the marine products business, we offer value-added products such as mackerel, salmon, tuna, and other raw materials landed in various parts of the world, which are processed at our partner factories in China and Vietnam. We have developed supply chains with overseas partners for fruits and vegetables to supply safe, secure, and fresh products.



Consolidated Subsidiaries

- **JALUX ASIA Ltd.**

Importing fresh products, alcoholic beverages and processed foods from Japan to Thailand and operating Japanese confectionery shops at shopping malls

Processed Foods Department



We plan, develop, and sell in-flight meals for airlines, soraben (Japanese-style lunch boxes for air travelers), and souvenir sweets. We have also commercialized the "JAL Original Beef Curry," served in JAL's international airport lounges at Narita and Haneda airports. Additionally, we import and distribute wines from around the world and domestic whiskies, supplying hotels, restaurants, department stores, e-commerce platforms, and in-flight services. Furthermore, we operate "JAL PLAZA" shops in 24 domestic airports and export high-quality Japanese sweets to Asia and the U.S., where they are sold through our locally operated stores and other select shops.



Consolidated Subsidiaries

- **JALUX Airport Inc.**

Operating 78 "JAL PLAZA" airport shops at 24 airports nationwide (as of April, 2026)

- **Japan Airport Delica Inc.**

Food manufacturing including soraben, in-flight lunch boxes

- **JALUX AMERICAS, Inc.**

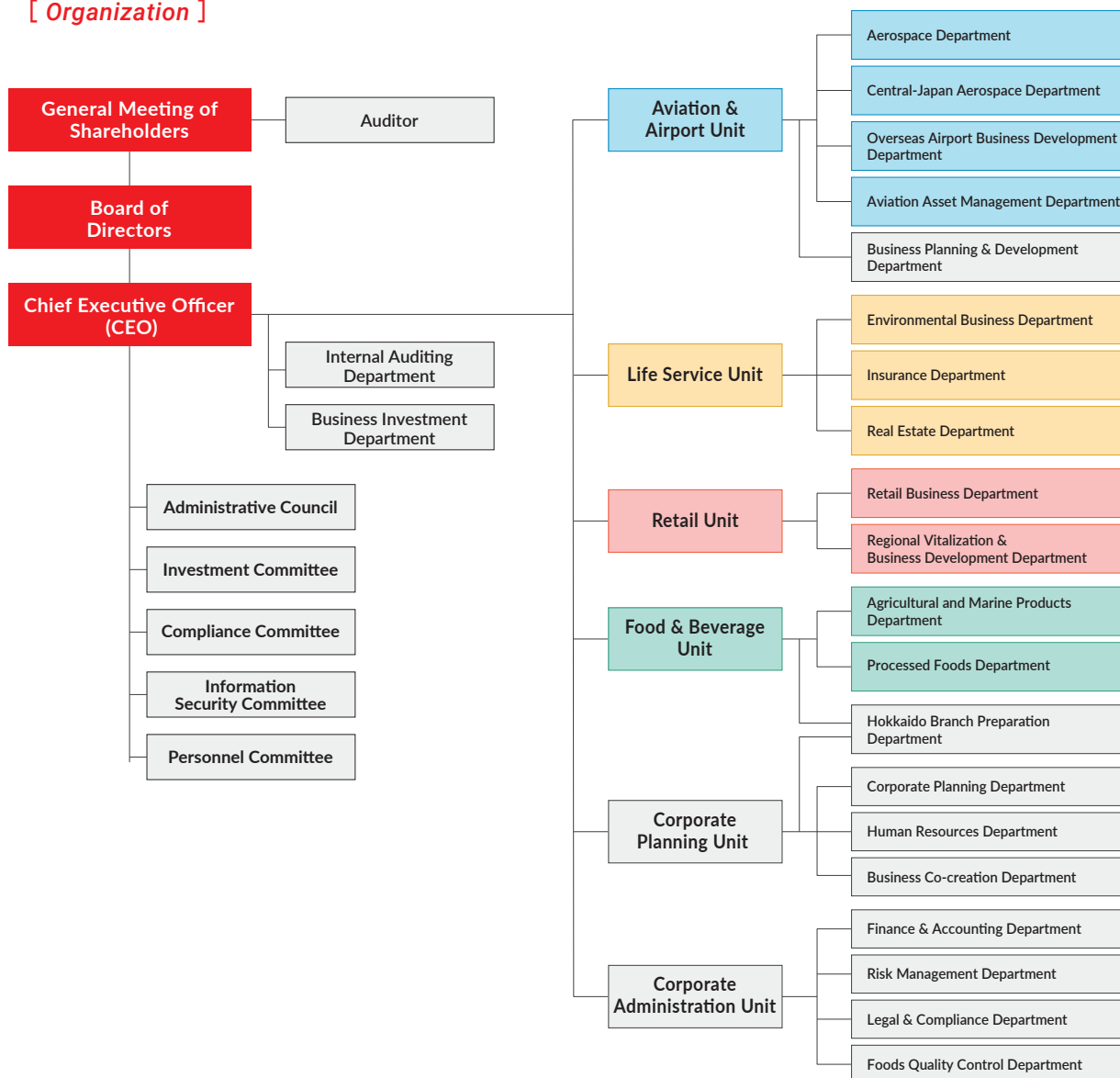
Developing and operating "J.sweets", specialty stores of Japanese-style confectioneries, in the U.S.

