

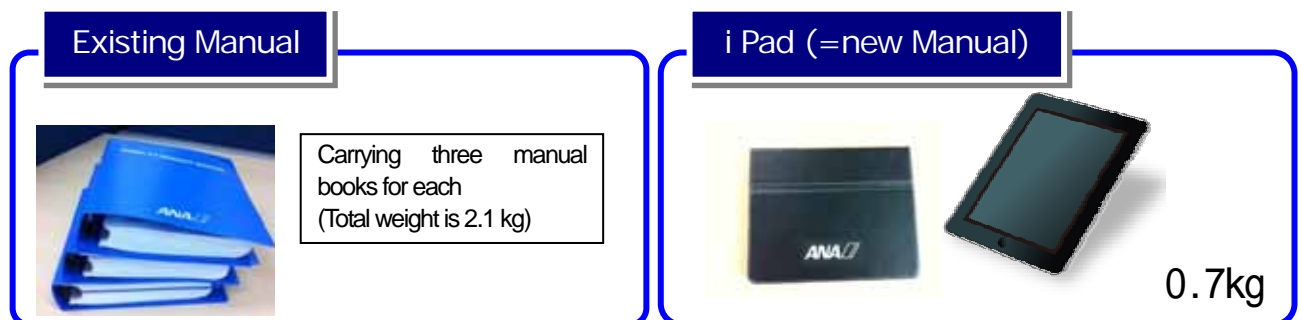
ANA to Become the World's First Airline to Supply All Cabin Attendants with iPads

iPads set to provide a better service to passengers and improve business efficiency

TOKYO September 26, 2011 – ANA will become the first airline in the world to supply all of its cabin attendant with iPads. Supplying all the c. 6,000 cabin attendants with iPads will improve the quality of the passenger service offered on ANA and raise cabin attendant productivity. The move will allow Japan's biggest airline to realize its strategic goals of further improving business efficiency as it pursues its ambition of becoming Asia's number one airline.

Increased business efficiency

The use of iPads instead of traditional paper training manuals will ensure that staff will always be able to access the latest information wherever they are and cut down on printing and distribution costs for ANA. The three training manuals currently provided weigh over 2kgs, compared to the lighter and slimmer 0.7kg iPad. The traditional training manuals had to be updated and reprinted several times a year but this will now be done automatically electronically, increasing business efficiency.



Improving service offered to passengers

ANA's new digital manual will make use of voice recordings, video and other electronic training materials to share the knowledge of highly experienced employees. These will be loaded onto the iPads, helping cabin attendants to master their work more quickly. This will help provide customers with an even more *Anshin*, *Attaka* & *Akaruku-Genki* (safe, warm and cheerful) service, supporting ANA to achieve its strategic business goal of becoming number one in Asia for in-flight quality. We expect this new system will contribute to the improved productivity of around 100 cabin attendants per year.



Improving training and education

By moving away from centralized training and instead providing self-taught lessons on the iPad, cabin attendants will be able to acquire knowledge without traveling to training facilities. E-learning will make the training process easier and shorter as crew members can learn at any time and in any place.

ANA selected the iPad as the preferred device because of its:

- Excellent usability, which makes it easy to update and refer to the workflow manual;
- Excellent functionality, including rapid start-up capability and long-lasting batteries; and
- Easy portability and its flexibility, allowing quick responses to future workflow improvements.

Through a cloud computing service provided by Softbank Telecom Corporation, ANA will be able to efficiently implement workplace improvements while maintaining a high level of information security.

Approximately 700 cabin attendants will begin trialing the iPad from October 2011 before full roll out in April 2012.

*iPad is a trademark of Apple Inc.

About ANA Group

All Nippon Airways (ANA) is the ninth largest airline in the world by revenues and the largest in Japan by passenger numbers. Founded in 1952, it flies today to 78 domestic and international cities in a fleet of 228 aircraft serving a network of 163 routes. ANA has 33,000 employees and operates about 1,000 flights a day. In 2010, it carried 43 million passengers and generated revenues of \$16bn. ANA has been a core member of Star Alliance since 1999 and more than 20 million members belong to its Frequent Flyer Program (ANA Mileage Club). ANA is the launch customer for the world's newest and most advanced passenger aircraft, the Boeing 787 Dreamliner.

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