

NEWS RELEASE

A&F Aviation



March 31, 2011

A&F Aviation Announces Capital Investment from Innovation Network Corporation of Japan

INCJ has invested 10 million yen to take a 33.3% stake in Japan's first low cost carrier.

TOKYO, March 31, 2011 – A&F Aviation Co., Ltd., Japan's first low cost carrier, announced today that it has finalized an investment of 10 million yen from Innovation Network Corporation of Japan (INCJ). This investment will give INCJ a 33.3% stake in the new airline.

A director from INCJ will sit on the board of A&F Aviation as an external board member to support A&F Aviation across its business. A&F Aviation expects to raise about 15 billion yen additionally within the fiscal year ending in March 2012, by which the company hopes to officially launch the airline. INCJ also has an option to make an additional investment.

As of March 31, 2011, ANA, First Eastern, and INCJ hold 33.4%, 33.3%, and 33.3% of the company's shares respectively.

This financial and operational support from INCJ is an important step toward the launch of A&F Aviation, said Shinichi Inoue, CEO of A&F Aviation. We aim to become a cultural bridge between Japan and the rest of Asia, triggering an economic growth in Japan and across Asia.

About A&F Aviation Co., Ltd.

A&F Aviation Co., Ltd. has founded in February 2011 as a Japan's first low cost carrier. We will be based in Kansai International Airport, and plan to launch its first flight during the fiscal year ending March 2012. We are dedicated to providing safe, reliable, and cost-effective flights, and to creating fun and new bridges between Japan and the rest of Asia.

About Innovation Network Corporation of Japan (INCJ)

INCJ was established in July 2009 as a public-private partnership that provides financial, technological and management support for next-generation businesses. INCJ specifically supports those projects that combine technologies and varied know-how across industries and materialize open innovation. INCJ has the capacity to invest up to US\$10 billion.

INCJ has invested about US\$ 600 million. INCJ is actively reviewing various investment opportunities in areas of environment and energy, electronics and IT, bio-tech, and infrastructure such as water supply.