

Financial Relations with Stakeholders

The ANA Group has various financial relations with our stakeholders, which include customers, business partners, shareholders, creditors, employees, communities and public authorities.

Distribution of Economic Value

The ANA Group provides high-quality air transportation services—domestic passenger operations, international passenger operations and cargo and mail operations—as well as services in the travel industry and other sectors.

We pay expenses to our business partners from operating revenues and distribute generated economic value to various stakeholders including employees, shareholders, public authorities and communities.

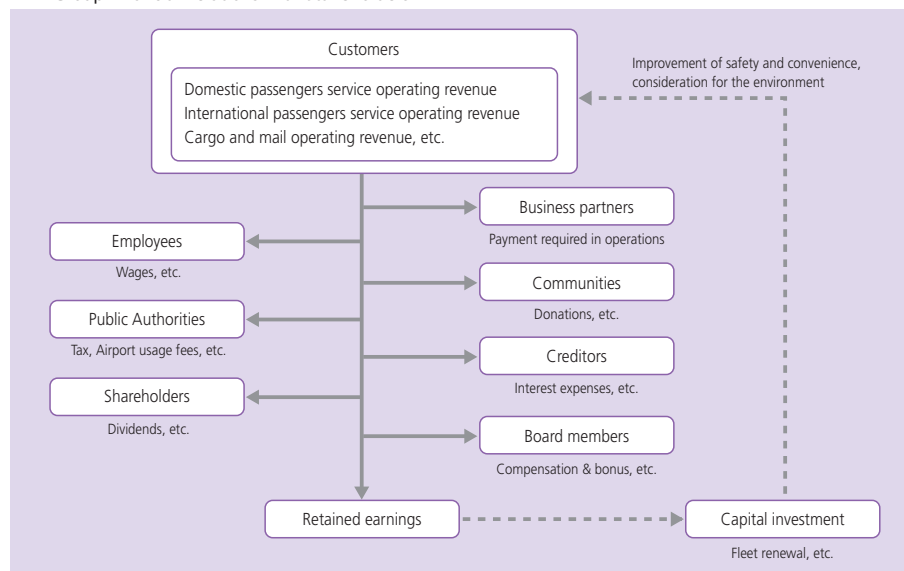
FY2006 Economic Value

Revenues from customers amounted to ¥1,489.6 billion, an 8.8% increase over the previous year. Other revenues decreased by 58.5% to ¥15.6 billion. Due to higher fuel costs and other factors, payments in the course of oper-

ations increased by 11.0% over the previous year to ¥1,164.5 billion.

Other expenses and losses decreased by 27.6% to ¥39.1 billion. As a result, the FY2006 economic value decreased by 0.4% from FY2005 to ¥301.7 billion.

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FY2006 Economic Value

