

Strengths Cultivated from the Spirit of Our Founders:

Innovation and Comprehensive Capabilities

Our business began in 1952 with only two helicopters. Our founders' desire was for our company to serve as a highly public company that not only pursues profits but also contributes to nations and communities. We continue to make sincere and dedicated efforts, even in the most challenging of environments. The ANA Group DNA is firmly rooted in the spirit of transcending accepted wisdom, customs, and organizations. Rising to challenges and pulling together to overcome issues by taking advantage of diversity are also rooted in our DNA.

2011

The First to Implement the State-of-the-Art Boeing 787 Dreamliner Aircraft

The Boeing 787 is a next-generation aircraft that introduced many new technologies and materials to achieve longer-distance flights and significantly reduced operating costs. In 2004, the ANA Group was the first in the world to order the Boeing 787. As the launch customer, we supported the development of this aircraft.

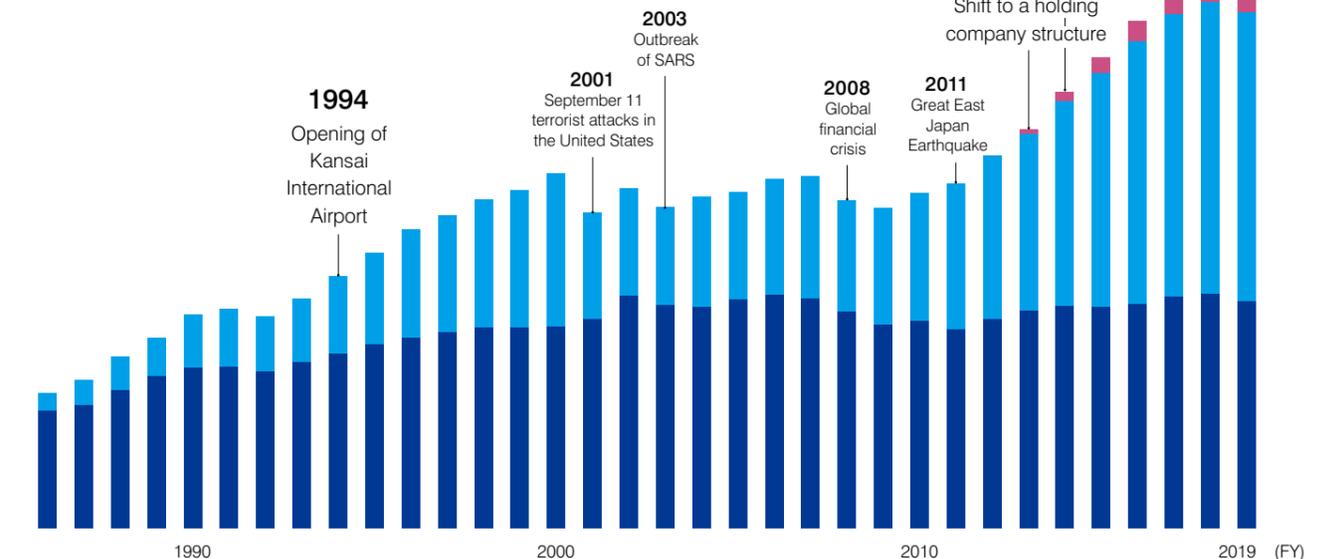
Our order of this globally anticipated, state-of-the-art aircraft made headlines, boosting the ANA Group's global presence. We placed the Boeing 787 into service in 2011, and by January 2016 we became the first company in the world to fly over 100,000 flights with this aircraft. This was equivalent to one-quarter of all Boeing 787 flights worldwide. The exceptionally increased fuel efficiency of this model enables long-distance flights by medium-body aircraft.



ANA Joined the Star Alliance to Expand Our Overseas Network

ANA became the ninth member of the Star Alliance, the world's first and largest global airline alliance, in 1999. Utilizing code share flights, we continued to expand our network and accelerate the growth of our International Business. At the same time, we faced a variety of risks arising from global political and economic circumstances, as well as social phenomena.

