

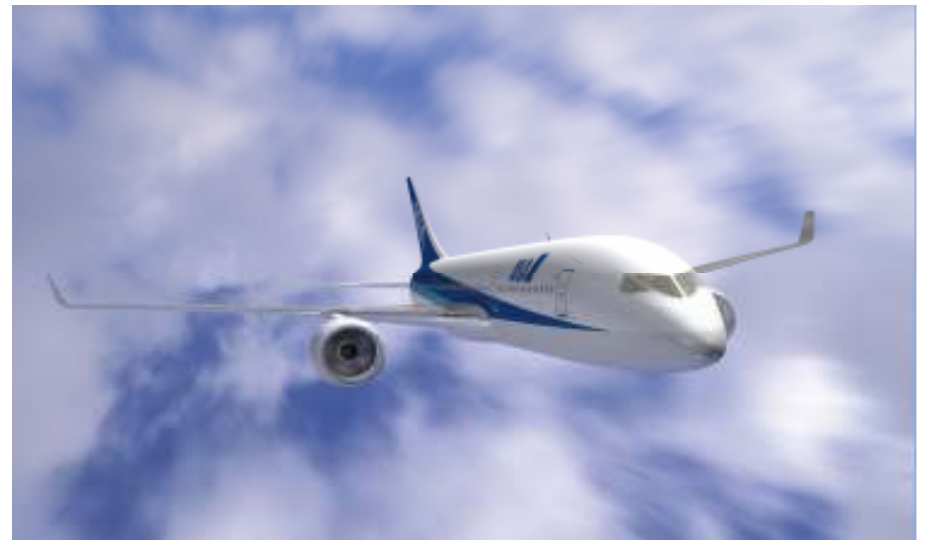
Aiming to Become the No.1 Airline in Asia

March 3, 2008

Keisuke OKADA

Member of the Board of Directors

All Nippon Airways Co., Ltd.



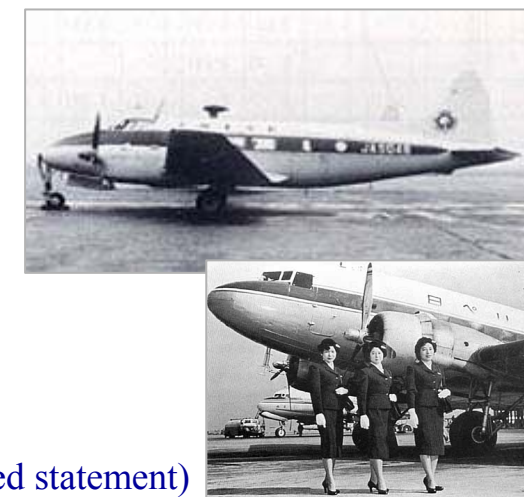
ANA

ANA Group ~ Outline (Year Ending March 2007)



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Establishment: December 1952
(Started as "NIPPON HELICOPTER")



Number of employees **32,460**
(end of March 2007, group companies included in the consolidated statement)

Number of passenger carried **Domestic flights : 46,471 thousand passengers 127,000 passengers/day**
International flights : 4,552 thousand passengers 12,000 passengers/day

Revenue **1.4896 trillion yen (\$12,618,873,000)**
(consolidated statement for the year ending March 2007)



ANA Group ~ Global Ranking



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Ranking by number of passengers Carried (2006)

(unit : 1000)

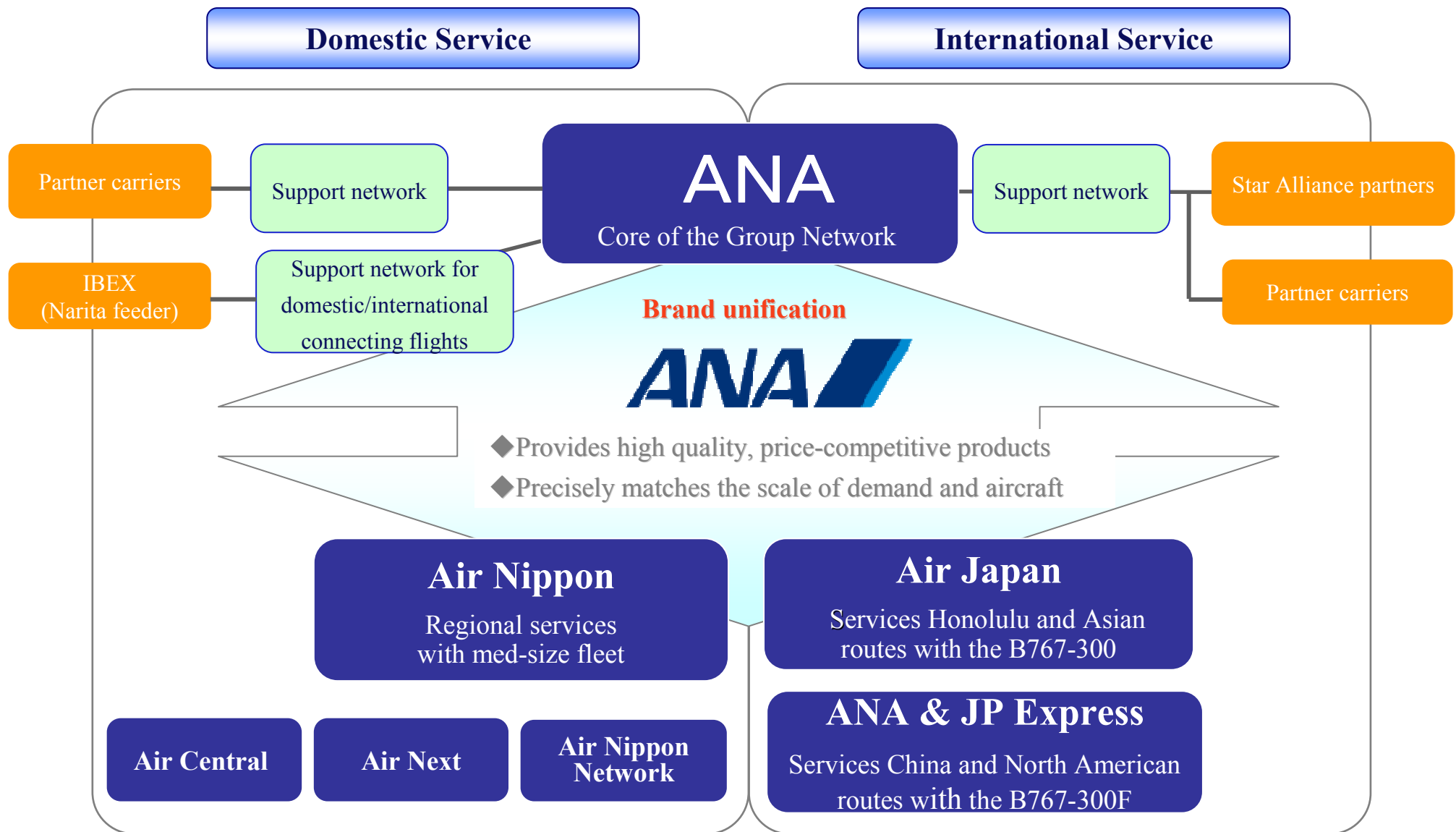
1st	American Airlines	99,835
2nd	Southwest Airlines	96,277
3rd	Delta Airlines	73,584
4th	United Airlines	69,265
5th	Northwest Airlines	55,925
6th	Lufthansa German Airlines	51,213
7th	Air France/KLM	49,411
8th	ANA	49,226
9th	Japan Airlines International	48,911
10th	China Southern Airlines	48,512

