

## ANA Group Corporate Plan for FY 2009

### – minimising risk to maximise growth opportunities –

TOKYO January 28, 2009 ANA Group today announced its Corporate Plan for fiscal year 2009, which runs from April 1, 2009 to March 31, 2010. With the world recession that began in the current fiscal year expected to continue into the next, the tenet of the plan is to minimise risk of falling revenue while preparing for the growth opportunities that will be afforded by the expansion of capacity at Tokyo's Haneda and Narita Airports in 2010. Details follow below, and are subject to approval by the relevant authorities.

#### International Passenger Operations

ANA will reduce capacity in line with shrinking demand on routes linking Japan to Europe and North America, as well as further adjusting capacity to China and the rest of Asia.

At the same time, ANA will strengthen its Tokyo Narita feeder service from the Kansai area by up gauging the current code-share service operated by IBEX Airlines from Osaka Itami, using a 50 seat CRJ aircraft, to an ANA operated 737 service carrying 112 passengers. This is in response to customer demand. A new Osaka Kansai-Tokyo Narita service will also be inaugurated on a limited basis from April to June.

#### New route

Routing	Start	Aircraft type	Frequency	Remarks
Narita-Kansai	Apr 1	737-700	daily	temporary until Jun 30 flown as int'l leg

#### Suspended routes/ decreased frequency

Routing	Start	Current	New	Remarks
Nagoya-Tianjin	Mar 29	737-700 daily	–	suspended
Nagoya-Guangzhou	Mar 29	A320-200 daily	–	suspended
Kansai-Dalian	Mar 29	767-300ER 5/ week	–	suspended until Jun 30 737-700 when reinstated
Kansai-Dalian- Shenyang	Mar 29	767-300ER 2/ week	–	suspended until Jun 30 737-700 when reinstated
Narita-Shanghai	Mar 29	777-200ER 767-300ER 2/ day daily	777-200ER 2/ day	NH 959/960 suspended until Jun 30
Narita-Mumbai	Mar 29	737-700ER daily	737-700ER 3/ week	Tue, Fri & Sun; temporary
Narita-Guangzhou	Jul 1	767-300ER 737-700 daily daily	767-300ER daily	NH 923/924 suspended NH 933/934 up gauged

#### Aircraft-type change

Routing	Start	Current	New	Remarks
Kansai-Beijing	Mar 29	767-300ER daily	737-700 daily	
Narita-Bangkok	Mar 29	777-200ER daily 767-300ER daily	767-300ER 2/ day	NH 953/ 916 down gauged
Narita-Washington DC	Jul 1	777-300ER daily	777-200ER daily	temporary for FY09
Narita-Paris	Jul 1	747-400 daily	777-300ER daily	temporary for FY09
Narita-Frankfurt	Sep 1	747-400 daily	777-300ER daily	
Narita-Hong Kong	Sep 1	777-300ER daily 767-300ER daily	747-400 daily 767-300ER daily	NH 909/ 910 up gauged

#### Domestic Passenger Operations

Faced with falling demand and increasingly harsh competition from other modes of transport, principally the shinkansen 'bullet' train, ANA will work to further reduce the cost of maintaining routes by redistributing its network and introducing greater flexibility into matching demand with supply. From the cost perspective, along with temporary emergency measures, ANA will improve network efficiency through greater use of the 'simple rotation' model for aircraft assignment, enhance its connecting network and code-sharing partnerships, and introduce more connecting fares. On the competitive front, it will reinstate certain routes and capture demand on others with big seasonal swings by the more dynamic seasonal response.

ANA will also commence flights from Shizuoka's Mt Fuji Airport to Sapporo in the north and Okinawa in the south of Japan when the airport opens on June 4.

