

# ANA HOLDINGS INC.

-Financial Results for the Year ended March 31, 2021

**Shinya Katanozaka**

President and CEO

April 30, 2021



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- ◎ Thank you for participating in today's teleconference regarding the ANA Group financial results for the fiscal year ended March 31, 2021.
- ◎ At present, the number of people infected with COVID-19 in Japan is increasing again, and the situation remains unpredictable.  
On the other hand, some other countries are returning to their daily lives due to the progress in vaccinations.  
The ANA Group is determined to practice flexible and agile management as we keep an eye on downside risks due to the impact of the COVID-19 pandemic, as well as on upside risks associated with recovery in demand.
- ◎ Today, I would like to explain three points:
  - 1) financial results for fiscal 2020
  - 2) earnings forecast for fiscal 2021
  - 3) progress in *Business Structure Reform*
- ◎ First, please turn to page 4.

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# 1. Financial Results for FY2020 and Earnings Forecast for FY2021



## FY2020 Financial Summary

## Financial Results for FY2020 (Consolidated)

( ¥ Billion)	FY2020	Diff. vs. FY2019	vs. Plan*
Op. Revenues	728.6	-1,245.5	-11.3
Air Transportation	604.0	-1,133.7	-17.9
Op. Income	-464.7	-525.5	+40.2
Air Transportation	-447.8	-497.4	+30.1
Ordinary Income	-451.3	-510.7	+48.6
Net Income Attributable to Owners of the parent	-404.6	-432.2	+105.3
EBITDA	-288.4	-524.9	+35.5

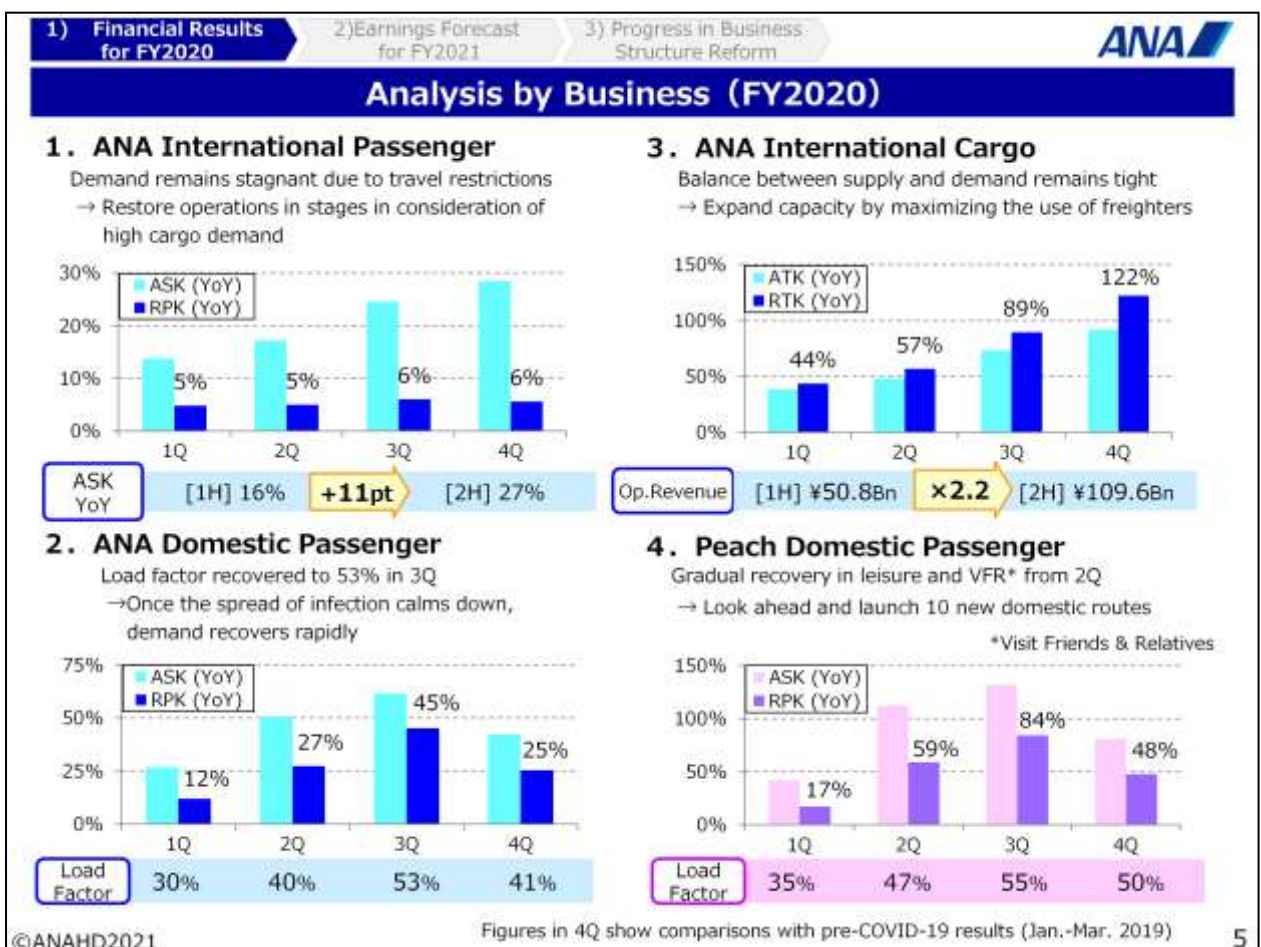
\* Difference from original plan  
(Disclosed on Oct.27, 2020)

## Results by Business (YoY)

<b>1. Passenger Numbers</b>		FY2020
1) ANA International Operations		-95%
2) ANA Domestic Operations		-70%
3) Peach Domestic Operations		-54%
<b>2. Cargo Business</b>		
1) ANA International Cargo		FY2020
Cargo Volume		-24%
Unit Price		+107%
Revenue		+56%

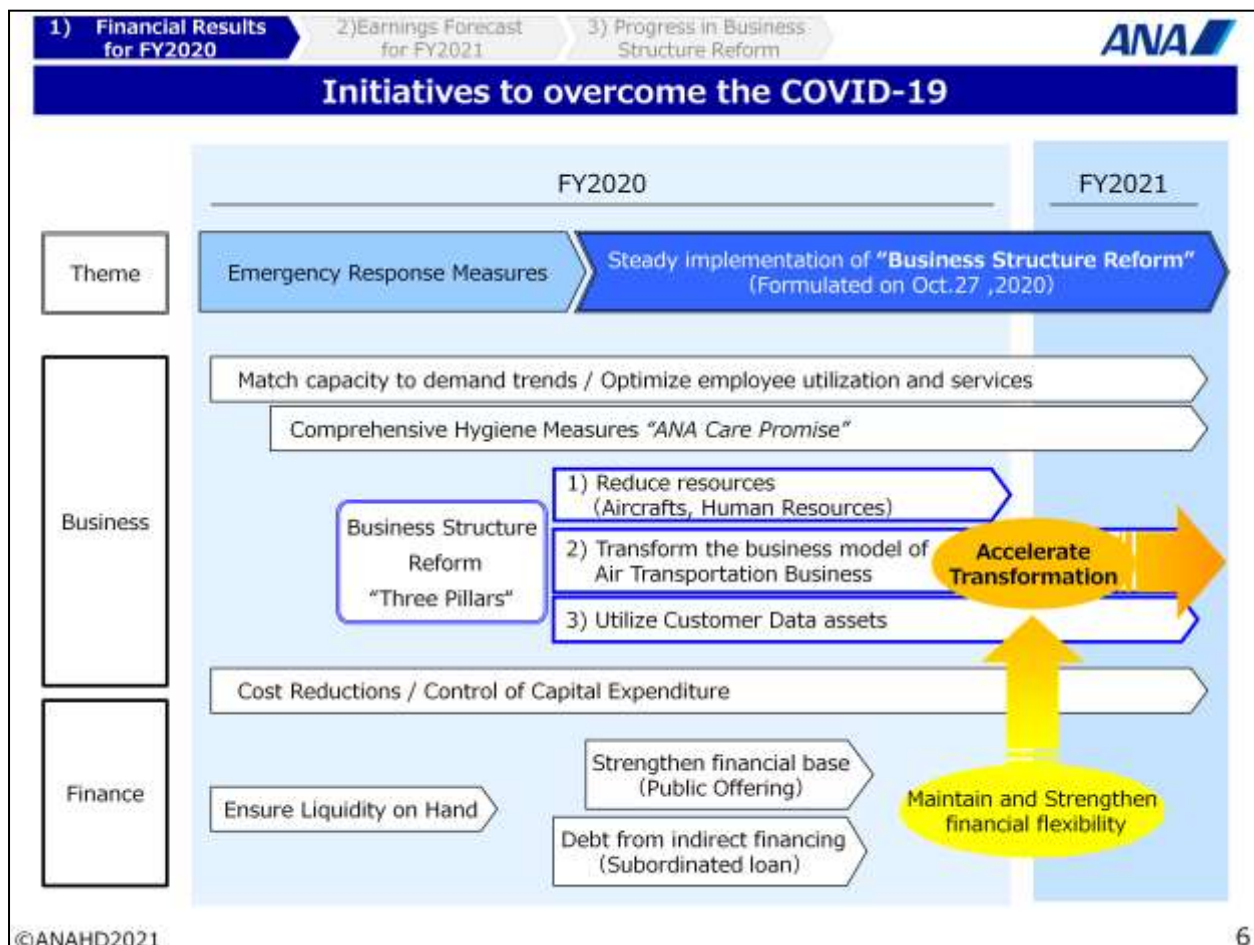
1. [YoY] Passenger demand slowed significantly due to the impact of COVID-19, and we had a deficit.
2. [vs. Plan] Profit level improved over full-year forecasts mainly due to increased cargo revenues and cost reductions.

- ◎ These are the highlights of our financial results.
- ◎ Passenger demand slowed significantly due to the impact of COVID-19. Passenger numbers for ANA international operations and ANA domestic operations were 95% and 70% lower, respectively, year on year. On the other hand, in ANA international cargo operations, operating revenues increased by 56% since the unit price reached more than double.
- ◎ On the cost front, we adjusted capacity in a flexible manner to control variable costs. At the same time, we revised our operations in terms of every type of fixed cost in strengthening our cost management.
- ◎ Unfortunately, this was not enough to cover for the decrease in passenger revenues, which amounted to 728.6 billion yen on a consolidated basis, down significantly from the previous fiscal year. Operating loss amounted to 464.7 billion yen, while net loss attributable to owners of the parent amounted to 404.6 billion yen.
- ◎ Compared to the full-year forecast disclosed on October 27 of last year, operating revenues were 11.3 billion yen lower, mainly due to sluggish demand for our domestic business during the fourth quarter. On the other hand, operating loss improved by 40.2 billion yen and net loss by 105.3 billion yen. We did see a positive outcome as a result of our cumulative efforts, mainly in cost management.
- ◎ Please turn to page 5.



