

# ANA HOLDINGS INC.

- Financial Results for the Nine Months ended December 31, 2021

Ichiro Fukuzawa

CFO, Executive Vice President Member of the Board

February 1, 2022





### **Contents**

### Financial Results for FY2021 3Q

1.	Highlights	P. 3	4.	Non-Air Business Financial Summary	P. 24
2.	Consolidated Financial Summary Income Statements Financial Position Statements of Cash Flows Results by Segment	P. 4 P. 5 P. 6-7 P. 8	5.	Major Initiatives Cost Management Convertible Bond	P. 25 P. 26
3.	Air Transportation Business Operating Revenues and Expenses Changes in Operating Income ANA International Passenger Operation ANA Domestic Passenger Operation ANA International Cargo Operation ANA Domestic Cargo Operation LCC Overview by Business Results vs. pre-COVID-19 levels Demand Trends Number of Aircraft	P. 9 P. 10-1: P. 13 P. 14 P. 15-10 P. 17 P. 18 P. 19-20 P. 21 P. 22 P. 23	5		



### Comparison of Financial Results for FY2021 1-3Q and FY2020

[FY2021 1-3Q Cumulative Results (Consolidated)]

➤ Op. Income : ¥ -115.8Bn ( YoY ¥ +246.5Bn )

Net Income Attributable to Owners of the parent

:  $\pm -102.8$ Bn (YoY  $\pm +206.7$ Bn)

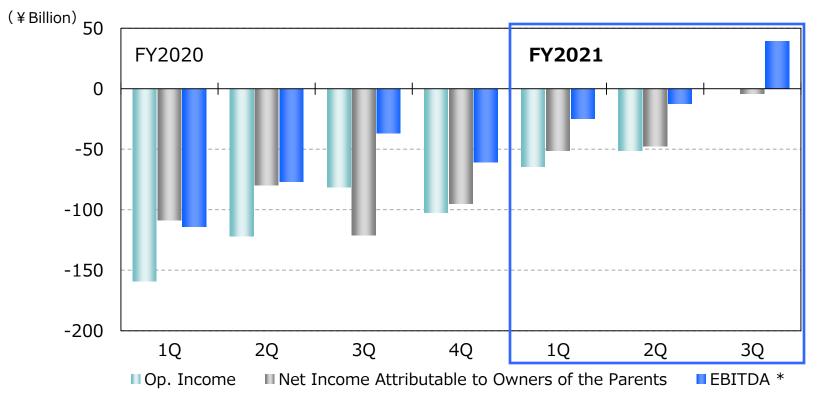
➤ EBITDA\* : ¥ 1.9Bn ( YoY ¥ +229.5Bn )

[3Q[Oct.-Dec.] (Consolidated)]

- ➤ Op. Income : ¥ 0.1Bn
- Net Income Attributable to Owners of the parent

: ¥ -4.0Bn

→ EBITDA\* : ¥ 39.4Bn



\* EBITDA: Op. Income + Depreciation and Amortization

### **Income Statements**

(¥Billion)	1-3Q/FY2020	1-3Q/FY2021	Difference	3Q/FY2021	Difference
Operating Revenues	527.6	738.0	+ 210.4	306.9	+ 71.1
Operating Expenses	890.0	853.8	- 36.1	306.7	- 10.5
Operating Income	- 362.4	- 115.8	+ 246.5	0.1	+ 81.6
Operating Income Margin (%)	-	-	-	0.1	_
Non-Operating Income/Expenses	11.6	- 2.5	- 14.1	- 3.0	- 2.3
Ordinary Income	- 350.7	- 118.3	+ 232.4	- 2.8	+ 79.2
Special Gains/Losses	- 77.3	- 6.2	+ 71.0	- 0.4	+ 77.6
Net Income Attributable to Owners of the parent	- 309.5	- 102.8	+ 206.7	- 4.0	+ 117.0
Net Income	- 312.0	- 101.7	+ 210.3	- 3.9	+ 116.9
Other Comprehensive Income	24.7	8.0	- 16.6	2.0	- 8.8
Comprehensive Income	- 287.3	- 93.6	+ 193.6	- 1.8	+ 108.0

### **Financial Position**

(¥Billion)	Mar 31, 2021*4	Dec 31, 2021	Difference *5
Assets	3,207.8 (3,245.2)	3,239.7	+ 31.8 (- 5.5)
Shareholders' Equity	1,007.2 (892.5)	797.8	- 209.4 (- 94.7)
Ratio of Shareholders' Equity (%)	31.4 (27.5)	24.6	- 6.8pt (- 2.9pt)
Interest-Bearing Debt	1,655.4	1,771.2	+ 115.7
Debt/Equity Ratio (times)	1.6 (1.9)	2.2	+ 0.6 (+ 0.4)
Liquidity on hand *1	965.7	971.5	+ 5.8
Net Interest Bearing Debt *2	689.7	799.7	+ 109.9
Net Debt/Equity Ratio (times)*3	0.7 (0.8)	1.0	+ 0.3 (+ 0.2)

