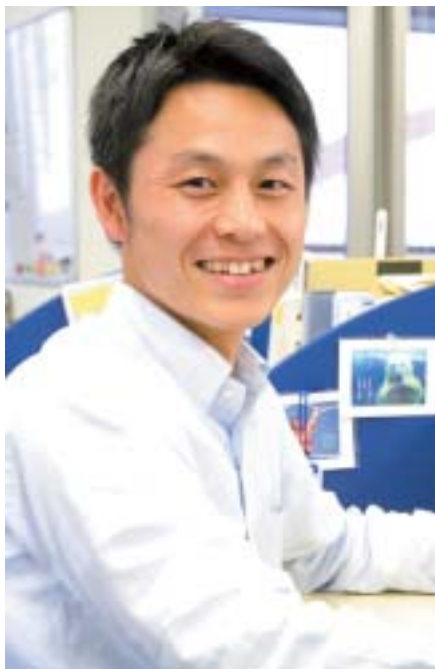


Quality Management of Products and Services



Takashi Ono, CS Promotion Division



Customer Desk staff responds to inquiries from customers.

The ANA Group has established a special management system to improve the quality of its products and services. The system monitors all quality, reviewing and implementing measures for improvement, and even extends to customer feedback, which we call the Closed Loop.

Over 20,000 Customer Comment Reports

Each day, the ANA Group operates some 900 domestic and international flights carrying more than 120,000 passengers. We have extensive interaction with customers for the duration of their flight, from reservations and boarding to in-flight services. We therefore have many opportunities to hear from our customers. Comments from customers regarding our products and services are received by our Customer Desk via telephone, e-mail and post and compiled into reports. In FY2006, we pro-

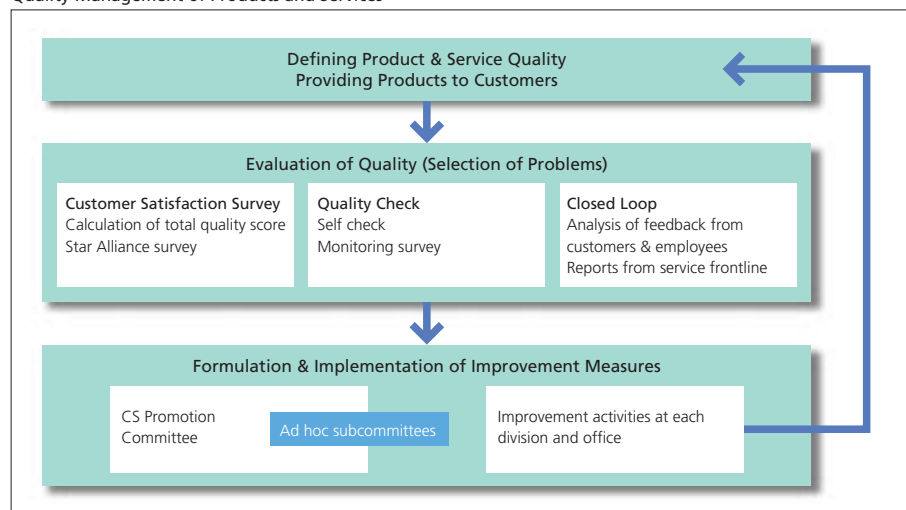
duced 20,620 such reports. These are stored in a database on our intranet where they can be referenced by authorised personnel to solve problems and improve quality.

Reflecting Customer Feedback Through a "Closed Loop"

Based on our Course of Action ("Be customer-oriented"), the ANA Group studies all quality-related issues voiced by our customers and attempts to resolve them.

