

ANA Group Safety Report FY2025



All Nippon Airways Co., Ltd. (ANA)
Air Japan Co., Ltd. (AJX)
ANA Wings Co., Ltd. (AKX)

This safety report has been published on behalf of the above three ANA Group airlines and prepared in accordance with Article 111-6 of the Civil Aeronautics Act and Article 221-5 of the Ordinance for Enforcement of the Civil Aeronautics Act ("Publication of Safety Reports by Domestic Air Carriers").

ANA Group Safety Report for FY2025

Remarks on the Publication of the FY2025 ANA Group Safety Report

Thank you very much for your patronage of the ANA Group. We are extremely grateful for your ongoing support.

The ANA Group considers safety to be the foundation of its business and its paramount mission. Nevertheless, FY2025 saw two aviation accidents and one serious incident. In addition, ANA Wings Co., Ltd., received a severe warning from the Ministry of Land, Infrastructure, Transport and Tourism for failing to ensure the effective operation of its safety management system.

Furthermore, an incident involving improper maintenance work at All Nippon Airways Co., Ltd., resulted in receiving a recommendation for operational improvements from the Ministry of Land, Infrastructure, Transport and Tourism in April 2026, which is a very serious consequence.

We sincerely apologize for the considerable concern and inconvenience these have caused so many of you.

We have taken these situations seriously, conducting a comprehensive review of our safety management system and implementing measures to prevent recurrences. With regard to the recommendation for operational improvements in particular, the entire Group will work together to further foster a safety culture and ensure strict compliance with laws and regulations by, among other steps, creating an environment where every employee acts with safety as the top priority and where organizations properly acknowledge and proactively report any errors that occur.

The ANA Group has formulated its Medium-Term Aviation Safety Policy for FY2026–FY2028. With strengthening sustainable and stable safety foundations and evolving our safety and security management systems as our pillars, we will further intensify our efforts under this medium-term policy to prevent the recurrence of safety-related events and proactively keep them from occurring in the first place. We will ensure that the lessons learned from the past are never forgotten, thoroughly adhere to standard procedures, and work diligently to remain a trusted company.

We look forward to your continued support and guidance.

Chief Safety Officer, All Nippon Airways Co., Ltd.
Hiroyuki Kometani, Member of the Board
and Executive Vice President



Chief Safety Officer, Air Japan Co., Ltd.
Satoshi Ichikawa, Senior Executive Vice President



Chief Safety Officer, ANA Wings Co., Ltd.
Tatsuyuki Matsumoto, Director



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* The companies covered in this report are as follows:

All Nippon Airways Co., Ltd. (ANA), Air Japan Co., Ltd. (AJX), and ANA Wings Co., Ltd. (AKX)

* While this report focuses primarily on safety initiatives involving all ANA Group airlines, it also includes some activities specific to individual airlines.

* The reporting period is **from April 1, 2025, to March 31, 2026**; however, some information covers periods outside this range.

I. Safety Principles, Course of Safety Action, and Basic Safety Policies

1. ANA Group Safety Principles and Course of Safety Action

Safety is the foundation of the ANA Group's business and an absolute priority that must be upheld in all Group operations, regardless of sector or brand. Above all, flight safety is supported by collaboration among a variety of job roles, making mutual understanding and trust particularly important.

For this reason, the Safety Principles and the Course of Safety Action -- which serve as shared commitments among all ANA Group employees -- are displayed in every workplace across the Group. We ensure that employees remain strongly mindful of them in their day-to-day work and use them as a guide for their own actions.

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.**

Course of ANA Group Safety Action

- ① Strictly observe rules & regulations,
and all actions will be grounded on safety.
- ② As a professional, place safety as the #1 priority
while keeping in mind your health.
- ③ Address any questions and sincerely accept opinions of others.
- ④ Information will accurately be reported
and shared in a timely manner.
- ⑤ Continuous self-improvement for prevention
and avoiding re-occurrence.
- ⑥ Lessons learned from experiences,
and increase skills for risk awareness.

"Safety is our promise to the public and is the foundation of our business"

Upholding safety is a social responsibility not only to protect our customers' lives, physical well-being, and property, but also to protect our own lives, physical well-being, and property; at the same time, if we fail to fulfill this responsibility, our very existence as a company will be jeopardized. Maintaining and improving safety is essential to the ANA Group's growth and serves as the foundation of our business.

"Safety is assured by an integrated management system and mutual respect"

Safety can only be achieved when numerous organizations and Group companies cooperate and coordinate with one another to reliably carry out their respective assigned tasks. Mutual understanding and trust form the basis for conducting business between organizations. It is also essential to keep mechanisms such as cross-organizational coordination frameworks and the policies and systems designed to ensure safety up to date and in optimal condition at all times, and to continuously maintain and improve safety.

"Safety is enhanced through individual performance and dedication"

We fully recognize that each and every one of us bears the responsibility within these mechanisms to constantly verify and improve safety conditions and ensure safety, and we will sincerely strive to achieve greater safety through our own actions.

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2. Basic Safety Policies

Based on its Safety Principles, the ANA Group has established the following six basic safety policies.

- (1) Safety takes precedence over other quality factors such as punctuality and comfort.
- (2) Safety is the starting point of the air transportation business, and maintaining the industry's highest safety standards is essential to meeting societal expectations and becoming the airline of choice for customers. To these ends, we have established an integrated SMS that involves the entire organization and ensures the effective management of safety risks associated with aircraft operations, and we will ensure its continuous improvement.
- (3) Given our conviction that accidents, terrorist attacks, hijackings, and other acts of unlawful interference must be prevented at all costs and that they are indeed preventable, the Group will spare no effort to ensure that none of these occur. In the event of any unlawful interference, our response will prioritize the protection of human life above all else.
- (4) Our executive leaders and managers shall conduct themselves as follows:
 - Always recognize the importance of safety and personal responsibilities in this regard, take the lead in promoting safety within the organization, and ensure that all executives and employees fully share this recognition.
 - Foster a “positive safety culture” that encourages fair judgment and safety reporting; endorse the disclosure and sharing of safety information; learn from their own and others' experiences; identify issues in frontline operations; and exercise leadership to establish and deepen a corporate culture that prioritizes safety.
 - Secure and allocate the management resources necessary to implement safety policies.
- (5) Air transportation is a large-scale, complex system of integrated functions, and safety is achieved through the shared and coordinated efforts of the entire organization and all its executives and employees. Executives and employees shall make decisions with safety as the top priority in any and all circumstances and fulfill their respective roles.
- (6) These basic policies shall be reviewed periodically to ensure they remain appropriate.

II. Safety Results for FY2025

1. Safety Targets and Results for FY2025

- (1) Number of aviation accidents and serious incidents

Target: 0

Actual result: 3 (two aviation accidents and one serious incident)

*For more details, please see pages 7–8.

- (2) Rate at which measures for preventing recurrences of mandatory reportable events caused by human error are submitted within 90 days

Target: 74% or higher

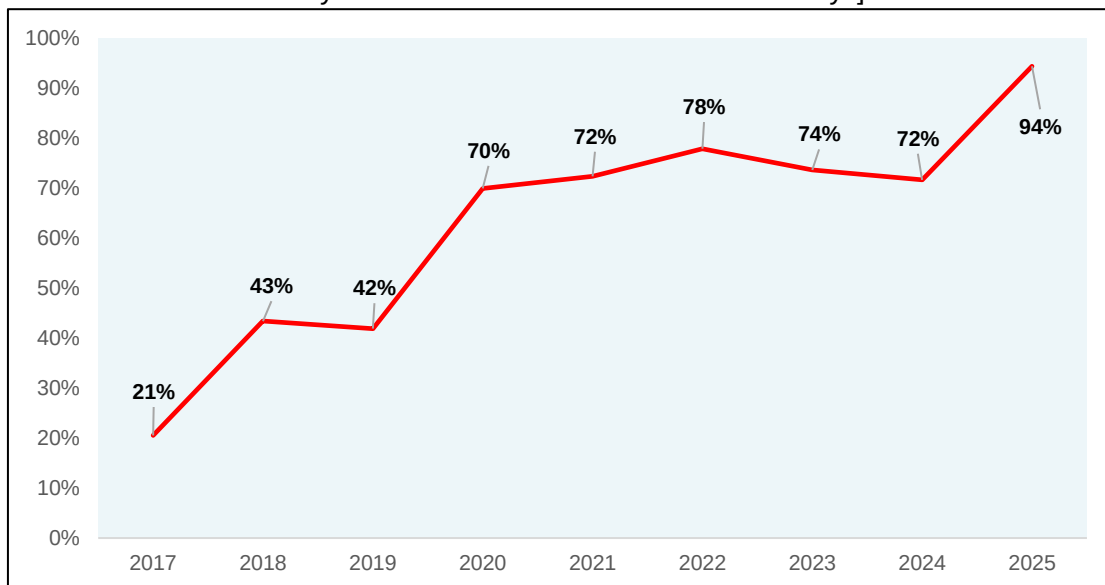
Actual rate: 94% (68 out of 72 cases)

We place great emphasis on rapidly executing the PDCA cycle, which involves analyzing the causes of incidents resulting from human error, planning and implementing countermeasures, and verifying their effectiveness. This initiative helps prevent incidents at an early stage or keep them from recurring, and is therefore essential for achieving a high level of safety.

The results for FY2025 exceeded their targets. This can be attributed primarily to the Airport Division strengthening its organizational corrective and response systems, thereby enabling the formulation of measures at an early stage.

With organizations having established the practice of promptly implementing measures to prevent the recurrence of incidents due to human error and begun taking proactive steps in this regard, the figure has improved vis-a-vis FY2017 and a trend toward improvement is evident.

[Rate at which measures for preventing recurrences of mandatory reportable events caused by human error are submitted within 90 days]



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2. Number of Safety Issues, etc., and Incidence Rate

The table below shows the occurrence of aviation accidents, serious incidents, and safety issues (collectively referred to as “safety issues, etc.”) as well as flight irregularities at ANA Group airlines over the past five years. For more details, please refer to pages 47–51 of the Reference Section.

[Number of incidents reported to the Japan Civil Aviation Bureau
(including flights other than revenue flights)]

Type of incident	FY2021		FY2022		FY2023		FY2024		FY2025	
Aviation accidents	0	(0.000)	2	(0.007)	2	(0.006)	1	(0.003)	2	(0.006)
Serious incidents	1	(0.004)	0	(0.000)	0	(0.000)	2	(0.006)	1	(0.003)
Safety issues	363	(1.623)	361	(1.194)	215	(0.694)	238	(0.758)	295	(0.933)
Flight irregularities	38	(0.170)	43	(0.142)	46	(0.148)	48	(0.153)	48	(0.152)
Number of flights	223,598		302,238		309,903		314,164		316,314	

* The figures in parentheses indicate the incidence rate (number of incidents per 1,000 flights).

3. Aviation Accidents and Serious Incidents

The following is a list of aviation accidents and serious incidents that occurred within the ANA Group during FY2025.

(1) Aviation accidents: 2

- 1) During taxiing prior to takeoff, the left wingtip of our aircraft came into contact with the vertical stabilizer of another airline's aircraft, causing damage to both aircraft

[1] Operating carrier

All Nippon Airways Co., Ltd. (ANA)

[2] Overview of incident

On July 19, 2025, ANA Flight 9397 (a B787-10 (JA986A) departing Charleston for Los Angeles) exited the Boeing Delivery Center for a delivery ferry flight and was taxiing on Taxiway M at Charleston Airport when it passed behind Breeze Airways Flight MX509 (Las Vegas to Norfolk; destination changed to Charleston due to inclement weather) parked at Spot R6; the vertical stabilizer of the Breeze Airways aircraft and the left wingtip of our aircraft came into contact, resulting in damage to both aircraft. This incident was classified as an aviation accident by the Japan Civil Aviation Bureau and the US's National Transportation Safety Board (NTSB).

[3] Responses to incident

The NTSB is currently investigating this incident, and we are fully cooperating with the investigation to determine the cause. ANA conducted its own investigation into the cause of the incident through an in-house accident investigation committee and implemented the following measures.

- Added a section on “Preventing Wing Tip Contact” to education and training materials
- Added provisions regarding ground support to the operational guidelines for ferry flights of newly manufactured aircraft

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- 2) During an automatic landing, the nose of the aircraft unexpectedly pitched up, causing the tail to strike the runway and damaging the aircraft

[1] Operating carrier

All Nippon Airways Co., Ltd. (ANA)

[2] Overview of incident

On February 27, 2026, during the landing of ANA Flight 114 (a B787-9 (JA873A) departing Haneda for Houston), the aircraft unexpectedly transitioned to go-around mode while in autoland mode, causing the nose to pitch up and the tail to strike the runway, resulting in damage to the aircraft. This incident was classified as an aviation accident by the Japan Civil Aviation Bureau and the US's National Transportation Safety Board (NTSB).

[3] Responses to incident

The NTSB is currently investigating this incident, and we are fully cooperating with the investigation to determine the cause. Additionally, ANA has established an in-house accident investigation committee to determine the cause and consider measures to prevent a recurrence.

(2) Serious incidents: 1

- 1) Entering a runway at Wakkanai Airport while a vehicle was in use

[1] Operating carrier

ANA Wings Co., Ltd. (AKX)

[2] Overview of incident

On August 20, 2025, ANA Flight 4841 (a DHC-8-400 (JA854A) departing New Chitose for Wakkanai) landed at Wakkanai Airport without establishing communication with air traffic control. At the time, a bird control vehicle may have been traveling on the runway, and the aircraft in question approached and landed without receiving confirmation that the runway was clear. This incident was classified as a serious incident by the Japan Civil Aviation Bureau.

[3] Responses to incident

The Japan Transport Safety Board (JTSB) is currently investigating this incident, and we are fully cooperating with the investigation to determine the cause. Additionally, AKX has established a serious incident investigation committee in-house to determine the cause and consider measures to prevent a recurrence.

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4. Administrative Sanctions and Administrative Guidance

We received a severe written warning (administrative guidance) from the Ministry of Land, Infrastructure, Transport and Tourism on August 29, 2025 due to the following incident.

(1) Administrative guidance

1) A series of safety issues, etc., including serious incidents, have occurred

[1] Operating company

ANA Wings Co., Ltd. (AKX)

[2] Overview of incident

On August 29, 2025, we received a severe warning from the Ministry of Land, Infrastructure, Transport and Tourism's Civil Aviation Bureau regarding a series of safety issues -- including serious incidents -- that have occurred since FY2024. Although the occurrence of safety issues was temporarily reduced by implementing countermeasures instituted to address safety issues, etc., another serious incident has occurred, prompting criticism that the safety management system is not functioning effectively at worksites or throughout the company.

[Overview of major safety issues involving ANA Wings over the past two years]

Date	Type of incident
April 7, 2024	An incident at Yonago Airport in which an emergency evasive maneuver was performed during approach [Serious incident]
June 22, 2024	An incident in which cabin pressure dropped on an aircraft during descent toward Chubu International Airport [Serious incident]
May 22, 2025	An incident at Hiroshima Airport in which an aircraft came to a stop while taxiing on a taxiway that had been closed due to construction
August 20, 2025	An incident at Wakkanai Airport involving a landing or attempted landing on a runway that was already in use by another aircraft, etc. [Serious incident]

[3] Responses to incidents

In view of these incidents, we conducted a comprehensive review of our company-wide safety management system, including frontline personnel involved in flight operations. We analyzed the causes of these incidents to build a robust safety management system and have implemented the measures listed below to prevent recurrences. We also submitted a report detailing the results of our root cause analyses and measures to prevent recurrences to the Japan Civil Aviation Bureau on September 19, 2025.

- Raised awareness among all employees
- Endeavored to ensure the reliable performance of core operations and to strengthen our skills management system
- Undertook initiatives to ensure continuous operation of the safety management system
- Fostered a positive safety culture
- Established a system to promote measures for preventing recurrence

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5. Safety Issues

(1) Number of incidents and trend

There were 295 safety issues in FY2025 (compared to 238 in FY2024), with an incidence rate of 0.933 per 1,000 flights (compared to 0.758 in FY2024), marking an increase from the previous fiscal year.

We are committed to continuously improving safety and quality by analyzing the root causes of individual incidents and ensuring that specific measures to prevent recurrence are implemented. For more details, please refer to pages 47–51 of the Reference Section.

[Number of safety issues]



(2) Overview of safety issues

The following is an overview of safety issues by type for FY2025.

1) Aircraft system malfunctions

There were 19 aircraft system malfunctions, down from 23 in FY2024. By aircraft type, the B737 had the highest number of cases with eight, followed by the B787 with five. By type of malfunction, there were six cases involving landing gear, brakes, and tires (three in FY2024), six cases involving engines, propellers, and other components (seven in FY2024), five cases involving flight control systems (six in FY2024), one case involving impaired visibility due to cockpit window malfunctions (three in FY2024), and one case involving malfunctions in the oxygen supply system (zero in FY2024). On the other hand, unlike in the previous fiscal year, there were zero incidents involving pressurization systems or display and alarm systems (compared to four in FY2024).

All of these aircraft are currently in service after replacement or repair of the components that caused the malfunctions. We will continue to work with manufacturers to analyze the causes and strive to reduce the occurrence of such malfunctions.

2) Operations exceeding limits or specified values

There were 72 instances of operations exceeding limits or specified values, an increase from the 44 instances recorded in FY2024. Of these, 53 incidents involved situations that exceeded operational limits specified in flight regulations. The primary factor behind this increase was the occurrence of 46 cases (23 cases in FY2024) of fuel imbalances on the A380, caused by issues such as malfunctions in fuel transfer pumps during cruising.

With regard to operational limit exceedances on other aircraft types, there were three instances of exceeding the flap speed limit during descent or when encountering turbulence (B777: one instance; DHC-8-400: two instances), one instance of a temporary exceedance of engine exhaust gas temperature during takeoff climb (A320 series), one instance of an exceedance due to a cabin pressurization malfunction (DHC-8-400), and two instances involving fuel imbalances and other issues (B767).

At the same time, there were 19 instances of flight path or altitude deviations, an increase from the 12 cases recorded in FY2024. A breakdown of these deviations shows 14 cases of “other significant deviations from flight paths or altitudes,” such as deviations from assigned altitudes or approved flight paths, four cases of deviations caused by flight crew members entering incorrect data into flight control displays or similar equipment (one each for the A320 series, B737, B767, and DHC-8-400), and one case of a “significant deviation occurring independently of crew actions”—an unintentional deviation from the assigned altitude due to air turbulence (B787).