- ◎ This is an analysis by business in Air Transportation Business.
- ◎ In the ANA International Passenger Business, sluggish demand continued due to the travel restrictions around the world, but we restored operations in stages in consideration of high cargo demand.
- ◎ In the ANA Domestic Business, we engaged in flexible measures, including adjusting capacity on a flight-by-flight basis, in response to ANA passenger demand. In the third quarter, load factor improved to 53% and we confirmed that demand will recover rapidly once the spread of COVID-19 subsides substantially.
- ◎ ANA International Cargo Business expanded capacity by maximizing the use of freighters amid continued tightening of the balance of supply and demand in the air cargo market. We also strengthened our efforts to capture high unit price demand, leading to second half revenues 2.2 times greater than the first half.
- ◎ Peach Domestic Passenger Business captured demand, mainly for leisure and VFR. Looking ahead to the post-COVID-19 demand structure, Peach launched 10 new routes, including routes to/from Okinawa and Nagoya (Chubu).
- ◎ Please turn to page 6.





- ◎ We will look back on the major initiatives implemented during the fiscal 2020.
- ◎ Under the first half, we focused mainly on emergency response measures. In our business, we matched capacity to demand trends and optimized employee utilization and services immediately. Also, we introduced the comprehensive hygiene measures, *ANA Care Promise*. In terms of finances, we engaged in cost-reduction measures, curbed capital expenditures, and, quite early on, secured enough liquidity on hand for the time being.
- ◎ Under the second half, we formulated *Business Structure Reform* at the end of October and promoted reforms under the theme of Three Pillars. Besides, we accelerated the transformation by maintaining and strengthening financial flexibility through a subordinated loan and a public offering.
- ◎ Please turn to page 7.

## Earnings Forecast for FY2021

## Earnings Forecast for FY2021 (Consolidated)

(¥ Billion)	Full Year	Difference vs. FY2020
Op. Revenues	<b>1,380.0</b>	+651.3
Air Transportation	1,204.0	+599.9
Op. Income	<b>28.0</b>	+492.7
Air Transportation	34.5	+482.3
Op. Income margin	2.0%	-
Ordinary Income	<b>5.0</b>	+456.3
Net Income Attributable to Owners of the parent	<b>3.5</b>	+408.1
EBITDA	<b>187.5</b>	+475.9
Earnings Per Share	<b>¥ 7.44</b>	-
Dividends Per Share	<b>¥ 0</b>	-

## FY2021 Plan (Point)

**Capture passenger demand recovering in stages, and grow the top-line with the entire group**

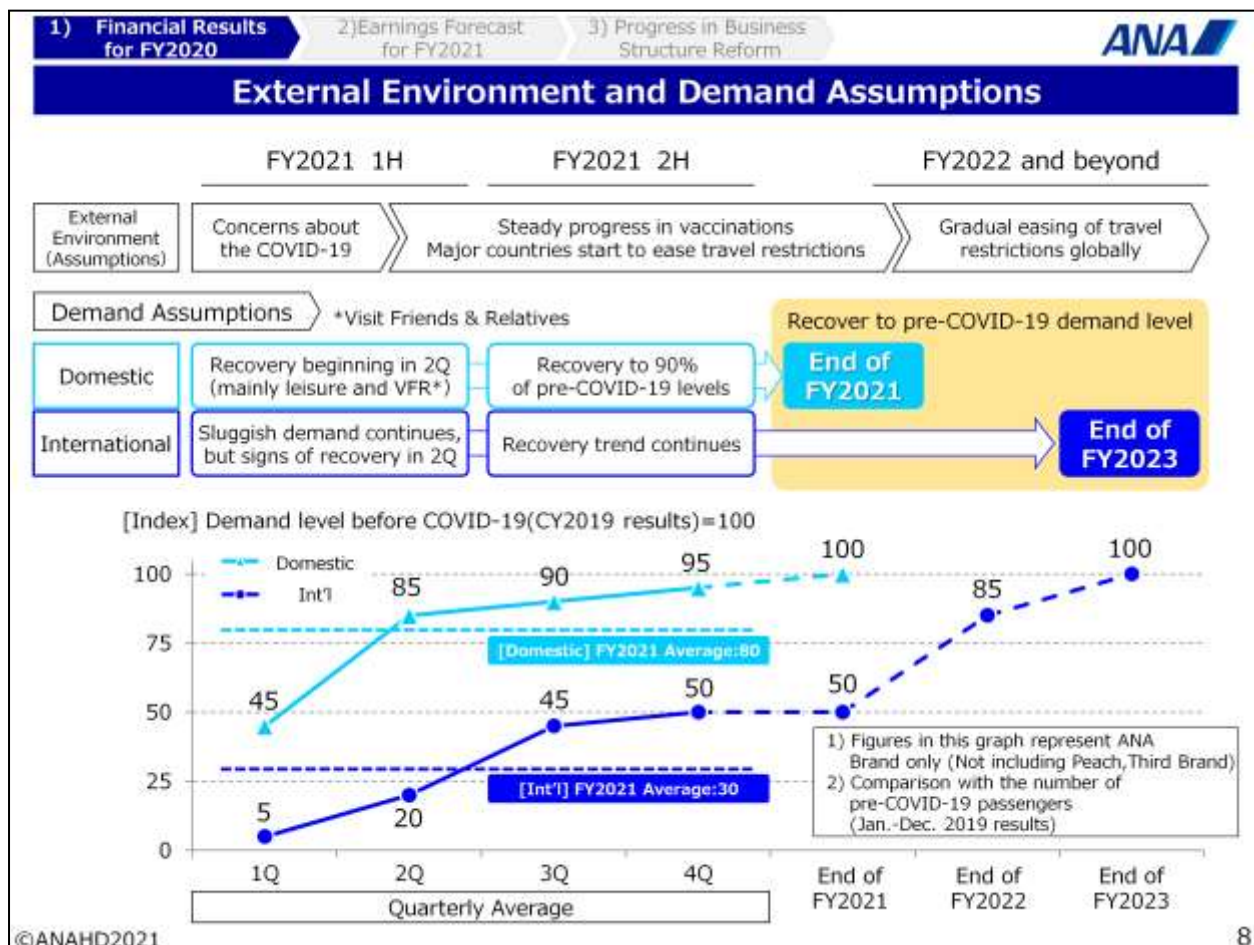
> Op. Revenue Plan (difference from FY2020 results)

- |                                |           |
|--------------------------------|-----------|
| 1) ANA International Passenger | +¥196.2Bn |
| 2) ANA Domestic Passenger      | +¥336.8Bn |
| 3) Peach                       | +¥56.9Bn  |

Optimize capacity flexibly and timely to changing demand in group operations

**Turn into a surplus in net income**

- © Next, I would like to address our earnings forecast for fiscal 2021.
- © Our plan calls for 1,380.0 billion yen in operating revenues, 28.0 billion yen in operating income, and net income of 3.5 billion yen.
- © The key points to our plan for the fiscal year are to grow the top-line with the entire group by ensuring we capture demand, in stages as passenger demand recovers. As you can see, in passenger operations, operating revenues will increase significantly in both ANA and Peach compared to fiscal 2020. Though the COVID-19 pandemic has an impact on us, we will optimize capacity flexibly and timely to changing demand in group operations, aiming for a return into a surplus in net income.
- © Considering the current business environment, we deeply regret to inform you that we plan to cancel dividends again for fiscal 2021.
- © Please turn to page 8.



- ◎ Next, let me discuss the external environment and assumptions for passenger demand.
- ◎ While we must keep a sharp eye on the direction of COVID-19 infections, progress in vaccinations in Japan, on the heels of vaccinations overseas, should result in easing immigration restrictions among major countries within the year.
- ◎ Based on these assumptions, the group assumes that demand for domestic flights will recover from the second quarter. Between the August summer holiday and the September Silver Week, demand for leisure travel and homecoming visit will become more pronounced. We believe a return to pre-COVID-19 levels should happen by the end of the fiscal year.
- ◎ Meanwhile, we expect international routes will begin to show signs of recovery in the second quarter, mainly for business travel and traffic associated with expatriates and long-term stays. As we assumed previously, demand will recover to 50% of pre-COVID-19 level at the end of fiscal 2021 and 100% at the end of fiscal 2023.
- ◎ We are assuming that domestic and international routes will recover to 80% and 30%, respectively, on average for fiscal 2021.
- ◎ Please turn to page 9.





- ◎ This slide addresses International Cargo Business.
- ◎ Operating revenues for fiscal 2020 amounted to 160.5 billion yen, which reported a record-high. Leveraging the current business environment as a tailwind, we aim to post operating revenues of 197.0 billion yen for fiscal 2021, which will be 1.9 times what we recorded in fiscal 2019.
- ◎ Despite ongoing cancellations of passenger flights, we increased fiscal 2020 top-line revenues by maximizing capacity through efforts that included an increase in the number of freighter flights and the use of passenger aircraft for cargo-only flights. In fiscal 2021, we plan to consolidate all freighters into Narita routes and strengthen the hub model in the Tokyo Metropolitan area. We also plan to utilize wide-body freighters further.
- ◎ We will steadily capture firm demand and maintain the strong performance in cargo business.
- ◎ Please turn to page 10.

