

# All Nippon Airways Financial Results FY2011 ended March 31, 2012

**Shinichiro Ito**

President and CEO

**Kiyoshi Tonomoto**

Executive Vice President  
and CFO

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© Thank you for taking the time to join us today for our financial results for fiscal 2011.

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## I . FY2011 Financial Results and FY2012 Earnings Forecast



**【Part I】**

## Financial Summary for FY2011

➢ Rebounded from the March 11 disaster through profit improvement, achieving greater revenues and earnings, record operating income and higher dividends

### 《Full year results for fiscal year ended Mar 31, 2012》

(¥billion)	FY2011	Diff. vs. FY2010	Diff. vs. forecast as of 31 Jan
<b>Operating revenues</b>	<b>1,411.5</b>	<b>+ 53.8</b>	<b>+ 11.5</b>
Air Transportation Business	1,262.5	+ 44.2	- 3.4
<b>Operating Income</b>	<b>97.0</b>	<b>+ 29.2</b>	<b>+ 7.0</b>
Air Transportation Business	88.4	+ 27.9	+ 4.4
<b>Recurring Income</b>	<b>68.4</b>	<b>+ 31.4</b>	<b>+ 12.4</b>
<b>Net Income</b>	<b>28.1</b>	<b>+ 4.8</b>	<b>+ 8.1</b>
<b>Dividends (per share)</b>	<b>¥4</b>	<b>+ ¥2</b>	<b>+ ¥2</b>

#### 《FY2011 Financial Results Key Points》

- ➔ **Impact of Earthquake on Revenue (Apr-Feb)**  
Domestic Passengers - 50.0 bil yen  
International Passengers - 15.0 bil yen
- ➔ **Main Cost Reduction Measures**  
Emergency Measures - 30.0 bil yen  
Cost Restructuring Ahead of Schedule  
-11.0 bil yen (former estimate - 8.0 bil yen)

Record  
Operating Income

**Op. Income**  
**97.0 bil yen**

➔ Despite significant underperformance in revenue versus plan due to the earthquake, emergency measures and cost restructuring ahead of schedule led to increased revenues and earnings

Op. Income  
Dividends  
Exceed Initial Plan

**Dividends**  
**per Share**  
**4 yen**

➔ Impact of reversal of deferred tax assets (due to income tax law changes) absorbed through higher revenues  
➔ Improving financial position and solid shareholder returns

◎First, let's take a look at our fiscal 2011 results.

◎At the beginning of the year, we were very concerned about the impact of the March 11 disaster on our earnings. However, thanks to the efforts of the entire ANA Group we were able to pull together, achieving a result that outperformed our projections.

◎Operating revenues fell in the wake of the March 11 disaster; however, we were able to increase revenues by an amount in excess of 50 billion yen greater than the prior fiscal year, mainly in international passenger revenues.

◎At the same time, we took steps to reduce costs after March 11, finding 30 billion yen in emergency cost improvements in particular.

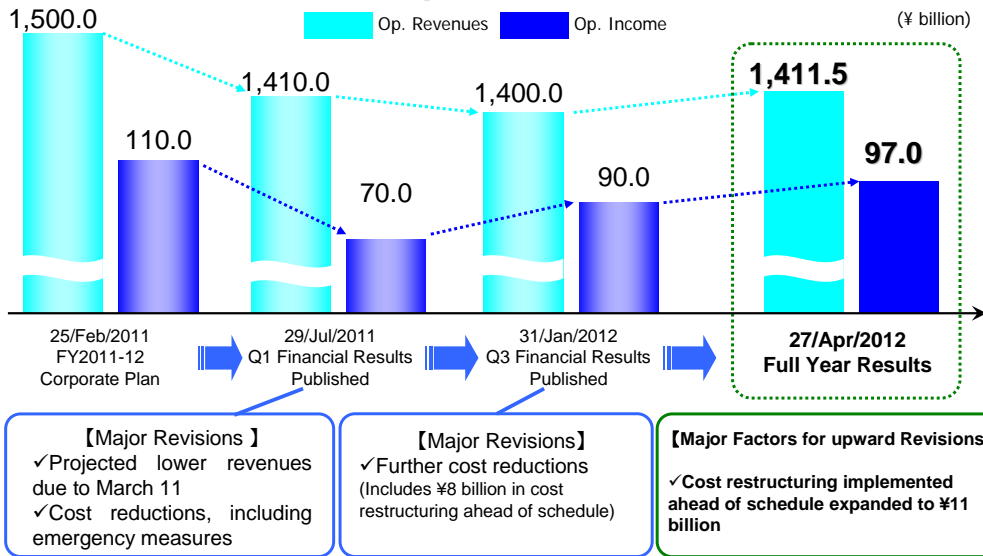
◎We were able to implement a portion of our targeted 100 billion yen in cost savings ahead of schedule, which led to a record 97 billion yen in operating income, and greater revenues and earnings.

◎Net income outperformed the prior fiscal year at 28.1 billion yen. In addition, we increased our planned dividend payment by two yen, paying out a total of four yen per share.

## Financial Summary for FY2011

➤ Diligent cost reduction measures minimized impact of March 11 on revenue and profit decreases

### 《Fiscal 2011 Earnings Trends: Final Results》



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◎ Here, we show a comparison of how our fiscal 2011 forecast for consolidated operating revenues and operating income differed from our original plan.

◎ Our full-year earnings forecast as of the end of the first quarter called for an operating income of 70 billion yen. This was a 40 billion yen decrease compared to our original plan prior to the March 11 disaster.

◎ While we initially projected a risk of significant revenue declines due to falling demand, we engaged in capacity control and aggressive demand stimulation measures that allowed us to hold revenue decreases to a minimum level.

◎ As a result of our cost reduction measures exceeding the target of our plan, we were ultimately able to achieve results in excess of the forecast 90 billion yen in operating income, that we revised upwards as of our third quarter announcement.

## FY2012 Earnings Forecast

➤ Project to improve record operating income thanks to increased revenues, mainly on international routes, and cost restructuring

### 《Outlook for FY2012 Full Year Results and Financial Benchmarks》

(¥ billion)	FY2012	Diff. vs. FY2011
<b>Operating revenues</b>	<b>1,500.0</b>	<b>+ 88.4</b>
Air Transportation Business	1,372.0	+ 109.4
<b>Operating Income</b>	<b>110.0</b>	<b>+ 12.9</b>
Air Transportation Business	102.0	+ 13.5
<b>Operating Margin (%)</b>	<b>7.3%</b>	<b>+0.5%</b>
<b>Net Income</b>	<b>40.0</b>	<b>+ 11.8</b>
<b>EBITDA</b>	<b>252.0</b>	<b>+ 35.7</b>
<b>Ratio of Shareholders' Equity (%)</b>	<b>28.4%</b>	<b>+ 0.9%</b>
<b>DE Ratio (times)</b>	<b>1.6</b>	<b>- 0.1</b>
<b>Dividends (per share)</b>	<b>¥4</b>	<b>-</b>

#### 《Earnings Forecast Key Points》

➔ Increased revenues due to post-March 11 recovery and ASK growth

Domestic Passengers ASK +4.1%  
Revenues + 43.5 bil yen  
International Passengers ASK +11.9%  
Revenues + 50.0 bil yen

➔ ¥100 billion cost restructuring (CASK ¥1.0 cut)

Single-year effect -19.0 bil yen  
(cumulative effect -30.0 bil yen)

Income Targets  
Planned Dividends

➔ Target new record for operating income: ¥110 billion  
➔ Reach ¥40 billion in net income, ¥4 dividend (plan)

◎Next, I will provide an overview of our fiscal 2012 earnings forecast.

◎We project a total of 1.5 trillion yen in consolidated operating revenues for the year.

◎The demand environment is normalizing, now that we have mostly moved past the impact of the March 11 disaster. We are aiming to grow revenues, taking advantage of ASK increases, mainly in our international operations. At the same time, we are still keeping a close eye on the economic situation.

◎We are accelerating our cost restructuring initiatives.

◎Of the targeted 100 billion yen in cost reductions by fiscal 2014, we plan to achieve 30 billion yen within the current fiscal year.

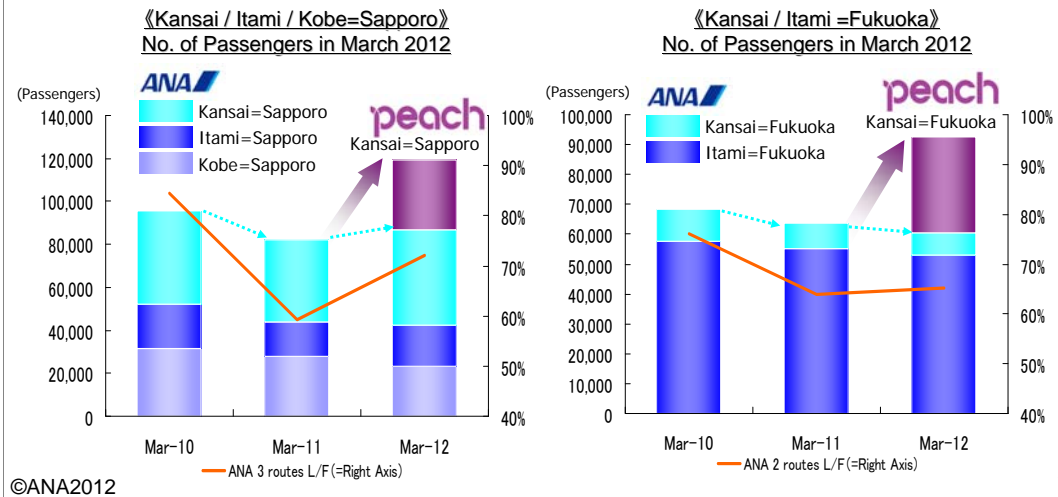
◎We plan for 110 billion yen in operating income, which would represent a new record for the company.

