

All Nippon Airways Financial Results FY10 ended March 31, 2011

April 28, 2011



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I . FY10 Financial Results and FY11 Outlook



Financial Summary for FY10

《Managerial issues at the beginning of FY2010》

- ✓ Implementing cost restructuring
- ✓ Net income swinging into profit
- ✓ Dividends resuming

《Business environment》

- ✓ Recovery in demand
- ✓ Expanded capacity at Haneda & Narita
- ✓ Intensifying competition
- ✓ Progress of our major competitor's restructuring program

Full year results for the fiscal year ended Mar 31, 2011

(¥ billion)	FY10	Difference vs. FY09	Difference vs. forecast as of 29 Oct
Operating revenues	1,357.6	+ 129.3	- 19.3
Air Transportation Business	1,218.2	+ 129.6	- 17.7
Operating Income	67.8	+ 122.0	- 2.1
Air Transportation Business	60.5	+ 118.4	- 3.9
Recurring Income	37.0	+ 123.3	+ 0.0
Net Income	23.3	+ 80.6	+ 17.3
Dividends (per share)	¥2	+ ¥2	+ ¥1

FY2010

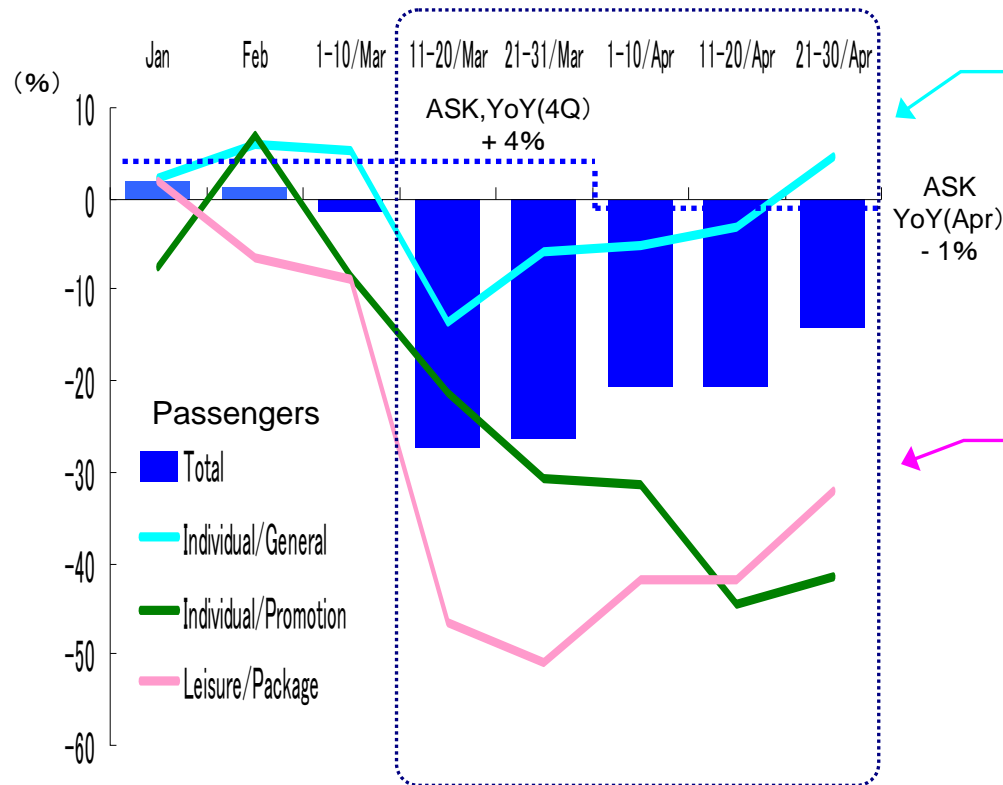
- Capturing even stronger demand while balancing supply between the newly opened international routes at Haneda and Narita.
- Responding to structural changes in the domestic passenger market and establishing an overwhelming edge over the competition.
- 86 billion yen in cost reductions achieved as planned.

Demand fell suddenly and sharply at fiscal year end due to the Earthquake in Northern Coast of Japan; but earnings have recovered significantly and dividends resumed at higher than initially planned levels.

Recent Demand Trends

Domestic passengers

- **Recent demand trends:** the demand slump in the aftermath of the earthquake has abated, and demand is recovering gradually, mainly for individual travel.
- **Forecast for April results (%=YoY):** ASK: -1% (achieved -9% of initial plan), Passengers: -20%



《Individual》

- ➔ Affected by companies banning business trips or exercising restraint in the aftermath of the earthquake.
- ➔ Business/general individual travel demand is recovering strongly
- ➔ Promotional fare demand remains stagnant.

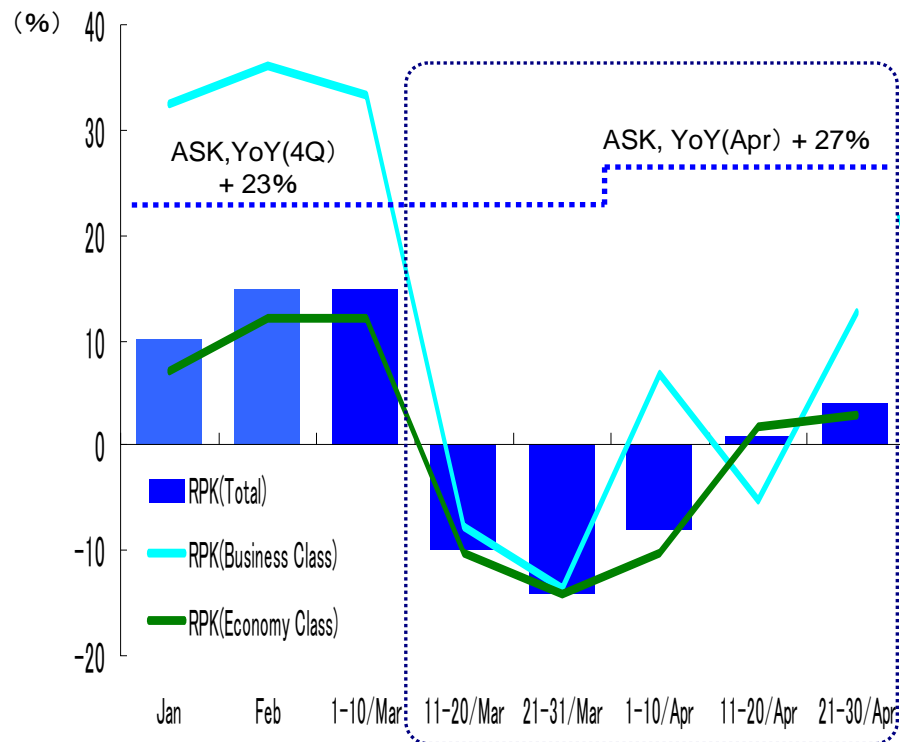
《Package/Leisure》

- ➔ A significant decline in demand reflects unstable infrastructure and consumers' reduced appetite for travel
- ➔ In the latter half of April, there are signs of recovery towards Golden Week.

Recent Demand Trends

International Passengers

- **Recent demand trends:** demand for leisure tours departing from Japan and the number of visitors traveling to Japan declined significantly; however a gradual recovery has been underway, mainly for business travel, since April.
- **Forecast for April results (%=YoY):** ASK: +27% (achieved -1% of initial plan), RPK: -1%, Passengers: -4%



《Business Class》

- ➔ From April, year-on-year demand recovered and turned positive, mainly for business travel.
- ➔ Business class demand has recovered faster than economy class demand.

《Economy Class》

- ➔ In the aftermath of the earthquake, economy class reflected a marked decline in package/leisure travel demand.
- ➔ Recently, year-on-year demand has turned positive.

Response to the FY11 Corporate Plan

ANA 2011-12 Corporate Plan (announced February 24, 2011)

The Earthquake
in Northern Coast of Japan

FY11
Corporate
Plan

➤ How we are responding to the ANA 2011-12 Corporate Plan

⇒ we will adhere to our core strategy

- Early implementation of further measures for enhancing productivity and improving business efficiency

➤ Revision of the single year profit plan

⇒ responding to the fall in demand with various measures

- Urgently regulating supply/demand based on recent demand trends and our competitors' air transportation status
(Due to reduced/suspended flights, we will strive to procure narrow-body aircraft and reduce B4 for domestic and B7 for international operations)
- Corporate Plan revised for 1H/2H after reviewing the period of time stagnant demand will affect us

