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ANA HOLDINGS INC.

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<https://www.ana.co.jp/group/en/>

The corporate governance of ANA HOLDINGS INC. (“the Company”) is described below.

I. Basic Approach to Corporate Governance, Capital Structure, Corporate Profile and Other Basic Information

1. Basic Approach

The ANA Group (“the Group”) implements management that contributes to value creation for various stakeholders in accordance with the ANA Group Mission Statement. In addition, the Group has adopted a holding company structure whereby each group company carries out swift decision-making and the Company supervises and monitors the implementation of group company operations to realize sustainable growth of group companies and the enhancement of medium- to long-term corporate value.

The Company has created a corporate governance system in accordance with this Fundamental Policy and continues to improve upon it. Under this system, the Company plays a leadership role in the Group management and establishes management policies and goals for the Group overall. In addition, the Company supervises and monitors management of group companies, and conducting transparent, fair, and definitive decisions.

The Company has adopted a company with company auditors, whereby Audit and Supervisory Board Members, along with the Board of Directors, supervise, monitor and audit the execution of duties by directors. Furthermore, the Company is strengthening the supervisory function of the Board of Directors, in part by including the appointment of Outside Directors. The Company is also enhancing the auditing function of Audit and Supervisory Board Members, which includes the appointment of a full-time Outside Audit and Supervisory Board Member.

<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.

“Security and Trust” is the Group's unwavering promise to our customers. It defines the core of our entire operation and is our solemn responsibility. “The wings within ourselves” are our desire to

continually rise to new challenges, contribute to the strong rebirth of our organization and always be there for our customers. The Group, with the air transportation as business pledges to transcend generations in support of developing our global community and fulfilling the hopes and dreams of current and future generations

The Company's corporate governance practices are explained in this report as well as in the Fundamental Policy on Corporate Governance, Notifications of the Ordinary General Meeting of Shareholders, Securities Reports (Japanese only), Annual Reports and the Company's website. Please refer to these sources for further information. The content of disclosure based on the principles of the Corporate Governance Code is as follows.

[Reasons for Non-compliance with the Principles of the Corporate Governance Code]

Principle 1.4 (Cross-shareholdings)

The Company believes that maintaining and strengthening cooperative relationships with business partners is necessary for the expansion and development of the Group's business. The Group, which mainly engages in the air transportation business, shall strategically hold shares in another company should it believe that this will contribute to smooth business continuity and enhanced profits via business alliance and stronger business relationships, and thereby improvement corporate value in the medium- to long-term.

Every year the Company comprehensively verifies individual cross-shareholdings at a meeting of the Board of Directors to determine the significance of the holdings and the associated risks and benefits. When verifying the economic rationale behind the shareholdings, the Company conducts quantitative and multi-faceted assessments, including checking the total shareholder return (TSR) of each stock and comparing the return on investment of that stock with the capital costs of the Group. If the assessment results show that the cross-shareholdings have been stagnant for a period of time and they are not judged as contributing to the sustainable growth of the Group and the improvement of corporate value in the medium-to-long-term, we will reduce them.

The meeting of the Board of Directors on June 29, 2020 will verify individual stocks from a medium-to-long term perspective and verify the economic rationale behind the Company's cross-shareholdings. Furthermore, appropriate decisions on the exercise of voting rights of strategically shareholdings are made by comprehensively taking into account dialogue with the relevant company after examination of each resolution, including the enhancement of the relevant company's medium- to long-term corporate value and the impact on the Group's business operations

[Disclosure based on the Principles of the Corporate Governance Code]

Principle 1.7 (Related Party Transactions)

The Board of Directors, in accordance with laws and regulations and the Board of Directors Regulation, an internal rules, must approve competitive business transactions and transactions that constitute conflicts of interests between the Company and directors. In the event that said transactions are implemented within the approved framework, material facts regarding these transactions shall be reported at the Board of Directors meeting.

In the event these transactions are carried out between the Company and a related party other than a director, the necessary approval of said transactions are carried out in accordance with the Company's internal rules depending on the scale and importance of the transaction. The Internal Audit Division

shall conduct periodic audits of the content of these transactions and a system shall be put

in place that enables Audit and Supervisory Board Members to view the details of approvals at any time. Principle 2.6 (Corporate Pension Asset Owners)

In the ANA Pension Plan of All NIPPON AIRWAYS CO., LTD., the core subsidiary of the Group, investments are dispersed in order to secure the required investment returns reliably over the long term, as stipulated in the Pension Asset Management Policy and the Basic Asset Allocation in accordance with the provisions of the Defined-Benefit Corporate Pension Act, etc. The selection of fund managers and funds are decided by the Board of Representatives after deliberation by the Investment Management Committee in collaboration with external investment consultants. Furthermore, investment performance is monitored through regular exchanges of information with fund managers, and quantitative and qualitative evaluations performed by investment consultants. Personnel with suitable qualities regarding investments are assigned to the ANA Pension Plan from the finance and accounting departments.

Principle 3.1 (Full Disclosure)

- (1) The Company has established a Mission Statement, Management Vision and ANA's Way as its Corporate Philosophy for the Group, which are disclosed on its website.

<https://www.ana.co.jp/group/en/company/vision/>

The Medium-Term Corporate Strategy is also disclosed on its

website. <https://www.ana.co.jp/group/en/pr/201601/20160129-2.html>

- (2) The Company has established a Fundamental Policy on Corporate Governance on the Company's fundamental approach to corporate governance, which is also disclosed on its website.

<https://www.ana.co.jp/group/en/about-us/governance/pdf/governance181130.pdf>

- (3) The policies and procedures for determining remuneration for directors on the Board of Directors is outlined in "5. Director Remuneration" in the Fundamental Policy on Corporate Governance, and "II.1 [Directors] Policies for determining remuneration amounts and calculation method" in this report.

- (4) The policy for the selection of directors and Audit and Supervisory Board Members is explained in “3. Directors and the Board of Directors” and “4. Audit and Supervisory Board Members and the Audit and Supervisory Board” within the Fundamental Policy on Corporate Governance, and “II.2 Matters pertaining to Functions including Business Execution, Audits and Supervision, and Appointment and Remuneration Decisions. (Overview of the Current Corporate Governance System)” in this report. The selection of directors and Audit and Supervisory Board Members is decided based on deliberation by the Board of Directors including Outside Directors
- (5) The reasons for selection of candidate for Directors and Audit and Supervisory Board Members are Outlined in the Notice of the 75th Ordinary General Meeting of Shareholders.
- (6) In the event that circumstances arise where a director has violated laws and regulations or the Articles of Incorporation, or when it is otherwise deemed difficult for a director to execute his or her duties, deliberations will be conducted in the Personnel Advisory Committee, and after receiving a report on these deliberations, the Board of Directors will decide whether to submit a proposal to the General Meeting of Shareholders concerning the dismissal of such director.

Supplementary Principle 4.1.1 (Overview of the scope and content of the matters delegated to management)

The Board of Directors shall make decisions on basic management policies, including corporate strategies, other important management agendas, and vital business operations determined by the Board of Directors in accordance with laws, regulations and the Articles of Incorporation. The standards for decision-making are stipulated in the Board of Directors Regulations.

The Authority Rules, which are a set of internal rules, clarify the process for making decisions on business execution and on matters other than those resolved by the Board of Directors. The final decision in these matters is delegated to the Group Strategy Committee, which is comprised of full-time directors, full-time Audit and Supervisory Board Members, and the President & CEO. The outcome of important decision-making and business execution delegated to others by the Board of Directors shall be reported to the Board of Directors. The Board of Directors oversees the decisions and business execution carried out by the Group Strategy Committee and the President & CEO through these reports.

Principle 4.9 (Independence Standards and Qualification for Independent Directors)

The standards that define the independence of Outside Directors and Outside Audit and Supervisory Board Members from the Company are stated in the Fundamental Principles of Corporate Governance and “2.1 [Independent Directors and Audit and Supervisory Board Members] Other Matters on Independent Directors” within this document.

Supplementary Principle 4.11.1 (Policy on the balance of knowledge, experience and skills of the Board of Directors overall, and the diversity and size of the Board)

The policy for the appropriate balance of knowledge, experience and skills of the Board of Directors, and the diversity and size of the Board are explained in “3. Directors and the Board of Directors” within the Fundamental Policy on Corporate Governance, and “II.2 Matters pertaining to Functions including Business Execution, Audits and Supervision, Monitor and Appointment and Remuneration Decisions. (Overview of the Current Corporate Governance System)” in this report.