◎We are looking for 40 billion yen in bottom-line profits, and we plan to make a dividend payment of four yen.

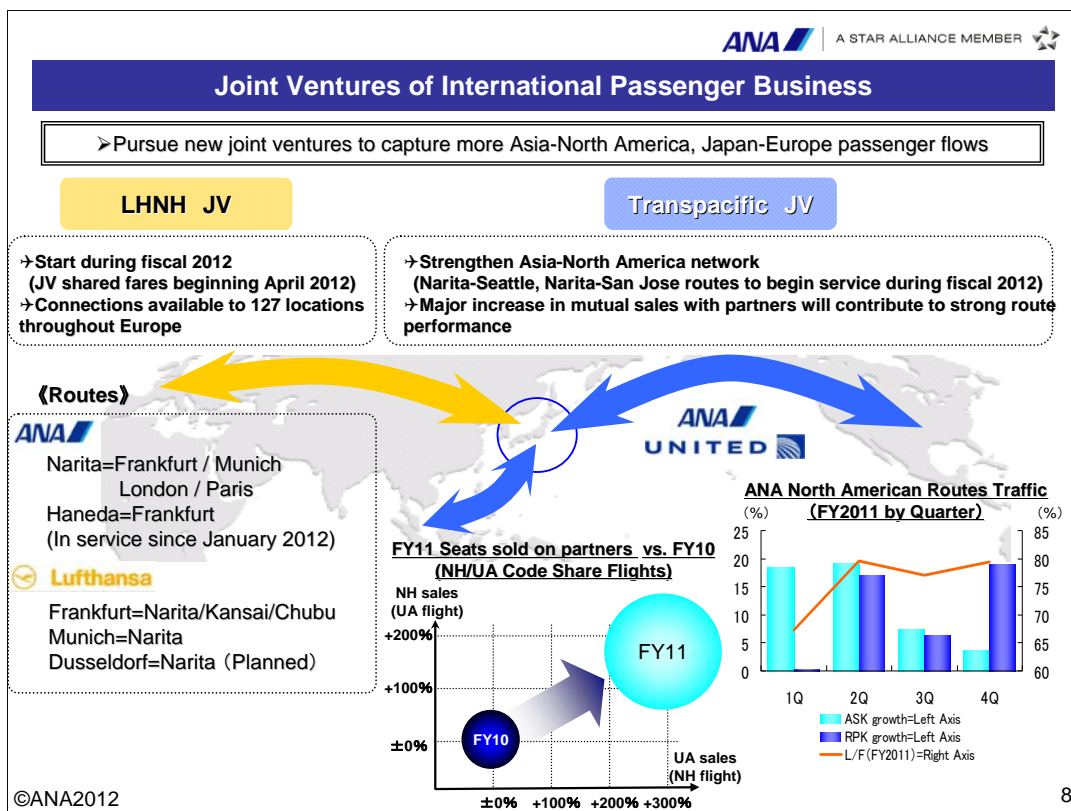
## Peach Service Operations (March 2012 results)

➤ Strong start in creating new demand, capturing existing demand

【Routes】 From 1 March Kansai=Sapporo (3 flights/day) / Kansai=Fukuoka (4 flights/day)  
 From 25 March Kansai=Nagasaki (2 flights/day)  
 【Traffic Results】 March 2012, Passengers (total for 3 routes): 67 thousand, Load Factor: 83%



- ◎At this point, I want to focus attention on two of our important management topics.
- ◎First, I want to discuss the operations of Peach, which began service in March.
- ◎Here, you can see the March service routes and passenger results for Peach.
- ◎With the cooperation of all parties, we were able to get off to a very strong start.
- ◎The graph shows the passenger results of Peach Kansai-Sapporo and Kansai-Fukuoka routes in March. We compared them with the results for the same routes, including Itami and Kobe bases, operated by ANA in March 2010 and 2011.
- ◎Our strategy assumes that our low-cost carriers and full-service carrier will not compete for existing demand, but rather that low-cost carriers will create new demand domestically and internationally, allowing both LCCs and ANA to grow.
- ◎While we are still in the very early stages of operations, I believe these results have shown that we have been able to hit our targets.



◎Second, I want to address our Joint Ventures program related to international operations.

◎Our Transpacific Joint Venture between U.S. and Japan, including Asian locations, began during the prior fiscal year. Please see the graph in the middle of the page.

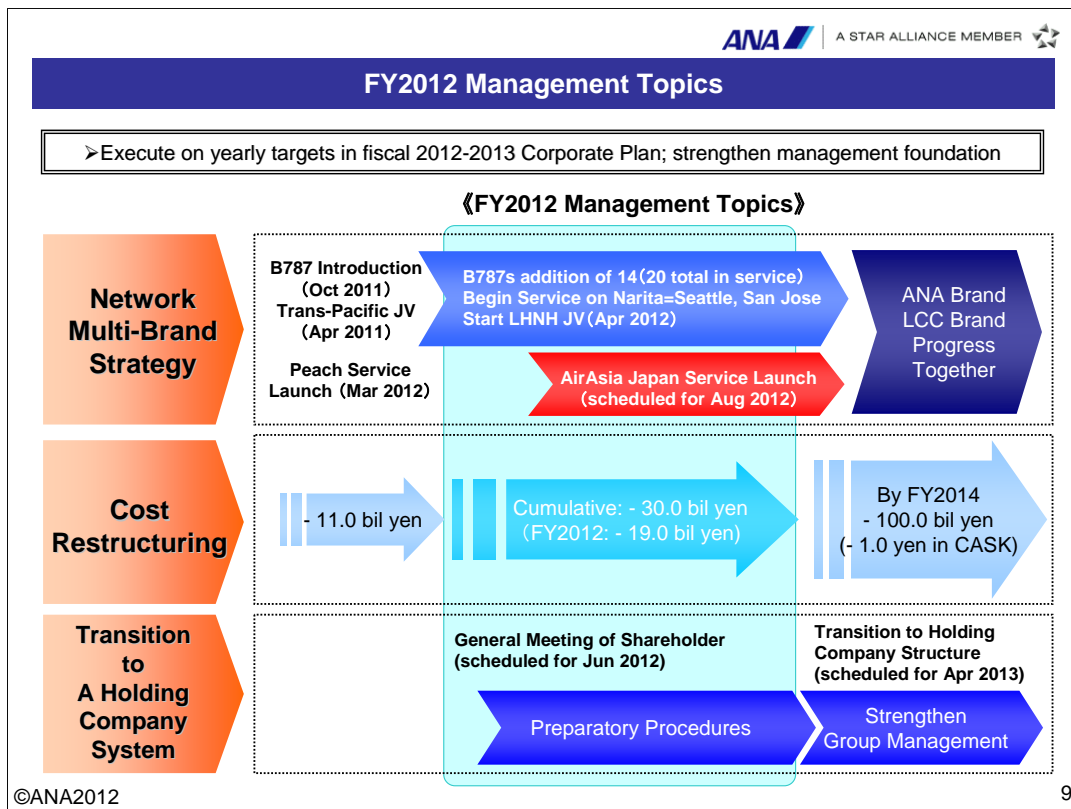
◎Regarding the passenger results on code-share operations, we have found that we can build greater revenues for both partners by ANA selling seats on flights operated by United Airlines and vice-versa.

◎As you can see in the graph on the right, the impact of March 11 on the first quarter of the prior fiscal year led to a decline in demand. However, this Joint Venture scheme supported stronger results on North American routes from the second quarter onward.

◎This fiscal year, we will begin a joint venture in earnest with Lufthansa.

◎As you can see, we have been working with Lufthansa to expand joint-venture routes, so we should be able to take advantage of our competitive network to effectively capture active passenger traffic between Japan and Europe.





◎Last, I want to talk once again about the management topics we will focus on during fiscal 2012.

◎Under our fiscal 2012-13 Corporate Plan announced recently, we are focusing on management topics that we have called Strategic Pivots in fiscal 2012 as you can see on this slide.

◎As we introduce the Boeing 787 in earnest, we will continue to enhance our network, particularly for our international operations.

◎Following the launch of Peach, we are making good progress toward the launch of AirAsia Japan in August.

