

Corporate Philosophy, Corporate Vision

The ANA Group Philosophy sets forth the desired direction for the Group and reaffirms what we must constantly be aware of in our activities. It serves as the operational foundation underlying all ANA Group business activities.

■ ANA Group's Corporate Philosophy

The ANA Group Philosophy consists of Our Commitments and Course of Action. These express our ideals for the Group and the fundamental approach we must take to prevail against the competition and remain the airline of

choice. The ANA Group Philosophy was established in January 2002 following discussion across all layers of ANA and its subsidiaries, from executives to rank-and-file employees.

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

Course of Action

- 1) Maintain top priority on safety
- 2) Be customer oriented
- 3) Contribute to society
- 4) Embrace new challenges
- 5) Debate with active interest, decide with confidence, and execute with conviction
- 6) Build a powerful ANA Group by effectively using human resources and focusing on teamwork as a competitive strength

■ ANA Group's Corporate Vision

The ANA Group's Corporate Vision sets out our immediate goals and is based on the ANA Group Philosophy. Our primary aspiration is to become the leading airline-based corporation in Asia. This is not merely a matter of size; we hope to rank first in Asia for quality, customer satisfaction and value creation.

To achieve this vision and thoroughly differentiate ourselves from competitors, we are pursuing a management strategy that emphasizes profit (i.e., value creation), customer satisfaction (including punctuality), and each employee's individuality and creativity.

ANA Group's Corporate Vision

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

Being the leader in Asia means that we will become:

Number one in quality

Number one in customer satisfaction

Number one in value creation