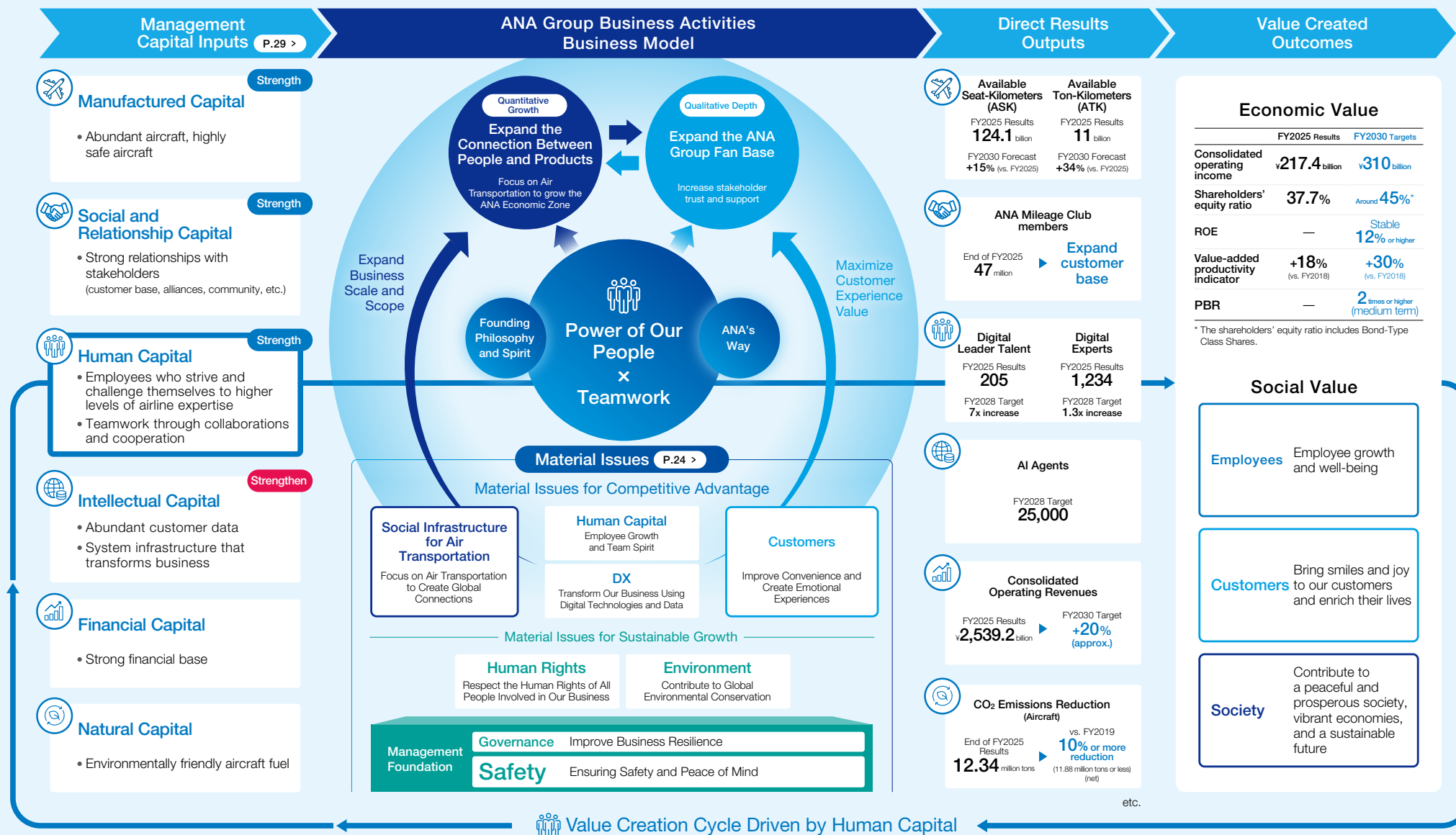


The Value Creation Process

The ANA Group intends to create social and economic value simultaneously through quantitative expansion to expand the connection of people and products, as well as through qualitative deepening to expand the ANA Group fan base. At the same time, we will bring to bear the source of ANA Group value creation: The Power of Our People and Teamwork.



The ANA Group Business Model

The ANA Group business model pursues the expanded connection between people and products and an ever-growing fan base. We pursue growth strategies that leverage our strengths, and we enhance corporate value by creating synergies between quantitative expansion and qualitative depth.

Expand Business Scale and Scope

- Expand route network and flights
- Create new opportunities for mobility
- Expand the ANA Economic Zone, etc.

Expand Options for Travel and Transportation

Increase Customer Base

Reduce Fixed Cost Ratio

Quantitative Growth

Expand the Connection Between People and Products

Focus on Air Transportation to grow the ANA Economic Zone



- Increase customer convenience by offering more routes and flights
- Improve service and quality through better cost efficiency
- Strengthen brand power by increasing market share

Qualitative Depth

Expand the ANA Group Fan Base

Increase stakeholder trust and support



- Increase demand through higher lifetime value
- Grow businesses further through improved profitability
- Create sustainable growth based on stakeholder trust

Maximize Customer Experience Value

- Improve operational quality
- Provide value-added services
- Strengthen marketing, branding, etc.

Increase Repeat Customers

Improve Unit Price

Foster Greater Loyalty

Strengths Driving Quantitative Growth

Domestic and International Route Network

The ANA Group offers the most capacity and owns the greatest passenger market share among Japanese airlines for both domestic and international routes. We also hold approximately 30% of the highly profitable international slots at Haneda Airport. Our extensive route network, supported by codeshare agreements, joint ventures, and other partnerships with airlines, enhances convenience for customers.

Cost Management

Improving profit margins in the Air Transportation Business requires reducing the fixed cost ratio and lowering the break-even point. The ANA Group has overcome a number of risks and improved profitability through rigorous cost management while benefiting from economies of scale as the business has expanded.

Combination Carrier Leveraging Passenger Aircraft and Freighters

The integration of NCA will enable the ANA Group cargo business to further leverage our strengths as a combination carrier that integrates a network of cargo-only aircraft (freighters) with cargo space across the passenger aircraft network. We adjust supply flexibly in response to demand trends, maximizing our ability to capture growing logistics between Asia and Europe and North America.