◎We are on schedule to achieve our target of cost restructuring initiatives through fiscal 2014. Cumulative cost savings by the end of this fiscal year are targeted to be 30 billion yen.

◎We are making our best effort to achieve cost savings ahead of schedule to ensure the likelihood of the success of our plan in total.

◎We are also on schedule to transition to a holding company system, continuing with filing procedures and preparing to create a Group management system that produces better management, more agile decision making and stronger governance.

◎As top management, our goal is to create greater enterprise value of ANA, and I promise to keep steering us in that direction.

◎This ends my portion of our presentation. Thank you for your attention.

## II . FY2011 Financial Results 《Details》

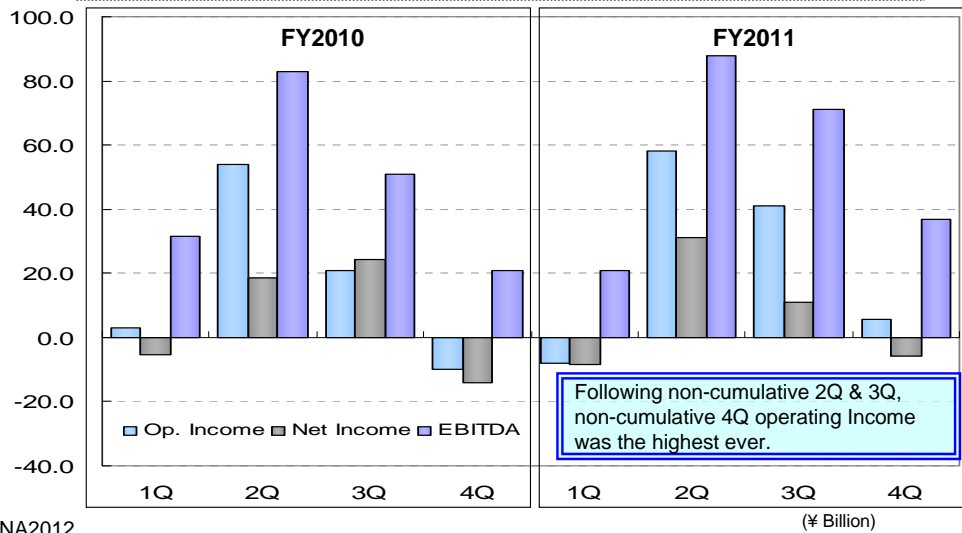


**【Part II】**

## Highlights FY2011

### Highlights of Financial Results FY2011 1Q-4Q and FY2010 1Q-4Q

- Consolidated cumulative operating income for fiscal year posted 97.0 billion yen (29.2 billion yen year-on-year improvement)
- 28.1 billion yen net profit for the fiscal year (4.8 billion yen year-on-year improvement)  
EBITDA of 216.2 billion yen (30.0 billion yen year-on-year improvement)



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(¥ Billion)

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- ◎ Next, I will be discussing our fiscal 2011 financial performance in more detail.
- ◎ These are the highlights of our financial results for fiscal 2011.
- ◎ Operating income for the fourth quarter, January through March, increased by 15.7 billion yen year on year to 5.8 billion yen.
- ◎ On a stand-alone basis, operating income for the fourth quarter was also a record, making it the third quarter in a row for record-high figures.

## Consolidated Financial Summary

## Income Statements

	FY10	FY11	Difference	4Q/FY11	Difference
Operating Revenues	1,357.6	1,411.5	+ 53.8	341.6	+ 23.1
Operating Expenses	1,289.8	1,314.4	+ 24.6	335.7	+ 7.3
Operating Income	67.8	97.0	+ 29.2	5.8	+ 15.7
Op. Margin (%)	5.0	6.9	+ 1.9	1.7	-
Non-Op. Gains/Losses	- 30.7	- 28.5	+ 2.2	- 8.8	+ 2.5
Recurring Income	37.0	68.4	+ 31.4	- 3.0	+ 18.3
Extraordinary Gains/Losses	- 1.9	- 5.0	- 3.0	- 5.4	- 0.9
Net Income	23.3	28.1	+ 4.8	- 5.6	+ 8.6
Net Income Before Minority Interests	23.0	28.1	+ 5.1	- 5.8	+ 8.8
Other Comprehensive Income	15.3	4.9	- 10.4	25.9	- 2.1
Comprehensive Income	38.3	33.1	- 5.2	20.0	+ 6.6

(¥ Billion)

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- ◎ Here, I will provide an overview of our operating results.
- ◎ Continued high yen valuations and sluggish corporate earnings caused concerns about the demand for air travel during the fourth quarter.  
However, we were able to generate revenues generally in line with our earnings forecast. Cumulative full-year operating revenues increased by 53.8 billion yen, or 4.0% year on year, reaching 1.4115 trillion yen.
- ◎ By consistently balancing supply and demand and achieving cost reductions, we were able to limit operating expenses for the full year to a year-on-year increase of 24.6 billion yen, or 1.9%.
- ◎ As a result, operating income increased by 29.2 billion yen year on year to 97.0 billion yen. Recurring income was 68.4 billion yen.
- ◎ Net income amounted to 28.1 billion yen, owing to the reversal of deferred tax assets in conjunction with a downward revision in corporate tax rates and other factors.

## Consolidated Financial Summary

## Consolidated Financial Position

	Mar 31, 2011	Mar 31, 2012	Difference
Assets	1,928.0	2,002.5	+ 74.5
Shareholders' Equity	520.2	549.0	+ 28.7
Ratio of Shareholders' Equity (%)	27.0	27.4	+ 0.4
Interest Bearing Debts	938.8	963.6	+ 24.8
Debt/Equity Ratio (times)	1.8	1.8	- 0.0

(¥ Billion)

\*D/E ratio when including off-balanced lease obligation of ¥155.3 billion  
 (¥ 170.2 billion as of the end of March, 2011) is 2.0 times (2.1 times as of the end of March, 2011)

- ◎ This page shows our consolidated financial position.
- ◎ Total assets increased over the prior year end by 74.5 billion yen to a level of 2.0 trillion yen.
- ◎ Shareholder's equity amounted to 549.0 billion yen, and the ratio of shareholder's equity was 27.4%.
- ◎ Reflecting improved profits, deferred tax assets significantly decreased by 33.0 billion yen compared to the end of March 2011, amounting to 99.1 billion yen as of the end of the fiscal period.
- ◎ While our debt-equity ratio climbed to nearly 2.0 times during the period, we closed out the period with a ratio of 1.8 times.

## Consolidated Financial Summary

## Consolidated Statements of Cash Flow

	FY10	FY11	Difference
Cash Flow from Operating Activities	203.8	214.4	+ 10.5
Cash Flow from Investing Activities	- 139.6	- 166.3	- 26.7
Cash Flow from Financing Activities	- 10.5	16.1	+ 26.7
Net Increase or Decrease	53.4	64.2	+ 10.8
Cash and Cash Equivalent at the beginning	148.1	201.6	} + 64.2
Cash and Cash Equivalent at the end	201.6	265.8	
Depreciation and Amortization	118.4	119.2	+ 0.8
Capital Expenditures	211.6	196.8	- 14.8
EBITDA (*)	186.2	216.2	+ 30.0
EBITDA Margin(%)	13.7	15.3	+ 1.6

\* EBITDA: Op. Income + Depreciation

(¥ Billion)

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- ◎ I would now like to discuss our cash flow.
- ◎ Cash flow from operating activities amounted to 214.4 billion yen.
- ◎ Cash flow from investing activities experienced a net outflow of 166.3 billion yen, mainly due to investments in aircraft.
- ◎ Cash flow from financing activities amounted to 16.1 billion yen, a net increase owing to funding and repayment.
- ◎ As a result, cash and cash equivalents at the end of the period amounted to 265.8 billion yen, a 64.2 billion yen increase over the balance at the end of the prior fiscal year.