Supplementary Principle 4.11.2 (Concurrent positions held by directors and Audit and Supervisory Board Members at other listed companies)

Directors and Audit and Supervisory Board Members concurrently serving as officers at other listed companies are disclosed every year in the reference materials attached to the Notification of the Ordinary General Meeting of Shareholders, in business reports and Securities Reports.

Supplementary Principle 4.11.3 (Analysis and evaluation of effectiveness of the Board of Directors)

1. Method of Evaluation

The Company recognizes that it is important the Board of Directors constantly undergoes self-evaluation, looking for new solutions while always thinking of how to achieve an ideal Board of Directors and corporate governance. Moreover, at least once a year the Company analyzes, evaluates, and discusses the Board’s overall efficacy to improve the efficacy of the Board of Directors.

In January 2021, the Company carried out an analysis and evaluation of the overall efficacy of the Board of Directors using a questionnaire survey for all Directors and Audit and Supervisory Board Members, additionally, from February 2021 to March 2021, the Company carried out an interview of questionnaire results for the chairman of the Board, President, Senior Executive Vice President, all Outside Directors and Outside Audit and Supervisory Board Members. The results confirmed at the Board of Directors held on March 23, 2021.

2. Results of the Analysis and Evaluation of the Efficacy of the Board of Directors

The survey confirmed that active discussions were taking place at the Board of Directors by an adequate level of support provided to Outside Directors and Outside Audit and Supervisory Board Members, who possess diverse experience and expertise, in areas such as preliminary briefings highlighting key issues for the Board of Directors, briefings on management strategies, and direct interviews with management members of departments responsible for improvements to the value of customer experiences. The survey assessed that the Company’s Board of Directors is functioning properly, and that it has sufficient efficacy to ensure decisions on key management issues are appropriately made and business operations are suitably supervised.

In addition to sharing the effects of COVID-19 on our Group, we have thoroughly engaged in deliberations meant to realize reforms to a “Group Airline Model” designed to realize sustainable growth that overcomes the COVID-19 pandemic, and have confirmed improvement points that will further enhance the supervisory functions of the Board of Directors through modifications to meeting operations, such as by providing venues

for holding free deliberations that include Outside Directors off the Board of Directors meetings, starting with meetings between Outside Directors and corporate auditors.

Based on the evaluation of the efficacy of the Board of Directors, the Company aims to continue to improve the efficacy of its Board of Directors moving forward.

Supplementary Principle 4.14.2 (Training policy for directors and Audit and Supervisory Board Members)

Internal directors aim to continually acquire knowledge. They attend external seminars on finance, accounting and compliance at the time of appointment, and based on their level of knowledge and experience, continue to attend external seminars after their appointment and receive private coaching when necessary. The Company provides necessary support for this self-improvement. Furthermore, group training for directors and Audit and Supervisory Board Members, along with lectures and exchanges of opinions with external instructors are periodically carried out to provide information and knowledge required by directors to fulfill their roles.

Internal Audit and Supervisory Board Members, upon appointment, take external seminars on accounting and finance should they have no experience in working at the accounting or finance divisions. Also, after appointment, depending on their level of knowledge and experience, they participate in seminars on various topics, including auditing methods, ESG, risk management and compliance. The Company provides the necessary support for internal Audit and Supervisory Board Members to carry out this self-improvement.

Principle 5.1 (Policy for Constructive Dialogue with Shareholders)

The Company believes that constructive and consistent dialogue with investors, including shareholders, is important to sustain growth and improve corporate value in the medium- to long-term. A director is appointed to be in charge of handling this dialogue, and works with relevant departments, mainly the IR department, to communicate information and gather shareholder opinions. A major prerequisite for constructive dialogue with shareholders and investors naturally is disclosure in accordance with laws and regulations. Information deemed crucial for investors, including non-financial information, is actively disclosed. In addition, consideration is taken to ensure the fair disclosure of information in accordance with the Company's "Rules on the Prevention of Insider Trading."

The IR division is responsible for dialogue with institutional investors including shareholders. In addition to conducting regular meetings with institutional investors in Japan and overseas, The division also offers various opportunities for dialogue, including briefing sessions, that cover important agendas, such as corporate strategies, as well as earnings performance. Efforts are also made to improve the content of these sessions. Furthermore, to a reasonable extent, direct dialogue is carried out with the President & CEO and other directors, including the director in charge of the IR division, and ample feedback is given to the management committee on the dialogue carried out at briefings and other sessions. The opinions of shareholders and investors shall be utilized in the Company's management.

The General Administration division is responsible for dialogue with individual shareholders. The division publishes "ANA VISION" (Japanese-only), a quarterly shareholder newsletter, that explains management topics and financial results information. In addition, information is provided on the "ANA Shareholders' Web Site" (Japanese-only). Furthermore, briefings are conducted for private investors—potential shareholders—on corporate strategies and financial results.

2. Capital Structure

Foreign Shareholding Ratio	10% or more and less than 20%
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[Status of Major Shareholders]

Name / Company Name	Number of Shares Owned	Percentage (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	33,003,100	7.01%
Custody Bank of Japan, Ltd (Trust Account)	18,675,400	3.97%
Nagoya Railroad Co., Ltd	7,863,947	1.67%
Custody Bank of Japan, Ltd (Trust Account5)	7,836,000	1.66%
Custody Bank of Japan, Ltd (Trust Account6)	6,947,600	1.48%
Custody Bank of Japan, Ltd (Trust Account1)	6,248,500	1.33%
Custody Bank of Japan, Ltd (Trust Account2)	4,968,300	1.06%
Custody Bank of Japan, Ltd (Trust Account7)	4,109,400	0.87%
ANA Employee Stock Ownership Association	3,856,097	0.82%
STATE STREET BANK WEST CLIENT - TREATY 505234	3,747,411	0.81%

Controlling Shareholder (except for Parent Company)	None
Parent Company	None

Supplementary Explanation

None

3. Corporate Attributes

Listed Stock Market and Market Section	Tokyo Stock Exchange First Section
Fiscal Year-End	March
Type of Business	Air Transportation
Number of Employees (consolidated) as of the End of the Previous Fiscal Year	More than 1000
Sales (consolidated) as of the End of the Previous Fiscal Year	More than ¥1 trillion
Number of Consolidated Subsidiaries as of the End of the Previous Fiscal Year	From 50 to less than 100

4. Policy on Measures to Protect Minority Shareholders in Conducting Transactions with Controlling Shareholder

None

5. Other Special Circumstances which may have Material Impact on Corporate Governance

None

II. Business Management Organization and Other Corporate Governance Systems regarding Decision-making, Execution of Business, and Oversight in Management

1. Organizational Composition and Operation

Organization Form	Company with Company Auditors
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[Directors]

Maximum Number of Directors Stipulated in Articles of Incorporation	20
Term of Office Stipulated in Articles of Incorporation	1 year
Chairperson of the Board	Chairman of the Board of Directors
Number of Directors	10
Appointment of Outside Directors	Appointed
Number of Outside Directors	3
Number of Independent Directors	3

Outside Directors' Relationship with the Company (1)

Name	Attribute	Relationship with the Company*											
		a	b	c	d	e	f	g	h	i	j	k	
Ado Yamamoto	From another company												
Izumi Kobayashi	From another company												
Eijiro Katsu	From another company												

* Categories for "Relationship with the Company"

* "○" when this category currently or recently was applicable;

"△" when this category was applicable in the past

* "●" when this category currently or recently was applicable to a close relative of the Director;

"▲" when this category was applicable in the past to a close relative of the Director

a. Executive of the Company or its subsidiaries

b. Non-executive Director or Executive of a parent company of a the Company

c. Executive of a fellow subsidiary company of the Company

d. A party whose major client or supplier is the Company or an executive thereof

e. Major client or supplier of the Company or an executive thereof

f. Consultant, accountant or legal professional who receives considerable monetary consideration or other property from the Company aside from the compensation as an Audit and Supervisory Board Member of the Group.

g. Major shareholder of the company (or an executive of the said major shareholder if the shareholder is a legal entity)