<sup>\*1</sup> Liquidity on hand: Cash and Deposits + Marketable Securities

1. Highlights

<sup>\*2</sup> Net Interest Bearing Debt - Liquidity on hand

<sup>\*3</sup> Net Debt/Equity Ratio : Net Interest Bearing Debt ÷ Equity

<sup>\*4</sup> Figures in parentheses are as of Mar 31, 2021, after applying accounting standards for revenue recognition

<sup>\*5</sup> Figures in parentheses show the differences from figures in parentheses as of Mar 31, 2021

### **Statements of Cash Flows**

(¥Billion)	1-3Q/FY2020	1-3Q/FY2021	Difference
Cash Flow from Operating Activities	- 200.9	- 40.6	+ 160.2
Cash Flow from Investing Activities	- 521.3	110.9	+ 632.3
Cash Flow from Financing Activities	1,110.5	115.0	- 995.5
Net Increase/Decrease in Cash and Cash Equivalents	387.9	185.0	- 202.8
Cash and Cash Equivalents at the beginning of the Year	135.9	370.3	1 105 0
Cash and Cash Equivalents at the end of the Current Period	523.6	555.3	\( \) + 185.0
Depreciation and Amortization*1	134.8	117.7	- 17.0
Capital Expenditures	132.0	117.3	- 14.7
Substantial Free Cash Flow (Excluding time/negotiable deposits of more than three months)	- 304.5	- 109.0	+ 195.5
EBITDA (Op.Income + Depreciation & Amortization*1)	- 227.5	1.9	+ 229.5
EBITDA Margin (%)	-	0.3	_

<sup>\*1</sup> Including Grounded Aircraft Expense in FY2021

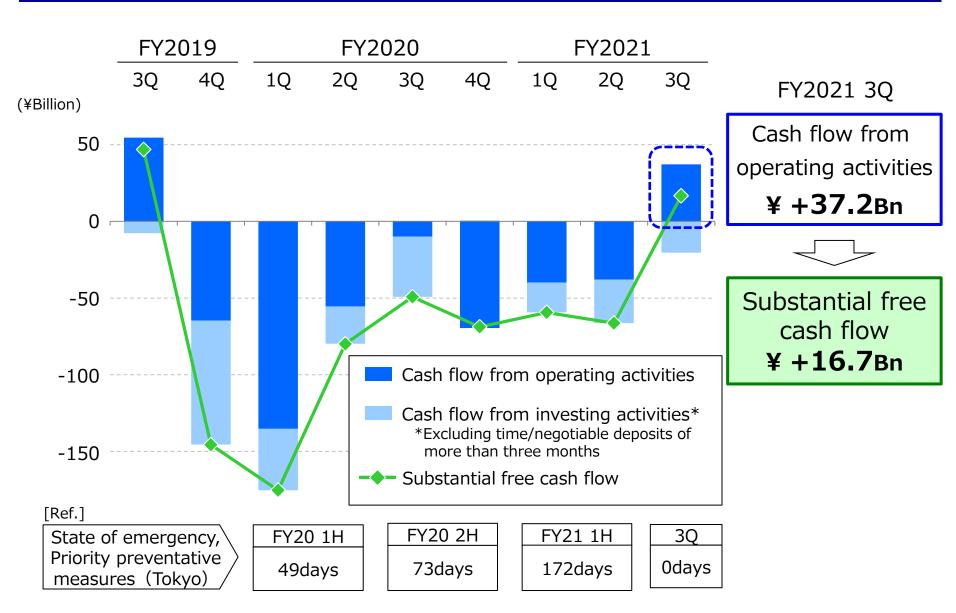
3. Air Transportation

4. Non-Air Business

5. Major Initiatives



### [Ref.] Changes in Cash Flows





# **Results by Segment**

	(¥Billion)	1-3Q/FY2020	1-3Q/FY2021	Difference	3Q/FY2021	Difference
	Air Transportation	432.0	638.4	+ 206.3	268.1	+ 72.8
	Airline Related	166.7	149.8	- 16.9	52.1	+ 5.2
	Travel Services	36.1	34.5	- 1.5	14.9	- 7.3
Operating Revenues	Trade and Retail	61.0	61.4	+ 0.4	23.0	+ 0.3
	Others	27.4	27.6	+ 0.2	10.1	+ 1.2
	Adjustment	- 195.8	- 173.9	+ 21.8	- 61.6	- 1.1
	Total	527.6	738.0	+ 210.4	306.9	+ 71.1
	Air Transportation	- 348.0	- 112.9	+ 235.0	0.8	+ 71.0
	Airline Related	2.0	2.6	+ 0.6	0.9	+ 7.6
	Travel Services	- 4.7	- 0.2	+ 4.4	- 0.1	+ 0.6
Operating Income	Trade and Retail	- 3.0	0.6	+ 3.7	0.6	+ 0.8
	Others	0.5	1.1	+ 0.6	0.4	+ 0.8
	Adjustment	- 9.1	- 7.0	+ 2.0	- 2.6	+ 0.6
	Total	- 362.4	- 115.8	+ 246.5	0.1	+ 81.6



