



Anshin (Trustworthy)

We are sincerely and single-mindedly devoted to safety as our top priority. By earning the trust of our customers and of society, we identify peace of mind with our corporate brand.



How We Create Value

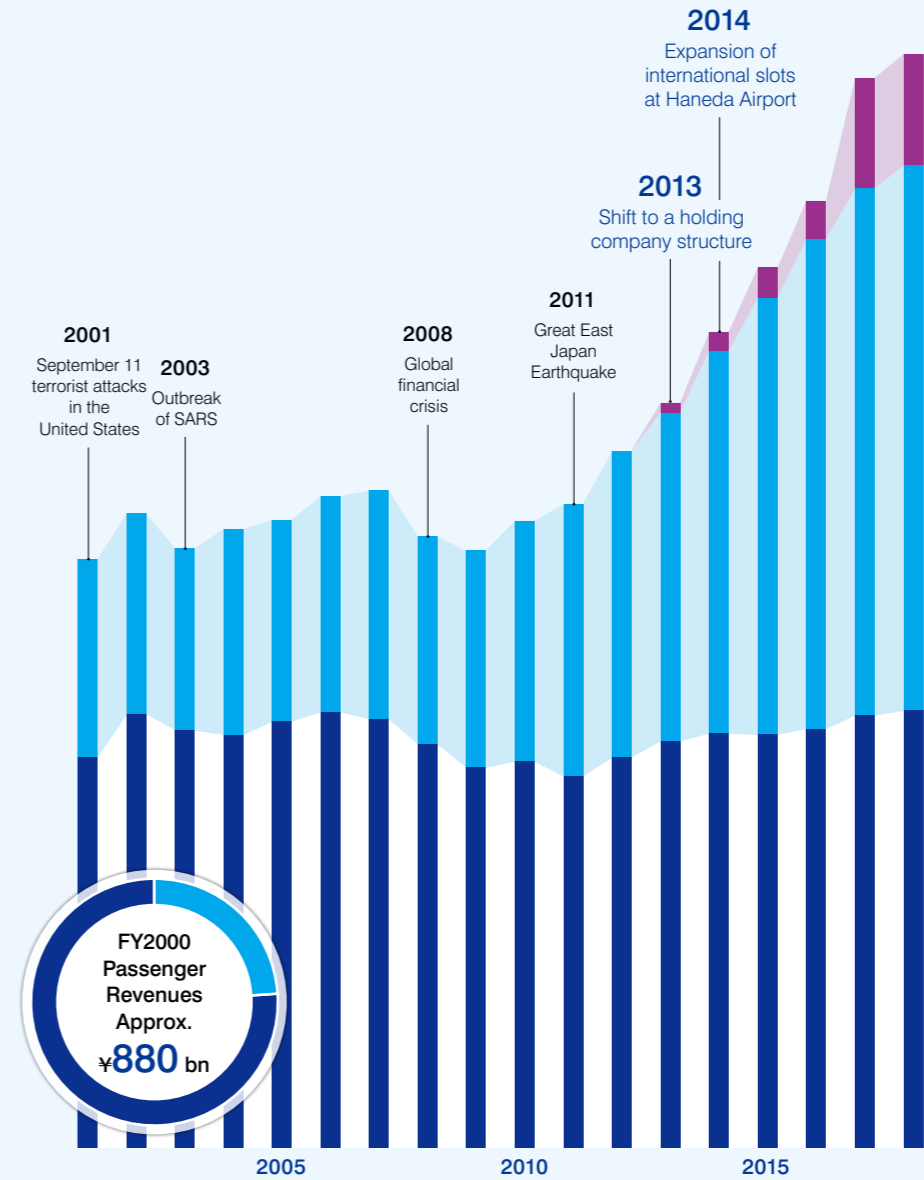
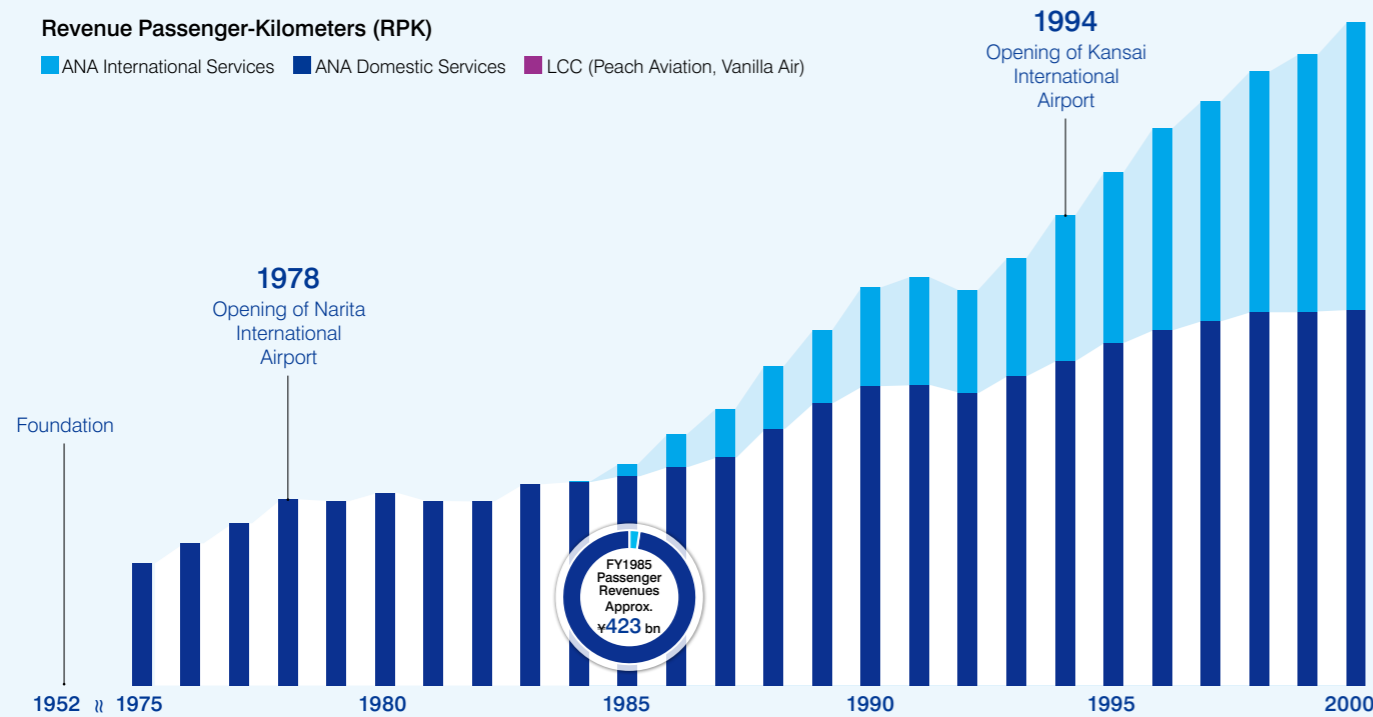
The ANA Group simultaneously creates social and economic value through our business activities. As we build corporate value, we also contribute solutions to global issues.