- h. Executive of a client or supplier company of the Company (which does not correspond to any of d, e, or f) (only applies to the director)
- i. Executive of a company where the person is also mutually appointed as an Outside Director of the Group (only applies to the director)
- j. Executive of a company or organization that receives a donation from the Company (only applies to the director)
- k. Other

Outside Directors' Relationship with the Company (2)

Name	Designation as Independent Director	Supplementary Explanation of the Relationship	Reasons of Appointment
Ado Yamamoto	○	None	<p>< Reason for selection as an Outside Director ></p> <p>He has a wealth of experience and expertise in transportation industry management. He offers the benefit of his background to actively provide opinions and proposals concerning corporate group management strategy, risk management, organization operation, investment management and promotion of safety measures at the meetings of the Board of Directors. The Company has decided to continue to reappoint him as Independent Outside Director candidate for the purpose of reinforcement of the supervisory function of the Board of Directors in order to attain sustainable increase in the Group's corporate value.</p> <p>< Reason for designation as an independent Director ></p> <p>He is Chairman and Representative Director of Nagoya Railroad Co., Ltd. Nagoya Railroad Co., Ltd. owns the Company shares but its holding ratio is less than 3% of the total issued and outstanding shares of the Company. Our group companies execute sales</p>

			<p>transactions with Nagoya Railroad Co., Ltd. and several of its affiliated companies, but the amount of the relevant transactions is small, and there are no special relationships between them. He is also Outside Director of Yahagi Construction Co., Ltd. with which the Company conducts no steady transactions between them. He is also Outside Director of Chubu-Nippon Broadcasting Co., Ltd.. There is a record of sales transactions between our Group companies and Chubu-Nippon Broadcasting Co., Ltd. but the amount of the relevant transactions is small and there are no special relationships between them. He is also Chairman of Nagoya Chamber of Commerce & Industry, but there are no special relationships between the Company and Nagoya Chamber of Commerce & Industry. We are therefore certain that no conflicts of interest with general shareholders will arise.</p>
Izumi Kobayashi	○	None	<p>< Reason for selection as an Outside Director ></p> <p>She has a wealth of experience and expertise having served as representative in private financial institutions and international development and finance institutions and as Outside Director of other businesses. She offers the benefit of her background to actively provide opinions and proposals concerning group management strategies, risk management, investment management, corporate governance or organization operation with a global perspective at the meetings of the Board of Directors. The Company has decided to continue</p>

			<p>to reappoint her as Independent Outside Director candidate for the purpose of reinforcement of the supervisory function of the Board of Directors in order to attain sustainable increase in the Group's corporate value.</p> <p>< Reason for designation as an independent director ></p> <p>She is Outside Director of Mitsui & Co., Ltd. There is a record of sales transactions of air tickets between our Group companies and Mitsui & Co., Ltd., but the amount of the relevant transactions is small and there are no special relationships between them. She is also Outside Director for Mizuho Financial Group, Inc. The Company and our Group companies have borrowing transactions with Mizuho Financial Group companies, but they are ordinary transactions, are there are no special relationships between them. She is also Outside Director of OMRON corporation. There is a record of sales transactions between our Group companies and OMRON corporation, but the amount of the relevant transactions is small and there are no special relationships between them. We are therefore certain that no conflicts of interest with general shareholders will arise.</p>
Eijiro Katsu	○	None	<p>< Reason for selection as an Outside Director ></p> <p>He served as Administrative Vice Minister and held other major positions in the Ministry of Finance, and has a wealth of experience and expertise as administrative officer. In addition, he has extensive experience in corporate management since he had contributed to</p>

		<p>the growth of Internet Initiative Japan Inc. after appointed as its President and Representative Director in June 2013. He is also equipped with expertise on ICT technologies, digital transformation and other innovation-related matters that the Company needs. He is also a member of the Management Advisory Council of the Company from April 2014, and has a wealth of expertise in airline business environment and business conditions of the Company. The Company has decided to appoint him as a new Independent Outside Director candidate since his abundant experience and insight will reinforce the supervisory function of the Board of Directors in order to attain sustainable increase in the Group's corporate value</p> <p>< Reason for designation as an independent director ></p> <p>He is President and Representative Director of Internet Initiative Japan Inc. There is a record of sales transactions of air tickets between our Group companies and Internet Initiative Japan Inc., but the amount of the relevant transactions is small and there are no special relationships between them.</p> <p>We are therefore certain that no conflicts of interest with general shareholders will arise.</p>
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<p>Voluntary Establishment of Committee(s) Corresponding to Nomination Committee or Remuneration Committee</p>	<p>Established (Committee Corresponding to both Nomination Committee and Remuneration Committee)</p>
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Committee's Name, Composition, and Attributes of Chairman

	Committee Corresponding to Nomination Committee	Committee Corresponding to Remuneration Committee
Committee's Name	Personnel Advisory Committee	Remuneration Advisory Committee
All Committee Members	4	6
Full-time Members	0	0
Internal Directors	1	1
Outside Directors	3	3
Outside Experts	0	1
Other	0	1
Chairperson	Outside Director	Outside Director

Supplementary Explanation

Personnel Advisory Committee

The Committee is composed of four members—three Outside Directors (Chairman, Ado Yamamoto; Izumi Kobayashi and Eijiro Katsu) and one Internal Director (Shinya Katanozaka). It discusses the appointment of candidates to the post of director as well as the dismissal of directors, and reports to the Board of Directors. In order to ensure fairness and transparency in the process of selecting candidates for the post of director, the Committee is chaired by an Outside Director, and has met four times during the previous fiscal year.

The Company selects directors from candidates inside and outside the Company that have the potential to strengthen appropriate policy-making, decision-making and oversight befitting “an airline group operating diverse global businesses mainly in air transportation.” Potential candidates are honest in character and possess vast experience, broad views and an advanced-level of expertise. The selection is made within the scope of relevant laws such as the Civil Aeronautics Act, and regardless of factors such as gender or nationality.

The Personnel Advisory Committee will discuss and report to the Board of Directors any breach of the law or the Company's Articles of Incorporation by a director, as well as other circumstances where it is deemed difficult for a director to properly execute his or her duties. The Board of Directors will then submit a proposal for the dismissal of the Director in question to a General Meeting of Shareholders for resolution.

The appointment of the Chief Executive Officer (CEO) is fully discussed by the Personnel Advisory Committee, which then reports to the Board of Directors for resolution. In addition, the Personnel Advisory Committee will discuss and report to the Board of Directors any breach of the law or the Company's Articles of Incorporation by the Chief Executive Officer (CEO), as well as other circumstances where it is deemed difficult for the CEO to properly execute his or her duties. The Board of Directors will then make a resolution on the matter.

Remuneration Advisory Committee

The Committee is composed of six members—three Outside Directors (Chairman, Ado Yamamoto; Izumi Kobayashi and Eijiro Katsu) , one Outside Audit Supervisory Board Member (Nozomu Kanou), one Internal Director (Shinya Katanozaka) and one outside expert (Seichi Ochiai). It discusses directors' remuneration. and reports to the Board of Directors. These discussions take into account remuneration levels at other companies based on the findings of a third-party research institute employed by the Company. In order to ensure fairness and transparency in the process of deciding remuneration, the Committee is chaired by an Outside Director, and has met three times during the previous fiscal year.

[Audit and Supervisory Board Members]

Establishment of Audit and Supervisory Board	Established
Maximum Number of Audit and Supervisory Board Members Stipulated in Articles of Incorporation	5
Number of Audit and Supervisory Board Members	5

Cooperation among Audit and Supervisory Board Members, Accounting Auditors and Internal Audit Departments

The accounting auditor and Audit and Supervisory Board Members provide reports and exchange information on the auditing of each business and group company once every quarter and as needed. In addition, the accounting auditor attends Audit and Supervisory Board meetings to report on their audit for the fiscal year. Audit and Supervisory Board Members use this opportunity to properly receive reports from the accounting auditor.

The accounting auditor interviews the Internal Audit Division. This entails periodic internal audits, and explanations of annual policies, and reporting (interim reports and annual evaluation reports) in line with the “Internal Control Report System for Financial Reporting” under the Financial Instruments and Exchange Act.

The Internal Audit Division appropriately reports Audit and Supervisory Board Members on audit activities for each business site and Group company, and exchanges opinions on these matters.