Strengths Driving Qualitative Depth

High Quality and Services Driven by Our People and Teamwork

We boast highly specialized employees across a variety of professions. These professionals contribute their individual skills and support teamwork, differentiating the ANA Group through high basic quality in areas such as safety, on-time performance, and comfort, and the provision of unique Japanese hospitality services.

Leveraging Miles to Encourage Customer Loyalty

Our foundation is providing safe, reliable, and customer-oriented services. At the same time, we strive to enhance customer loyalty through the ANA Mileage Club (AMC). We provide premium members with higher quality and more sophisticated services, thereby increasing the number of loyal customers while ensuring long-term, stable sales.

Brand Strength

The ANA Group is dedicated to customer-oriented services, responding as the group to diversifying customer needs across both Airline and Non-Airline Businesses. In the Air Transportation Business, ANA has long received the highest levels of recognition for service from international rating organizations such as SKYTRAX and APEX.*

* One of the world's largest airline industry associations based in North America

Material Issues

Material Issues for the ANA Group 

Material Issues for the ANA Group

We have established new, specific targets corresponding to each of the eight identified material issues to achieve a sustainable society and long-term, sustainable growth in corporate value. These material issues consist of two aspects: “Material Issues for Competitive Advantage,” which will drive medium- to long-term growth, and “Material Issue for Sustainable Growth,” which will form the foundation for sustainable management. We will use targets as a compass for corporate strategy and move forward through concrete actions across the ANA Group to achieve the simultaneous creation of social and economic value.

Category	Area	Material Issue	Background	Key Initiatives	Material Issue Metrics	FY2030 Targets
Material Issues for Competitive Advantage	Social Infrastructure for Air Transportation	① Focus on Air Transportation to Create Global Connections	- Air transportation is an essential means of transportation for the island nation of Japan - Domestic population decline, deterioration of regional economies, development of high-speed rail networks, etc. - Expanding personal travel and logistics on a global scale	(1) Expand Air Transportation Business route network	a. Number of domestic flight destinations (including code share flights) b. Number of international flight destinations (including code share flights) c. Number of cargo handling points (including code share flights)	— (Disclose results)
				(2) Grow passenger and cargo volume on a global scale	a. Revenue passenger kilometers (FPK) (ANA and Peach) b. Revenue ton kilometers (RTK) (ANA and NCA)	— (Disclose results)
				(3) Provide new modes of transportation, such as air mobility	Commercialization	Commercialize by FY2030
				(4) Increase flow of inbound tourists to regional areas	a. Number of inbound tourists to Japan (ANA and Peach) b. Number of foreign airline passenger and cargo flights handled under contract	— (Disclose results)
	Human Capital	② Employee Growth and Team Spirit	- Human capital is the greatest driver of value creation and a source of differentiation - The strength of the Group is teamwork, emerging from the spirit of <i>Wakyo</i> (close cooperation) - Ensuring a stable workforce and developing employees are vital for the continuous enhancement and quality improvement of our route network	(1) Promote autonomous growth	No. of participants in autonomous growth opportunities (programs)	26,000 (FY2028 target)
				(2) Promoting the active participation and advancement of a diverse employee base	a. Ratio of female managers ¹ b. Ratio of male employee taking childcare leave ¹	a. 30% (as early as possible in the 2020s) b. 100%
				(3) Foster a stronger sense of Team Spirit across divisions and companies	No. of cross-division, cross-company Good Job Cards sent	230,000 (FY2028 target)
				(4) Secure stable human capital for DX, maintenance, crew, and ground handling	Hiring target achievement rate	All job categories: 100% (FY2028 target)
Customers	③ Improve Convenience and Create Emotional Experiences	- The need to respond quickly to the demand of today's customers for more options - Developing attractive products and services is essential to growing our customer base	(5) Maximize employee vitality	At-work performance level (avg. value; based on 100% at full health)	83.8% (FY2028 target)	
			(1) Provide high-value-added services delivered by people	SKYTRAX and other external evaluations	— (Disclose results)	
DX	④ Transform Our Business Using Digital Technologies and Data	- Digital technology is essential to respond to changes in consumer needs and work environments - Using data within the ANA Group effectively is an essential part of expanding the ANA Economic Zone	(2) Leverage digital technologies to enhance customer experience value	NPS (Net Promoter Score), etc.	—	
			(1) Maximizing the Group's strengths in intellectual capital	Number of AI agents	Equal number to number of employees	
			(2) Develop technologically skilled human capital across the ANA Group	a. Number of digital leader course participants b. Number of digital experts	a. 7x vs. FY2025 (1,600 people; FY2028 target) b. 1.3x vs. FY2025 (1,600 people; FY2028 target)	
			(3) Strengthen proactive digital governance	Major system failures ²	0	
Material Issues for Sustainable Growth	Safety	⑤ Ensure Safety and Peace of Mind	- Safety is the most important foundation of ANA Group management - Safety is linked directly to stakeholder trust	(1) Ensure flight safety	a. Number of aircraft accidents ³ b. Number of serious incidents ⁴	0
				(2) Information security	Number of serious incidents involving information leaks, loss, unauthorized use, or tampering (requiring timely disclosure)	0
				(3) Compliance with AI governance	Number of serious incidents arising from the use of AI (requiring timely disclosure)	0
	Governance	⑥ Improve Business Resilience	The Air Transportation Business is subject to a high risk of performance fluctuation due to changes in the external environment	(1) Improve Board of Directors effectiveness	a. Allocation of time for medium- to long-term discussions and strategic agenda items b. (i) Ratio of outside directors (ii) Ratio of female directors	a. 40%+ b. (i) 1/3+ (aiming to further increase this ratio) (ii) 30%+
				(2) Strengthen total risk management	Total risk management maturity (as assessed by an external organization)	4.0/5.0
				(3) Ensure strict compliance	Serious compliance violations involving industry-specific laws, personal information protection laws, or competition laws (requiring timely disclosure)	0
				(4) Develop an all-hazards business continuity plan (BCP)	Establishment of a business continuity framework	Framework establishment completed
				(5) Conduct transparent information disclosure and proactive dialogue with investors and experts	Number of investors engaged in dialogues about enhancing corporate value	— (Disclose results)
	Environment	⑦ Contribute to Global Environmental Conservation	- Reducing CO₂ emissions and overall environmental footprint is a major priority for the ANA Group - Rising cost risks driven by stricter international environmental regulations and the introduction of carbon taxes. - Recognizing our environmental footprint and fulfilling our corporate responsibility	(1) Advance decarbonization strategy aligned with our transition scenario	Net CO ₂ emissions from flight operations	Net CO ₂ reduction of 10% compared to FY2019
				(2) Contribute to the conservation and restoration of natural capital and biodiversity	Enhancement of disclosure in line with international disclosure frameworks	Enhanced disclosure content
Human Rights	⑧ Respect the Human Rights of All People Involved in Our Business	- ANA Group businesses are supported by people around the world - We must practice management that respects the human rights of all people in the supply chain, including Group employees	(1) Respect the human rights of workers throughout the supply chain	a. Implementation rate for addressing risks identified through human rights due diligence b. Awareness of grievance mechanisms	100%	
			(2) Achieve responsible procurement	Ratio of significant suppliers ⁵ that have confirmed the ANA Group Procurement Policy	100%	