Source : IATA World Transport Statistics

ANA Group ~ Air Transportation Business



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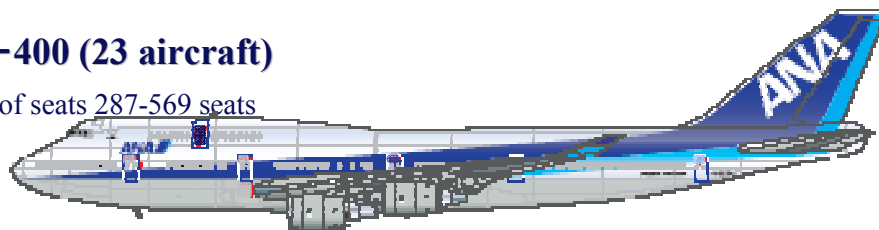
ANA Group ~ Fleet



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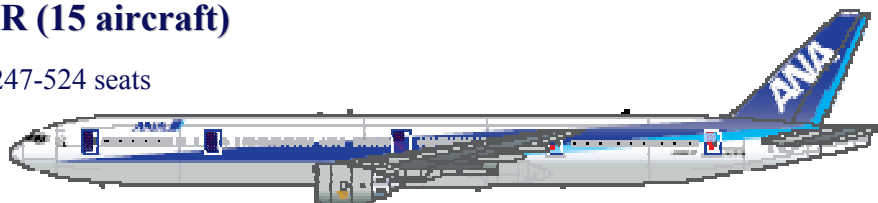
B747-400 (23 aircraft)

Number of seats 287-569 seats



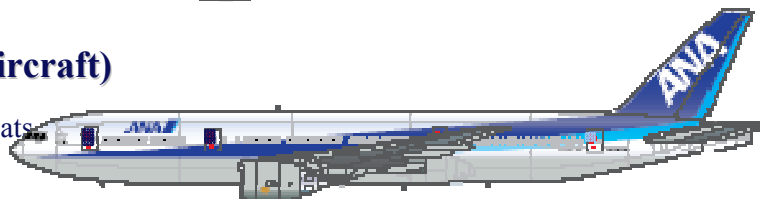
B777-300/ER (15 aircraft)

Number of seats 247-524 seats



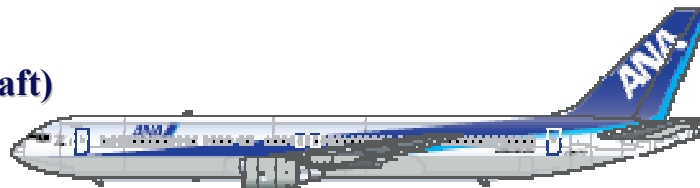
B777-200/ER (23 aircraft)

Number of seats 223-415 seats

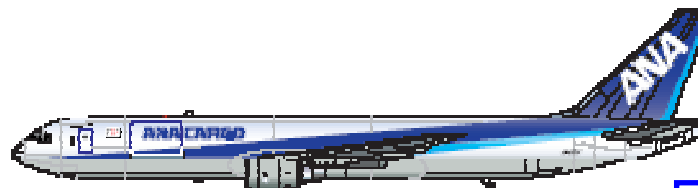


B767-300/ER (56 aircraft)

Number of seats 214-279 seats

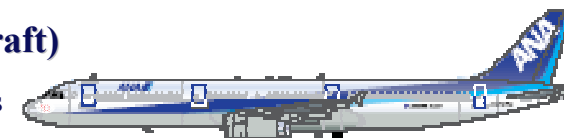


B767F (4 aircraft)



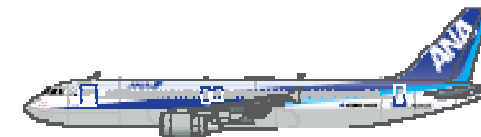
A321-100 (3 aircraft)

Number of seats 195 seats



A320-200 (29 aircraft)

Number of seats 166 seats



B737-500 / 700 (35 aircraft)

Number of seats 126-136 seats



DHC8-300 / 400 (19 aircraft)

Number of seats 56-74 seats



F50 (3 aircraft)

Number of seats 50-56 seats



Total number of aircraft 211

(As of March 31, 2007)

ANA Group ~ International Network

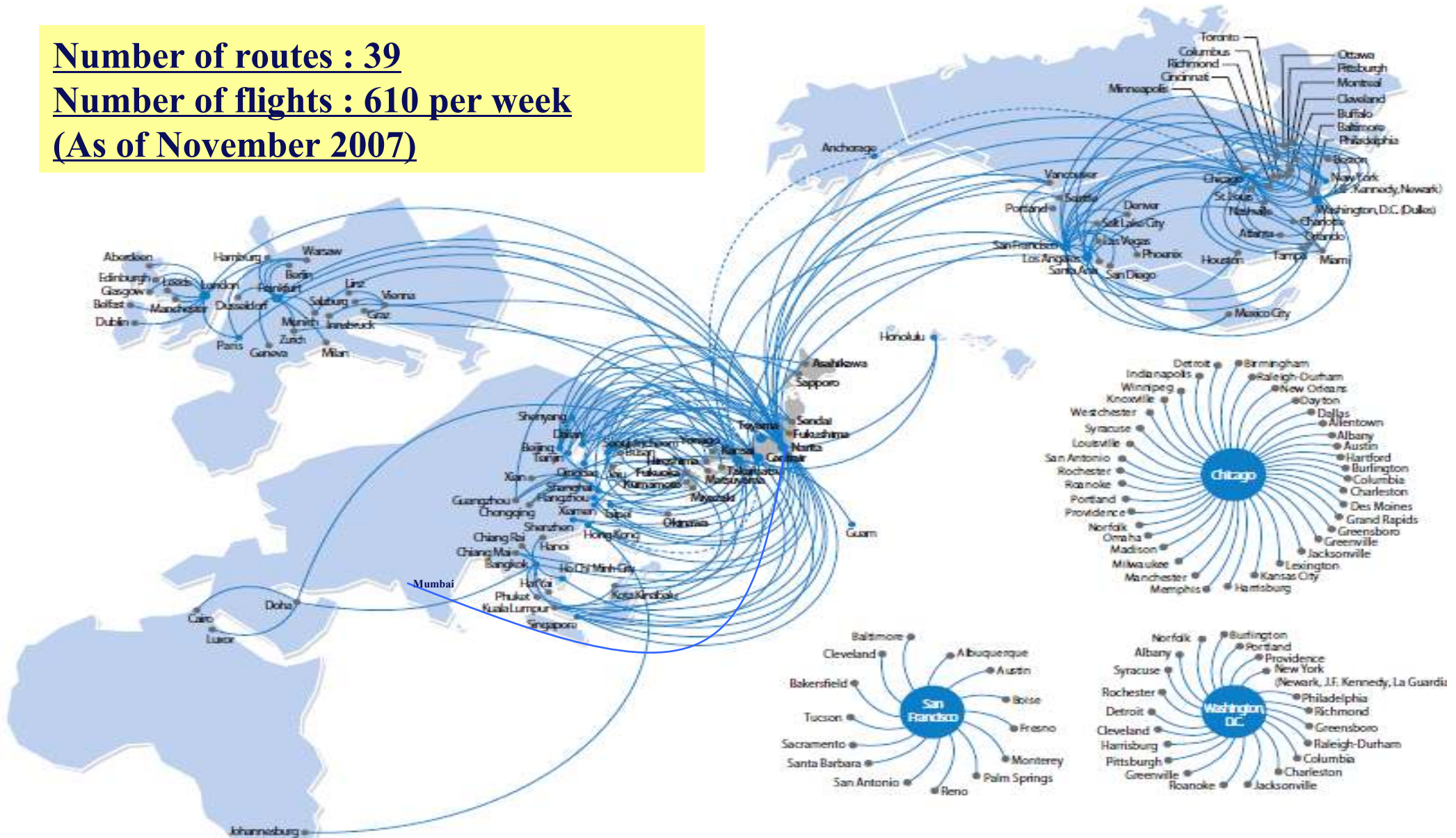


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Number of routes : 39

Number of flights : 610 per week

(As of November 2007)