Appointment of Outside Audit and Supervisory Board Members	Appointed
Number of Outside Audit and Supervisory Board Members	3
Number of Independent Audit and Supervisory	3

Board Members	
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Outside Audit and Supervisory Board Members' Relationship with the Company (1)
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Name	Attribute	Relationship with the Company*												
		a	b	c	d	e	f	g	h	i	j	k	l	m
Nozomu Kanou	From another company										△			
Shingo Matsuo	From another company													
Eiji Ogawa	Academic													

* Categories for “Relationship with the Company”

* “○” when this category currently or recently was applicable;

“△” when this category was applicable in the past

* “●” when this category currently or recently was applicable to a close relative of the Director;

“▲” when this category was applicable in the past to a close relative of the Director

- a. Executive of the Company or its subsidiary
- b. Non-executive director or accounting advisor of the Company or its subsidiaries
- c. Non-executive director or executive of a parent company of the Company
- d. Audit and Supervisory Board Member of a parent company of the Company
- e. Executive of a sister company of the Company
- f. A party whose major client or supplier is the Company or an executive thereof
- g. Major client or supplier of the Company or an executive thereof
- h. Consultant, accountant or legal professional who receives a significant monetary consideration or other property from the Company aside from the compensation as an Audit & Supervisory Board Member
- i. Major shareholder of the Company (or an executive of the said major shareholder if the shareholder is a legal entity)
- j. Executive of a client or supplier of the Company (which does not correspond to any of f, g, or h) (only applies to the Audit and Supervisory Board Member)
- k. Executive of a company where the person is also mutually appointed as an Outside Director/Audit and Supervisory Board Member (only applies to the Audit and Supervisory Board Member)
- l. Executive of a company or organization that receives a donation from the Company (only applies to the Audit and Supervisory Board Member)
- m. Others

Name	Designation as Independent Audit and Supervisory Board Member	Supplementary Explanation of the Relationship	Reasons of Appointment
Nozomu Kanou	○	<p>Former officer of a corporate executive officer of a financial institution.</p> <p>A substantial amount of time has passed after resigning the position of corporate executive officer to the Development Bank of Japan, Inc. in June 2012, so he will not be in the position of representing a bank from which the Company receives loans. We are therefore certain that no conflicts of interest with general shareholders will arise. Note that as of March 2021, the outstanding balance of loans from the Development Bank of Japan Inc., with which the director was previously affiliated until 2012, is JPY381,923 million. The ratio to the total consolidated assets is 11.9%.</p>	<p>< Reasons for selection as an Outside Audit and Supervisory Board Member ></p> <p>He has a wealth of experience and expertise in management by having served as corporate executive officer of policy financial institutions and director of private company. The Company has decided to appoint him as the new Independent Outside Audit & Supervisory Board Member candidate for the purpose of reinforcement of the auditing function in order to attain sustainable increase in the Group's corporate value through the use of his high expertise and insight concerning treasury, accounting, finance and legal matters.</p> <p>< Reasons for designation as an independent officer ></p> <p>A substantial amount of time has passed after resigning the position of corporate executive officer to the Development Bank of Japan, Inc. in June 2012, so he will not be in the position of representing a bank from which the Company receives loans. We are therefore certain that no conflicts of interest with general shareholders will arise. Note that as of March 2021, the outstanding balance of loans from the Development Bank of Japan Inc., with which the director was previously affiliated until 2012, is JPY381,923</p>

			million. The ratio to the total consolidated assets is 11.9%.
Shingo Matsuo	○	None	<p>< Reasons for selection as an Outside Audit and Supervisory Board Member ></p> <p>He actively offers opinions concerning business operation with safety as a top priority, investment matters and group management strategies as he has abundant experience and deep insight developed as a corporate manager of high profile public industry.</p> <p>The Company has decided to select him as an Outside Audit and Supervisory Board Member for the purpose of reinforcement of audit structure.</p> <p>< Reasons for designation as an independent officer ></p> <p>He is concurrently serving as a special advisor for Kyushu Electric Power Co., Inc., but there are no significant transactions between Kyushu Electric Power Co., Inc., and the Company. We are therefore certain that no conflicts of interest with general shareholders will arise.</p>
Eiji Ogawa	○	None	<p>< Reasons for selection as an Outside Audit and Supervisory Board Member ></p> <p>He actively offers advice for matters that require attention on group management strategies from risk management perspective, as well as the Company's financial policies by using his experience and abundant expertise as an international financial expert. The Company has decided to select him as an Outside Audit and Supervisory Board Member for the purpose of reinforcement of audit structure.</p> <p>< Reasons for designation as an</p>

			independent officer > Concurrently serves as a Professor of Department of Economics, Tokyo Keizai University with which the Company have no transactions of significance.
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[Independent Directors/Audit and Supervisory Board Members]

Number of Independent Directors/Audit and Supervisory Board Members	6
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Matters relating to Independent Directors/Audit and Supervisory Board Members

The Company's Outside Directors and Outside Audit and Supervisory Board Members (“Outside Officer”) meet “the Independence Guidelines” stipulated by the Company, and the independence standards stipulated by Tokyo Stock Exchange, Inc., and all Outside Directors and Outside Audit and Supervisory Board Members are independent directors and Audit and Supervisory Board Members

In order to clarify its stance on the independence of Outside Officer, the Company has established the following “Independence Guidelines”.

Independence Guidelines

The following requirements shall not apply to an Outside Director or Outside Audit and Supervisory Board Member (“Outside Officer”) in order for the Outside Officer to be deemed as independent.

1. A person for whom the Group is a key business partner (*1), or an executive officer thereof
2. A person who is a key business partner of the Group (*1), or an executive officer thereof
3. A person who is a key lender of the Group (*2), or an executive officer thereof
4. A major shareholder of the Company (*3), or an executive officer thereof
5. An attorney, certified public accountant, consultant or other expert who receives, apart from remuneration as director or Audit and Supervisory Board Members, a significant monetary compensation or other economic benefit (*4) from the Group
6. A certified public accountant who is a member of the auditing firm that is the Company's accounting auditor
7. A person who has received a large donation (*5) from the Group
8. A person who is a close relative (*6) of a director, Audit and Supervisory Board Member, corporate executive officer or key employee of the Company or a consolidated subsidiary
9. A person whose close relative comes under any of 1 through 7 above
10. A person who came under any of 1 through 8 above in the past three years
11. In addition to the preceding items, a person who has a special reason not being able to fulfill his/her duties as an independent Outside Officer, including a conflict of interest with the Company

Note that even in the event that any one of the items 1 through 11 above apply, the Outside Officer is effectively independent as long as the reason is explained and disclosed at the time of selection as an Outside Officer.

- *1. A person for whom the Group is a key business partner is defined as a business partner that accounts for more than 2% of consolidated net sales.
A person who is a key business partner of the Group is defined as a business partner who accounts for more than 2% of consolidated sales of the Group.
- *2. A person who is a key lender is a financial institution from whom outstanding loans of the Group exceed 2% of the total consolidated assets of the Company at the end of the most recent fiscal year.
- *3. A major shareholder is a shareholder who holds 10% or more of voting rights directly or in another name at the end of the most recent fiscal year, or an executive officer thereof if the shareholder is a corporation.
- *4. A large sum of money or other economic benefit is a benefit exceeding an average of 10 million yen per year over the past three fiscal years.
- *5. A large donation is a donation that exceeds an average of the higher of 10 million yen or 2% of the consolidated sales of the recipient from the Group over the past three fiscal years.
- *6. A close relative is a spouse or a relative within two degrees of kinship.

[Incentives]

Incentive Policies for Directors	Performance-linked Remuneration
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Supplementary Explanation

In February 2011 the Company formed the Remuneration Advisory Committee. The majority of the members of this committee consist of Outside Directors and outside experts. This committee establishes the remuneration system and standards for director remuneration by taking into account remuneration levels at other companies based on the findings of a third-party research institute employed by the Company.

In addition to a fixed “basic remuneration”, the remuneration for directors (excluding Outside Directors) consists of variable elements, which include a performance-linked “bonus” and long-term incentive “share remuneration plan” as a means of providing healthy incentives to ensure the Company’s sustainable growth.

The ratio of fixed “basic remuneration” paid versus the total variable compensation paid as “bonuses” and “share remuneration” is designed to be 1 to 0.67 if the Company’s annual targets are met (note that the percentage of variable compensation can range from 0 to 1, depending on performance).

