

# ANA Group Mid-Term Corporate Strategy (April 2008 to March 2012)

(Fiscal years ending March 31)

2009	2010	2011	2012
<b>Key Factor: Expansion of Takeoff and Landing Slots at Tokyo Area Airports</b>			
<b>Haneda Airport</b>	Expansion from 300 thousand to 420 thousand (final stage)	October 2010: New runway begins operation	
<b>Narita Airport</b>	Expansion from 200 thousand to 220 thousand (final stage)	March 2010: Runway extension	
<b>Key Themes: Innovation and Globalization</b>			
Innovation: New approaches and practices for work that go beyond the conventional framework			
Globalization: Expanding scope of activity worldwide			
<b>Step One</b> Investment for expansion of Haneda Airport		<b>Step Two</b> Sustainable growth enabled by expansion of takeoff and landing slots at Tokyo area airports	
Prior investments necessary for growth from the fiscal year ending March 2011		Enhanced corporate value from prior investments made in Step One and expanded scale of business	

## Targets of the Mid-Term Corporate Strategy (Fiscal year ending March 2012)

Achieve our corporate vision of being Asia's Number 1 Airline and build the robust management base to sustain it

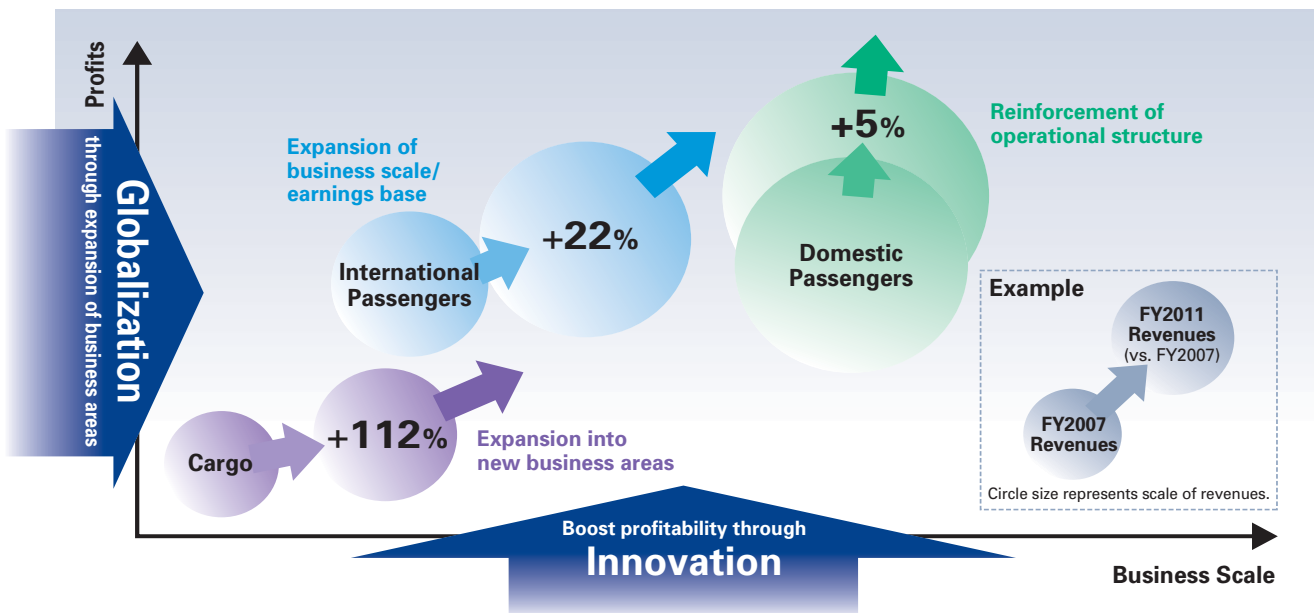
- **Number 1** in Asia by customer satisfaction index\*
- Operating income: **¥120 billion or higher**
- Operating income margin: **7% or higher**
- Return on total assets calculated using operating income (ROA): **6% or higher**

### Business Plan (vs. fiscal year ended March 2008)

- International Passenger Business  
Available seat-kilometers: **+18%**
- Cargo Business  
Freighter capacity: **+302%**
- Domestic Passenger Business  
Available seat-kilometers: **unchanged**

\*Average of results of customer satisfaction index surveys

## Growth in Business Scale and Profits (Model)



Note: Comparisons with the fiscal year ended March 2008 are based on actual results and therefore differ from the ANA Group Mid-Term Corporate Strategy, which was formulated prior to the announcement of results for the fiscal year ended March 2008.