



Management Vision

Uniting the World in Wonder

ANA inspires our employees, customers, and society
to explore endless possibilities with diverse connections
that begin in the sky.

'Waku waku' is what moves people to push what's possible.

It's Japanese for the joy and excitement
of discovering the unknown.

And when passed from person to person,
becomes a force that creates a brighter world,
united in wonder.

The sky is full of possibilities, which has allowed us to
bring together people, products and experiences for decades.

Now, we're expanding our horizons and spreading
'waku waku' across the world.

So, we wonder, can we make travel more enjoyable?

Can we renew the way we transport products?

Can we bring excitement to life, while being kind to the earth?

Together with an elevated experience in the sky,
we can explore more incredible discoveries that
will lead to a better tomorrow.

Here is where our new adventure begins.

When people connect across borders and
unite beyond countries,

the world offers endless opportunities.

Together, let our hearts wonder and fill the world with *'waku waku.'*



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Contents of This Report
The ANA Group (ANA HOLDINGS INC. and its consolidated subsidiaries) strives to create social value and economic value, leveraging the strengths we have cultivated based on the spirit of our founders. In so doing, we expect to generate sustainable growth in corporate value. This report presents an overall picture of the philosophy and value creation handed down over generations. We also address our business strategies for overcoming crises and returning to growth, as well as medium- to long-term sustainability initiatives and the management foundation that supports these corporate activities.

Editorial Policy
The ANA Group emphasizes proactive communication with stakeholders in all of our business activities. In Annual Report 2023, we aim to encourage a deeper comprehensive understanding of the social value and economic value created by the ANA Group through our management strategies, our business, and our environmental, social, and governance (ESG) activities. Further, we have published information on the activities we selected as being of particular importance to the ANA Group and society in general. For more details, please visit the ANA Group corporate website in conjunction with this report.

Scope of This Report

- This report covers business activities undertaken from April 1, 2022 to March 31, 2023 (including some activities in and after April 2023).
- In this report, "the ANA Group" and "the group" refer to ANA HOLDINGS INC. and its consolidated subsidiaries.
- "The Company" in the text refers to ANA HOLDINGS INC.
- Any use of "ANA" alone in the text refers to ALL NIPPON AIRWAYS CO., LTD.

Mission Statement

Built on a foundation of security and trust, “the wings within ourselves” help to fulfill the hopes and dreams of an interconnected world.

Safety is our promise to the public and is the foundation of our business.

Safety is assured by an integrated management system and mutual respect.

Safety is enhanced through individual performance and dedication.

ANA Group Safety Principles

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ANA's Way

To live up to our motto of “*Anshin, Attaka, Akaruku-genki!*” (Trustworthy, Heartwarming, Energetic!), we work with:

1. Safety

We always hold safety as our utmost priority, because it is the foundation of our business.
2. Customer Orientation

We create the highest possible value for our customers by viewing our actions from their perspective.
3. Social Responsibility

We are committed to contributing to a better, more sustainable society with honesty and integrity.
4. Team Spirit

We respect the diversity of our colleagues and come together as one team by engaging in direct, sincere and honest dialogue.
5. Endeavor

We endeavor to take on any challenge in the global market through bold initiative and innovative spirit.