**Consolidated Financial Summary**

**Results by Segment**

		FY10	FY11	Difference	4Q/FY11	Difference
Revenues	Air Transportation	1,218.2	1,262.5	+ 44.2	305.0	+ 17.4
	Travel Services	159.3	158.9	- 0.4	39.5	+ 5.0
	<b>Total for Reporting Segments</b>	<b>1,377.6</b>	<b>1,421.5</b>	<b>+ 43.8</b>	<b>344.5</b>	<b>+ 22.4</b>
	Other	138.9	138.4	- 0.5	34.8	+ 0.3
	Adjustment	- 158.9	- 148.4	+ 10.5	- 37.6	+ 0.3
	<b>Total</b>	<b>1,357.6</b>	<b>1,411.5</b>	<b>+ 53.8</b>	<b>341.6</b>	<b>+ 23.1</b>
Operating Income	Air Transportation	60.5	88.4	+ 27.9	4.9	+ 14.6
	Travel Services	2.6	3.9	+ 1.2	0.1	+ 0.8
	<b>Total for Reporting Segments</b>	<b>63.1</b>	<b>92.4</b>	<b>+ 29.2</b>	<b>5.0</b>	<b>+ 15.4</b>
	Other	4.8	4.1	- 0.6	0.6	- 0.1
	Adjustment	- 0.1	0.4	+ 0.6	0.1	+ 0.5
	<b>Total</b>	<b>67.8</b>	<b>97.0</b>	<b>+ 29.2</b>	<b>5.8</b>	<b>+ 15.7</b>

(¥ Billion)

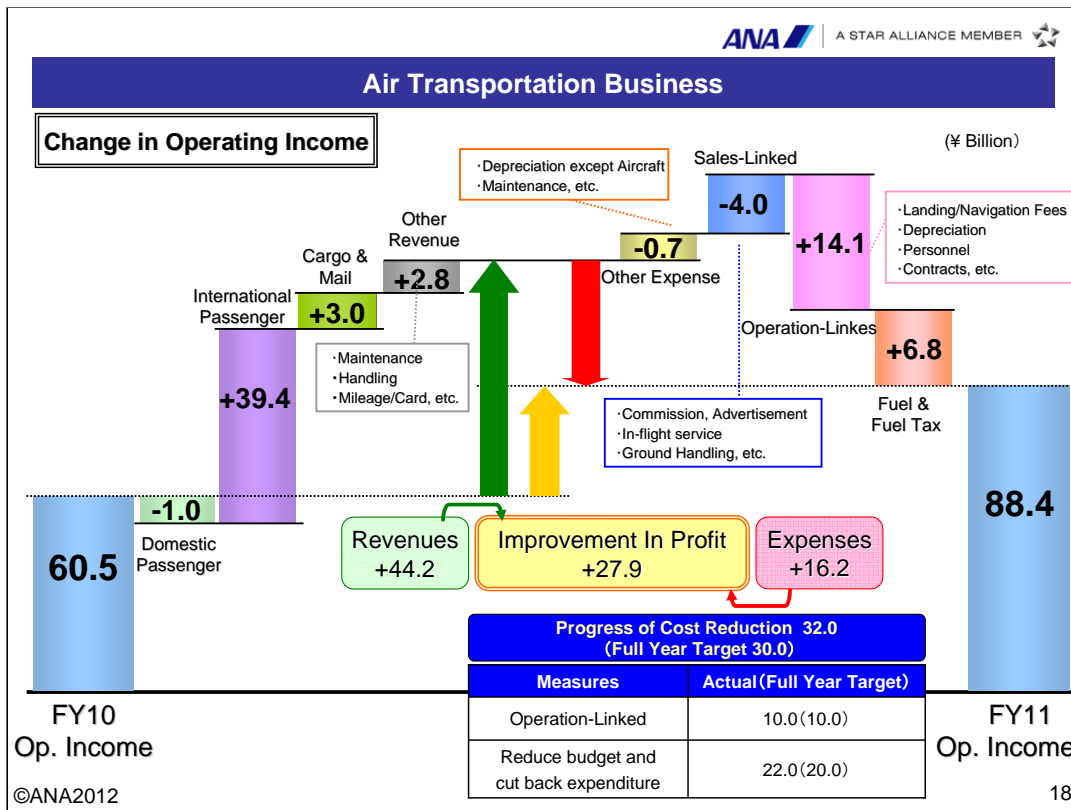
- ◎ These are our results by segment.
- ◎ I will discuss our air transportation business later in this presentation.
- ◎ Revenues were down slightly in our travel services business; however, profits increased.

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## Air Transportation Business

Operating Revenue and Expenses		FY10	FY11	Difference	4Q/FY11	Difference
Operating Revenues	Domestic Passengers	652.6	651.5	- 1.0	154.2	+ 4.6
	International Passengers	280.6	320.0	+ 39.4	78.1	+ 12.5
	Cargo and Mail	125.0	128.0	+ 3.0	30.2	- 0.1
	Others	159.9	162.8	+ 2.8	42.3	+ 0.4
	<b>Total</b>	<b>1,218.2</b>	<b>1,262.5</b>	<b>+ 44.2</b>	<b>305.0</b>	<b>+ 17.4</b>
Operating Expenses	Fuel and Fuel Tax	256.2	263.1	+ 6.8	64.7	+ 0.3
	Landing and Navigation Fees	93.8	94.5	+ 0.6	23.6	+ 0.1
	Aircraft Leasing Fees	63.9	67.1	+ 3.1	17.2	+ 1.5
	Depreciation and Amortization	116.2	117.2	+ 0.9	30.4	+ 0.1
	Aircraft Maintenance	46.2	45.7	- 0.5	12.4	- 0.9
	Personnel	243.3	251.0	+ 7.7	67.3	+ 3.6
	Sales Commission and Promotion	67.0	63.5	- 3.5	15.8	- 0.7
	Contracts	83.8	86.3	+ 2.5	21.5	+ 0.1
	Others	186.8	185.3	- 1.5	46.8	- 1.5
	<b>Total</b>	<b>1,157.7</b>	<b>1,174.0</b>	<b>+ 16.2</b>	<b>300.0</b>	<b>+ 2.8</b>
Op. Income	<b>Operating Income</b>	<b>60.5</b>	<b>88.4</b>	<b>+ 27.9</b>	<b>4.9</b>	<b>+ 14.6</b>



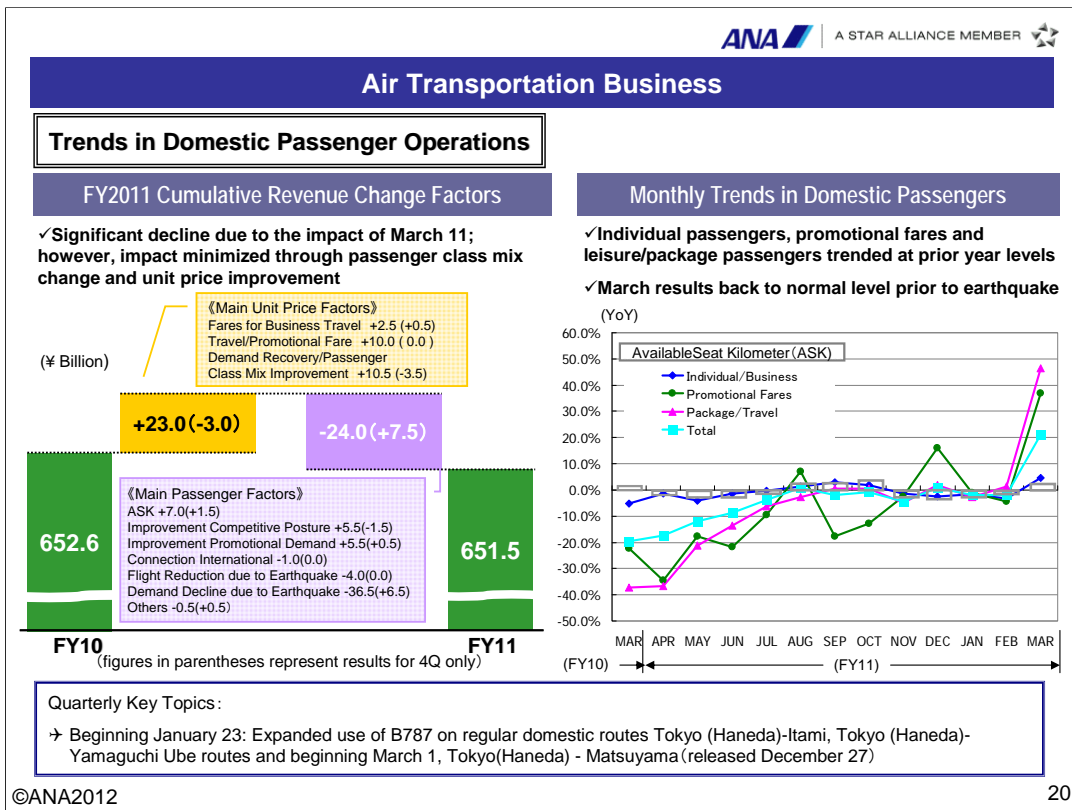
- ◎ This is an analysis of the year-on-year changes in operating income for our air transportation business.
- ◎ Operating revenues rose by 44.2 billion yen. Lower revenues in domestic passenger operations were offset by increased revenues in international passenger operations and cargo operations.
- ◎ While I discuss this in more detail later, we were able to limit the scope of revenue decreases through improved domestic passenger unit price. At the same time, we increased international passenger revenues mainly due to strong demand keeping pace with growth in ASK and cargo revenues due to higher RTK.
- ◎ Operating expenses increased by 16.2 billion yen.
- ◎ Despite lower aviation fuel taxes, fuel expenses increased due to ASK expansion in international passenger operations and significantly higher market prices. Revenue-linked expenses decreased; however, operations-linked expenses and other expenses, including personnel expenses, increased.
- ◎ Personnel expenses increased due to a year-end lump-sum reserve related to profit performance.
- ◎ Given the preceding, cumulative operating income increased by 27.9 billion yen, amounting to 88.4 billion yen, which was a record for the air transportation business.
- ◎ We were ultimately able to outperform our target of 30.0 billion yen in cost reduction measures projected at the beginning of the fiscal year. In fact, we reduced costs by a cumulative total of 32.0 billion yen.

