ANA HOLDINGS INC.

-Financial Results for the Three Months ended June 30,2022

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Executive Vice President
Group CFO

August 1, 2022

* Airbus A380 came back to Narita-Honolulu route from July 1

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◎ Thank you for participating in today's teleconference regarding the ANA Group financial results for the three months ended June 30, 2022.

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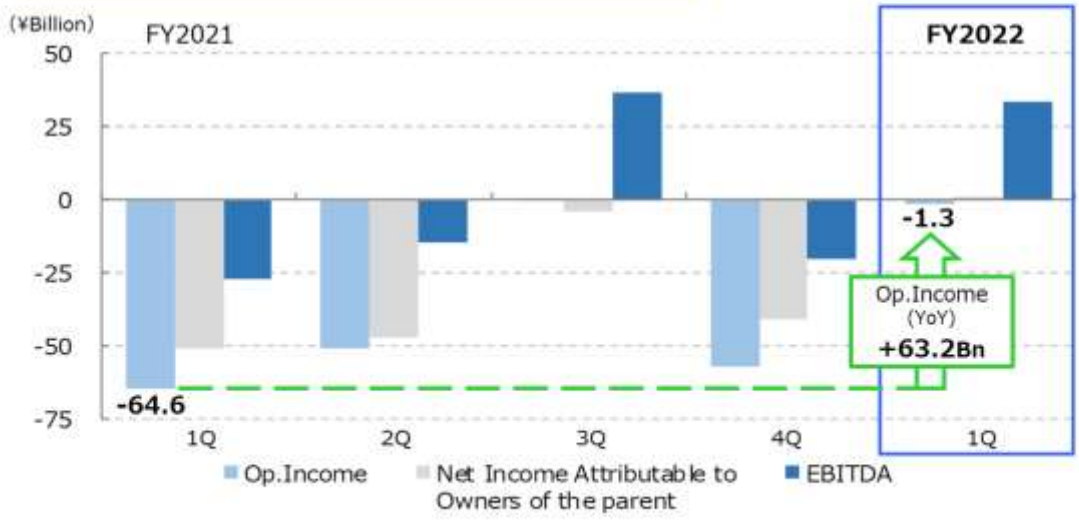
Comparison of Financial Results for FY2022 1Q and FY2021

[FY2022 1Q (Consolidated)]

- Op.Income : ¥ -1.3Bn (YoY ¥ +63.2Bn)
- Net Income Attributable to Owners of the parent : ¥ 1.0Bn (YoY ¥ +52.1Bn)
- EBITDA* : ¥ 33.7Bn (YoY ¥ +61.3Bn)



* Not Include depreciation and amortization recorded in suspension fleet cost

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◎ These are the highlights of our financial results.

◎ Operating loss for the first quarter was 1.3 billion yen, an improvement of 63.2 billion yen from the same period of the previous year. Net income turned positive for the first time in 10 quarters −since the third quarter of fiscal 2019− and reached 1.0 billion yen. In addition, EBITDA was 33.7 billion yen, and all indicators improved by more than 50 billion yen from the previous year.

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First Quarter Points

FY Targets	**Achieve "Final profit surplus for the full year"**		
1Q Priority Theme	Captured recovering demand to improve profitability	**Expanded top-line growth Improved performance YoY**	
	Business Topic	1Q Results	Detail
International Business	ANA Passenger: Expand flight with demand trend	**Passengers** YoY **5.2 times**	P.15 P.21
	Maximize revenue per flight Total of passenger and cargo	**Revenues** (Passengers & Cargo) **Best** since FY2019 4Q	
	ANA Cargo: Place optimal fleet by demand (Freighter, Belly)	**Unit price** YoY **+55%**	P.17 P.21
Domestic Business	ANA: Strengthen yield management by capturing trends of "with-COVID"	**Unit Revenue** YoY **+28%**	P.16 P.22
	Strengthen cooperation Between both brands	**Passengers** (ANA & Peach) **66%** vs. pre-COVID	P.24
	peach: Captured leisure demand by routes transferred from ANA	**Passengers** YoY **3.4 times**	P.20 P.22

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◎ Our target for the current fiscal year is to achieve a full-year net profit. To achieve this target, we captured recovering demand while focusing on improving profitability. We undertook measures to achieve a balance between expanding market share and improving unit price, which we believe will lead to sustainable profit generation.

◎ As I will explain later, our performance by business segment improved significantly year on year. We increased top line revenue steadily through various intra-group collaborations, supported by a cost structure we built through business reforms.

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Income Statements

(¥Billion)	1Q/FY2021	1Q/FY2022	Difference
Operating Revenues	198.9	350.4	+ 151.5
Operating Expenses	263.5	351.7	+ 88.2
Operating Income	- 64.6	- 1.3	+ 63.2
Operating Income Margin (%)	-	-	-
Non-Operating Income/Expenses	0.8	5.7	+ 4.8
Ordinary Income	- 63.7	4.3	+ 68.1
Special Gain/Losses	-	- 0.0	- 0.0
Net Income Attribute to Owners of the parent	- 51.1	1.0	+ 52.1
Net Income	- 50.4	1.1	+ 51.6
Other Comprehensive Income	2.4	27.8	+ 25.3
Comprehensive Income	- 47.9	28.9	+ 76.9

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◎ This slide shows an overview of our consolidated income statements.

◎ Operating revenues increased by 151.5 billion yen from the previous year to 350.4 billion yen. In the Air Transportation Business, overall operating revenues increased due to capture of passenger demand and an increase in international cargo revenue.

◎ Operating expenses were 351.7 billion yen, mainly due to an increase in costs linked to capacity. Owing to consistent and careful cost management, operating revenues improved 1.8 times year on year, while we kept expenses at only 1.3 times higher.

◎ As a result, the ANA Group posted an operating loss of 1.3 billion yen. However, due to non-operating income and expenses, including foreign exchange gains, ordinary income amounted to a positive 4.3 billion yen, while net income attributable to owners of the parent was a positive 1.0 billion yen.

◎ Please turn to page 6.