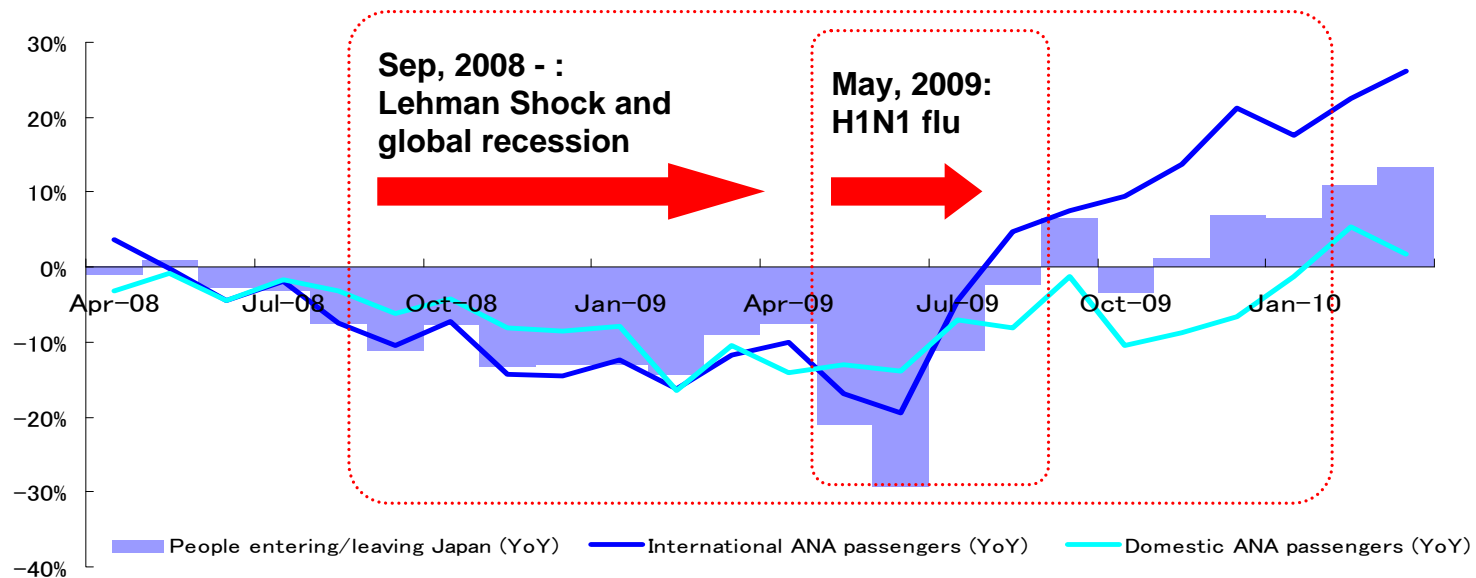
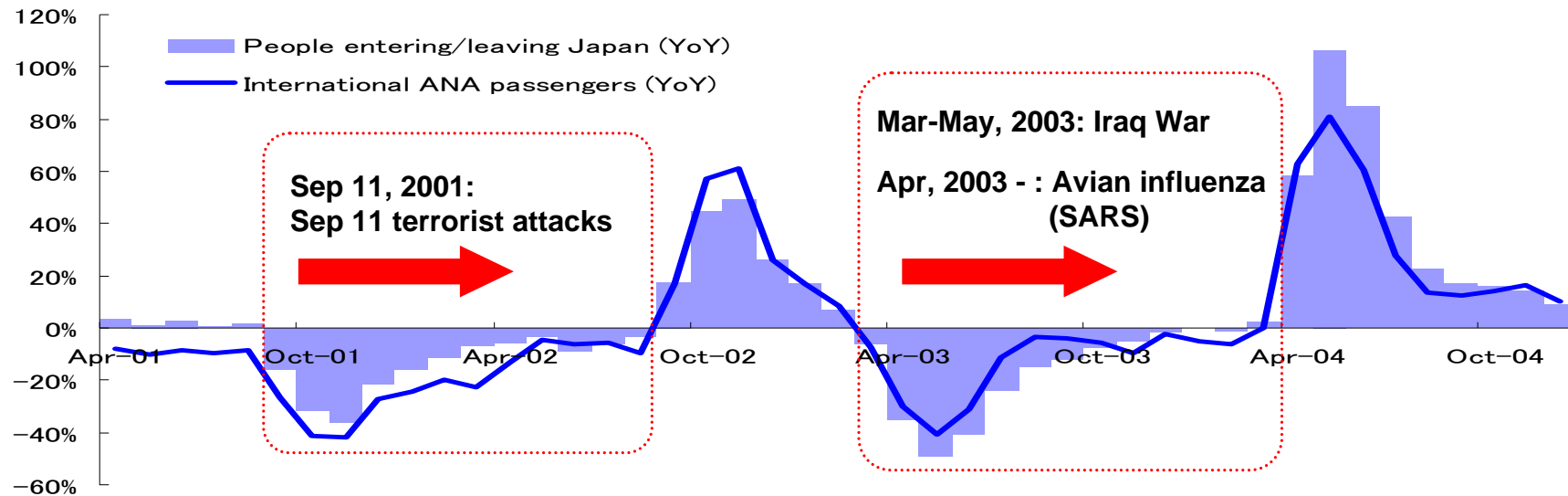
ASK (Apr-Jun,2011)	vs. FY10	vs. Org. Plan
Domestic Passenger	-6 ~ -1%	-11 ~ -9%
International Passenger	+23 ~ +27%	-2 ~ -1%

**《Emergency Plan》
30 billion yen**

- ✓ Variable expenses reduced under the revised Corporate Plan (Fuel, tax and landing fees, other)
- ✓ Budgets cut in the whole company (in an effort to build on the 86 billion yen in cost reductions achieved for the prior year)
- ✓ Productivity-enhancing measures

《Direction of the FY2011 Corporate Plan》
The Group will work together as one to achieve global airline standards
Seeking to enhance profits, overcome challenging times
and also contribute to Japan's recovery.

[Ref] Demand Trends in the Past Event



Source: Ministry of Justice

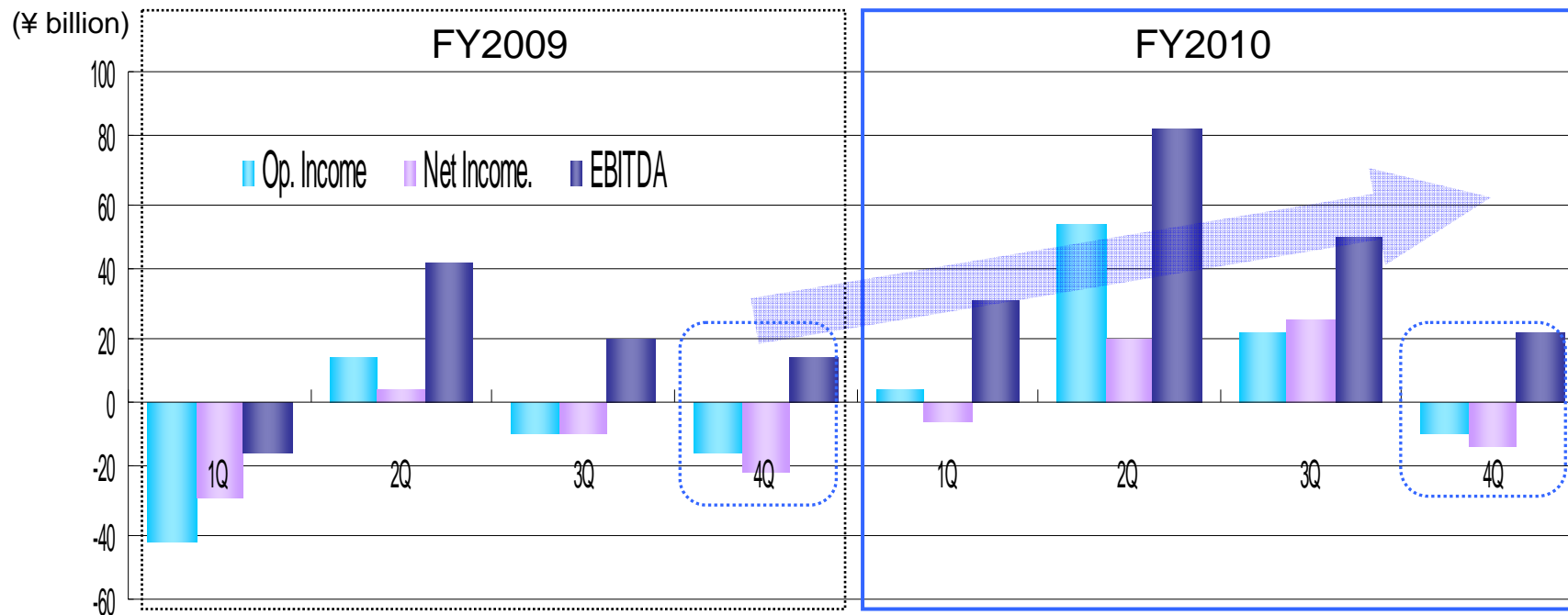
Ⅱ . FY2010 Financial Results 《Details》



Highlights FY10

Highlights of Financial Results for FY10 and FY09 (by quarter)

- Consolidated cumulative operating income came to 67.8 billion yen (improved by 122.0 billion yen, year-on-year)
- Net income and EBITDA came to 23.3 billion yen (improved by 80.6 billion yen, YoY) and 186.2 billion yen (improved by 126.6 billion yen, =YoY), respectively.
- A complete profit recovery through steadily improving revenues based on rebounding demand and cost restructuring.



