

# Consolidated 11-Year Summary

ANA HOLDINGS INC. and its consolidated subsidiaries (Note 1)

Yen (Millions)												U.S. dollars (Thousands) (Note 3)
(FY) (Note 2)	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012	2011	2021
<b>For the Year</b>												
Operating revenues (Note 4)	1,020,324	728,683	1,974,216	2,058,312	1,971,799	1,765,259	1,791,187	1,713,457	1,601,013	1,483,581	1,411,504	8,336,661
Operating expenses	1,193,451	1,193,457	1,913,410	1,893,293	1,807,283	1,619,720	1,654,724	1,621,916	1,535,027	1,379,754	1,314,482	9,751,213
Operating (loss) income	(173,127)	(464,774)	60,806	165,019	164,516	145,539	136,463	91,541	65,986	103,827	97,022	(1,414,551)
(Loss) income before income taxes	(175,374)	(545,372)	51,501	154,023	196,641	139,462	131,064	77,983	36,391	70,876	63,431	(1,432,911)
Net (loss) income attributable to owners of the parent	(143,628)	(404,624)	27,655	110,777	143,887	98,827	78,169	39,239	18,886	43,140	28,178	(1,173,527)
Cash flows from operating activities	(76,413)	(270,441)	130,169	296,148	316,014	237,084	263,878	206,879	200,124	173,196	214,406	(624,340)
Cash flows from investing activities	230,019	(595,759)	(230,218)	(308,671)	(324,494)	(194,651)	(74,443)	(210,749)	(64,915)	(333,744)	(166,323)	1,879,393
Cash flows from financing activities	93,646	1,098,172	23,869	(46,480)	(29,989)	3,349	(133,257)	(30,424)	(85,569)	84,549	16,171	765,144
Free cash flow	153,606	(866,200)	(100,049)	(12,523)	(8,480)	42,433	189,435	(3,870)	135,209	(160,548)	48,083	1,255,053
Substantial free cash flow (Note 5)	(111,948)	(373,464)	(79,149)	(18,028)	61,410	39,655	88,035	(22,350)	38,929	54,256	52,043	(914,682)
Depreciation and amortization	147,328	176,352	175,739	159,541	150,408	140,354	138,830	131,329	136,180	123,916	119,268	1,203,758
EBITDA (Note 6)	(25,799)	(288,422)	236,545	324,560	314,924	285,893	275,293	222,870	202,166	227,743	216,290	(210,793)
Capital expenditures	133,364	156,710	351,361	375,864	304,707	254,425	281,416	274,702	183,739	162,752	196,881	1,089,664
<b>At Year-End</b>												
Total assets	3,218,433	3,207,883	2,560,153	2,687,122	2,562,462	2,314,410	2,228,808	2,302,437	2,173,607	2,137,242	2,002,570	26,296,535
Interest-bearing debt	1,750,108	1,655,452	842,862	788,649	798,393	729,877	703,886	819,831	834,768	897,134	963,657	14,299,436
Shareholders' equity (Note 7)	797,249	1,007,233	1,061,028	1,099,413	988,661	919,157	789,896	798,280	746,070	766,737	549,014	6,514,004
<b>Per Share Data (Yen, U.S. dollars) (Note 8)</b>												
(Loss) earnings per share	(305.37)	(1,082.04)	82.66	331.04	417.82	28.23	22.36	11.24	5.41	13.51	11.22	(2.49)
Book value per share	1,695.06	2,141.49	3,171.80	3,285.46	2,954.47	262.44	225.87	228.45	213.82	218.41	218.24	13.84
Cash dividends	—	—	—	75.00	60.00	6.00	5.00	4.00	3.00	4.00	4.00	—
Average number of shares during the year (Thousand shares)	470,339	373,945	334,559	334,632	344,372	3,500,205	3,496,561	3,492,380	3,493,860	3,192,482	2,511,841	
<b>Management Indexes</b>												
Operating income margin (%)	(17.0)	(63.8)	3.1	8.0	8.3	8.2	7.6	5.3	4.1	7.0	6.9	
Net income margin (%)	(14.1)	(55.5)	1.4	5.4	7.3	5.6	4.4	2.3	1.2	2.9	2.0	
ROA (%) (Note 9)	(5.3)	(16.0)	2.4	6.4	6.8	6.5	6.1	4.2	3.2	5.1	5.1	
ROE (%) (Note 10)	(15.9)	(39.1)	2.6	10.6	15.1	11.6	9.8	5.1	2.5	6.6	5.3	
Shareholders' equity ratio (%)	24.8	31.4	41.4	40.9	38.6	39.7	35.4	34.7	34.3	35.9	27.4	
Debt/equity ratio (Times) (Note 11)	2.2	1.6	0.8	0.7	0.8	0.8	0.9	1.0	1.1	1.2	1.8	
Asset turnover (Times) (Note 12)	0.3	0.3	0.8	0.8	0.8	0.8	0.8	0.8	0.7	0.7	0.7	
Payout ratio (%)	—	—	—	22.7	14.4	21.3	22.4	35.6	55.5	29.6	35.7	
Number of employees	42,196	46,580	45,849	43,466	41,930	39,243	36,273	34,919	33,719	32,634	32,884	
<b>Operating Data</b>												
International Passenger Operations												
Passenger revenues	70,151	44,726	613,908	651,587	597,446	516,789	515,696	468,321	395,340	348,319	320,066	573,175
Available seat-km (Millions)	20,524	14,465	68,885	65,976	64,376	60,148	54,710	49,487	41,451	37,947	34,406	
Revenue passenger-km (Millions)	5,550	2,840	50,219	50,776	49,132	45,602	40,635	35,639	30,613	28,545	25,351	
Number of passengers (Thousands)	825	427	9,416	10,093	9,740	9,119	8,167	7,208	6,336	6,276	5,883	
Load factor (%)	27.0	19.6	72.9	77.0	76.3	75.8	74.3	72.0	73.9	75.2	73.7	
Unit revenues (¥)	3.4	3.1	8.9	9.9	9.3	8.6	9.4	9.5	9.5	9.2	9.3	
Yield (¥)	12.6	15.7	12.2	12.8	12.2	11.3	12.7	13.1	12.9	12.2	12.6	
Domestic Passenger Operations												
Passenger revenues	279,877	203,119	679,962	696,617	689,760	678,326	685,638	683,369	675,153	665,968	651,556	2,286,763
Available seat-km (Millions)	34,288	26,896	58,552	58,475	58,426	59,080	59,421	60,213	61,046	58,508	56,756	
Revenue passenger-km (Millions)	16,382	11,567	39,502	40,704	40,271	38,990	38,470	38,582	37,861	36,333	34,589	
Number of passengers (Thousands)	17,959	12,660	42,916	44,325	44,150	42,967	42,664	43,203	42,668	41,089	39,020	
Load factor (%)	47.8	43.0	67.5	69.6	68.9	66.0	64.7	64.1	62.0	62.1	60.9	
Unit revenues (¥)	8.2	7.6	11.6	11.9	11.8	11.5	11.5	11.3	11.1	11.4	11.5	
Yield (¥)	17.1	17.6	17.2	17.1	17.1	17.4	17.8	17.7	17.8	18.3	18.8	
LCC Passenger Operations (Note 13)												
Revenues	37,813	22,071	81,953	93,611	87,555	—	—	—	—	—	—	308,954
Available seat-km (Millions)	7,863	4,932	11,076	12,052	11,832	—	—	—	—	—	—	
Revenue passenger-km (Millions)	4,846	2,403	9,202	10,394	10,212	—	—	—	—	—	—	
Number of passengers (Thousands)	4,267	2,080	7,288	8,153	7,797	—	—	—	—	—	—	
Load factor (%)	61.6	48.7	83.1	86.2	86.3	—	—	—	—	—	—	
Unit revenues (¥)	4.8	4.5	7.4	7.8	7.4	—	—	—	—	—	—	
Yield (¥)	7.8	9.2	8.9	9.0	8.6	—	—	—	—	—	—	
International Cargo Operations												
Cargo revenues	328,750	160,503	102,697	125,015	118,002	93,301	113,309	124,772	104,736	86,589	87,978	2,686,085
Cargo volume (Tons)	976,644	655,019	866,821	913,915	994,593	954,027	810,628	841,765	710,610	621,487	570,684	
Domestic Cargo Operations												
Cargo revenues	24,932	20,881	25,533	27,454	30,710	30,860	31,740	32,584	32,116	32,231	33,248	203,709
Cargo volume (Tons)	251,332	218,032	373,176	393,773	436,790	451,266	466,979	475,462	477,081	463,473	467,348	

Notes: 1. As of March 31, 2022, there were 55 consolidated subsidiaries and 14 equity-method subsidiaries and affiliates.  
2. From April 1 to March 31 of the next year  
3. U.S. dollar amounts in this report are translated, for convenience only, at the rate of ¥122.39 = US\$1, the approximate exchange rate as of March 31, 2022.  
4. Effective from the fiscal year ended March 2015, revenue of jet fuel which is resold to airlines outside the group is offset by its purchasing cost and the net amount is recorded in operating revenues.  
5. Substantial free cash flow after excluding payments into and proceeds from withdrawals of time deposits and payments for purchases and proceeds from redemptions of marketable securities (time and negotiable deposits with maturities exceeding three months)  
6. EBITDA = Operating income + Depreciation and amortization  
7. Total shareholders' equity = Shareholders' equity + Accumulated other comprehensive income

8. The group conducted a 1-for-10 reverse stock split effective October 1, 2017. Calculations have been made assuming a reverse stock split at the beginning of the fiscal 2017.  
9. ROA = (Operating income + Interest and dividend income) / Simple average of total assets  
10. ROE = Net income attributable to owners of the parent / Simple average of shareholders' equity  
11. Debt/equity ratio = Interest-bearing debt / Shareholders' equity  
12. Asset turnover = Operating revenues / Simple average of total assets  
13. Revenues of LCC Operations include ancillary income.  
14. We applied the Accounting Standard for Revenue Recognition as of the beginning of fiscal 2021.  
\* Yen amounts are rounded down to the nearest million yen and percentages are rounded to the nearest one decimal place. U.S. dollar amounts are truncated.

# Management’s Discussion and Analysis

As of fiscal 2021 (April 1, 2021 to March 31, 2022) the group has applied the Accounting Standard for Revenue Recognition (ASBJ Statement No. 29, March 31, 2020).

## Economic Conditions

### General Economic Overview

During the fiscal year under review, the Japanese economy showed signs of a gradual recovery in corporate production activities and other areas with the gradual easing of the challenging conditions caused by COVID-19.

Looking to the future, the economy is expected to pick up, supported by effects from various government policies amid further normalization of economic and social activities and rigorous implementation of infection prevention measures. However, monetary tightening is underway worldwide, and downside risks to the economy due to fluctuations in financial and capital markets, rising raw material prices, supply-side constraints, and other factors require close monitoring.

While it is assumed that the pandemic will continue to affect the group’s performance, a gradual recovery is expected in air transport traffic demand amid some movement toward easing restrictions on travel and entry.

### Fuel Price Trends

While energy demand grew alongside a recovery in the global economy as it moved toward the post-COVID-19 era, oil-producing countries, primarily OPEC Plus, showed reluctance to increase production on a large scale. This raised concerns about strained supply and demand, and Dubai crude oil prices continued to rise throughout the fiscal year. In the third quarter, prices temporarily declined due to the release of U.S. strategic oil reserves and concerns about an economic slowdown caused by the spread of the Omicron variant. However, toward the end of the fiscal year, market prices rose once again due to increased supply concerns caused by the deteriorating situation in Ukraine, resulting in an average price of \$78.2 per barrel for the fiscal year under review and \$106.0 per barrel on March 31, 2022.

The market price of Singapore kerosene tracked the price of crude oil. The average price for the fiscal year was \$85.1 per barrel, ending at \$127.7 per barrel on March 31, 2022.

### Foreign Exchange Market

The U.S. dollar-yen exchange rate for fiscal 2021 showed a continued weakening of the yen throughout the fiscal year as the U.S. steadily raised interest rates to normalize its monetary policy, while large-scale monetary easing in Japan was maintained and the interest rate differential between the U.S. and Japan widened.

The Japanese yen averaged ¥112.38 per U.S. dollar for fiscal 2021, ending the year at ¥121.70 per U.S. dollar on March 31, 2022.

### Air Transport Traffic Trends

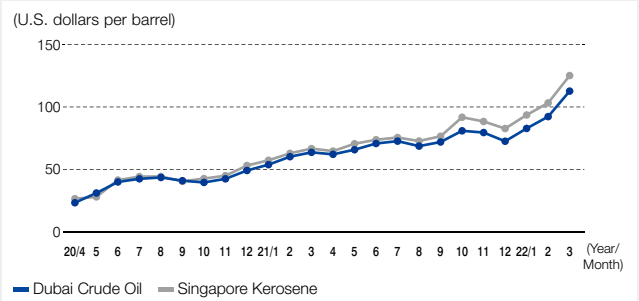
International Air Transport Association (IATA) member airlines reported 540 million passengers on scheduled international flights for in 2021 (14.4% increase year on year). Passengers on scheduled domestic flights numbered 1.76 billion (33.0% increase). At the same time, scheduled global air cargo volume increased 15.5%. (Source: IATA Global Outlook for Air Transport, 2022)

In Japan, passengers on trunk routes\* increased 47.0% year on year to 22.06 million. The number of passengers on local routes\* increased 47.3% to 27.64 million. In total, passengers on scheduled domestic flights increased 47.2% to 49.69 million. Cargo volume increased 12.1% to 0.47 million tons. The number of passengers carried by Japanese airlines on international flights increased 120.6%

to 1.76 million, while the volume of international cargo handled by Japanese airlines increased 29.8% to 1.76 million tons. (Source: Ministry of Land, Infrastructure, Transport and Tourism Air Transportation Statistics)

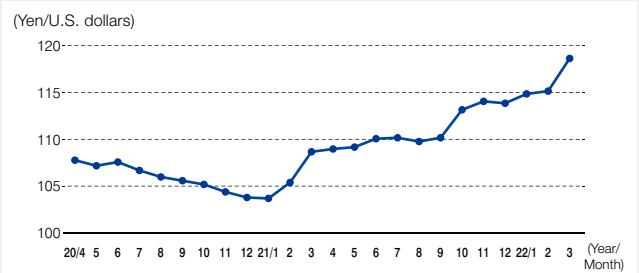
\* Trunk routes refer to routes connecting Sapporo (New Chitose), Tokyo (Haneda), Tokyo (Narita), Osaka (Itami), Osaka (Kansai), Fukuoka, and Okinawa (Naha) airports with one another. Local routes refer to all other routes.

### Monthly Prices for Dubai Crude Oil and Singapore Kerosene



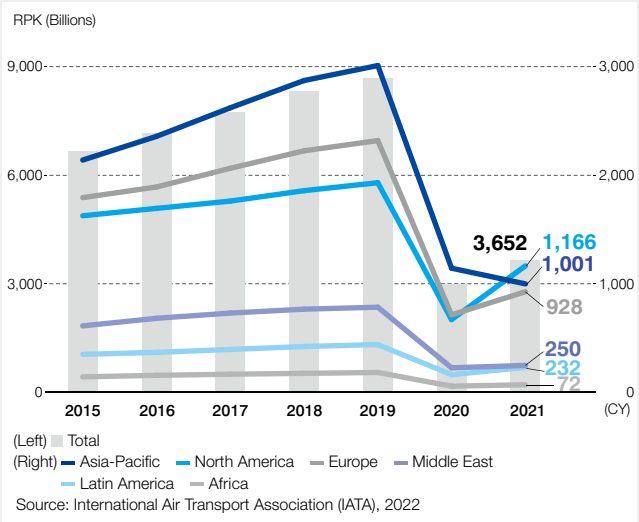
Source: Bloomberg

### Monthly Yen-Dollar Exchange Rate



Source: Bloomberg

### Global Air Transportation Passenger Volume by Region



Source: International Air Transport Association (IATA), 2022

## Performance for Fiscal 2021

### Overview of the ANA Group

The ANA Group (“the group”), led by holding company ANA HOLDINGS INC., consists of 134 subsidiaries (including ALL NIPPON AIRWAYS CO., LTD.) and 41 affiliates. A total of 55 companies are treated as consolidated subsidiaries, with another 14 treated as equity-method subsidiaries and affiliates. Group employees numbered 42,196 individuals, a decrease of 4,384 compared to the previous fiscal year-end.

Despite a still-challenging situation for the airline industry, demand is on a recovery track, especially for domestic flights, and there are signs of recovery in demand for international flights as entry restrictions are gradually eased.

So too did the group’s operating revenues increase over the previous fiscal year, when impact was significant from the COVID-19 pandemic, due to a gradual recovery in the movement of people. In terms of costs, while the scope of flight operations was greatly expanded from the previous fiscal year, operating expenses were held at the same level thanks to ongoing rigorous cost management. However, due to the continuing impact of the pandemic, losses were recorded at each profit stage.