#### New route

Routing	Start	Frequency	Remarks
Shizuoka-Sapporo	Jun 4	daily	
Shizuoka-Okinawa	Jun 4	daily	

#### Reinstated route

Routing	Start	Frequency	Remarks
Fukuoka-Sendai	Apr 1	daily	
Fukuoka-Ishigaki	Apr 1	daily	Apr-Oct only

#### Increased Frequency/ extended period of operation

Routing	Start	Present Frequency	New Frequency
Haneda-Sapporo	Apr 1	15/ day	16/ day
Itami-Narita	Apr 1	daily	2/ day
Niigata-Okinawa	Jun 1	daily (October-May)	daily (year-round)

### Suspended routes/ decreased frequency

Routing	Start	Current Frequency	New Frequency	Remarks
Kobe-Sendai	Apr 1	daily	–	suspended
Haneda-Kansai	Apr 1	5/ day	4/ day	
Haneda-Kobe	Apr 1	3/ day	2/ day	
Kansai-Matsuyama	Apr 1	3/ day (2 jet+ 1 prop)	2/ day (2 jet)	
Kansai-Kochi	Apr 1	3/ day	2/ day	
Kansai-Kagoshima	Apr 1	2/ day	daily	
Nagoya-Fukuoka	Apr 1	13/ day (12 jet+ 1 prop)	12/ day (10 jet + 2 prop)	
Nagoya-Akita	Apr 1	2/ day (prop) (Nov-Mar daily (prop))	daily (jet)	
Nagoya-Yonago	Apr 1	2/ day	daily	
Nagoya-Tokushima	Apr 1	2/ day	daily	
Kobe-Okinawa	Apr 1	3/ day	2/ day	temporary until Jun 19 (excl May 2-6 inclusive)

### Reduced period of operation

Routing	Start	Current Frequency	New Frequency	Remarks
Niigata-Sapporo	Apr 1	2/ day (Jun-Sep 3/ day)	daily (Jun-Sep only)	code-share with Air Do
Okayama-Sapporo	Apr 1	daily	daily (Jun-Sep only)	suspended from FY10
Hiroshima-Sapporo	Apr 1	daily	daily (Jun-Sep only)	suspended from FY10
Kansai-Memanbetsu	Jun 1	daily (Apr-Oct only)	daily (Jun-Sep only)	
Kansai-Hakodate	Jul 1	daily (Jul-Aug 2/ day)	daily	

### Cargo Operations

ANA will strengthen cargo as its third core business by centering its cargo network on the Okinawa cargo hub, which goes into operation in October 2009. It will employ eight mid-size 767-300 freighters to link the overseas ports of Seoul, Shanghai, Taipei and Hong Kong with Japanese ports of Narita, Haneda and Kansai, via Okinawa. In March 2010, a further 767-300 freighter will be brought into operation, and Tianjin will be added to the network.

## Fleet Plan

ANA will take delivery of the world's first Boeing 787 in February 2010 and commence commercial operations with the brand new aircraft type in March of that year. Initially, it will be flown on domestic flights for ETOPS rating purposes and to expedite pilot training.

ANA will take delivery of and retire the following aircraft\*:

Delivery	No	Retirement	No
Boeing 777-300ER	2	Boeing 747-400	1
Boeing 787-8	2	Boeing 767-300ER	2
Boeing 767-300ER	1	Boeing 767-300	1
Boeing 767-300BCF	3	Airbus A320-200	1
Boeing 737-800	8	Boeing 737-500	1
Bombardier Q400	1	Bombardier Q400	1
<b>Total</b>	<b>17</b>	<b>Total</b>	<b>7</b>

\*subject to change

## ANA Group capacity in FY09 \*

The Corporate Plan FY09 will result in the following changes to capacity.

	Domestic	International	Cargo
No of flights	-4.8%	-8.6%	+2.6%
Available Seat Kilometers (tonne kilometers)	-4.3%	-8.0%	+30.6%

\*ANA Group operated flights. Cargo flights include wet-leased freighters

Notes for editors:

- Narita and Haneda refer to Tokyo's two metropolitan airports; Itami and Kansai refer to Osaka's two airports
- Some changes take effect from the start of the summer 09 schedule, March 29, 2009
- Flights are given on a return basis

Contact

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