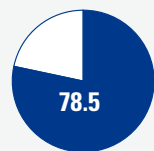


# ANA at a Glance

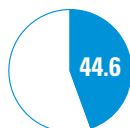
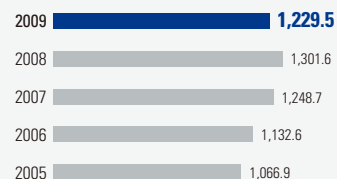
## Segment Revenues as a % of Operating Revenues

## Segment Revenues (¥ Billions)



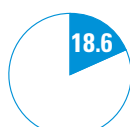
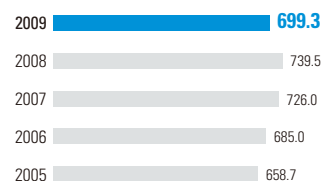
### Air Transportation

>>> Page 32



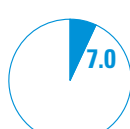
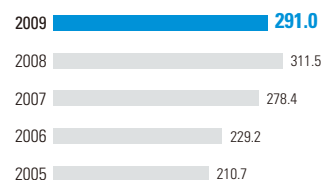
### Domestic Passenger Operations

>>> Page 33



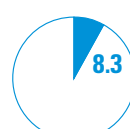
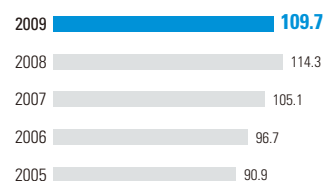
### International Passenger Operations

>>> Page 35



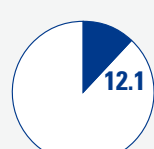
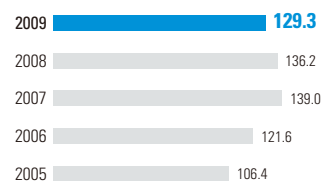
### Cargo and Mail Operations

>>> Page 37



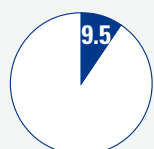
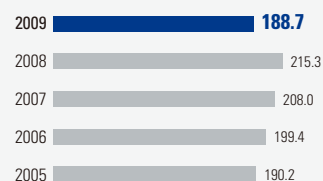
### Other Transportation Services

>>> Page 38



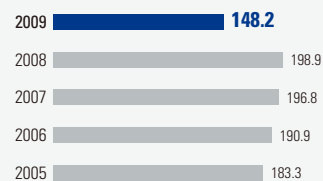
### Travel Services

>>> Page 39



### Other Businesses

>>> Page 40



Note: Elimination of the Hotel Operations Business Segment  
ANA transferred the shares and assets of its 14 hotel-related subsidiaries outside the ANA Group in June 2007. Accordingly, the Hotel Operations segment has been eliminated as of the fiscal year ended March 2008.

Business Activities	Highlights
<p>The ANA Group ranks 7th among the world's airlines on its domestic routes and 12th overall in terms of revenue passengers. ANA and six Group airline companies meet a broad range of customer needs and provide highly convenient air transportation services with passenger and cargo flights. Group companies also provide services related to the air transportation business as well as aircraft maintenance and airport handling.</p>	<ul style="list-style-type: none"> <li>• Demand in all segments decreased significantly in the second half due to the impact of the global recession.</li> <li>• ANA moved to raise operating efficiency by matching capacity to demand, but factors including the impact of high fuel prices in the first half caused a substantial decrease in operating income.</li> </ul>
<p>The ANA Group serves approximately 42.7 million passengers annually through 912 flights on 128 routes each day, and is a leader on domestic routes with a 47% share of Japan's domestic passenger services market. We are working to enhance customer satisfaction throughout operations, from aggressively introducing sophisticated IT systems for reservations and boarding to raise convenience and simplicity to providing high-quality in-flight services such as <i>Premium Class</i>.</p>	<ul style="list-style-type: none"> <li>• Companies have cut back on business travel and consumer spending has cooled, resulting in a rapid deterioration in demand.</li> <li>• ANA has rapidly adjusted capacity in response to falling demand by terminating or cutting back on flights.</li> <li>• We maintained unit prices at the previous fiscal year's levels by flexibly setting airfares and meticulously managing yield.</li> </ul>
<p>The ANA Group serves approximately 4.4 million international passengers annually through 548 flights on 34 routes from Japan each week. As a core member of the Star Alliance, the world's largest airline alliance, the ANA Group provides high-quality, highly convenient air transportation services. We are enhancing our East Asia network, primarily in China, to expand revenues.</p>	<ul style="list-style-type: none"> <li>• Business demand decreased substantially in the second half due to the global recession.</li> <li>• We focused on profitability by reducing capacity in response to lower demand.</li> <li>• The number of passengers decreased on all routes, but unit price improved as a result of revisions to fuel surcharges on fares.</li> </ul>
<p>The ANA Group provides cargo services through 6 cargo freighters and belly space on passenger planes. We offer 5 domestic flights on 4 routes daily, and 90 international flights on 16 routes weekly. We forecast growth in express cargo demand in Asia over the medium-to-long term and continue to build the foundation of this business.</p>	<ul style="list-style-type: none"> <li>• Revised cargo pricing strategies supported revenue growth on domestic cargo routes despite the recession.</li> <li>• Demand on international cargo routes increased steadily in the first half but fell rapidly in the second half. Unit price dropped as well, and as a result revenues decreased.</li> </ul>
<p>International Transport Utility Co., Ltd., ANA Aircraft Maintenance Co., Ltd., ANA Telemart Co., Ltd. and other Group companies provide ground support, aircraft maintenance, reservation confirmation and other services at airports as required by air transportation services. These services are also provided to airlines outside the ANA Group.</p>	<ul style="list-style-type: none"> <li>• Although ANA worked to increase revenues from aircraft maintenance and ground handling services provided to other airlines, decrease in overall demand resulted in a decrease in revenues in ancillary businesses.</li> </ul>
<p>Centered on ANA Sales Co., Ltd., operations in this business encompass sales of tickets, mainly for ANA flights, and planning and sales of branded travel packages using ANA flights, such as <i>ANA Sky Holiday</i> and <i>ANA Hallo Tours</i>. Overseas, the ANA Group provides local services to customers who purchased travel packages in Japan. Inbound and outbound air tickets and travel products are also sold abroad.</p>	<ul style="list-style-type: none"> <li>• Amid falling demand for travel, domestic travel service revenues decreased despite various programs designed to increase sales.</li> <li>• Overseas travel service revenues decreased because the recession reduced demand.</li> </ul>
<p>These air transportation-related services encompass information systems, product sales, facilities management, and aircraft parts and repair. In information systems, the ANA Group mainly develops and manages airline information terminals and software. Logistics services include storage and management of imported air cargo and ground transportation. The ANA Group is also involved in product sales including spare parts and other aircraft-related products, retail sales at airport stores and mail-order sales.</p>	<ul style="list-style-type: none"> <li>• Revenues decreased because of reduced transaction volume in product sales, including spare parts and other aircraft-related products.</li> <li>• ANA Logistic Service Co., Ltd. was reclassified to the Air Transportation segment.</li> </ul>