

**ALL NIPPON AIRWAYS CO. LTD.**

Utility Center Building, 3-5-10, (ANA)

Haneda Airport, Ota-Ku 140-0041, Tokyo, JAPAN

Code: NH Employ 13,090

Tel. (81-3) 5756-9596 Fax (81-3) 5756-5659

[www.ana.co.jp](http://www.ana.co.jp)
**Ownership:** 100% publicly traded

**Executive Management**
**Chairman of the Board** Kichisaburo Nomura

**President & CEO** Yoji Ohashi

**Senior Executive VP** Isao Yagi

**Senior Executive VP** Yoshiyuki Nakamachi

<b>Financial Data (mil. US\$)</b>	<b>Fiscal Year Ending 3/31</b>	
	<b>2001</b>	<b>2002</b>
Passenger Revenue	7,939.0	6,556.0
<b>Total Revenue (excluding incidental revenue)</b>	<b>11,545.0</b>	<b>9,621.0</b>
<b>Expenses (excluding incidental revenue)</b>	<b>10,803.0</b>	<b>9,437.5</b>
Operating Profit	742.0	183.5
Net Income after Taxes	363.5	(57.3)
Percent Change in: Revenue	6.3	(16.7)
Expenses	2.1	(12.6)
Yield-c per RPM	22.01	19.77
Percent Change	3.0	(10.2)
Cost-c per ASM	20.15	18.53
Percent Change	3.2	(8.0)

**OPERATING  
DATA-SCHEDULED**
**Calendar Year**
**2000**      **2001**
**Revenue Passenger**
**Miles (mil.)**      36,066.8      33,161.9

**Percent Change**      2.3      (8.1)

**Revenue Ton**
**Miles (mil.)**      4,404.9      3,896.8

**Percent Change**      2.2      (11.5)

<b>Aircraft Fleet</b>	<b>Year End Fleet</b>		<b>Year End 2001 Fleet</b>	<b>Projected Year End</b>		
	<b>2000</b>	<b>2001</b>	<b>On Order/Options</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>
<b>Stage III</b>						
747-200/300	15	13		11	10	7
747-400	23	23		23	23	23
767-200/300	53	52	9	52	52	52
777-200/300	21	21	19	21	23	27
A320	21	21	3	21	24	24
A321	7	7		7	7	7
<b>Total Fleet</b>	<b>140</b>	<b>137</b>	<b>31</b>	<b>135</b>	<b>139</b>	<b>140</b>
<b>Percent Change</b>	<b>2.2</b>	<b>(2.1)</b>		<b>(1.5)</b>	<b>3.0</b>	<b>0.7</b>