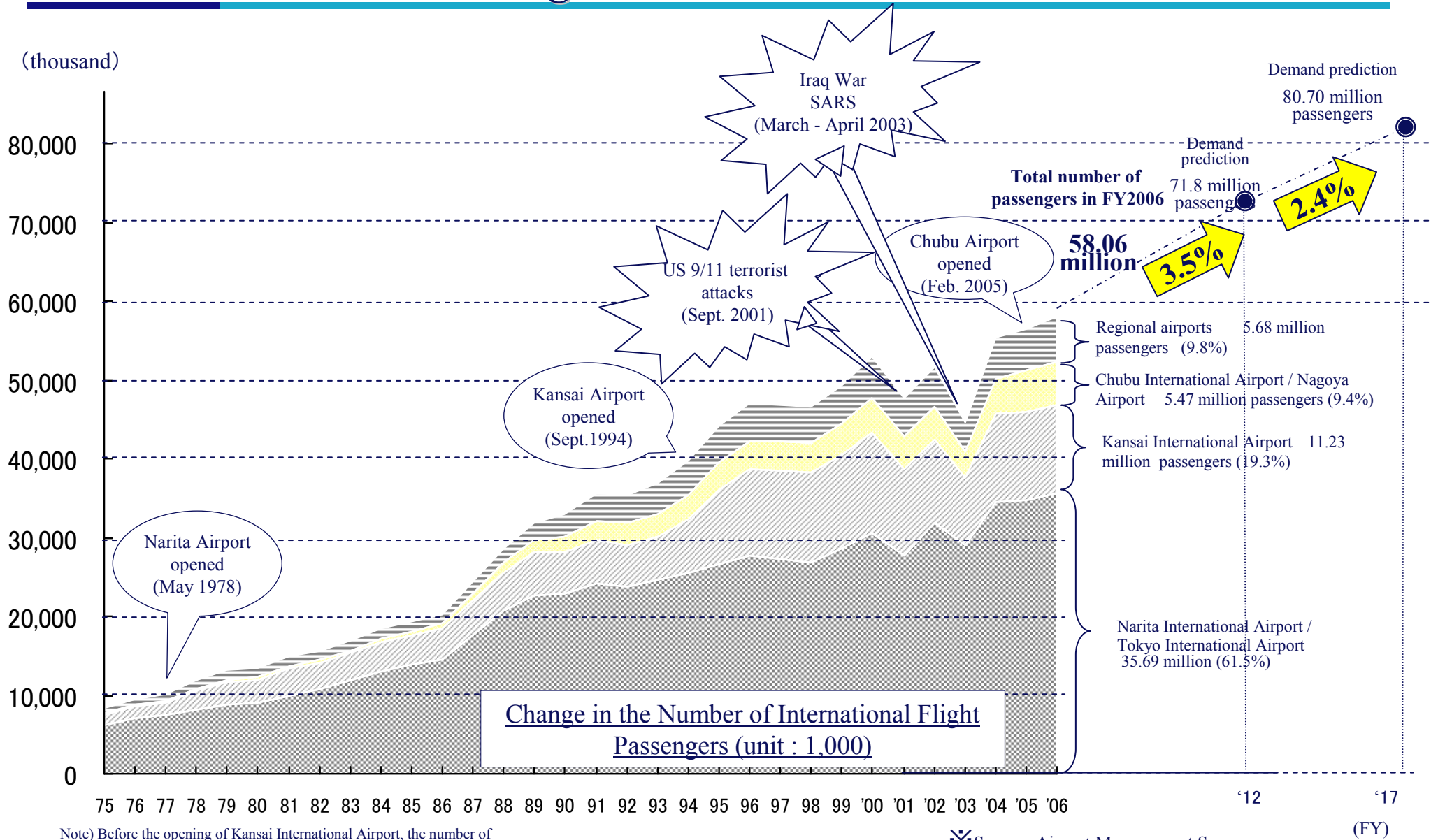
The ANA Group aims to become the No. 1 corporate group representing Asia, with its core airline business playing a significant role in transporting passengers and freight across Japan, Asia and around the world.



Environment Surrounding the Aviation Industry ~ International Passenger Demand



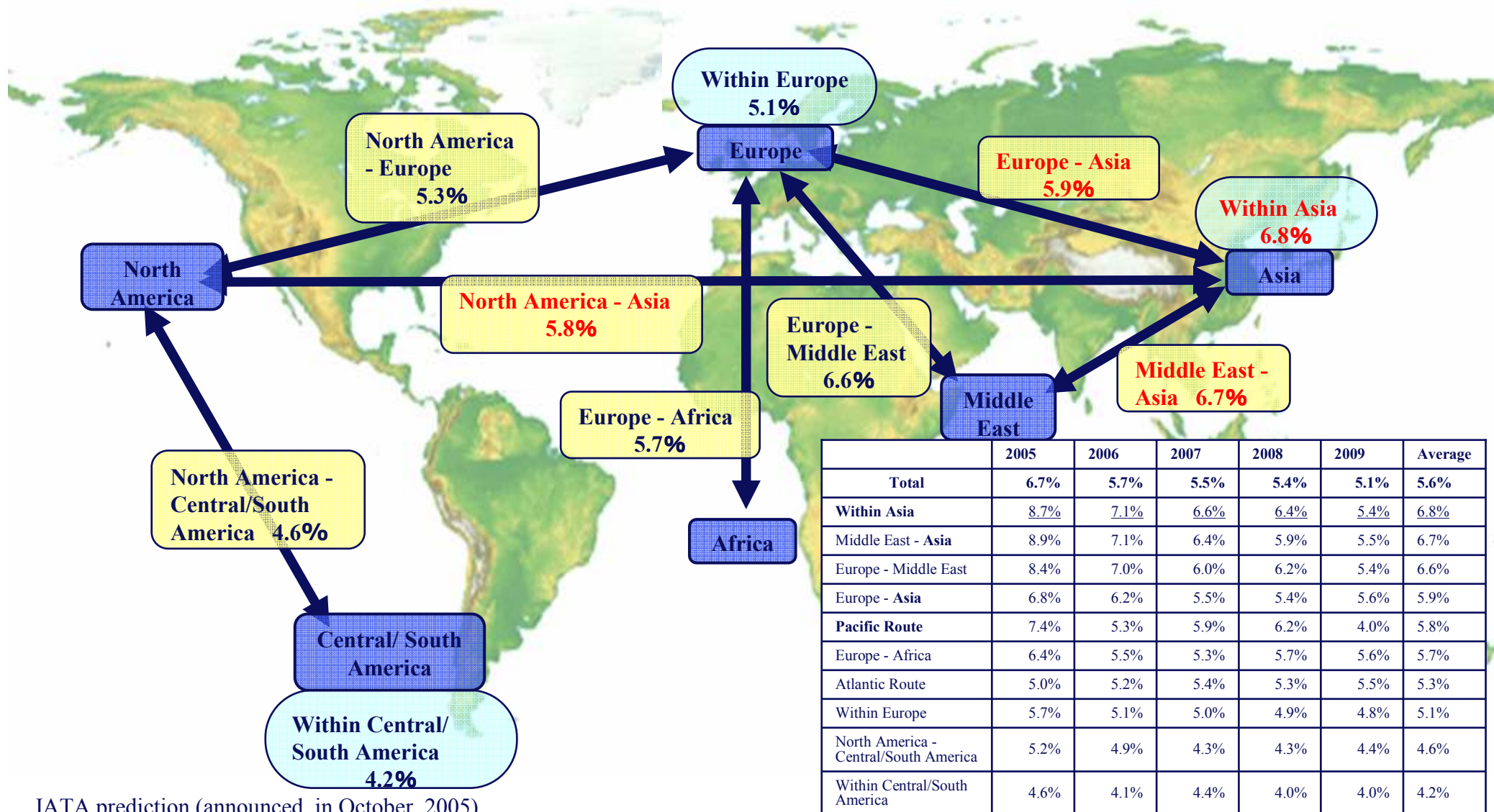
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Note) Before the opening of Kansai International Airport, the number of passengers at Osaka International Airport is shown.

