Category	Area	Material Issue	Background	Key Initiatives	Material Issue Metrics	FY2030 Targets
Material Issues for Competitive Advantage	Social Infrastructure for Air Transportation	1 Focus on Air Transportation to Create Global Connections	• Air transportation is an essential means of transportation for the island nation of Japan • Domestic population decline, deterioration of regional economies, development of high-speed rail networks, etc. • Expanding personal travel and logistics on a global scale	(1) Expand Air Transportation Business route network	a. Number of domestic flight destinations (including code share flights) b. Number of international flight destinations (including code share flights) c. Number of cargo handling points (including code share flights)	— (Disclose results)
				(2) Grow passenger and cargo volume on a global scale	a. Revenue passenger kilometers (RPK) (ANA and Peach) b. Revenue ton kilometers (RTK) (ANA and NCA)	— (Disclose results)
				(3) Provide new modes of transportation, such as air mobility	Commercialization	Commercialize by FY2030
				(4) Increase flow of inbound tourists to regional areas	a. Number of inbound tourists to Japan (ANA and Peach) b. Number of foreign airline passenger and cargo flights handled under contract	— (Disclose results)
	Human Capital	2 Employee Growth and Team Spirit	• Human capital is the greatest driver of value creation and a source of differentiation • The strength of the Group is teamwork, emerging from the spirit of *Wakyo* (close cooperation) • Ensuring a stable workforce and developing employees are vital for the continuous enhancement and quality improvement of our route network	(1) Promote autonomous growth	No. of participants in autonomous growth opportunities (programs)	26,000 (FY2028 target)
				(2) Promoting the active participation and advancement of a diverse employee base	a. Ratio of female managers[1] b. Ratio of male employee taking childcare leave[1]	a. 30% (as early as possible in the 2020s) b. 100%
				(3) Foster a stronger sense of Team Spirit across divisions and companies	No. of cross-division, cross-company Good Job Cards sent	230,000 (FY2028 target)
				(4) Secure stable human capital for DX, maintenance, crew, and ground handling	Hiring target achievement rate	All job categories: 100% (FY2028 target)
				(5) Maximize employee vitality	At-work performance level (avg. value; based on 100% at full health)	83.8% (FY2028 target)
	Customers	3 Improve Convenience and Create Emotional Experiences	• The need to respond quickly to the demand of today's customers for more options • Developing attractive products and services is essential to growing our customer base	(1) Provide high-value-added services delivered by people	SKYTRAX and other external evaluations	— (Disclose results)
				(2) Leverage digital technologies to enhance customer experience value	NPS (Net Promoter Score), etc.	—
	DX	4 Transform Our Business Using Digital Technologies and Data	• Digital technology is essential to respond to changes in consumer needs and work environments • Using data within the ANA Group effectively is an essential part of expanding the ANA Economic Zone	(1) Maximizing the Group's strengths in intellectual capital	Number of AI agents	Equal number to number of employees
				(2) Develop technologically skilled human capital across the ANA Group	a. Number of digital leader course participants b. Number of digital experts	a. 7x vs. FY2025 (1,600 people; FY2028 target) b. 1.3x vs. FY2025 (1,600 people; FY2028 target)
				(3) Strengthen proactive digital governance	Major system failures[2]	0
Material Issues for Sustainable Growth	Management Foundation / Safety	5 Ensure Safety and Peace of Mind	• Safety is the most important foundation of ANA Group management • Safety is linked directly to stakeholder trust	(1) Ensure flight safety	a. Number of aircraft accidents[3] b. Number of serious incidents[4]	0
				(2) Information security	Number of serious incidents involving information leaks, loss, unauthorized use, or tampering (requiring timely disclosure)	0
				(3) Compliance with AI governance	Number of serious incidents arising from the use of AI (requiring timely disclosure)	0
	Management Foundation / Governance	6 Improve Business Resilience	• The Air Transportation Business is subject to a high risk of performance fluctuation due to changes in the external environment	(1) Improve Board of Directors effectiveness	a. Allocation of time for medium- to long-term discussions and strategic agenda items b. (i) Ratio of outside directors (ii) Ratio of female directors	a. 40%+ b. (i) 1/3+ (aiming to further increase this ratio) (ii) 30%+
				(2) Strengthen total risk management	Total risk management maturity (as assessed by an external organization)	4.0/5.0
				(3) Ensure strict compliance	Serious compliance violations involving industry-specific laws, personal information protection laws, or competition laws (requiring timely disclosure)	0
				(4) Develop an all-hazards business continuity plan (BCP)	Establishment of a business continuity framework	Framework establishment completed
				(5) Conduct transparent information disclosure and proactive dialogue with investors and experts	Number of investors engaged in dialogues about enhancing corporate value	— (Disclose results)
	Environment	7 Contribute to Global Environmental Conservation	• Reducing CO_2 emissions and overall environmental footprint is a major priority for the ANA Group • Rising cost risks driven by stricter international environmental regulations and the introduction of carbon taxes. • Recognizing our environmental footprint and fulfilling our corporate responsibility	(1) Advance decarbonization strategy aligned with our transition scenario	Net CO_2 emissions from flight operations	Net CO_2 reduction of 10% compared to FY2019
				(2) Contribute to the conservation and restoration of natural capital and biodiversity	Enhancement of disclosure in line with international disclosure frameworks	Enhanced disclosure content
	Human Rights	8 Respect the Human Rights of All People Involved in Our Business	• ANA Group businesses are supported by people around the world • We must practice management that respects the human rights of all people in the supply chain, including Group employees	(1) Respect the human rights of workers throughout the supply chain	a. Implementation rate for addressing risks identified through human rights due diligence b. Awareness of grievance mechanisms	100%
				(2) Achieve responsible procurement	Ratio of significant suppliers[5] that have confirmed the ANA Group Procurement Policy	100%

1. ANA HOLDINGS INC. and 39 companies subject to our management rules (total of 40 companies) 2. A system failure that has a widespread and severe impact on the provision of services to customers 3. Aircraft accidents as defined under Article 76 of the Civil Aeronautics Act and other applicable provisions 4. A situation deemed to pose a risk of an aircraft accident as defined under Article 76-2 of the Civil Aeronautics Act and other applicable provisions 5. Suppliers selected based on transaction volume and ESG significance