

ANA's Growth Strategy




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January 08, 2013



A STAR ALLIANCE MEMBER 

ANA's History



Rising to the Challenges ~ Always one step ahead ~



Boeing787



1952 Nippon Helicopter (NH) established

1986 International service inauguration

1999 Joined Star Alliance

2009 Okinawa Cargo Hub introduced

2010 Inauguration of Haneda international service

2011 Boeing787 introducing
Launching joint venture with UA/CO

2012 **Launching LCC service**
Launching JV with LH

2016 Introducing MRJ

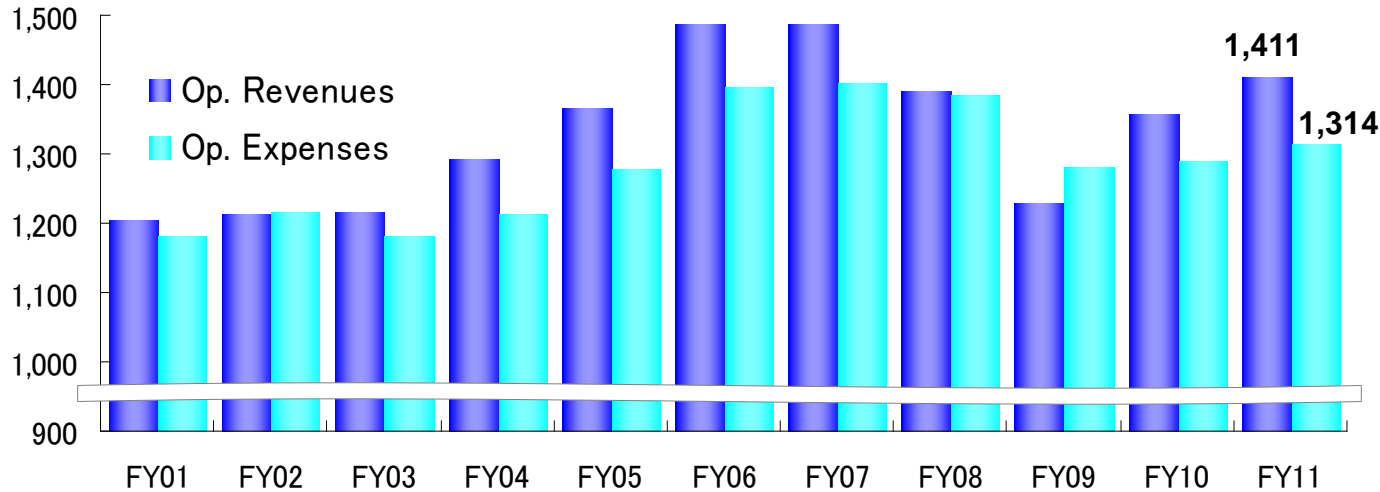


日ペリ (ハ0470-1型機) による営業員の結団行

Current Performance

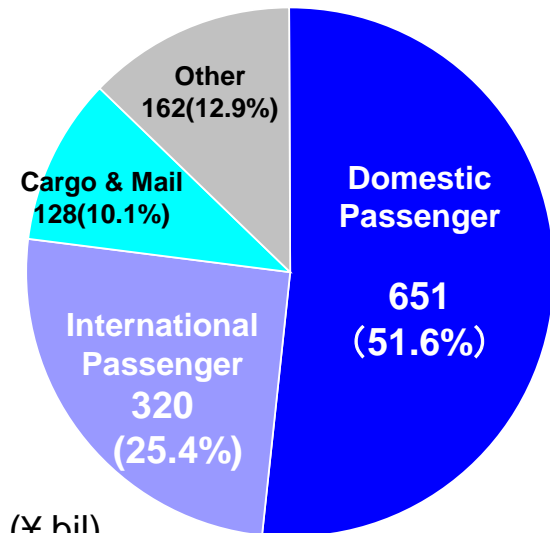
Consolidated operating revenues and operating expenses

(¥ bil) (FY2001 - 2011)



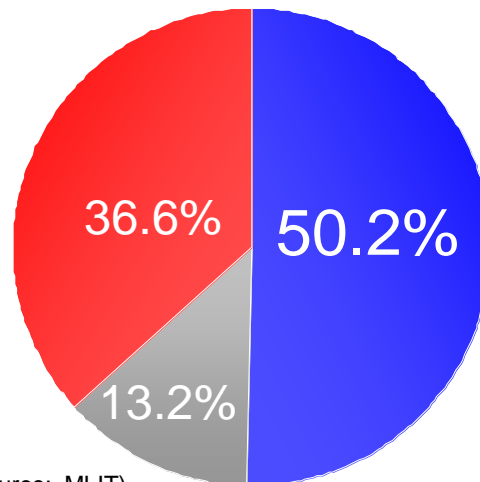
Medium-term performance targets
Operating margin of 10% or above

Air transportation business revenues (FY 2011)