1. ANA HOLDINGS INC. and 39 companies subject to our management rules (total of 40 companies) 2. A system failure that has a widespread and severe impact on the provision of services to customers 3. Aircraft accidents as defined under Article 76 of the Civil Aeronautics Act and other applicable provisions 4. A situation deemed to pose a risk of an aircraft accident as defined under Article 76-2 of the Civil Aeronautics Act and other applicable provisions 5. Suppliers selected based on transaction volume and ESG significance

The Materiality Review Process

Material Issues Review

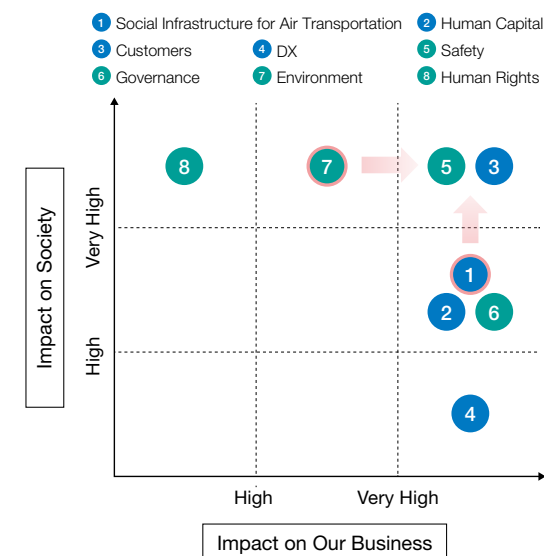
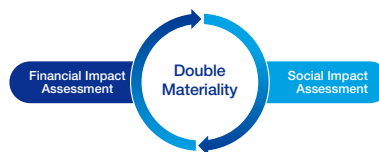
In fiscal 2024, the ANA Group reassessed material issues for the first time in 10 years, aiming to enhance corporate value over the medium to long term. One reason for this reassessment was the need to transform our business model agilely to maintain and develop a sustainable air transportation infrastructure for the future.

The business environment surrounding the Group is undergoing changes that cannot be addressed fully by simply extending conventional management approaches. We must deal with medium- to long-term macroeconomic shifts, increasingly sophisticated societal expectations regarding sustainability, and rapid technological innovation, among other developments. To maintain and develop a sustainable route network and continue to meet the expectations of diverse stakeholders, it is essential that we evolve our business model to keep pace with the times. We strive to appropriately manage these changes in the external environment as business risks and ensure we leverage risk effectively into opportunities for long-term growth. To this end, we conducted painstaking reviews and re-identified material issues with an eye toward the medium- to long-term business environment. Our work here was based on the ANA Group Philosophy and Management Vision, Uniting the World in Wonder.

Identification Process

To ensure objectivity and effectiveness, we identified eight material issues systematically from social/environmental and financial perspectives using the double materiality methodology, which aligns with international guidelines. In addition to the following four-step process, we validated the selections through management deliberations and dialogue with external stakeholders and experts.

STEP 1	Identify and Finalize Issues	Taking into account international disclosure standards and airline industry-specific risks and trends, we comprehensively identified, from multiple perspectives, a broad range of social issues that the ANA Group value chain could impact in terms of the global environment and society. We also identified the risks to which the ANA Group could be exposed.
STEP 2	Conduct Impact Assessment	Based on the concepts of double materiality, we conducted an assessment from perspectives encompassing (1) the impact of our activities on the environment and society and (2) the impact of social issues on our financial performance (risks and opportunities). With respect to financial impact, in particular, we narrowed down the list to priority issues based on importance within the ANA Group Corporate Strategy, as well as the impact on corporate value over the medium to long term.
STEP 3	Internal Confirmation and Dialogue With Experts	We validated the assessment through interviews with senior management from 17 key divisions and Group companies, as well as through coordination with the Total Risk Management (TRM) Committee. To ensure the objectivity and validity of identification processes, we held dialogues with external experts who offered perspectives on sustainability and investor interests. We conducted an objective, critical review and refinement process to determine whether ANA Group strengths in teamwork and human capital truly contribute solutions to social issues and create a competitive advantage.
STEP 4	Management Discussions and Approval by the Board of Directors	Following multiple rounds of discussion at the Group ESG Management Promotion Committee and the Group Management Committee, the Board of Directors ultimately approved the eight identified material issues.