Financial Position

(¥Billion)	Mar 31,2022	June 30,2022	Difference
Assets	3,218.4	3,324.4	+ 105.9
Shareholder's Equity	797.2	825.9	+ 28.6
Ratio of Shareholder's Equity (%)	24.8	24.8	+ 0.1pt
Interest-Bearing Debt	1,750.1	1,727.2	- 22.8
Debt/Equity Ratio (times)	2.2	2.1	- 0.1
Liquidity on hand *1	950.9	1,031.1	+ 80.1
Net Interest Bearing Debt *2	799.1	696.1	- 102.9
Net Debt/Equity Ratio (times)*3	1.0	0.8	- 0.2

*1 Liquidity on hand : Cash and Deposits + Marketable Securities
*2 Net Interest Bearing Debt : Interest Bearing Debt − Liquidity on hand
*3 Net Debt/Equity Ratio : Net Interest Bearing Debt ÷ Equity

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◎ This slide shows our financial position.

◎ Total assets were 3,324.4 billion yen, shareholders' equity was 825.9 billion yen, and the shareholders' equity ratio was 24.8%, which was about the same as the end of the previous fiscal year. Interest-bearing debt was 1,727.2 billion yen, and the debt/equity ratio was 2.1 times.

◎ Liquidity on hand at the end of the quarter was 1,031.1 billion yen. Net debt/equity ratio on a net interest-bearing debt basis was 0.8 times.

◎ Please turn to page 7.

Statements of Cash Flows

(¥Billion)	1Q/FY2021	1Q/FY2022	Difference
Cash Flow from Operating Activities	- 39.9	118.9	+ 158.9
Cash Flow from Investing Activities	298.5	- 99.1	- 397.6
Cash Flow from Financing Activities	- 0.3	- 23.6	- 23.2
Net Increase/Decrease in Cash and Cash Equivalents	258.4	2.2	- 256.2
Cash and Cash Equivalents at the beginning of the Year	370.3	621.0	+ 2.2
Cash and Cash Equivalents at the end of the Current Period	628.7	623.2	
Depreciation and Amortization	39.5	37.6	- 1.9
Capital Expenditures	29.0	28.7	- 0.2
Substantial Free Cash Flow (Excluding time/negotiable deposits of more than three months)	- 59.4	97.6	+ 157.1
EBITDA (Op.Income + Depreciation & Amortization*)	- 27.5	33.7	+ 61.3
EBITDA Margin (%)	-	9.6	-

* Not including Grounded Aircraft Expense

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◎ These are our cash flows.

◎ Cash flow from operating activities resulted in an inflow of 118.9 billion yen, cash flow from investing activities was an outflow of 99.1 billion yen, and cash flow from financing activities was an outflow of 23.6 billion yen.

◎ The substantial free cash flow resulted in an inflow of 97.6 billion yen, when calculated from the investment cash flow excluding the transfer of funds for fixed-time and negotiable deposits for more than 3 months.

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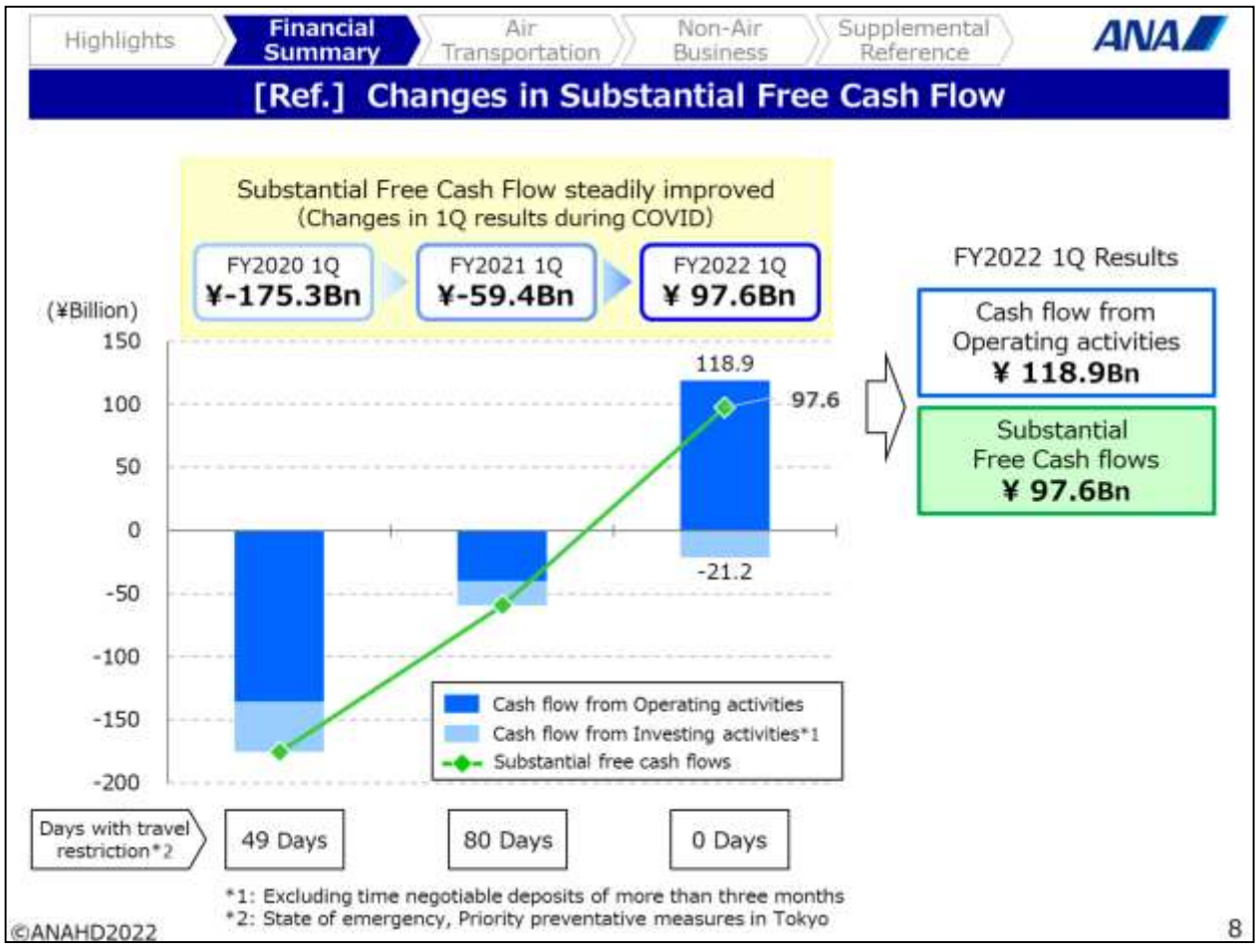

◎ This shows cash flow trends for the first quarter over the last three years.

