Calculation Method for FY2025 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 indicators. The "%" in the lower box of each indicator is the ratio to the standard performance of 100%.（★ Target Value）

Net Income (yen)	112billion	117billion	**★122billion**	132billion	142billion	152billion	162billion	172billion
	48～50%	54～58%	**60～67%**	66～72%	72～77%	80～83%	88～90%	94～95%

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

＊The Compensation Advisory Committee will discuss the existence of any relevant events. If such an event is identified, the Committee will also deliberate the scope of the reduction. The Board of Directors will then make a final decision, informed by the Committee's discussions.

Customer satisfaction (NPS) Domestic Flights Target Points	Target not achieved	Target Achievement Rate by Customer Experience Scene 80%+	**★Targets Achieved**
	0％	3～4%	**7～8%**

＊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.

Customer satisfaction (NPS) International Flights Target Points	Target not achieved	Target Achievement Rate by Customer Experience Scene 80%+	**★Targets Achieved**
	0％	3～4%	**7～8%**

Employee satisfaction "Way Survey" points	～3.97pt	3.97～4.02pt	**★4.02～4.07pt**	4.07pt～
	0%	10～12%	**20～24%**	25～30%

＊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 FY2025 was at 123～128% of the target.

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

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 the standard performance of 100%. （★ Target Value）

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

Non-Airline Business/ ANA Economic Zone (FY2025 results)	1 item	2 item	**★3 item**
	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** **・CO_2 emissions NET 10%+ reduction vs. FY2019****	1 item	2 item	**★3 item**
	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)	15,900 (Thousand Yen/Person)	**★16,400 (Thousand Yen/Person)**
	12.5%	**25%**

＊The share remuneration payout for the three-year evaluation period from FY2023 to FY2025 was at 79% of the target.