In each of these cases flight crew members performed appropriate flight maneuvers after the incident occurred, and parts were replaced and maintenance inspections conducted upon arrival, ensuring that normal flight operations were restored without any impact on safety.

3) Evasive maneuvers based on alerts, etc.

There were a total of 70 instances in which evasive maneuvers or other actions were taken in response to warnings from systems such as the Traffic Alert and Collision Avoidance System (TCAS) and the Ground Proximity Warning System (GPWS), marking an increase from the 61 instances recorded in FY2024. A breakdown of these incidents shows that there were 59 instances of the Traffic Alert and Collision Avoidance System (TCAS) activating (49 in FY2024) and eight instances of the Ground Proximity Warning System (GPWS) activating (nine in FY2024); however, the systems functioned properly in all cases and did not lead to any serious incidents. In addition, there were three incidents in which an emergency declared due to engine trouble resulted in a landing or the presence of a strange odor and white haze in the cockpit necessitated the use of oxygen masks; the number of such incidents was similar to that in FY2024.

4) Other

There were 128 other incidents, up from the 108 reported in FY2024. The main factor behind this increase was a rise in the number of incidents involving the transport of hazardous materials, which rose to 61 (compared to 56 in FY2024). A breakdown of incidents involving the transport of hazardous materials shows a total of 33 incidents (27 in FY2024) related to lithium-ion batteries -- including rechargeable cordless brush irons, portable chargers exceeding capacity limits, and deficiencies in cargo transport -- accounting for more than half of all hazardous materials-related incidents.

A more specific breakdown reveals 12 cases of non-removable lithium-ion batteries (seven in FY2024), eight cases of portable chargers exceeding capacity limits (six in FY2024), and 13 cases of prohibited items (products containing lithium-ion batteries) being shipped (14 in FY2024). Another notable trend is that the number of incidents related to notifications to the captain regarding hazardous materials has climbed to 10 (one in FY2024).

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On the other hand, the number of incidents involving damage to aircraft structures -- excluding bird strikes and lightning strikes -- remained low at just two (zero in FY2024). We are currently analyzing the causes of these incidents involving hazardous materials and implementing measures to prevent their recurrence, e.g., stepping up efforts to provide information to customers in advance and ensuring thorough on-site verification procedures.

6. Flight Irregularities

There were 48 instances of flight irregularities within the ANA Group during FY2025, the same number as in FY2024. The breakdown by airline was as follows: 27 cases at ANA, two at AJX, and 19 at AKX. By aircraft type, the B787 had the highest number of incidents with 17 (ANA: 15, AJX: 2), followed by the DHC-8-400 with 15 incidents.

While many of these incidents were caused by equipment malfunctions (such as system warnings or component failures), specific incidents in FY2025 also included problems attributable to factors other than equipment failure, such as collisions with runway lights or ground vehicles (dollies carrying containers) while taxiing.

The ANA Group promptly investigates and analyzes the causes of each incident that occurs and carries out appropriate measures to prevent recurrence. We are continuing our efforts to further improve the quality of our equipment and enhance safety across all aspects of our flight and ground operations.

III. Safety Targets and Initiatives for FY2026

1. Targets for FY2026

(1) Safety targets

We will strive to keep accidents and serious incidents from occurring, and to prevent fatal accidents and serious accidents involving customers and employees (workers).

(2) Indicators and targets

[1] Number of aviation accidents and serious incidents: 0

[2] Rate at which measures for preventing recurrences of mandatory reportable events caused by human error are submitted within 90 days: 82% or higher

2. Initiatives for FY2026

FY2026 marks the first year of ANA's FY2026–28 Medium-Term Aviation Safety Policy. With a focus on strengthening our foundation -- which will enable us to continually and consistently build up safety and peace of mind -- and evolving our safety and security management systems in ways that take global trends into account as our two core pillars, we will pursue safety promotion activities to attain the following six safety objectives.

Objective 1: Encourage each and every employee to demonstrate professionalism and responsible behavior by improving work environments and fostering a positive safety and security culture.

We will accurately assess environmental changes and current challenges, create environments that support each individual's ability to perform at his or her best, and foster a positive safety and security culture.

Objective 2: Reduce the occurrence of safety-related events by ensuring the reliable implementation of corrective measures and establishing a system for evaluating their effectiveness.

We will develop methods for identifying and analyzing potential structural and personnel-related issues in processes where safety-related events occur, for formulating and implementing solutions to prevent recurrence and preempt such events, and for evaluating the effectiveness of these measures.

Objective 3: Establish safety and security management systems that take global trends into account.

We will further strengthen the ANA Group's safety and security management systems by aiming to achieve the highest level under International Air Transport Association (IATA) standards. At the same time, we will seek to put in place a system that enhances aviation safety through industry-wide collaboration with the Japan Civil Aviation Bureau, air traffic control, airlines, and other relevant organizations.

Objective 4: Improve the effectiveness of preventive measures through steady operation of the new risk management system.

We will implement a risk management approach that emphasizes preventive measures -- an approach increasingly becoming an international standard -- and bolster our preventive and predictive measures for high-priority, critical risk events.

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Objective 5: Implement strategic talent development and staffing to improve the performance of the Group's safety promotion personnel.

We are committed to strategically developing and deploying personnel with a higher level of expertise who will lead safety efforts over the medium to long term. In this regard, we will aim to further improve the performance of safety promotion personnel across the entire Group through personnel rotations with relevant organizations and collaboration on operational tasks.

Objective 6: Establish a framework for providing safety and security information to customers, the general public, and colleagues in a transparent and timely manner.

We will communicate our safety and security initiatives to our customers and the public in a transparent and easy-to-understand manner. In addition, we will utilize internal communication channels to create opportunities for employees to reflect on, learn about, and act upon our safety and security culture, and we will work to create an environment where safety information can be obtained promptly in formats that are easy to apply to employees' day-to-day work.

3. Measures Taken in Response to Recommendations for Operational Improvements

On April 14, 2026, following an incident involving improper maintenance work, we received a recommendation for operational improvements and a warning regarding the duties of the Chief Safety Officer from the Ministry of Land, Infrastructure, Transport and Tourism's Civil Aviation Bureau. We had received a severe warning in 2024 for improper maintenance work resulting from intentional violations of maintenance regulations and implemented corrective measures. In 2025, however, two incidents occurred involving violations similar to those that had led to the severe warning. After it was determined that the safety management system designed to prevent recurrence was not functioning properly, we received a recommendation for improving operations by promptly taking measures to enhance the mechanisms for ensuring aviation safety.

In light of this incident, we have re-examined our responses to the 2024 severe warning and concluded that we need to create an environment where maintenance personnel can prioritize safety above all else and where organizations accurately understand and acknowledge any errors that occur, thereby encouraging proactive reporting. To further foster a safety culture, we will implement the following measures to prevent recurrences.

- Rebuild a safety culture through explanations and dialogue led by top management in safety promotion and maintenance organizations on the rigorous adoption of a "safety first" approach
- Conduct additional training on the importance of correctly understanding, complying with, and reporting on laws, regulations, and other rules
- Ensure that maintenance organization management can accurately identify potential issues in day-to-day operations and execute prompt organizational responses to construct appropriate work environments
- Establish a system to systematically track and address equipment malfunction reports not only from maintenance organizations but from other organizations as well
- Revise the training curriculum to ensure that all maintenance personnel fully understand maintenance procedures and are capable of performing maintenance tasks
- Analyze and implement improvements to responses to safety-related questions in the employee satisfaction survey on a workplace-by-workplace basis
- Organize the matters that require management and supervision, and provide training to organization heads to ensure that all maintenance personnel can perform their duties with confidence
- Carry out regular reviews and audits to verify compliance with laws and regulations, and continuously monitor whether organizations have successfully established and implemented corrective measures

IV. Safety Management System

1. About the ANA Group's Safety Management System

The ANA Group maintains a Safety Management System (SMS) that complies with Annex 19 of the Convention on International Civil Aviation, and the specific details of this system are set forth in the Safety Management Manual. SMS refers to “a systematic approach to safety management that includes the necessary organizational structure, accountability, responsibility for implementation, policies, and procedures”.

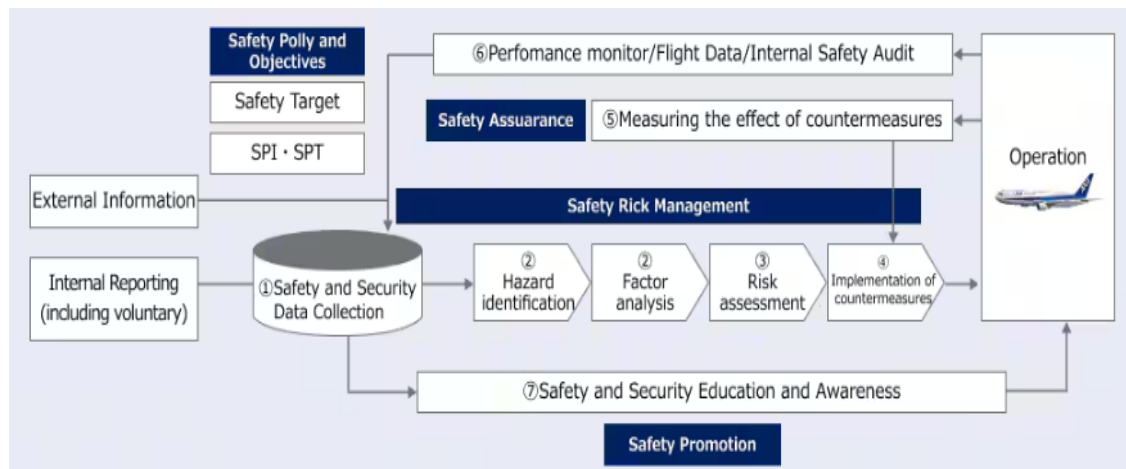
SMS comprises the following four components.

- (1) **“Safety Policy and Objectives”** to execute plans aimed at continuously improving safety standards
- (2) **“Safety Risk Management”** to identify hazards and ensure that safety is maintained at an acceptable level
- (3) **“Safety Assurance”** to continuously monitor and periodically assess safety levels
- (4) **“Safety Culture Promotion”** to raise the safety awareness of each and every employee and improve safety standards through safety-related activities and awareness campaigns

We further ensure that business operation policies designed to secure safety are thoroughly implemented within each organizational unit, be they involved in flight operations, maintenance, cabin services, airport operations, or cargo handling. By clarifying the division of responsibilities and communication structures within each unit, we facilitate smooth communication between management and frontline personnel, as well as across organizational units, enabling the entire organization -- from top management to the front lines -- to work as a unified whole to ensure the SMS functions effectively.

2. Overview and Components of SMS Operation

The various initiatives that make up the SMS -- “Safety Policy and Objectives,” “Safety Risk Management,” “Safety Assurance,” and “Safety Culture Promotion” -- are interrelated within the SMS framework, and ensuring that the SMS cycle runs smoothly helps maintain and improve safety. Every Group employee involved in flight operations plays a role within the SMS, and safe flight operations are sustained through employees diligently performing their respective duties.



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3. Duties of Safety Officials

(1) President

As the person with ultimate responsibility for safety, the President establishes and clearly communicates safety policies, provides instructions to organizational units regarding matters necessary for promoting safety, and conducts regular management reviews.

(2) Chief Safety Officer

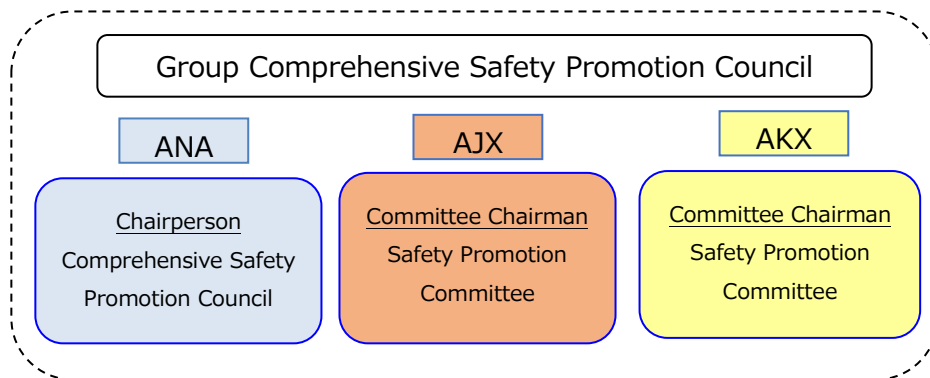
Pursuant to Article 103-2 of the Civil Aeronautics Act, each airline within the ANA Group has appointed a Chief Safety Officer to oversee and manage operations aimed at ensuring the safety of aircraft operations. The Chief Safety Officer's role is to maintain and improve the company's SMS and provide overall oversight of day-to-day operations, as well as conduct everyday safety monitoring and regularly report on these matters to the President. The Chief Safety Officers for each company are listed below.

Airline	Chief Safety Officer	Term of office
All Nippon Airways Co., Ltd.	Toshihiro Miyamae, Director and Executive Officer	April 1, 2024 - March 31, 2026
	Hiroyuki Kometani, Member of the Board and Executive Vice President	April 1, 2026 –
Air Japan Co., Ltd.	Satoshi Ichikawa, Senior Executive Vice President	April 1, 2025 –
ANA Wings Co., Ltd.	Masanari Tango, Director	April 1, 2024 - June 30, 2026
	Tatsuyuki Matsumoto, Director	July 1, 2026 –

4. Safety Promotion Bodies

(1) Group Safety Promotion Committee

The Group Safety Promotion Committee serves as a forum where the Chair of the Safety Promotion Committee (ANA), the Chairs of AJX's and AKX's Safety Promotion Committees, and executives in charge of flight operations-related divisions share information and reach consensuses on important matters concerning Group-wide safety. It also establishes safety policies and issues proposals, recommendations, and instructions for each Group airline.



(2) ANA Safety Promotion Committee (AJX and AKX: Safety Promotion Committee)

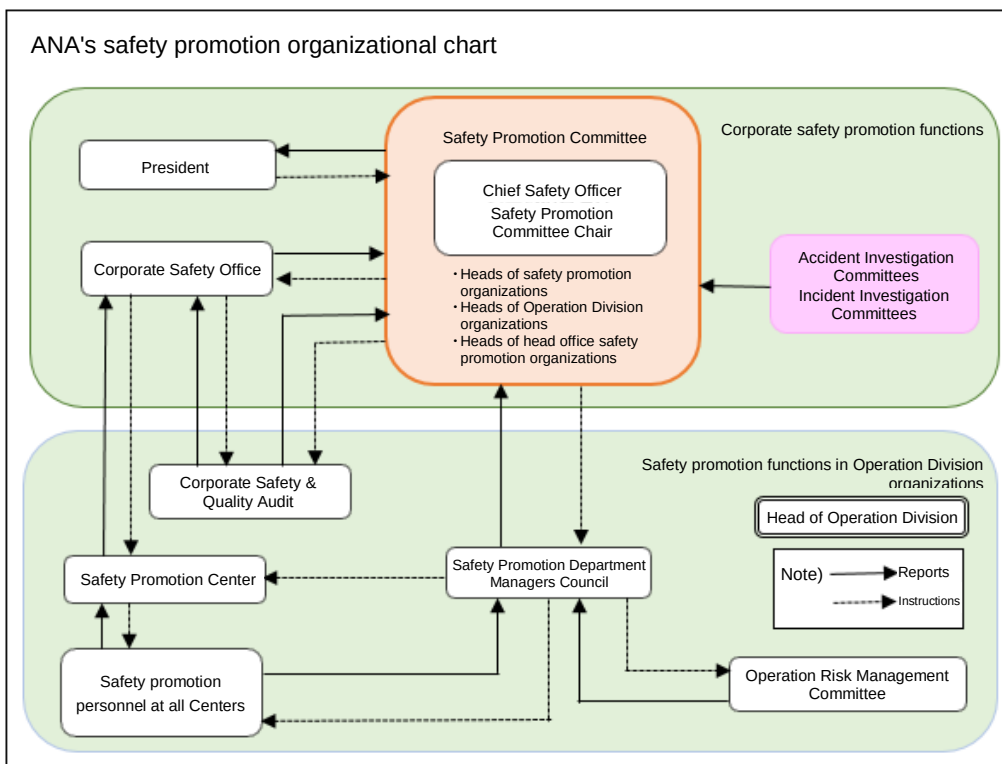
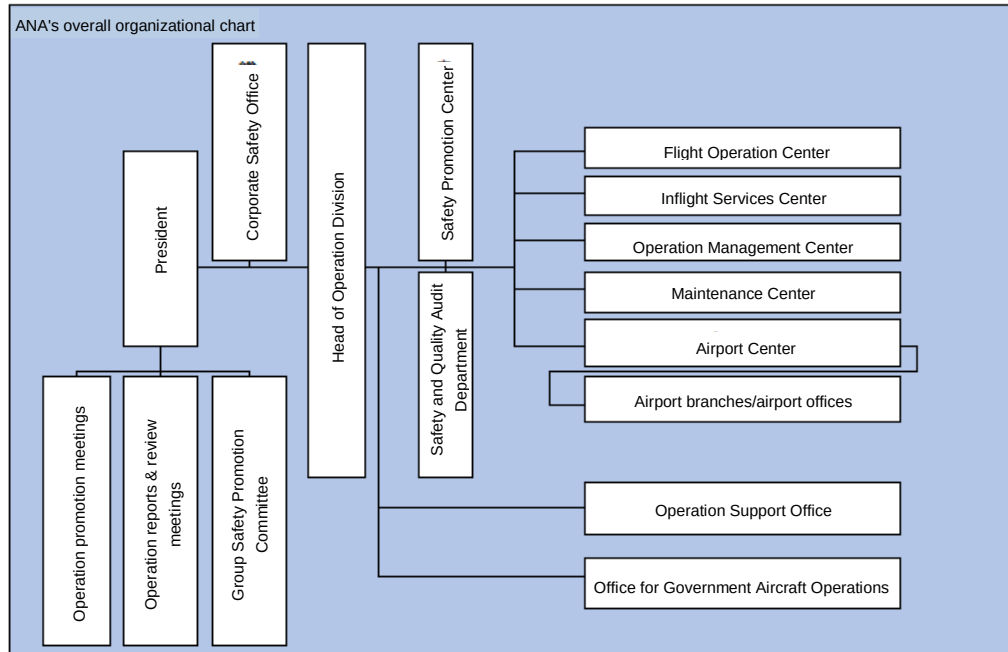
This is ANA's highest deliberative body responsible for establishing safety policies aimed at eliminating aviation accidents, strengthening our safety framework by promoting safety awareness and encouraging communication and collaboration among divisions.