◎ In addition to effective sales activities that led to increased ticket sales, we saw the positive outcomes of fixed cost reductions and capital expenditure control.

◎ Quarterly cash flows from operating activities exceeded 100 billion yen for the first time in 12 quarters —since the first quarter of fiscal 2019— and substantial free cash flow also improved significantly.

◎ Please turn to page 9.

Results by Segment

	(¥Billion)	1Q/FY2021	1Q/FY2022	Difference
Operating Revenues	Air Transportation	170.1	314.2	+ 144.1
	Airline Related	53.3	55.4	+ 2.0
	Travel Services	9.1	13.9	+ 4.7
	Trade and Retail	19.1	22.4	+ 3.2
	Others	8.5	8.9	+ 0.3
	Adjustment	- 61.4	- 64.5	- 3.1
	Total	198.9	350.4	+ 151.5
Operating Income	Air Transportation	- 67.6	- 1.9	+ 65.6
	Airline Related	5.1	1.9	- 3.1
	Travel Services	- 0.1	- 0.5	- 0.3
	Trade and Retail	- 0.1	0.5	+ 0.6
	Others	0.3	0.2	- 0.0
	Adjustment	- 2.1	- 1.5	+ 0.6
	Total	- 64.6	- 1.3	+ 63.2

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◎ This slide covers our results by segment.

◎ Our Airline Related business recorded higher revenue year on year, mainly due to an increase in international cargo volume. However, profit declined due to revised contract unit prices between ANA and group companies.

◎ The Travel Services business recorded higher revenue, mainly for dynamic domestic travel packages.

◎ The Trade and Retail business saw higher revenue and profit, mainly in response to the recovery in the airport retail business.

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Operating Revenues and Expenses

	(¥Billion)		1Q/FY2021	1Q/FY2022	Difference
Operating Revenues	ANA	International Passenger	12.9	62.2	+ 49.2
		Domestic Passenger	50.2	102.0	+ 51.8
		Cargo and Mail	73.5	102.6	+ 29.0
		Others	29.3	31.6	+2.3
	LCC		3.9	15.5	+ 11.5
	Total		170.1	314.2	+ 144.1
Operating Expenses	Fuel and Fuel Tax		36.5	78.4	+ 41.9
	Landing and Navigation Fees		9.0	11.9	+ 2.8
	Aircraft Leasing Fees		26.7	31.6	+ 4.8
	Depreciation and Amortization		35.3	33.6	- 1.6
	Aircraft Maintenance		19.0	29.5	+ 10.4
	Personnel		37.7	42.0	+ 4.2
	Sales Commission and Promotion		5.7	11.3	+ 5.5
	Contracts		45.4	45.4	- 0.0
	Others		22.0	32.1	+ 10.1
	Total		237.7	316.2	+ 78.4
Op.Income	Operating Income		- 67.6	- 1.9	+ 65.6
	EBITDA *		- 32.2	31.6	+ 63.9
	EBITDA Margin (%)		-	10.1%	-

* Op. Income + Depreciation and Amortization

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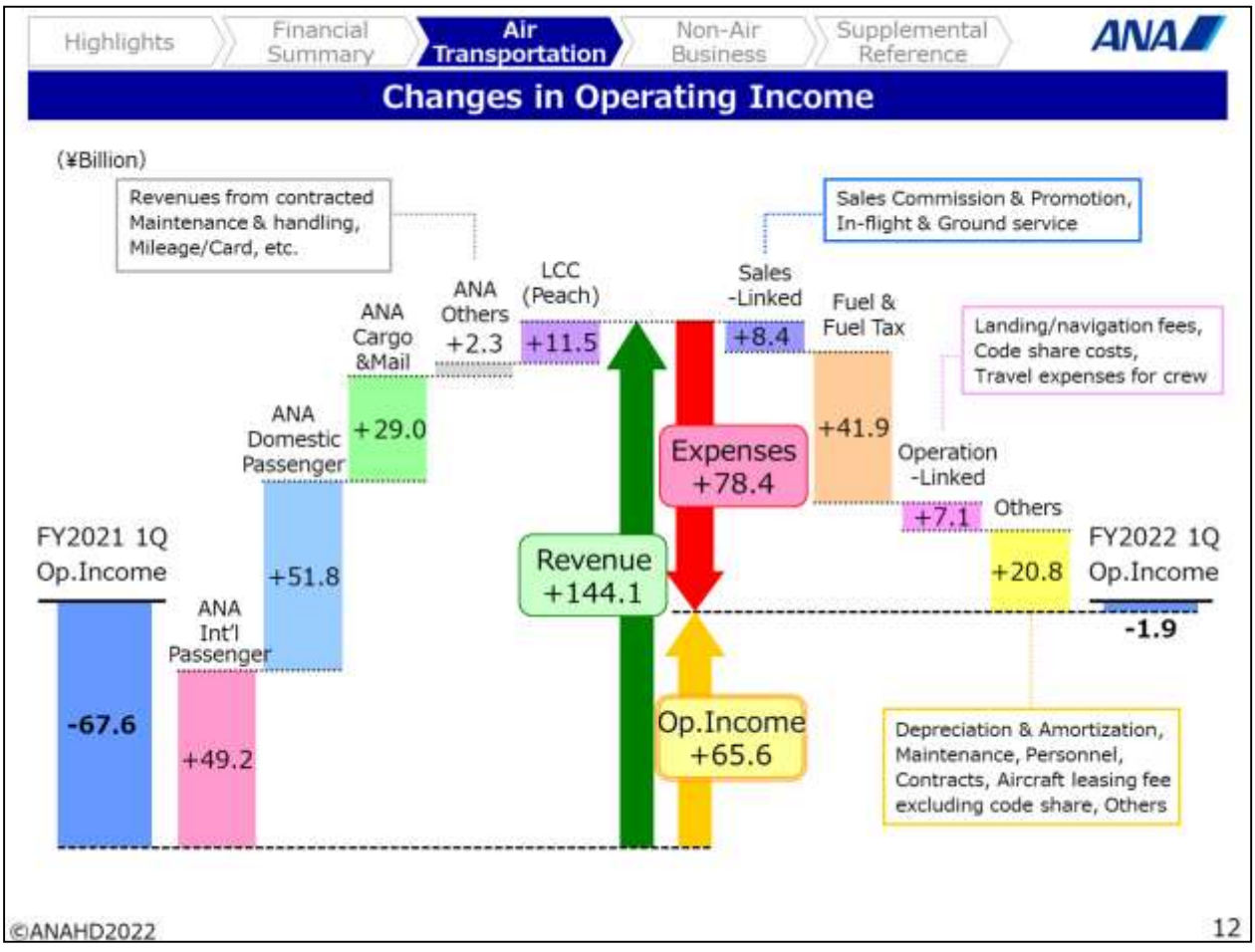