EBITDA: Op. Income + Depreciation

Consolidated Financial Summary

Income Statements

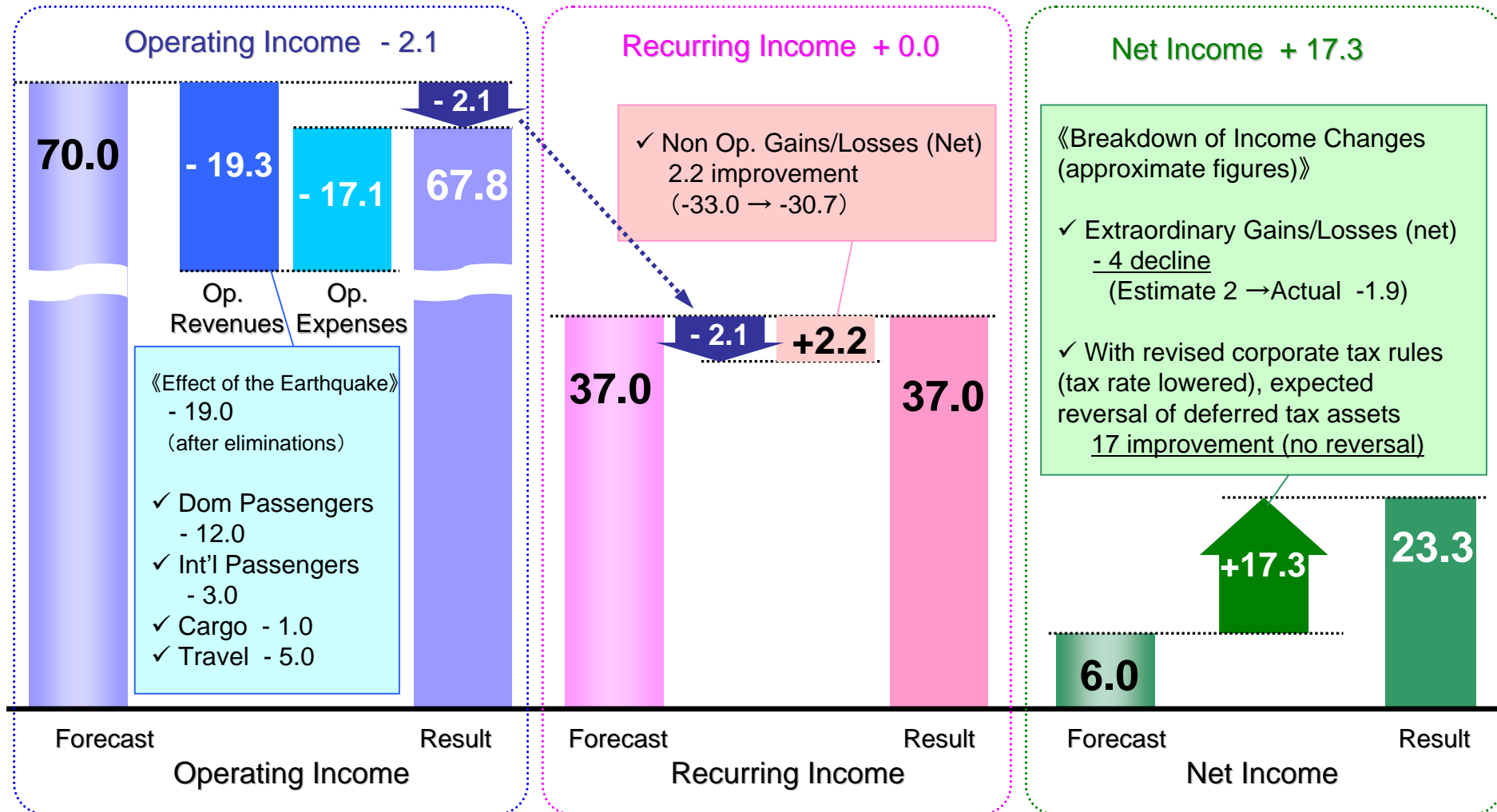
	FY09	FY10	Difference	4Q/FY10	Difference
Operating Revenues	1,228.3	1,357.6	+ 129.3	318.5	+ 13.9
Operating Expenses	1,282.6	1,289.8	+ 7.2	328.4	+ 7.3
Operating Income	- 54.2	67.8	+ 122.0	- 9.8	+ 6.5
Op. Margin (%)	-	5.0	-	-	-
Non-Op. Gains/Losses	- 32.0	- 30.7	+ 1.2	- 11.4	+ 0.8
Recurring Income	- 86.3	37.0	+ 123.3	- 21.3	+ 7.3
Extraordinary Gains/Losses	- 9.2	- 1.9	+ 7.3	- 4.5	+ 4.3
Net Income	- 57.3	23.3	+ 80.6	- 14.2	+ 7.9
Net income before minority interests	-	23.0	-	-	-
Other comprehensive income	-	15.3	-	-	-
Comprehensive income	-	38.3	-	-	-

(¥ billion)

Consolidated Financial Summary

Differences between the Earnings Forecast (revised Oct 29) and Income

(¥ billion)



Consolidated Financial Summary

Consolidated Financial Position

	Mar 31, 2010	Mar 31, 2011	Difference
Assets	1,859.0	1,928.0	+ 68.9
Shareholders' Equity	473.5	520.2	+ 46.7
Ratio of Shareholders' Equity (%)	25.5	27.0	+ 1.5pts
Interest Bearing Debts	941.6	938.8	- 2.8
Debt/Equity Ratio (times)	2.0	1.8	- 0.2pts

(¥ billion)

*D/E ratio when including off-balanced lease obligation of ¥170.2 billion (¥183.5 billion as of the end of March, 2010) is 2.1 times (2.4 times as of the end of March, 2010)

Consolidated Financial Summary

Consolidated Statements of Cash Flow

	FY09	FY10	Difference
Cash Flow from Operating Activities	82.9	203.8	+ 120.8
Cash Flow from Investing Activities	- 251.8	-139.6	+ 112.2
Cash Flow from Financing Activities	173.7	- 10.5	- 184.3
Net Increase or Decrease	4.7	53.4	+ 48.6
Cash and Cash Equivalent at the beginning	143.4	148.1	+ 53.4
Cash and Cash Equivalent at the end	148.1	201.6	
Depreciation and Amortization	113.8	118.4	+ 4.6
Capital Expenditures	209.9	211.6	+ 1.7
EBITDA (Op. Income + Depreciation)	59.5	186.2	+ 126.6
EBITDA Margin(%)	4.8	13.7	+ 8.9

(¥ billion)

Consolidated Financial Summary

Results by Segment

	FY09	FY10	Difference	4Q/FY10	Difference	
Revenues	Air Transportation	1,088.6	1,218.2	+ 129.6	287.5	+ 15.4
	Travel Services	166.9	159.3	- 7.5	34.4	- 5.5
	Total for Reporting Segments	1,255.6	1,377.6	+ 122.0	322.0	+ 9.9
	Other	137.4	138.9	+ 1.4	34.5	+ 0.4
	Adjustment	- 164.7	- 158.9	+ 5.7	- 38.0	+ 3.5
	Total (Consolidated)	1,228.3	1,357.6	+ 129.3	318.5	+ 13.9
Operating Income	Air Transportation	- 57.9	60.5	+ 118.4	- 9.7	+ 8.0
	Travel Services	- 0.0	2.6	+ 2.6	- 0.6	- 0.8
	Total for Reporting Segments	- 57.9	63.1	+ 121.1	- 10.3	+ 7.2
	Other	3.3	4.8	+ 1.4	0.8	- 0.1
	Adjustment	0.4	- 0.1	- 0.5	- 0.3	- 0.5
	Total (Consolidated)	- 54.2	67.8	+ 122.0	- 9.8	+ 6.5

(¥ billion)

Note: the segment categories of some Group companies change when disclosing segment information in line with the management approach.

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Air Transportation Business

Operating Revenues and Expenses

		FY09	FY10	Difference	4Q/FY10	Difference
Operating Revenues	Domestic Passengers	630.9	652.6	+ 21.6	149.5	- 0.8
	International Passengers	214.1	280.6	+ 66.5	65.6	+ 8.0
	Cargo and Mail	94.3	125.0	+ 30.6	30.4	+ 4.6
	Others	149.1	159.9	+ 10.8	41.8	+ 3.5
	Total	1,088.6	1,218.2	+ 129.6	287.5	+ 15.4
Operating Expenses	Fuel and Fuel Tax	249.9	256.2	+ 6.3	64.4	+ 3.3
	Landing and Navigation Fees	92.4	93.8	+ 1.3	23.4	+ 1.3
	Aircraft Leasing Fees	60.3	63.9	+ 3.5	15.6	- 0.0
	Depreciation and Amortization	111.3	116.2	+ 4.9	30.2	+ 1.2
	Aircraft Maintenance	56.2	46.2	- 9.9	13.4	- 1.2
	Personnel	229.7	243.3	+ 13.5	63.6	+ 6.5
	Sales Commission and Promotion	76.5	67.0	- 9.4	16.6	- 3.6
	Contracts	81.5	83.8	+ 2.2	21.3	- 0.6
	Others	188.3	186.8	- 1.5	48.4	+ 0.4
	Total	1,146.6	1,157.7	+ 11.1	297.2	+ 7.4
Op. Income	Operating Income	- 57.9	60.5	+ 118.4	- 9.7	+ 8.0