Environment Surrounding the Aviation Industry

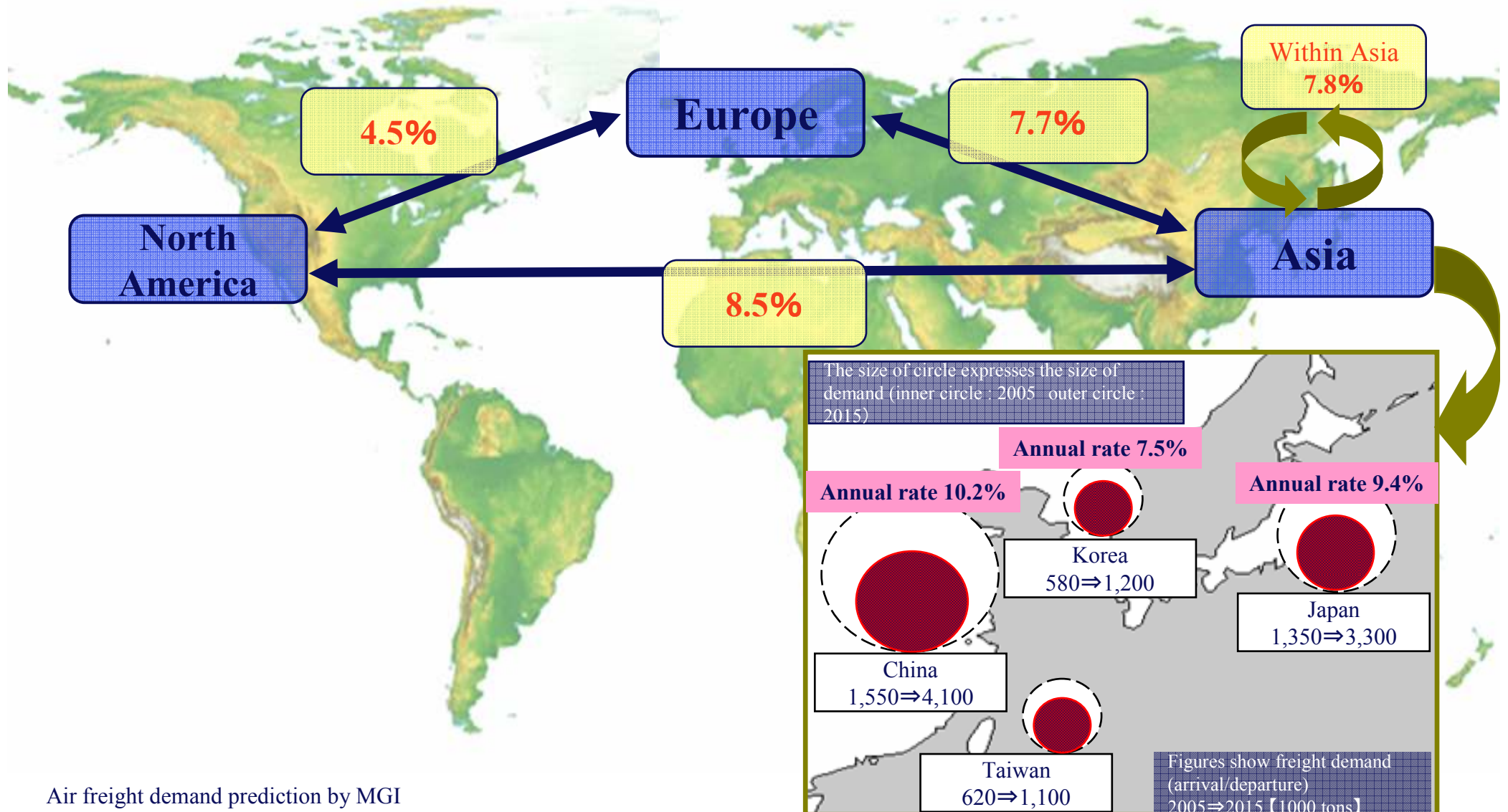
~ Global Demand Forecast (Passengers)



IATA prediction (announced in October, 2005)

Environment Surrounding the Aviation Industry

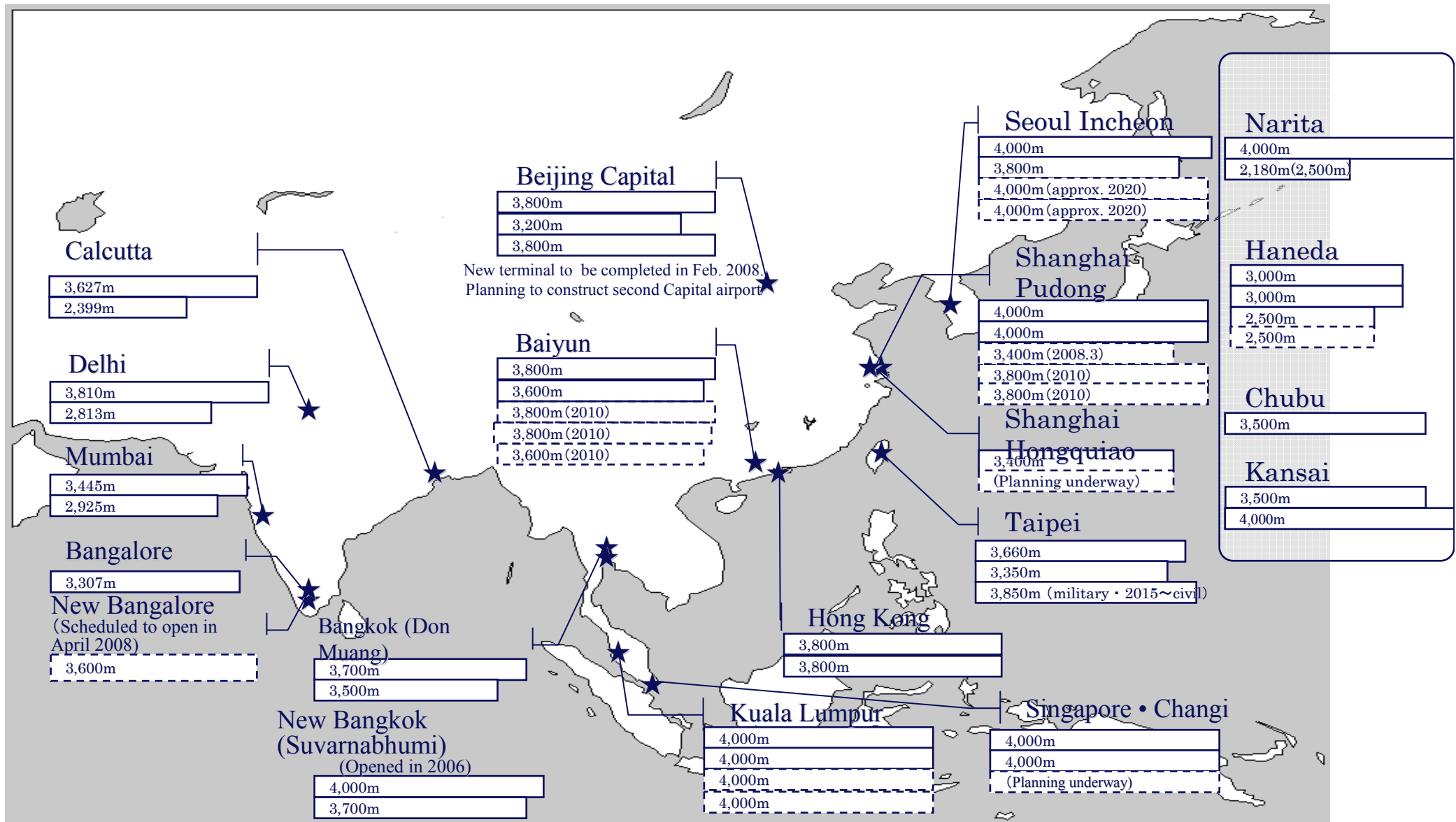
~ Global Demand Forecast (Freight)



