

Calculation Method for FY2023 Officers' Remuneration

Remuneration for directors (excluding outside directors) is calculated in accordance with the following table:

(1) Bonus

The payment coefficient is determined by the sum of the following four indicators. The "%" in the lower box of each indicator is the ratio to all bonuses in a year with standard performance

Net income	★63 billion	73 billion	83 billion	93 billion	103 billion	113 billion
	50%	65%	80%	100%	125%	150%

Safety (Security/unsafe incidents)	Incidents that have had a significant impact on society in terms of security and safety
	Reduction after deliberation by the Committee

Customer satisfaction (NPS) Percentage of willingness to recommend to others • NPS Domestic Flights Target Points • NPS International Flights Target Points	Minimum	1 item (Domestic or International target is achieved)	★2 items (Both Domestic and International targets are achieved)
	0 %	10%	20%

Employee satisfaction "Way Survey" points	~3.98pt	★3.99~4.19pt	4.20pt~
	0%	30%	55%

* The Compensation Advisory Committee deliberates whether or not there was a relevant event. The Committee also deliberates the range of the reduction. Based on the report from the Committee, the Board of Directors decides on reduction.

* NPS: Net Promoter Score of the customer quality evaluation questionnaire conducted twice a year. This fixed-point year-to-year comparison survey is conducted to measure changes from the previous year.

* Way Survey: Employee satisfaction questionnaire survey conducted annually with all Group employees. This fixed-point year-to-year comparison survey is conducted to measure changes from the previous year.

* The bonus payout for FY2023 was at 75% of the target.

(2) Share remuneration (FY2023–FY2025 long-term incentive)

The payment coefficient is determined by the sum of the following five indicators. The "%" in the lower box of each indicator is the ratio to all shares in a year with standard performance.

Return on equity (ROE) at the end of FY2025	★12%	13%~	14%~
	25%	37.5%	50%

Non-Airline Business/ANA Economic Zone FY2025	1 item	2 items	★3 items
	8.3%	16.6%	25%

- Sales of seven Life Value companies: 400 billion yen
 - Operating income of seven Life Value companies: 24.0 billion yen
 - ANA economic zone size: 200 billion yen
- * Seven Life Value companies
ANA X, ANA Trading, OCS, ANA Akindo, ANA Facilities, ANA Business Solutions, ANA Sky Building Service

ESG Evaluation Measure (FY2025 results) • Selection as a component of the Dow Jones Sustainability Index • CDP A- Rating • CO2 emissions NET 10%+ reduction vs. FY2019**	1 item	2 items	★3 items
	8.3%	16.6%	25%

These two external evaluations constantly reflect the latest global trends and demands from stakeholders. They also measure the ANA Group's level of ESG management in comparison with other companies.
** Reduce emissions by 10% or more compared to the total emissions (ANA/AKX/AJX/APJ/VNL) of 12.33 million tons in FY2019
.∴ Reduce the total emissions (ANA/AKX/AJX/APJ) to 11.09 million tons or less by the end of FY2025

ANA Brand Productivity Improvement Index (values to be achieved at the end of FY2025)		★Target value
	12.5%	25%

* ASK (available seat kilometers) per person per hour = Total number of seats × distance of transportation)