

Independent Assurance Statement

ANA HOLDINGS INC. Head Office and its Group 59 Subsidiaries

Scope of Assurance Engagement

This Assurance Statement is issued to ANA HOLDINGS INC..

Nippon Kaiji Kyokai (hereinafter referred to as "the Society") was commissioned by ANA HOLDINGS INC. (ANA; Head Office location: Shiodome City Center, 1-5-2 Higashi-Shimbashi, Minato-ku, Tokyo; hereinafter referred to as the "Applicant") to assure and verify its Social Information and data (hereinafter referred to as "the Social Data") for the fiscal year 2025 (1 April 2025 to 31 March 2026), which are opened to public as ESG data of Sustainability activities by the Applicant.

The Social Data include, the number or ratio of Staff, Employment and Turnover, Age, Years worked, Annual compensation, Workstyle, and Training & Development Inputs. The summary of the Social Data is attached at Appendix I.

The scope of the verification engagement includes the Applicant's head office and its group subsidiaries. The group subsidiaries are listed at Appendix II. The method for consolidating group subsidiaries is the same as a method defined in Annual Securities Report.

Applicable Standards

- (1) The GRI standards: The global standards for sustainability reporting
- (2) AA1000 Assurance Standard v3 (2020)
- (3) International Standard on Assurance Engagements 3000 (Revised) (ISAE 3000 (revised))

Sustainable Data Management Responsibility

The Applicant was responsible for preparing the Social Data and for maintaining effective internal controls over the data and information disclosed. The Society was responsible for carrying out the verification engagement on the Social Data in accordance with the contract made with the Applicant. It is the Applicant who, in the final instance, will approve the Social Data. The Social Data will continue to remain under the Applicant's responsibility.

Verification Procedure

Verification by the Society has been carried out, referring to "ISAE 3000(revised)", "The GRI standards" to provide a limited level of assurance.

To form a conclusion, the verification engagement was undertaken as a sampling exercise that included the following:

- Site visit to the applicant's Head Office (Tokyo).
- Interviews with the key personnel responsible for the Social Data, information management and preparation of the Social Data at the above-mentioned site.
- Review of the management process of the Social Data.
- Verification of the integrity of the information sources available at the visited site and aggregation in the Head Office for performance data and information included in the Social Data.
- Review of the data flow system and the procedures.
- Review of QA/QC system and double-check system at the time of data input.

Level of Assurance and Materiality

The verification opinion declared in this Assurance Statement was determined based on a limited level of assurance, which set the materiality as the professional judgement of the verifier.

Verification Opinion

Based on our verification engagement procedures nothing has come to our attention that causes us to believe that the Applicant is not in accordance with the applicable standards and that the selected quantification methodology and the Social Data for the fiscal year 2025 are not accurate or materially correct.

The Society's Independence, Soundness and Competence

The Society implements and maintains a comprehensive management system that meets accreditation requirements for ISO/IEC 17021-1 Conformity assessment - Requirements for bodies providing audit and certification of management systems - Part1: Requirements that are at least as demanding as the requirements of the International Standard on Quality Control 1 and comply with the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants.

The Society ensures the selection of appropriately qualified individuals based on their qualifications, training and experience. The outcome of all verification and certification assessments is then internally reviewed by senior management to ensure that the approach applied is rigorous and transparent.

31 July, 2026

NIPPON KAIJI KYOKAI



Hiroshi Shibako
Director of Business Assurance Division

NIPPON KAIJI KYOKAI
Green Certification Department



Yukihiro Enoki
Lead Verifier

ANA HOLDINGS INC. and Group Subsidiaries

Social Data Items		Consolidated/ Non-consolidated	Unit	FY2025	Remarks
Total number of employees		Consolidated	People	47,826	The 60 companies disclosed
Number of Ground staff		Consolidated	People	34,988	The 60 companies disclosed
Number of Cockpit Crew		Consolidated	People	3,628	The 60 companies disclosed
Number of Cabin Crew		Consolidated	People	9,210	The 60 companies disclosed
Number of female employees		Consolidated	People	23,998	40 consolidated companies
Ratio of male employees		Consolidated	%	47.2	40 consolidated companies
Ratio of female employees				52.8	
Ratio of employees in management		Consolidated	%	17.2	40 consolidated companies
Nonmanagement level	Ratio of male employees			40.5	
	Ratio of female employees			59.5	
Management Level	Ratio of male managers			78.1	40 consolidated companies *As of April 1, 2026
	Ratio of female managers			21.9	
Top Management Level	Ratio of male in top management positions			87.3	
	Ratio of female in top management positions			12.3	