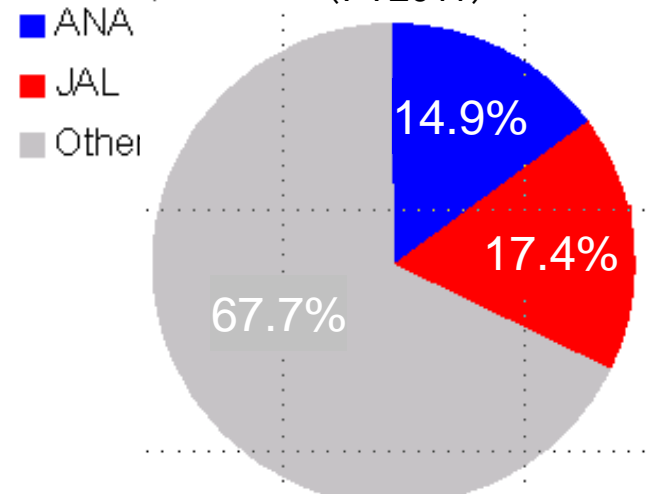
Total 1,262

Domestic Passenger Share (FY2011)



(Source: MLIT)
* Company calculated revenue passengers on ANA flights and code-share flights operated by our partner airlines.

International Passenger Share (FY2011)



***To/From Japan

(Source: MIDT)

Our goal : Being the Leading Airline in Asia

《Continuing growth as a network airline》



Key Strategy

Introducing Boeing787s

Expanding Joint Venture

Launching LCC

FY2012 (Plan)

Op. Revenues
¥1,500 billion

Op. Income
¥110 billion

Stable and
sustainable growth
Increase corporate
value

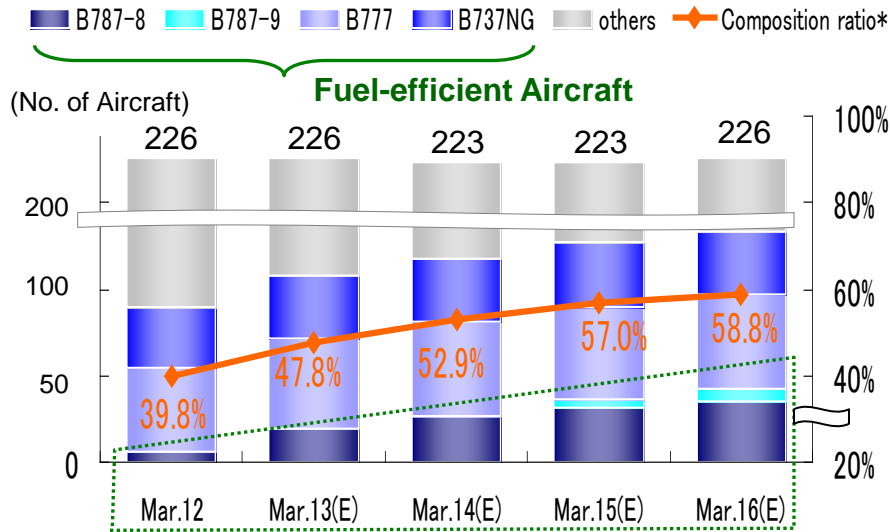
Op. Margin
10% or more



《Become a leader in the LCC market》

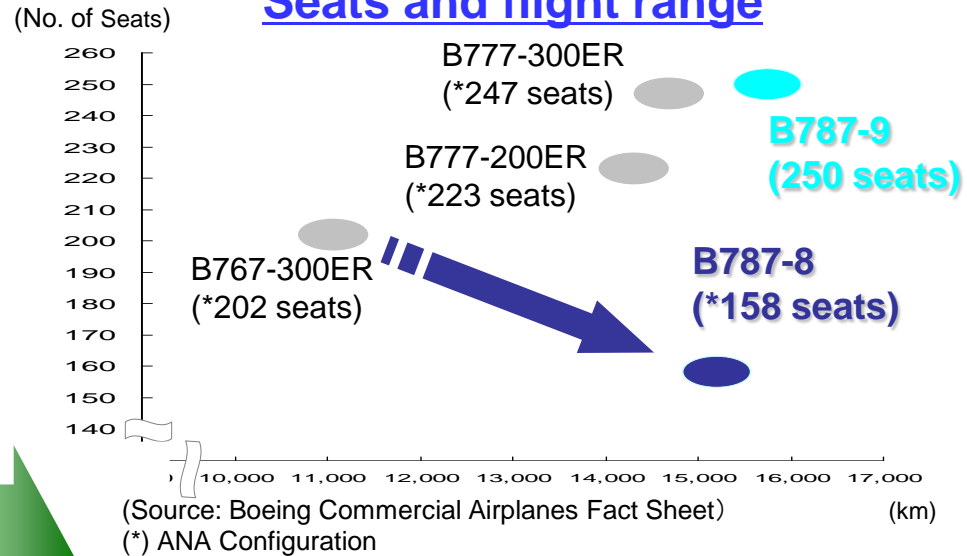
Increasing Fleet Competitiveness through Fuel-efficient Boeing 787-9