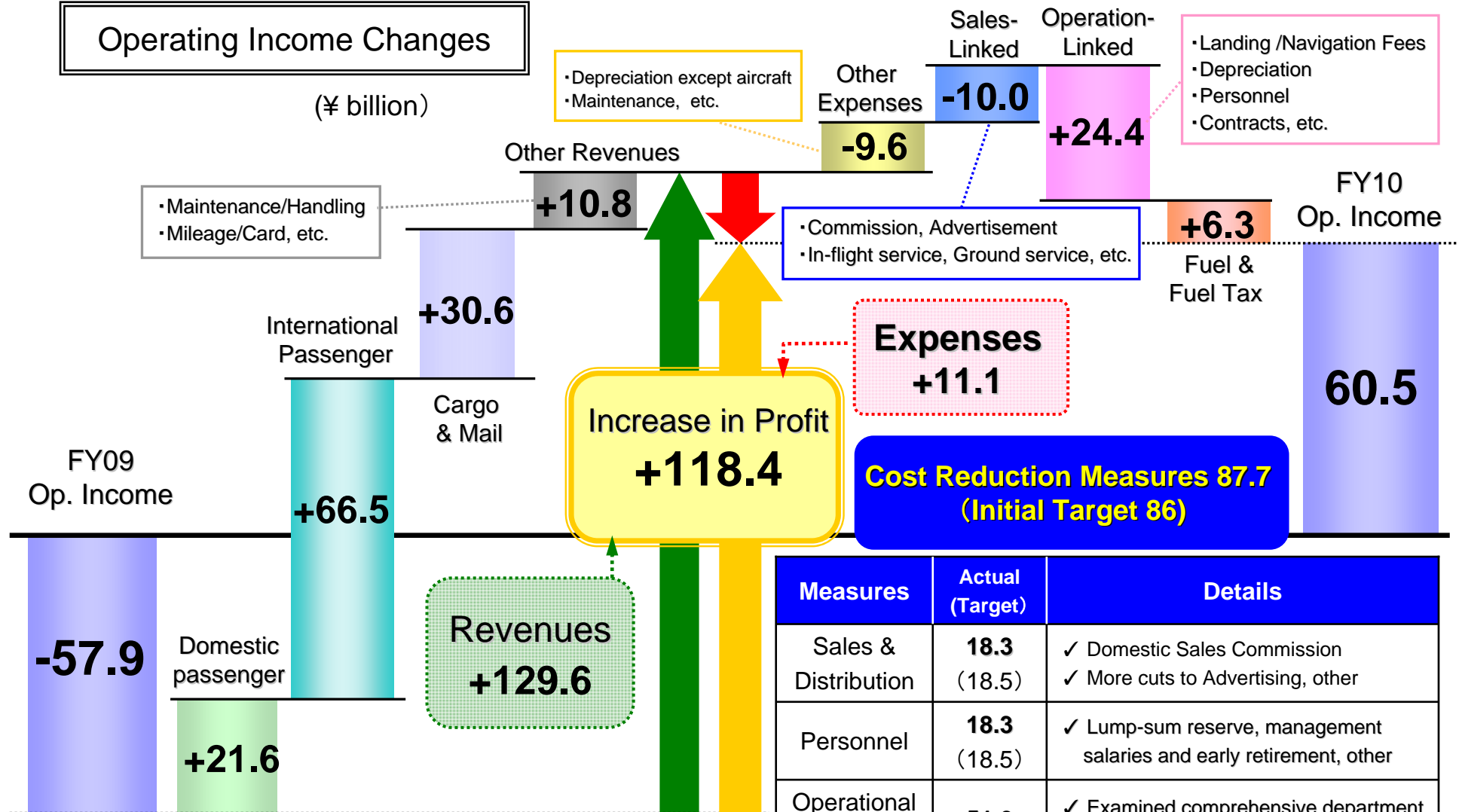
Note: Results for FY09 have been revised to reflect the segment category changes of some Group companies.

(¥ billion)

Air Transportation Business

Operating Income Changes

(¥ billion)



Note: Results for FY09 have been revised to reflect the segment category changes of some Group companies.

Measures	Actual (Target)	Details
Sales & Distribution	18.3 (18.5)	✓ Domestic Sales Commission ✓ More cuts to Advertising, other
Personnel	18.3 (18.5)	✓ Lump-sum reserve, management salaries and early retirement, other
Operational Cost & Structure	51.0 (49.0)	✓ Examined comprehensive department costs, revised Corporate Plan and strategic alliances

Air Transportation Business

Domestic Passenger Operations

	FY09	FY10	% Y/Y	4Q/FY10	% Y/Y
Passengers (thousands)	39,894	40,574	+ 1.7	9,021	- 7.0
Available Seat Km (million)	57,104	56,796	- 0.5	14,007	+ 3.6
Revenue Passenger Km (million)	35,397	35,983	+ 1.7	8,033	- 7.0
Load Factor (%)	62.0	63.4	+ 1.4pts	57.4	- 6.6pts
Passenger Revenues (¥ billion)	630.9	652.6	+ 3.4	149.5	- 0.6
Unit Revenue (¥/ASK)	11.0	11.5	+ 4.0	10.7	- 4.1
Yield (¥/RPK)	17.8	18.1	+ 1.7	18.6	+ 6.9
Unit Price (¥/Passenger)	15,816	16,084	+ 1.7	16,581	+ 7.0

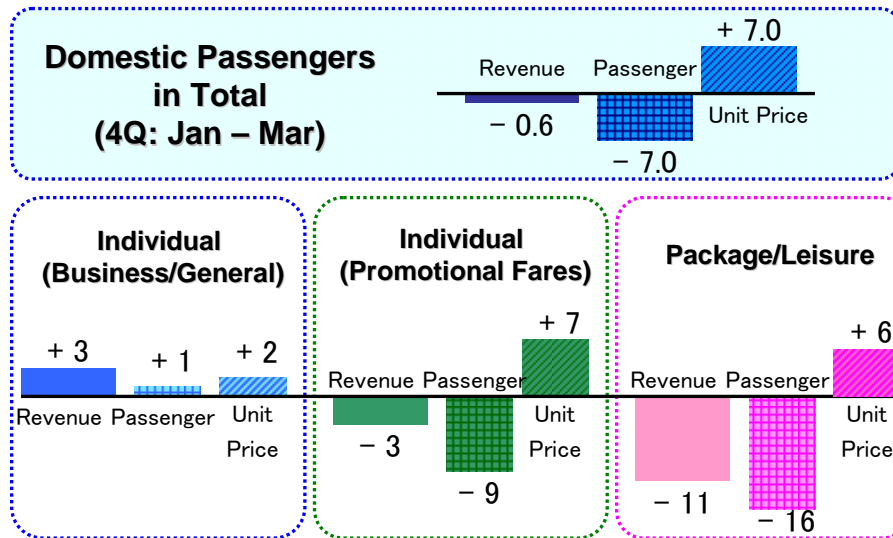
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Air Transportation Business

Trends in Domestic Passenger Operations

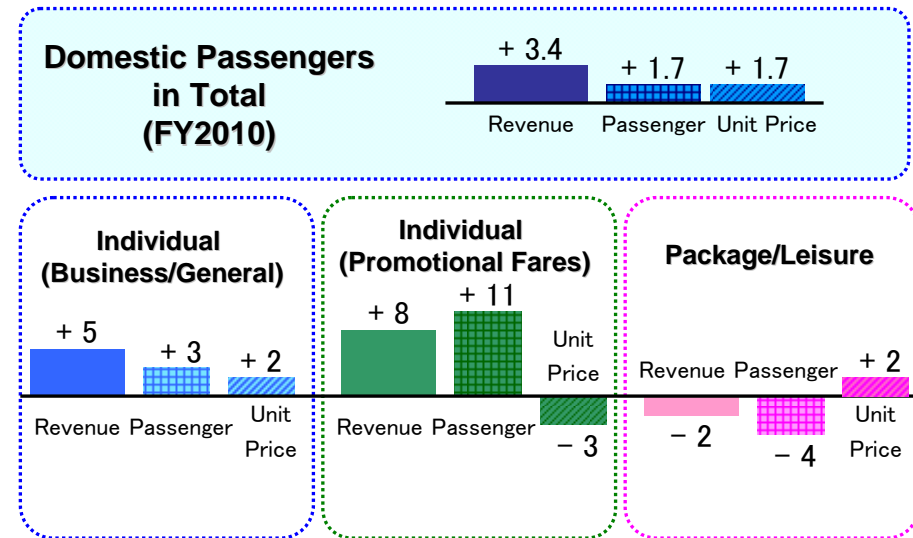
4Q Revenue / No. of Passengers / Unit Price by Segment

✓ Promotional and package/leisure down due to the earthquake



FY2010 Cumulative Revenue Change Factors

✓ Strong individual passenger numbers and unit prices contributed to significant revenue increases



(% Y/Y; figures by segment include non-revenue passengers)

Quarterly Key Topics:

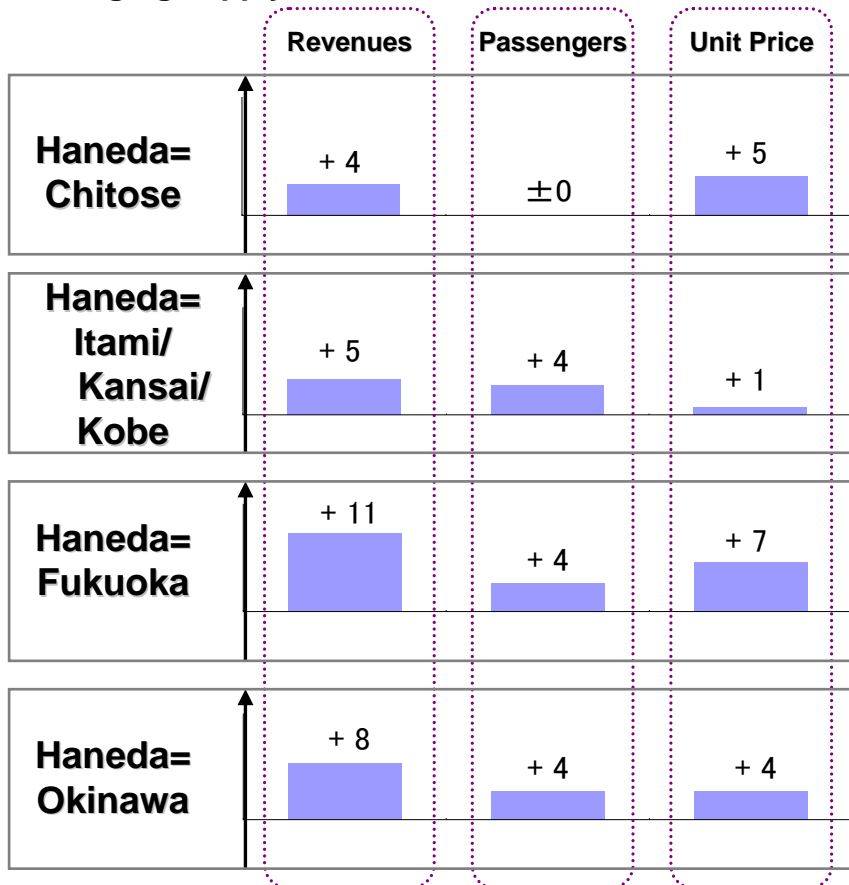
- Jan 24 Release: Increased code share operations with IBEX Airlines (From Jul 1)
Chubu = Sendai (2 round-trip flights/day), Chubu = Oita (2 round-trip flights/day)
- Feb 28 Release: ANA mileage program domestic flight awards able to be redeemed for a one-way trip (From Apr 1)
- From Mar 1: Revamping Premium Class in-flight meal series "Takumi"

Air Transportation Business

Trends in Domestic Passenger Operations

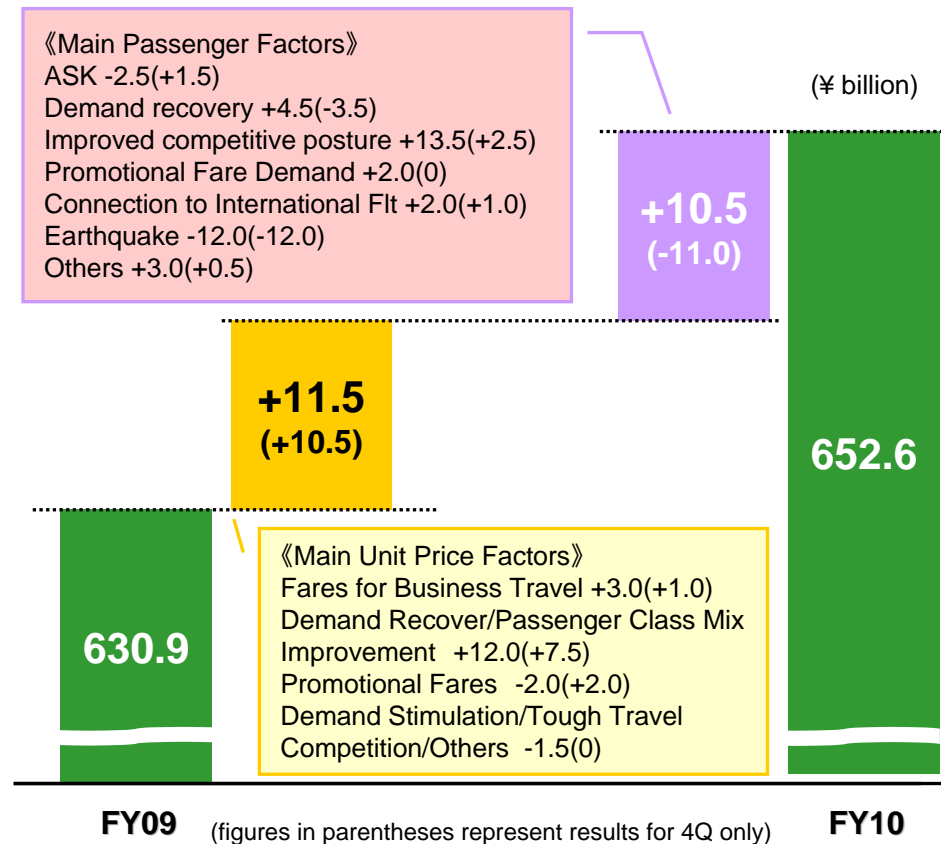
Main line Results (Y/Y, Oct - Feb)

✓ Major routes performing strongly despite the changing supply-demand structure



FY2010 Cumulative Revenue Change Factors

✓ Demand and unit prices recovering steadily; but passenger numbers are down due to the earthquake



Air Transportation Business

International Passenger Operations

	FY09	FY10	% Y/Y	4Q/FY10	% Y/Y
Passengers (thousands)	4,666	5,168	+ 10.8	1,261	+ 0.5
Available Seat Km (million)	26,723	29,768	+ 11.4	8,080	+ 22.6
Revenue Passenger Km (million)	20,220	22,430	+ 10.9	5,546	+ 6.6
Load Factor (%)	75.7	75.3	- 0.3pts	68.6	- 10.3pts
Passenger Revenues (¥ billion)	214.1	280.6	+ 31.1	65.6	+ 14.0
Unit Revenue (¥/ASK)	8.0	9.4	+ 17.7	8.1	- 7.0
Yield (¥/RPK)	10.6	12.5	+ 18.2	11.8	+ 7.0
Unit Price (¥/Passenger)	45,883	54,296	+ 18.3	52,009	+ 13.4

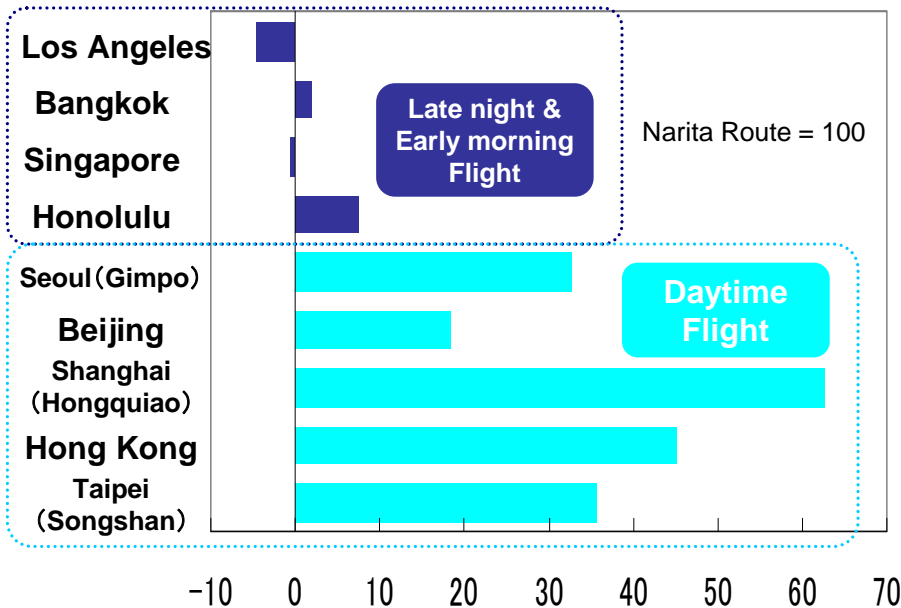
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Air Transportation Business