Social Data Items	Consolidated/ Non-consolidated	Unit	FY2025	Remarks
Ratio of foreign employees in ground staff management positions	ANA non-consolidated	%	15.2	ANA non-consolidated
Ratio of female in junior management positions	Consolidated	%	26.6	40 consolidated companies including seconded management positions *As of April 1, 2026
Ratio of female in management positions in revenue-generating functions	Consolidated	%	32.8	40 consolidated companies *As of April 1, 2026
Ratio of female in STEM-related positions	Consolidated	%	9.4	Weighted average restricted to the 13 target companies
Employees with disabilities	Consolidated	%	2.64	40 consolidated companies
Rate of unionization	ANA non-consolidated	%	74.0	ANA non-consolidated
	Consolidated	%	76.8	Company:25 Union:28
Total number of new employee hires	Consolidated	People	3,181	40 consolidated companies
Total number of new employee hires	ANA non-consolidated	People	986	ANA non-consolidated
Under 30 years old			919	
30 to under 50 years old			64	
50 years and above			3	
Number of new employee hires (male)			262	
Number of new employee hires (female)			724	

Social Data Items		Consolidated/ Non-consolidated	Unit	FY2025	Remarks
Number of mid-career hired employees		Consolidated	People	1,119	40 consolidated companies
Number of mid-career hired employees		ANA non-consolidated	People	308	ANA non-consolidated
Number of employees hired overseas				1,503	
Number of overseas managers hired locally				234	
Number of foreign employees in management position				172	
Total employee turnover rate		Consolidated	%	4.5	36 consolidated companies
Under 30 years old				5.7	
30 to under 50 years old				3.3	
50 years and above				5.3	
Employee turnover rate (male)				3.9	
Employee turnover rate (female)				4.9	
Voluntary employee turnover rate				3.6	
Male	Voluntary			2.3	
	Retirement			1.6	
Female	Voluntary			4.5	
	Retirement			0.4	
Total employee turnover rate		ANA non-consolidated	%	3.2	ANA non-consolidated
Under 30 years old				5.7	
30 to under 50 years old				3.3	
50 years and above				5.3	
Employee turnover rate (male)				3.1	
Employee turnover rate (female)				3.2	
Voluntary employee turnover rate				2.3	

Social Data Items		Consolidated/ Non-consolidated	Unit	FY2025	Remarks
Average age of all employees		Consolidated	Years	38.2	40 consolidated companies
Ratio of employee by age group	Under 30 years old	Consolidated	%	32.1	40 consolidated companies
	30 to under 50 years old			45.6	
	50 to under 60 years old			16.6	
	60 years and above			5.7	
Average age of employees by occupation	Ground Staff(Male)	Consolidated	Years	41.7	40 consolidated companies
	Ground Staff (Female)			37.2	
	Cabin Crew(Male)			26.9	4 consolidated companies*1
	Cabin Crew(Female)			37.4	
	Cockpit Crew(Male)			43.6	5 consolidated companies*2
	Cockpit Crew(Female)			30.9	
Average years worked	Male	Consolidated	Years	14.0	40 consolidated companies
	Female			9.7	
	Total			11.6	
Annual compensation	All employees	ANAHD only	k Yen	7,709	ANA HOLDINGS non-consolidated
	Ground staff	Consolidated	k Yen	6,774	40 consolidated companies*3
	Cockpit Crew		k Yen	23,355	3 consolidated companies*4
	Cabin Crew		k Yen	7,108	3 consolidated companies*4

Social Data Items		Consolidated/ Non-consolidated	Unit	FY2025	Remarks
Gender pay gap	Global Staff	ANA non-consolidated	%	77.4	ANA non-consolidated
	Expert Staff			122.8	
	Cabin Crew			144.9	
	Cockpit Crew			54.3	
	Group total	Consolidated		58.0	41 consolidated companies*3
Absentee rate		ANA non-consolidated	%	0.02	ANA non-consolidated
Ratio of male employees taking childcare leave		Consolidated	%	103.3	41 consolidated companies
Training & Development Inputs	Average hours per FTE of training and development	Consolidated	Hours	104.6	40 consolidated companies
	Total training hours		Hours	4,752,668	
	Average training days per FTE		Days	13.1	

