

Doing What It Takes

to be Asia's Number 1 Airline

In light of major changes in its operating environment, ANA formulated the ANA Group Mid-Term Corporate Strategy (April 2008 to March 2012) in January 2008 to realize its corporate vision of being Asia's Number 1 Airline.

Rapidly changing conditions require a more innovative mindset and business model in order to become Asia's Number 1 Airline. ANA must take on the additional challenges of developing new demand and enhancing customer satisfaction to advance to the stage where it can create new value.

Embracing a New Business Model >>> Page 10

Cargo Business Growth Drivers: A Hub in Okinawa and the Express Business

Advancing into a new business field to cultivate new demand, ANA will develop the cargo business into a third pillar of earnings and a symbol of growth. We will actively deploy management resources and initiate a new business model with the twin objectives of expanding our businesses and strengthening profitability.

Number 1 in Asia in Customer Satisfaction >>> Page 14

Innovative, Customer-Oriented Products and Services

ANA's goal is to become Asia's Number 1 Airline in terms of customer satisfaction indicators by the fiscal year ending March 2010. In addition to improving operational safety and punctuality, ANA aims to increase customer satisfaction by thoroughly incorporating customer feedback in its development of products and services.