**Air Transportation Business**

**Domestic Passenger Operations**

	FY10	FY11	% Y/Y	4Q/FY11	% Y/Y
Available Seat Km (million)	56,796	56,756	- 0.1	14,036	+ 0.2
Revenue Passenger Km (million)	35,983	34,589	- 3.9	8,421	+ 4.8
Passengers (thousands)	40,574	39,020	- 3.8	9,467	+ 4.9
Load Factor (%)	63.4	60.9	- 2.4*	60.0	+ 2.6*
Passenger Revenues (¥billion)	652.6	651.5	- 0.2	154.2	+ 3.1
Unit Revenue (¥/ASK)	11.5	11.5	- 0.1	11.0	+ 2.9
Yield (¥/RPK)	18.1	18.8	+ 3.9	18.3	- 1.6
Unit Price (¥/Passenger)	16,084	16,698	+ 3.8	16,294	- 1.7

\*Difference



◎ This page shows our results for domestic passenger operations.

◎ As well as the results data on page 19, the chart on the left analyzes the factors behind the 1.0 billion yen decrease in revenue for the fiscal year.

◎ Despite a second-half recovery from the effects of the March 11 disaster, passenger revenues were down a cumulative 24.0 billion yen in passenger factors.

At the same time, a quicker-than-expected recovery in business and general individual travel demand led to an improved passenger unit price structure and improved competitiveness.

This resulted in an increase of 23.0 billion yen in unit price factors, allowing the company to minimize the scope of total revenue declines.

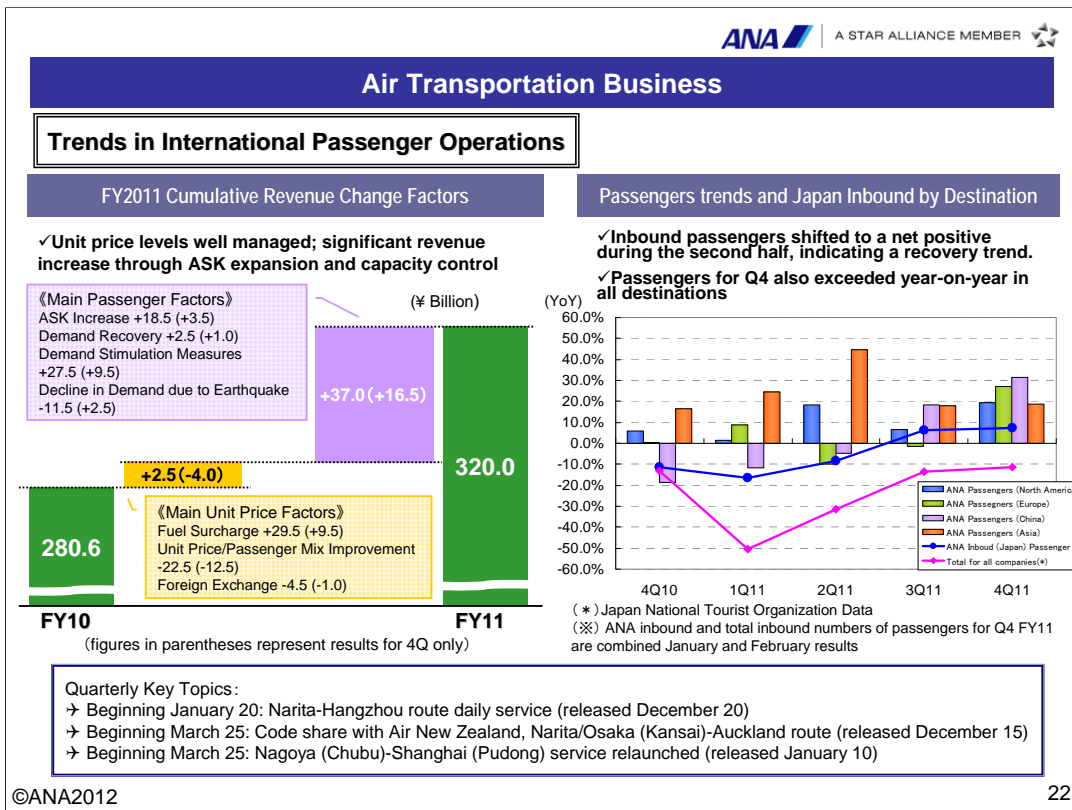
◎ The chart on the right shows the trends in the number of passengers by passenger type, with a year's worth of data points for your reference.

**Air Transportation Business**

**International Passenger Operations**

	FY10	FY11	% Y/Y	4Q/FY11	% Y/Y
Available Seat Km (million)	29,768	34,406	+ 15.6	8,862	+ 9.7
Revenue Passenger Km (million)	22,430	25,351	+ 13.0	6,757	+ 21.8
Passengers (thousands)	5,168	5,883	+ 13.8	1,554	+ 23.2
Load Factor (%)	75.3	73.7	- 1.7*	76.2	+ 7.6*
Passenger Revenues (¥billion)	280.6	320.0	+ 14.0	78.1	+ 19.1
Unit Revenue (¥/ASK)	9.4	9.3	- 1.3	8.8	+ 8.6
Yield (¥/RPK)	12.5	12.6	+ 0.9	11.6	- 2.3
Unit Price (¥/Passenger)	54,296	54,403	+ 0.2	50,269	- 3.3

\*Difference



- ◎ This page shows the results of our international passenger operations.
- ◎ As well as the results data on page 21, the chart on the left analyzes the factors behind a 39.4 billion yen increase in revenue for the fiscal year.
- ◎ We were affected by the March 11 disaster throughout fiscal 2011. However we increased revenues by 37.0 billion yen in passenger factors thanks to demand stimulation measures and marketing initiatives in the midst of ASK increases and we slightly increased revenues by 2.5 billion yen in unit price factors.
- ◎ The chart on the right shows Japan inbound passenger trends and the number of passengers by destination.
- ◎ First, please look at the line graph, which shows the trend in Japan-inbound passenger numbers. Passengers coming into Japan via ANA during the second half of the year exceeded the same period in the prior year, and the numbers have continued to recover.
- ◎ Next, the bar chart indicates the number of ANA passengers by destination. During the fourth quarter we have exceeded the number of passengers of the same period in the prior year in all destinations, which clearly shows a recovery.

**Air Transportation Business**

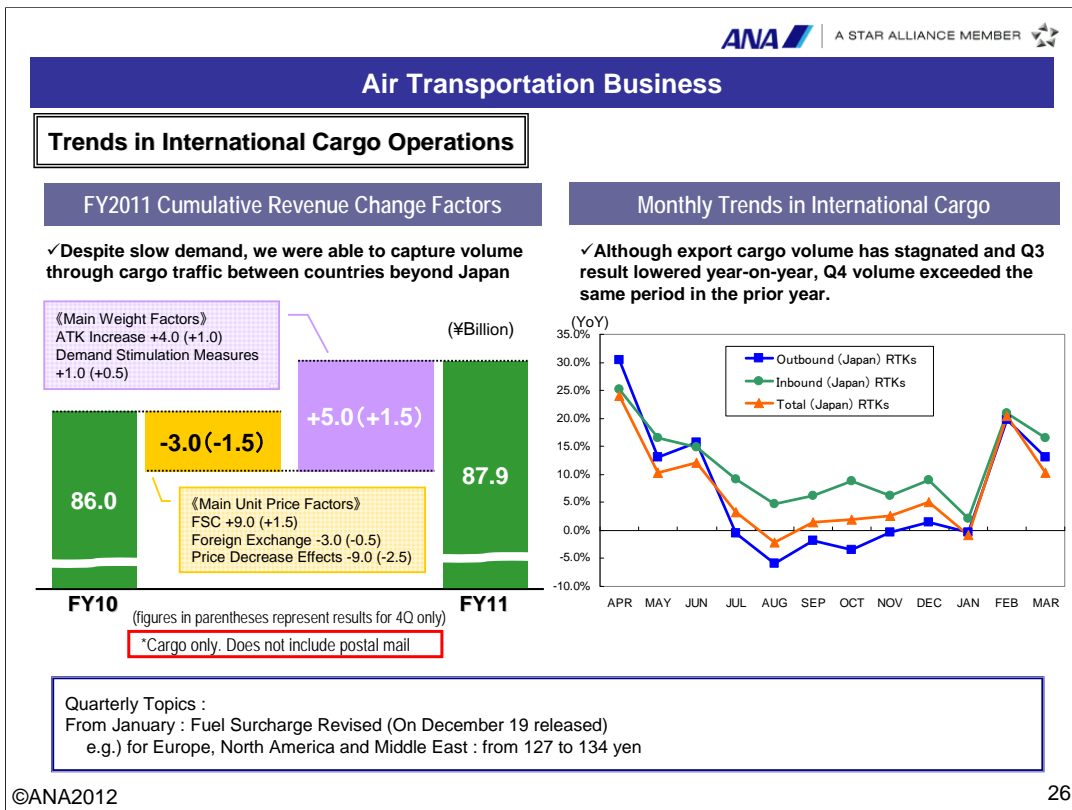
<b>Domestic Cargo Operations</b>		<b>FY10</b>	<b>FY11</b>	<b>% Y/Y</b>	<b>4Q/FY11</b>	<b>% Y/Y</b>
Domestic Cargo	Available Ton Km (million)	1,861	1,805	- 3.0	451	- 0.7
	Revenue Ton Km (million)	450	464	+ 3.1	108	+ 1.8
	Revenue Ton (thousand tons)	453	467	+ 3.0	109	+ 1.6
	Load Factor (%)	24.2	25.7	+ 1.5*	24.0	+ 0.6*
	Cargo Revenues (¥billion)	32.4	33.2	+ 2.6	7.7	- 0.8
	Unit Revenue (¥/ATK)	17.4	18.4	+ 5.7	17.2	- 0.1
	Unit Price (¥/kg)	71	71	- 0.4	71	- 2.3
Domestic Freighter 【Included Above】	Available Ton Km (million)	36	29	- 17.0	7	- 1.0
	Revenue Ton Km (million)	12	10	- 13.5	2	- 21.4
	Revenue Ton (thousand tons)	11	10	- 12.9	2	- 21.7
	Load Factor (%)	34.3	35.8	+ 1.4*	31.2	- 8.1*
	Cargo Revenues (¥billion)	1.6	1.3	- 15.3	0.3	- 15.7
	Unit Revenue (¥/ATK)	44.9	45.9	+ 2.1	41.5	- 14.9
	Unit Price (¥/kg)	137	134	- 2.7	145	+ 7.6