*1: "The four airlines (ANA, AKX, AJX and Peach)"

*2: "The five airlines (ANA, AKX, AJX, Peach and NCA)"

*3: "Consolidated subsidiaries with 101 or more employees"

*4: "The three airlines (ANA, AKX, AJX)"

The abbreviations are as follows:

ANA: ALL NIPPON AIRWAYS CO., LTD

AKX: ANA WINGS CO., LTD.

AJX: Air Japan Co., Ltd.

Peach: Peach Aviation Limited

NCA: Nippon Cargo Airlines Co., Ltd

List of ANA Group Subsidiaries

*40 consolidated companies

No.	Company Name	No.	Company Name
1	ANA HOLDINGS INC.*	31	MRO Japan Co., Ltd.*
2	ALL NIPPON AIRWAYS CO., LTD.*	32	ANA MOTOR SERVICE CO., LTD.*
3	Air Japan Co., Ltd.*	33	CHITOSE AIRPORT MOTOR SERVICE CO., LTD.
4	ANA WINGS CO., LTD.*	34	ANA Systems Co., Ltd.*
5	Peach Aviation Limited*	35	INFINI TRAVEL INFORMATION, INC.*
6	Nippon Cargo Airlines Co., Ltd. *	36	ANA Akindo Co., Ltd.*
7	ANA Catering Service Co., Ltd.*	37	ANA X Inc.*
8	ANA TELEMART CO., LTD.*	38	All NIPPON AIRWAYS Co., Ltd. (Hong Kong)
9	ANA AIRPORT SERVICES CO., LTD.*	39	ANA Sales Americas
10	ANA Cargo Inc.*	40	ANA Business Jet Co., Ltd.*
11	Overseas Courier Service Co., Ltd.*	41	ALL NIPPON AIRWAYS TRADING CO., LTD.*
12	panda-Flight-Academy Inc.*	42	ANA Foods Co., Ltd.
13	ANA REAL ESTATE HAWAII, INC.	43	ANA TRADING DUTY FREE CO., LTD.
14	ANA NEW CHITOSE AIRPORT CO., LTD.*	44	ANA TRADING CORP., U.S.A.
15	ANA OSAKA AIRPORT CO., LTD.*	45	ANA FESTA Co., Ltd.
16	ANA KANSAI AIRPORT CO., LTD.*	46	ANA Digital Gate, Inc.
17	ANA CHUBU AIRPORT CO., LTD.*	47	International Cargo Service Co., Ltd.
18	ANA NARITA AIRPORT SERVICES Co., Ltd.*	48	Fujisey Co., Ltd
19	ANA FUKUOKA AIRPORT CO., LTD.*	49	MUSASHI NO MORI COUNTRY CLUB CO., LTD
20	ANA AIR SERVICE MATSUYAMA CO., LTD.*	50	ANA FACILITIES CO., LTD.*
21	ANA AIR SERVICE FUKUSHIMA CO., LTD.*	51	ANA SKY BUILDING SERVICE CO., LTD.*
22	ANA AIR SERVICE SAGA CO., LTD.*	52	ANA SKY BUILDING SERVICE OKINAWA CO., LTD.
23	ANA OKINAWA AIRPORT CO., LTD.*	53	Wingspan Insurance (Guernsey) Limited
24	OCS HONGKONG COMPANY LIMITED	54	ANA WING FELLOWS VIE OJI Co., Ltd.*
25	Ouxi Aisi Logistics (Shanghai) Co., Ltd.	55	G.D.P. Ltd.
26	ANA Component Technics CO., LTD.*	56	ANA Strategic Research Institute Co., Ltd. *
27	ANA Base Maintenance Technics Co., LTD.*	57	ANA Business Solutions Co., Ltd.*
28	ANA Line Maintenance Technics Co., LTD.*	58	avatarin Inc.
29	ANA Aero Supply Systems Co., LTD.*	59	Lani Reinsurance Inc.
30	ANA Engine Technics CO., LTD.*	60	ANA HOLDINGS INC. CVC