◎ This is a comparison of operating income year on year in our Air Transportation Business.

◎ Operating revenues as a whole increased 144.1 billion yen from the previous year. This result was driven by passenger revenues from the ANA and Peach brands, as well as a significant increase in cargo business unit price.

◎ Operating expenses increased only 78.4 billion yen year on year, despite a large increase in fuel expense. We exercised consistent and careful cost management while maintaining the effects of fixed cost reductions implemented in the previous fiscal year.

◎ As a result, operating loss improved by 65.6 billion yen from the previous year.

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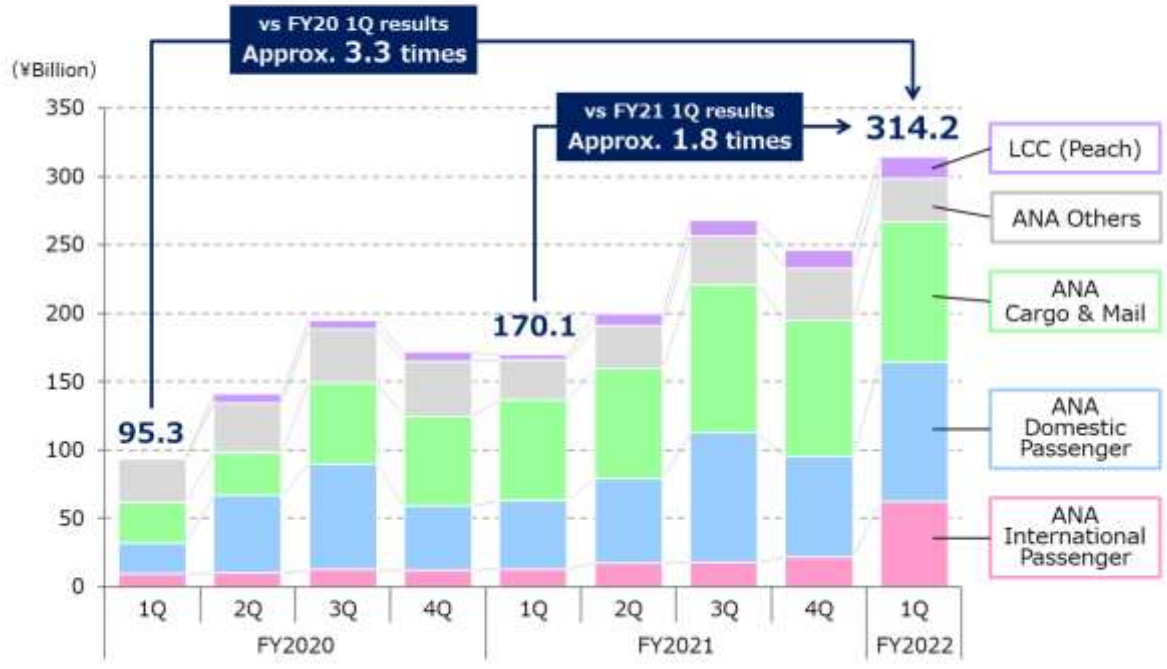
Trends of Operating Revenues

Posted highest sales in COVID with recovery in passenger demand



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◎ This is operating revenues trends by business.

◎ Operating revenues for the current quarter were 3.3 times higher than the first quarter two years ago and 1.8 times higher year on year, the highest during the COVID-19 pandemic.

◎ Our International Passenger business expanded the number of flights in line with demand trends, capturing business travel from Japan and trilateral demand. During the COVID-19 pandemic, we did our utmost to preserve employee jobs. The impact of retaining employees on our ability to expand capacity quickly was evident during the quarter.

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ANA International Passenger Operations

	1Q/FY2021	1Q/FY2022	% YoY
Available Seat Km (million)	4,514	6,204	+ 37.4
Revenue Passenger Km (million)	892	4,389	+ 392.0
Passengers (thousands)	131	684	+ 421.3
Load Factor (%)	19.8	70.7	+ 51.0pt*
Passenger Revenues (¥Billion)	12.9	62.2	+ 379.9
Unit Revenue (¥/ASK)	2.9	10.0	+ 249.1
Yield (¥/RPK)	14.5	14.2	- 2.5
Unit Price(¥/Passenger)	98,752	90,905	- 7.9

* Difference

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ANA Domestic Passenger Operations

	1Q/FY2021	1Q/FY2022	% YoY
Available Seat Km (million)	6,980	11,084	+ 58.8
Revenue Passenger Km (million)	2,981	5,976	+ 100.4
Passengers (thousands)	3,200	6,569	+ 105.3
Load Factor (%)	42.7	53.9	+ 11.2pt*
Passenger Revenues (¥Billion)	50.2	102.0	+ 103.3
Unit Revenue (¥/ASK)	7.2	9.2	+ 28.1
Yield (¥/RPK)	16.8	17.1	+1.5
Unit Price(¥/Passenger)	15,686	15,540	- 0.9

* Difference

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ANA International Cargo Operations (Belly & Freighter)

