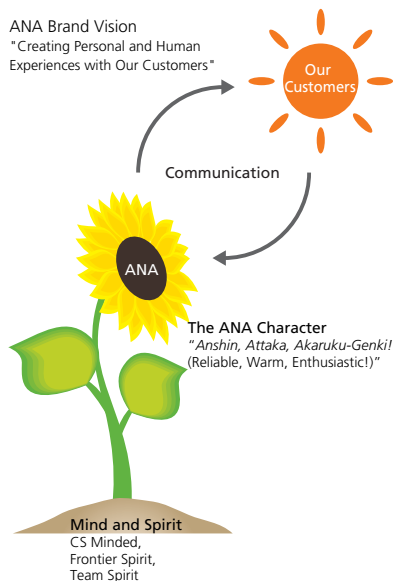


## ANA Group Mid-Term Corporate Strategy (FY2006–FY2009)

In preparation for the era of intensified competition expected following the expansion of Haneda Airport in October 2010, we are promoting the ANA Group Mid-Term Corporate Strategy (FY2006–FY2009). This plan aims to fortify us against any changes in the business environment including higher fuel prices. By FY2009 we aim to become the number one airline in Asia in terms of value creation, quality and customer satisfaction.

### ANA Brand Concept

ANA Brand Vision  
"Creating Personal and Human Experiences with Our Customers"



### Objectives of ANA Group Mid-Term Corporate Strategy (FY2006–FY2009)

Positioning this mid-term strategy as our full-fledged preparation period for the expansion of Haneda Airport in October 2010 and the ensuing "big bang," we will heavily invest resources not only in domestic passenger operations but also in the growth areas

of international passenger and cargo operations. To strengthen our corporate constitution against fluctuations in revenue, we are steadily implementing cost-structure reforms and fleet strategy to ensure profitability in the event of higher fuel prices.

### Outline of Strategy

#### Safety, Quality and Customer Satisfaction

Our goal is to have the best safety-management system in the world. We will do this by promoting a corporate culture that focuses on safety throughout the entire ANA Group. This means that each Group airline will use the same standardized systems and thus enjoy the same high level of safety.

In terms of quality and customer satisfaction, we will combine our personalized service that values feedback with excellent airport and amenities cabin to truly be the airline described by our catchphrase, "Anshin, Attaka, Akaruku-Genki! (Reliable, Warm, Enthusiastic!)" In FY2006 we established

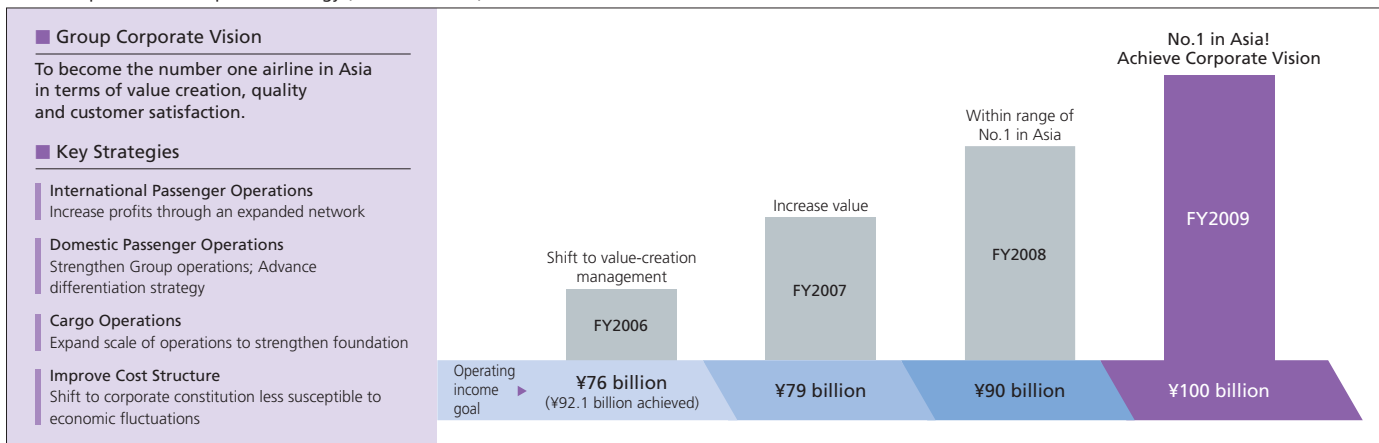
systems of comparison with foreign airlines, centered on those in Asia, as well as a new customer satisfaction survey targeted at foreign passengers. These measures will aid us in our goal to become the number one in Asia in terms of customer satisfaction.

#### Five Strategies for Managing Value Creation

##### Domestic passenger operation strategy

We will improve the convenience of connections, optimize the supply/demand balance and revenue management, and aim for stable revenue growth. We will work to cement the competitiveness of our products such

### ANA Group Mid-Term Corporate Strategy (FY2006–FY2009)





as Super Seat Premium, new economy class seats, total transport strategy and e-commerce and develop other attractive products that meet customer needs.