1) Financial Results  
for FY2020

2) Earnings Forecast  
for FY2021

3) Progress in Business  
Structure Reform

ANA

Cost Management

1. FY2020 Results

Cost Reduction Impact\*1

	1Q-3Q cumulative	4Q	Total	(Ref.) Forecast Announced on Jan.29
Variable Costs	¥345.0Bn	¥73.0Bn	¥418.0Bn	¥400.0Bn
Fixed Costs*2	¥128.0Bn	¥44.0Bn	¥172.0Bn	¥158.0Bn
<b>Total</b>	¥473.0Bn	¥117.0Bn	<b>¥590.0Bn</b>	¥558.0Bn
			vs. Plan +¥32.0Bn	

2. FY2021 Plan

Cost Reduction Impact\*1

Main Measures

Variable Costs	<b>Operation-linked</b>	1) Control flexibly for demand trends
Fixed Costs*2	<b>¥300.0Bn</b>	2) Exemptions from taxes and public fees (Landing/navigation fees, Fuel taxes) 3) Effect by the reduction of the number of owned aircraft (Depreciation & Amortization, Maintenance) 4) Develop measures related to wages & employment (Personnel) 5) Reduce the operation cost (Contracts, Maintenance, etc.) 6) Reduce procurement costs and facility-related expenses 7) Continue and delve deeper the emergency cost measures

\*1 All figures are comparisons with FY2019 results

\*2 Includes Employment Adjustment Subsidy

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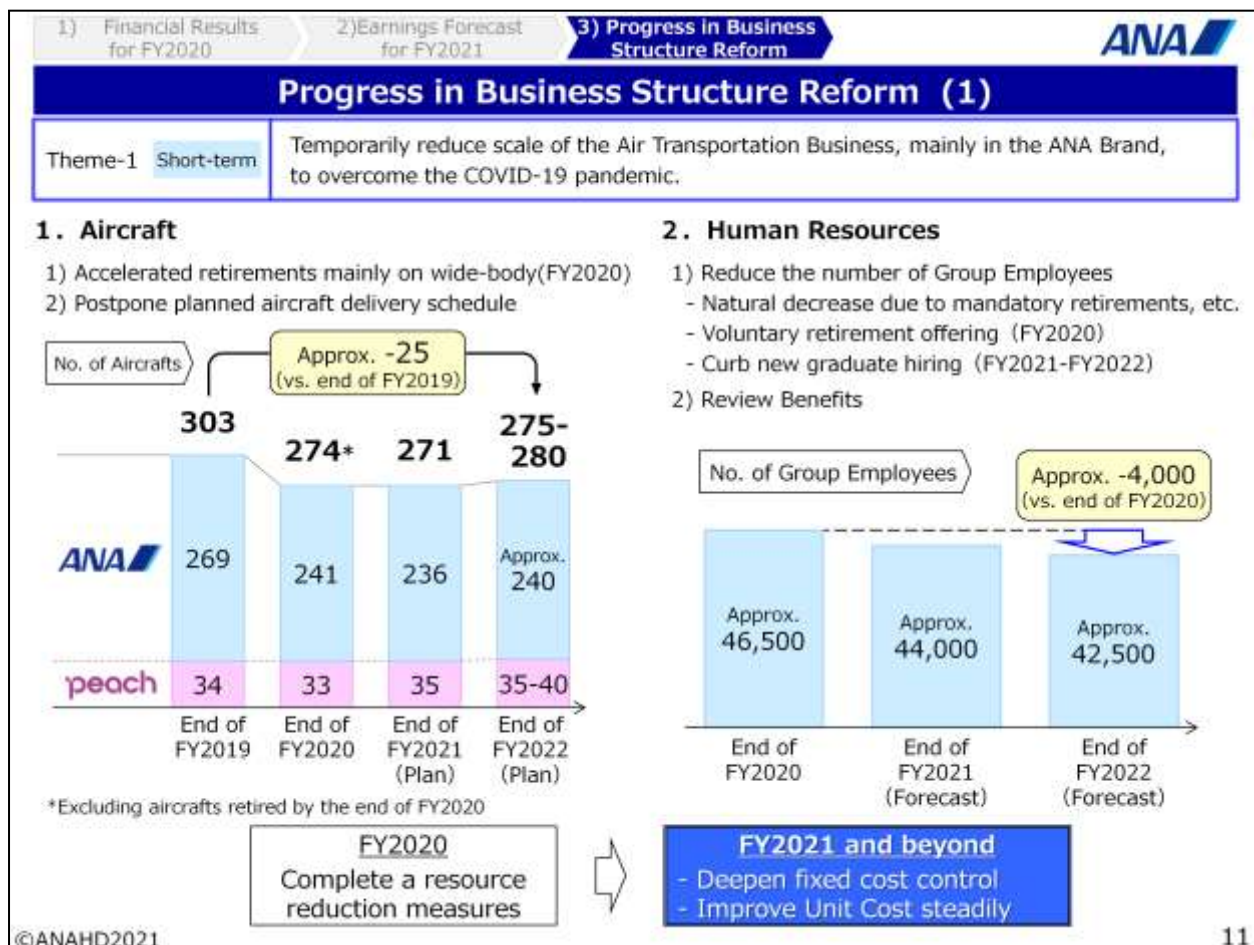
◎ I will address cost management.

◎ During the fiscal 2020, we reduced costs by 590.0 billion yen in total. Based on an agreement with the labor union, we revised wage levels and engaged in other measures, outperforming our plan for reductions by 32.0 billion yen compared to our full-year forecast disclosed on January 29.

◎ For fiscal 2021, we have incorporated measures into our plan to reduce fixed costs and other expenses by 300.0 billion yen. In addition to reductions and exemptions in taxes and public dues, we plan to engage in reducing the number of aircraft in our fleet, deeper engagement with wages and employment, operating cost reductions, and reforms in procurement costs, among other initiatives.

◎ We will continue to implement detailed cost management, including control over variable costs linked to capacity.

◎ Please turn to page 11.



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- ◎ Next, I would like to address the progress in *Business Structure Reform*. The first topic is measures for resources.
- ◎ We accelerated aircraft retirements mainly on wide-body during fiscal 2020, and the total number decreased to 274 in our group at the end of fiscal year. We have already made arrangements with manufacturers to postpone the delivery of aircraft. Even with these measures, we intend to respond in a flexible manner according to demand trends.
- ◎ In terms of human resources, we plan to conduct a reduction in force by approximately 4,000 employees over the next two years. We will accomplish this by restricting new hiring and other measures to reduce the scale of our business temporarily. While we continue to protect jobs of our group employees, we reduce personnel expenses by reviewing the compensation packages.
- ◎ Having taken these measures in fiscal 2020, we completed resource reduction measures. We will deepen cost control mainly in fixed costs and improve unit cost steadily.
- ◎ Please turn to page 12.



1) Financial Results for FY2020

2) Earnings Forecast for FY2021


3) Progress in Business Structure Reform



Progress in Business Structure Reform (2)

**Theme-2** Short, Mid-term


Transform the business model of our Air Transportation Business for sustainable growth under the *new normal* of the post-COVID-19 era.



- 1) Optimize supply and demand balance
  - Adjust capacity flexibly while assessing demand trends
- 2) Transition to "new business & service models"  
 [Theme] ESG, hygiene, universal, self, personal
- 3) Measures looking ahead to recovery in capacity
  - Streamline through digitalization, etc.

**Third Brand**

- 4) Preparation for Service Launch  
 [Launch(Plan)] Late FY2022 to Early FY2023




- 5) Become the dominant LCC market leader in Japan
  - Strengthen cooperation with ANA (Optimize routes and flight schedule)

Looking ahead to a return to growth  
Optimize Transportation business portfolio

**Theme-3** Mid-term

Establish a platform business that utilizes customer data assets to create new revenue opportunities.

1. **Securing customers through Non-Air Businesses**


2. **Restructuring of Group Business**
  - 1) Platform Business Company "ANA X"
    - Create a digital market handling a wide range of products (Flight Ticket, Travel, Real Estate, Finance, Insurance, etc.)
  - 2) Regional Revitalization Company "ANA Akindo"
    - Assign ANA Group concierges (33 branches in JAPAN, about 120 staffs)
    - Support solutions to real-world local issues

Establish a platform to expand non-air revenues along with an air travel demand recovery

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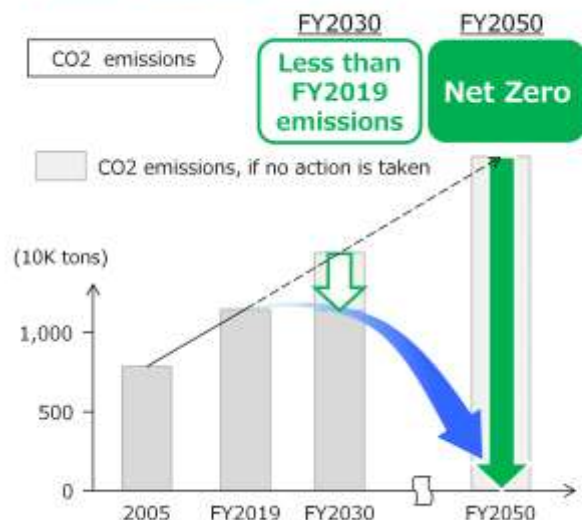
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- ◎ The second topic is the transformation of the air transportation business model. In the future, we will expand our catchment across various passengers as we take advantage of the unique characteristics of each brand.
- ◎ In the ANA Brand, we optimize the balance between supply and demand and promote the transition to new business and service models. Also, we will streamline through digitalization looking ahead to recovery in capacity. When it comes to the Third Brand, we set up a dedicated department in April. We will steadily proceed with preparation so that we can launch a service late fiscal 2022 to early fiscal 2023. Peach aims to become the dominant LCC market leader in Japan. First, we will strengthen the cooperation between ANA and Peach such as optimizing routes and flight schedule. Through these measures, we will pursue an optimized air transportation business portfolio in our group operations.
- ◎ The third topic is about a platform business that utilizes customer data assets. We plan to create new non-air revenue opportunities for post COVID-19.
- ◎ First, to secure customers through our non-air businesses, we have adopted a program that allows customers to become qualified for premium member status through a combination of air and various non-air services. In April, we reorganized the group businesses and revamped ANA X as a platform business. We also established ANA Akindo as a regional revitalization business. We will establish a platform to expand non-air revenues along with an air travel demand recovery.