In terms of financial position, in addition to recording a net loss, retained earnings decreased due to the application of the Accounting Standard for Revenue Recognition, etc. In addition, we raised ¥170.0 billion by issuing convertible bonds with stock acquisition rights and straight bonds for future capital expenditures.

### Consolidated Operating Revenues, Operating Expenses, and Operating (Loss) Income

In fiscal 2021, consolidated operating revenues amounted to ¥1,020.3 billion, a ¥291.6 billion (40.0%) increase over the previous fiscal year, when impact was significant from the COVID-19 pandemic. This increase came as the company took full advantage of passenger demand recovering in stages and steady cargo demand.

We succeeded in making cost reductions of approximately ¥325.0 billion (including subsidies for employment adjustment) through our own efforts in rigorous cost management. However, operating loss was ¥173.1 billion (versus an operating loss of ¥464.7 billion in the previous fiscal year), mainly due to a delayed recovery in passenger demand amid the COVID-19 pandemic.

### Review by Segment

The Group operates four reportable segments: Air Transportation, Airline Related, Travel Services, and Trade and Retail.

### Segment Information

(Fiscal Year)	Operating Revenues			Operating (Loss) Income			EBITDA		
	2021	2020	Change	2021	2020	Change	2021	2020	Change
Air Transportation	¥ 885,096	¥ 604,014	¥281,082	¥(162,932)	¥(447,894)	¥284,962	¥(22,379)	¥(278,942)	¥256,563
Airline Related	206,806	222,139	(15,333)	(660)	3,691	(4,351)	4,390	8,764	(4,374)
Travel Services	46,282	45,050	1,232	(2,105)	(5,084)	2,979	(1,971)	(4,568)	2,597
Trade and Retail	81,694	79,958	1,736	549	(4,282)	4,831	1,642	(2,915)	4,557
Subtotal	1,219,878	951,161	268,717	(165,148)	(453,569)	288,421	(18,318)	(277,661)	259,343
Others	38,130	36,643	1,487	1,388	(34)	1,422	1,886	410	1,476
Adjustments	(237,684)	(259,121)	21,437	(9,367)	(11,171)	1,804	(9,367)	(11,171)	1,804
Total (Consolidated)	¥1,020,324	¥ 728,683	¥291,641	¥(173,127)	¥(464,774)	¥291,647	¥(25,799)	¥(288,422)	¥262,623

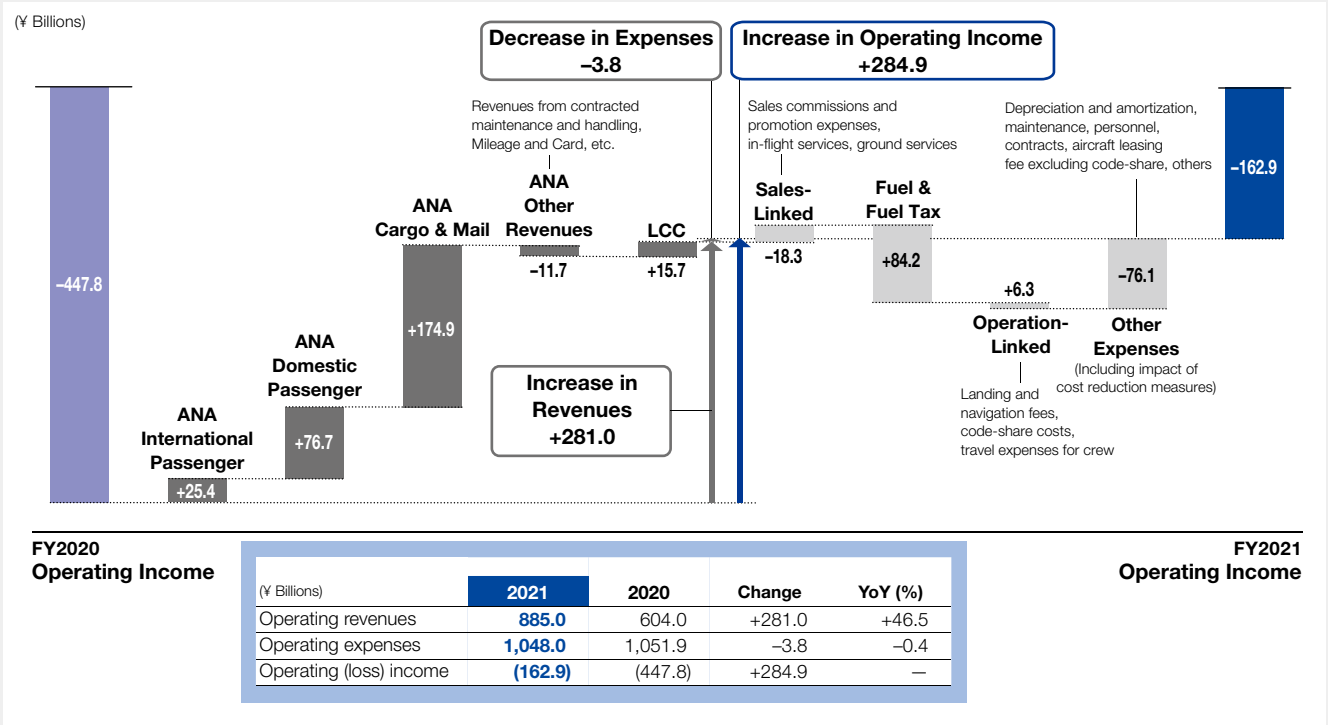
Notes: 1. “Others” represents all operating segments that are not included in reportable segments, including facility management, business support, and other operations.  
2. Adjustments of segment profit represent the elimination of intersegment transactions, group management expenses of ANA HOLDINGS INC., and other certain items.  
3. Segment operating income is reconciled with operating income in the consolidated financial statements.  
4. EBITDA = Operating income + Depreciation and amortization

### Air Transportation Business

Air Transportation Business operating revenues amounted to ¥885.0 billion, a year-on-year increase of 46.5%. This was mainly due to increased passenger demand and record-high cargo revenues as we captured strong demand proactively, despite severe effects amid the COVID-19 pandemic. Our losses were improved versus the previous fiscal year due to steady implementation of *Business Structure Reform* and reductions in fixed costs such as depreciation and amortization, maintenance expenses, and personnel expenses. However, operating loss amounted to ¥162.9 billion (versus an operating loss of ¥447.8 billion in the previous fiscal year).

Due to the deteriorating situation in Ukraine, the Haneda–London and Haneda–Paris routes were temporarily suspended from March 2022. However, the Haneda–Frankfurt and Narita–Brussels routes continued operation, circumventing Russian airspace. On the other hand, the impact of the situation on revenues was limited due to expanding flight operations in the International Cargo Business on U.S. routes, which have been performing well.

Changes in Operating Income (Loss) (FY2021 vs FY2020)



Results by business are as follows.

ANA International Passenger Business

Passenger demand remained significantly sluggish due to the resurgent spread of COVID-19 and the outbreak of mutated strains. However, both passenger numbers and revenues outperformed the previous fiscal year amid newly recovering business demand, mainly for overseas assignments and citizens returning home, and newly recovering demand for connecting flights from Asia to North America following the relaxation of entry restrictions in various countries.

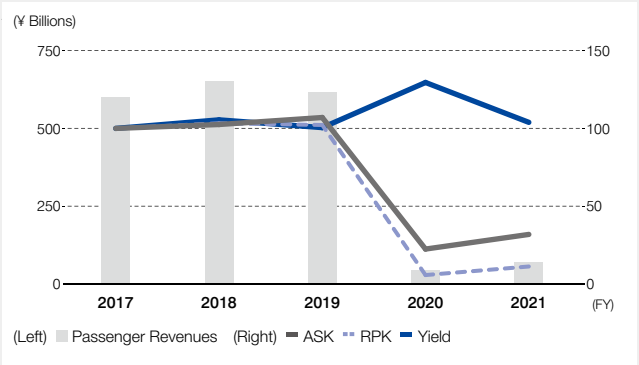
In order to maximize revenues per flight, including cargo, we made efforts to dynamically adjust our route network and operate extra flights, such as transferring some North American routes to go to and from Narita Airport, rather than Haneda, starting in July.

In terms of sales and services, we launched *Face Express*, a new boarding procedure using facial recognition technology, on some routes to and from Narita Airport in July. In addition, we have endeavored to improve convenience by introducing *ANA Travel Ready*, a service that allows passengers to pre-register and confirm their travel documents online for some routes departing from Japan from February 2022 to ensure smooth boarding.

As a result, available seat-kilometers (ASK) and revenue passenger-kilometers (RPK) increased 41.9% and 95.4%, respectively, while load factor increased 7.4 points to 27.0%. Passenger numbers increased 93.2% to 0.82 million, while unit price decreased 18.8% to ¥84,978. Passenger revenues increased 56.8% to ¥70.1 billion.

(Fiscal Year)	2021	2020	YoY (%)
ASK (Millions)	20,524	14,465	+41.9
RPK (Millions)	5,550	2,840	+95.4
Number of passengers (Thousands)	825	427	+93.2
Load factor (%)	27.0	19.6	+7.4*
Passenger revenues (¥ Billions)	70.1	44.7	+56.8
Unit revenues (¥)	3.4	3.1	+10.5
Yield (¥)	12.6	15.7	-19.7
Unit price (¥)	84,978	104,648	-18.8

\* Difference



\* Figures for ASK, RPK, and Yield are indexed using the figures for fiscal 2017 as 100.

ANA Domestic Passenger Business

Although demand was sluggish in the first half of the fiscal year due to repeated declarations of a state of emergency, demand began to recover in the third quarter after the declarations were lifted, and passenger numbers and revenues reached their highest levels on a quarterly basis amid the COVID-19 pandemic. Demand declined again with the spread of mutant strains in the fourth quarter and priority preventative measures applied to prevent the spread of COVID-19. However, demand began to recover strongly from mid-March 2022, when it was clear that the measures were to be lifted. As a result, both passenger numbers and revenues for the full year outperformed levels from the previous fiscal year, when impact was significant from the COVID-19 pandemic.

In the route network, we adjusted the scale of flight operations in line with demand trends, and especially since October, we have proactively captured the gradual recovery in demand by dynamically operating extra flights, including during weekends, the year-end and New Year holidays, spring break periods, etc.

ANA Domestic Passenger Business Results

(Fiscal Year)	2021	2020	YoY (%)
ASK (Millions)	34,288	26,896	+27.5
RPK (Millions)	16,382	11,567	+41.6
Number of passengers (Thousands)	17,959	12,660	+41.9
Load factor (%)	47.8	43.0	+4.8*
Passenger revenues (¥ Billions)	279.8	203.1	+37.8
Unit revenues (¥)	8.2	7.6	+8.1
Yield (¥)	17.1	17.6	-2.7
Unit price (¥)	15,584	16,043	-2.9

\* Difference

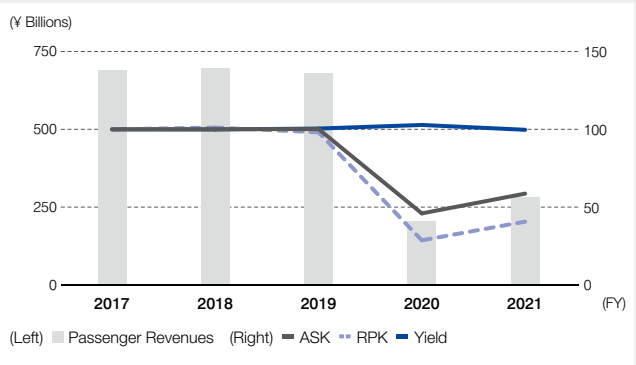
ANA Cargo and Mail Business

The International Cargo Business saw continued strong air cargo demand, especially for commercial products such as automobile-related components, semiconductors, and pharmaceuticals, mainly due to more active cargo demand thanks to economic recovery and a shift to air transportation in response to congestion in marine transportation. Against the backdrop of this strong demand, we launched Boeing 777F aircraft on the Narita–Los Angeles route in April, the Narita–Hong Kong and Narita–Taipei routes in October, and the Narita–Qingdao route in November. In addition to maximizing the use of cargo freighters, we actively captured cargo demand by dynamically operating cargo-only flights using passenger aircraft to expand capacity.

As a result, international cargo volume for fiscal 2021 amounted to 0.976 million tons (up 49.1% year on year), while cargo revenues amounted to a record-high ¥328.7 billion (up 104.8%). Available ton-kilometers (ATK) increased 51.8% year on year and revenue ton-kilometers (RTK) increased 59.5%.

In terms of sales and services, we introduced new Boeing 787-9 aircraft in December to improve comfort. This aircraft features new specifications for domestic flights, with all its seats upgraded to new models equipped with personal monitors. In addition, we strove to further stimulate demand by carrying out a boarding campaign and providing in-flight services tied to the animated TV series *Demon Slayer: Kimetsu no Yaiba* and by launching two specially designed aircraft featuring characters from the show.

As a result, ASK and RPK increased 27.5% and 41.6%, respectively, while load factor increased 4.8 points to 47.8%. Passenger numbers increased 41.9% to 17.95 million, while unit price decreased 2.9% to ¥15,584. Passenger revenues increased 37.8% to ¥279.8 billion.



\* Figures for ASK, RPK, and Yield are indexed using the figures for fiscal 2017 as 100.

The Domestic Cargo Business dynamically implemented measures to increase revenues, including operating extra flights, mainly on trunk routes like Haneda–Sapporo and Haneda–Okinawa and utilizing wider-body aircraft, given strong growth in parcel transportation due to increased demand for e-commerce. As a result, ATK for the fiscal year rose 35.2% year on year while RTK increased 17.3%. Cargo volume increased 15.3% to 0.251 million tons, and cargo revenues increased 19.4% to ¥24.9 billion.

Operating revenues for international and domestic mail business amounted to ¥5.4 billion and to ¥2.6 billion, year-on-year increases of 84.8% and 4.5%, respectively.

As a result, the ANA Cargo and Mail Business recorded fiscal 2021 operating revenues of ¥361.7 billion, a year-on-year increase of 93.6%.



Management's Discussion and Analysis

ANA Cargo and Mail Business Results

(Fiscal Year)	2021	2020	YoY (%)
Cargo and mail services revenues (¥ Billions)	361.7	186.8	+93.6
International ATK (Millions)	6,966	4,588	+51.8
cargo			
RTK (Millions)	5,186	3,251	+59.5
Cargo volume (Thousand tons)	976	655	+49.1
Cargo revenues (¥ Billions)	328.7	160.5	+104.8
Unit price (¥/kg)	337	245	+37.4
Mail revenues (¥ Billions)	5.4	2.9	+84.8
Domestic cargo			
ATK (Millions)	957	708	+35.2
RTK (Millions)	281	240	+17.3
Cargo volume (Thousand tons)	251	218	+15.3
Cargo revenues (¥ Billions)	24.9	20.8	+19.4
Unit price (¥/kg)	99	96	+3.6
Mail revenues (¥ Billions)	2.6	2.5	+4.5

LCC (Peach Aviation)

On domestic routes, we launched the Kansai–Memanbetsu route in July and the Fukuoka–Ishigaki route in October, while assessing the recovery in demand following the lifting of emergency declarations and priority measures to prevent the spread of COVID-19. In August, we began code-sharing and mileage partnerships with ANA on Narita and Chubu routes, expanding options for ANA brand customers and improving convenience. In addition, from the winter schedule onward, we expanded our network by transferring some routes from ANA to Peach.

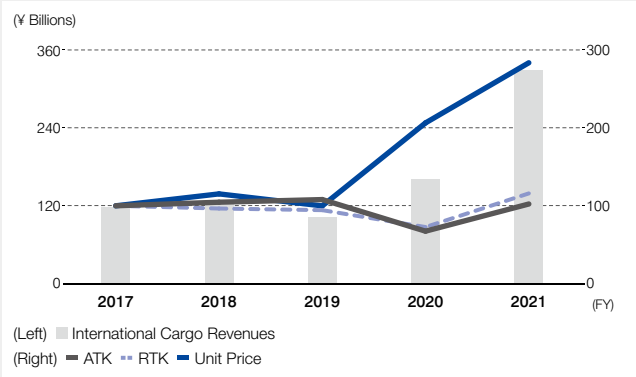
In terms of sales and services, we sold *Tabi Kuji* on Peach flights and in dedicated vending machines, offering travelers a random destination. The *Tabi Kuji* comes with Peach points that can be used to purchase airline tickets to the designated destination, missions at the destination, etc. Through these offerings providing new travel experiences leaving our customers’ destinations to chance and other measures, we have strengthened our sales promotion measures for generating new travel demand.