# **Operating Revenues and Expenses**

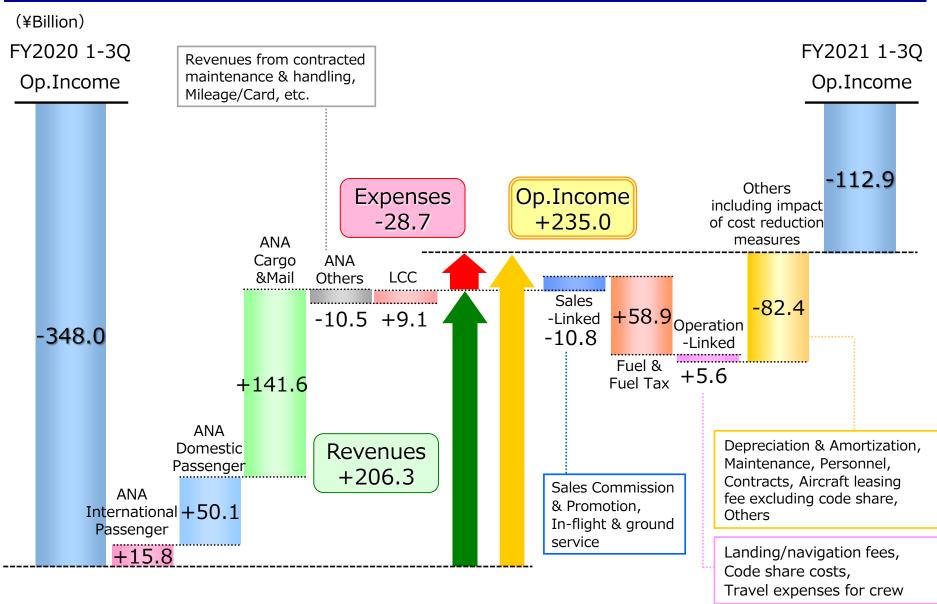
(¥Billion)			1-3Q FY2020	1-3Q FY2021	Difference	3Q/FY2021	Difference
		International Passenger	32.3	48.2	+ 15.8	17.8	+ 5.1
	ANA	Domestic Passenger	156.3	206.5	+ 50.1	94.6	+ 17.2
Operating	ANA	Cargo & Mail	120.7	262.4	+ 141.6	108.3	+ 49.1
Revenues		Others	107.1	96.6	- 10.5	35.8	- 3.1
	LCC		15.3	24.5	+ 9.1	11.4	+ 4.5
	Total		432.0	638.4	+ 206.3	268.1	+ 72.8
	Fuel ar	nd Fuel Tax	75.8	134.8	+ 58.9	54.5	+ 20.0
	Landin	g and Navigation Fees	33.2	31.0	- 2.2	11.6	- 2.8
	Aircraf	Aircraft Leasing Fees		84.9	+ 4.7	28.6	+ 1.2
	Depre	Depreciation and Amortization		105.1	- 24.1	35.0	- 7.7
Operating	Aircraf	Aircraft Maintenance		59.7	- 21.0	20.1	- 0.5
Expenses	Person	nel	124.9	114.7	- 10.2	38.5	- 3.5
	Sales (	Commission and Promotion	31.2	19.9	- 11.3	7.9	- 3.9
	Contra	cts	138.1	125.3	- 12.7	43.9	+ 0.3
	Others		86.3	75.6	- 10.6	26.8	- 1.1
	Total		780.0	751.3	- 28.7	267.3	+ 1.7
Op. Income	Operat	ing Income	- 348.0	- 112.9	+ 235.0	0.8	+ 71.0
	EBITD	Α	- 218.7	- 7.7	+ 210.9	35.8	+ 63.2
	EBITD	A Margin (%)	_	-	-	13.4	_