ANA Group Safety Report for FY2025

5. Safety Management Structures at ANA Group Companies *As of April 1, 2026

(1) All Nippon Airways Co., Ltd. (ANA)

[1] Organizations responsible for overall operations and safety



ANA Group Safety Report for FY2025

[2] Overview of the functions and roles of each organization

- These organizations are broadly divided between head office organizations and Operation Division organizations responsible for flight operations. The Operation Division includes the Flight Operations Center (for flight crew), the Inflight Services Center (for cabin crew), the Engineering & Maintenance Center (for maintenance personnel), the Operations Management Center (for flight dispatchers), the Airport Center (which handles overall airport operations), and the Operation Support Office (which addresses cross-functional issues within the Operation Division), as well as the Safety Promotion Center and the Corporate Safety & Quality Audit Department.
- The Corporate Safety Office serves as the secretariat for the Group Safety Promotion Committee and formulates company-wide policies and plans regarding all aspects of safety. The Office maintains an overall understanding of safety conditions within the company and across the Group, and oversees company-wide safety promotion and safety management initiatives.
- The Safety Promotion Center serves as the secretariat for the Safety Promotion Department Managers Council and is responsible for formulating and implementing policies and plans related to all safety promotion activities within the Operation Division. The Center also plans and implements risk management activities as well as training and awareness programs, primarily within the Operation Division, aimed at preventing safety-related events from occurring and ensuring they do not recur.
- The Corporate Safety & Quality Audit Department is responsible for conducting audits to objectively evaluate whether each organization's safety management structure is functioning effectively in accordance with safety standards established by the government and the company as well as with international safety standards, and whether the framework -- including its underlying structure -- is being continuously improved; it also requests corrective actions where necessary.

[3] Number of personnel in each organization

Corporate Safety Office	Corporate Safety Office and Safety Promotion Center	Corporate Safety & Quality Audit Department	Flight Operations Center
1	72	26	2,634
Inflight Services Center	Engineering & Maintenance Center	Operations Management Center	Airport Center
9,355	1,660	245	301

*In addition to the above, 128 in the Operation Support Office

[4] Numbers of flight crew members, cabin attendants, maintenance personnel, authorized engineers, and flight dispatchers

Flight crew members	Cabin attendants	Maintenance personnel (authorized engineers)	Flight dispatchers
Captains 1,549 First officers: 701 Total: 2,250	9,139	ANA: 459 (229) e.TEAM ANA ^{*1} : 2,664 (1,531)	71

*1: ANA Group's maintenance companies

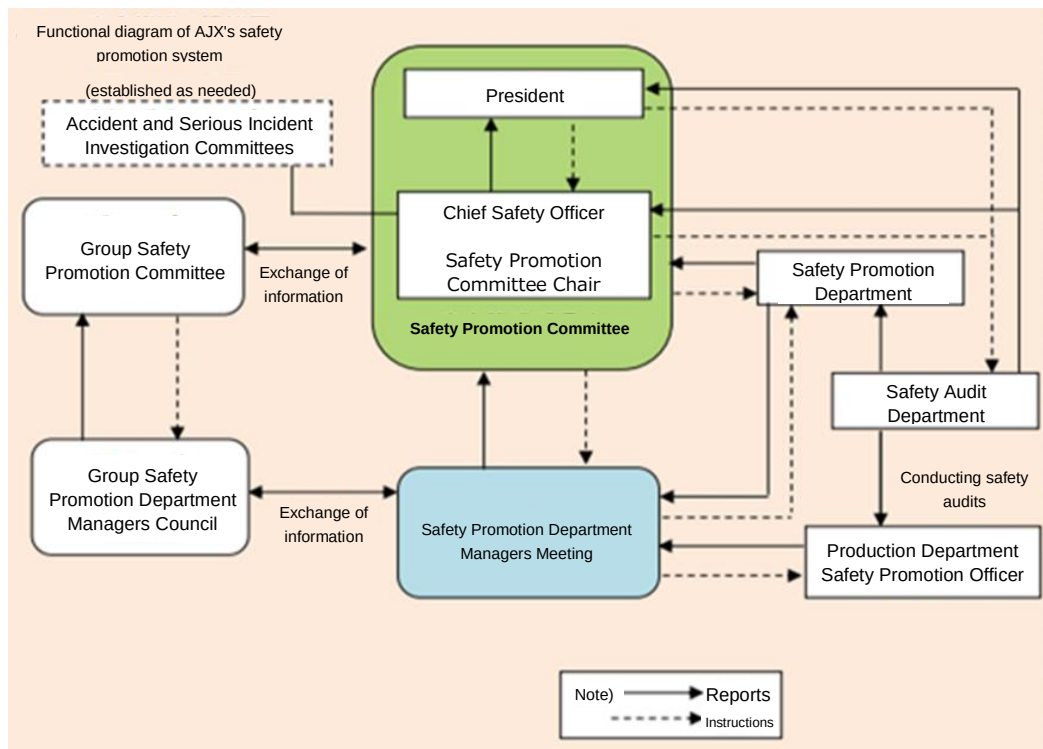
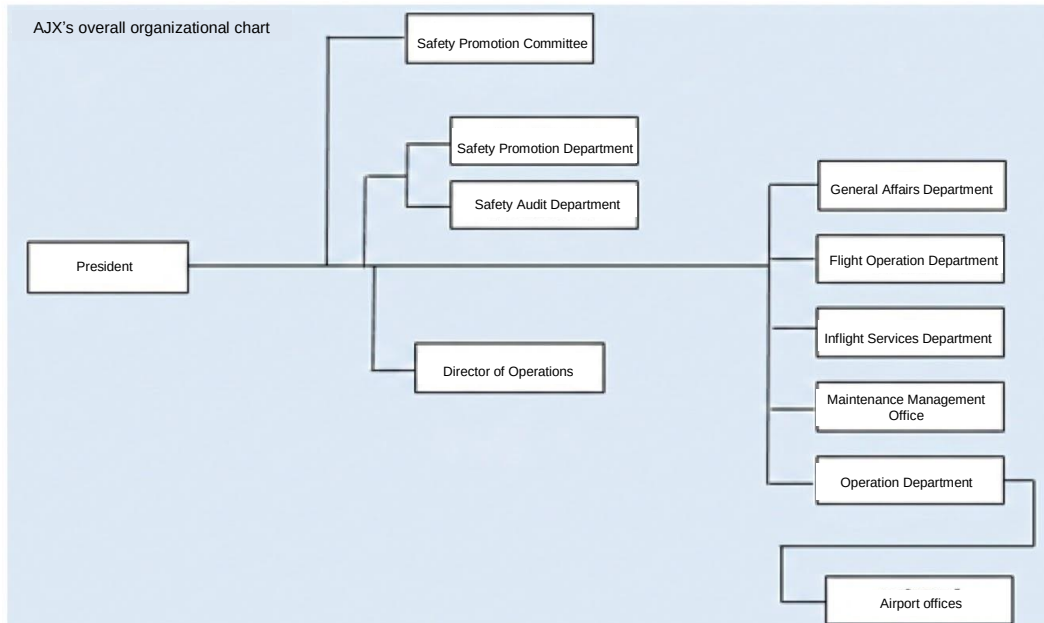
[5] Identifying and sharing issues related to flight operations

- The Safety Promotion Committee serves as the central functioning entity within ANA's Safety Management System (SMS). As the company's highest deliberative and decision-making body regarding safety, it deliberates on critical safety-related issues, determines policies, verifies the implementation of safety measures, and issues proposals, recommendations, and instructions. The Committee comprises the President, the Chief Safety Officer, the executives in charge of individual centers within the Operation Division, and the executives in charge of key head office organizations.
- The Safety Promotion Department Managers Council is a subcommittee of the Safety Promotion Committee and consists of the heads of the departments and offices responsible for safety and quality at each of the Operation Division's centers, as well as the heads of key head office organizations. Prior to Safety Promotion Committee meetings, the Council conducts discussions on important safety-related issues at a more substantive level and verifies the implementation of safety measures, among other activities.
- The Flight Operations (FO) Safety Promotion Council, serving as a central component of the FO SMS, monitors situations related to flight safety, deliberates on safety-related issues, and establishes policies to strengthen the safety framework within FO organizations.
- The Group Inflight Services Safety Council serves as a component of the SMS for inflight services. It identifies various issues related to safety and quality across the inflight services departments of the three Group companies and serves as a mechanism for confirming progress made in implementing functions.
- The Airport Team Council conducts meetings on behalf of the Airport Division. This Council is responsible for conducting in-depth deliberations and making decisions on key issues related to airport operations, production systems, and quality. It identifies safety-related issues in airport operations and determines policies and implementation measures.
- Monthly management review meetings are held as engineering and maintenance function meetings. This is a monthly meeting attended by top management to review the progress of the various initiatives and KPIs (key performance indicators) outlined in the Group Engineering & Maintenance Division's medium-term strategy being implemented across "e.TEAM ANA", the collective term for the Group's engineering and maintenance companies, Group airlines, and ANA's Engineering & Maintenance Division. During these meetings, quality information on maintenance—such as equipment quality, workplace safety, and work quality—is shared and the validity and appropriateness of measures addressing important matters such as flight cancellations and flight irregularities are verified in an effort to improve the quality of ANA Group aircraft.

ANA Group Safety Report for FY2025

(2) Air Japan Co., Ltd. (AJX)

[1] Organizations responsible for overall operations and safety



ANA Group Safety Report for FY2025

[2] Overview of the functions and roles of each organization

- These organizations are broadly divided between head office divisions and the Production Division. The Production Division consists of the Operation Department, which centrally manages support for the smooth execution of flight operations and the outsourcing of airport-related services; the Maintenance Supervision Office, which oversees outsourced maintenance; and two operational departments: the Flight Operation Department and the Inflight Services Department.
- For flights operated under a management contract, operations-related tasks are outsourced to ANA; for self-operated flights, maintenance-related tasks and the majority of operations-related tasks are outsourced to ANA. The Operation Department, the Maintenance Supervision Office, and other relevant departments issue instructions to the contracted parties and monitor quality.
- The Safety Promotion Committee is the highest deliberative body for important matters related to the company's safety; it deliberates on critical safety-related issues, determines policies, verifies and monitors the implementation of safety measures, and issues proposals, recommendations, and instructions.
- The Safety Promotion Department pursues safety and security activities across all operations in accordance with the ANA Group's basic policies and regulations on safety and security, as well as security plans and other relevant guidelines.
- The Safety Audit Department is responsible for objectively evaluating whether each organization's quality assurance systems comply with safety standards established by the government and the company as well as with international safety standards, and for requesting corrective actions.

[3] Number of personnel in each organization

Safety Promotion Department	Safety Audit Department	Flight Operation Department	Inflight Services Department	Operation Department	Maintenance Supervision Office
6 (one holding a concurrent position at ANA)	25 (six holding concurrent positions within the company) (17 holding concurrent positions at ANA)	363 (98 holding concurrent positions at ANA)	949 (31 holding concurrent positions at ANA)	12 (five holding concurrent positions at ANA)	2

*Maintenance operations and most airport operations are outsourced to ANA.

[4] Numbers of flight crew members, cabin attendants, maintenance personnel, and flight dispatchers

Flight crew members	Cabin attendants	Maintenance personnel (inspection supervisors)	Flight dispatchers
Captains: 107 First officers: 85 Total: 192	911	0 (0)	44 ^{*1}

*1: AJX has appointed ANA's flight dispatchers as "shared flight dispatchers" on a contract basis.

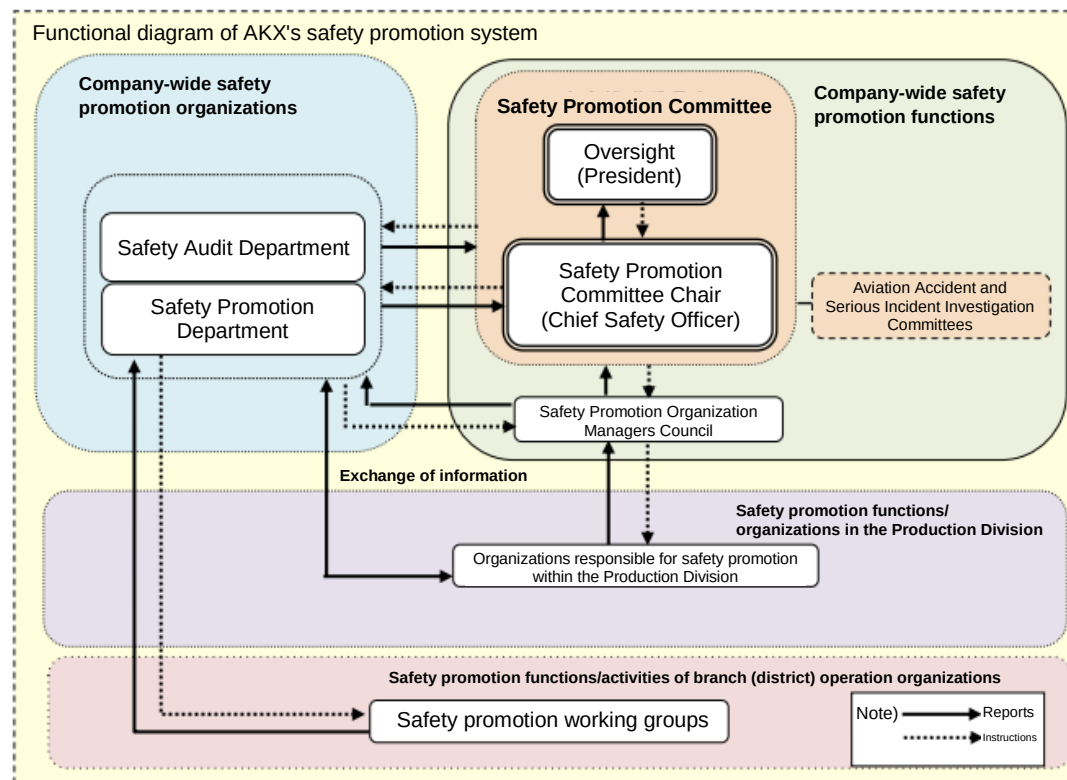
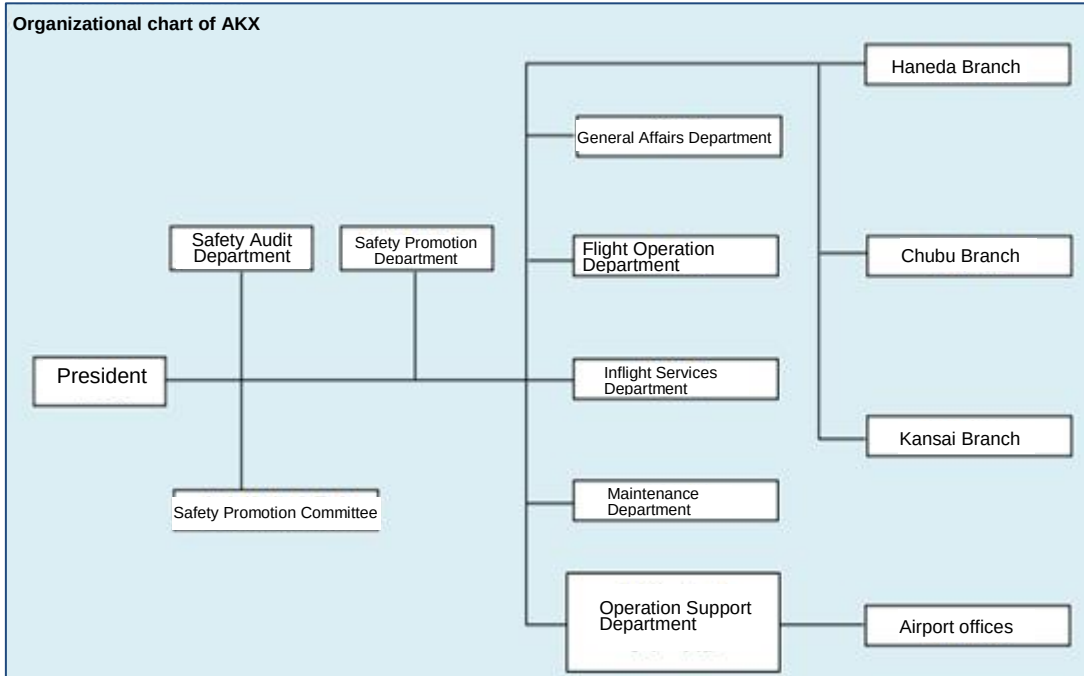
[5] Identifying and sharing issues related to flight operations

- As a core entity within the Safety Management System (SMS), the Safety Promotion Committee deliberates on important matters related to company-wide safety and determines policies and actions.
- The Safety Promotion Department Managers Council reviews the status of SMS activities, including the results of operational risk assessments, shares internal and external safety information, and reports its findings to the Safety Promotion Committee.

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(3) ANA Wings Co., Ltd. (AKX)

[1] Organizations responsible for overall operations and safety



ANA Group Safety Report for FY2025

[2] Overview of the functions and roles of each organization

- These organizations are broadly divided between head office organizations and branch organizations. The head office organizations consist of the Safety Promotion Department, the Safety Audit Department, the General Affairs Department, the Flight Operation Department, the Inflight Services Department, the Maintenance Department, and the Operation Support Department. Each district has a Flight Operation Department Crew Office for flight crew members, an Inflight Services Department Crew Office for cabin attendants, and a Branch Operation Support Section. Safety promotion working groups also carry out safety promotion activities at the branch (district) level. Maintenance operations are outsourced to ANA, and the Maintenance Department's Maintenance Supervision Section is responsible for providing instructions to contracted parties and managing quality. Production organizations establish and publicize their own safety and quality policies based on the company's basic policies regarding safety and quality, and implement these policies as part of their daily operations.
- The Safety Promotion Committee is the company's highest deliberative and decision-making body regarding safety; it deliberates on important safety-related matters, determines policies, verifies and monitors the implementation of safety measures, and issues proposals, recommendations, and instructions. It also promotes safety across organizational boundaries.
- As the secretariat for the Safety Promotion Committee, the Safety Promotion Department proposes company-wide policies, safety and security targets, safety measures, and safety-related issues; it also collects information on safety and security, disseminates it throughout the company, and conducts safety and security training and awareness campaigns.
- The Safety Audit Department is responsible for objectively evaluating whether the mechanisms for upholding safety within each organization are functioning properly, whether cross-organizational operations are maintaining continuity, and whether they comply with international safety standards, and for requesting corrective actions.