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**Air Transportation Business**

<b>International Cargo Operations</b>		<b>FY10</b>	<b>FY11</b>	<b>% Y/Y</b>	<b>4Q/FY11</b>	<b>% Y/Y</b>
International Cargo	Available Ton Km (million)	3,059	3,637	+ 18.9	912	+ 14.4
	Revenue Ton Km (million)	2,069	2,239	+ 8.2	578	+ 13.5
	Revenue Ton (thousand tons)	557	570	+ 2.4	141	+ 7.4
	Load Factor (%)	67.6	61.6	- 6.1*	63.4	- 0.6*
	Cargo Revenues (¥billion)	86.0	87.9	+ 2.2	20.8	- 0.8
	Unit Revenue (¥/ATK)	28.1	24.2	- 14.0	22.9	- 13.3
	Unit Price (¥/kg)	154	154	- 0.1	147	- 7.6
International Freighter 【Included Above】	Available Ton Km (million)	780	829	+ 6.3	200	+ 3.3
	Revenue Ton Km (million)	492	497	+ 1.1	121	+ 6.1
	Revenue Ton (thousand tons)	289	279	- 3.4	66	- 0.4
	Load Factor (%)	63.1	60.0	- 3.1*	60.5	+ 1.6*
	Cargo Revenues (¥billion)	32.8	33.2	+ 1.4	7.6	- 8.1
	Unit Revenue (¥/ATK)	42.1	40.1	- 4.7	38.1	- 11.0
	Unit Price (¥/kg)	113	119	+ 4.9	115	- 7.7



- ◎ These are the results of our international cargo operations.
- ◎ As well as the results data on page 25, the chart on the left analyzes the factors behind a 1.9 billion yen increase in revenue for the fiscal year.
- ◎ Cargo movement slowed due to the strong yen and the sluggish economy. While we tried to secure more volume by capturing third-country cargo, unit prices changed as a whole. As a result, revenues increased by 5.0 billion yen in weight factors and decreased by 3.0 billion yen in unit price factors.
- ◎ The chart on the right shows trends in RTK according to inbound and outbound cargo traffic in Japan.
- ◎ The fourth quarter results outperformed the same period in the prior fiscal year, showing the beginning of a rebound from the bottom level that lingered throughout the first three quarters.

### Ⅲ. FY2012 Earnings Forecast 《Details》



**FY2012 Earnings Forecast**

**Consolidated Earnings Forecast**

《Ref.》As of 17Feb, 2012

	FY11	FY12(RE)	Difference	FY12(E)
Operating Revenues	1,411.5	1,500.0	+ 88.4	1,500.0
Operating Expenses	1,314.4	1,390.0	+ 75.5	1,390.0
Operating Income	97.0	110.0	+ 12.9	110.0
Op. Margin (%)	6.9	7.3	+ 0.5	7.3
Recurring Income	68.4	70.0	+ 1.5	70.0
Net Income	28.1	40.0	+ 11.8	40.0

(¥ Billion)

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- ◎ This is our full-year earnings forecast for fiscal 2012.
- ◎ We have planned our profit forecast in line with our fiscal 2012-13 Corporate Plan announced on February 17 this year.
- ◎ As a result, we forecast an operating income of 110.0 billion yen, a recurring income of 70.0 billion yen, and a net income of 40.0 billion yen for fiscal 2012.

**FY2012 Earnings Forecast**

**Earnings Forecast by Segment**

《Ref.》As of 17Feb, 2012

		FY11	FY12(RE)	Difference	FY12(E)
Revenues	Air Transportation	1,262.5	1,372.0	+ 109.4	1,364.0
	Travel Services	158.9	159.0	+ 0.0	155.0
	<b>Total for Reporting Segments</b>	<b>1,421.5</b>	<b>1,531.0</b>	<b>+ 109.4</b>	<b>1,519.0</b>
	Other	138.4	137.0	- 1.4	141.0
	Adjustment	- 148.4	- 168.0	- 19.5	- 160.0
	<b>Total</b>	<b>1,411.5</b>	<b>1,500.0</b>	<b>+ 88.4</b>	<b>1,500.0</b>
Operating Income	Air Transportation	88.4	102.0	+ 13.5	102.0
	Travel Services	3.9	4.0	- 0.0	3.0
	<b>Total for Reporting Segments</b>	<b>92.4</b>	<b>106.0</b>	<b>+ 13.5</b>	<b>105.0</b>
	Other	4.1	4.0	- 0.1	5.0
	Adjustment	0.4	0.0	- 0.4	0.0
	<b>Total</b>	<b>97.0</b>	<b>110.0</b>	<b>+ 12.9</b>	<b>110.0</b>

(¥ Billion)

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- © Our overall profit plan is essentially the same as we announced in our fiscal 2012-13 Corporate Plan. We have, however, made some minor changes in revenue and expense forecasts within certain segments.

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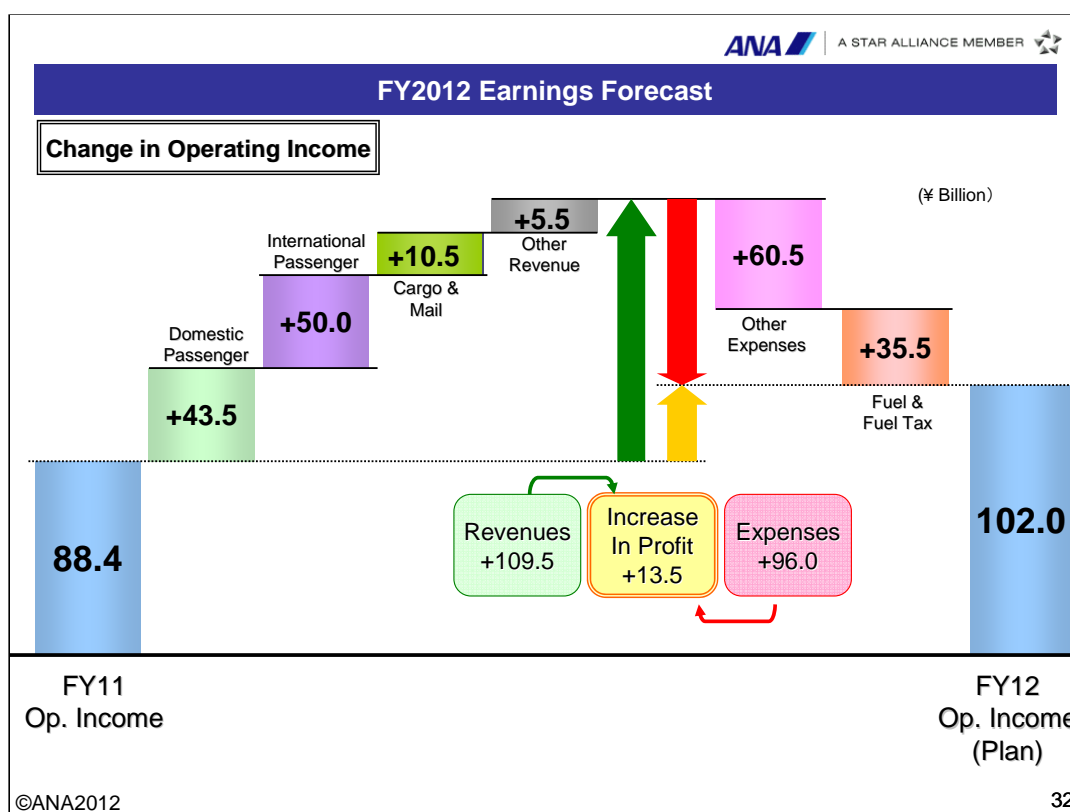
**FY2012 Earnings Forecast**