As a result, ASK and RPK increased 59.4% and 101.7%, respectively, while load factor increased 12.9 points to 61.6%. Passenger

Others

Other operating revenues in the Air Transportation Business amounted to ¥135.4 billion, an 8.0% decrease year on year. Results include revenues from mileage memberships, in-flight sales, contracted maintenance, etc.

International Cargo Business Results



\* Figures for ATK, RTK, and Yield are indexed using the figures for fiscal 2017 as 100.

numbers increased 105.1% to 4.26 million, while unit price decreased 16.4% to ¥8,862. Operating revenues increased 71.3% to ¥37.8 billion.

LCC Business Performance (Peach Aviation Limited)

(Fiscal Year)	2021	2020	YoY (%)
ASK (Millions)	7,863	4,932	+59.4
RPK (Millions)	4,846	2,403	+101.7
Number of passengers (Thousands)	4,267	2,080	+105.1
Load factor (%)	61.6	48.7	+12.9*
Passenger revenues (¥ Billions)	37.8	22.0	+71.3
Unit revenues (¥)	4.8	4.5	+7.5
Yield (¥)	7.8	9.2	−15.0
Unit price (¥)	8,862	10,606	−16.4

\* Difference

New initiatives to increase revenues amid the pandemic included holding in-flight weddings by renting out parked international aircraft. We also utilized ANA Blue Base, the ANA Group comprehensive training center, to offer tours to experience the jobs of pilot, maintenance crew, and cabin attendant, as well as to offer facility tours.

Operating Expenses

Air Transportation Business operating expenses decreased ¥3.8 billion year on year to ¥1,048.0 billion. Specific expense amounts and explanations of year-on-year changes are described below.

Breakdown of Operating Revenues and Expenses

(Fiscal Year)	2021	2020	Change
Segment operating revenues	¥ 885,096	¥ 604,014	¥281,082
International Passenger	70,151	44,726	25,425
Cargo	328,750	160,503	168,247
Mail	5,448	2,948	2,500
Domestic Passenger	279,877	203,119	76,758
Cargo	24,932	20,881	4,051
Mail	2,666	2,550	116
LCC revenues	37,813	22,071	15,742
Other revenues	135,459	147,216	(11,757)
Segment operating expenses	1,048,028	1,051,908	(3,880)
Fuel and fuel tax	193,966	109,670	84,296
Landing and navigation fees	42,981	45,847	(2,866)
Aircraft leasing fees	113,054	107,592	5,462
Depreciation and amortization	140,553	168,952	(28,399)
Aircraft maintenance	96,181	109,467	(13,286)
Personnel	158,505	163,776	(5,271)
Sales commissions and promotion	27,618	47,289	(19,671)
Contracts	168,836	182,869	(14,033)
Others	106,334	116,446	(10,112)
Segment operating (loss) income	¥ (162,932)	¥ (447,894)	¥284,962

<Fuel and Fuel Tax>

Fuel and fuel tax expenses amounted to ¥193.9 billion, a ¥84.2 billion (76.9%) increase year on year. This expense accounted for 18.5% of Air Transportation Business operating expenses, compared with 10.4% in the previous fiscal year.

This ¥84.2 billion increase was mainly due to an increase in ANA unit price factors (including hedging effectiveness) of approximately ¥51.0 billion, and increases in consumption volume factors of approximately ¥27.5 billion for ANA and approximately ¥6.0 billion for the LCC.

During fiscal 2021, we engaged in the same measures related to fuel tax reduction as we followed in the previous fiscal year.

<Landing and Navigation Fees>

Domestic and international passenger flights increased 31.0% and 32.2%, respectively (excluding Peach Aviation flights). Freightier flights increased 24.7%. Landing and navigation fees amounted to ¥42.9 billion, down ¥2.8 billion (6.3%) year on year due to measures to reduce landing fees and other costs, despite the increased number of flights.

<Aircraft Leasing Fees>

Aircraft leasing fees increased ¥5.4 billion (5.1%) to ¥113.0 billion, mainly due to increases in domestic code-share flights operated by other airlines along with a gradual recovery in passenger demand.

<Depreciation and Amortization>

Depreciation and amortization expenses decreased ¥28.3 billion (16.8%) year on year to ¥140.5 billion. This was due to the effects of early retirement of aircraft implemented in the previous fiscal year as part of *Business Structure Reform*.

<Aircraft Maintenance>

Aircraft maintenance expenses decreased ¥13.2 billion (12.1%) to ¥96.1 billion. This was mainly due to a decrease in maintenance frequency linked to early retirement of aircraft implemented in the previous fiscal year.

<Personnel>

Personnel expenses decreased ¥5.2 billion (3.2%) year on year to ¥158.5 billion, mainly due to controlled salaries and bonuses.

<Sales Commissions and Promotion>

Sales commissions and promotion expenses decreased ¥19.6 billion (41.6%) year on year to ¥27.6 billion due to the application of the Accounting Standard for Revenue Recognition, etc.

<Contracts>

Contract expenses decreased ¥14.0 billion (7.7%) year on year to ¥168.8 billion. Ground handling contracts and other contracted operations were lower than the previous fiscal year due to the impact of COVID-19.

<Others>

Other expenses decreased ¥10.1 billion (8.7%) year on year to ¥106.3 billion. This was mainly due to limiting advertising and other expenses.

Management's Discussion and Analysis

Airline Related

In the sale of in-flight meals online, which we began in the previous fiscal year, we expanded the product lineup in November and continued efforts to increase sales, including newly launching sales of in-flight meals for ANA's international business class flights. However, operating revenues declined from the previous fiscal year due to a decrease in the volume of system development work handled as a result of investment limitations within the Group.

As a result, fiscal 2021 operating revenues amounted to ¥206.8 billion, a ¥15.3 billion (6.9%) decrease year on year. Operating loss amounted to ¥0.6 billion (versus operating income of ¥3.6 billion in the previous fiscal year).

Performance in the Airline Related Segment

(¥ Millions)			
(Fiscal Year)	2021	2020	Change
Segment operating revenues	¥206,806	¥222,139	¥(15,333)
Segment operating expenses	207,466	218,448	(10,982)
Segment operating (loss) income	¥ (660)	¥ 3,691	¥ (4,351)

Travel Services

In addition to the cancellation of all overseas tours organized by the group, domestic travel volume declined versus the previous fiscal year, when the *Go To Travel Campaign* had a positive effect. However, contract revenues increased due to the transfer of digital marketing and other functions from within the group.

As a result of the above, fiscal 2021 Travel Services operating revenues amounted to ¥46.2 billion, a ¥1.2 billion (2.7%) increase year on year. Operating loss amounted to ¥2.1 billion (versus operating loss of ¥5.0 billion in the previous fiscal year).

In April, to strengthen sales in the digital domain, we transferred our Travel Services business to ANA X Inc., which handles the platform business utilizing customer data, and established ANA Akindo Co., Ltd., a regional revitalization company. We will promote efforts to create a world in which people live in a mileage-based ecosystem, including the launch of ANA Pocket, a mobile app service that allows users to earn points from travel not only by air but also by foot, train, or other means. These points can be converted into miles or other coupons.

Performance in the Travel Services Segment

(¥ Millions)			
(Fiscal Year)	2021	2020	Change
Segment operating revenues	¥46,282	¥45,050	¥ 1,232
Domestic package products	26,243	38,530	(12,287)
International package products	171	492	(321)
Other revenues	19,868	6,028	13,840
Segment operating expenses	48,387	50,134	(1,747)
Segment operating (loss) income	¥ (2,105)	¥ (5,084)	¥ 2,979

Trade and Retail

Despite reductions in revenue due to application of the Accounting Standard for Revenue Recognition, etc. from the fiscal year under review, revenue increased at ANA FESTA airport shops in conjunction with a gradual recovery in passenger demand, and transaction volume in the electronics business increased due to strong demand in the semiconductor market.

As a result, Trade and Retail recorded operating revenues of ¥81.6 billion, up ¥1.7 billion (2.2%) year on year. Operating income amounted to ¥0.5 billion (versus an operating loss of ¥4.2 billion in the previous fiscal year).

Performance in the Trade and Retail Segment

(¥ Millions)			
(Fiscal Year)	2021	2020	Change
Segment operating revenues	¥81,694	¥79,958	¥ 1,736
Segment operating expenses	81,145	84,240	(3,095)
Segment operating income (loss)	¥ 549	¥ (4,282)	¥ 4,831

Others

Although transaction volume declined in the building and facility maintenance and management business due to impact from COVID-19, transaction volume increased in the real estate business, including housing development and property management.

As a result, the Others business recorded operating revenues of ¥38.1 billion, a ¥1.4 billion (4.1%) increase year on year. Operating income amounted to ¥1.3 billion (versus operating loss of ¥0.0 billion in the previous fiscal year).

Performance in the Others Segment

(¥ Millions)			
(Fiscal Year)	2021	2020	Change
Segment operating revenues	¥38,130	¥36,643	¥1,487
Segment operating expenses	36,742	36,677	65
Segment operating income (loss)	¥ 1,388	¥ (34)	¥1,422

Non-Operating Income / Expenses,  
Special Income / Expenses

Fiscal 2021 non-operating and special income and expenses amounted to a loss of ¥2.2 billion. Depreciation and amortization expenses on inactive aircraft was transferred to non-operating expenses, which resulted in the recording of grounded aircraft expenses.

Non-Operating (Loss) Income / Expenses

(¥ Millions)			
(Fiscal Year)	2021	2020	Change
Interest income	¥ 297	¥ 663	¥ (366)
Dividend income	988	1,446	(458)
Foreign exchange gain, net	2,540	4,143	(1,603)
Gain on sales of assets	4,256	3,422	834
Gain on donation of non-current assets	653	2,405	(1,752)
Subsidies for employment adjustment	23,955	43,470	(19,515)
Interest expenses	(25,343)	(16,689)	(8,654)
Equity in losses of unconsolidated subsidiaries and affiliates	(2,031)	(3,630)	1,599
Loss on sales of assets	(677)	(2,825)	2,148
Loss on disposal of assets	(7,974)	(5,609)	(2,365)
Commission fee	—	(7,742)	7,742
Loss on valuation of derivatives	—	(8,044)	8,044
Grounded aircraft expense	(12,697)	—	(12,697)
Gain on sales of investment securities	8,278	328	7,950
Compensation payments received	—	1,770	(1,770)
Gain on sales of property and equipment	20,032	2,834	17,198
Loss on valuation of investment securities	(5,337)	(8,384)	3,047
Impairment loss	(9,357)	(4,231)	(5,126)
Business restructuring expense	—	(86,350)	86,350
Loss on cancellation of contracts	(4,055)	—	(4,055)
Other, net	4,225	2,425	1,800
Total	¥ (2,247)	¥(80,598)	¥ 78,351

Net (Loss) Income Attributable to Owners of the Parent

As a result, loss before income taxes amounted to ¥175.3 billion, a reduction of ¥369.9 billion versus the previous fiscal year. After income taxes, municipal taxes, business taxes, and other adjustments, net loss attributable to owners of the parent amounted to ¥143.6 billion, an improvement of ¥260.9 billion versus the previous fiscal year. Loss per share amounted to ¥305.37 (compared to loss of ¥1,082.04 in the previous fiscal year).

Comprehensive loss amounted to ¥93.7 billion, an improvement of ¥259.4 billion compared to the previous fiscal year, mainly due to smaller net loss attributable to owners of the parent.

Cash Flows

Basic Approach

The ANA Group's fundamental approach to cash management is to conduct continuous investments strategically to strengthen competitiveness over the medium and long term, while maintaining financial soundness.

We secure funds for working capital and capital expenditures (mainly aircraft) through self-financing, bank loans, or through the issuance of bonds. Our basic policy is to secure stable sources of liquidity and funds necessary for business operations. As of March 31, 2022, we have secured commitment line agreements totaling ¥148.0 billion with several financial institutions.

The group has access to the Japan Bank for International Cooperation (JBIC)'s guarantee system for investments in aircraft, our primary assets.

Overview of Fiscal 2021

Free cash flow resulted in proceeds of ¥153.6 billion (sum of cash flows from operating activities and investing activities). Net cash proceeds from financing activities totaled ¥93.6 billion. As a result, cash and cash equivalents increased ¥250.7 billion from the beginning of the fiscal year, amounting to ¥621.0 billion at the end of the fiscal year.

Cash Flows from Operating Activities

After adjusting the ¥175.3 billion in loss before income taxes for depreciation and amortization, notes and accounts payable, notes and accounts receivable, and other non-cash items, net cash used in operating activities amounted to ¥76.4 billion, an improvement of ¥194.0 billion versus the previous fiscal year.

Management's Discussion and Analysis

Cash Flows from Investing Activities

Net cash provided by investing activities totaled ¥230.0 billion, compared to an outflow of ¥595.7 billion in the previous fiscal year. Net cash used in investing activities amounted to ¥35.5 billion when excluding cash movements that resulted in net inflow of ¥265.5 billion related to the acquisition and sale of time deposits and negotiable deposits of more than three months.

Free Cash Flow

Net cash used in operating activities totaled ¥76.4 billion. Since net cash provided by investing activities was ¥230.0 billion, free cash flow for fiscal 2021 amounted to net inflow of ¥153.6 billion, compared to net expenditures of ¥866.2 billion for fiscal 2020. Substantial free cash flow amounted to an outflow of ¥111.9 billion, an improvement of ¥261.5 billion year on year, when excluding cash movements associated with the acquisition and sale of time deposits and negotiable deposits of more than three months.

Cash Flows from Financing Activities

Net cash provided by financing activities totaled ¥93.6 billion. This result was mainly due to the procurement of funds through the issuance of convertible bonds, despite a decrease of ¥1,004.5 billion compared to the previous fiscal year, when we procured funds through borrowings, public offerings, and third-party allotments.

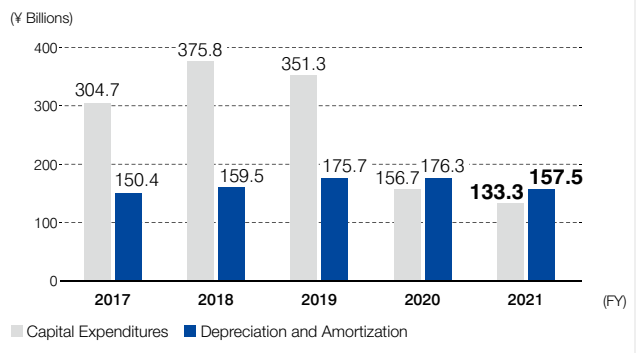
Capital Expenditures and Aircraft Procurement

Capital Expenditures

From fiscal 2020, the ANA Group has been temporarily restraining the scale of investment, particularly in aircraft, and reviews the timing of investment as appropriate. Capital expenditures for fiscal 2021 amounted to ¥133.3 billion, a decrease of 14.9% year on year.

By segment, Air Transportation Business capital expenditures decreased 13.7% year on year to ¥130.5 billion. Airline Related Business expenditures decreased 90.4% to ¥0.1 billion, while Travel Services Business expenditures increased 203.7% to ¥0.4 billion. Trade and Retail Business expenditures decreased 62.4% to ¥0.4 billion, and Others decreased 59.4% to ¥0.3 billion.

Capital Expenditures\* / Depreciation and Amortization



\* Capital expenditures contains only fixed assets.

Fundamental Approach to Aircraft Procurement

Aircraft are major investments used over the long term (10-plus years). Decisions regarding the selection of aircraft types suited to routes and networks and the pursuit of the best fleet composition are among the most important issues for airline management.

The ANA Group fleet strategy is based on three basic policies: (1) Strengthening cost competitiveness by introducing fuel-efficient aircraft, (2) Optimizing supply to demand by increasing the ratios of narrow- and medium-body aircraft; and (3) Enhancing productivity by integrating aircraft types.

Fundamentally, the group purchases and owns strategic aircraft we intend to use over the medium to long term. We employ operating leases to procure aircraft for use over the short term or for capacity adjustment. The group may also utilize sale-leaseback transactions as a means to diversify corporate financing methods. In these and other ways, the group selects the most economical aircraft procurement method.

Aircraft Procured in Fiscal 2021

Based on our fleet strategy, total number of aircraft was 276 as of the end of fiscal 2021, a decrease of 17 compared to the end of the previous fiscal year.

During the fiscal year, the ANA Group added 14 new aircraft. These additional aircraft included three Boeing 787-9s, one Airbus

A380, five Airbus A321-200neos, four Airbus A320-200neos, and one Airbus A321-200neoLR. At the same time, we sold or returned from lease a total of 31 aircraft, consisting of ten Boeing 777-300s, four Boeing 777-200s, three Boeing 767-300s, five Boeing 737-700s, and nine Airbus A320-200s.

The table below shows changes in the number of aircraft.