[3] Number of personnel in each organization

Safety Promotion Department	Safety Audit Department	Flight Operation Department	Inflight Services Department	Maintenance Department	Operation Support Department
25 (four holding concurrent positions within the company)	17 (13 holding concurrent positions within the company)	860 (nine holding concurrent positions within the company)	1,185 (three holding concurrent positions within the company)	7 (one holding a concurrent position within the company)	29 (zero holding concurrent positions within the company)
Haneda Branch	Chubu Branch	Kansai Branch			
11	16	27			

[4] Numbers of flight crew members, cabin attendants, maintenance personnel, authorized engineers, and flight dispatchers

Flight crew members	Cabin attendants	Maintenance personnel (inspection supervisors)	Flight dispatchers
Captains: 331 First officers: 264 Total: 595	1,139	0 (0)	78 ^{*1}

^{*1}: AKX has appointed ANA's flight dispatchers as "shared flight dispatchers" on a contract basis.

ANA Group Safety Report for FY2025

[5] Identifying and sharing issues related to flight operations

- As a core entity within the Safety Management System (SMS), the Safety Promotion Committee deliberates on important matters related to company-wide safety and determines policies and actions.
- The Safety Promotion Organization Managers Council gathers information on the appropriateness, validity, and effectiveness of the SMS with regard to safety risk assessments, evaluates this information, maintains the capabilities of the SMS functions, and reports to the Safety Promotion Committee on matters necessary for continuous improvement.
- The Flight Operation Department Management Council is a forum for deliberating and deciding on key matters related to flight operations. It assesses the current status of flight operations based on information such as captains' reports that serve as a means of monitoring operations, and makes decisions regarding the department's policies and activities aimed at promoting safety.
- The Inflight Services Department Management Council deliberates on matters decided at the Safety Officers' Council -- such as analyses of issues pertaining to improving safety and quality and the formulation of countermeasures -- and makes decisions on behalf of Inflight Services.
- The Maintenance Department Management Council serves as a forum for the entire Maintenance Department to share information on equipment quality and other important matters and to confirm the department's overall direction.



6. Information on Outsourcing the Management of Business Operations

When outsourcing the management of flight operations and maintenance operations, the ANA Group ensures that contracted parties meet the required standards for quality and capability during the selection process. The Group also strives to maintain and manage the quality of outsourced operations by establishing systems for acceptance inspections and feedback on day-to-day operations, as well as by conducting regular audits.

Contracting party	Contracted party	Scope of contract	Routes or aircraft types
ANA	AJX	Management of flight operations* ¹	• Narita–Ho Chi Minh City • Narita/Haneda–Singapore • Narita/Haneda–Bangkok • Narita–Kuala Lumpur • Haneda–Taipei (Songshan) • Narita/Haneda–Hong Kong • Haneda–Sydney
AJX	ANA	Management of maintenance operations* ²	B787-8 / B787-9 / B787-10
AKX			B737-800 / DHC-8-400

*1: Outsourcing the management of flight operations refers to cases in which the operation of aircraft in connection with a contracting party's air transportation business is summarily carried out by a contracted party using aircraft and flight crew provided by the contracted party, in accordance with the contracted party's flight operation manual.

*2: Outsourcing the management of maintenance operations refers to cases in which aircraft maintenance in connection with a contracting party's air transportation business is summarily carried out by a contracted party in accordance with the contracted party's maintenance manual. Please note that AJX outsources the management of maintenance operations to ANA only for flights operated independently by AJX.

7. Information on Outsourcing Business Operations

(1) Operational structure for airport operations within the ANA Group

AJX and AKX outsource operations related to the handling of passengers, cargo, and baggage at airports to ANA, which in turn subcontracts these operations --including those for its own flights -- to Group airport companies or general agents. ANA ensures appropriate management of these contracted parties through inspections, examinations, and audits. Please note that, for AJX's self-operated flights, AJX directly outsources operations related to the handling of passengers, baggage, etc., at overseas airports to local handling companies and properly oversees these contracted parties.

(2) Maintenance operation structure within the ANA Group

Aircraft maintenance can be broadly categorized into airframe maintenance, engine maintenance, and equipment maintenance. ANA is responsible for maintenance management within the ANA Group. ANA's Engineering & Maintenance Division and five Group companies specializing in maintenance have established a joint venture with ANA as the managing entity. Having obtained a single certified maintenance facility designation, they carry out certified maintenance operations under uniform quality standards, quality management systems, and safety management systems.

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* ANA Group's maintenance companies

Company name (abbreviation)	Work handled
ANA Base Maintenance Technics Co., Ltd. (BTC)	Aircraft and equipment maintenance
ANA Component Technics Co., Ltd. (CTC)	Equipment maintenance
ANA Engine Technics Co., Ltd. (ETC)	Engine maintenance
ANA Line Maintenance Technics Co., Ltd. (LTC)	Aircraft maintenance
ANA Aero Supply Systems Co., Ltd. (AAS)	Equipment maintenance, acceptance inspection of materials, parts storage and management, technical data management assistance

(Note) The ANA Group also outsources major aircraft maintenance work to companies outside the Group.

- STEASC (ST Engineering Aerospace Services Company Pte. Ltd.)
This Singapore-based maintenance company has the capacity to service ANA Group-owned B787, B777, B767, and B737 aircraft, and has been contracted by the ANA Group since 1997.
- HAECO XIAMEN (Taikoo (Xiamen) Aircraft Engineering Co., Ltd.)
Located in China's Fujian Province, this maintenance company has the capacity to service ANA Group-owned B787, B777, B767, and A380 aircraft, and has been contracted by the ANA Group since 1997.
- STAECO (Taikoo (Shandong) Aircraft Engineering Co., Ltd.)
Located in China's Shandong Province, this maintenance company has the capacity to service ANA Group-owned B737, A320, and DHC-8-400 aircraft, and has been contracted by the ANA Group since 2006.
- EGAT (Evergreen Aviation Technologies Corporation)
This Taiwan-based maintenance company has the capacity to service ANA Group-owned B787, B777, B767, and B737 aircraft, and has been contracted by the ANA Group since 2012.
- MRO Japan Co., Ltd.
This Okinawa-based maintenance company has the capacity to service ANA Group-owned B787, B777, B767, B737, A320, and DHC-8-400 aircraft, and has been contracted by the ANA Group since 2015.

8. Preparation and Management of Safety-related Documents

We have established guidelines for the creation, provision, and management of documents and other materials pertaining to safety information in our Safety Management Manual to ensure that executives and employees who need them have access to the most up-to-date versions, and we maintain and manage these documents accordingly.

We also ensure that the contents of flight-related records are verified, maintained, and managed properly in accordance with laws and regulations and requests from relevant authorities. Record management encompasses the management and control of all records, including documents relating to the performance of safety management duties, training, and other duties necessary for flight operations.

V. Safety Risk Management

The ANA Group engaged in risk management for reported near-misses and other safety-related events across four areas -- not only aircraft flight operations but also customers, employees (workers), and security -- using the following process.

1. Overview of Safety Risk Management

(1) Understanding circumstances

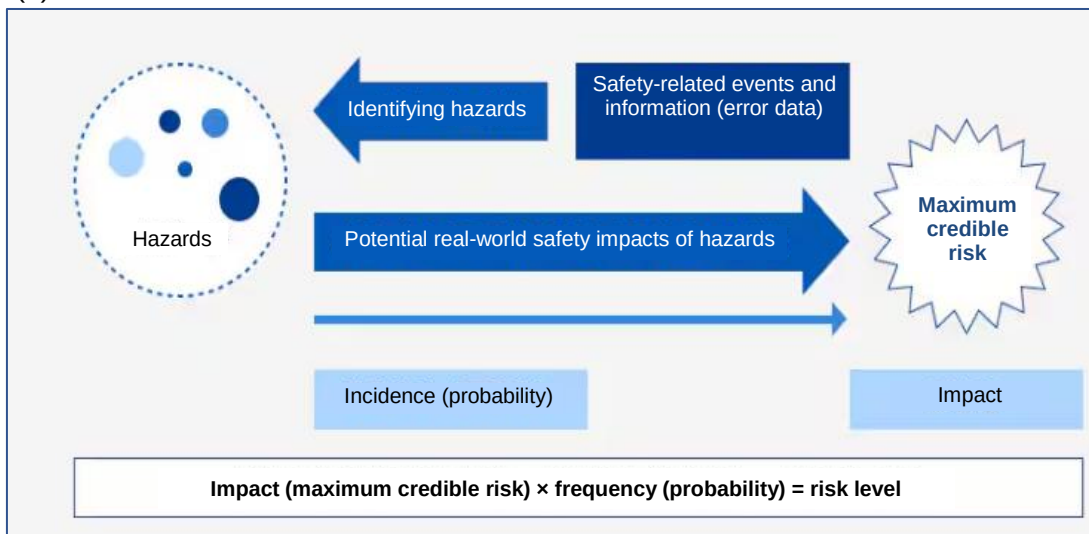
We identify events that pose safety risks based on safety information obtained from internal and external safety-related events and near-misses, information derived from analyses of flight operations data, information regarding crew fatigue, and internal safety audit information.

(2) Identifying hazards

Safety risk assessors who have received the required training analyze the selected safety risk events and identify hazards*1.

*1: Refers to a condition or object that could be a cause or contributing factor to an aircraft accident or incident

(3) Risk assessments



Safety risk assessors carry out risk assessments in accordance with the following process.

Step 1	Consider "envisioned hazards (maximum credible risk)" based on safety-related events
Step 2	Consider the impact and frequency of occurrence if an "envisioned hazard" were to occur
Step 3	Determine the safety risk level using a matrix based on impact and frequency of occurrence

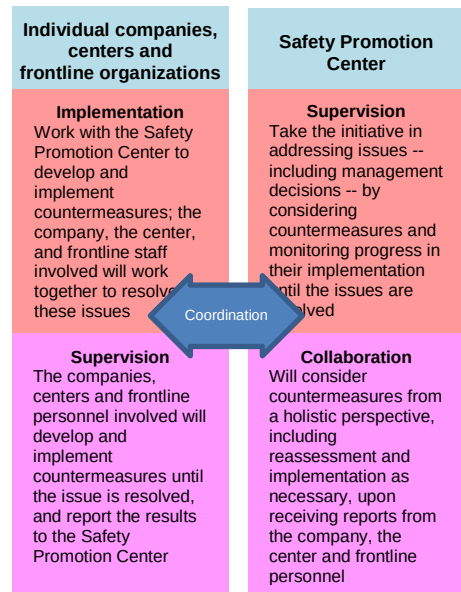
ANA Group Safety Report for FY2025

(4) Review and implementation of corrective actions

The organizations involved in the incident as well as the Safety Promotion Center will collaborate in analyzing and evaluating the situation and in formulating and reviewing countermeasures. We will take the following actions based on safety risk levels.

(5) Safety risk levels

Level of risk based on the impact of the possible maximum credible risk	
Level D	A critical safety risk level demanding immediate strategic countermeasures.
Level C	A high safety risk level requiring swift executive decision-making and action.
Level B	A safety risk level monitored under functional management standards, with low need for immediate executive action.
Level A	A safety risk level manageable within day-to-day operations.



(6) Responses based on safety risk levels

Level D	Management must prioritize this above all else and implement risk mitigation measures, including considering the immediate suspension of similar operations or services, while managing the risk under a Framework equivalent to Risk Level C.
Level C	Escalate to the Comprehensive Safety Promotion Committee for executive decision-making. The Safety Promotion Center will oversee management while the action division executes prompt measures to reduce the risk level to B or below.
Level B	Specialized functions will lead collaboration between management and front-line operations to systematically eliminate risks and lower the risk level to Level A.
Level A	Led by specialized functions, management and frontline personnel are required to maintain daily awareness, share insights, build organizational knowledge, and ensure effective recurrence prevention.

(7) Evaluation of the effectiveness of corrective actions

Safety risk assessors will reassess risk levels based on the circumstances following the implementation of corrective actions. If the risk is not deemed to be at an acceptable level, we will develop and implement additional measures as necessary.

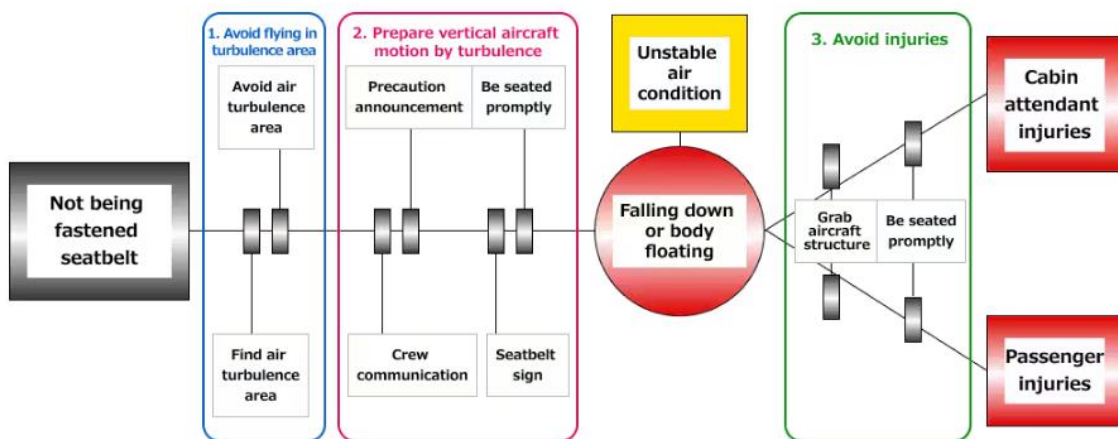
(8) Risk management tool

We use the Bowtie Model as a tool for risk management. The Bowtie Model is a risk assessment method that can be used to analyze and demonstrate causal relationships in high-risk scenarios, and it has been adopted by major airlines in Europe and the United States. This tool enables users to visually assess risks by evaluating the presence and effectiveness of protective barriers between a given event's "threat (cause)"**2, "safety-related events" expected to result from it, and "serious safety-related events" that may follow. This facilitates the implementation of more systematic and effective countermeasures. Incorporating the Bowtie Model into the ANA Group's risk management enables us to manage safety efficiently and effectively.

*2: A factor that may act on a hazard and potentially serve as a direct cause of a minor safety-related event

[Illustrative example of the Bowtie Model applied to an accident caused by turbulence*3]

* 3: The Bowtie Model diagram shown above is for illustrative purposes only; in practice, we have implemented various other measures in addition to those noted above.



(9) Change management

Air transportation safety must be maintained despite an ever-changing environment. The ANA Group identifies and assesses hazards and safety risks arising from changes in work environments, the introduction of new systems, and changes to procedures. By ensuring that change management is carried out effectively to implement the necessary preventive measures, the Group proactively prevents potential issues before they occur.

2. Content of Regular Training and Assessments

(1) Flight crew members

Flight crew members at ANA Group companies are required to undergo regular training and assessment to maintain their flight qualifications. The training program includes classroom instruction, flight simulation training, and emergency training. The assessment consists of a skills test using a flight simulator and a route test on an actual flight, and candidates must pass both. To further enhance safety, some organizations have also incorporated CBTA* principles into the periodic training/assessment mentioned above and have launched new training/assessment programs.



* CBTA (Competency-Based Training and Assessment) refers to a program that clarifies the competencies (skills and behavioral characteristics) required for actual flight operations and provides flexible training and assessment based on the mastery of those competencies.

(2) Cabin attendants

Cabin attendants at ANA Group companies regularly participate in comprehensive emergency training that covers responses to various emergencies, emergency evacuations, emergency exit operation, and the handling of emergency equipment so that they can maintain the necessary knowledge, skills, and abilities required for their qualifications as cabin attendants and their cabin crew ratings for specific aircraft, as well as to raise awareness of day-to-day safety tasks and improve their ability to respond to emergency situations.



(3) Maintenance personnel

The periodic training programs for maintenance personnel at ANA Group companies include periodic training programs for authorized engineers, inspectors, acceptance inspectors, approved technicians, human factors, flight operation approval, and air transport of hazardous materials, all of which are conducted within the prescribed timeframes. In addition, we carry out periodic screening of approved technicians every two years to verify that they have maintained their skills.



(4) Flight dispatchers

Periodic training for flight dispatchers (shared flight dispatchers) at ANA Group companies is generally conducted once a year. In Part 1, we cover winter operations, CAT (instrument landing system) operations, ETOPS (Extended-range Twin-engine Operational Performance Standards), new operational knowledge, case studies, human factors, and the transport of hazardous materials. In Part 2, we review operational knowledge. The knowledge and skills of flight dispatchers are assessed every two years after their appointment.



3. Measures to Maintain and Ensure Skills That Support Safety

(1) Further strengthening resilience (for flight crew members)

Starting in 2019, the regular training program for flight crew members shifted from the traditional one-size-fits-all approach to a training program (CBTA) tailored to each individual's proficiency level that closely mirrors actual flight operations. CBTA is a new



framework designed not only to develop the piloting skills required to fly an aircraft but also to foster resilience, i.e., the ability to respond flexibly to unforeseen situations. By incorporating challenges based on operational and training data into training exercises, it cultivates the individual capabilities of each pilot. We plan to continuously review the training content even after implementation and gradually expand it to other aircraft types as we strive to create a more effective training environment.