©ANAHD2022

1. Highlights

1. Highlights 2. Financial Summary 3. Air Business 5. Major Initiatives

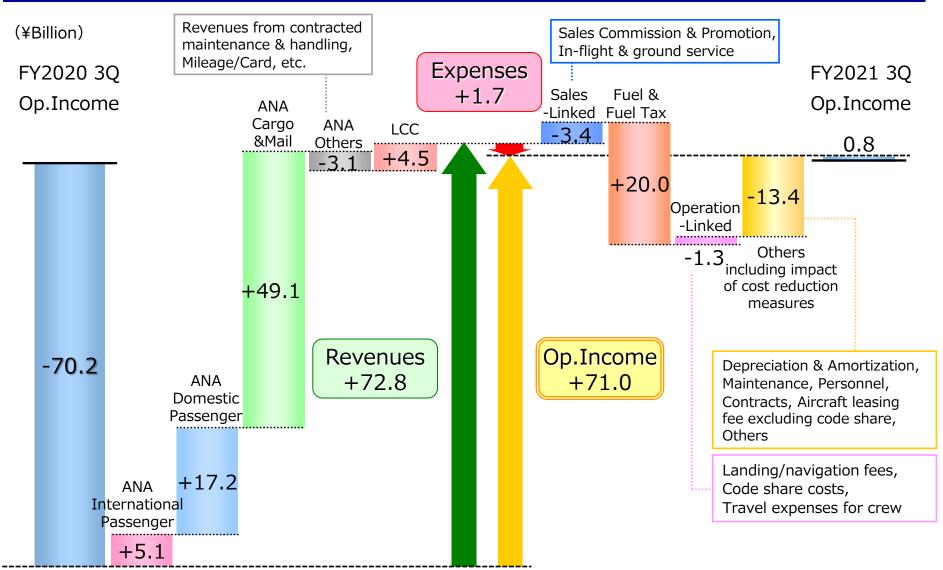
### **Changes in Operating Income (1-3Q Cumulative)**



2. Financial Summary 4. Non-Air Business 5. Major Initiatives

## [Ref.] Changes in Operating Income (3Q only)

1. Highlights





# Intentionally Left Blank

2. Financial
Summary
Transportation

4. Non-Air Business 5. Major Initiatives



### **ANA International Passenger Operations**

	1-3Q/FY2020	1-3Q/FY2021	% YoY	3Q/FY2021	% YoY
Available Seat Km (million)	9,809	14,962	+ 52.5	5,528	+ 26.1
Revenue Passenger Km (million)*1	2,140	3,746	+ 75.0	1,498	+ 80.9
Passengers (thousands)*1	320	549	+ 71.2	221	+ 74.5
Load Factor (%)*1	21.8	25.0	+ 3.2pt*2	27.1	+ 8.2pt*2
Passenger Revenues (¥Billion)*1	32.3	48.2	+ 49.1	17.8	+ 40.2
Unit Revenue (¥/ASK)*1	3.3	3.2	- 2.2	3.2	+ 11.1
Yield (¥/RPK)*1	15.1	12.9	- 14.8	11.9	- 22.5
Unit Price (¥/Passenger)*1	100,832	87,821	- 12.9	80,482	- 19.7

<sup>\*1</sup> Including award ticket passengers due to the application of accounting standards for revenue recognition in FY2021

1. Highlights

<sup>\*2</sup> Difference

2. Financial
Summary
Transportation

4. Non-Air Business 5. Major Initiatives



### **ANA Domestic Passenger Operations**

	1-3Q/FY2020	1-3Q/FY2021	% YoY	3Q/FY2021	% YoY
Available Seat Km (million)	20,812	24,539	+ 17.9	9,379	+ 4.0
Revenue Passenger Km (million)*1	9,097	12,090	+ 32.9	5,455	+ 13.3
Passengers (thousands)*1	9,906	13,198	+ 33.2	6,057	+ 15.7
Load Factor (%)*1	43.7	49.3	+ 5.6pt*2	58.2	+ 4.8pt*2
Passenger Revenues (¥Billion)*1	156.3	206.5	+ 32.1	94.6	+ 22.3
Unit Revenue (¥/ASK)*1	7.5	8.4	+ 12.0	10.1	+ 17.6
Yield (¥/RPK)*1	17.2	17.1	- 0.6	17.3	+ 7.9
Unit Price (¥/Passenger)*1	15,784	15,648	- 0.9	15,622	+ 5.6

<sup>\*1</sup> Including award ticket passengers due to the application of accounting standards for revenue recognition in FY2021