The number of fuel-efficient aircraft

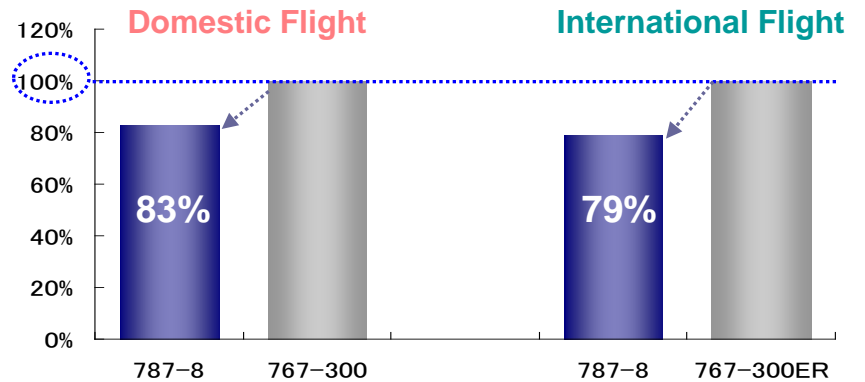


	Mar.12	Mar.13	Mar.14	Mar.15	Mar.16	Total
		(E)	(E)	(E)	(E)	Orders
B787-8	6	20	27	32	35	36
B787-9				4	8	30
Total	6	20	27	36	43	66

Seats and flight range



Fuel-consumption per ASK



(Survey Methodology: Performance Software provided by Boeing)
 * Calculation based on actual fuel consumption from 26 Oct. 2011 to 30 Apr. 2012.

- The numbers of B787-8/-9 are revised projections after PR release on Jun 19, 2012
- ANA's aircraft for both domestic and international routes are included.
- Aircraft used by AirAsia Japan and Peach are not included.
- This slide contains forward-looking statements and actual results may differ materially. Please see "Disclaimer" on slide 2.

Expanding Network through Joint Venture



UNITED
X
ANA

FY2012



Lufthansa X ANA

Joint Action

- Harmonized Network
- Harmonized Pricing
- Joint Sales
- Joint Marketing

Anti Trust
Immunity

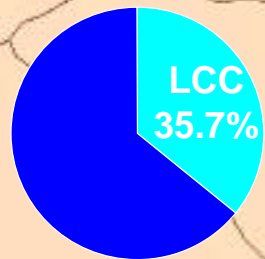
Potential Initiatives

- 📁 Optimize Schedule
- 📁 New Route Expansion
- 📁 Aircraft Upsizing
- 📁 Revenue Pooling
-etc.

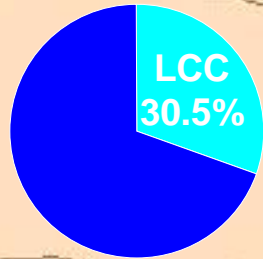
Launching LCC Service

Background of ANA's decision to establish own LCCs

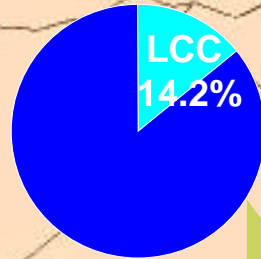
《Market Share》



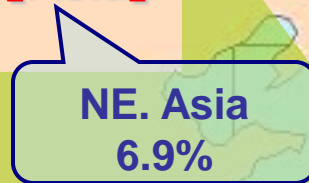
【Europe】



【N. America】



【Asia】



- First Flight: March, 2012
- Stock Share: ANA 34% First Eastern 33%
- Routes: DOM&INT routes from/to **Kansai**
- Service Brand: "Peach"

peach



LCC Expanding Routes to/from Japan

Jet Star / SQ-LCC
Spring / Cebu / Macau
Jeju / Air Asia X...



- First Flight: August, 2012
- Stock Share: ANA 67% Air Asia 33%
- Routes: DOM&INT routes from/to **Narita**
- Service Brand: "AirAsia"