The same coefficient is used for all executives for the performance-linked portion.

The remuneration for Outside Directors consists of a fixed (monthly) remuneration only, given their role to supervise the Company from an independent stance.

The retirement allowance system was terminated in 2004.

Recipients of Stock Options	None
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Supplementary Explanation

None

[Director Remuneration]

Disclosure of Individual Director Remuneration	No Individual Disclosure
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Supplementary Explanation

The aggregate amount of remuneration for the ten Directors in office for FY2020 (ended March 2021) was 232 million yen, and the aggregate amount of remuneration for three Outside Directors were 41 million yen.

Policy on Determining Remuneration Amounts and Calculation Methods	Established
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Disclosure of Policy on Deciding Remuneration Amounts and Calculation Methods

1. Basic Policy on Director Remuneration

The basic policy for determining director remuneration is as follows:

- (i) Remuneration levels shall be commensurate with a director's roles and responsibilities for each respective position, in order to ensure transparency, fairness and objectivity.
- (ii) The Company shall introduce performance-linked compensation that combines multiple indicators in order to create a system that clarifies management responsibility for its business performance and reflects the contribution made to improvements in performance and in basic quality.
- (iii) The remuneration scheme shall enable the Company to share profits with its shareholders by encouraging management to improve corporate value in the medium- to long-term, as well as develop social responsibility and sustainable corporate development.

The Board of Directors decides on director remuneration, taking into account reports by the Remuneration Advisory Committee. The total amount of director remuneration shall be within the scope of the amount approved at the Ordinary General Meeting of Shareholders, based on the policies described above.

The Remuneration Advisory Committee is a committee chaired by an Outside Director that advises the Board of Directors. The majority of members on this committee are Outside Directors and outside experts. This committee establishes the remuneration system and standards for director

remuneration taking into account remuneration levels at other companies based on the findings of a third-party research institute employed by the Company.

During the current fiscal year, the Committee has met three times and, based on its deliberations, the 646th Regular Board of Directors Meeting held on March 23, 2021 discussed and approved the Company's executive remuneration policy for FY2021.

In addition to a fixed "basic remuneration", the remuneration for directors (excluding Outside Directors) consists of variable elements, which include a performance-linked "bonus" and long-term incentive "share remuneration plan" as a means of providing healthy incentives to ensure the Company's sustainable growth.

The ratio of fixed "basic remuneration" paid versus the total variable compensation paid as "bonuses" and "share remuneration" is designed to be 1 to 0.67 if the Company's annual targets are met (note that the percentage of variable compensation can range from 0 to 1, depending on performance).

The same coefficient is used for all executives for the performance-linked portion.

The remuneration for Outside Directors consists of a fixed (monthly) remuneration only, given their role to supervise the Company from an independent stance.

The retirement allowance system was terminated in 2004.

In light of the current harsh management conditions, we are reducing some of the compensations paid (including external compensation) and suspending bonuses.

2. Basic policy for the Audit and Supervisory Board Members Remuneration

The remuneration for Audit and Supervisory Board Members consists of a fixed (monthly) remuneration only, given their role to supervise the Company from an independent stance.

Remuneration standards are set under consultation with the Company's statutory auditors, taking into account remuneration levels at other companies as researched by a third-party research institute employed by the Company.

The retirement allowance system was terminated in 2004.

In light of the current harsh management conditions, we are reducing some of the compensations paid (including external compensation) .

[Support System for Outside Directors and/or Audit and Supervisory Board Members]

The Executive Secretary Office, and the General Administration, serve as contact points for supporting Outside Directors, while the Audit and Supervisory Board Members Office serves as the contact point for supporting Outside Audit and Supervisory Board Members. These departments coordinate with relevant departments within the Company.

The General Administration serves as the secretariat of the Board of Directors. The office provides explanations beforehand to Outside Directors and Outside Audit and Supervisory Board Members on the agenda of the Board of Directors to confirm whether there are any requests relating to “Additional information requiring discussion by the Board of Directors” or other matters requiring explanation. Additional information and supplementary explanations in advance are provided as required.

The Audit and Supervisory Board Members Office, which is the secretariat for the Audit and Supervisory Board, coordinates with departments related to the Audit and Supervisory Board Members Office when Outside Audit and Supervisory Board Members request additional information and sets up opportunities to provide explanations.

[Retired presidents/CEOs holding advisory positions (sodanyaku, komon, etc.)]

Information on retired presidents/CEOs holding advisory positions (sodanyaku, komon, etc.)

Name	Position	Assignment	Employment terms (Full/part-time, with/without compensation, etc.)	Retirement Date	Term of Assignment
Akio Kondo	Honorary Senior Advisor	Advisor of the Japan Aeronautic Association	Part-time, without compensation	29 June 1995	one year
Yoshizaburo Nomura	Honorary Senior Advisor	Chairman of the Japan Aeronautic Association	Part-time, without compensation	31 March 2005	one year
Yoji Ohashi	Senior Advisor to the Board of the Company	External affairs such as Business Community Relations	Part-time,, with compensation	31 March 2015	one year

Number of retired presidents/CEOs holding
advisory positions (sodanyaku, komon, etc.)

3

Others

- They are dedicated to external activities beneficial for the advancement of the Company and the airline industry, are not involved in any managerial decisions. Therefore, the Company believes there are no governance issues.
- The “President’s retirement date” indicates the date of the retirement of the Company’s President or Vice Chairman.

2. Matters on Functions, including Business Execution, Auditing, Oversight, Nomination and Remuneration Decision-making (Overview of Current Corporate Governance System)

Overview of Current System

1. Holding Company Structure

Given that it is essential to maintain a management structure that can effectively leverage its competitive strength, the Company has adopted a holding company structure whereby group companies can swiftly carry out decision-making and where the Company is able to supervise and monitor business execution by group companies.

Under the holding company structure, directors and other executive officers with vast experience and a high level of expertise are positioned at each group companies. Authority to manage group companies is

delegated to ensure flexible and effective business execution.

2. Company with Company Auditors

The Company has adopted a company with company auditors a, whereby the Board of Directors and Audit and Supervisory Board Members supervise, monitor and audit the execution of duties carried out by Directors. Furthermore, the Company has made efforts to strengthen the supervisory function of the Board of Directors through the appointment of several Outside Directors, and the auditing function of the Audit and Supervisory Board through the appointment an of full-time Outside Audit and Supervisory Board Member.

3. Corporate Executive Officer System

The Company has adopted an Executive Officer System to clarify the responsibilities and authority for swift decision-making and business operations. Under this scheme, directors are in charge of making management decisions and supervising and monitoring business execution. Meanwhile, executive officers are responsible for business execution.

Board of Directors

The Board of Directors of the Company determines the Group's management policy and goals, while also taking on the role of overseeing management and business execution for each group company.

Meetings of the Board of Directors are chaired by the Chairman of the Board and attended by all Directors, including Outside Directors, as well as all auditors, including Outside Auditors.

Personnel Advisory Committee and Remuneration Advisory Committee are advisory committee to the Board of Directors. The majority of members on these committees are Outside Directors and outside experts. There have been 12 meetings of the Board of Directors during the previous fiscal year.

Personnel Advisory Committee is composed of four members—three Outside Directors and one Internal Director. It discusses the appointment of candidates to the post of director as well as the dismissal of directors, and reports to the Board of Directors. In order to ensure fairness and transparency in the process of selecting candidates for the post of director, the Committee is chaired byan Outside Director, and has met four times during the previous fiscal year.

Remuneration Advisory Committee is composed of six members—three Outside Directors, one Outside Audit Supervisory Board Member, one Internal Director and one outside expert. It discusses directors' remuneration. and reports to the Board of Directors. These discussions take into account remuneration levels at other companies based on the findings of a third-party research institute employed by the Company. In order to ensure fairness and transparency in the process of deciding remuneration, the Committee is chaired by an Outside Director, and has met three times during the previous fiscal year.

Business Execution Functions

Acting in a complementary role to the Board of Directors is the “Group Management Committee”. This Committee was set up separately from the Company's statutory institutions to

allow matters to be discussed quickly and in greater detail. It is chaired by the President & Representative Director and consists of seven full-time directors, three full-time auditors, and the presidents of individual group companies, etc. nominated by the Chairman, and has met seventy-nine times during the previous fiscal year.