1. Highlights

<sup>\*2</sup> Difference

## **ANA International Cargo Operations (Belly & Freighter)**

Figures on this table include the results on P.16

igui es on ame taste merado are resalts on ma						
	1-3Q/FY2020	1-3Q/FY2021	% YoY	3Q/FY2021	% YoY	
Available Ton Km (million)	2,996	5,233	+ 74.6	1,845	+ 28.4	
Revenue Ton Km (million)	2,066	3,929	+ 90.2	1,412	+ 38.7	
Revenue Ton (thousand tons)	429	743	+ 73.0	267	+ 32.3	
Load Factor (%)	68.9	75.1	+ 6.1pt*1	76.6	+ 5.7pt*1	
Cargo Revenues (¥Billion)	101.6	237.7	+ 134.0	99.3	+ 95.6	
Unit Revenue (¥/ATK)	33.9	45.4	+ 34.0	53.9	+ 52.3	
Yield (¥/RTK)	49.2	60.5	+ 23.0	70.3	+ 41.0	
Unit Price (¥/kg)	236	320	+ 35.3	372	+ 47.8	
*1 D:((						

\*1 Difference

1. Highlights

### **ANA International Cargo Operations (Freighter only)**

	1-3Q/FY2020	1-3Q/FY2021	% YoY	3Q/FY2021	% YoY
Available Ton Km (million)	1,290	1,780	+ 37.9	623	+ 20.7
Revenue Ton Km (million)	876	1,257	+ 43.5	446	+ 23.0
Revenue Ton (thousand tons)	230	317	+ 37.6	112	+ 16.5
Load Factor (%)	67.9	70.6	+ 2.8pt*1	71.7	+ 1.3pt*1
Cargo Revenues (¥Billion)	44.7	87.1	+ 94.6	36.3	+ 85.8
Unit Revenue (¥/ATK)	34.7	49.0	+ 41.1	58.3	+ 53.9
Yield (¥/RTK)	51.1	69.3	+ 35.6	81.4	+ 51.0
Unit Price (¥/kg)	194	275	+ 41.4	323	+ 59.5
*1 D:#					

\*1 Difference

### **ANA Domestic Cargo Operations**

1-3Q/FY2020	1-3Q/FY2021	% YoY	3Q/FY2021	% YoY
541	701	+ 29.5	263	+ 6.7
179	213	+ 19.1	76	+ 1.8
162	189	+ 16.6	69	- 0.2
33.1	30.5	- 2.7pt*1	29.1	- 1.4pt*1
15.3	18.7	+ 22.5	6.6	- 0.1
28.3	26.8	- 5.4	25.4	- 6.4
85.5	87.9	+ 2.8	87.0	- 1.9
94	99	+ 5.1	96	+ 0.1
	541 179 162 33.1 15.3 28.3 85.5	179     213       162     189       33.1     30.5       15.3     18.7       28.3     26.8       85.5     87.9	541       701       + 29.5         179       213       + 19.1         162       189       + 16.6         33.1       30.5       - 2.7pt*1         15.3       18.7       + 22.5         28.3       26.8       - 5.4         85.5       87.9       + 2.8	541       701       + 29.5       263         179       213       + 19.1       76         162       189       + 16.6       69         33.1       30.5       - 2.7pt*1       29.1         15.3       18.7       + 22.5       6.6         28.3       26.8       - 5.4       25.4         85.5       87.9       + 2.8       87.0

\*1 Difference

1. Highlights



# LCC (Peach Aviation)

	1-3Q/FY2020	1-3Q/FY2021	% YoY	3Q/FY2021	% YoY
Available Seat Km (million)	3,769	5,556	+ 47.4	2,301	+ 37.1
Revenue Passenger Km (million)	1,822	3,336	+ 83.0	1,558	+ 72.9
Passengers (thousands)	1,583	2,922	+ 84.6	1,367	+ 78.6
Load Factor (%)	48.4	60.0 +	+ 11.7pt*1	67.7	+ 14.0pt*1
Operating Revenue (Billion)*2	15.3	24.5	+ 59.8	11.4	+ 66.1
Unit Revenue (¥/ASK)	4.1	4.4	+ 8.4	5.0	+ 21.1
Yield (¥/RPK)	8.4	7.4	- 12.7	7.4	- 3.9
Unit Price (¥/Passenger)	9,705	8,401	- 13.4	8,377	- 7.0

<sup>\*1</sup> Difference

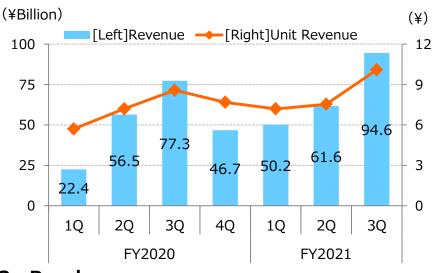
1. Highlights

<sup>\*2</sup> Op. Revenue includes ancillary revenues



### Overview by Business (ANA Domestic Passenger / Peach)

### **ANA Domestic Passenger**



### 30(Oct.-Dec.) Overview

- 1) Revenues: Captured rapid recovery demand ['20 Q3]  $\pm$ 77.3Bn  $\rightarrow$  ['21 Q3]  $\pm$ 94.6Bn (1.2times)
- 2) Unit Revenue: Strengthened yield management ['20 Q3]  $48.6 \rightarrow ['21 \ Q3] \ 410.1$