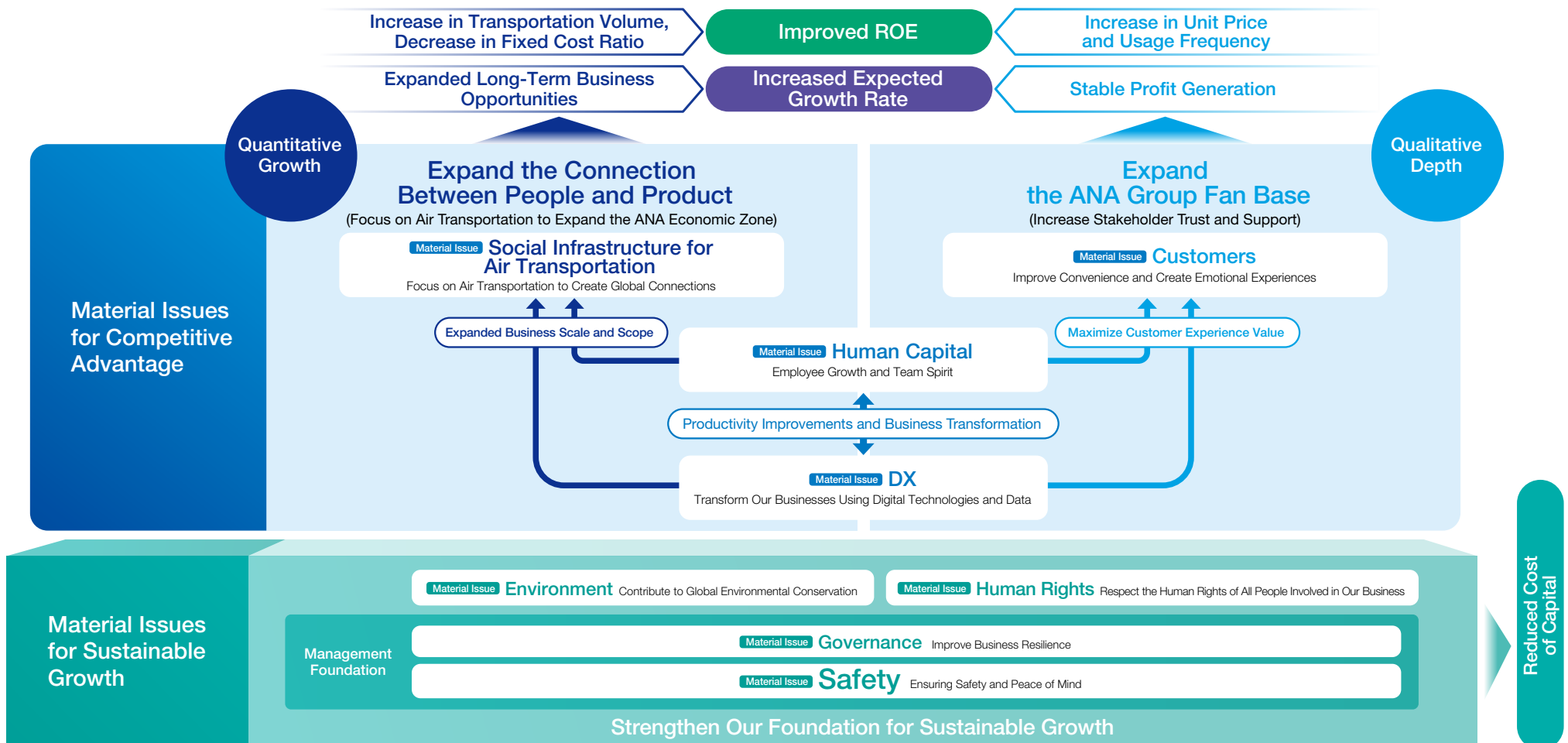
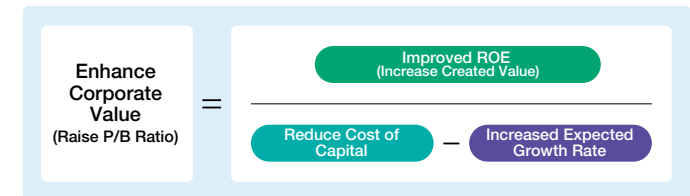
Impact on Our Business	High	High likelihood of occurrence and projected impact on cash flow of between ¥5 billion and ¥50 billion in a single fiscal year, or a significant financial impact on medium- to long-term growth opportunities and competitiveness
	Very High	High likelihood of occurrence and projected impact on cash flow of ¥50 billion or greater in a single fiscal year, or a highly significant financial impact on medium- to long-term growth opportunities and competitiveness
Impact on Society	High	Information available from major NGOs
	Very High	Top 10 issues in terms of information disclosure volume by the world's leading NGOs

[Learn More](#)