(2) Doubling down on prevention through both physical and digital means (for cabin attendants)

Inflight Services focuses on the acquisition of skills through a combination of physical and digital means. In the past, cabin attendants could only inspect the cabin after actually boarding the aircraft; however, they can now engage in highly immersive pre- and post-flight training by utilizing "360° Camera View" -- digital content that incorporates key safety considerations -- and "Knowledge Square," an in-office training area where they can learn by actually handling various inflight equipment. We are facilitating the transfer of past experience and the improvement of individual skills through real-world flight experience and these tools, thereby maintaining a high level of safety.



(3) Training using virtual reality (VR) (for ground handling personnel)

We introduced VR simulators for ground handling training in 2024 to address the lack of training opportunities at regional airports and provide a consistent, high-quality training environment nationwide. It is now possible to develop practical skills through the selection of different airports and weather conditions in simulations that re-create malfunctions difficult to replicate in actual aircraft. Starting in 2026, we have also introduced safety training content that allows participants to experience safety-related events through VR videos, and we are focusing our efforts on preventive measures.



4. Specific Initiatives

(1) Measures to prevent accidents caused by turbulence

Due to the effects of climate change associated with global warming, the risk of changes in upper-atmosphere jet streams and the occurrence of clear-air turbulence difficult to detect by radar has been increasing worldwide in recent years. As a result, the risk of aircraft encountering unexpected turbulence that could result in injuries to passengers and cabin attendants is also on the rise. The ANA Group is working collaboratively across its relevant organizations to respond swiftly to these changes in weather conditions and prevent injuries caused by turbulence. To this end, we are focusing our efforts on three key principles: prevent shaking, prepare for shaking, and avoid injuries.

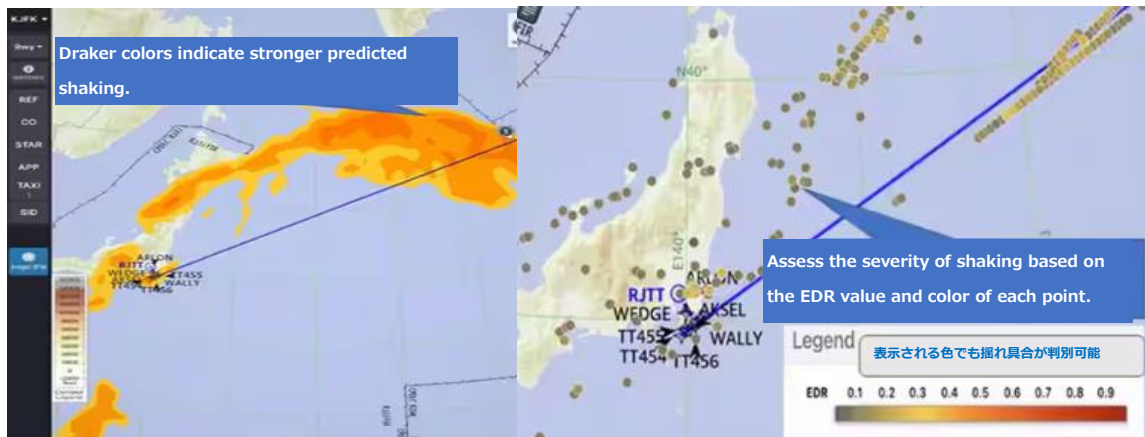
[1] Prevent shaking

To further enhance flight safety and comfort, the ANA Group has already introduced and is utilizing GTG (Graphical Turbulence Guidance), which enables turbulence prediction and appropriate route selection, as well as the IATA's EDR (Eddy Dissipation Rate). We have subsequently put in place a system that allows flight crew members, flight dispatchers, and others to view and update highly accurate predictions and real-time data regarding shaking in real time on their tablet devices, in addition to conventional weather analyses and information from other aircraft.

We are currently expanding the range of equipment covered by the EDR program to help bolster our observation and forecasting network. We will accelerate the adoption of technology in response to changes in weather conditions and continue to strive for even safer flight operations.

GTG data screen

EDR data screen



[2] Prepare for shaking

To prevent injuries caused by turbulence, it is essential to provide passengers with information in advance and ensure prompt communication among the crew while on board.

Flight crew members take full advantage of the forecasts and real-time information obtained from tools such as GTG and EDR to arrive at prompt, forward-looking decisions on when to activate the seatbelt sign.



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We are also working to raise awareness among our passengers and encourage the consistent practice of wearing seat belts at all times while seated in preparation for unexpected turbulence. Even when the seatbelt sign is off, cabin crew immediately report/share information with the captain on any turbulence or warning signs they detect in the cabin. By coordinating closely with the cockpit, they ensure the seatbelt sign is activated promptly, thereby minimizing the risk of injury from sudden turbulence.

[3] Avoid injuries

To avoid injuries to both passengers and cabin attendants in the event of turbulence, we are continuing our efforts to raise prior awareness and boost our ability to respond to sudden turbulence. To help our passengers understand the proper actions to take when turbulence occurs and to make them more aware of preventive steps, we continue to show the “Important Turbulence Information for a Safe Flight” video onboard our flights.



On the other hand, cabin attendants prioritize “securing personal safety in the moment” when encountering unexpected turbulence. To keep passengers from being lifted off their feet and to ensure their safety, we strictly enforce a policy requiring passengers every time they board a flight to check for handrails, handles and other places they can grab onto immediately. In addition, our new employee orientations and various training programs now regularly feature practical drills using motion mockups (simulators) that can replicate shaking to help employees learn how to protect themselves instinctively.

Please [click here](#) to watch the safety video on preventing injuries caused by inflight turbulence.

(2) Response to fires and smoke from lithium-ion battery devices onboard aircraft

In response to the risk of smoke and fire associated with portable chargers and similar devices that has been on the rise both domestically and internationally, the ANA Group has discussed countermeasures using the Bowtie Model risk management methodology and has implemented protective measures based on the following two approaches.



1. Training on how to handle lithium-ion batteries and how to respond to overheating or fire
2. Development of specific response procedures for incidents of overheating or fire, and conduct of practical drills

Since April 24, 2026, we have also been asking passengers, in keeping with a request from the Ministry of Land, Infrastructure, Transport and Tourism’s Civil Aviation Bureau, to abide by the following requests regarding carry-on baggage and other matters in addition to complying with the existing rules:

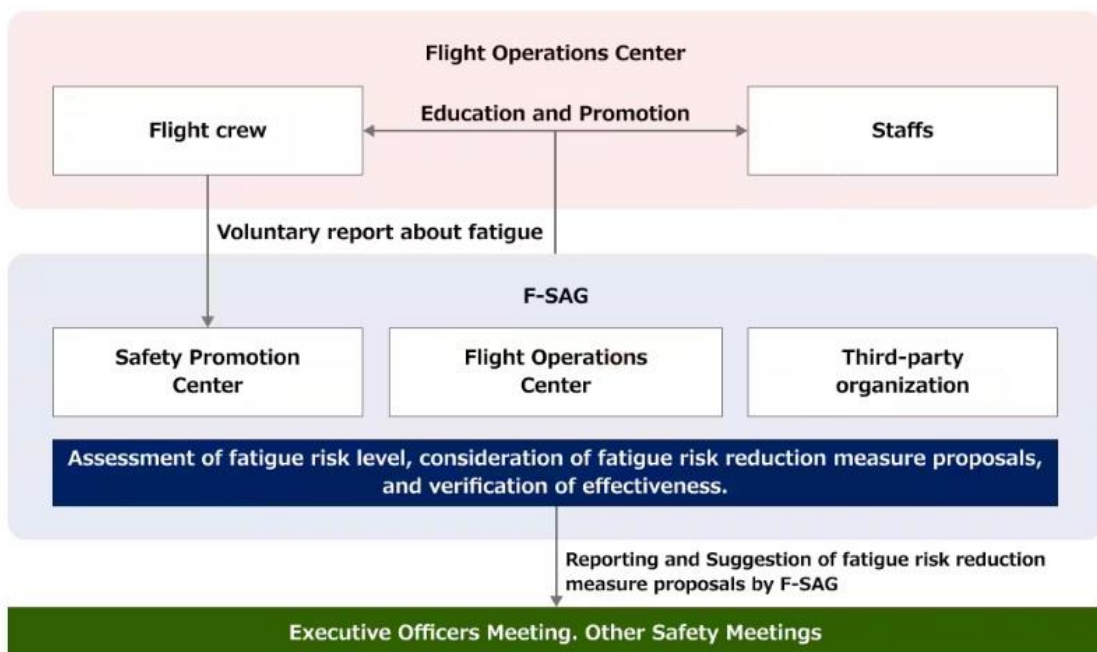
- Do not carry more than two portable chargers (totaling 160Wh or less) in carry-on luggage.
- Do not charge portable chargers on the plane.
- Do not use a portable charger to charge other electronic devices while onboard.

(3) Fatigue risk management for crew members

Because fatigue among flight crew members and cabin attendants poses a hazard to flight operations, we engage in fatigue risk management as part of our safety management system to prevent accidents and incidents.

[1] Fatigue risk management system (example for flight crew members)

We have established the Fatigue Safety Action Group (hereinafter referred to as “F-SAG”), which specializes in analyzing fatigue risks among flight crew members. F-SAG plans and carries out risk management activities, as well as education and awareness programs, aimed at preventing and eliminating safety-related events caused by fatigue.



[2] Key initiatives

Flight crew members, cabin attendants, and others involved in fatigue risk management are aware of their respective responsibilities regarding fatigue risk management, and are striving to reduce risks.

Information provided by flight crew members and cabin attendants is essential for identifying fatigue hazards, and we encourage them to actively share such information. We analyze the information we have collected and implement measures to mitigate risks. After implementing the measures, we evaluate their effectiveness and confirm that the risk of fatigue has been reduced.

We are conducting training to ensure proper fatigue risk management and are working to promote understanding of and foster the adoption of these practices.

VI. Safety Assurance

1. Key Mechanisms for Collecting, Communicating, and Sharing Safety Information

(1) Collection and analysis of safety information

Based on safety information collected and shared by relevant organizations, we identify trends and hazards (including human, technical, organizational, and environmental factors, as well as those arising from changes in business operations). We then assess risks based on the expected frequency and severity of potential safety-related events; if any unacceptable risks are identified, we develop specific measures to eliminate or mitigate them and evaluate the effectiveness of those measures after implementation. We have established procedures and systems for implementing this series of safety risk management measures and are engaged in activities to keep the risk of accidents and other safety-related events within acceptable limits. The three ANA Group airlines are collaborating on this initiative.

(2) Management reviews

The ANA Group's top management -- led by the President -- conducts management reviews to verify that the Safety Management System is functioning effectively. We will further strengthen safety at the ANA Group by regularly and continuously evaluating safety policies and various types of information, and by directing improvements to address any issues.

2. Safety Audits

(1) Third-party evaluations

[1] On-site safety audits conducted by the Ministry of Land, Infrastructure, Transport and Tourism's Civil Aviation Bureau

The ANA Group undergoes on-site safety audits^{*1} conducted by the Ministry of Land, Infrastructure, Transport and Tourism's Civil Aviation Bureau every fiscal year, and promptly implements corrective measures and submits reports regarding any issues identified during the audits.

In FY2025, the ANA Group as a whole underwent 56^{*2} on-site safety audits. In addition, information related to on-site safety audits is shared with ANA Group companies to help promote safety across the entire Group.

*1: Safety audits conducted by Japan Civil Aviation Bureau officials at the ANA Group's head office, domestic and international operating bases, and training facilities in accordance with the Civil Aeronautics Act

*2: In-flight audits conducted onboard an aircraft are not included in the count

ANA Group Safety Report for FY2025

[2] “Transportation Safety Management Evaluations” conducted by the Minister’s Secretariat of the Ministry of Land, Infrastructure, Transport and Tourism

This is a system administered by the Ministry of Land, Infrastructure, Transport and Tourism to evaluate the safety management structure of transportation operators. Its purpose is to verify whether these structures are functioning properly and to provide evaluations and advice.

In FY2025, audits were conducted at ANA and AKX.

Target	All Nippon Airways (ANA)
Period	December 9–11, 2025
Evaluations	• By having top management visit frontline locations and engage in regular dialogue, the company ensures a sense of psychological safety where employees feel comfortable reporting issues and seeking advice without fear of reprisal. • By clearly demonstrating a commitment to making safety the top priority and allocating the necessary budget and personnel, the company has instilled a positive safety culture throughout the entire organization. • By adopting approaches such as the Bowtie Model and ARMS, the company scientifically analyzes the warning signs that precede accidents and implements countermeasures. In addition, the company has formulated a business continuity plan (BCP) to prepare for large-scale disasters and is building a resilient system that can withstand any situation through the establishment of backup centers and practical drills. • ANA is incorporating technologies such as VR into its training to streamline the transfer of on-site skills. The company is thoroughly implementing training programs that encourage employees to view safety not as someone else’s responsibility, but as a challenge for them as professionals to think and act independently, thereby achieving autonomous safety management that goes beyond mere compliance with rules.
Recommendations	• Thoroughly identify the causes (psychological barriers) preventing the implementation of our Safety Principles through on-site interviews and case studies, and ensure employees consistently engage in safe behavior by continuously implementing measures to eliminate these barriers.
Expectations	• Executives and employees should always prioritize the safety of both service users and themselves. Efforts should be made to further instill and deepen a culture of assertion where anyone can openly discuss any safety-related issue and a culture of fairness where everyone can act in accordance with the rules without hesitation.

Target	ANA Wings (AKX)
Period	July 29–31, 2025
Evaluations	• Management views excessive workloads as a fundamental risk and is ensuring safe flight operations by reducing employee fatigue through a review of production systems. • Senior management and supervisors prioritize dialogue with employees, fostering safe and secure work environments by improving mutual understanding of each other’s circumstances. • The company is focusing on developing internal audit personnel, which has helped it conduct effective audits and continuously improve its safety management structure. • Business analysis and reviews are utilized to verify that previous issues have been resolved, to identify new challenges, and to maintain and improve the company’s safety management structure.

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Recommendations (Expectations)	• Maintain close communication and dialogue with contracted parties to improve safety and quality on both sides and build relationships that allow us to grow together. • Position strict compliance with laws and regulations as the foundation of organizational safety and ensure that all employees understand its importance. We will regularly monitor and improve employee compliance to further enhance our safety management structure.
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[3] Establishment of safety and security systems that accord with international standards

With the aims of objectively evaluating our safety management structure and further improving quality, we continue to undergo external audits conducted by the International Air Transport Association (IATA). We have obtained certification under IOSA (IATA Operational Safety Audit), a global operational safety standard, and we maintain and operate it at a high level, upholding the world's highest safety standards.

(2) Internal safety audits

The ANA Group conducts audits to objectively evaluate whether its safety management system complies with safety standards established by the government and the company, as well as with the latest international safety standards, and whether it is functioning effectively, and takes the necessary corrective actions. We also conduct IOSA-compliant audits of domestic airlines that operate ANA domestic codeshare flights to verify their safety standards.

3. Flight Data Analysis Program

To maintain safe operations and improve service quality, we have undertaken a safety initiative utilizing flight data for all flights. This initiative involves analyzing and evaluating accumulated flight data to identify operational safety-related issues and implement appropriate measures as needed. In addition to providing feedback on these results to all flight crew members through regularly published reports, we have in recent years also implemented initiatives such as providing tools that allow flight crew members to re-create their own flights using flight data and review them as videos, as well as tools that aggregate data over a specific period to help them objectively understand their own piloting tendencies. Through these efforts, we are expanding the scope of our activities to include multifaceted flight safety measures that enable flight crew members to further develop their skills on their own.



4. Responses to Accidents, Disasters, etc., and Preventive Measures

- (1) The government-approved Operations Policy Manual requires captains to report emergencies to the company's flight operations organization (Operations Management Center) or to air traffic control authorities -- depending on the nature of the emergency -- via radio or other means.
- (2) The Flight Operations Division, in accordance with the government-approved Operations Policy Manual, continuously monitors the flight status of the company's aircraft using the company's flight operations management system. If the division receives a report of an emergency or becomes aware of one, it will make every effort to establish communication with the affected aircraft and will also contact relevant public agencies and other entities to request assistance.
- (3) The company will investigate any accidents or incidents that occur and notify/report the details to the relevant authorities. As part of our investigative activities, we prepare investigation reports detailing the factors and causes of incidents, evaluate corrective and preventive measures based on those reports, and then report our findings to top management.
- (4) In preparation for emergencies or crises such as aviation accidents that could disrupt aircraft operations or business activities, we have developed a comprehensive Emergency Response Manual (ERM) based on the Emergency Response Plan outlined in our Safety Management Manual. We have set out procedures in a manual to ensure the smooth implementation of initial response measures such as passenger rescue and information provision in the event of an aviation accident as well as humanitarian assistance for victims and their families and measures to prevent further damage, and we conduct mock drills at least once a year.

Approximately 170 executives and employees have participated in the FY2025 training program that aims to ensure they verify procedures, validate effectiveness, and improve their skills. ERM also addresses operational crises, including disasters. During the January 2024 Noto Peninsula Earthquake, relevant organizations worked across organizational boundaries under this framework to take swift action, from confirming the safety of employees to resuming operations.



VII. Safety Culture Promotion

The ANA Group's Safety Principles state that "safety is the foundation of our business." Accordingly, we believe that raising awareness of aviation safety in the workplace and promoting related activities -- such as safety-related dialogue and participatory initiatives -- are effective measures, and therefore carry out various safety promotion activities across the Group.

1. ANA Group Education, Training, and Development Systems

Based on the ANA Group Safety Principles and in accordance with the ANA Group Course of Safety Action, we have established the following education, training, and development programs -- administered by the Corporate Safety Office and the Safety Promotion Center -- to cultivate employees who consistently prioritize safety in their actions, and we manage participation in these programs.

ANA Group employees						ANA Group employees		
	ANA's Day training	ASEC tier-based training	Operation Division			Expertise		
			SMS tier-based education	Fatigue risk management	Alcohol-related measures			
Executives	ASEC Emergency Aircraft Evacuation Training		SMS Executive Education	Fatigue Education	Education on Preventing Alcohol-Related Problems	Training for Safety Promotion Personnel	Training for Safety Promotion Committee Members	Training for Safety Risk Assessors
Management positions		ASEC Management Training※1	SMS Management Education					
General positions		ASEC Advanced Training	SMS Advanced Education					
New employees		ASEC Entry-level Training	SMS Entry-level Education					

We also conduct safety education on-site, online, and via the Internet. Examples include tier-based safety training, alcohol awareness education, human error education, education on preventing parts from detaching from aircraft, and aviation security training. Employees select courses based on their individual interests and attend them to enhance their safety knowledge.