Figures on this table include the results on P.18

	1Q/FY2021	1Q/FY2022	% YoY
Available Ton Km (million)	1,652	1,644	- 0.5
Revenue Ton Km (million)	1,233	1,125	- 8.8
Revenue Ton (thousand tons)	233	215	- 7.4
Load Factor (%)	74.7	68.5	- 6.2pt*
Cargo Revenues (¥Billion)	66.0	94.7	+ 43.5
Unit Revenue (¥/ATK)	40.0	57.6	+ 44.2
Yield (¥/RTK)	53.5	84.1	+ 57.2
Unit Price (¥/kg)	283	439	+ 54.9

* Difference

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ANA International Cargo Operations (Freighter only)

	1Q/FY2021	1Q/FY2022	% YoY
Available Ton Km (million)	569	623	+ 9.5
Revenue Ton Km (million)	393	411	+ 4.5
Revenue Ton (thousand tons)	99	101	+ 2.5
Load Factor (%)	69.2	66.0	- 3.2pt*
Cargo Revenues (¥Billion)	23.5	40.2	+ 70.8
Unit Revenue (¥/ATK)	41.4	64.5	+ 55.9
Yield (¥/RTK)	59.8	97.7	+ 63.4
Unit Price (¥/kg)	237	395	+ 66.6

* Difference

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ANA Domestic Cargo Operations

	1Q/FY2021	1Q/FY2022	% YoY
Available Ton Km (million)	196	299	+ 52.6
Revenue Ton Km (million)	65	67	+ 3.4
Revenue Ton (thousand tons)	56	59	+ 4.6
Load Factor (%)	33.4	22.6	- 10.8pt*
Cargo Revenues (¥Billion)	5.9	5.9	- 0.1
Unit Revenue (¥/ATK)	30.1	19.7	- 34.5
Yield (¥/RTK)	90.2	87.2	- 3.4
Unit Price (¥/kg)	104	99	- 4.5

* Difference

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LCC（Peach Aviation）

	1Q/FY2021	1Q/FY2022	% YoY
Available Seat Km (million)	1,240	2,894	+ 133.2
Revenue Passenger Km (million)	580	1,938	+ 234.2
Passengers (thousands)	498	1,702	+ 241.8
Load Factor (%)	46.8	67.0	+ 20.2pt*1
Passenger Revenues (¥Billion) *2	3.9	15.5	+ 291.1
Unit Revenue (¥/ASK)	3.2	5.4	+ 67.7
Yield (¥/RPK)	6.9	8.0	+ 17.0
Unit Price (¥/Passenger)	7,986	9,138	+ 14.4

*1 Difference
*2 Op.Revenue includes ancillary revenues

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Results by Business(ANA International Passenger/Cargo)

1. ANA International Passenger

1) Revenues : Continued up trend from March
['21 Q1] ¥12.9Bn
['22 Q1] **¥62.2Bn** x 4.8

2) Passengers : Captured Business, trilateral demand
['21 Q1] 131 thousands
['22 Q1] **684 thousands** x 5.2

Increased demand by easing border control
Expanded Asian/North American routes

2. ANA International Cargo

1) Revenues : Maximized using of freighters
['21 Q1] ¥66.0Bn
['22 Q1] **¥94.7Bn** +43%

2) Unit Price : Achieved quarterly best record
['21 Q1] ¥283 /kg
['22 Q1] **¥439 /kg** +55%

Adjusted cargo weight by passenger trend
Maximized revenue per flight

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◎ This is trends by business.

◎ ANA International Passenger revenue in No.1 showed an increase of 4.8 times, while passenger volume increased 5.2 times year on year as we captured rising demand through expanded flights operating mainly on Asian and North American routes.

◎ In No.2, ANA International Cargo, we maximized the use of freighters, while increasing revenue per flight on passenger flights. These efforts resulted in operating revenues 1.4 times higher year on year. By stepping up measures to capture high unit price demand and special commercial products, unit price per volume on a quarterly basis increased 1.5 times year on year to a record-high 439 yen per kilogram.

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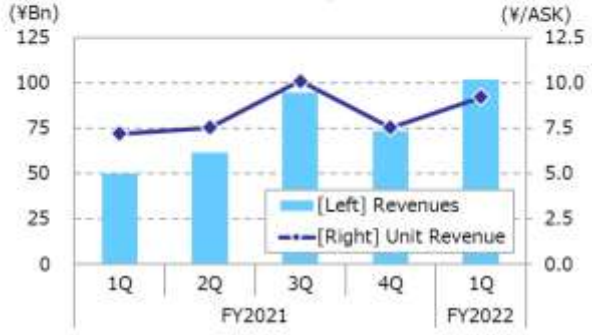
Results by Business (ANA Domestic Passenger/Peach)

3. ANA Domestic Passenger



1) Revenues : Expanded revenues in terms of passenger volume and unit price

['21 Q1] ¥ 50.2Bn
['22 Q1] **¥102.0Bn** — x 2.0

2) Unit revenue : Enhanced yield management

['21 Q1] ¥ 7.2
['22 Q1] **¥ 9.2** — +28%

Improved unit price
Expanded capacity according to reservation

4. Peach

1) Revenues : Promoted sales including transferred flights from ANA

['21 Q1] ¥ 3.9Bn
['22 Q1] **¥15.5Bn** — x 3.9

2) Passengers : Captured leisure, VFR demand

['21 Q1] 498 thousands
['22 Q1] **1,702 thousands** — x 3.4

Expanded capacity, mainly leisure, based on the group business plan

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◎ In No.3, ANA Domestic Passenger, operating revenues doubled year on year due to the expansion of flights in line with demand recovery. Unit revenue improved 28 percent as we employed stronger yield management in the face of continued suspension of wide-body aircraft operations.

◎ Under No.4, we see that Peach operating revenues were 3.9 times year on year, mainly due to enhanced promotions including flights transferred from ANA. Passenger volume increased 3.4 times as a result of expanded capacity, mainly on leisure routes, in accordance with the ANA Group Flight Schedule developed in conjunction with ANA.