Trends in International Passenger Operations

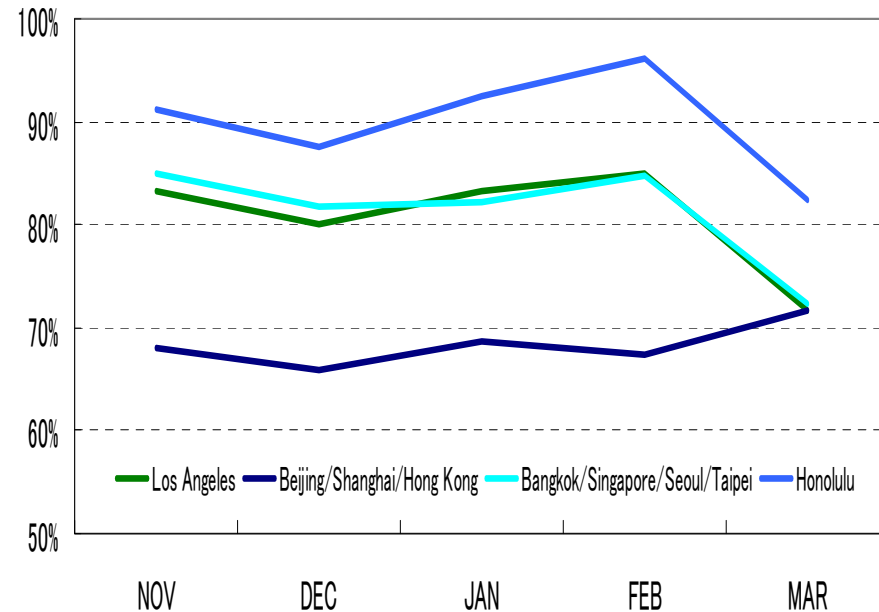
Unit Price of Haneda Routes (Jan - Mar)

✓ Unit prices for Haneda daytime flights higher than for Narita; but unit prices for late night flights roughly the same for both airports



Load Factor of Haneda Routes (Nov - Mar)

✓ Load factors remain high at over 80% for all except Chinese routes



Quarterly Key Topics:

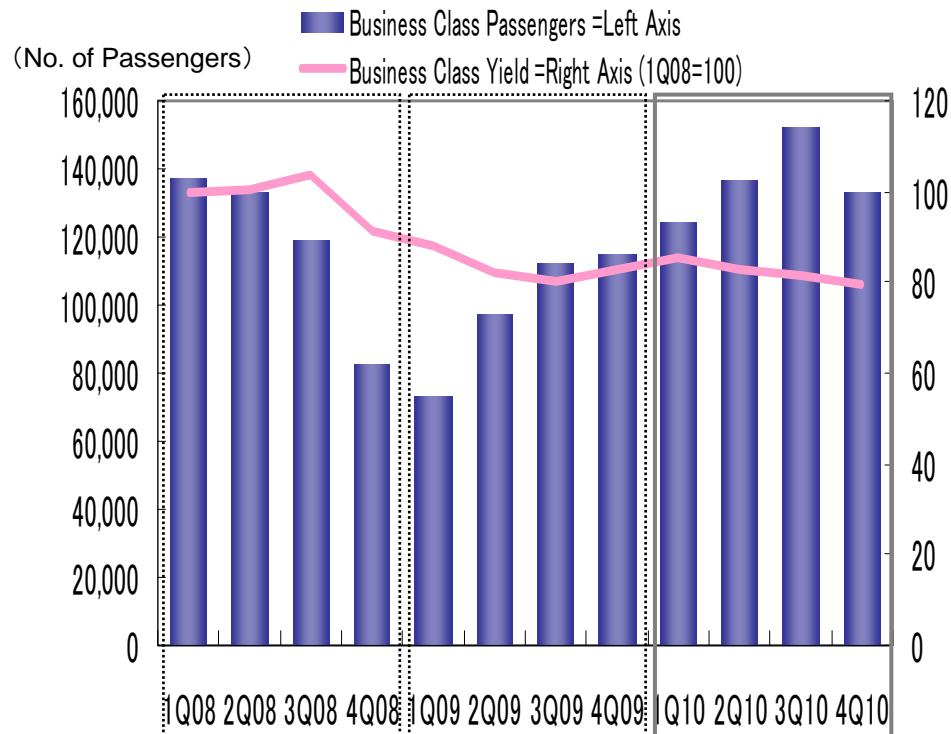
- ➔ Additional service routes: Narita=Jakarta (From Jan 7, 1 round-trip/day), Narita=Manila (From Feb 27, 1 round-trip/day)
- ➔ Feb 1: Fuel surcharge increase (e.g. increased from 10,500 yen to 14,000 yen one way for Europe and North America)
- ➔ Feb 23: Filed an ATI (Anti-Trust Immunity) application with the MLIT Japan for Japan-Europe services with Lufthansa

Air Transportation Business

Trends in International Passenger Operations

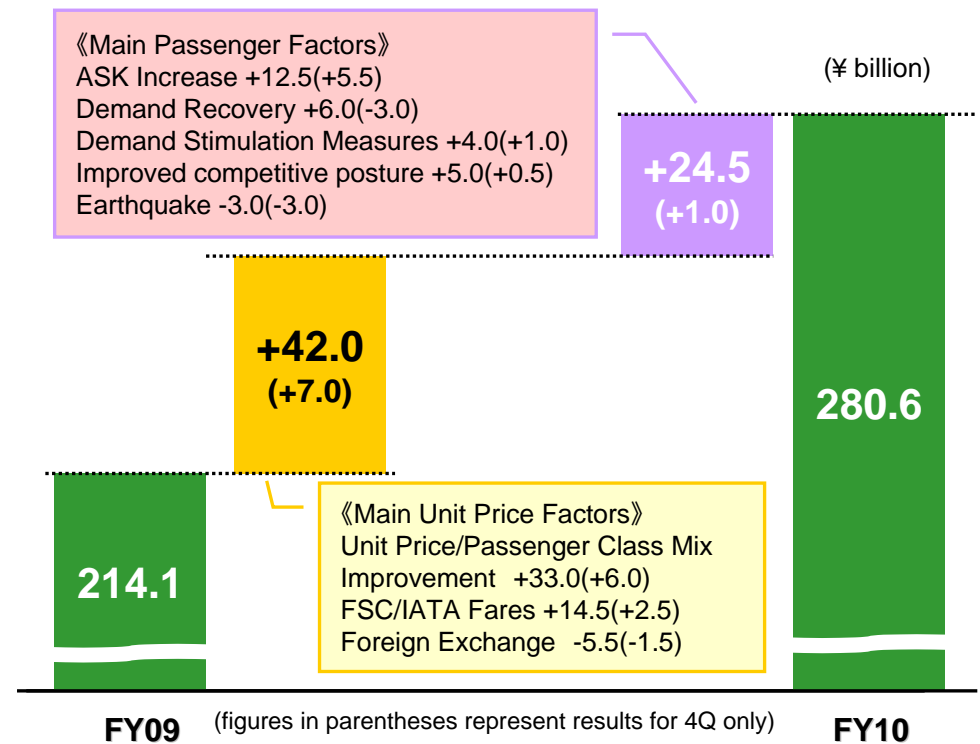
No. of Business Class Passengers/Yield by Quarter

✓ Business class passenger numbers recovering strongly



FY2010 Cumulative Revenue Change Factors

✓ Revenues boosted substantially by the synergistic effects of ASK increase, demand increase and unit price improvements



FY09 (figures in parentheses represent results for 4Q only)

FY10

《Correction for 3Q results》
 Unit Price/Passenger Class Mix Improvement +27.0(+10.0)
 Foreign Exchange -4.0(-2.0)

Air Transportation Business

Cargo Operations (Domestic)

		FY09	FY10	% Y/Y	4Q/FY10	% Y/Y
Domestic Cargo	Cargo Revenues (¥ billion)	31.8	32.4	+ 1.8	7.8	+ 5.3
	Available Ton Km (million)	1,893	1,861	- 1.7	454	+ 2.1
	Revenue Ton Km (million)	453	450	- 0.7	106	+ 1.6
	Revenue Ton (thousand tons)	458	453	- 1.1	107	+ 1.5
	Load Factor (%)	24.0	24.2	+ 0.2pts	23.4	- 0.1pts
	Unit Revenue (¥/ATK)	16.8	17.4	+ 3.6	17.2	+ 3.2
	Unit Price (¥/kg)	69	71	+ 3.0	73	+ 3.8
Domestic Freighter 【Included above】	Cargo Revenues (¥ billion)	1.7	1.6	- 7.3	0.3	- 6.8
	Available Ton Km (million)	42	36	- 15.0	8	- 15.8
	Revenue Ton Km (million)	12	12	- 2.2	3	+ 4.0
	Revenue Ton (thousand tons)	12	11	- 5.4	2	+ 3.4
	Load Factor (%)	29.8	34.3	+ 4.5pts	39.3	+ 7.5pts
	Unit Revenue (¥/ATK)	41.2	44.9	+ 9.1	48.8	+ 10.7
	Unit Price (¥/kg)	140	137	- 2.0	135	- 9.8

Air Transportation Business

Cargo Operations (International)