The Material Issue Review Process

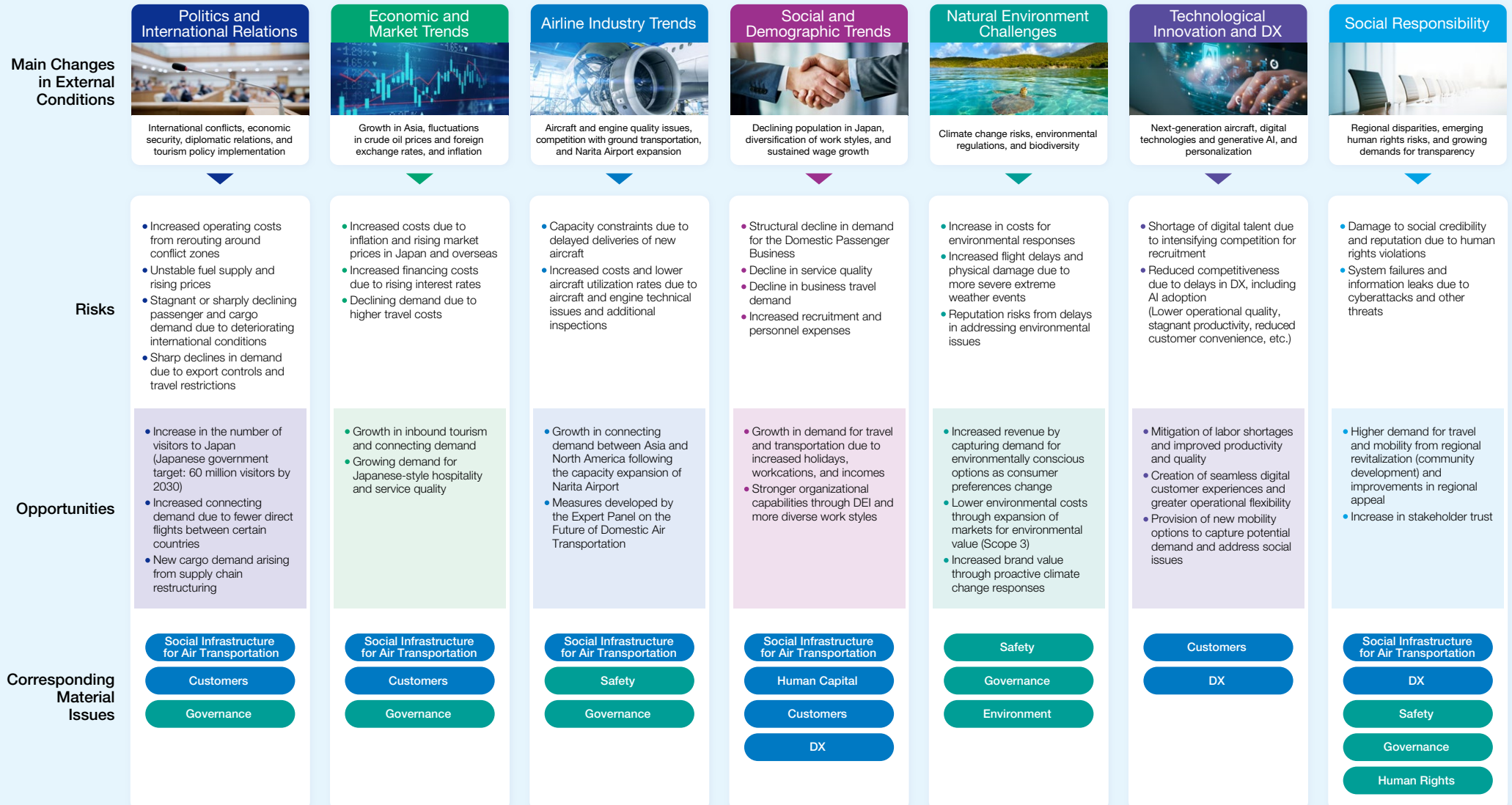
Relationship Between Material Issues, Business Model, and Corporate Value

We engaged in in-depth discussions and deliberations during our identification of material issues, determining their linkage with our business model and corporate value, while also taking into account feedback from investors and experts on previous material issues. We will link initiatives related to the four material issues for competitive advantage to ensure higher ROE and expected rate of growth, both in terms of quantity and quality, as we expand the connection between people and product while growing the ANA Group fan base through our business model. We will also conduct initiatives related to the four material issues for sustainable growth to lower cost of capital as we strengthen the critical foundations of ANA Group management. Value Creation Roadmap 2030 outlines strategies, initiatives, and KPIs designed to enhance corporate value based on this approach.

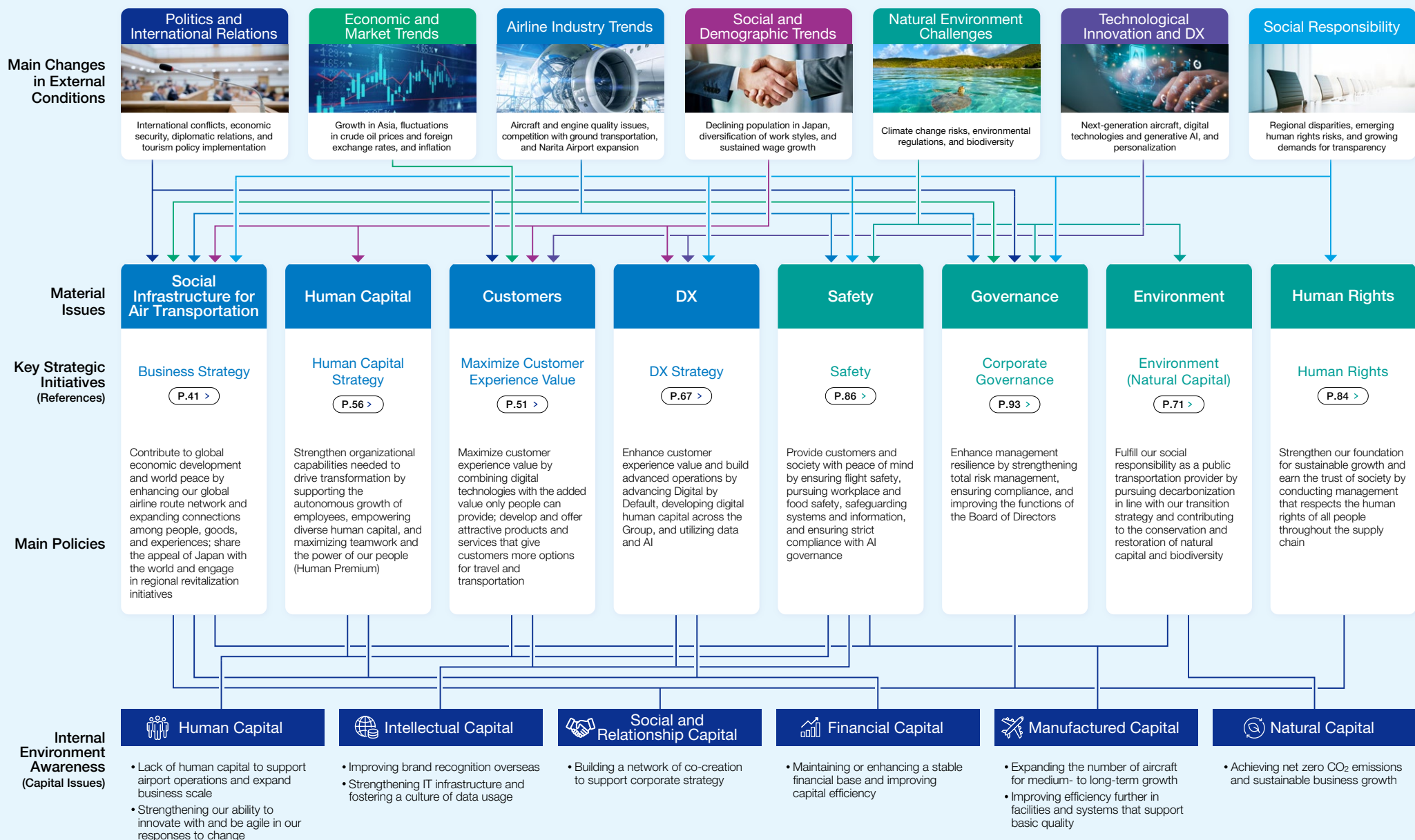


Business Environment Analysis

We conducted a multifaceted analysis of the business environment surrounding the Group, examining opportunities, risks, and internal capital challenges. We identified eight material issues based on this analysis, aiming to enhance sustainable growth in corporate value by driving strategies designed to address each material issue.



