

ANA Group ESG-Related Data FY2026 (S)

1. Labor Practices

The ANA Group is dedicated to upholding fair labor practices across our operations. This commitment applies to our Own operations and extends to Contractors and Partners within our value chain.

We ensure alignment with the following six elements:

- Paying a living wage: We review and manage wage structures to meet the basic needs of workers and their families, referenced against evaluated benchmarks.
- Avoiding or reducing overtime or excessive working hours: We manage operational schedules to prevent overwork and support workforce well-being.
- Setting maximum working hours: Working hour limits are defined in accordance with applicable international labor standards and local regulations.
- Equal remuneration for men and women: We ensure equal pay for work of equal value, tracking metrics to eliminate gender-based wage disparity.
- Paying workers for annual leave: All eligible employees are compensated for their entitled annual leave periods to ensure appropriate rest.
- Setting minimum consultation or notice periods before mass terminations: In the event of significant operational restructuring, defined notice periods are enforced to support affected workers.

Reference: [Labor Relations](#), [Work Style Reforms](#), [ANA Group Supplier Code of Conduct](#)

①Employee Data

All reported data is captured as of March 31 of each year.

		FY2022	FY2023	FY2024	FY2025
Total number of group employees *	People	42,196	40,507	44,019	47,826
Data coverage	%	100	100	100	100

* The 60 companies disclosed.

		FY2025
Ratio of taking annual paid leave *1	%	74.6
Monthly average overtime hours worked per person *2	hours	3.7

*1 Data of ANA non-consolidated.

*2 40 consolidated companies.

② Gender Pay Indicators (FY2025)

The ANA Group addresses equal remuneration for men and women for work of equal value. To support this objective, we monitor the gender pay gap across our workforce and disclose our gender pay indicators in our public reports.

The unadjusted average gender pay gap across the consolidated group is affected by the high proportion of men in flight crew (pilot) positions, which carry a specific wage structure. However, we monitor pay equity within identical job categories and managerial levels. To maintain transparency, the following quantitative data has been third-party verified.

Employee level	Average women salary	Average men salary
Executive level (base salary only)	22,800,000	25,872,000
Executive level (base salary + other cash incentives)	32,680,000	37,362,000
Management level (base salary only)	6,966,419	8,198,515
Management level (base salary + other cash incentives)	12,145,598	17,414,599
Non-management level (base salary only)	3,574,368	5,279,548

* Data of ANA non-consolidated.

③ Diversity (FY2024–FY2025)			
		FY2025 *3	Target
Ratio of male in total workforce *1	%	44.7	-
Ratio of female in total workforce *1	%	55.3	-
Ratio of female managers *1	%	21.9	FY2029 target: 30%
Ratio of female in junior management positions *1	%	27.7	-
Ratio of female in top management positions *2	%	12.5	FY2029 target: 30%
Ratio of female in management positions in revenue-generating functions *1	%	32.8	-
Ratio of female in STEM-related positions *1	%	10.6	-

*1 As of April 1.

*2 As of June 31.

*3 Data of 40 Group companies except STEM-related data (weighted average restricted to the 13 target companies).

④ Nationality Data			FY2025 Total	FY2025 Management positions
	Japan	%	97.8	99.54
	Korea	%	0.57	0.12
	Philippines	%	0.41	0
	China	%	0.4	0.18
	Taiwan	%	0.1	0.01
	Other	%	0.60	0.12

⑤ Freedom of Association

The ANA Group respects our employees' freedom of association and the right to collective bargaining.

Boundary Expansion and Trend Analysis:

As demonstrated in the performance data below, our consolidated rate of unionization stands at 76.8% for FY2025.

- FY2021–FY2023: Data covers All Nippon Airways Co., Ltd. (ANA non-consolidated) only, maintaining a rate of approximately 83%.
- FY2024: The rate shifted to 75.0% as we expanded our data boundary to encompass 24 Group companies (27 unions) to enhance ESG reporting transparency across the group.
- FY2025: Despite further expanding the coverage to 25 Group companies (28 unions), the unionization rate reached 76.8%, reflecting our expanded labor-management engagement across the consolidated portfolio.

The ANA Group ensures that employees who are eligible for union membership under respective collective bargaining agreements retain full freedom of association. For employees not covered by collective bargaining agreements, we maintain alternative channels for internal dialogue to ensure employee feedback is integrated into management practices.

Labor Union		FY2022	FY2023	FY2024	FY2025
Rate of unionization	%	83.1	82.9	75.0	76.8

⑥ Training & Development Inputs

Training & development data		FY2022*1	FY2023*1	FY2024*1	FY2025*2
Average hours per FTE of training and development	hrs	115.0	88.9	88.7	105.9
Average amount spent per FTE on training and development	Yen	790,855	423,900	598,851	741,438

*1 Data of 39 Group companies

*2 Data of 40 Group companies

FY2025 Training Participation Numbers

The following shows the FY2025 results by training type, broken down by age, gender, and management level.