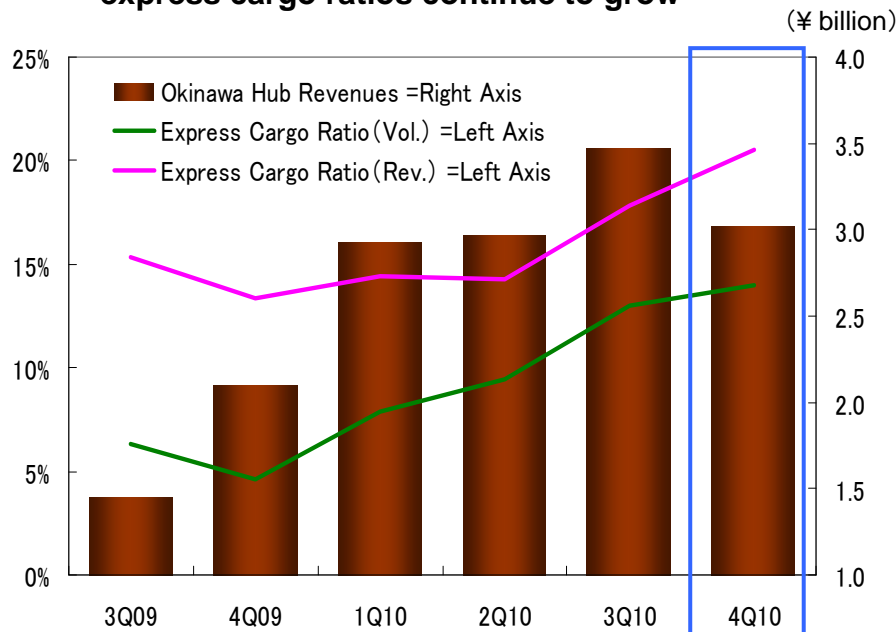
		FY09	FY10	% Y/Y	4Q/FY10	% Y/Y
International Cargo	Cargo Revenues (¥ billion)	55.7	86.0	+ 54.4	21.0	+ 25.7
	Available Ton Km (million)	2,687	3,059	+ 13.8	796	+ 17.5
	Revenue Ton Km (million)	1,717	2,069	+ 20.5	509	+ 13.3
	Revenue Ton (thousand tons)	422	557	+ 32.0	132	+ 11.1
	Load Factor (%)	63.9	67.6	+ 3.8pts	64.0	- 2.4pts
	Unit Revenue (¥/ATK)	20.7	28.1	+ 35.6	26.4	+ 6.9
	Unit Price (¥/kg)	132	154	+ 17.0	159	+ 13.2
International Freighter 【Included above】	Cargo Revenues (¥ billion)	17.4	32.8	+ 88.4	8.3	+ 44.8
	Available Ton Km (million)	577	780	+ 35.1	193	+ 27.1
	Revenue Ton Km (million)	333	492	+ 47.8	114	+ 24.7
	Revenue Ton (thousand tons)	173	289	+ 67.1	66	+ 16.2
	Load Factor (%)	57.7	63.1	+ 5.4pts	58.9	- 1.1pts
	Unit Revenue (¥/ATK)	30.2	42.1	+ 39.5	42.8	+ 14.0
	Unit Price (¥/kg)	101	113	+ 12.8	125	+ 24.6

Air Transportation Business

Trends in International Cargo Operations

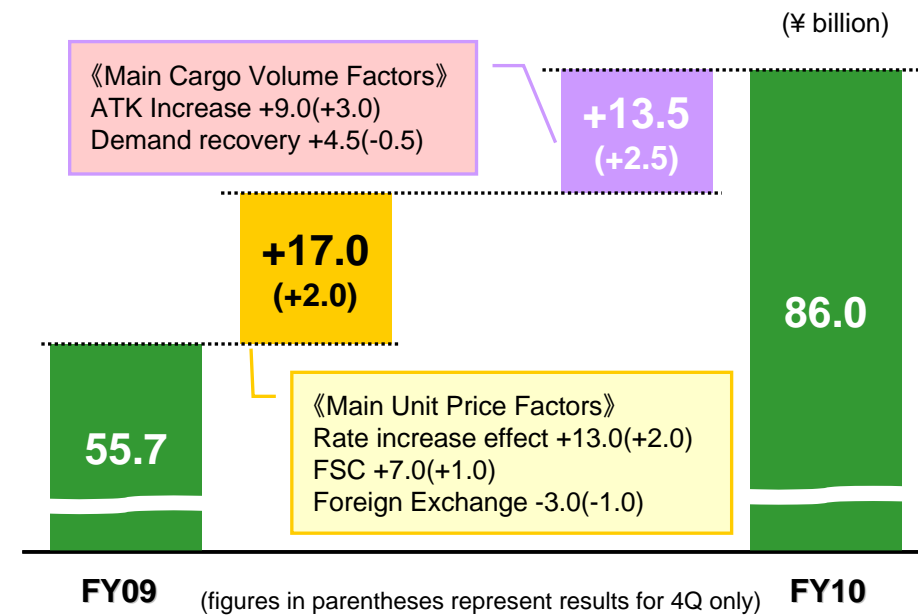
Okinawa Hub Quarterly Revenues

✓ Revenues becoming more stable, express cargo ratios continue to grow



FY2010 Cumulative Revenue Change Factors

✓ Despite slowing demand, volume and unit prices helped revenue growth



Quarterly Key Topics:

- Fuel surcharge increase: (e.g. on Europe and North American/Middle Eastern routes) from 81 yen to 87 per kg (Jan 1) to 93 yen (Feb 1) to 99 yen (Mar 1)
- Feb 15: 24-hour handling of web reservations commenced

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III. Supplemental Reference



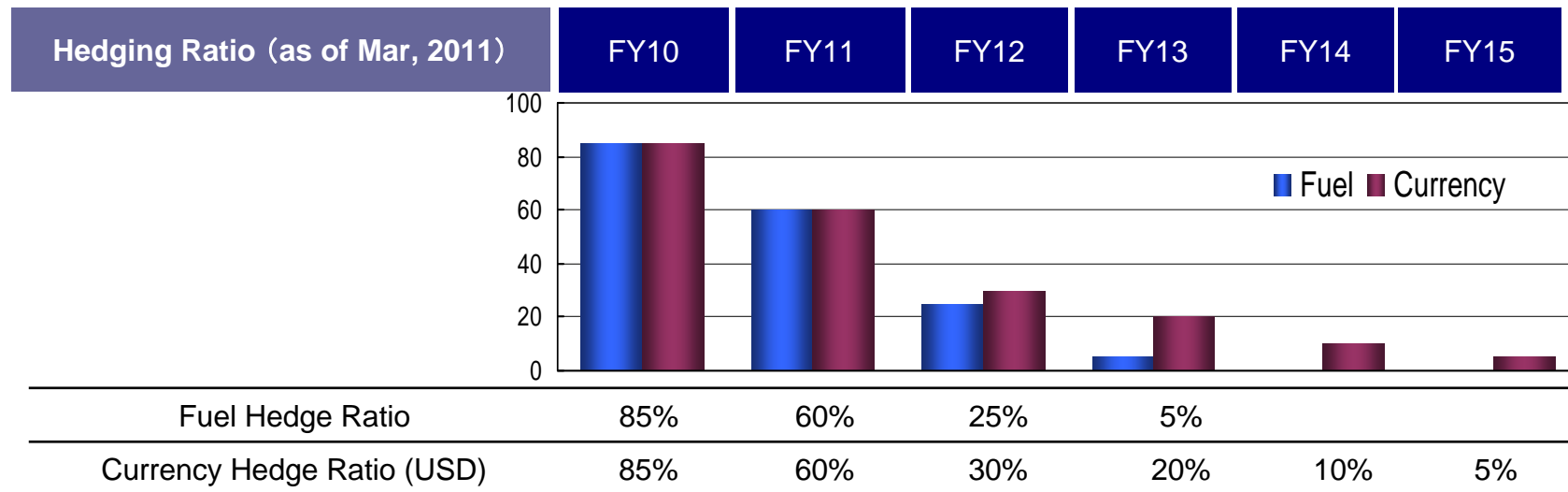
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Fuel Price and Exchange Rate