Changes in the Number of Aircraft in Fiscal 2021				() changes	
Aircraft	Number of Aircraft		Owned		Leased
Airbus A380	3	(+1)	3	(+1)	0
Boeing 777-300	20	(-10)	11	(-10)	9
Boeing 777-200	10	(-4)	8	(-2)	2 (-2)
Boeing 777F	2		2		0
Boeing 787-10	2		2		0
Boeing 787-9	39	(+3)	33	(+3)	6
Boeing 787-8	36		31		5
Boeing 767-300	18	(-3)	18	(-3)	0
Boeing 767-300F (Freighter)	9		6		3
Airbus A321-200neoLR	1	(+1)	0		1 (+1)
Airbus A321-200neo	22	(+5)	0		22 (+5)
Airbus A321-200	4		0		4
Airbus A320-200neo	18	(+4)	11		7 (+4)
Airbus A320-200	29	(-9)	0		29 (-9)
Boeing 737-800	39		24		15
Boeing 737-700	0	(-5)	0	(-5)	0
De Havilland Canada DASH 8-400	24		24		0
Total	276	(-17)	173	(-16)	103 (-1)

Figures for Airbus A320-200neoLRs, Airbus A320-200neos, and Airbus A320-200s included 37 aircraft (all leased) operated by Peach Aviation Limited. Separate from the figures above, as of March 31, 2022, 19 aircraft were leased outside the group (17 as of March 31, 2021).

Aircraft Procurement Plan for Fiscal 2022

We plan to add a total of 18 aircraft during fiscal 2022. These additional aircraft consist of five Boeing 787-10s, five Boeing 787-9s, two Airbus A321-200neoLRs, and six Airbus A320-200neos.

Meanwhile, the group plans to retire eight aircraft, consisting of two Boeing 777-300s, three Boeing 767-300s, and three Airbus A320-200s.



Financial Position

Assets

Total assets as of March 31, 2022 amounted to ¥3,218.4 billion, an increase of ¥10.5 billion compared to March 31, 2021.

Total current assets amounted to ¥1,293.9 billion, up ¥67.6 billion from the end of the previous fiscal year due to increases in operating accounts receivable and others. Cash and deposits amounted to ¥452.6 billion, a decrease of ¥12.0 billion compared to the end of the previous fiscal year. Marketable securities decreased ¥2.6 billion to ¥498.3 billion. As a result, liquidity on hand amounted to ¥950.9 billion, down ¥14.7 billion year on year. Total non-current assets at the end of the fiscal year stood at ¥1,922.8 billion, down ¥56.6 billion from one year earlier. This was mainly due to a reduction in aircraft as a result of sale and recording of impairment losses.

Liabilities

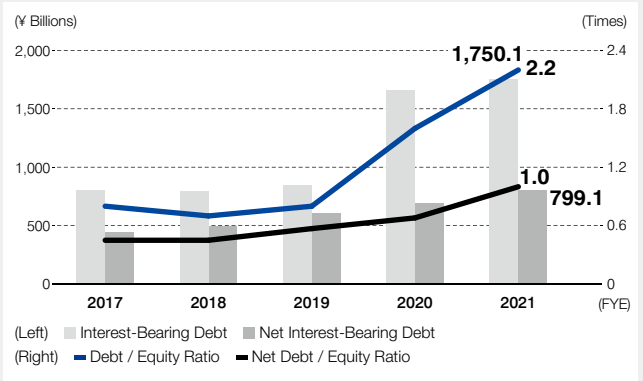
Total liabilities as of March 31, 2022 amounted to ¥2,415.0 billion, up ¥219.4 billion from one year earlier.

Total current liabilities totaled ¥687.8 billion at the end of the fiscal year, an increase of ¥184.4 billion. This is mainly due to application of the Accounting Standard for Revenue Recognition, etc., and the recording of contract liabilities from the beginning of the fiscal year under review. Total long-term liabilities amounted to ¥1,727.1 billion, an increase of ¥34.9 billion.

Interest-bearing debt, including finance lease obligations, increased ¥94.6 billion to ¥1,750.1 billion, mainly due to the issuance of euro-yen convertible bonds with stock acquisition rights. The debt/equity ratio amounted to 2.2 times, an increase of 0.6 points compared with the end of the previous fiscal year. Net debt/equity ratio on a net interest-bearing debt basis was 1.0 times.

Given the current external environment, we intend to maintain the current level of cash on hand for the time being. However, we plan to reduce total assets over the medium term and shift to more efficient financial management.

Interest-Bearing Debt / Debt/Equity Ratio\*



\* Excluding off-balanced lease obligations

Interest-Bearing Debt

(End of Fiscal Year)	2021	2020	Change
(¥ Millions)			
Short-term debt:	¥ 236,902	¥ 173,036	¥ 63,866
Short-term loans	100,070	100,070	0
Current portion of long-term loans	62,775	69,443	(6,668)
Current portion of bonds with stock acquisition rights	70,000	0	70,000
Finance lease obligations	4,057	3,523	534
Long-term debt*:	¥1,513,206	¥1,482,416	¥ 30,790
Bonds	185,000	165,000	20,000
Convertible bonds with stock acquisition rights	220,000	140,000	80,000
Long-term loans	1,102,218	1,168,252	(66,034)
Finance lease obligations	5,988	9,164	(3,176)
Total interest-bearing debt	¥1,750,108	¥1,655,452	¥ 94,656

\* Excluding current portion of long-term loans and current portion of bonds

Net Assets

Net assets as of March 31, 2022 amounted to ¥803.4 billion, a decrease of ¥208.9 billion compared to the end of the previous fiscal year.

Shareholders' equity decreased by ¥258.3 billion from the end of the previous fiscal year to ¥702.3 billion. This was due to a decrease in retained earnings resulting from a net loss and the application of the Accounting Standard for Revenue Recognition, etc.

Total accumulated other comprehensive income amounted to ¥94.8 billion, an increase of ¥48.3 billion compared to the end of the previous fiscal year. This was mainly due to an increase in deferred gain on derivatives under hedge accounting.

As a result, total shareholders' equity decreased ¥209.9 billion from the end of the previous fiscal year, amounting to ¥797.2 billion. Shareholders' equity ratio decreased 6.6 points to 24.8%.

Book value per share (BPS) at the end of the fiscal year was ¥1,695.06, compared to ¥2,141.49 as of the end of the previous fiscal year.

Bond Ratings

The company has obtained credit ratings on its various long-term bonds from the Japan Credit Rating Agency, Ltd. (JCR) and Rating and Investment Information, Inc. (R&I).

Bond ratings as of March 31, 2022 were as follows:

Bond Ratings	JCR	R&I
Issuer rating	A-	BBB+
Outlook	Stable	Stable

Retirement Benefit Obligations

The ANA Group has established a defined contribution pension plan and a defined benefit pension plan. The defined benefit plans consist of defined benefit corporate pension plan and lump-sum retirement benefit plans. Certain employees are entitled to additional benefits upon retirement.

Certain consolidated subsidiaries adopting defined-benefit corporate pension plans and lump-sum retirement benefit plans use a simplified method for calculating retirement benefit expenses and liabilities.

Retirement Benefit Obligation and Related Expenses

(Fiscal Year / End of Fiscal Year)	2021	2020
(¥ Millions)		
Retirement benefit obligation	¥(217,959)	¥(224,180)
Plan assets at fair value	61,524	64,064
Unfunded retirement benefit obligation	(156,435)	(160,116)
Liability for retirement benefits	(157,395)	(160,885)
Asset for retirement benefits	960	769
Net liability arising from defined benefit obligation in the consolidated balance sheet	(156,435)	(160,116)
Net periodic benefit costs	14,364	15,297
Main basis for actuarial calculations		
Discount rates	0.1-1.2%	0.1-1.2%
Expected rates of return on plan assets	1.0-2.5%	1.0-2.5%
Contribution to defined contribution pension plans	¥ 3,884	¥ 4,467

Fuel and Exchange Rate Hedging

The ANA Group pursues and conducts optimal hedge transactions that reduce the impact of volatility in fuel prices and foreign exchange rates to control the risk of fluctuations in earnings. The objective of this hedging is to both stabilize profitability and equalize expenses in response to rising fuel surcharges and foreign currency revenues associated with growth in ANA's international business.

The group conducts fuel hedging (for ANA) three years in advance of the applicable period after considering fuel surcharge revenues.

The group hedges U.S. dollar payments for ANA HOLDINGS and ANA related to fuel expenses three years in advance and U.S. dollar payments associated with capital expenditures for aircraft and other items five years in advance of the payment periods. Based on a balance of foreign currency revenues, revenues linked to foreign exchange market fluctuations, and foreign currency expenses with respect to U.S. dollar payments, the group uses forward exchange agreements to hedge any portion of foreign currency expenses in excess of foreign currency revenues.

Allocation of Profits

Basic Policy on Allocation of Profits

We recognize that shareholder returns are an important management priority for the group.

The group strives to bolster shareholder returns while maintaining financial soundness. This goal will be accomplished as we secure the funds needed in light of earnings fluctuations and to conduct growth investments (aircraft, etc.) to support future business development. We examine the shareholder returns in terms of dividend levels and share buybacks on an ongoing basis, while considering the level for free cash flow. Our basic policy is to pay a year-end dividend of surplus once a year. Our General Meeting of Shareholders is the decision-making body for the distribution of surpluses.

Dividends for Fiscal 2021 and Plans for Fiscal 2022

We deeply regret to announce that we will not be paying a dividend for the fiscal year under review due to the tremendous impact of COVID-19 on the group's business performance. For the time being, our top priority will be to maintain and strengthen our financial base. However, we intend to continue implementing *Business Structure Reform* on a steady basis, striving to improve earnings and resume dividend payments as quickly as possible.

# Operating Risks

As a corporate group whose core business is air transportation, we consider safety to be our most important social mission. We consider damage or impediment to this mission to be the most important risk. These risks include the risk of infectious diseases, which continue to have a significant impact; the risk of climate change, for which urgent measures are needed worldwide; risks related to the international situation; which is increasingly affected by the globalization of business, and risks related to investments required to strengthen our non-air businesses.

The following is a summary of risks that the group believes may have a significant impact on investor decisions. The following matters are based on the group's judgment as of the end of the period under review. As these statements include future projections, these matters may not conform to reality. In addition, other matters not mentioned below may affect the group.

Further, forward-looking statements that follow are based on group judgments as of the end of the fiscal year under review.

## Important Factors

The ANA Group has experienced the significant negative impact of COVID-19, resulting in declining operating revenues.

Given these unprecedented circumstances, we have reduced personnel expenses, and depreciation and maintenance expenses through the early retirement of aircraft, wide-body aircraft, in the previous fiscal year. We have also carefully scrutinized and limited capital investment in aircraft and other equipment, revising the timing of implementation. During the consolidated fiscal year under review, we raised ¥170.0 billion through issues of convertible and straight bonds. We also refinanced ¥100.0 billion from private banks. These and other measures resulted in ¥950.9 billion in liquidity on hand (cash and deposits plus marketable securities) as of the end of the fiscal year. In the future, we will raise more funds as necessary to secure liquidity on hand for every group company. Accordingly, it is our judgment that there are no material uncertainties regarding the going concern assumption for the ANA Group.

## (1) Most Important Risk

The most important risk to the ANA Group is the risk of damage or impairment to safety.

### Summary

Safety is the foundation of our business and our promise to the public. In case of any event that damages or impedes safety, it will have a major negative impact on the group. In particular, any human casualties could shake the foundations of the group's social credibility and trust. In the event of an airline accident or other incident that results in personal or property damage, we may be held liable for compensation for such damages. If safety is impaired or compromised, the impact could be far-reaching, even leading to a decline in group revenues over the medium term as customers become hesitant to fly with the group or choose to fly with another airline.

In the event that a manufacturing defect or other issue is discovered in an aircraft, we may be forced to suspend the operation of said aircraft as a precautionary measure to ensure safety. Taking such measures may reduce group revenues or damage competitiveness in the industry due to flight cancellations or reductions caused by a shortage of aircraft.

## Changes and Outlook

We believe this risk continues to be the most important risk for the ANA Group.

## Response

The ANA Group has an organization dedicated to the promotion of safety. This team conducts safety quality audits and has built a sustainable mechanism to ensure safety. Beyond reactive safety risk management, we engage in safety risk management that incorporates preventive and predictive measures. We pursue further safety improvements through risk management focusing factors that include the Three Task Categories (First Time Task, Procedure Changes, and Task After Extended Time Gap) and fatigue risk management for flight crew and flight attendants. Further, we provide visibility to safety through safety performance indicators (SPI) and engage in numerous other means to improve safety further. At the same time, we conduct ongoing and recurring education and training for flight crew, flight attendants, and other employees involved directly in aircraft operations. We also provide constant safety awareness activities for all employees in the ANA Group. In these ways, and through the ANA Group Safety Education Center, we strive to foster and strengthen a corporate group culture committed to safety. We also work closely with aircraft manufacturers and other parties to exchange information and opinions that support safety and high-quality operations.

## (2) Major Risks

1. The ANA Group continues to experience the significant impact of infectious disease.

### Summary

The negative impact of COVID-19 has yet to subside. If governments or local authorities impose restrictions or bans on travel, or tighten immigration controls, passenger demand will decline sharply, which will have a significant impact on group revenues. In such an event, controlling Air Transportation Business expenditures will not be easy, since aircraft expenses, personnel expenses, and other fixed costs account for a large portion of the business. Even if official measures taken by governments and local authorities are lifted, the impact may be ongoing if customers continue to suspend their business trips and leisure travel.

During the demand recovery phase, the group's plans for business capacity could be affected by overseas contractors, etc., who have temporarily reduced the scale of their operations. These contractors, etc., may require time to restore their capacity to accept our business contracts.

## Changes and Outlook

The recent outbreak of COVID-19 has once again highlighted the major nature of this risk. In general, climate change (global warming) is said to increase the risk of infectious disease. While scientific evidence has yet to be established, we believe this risk will be increasingly important to address in the future.

## Response

The ANA Group secured passenger aircraft and freighters as resources allowing for a proactive response to the movement of goods, even when personal travel has declined. At the same time, we are able to serve personal travel to limited demand in the most appropriate approach through our three brands: ANA, Peach, and AirJapan.

We are currently diversifying our business portfolio. We plan to strengthen our non-air businesses built on a growing platform business founded on the ANA Mileage Club, which has nearly 38 million members worldwide as of March 2022.

2. Addressing climate change issues is becoming even more important and urgent.

### Summary

Aircraft operations emit CO<sub>2</sub> and other greenhouse gases. Reducing these emissions is a pressing matter for the group.

The ANA Group is working to achieve net-zero CO<sub>2</sub> emissions by 2050. To this end, we aim to replace aircraft with more fuel-efficient models and utilize sustainable aviation fuel (SAF). SAF is jet fuel produced from sustainable sources that emit less CO<sub>2</sub> during the entire process from raw material production and collection to combustion. At this point in time, there are no technical prospects indicating that SAF will be in sufficient supply on a stable basis at a reasonable price.

If SAF is not in stable or sufficient supply, the group may be forced to purchase CO<sub>2</sub> emission credits or allowances from other industries, which may increase operating expenses. If SAF prices remain high, the operating cost of aircraft may increase, affecting group profitability. High operating costs could also affect competitiveness against other modes of transportation, such as railway and ocean transportation, as we must pass on costs in the form of higher fares.

In the event that group plans to reduce CO<sub>2</sub> emissions do not progress as targeted, customers may choose other modes of transportation, such as rail, which emit relatively lower levels of CO<sub>2</sub>. If an adequate supply of SAF cannot be sourced in Japan, group aircraft may encounter restrictions or limitations in access among certain countries or regions that have adopted strict environmental standards.

## Changes and Outlook

An awareness of climate change is spreading rapidly worldwide, and we believe addressing this risk has become an extremely high priority. We also believe that more stringent and sophisticated measures may be required to address this risk in the future.

## Response

In addition to taking proactive measures, including replacing aircraft with newer, more fuel-efficient types, we will work with other companies in the industry and SAF manufacturers to establish a cross-sector cooperative relationship. In this way, we will strive to develop and secure SAF supply as we collaborate with other companies and industries to solve this issue.

The ANA Group discloses information in line with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) on our corporate website.

3. Increased risks due to instability in the international situation

### Summary

The ANA Group has expanded our international business in search of further growth opportunities. However international affairs have become unstable due to U.S.–Chinese frictions, the Russia–Ukraine situation, and other factors. Uncertainties regarding future events are on the rise. International air transportation has grown against the backdrop of economic globalization. However, if this trend stagnates or reverses due to conflicts among major powers, or if peace fails due to war or conflict, ANA Group revenues could be affected negatively due to slow demand for business travel or a decrease in demand for tourism.

Instabilities in the international situation could affect not only our international business but also our domestic business, caused by lower inbound demand (foreign tourists visiting Japan), etc. In addition, instabilities could increase the cost of doing business, as aircraft may be rerouted, unable to fly over war or conflict zones. The impact of these costs could be far-reaching.