Air freight demand prediction by MGI

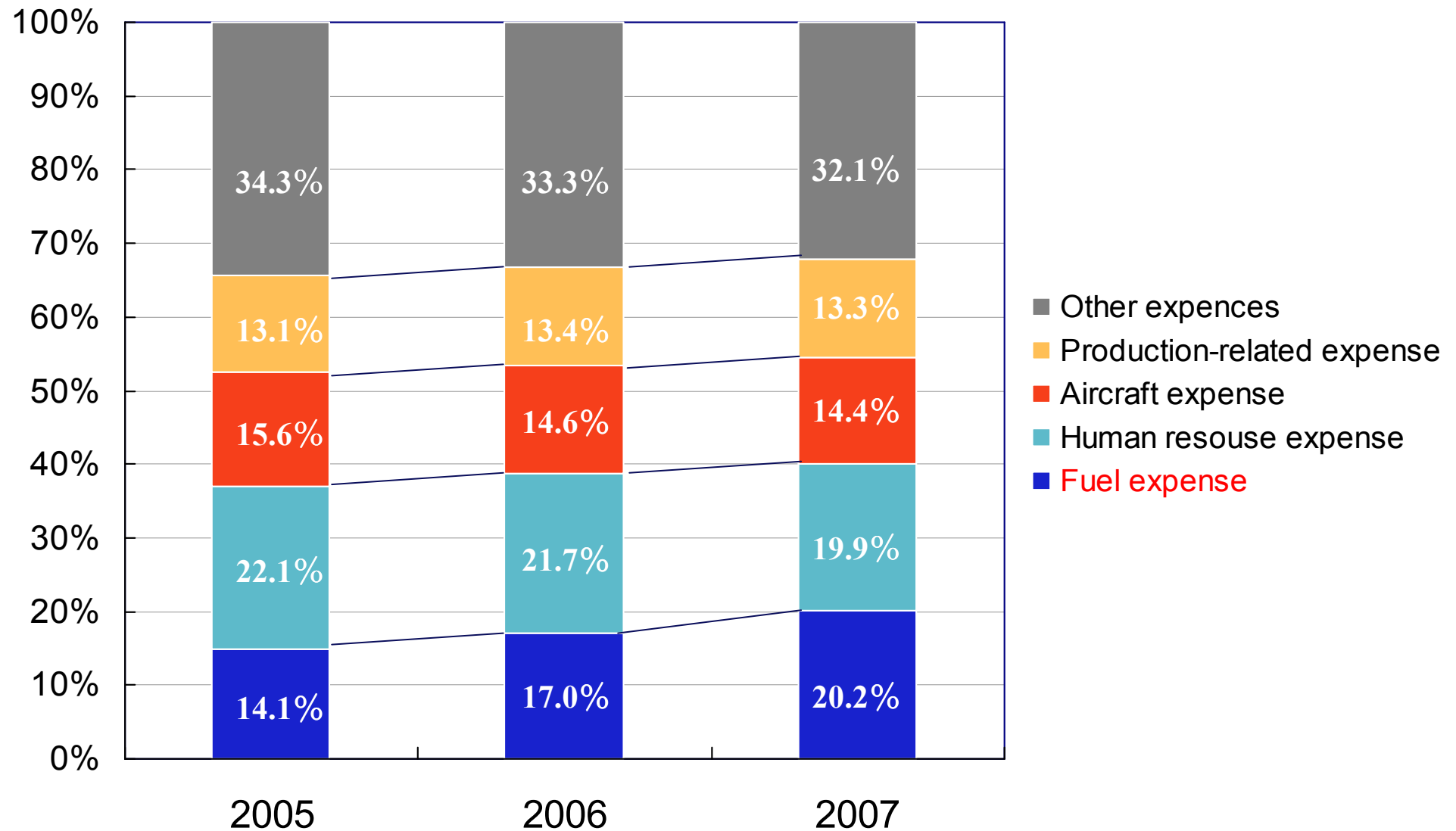
Environment Surrounding the Aviation Industry

~ Development of Airports in Asia



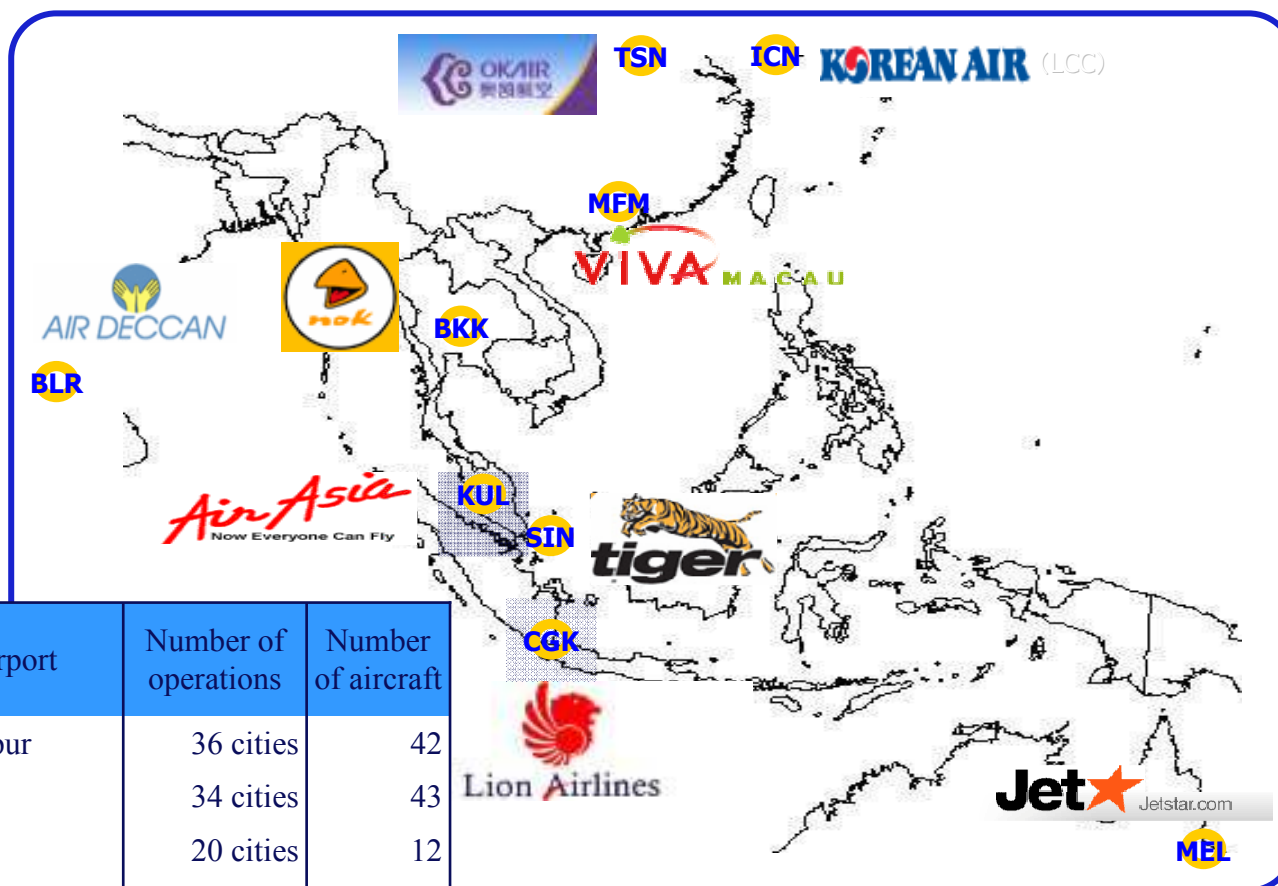
Environment Surrounding the Aviation Industry