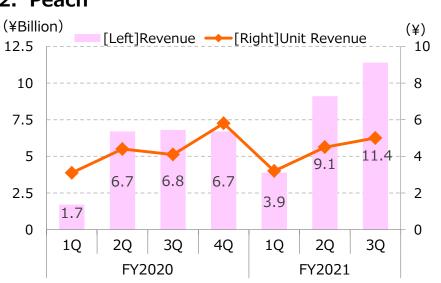
**Expanded revenues** with focusing on profitability

- 1) Revenues: Transferred some flights from ANA, captured leisure demand ['20 Q3]  $46.8Bn \rightarrow$  ['21 Q3] 411.4Bn (1.7times)
- 2) Unit Revenue: Improved load factor through sales promotion

['20 03]  $44.1 \rightarrow ['21 \ O3] \ 45.0$ 

**Increased sales significantly** by expanding domestic flight capacity in collaboration with ANA

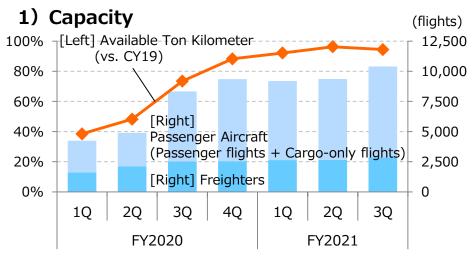
#### 2. Peach



### Overview by Business (ANA International Cargo)

### 3. ANA International Cargo

1. Highlights



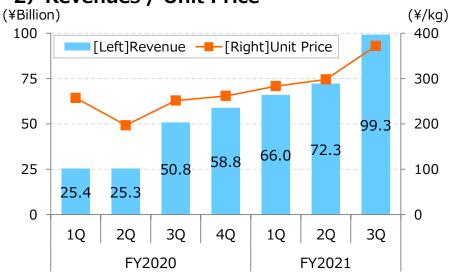
3Q(Oct.-Dec.) Overview

- Freighter:

   Newly introduced B777F to Hong Kong,
   Taipei, Qingdao → Expanded network,
   improved aircraft utilization
- Passenger Aircraft :
   Operated cargo-only flights mainly to North America

Maximized capacity toward the year-end peak demand

2) Revenues / Unit Price



- 1) Revenues: ¥ 99.3Bn (YoY **2.0times**) (vs.FY2102 **1.4times**)
- 2) Unit Price: \(\frac{4}{372}\)/kg (YoY **1.5times**) (vs.FY21Q2 **1.2times**)

Revenues outperformed a record-high greatly on a quarterly basis
Unit Price improved by prioritizing cargo with higher unit prices

### Air Transportation Business (vs. pre-COVID-19 levels)

FY2021 1-3Q

1. Highlights

	ANA Internation	nal Passenger	ANA Domest	ic Passenger	LCC*2	
vs. FY2019(%)*1	1-3Q/FY2021	3Q/FY2021	1-3Q/FY2021	3Q/FY2021	1-3Q/FY2021	3Q/FY2021
Available Seat Km	- 71.6	- 69.0	- 45.4	- 36.2	- 35.4	- 15.9
Revenue Passenger Km*3	- 90.8	- 89.1	- 62.2	- 48.8	- 54.5	- 30.6
Passengers*3	- 92.9	- 91.3	- 62.0	- 47.9	- 49.4	- 23.2

F) (2040(0) ) to	ANA Interna	tional Cargo	ANA Domestic Cargo		
vs. FY2019(%)*1	1-3Q/FY2021	3Q/FY2021	1-3Q/FY2021	3Q/FY2021	
Available Ton Km	- 5.7	- 5.6	- 47.1	- 38.6	
Revenue Ton Km	+ 22.0	+ 24.1	- 28.5	- 28.1	
Revenue Ton	+ 10.6	+ 11.7	- 34.4	- 33.0	

<sup>\*1</sup> Comparison with the pre-COVID-19 results (vs. Apr.-Dec. 2019)

<sup>\*2</sup> FY2019: Peach Aviation and Vanilla Air in Total

<sup>\*3</sup> FY2021: Including award ticket passengers due to the application of accounting standards for revenue recognition

2. Financial Summary

3. Air Transportation

4. Non-Air Business

5. Major Initiatives



### [Ref.] Demand Trends (vs. pre-COVID-19 levels)

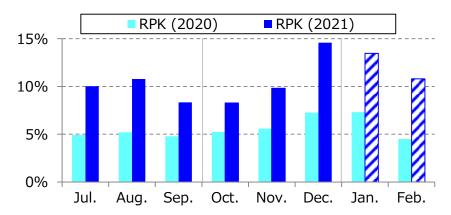
A comparison with the pre-COVID-19 levels