- **Hokkaido Food Frontier Co., Inc.**

Operating "Hokkaido Umaimonokan" and "Hokkaido Foodist", specialty stores offering premium products from Hokkaido

Organization

[Organization]



[Executives]

*As of April 1, 2026

Representative Director Chief Executive Officer (CEO)	Toshiaki Kasai
Representative Director Co-Chief Executive Officer	Kiyoshi Marukawa
Director	Osamu Tateishi
Director (Part-time)	Masao Yumisaki
Director (Part-time)	Shingo Nishida
Outside Director	Masakazu Hashimoto
Outside Director	Hidenobu Saito
Outside Director	Shigeyuki Taguchi
Auditor	Kentarō Yamasaki
Auditor	Hideo Miyachi
Managing Executive Officer (MEO) President of Retail Unit	Shigeki Nakai
Managing Executive Officer (MEO) President of Corporate Planning Unit	Takashi Matsui
Executive Officer (EO) General Manager of Business Investment Department	Yuichi Nasu
Executive Officer (EO) President of Life Service Unit	Masashi Higuchi
Executive Officer (EO) President of Aviation & Airport Unit	Hidebumi Mori
Executive Officer (EO) President of Food & Beverage Unit/ General Manager of Hokkaido Branch Preparation Department	Yuji Iijima
Executive Officer (EO) President of Corporate Administration Unit	Yosuke Fukano

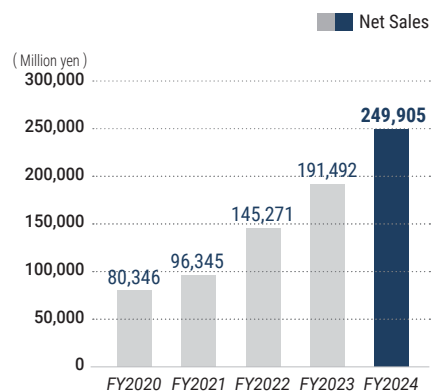
※Masao Yumisaki and Shingo Nishida are business executors of Japan Airlines Co., Ltd., a specified related corporation.