FY25 Training Results	Number of participants					Breakdown of ANA employees							Educational time (hours)
	TTL	Group	ANA	ANA (male)	ANA (female)	20's	30's	40's	50's	60's	General employees	Management	
Training by Rank (ANA Group)	6,239	4,464	1,775	1,168	706	922	1,054	1,630	1,052	38	1,702	2,994	24,555
Selected Training (ANA Group)	460	355	105	45	134	75	113	79	39	0	135	171	14,055
Training by Rank (ANA)	1,441		1,440	436	928	1,163	202	72	3	0	1,356	6	46,335
Training by Rank (ANA Employees hired overseas)	313	0	313	115	199	64	109	82	57	1	254	56	3,763
Career Training	1,623	819	804	417	387	0	0	187	482	135	371	433	9,131
Others	13,609	7,747	5,863	1,448	3,898	1,833	2,916	2,378	1,395	143	4,487	810	135,012
Total	23,685	13,385	10,300	3,629	6,252	4,057	4,394	4,428	3,028	317	8,305	4,470	232,850

⑦ Human Capital Return on Investment				
Metrics	FY 2022	FY 2023	FY 2024	FY 2025
a) Total Revenue, as specified in the "Denominator" question Currency: JPY	1,707,484,000,000	2,055,928,000,000	2,261,856,000,000	2,539,233,000,000
b) Total Operating Expenses Currency: JPY	1,587,454,000,000	1,848,017,000,000	2,065,217,000,000	2,321,796,000,000
c) Total employee-related expenses Currency: JPY	33,578,000,000	35,249,000,000	38,599,000,000	43,050,000,000
Resulting HC ROI	4.57466	6.89835	6.09441	6.0508
Total Employees , as specified in the "Denominator" question.	40,507	41,225	44,109	47,826

⑧ Hiring					
		FY2022	FY2023	FY2024	FY2025
Total number of new employee hires *1	People	46	360	4,323	3,181
Percentage of open positions filled by internal candidates (internal hires)	%	100	100	100	100
Ratio of mid-career hires among new employees	%	-	-	-	26% *2

*1 Data up to FY2023 was for ANA. Data for FY2024 is for 39 Group companies. Data for FY2025 is for 40 Group companies.

Total number of new employee hires (ANA) in FY2025 is 986.

*2 Data of 40 Group companies.

⑨ Employee Turnover Rate

The ANA Group tracks and manages turnover metrics to evaluate employee engagement and talent retention. To maintain reporting transparency, we have expanded our data boundary to encompass 40 Group companies as of FY2025.

Performance Trend and Retention Analysis:

As demonstrated in the data below, our Total employee turnover rate and Voluntary employee turnover rate have followed a downward trend, reaching 4.5% and 3.6% respectively in FY2025 on a group-consolidated basis.

While the aviation sector experienced workforce stability challenges during the COVID-19 pandemic, the ANA Group managed departures through internal mobility options, re-skilling programs, and cross-industry secondments.

The indicators for FY2025—reflecting full operational recovery and a broader disclosure scope of 40 companies—demonstrate that our post-pandemic talent management and well-being initiatives have stabilized turnover. Additionally, our core segment, ALL NIPPON AIRWAYS CO., LTD. (ANA non-consolidated), maintains a voluntary turnover rate of 2.3%, supporting human capital stability across the group.

Data coverage: The data coverage for the turnover rates represents 100% of all FTEs globally within the evaluated group boundary.

Turnover Rate		FY2022*1	FY2023*1	FY2024*1	FY2025*2
Total employee turnover rate	%	7.4	6.8	5.3	4.5
Voluntary employee turnover rate	%	6.5	6.0	4.6	3.6

*1 Data is for 39 Group companies.

*2 Data is for 40 Group companies.

Turnover Rate		FY2022	FY2023	FY2024	FY2025
Total employee turnover rate	%	3.5	3.6	3.5	3.2
Voluntary employee turnover rate	%	2.7	3.0	2.7	2.3

* Data is for ALL NIPPON AIRWAYS CO., LTD. (non-consolidated).

⑩ Long-Term Incentives for Employees			
We offer programs on long-term incentives for employees below the senior management level.			
Participation rate in employee stock ownership system		FY2024	FY2025
Ratio of total group employees	%	64.2	58.9

⑪ Trend of Employee Engagement						
Employee engagement		FY2022	FY2023	FY2024	FY2025	Target for FY2025
Ratio of actively engaged employees	%	81.6	80.8	80.4	81.8	80
Ratio of total group employees	%	96.1	95.9	94.8	95.9	-

* Data of 39 Group companies

2. Human Rights Assessment

①Human Rights Assessment Summary (FY2025)			
	A. % of total assessed in last three years	B. % of total assessed (column A) where risks have been identified	C. % of risk (column B) with mitigation actions taken FY2025
Own operations	100%	2.5%	100%
Contractors and Tier I suppliers	100%	12.4%	100%
Joint ventures	100%	0.0%	100%

The ANA Group has identified and investigated companies with foreign workers as potential human rights risks.