~ Soaring Fuel Expense



Environment Surrounding the Aviation Industry

~ Rise of Low-Cost Carriers



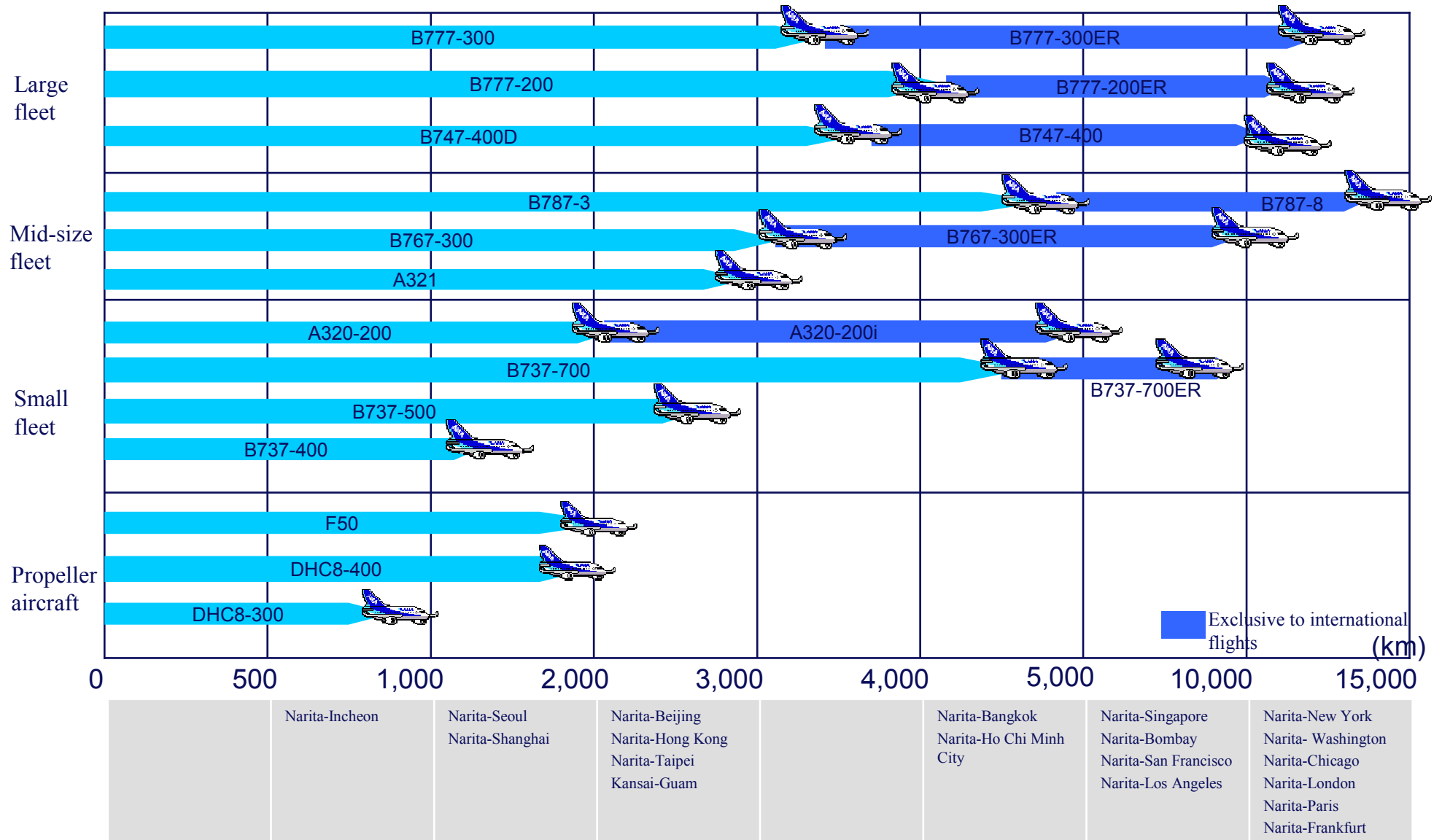
◆ Major LCCs in the Asian region

Company name	Country	Year of establishment	Base airport	Number of operations	Number of aircraft
Air Asia	Malaysia	1993	Kuala Lumpur	36 cities	42
Lion Air	Indonesia	2000	Jakarta	34 cities	43
Tiger Airways	Singapore	2003	Singapore	20 cities	12
Nok Air	Thailand	2004	Bangkok (Don Muang)	14 cities	9
Air Deccan	India	2003	Bangalore	65 cities	44
Jetstar	Australia	2004	Melbourne	30 cities	29
Viva Macao	Macao	2005	Macao	4 cities	2
Okay Airways	China	2004	Tianjin	18 cities	6
Air Korea	Korea	08 scheduled	Seoul (Incheon)	Undecided	5 initially

