

## 2009 Emergency Income Recovery Measures - 30 billion yen improvement on top of emergency plan for 2009- - achieve corporate goals for 2009 in spite of headwind -

**TOKYO July 1, 2009** ANA has established an Emergency Income Recovery Project to tackle head-on the compound effects of H1N1 influenza and the lack of recovery in demand for air transport overall, in spite of the slight improvement in economic outlook. H1N1 influenza has led to a 150,000 and 250,000 drop in passengers on domestic and international routes respectively since the end of April this year, when ANA announced its Emergency Plan for FY2009.

With the Emergency Income Recovery Project, ANA aims to secure an improvement of 30 billion yen by the end of fiscal 2009 (ended March 31, 2010), remain on track to achieve its corporate goals for the year, and continue to provide and improve high quality air transport services to its customers

The project calls for the earlier and more refined implementation of measures contained in the current emergency plan, along with new and additional measures, as well as steps to secure further cost reductions in the mid-term.

The project in outline is as follows:

- Further refine demand-supply matching through revisions to the business plan
- Flexibly reduce costs in line with capacity, including personnel costs
- Reduce general procurement costs
- Introduce a "Pay for Value" scheme, by reviewing current services and charging for value added services

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