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Results by Destination (Composition ratio)

ANA International Passenger Revenues

	(Ref.) FY2019 1Q	FY2022 1Q	Diff. from Pre-COVID
North America	30.9	42.8	+ 12.0
Europe	20.6	12.2	- 8.4
China	14.1	6.2	- 7.9
Asia/Oceania	29.6	36.6	+ 7.0
Hawaii	4.8	2.1	- 2.8

ANA International Cargo Revenues

	(Ref.) FY2019 1Q	FY2022 1Q	Diff. from Pre-COVID
North America (including Hawaii)	36.6	49.0	+ 12.4
Europe	14.9	8.1	- 6.8
China	21.6	19.0	- 2.6
Asia/Oceania	23.4	23.2	- 0.2
Others	3.4	0.7	- 2.7

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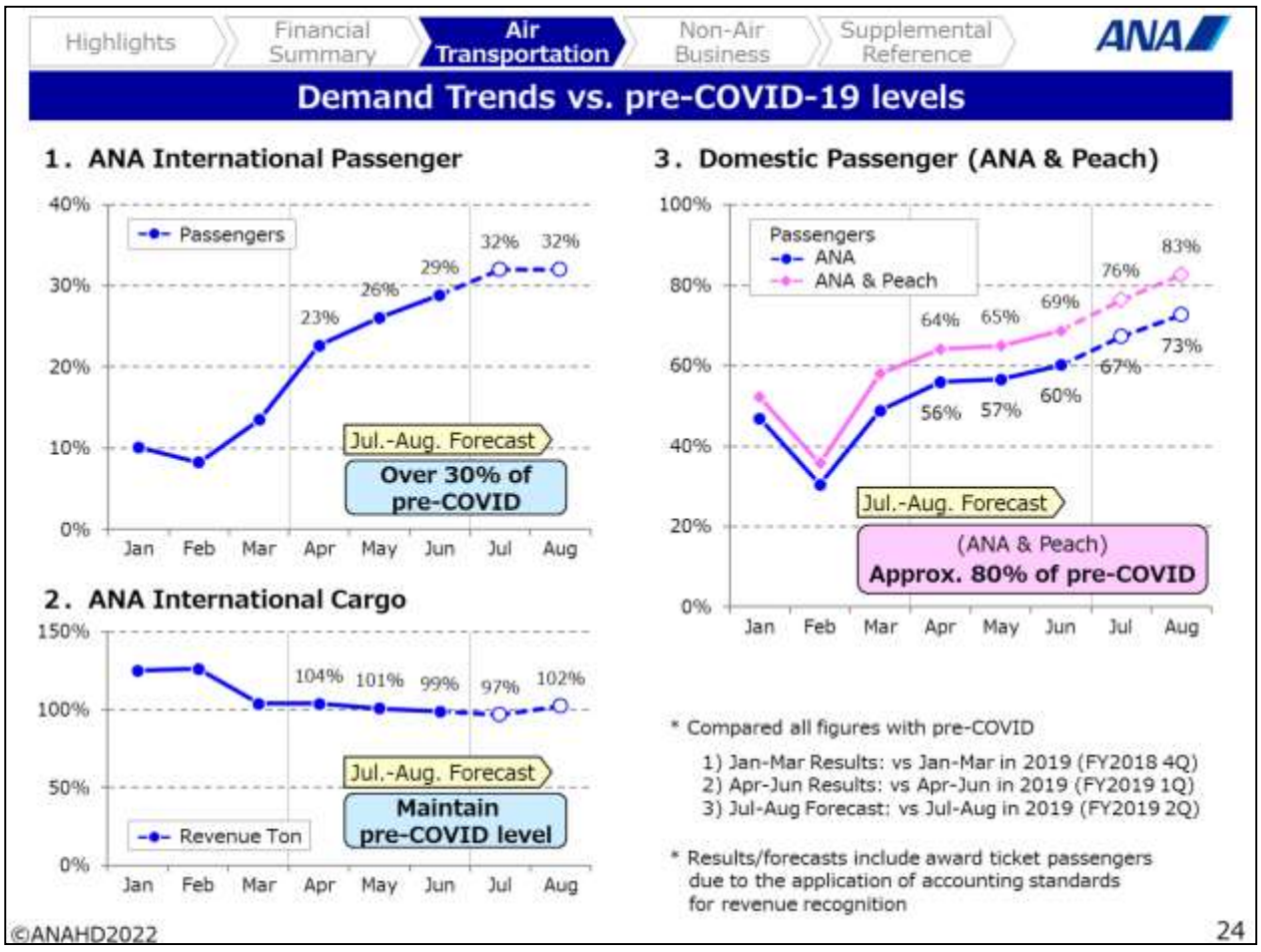


◎ Next, I will explain the current demand trend.

◎ In No.1, ANA International Passenger, the number of passengers in July and August is expected to be more than 30% of the pre-COVID-19 level. While maintaining a high price level, we will expand ASK in line with demand trends.

◎ In ANA International Cargo under No.2, the demand trend is expected to remain at the same level as before COVID-19 in the second quarter. While actively utilizing cargo freighters, we will capture demand, including passenger flights.

◎ We expect domestic passenger volume under No.3 to be about 80% of the pre- pandemic levels in July-August for ANA and Peach combined. Bookings have slowed due to the recent increase in the number of cases. However, unlike the January-March period and the Omicron variant, we see the booking trend continuing to grow.

◎ Please turn to page 28.

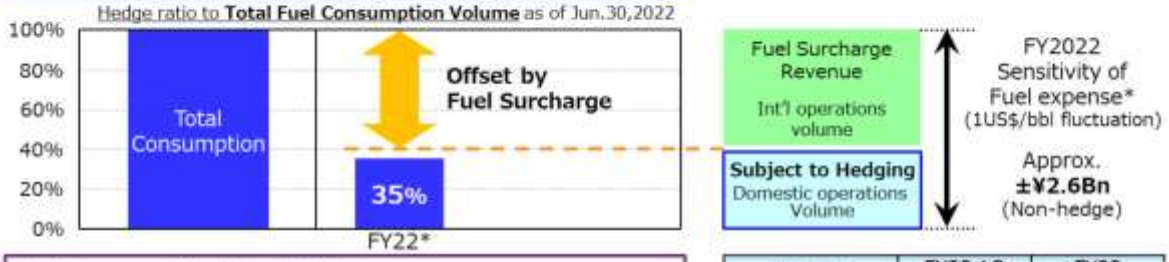
Fuel and Currency Hedging (ANA Brand)