Audit Functions

1. Audits by Audit and Supervisory Board Members

The Audit and Supervisory Board consists of five members, appointed for their vast experience and high level of expertise, which is required to conduct audits to ensure the healthy development of the Company and to bolster the trust society has in the ANA Group.

In the previous term, the Audit & Supervisory Board held 13 meetings, with 5 Audit & Supervisory Board members having attended all of the meetings (1 member attended all meetings until their resignation, while another director attended all meetings that took place following their assumption of the position). The Audit and Supervisory Board reports and consults on audit policy, audit plans and key matters concerning audits, as well as making decisions on the same. Each Audit & Supervisory Board member and the Audit & Supervisory Board as a whole, while utilizing remote environments, implemented 119 site visits in FY2020 for our Group companies, including the Company itself, in accordance with the applicable audit policies and plans. In addition, they met with our Representative Director (four times), the Representative Director of All Nippon Airways Co., Ltd. (three times), and Directors (three times) to exchange opinions; held interviews with the presidents of key subsidiaries (ten times with ten different companies) and have acquired sufficient amounts of information pertaining to the work execution conditions of the Company and each Group companies' executive departments by holding a Group Audit & Supervisory Board Member communication meeting (for twice), among other methods. As for part-time Audit & Supervisory Board Members, they are awaiting opportunities to deepen their knowledge regarding the work conducted by the Group, such as inspections of new airport facilities, participation in visits of ANA's headquarter departments, and participation in direct interview meetings (three times) with the employees of our offices.

Furthermore, in light of the importance of the three-way audit, the members of the Audit and Supervisory Board consulted with the accounting auditors (ten times) and held regular meetings with the Internal Audit Division (twelve times) to encourage close cooperation with one another and ensure a broader range of information sharing and exchange of ideas, in a bid to improve audit quality and efficiency.

2. Internal Audits

The Internal Audit Division (comprised of 11 members as of April 1, 2021), which reports directly to the President & CEO, audits operations and accounts of ANA HOLDINGS INC. and the group companies, and conducts evaluations from an independent, objective perspective, which correspond to the stipulation in the Financial Instruments and Exchange Act on the reporting system for the internal control of financial reporting within the Group.

There are two types of audit: (i) regular audits that are carried out under the annual plan formulated in response to the findings of risk analyses; and (ii) intermittent audits that are carried out as required under instruction from the management, etc. Audit findings are reported to the President every month, and important matters are reported to the auditors as required. In addition, audit findings are reported to the Board of Directors once every six months. Information on any important events related to accounting or finance, etc. that are detected through an audit are submitted to the Accounting Auditor via the Finance Division and every effort is made to ensure mutual cooperation to obtain guidance and advice, etc. as needed.

During the previous fiscal year, thirty audits were conducted within the Group, with priority assigned to following audit items: the Group Management Plan, consistency in divisional action plans, and the operational management of divisions. Furthermore, with regard to the reporting system for the internal control of financial reporting within the Group as stipulated in the Financial Instruments and Exchange Act, the effectiveness of the Company and individual group companies are evaluated in terms of company-wide controls, business process controls, controls on the financial reporting process, and general IT controls.

3. Accounting Auditors

Account auditing is entrusted to the certified public accountants affiliated with Deloitte Touche Tohmatsu LLC.

The audit is conducted over a continuous period of three years and the accountants carrying out the work are Executive Manager Yoshio Sato, Executive Manager Hirotsugu Mizuno, and Executive Manager Kenji Akiyama.

In addition, the audit fees include the services of assistants who are made up of eleven certified public accountants and thirty other staff.

Nomination

1. Directors

Directors are selected from candidates inside and outside the company that have the potential to strengthen appropriate policy-making, decision-making and oversight befitting “an airline group operating diverse global businesses mainly in air transportation.” Potential candidates are honest in character, possess vast experience, deep insight and an advanced-level of expertise. The selection is made within the scope of relevant laws such as the Civil Aeronautics Act, and regardless of factors such as gender or nationality.

In addition to the Chairman who chairs the Board of Directors, the President & CEO, and the CFO, internal directors are selected from candidates that include the President & CEO of ALL NIPPON AIRWAYS CO., LTD, the core company of the Group, corporate executive officers responsible for managing overall Group operations, and group companies’ directors that are familiar with Group businesses. Several Outside Directors are selected from among candidates that possess a practical viewpoint based on their vast experience in corporate management or from among candidates that have

a global or community-oriented viewpoint owing to a high level of knowledge about social and economic trends, and who are independent from the Company (based on separately established “Independence Guidelines”).

2. Audit and Supervisory Board Members

Audit and Supervisory Board Members are selected from several candidates inside and outside the ANA Group that possess the vast experience and high level of expertise required to conduct audits to ensure the achievement of healthy development and to bolster the trust society has in the ANA Group. Selection of candidates is made regardless of gender, nationality, or other factors. Note that a minimum of one person with adequate knowledge of finance and accounting is also selected.

Internal Audit and Supervisory Board Members are selected from among candidates with knowledge and experience in areas including corporate management, finance, accounting, legal affairs, risk management, and the operation of the airline business, and who are capable of gathering information from inside the Group.

Outside Audit and Supervisory Board Members are selected from candidates that are independent from the Company (based on separately established “Independence Guidelines”) and who possess a high level of knowledge in various areas.

Determination of Remuneration

The Board of Directors decides on director remuneration, taking into account reports by the Remuneration Advisory Committee. The total amount of director remuneration shall be within the scope of the amount approved at the Ordinary General Meeting of Shareholders.

The Remuneration Advisory Committee is an advisory committee to the Board of Directors. The majority of members on this committee are Outside Directors and outside experts. This committee establishes the remuneration system and standards for director remuneration taking into account remuneration levels at other companies based on the findings of a third-party research institute employed by the Company.

3.Reasons for Adopting the Current Corporate Governance System

The Group has introduced a company with company auditors to sustain fair, equitable, and transparent corporate governance, and to enhance corporate value by conducting efficient business operations within the Group.

The term of office for directors is one fiscal year. The Company appoints several directors, including three Outside Directors. There are 15 members on the Board of Directors that handle business execution and five auditors on the Audit and Supervisory Board to properly leverage auditing functions. In this manner, the Company has developed a reliable governance system for supervising and monitoring management and which also includes an accounting auditor.

III. Implementation of Measures for Shareholders and Other Stakeholders

1. Measures to Activate the Ordinary General Meeting of Shareholders and to Ensure the Smooth Exercise of Voting Rights

	Supplementary Explanations
Early Notification of the Ordinary General Meeting of Shareholders	The Notice of the Ordinary General Meeting of Shareholders is sent Three Weeks Prior to the Meeting, in principle.
Scheduling AGMs Avoiding the Peak Day	Stay away from Peak Day as much as possible, but it may cause due to site reason.
Allowing Electronic Exercise of Voting Rights	Offered
Participation in Electronic Voting Platform	The Company participates in the electronic voting platform operated by ICJ.
Providing Convocation Notice in English	Prepares English translations (full-text).
Other	The Company posts the Notice and Resolutions of the Ordinary General Meeting of Shareholders and a video of the meeting on its website. https://www.ana.co.jp/group/en/investors/irdata/shareholders/ https://www.ana.co.jp/group/investors/irdata/shareholders/

2. IR Activities

	Supplementary Explanations
Preparation and Publication of Disclosure Policy	Uploaded on the website https://www.ana.co.jp/group/en/investors/management/disclosure.html https://www.ana.co.jp/group/investors/management/disclosure.html
Regular Investor Briefings for Individual Investors	Held around 15 times a year at various cities in Japan.
Regular Investor Briefings for Analysts and Institutional Investors	Explain Financial Results, corporate strategy and briefing about group company business.
Regular Investor Briefings for Overseas Investors	Briefings are held several times a year.
Overseas Investors	

Posting of IR Materials on Website	The Company posts summaries of quarterly financial statements, Securities Reports, and Quarterly Reports, Annual Report, Fact Book, as well as stock information, financial data, monthly numbers of passengers, and other matters on its website. Videos of financial results meetings and the General Meeting of Shareholders are transmitted over the website. https://www.anahd.co.jp/en/investors/ https://www.anahd.co.jp/investors/
Establishment of Department and/or Manager in Charge of IR	The Company has established Investor Relations team within the Finance, Accounting, Investor Relations & Business Management department. By explaining the corporate strategies and financial results, the Company has been working to raise transparency and recognition of management.
Other	A bulletin containing the latest business information and topics is published to all shareholders on a quarterly basis. A new website for shareholders was established, and various information is communicated to shareholders.

