

ANA Group's Basic Approach to Employee Work Styles

The ANA Group has established the "Basic Policy on Employee Work Styles" for all officers and employees of the Group, with the aim of respecting the diversity of each and every employee and bringing out their potential and individuality.

1. We respect a healthy work-life balance for all employees, and we are committed to avoiding or reducing overtime and excessive working hours.

We will implement the following measures

- (1) Strict control of working hours: We will utilize a working hour management system to monitor the working hours of all employees in real time. This will enable us to detect excessive working hours at an early stage and take appropriate measures.
- (2) Streamlining of business processes: Regularly review business processes to reduce inefficient and duplicated work. By introducing automated tools and promoting business improvement projects, we will improve productivity, resulting in shorter working hours.
- (3) Pre-approval system for overtime work: If overtime work is unavoidable, we will ensure that it is approved in advance by superiors. This will discourage unnecessary overtime work and allow employees to predict when their work will end.

2. Comply with legal maximum working hours and labor standards, and in principle, do not permit work in excess of these limits.

Prevent overwork by setting maximum overtime limits and monitoring employee working hours on a regular basis. In addition, by implementing a work system and a wage system, we have established a management system to ensure accurate and timely calculation and payment of overtime wages.

Furthermore, we strictly enforce these matters by signing collective labor agreements with labor unions.

3. We are committed to ensuring that all employees are able to take appropriate annual paid leave.

We encourage employees to take leave so that they can refresh their minds and bodies, and create a work environment that facilitates the use of such leave. We will also take steps to improve the vacation usage rate by regularly checking the status of employees' vacation usage through the work system and by disclosing the usage status of each workplace on the company intranet.