## Initiatives for Decarbonization

1. Update Mid-to-Long term  
Environmental Goals1) Aircraft CO<sub>2</sub> emissions

[Before] Reduce by 50% from 2005 to 2020

[After] **Net Zero by FY2050**

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## 2. Major Initiatives

## 1) Introduce new technology

- Fuel-efficient aircrafts and new engines
- Operation methods improvements

## 2) Promote the use of SAF(Sustainable Aviation Fuel)

- Expand business with current contractors
- Develop supply chain further

LanzaTech

NESTE

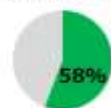
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TOSHIBA

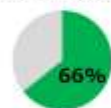
## 3) Utilize the emissions trading system

[Ref.] Share of fuel-efficient aircraft \*

End of FY2015



End of FY2020



End of FY2025(Plan)

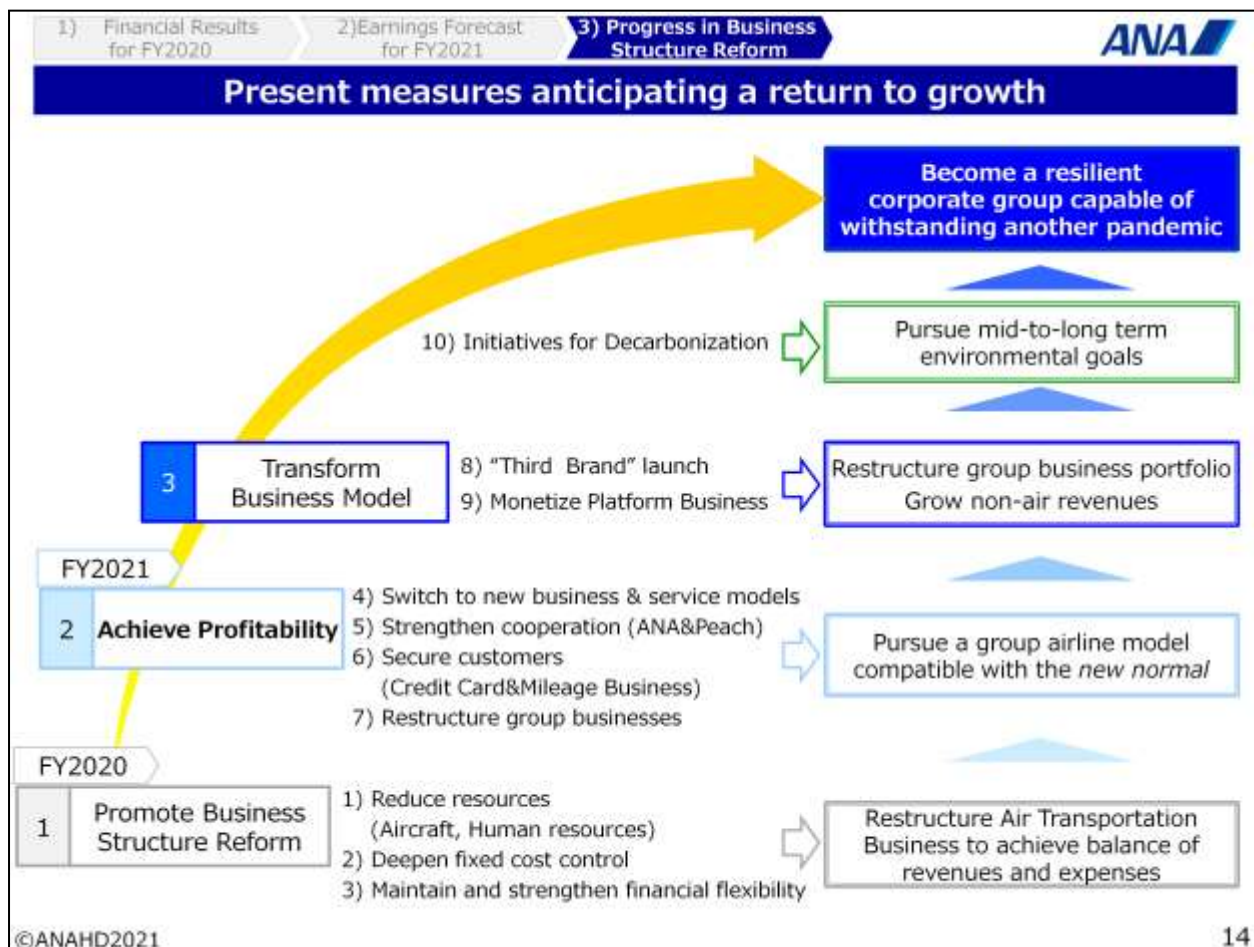


\*B777, B787, B737-700/-800, A320neo/A321neo

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- © Now, allow me to address initiatives for decarbonization, one of the material issues for the group.
- © Considering the current trend, we updated medium-to long-term environmental goals. We are aiming to reduce fiscal 2030 flight operations-related CO<sub>2</sub> emissions to a level below our fiscal 2019 performance on our way to reaching net zero emissions by fiscal 2050.
- © To achieve this goal, we plan to implement three main measures.
  - 1) introducing new technology
  - 2) promoting the use of Sustainable Aviation Fuel
  - 3) utilizing the emissions trading system
- © In order to achieve sustainable growth, it is indispensable to respond to environmental issues properly. We will actively promote ESG management while strengthening our engagement with investors.
- © Please turn to page 14.





- At the end of my explanation, I will summarize the present measures anticipating a return to growth.
- In fiscal 2020, we tried to restructure the Air Transportation Business through the implementation of Business Structure Reform in No.1. While economic conditions changed dramatically, we implemented measures in business and finance.
- In fiscal 2021, we plan to stabilize management by Achieving Profitability in No.2. We will pursue a Group Airline Model that is compatible with the *new normal* by implementing measures we have explained today. Looking ahead to the next fiscal year and beyond, we will engage with No.3, Transform Business Model, restructuring the group business portfolio and expanding non-air revenues.
- Further, we will pursue medium-to long-term environmental goals through our efforts to decarbonize, while at the same time transforming ourselves into a resilient group capable of withstanding another pandemic.
- I have sent numerous messages to, and communicated directly with, group employees on a repeated basis. More recently, I have urged the group to remember hope, even as we maintain a higher sense of crisis. As the senior-most manager of the group, I will take it upon myself to lead the charge in overcoming the COVID-19 pandemic as a united group, remaining firm in my commitment to share group situational updates and future management policies with the entire group.
- This concludes my presentation. Thank you for your attention.

## 2. FY2020 Financial Results 《Details》



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- © My portion of today's presentation will be a detailed discussion of our financial results for fiscal 2020 and our earnings forecast for fiscal 2021.
- © Please turn to page 16.

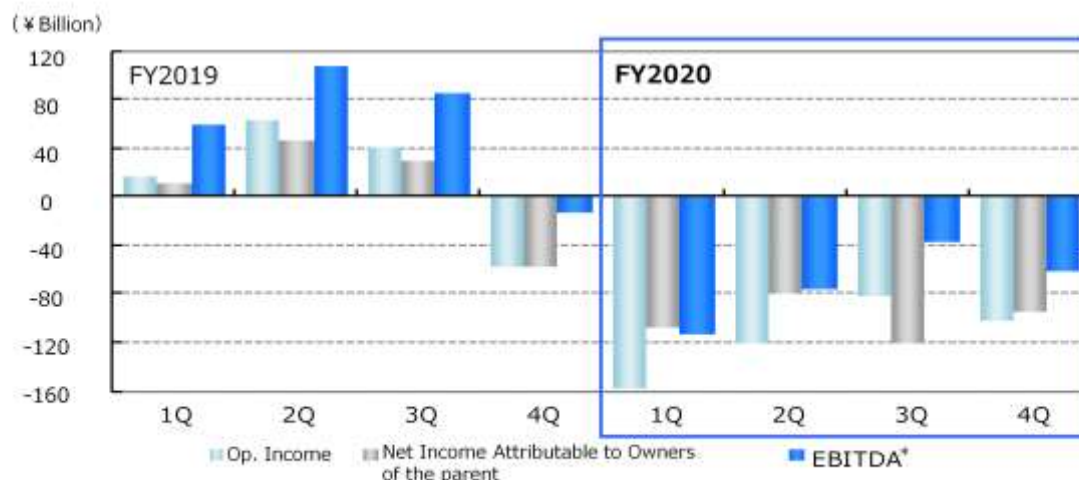
## Comparison of Financial Results for FY2020 and FY2019

## 【FY2020 (Consolidated)】

- Op. Income : ¥ -464.7Bn ( YoY ¥ -525.5Bn)
- Net Income Attributable to Owners of the parent : ¥ -404.6Bn ( YoY ¥ -432.2Bn)
- EBITDA : ¥ -288.4Bn ( YoY ¥ -524.9Bn)

## 【4Q [Jan.-Mar.] (Consolidated)】

- Op. Income : ¥ -102.3Bn
- Net Income Attributable to Owners of the parent : ¥ -95.0Bn
- EBITDA : ¥ -60.8Bn



\* EBITDA : Op. Income + Depreciation and Amortization

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© These are the highlights of our financial results.

© This slide shows quarterly financial results. We experienced the negative impact of COVID-19 throughout the entirety of fiscal 2020. However, passenger demand began to recover during the third quarter with a stabilization in infections in Japan. As a result, we reduced the scale of operating loss in the third quarter to roughly half of that in the first quarter. In the fourth quarter, demand declined once again due to the declaration of a state of emergency. However, operating loss and EBITDA improved compared to the first and second quarters.

© Please turn to page 17.

## Income Statements

(¥Billion)	FY2019	FY2020	Difference	4Q/FY2020	Difference
Operating Revenues	1,974.2	728.6	-1,245.5	201.0	-190.9
Operating Expenses	1,913.4	1,193.4	-719.9	303.4	-147.4
Operating Income	60.8	-464.7	-525.5	-102.3	-43.5
Operating Income Margin (%)	3.1	-	-	-	-
Non-Operating Income/Expenses	-1.4	13.4	+14.8	1.7	+6.0
Ordinary Income	59.3	-451.3	-510.7	-100.5	-37.4
Special Gain/Losses	-7.8	-94.0	-86.1	-16.6	-6.1
Net Income Attributable to Owners of the parent	27.6	-404.6	-432.2	-95.0	-36.2
Net Income	25.9	-407.6	-433.6	-95.6	-34.8
Other Comprehensive Income	-40.6	54.4	+95.1	29.7	+76.0
Comprehensive Income	-14.7	-353.2	-338.4	-65.8	+41.1

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- © This slide shows an overview of our consolidated income statements.
- © Operating revenues decreased by 1,245.5 billion yen year on year, reaching 728.6 billion yen.
- © Operating expenses amounted to 1,193.4 billion yen, a decrease of 719.9 billion yen. Throughout the period, we pursued various cost reduction measures in a steady manner.
- © As a result, operating loss was 464.7 billion yen.
- © Non-operating income and expenses, including the Employment Adjustment Subsidy, amounted to 13.4 billion yen, while ordinary loss amounted to 451.3 billion yen.
- © Special loss amounted to 94.0 billion yen, mainly due to a lump-sum recording of impairment losses associated with the early retirement of aircraft.
- © As a result, net loss attributable to owners of the parent was 404.6 billion yen.
- © Please turn to page 18.