Progress of the ANA Group

The ANA Group has continued to provide air transportation services with safe operations as our top priority since our foundation in 1952. Today, we have grown into a world-class airline group serving more than 62.5 million passengers yearly. Our founding philosophy stressed integrity and independence, and this philosophy remains an integral part of the very DNA of the ANA Group and our own unique strength.

Revenue Passenger-Kilometers (RPK)

■ ANA International Services ■ ANA Domestic Services ■ LCC (Peach Aviation, Vanilla Air)



The airline group with the largest network in Japan

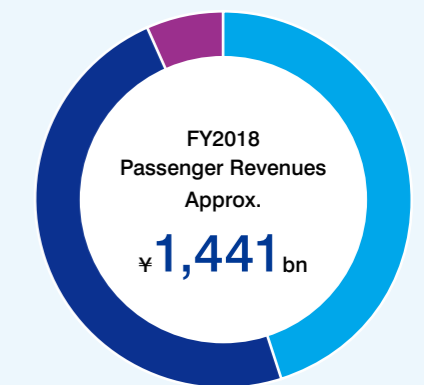
2018
Global No. 10*
in ANA domestic network passengers

Global No. 15*
in ANA passengers served worldwide

Total ANA Group Passengers Served (FY2018)

62.5 million

* Source: International Air Transport Association (IATA), 2019



ANA Group's Strengths, Built Over a Rich History

1952-



Starting with just two helicopters

ANA's predecessor was founded as Japan's first private airline company in 1952. Ten years later, in 1962, we became the launch customer for the YS-11, the first domestically produced aircraft in the postwar era. We used this aircraft to fulfill the important mission of transporting the Olympic torch for the Games of the XVIII Olympiad, which took place in Tokyo in 1964. In this manner, ANA grew together with postwar Japan.

1970-



Introduction of jet and wide-body aircraft

ANA focused predominately on domestic flights due to restrictive government policies, although we operated an international charter between Tokyo and Hong Kong in 1971. In 1976, we reached the milestone of a cumulative 100 million passengers. This was also the era in which we adopted the Boeing 747-SR, our first jumbo jet.

1986-



Regular operation of international flights

Entering the era of full-fledged competition between airlines in Japan, we finally achieved our dream to begin regular international flight operations, starting with the Tokyo-Guam route, introduced on March 3, 1986. We introduced Tokyo-Los Angeles and Tokyo-Washington routes in the same year. As our network continued to grow, we introduced many other routes, including Tokyo-New York in 1991.