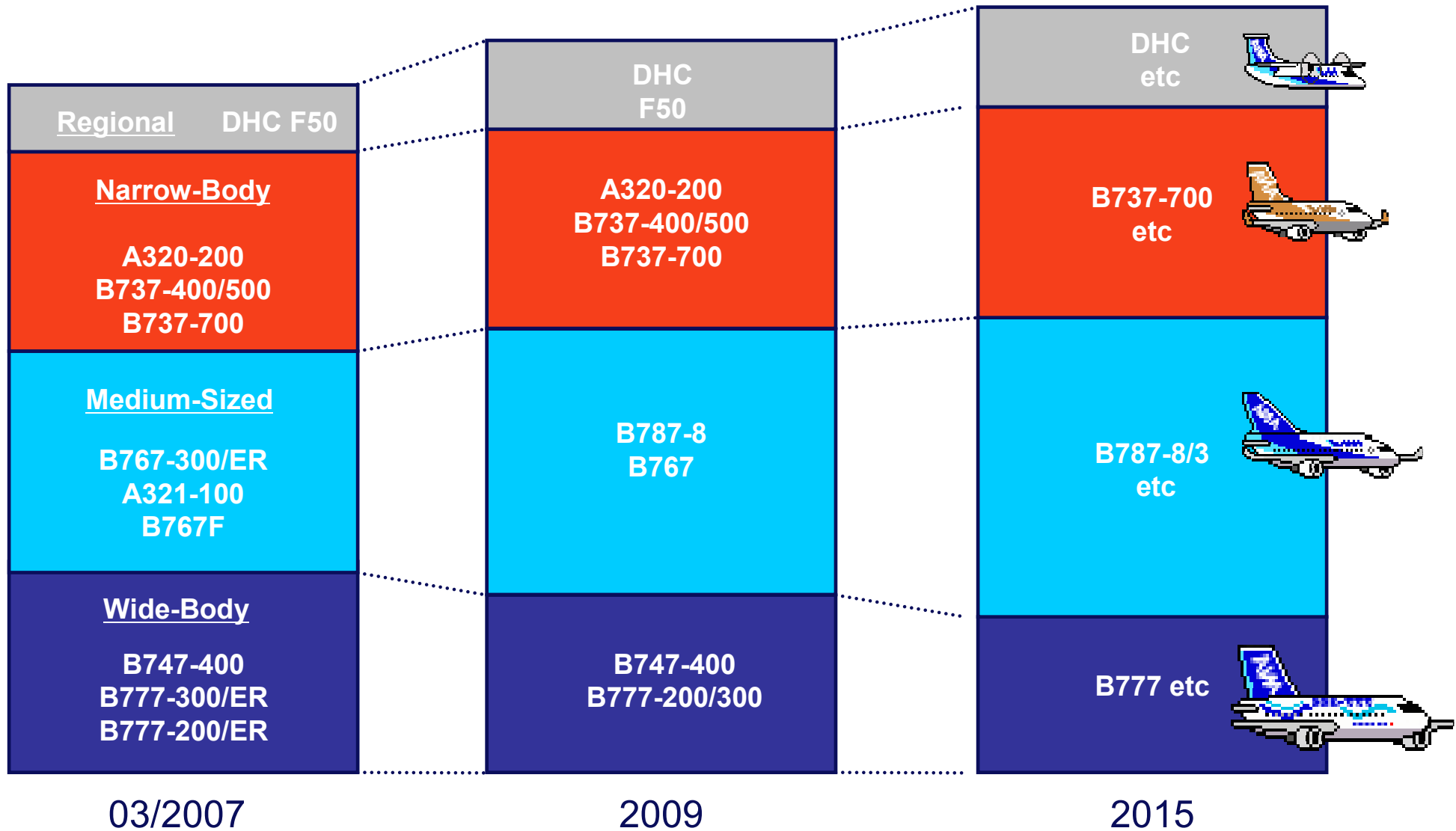
New Challenge ~ Fleet Strategy



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New Challenge ~ Fleet Strategy



New Challenge ~ B787

Improved Flight Efficiency and Safety

- Electronic Flight Bag (EFB) installed, allowing reading of electronic flight manual and display of aircraft position while over airports.
- Two Head Up Displays (HUDs) installed.
- Vertical Situation Display (VSD) installed.
- Electronic checklist.

Carbon Fiber Composite Materials Widely Used

- Approximate 50% weight reduction allows lighter aircraft body and reduced maintenance costs.
- If compared with equivalent weight of steel, carbon fiber composite materials are 9 times stronger.

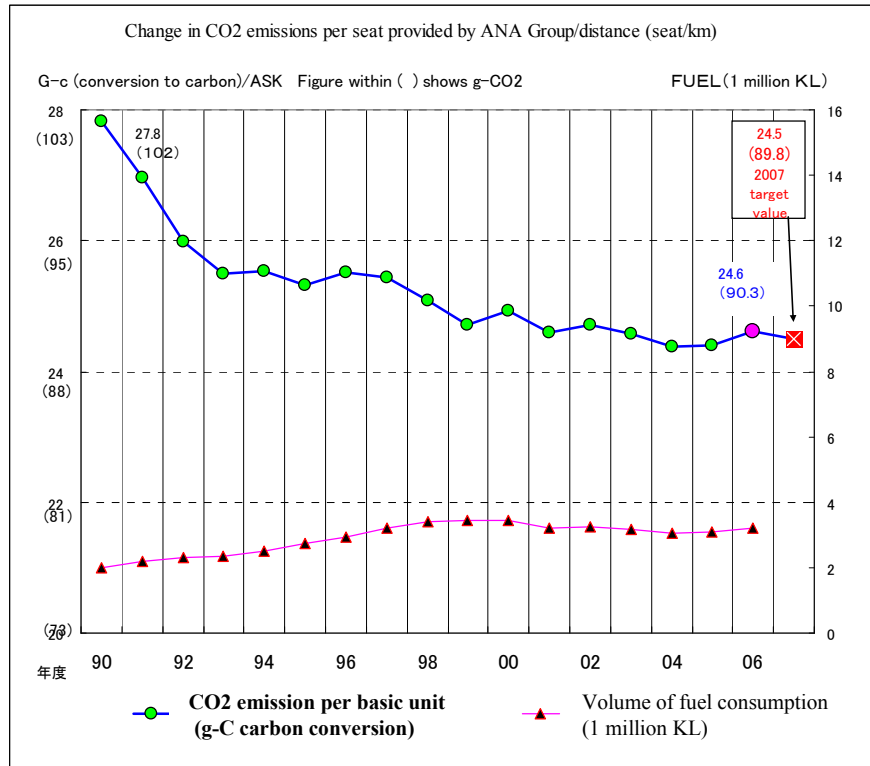
Enhanced Comfort in the Passenger Cabin

- Compared with existing aircraft, internal cabin pressure can be brought closer to ground level pressure.
- Windows 8cm higher than the 39cm Boeing 767 windows, allowing more light and fine views.
- Higher humidity levels can be maintained compared with existing aircraft.

20% Reduction in Fuel Consumption Compared with Boeing 767

- New engine enhanced fuel efficiency and reduces noise.
- System to prevent compressed air used in main wing defrosting and other electrical systems from escaping into various parts of the aircraft body.

New Challenge ~ Environment



Boeing 787-3 2008-		Roughly 20% less than Boeing 767-300
Boeing 777-300 1997-		57.8 (kg)
Boeing 747-400D 1992-		64.2
Boeing 767-300 1987-		67.8
Boeing 747-100SR Retired between 1979 and 2006		72.8
Lockheed L1011 Retired in 1995		94.0
Boeing 727-200 Retired in 1990		109.1

(CO2 Emissions / Seat for 1,000km)

New Challenge ~ Hotel Business



- In December 2006, the joint venture company IHG ANA Hotels Group was established with the InterContinental Hotels Group
- In June 2007, all stock and properties of the 13 ANA Group hotels were sold
- Management resources were concentrated on the core “air transportation business”