## Financial Position

(¥Billion)	Mar 31, 2020	Mar 31, 2021	Difference
Assets	2,560.1	3,207.8	+647.7
Shareholders' Equity	1,061.0	1,007.2	-53.7
Ratio of Shareholders' Equity (%)	41.4	31.4	-10.0pt
Interest-Bearing Debt	842.8	1,655.4	+812.5
Debt/Equity Ratio (times)	0.8	1.6	+0.8
Liquidity on hand *	238.6	965.7	+727.0
Net Interest Bearing Debt **	604.2	689.7	+85.5
Net Debt/Equity Ratio (times) ***	0.6	0.7	+0.1

\* Liquidity on hand : Cash and Deposits + Marketable Securities

\*\* Net Interest Bearing Debt : Interest Bearing Debt – Liquidity on hand

\*\*\* Net Debt/Equity Ratio : Net Interest Bearing Debt / Shareholders' Equity

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- © This slide shows our financial position.
- © Total assets amounted to 3,207.8 billion yen as of the end of fiscal 2020, an increase of 647.7 billion yen compared to the end of the previous fiscal year.
- © Total shareholders' equity, including a capital increase via public offering, amounted to 1,007.2 billion yen, recovering to the same level as the end of the prior fiscal year. Shareholders' equity ratio was 31.4%.
- © Interest-bearing debt increased 812.5 billion yen year on year to 1,655.4 billion yen. Debt/equity ratio was 1.6 times. Net debt/equity ratio on a net interest-bearing debt basis was 0.7 times.
- © Liquidity on hand as of the end of this fiscal year amounted to 965.7 billion yen, mainly due to indirect financing and a public offering.
- © Please turn to page 19.



## Statements of Cash Flows

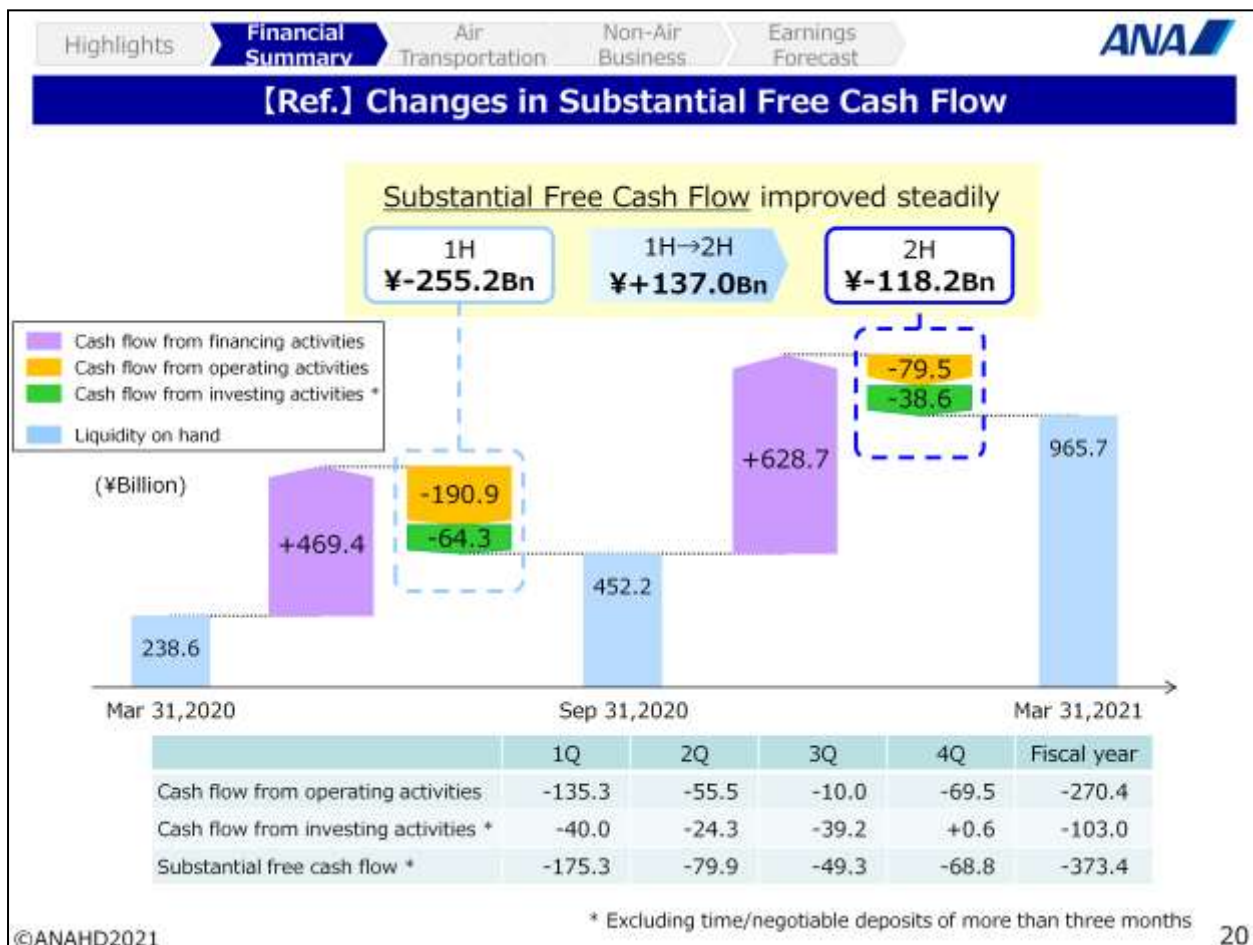
(¥Billion)	FY2019	FY2020	Difference
Cash Flow from Operating Activities	130.1	-270.4	-400.6
Cash Flow from Investing Activities	-230.2	-595.7	-365.5
Cash Flow from Financing Activities	23.8	1,098.1	+1,074.3
Net Increase/Decrease in Cash and Cash Equivalents	-76.4	234.6	+311.0
Cash and Cash Equivalents at the beginning of the Year	211.8	135.9	+234.3
Cash and Cash Equivalents at the end of the Current Period	135.9	370.3	
Depreciation and Amortization	175.7	176.3	+0.6
Capital Expenditures	351.3	156.7	-194.6
Substantial Free Cash Flow (Excluding time/negotiable deposits of more than three months)	-79.1	-373.4	-294.3
EBITDA*	236.5	-288.4	-524.9
EBITDA Margin (%)	12.0	-	-

\* EBITDA : Op. Income + Depreciation and Amortization

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- ◎ These are our cash flows.
- ◎ Cash flow from operating activities resulted in an outflow of 270.4 billion yen.
- ◎ In terms of cash flow from investing activities, we reduced capital expenditures by a significant margin compared to the prior year. We did so by controlling investments in aircraft and other items. Meanwhile, we deposited approximately 490 billion yen into time and negotiable deposits in connection with a temporary increase in cash on hand. As a result, cash flow from investing activities amounted to an outflow of 595.7 billion yen.
- ◎ Cash flow from financing activities resulted in an inflow of 1,098.1 billion yen, mainly due to our indirect financing and public offering.
- ◎ Substantial free cash flow, calculated by subtracting time and negotiable deposits from cash flow from investing activities, resulted in an outflow of 373.4 billion yen.
- ◎ Please turn to page 20.



- ◎ This slide illustrates changes in our substantial free cash flows.
- ◎ Cash flows from operating activities over the second half of the fiscal year amounted to an outflow of 79.5 billion yen. This was an improvement of more than 110 billion yen over the first half of the fiscal year, mainly as a result of detailed cost reduction measures and efforts to increase international cargo revenues.
- ◎ Cash flow from investing activities decreased during the second half of the fiscal year due to delivery delays of certain new aircraft owing to aircraft manufacturer operations.
- ◎ As a result, substantial free cash flow resulted in an outflow of 255.2 billion yen under the first half, 118.2 billion yen under the second half, respectively.
- ◎ Please turn to page 21.

## Results by Segment

(¥Billion)		FY2019	FY2020	Difference	4Q/FY2020	Difference
Operating Revenues	Air Transportation	1,737.7	604.0	-1,133.7	171.9	-170.4
	Airline Related	299.4	222.1	-77.2	55.3	-19.1
	Travel Services	143.9	45.0	-98.9	8.9	-15.8
	Trade and Retail	144.7	79.9	-64.7	18.9	-11.3
	Others	44.2	36.6	-7.5	9.1	-3.6
	Adjustment	-395.9	-259.1	+136.8	-63.2	+29.5
	Total	1,974.2	728.6	-1,245.5	201.0	-190.9
Operating Income	Air Transportation	49.5	-447.8	-497.4	-99.8	-37.2
	Airline Related	18.1	3.6	-14.4	1.6	-5.1
	Travel Services	1.3	-5.0	-6.4	-0.3	+0.1
	Trade and Retail	2.9	-4.2	-7.1	-1.2	-1.0
	Others	3.5	-0.0	-3.5	-0.5	-2.0
	Adjustment	-14.7	-11.1	+3.5	-2.0	+1.7
	Total	60.8	-464.7	-525.5	-102.3	-43.5