1. Fuel Hedging Policy

1) Hedging for consumption volume in Domestic Operations (Transaction begins three years prior)
2) No hedging for consumption volume in Int'l Operations (Covered by fuel surcharge revenues)

(US$/bbl)	FY22 1Q Result	FY22 Assumptions
Dubai Crude Oil	108.2	105.0
Singapore Kerosene	147.8	120.0

Hedge ratio to **Total Fuel Consumption Volume** as of Jun.30,2022



2. Currency Hedging Policy

1) Hedging for shortage of foreign currency volume (Transaction begins three years prior)

(¥/US$)	FY22 1Q Result	FY22 Assumption
USD	129.8	120.0

Hedge ratio to **Total Expenses in Foreign Currency** as of Jun.30,2022

* Calculated based on fuel consumption assumed in ANA Group Flight Schedule for FY2022. disclosed on Jan.18,2022. (Does not reflect flight cancellations, reductions announced afterwards)

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Non-Air Transportation Business segment

(¥Billon)	Airline Related			Travel service		
	1Q/FY2021	1QFY2022	Difference	1Q/FY2021	1Q/FY2022	Difference
Operating Revenues	53.3	55.4	+ 2.0	9.1	13.9	+ 4.7
Operating Income	5.1	1.9	- 3.1	- 0.1	- 0.5	- 0.3
Depreciation and Amortization	1.2	1.0	- 0.1	0.0	0.0	- 0.0
EBITDA*	6.3	3.0	- 3.2	- 0.1	- 0.5	- 0.4
EBITDA Margin (%)	11.9	5.6	- 6.4pt	-	-	-

	Trade and Retails			Others		
	1Q/FY2021	1Q/FY2022	Difference	1Q/FY2021	1Q/FY2022	Difference
Operating Revenues	19.1	22.4	+ 3.2	8.5	8.9	+ 0.3
Operating Income	- 0.1	0.5	+ 0.6	0.3	0.2	- 0.0
Depreciation and Amortization	0.3	0.2	- 0.0	0.1	0.0	- 0.0
EBITDA*	0.1	0.7	+ 0.5	0.4	0.3	- 0.1
EBITDA Margin (%)	1.0	3.4	+ 2.4pt	5.6	3.8	- 1.8pt

* EBITDA : Op. Income + Depreciation and Amortization

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Number of Aircraft

	Total					Excluding retired aircraft*1		
	Mar 31, 2022	Jun 30, 2022	Diff.	Owned	Leased	Mar 31, 2022	Jun 30. 2022	Diff.
Airbus A380-800	3	3	-	3	-	3	3	-
Boeing 777-300/-300ER	20	20	-	11	9	18	18	-
Boeing 777-200/-200ER	10	10	-	8	2	10	10	-
Boeing 777-F	2	2	-	2	-	2	2	-
Boeing 787-10	2	2	-	2	-	2	2	-
Boeing 787-9	39	39	-	33	6	39	39	-
Boeing 787-8	36	36	-	31	5	36	36	-
Boeing 767-300/-300ER	18	18	-	18	-	18	18	-
Boeing 767-300F/-300BCF	9	9	-	6	3	9	9	-
Airbus A321-200neo	22	22	-	-	22	22	22	-
Airbus A321-200	4	4	-	-	4	4	4	-
Airbus A320-200neo	11	11	-	11	-	11	11	-
Boeing 737-800	39	39	-	24	15	39	39	-
De Havilland Canada DASH 8-400	24	24	-	24	-	24	24	-
ANA	**239**	**239**	**-**	**173**	**66**	**237**	**237**	**-**
Airbus A321-200neoLR	1	2	+ 1	-	2	1	2	+ 1
Airbus A320-200neo	7	8	+ 1	-	8	7	8	+ 1
Airbus A320-200	29	29	-	-	29	27	25	- 2
Peach Aviation	37	39	+ 2	-	39	35	35	-
Group Total	**276**	**278**	**+ 2**	**173**	**105**	**272**	**272**	**-**

*1 Aircraft retired and waiting for sale or lease return

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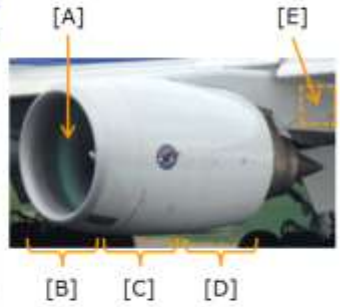
Resumption of Boeing 777 operations on Domestics

* Continue to operating B777-300ER with GE's engine mainly on Internationals

1. Measures to ensure Safety

	Purpose	Repair/Inspection	Technical Corrective Actions
1	Prevent fan blade breakage	[A] Fan blade	- Improve inspections ・Develop an improved UT inspections, conduct initial/repetitive UT inspections ・Adjust the initial TAI inspections threshold, reduce interval of repetitive TAI inspections
2	Modify inlet cowl to withstand fan blade out, and confirm fan cowl serviceable	[B] Inlet cowl	- Modify to improve structural capability - Perform thermography inspection
		[C] Fan cowl	- Perform thermography inspection
3	Enhance engine fire protection	[D] Thrust reverser	- Modify to add a metal plate at the bottom
		[E] Fuel shutoff valve	- Reduce interval of functional check



2. Completion of maintenance works and supply outlook

1) Schedule for maintenance completion *1

Complete required maintenance actions of all 15 aircraft by the end of Oct.

2) ANA domestic flight (ASK)*2

1Q Results	2Q Forecast
75%	88%

*1 : End of month
*2 : vs FY2019 Results

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◎ I would like to explain the resumption of the Boeing 777 operations on domestic routes.

◎ Due to technical problems with the engines, operations of the aircraft in question had been suspended since February 2021. Operations resumed in late June this year after we implemented safety measures. We are scheduled to complete maintenance on all 15 aircraft by the end of October. We will operate these aircraft mainly on trunk routes to and from Haneda during crowded days and peak hours.

◎ Please turn to page 29.