2. Safety Education at the ANA Group Safety Education Center

The ANA Group conducts safety education for each and every ANA Group employee at the ANA Safety Education Center (ASEC) for the following purposes. We have also established visiting hours during which ANA Group employees are free to drop by, so that they can use the facility as a place to pursue safety on their own initiative and exchange ideas about safety with their workplace colleagues.

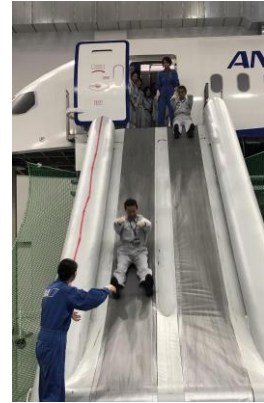
- (1) Employees will confront the facts pertaining to accidents, ensure that past accidents are not forgotten, learn from the tragic consequences of accidents and recognize the importance of maintaining safe flight operations.

- (2) Employees will learn about the importance and value of safety and security in four areas (flight operations, security, customers, and employees/workers), and individual Group employees will consider what they can do to ensure safe flight operations.
- (3) Through experiences with errors and workshops with fellow Group employees, employees will gain new insights and put safe behaviors into practice in their respective workplaces.



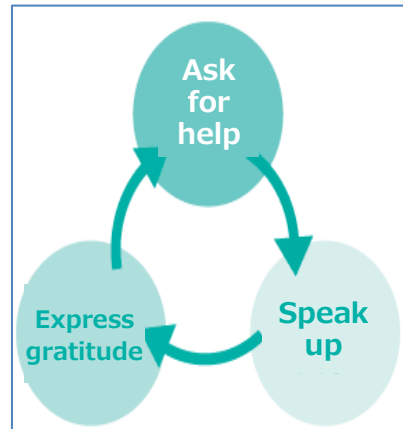
3. Emergency Aircraft Evacuation Training

The ANA Group conducts an emergency evacuation training program for all Group employees with the aims of raising safety awareness, supporting cabin attendants in the event of an inflight emergency, and ensuring that passengers are assisted and guided to safety. A third round of training for all ANA Group employees has been underway since October 2024, and we have evolved the program so that each employee can take action as a first responder in emergencies and when faced with dangerous situations.



4. Encouragement of Assertion

Based on the premise that anyone can make mistakes, we encourage junior employees to communicate constructively (assert themselves) with their seniors, even in situations where there is an authority gradient. We aspire for more active communication in our day-to-day work by putting into practice the cycle of asking for help, speaking up, and expressing gratitude. This assertion initiative was established in Engineering & Maintenance, inspired by the communication practices of flight crew members, and has since been promoted in other divisions as well. In 2023, we also introduced anger management training for management-level employees. By helping them learn appropriate ways to reprimand without being swayed by feelings of anger, we are working to ensure psychological safety in our leadership practices.



5. Safety Communication Activities

The ANA Group's Safety Principles establish safety as the foundation of the Group's business operations. Effective measures for putting these principles into practice include safety-related dialogue and participatory initiatives to raise aviation safety awareness and promote related activities in workplaces, and various safety promotion activities are therefore being implemented across the entire Group.

(1) Aviation Safety and Security Promotion Month

Since both the Shizukuishi collision in 1971 and the hijacking of ANA Flight 61 in 1999 occurred in July, the ANA Group has designated July of each year as "Aviation Safety and Security Promotion Month" and accordingly carries out various safety and security initiatives. As part of these efforts, we host "TALK SAFE", an event designed to raise awareness of safety and security among employees of our Group companies and affiliated companies through discussions on safety and other related topics.

In FY2025, the event was held three times in a remote format, with approximately 1,600 employees from ANA Group companies and affiliated companies, including overseas staff, participating. East Japan Railway Company Executive Officer Masaki Maruyama gave a presentation as a guest speaker on "Safety Initiatives at the JR East Group".

In addition, each office held a moment of silence to pray for the repose of the souls of the passengers and crew who lost their lives in the Shizukuishi collision as well as Captain Naoyuki Nagashima, who died in the line of duty during the hijacking of ANA Flight 61. To ensure these tragedies are not forgotten and to reaffirm the importance of aviation security and safety, our offices also held "Silent Tribute Mini-seminars" to deepen understanding of accidents and incidents, with approximately 800 employees participating.



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(2) Safety Caravans and safety lectures

Since 2007, the ANA Group has been conducting “Safety Caravans” in which executives from the Safety Division visit frontline business locations to offer forums for directly communicating about safety. Executives visit business locations to deliver talks on lessons learned from past accidents and incidents and on the organization’s safety culture, while also engaging in two-way communication that emphasizes dialogue by listening to the views of individuals on the front lines.



In FY2025, these Safety Caravans were held at seven domestic locations and three overseas locations, with a total of 680 employees -- both from the ANA Group and from overseas contractors -- participating in in-person and online sessions. We have reaffirmed the importance of safety through these close dialogues and are working to further foster a safety culture and raise safety awareness throughout the ANA Group.

(3) Creation of an environment for providing safety information

The safety of the ANA Group is embodied in the responsible and sincere actions of each and every one of its employees. To achieve this, we have established an environment that provides clear and user-friendly educational materials and information to ANA Group employees nationwide, regardless of location or time, and we are effectively and consistently promoting initiatives to maintain and enhance safety awareness and knowledge at a high level. All executives and employees help foster a positive safety culture by receiving information on ongoing safety matters, safety metrics, specific hazards present at the worksite, and efforts to address known safety matters.

We also engage in communication to explain the reasons behind initiatives to improve safety, as well as the reasons behind the establishment or revision of safety-related procedures and guidelines, in order to raise safety awareness.



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(4) ANA's Way AWARDS

The ANA's Way AWARDS recognize employees for initiatives pursuant to the Group's code of conduct ("ANA's Way") that contribute to value creation within the ANA Group, enhancing brand strength, strengthening corporate culture, and fostering a sense of unity across the Group. By widely sharing award-winning and submitted proposals across the entire Group, we aim to encourage a cycle of productivity improvement focused on creating added value and to strengthen team spirit across divisions and companies.

The awards are divided into five categories, and the Excellence in Safety Award recognizes initiatives that have contributed significantly to organizational and cultural improvements in safety as well as to quality enhancement.



ANA's Way AWARDS 2025 Excellence in Safety Award ceremony

VIII. Other Topics

1. Security Management System Obtained "Operating (Level 2)" International Certification

In December 2025, ANA achieved "Operating (Level 2)" certification -- the highest level attainable on the first attempt -- under the Security Management System (SeMS) certification program set up by the International Air Transport Association (IATA).

Launched in October 2024 with the aim of improving security standards in the global aviation industry, this program evaluates and certifies in three stages the processes employed for proactively managing aviation security risks and continuously improving quality management systems. This certification officially attests that ANA's aviation security management system meets high global standards. In addition to clear leadership from top management, ANA was particularly commended for its systematic education and training, its aviation security quality assurance processes, and the security culture deeply ingrained throughout the organization.



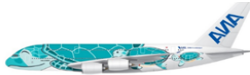
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IX. Reference Section

1. Types and Details of Fleet Aircraft

Type of aircraft	Number of seats	Month first unit introduced	Number of aircraft	Average age of aircraft	User airline (s)	Average flight hours per year	Average number of flights per year
B777-200	405	1997.6	2	21.0	ANA	2,173.0	1,555.6
B777-200ER	392	1999.9	8	15.8			
B777-300	514	1997.11	3	28.0	ANA	1,373.2	842.4
B777-300ER 	212	2004.8	13	10.6	ANA	4,824.0	451.1
B777F 	-	2019.5	2	7.1	ANA	5,564.6	648.5
B767-300ER 	270 202	1997.2	15	18.3	ANA	2,229.1	1,526.6
B767-300BCF	-	1992.4	2	26.6	ANA	3,188.1	982.3
B767-300F 	-	2005.11	4	22.0			
B787-8 	335 324 240 184	2011.8	36 (*1)	13.0	ANA AJX	2,990.5	944.6
B787-9 	375 215 246	2014.3	44 (*2)	8.1	ANA AJX	4,082.6	644.3
B787-10 	294 429	2019.3	10 (*3)	3.0	ANA AJX	3,196.4	1,539.7

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Type of aircraft	Number of seats	Month first unit introduced	Number of aircraft	Average age of aircraft	User airline (s)	Average flight hours per year	Average number of flights per year
A380-841 	520	2019.3	3	7.1	ANA	3,342.3	458.0
A320-271N 	146	2016.11	11	7.7	ANA	2,177.6	1,981.1
A321-211	194	2016.10	4	9.4	ANA	2,023.7	1,754.3
A321-272N 	194	2017.9	22	6.4	ANA	1,609.5	1,292.9
B737-800 	166	2008.5	39 (*4)	13.3	AKX	2,407.0	2,042.0
DHC-8-400 	74	2003.06	25	17.2	AKX	2,294.9	2,588.6

* As of March 31, 2025; The flight hours and numbers of flights are averages for the period from April 1, 2024, to March 31, 2025

User airline	Average age of entire fleet
ANA	10.9 years
AJX	10.3 years
AKX	14.8 years

Note) *1: All 36 aircraft are jointly operated by ANA and AJX
 *2: 39 aircraft excluding JA830A, JA833A, JA935A, JA936A, and JA937A are jointly operated by ANA and AJX
 *3: Three aircraft -- JA900A, JA901A, and JA902A -- are jointly operated by ANA and AJX
 *4: All 39 aircraft are AKX commercial aircraft

<Aircraft age>

All aircraft operated by the ANA Group are maintained in accordance with maintenance specifications established by the regulatory authorities of the aircraft's country of manufacture and approved by the Ministry of Land, Infrastructure, Transport and Tourism's Civil Aviation Bureau, thereby ensuring their airworthiness. For example, maintenance specifications require inspections and maintenance of airframe structures at regular intervals or after a certain number of flight hours, and we perform maintenance in accordance with these specifications. Reliability and safety are thus fully ensured even for aircraft that are older.

2. Emergency Equipment Available Onboard

In accordance with Article 150 of the Ordinance for Enforcement of the Civil Aeronautics Act, and to ensure the safety of our passengers, all aircraft are equipped with emergency lighting, waterproof flashlights, life jackets, first-aid kits, medications, medical supplies, protective equipment necessary for preventing infectious diseases, and aircraft emergency radios.

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3. Details of Safety Issues and Flight Irregularities

(1) Occurrences of safety issues (by airline)

Overview		FY2025				FY2024
		ANA	AJX	AKX	Total	
1. Damage to aircraft structures (excluding bird strikes and lightning strikes)		1	0	1	2	1
2. System malfunctions		6	4	9	19	23
Breakdown	Engines, propellers, etc.	1	3	2	6	7
	Pressurization system	0	0	0	0	2
	Communications and calls	0	0	0	0	0
	Flight control system	1	0	4	5	6
	Fuel system	0	0	0	0	0
	Hydraulic system	0	0	0	0	0
	Displays and alarms	0	0	0	0	2
	Landing gear, brakes, tires	3	0	3	6	3
	Navigation and air data systems	0	0	0	0	0
	Oxygen supply system	1	0	0	1	0
	Visibility	0	1	0	1	3
	Fire protection system	0	0	0	0	0
3. Malfunctions in emergency equipment, etc.		1	1	2	4	1
4. Operations exceeding limits or specified values		62	0	10	72	44
5. Evasive maneuvers based on alerts, etc.		52	0	18	70	61
Breakdown	Aircraft collision avoidance system activated	45	0	14	59	49
	Ground proximity warning system activated	6	0	2	8	9
	Other evasive maneuvers/emergency declarations	1	0	1	2	1
	Use of emergency equipment and devices	0	0	1	1	2
6. Other		97	11	20	128	108
Total		219	16	60	295	238
Number of incidents per 1,000 flights		1.24	1.67	0.46	0.93	0.76

* The figures above do not include events that have been classified as accidents or serious incidents. They also include flights other than revenue flights.

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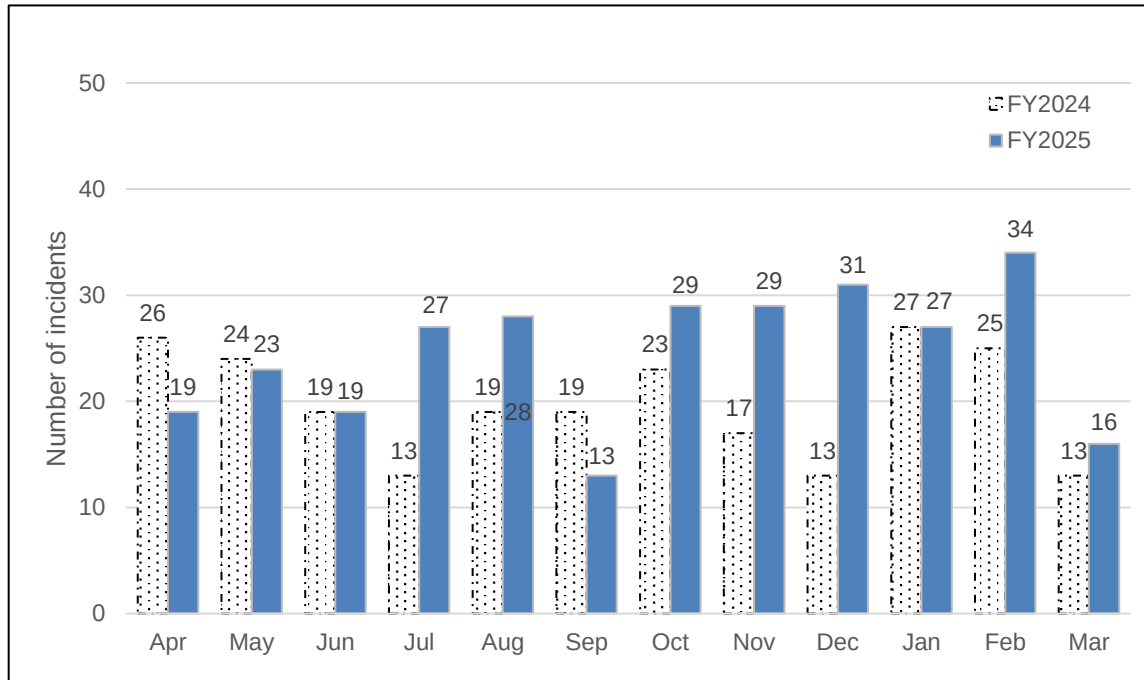
(2) Occurrences of safety issues (by aircraft type)

Overview		B787	B777	B767	B737	A320 A321	A380	DHC- 8-400	No aircraft classification	Total
1. Damage to aircraft structures (excluding bird strikes and lightning strikes)		0	0	0	1	0	1	0	0	2
2. System malfunctions		5	3	1	8	1	0	1	0	19
Breakdown	Engines, propellers, etc.	3	1	0	2	0	0	0	0	6
	Pressurization system	0	0	0	0	0	0	0	0	0
	Communications and calls	0	0	0	0	0	0	0	0	0
	Flight control system	0	1	0	4	0	0	0	0	5
	Fuel system	0	0	0	0	0	0	0	0	0
	Hydraulic system	0	0	0	0	0	0	0	0	0
	Displays and alarms	0	0	0	0	0	0	0	0	0
	Landing gear, brakes, tires	0	1	1	2	1	0	1	0	6
	Navigation and air data systems	0	0	0	0	0	0	0	0	0
	Oxygen supply system	1	0	0	0	0	0	0	0	1
	Visibility	1	0	0	0	0	0	0	0	1
	Fire protection system	0	0	0	0	0	0	0	0	0
3. Malfunctions in emergency equipment, etc.		1	0	0	0	1	0	2	0	4
4. Operations exceeding limits or specified values		4	3	6	4	3	46	6	0	72
5. Evasive maneuvers based on alerts, etc.		19	14	6	14	13	0	4	0	70
Breakdown	Aircraft collision avoidance system activated	16	13	5	12	11	0	2	0	59
	Ground proximity warning system activated	2	1	1	2	2	0	0	0	8
	Other evasive maneuvers/emergency declarations	1	0	0	0	0	0	1	0	2
	Use of emergency equipment and devices	0	0	0	0	0	0	1	0	1
6. Other		38	29	13	12	19	2	7	8	128
Total		67	49	26	39	37	49	20	8	295
Number of incidents per 1,000 flights		0.92	1.85	0.94	0.49	0.65	36.66	0.39	-	0.93

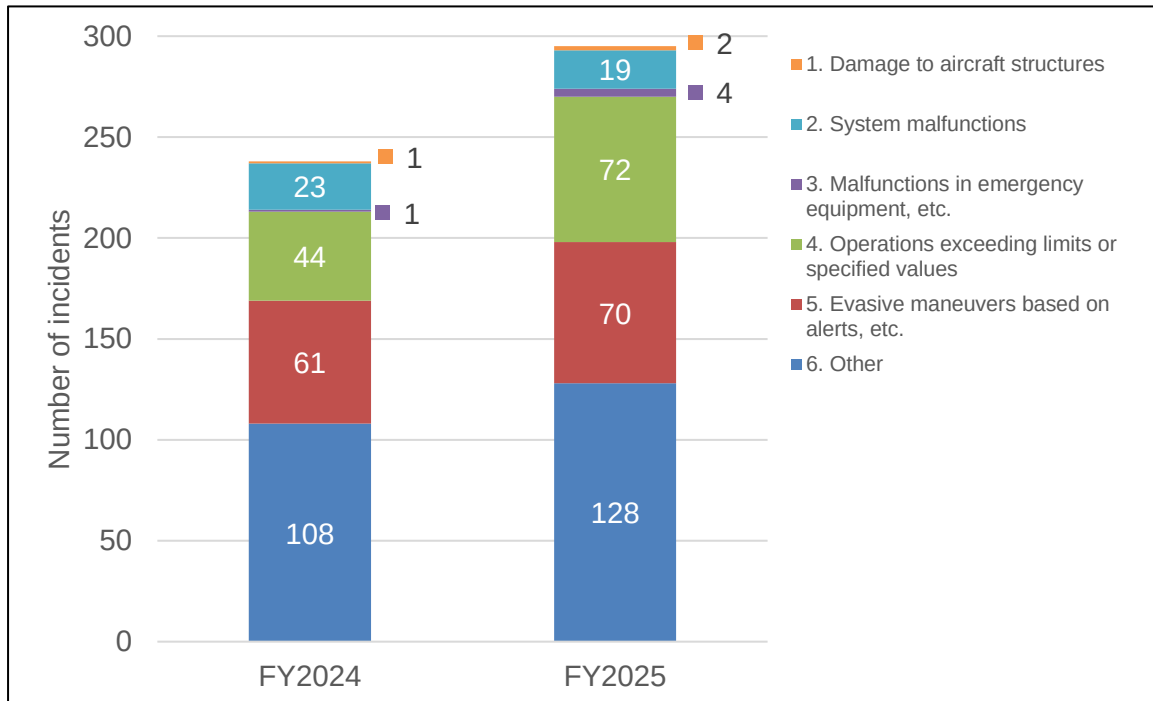
* The figures above do not include events that have been classified as accidents or serious incidents. They also include flights other than revenue flights.