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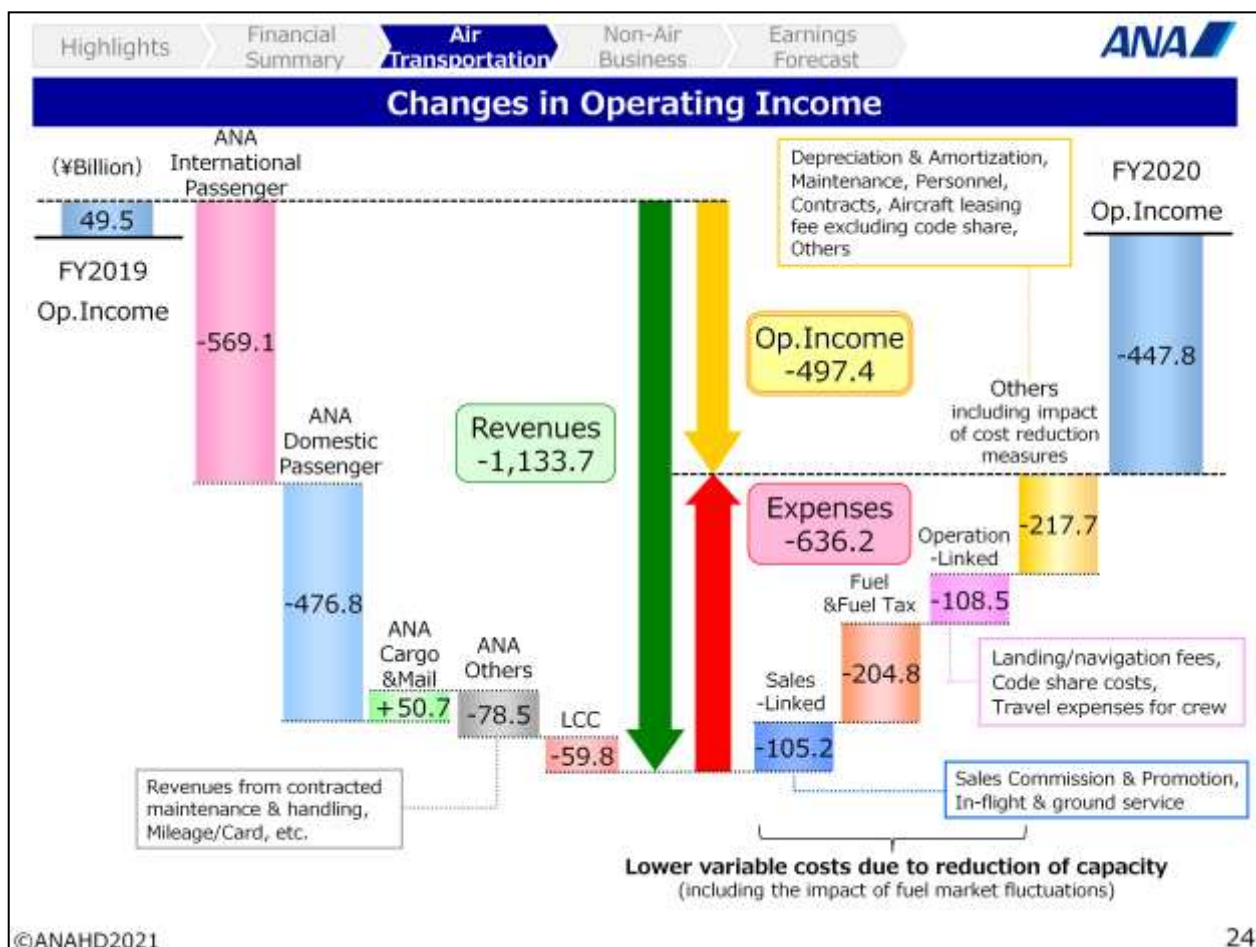
- © This slide covers our results by segment.
- © Operating revenues decreased year on year across all segments.
- © The Airline-Related Business recorded lower revenues from airport ground handling stemming from the continued widespread cancellation and reduction in flights operated by overseas airlines.
- © Travel Services Business experienced a decrease in demand for overseas and domestic travel, mainly due to ongoing immigration restrictions and the declaration of a state of emergency in Japan. Although sales through online channels increased, our Trade and Retail Business recorded lower revenues, mainly related to airport duty-free shops and in-flight sales as a result of lower air travel demand.
- © Next, I will discuss our Air Transportation Business.
- © Please turn to page 24.

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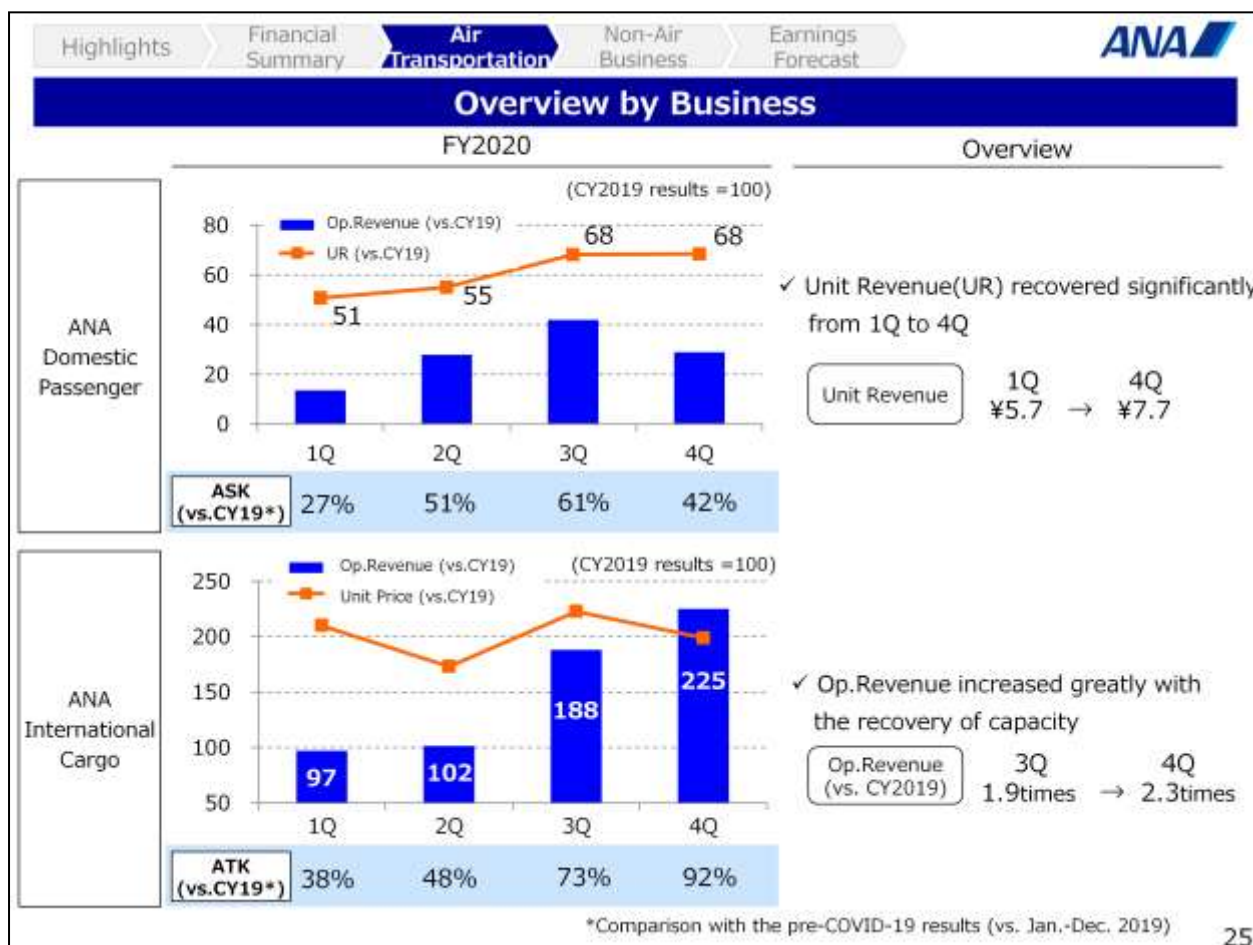
## Operating Revenues and Expenses

(¥Billion)		FY2019	FY2020	Difference	4Q/FY2020	Difference
Operating Revenues	ANA					
	International Passenger	613.9	44.7	-569.1	12.3	-93.4
	Domestic Passenger	679.9	203.1	-476.8	46.7	-79.7
	Cargo & Mail	136.1	186.8	+50.7	66.0	+33.7
	Others	225.7	147.2	-78.5	40.0	-20.1
	LCC	81.9	22.0	-59.8	6.7	-10.9
	Total	1,737.7	604.0	-1,133.7	171.9	-170.4
Operating Expenses	Fuel and Fuel Tax	314.4	109.6	-204.8	33.7	-34.4
	Landing and Navigation Fees	120.1	45.8	-74.3	12.5	-14.3
	Aircraft Leasing Fees	130.6	107.5	-23.0	27.4	-6.1
	Depreciation and Amortization	168.2	168.9	+0.6	39.6	-4.2
	Aircraft Maintenance	177.3	109.4	-67.8	28.7	-20.1
	Personnel	201.6	163.7	-37.8	38.7	-3.7
	Sales Commission and Promotion	105.1	47.2	-57.9	16.0	-7.3
	Contracts	256.6	182.8	-73.7	44.7	-20.1
	Others	213.8	116.4	-97.3	30.1	-22.7
	Total	1,688.1	1,051.9	-636.2	271.8	-133.1
	Operating Income	49.5	-447.8	-497.4	-99.8	-37.2
Op. Income	EBITDA*	217.8	-278.9	-496.7	-60.2	-41.5
	EBITDA Margin (%)	12.5	-	-	-	-





- © This table shows a year-on-year comparison of operating income in our Air Transportation Business.
- © Operating revenues decreased by 1,133.7 billion yen. Broken down by segment, the ANA International Passenger Business recorded a decrease of 569.1 billion yen in revenues, while the Domestic Passenger Business recorded a decrease of 476.8 billion yen, and the LCC Business recorded a decrease of 59.8 billion yen. On the other hand, Cargo and Mail recorded a 50.7 billion yen increase in revenues.
- © Operating expenses decreased by 636.2 billion yen. In addition to controlling capacity flexibly and reducing variable costs, we also delved deeper into urgent measures to control fixed costs.
- © As a result, we posted an operating loss of 447.8 billion yen, down 497.4 billion yen compared with the prior year.
- © Please turn to page 25.



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- © I will provide a main overview by business.
- © Domestic passenger demand declined in the fourth quarter following the declaration of a state of emergency. However, detailed adjustments to capacity on a flight-by-flight basis emphasizing profitability resulted in improved unit revenue, which were significantly higher than the first quarter when the first emergency declaration was issued.
- © In international cargo, we aggressively captured cargo demand with higher unit prices, while maximizing capacity in an environment of tight supply and demand. As a result, quarterly operating revenues were 1.9 times higher in the third quarter, and 2.3 times higher in the fourth quarter compared to the same period prior to the outbreak of COVID-19, reaching record highs throughout the second half of the fiscal year.
- © Page 27 and after provides more details of financial results for each business and our Non-Air segments. Please refer to this information at your leisure.
- © Please turn to page 33.