3. Measures to Ensure Due Respect for Stakeholders

	Supplementary Explanations
Stipulation of Internal Rules for Respecting the Position of Stakeholders	The Company established the Social Responsibility Guidelines, which is the code of conduct for executives and regular employees, and exhibits the action which should be taken towards the stakeholders. The guideline is well known to all employees and e-learning has been an education activity.
Implementation of Environmental Activities, CSR Activities etc.	We believe that enhancing ESG initiatives is absolutely essential toward realizing the sustainable growth of corporate value, and as an airline company we will continue our efforts to reduce our impact on the environment, and have set long to medium-term goals ; <ul style="list-style-type: none"> - Achieve net zero emissions from aircraft operations by FY2050. - By FY2030, reduce total CO2 emissions from aircraft operations to be less than or equal to the levels of FY2019. - The increased use of SAFs (sustainable aviation fuel: a new type of jet fuel produced from sustainable sources with low CO2 emissions throughout the entire process from production and collection of raw materials to combustion) which contributes greatly to reducing carbon impact, will be at the core of ANA HD's CO2 emission reduction measures and will continue our support to build a mass production system in Japan. Furthermore, the ANA Group, in order to ensure respect for human rights in its business operations, has been aiming to reduce human rights risks in

	<p>various areas, including our supply chain by upholding the “UN Guiding Principles on Business and Human Rights” and issued our first Human Rights Report in Japan in 2018. The Group has continued to issue these reports annually since then.</p> <p>Our Group is the only airline to be rated the Gold Class, the highest rating, in S&P Sustainability Award with respect to our ESG initiatives. Also we have been selected for the DJSI World Index and the FTSE 4Good Index both in the previous term</p>
Development of Policies on Information Provision to Stakeholders	The Group has been formulated the Social Responsibility Guidelines, enrich appropriate and timely disclosure of information and enhance information quality through Annual Report and website.
Other	<p>1. Corporate Sustainability Office which in charge of promoting ESG in the Company, unifies internal control system and promote Human Rights, Environmental and Social Activities. In addition, the Group companies’ executives are responsible for promoting ESG activities in each company, based on group-wide policies which is approved by the Group ESG Management Promotion Committee, steering committee for ESG Promotion.</p> <p>https://www.ana.co.jp/group/en/csr/</p> <p>https://www.ana.co.jp/group/csr/</p> <p>2. The most recent composition of directors consists of nine males and one female.</p> <p>3. In “ANA’s Way” the Group pledges to promote diversity as an important management theme to utilize human resources that transcend race, age, gender and personal values. In particular, women are taking on important roles in aircraft operations, sales, customer services, and others to raise qualities with their skills and experiences. The Company believes it is important to maintain diverse perspectives, sensibilities and values to meet broader customer needs, to respond with service strategies, and to hone the ANA brand. According, it is essential that women play a bigger role in the Company.</p> <p>The Group is moving forward with the establishment of systems and schemes to create an environment that will support women who aim for a long and autonomous career and help maintain a balance between work and the home. ANA HOLDINGS INC. appointed one female director and the Group has appointed 24 female Directors (including 2 President & CEO)</p>

IV. Matters Related to the Internal Control System

1. Basic Opinions on Internal Control System and the Progress of System Development

(1) System to Ensure that Duties Executed by Directors and Employees are in Compliance with the Law and Articles of Incorporation

- The Company enacted the ANA Group Compliance Rules and established the Group ESG Management Promotion Committee, which is under the direct supervision of the President & CEO for the discussion, proposal, and promotion of important policies and matters related to compliance. The Company also formulated the Social Responsibility Guidelines, which are a code of conduct for directors of the ANA Group, to establish an environment that will allow all directors and employees to view these guidelines.
- The Company has been developing systematic compliance systems by establishing the Compliance Hotline for consultations and whistleblowing related to compliance, and the Internal Audit Division.
- ANA HOLDINGS INC. and its subsidiaries appoint ESG Promotion Officers and ESG Promotion Leaders to implement activities that raise compliance awareness among executives and employees. The Company also launched a ESG website on the Group intranet to further promote compliance awareness.

(2) System for Storing and Managing Information Related to the Execution of Duties by Directors

- Information related to the execution of duties by directors, including important decision making by the Board of Directors and reporting to the Directors, are managed in accordance with the law and the document management regulations governing the preparation, organization, storage and disposal of documents, and irrespective of recording media. Such information is stored in a manner that directors and employees can retrieve and view it at any time.
- Important documents are circulated among the Audit and Supervisory Board Members, for access at any time.
- The Internal Audit Division conducts internal audits concerning storage and management of documents to ensure efficiency.

(3) Rules and Other Systems Regarding Management of Loss Risk

- In accordance with the ANA Group Total Risk Management Regulations, which stipulate basic rules for total risk management in the Group, the Company has established the Group ESG Management Promotion Committee (composed of full-time directors and Audit and Supervisory Board Members) and its subordinate organization, the Risk Management Committee (comprised mainly of executive officers and other persons in charge of executing duties) to discuss, propose and promote important policies and issues concerning total risk management under the supervision of the President & CEO. Subcommittees shall be established that specialize in certain types of risks, such as the Risk Management Subcommittee, the Security Trade Control Subcommittee and the Information Security Subcommittee.
- ESG Promotion Officer and ESG Promotion Leader are appointed in the Company and its subsidiaries to promote risk management activities within the Group.

(4) System for Ensuring Efficient Business Execution by Directors

- The Company established a Mission Statement to clarify the raison d'être of the ANA Group and the roles it plays. In addition, the Management Vision guides the Group to its goals.
- The Company shall introduce systems that set earnings goals of each director based on group corporate strategies and other plans, to achieve its Management Vision. This allows the Company to clarify necessary goals and link together individual targets. In addition, the Company shall step up efforts for more appropriate and efficient performance through regular reviews of each plan and targets.
- The Company shall establish regulations, including the Regulation for Segregation of Duties and Regulation for Authority of Management, that govern the division of labor, authority and responsibility for the execution of duties, and chain of command, to clarify the scope of each directors authority and discretion.
- The Company plans to adopt the Corporate Officer System to speed up its decision-making. Important agendas concerning the implementation of duties are discussed at the Group Corporate Strategy Committee and are decided upon based on a council system.

(5) System for Ensuring Appropriate Business Operations by the Company and its Subsidiaries

(a) System for Reporting to the Company on Matters Concerning the Execution of Duties by Subsidiary Directors

- The Group Strategy Committee reports on matters related to the status of business execution at subsidiaries. Furthermore, the status of auditing by subsidiaries Audit and Supervisory Board Members is a matter that is reported to the Group Strategy Committee.

(b) Rules and Other Systems Concerning the Management of Loss Risk at Subsidiaries

- The Company aims to enhance the stability and efficiency of group management by building a comprehensive risk and crisis management system that encompasses the entire Group in accordance with the Total Risk Management Regulations.
- To manage progress, the status of the risk management and crisis management system is reported to the Group ESG Management Promotion Committee.
- ESG Promotion Leader Meetings are regularly held for ESG Promotion Leaders at subsidiaries who are in charge of promoting ESG activities, to share information and provide training on risk and crisis management.

(c) System for Ensuring the Efficient Execution of Duties by Directors at Subsidiaries

- In accordance with the Mission statement, the Group Corporate Governance Rules shall be enacted as basic principles on the management of subsidiaries.
- Group Management Rules shall be established at each subsidiary in accordance with the Group Corporate Governance Rules, to ensure that group companies conduct corporate management necessary for achieving the performance targets of each subsidiary.

(d) System for Ensuring Compliance with Laws, Regulations and Articles of Incorporation by Directors, etc. and Employees of Subsidiaries

- The Company promotes education and raises awareness on compliance issues in accordance with the Group Compliance Rules.