Business Environment Analysis



Strengthening Management Capital

	Current Status of Capitals (As of March 31, 2026)	Issue Recognition	Examples of Improvements	(Examples of Monitoring Indicators and Targets)	Our Vision and the Reasons Why
 Human Capital	The power of our people (highly engaged employees with specialized expertise and skills) and teamwork (collaboration and cooperation across organizational boundaries) - Group employees: 47,826 - ANA's Way Survey average score: 4.04/5 - Ratio of female managers (ANA Group): 21.9% (As of April 1, 2026) - Number of cross-department Good Job Program messages: 200,000	- Lack of workers to support airport operations and expand business scale - Strengthening our ability to innovate with and be agile in our responses to change	- Strengthened dialogue and feedback between management and employees in the field - Facilitated communication across companies and organizations - Recruited and developed professional human capital - Advanced inclusive engagement where diverse human capital could demonstrate their individual strengths - Fostered a culture that encourages change and excitement - Revised wage levels and benefit programs - Ensured employee safety and health - Created comfortable work environments	FY2028 Targets - No. of cross-department messages: 230,000 - Value-added productivity indicator: +30% (vs. FY2018) - Ratio of female executives and female managers: 30% (as early as possible in the 2020s)	Human capital is the source of value creation and represents the greatest foundation supporting the sustainable growth of the group. Our highly specialized human capital continuously refine their individual skills and work as teams across organizational boundaries to consistently deliver high-quality services. Skills and teamwork are an absolute must for establishing an overwhelming competitive edge over other companies. We must continue to strengthen our investment in human capital if the ANA Group is to continue sustainable growth.
 Intellectual Capital	Knowledge and expertise fostering customer satisfaction and high brand power - ANA brand strength/SKYTRAX 5 Star for 13 consecutive years (2013-2025) - Expertise cultivated in the Air Transportation Business - Detailed manuals for maintaining high basic quality as an organization - BlueLake data platform	- Improving brand recognition overseas - Strengthening IT infrastructure and fostering a culture of data usage	- Strengthened branding overseas - Created a mechanism for sharing and leveraging accumulated expertise - Expanded BlueLake data use - Fostered a culture of data use - Strengthened data management and digital governance - Secured digital talent and supported their development	FY2030 Targets - No. of AI agents: Equal to the no. of employees - Major system failures: 0 - Continue SKYTRAX 5-Star status Monitoring Indicators (Indicators related to operational quality) - Safety - On-time performance - Customer satisfaction	The extensive knowledge and expertise we have cultivated through the Air Transportation Business form the solid foundation of the world-class ANA Brand. Looking ahead, we intend to advance digital transformation (DX) to turn the valuable experience and tacit knowledge of individual employees into group-wide assets and make full use of these assets.
 Social and Relationship Capital	Strong relationships with stakeholders - No. of airports served: 109 (excluding code-share, including cargo flights) - ANA Mileage Club members: 47 million - Number of joint ventures: 3 (groups) (As of the end of April 2026) - Number of Star Alliance member airlines: 26 - Number of shareholders: 702,303 - Individual and comprehensive cooperation agreements with local government: 33	Building a network of co-creation to support corporate strategy	- Expanded route network further - Increased ANA Mileage Club membership - Provided timely and appropriate information to the capital markets - Increased opportunities for dialogue between management and stakeholders - Supported regional revitalization through collaboration with local governments - Conducted fair and transparent procurement across the supply chain based on the ANA Group Procurement Policy	FY2030 Monitoring Indicators - ANA Mileage Club members - No. of shareholders - No. of local governments with individual and comprehensive cooperation agreements	We aim to continue to be an airline group of choice for customers globally, creating new meaningful connections that go beyond the movement of people and goods. Strong relationships of trust with diverse stakeholders are essential to expanding our business, maintaining smooth operations, developing new services, and revitalizing regional economies. We will continue to co-create value with all our stakeholders while building lasting relationships of trust.
 Financial Capital	Sound financial management supporting the generation of stable profits FY2025 Results - Operating income margin: 8.6% - ROE: 13.8%* - EPS: ¥358.4 - Shareholders' equity ratio: 37.7% * ROE for common shares	Maintaining or enhancing a stable financial base and improving capital efficiency	- Reduce total assets - Ensure proper control of interest-bearing debt - Accumulate shareholders' equity	FY2030 Targets - Operating income: ¥310 billion - Operating income margin: 10% - ROIC: Establish in conjunction with disclosure of new segments - ROE: 12% or higher - Shareholders' equity ratio: 45%	The Air Transportation Business requires regular, significant funding, particularly for aircraft procurement. Maintaining stable access to funding, regardless of changes in economic conditions, requires a balance between sustainable business growth and sound financial discipline. We believe ongoing dialogue with the capital and financial markets is essential to building strong relationships of trust.
 Manufactured Capital	A wide variety of aircraft, support facilities, and systems - ANA Group aircraft: 296 (including 23 freighters) - Ratio of fuel-efficient aircraft: 81% - ANA Blue Base training facility - Maintenance facilities supporting safety - Operating systems supporting basic quality	- Expanding the number of aircraft for medium- to long-term growth - Improving efficiency further in facilities and systems that support basic quality	- Implemented fleet strategy based on network strategy - Invested in aircraft for sustainable growth - Reorganized freighters by making NCA a subsidiary - Increased fuel-efficient equipment - Made investments in facilities and systems to improve basic quality further	FY2030 Plan - ANA Group aircraft: 320 - Ratio of fuel-efficient aircraft: 91%	We procure aircraft systematically from a long-term perspective to expand business in line with demand trends. At the same time, we aim to deliver world-class air services with high added value by introducing fuel-efficient aircraft and integrating and upgrading our operating systems.
 Natural Capital	Effective use of resources through day-to-day efforts FY2025 Results - CO₂ emissions: 4.4% reduction (vs. FY2019; aircraft operations) - CO₂ emissions: 18.2% reduction (vs. FY2019; excluding aircraft operations) - Resource waste rate: 64.2% reduction (vs. FY2019) - Food waste rate: 3.88%	Achieving net zero CO₂ emissions and sustainable business growth	- Made operational improvements and developed new aircraft technologies - Shifted to low-carbon aviation fuel, including SAF - Used Emission Trading Schemes - Used Negative Emissions Technologies (NETs) - Shifted to services that reduce resource and food waste rates - Eradicated illegal wildlife trafficking using aircraft	FY2030 Targets - CO₂ emissions: Net reduction of 10% (vs. FY2019; aircraft operations) - CO₂ emissions: 33% or higher reduction (vs. FY2019; excluding aircraft operations) - Resource waste rate: Reduction of 70% or higher (vs. FY2019) - Food waste rate: 3.8% or less - Enhance information disclosure in line with international disclosure frameworks	Air transportation plays a vital role in connecting people and places quickly over long distances. At the same time, reducing the environmental impact of air transportation is essential. We intend to strengthen comprehensive efforts, including reducing greenhouse gas emissions, using resources effectively, and conserving biodiversity, to balance the provision of transportation services with global environmental conservation.

