May 2010
All Nippon Airways Co., Ltd.

FY2009 (ended March 31, 2010) Financial Results Q&A Summary

Q-1

◆ ANA is forecasting profitability and a dividend payment of 1 yen per share for this fiscal year. Where a drop in demand or a sudden business disruption could have a negative impact on earnings, how far could earnings fall with ANA still able to pay a 1 yen per share dividend through cost reductions and other income recovery measures?

A-1

■ The ANA Group as a whole is determined to be engaged in restructuring and to achieve profitability, making fiscal 2010 a year of new beginnings for ANA. We feel strongly that we need to recommence dividend payments during fiscal 2010. We recognize that a dividend payment of 1 yen per share is the minimum level that we must achieve.

■ In the event of a risk of declining earnings, we are prepared to review all of our costs and investments, including making revisions to our business plan.

Q-2

◆ Please tell us more about forecasts for passenger numbers and unit prices this April through June.

A-2

■ We expect year-on-year increases of 5%, 3% and 3%, respectively, in April, May and June for domestic passengers. Higher passenger numbers and a 5% reduction in available seat kilometers are expected to raise load factors from the 50% range during Q1 of the prior fiscal year to the mid-60% range for this quarter.

■ We expect year-on-year growth for international passengers at 16%, 28% and 30% for April, May and June, respectively. Business class passengers alone are showing significant growth, with increases forecast at 47%, 60% and 52% for April, May and June, year-on-year. While load factors were in the 60% range for Q1 in the prior fiscal year, we expect numbers to reach up to 80% or slightly more this quarter.

■ Our plan calls for 8% year-on-year growth in unit prices for international passengers during Q1; however, supported by a recovery in demand for business class, we expect to see double-digit year-on-year growth. Our assumptions predict domestic passenger unit prices to underperform the same period in the prior year. Our forecast for Q1 is in line with our assumptions.

Q-3

◆ Can you tell us more about the differences in assumptions for domestic passenger available seat kilometers and yield levels between the first half and the second half of fiscal 2010? What are the reasons behind these differences?

A-3

■ Our plan indicates available seat kilometers on domestic routes to be 4.5% lower year-on-year during the first half, and 2.3% higher year-on-year during the second half. This reflects both an increase in the number of flights from/to Haneda, as well as the result of reducing available seat kilometers in response to falling demand during the second half of the prior fiscal year.

■ We project yield to grow 4.5% year-on-year during the second half. This is because, in addition to the impact of the aforementioned reduction in available seat kilometers, we also expect the pace of economic growth to pick up at even faster rates during the second half of the year.

Q-4

◆ Under the ANA plan, unit prices for international cargo are scheduled to increase between the first half and second half of fiscal 2010. What is the basis of this assumption?

A-4

■ We are projecting year-on-year growth of 29% for the first half and 23% for the second half. Higher growth for the first half than for the second represents the effect of the Okinawa Cargo Hub operations.

■ Our plan is to improve cargo yield management ("PROS*" for Cargo Operations) this fiscal year. Considering the time required to become familiar with system operations, we expect the real effect of unit price gains to begin during the second half of the year.

■ Unit prices fell last year due to stagnant demand. As demand recovers this fiscal year, we are focusing measures to recover unit prices, which include renegotiating contract rates with forwarders.

*Passenger Revenue Optimization System

Q-5

◆ How will the 86 billion yen in planned cost reductions for fiscal 2010 emerge in the first half and second half of the year?

◆ Part of your cost reduction measures calls for converting fixed costs to variable costs. How far along do you expect this measure to progress?

A-5

■ Of the 86 billion yen in cost reductions, we expect 36 billion yen to take place during the first half of the year, and the remaining 50 billion yen to happen during the second half.

■ We have already converted a portion of personnel expenses into variable costs by linking year-end bonus payments to earnings performance. We are carefully studying to what extent overall we can convert fixed costs into variable costs.

Q-6

◆ Please tell us more about operating income for domestic passenger operations, international passenger operations, and freighter operations for fiscal 2009, in combination with the improvement factors cited in the March 19 forecast.

A-6

■ We estimate operating losses of roughly 8 billion yen, 35 billion yen, and 15 billion yen in domestic passenger operations, international passenger operations, and freighter operations, respectively. Compared to our forecast dated March 19, this represents a 2 billion yen and a 5 billion yen improvement for domestic passenger operations and international passenger operations, respectively. Engaging in revenue-generation measures through the end of the fiscal year resulted in higher top-line revenues and improvement in associated income.

Q-7

◆ At present, what is the forecast for fuel surcharges (FSC) and its impact on passenger demand?

A-7

■ We have incorporated a higher FSC into our assumptions for this fiscal year, assuming Singapore kerosene of US$80 for the first half and US$90 for the second half, making a full-year average of US$85. We see FSC levels of 5,600 yen or so as the full-year average.

■ The current FSC system has become an accepted practice in the air travel market, and FSC is something we believe we can count on as a revenue source. Naturally, price elasticity will begin to work in response to large FSC increases, impacting passenger demand. Looking at past examples, however, a bullish oil market and economic growth are correlated. We think the impact of FSC increases on passenger trends is minimal.

Q-8

◆ What is your opinion with respect to the current situation at Japan Airlines?

A-8

■ It has been our stance that, given the infusion of public funds into our primary competitor, a fair competitive environment must be maintained. For example, are "birthday" discount fares, mileage rewards and other obviously unprofitable fare promotions really a good development for the market? In Europe, airlines supported by public funds are subject to certain regulatory guidelines. We believe such regulations should be applied in Japan as well.

Q-9

◆ Individual passenger demand on domestic routes and individual business demand on international routes are recovering. How do you view the displaced demand shifting from JAL?

A-9

■ Since JAL's final business restructuring plan is still unclear, all we can do is verify the impact of demand displacement based on changes in the number of flights that JAL has announced to date. We have incorporated this data into our business plan and profit plan for this fiscal year.

■ We have not completed our analysis and simulations regarding the route plan announced by JAL on April 28. Accordingly, we have not included the impact of this data in the earnings forecast or assumptions for fiscal 2010 announced today.

Q-10

◆ What will your response be in the event the available Narita slots (due to JAL's withdrawal from the international freighter operations) are allocated to ANA?

A-10

■ Our hope is that we will be able to effectively use available slots during the schedules we request. We do not expect that ANA will be using all of the slots that JAL leaves unused.

Q-11

◆ How is ANA treating the 16 billion yen reserve established during fiscal 2007 in response to the EU cartel charges?

A-11

■ After conferring with our external auditors, we have decided to leave the approximately 16 billion yen reserve in place for fiscal 2009. We plan on making an adjustment during fiscal 2010 if there is a final notification from the EU Fair Trade Commission.

End