②Human Rights Due Diligence and Risk Mitigation Performance			
Regular human rights risk assessments are conducted across the ANA Group's operations and business partners. The recent assessment identified no actual human rights violations; hence, no remediation measures were taken in that regard. However, having identified potential risks, we have taken specific corrective actions aimed at risk mitigation and prevention, and will maintain continuous monitoring and planned management.			
Status of Human Rights Mitigation Plans	FY2023	FY2024	FY2025
Number of sites / suppliers with human rights mitigation plans formulated and implemented	2	5	5
Ratio of identified sites / suppliers with human rights mitigation plans	100%	100%	100%

(p): Provisional data subject to change upon final review.

3. Occupational Health & Safety

Absentee rate		FY2022	FY2023	FY2024	FY2025	Target for FY2025
Employees (% of total days scheduled)	%	0.02	0.57	0.02	0.02	0.05
Data coverage (as % of revenues)	%	90.1	84.2	91.02	79.9	-

4. Safety Management

① Description of Safety Management System (SMS)

The ANA Group has established a Safety Management System (SMS) aligned with ICAO Annex 19, as stipulated in our Safety Management Manual. Our SMS implements systematic risk management across four areas: (1) Flight operations, (2) Customers, (3) Employees (workers), and (4) Security.

For each category, we analyze and evaluate actual and potential risk events through a defined risk matrix. Under the supervision of the Board of Directors, the ANA Group sets an acceptable risk level. Countermeasures are implemented by the relevant work sites for lower risks (Level A/B). For high risks (Level C/D) or issues below the acceptable risk level, mitigating measures are formulated by the Board. Executive management monitors the results of these countermeasures and the reduction of residual risks. Safety performance indicators are incorporated into executive compensation as well as employee evaluation structures.

The structure and operations of our SMS are set in accordance with Japan's safety management regulations and have been reported to the Minister of Land, Infrastructure, Transport and Tourism. Furthermore, our flight operations maintain the IATA Operational Safety Audit (IOSA)

certification, which is renewed every alternating year. We publish our safety indicators and targets annually in the "ANA Group Safety Report" on our corporate website.

② Safety Performance Metrics					
		FY2022	FY2023	FY2024	FY2025
Number of Passenger fatality		0	0	0	0
Harmonized accident rate per million sectors	%	6.61	6.49	3.22	6.4

③ Overview of Aircraft Accidents	
	Summary of Events
FY2022	Flight attendant suffers fracture due to unexpected shaking of aircraft. The aircraft was damaged due to contact with a parked vehicle while taxiing.
FY2023	Flight attendant suffers fracture due to unexpected turbulence. The aircraft was damaged by lightning.
FY2024	Flight attendant suffers fracture due to unexpected turbulence.
FY2025	While taxiing on the taxiway, the aircraft passed behind a park aircraft at the stand, resulting in a collision and damage to both aircraft. During autoland, an unintended transition to go-around mode caused the nose to pitch up, leading to a tail strike on the runway and structural damage to the aircraft.

5. Customer Relations

① Online Strategies

The ANA Group implements digital transformation to support customer convenience and operational efficiency. We monitor both our online service utilization and direct digital revenues.

Notice of Change in Calculation Methodology:

Starting this fiscal year, we have updated the calculation methodology for the percentage of total customers utilizing our online service/solution sales platform. To reflect business performance, we have refined our definition to focus on the BtoB segment (Travel Agencies and ANA Biz). Under this logic, the ratio is calculated as the proportion of Biz within total BtoB transactions, defined as: (Individual travel agency ticket sales + Biz portion within ANA Biz) divided by total BtoB volume.

Definition and Scope

Customers online: Includes business-to-business (BtoB) corporate clients and travel agencies utilizing our specialized online service/solution sales platforms and digital checking-in options.

Revenues generated online: Includes direct sales of tickets, ancillaries, and digital advertising via ANA's website and mobile application platforms.

Target Revision: We update our Targets based on past actual results to support continuous digital transformation.

		FY2022	FY2023	FY2024	FY2025	Target for FY 2025
% of total customers using online services solutions/sales platform	%	40	43	45	50	48
% of revenues generated online	%	93	95	92	93	93

② Satisfaction Measurement						
Satisfied respondents		FY2022	FY2023	FY2024	FY2025	Target for FY 2025
% of satisfied respondents out of total number of respondents to the survey	%	75.5	74.3	74.4	76.6	75
Data coverage *1	%	100	100	100	100	-

*1 Data coverage: % of customers (Number of samples required for statistics ※95% Confidence Interval).

6. Privacy Protection

Customer Data Management (FY2025)		
【Definition of secondary usage】 Percentage of ANA Mileage Club members who have been active for one year and to whom we have directed promotional communications with their permission.		
Results		FY2025
Percentage of secondary use of customer data	%	17.4