AirAsia
JAPAN

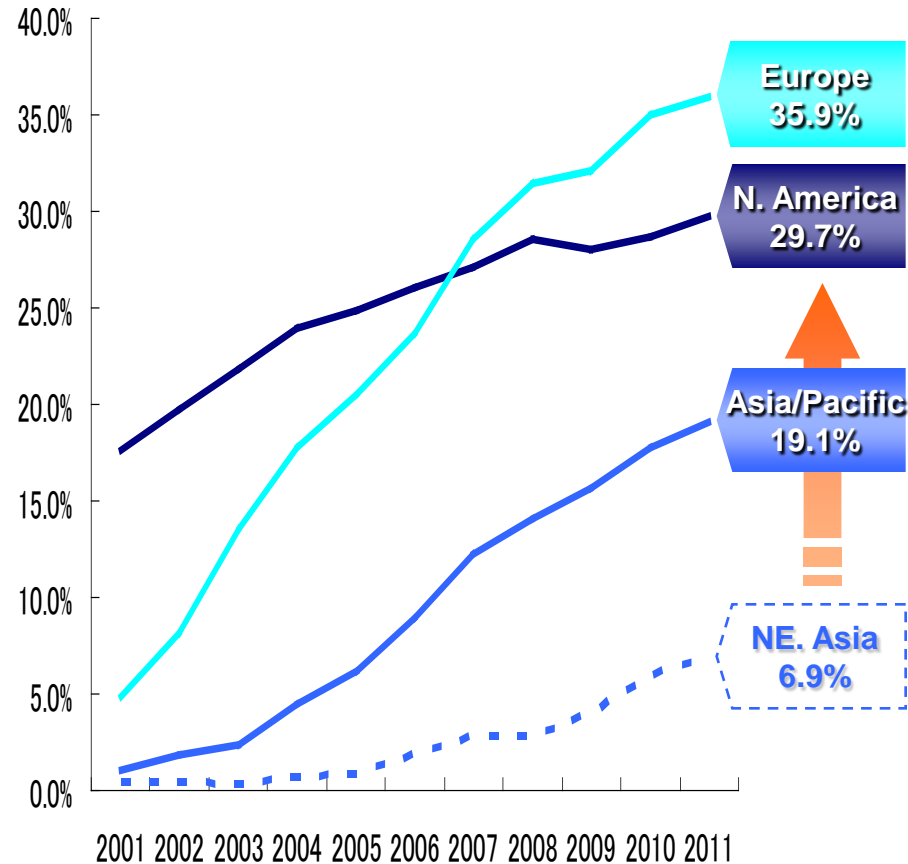
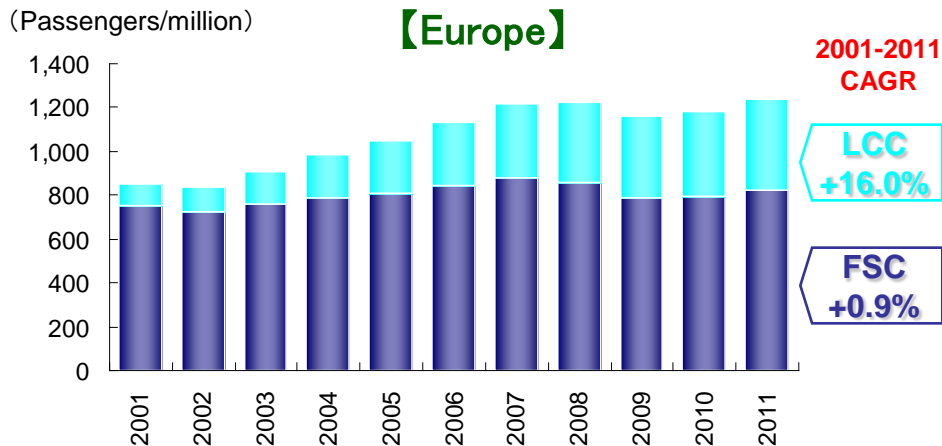
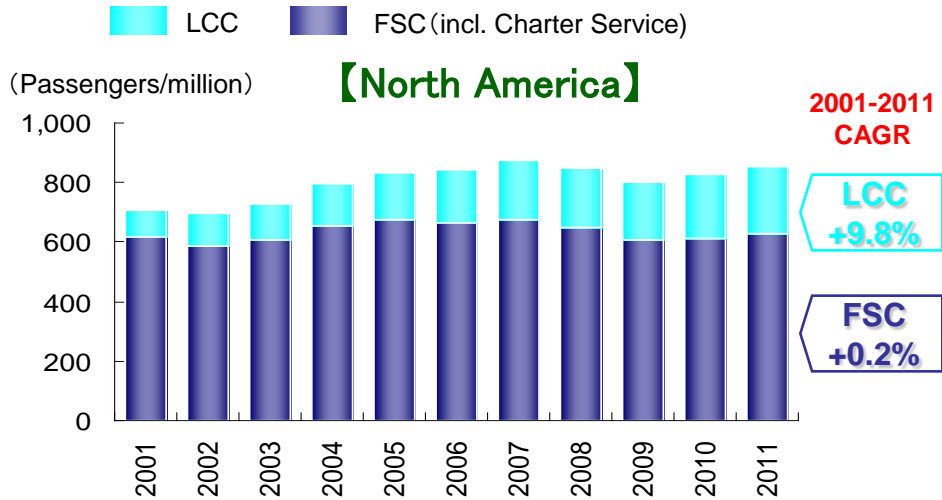


Launching LCC Service

Demand Created by LCC in NA and EU and High Potential in Asia

Passengers Traffic by Airline Segment

LCC Capacity Share of Total Seats*



(Source: Euromonitor International 2011)