Sustainability Implementation Structure

Our Approach to Sustainability Management

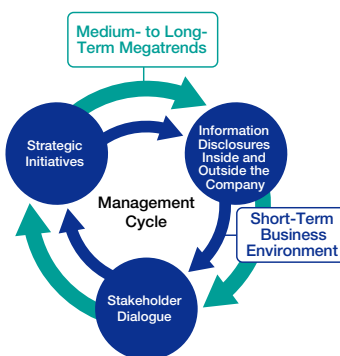
The ANA Group places integrated thinking, which views financial and non-financial value as inseparable, at the core of management. Addressing material issues goes beyond managing short-term risks and generating profits. Such efforts form the management foundation for maintaining and developing a sustainable air transportation route network as social infrastructure over the medium to long term. Our Mission Statement and management vision guide our efforts to create social and economic value simultaneously through business activities. We reinvest the added value generated through these activities into future growth investments and human capital, driving a virtuous cycle of growth (value creation cycle). Through this cycle, we aim to contribute to a sustainable society while increasing the long-term corporate value of the ANA Group.

Implementation Structure

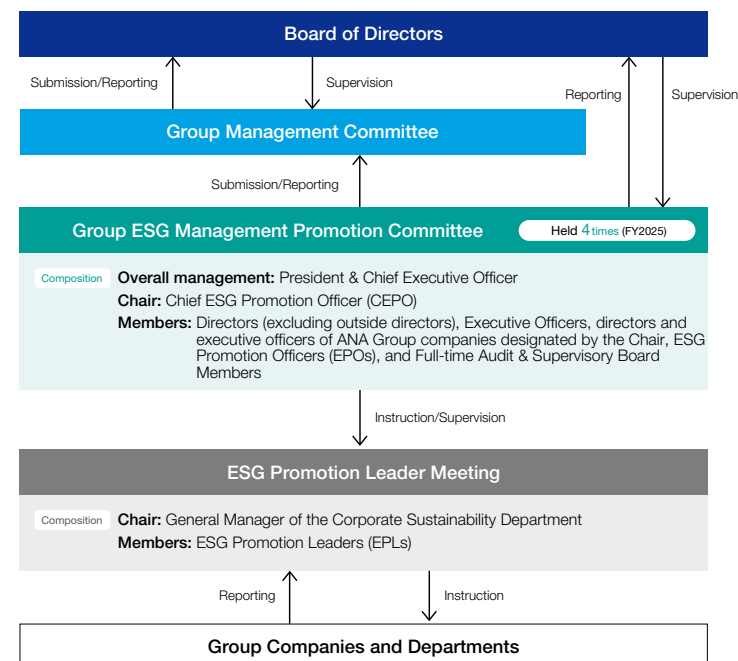
We established the Group ESG Management Promotion Committee in accordance with the Group ESG Management Promotion Committee Regulations to implement sustainability management. The President & Chief Executive Officer oversees the committee, and the Chief ESG Promotion Officer (CEPO) serves as chair. The committee regularly discusses key policies and measures and monitors targets for material issues. The committee also submits important matters to the Group Management Committee and reports to the Board of Directors. We also appointed ESG Promotion Officers (EPOs) and ESG Promotion Leaders (EPLs) at each Group company and division to ensure effective governance across the ANA Group. This framework ensures that management decisions are closely linked to and implemented through actions at the operational level.

Building on this implementation structure, we strengthen sustainability management through a cycle driven by stakeholder dialogue.

We incorporate social expectations and issues identified through dialogue into specific day-to-day initiatives and disclose progress and results with a high degree of transparency. These disclosures then provide a basis for further dialogue, creating a cycle that supports sustainable growth in corporate value.


[Learn more](#)

Sustainability Management Framework



Embedding Sustainability Within the Group

Effective sustainability management and the achievement of material issue targets require more than an organizational framework. Every employee must understand sustainability and take ownership in changing behavior. The ANA Group therefore implements initiatives that go beyond simply sharing knowledge and help employees recognize how sustainability relates to their daily work. One such initiative is the Sustainability News. Sustainability News is an internal publication that we issue on a regular basis, covering the latest external trends, messages from management, and highlights of outstanding workplace initiatives as good practices. In fiscal 2025, we published 10 issues. By raising awareness of sustainability in daily work, we encourage mutual learning across organizational boundaries and foster a greater sense of ownership. We also establish a mechanism for recognizing contributions to sustainability in conjunction with the ANA's Way AWARDS, an employee recognition program based on ANA's Way, our Group action guidelines. Through these efforts, we strive to strengthen employee awareness of putting sustainability into practice and encourage voluntary action toward sustainable growth and new value creation across the ANA Group.