- 1) Jul.-Dec. result : vs. Jul.-Dec. 2019 (FY2019 2Q&3Q)
- 2) Jan.-Feb. forecast: vs. Jan.-Feb. 2019 (FY2018 4Q)

#### 1. ANA International Passenger

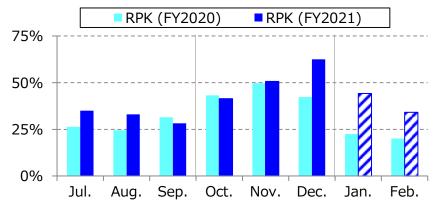
1. Highlights

Captured trilateral & year-end homecoming demand



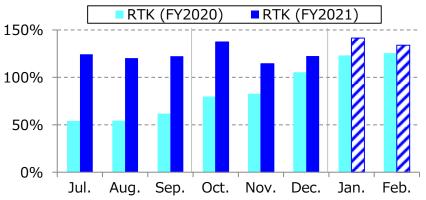
#### 2. ANA Domestic Passenger

Demand recovered rapidly beginning in October with the decrease in COVID-19 cases



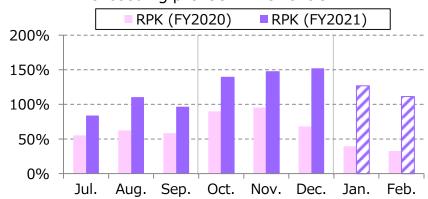
#### 3. ANA International Cargo

Steady performance exceeding pre-COVID19 due to strong demand for mainstay products



#### 4. Peach Domestic Passenger

Captured demand through the capacity expansion, RPK exceeding pre-COVID19 levels



<sup>\*1</sup> Figures in FY2021 results/forecasts include award ticket passengers due to the application of accounting standards for revenue recognition

1. Highlights 2. Financial Summary 3. Air Transportation 4. Non-Air Business 5. Major Initiatives Number of Aircraft

Number of Aircraft								
	Total			Excluding retired aircraft*1				
*1 Aircraft retired and waiting for sale or lease return	Mar 31 2021	Dec 31 2021	Diff.	Owned	Leased	Mar 31 2021	Dec 31 2021	Diff.
Airbus A380-800	2	3	+ 1	3	_	2	3	+ 1
Boeing 777-300/-300ER	30	20	- 10	11	9	20	20	_
Boeing 777-200/-200ER	14	14	_	12	2	12	12	_
Boeing 777-F	2	2	_	2	_	2	2	_
Boeing 787-10	2	2	_	2	_	2	2	_
Boeing 787-9	36	39	+ 3	33	6	36	39	+ 3
Boeing 787-8	36	36	_	31	5	36	36	_
Boeing 767-300/-300ER	21	18	- 3	18	_	20	18	- 2
Boeing 767-300F/-300BCF	9	9	_	6	3	9	9	_
Airbus A321-200neo	17	22	+ 5	_	22	17	22	+ 5
Airbus A321-200	4	4	_	_	4	4	4	_
Airbus A320-200neo	11	11	_	11	_	11	11	_
Airbus A320-200	3	1	- 2	_	1	3	0	- 3
Boeing 737-800	39	39	_	24	15	39	39	_
Boeing 737-700	5	0	- 5	_	_	4	0	- 4
De Havilland Canada DASH 8-400	24	24	_	24	_	24	24	_
ANA	255	244	- 11	177	67	241	241	_
Airbus A321-200neoLR	0	1	+ 1	_	1	0	1	+ 1
Airbus A320-200neo	3	5	+ 2	_	5	3	5	+ 2
Airbus A320-200	35	30	- 5	_	30	30	28	- 2
Peach Aviation	38	36	- 2	_	36	33	34	+ 1
Group Total	293	280	- 13	177	103	274	275	+ 1