(Source: CAPA)

(*) Seat capacity share in each region

Launching LCC Service



Location of Tokyo and Osaka Airports

Direct Distance : Approx 400km

Osaka Tokyo

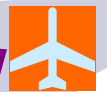


Tokyo Station

ANA International



Domestic/International



Narita



Haneda

ANA Domestic/International

Direct Distance : Approx 60km

Direct Distance : Approx 40km

Itami

ANA Domestic

Kobe

Kansai

Osaka Station



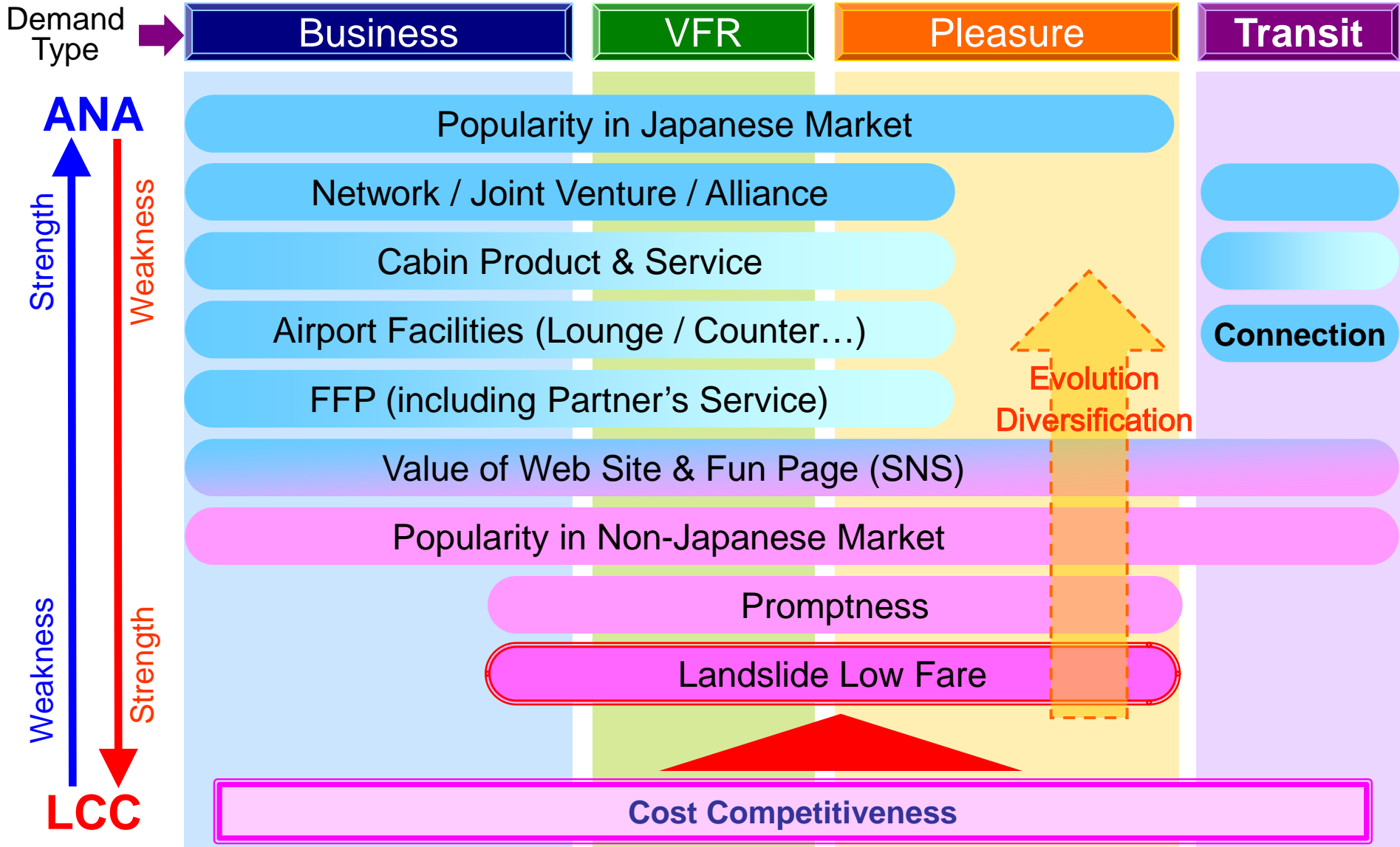
ANA Domestic/International

peach

Domestic/International

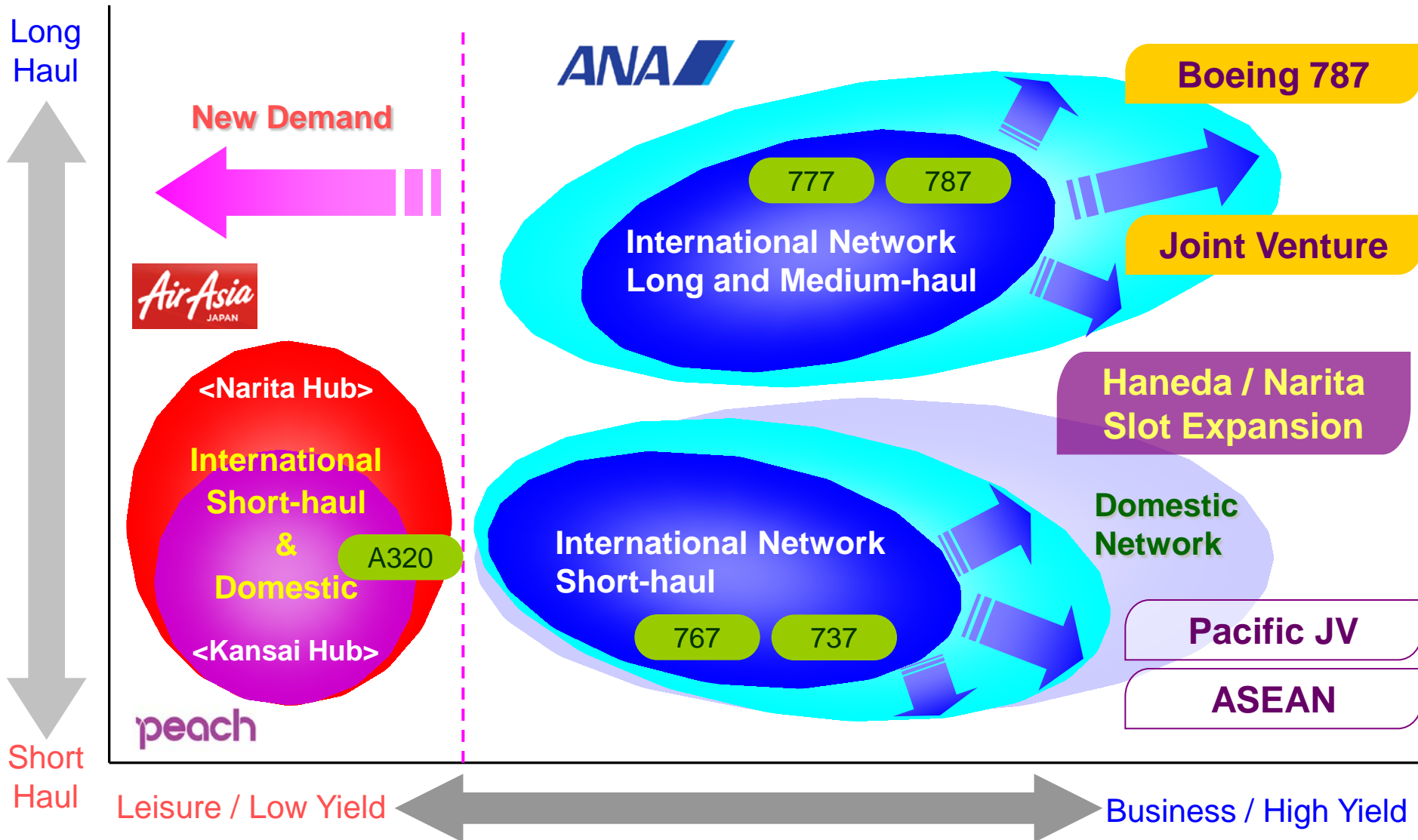
Launching LCC Service

Strength and Weakness of ANA and LCC