Business Models and Social Impact

The ANA Group visualized and quantified the value that we provide to society. We seek to expand connections between people and products and expand the ANA Group fan base to generate three types of social impact: (1) Vitalizing economies and strengthening social bonds, (2) Enriching lives, and (3) Creating time value. We see these impacts as key drivers of financial growth and what we want to communicate to our stakeholders.

Calculation Method and Sources

We jointly calculated our social impact with ABeam Consulting Ltd. under the supervision of Professor Ryohei Yanagi of Waseda University. Our calculations used objective parameters based on internal data, such as the number of passengers, as well as public statistics from government agencies and other sources and peer-reviewed academic papers. Areas covered in the calculations included those aligned with our unique management vision, such as enriching lives and creating time value. However, we deduct Air Transportation Business revenue from the calculated value and take other conservative approaches to avoid overestimating the impact. This calculation methodology still presents challenges, including difficulties in accurately quantifying emotions. We therefore disclose these indicators not as management targets, but as a starting point for deeper dialogue with stakeholders on medium- to long-term value creation. We also communicate the social value we seek to create with group employees and work to further enhance corporate value.



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

Management Vision

Contribute to world peace and economic vitality

Continue to create value that is speedy, comfortable, and enjoyable

Social Impact

Figures are FY2025 Results

Vitalizing Economies and Strengthening Social Bonds

¥560 Billion



Enriching Lives

¥1,990 Billion



Creating Time Value

¥630 Billion



Expand Business Scale and Scope

Maximize Customer Experience Value

Business Model

Quantitative Growth

Expand the Connection Between People and Products



Qualitative Depth

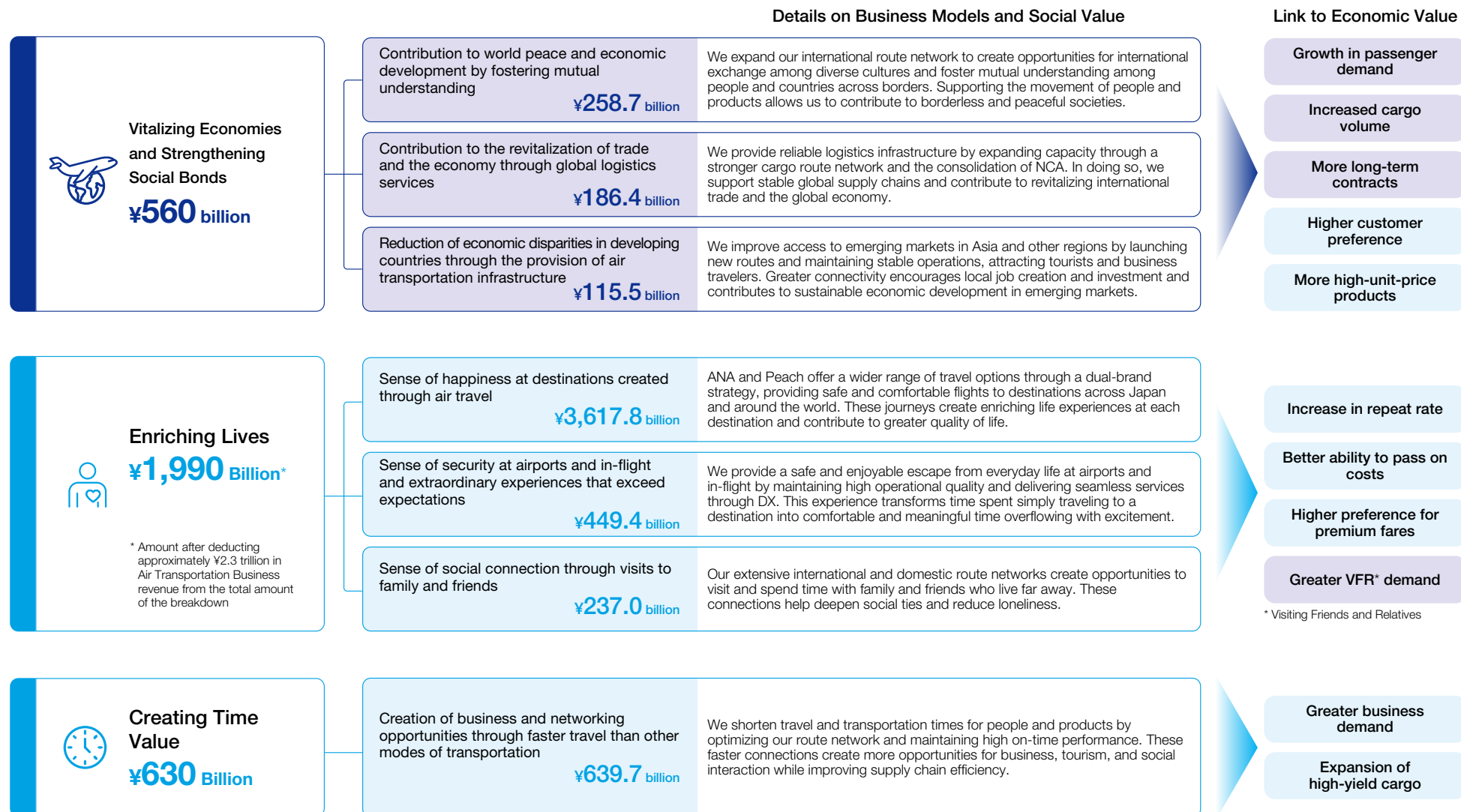
Expand the ANA Group Fan Base



* Calculated using a formula developed jointly with ABeam Consulting Ltd. under the supervision of Professor Ryohei Yanagi of Waseda University. Calculated by ANA based on FY2025 results.

Business Models and Social Impact

Expanding each of these social impacts goes beyond social contribution. Greater social impact also contributes significantly to the economic value of the ANA Group through growth in customer numbers, higher repeat rates, and other benefits. Our goal is to simultaneously create social and economic value by executing our business model through the two drivers of expanding connections between people and products and expanding our fan base.



* In addition to the above, we recognize the negative social and environmental impact of CO₂ emissions from the Air Transportation Business (-¥467.0 billion) and will work to reduce this impact by executing our transition strategy.