

ANA Corporate Plan FY 2007

- Japan's first all business Class Jet to Link Tokyo and Mumbai -

TOKYO January 25, 2007 ANA today announced its corporate plan for the 2007 fiscal year, April 1, 2007 – March 31, 2008. Fiscal 2007 constitutes the second year of ANA's Medium-Term Strategy FY2006-2009, the aim of which is to establish ANA as Asia's No 1 airline for quality, customer satisfaction and value creation in line with the future expansion of Tokyo's Haneda Airport. Details of the plan for the 12 month period commencing April 1 are as follows:

1) Plan in Outline

(1) International Operations

More flights and greater profitability: to be achieved through improvements to the Asia network and aircraft downsizing coupled with more daily services on the China network.

a) New daily Tokyo-Mumbai service, using ANA BusinessJet in all business class configuration

The second of ANA's Boeing 737-700ER aircraft will be configured with 36 business class seats and used to open a new route linking Tokyo to Mumbai from September 1. This is the first time a Japanese airline will introduce an aircraft with a purely business class product. ANA's first BusinessJet will have two classes – Club ANA and Premium Economy – and go into service on the Nagoya-Guangzhou route from March this year.

b) More flights to China, and the introduction of business class on A320s

Double daily flights will be introduced on Tokyo Narita-Guangzhou to capture the vigorous demand for business travel to China. In order to match supply with demand, aircraft on certain China routes will be downsized and replaced with narrow-body Airbus A320-200 equipment incorporating 20 business class seats out of a total of 110.

c) Introduction of 777-300ER on Tokyo-London

London will be the first destination in Europe to receive a 777-300ER to replace the current 747-400 service, a move designed to improve passenger comfort and increase profitability.

(2) Domestic Operations

Restructure operations using the network (hub and spoke) model to stimulate demand, better match supply with demand and thus improve profitability.

a) More flights on Osaka Kansai and Kobe routes

Making organic use of the three airports in the Kansai (Osaka) area – Itami, Kansai and Kobe – increase flights between Osaka Kansai and Sapporo Chitose/ Fukuoka/ Kobe, and between Kobe and Tokyo Haneda/ Sapporo Chitose/ Okinawa.

(3) Cargo

Establish a cargo network, placing emphasis on a convenient schedule, centred around China and Asia routes where demand for cargo services is strong.

NB The contents of this plan are subject to approval by the relevant authorities