Launching LCC Service

Entering New Growth Area while Expanding International Network



Launching LCC Service

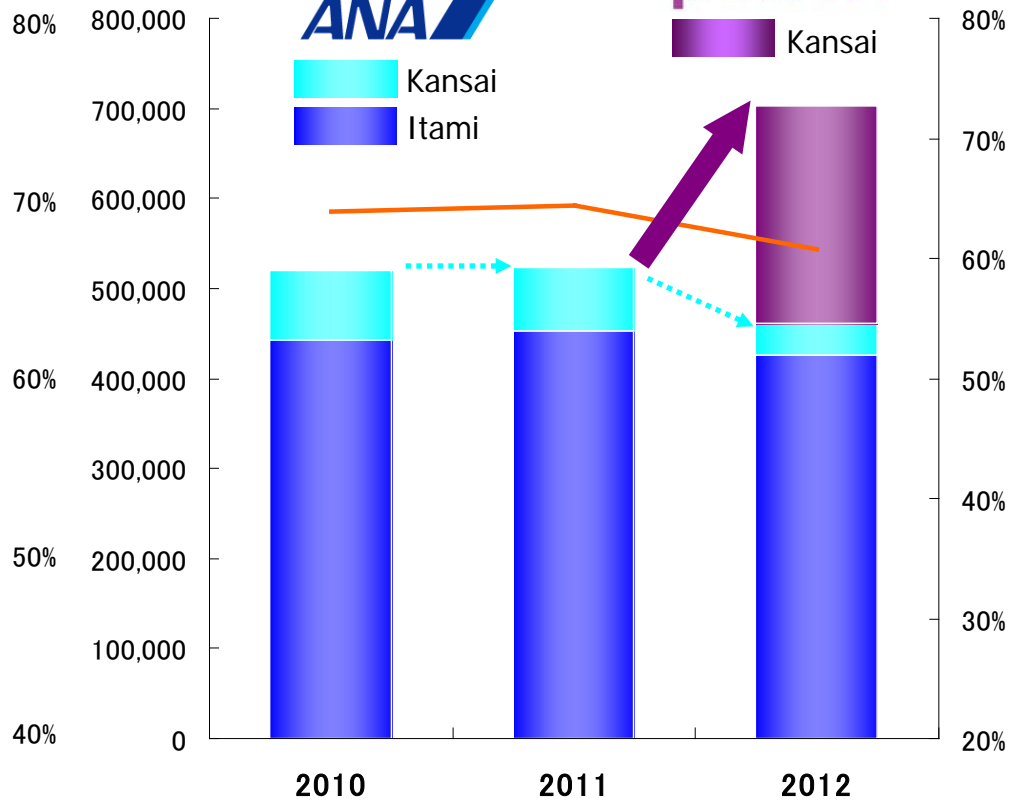
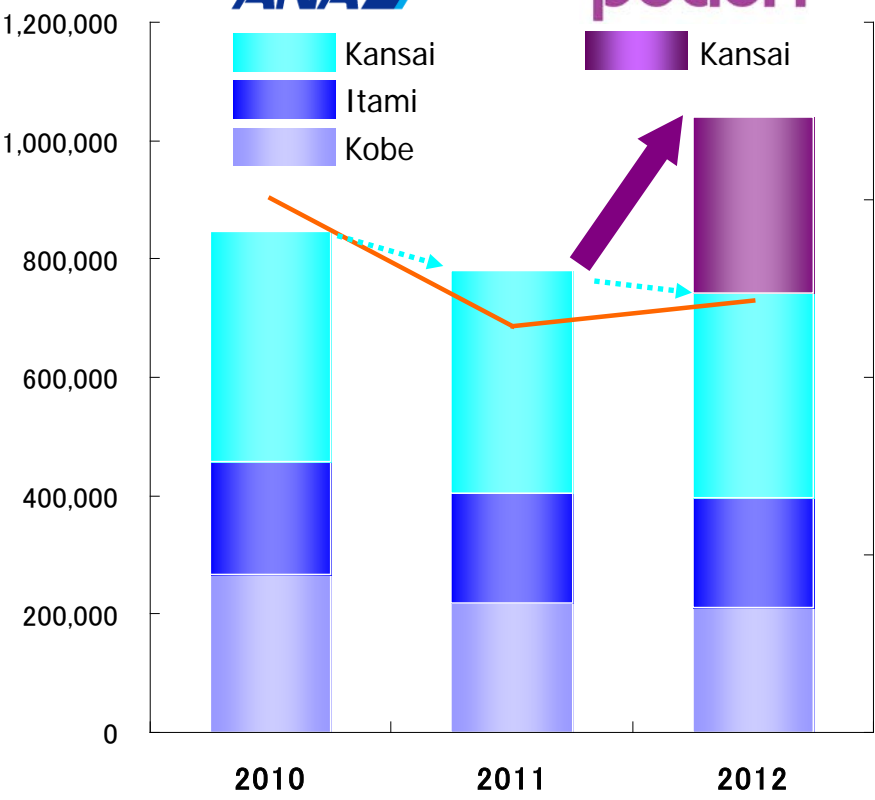


As Expected, No Significant Cannibalization of ANA by Peach

Passenger numbers of ANA and Peach on competing routes (March-November)