Due to unforeseen events such as the September 11 terrorist attacks in the United States in 2001, the Iraq War in 2003, and the spread of the SARS virus, passenger demand decreased dramatically. However, by implementing emergency cost reductions, we achieved profitability in our International Business for the first time in fiscal 2004 (the fiscal year ended March 2005). Despite facing numerous adversities, we have strengthened our comprehensive capabilities as a group, moving forward in our growth strategies and expanding our network.



An industry policy in 1972, called the 45-47 System, regulated domestic airline companies. Under this policy, ANA was allowed only to operate domestic flights, restricted from international operations. However, in 1971, we began operating an international charter flight to Hong Kong.

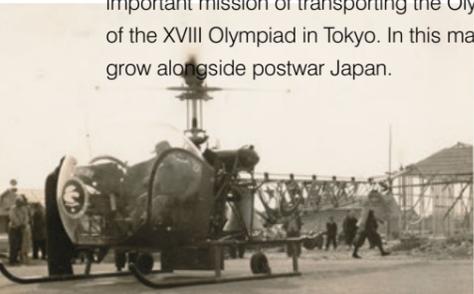
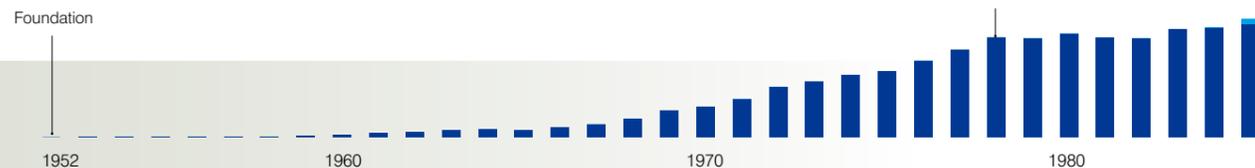
In the following year, the efforts of our second president and CEO, Kaheita Okazaki, led to international charter services to Shanghai, in the aftermath of the normalization of national relations with China. The ANA dream of scheduled international flight operations remained alive. The 1980s saw increasing calls for a review of the 45-47 System, as it did not accommodate expanding and diversifying demand for air travel. The system was finally abolished in 1985. In 1986, ANA began operating scheduled international flights between Narita and Guam, fulfilling a ten-year dream.

Achieving a 10-Year Dream to Operate International Flights

1986

Revenue Passenger-Kilometers (RPK)

- Peach Aviation
- ANA International Services
- ANA Domestic Services



1952 Two Helicopters and Big Dreams

At the end of World War II, the Allied Powers fully banned any private companies in Japan from operating aircraft. That ban was lifted in 1950. Two years later, in 1952, Japan Helicopter and Aerospace Transport Co., Ltd. (ANA's predecessor) became the first privately run air transport company in Japan with only two helicopters in its "fleet." Starting from zero was a challenge, as the world at the time was dominated by government-directed airlines management. Under the spirit of our founders that stressed integrity and independence, the company's employees embraced a great dream. Ten years later, in 1962, we became the launch customer for the YS-11, the first domestically produced aircraft in the post-war era. This development expanded our business to lead the Japanese airline industry. In 1964, we used this aircraft to fulfill the important mission of transporting the Olympic torch for the Games of the XVIII Olympiad in Tokyo. In this manner, ANA continued to grow alongside postwar Japan.

Strengths Accumulated over a 68-Year History:

Scale and Quality

In 2020, we celebrated the 68th anniversary of our founding. Today, we have grown into a top-tier global airline group in terms of both scale and quality. To continue to be a company loved by our customers and society, as well as one that connects the world, we are committed to overcoming the challenges of COVID-19 and reach the highest levels of value.

Scale

Total ANA Group Passengers (FY2019)

59.62 million



Share of Domestic Passengers*2 (FY2019)

No. 1 (46%)

Number of Aircraft (as of the end of FY2019)

307 aircraft total

Wide-Body: 59
Medium-Body: 107
Narrow-Body: 117*
Regional: 24

* Includes aircraft operated by Peach Aviation



ANA Mileage Club Members (as of the end of FY2019)

36.65 million

ANA Domestic Passengers*1 (2019)

Global
No. 17

Total ANA Domestic and International Passengers*1 (2019)

Global
No. 22

Airports Served by ANA (as of the end of FY2019)