Financial Highlights

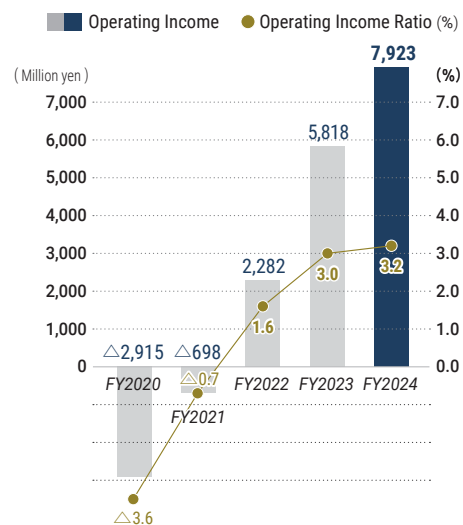
[Trends in Major Financial Indexes (Consolidated Basis)]

(Million yen)	FY2020	FY2021	FY2022	FY2023	FY2024
Net Sales (Turnover Basis)	80,346	96,345	145,271	191,492	249,905
Gross Profit	12,518	15,327	21,667	29,536	34,893
Operating Income	△2,915	△698	2,282	5,818	7,923
Ordinary Income	△2,426	△314	2,347	6,176	7,948
Net Income	△2,366	△370	1,395	3,934	4,601
Total Assets	52,276	52,295	68,791	79,856	85,789
Net Assets	24,685	24,306	25,780	29,740	31,734
Interest-bearing Debt	13,904	13,838	18,176	20,514	15,498
Ordinary Income to Total Assets Ratio (ROA)	△4.3%	△0.6%	3.9%	8.3%	9.6%
Return on Equity (ROE)	△9.5%	△1.6%	5.8%	14.9%	15.7%

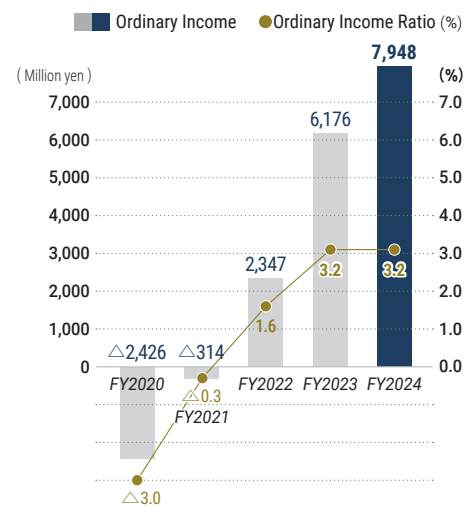
[Net Sales (Turnover Basis)]



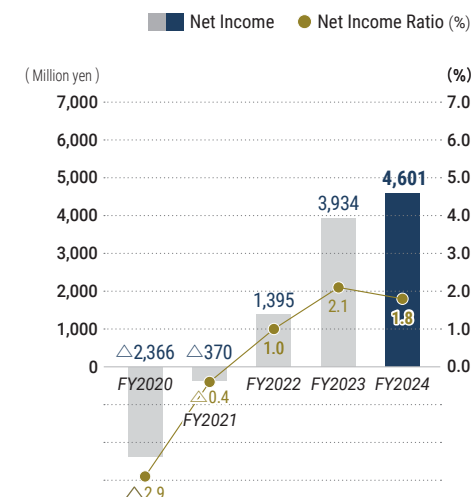
[Operating Income]



[Ordinary Income]



[Net Income]



Corporate Overview

*As of April 1, 2026

Corporate Name JALUX Inc.

Representative Representative Director & CEO Toshiaki Kasai

Head Office Shinagawa Season Terrace 1-2-70 Konan, Minato-ku, Tokyo, 108-8209 Japan

Tel: +81-3-6367-8800 (switchboard)

Established March 28, 1962

Capital 2,558,550,000 yen

Employees 2,493 (471 at individual) *As of December 31, 2025

Shareholders SJ Future Holdings Corporation (48.14%)

Sojitz Corporation (22.22%)

Japan Airlines Co., Ltd. (21.56%)

Japan Airport Terminal Co., Ltd. (8.08%)



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JALUX Inc.

<https://www.jalux.com/en/profile/>