Osaka=Sapporo Route

Osaka=Fukuoka Route

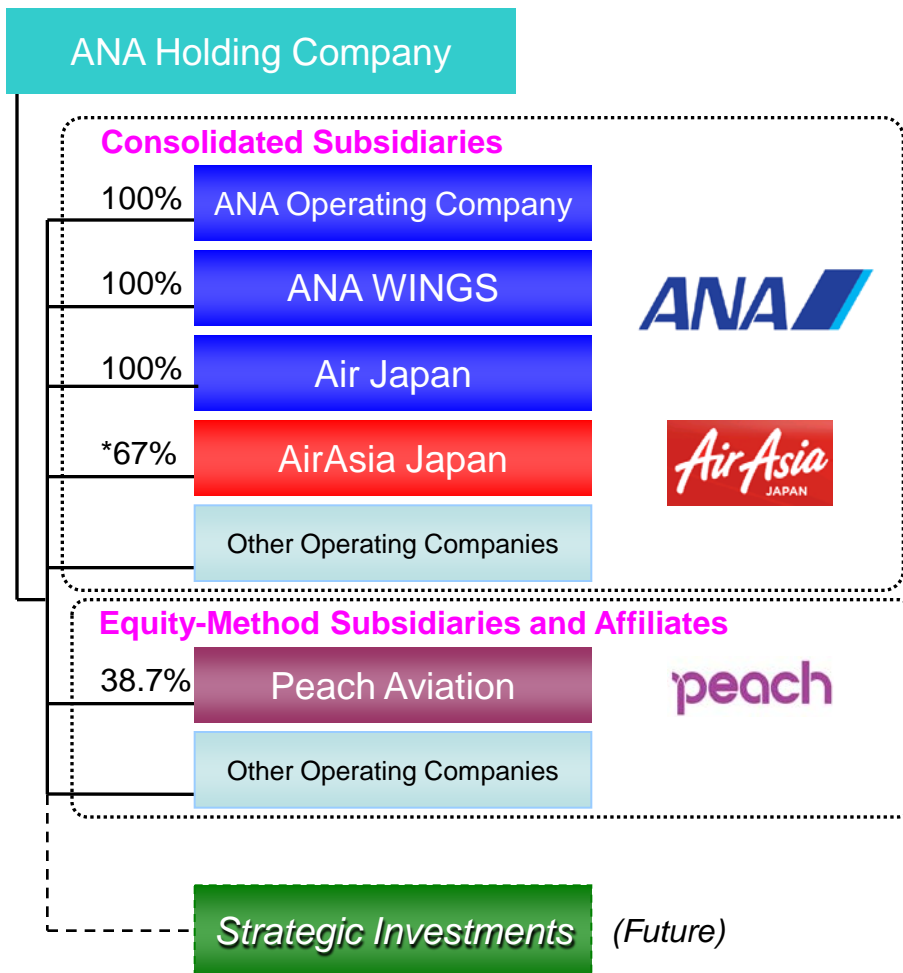


— ANA L/F (Right Axis)

— ANA L/F (Right Axis)

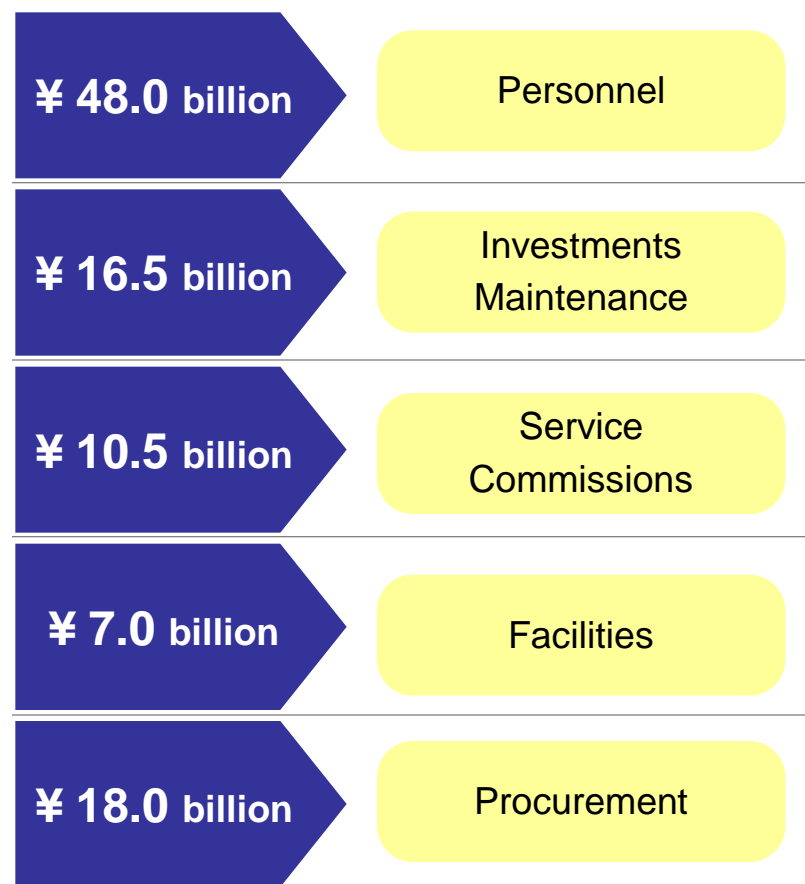
Implementing Group Reorganization and Cost Restructuring

Holding Company Transition (April 1, 2013)



¥100 billion cost reduction

(FY2012 ~ FY2014)



* 67% based on voting rights (51% based on economic interest)

Convenient Service for Connection Passenger

⇒ Airport Functions

Spot / Passenger Boarding Bridge

Transit Access

Airline Lounge

Airport Transit Hotel

Transit Visa

Curfew

Cost Reduction

Landing Fee

Expenditure for Facilities

Fuel Tax

⇒ Common Needs for FSC and LCC

Thank you!



ANA

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ANA BOEING 787

787
We Fly 1st. ANA