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## ANA International Passenger Operations

	FY2019	FY2020	% YoY	4Q/FY2020	% YoY
Available Seat Km (million)	68,885	14,465	-79.0	4,656	-71.2
Revenue Passenger Km (million)	50,219	2,840	-94.3	700	-92.8
Passengers (thousands)	9,416	427	-95.5	106	-93.7
Load Factor (%)	72.9	19.6	-53.3pt*	15.0	-45.1pt*
Passenger Revenues (¥Billion)	613.9	44.7	-92.7	12.3	-88.3
Unit Revenue (¥/ASK)	8.9	3.1	-65.3	2.7	-59.4
Yield (¥/RPK)	12.2	15.7	+28.8	17.7	+62.2
Unit Price (¥/Passenger)	65,196	104,648	+60.5	116,139	+84.6

\* Difference

## ANA Domestic Passenger Operations

	FY2019	FY2020	% YoY	4Q/FY2020	% YoY
Available Seat Km (million)	58,552	26,896	-54.1	6,084	-55.3
Revenue Passenger Km (million)	39,502	11,567	-70.7	2,470	-67.3
Passengers (thousands)	42,916	12,660	-70.5	2,753	-66.4
Load Factor (%)	67.5	43.0	-24.5pt*	40.6	-14.9pt*
Passenger Revenues (¥Billion)	679.9	203.1	-70.1	46.7	-63.0
Unit Revenue (¥/ASK)	11.6	7.6	-35.0	7.7	-17.3
Yield (¥/RPK)	17.2	17.6	+2.0	18.9	+13.1
Unit Price (¥/Passenger)	15,844	16,043	+1.3	16,977	+10.0

\* Difference



## ANA International Cargo Operations (Belly &amp; Freighter)

	FY2019	FY2020	% YoY	4Q/FY2020	% YoY
Available Ton Km (million)	7,354	4,588	-37.6	1,591	-11.7
Revenue Ton Km (million)	4,222	3,251	-23.0	1,185	+18.4
Revenue Ton (thousand tons)	866	655	-24.4	225	+15.9
Load Factor (%)	57.4	70.9	+13.5pt*	74.5	+18.9pt*
Cargo Revenues (¥Billion)	102.6	160.5	+56.3	58.8	+139.9
Unit Revenue (¥/ATK)	14.0	35.0	+150.5	37.0	+171.8
Yield (¥/RTK)	24.3	49.4	+103.0	49.7	+102.6
Unit Price (¥/kg)	118	245	+106.8	262	+107.0

\* Difference

(Figures on this page include results on p.30)

## ANA International Cargo Operations (Freighter only)

	FY2019	FY2020	% YoY	4Q/FY2020	% YoY
Available Ton Km (million)	1,424	1,828	+28.3	537	+67.5
Revenue Ton Km (million)	926	1,268	+36.8	391	+85.2
Revenue Ton (thousand tons)	312	329	+5.3	99	+57.4
Load Factor (%)	65.0	69.4	+4.3pt*	72.9	+7.0pt*
Cargo Revenues (¥Billion)	30.7	65.8	+114.1	21.0	+203.1
Unit Revenue (¥/ATK)	21.6	36.0	+66.9	39.2	+80.9
Yield (¥/RTK)	33.2	51.9	+56.5	53.7	+63.6
Unit Price (¥/kg)	98	200	+103.3	212	+92.5

\* Difference

## ANA Domestic Cargo Operations

	FY2019	FY2020	% YoY	4Q/FY2020	% YoY
Available Ton Km (million)	1,705	708	-58.5	166	-56.0
Revenue Ton Km (million)	387	240	-37.9	60	-30.8
Revenue Ton (thousand tons)	373	218	-41.6	55	-34.1
Load Factor (%)	22.7	33.9	+11.3pt*	36.6	+13.3pt*
Cargo Revenues (¥Billion)	25.5	20.8	-18.2	5.5	-5.3
Unit Revenue (¥/ATK)	15.0	29.5	+96.9	33.2	+115.1
Yield (¥/RTK)	66.0	86.9	+31.7	90.9	+36.8
Unit Price (¥/kg)	68	96	+40.0	100	+43.7

\* Difference

## LCC

	FY2019	FY2020	% YoY	4Q/FY2020	% YoY
Available Seat Km (million)	11,076	4,932	-55.5	1,163	-53.1
Revenue Passenger Km (million)	9,202	2,403	-73.9	580	-68.9
Passengers (thousands)	7,288	2,080	-71.4	497	-67.1
Load Factor (%)	83.1	48.7	-34.4pt*	49.9	-25.4pt*
Operating Revenue (Billion) **	81.9	22.0	-73.1	6.7	-62.0
Unit Revenue (¥/ASK)	7.4	4.5	-39.5	5.8	-18.9
Yield (¥/RPK)	8.9	9.2	+3.1	11.6	+22.4
Unit Price (¥/Passenger)	11,244	10,606	-5.7	13,472	+15.6

\* Difference

\*\* Op. Revenue includes ancillary revenues

(FY2019 : Peach Aviation and Vanilla Air in Total)

Highlights

Financial Summary

Air Transportation

Non-Air Business

Earnings Forecast

ANA

Number of Aircrafts

	Mar 31, 2020	Mar 31, 2021	Difference	Owned	Leased
ANA Airbus A380-800	2	2	-	2	-
Boeing 777-300/-300ER	35	30	-5	21	9
Boeing 777-200/-200ER	20	14	-6	10	4
Boeing 777-F	2	2	-	2	-
Boeing 787-10	2	2	-	2	-
Boeing 787-9	35	36	+1	30	6
Boeing 787-8	36	36	-	31	5
Boeing 767-300/-300ER	24	21	-3	21	-
Boeing 767-300F/-300BCF	10	9	-1	6	3
Airbus A321-200neo	11	17	+6	-	17
Airbus A321-200	4	4	-	-	4
Airbus A320-200neo	11	11	-	11	-
Airbus A320-200	3	3	-	-	3
Boeing 737-800	39	39	-	24	15
Boeing 737-700	8	5	-3	5	-
Boeing 737-500	3	-	-3	-	-
De Havilland Canada DASH 8-400	24	24	-	24	-
ANA Total	269	255	-14	189	66
peach Airbus A320-200	34	38	+4	-	38
ANA Group Total	303	293	-10	189	104

\*Including aircraft retired early and recorded impairment loss during FY2020, etc.

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\*Including aircraft retired early and recorded impairment loss during FY2020, etc.

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- © This shows the number of aircraft in the entire group.
- © Based on *Business Structure Reform*, we have accelerated retirements of 28 aircraft, mainly on wide-body aircraft, in order to respond to the temporary reduction in business scale.
- © In this table, the numbers include the aircraft retired early and recorded impairment loss during fiscal 2020.
- © Please turn to page 36.



## Financial Summary in the Non-Air Business

(\$Billion)	Airline Related			Travel Services		
	FY2019	FY2020	Difference	FY2019	FY2020	Difference
Operating Revenues	299.4	222.1	-77.2	143.9	45.0	-98.9
Operating Income	18.1	3.6	-14.4	1.3	-5.0	-6.4
Depreciation and Amortization	5.3	5.0	-0.2	0.5	0.5	-0.0
EBITDA	23.4	8.7	-14.7	1.9	-4.5	-6.5
EBITDA Margin (%)	7.8	3.9	-3.9pt	1.4	-	-

	Trade and Retail			Others		
	FY2019	FY2020	Difference	FY2019	FY2020	Difference
Operating Revenues	144.7	79.9	-64.7	44.2	36.6	-7.5
Operating Income	2.9	-4.2	-7.1	3.5	-0.0	-3.5
Depreciation and Amortization	1.3	1.3	+0.0	0.2	0.4	+0.1
EBITDA	4.2	-2.9	-7.1	3.7	0.4	-3.3
EBITDA Margin (%)	2.9	-	-	8.6	1.1	-7.4pt

### 3. FY2021 Earnings Forecast 《Details》



## Consolidated Earnings Forecast

(¥Billion)	FY2020	FY2021 (Forecast)	Difference
Operating Revenues	728.6	1,380.0	+651.3
Operating Expenses	1,193.4	1,352.0	+158.5
Operating Income	-464.7	28.0	+492.7
Operating Income Margin (%)	—	2.0	—
Ordinary Income	-451.3	5.0	+456.3
Net Income Attributable to Owners of the parent	-404.6	3.5	+408.1

Results/Assumptions	FY2020 Results	FY2021 Assumptions
FX Rate (¥/US\$)	106.0	105
Dubai Crude Oil (US\$/bbl)	44.6	60
Singapore Kerosene (US\$/bbl)	45.8	65

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- © Next, I will discuss the details of our financial results forecast for the fiscal 2021.
- © Our plan calls for 1,380.0 billion yen in operating revenues, which is an increase of 651.3 billion year on year, operating income of 28.0 billion yen, and net income of 3.5 billion yen. Our plan involves tying recovery in passenger demand to top-line performance, as we engage in cost reduction measures to return to profitability.
- © We applied accounting standards for revenue recognition in this earnings forecast.
- © Please turn to page 37.

## Earnings Plan by Segment

(¥Billion)		FY2020	FY2021 (Plan)	Difference
Operating Revenues	Air Transportation	604.0	1,204.0	+599.9
	Airline Related	222.1	215.0	-7.1
	Travel Service	45.0	111.0	+65.9
	Trade and Retail	79.9	98.0	+18.0
	Total for Reporting Segments	36.6	38.0	+1.3
	Other	-259.1	-286.0	-26.8
	Adjustment	728.6	1,380.0	+651.3
Operating Income	Air Transportation	-447.8	34.5	+482.3
	Airline Related	3.6	2.0	-1.6
	Travel Service	-5.0	0.0	+5.0
	Trade and Retail	-4.2	1.5	+5.7
	Total for Reporting Segments	-0.0	0.5	+0.5
	Other	-11.1	-10.5	+0.6
	Adjustment	-464.7	28.0	+492.7

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© The following slide discusses our planned figures by segment.