New Challenge ~ SKIP Service



Alliance Strategy ~ Alliance Members



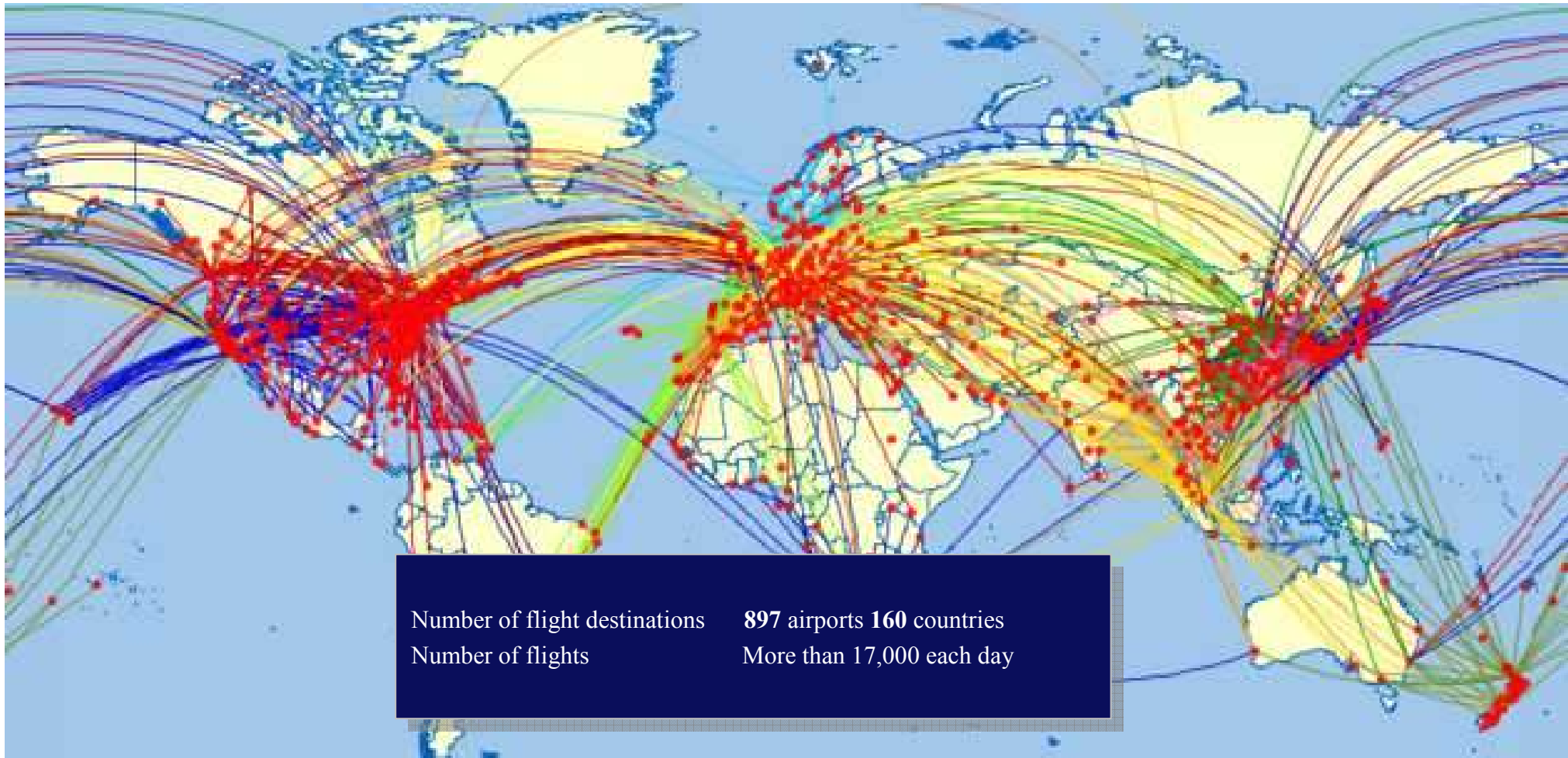
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	The Americas	Europe	Asia / Oceania
Oneworld 	American Airlines LanChile	British Airways Iberia Finnair Royal Jordanian MALEV Hungarian Airlines	Cathay Pacific Qantas Airways Japan Airline
Star Alliance 	United Air Canada US Airways	Lufthansa SAS Austrian bmi Spanair LOT Polish Airlines TAP Portugal SWISS South African Airways	Thai Airways International Singapore Airlines Air New Zealand ANA Asiana Airlines Air China Shanghai Airlines
SkyTeam 	Delta Airlines Continental Airlines Northwest Airlines AeroMexico	Air France KLM CSA Czech Airlines Alitalia	Korean Air AEROFLOT China Southern

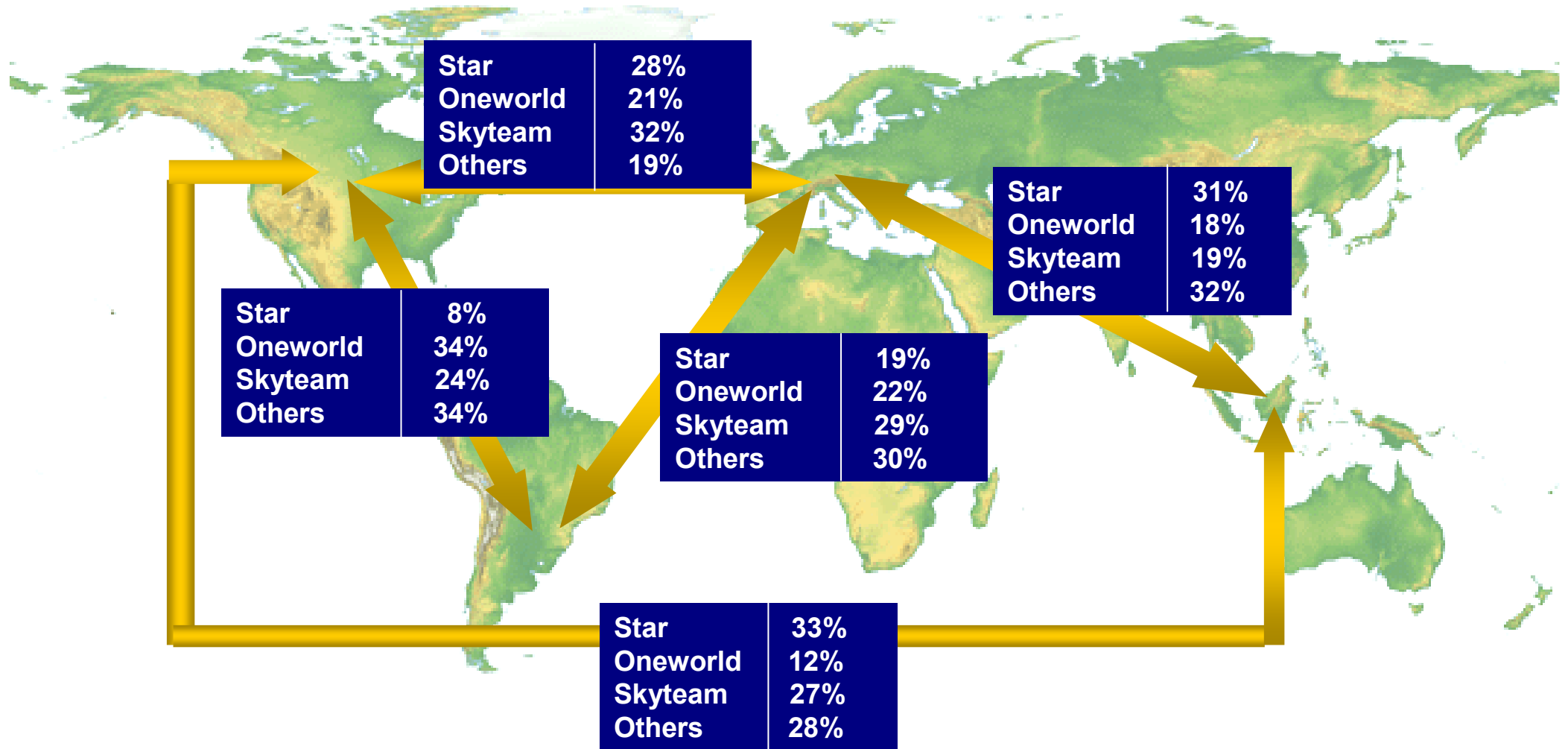
Alliance Strategy ~ Star Alliance Network



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Alliance Strategy ~ Seat Mobility Share



Embracing New Challenges



We embrace new challenges



Thank you...