## Changes and Outlook

The expansion and acceleration of economic globalization, which has progressed since the end of the Cold War, is now subject to uncertainties. We believe the need has increased to manage and address the international situation as a risk.

## Response

In developing our international business, we focus not only on short-term profitability when building an airline network but also on the risks associated with the global situation. We will continue to focus on this risk in the future. The ANA Group will also take care that we do not rely overly on passenger acquisition in certain countries or regions overseas, but rather strive for a balanced approach.

In the event that an emergency response is required to an escalation in the global situation, we will be flexible in altering flight plans and routes to mitigate the impact.

4. The impact of a system failure is significant.

### Summary

The group seeks to systematize business operations to provide air transportation services of ever-higher quality and efficiency. The potential impact of system failures on our business continues to increase, regardless of whether the failure is caused by internal or external factors, such as a cyberattack. In the event of a systems failure related to aircraft operations, it may become difficult to operate aircraft. And in the event of a failure in peripheral systems such as reservations, payments settlements, and boarding management, it may become impossible to accept and settle reservations or manage boarding at airports. In effect, the group would not be able to provide air transportation services.

## Changes and Outlook

We believe the risk of system failures increases with increases in systems sophistication, interconnectivity, and access. Further, we are seeing an increasing number and sophistication of cyberattacks in society in general. We believe there is a growing social demand to prevent and reduce this risk.



Operating Risks

Response

We established the Group IT Management Department as a specialized organization with responsibility for systems operations and management for the ANA Group. This department is also responsible for preventing systems failures and to build a comprehensive and multifaceted operating system to reduce the impact of system failures and to restore systems as soon as possible. The group is also bolstering our response to intangible aspects through improved education and system failure-response training for our employees.

5. Dealing with the risk of information leakage is increasingly important.

Summary

The ANA Group retains a great deal of information, which includes the personal data of nearly 38 million ANA Mileage Club members worldwide as of March 2022. In the event of an unauthorized leakage of such information, the ANA Group may be sued for damages, ordered to pay fines and penalties by governments, and lose the trust of our customers and society, thereby experiencing competitive disadvantage.

Changes and Outlook

We believe the need to address this risk appropriately is only rising in light of heightened social awareness regarding the handling of information, based on increasingly strict laws and regulations.

Response

We engage in appropriate information management in accordance with the laws and regulations of each country. We also implement computer virus countermeasures, email security checks, monitoring for unauthorized operations, restrictions on employee access to information, and information management training for all employees. In addition, we take measures to prevent cyberattacks and information leaks, engaging in ongoing inspections of group systems to detect and respond to aging systems and vulnerabilities as early as possible.

6. Human rights risk involves expanding factors demanding greater attention.

Summary

Any violation of human rights will bring social criticism or boycotts, whether the violation occurs within our group or within the business chain related to our business, including contractors, suppliers, and business partners.

Changes and Outlook

As we respond to the shrinking labor force in Japan and expand our businesses overseas, our base of human resources becomes more diverse. In light of growing social and international awareness of human rights, we believe in the need to address this risk from multiple perspectives.

Response

The ANA Group conducts business operations in line with the Guiding Principles on Business and Human Rights endorsed by the United Nations Human Rights Council. We conduct internal human rights-related training and awareness activities, as well as periodic monitoring at management-level meetings. In addition, we strive to manage this risk appropriately through the direct confirmation and investigation of external parties as necessary.

7. The risk of severe natural disasters is increasing.

Summary

Air transportation has the advantage of being relatively more resilient to natural disasters among most transportation systems, as this means of travel connects points by air. Even if certain airports fail to function, alternative flights can be provided using nearby airports. However, the ANA Group business is based and concentrated in the Tokyo metropolitan area. Therefore, major restrictions or disruptions to flight operations could occur if the Haneda or Narita airports are impacted severely by a natural disaster.

Changes and Outlook

In general, climate change (global warming) is said to lead to more frequent and severe natural disasters. We believe this risk will be increasingly important to address in the future.

Response

We formulated a business continuity plan (BCP) and regularly review the plan to ensure we restore operational functions quickly and fulfill our mission as a public transportation service in the event of a large-scale natural disaster, such as an earthquake directly under the Tokyo metropolitan area. We have backup systems in place for the various core functions essential to our flight operations. These systems include satellite phones, emergency provisions, employee safety confirmation systems, etc. In addition, we conduct regular disaster drills in cooperation with related parties, including airport companies, etc.

8. The ANA Group business is affected significantly by market fluctuations, including foreign exchange rates, crude oil prices, and interest rates.

Summary

a. Foreign exchange rates

Since the aircraft used by the group are manufactured by overseas manufacturers, a significant depreciation of the yen will increase the cost of aircraft procurement. Aircraft fuel, which accounts for a major portion of our operating expenses, relies on the import of crude oil, which is used as a raw material. Here as well, operating expenses will increase if the yen depreciates significantly. The yen depreciation boosts yen-equivalent revenues earned overseas by the ANA Group. However, the group has more foreign currency-denominated expenses than foreign currency-denominated revenues, and the effect will not offset the entire increase in expenses.

The group also takes measures to mitigate the impact of exchange rate fluctuations through hedging transactions, etc. And while these measures may mitigate or equalize the impact, they do not completely eliminate the impact. Nor can these measures be expected to be effective in controlling costs in all cases.

b. Crude oil prices

The price of jet fuel is linked to the price of crude oil. A sharp rise in crude oil prices inevitably leads to an increase in aircraft fuel costs. In certain of our businesses, the ANA Group adopts measures that include assessing and collecting fuel surcharges based on fuel prices. However, these revenues do not always offset the entire increase in fuel costs. The group also takes measures to mitigate the impact of crude oil prices through hedging transactions, etc. And while these measures may mitigate or equalize the impact, they do not completely eliminate the impact. Nor can these measures be expected to be effective in controlling costs in all cases.

c. Interest rates

The ANA Group business operations leverage aircraft financing and other external funds. A significant rise in interest rates could affect the group in the form of increased financing costs.

Changes and Outlook

Although market fluctuations have always been a possibility, we believe the potential of this risk has increased in light of growing uncertainties regarding international and economic conditions.

Response

As described above, we take measures to control, mitigate, and equalize risks through the use of hedging transactions, etc. As a group, we strive to enhance resilience to market fluctuations. To this end, we engage in more fundamental measures that include increasing foreign currency-denominated revenues to build a revenue structure that is resilient to the effects of exchange rates, replacing our fleet with new aircraft having superior fuel efficiency, diversifying our business portfolio to develop businesses less susceptible to market fluctuations, and procuring funds under appropriate financial discipline.

9. Investments designed to strengthen competitiveness and achieve new growth also entail risks.

Summary

At present, the ANA Group is experiencing the severely negative impact of the COVID-19 pandemic. We are considering and executing investments to overcome the pandemic, restore business stability, and achieve growth for the future. However, these investments also entail risks.

We make investments in our Air Transportation Business that include new aircraft to maintain and improve our competitiveness against other companies, as well as to reduce greenhouse gas emissions. However, potential risks include the possibility that these investments will not have the expected effect in the event that the shrinking market does not recover to expected levels in the wake of COVID-19, that unexpectedly large changes in social behavior patterns occur due to spread of various online technologies, or that unexpectedly large changes in globalization of economic activities arise due to international circumstance.

In addition, we strive to increase the risk tolerance of the group through the consideration and execution of investments in related businesses that we expect to have synergies with the Air Transportation Business and similar businesses. These businesses may utilize expertise from the Air Transportation Business, namely, customer-related businesses (platform-type businesses), drone businesses, Mobility as a Service (MaaS) businesses, space-related businesses, etc. While we expect these investments to be highly impactful when they produce the expected results, these investments may not produce the expected results in all cases.

Changes and Outlook

Given the current and severe impact of the pandemic, we believe that risk management related to investments has become even more important.

Response

When considering and executing investments, we strive to manage risk appropriately, not only through discussions and deliberations at board of directors' meetings and other management-level meetings,

but also through our investment management committee, which oversees investments for the group. In this way, we ensure a hierarchical and multi-layered management system that incorporates pre-investment evaluation and post-investment withdrawal standards.

10. A declining population may cause existing markets to contract, or make it more difficult to secure a workforce.

Summary

The most significant business foundation of the ANA Group exists in Japan. But as Japan's population continues to decline, the size of this market may contract in the future. Given the characteristics of air transportation, which is responsible for business and leisure travel demand, the population-related market size may be affected by changes in working-age populations, which decline at a faster rate than the general population.

Population declines may also have an impact on the ability to secure the labor force necessary for business operations. In this event, unit labor costs may increase or business operations may be limited due to labor shortages.

Changes and Outlook

Although we do not expect a significant impact in the immediate future, we believe there is a high probability that this risk will materialize over the medium to long term.

Response

We take into account and reflect assumptions of social change (declining populations, etc.) when forming corporate strategies. We also strive to revitalize the market as a whole by utilizing our LCC brand. Over the medium to long term, we will continue to expand our international business, which addresses a market likely to continue growing in the future.

To secure a sufficient workforce, we will improve our ability to compete in recruitment via proactive investment in people. These investments will include allocating and expanding education and training opportunities appropriately. To prepare for the decline in the working population, we will pursue mechanization, labor savings, and unattended operations, which we understand may not represent a source of differentiation with other companies.

11. Expansion of high-speed rail networks, etc., may intensify competition between air and land transportation.

Summary

Further expansion of the high-speed rail network in Japan is scheduled in the future, and competition with the shinkansen bullet train and other railways may become more intense. The extension of bullet train lines and the acceleration of existing lines may impact the group's domestic operations. This impact could include a decline in market share or a drop in unit prices due to intensified price competition.

Changes and Outlook

We believe this risk is likely to emerge in the future.

Response

We take into account and reflect assumptions of changes in the competitive environment such as an extension of high-speed rail networks, etc., when forming corporate strategies. We also strive to revitalize the market as a whole by utilizing our LCC brand. Over the

Operating Risks

medium to long term, we will continue to expand our international business, which addresses a market likely to continue growing in the future.

(3) Other Risks

a. Risks related to transportation and aviation policies

Certain key airports, such as Haneda, have already reached a maximum number of slots for departures and arrivals. Given that the throughput capacity is essentially up to national policy, such airports may limit the future business development of the group. Further, future policies could result in the reduction or recovery of slots at these airports currently in use by our group.

b. Risks related to taxation and taxes and public dues

Our Air Transportation Business is subject to taxes and public dues that include airport landing fees, parking fees, and navigation and facility usage fees. These fees run in addition to fuel tax and other taxes.  
Any raises to existing taxes or new taxes and public dues could have a negative impact on the group.

c. Risks related to economic fluctuations

Medium- to long-distance air transportation is more susceptible to economic fluctuations than regular short-distance transportation.

d. Risks related to profit structure, financial platform, and funds procurement

The Air Transportation Business uses costly aircraft and incurs many expenses (fuel, maintenance, etc.) linked to flight operations, regardless of the volume of passengers and cargo carried. A significant decline in demand could cause a major reduction in profitability.  
In addition, the group has recorded deferred tax assets. However, these assets may be reversed in the event of a decrease in expected future taxable income.  
The ANA Group may procure funds necessary for capital investment, etc., from financial institutions and the market. However, if the group is constrained in its ability to procure funds due to changes in creditworthiness or market turmoil, such events may have a negative impact on the group.

e. Risks related to business portfolio

In addition to the Air Transportation Business, which accounts for a large percentage of group revenues and earnings, many of the group's other businesses are related to air transportation, such as travel services and airline-related businesses. Any significant negative impact on the Air Transportation Business could affect other businesses materially.

f. Risks related to lawsuits

Lawsuits filed in Japan or overseas related to group business activities could have a negative impact on the group.

Glossary

Passenger Business Terms

**Available Seat-Kilometers (ASK)**  
A unit of passenger transport capacity, analogous to “production capacity.” Total number of seats x Transport distance (kilometers).

**Revenue Passenger-Kilometers (RPK)**  
Total distance flown by revenue-paying passengers aboard aircraft. Revenue-paying passengers x Transport distance (kilometers).

**Load Factor**  
Indicates the seat occupancy ratio (status of seat sales) as the ratio of revenue passenger-kilometers to available seat-kilometers. Revenue passenger-kilometers / Available seat-kilometers.

**Yield**  
Unit revenues per revenue passenger-kilometer. Revenues / Revenue passenger-kilometers.

**Unit Revenues**  
Quantitatively measures revenue management performance by showing unit revenues per available seat-kilometer (Revenues / Available seat-kilometers). Calculated as yield (Revenues / Revenue passenger-kilometers) x load factor (Revenue passenger-kilometers / Available seat-kilometers).

**Unit Cost**  
Indicates cost per unit in the airline industry. Calculated as cost per available seat-kilometer.

**Revenue Management**  
This management technique maximizes revenues by enabling the best mix of revenue-paying passengers through yield management that involves optimum seat sales in terms of optimum timing and price based on network and fare strategy.

**Optimizing Supply to Demand**  
Involves flexibly controlling production capacity (available seat-kilometers) according to demand trends in ways such as increasing or decreasing the frequencies on routes and adjusting aircraft size.

**VFR (Visiting Friends and Relatives)**  
Refers to travel for the purpose of visiting friends and relatives.

Cargo Business Terms

**Available Ton-Kilometers (ATK)**  
A unit of cargo transport capacity expressed as “production capacity.” Total cargo capacity (tons) x Transport distance (kilometers).

**Revenue Ton-Kilometers (RTK)**  
Total distance carried by each revenue-paying cargo aboard aircraft. Revenue-paying cargo (tons) x Transport distance (kilometers).

**Freighter**  
Dedicated cargo aircraft. Seats are removed from the cabin space where passengers would normally sit, and the space is filled with containers or palletized cargo.

**Belly**  
The space below the cabin on passenger aircraft that is used to transport cargo.

Airline Industry and Company Terms

**IATA**  
The International Air Transport Association. Founded in 1945 by airlines operating flights primarily on international routes, functions include managing arrival and departure slots at airports and settling receivables and payables among airline companies. Approximately 290 airlines are IATA members.

**ICAO**  
The International Civil Aviation Organization. A specialized agency of the United Nations created in 1944 to promote the safe and orderly development of international civil aviation. More than 190 countries are ICAO members.

**Star Alliance**  
Established in 1997, Star Alliance was the first and is the world's largest airline alliance. ANA became a member in October 1999. As of July 2022, 26 airlines from around the world are members.

**Code-Sharing**  
A system in which airline alliance partners allow each other to add their own flight numbers on other partners' scheduled flights. The frequent result is that multiple companies sell seats on one flight. Also known as jointly operated flights.

**Antitrust Immunity (ATI)**  
Granting of advance approval for immunity from competition laws when airlines operating international routes cooperate on planning routes, setting fares, conducting marketing activities, or other areas, so that the airlines are not in violation of the competition laws of such countries. In Japan, the United States, and South Korea, the relevant department of transportation grants ATI based on an application (in countries other than these three, it is common for a bureau such as a fair trade commission to be in charge), but in the European Union the business itself performs a self-assessment based on the law. ATI approval is generally based on the two conditions that the parties do not have the power to control the market and approval will increase user convenience.

**Joint Venture**  
A joint business in the international airline industry between two or more airlines. Restrictions such as bilateral air agreements between countries and caps on foreign capital investments still exist in the international airline industry. Therefore, airlines form ATI-based joint ventures, instead of the commonly known methods used in other industries such as capital tie-ups and M&As, etc. By forming joint ventures, airlines in the same global alliance are able to offer travelers a broader, more flexible network along with less expensive fares, thus strengthening their competitiveness against other alliances (or joint ventures).

**Full Service Carrier (FSC)**  
An airline company that serves a wide range of markets based on a route network that includes code-sharing connecting demand. FSCs offer multiple classes of seats and provide in-flight food and beverages that are included in advance in the fare paid. FSCs are also called network carriers or legacy carriers when compared with low cost carriers (LCCs).

**Low Cost Carrier (LCC)**  
An airline that provides air transportation services at low fares based on a low-cost system that includes using a single type of aircraft, charging for in-flight services, and simplifying sales. Fundamentally, LCCs operate frequent short- and medium-haul point-to-point flights (flights between two locations).

**Maintenance, Repair, and Overhaul (MRO) Business**  
A business that is contracted to provide aircraft maintenance services using its own maintenance crew and other personnel, along with dedicated facilities. Services include the maintenance, repair, and overhaul of aircraft and other equipment owned by airlines.