## **Other Segments excluding Air Transportation Business**

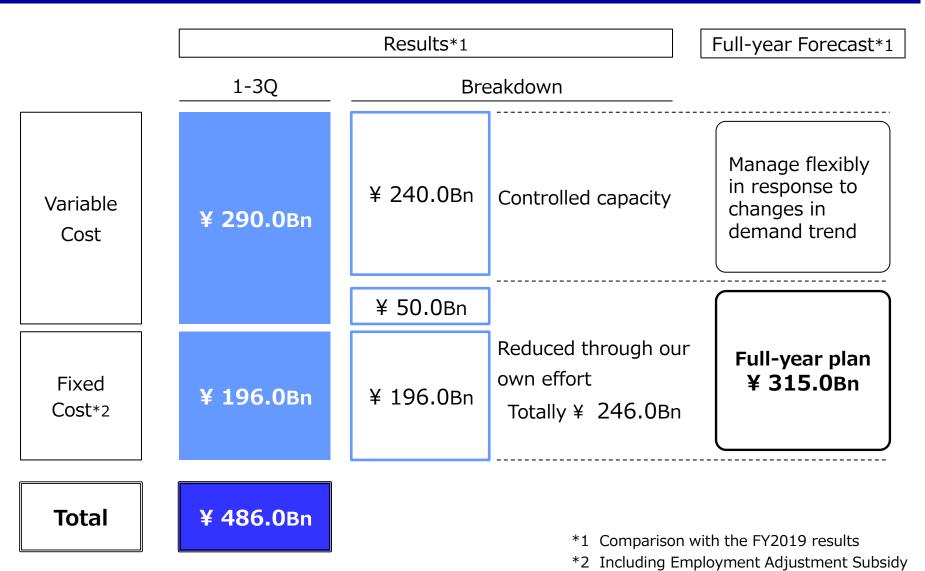
	Ai	rline Relat	ed	Travel Services			
(¥Billion)	1-3Q FY2020	1-3Q FY2021	Difference	1-3Q FY2020	1-3Q FY2021	Difference	
Operating Revenues	166.7	149.8	- 16.9	36.1	34.5	- 1.5	
Operating Income	2.0	2.6	+0.6	- 4.7	- 0.2	+ 4.4	
Depreciation and Amortization	3.7	3.6	- 0.0	0.4	0.1	- 0.3	
EBITDA*	5.8	6.3	+ 0.5	- 4.3	- 0.1	+ 4.1	
EBITDA Margin (%)	3.5	4.3	+ 0.8pt	-	-	-	

	Tra	de and Re	tail	Others			
	1-3Q FY2020	1-3Q FY2021	Difference	1-3Q FY2020	1-3Q FY2021	Difference	
Operating Revenues	61.0	61.4	+ 0.4	27.4	27.6	+ 0.2	
Operating Income	- 3.0	0.6	+ 3.7	0.5	1.1	+ 0.6	
Depreciation and Amortization	1.0	0.8	- 0.1	0.2	0.4	+ 0.1	
EBITDA*	- 2.0	1.5	+ 3.5	0.7	1.5	+ 0.7	
EBITDA Margin (%)	-	2.5	-	2.9	5.6	+ 2.7pt	

\* EBITDA : Op. Income + Depreciation and Amortization



### **Cost Management**





### **Convertible Bond**

### 1. Objectives

1. Highlights

Engage in solid, flexible financial management to maintain and improve our competitive advantage in the post-COVID-19 airline market

1

Growth investment accelerating

Business Structure Reform

(Approx. ¥ 50.0Bn)

- 1) Investment in digital technologies to build new service models
- 2) Capital expenditures to establish 3rd brand

2

Secure funds for the redemption and repayment of existing debt (Approx. ¥ 100.0Bn)

- 1) Funds for the redemption of CBs maturing in 2022 (¥70.0Bn)
- 2) Repayment of long-term debt (Approx. ¥30.0Bn)

#### 2. Details

Closing Date     (Issue Date)	December 10, 2021
2) Maturity Date	December 10, 2031 (Term of 10 years)
3) Principal Amount	¥ 150.0Bn
4) Coupon	0.0% (Zero coupons)
5) Conversion Price	¥ 2,883 (Conversion premium : 10.02%)
6) Main Supplementary Provisions	<ol> <li>A provision that allows the company to redeem the CBs early (after three years from the issuance date) if the stock price remains at a level higher than 120% of the conversion price for a certain period of time (Soft call provision)</li> <li>A provision that allows CB holders to request early redemption seven years after the issue date (Put provision)</li> </ol>
7) Ratio of Dilutive Shares	11.06% (= No. of dilutive shares ÷ No. of issued shares [excl. treasury stock]*) *As of September 30, 2021











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	To live up to our motto of "Trustworthy, Heartwarming, Energetic!", we work with:  1. Safety We always hold safety as our utmost priority, because it is the foundation of our business.  2. Customer Orientation We create the highest possible value for our customers by viewing our actions from their perspective.  3. Social Responsibility We are committed to contributing to a better, more sustainable society with honesty and integrity.  4. Team Spirit We respect the diversity of our colleagues and come together as one team by engaging in direct, sincere and honest dialogue.  5. Endeavor We endeavor to take on any challenge in the global market through bold initiative and innovative spirit.



#### 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** 

**Investor Relations, ANA HOLDINGS INC.** 

email: ir@anahd.co.jp