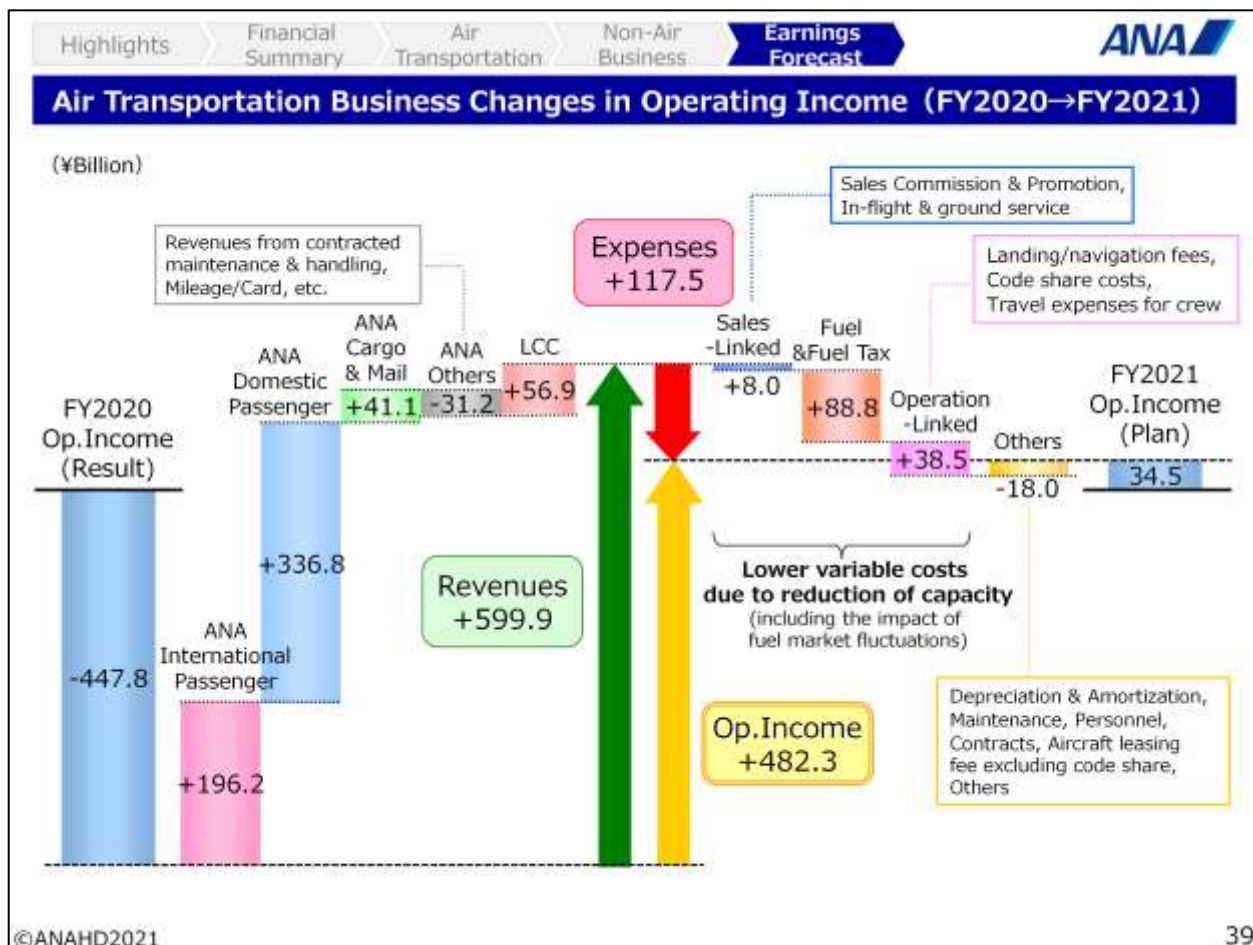
© In Air Transportation Business, we forecast operating revenues of 1,204.0 billion yen, an increase of 599.9 billion yen year on year. We also forecast operating income of 34.5 billion yen, an increase of 482.3 billion yen year on year.

© Please turn to page 39.

## Earnings Plan of Air Transportation Business

(¥Billion)		FY2020	FY2021 (Plan)	Difference
Operating Revenues	ANA International Passenger	44.7	241.0	+196.2
	Domestic Passenger	203.1	540.0	+336.8
	Cargo & Mail	186.8	228.0	+41.1
	Others	147.2	116.0	-31.2
	LCC	22.0	79.0	+56.9
	Total	604.0	1,204.0	+599.9
Operating Expenses	Fuel and Fuel Tax	109.6	198.5	+88.8
	Non-Fuel Cost	942.2	971.0	+28.7
	Total	1,051.9	1,169.5	+117.5
Op. Income	Operating Income	-447.8	34.5	+482.3





- Now, we compare earnings forecast of operating income in Air Transportation Business with the results of fiscal 2020.
- For the current fiscal year, we believe passenger demand on domestic routes to recovery in stages as vaccinations become more widely distributed. At the same time, we expect to see a gradual easing of immigration restrictions on international routes. When it comes to cargo operation, strong demand will continue mainly for mainstay products such as automotive related products, etc.
- Given these factors, we plan for an operating revenue increase of 599.9 billion yen, including 196.2 billion yen in the ANA International Passenger Business, 336.8 billion yen in our Domestic Passenger, 41.1 billion yen in Cargo and Mail, and 56.9 billion yen in our LCC.
- Operating expenses are expected to increase by 117.5 billion yen, mainly in revenue-linked and operation-linked variable costs.
- We plan to achieve profitability in Air Transportation Business by steadily increasing revenues and minimizing the cost increase.
- For more information on our revenue plans for each business, see pages 40 and 41 for our assumptions related to ANA passenger and cargo businesses and page 42 for our assumptions related to our LCC business.
- That is all for my presentation. Thank you for your attention.

## Air Transportation Business Earnings Assumptions

## 《ANA Passenger Operations》Earnings Plan Assumptions

		International Passenger			Domestic Passenger		
		1H	2H	FY2021	1H	2H	FY2021
Available Seat Km	YoY (vs.CY19)*	+169.6 (-58.1)	+148.6 (-34.3)	+156.5 (-46.3)	+97.7 (-23.0)	+75.1 (-9.1)	+85.0 (-16.2)
Revenue Passenger Km**	YoY (vs.CY19)*	+230.2 (-83.8)	+836.7 (-45.3)	+556.6 (-64.8)	+251.0 (-29.4)	+173.3 (-2.3)	+202.1 (-16.2)
Passengers**	YoY (vs.CY19)*	+283.8 (-85.6)	+979.3 (-49.7)	+663.9 (-67.9)	+245.4 (-30.1)	+171.6 (-2.2)	+198.8 (-16.5)
Load Factor (%)**		29.6	63.7	50.3	64.5	75.3	70.3
Unit Revenue** (¥/ASK)		3.9	8.2	6.5	10.1	11.5	10.9
Yield** (¥/RPK)		13.0	12.9	12.9	15.7	15.3	15.5
Unit Price** (¥/Passenger)		75,906	73,384	73,959	14,633	14,027	14,286

\* Comparison with the pre-COVID-19 results (vs. Jan.-Dec. 2019)

©ANAHD2021 \*\* Including award ticket passengers due to the application of accounting standards for revenue recognition in FY2021

## Air Transportation Business Earnings Assumptions

## 《ANA Cargo Operations》Earnings Plan Assumptions

	International Cargo			Domestic Cargo		
	1H	2H	FY2021	1H	2H	FY2021
Available Ton Km YoY (vs.CY19)*	+96.1 (-14.9)	+4.5 (-14.2)	+35.6 (-14.6)	+141.1 (-20.9)	+84.4 (-10.0)	+108.0 (-15.6)
Revenue Ton Km YoY (vs.CY19)*	+118.3 (+9.8)	+5.1 (+9.9)	+41.5 (+9.8)	+38.1 (-25.2)	+35.6 (-6.9)	+36.7 (-15.9)
Revenue Ton YoY (vs.CY19)*	+96.1 (+3.2)	+11.0 (+8.2)	+40.6 (+5.7)	+40.6 (-29.5)	+37.1 (-10.8)	+38.6 (-20.0)
Load Factor (%)	74.7	73.2	73.9	20.2	24.2	22.3
Unit Revenue (¥/ATK)	34.6	28.8	31.6	15.6	17.0	16.3
Yield (¥/RTK)	46.2	39.3	42.7	77.1	70.3	73.3
Unit Price (¥/kg)	237	192	214	85	76	80

## Air Transportation Business Earnings Assumptions

## 《LCC Operations》 Earnings Plan Assumptions

(CY2019 : Peach Aviation and Vanilla Air in Total)

		LCC		
		1H	2H	FY2021
Available Seat Km	YoY (vs.CY19)*	+118.0 (-22.2)	+126.6 (+12.5)	+123.0 (-5.1)
Revenue Passenger Km	YoY (vs.CY19)*	+274.3 (-32.2)	+285.9 (+18.1)	+281.5 (-7.7)
Passengers	YoY (vs.CY19)*	+273.2 (-23.7)	+289.0 (+28.2)	+282.8 (+1.7)
Load Factor (%)		75.7	88.8	83.4
Unit Revenue (¥/ASK)		7.2	7.2	7.2
Yield (¥/RPK)		9.5	8.1	8.6
Unit Price (¥/Passenger)		10,773	9,443	9,952

## New Route



→ Osaka(Kansai) - Memanbetsu  
Service launch on July 1, 2021 (Plan)











Mission Statement	Built on a foundation of security and trust, “the wings within ourselves” help to fulfill the hopes and dreams of an interconnected world.
ANA Group Safety Principles	Safety is our promise to the public and is the foundation of our business. Safety is assured by an integrated management system and mutual respect. Safety is enhanced through individual performance and dedication.
Management Vision	It is our goal to be the world’s leading airline group in customer satisfaction and value creation.
ANA’s Way	<p>To live up to our motto of “Trustworthy, Heartwarming, Energetic!”, we work with:</p> <ol style="list-style-type: none"> <li>1. Safety We always hold safety as our utmost priority, because it is the foundation of our business.</li> <li>2. Customer Orientation We create the highest possible value for our customers by viewing our actions from their perspective.</li> <li>3. Social Responsibility We are committed to contributing to a better, more sustainable society with honesty and integrity.</li> <li>4. Team Spirit We respect the diversity of our colleagues and come together as one team by engaging in direct, sincere and honest dialogue.</li> <li>5. Endeavor We endeavor to take on any challenge in the global market through bold initiative and innovative spirit.</li> </ol>

## Cautionary Statement

Forward-Looking Statements. This material contains forward-looking statements based on ANA HOLDINGS INC.'s current plans, estimates, strategies, assumptions and beliefs. These statements represent the judgments and hypotheses of the Company's management based on currently available information. Air transportation, the Company's core business, involves government-mandated costs that are beyond the Company's control, such as airport utilization fees and Fuel taxes. In additions, conditions in the markets served by the Company are subject to significant fluctuations.

It is possible that these conditions will change dramatically due to a number of factors, such as trends in the economic environment, aviation fuel tax, technologies, demand, competition, foreign exchange rate fluctuations, continuity and/or outbreak of infection, and others. Due to these risks and uncertainties, it is possible that the Company's future performance will differ significantly from the contents of this material.

Accordingly, there is no assurance that the forward-looking statements in this material will prove to be accurate.

This material is available on our website.

**<http://www.ana.co.jp/group/en/investors>**

Investor Relations



Presentations

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