Consolidated Financial Statements

Consolidated Balance Sheet

ANA HOLDINGS INC. and its consolidated subsidiaries  
As of March 31, 2022

As of March 31	Yen (Millions)		U.S. dollars (Thousands)
	2022	2021	2022
<b>ASSETS</b>			
<b>Current assets:</b>			
Cash and deposits	¥ 452,679	¥ 464,739	\$ 3,698,660
Marketable securities	498,310	500,980	4,071,492
Notes and accounts receivable	149,437	107,573	1,220,990
Accounts receivable from and advances to unconsolidated subsidiaries and affiliates	3,787	3,763	30,942
Lease receivables and investments in leases	17,628	19,112	144,031
Inventories	44,074	38,855	360,111
Prepaid expenses and other	128,251	91,511	1,047,887
Allowance for doubtful accounts	(245)	(231)	(2,001)
<b>Total current assets</b>	<b>1,293,921</b>	<b>1,226,302</b>	<b>10,572,113</b>
<b>Property and equipment:</b>			
Land	44,385	48,748	362,652
Buildings and structures	260,000	301,266	2,124,356
Aircraft	1,783,736	1,943,795	14,574,197
Machinery and equipment	99,234	101,014	810,801
Vehicles	33,353	33,525	272,514
Furniture and fixtures	60,933	64,772	497,859
Lease assets	10,612	10,660	86,706
Construction in progress	176,446	198,389	1,441,670
<b>Total</b>	<b>2,468,699</b>	<b>2,702,169</b>	<b>20,170,757</b>
<b>Accumulated depreciation</b>	<b>(1,118,362)</b>	<b>(1,255,862)</b>	<b>(9,137,690)</b>
<b>Net property and equipment</b>	<b>1,350,337</b>	<b>1,446,307</b>	<b>11,033,066</b>
<b>Investments and other assets:</b>			
Investment securities	113,968	129,930	931,187
Investments in and advances to unconsolidated subsidiaries and affiliates	31,632	34,245	258,452
Lease and guaranty deposits	15,003	15,526	122,583
Deferred tax assets	273,452	219,618	2,234,267
Goodwill	20,230	22,346	165,291
Intangible assets	73,050	87,839	596,862
Other assets	46,840	25,770	382,711
<b>Total investments and other assets</b>	<b>574,175</b>	<b>535,274</b>	<b>4,691,355</b>
<b>TOTAL</b>	<b>¥3,218,433</b>	<b>¥3,207,883</b>	<b>\$26,296,535</b>

As of March 31	Yen (Millions)		U.S. dollars (Thousands)
	2022	2021	2022
<b>LIABILITIES AND EQUITY</b>			
<b>Current liabilities:</b>			
Short-term loans	¥ 100,070	¥ 100,070	\$ 817,632
Current portion of long-term debt	136,832	72,966	1,117,999
Accounts payable	126,273	182,241	1,031,726
Accounts payable to unconsolidated subsidiaries and affiliates	3,322	2,508	27,142
Advance ticket sales	—	44,718	—
Contract liabilities	256,023	—	2,091,862
Accrued expenses	25,174	39,286	205,686
Income taxes payable	2,908	10,696	23,760
Other current liabilities	37,287	50,920	304,657
<b>Total current liabilities</b>	<b>687,889</b>	<b>503,405</b>	<b>5,620,467</b>
<b>Long-term liabilities:</b>			
Long-term debt	1,513,206	1,482,416	12,363,804
Liability for retirement benefits	157,395	160,885	1,286,011
Deferred tax liabilities	1,498	222	12,239
Asset retirement obligations	1,550	1,153	12,664
Other long-term liabilities	53,480	47,482	436,963
<b>Total long-term liabilities</b>	<b>1,727,129</b>	<b>1,692,158</b>	<b>14,111,683</b>
<b>Equity:</b>			
Common stock:			
Authorized – 1,020,000,000 shares;			
Issued – 484,293,561 shares in 2022 and 484,293,561 shares in 2021	467,601	467,601	3,820,581
Capital surplus	407,328	407,329	3,328,115
Retained earnings (Accumulated deficit)	(113,228)	145,101	(925,140)
Treasury stock – 13,956,694 shares in 2022 and 13,950,901 shares in 2021	(59,350)	(59,335)	(484,925)
Accumulated other comprehensive income:			
Unrealized gain on securities	32,311	38,468	264,000
Deferred gain (loss) on derivatives under hedge accounting	72,167	21,652	589,647
Foreign currency translation adjustments	3,688	2,666	30,133
Defined retirement benefit plans	(13,268)	(16,249)	(108,407)
<b>Total</b>	<b>797,249</b>	<b>1,007,233</b>	<b>6,514,004</b>
<b>Non-controlling interests</b>	<b>6,166</b>	<b>5,087</b>	<b>50,379</b>
<b>Total equity</b>	<b>803,415</b>	<b>1,012,320</b>	<b>6,564,384</b>
<b>TOTAL</b>	<b>¥3,218,433</b>	<b>¥3,207,883</b>	<b>\$26,296,535</b>



Consolidated Statement of Operations

ANA HOLDINGS INC. and its consolidated subsidiaries  
Year Ended March 31, 2022

Year Ended March 31	Yen (Millions)		U.S. dollars (Thousands)
	2022	2021	2022
Operating revenues	¥1,020,324	¥ 728,683	\$ 8,336,661
Cost of sales	1,049,414	1,000,000	8,574,344
Gross loss	(29,090)	(271,317)	(237,682)
Selling, general and administrative expenses	144,037	193,457	1,176,869
Operating loss	(173,127)	(464,774)	(1,414,551)
Other income (expenses):			
Interest income	297	663	2,426
Dividend income	988	1,446	8,072
Foreign exchange gain, net	2,540	4,143	20,753
Gain on sales of assets	4,256	3,422	34,774
Gain on donation of non-current assets	653	2,405	5,335
Subsidies for employment adjustment	23,955	43,470	195,726
Interest expenses	(25,343)	(16,689)	(207,067)
Equity in losses of unconsolidated subsidiaries and affiliates	(2,031)	(3,630)	(16,594)
Loss on sales of assets	(677)	(2,825)	(5,531)
Loss on disposal of assets	(7,974)	(5,609)	(65,152)
Commission fee	-	(7,742)	-
Loss on valuation of derivatives	-	(8,044)	-
Grounded aircraft expense	(12,697)	-	(103,742)
Gain on sales of property and equipment	20,032	2,834	163,673
Impairment loss	(9,357)	(4,231)	(76,452)
Business restructuring expense	-	(86,350)	-
Loss on cancellation of contracts	(4,055)	-	(33,131)
Other, net	7,166	(3,861)	58,550
Other income (expenses), net	(2,247)	(80,598)	(18,359)
Loss before income taxes	(175,374)	(545,372)	(1,432,911)
Income taxes:			
Current	2,682	3,990	21,913
Deferred	(35,817)	(141,672)	(292,646)
Total income taxes	(33,135)	(137,682)	(270,732)
Net loss	(142,239)	(407,690)	(1,162,178)
Net income (loss) attributable to non-controlling interests	1,389	(3,066)	11,348
Net loss attributable to owners of the parent	¥ (143,628)	¥ (404,624)	\$ (1,173,527)

Year Ended March 31	Yen		U.S. dollars
	2022	2021	2022
Per share of common stock:			
Basic net loss	¥(305.37)	¥(1,082.04)	\$(2.50)
Cash dividends applicable to the year	-	-	-

Net income per share assuming full dilution is not disclosed as the Company had no potentially dilutive shares outstanding during the years ended March 31, 2022 and 2021.

Consolidated Statement of Comprehensive Income

ANA HOLDINGS INC. and its consolidated subsidiaries  
Year Ended March 31, 2022

Year Ended March 31	Yen (Millions)		U.S. dollars (Thousands)
	2022	2021	2022
Net loss	¥(142,239)	¥(407,690)	\$(1,162,178)
Other comprehensive income (loss):			
Unrealized (loss) gain on securities	(6,104)	16,253	(49,873)
Deferred gain on derivatives under hedge accounting	50,438	36,242	412,108
Foreign currency translation adjustments	1,142	31	9,330
Defined retirement benefit plans	2,954	1,606	24,135
Share of other comprehensive income in affiliates	45	323	367
Total other comprehensive income	48,475	54,455	396,069
Comprehensive loss	¥ (93,764)	¥(353,235)	\$ (766,108)
Total comprehensive (loss) income attributable to:			
Owners of the parent	¥ (95,267)	¥(350,452)	\$ (778,388)
Non-controlling interests	1,503	(2,783)	12,280

Consolidated Statement of Changes in Equity

ANA HOLDINGS INC. and its consolidated subsidiaries  
Year Ended March 31, 2022

	Thousands		Yen (Millions)										
	Number of shares of common stock outstanding	Common stock	Capital surplus	Retained earnings (Accumulated deficit)	Treasury stock	Total shareholders' equity	Accumulated other comprehensive income						Total equity
							Unrealized gain on securities	Deferred gain (loss) on derivatives under hedge accounting	Foreign currency translation adjustments	Defined retirement benefit plans	Total	Non-controlling interests	
Balance at March 31, 2020	334,519	¥318,789	¥258,470	¥ 550,839	¥(59,435)	¥1,068,663	¥22,120	¥(14,595)	¥2,668	¥(17,828)	¥ (7,635)	¥ 7,842	¥1,068,870
Issuance of new shares	135,795	148,812	148,812			297,624							297,624
Net loss attributable to owners of the parent				(404,624)		(404,624)							(404,624)
Purchase of treasury stock	(5)				(13)	(13)							(13)
Disposal of treasury stock	32		(1)		113	112							112
Change in the parent's ownership interest due to transactions with non-controlling interests			48			48							48
Changes in scope of consolidation				(660)		(660)							(660)
Changes in scope of equity method				(454)		(454)							(454)
Net changes in the year						–	16,348	36,247	(2)	1,579	54,172	(2,755)	51,417
Total changes during the fiscal year		148,812	148,859	(405,738)	100	(107,967)	16,348	36,247	(2)	1,579	54,172	(2,755)	(56,550)
Balance at March 31, 2021	470,342	467,601	407,329	145,101	(59,335)	960,696	38,468	21,652	2,666	(16,249)	46,537	5,087	1,012,320
Cumulative effects of changes in accounting policies				(114,656)		(114,656)							(114,656)
Restated balance		467,601	407,329	30,445	(59,335)	846,040	38,468	21,652	2,666	(16,249)	46,537	5,087	897,664
Issuance of new shares													
Net loss attributable to owners of the parent				(143,628)		(143,628)							(143,628)
Purchase of treasury stock	(6)				(16)	(16)							(16)
Disposal of treasury stock			(1)		1	0							0
Change in the parent's ownership interest due to transactions with non-controlling interests													
Changes in scope of consolidation				(45)		(45)							(45)
Changes in scope of equity method													
Net changes in the year							(6,157)	50,515	1,022	2,981	48,361	1,079	49,440
Total changes during the fiscal year		0	(1)	(143,673)	(15)	(143,689)	(6,157)	50,515	1,022	2,981	48,361	1,079	(94,249)
Balance at March 31, 2022	470,336	¥467,601	¥407,328	¥(113,228)	¥(59,350)	¥ 702,351	¥32,311	¥ 72,167	¥3,688	¥(13,268)	¥94,898	¥6,166	¥ 803,415

	Thousands		U.S. dollars (Thousands)										
	Number of shares of common stock outstanding	Common stock	Capital surplus	Retained earnings (Accumulated deficit)	Treasury stock	Total shareholders' equity	Accumulated other comprehensive income						Total equity
							Unrealized gain on securities	Deferred gain (loss) on derivatives under hedge accounting	Foreign currency translation adjustments	Defined retirement benefit plans	Total	Non-controlling interests	
Balance at March 31, 2021	470,342	\$3,820,581	\$3,328,123	\$ 1,185,562	\$(484,802)	\$ 7,849,464	\$314,306	\$176,909	\$21,782	\$(132,764)	\$380,235	\$41,563	\$8,271,263
Cumulative effects of changes in accounting policies				(936,808)		(936,808)							(936,808)
Restated balance		3,820,581	3,328,123	248,753	(484,802)	6,912,656	314,306	176,909	21,782	(132,764)	380,235	41,563	7,334,455
Issuance of new shares													
Net loss attributable to owners of the parent				(1,173,527)		(1,173,527)							(1,173,527)
Purchase of treasury stock	(6)				(130)	(130)							(130)
Disposal of treasury stock			(8)		8	0							0
Change in the parent's ownership interest due to transactions with non-controlling interests													
Changes in scope of consolidation				(367)		(367)							(367)
Changes in scope of equity method													
Net changes in the year							(50,306)	412,737	8,350	24,356	395,138	8,816	403,954
Total changes during the fiscal year			(8)	(1,173,894)	(122)	(1,174,025)	(50,306)	412,737	8,350	24,356	395,138	8,816	(770,071)
Balance at March 31, 2022	470,336	\$3,820,581	\$3,328,115	\$ (925,140)	\$(484,925)	\$ 5,738,630	\$264,000	\$589,647	\$30,133	\$(108,407)	\$775,373	\$50,379	\$6,564,384