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[Number of safety issues in FY2025 (by month)]

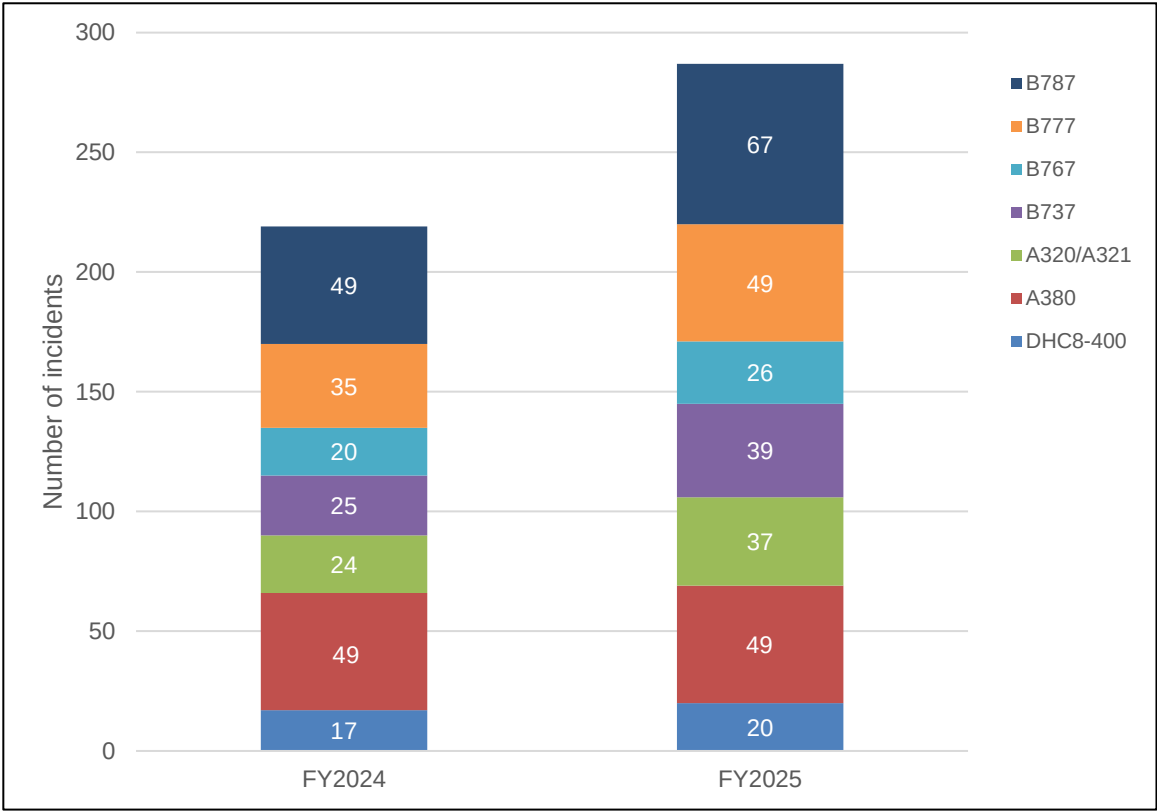


[Safety issues: occurrences by type (excluding accidents and serious incidents)]



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[Safety issues: occurrences by aircraft type (excluding accidents and serious incidents)]



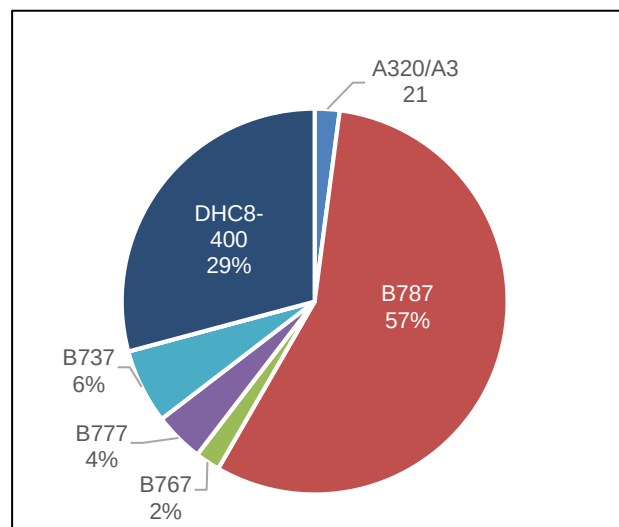
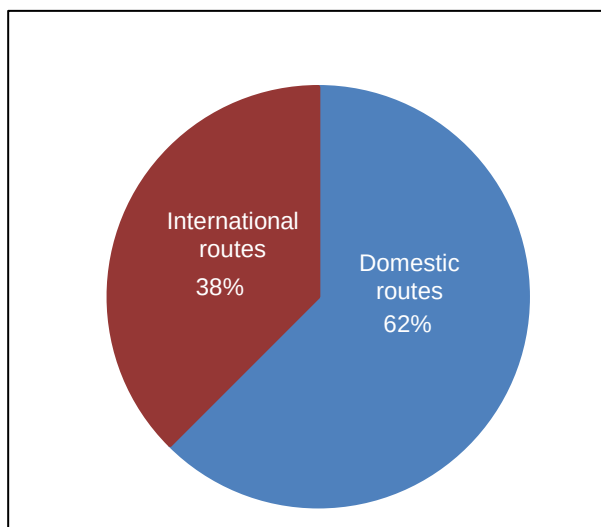
Note: The graph above does not include incidents categorized as “no aircraft classification” that are not associated with any specific aircraft type.

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(3) Number of flight irregularities

	FY2025								2024
	B787	B777	B767	B737	A380	A320 A321	DHC-8- 400	TTL	
Domestic routes	3	1	2	4	0	5	15	30	24
International routes	14	1	2	0	1	0	0	18	24
Total	17	2	4	4	1	5	15	48	48

[Number of flight irregularities in FY2025 (by domestic/international routes and aircraft type)]



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4. Passenger and Cargo Traffic (ANA Group as a Whole) *Excluding AJX flights operated by AJX itself

(1) Passenger and cargo traffic results by aircraft type

[1] International routes Operating carriers: ANA/AJX

Type of aircraft	Number of flights	Year-on-year change	Passenger-kilometers (million passenger-km)	Year-on-year change	Cargo ton-kilometers (million metric ton-kilometers)	Year-on-year change
B787-8	11,935	112.20%	9,792.90	130.40%	380.9	125.80%
B787-9	20,481	100.40%	25,816.00	108.10%	1,313.30	104.10%
B787-10	2,132	103.10%	1,857.80	104.40%	81.1	105.30%
B777-200/200ER	2	-	0.8	-	0	-
B777-300/300ER	5,775	100.40%	9,129.20	102.60%	652.9	101.90%
B777-300F	1,289	98.50%	0	-	565.7	106.50%
B767-300ER	3,890	151.00%	1,134.80	174.20%	32.9	334.10%
B767-300F	5,552	94.60%	0	-	419.4	105.10%
A320-271N	1,162	90.10%	180.9	101.00%	0.5	97.70%
A380-841	1,371	100.40%	3,363.30	119.70%	49.6	99.40%
Total	53,589	104.50%	51,275.80	112.20%	3,496.40	106.80%

[2] Domestic routes Operating carriers: ANA/AKX

Type of aircraft	Number of flights	Year-on-year change	Passenger-kilometers (million passenger-km)	Year-on-year change	Cargo ton-kilometers (million metric ton-kilometers)	Year-on-year change
B787-8	18,627	73.70%	4,407.30	86.10%	43.3	77.60%
B787-9	7,682	83.00%	2,255.30	104.70%	34.5	116.90%
B787-10	9,736	131.80%	3,620.50	156.70%	53.4	164.60%
B777-200/200ER	15,437	96.10%	4,484.50	102.90%	52.1	101.90%
B777-300/300ER	3,838	66.70%	1,739.50	67.60%	21.9	57.70%
B767-300ER	17,950	80.10%	2,937.90	84.30%	16.9	84.00%
A320-271N	20,539	111.10%	1,324.80	102.50%	1.9	103.20%
A321-211/272N	34,775	153.50%	4,008.10	158.60%	7.7	121.70%
B737-800	78,864	99.70%	7,056.60	108.40%	12.9	110.40%
DHC-8-400	51,115	96.90%	1,180.50	102.30%	0.1	100.00%
Total	258,563	99.80%	33,015.20	104.90%	244.8	99.10%

ANA Group Safety Report for FY2025

(2) Passenger and cargo traffic results by company

[1] All routes Operating carriers: ANA/AJX/AKX

Operating carrier	Number of flights	Year-on-year change	Passenger-kilometers (million passenger-km)	Year-on-year change	Cargo ton-kilometers (million metric ton-kilometers)	Year-on-year change
ANA	174,688	98.80%	69,669.30	106.30%	3,451.70	104.20%
AJX	7,485	145.50%	6,384.50	147.90%	276.3	140.80%
AKX	129,979	101.20%	8,237.10	111.90%	13.1	113.00%
Total	312,152	100.60%	84,290.90	109.20%	3,741.10	106.30%

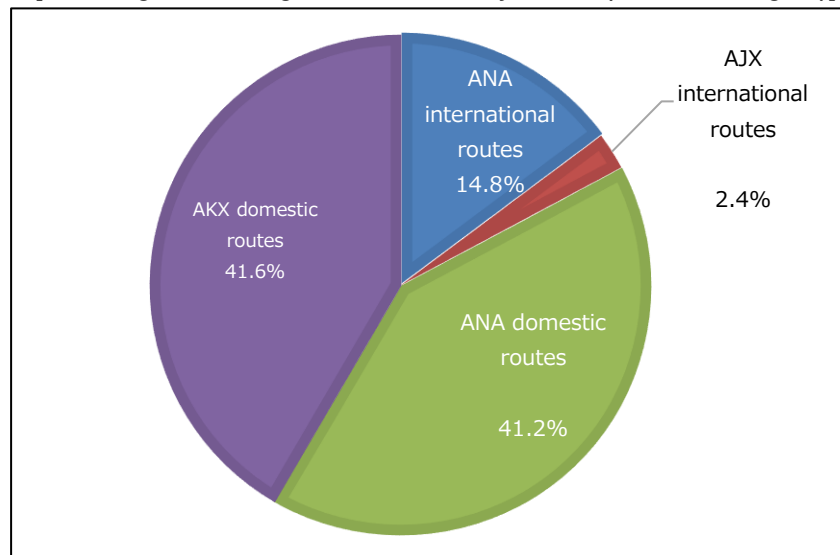
[2] International routes Operating carriers: ANA/AJX

Operating carrier	Number of flights	Year-on-year change	Passenger-kilometers (million passenger-km)	Year-on-year change	Cargo ton-kilometers (million metric ton-kilometers)	Year-on-year change
ANA	46,104	100.00%	44,891.20	108.40%	3,220.10	104.70%
AJX	7,485	145.50%	6,384.50	147.90%	276.3	140.80%
Total	53,589	104.50%	51,275.80	112.20%	3,496.40	106.80%

[3] Domestic routes Operating carriers: ANA/AKX

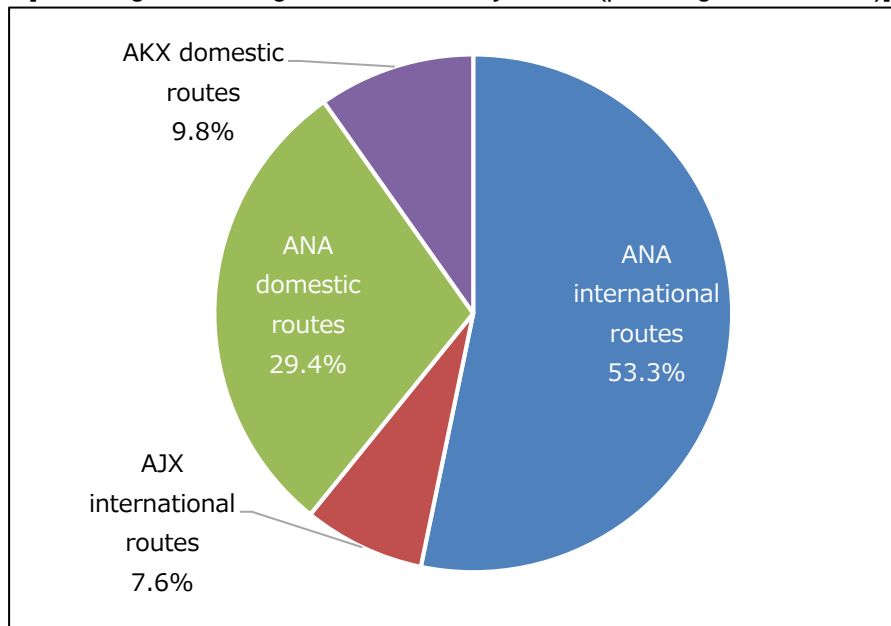
Operating carrier	Number of flights	Year-on-year change	Passenger-kilometers (million passenger-km)	Year-on-year change	Cargo ton-kilometers (million metric ton-kilometers)	Year-on-year change
ANA	128,584	98.40%	24,778.10	102.70%	231.7	98.40%
AKX	129,979	101.20%	8,237.10	111.90%	13.1	113.00%
Total	258,563	99.80%	33,015.20	104.90%	244.8	99.10%

[Passenger and cargo traffic results by airline (number of flights)]

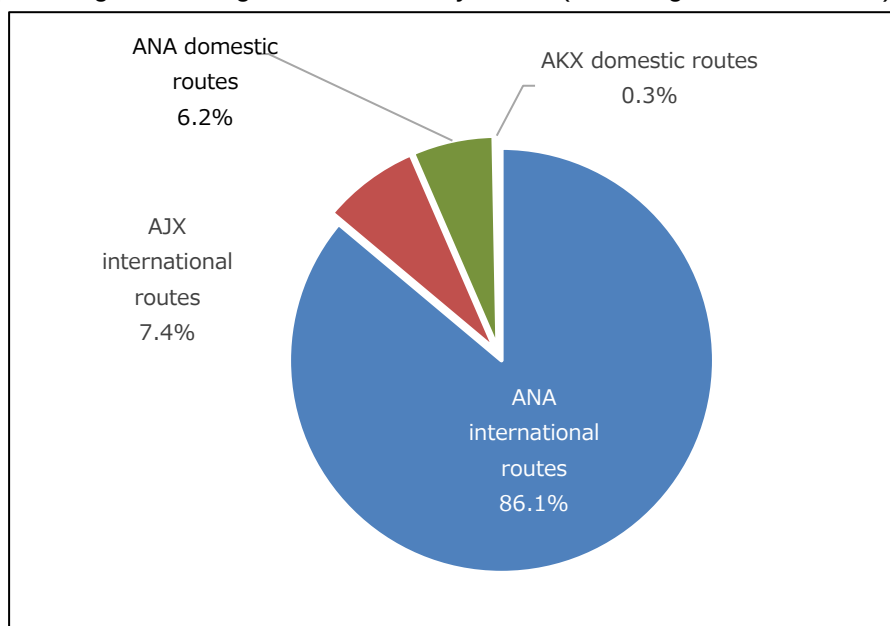


ANA Group Safety Report for FY2025

[Passenger and cargo traffic results by airline (passenger-kilometers)]



[Passenger and cargo traffic results by airline (mail cargo ton-kilometers)]



ANA Group Safety Report for FY2025

(3) Passenger and cargo traffic results by route (revenue flights, excluding charter flights and codeshare flights with other airlines)

[1] International passenger flights Operating carriers: ANA/AJX *Excludes flights operated independently by AJX (under the Air Japan brand)

Region	Number of flights	Year-on-year change	Number of passengers	Year-on-year change	Number of seats available	Year-on-year change	Utilization rate
United States, Canada, and Mexico routes	10,189	100.00%	1,823,183	104.40%	2,158,108	101.50%	84.50%
Hawaii routes	2,101	100.40%	706,767	117.30%	891,306	100.40%	79.30%
Europe routes	5,120	126.30%	905,087	128.10%	1,072,263	123.80%	84.40%
Southeast Asia and Oceania routes	15,425	107.90%	3,148,272	110.80%	3,794,492	107.50%	83.00%
China/South Korea routes	13,913	103.40%	2,436,225	112.10%	3,079,704	105.60%	79.10%
Total	46,748	106.00%	9,019,534	111.80%	10,995,873	106.50%	82.00%