The cycle of collecting and analyzing comments from customers and staff

Quality Management of Products and Services



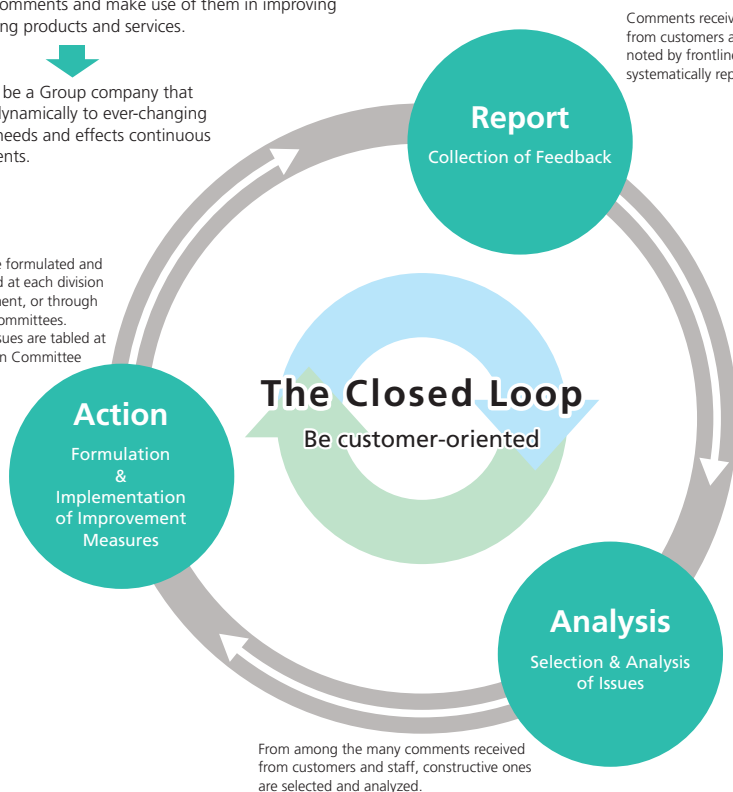


Maximizing Customer Feedback (Closed Loop)

A scheme to systematically collect and analyze customer and staff comments and make use of them in improving and planning products and services.

We aim to be a Group company that responds dynamically to ever-changing customer needs and effects continuous improvements.

Solutions are formulated and implemented at each division and department, or through ad-hoc subcommittees. Important issues are tabled at CS Promotion Committee meetings.

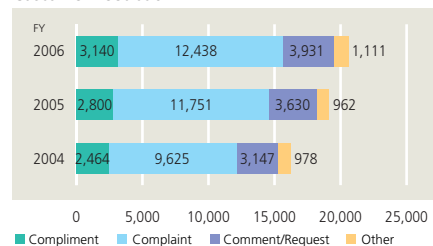


Comments received directly from customers and problems noted by frontline staff are systematically reported.

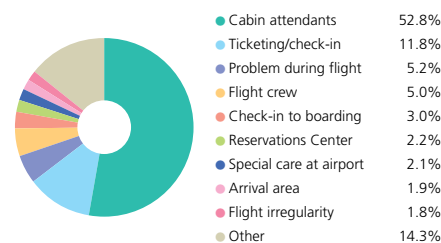


Mai Azuma, Passenger Services, guiding a customer at Haneda Airport

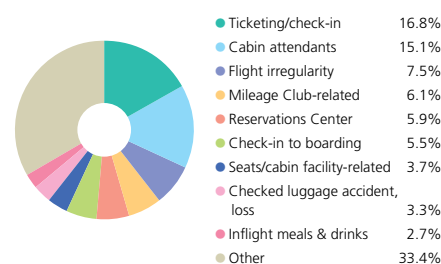
Customer Feedback



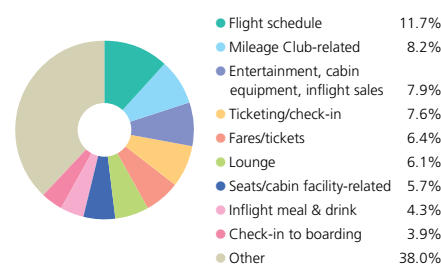
Breakdown of Compliments (FY2006)



Breakdown of Complaints (FY2006)



Breakdown of Comments/Requests (FY2006)



to solve problems and plan new products and services, known as a "Closed Loop," ensures that we stay customer-oriented.

Problems that are faced by multiple divisions, or those that cannot be solved through ordinary channels, are examined in the CS Promotion Committee composed of executive officers from all divisions. Customers are apprised of improvements resulting from their feedback through *Tsubasa no Okoku* (our Japanese-language in-flight magazine) and through our web-site.

Being "customer oriented," all employees and executives truly recognize the value of customer feedback. The "Closed Loop" helps not only to resolve service issues but also to inculcate in all staff a CS-oriented mentality.

"Customer Feedback" page on our website
<http://www.ana.co.jp/ana-info/blettine>
 (Currently available in Japanese only)