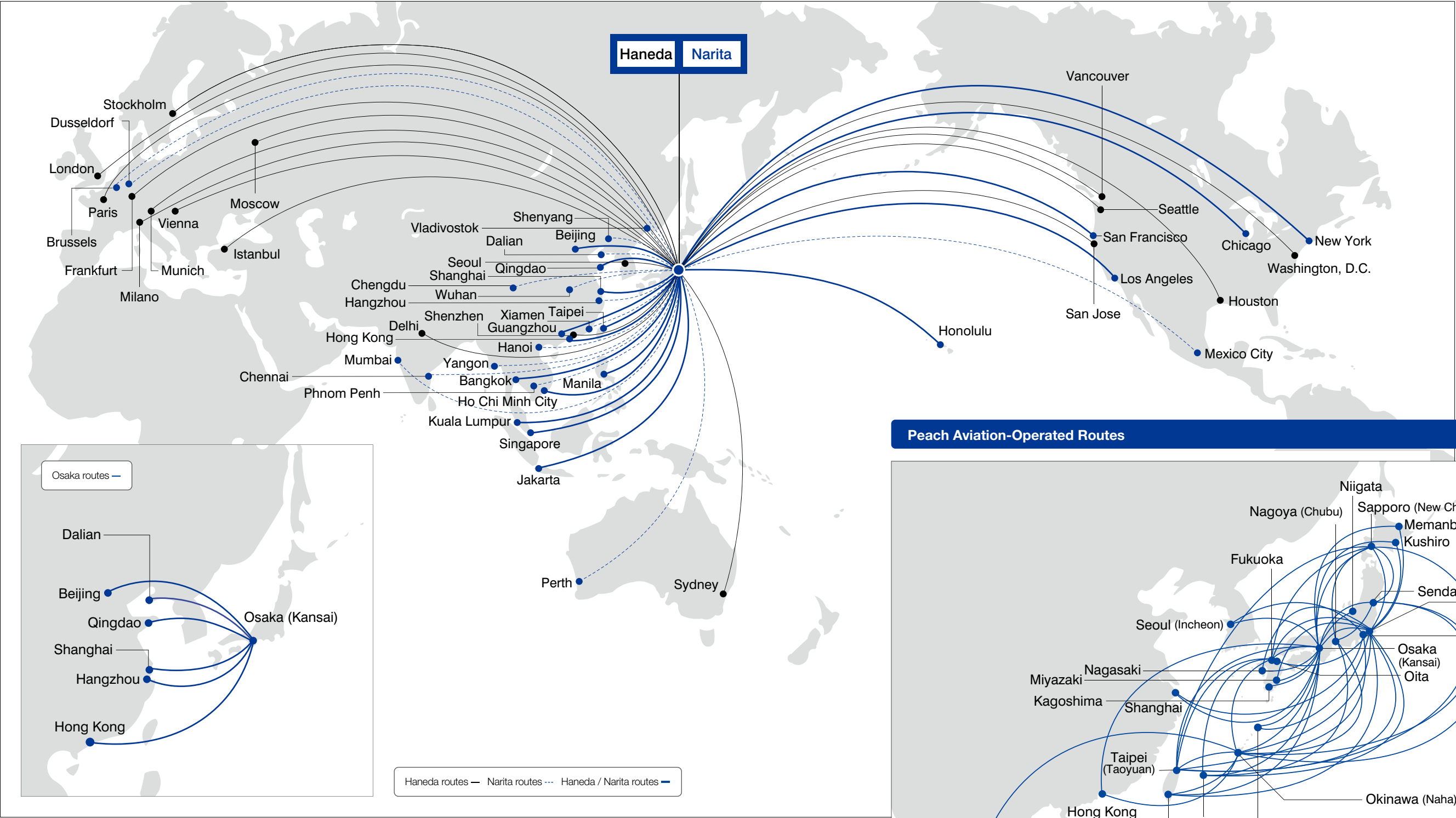
Consolidated Statement of Cash Flows

ANA HOLDINGS INC. and its consolidated subsidiaries  
Year Ended March 31, 2022

Year Ended March 31	Yen (Millions)		U.S. dollars (Thousands)
	2022	2021	
Cash flows from operating activities:			
Loss before income taxes	¥(175,374)	¥ (545,372)	\$ (1,432,911)
Adjustments for:			
Depreciation and amortization	157,505	176,352	1,286,910
Impairment loss	9,357	75,575	76,452
Amortization of goodwill	2,116	2,115	17,288
(Gain) loss on disposal and sales of property and equipment	(15,637)	10,759	(127,763)
Loss on cancellation of contracts	4,055	–	33,131
(Gain) loss on sales and valuation of investment securities	(2,941)	8,058	(24,029)
Increase (decrease) in allowance for doubtful accounts	770	(251)	6,291
Increase (decrease) in liability for retirement benefits	664	(44)	5,425
Interest and dividend income	(1,285)	(2,109)	(10,499)
Interest expenses	25,343	16,689	207,067
Subsidies for employment adjustment	(23,955)	(43,470)	(195,726)
Foreign exchange (gain)	(3,404)	(2,454)	(27,812)
(Increase) in notes and accounts receivable	(44,964)	(5,107)	(367,382)
Decrease in other current assets	20,687	52,880	169,025
Increase (decrease) in notes and accounts payable	2,473	(25,160)	20,205
Decrease in advance ticket sales	–	(67,109)	–
Increase in contract liabilities	15,445	–	126,194
Other, net	(43,432)	49,496	(354,865)
Subtotal	(72,577)	(299,152)	(592,997)
Interest and dividends received	1,682	2,427	13,742
Interest paid	(26,081)	(12,466)	(213,097)
Proceeds from subsidy income	26,046	38,001	212,811
Income taxes (paid) refunded	(5,483)	749	(44,799)
Net cash used in operating activities	(76,413)	(270,441)	(624,340)
Cash flows from investing activities:			
Increase in time deposits	(655,500)	(372,626)	(5,355,829)
Proceeds from withdrawal of time deposits	635,713	162,300	5,194,158
Purchases of marketable securities	(253,889)	(437,280)	(2,074,426)
Proceeds from redemption of marketable securities	539,230	154,870	4,405,833
Purchases of property and equipment	(120,591)	(134,174)	(985,301)
Proceeds from sales of property and equipment	87,055	54,415	711,291
Purchases of intangible assets	(12,773)	(22,536)	(104,363)
Purchases of investment securities	(2,975)	(7,168)	(24,307)
Proceeds from sales of investment securities	12,806	746	104,632
Proceeds from withdrawal of investments in securities	1,670	2,527	13,644
Other, net	(727)	3,167	(5,940)
Net cash provided by (used in) investing activities	230,019	(595,759)	1,879,393
Cash flows from financing activities:			
Increase in short-term loans, net	–	97,747	–
Proceeds from long-term loans	–	827,988	–
Repayment of long-term loans	(72,702)	(98,949)	(594,019)
Proceeds from issuance of bonds	169,799	–	1,387,360
Repayment of bonds	–	(20,000)	–
Repayment of finance lease obligations	(3,011)	(4,668)	(24,601)
Proceeds from issuance of shares	–	296,098	–
Proceeds from share issuance to non-controlling shareholders	–	318	–
Net decrease (increase) of treasury stock	(16)	99	(130)
Other, net	(424)	(461)	(3,464)
Net cash provided by financing activities	93,646	1,098,172	765,144
Effect of exchange rate changes on cash and cash equivalents	3,626	2,649	29,626
Net increase in cash and cash equivalents	250,878	234,621	2,049,824
Cash and cash equivalents at beginning of year	370,322	135,937	3,025,753
Net (decrease) resulting from changes in scope of consolidation	(163)	(236)	(1,331)
Cash and cash equivalents at end of year	¥ 621,037	¥ 370,322	\$ 5,074,246

Note: Including routes suspended due to COVID-19  
Compilation by ANA HOLDINGS INC. (As of August 1, 2022)

ANA-Operated International Routes

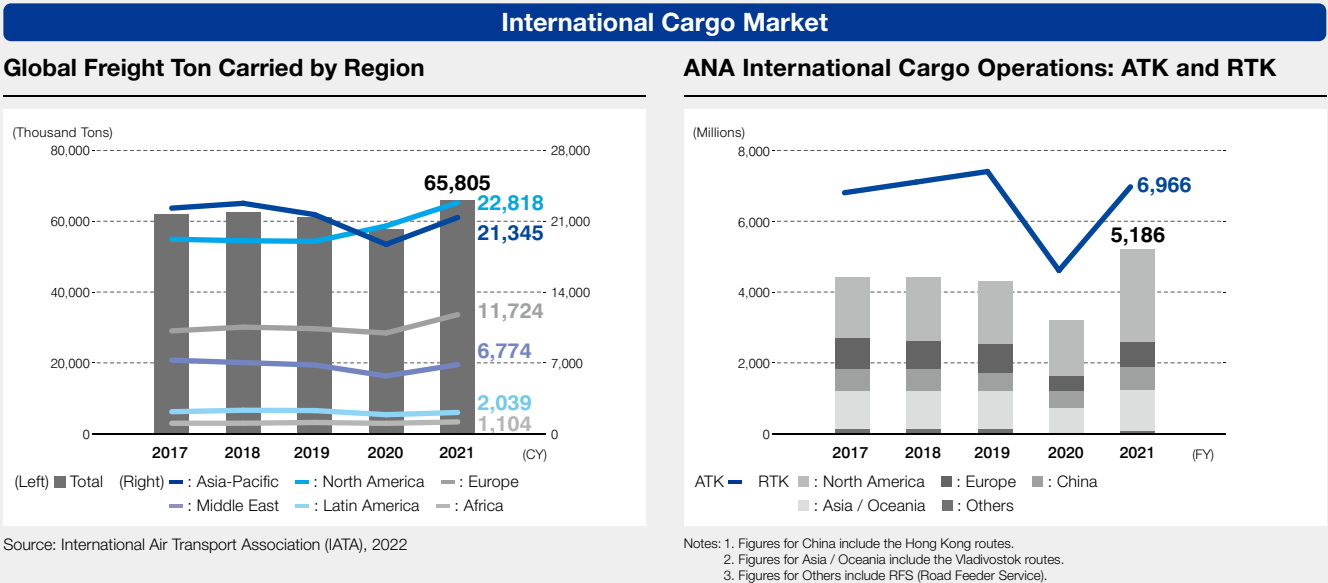
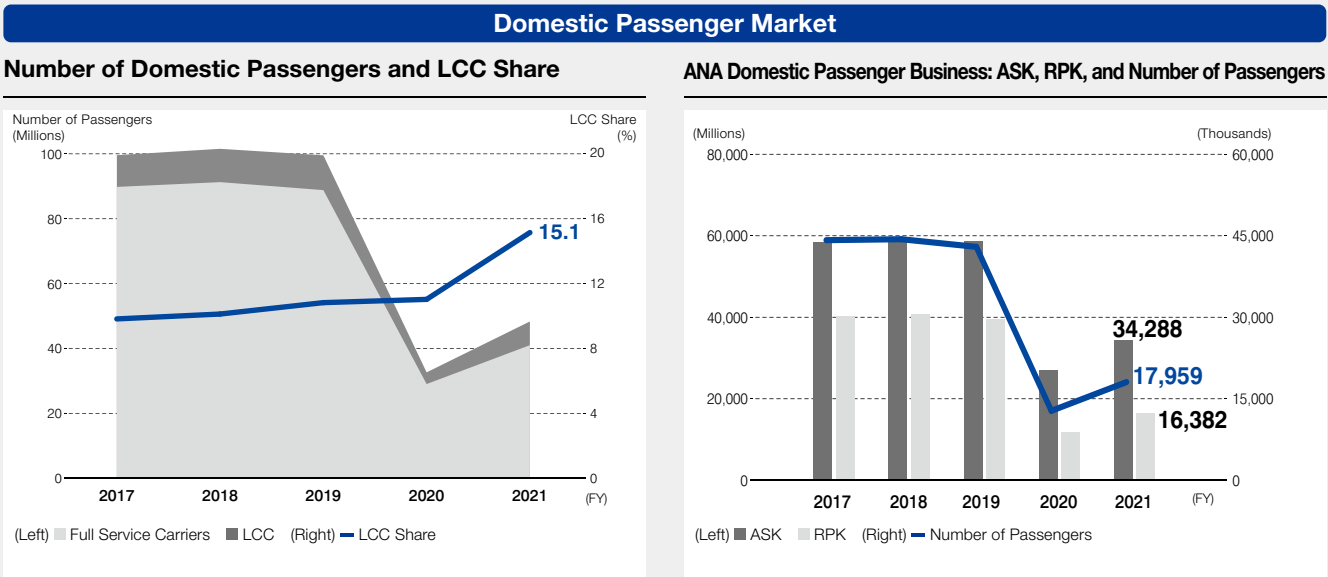
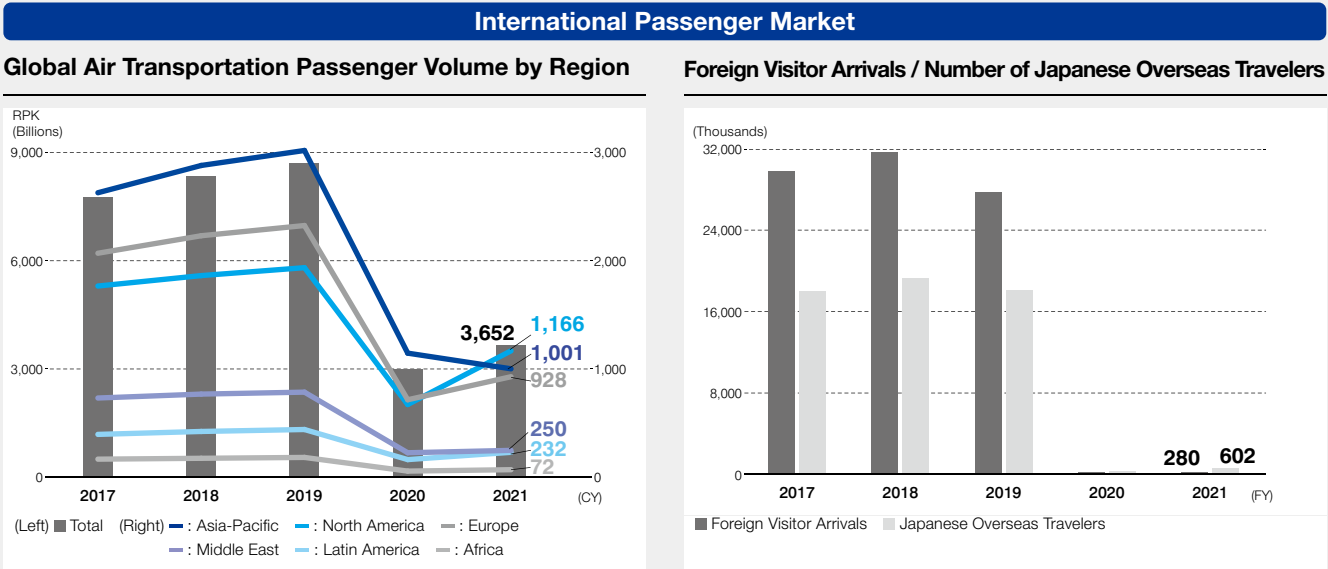


Peach Aviation-Operated Routes



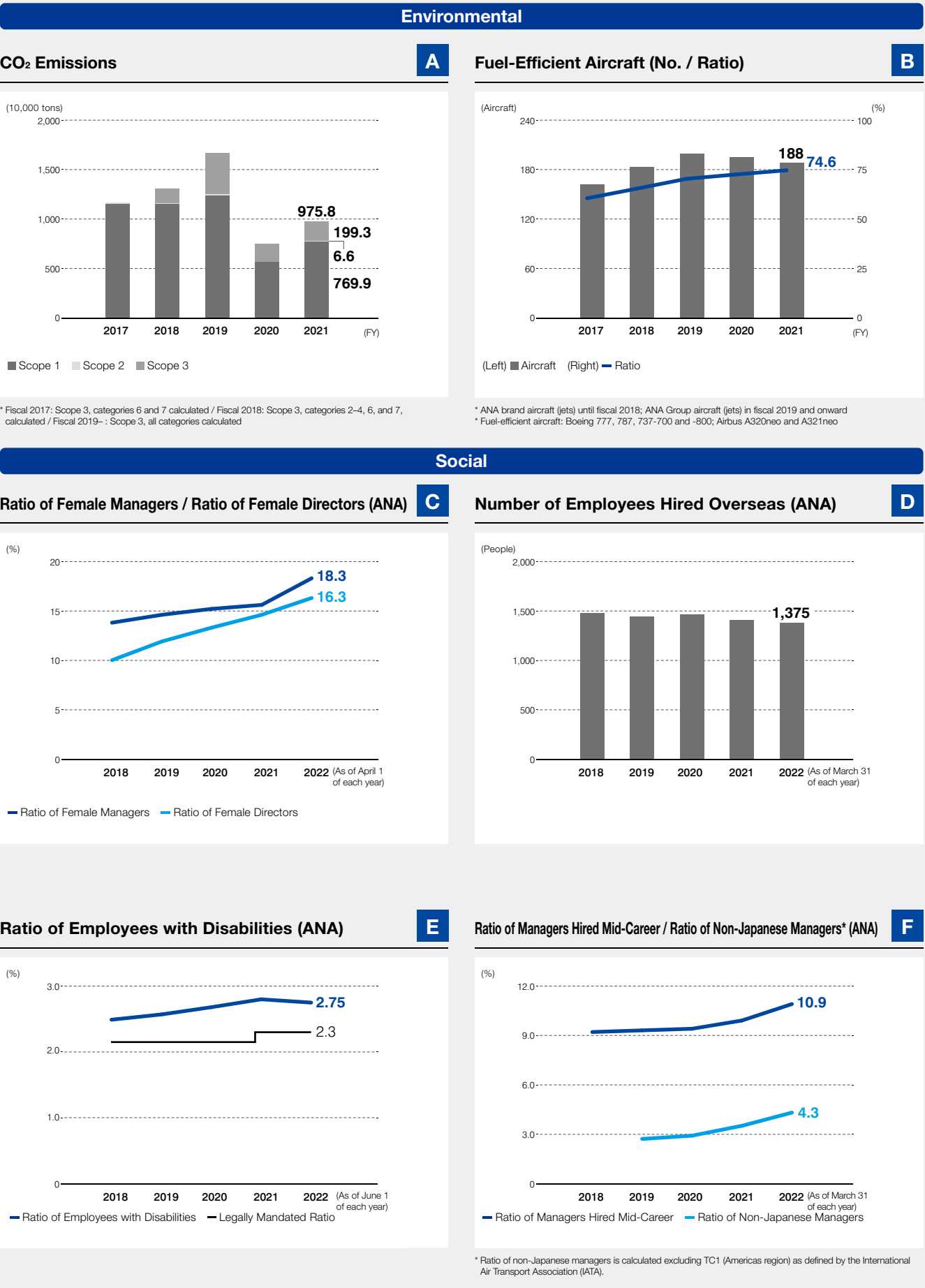


Market Data



Environmental and Social Data

For further information, Fact Book 2022 can be downloaded from the ANA Group corporate website in PDF format.  
<https://www.ana.co.jp/group/en/investors/irdata/annual/>



# Environmental Data

The following data is the environmental results related to the ANA Group. (Aggregate figures for fiscal 2021 are preliminary)  
From fiscal 2019, we have also added the results of Peach Aviation.