- The Company shall establish the Internal Audit Division to conduct audits of operations and accounting at ANA HOLDINGS INC. and its subsidiaries.
- (6) Matters Regarding Employees who Assist Audit and Supervisory Board Members in their Duties in Cases where Audit and Supervisory Board Members Request Appointment of such Employees**
- The Board of Directors shall establish the Audit and Supervisory Board Members Office as an organization that specializes in assisting the duties of auditors at their request. The office dispatches the employees necessary to assist the Audit and Supervisory Board Members.
- (7) Matters regarding Independence from Directors of the Employees Described in the Preceding Item (6) and Matters Regarding the Effectiveness of Audit and Supervisory Board Members' Instructions to Such Employees**
- Employees in the Audit and Supervisory Board Members Office shall comply with the instructions and orders of the Audit and Supervisory Board Members, and directors shall decide on the treatment of such employees through consultation with Audit and Supervisory Board Members.
- (8) System of Reporting to the Company's Audit and Supervisory Board Members**
- (a) System of Reporting from Directors and Employees to the Audit and Supervisory Board Members**
- Directors and employees report to Audit and Supervisory Board Members on important agendas concerning the management and business operations of the Company, including issues related to compliance, risk management and internal control, as well as on performance of duties, etc., through the Board of Directors meetings, the Group Strategy Committee, and other important internal meetings.
 - Employees report on the implementation of duties to Audit and Supervisory Board Members by circulating internal documents sent with management's approval, in accordance with rules governing the request for decisions.
- (b) System of Reporting to Audit and Supervisory Board Members by Directors, Employees Executing Business Operations at Subsidiaries, and Employees Receiving Reports**
- In accordance with the Total Risk Management Rules, the Company requires important events in its subsidiaries to be reported to the Company, and that the Company reports the content to the Audit and Supervisory Board Members.
 - Full-time Audit and Supervisory Board Members at ANA HOLDINGS INC. and Audit and Supervisory Board Members at subsidiaries periodically hold Group Audit Meetings to report and exchange information on the status of audits.
 - The Internal Audit Division and the accounting auditors report and exchange information with the Audit and Supervisory Board Members on the status of audits at subsidiaries.
 - Content of inquiries and reports from subsidiaries' employees, etc. to Compliance Hotline are summarized and key items are reported to the Group ESG Management Promotion Committee and the Audit and Supervisory Board Members

(9) System for Ensuring Persons Make Reports in the Previous Item (8) are Not Treated Disadvantageously due to Making the Report

- In the Group Rules on Handling of Whistleblowing, the Company prohibits disadvantageous treatment of employees that report on illicit activities.

(10)Matters Concerning the Treatment on Disposal of Expenses and Debt Arising from the Implementation of Duties by the Company's Audit and Supervisory Board Members

- The Board of Directors cooperates with the Audit and Supervisory Board Members' audits. As for the various expenses related to the audit, budgetary actions shall be implemented to ensure the efficiency of the audit.

(11) Other Systems for Ensuring Effectiveness of Auditing by the Company's Audit and Supervisory Board Members

- Directors and Audit and Supervisory Board Members shall hold regular meetings to ensure sufficient communication. Audit and Supervisory Board Members shall attend Board of Directors meetings, participate in the Group Strategy Committee and other important meetings, and directly comment on the execution of duties by directors.
- Directors shall cooperate in building a system for more effective auditing through the joint efforts of the Audit and Supervisory Board Members and "the Internal Audit Division".

2. Basic Views on Eliminating Anti-Social Forces

(1) Basic View

The Company counters Anti-Social Forces resolutely and holds shutting down relations with them as a basic principle. The Company ensures group-wide awareness of this, which is clearly stated in the Social Responsibility Guidelines, the code of conduct for our officers and employees.

(2) System Development

- To ensure a clean break with Anti-Social Forces, the Company's Social Responsibility Guidelines, which are released on the Group intranet for group-wide awareness, provide explanations and specific examples of actions to take.
- Based on the ANA Group Rules for Responding to Anti-Social Forces, the Company has established a Cooperate Response Section at the headquarters in order to share information on Anti-Social Forces and how to respond to them with each department of the Group and Group companies in order to prevent transactions with Anti-Social Forces.
- The Company is working to build an organized system of response by posting in each department and Group company those responsible for undue claims prevention based on law to allow the Company to respond as outlined in the Manual on Prevention of Undue Claims.
- Through groups such as local police stations, centers for the elimination of criminal organizations, and the Special Anti-Crime Association affiliated with the Metropolitan Police Department, the Company will conduct effective information exchange, gather that data, exchange information in an organized fashion, and build a cooperative system with external professional organizations such as lawyers.

V. Other

1. Adoption of Anti-Takeover Measures

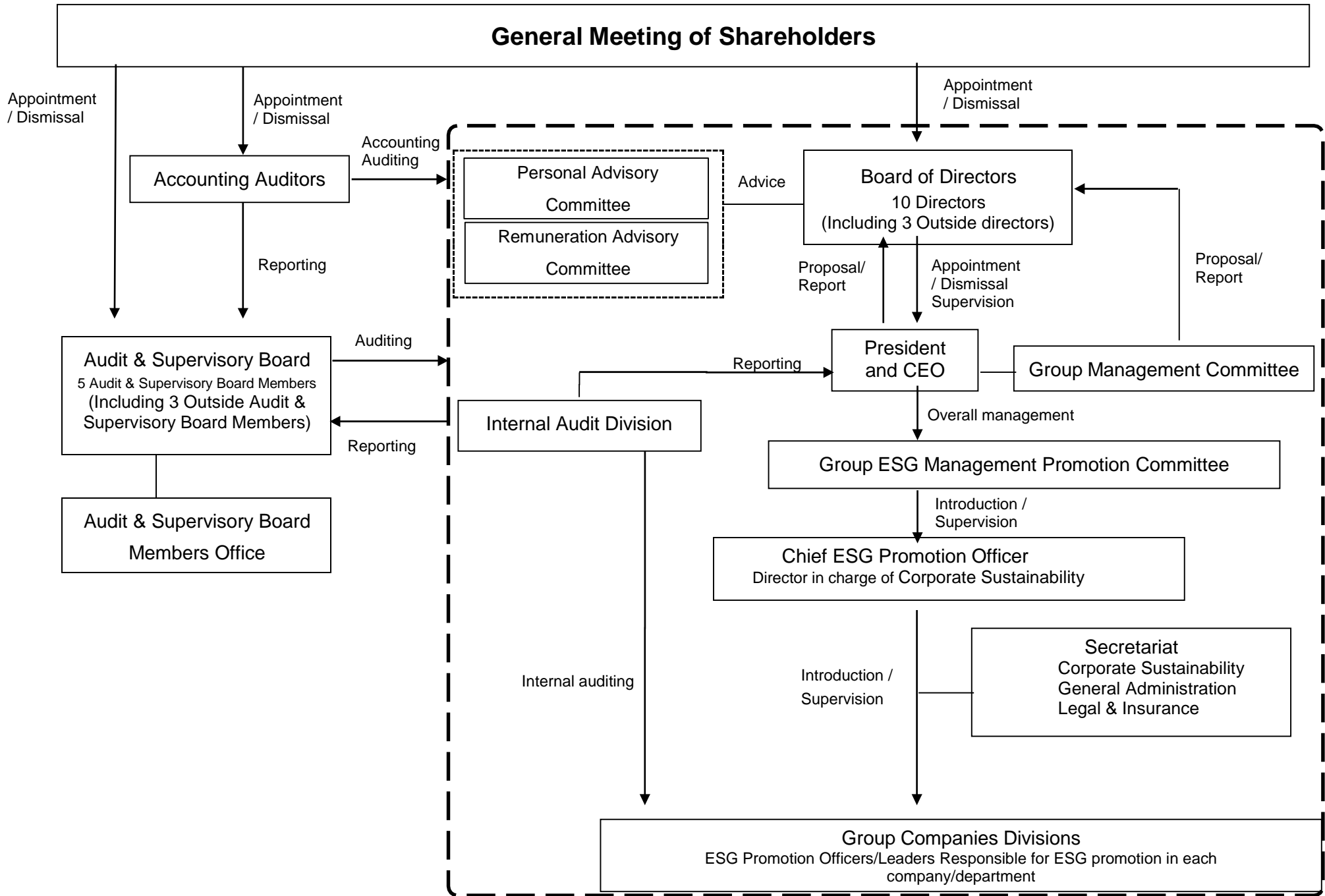
Adoption of Anti-Takeover Measures	Not Adopted
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Supplementary Explanation

None

2. Other Matters Concerning to Corporate Governance System

None



System Pertaining to Timely Disclosure