Fuel Price and Exchange Rate

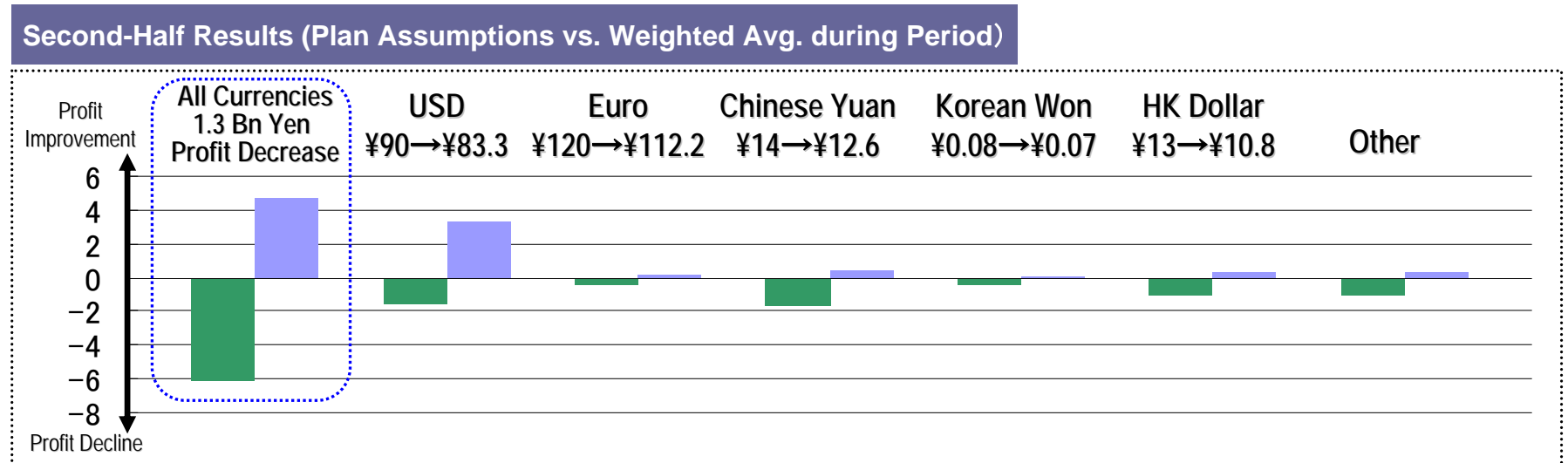
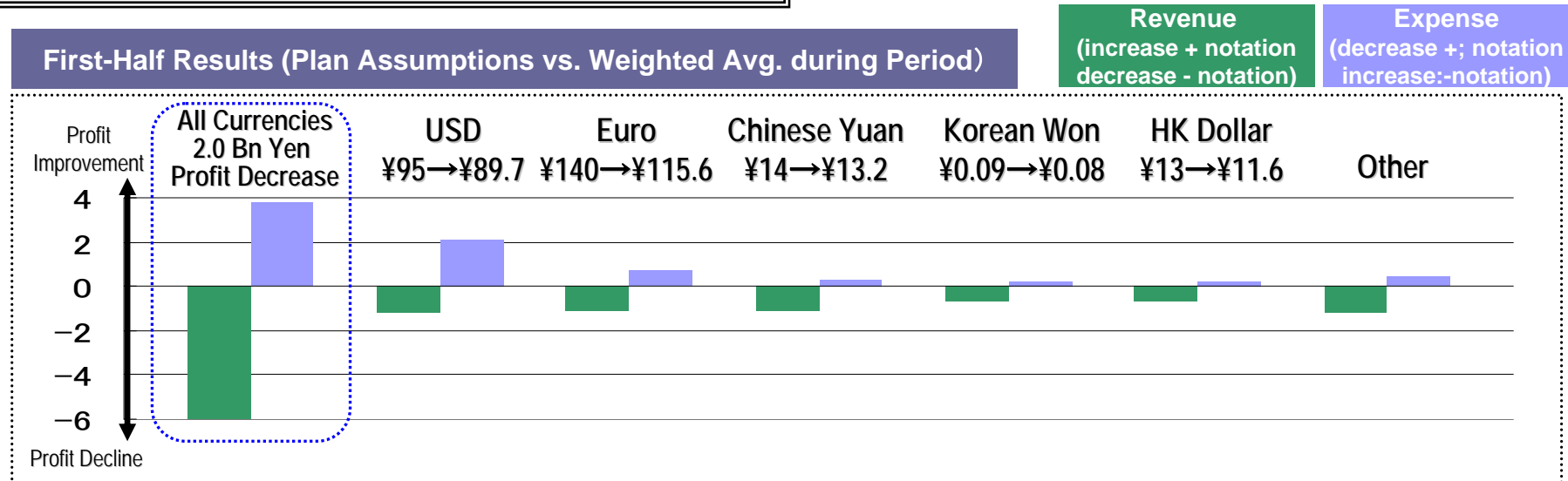
Market Index and Assumptions	FY10	
	1H	2H
Dubai Crude Oil (USD/BBL)	76	93
Kerosene (USD/BBL)	88	110
Exchange Rate (JPY/USD)	89	82

Non hedged impact of oil price and currency fluctuations on fuel expense	
1 USD change per barrel	2.0 billion / year
1 JPY change per USD	2.0 billion / year



Fuel Price and Exchange Rate

Major Exchange Rate Effects on Op. Income (operating income (loss) /including hedge effects; units: billion yen)



International Passenger Results by Destination

		FY10 Composition	Difference	4Q Composition	Difference
Revenue	North America	27.4	- 2.0	26.2	- 1.3
	Europe	20.8	- 1.2	17.8	- 1.5
	China	27.3	+ 1.4	25.8	- 2.3
	Asia	20.6	+ 0.9	25.3	+ 3.0
	Resort	3.9	+ 0.9	4.9	+ 2.0
ASK	North America	30.2	- 1.5	30.2	- 1.3
	Europe	22.0	+ 1.1	20.6	+ 0.2
	China	20.3	- 2.6	17.8	- 5.5
	Asia	22.1	+ 1.8	25.5	+ 4.8
	Resort	5.4	+ 1.1	5.9	+ 1.9
RPK	North America	30.7	- 1.7	30.5	- 0.7
	Europe	22.5	- 0.4	20.4	- 1.3
	China	18.3	- 1.2	15.6	- 5.2
	Asia	22.5	+ 1.6	26.7	+ 4.7
	Resort	6.0	+ 1.6	6.8	+ 2.5

International Cargo Results by Destination

	FY10 Composition	Difference	4Q Composition	Difference	
Revenue	North America	21.8	- 1.7	20.7	- 2.3
	Europe	16.5	+ 0.7	16.8	+ 1.0
	China	37.6	+ 0.8	36.7	- 0.1
	Asia	18.5	+ 1.1	20.9	+ 3.7
	Others	5.6	- 0.9	4.8	- 2.3
ATK	North America	33.0	- 3.7	32.9	- 3.1
	Europe	21.3	+ 3.0	21.9	+ 3.1
	China	21.5	+ 0.6	20.6	+ 0.2
	Asia	18.5	+ 0.9	19.9	+ 2.5
	Others	5.6	- 0.7	4.6	- 2.7
RTK	North America	34.5	- 3.3	34.9	- 2.7
	Europe	25.1	+ 2.5	25.8	+ 3.2
	China	18.6	+ 0.5	17.3	- 0.1
	Asia	16.2	+ 0.6	17.3	+ 1.9
	Others	5.7	- 0.3	4.7	- 2.3

Aircraft in Service

	Mar,2010	Mar,2011	Difference	Owned	Leased	
Wide-Body	Boeing 747-400 (International)	3	1	Δ 2	0	1
	Boeing 747-400 (Domestic)	10	10	-	10	0
	Boeing 777-300ER	14	19	+ 5	16	3
	Boeing 777-300	7	7	-	7	0
	Boeing 777-200ER	7	7	-	4	3
	Boeing 777-200	16	16	-	14	2
Mid-Body	Boeing 767-300ER	19	22	+ 3	7	15
	Boeing 767-300	32	32	-	32	0
	Boeing 767-300F	4	3	Δ 1	0	3
	Boeing 767-300BCF	5	7	+ 2	7	0
Narrow-Body	Airbus A320-200 (International)	5	5	-	0	5
	Airbus A320-200 (Domestic)	24	23	Δ 1	15	8
	Boeing 737-800	8	15	+ 7	14	1
	Boeing 737-700ER	2	2	-	2	0
	Boeing 737-700	16	16	-	12	4
	Boeing 737-500	19	17	Δ 2	9	8
Regional	Bombardier DHC-8-400 (Q400)	14	15	+ 1	2	13
	Bombardier DHC-8-300 (Q300)	5	5	-	1	4
Total	210	222	+ 12	152	70	

Note: As of Mar 31, 2011, excluding leased aircraft outside Group (11 as of end of FY10, 9 as of end of prior fiscal year)

ANA Group Corporate Philosophy

ANA Group Corporate Philosophy

— Our Commitments —
 On a foundation of security and reliability,
 the ANA Group will:

- Create attractive surroundings for customers
- Continue to be a familiar presence
- Offer dreams and experiences to people around the world

ANA Group Safety Principles

- ✓ Safety is our promise to the public and is the foundation of our business.
- ✓ Safety is assured by an integrated management system and mutual respect.
- ✓ Safety is enhanced through individual performance and dedication

ANA Group Corporate Vision

With air transportation as its core field of business, the ANA Group aims to be one of the leading corporate groups in Asia, providing passenger and cargo transportation around the world.

▶▶ Being the leader in Asia means that we will become

- Number one in quality
- Number one in customer satisfaction
- Number one in value creation

Cautionary Statement

Forward-Looking Statements. This material contains forward-looking statements based on ANA's current plans, estimates, strategies, assumptions and beliefs. These statements represent the judgments and hypotheses of the Company's management based on currently available information. Air transportation, the Company's core business, involves government-mandated costs that are beyond the Company's control, such as airport utilization fees and Fuel taxes. In additions, conditions in the markets served by the Company are subject to significant fluctuations.

It is possible that these conditions will change dramatically due to a number of factors, such as trends in the economic environment, fuel prices, technologies, demand, competition, foreign exchange rate fluctuations, and others. Due to these risks and uncertainties, it is possible that the Company's future performance will differ significantly from the contents of this material.

Accordingly, there is no assurance that the forward-looking statements in this material will prove to be accurate.

Thank you.

This material is available on our website.

<http://www.ana.co.jp>

Investor Relations  Financial Information  Presentations



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