## Climate Change Countermeasures


(FY)	Unit	2017	2018	2019	2020	2021
Carbon dioxide (CO <sub>2</sub> ) emissions* <sup>1</sup>						
Total (Aircraft, ground equipment and vehicles)	10,000 tons	1,161.1	1,156.0	1,245.8	548.0	776.3
Aircraft		1,147.6	1,142.8	1,233.2	538.7	767.2
Passenger		1,097.3	1,098.0	1,196.8	470.9	692.7
Cargo		50.4	44.9	37.4	67.8	74.5
Ground equipment and vehicles		13.5	13.2	12.6	9.3	9.1
<b>A**</b> Total (Scope 1, 2, and 3)	10,000 tons	1,161.6	1,306.3	1,682.2	723.3	975.8
Scope 1		1,152.0	1,147.0	1,237.3	541.4	769.9
Scope 2		9.2	8.9	8.4	7.0	6.6
Scope 3		0.4* <sup>4</sup>	150.4* <sup>3</sup>	436.4* <sup>2</sup>	174.9	199.3
[Breakdown by Category]* <sup>5</sup>	1,000 tons					
1 Purchased goods and services		—	—	986.6	624.9	548.8
2 Capital goods		—	926.4	788.6	361.3	327.2
3 Fuel- and energy-related activities (not included in Scope 1 or 2)		—	572.6	1,664.1	734.2	1,038.1
4 Upstream transportation and distribution		—	1.4	1.7	0.6	0.7
5 Waste generated in operations		—	—	30.8	17.5	13.6
6 Business travel		2.0	1.4	1.6	0.3	0.4
7 Employee commuting		1.8	2.0	9.4	9.9	8.9
11 Use of sold products		—	—	881.7	0.0	0.0
13 Downstream leased assets		—	—	* <sup>6</sup>	* <sup>6</sup>	55.6
Aircraft CO <sub>2</sub> emissions per RTK	kg-CO <sub>2</sub>	0.96	0.97	1.01	1.21	1.09
Total energy consumption						
Total	Crude oil equivalent: 10,000 kl	448	446	480	212	300
Aircraft energy		441	439	474	207	295
Ground energy (non-aircraft operations)		6.5	6.4	6.3	4.8	4.7
Ozone depletion (ANA only)						
Fluorocarbon	Aircraft	kg	5.3	9.4	2.7	2.9
	Ground (non-aircraft operations)		—	—	—	254* <sup>7</sup>
Halon	Aircraft		5.0	28.8	31.7	20.5
						12.8
<b>B**</b> Fuel-efficient aircraft (Fiscal year-end)* <sup>8</sup>						
Number of aircraft ANA Group (jet aircraft)	Aircraft	162	183	199	195	188
Ratio	%	60.4	65.3	70.3	72.5	74.6

\*1 We have not yet reflected the impact of Sustainable Aviation Fuel (SAF) on CO<sub>2</sub> emissions  
\*2 All categories under Scope 3 have been calculated beginning in fiscal 2019  
\*3 Scope 3, categories 2-4, 6, and 7 for fiscal 2018 were calculated and certified by a third party  
\*4 Scope 3, categories 6 and 7 for fiscal 2017 were calculated and certified by a third party  
\*5 Scope 3, categories 8, 9, 10, 12, 14, and 15 are not applicable  
\*6 Not applicable  
\*7 Calculated beginning fiscal 2020  
\*8 Boeing 777, 787, 737-700, -800, Airbus A320neo, and A321neo  
\*9 **A** to **B**: See graphs on P.131

## Resource Savings

(FY)	Unit	2017	2018	2019	2020	2021
Waste produced						
Total	1,000 tons	37.5	34.3	22.9	12.7	13.7
General waste (Cabin waste and sewage included)		31.5	28.4	15.3	7.8	3.0
General waste (Ground waste included)		2.6	2.7	2.9	1.0	0.8
Industrial waste		3.4	3.2	4.7	3.8	9.9
Water consumption						
Total	10,000 kl	70.8	69.7	68.4	35.1	31.3
Clean water		61.4	61.1	60.7	30.6	26.9
Non-potable water		9.4	8.6	7.8	4.5	4.4

# Social Data

→  Please visit our corporate website for more:  
<https://www.ana.co.jp/group/en/csr/data/>

## Human Resources Data (ANA)

	Unit	2018	2019	2020	2021	2022
Number of employees (As of March 31 of each year)	People	13,982	14,242	14,830	15,114	13,689
Average age of employees (As of March 31 of each year)	Years	37.4	37.5	38.0	37.9	38.9
Average years worked (As of March 31 of each year)	Years	13.8	14.2	13.6	12.5	13.4
<b>C**</b> Ratio of female managers (As of April 1 of each year, excluding individuals 60 years old and over)	%	13.9	14.6	16.9	17.0	18.3
Ratio of female directors (As of April 1 of each year)	%	9.3	11.1	12.5	14.6	16.3
<b>D**</b> Number of employees hired overseas (As of March 31)	People	1,475	1,442	1,464	1,404	1,375
Number of overseas managers hired locally (As of March 31 of each year)	People	135	161	157	173	198
<b>E**</b> Ratio of employees with disabilities* <sup>1</sup> (As of June 1 of each year)	%	2.49	2.57	2.68	2.80	2.75
Number of employees on nursing care leave (As of March 31 of each year)	People	15	16	10	11	17
Number of employees on pregnancy or childcare leave / Male (As of March 31 of each year)	People	578/19	629/20	645/29	643/27	727/61
<b>F**</b> Ratio of managers hired mid-career (As of March 31 of each year)	%	9.2	9.3	9.4	9.9	10.9
Ratio of non-Japanese managers* <sup>2</sup> (As of March 31 of each year)	%	—	2.7	2.9	3.5	4.3
Work-related accidents (As of March 31 of each year)		82	111	69	25	26
Ratio of employees with healthy BMI* <sup>3</sup> (As of March 31 of each year)						
Male	%	70.2	72.9	72.5	67.7	74.3
Female	%	72.0	72.6	73.0	70.1	69.1
Ratio of employees that smoke (As of March 31 of each year)						
Male	%	19.1	17.2	16.7	14.5	14.1
Female	%	3.9	3.7	3.1	2.6	2.3
Employee obesity rate* <sup>4</sup> (As of March 31 of each year)						
Male	%	15.7	11.1	12.9	8.2	11.2
Female	%	1.3	1.4	1.0	1.7	1.3

\*1 Total of ANA HOLDINGS INC., ANA, and qualified ANA Group companies (total of 11 companies including 1 special subsidiary)  
\*2 Excluding TC1 (Americas region) as defined by the International Air Transport Association (IATA)  
\*3 Ratio of employees with BMI of 18.5%–25.0%  
\*4 Changing calculation standards from 2018  
Before 2017: Ratio of employees receiving guidance from designated healthcare professionals  
2018 and later: Ratio of employees meeting criteria for metabolic syndrome  
\*5 **C** to **F**: See graphs on P.131

Please visit our website for more details about the 37th Yen-Based Bond (Social Bond), issued in May 2019:  
<https://www.anahd.co.jp/group/en/pr/201904/20190417.html>

## Flight-Related Data (All Passenger Flights on ANA International and Domestic Services)

(FY)	Unit	2017	2018	2019	2020	2021
In-service rate	%	98.8	98.2	97.4	43.5	59.3
On-time departure rate* <sup>6</sup>	%	86.1	88.4	88.7	97.3	94.5
On-time arrival rate* <sup>6</sup>	%	84.0	86.5	87.5	96.8	93.6

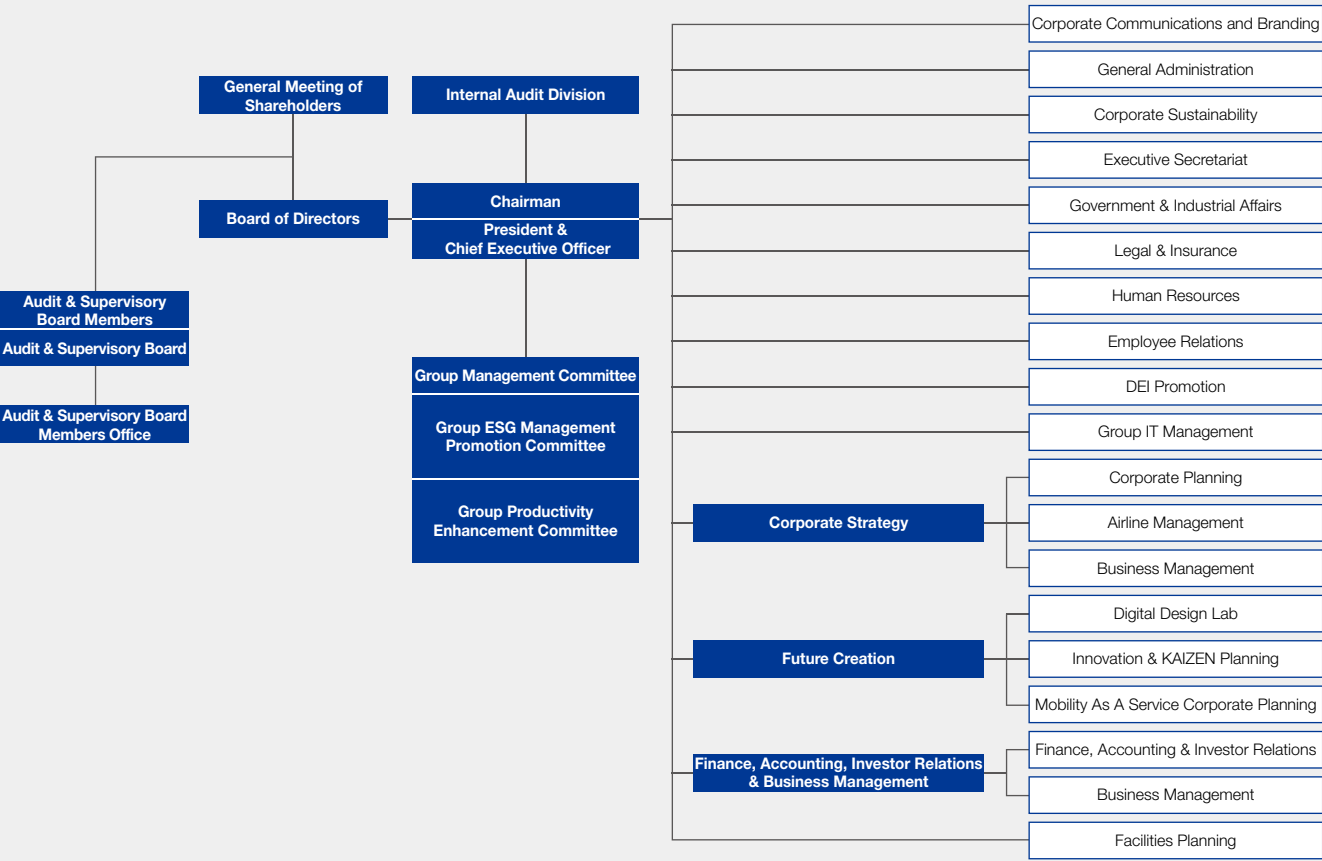
\*6 Delays of 15 minutes or less, excluding canceled flights

## Customer-Related Data

(FY)	Unit	2017	2018	2019	2020	2021
Number of customer feedback reports		114,273	105,723	117,628	59,862	69,661
[Breakdown by route type]						
Domestic	%	56.0	62.4	59.5	54.6	65.6
International	%	40.1	34.8	37.9	11.7	11.2
Other	%	3.9	2.7	2.7	33.7	23.2
[Breakdown by report type]						
Complaint	%	41.1	45.8	42.3	30.1	29.1
Compliment	%	18.5	19.8	21.1	20.8	28.3
Comment / Request	%	20.8	16.5	16.6	28.8	21.9
Other	%	19.5	17.8	20.1	21.3	20.7

The ANA Group Profile

ANA HOLDINGS INC. Organization (As of July 1, 2022)



Number of Subsidiaries and Affiliates (As of March 31, 2022)

Operating segment	Total of subsidiaries	of which, consolidated	of which, equity method	Total of affiliates	of which, equity method
Air Transportation	5	4	—	3	1
Airline Related	41	30	—	5	2
Travel Services	7	5	—	3	1
Trade and Retail	71	8	—	2	—
Others	10	8	1	28	9
Total	134	55	1	41	13

Major Subsidiaries (As of March 31, 2022)

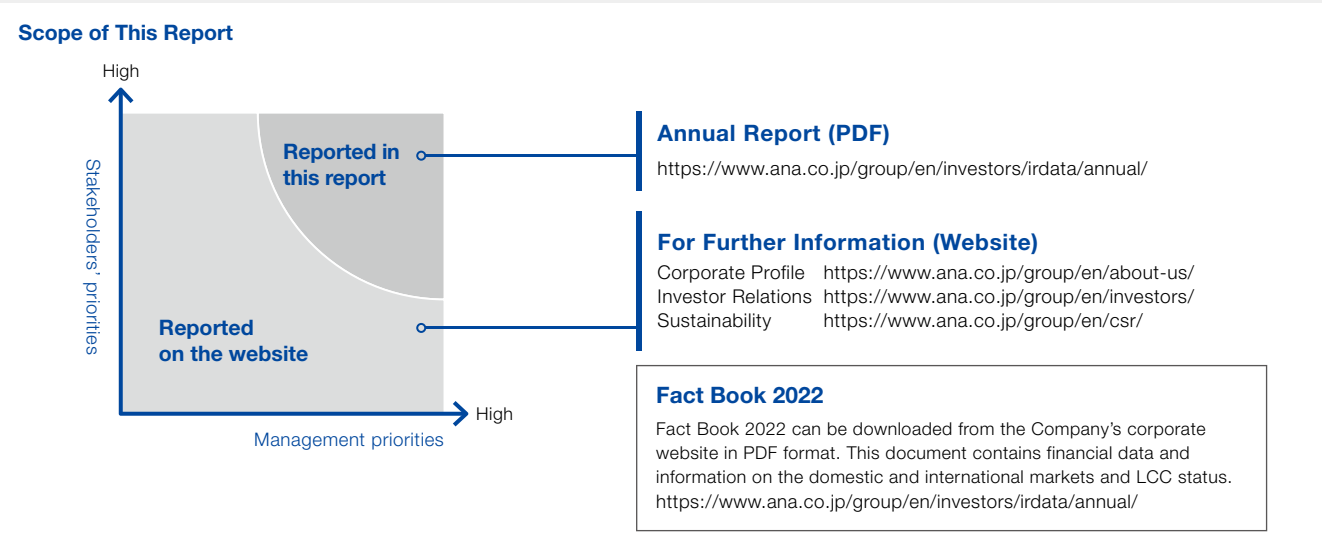
Company name	Amount of capital (¥ Millions)	Ratio of voting rights holding (%)	Principal business
<b>Air Transportation</b>			
ALL NIPPON AIRWAYS CO., LTD.	25,000	100.0	Air transportation
Air Japan Co., Ltd.	50	100.0	Air transportation
ANA WINGS CO., LTD.	50	100.0	Air transportation
Peach Aviation Limited	100	77.9	Air transportation
<b>Airline Related</b>			
ANA Cargo Inc.	100	100.0	Cargo operations
Overseas Courier Service Co., Ltd.	100	91.5	Express shipping business
ANA Systems Co., Ltd.	80	100.0	Innovation and operation of IT systems
<b>Travel Services</b>			
ANA X Inc.	25	100.0	Planning and sales of travel products, and other customer-related businesses
<b>Trade and Retail</b>			
ALL NIPPON AIRWAYS TRADING Co., Ltd.	1,000	100.0	Trading and retailing

Note: No specified wholly owned subsidiaries as of the end of the fiscal year under review

Corporate Data (As of March 31, 2022)

Corporate Profile

<b>Trade Name</b>	ANA HOLDINGS INC.	<b>Administrator of Register of Shareholders</b>	Sumitomo Mitsui Trust Bank, Limited (Stock Transfer Agency Department)
<b>Date of Foundation</b>	December 27, 1952	<b>Independent Auditor</b>	Deloitte Touche Tohmatsu LLC
<b>Head Office</b>	Shiodome City Center, 1-5-2 Higashi-Shimbashi, Minato-ku, Tokyo 105-7140, Japan	<b>American Depository</b>	Receipts Ratio (ADR:ORD): 5:1 Exchange: OTC (Over-the-Counter) Symbol: ALNPY CUSIP: 032350100 Depository: The Bank of New York Mellon 240 Greenwich Street New York, NY 10286, U.S.A. Tel: 1-201-680-6825 U.S. Toll Free: 1-888-269-2377 (888-BNY-ADRS) URL: <a href="https://www.adrbnymellon.com">https://www.adrbnymellon.com</a>
<b>Number of Employees</b>	42,196 (Consolidated)		
<b>Paid-In Capital</b>	¥467,601 million		
<b>Fiscal Year-End</b>	March 31		
<b>Number of Shares of Common Stock</b>	Authorized: 1,020,000,000 shares Issued: 484,293,561 shares		
<b>Number of Shareholders</b>	771,327		
<b>Stock Listing</b>	Tokyo		
<b>Ticker Code</b>	9202		



Forward-Looking Statements

This report contains statements based on the ANA Group's current plans, estimates, strategies, and beliefs; all statements that are not statements of historical fact are forward-looking statements. These statements represent the judgments and hypotheses of the group's management based on currently available information. Air Transportation Business, the group's core business, involves government-mandated costs that are beyond the Company's control, such as airport utilization fees and fuel taxes. In addition, conditions in the markets served by the ANA Group are subject to significant fluctuations. Factors that could affect actual results include, but are not limited to, economic trends, sharp changes in exchange rates, fluctuations in the price of crude oil, and disasters. Due to these risks and uncertainties, the group's future performance may differ significantly from the contents of this report. Accordingly, there is no assurance that the forward-looking statements in this report will prove to be accurate.

<b>Contact</b>	<b>ANA HOLDINGS INC.</b> Shiodome City Center, 1-5-2 Higashi-Shimbashi, Minato-ku, Tokyo 105-7140, Japan Investor Relations      Email: <a href="mailto:ir@anahd.co.jp">ir@anahd.co.jp</a>
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