[Ref.1] Fleet/Aircraft Topic (Timely Disclosure on Jul.11,2022)

1. Boeing 777-8F (Change of contract details)

Publication	Asset content	Delivery Period	Purpose
Previous time Mar.27,2014	B777-9 (20 aircraft)	FY2021 to FY2027	Ensure aircraft needed for growth from a long-term business
This time Jul.11,2022	1) B777-9 (**18 aircraft**) 2) **B777-8F (2 aircraft)**	1) **FY2023 to FY2029** 2) **FY2028 and beyond**	**2) Secure wide-type freighters for growth in the cargo business**

2. Boeing 737-MAX8 (Conclude a final purchase contract)

Publication	Asset content	Delivery Period	Purpose
Previous time Jan.29,2019	B737-MAX8 (30 aircraft*) Order announcement	FY2021 to FY2025	Upgrade narrow-body aircraft in air transportation business of the group
This Time Jul.11,2022	B737-MAX8 (30 aircraft*) **Final Purchase Contract**	**FY2025 and beyond**	**Update narrow-body aircraft to fuel-efficient in the ANA Domestic**

* Breakdown ; 20 confirmed, 10 optional

3. Capital Investment Policy

CAPEX

FY2020 to FY2022	FY2023 to FY2025
(FY average) below ¥200.0Bn	(FY Average Guideline) below ¥250.0Bn
Control Capital Investment	Execute investment necessary while scrutinizing & controlling

Contain investment cash flow levels below operating cash flow

Create free cash flow steadily

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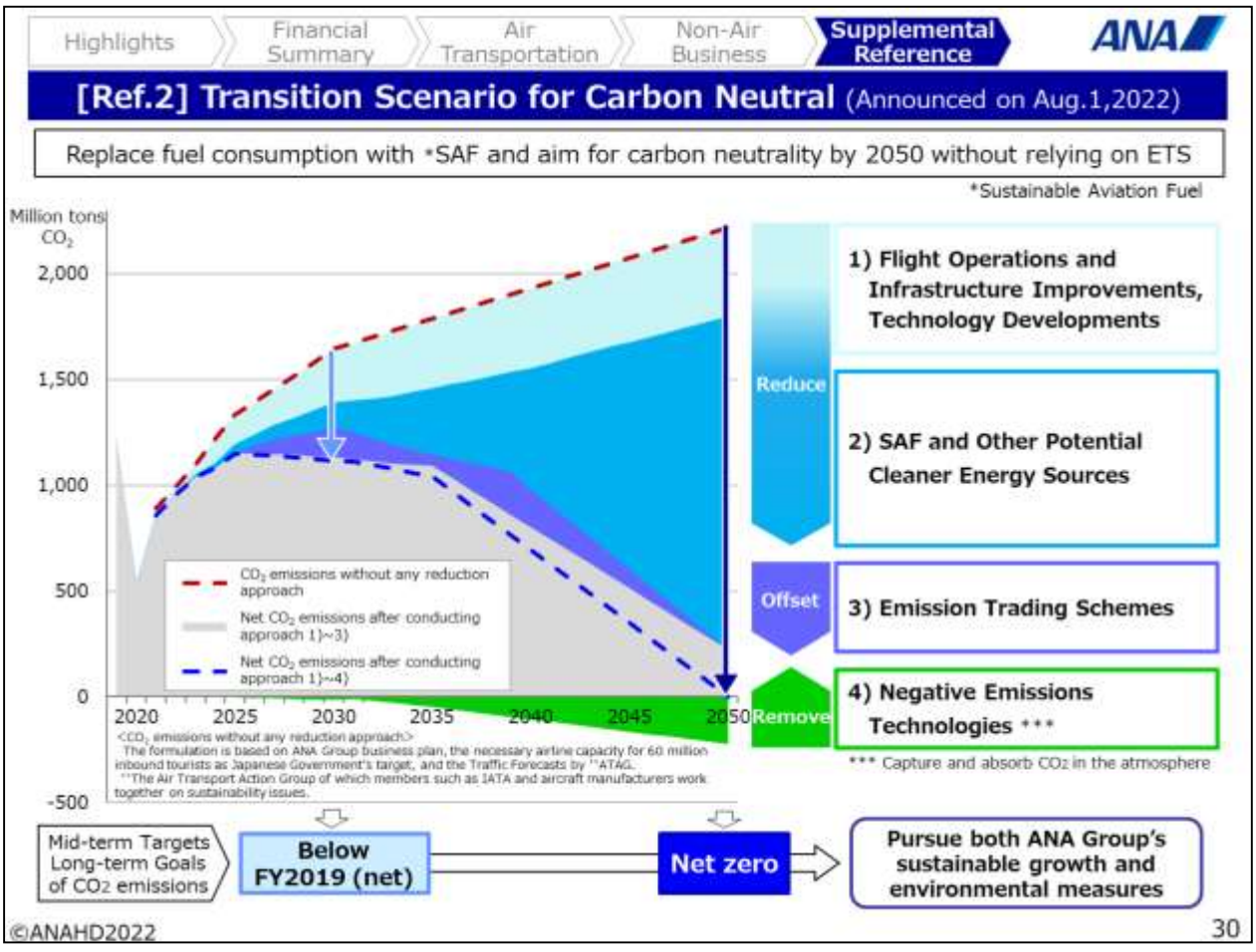
◎ Finally, we would like to supplement the information about our recent efforts.

◎ First, regarding aircraft-related topics, please refer to No.1 and 2, as they cover our July 11 announcement.

◎ No.3 describes our approach to capital expenditure, based on these factors. Between fiscal 2023 and fiscal 2025, our policy will be to execute investments necessary for growth while continuing to scrutinize and control each related item. We will steadily generate free cash flow by emphasizing financial discipline.

◎ Please turn to page 30.



◎ To achieve carbon neutrality, we formulated transition strategies, and announced today.

◎ To reduce CO2 emissions, we intend to achieve carbon neutrality by the year 2050 without relying on emissions trading schemes. At the same time, we will make operational improvements to our fleet and pursue the replacement of jet fuel with SAF.

◎ The ANA Group has been working on various measures to decarbonize the airline industry. We will continue to pursue both sustainable growth of the Group and environmental improvement.

◎ That is all for my presentation. Thank you for your attention.

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.

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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, 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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