1999-



Expansion of overseas network

ANA became the ninth member to join Star Alliance, the world's first and largest global airline alliance, in 1999. We continued to improve customer convenience and grow our International Business thereafter. Overcoming the event risks that materialized on a global scale around this time, the International Business posted a profit for the first time in fiscal 2004.

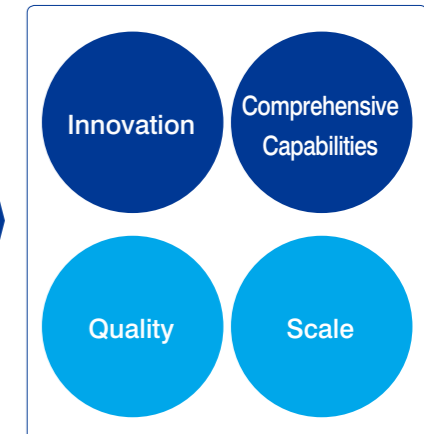
2013-



Bold advance on to the global stage

To improve competitiveness on the global stage, the Group transitioned to a holding company structure allowing independent Group management beginning in fiscal 2013. We will continue to achieve sustainable growth in 2020 and beyond, becoming the world's leading airline group in customer satisfaction and value creation.

ANA Group's Strengths



Our Four Greatest Strengths

The ANA Group has risen to meet every challenge in our path, developing strengths unique to the Group. We will remain true to the ANA Group identity, creating synergies between and among our strengths, while further reinforcing them to secure our position as the world's leading airline group.

Cultivate Strengths

“Hardship Now, Yet Hope for the Future”

(Quotation by Masuichi Midoro, the first President of ANA)

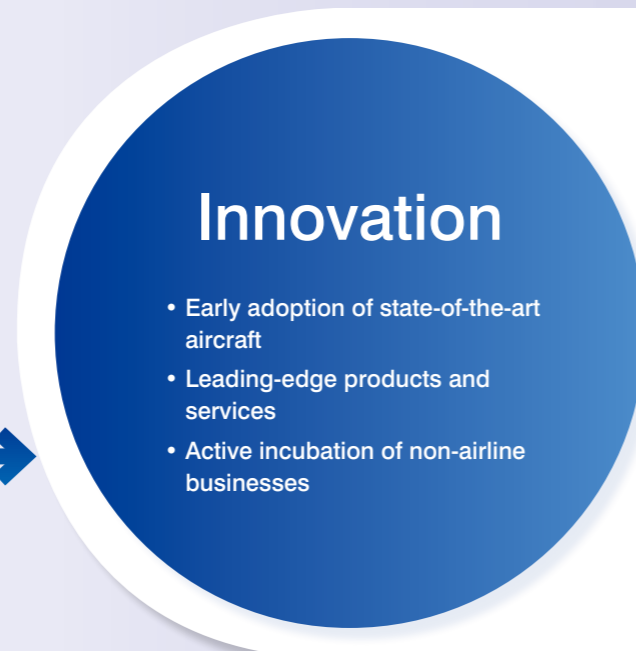
No matter the difficulty we face, we have to believe in and devote ourselves to a brighter tomorrow.

With this spirit handed down to us from our founder, we will always create value, overcoming every challenge in customs, accepted paradigms, and organization.

We seek new challenges by embodying the essence of team spirit, embracing the support of our stakeholders around the world, who have responded to our obsessive focus on quality and our extensive network.

Anshin, Attaka, Akaruku-genki! (Trustworthy, Heartwarming, Energetic!)

To be the airline group of choice among many companies, we must always strive to see from our customers' perspective, creating the highest levels of value as we demonstrate the ANA Group identity.



“Wakyo (Close Cooperation)”

(Quotation by Masuichi Midoro, the first President of ANA)

We act with strength, to harmonize, but not necessarily agree. Through patient, careful discussions we reach positive outcomes, striving as one to achieve goals once a decision is made.

This spirit of wakyo, using individual qualities to uplift each other, brings greater strength to the Group as a whole.

Each ANA Group company relies on its own expertise to contribute to our overall strategy. These companies develop innovative businesses, products, and services, raising our organization to higher levels of quality and creating more revenue opportunities.



Japan's Largest Air Transport Network

In the 60 years since we went into business with just two helicopters, the ANA Group has prospered and become an airline group serving more than 62.5 million passengers in a year.

And we will continue to grow, using both ANA and LCC brands.

Generate Strengths

The ANA Group Value Creation Process

We strive to create both social value and economic value by maximizing the four strengths of the ANA Group through a solid foundation of safety and our human resources, the driver of our business. Our efforts are based on the opportunities, risks, and the ANA Group issues arising in response to medium- and long-term megatrends.

This process is the core strategic engine behind not only the achievement of our Management Vision but also our contribution to the Sustainable Development Goals (SDGs) through sustainable gains in corporate value.

Sustainable Corporate Value Enhancement



Achieving Our Management Vision