**Operating Revenues and Expenses**

《Ref.》 As of 17Feb, 2012

		FY11	FY12 (RE)	Difference	FY12 (E)
Operating Revenues	Domestic Passengers	651.5	695.0	+ 43.4	695.0
	International Passengers	320.0	370.0	+ 49.9	373.0
	Cargo and Mail	128.0	138.5	+ 10.4	137.5
	Others	162.8	168.5	+ 5.6	158.5
	<b>Total</b>	<b>1,262.5</b>	<b>1,372.0</b>	<b>+ 109.4</b>	<b>1,364.0</b>
Operating Expenses	Fuel and Fuel Tax	263.1	298.5	+ 35.3	285.5
	Non – Fuel Cost	910.9	971.5	+ 60.5	976.5
	<b>Total</b>	<b>1,174.0</b>	<b>1,270.0</b>	<b>+ 95.9</b>	<b>1,262.0</b>
<b>Op. Income</b>	<b>Operating Income</b>	<b>88.4</b>	<b>102.0</b>	<b>+ 13.5</b>	<b>102.0</b>

(¥ Billion)



- ◎ These are the factors that changed operating income in our air transportation business.
- ◎ This is a change analysis in comparison with fiscal 2011.
- ◎ We forecast total revenue increases by 109.5 billion yen.  
We plan to increase domestic passenger revenues by 43.5 billion yen, mainly in expanded leisure fares and continued recovery from the March 11 disaster. And we plan to increase international passenger revenues by 50.0 billion yen, due to the continued recovery from March 11, capacity expansion, and joint venture operations. We plan to increase cargo revenues by 10.5 billion yen, due to mainly RTK increases from belly space utilization.
- ◎ We plan an increase in expenses by 96.0 billion yen, mainly from fuel expense increases of 35.5 billion yen due to a fuel price hike and other increases by depreciation and amortization due to new aircraft, greater operations-linked expenses and more revenue-linked expenses.
- ◎ As a result, we project an increase in operating income of 13.5 billion yen, reaching 102.0 billion yen.
- ◎ With regard to 100.0 billion yen in cost reduction measures released in our fiscal 2012-13 Corporate Plan, during fiscal 2011 we were able to implement a portion of the 22.0 billion yen ahead of schedule .  
As a result, we now plan for 19.0 billion yen in cost reductions for fiscal 2012.



**FY2012 Earnings Forecast**

**《Passenger Operations》 Earnings Forecast Assumptions for FY12 (vs. FY11)**

	Domestic Passengers			International Passengers		
	1H(E)	2H(E)	FY12(RE)	1H(E)	2H(E)	FY12(RE)
Available Seat Km	+ 5.1	+ 3.1	+ 4.1	+ 9.7	+ 14.0	+ 11.9
Revenue Passenger Km	+ 9.9	+ 6.5	+ 8.2	+ 14.9	+ 10.8	+ 12.8
Passengers	+ 10.2	+ 6.5	+ 8.3	+ 13.3	+ 12.2	+ 12.7
*Load Factor (%)	62.8 (+ 2.8)	63.9 (+ 2.1)	63.3 (+ 2.4)	75.6 (+ 3.4)	73.1 (- 2.1)	74.3 (+ 0.6)
**Unit Revenue (¥/ASK)	11.8 (+ 2.1)	11.8 (+ 2.9)	11.8 (+ 2.5)	10.0 (+ 6.0)	9.3 (+ 0.9)	9.6 (+ 3.4)
**Yield (¥/RPK)	18.8 (- 2.4)	18.4 (- 0.4)	18.6 (- 1.4)	13.2 (+ 1.2)	12.7 (+ 3.8)	12.9 (+ 2.6)
**Unit Price (¥/Passenger)	16,614 (- 2.6)	16,281 (- 0.4)	16,448 (- 1.5)	57,656 (+ 2.6)	54,070 (+ 2.5)	55,810 (+ 2.6)

\* (".\* pts) : Difference  
 \*\* (".\*") : year-on-year basis

- ◎ Pages 33 and 34 explain our assumptions concerning the main indicators in terms of our passenger and cargo operations based on our revenue forecasts for each business segment.
- ◎ Furthermore, pages 35 and 36 show our forecast of the consolidated balance sheet and cash flow for your reference.
- ◎ This ends my part of our presentation.
- ◎ Thank you for your attention.

**FY2012 Earnings Forecast**

**《Cargo Operations》 Earnings Forecast Assumptions for FY12(vs. FY11)**

		Domestic Cargo			International Cargo		
		1H(E)	2H(E)	FY12(RE)	1H(E)	2H(E)	FY12(RE)
Total	Available Ton km	+11.1	+ 6.9	+ 9.0	+ 8.5	+ 10.4	+ 9.4
	Revenue Ton km	+ 1.8	+ 0.8	+ 1.3	+ 13.6	+ 18.9	+ 16.3
	Revenue Ton	+ 1.9	+ 0.5	+ 1.2	+ 10.9	+ 15.9	+ 13.5
	Load Factor (%)	23.2	24.7	23.9	63.3	67.6	65.5
	**Unit Revenue(¥/ATK)	17.0 (- 6.9)	18.2 (- 2.2)	17.6 (- 4.6)	23.1 (- 8.2)	25.4 (+ 9.7)	24.3 (+ 0.6)
	**Unit Price(¥/RT)	73 (+ 1.5)	73 (+ 4.1)	73 (+ 2.8)	146 (- 10.3)	152 (+ 4.5)	150 (- 3.1)
Freighter [Included Above]	Available Ton km	- 0.6	- 3.9	- 2.3	+ 5.4	+ 5.3	+ 5.4
	Revenue Ton km	- 11.1	- 7.9	- 9.5	+ 13.5	+ 27.8	+ 21.0
	Revenue Ton	- 6.5	+ 1.2	- 2.9	+ 9.9	+ 26.0	+ 18.2
	Load Factor (%)	32.9	33.4	33.1	62.8	74.8	69.0
	**Unit Revenue(¥/ATK)	47.2 (- 2.0)	47.5 (+ 8.9)	47.4 (+ 3.3)	42.2 (+ 1.7)	47.9 (+ 23.3)	45.1 (+ 12.4)
	**Unit Price(¥/RT)	137 (+ 4.2)	141 (+ 3.4)	139 (+ 3.9)	120 (- 2.4)	118 (+ 3.0)	119 (+ 0.2)

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\*\*(\*): year-on-year basis

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**FY2012 Earnings Forecast**

**Consolidated Balance Sheet**

《Ref.》 As of 17Feb, 2012

	Mar 31, 2012	Mar 31, 2013(RE)	Difference	Mar 31, 2013 (E)
Assets	2,002.5	2,006.5	+ 3.9	2,003.0
Shareholders' Equity	549.0	569.0	+ 19.9	562.0
Ratio of Shareholders' Equity (%)	27.4	28.4	+ 0.9	28.0
Interest Bearing Debts *	963.7	930.0	- 33.6	948.0
Debt/Equity Ratio (times) *	1.8	1.6	- 0.1	1.7
ROA (%) Operating Return on Assets (%)	5.1	5.5	+ 0.5	5.6
ROE (%) Return on Equity (%)	5.3	7.2	+ 1.9	7.4

(¥ Billion)

\* Off-balanced lease obligation (D/E ratio)  
As of March, 2012, 155.3 Billion(2.0 times)  
As of March, 2013(Estimate), ¥137.0 Billion (1.9times)

**FY2012 Earnings Forecast**

**Consolidated Cash Flow**

(Ref.) As of 17Feb, 2012

	FY11	FY12(RE)	Difference	FY12(E)
Net Income	28.1	40.0	+ 11.8	40.0
Depreciation and Amortization	119.2	142.0	+ 22.7	142.0
Principal Payment for Aircraft Lease	14.1	14.0	- 0.1	14.0
Cash Flow from Operating Activities *	228.5	233.5	+ 4.9	233.0
Capital Expenditures/Financing	- 203.7	- 194.5	- 9.2	- 216.0
Cash Flow from Investing Activities **	- 161.5	- 155.5	+ 6.0	- 177.0
Free Cash Flow	66.9	78.0	+ 11.0	56.0
Cash Flow from Financing Activities *	1.2	- 62.0	- 63.2	- 38.0
EBITDA	216.2	252.0	+ 35.7	252.0
EBITDA Margin(%)	15.3	16.8	+ 1.5	16.8

\* Cash flow from operating activities and cash flow from financing activities in this table include off-balanced lease principle refund equivalent.

\*\* Cash flow from investing activities in this table do not include time deposit in excess of three months and certificates of deposit.