101 airports 48 international airports
53 domestic airports



Airports and Routes Served by Peach Aviation (as of the end of FY2019)

22 airports **39** routes



Cargo Volume (FY2019)

1,239 thousand tons

Sources:

*1 International Air Transport Association (IATA), 2020

*2 Number of passengers (industry-wide): Ministry of Land, Infrastructure, Transport and Tourism (FY2019)

Quality

FY2019 results

In-Service Rate



97.4%

On-Time Departure Rate



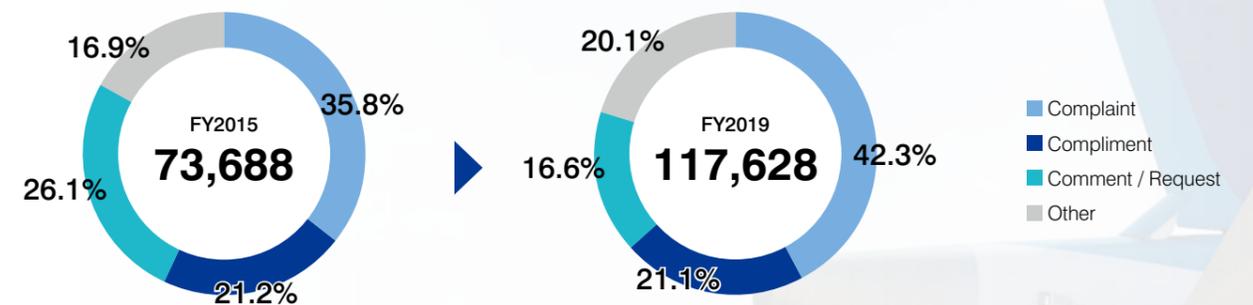
88.7%

On-Time Arrival Rate



87.5%

Number of Customer Feedback Reports



External Recognition

Quality

SKYTRAX (ANA, 2020)

5-STAR AIRLINE
for an **8th**
consecutive year

By Category:

- World's Best Airport Services (2019)
- Best Business Class Onboard Catering (2019)

JCSI (Japan Customer Satisfaction Index) Survey (ANA, FY2019)

- International Aviation Division, Customer Satisfaction

No. 2



On-Time Performance

CIRIUM (ANA, 2019)

Asia-Pacific Major Airlines

Network Category: **No. 1**

Mainline Category: **No. 1**

Worldwide Major Airlines

Network Category: **No. 2**

Mainline Category: **No. 2**



Expansion of ANA Group Businesses

The ANA Group consists of our core Air Transportation Business and a variety of related businesses. Each company is managed autonomously, and we establish strong relationships and synergies to further refine our unique strengths and continuously increase corporate value throughout the Group.

Air Transportation

Composition of Operating Revenues

73.3%

Full Service Carriers (FSCs)
 ALL NIPPON AIRWAYS CO., LTD.
 ANA WINGS CO., LTD.
 Air Japan Co., Ltd.



Low Cost Carriers (LCCs)
 Peach Aviation Limited



The core of the ANA Group is our ownership and operation of the full service carrier (FSC) ANA brand and the low cost carrier (LCC) brand Peach Aviation. We leverage the strengths of each entity to drive growth in our airline business domains.

We will continue to contribute to greater corporate value for the entire Group by building an optimal business portfolio within the Air Transportation Business and pursuing a more resilient business structure.

Airline Related

Composition of Operating Revenues

12.6%

ANA AIRPORT SERVICES Co., Ltd.
 ANA Base Maintenance Technics Co., Ltd.
 ANA MOTOR SERVICE CO., LTD.
 ANA Cargo Inc.
 ANA Systems Co., Ltd.
 ANA Catering Service Co., Ltd.
 ANA TELEMART CO., LTD.
 ANA X Inc., and more

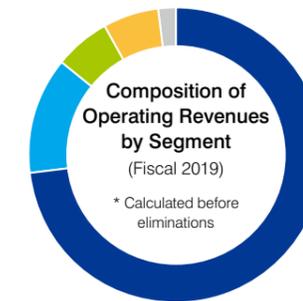
In the Airline Related Business, ANA Group companies mainly support the Air Transportation Business with services that include airport ground support, aircraft maintenance, vehicle maintenance, cargo and logistics, catering (in-flight meals), and contact center services.