### International passenger operation strategy

We will specialize in the business passenger market, reinforce our transport capacity at the hub airports of Star Alliance partners, and enhance our network in each region of North America, Europe, China and Asia. By deploying mainly narrow-body aircraft such as the Airbus 320 and Boeing 737-700 on higher-frequency China and Asia routes and by optimizing demand and supply, we will strengthen our competitiveness.

At Narita Airport, we will enhance connections with Star Alliance member airlines, while at Haneda Airport, we will prepare for international operations based on demand in the Tokyo metropolitan area and on domestic connections. Further, we will promote our deployment of the Boeing 737-700ER, the first in the world, as a strategic aircraft for mid- and long-haul international routes.

### Cargo operation strategy

To strengthen cargo operations, one of the three pillars supporting our growth

strategy, we will establish Japan-China, Japan-North America, and Japan-Asia networks utilizing Kansai or Nagoya (Chubu) airports. Moreover, we will establish a network connecting domestic and international flights from Haneda Airport by the end of FY2008, paving the way for a Haneda-based freighter network after FY2009. We will expand our freighter business through a tie-up with Japan Post and by establishing a new freighter company geared to the internationalization of Haneda Airport, which will contribute to achieving the ANA Group profit objective.

### Alliance strategy

June 2006 saw the relocating of ten Star Alliance member airlines “under one roof” at Narita Airport’s Terminal 1. In the future we will work to improve connections among ANA’s Asian and Western partners, as well as customer convenience through shared use of

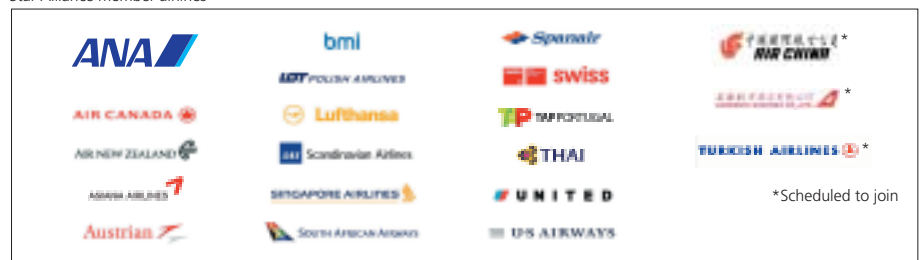
infrastructure such as lounges, check-in counters and IT systems. As Haneda Airport becomes internationalized, we will make best use of Star Alliance resources to secure our competitiveness.

### Cost structure reform—fleet strategy and cost reductions

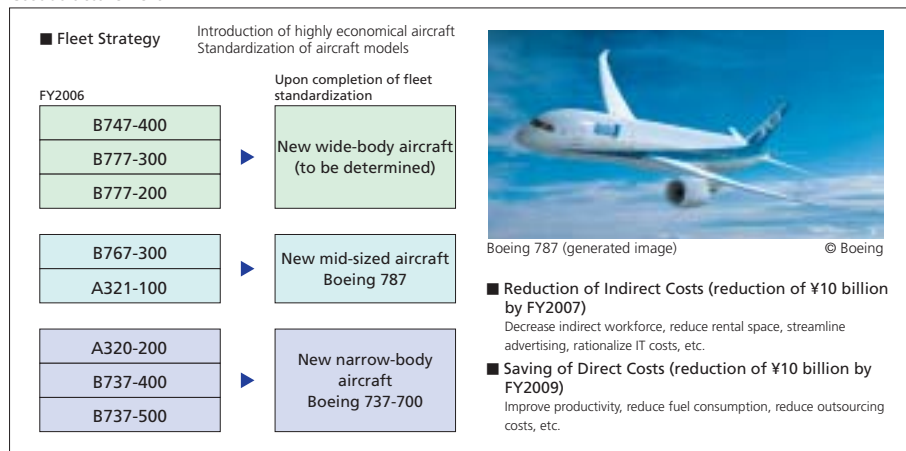
Cost competitiveness will be strengthened by standardizing on new, cost-efficient Boeing 737-700s and Boeing 787s, and by retiring the Boeing 747-400s. Cost reductions include sale of hotel operations in June 2007.

By FY2007, indirect fixed costs will be reduced by ¥10 billion through a reduced indirect workforce, reduced rental space, review of advertising, rationalization of IT costs, and so on. By FY2009, direct fixed costs shall be reduced by ¥10 billion through improved productivity, reduced fuel consumption and lower outsourcing costs.

Star Alliance member airlines



### Cost Structure Reform



### Numerical Targets

By promoting each strategy, in which we pursue higher profitability by reducing costs while optimizing our fleet, we aim to achieve operating revenues of ¥1,550 billion and operating income of ¥100 billion by FY2009.