[2] Domestic passenger flights Operating carriers: ANA/AKX

Route	Number of flights	Year-on-year change	Number of passengers	Year-on-year change	Number of seats available	Year-on-year change	Utilization rate
Tokyo - Sapporo	12,323	100.6%	4,015,890	107.0%	4,873,181	102.7%	82.4%
Tokyo - Osaka	10,858	100.0%	2,690,729	100.6%	3,300,698	89.8%	81.5%
Tokyo - Kansai	3,634	100.4%	588,915	101.4%	775,322	84.0%	76.0%
Tokyo - Kobe	1,449	100.3%	218,784	122.9%	310,096	118.8%	70.6%
Tokyo - Fukuoka	14,079	103.1%	3,892,766	105.9%	5,087,668	102.1%	76.5%
Tokyo - Wakkanai	945	100.3%	114,735	101.8%	163,434	102.9%	70.2%
Tokyo - Monbetsu	716	99.4%	74,236	103.7%	118,856	99.4%	62.5%
Tokyo - Nakashibetsu	720	100.1%	96,011	118.3%	133,584	111.9%	71.9%
Tokyo - Kushiro	726	100.6%	116,996	109.9%	155,352	110.7%	75.3%
Tokyo - Hakodate	2,779	126.8%	547,604	116.8%	686,382	120.0%	79.8%
Tokyo - Odate-Noshiro	2,156	99.3%	194,433	102.6%	331,832	98.9%	58.6%
Tokyo - Akita	3,620	101.4%	526,780	102.3%	695,438	94.0%	75.7%
Tokyo - Shonai	3,310	103.2%	366,955	103.9%	543,072	104.3%	67.6%
Tokyo - Toyama	2,153	100.1%	247,692	104.5%	355,634	102.0%	69.6%
Tokyo - Komatsu	2,250	77.9%	278,373	78.0%	382,420	73.0%	72.8%
Tokyo - Noto	1,436	160.4%	128,503	189.8%	241,728	175.0%	53.2%
Tokyo - Hachijōjima	2,016	97.7%	196,598	98.1%	323,596	95.8%	60.8%
Tokyo - Chubu	724	98.6%	82,577	94.8%	121,057	98.0%	68.2%
Tokyo - Okayama	3,628	104.2%	493,015	105.1%	678,912	104.5%	72.6%
Tokyo - Hiroshima	5,792	103.5%	1,103,469	99.6%	1,496,300	92.6%	73.7%
Tokyo - Iwakuni	3,621	100.4%	448,226	104.5%	594,862	98.6%	75.3%
Tokyo - Yamaguchi-Ube	2,179	100.5%	347,722	101.4%	449,140	99.5%	77.4%

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Route	Number of flights	Year-on-year change	Number of passengers	Year-on-year change	Number of seats available	Year-on-year change	Utilization rate
Tokyo - Tottori	3,583	100.0%	417,816	105.0%	581,166	96.6%	71.9%
Tokyo - Yonago	4,345	100.3%	624,256	107.0%	864,763	100.8%	72.2%
Tokyo - Iwami	1,448	100.9%	145,810	108.7%	225,944	103.5%	64.5%
Tokyo - Tokushima	2,189	81.1%	257,151	94.1%	369,314	87.8%	69.6%
Tokyo - Takamatsu	4,347	103.9%	625,660	102.7%	820,028	94.1%	76.3%
Tokyo - Matsuyama	4,366	100.6%	1,065,340	103.5%	1,395,560	98.0%	76.3%
Tokyo - Kochi	3,635	100.7%	508,518	99.4%	639,784	90.0%	79.5%
Tokyo - Saga	3,622	100.4%	474,672	102.5%	644,086	96.6%	73.7%
Tokyo - Oita	2,910	106.8%	370,887	106.2%	492,524	101.5%	75.3%
Tokyo - Kumamoto	3,630	105.4%	605,497	96.5%	769,652	87.8%	78.7%
Tokyo - Nagasaki	3,644	102.2%	863,184	113.6%	1,171,225	111.5%	73.7%
Tokyo - Miyazaki	3,636	100.9%	513,088	104.8%	676,986	95.7%	75.8%
Tokyo - Kagoshima	4,337	99.9%	744,583	101.9%	1,022,632	97.9%	72.8%
Tokyo - Naha	9,991	102.5%	3,209,071	105.7%	3,825,052	101.5%	83.9%
Tokyo - Miyakojima	1,460	101.0%	396,396	108.2%	453,162	103.9%	87.5%
Tokyo - Ishigakijima	1,460	101.0%	451,203	110.2%	522,142	106.4%	86.4%
Narita - Sapporo	724	99.7%	101,994	108.2%	120,456	99.9%	84.7%
Narita - Osaka	730	100.7%	106,673	105.0%	121,368	100.8%	87.9%
Narita - Chubu	726	100.0%	82,369	104.7%	120,544	99.7%	68.3%
Osaka - Sapporo	4,426	97.7%	904,874	104.9%	1,022,079	99.8%	88.5%
Osaka - Fukuoka	3,959	103.1%	452,569	103.2%	560,834	96.8%	80.7%
Osaka - Kushiro	8	88.9%	1,211	76.8%	1,328	76.1%	91.2%
Osaka - Hakodate	824	111.5%	136,091	112.7%	160,160	111.9%	85.0%
Osaka - Aomori	2,119	98.1%	118,497	109.2%	156,898	94.7%	75.5%
Osaka - Akita	2,156	100.5%	123,976	103.9%	159,912	100.2%	77.5%
Osaka - Sendai	3,694	100.3%	511,882	101.6%	646,350	85.6%	79.2%
Osaka - Fukushima	1,463	100.7%	123,205	114.2%	175,330	103.8%	70.3%
Osaka - Niigata	2,689	93.4%	262,833	103.1%	345,726	99.5%	76.0%
Osaka - Iwami	14	140.0%	959	133.9%	1,220	132.0%	78.6%
Osaka - Matsuyama	5,715	95.6%	444,064	103.3%	568,314	100.3%	78.1%
Osaka - Kochi	4,324	100.1%	269,956	103.9%	337,416	103.6%	80.0%
Osaka - Oita	2,473	113.9%	157,786	119.3%	208,642	126.3%	75.6%
Osaka - Kumamoto	4,290	98.8%	373,207	107.2%	512,204	101.2%	72.9%
Osaka - Nagasaki	2,927	99.4%	188,434	103.4%	230,866	101.9%	81.6%

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Route	Number of flights	Year-on-year change	Number of passengers	Year-on-year change	Number of seats available	Year-on-year change	Utilization rate
Osaka - Miyazaki	4,411	105.5%	420,672	109.4%	570,278	110.2%	73.8%
Osaka - Kagoshima	3,966	113.1%	277,643	105.5%	397,628	103.9%	69.8%
Osaka - Naha	2,333	99.6%	767,112	107.0%	873,098	99.7%	87.9%
Osaka - Ishigakijima	84	84.0%	11,302	81.4%	12,744	76.8%	88.7%
Kansai - Sapporo	1,580	59.1%	191,911	59.6%	262,369	57.5%	73.1%
Kansai - Niigata	1	100.0%	47	146.9%	74	100.0%	63.5%
Kansai - Oita	2	200.0%	103	158.5%	148	200.0%	69.6%
Kansai - Sendai	1	100.0%	140	112.9%	166	100.0%	84.3%
Kansai - Naha	2,238	79.3%	310,145	88.4%	387,872	82.9%	80.0%
Kansai - Miyakojima	724	77.4%	107,308	89.9%	129,904	86.0%	82.6%
Kansai - Ishigakijima	723	99.7%	103,802	124.7%	127,914	118.5%	81.1%
Kobe - Sapporo	721	99.3%	96,690	101.7%	121,152	91.9%	79.8%
Sapporo - Fukuoka	1,442	139.3%	268,080	126.7%	325,758	123.5%	82.3%
Sapporo - Rishiri	222	94.1%	26,549	93.5%	36,852	94.1%	72.0%
Sapporo - Wakkanai	1,347	96.6%	60,505	98.9%	100,414	97.0%	60.3%
Sapporo - Memanbetsu	2,108	98.5%	95,464	103.8%	156,544	98.7%	61.0%
Sapporo - Nakashibetsu	2,096	98.9%	103,290	106.0%	156,392	99.5%	66.0%
Sapporo - Kushiro	2,039	100.4%	88,091	107.9%	156,486	101.2%	56.3%
Sapporo - Hakodate	1,350	96.2%	78,611	98.8%	102,956	98.2%	76.4%
Sapporo - Aomori	1,410	98.2%	66,929	104.8%	104,432	98.2%	64.1%
Sapporo - Akita	1,426	99.0%	79,245	106.2%	105,800	98.7%	74.9%
Sapporo - Sendai	1,407	95.3%	122,806	100.1%	166,852	92.8%	73.6%
Sapporo - Fukushima	722	99.6%	40,827	103.4%	53,704	99.8%	76.0%
Sapporo - Shizuoka	724	127.5%	72,332	144.3%	120,184	127.5%	60.2%
Sapporo - Niigata	1,653	98.4%	104,995	106.5%	144,678	98.6%	72.6%
Sapporo - Toyama	603	82.8%	83,774	103.6%	109,926	92.7%	76.2%
Sapporo - Komatsu	714	98.6%	100,687	105.6%	119,116	97.4%	84.5%
Sapporo - Okayama	713	98.2%	89,324	104.4%	111,048	91.4%	80.4%
Sapporo - Hiroshima	718	106.8%	103,140	116.8%	130,396	118.9%	79.1%

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Route	Number of flights	Year-on-year change	Number of passengers	Year-on-year change	Number of seats available	Year-on-year change	Utilization rate
Chubu - Sapporo	3,119	101.9%	520,023	113.1%	606,182	111.9%	85.8%
Chubu - Fukuoka	725	100.3%	86,506	117.3%	120,350	100.2%	71.9%
Chubu - Memanbetsu	170	121.4%	23,735	149.1%	28,220	121.4%	84.1%
Chubu - Asahikawa	172	122.9%	22,826	130.4%	28,552	122.9%	79.9%
Chubu - Hakodate	180	204.5%	23,168	197.0%	29,880	204.5%	77.5%
Chubu - Sendai	1,433	100.4%	77,158	107.3%	106,710	100.0%	72.3%
Chubu - Matsuyama	1,236	57.2%	67,739	58.4%	92,200	56.6%	73.5%
Chubu - Oita	24	92.3%	3,234	201.7%	3,984	207.1%	81.2%
Chubu - Nagasaki	1,480	100.3%	178,543	109.9%	245,680	100.3%	72.7%
Chubu - Miyazaki	44	183.3%	5,250	221.5%	7,304	183.3%	71.9%
Chubu - Kagoshima	787	106.8%	50,733	103.2%	64,886	108.7%	78.2%
Chubu - Naha	2,378	127.8%	390,469	136.9%	484,826	137.2%	80.5%
Chubu - Miyakojima	753	103.7%	109,358	112.0%	125,206	103.9%	87.3%
Chubu - Ishigakijima	754	103.7%	108,987	111.1%	125,372	103.7%	86.9%
Fukuoka - Komatsu	1,422	99.7%	85,215	98.3%	105,228	99.4%	81.0%
Fukuoka - Tsushima	2,149	102.6%	108,713	101.7%	159,026	102.6%	68.4%
Fukuoka - Fukue	704	103.2%	35,630	104.6%	52,096	103.2%	68.4%
Fukuoka - Miyazaki	664	57.8%	34,360	58.0%	49,320	58.0%	69.7%
Fukuoka - Naha	6,526	104.2%	843,805	100.7%	1,086,074	90.2%	77.7%
Naha - Sendai	727	100.0%	132,970	92.0%	149,634	78.1%	88.9%
Naha - Niigata	332	69.3%	40,337	82.4%	55,112	69.3%	73.2%
Naha - Shizuoka	729	128.3%	89,438	143.1%	121,014	128.3%	73.9%
Naha - Hiroshima	729	100.3%	129,060	95.6%	150,010	88.9%	86.0%
Naha - Iwakuni	728	100.4%	98,172	108.4%	121,112	100.6%	81.1%
Naha - Takamatsu	727	99.9%	109,945	86.7%	129,183	73.8%	85.1%
Naha - Matsuyama	730	100.4%	97,554	107.5%	119,804	99.3%	81.4%
Naha - Kumamoto	729	100.6%	103,101	104.2%	121,014	100.6%	85.2%
Naha - Miyakojima	3,630	102.4%	344,972	111.7%	602,580	102.4%	57.2%
Naha - Ishigakijima	3,599	94.2%	336,758	96.5%	598,162	94.5%	56.3%
Miyakojima - Ishigakijima	725	235.4%	28,537	361.1%	120,350	235.4%	23.7%
Total	258,563	99.8%	40,562,644	104.1%	52,636,519	98.3%	77.1%

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[3] Cargo service Operating carrier: ANA

Region	Number of flights	Year-on-year change	Cargo ton-kilometers (million metric ton-kilometers)	Year-on-year change
US/Canada/Mexico routes	864	118.20%	512.8	112.90%
Southeast Asia/Oceania routes	691	181.40%	99.1	169.80%
China/South Korea routes	5,286	87.10%	373.1	89.30%
Total	6,841	95.30%	985.1	105.90%

5. Passenger and Cargo Traffic (Flights Operated Independently by AJX)

*Air Japan-brand operations ended on March 29, 2026

(1) Passenger and cargo traffic results by aircraft type Operating carrier: AJX

Type of aircraft	Number of flights (revenue flights)	Year-on-year change	Passenger-kilometers (million passenger-km)	Year-on-year change	Cargo ton-kilometers (million metric ton-kilometers)	Year-on-year change
B787-8	2,070	109%	176	115%	65	135%
Total	2,070	109%	176	115%	65	135%

(2) Passenger and cargo traffic results by route Operating carrier: AJX

Region	Number of flights per route	Year-on-year change	Number of passengers	Year-on-year change	Number of seats available	Year-on-year change	Utilization rate
Southeast Asia routes	1,318	110%	303,992	112%	427,032	110%	71.5%
East Asia routes	752	106%	195,923	124%	243,648	106%	80.4%
Total	2,070	109%	499,915	117%	670,680	109%	72.6%

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<Appendix> Glossary

- Safety issues

These are situations specified in Article 221-2, Items 3 and 4 of the Ordinance for Enforcement of the Civil Aeronautics Act that fall under the category of “situations posing a safety hazard to the normal operation of an aircraft” as defined in Article 111-4 of the Civil Aeronautics Act. As a means of preventing aviation accidents and other incidents, the government has made it mandatory for airlines to report even on cases that did not result in aviation accidents or serious incidents, the aims being to share this information among aviation stakeholders and utilize it for preventive safety measures. While an accumulation of these issues could potentially lead to an accident, individual safety issues have little impact on the safe operation of the aircraft and do not immediately result in an aviation accident.

- Safety culture

While generally defined as “a culture or mindset that prioritizes safety above all else,” the ANA Group defines safety culture as “the collective attitudes and actions of ANA Group employees who share the values and beliefs of the Group’s Safety Principles and actively strive to contribute to improving safety.”

- Flight irregularities

A “flight irregularity” refers to a situation in which, for example, a malfunction occurs in only one of an aircraft’s multiple systems; after the crew implements measures in accordance with the manual and then takes actions such as returning to the departure airport to ensure absolute safety, the flight’s destination or other schedule details are changed. Generally speaking, this is not an abnormal situation that would immediately affect flight safety.

- Aviation accidents

This applies to incidents such as aircraft crashes, collisions, or fires; deaths or serious injuries or damage to property caused by an aircraft; deaths (excluding those attributable to natural causes, etc.) or disappearances of persons onboard aircraft; contact with another aircraft; and damage to an aircraft in flight, as defined in Article 76 of the Civil Aeronautics Act and certified by the Ministry of Land, Infrastructure, Transport and Tourism.

- Serious incidents

These are “situations deemed to pose a risk of an aviation accident,” as defined in Article 76-2 of the Civil Aeronautics Act. Article 166-4 of the Ordinance for Enforcement of the Civil Aeronautics Act specifies 18 such situations -- including takeoffs and landings from runways that are closed or being used by other aircraft, and runway excursions (limited to cases where the aircraft itself is unable to taxi) -- that are subject to certification by the Ministry of Land, Infrastructure, Transport and Tourism.

- Shared flight dispatcher

A flight dispatcher is a nationally certified professional who analyzes weather conditions and aircraft status to determine safe and efficient flight routes, altitudes, and fuel quantities. As long as the standards of the Civil Aeronautics Act are met, this flight dispatcher may be “shared” within the same corporate group. ANA, AJX, and AKX utilize this system to manage flight operations through a shared flight dispatcher.

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- e.TEAM ANA
This is a team that works together as one to provide safety and peace of mind to our customers.
- G. Assertion
The term “assertion” was originally used among flight crew members to describe first officers expressing their opinions to their captains without hesitation regardless of the authority gradient, and the captains creating an atmosphere that makes it easy for others to voice their opinions. We are now expanding this concept to all Group employees and promoting initiatives in which employees practice assertion with one another to improve the quality of our work and achieve the highest level of operations from the customers’ perspective.
- GPWS (Ground Proximity Warning System)
This is a safety device that detects the risk of an aircraft in flight colliding with the ground or a mountain and alerts the pilot. It constantly monitors altitude and rate of descent and, if it determines that there is a risk of colliding under current conditions, it issues a loud audio warning to the pilot to prevent an accident before it occurs.
- IATA (International Air Transport Association)
This association aims to make policy recommendations to relevant organizations regarding the development of the aviation industry, the promotion of aviation safety, and measures to address environmental issues. IATA also conducts global-scale surveys on international air travel demand and trends, among other topics.
- IOSA (IATA Operational Safety Audit)
The International Air Transport Association (IATA) operates this standard safety audit program for aircraft operations, and IATA requires its member airlines to obtain IOSA registration. The IOSA audit standards are based on the principles of the ISO 9000 series, an international standard for quality management, and have been established as a globally unified standard.
- SMS (Safety Management System)
This refers to a management system (based on the PDCA cycle) designed to maintain and improve safety by having everyone -- from the airline’s top management down to the operational staff -- work together to systematically carry out preventive measures and other activities. With the enforcement of the amended Civil Aeronautics Act of 2006, airlines are required to establish an SMS, set forth its provisions in a “Safety Management Manual,” and submit the same to the Minister of Land, Infrastructure, Transport and Tourism.
- Star Alliance
This alliance of airlines was established in 1997; ANA joined in 1999. The alliance is working to enhance passenger convenience through initiatives such as codeshare flights and reciprocal mileage programs with the goal of attracting more passengers.

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- TCAS (Traffic Alert and Collision Avoidance System)

This is an advanced onboard system designed to prevent mid-air collisions between aircraft; it uses radio waves to monitor the positions and altitudes of other aircraft flying around the aircraft in real time. In the unlikely event that the risk of a collision rises, the system instantly detects the danger and provides the pilot with evasion instructions—such as “climb” or “descend”—via voice prompts and on-screen displays. This is an important safety device that is required on all commercial aircraft.





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ANA Group Safety Report

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