This business seeks to grow and deepen Group businesses through contract services for overseas airlines, new value creation through the effective use of customer data, and other means.

Consolidated Group Data

Operating Revenues
¥1,974.2 billion

Number of Employees
45,849



	(¥ Billions)	
	Operating Revenues	Operating Income (Loss)
■ Air Transportation	1,737.7	49.5
■ Airline Related	299.4	18.1
■ Travel Services	143.9	1.3
■ Trade and Retail	144.7	2.9
■ Others	44.2	3.5
Adjustments	(395.9)	(14.7)
Total (Consolidated)	1,974.2	60.8

Travel Services

Composition of Operating Revenues

6.1%

ANA Sales Co., Ltd.
 ANA Business Jet Inc., and more

As the sales and marketing division of the ANA Group, ANA Sales Co., Ltd. provides airline sales services, including sales of air tickets and travel services. The company also engages in the planning and sales of travel products.

To meet the needs of our customers who value their time, we are expanding the scope of our travel services, which includes the launch of ANA Business Jet Inc. in 2018. ANA Business Jet arranges charter flights for business jets.

Trade and Retail

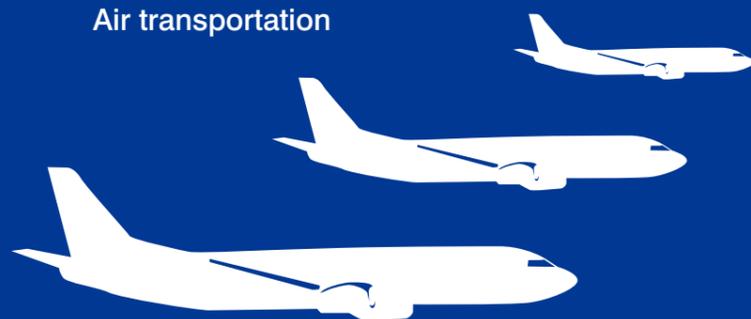
Composition of Operating Revenues

6.1%

ALL NIPPON AIRWAYS TRADING Co., Ltd., and more

ALL NIPPON AIRWAYS TRADING Co., Ltd., and Group companies perform aircraft parts procurement, conduct aircraft trading (import, export, leasing, sales), operate airport shops (ANA DUTY FREE SHOP and ANA FESTA) across Japan, and manage other businesses related to air transportation. The Group also trades in non-airline products (paper, pulp, food import and sales; semiconductor and electronic component import / export), provides advertising agency services, and operates the ANA online shopping site.

Air transportation



Aircraft maintenance



Vehicle maintenance



Cargo / logistics



Airport ground support



Flight catering



Human resource development



IT



Contact center



Sales and marketing



Charter arrangements



Human resources / business support



Research institute / think tank



General trading companies



Real estate / building maintenance



The beliefs of our founders have transcended the ages,
passed on with great care as the
DNA of the ANA Group.

Ambition in
Our DNA

Group
Synergies

Our Mission
in Society

高潔な企業
権威に屈する
ことのない、
主体性を持つ企業
独立独歩
できる企業

Mission Statement

Built on a foundation of security
and trust, “the wings within ourselves”
help to fulfill the hopes and
dreams of an interconnected world.



ANA Group Safety Principles

Safety is our promise to the public and is the foundation of our business.
Safety is assured by an integrated management system and mutual respect.
Safety is enhanced through individual performance and dedication.

Management Vision

It is our goal to be the world's leading airline group in customer satisfaction and value creation.

ANA's Way

To live up to our motto of “Anshin, Attaka, Akaruku-genki!”
(Trustworthy, Heartwarming, Energetic!), we work with:

1. Safety

We always hold safety as our utmost priority, because it is the foundation of our business.

2. Customer Orientation

We create the highest possible value for our customers by viewing our actions from their perspective.

3. Social Responsibility

We are committed to contributing to a better, more sustainable society with honesty and integrity.

4. Team Spirit

We respect the diversity of our colleagues and come together as one team by engaging in direct, sincere and honest dialogue.

5. Endeavor

We endeavor to take on any challenge in the global market through bold initiative and innovative spirit.