(¥ Billion)

## IV. Supplemental Reference

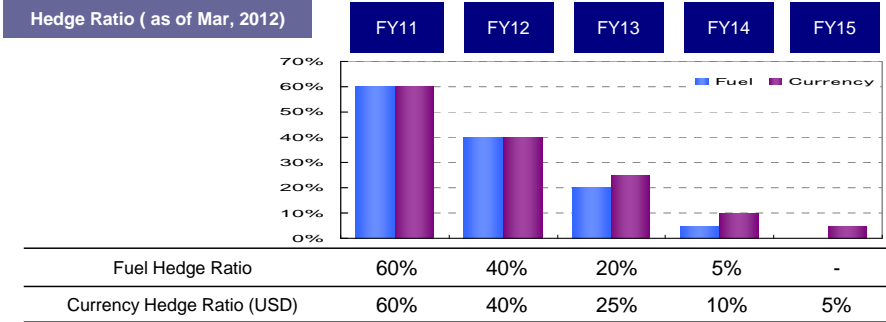


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**Supplemental Reference**

**Fuel Price and Exchange Rate**

Market Index and Assumption	FY11(A)		FY12(E)	
	1H(A)	2H(A)	1H(E)	2H(E)
Dubai Crude Oil (USD/BBL)	109	112	115	100
Kerosene (USD/BBL)	128	128	130	120
Exchange Rate (JPY/USD)	80	80	80	80



Non hedge impact of oil price and currency fluctuations on fuel expense

1 USD change per barrel	1.9 billion/ year
1 JPY change per USD	2.5 billion/ year

### Supplemental Reference

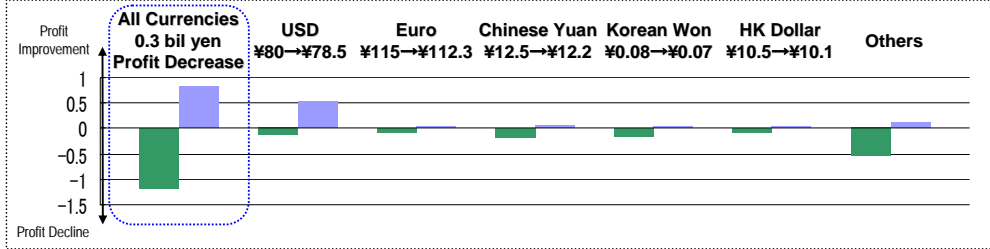
#### Major Exchange Rate Effects on Op. Income

(operating income (loss) / including hedge effects; units: billion)

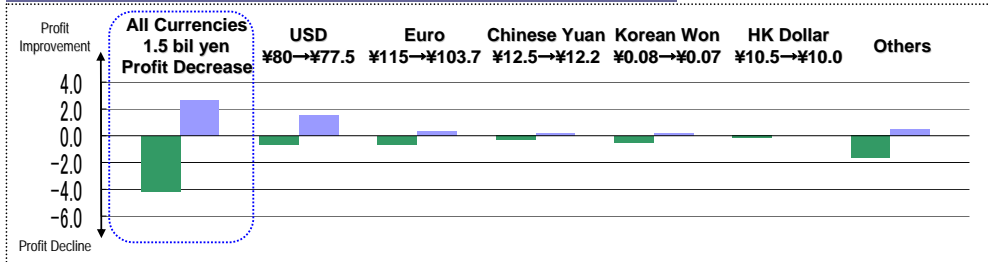
Second Quarter Results (Earning Forecast as of 29Jul, 2011 vs. Weighed Avg. during Period)

Revenue  
(increase + notation  
decrease - notation)

Expense  
(increase + notation  
decrease - notation)



Second Half Results (Earning Forecast as of 29Jul, 2011 vs. Weighed Avg. during Period)





Supplemental Reference

International Passenger Results by Destination		FY11 Composition	Difference	4Q/FY11 Composition	Difference
Passenger Revenue	North America	27.0	- 0.4	27.0	+ 0.8
	Europe	19.4	- 1.4	18.6	+ 0.9
	China	25.3	- 2.0	24.7	- 1.1
	Asia	23.3	+ 2.8	24.9	- 0.4
	Resort	4.9	+ 1.0	4.8	- 0.1
ASK	North America	29.2	- 1.0	28.5	- 1.6
	Europe	20.5	- 1.6	21.7	+ 1.1
	China	19.0	- 1.3	19.5	+ 1.7
	Asia	25.6	+ 3.5	24.8	- 0.8
	Resort	5.8	+ 0.4	5.5	- 0.4
RPK	North America	30.0	- 0.7	29.7	- 0.7
	Europe	20.7	- 1.7	21.2	+ 0.8
	China	17.5	- 0.8	17.3	+ 1.7
	Asia	25.4	+ 2.8	25.7	- 1.0
	Resort	6.4	+ 0.4	6.0	- 0.8

Supplemental Reference

International Cargo Results by Destination

		FY11 Composition	Difference	4Q/FY11 Composition	Difference
Cargo Revenue	North America	20.8	- 1.0	20.7	+ 0.0
	Europe	16.1	- 0.3	16.1	- 0.7
	China	35.7	- 1.9	33.9	- 2.8
	Asia	20.7	+ 2.3	22.4	+ 1.5
	Others	6.6	+ 1.0	6.8	+ 1.9
ATK	North America	32.0	- 1.1	31.6	- 1.3
	Europe	22.5	+ 1.3	22.8	+ 0.9
	China	20.1	- 1.4	20.2	- 0.4
	Asia	21.1	+ 2.6	21.6	+ 1.7
	Others	4.2	- 1.4	3.7	- 0.9
RTK	North America	35.2	+ 0.7	36.0	+ 1.1
	Europe	25.5	+ 0.5	25.5	- 0.3
	China	17.0	- 1.6	15.4	- 1.8
	Asia	17.8	+ 1.6	19.1	+ 1.8
	Others	4.6	- 1.1	4.0	- 0.7

**Supplemental Reference**

<b>Aircraft in Service</b>		Mar, 2011	Mar, 2012	Change	Owned	Leased
Wide-Body	Boeing 747-400 (International)	1	0	-1	0	0
	Boeing 747-400 (Domestic)	10	8	-2	8	0
	Boeing 777-300ER	19	19	—	16	3
	Boeing 777-300	7	7	—	7	0
	Boeing 777-200ER	7	7	—	4	3
	Boeing 777-200	16	16	—	14	2
Mid-Body	Boeing 787-8	0	6	+6	6	0
	Boeing 767-300ER	22	26	+4	7	19
	Boeing 767-300	32	31	-1	31	0
	Boeing 767-300F	3	2	-1	0	2
	Boeing 767-300BCF	7	7	—	7	0
Narrow-Body	Airbus A320-200 (International)	5	4	-1	0	4
	Airbus A320-200 (Domestic)	23	21	-2	21	0
	Boeing 737-800	15	17	+2	16	1
	Boeing 737-700ER	2	2	—	2	0
	Boeing 737-700	16	16	—	12	4
	Boeing 737-500	17	16	-1	9	7
Regional	Bombardier DHC-8-400 (Q400)	15	18	+3	5	13
	Bombardier DHC-8-300 (Q300)	5	3	-2	1	2
<b>Total</b>		<b>222</b>	<b>226</b>	<b>+4</b>	<b>166</b>	<b>60</b>

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Note: As of Mar 31, 2012, excluding leased aircraft outside Group (12 as of end of FY11, 11 as of end of prior fiscal year)

### Cautionary Statement

**Forward-Looking Statements.** This material contains forward-looking statements based on ANA's current plans, estimates, strategies, assumptions and beliefs. These statements represent the judgments and hypotheses of the Company's management based on currently available information. Air transportation, the Company's core business, involves government-mandated costs that are beyond the Company's control, such as airport utilization fees and Fuel taxes. In additions, conditions in the markets served by the Company are subject to significant fluctuations.

It is possible that these conditions will change dramatically due to a number of factors, such as trends in the economic environment, aviation fuel tax, technologies, demand, competition, foreign exchange rate fluctuations, and others. Due to these risks and uncertainties, it is possible that the Company's future performance will differ significantly from the contents of this material.

Accordingly, there is no assurance that the forward-looking statements in this material will prove to be accurate.

Memo

Memo

## ANA Group Corporate Philosophy

### ANA Group Corporate Philosophy

— Our Commitments —

On a foundation of security and reliability, the ANA Group will:

- Create attractive surroundings for customers
- Continue to be a familiar presence
- Offer dreams and experiences to people around the 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

### ANA Group Corporate Vision

With air transportation as its core field of business, the ANA Group aims to be one of the leading corporate groups in Asia, providing passenger and cargo transportation around the world.



▶▶ Being the leader in Asia means that we will become

- Number one in quality
- Number one in customer satisfaction
- Number one in value creation

*Thank you.*

*This material is available on our website.*

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Investor Relations  Financial Information  Presentations



Investor Relations, All Nippon Airways Co., Ltd.  
Phone +81-(0)3-6735-1030 E-Mail: [ir@ana.co.jp](mailto:ir@ana.co.jp)