

## Labor Practices

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### Employee data

		2020	2021	2022	2023	2024
Number of group employees *		45,849	46,580	42,196	40,507	41,225
	Data coverage	%	100	100	100	100

\* As of March 31 of each year

### Diversity

Ratio of male in total workforce	%	46.6	
Ratio of female in total workforce	%	53.4	
Ratio of female managers	%	20.3	FY2029 target: 30%
Ratio of female in junior management positions	%	26.0	
Ratio of female in top management positions	%	11.8	FY2029 target: 30%
Ratio of female in management positions in revenue-generating functions	%	33.0	
Ratio of female in STEM-related positions	%	8.9	FY2025 target: 25%

\* As of April 1, 2024

\* Data of 38 Group companies

### Nationality data (FY2023)

Ratio of non-Japanese employees among all group employees working in Japan	%	1.7
(break down)		
Korea	%	0.4
Philippines	%	0.3
China	%	0.3
Taiwan	%	0.1
Other	%	0.6

### Gender Pay Indicators (FY2023)

Ratio of mean female salary to mean male salary		
Management level (base salary only)	%	84.5
Non-management level (base salary only)	%	72.8

\* Data of 38 Group companies

### Hiring

		FY2019	FY2020	FY2021	FY2022	FY2023 *
Total number of new employee hires		1015	843	52	46	360
Percentage of open positions filled by internal candidates (internal hires)	%	100	100	100	100	100
Average hiring cost per FTE	Ten thousand yen	41.3	58.3	40.6	19.0	14.8

\* Data up to FY2022 is for ALL NIPPON AIRWAYS CO., LTD. Data for FY2023 is for 38 Group companies.

### Freedom of Association

Labor union						
Rate of unionization*	%	82.5	83.0	83.9	83.1	82.9

\* The union membership rate for employees excluding those who represent the company's interests (Top management and middle management positions) is 100%.

\* Data of ALL NIPPON AIRWAYS CO., LTD.

### Trend of Employee Engagement

Employee engagement						
% of actively engaged employees	%	77.6	80.6	82.4	81.6	80.8
% of total group employees	%	93.5	93.7	94.9	96.1	95.9

### Training & Development Inputs (FY2023)

Training & development data		
Average hours per FTE of training and development	hours	62
Average amount spent per FTE on training and development	¥	6,533

\* Data of 38 Group companies

### Employee Turnover Rate

Turnover Rate						
Total employee turnover rate	%	3.1	4.0	4.2	3.5	3.6
Voluntary employee turnover rate	%	2.3	2.4	2.2	2.7	3.0

\* Data up to FY2022 is for ALL NIPPON AIRWAYS CO., LTD. Data for FY2023 is for 38 Group companies.

### Long-Term Incentives for Employees (FY2023)

Participation rate in employee stock ownership system		
% of total group employees	%	66.3

### Human Capital Return on Investment

	FY2019	FY2020	FY2021	FY2022	FY2023
HC ROI of ANA Group	1.17	-0.58	0.38	1.35	1.54

Absentee Rate

		FY2020	FY2021	FY2022	FY2023
Absentee rate of employees (% of total days scheduled)	%	0.02	0.01	0.02	0.57
Data coverage (as % of revenues)	%	82.8	86.7	90.1	84.2

Safety Management

Description of safety management system						
<p>Our SMS is split into four categories – ‘flight operation,’ ‘corporate staff,’ ‘customers,’ and ‘security.’ For each category, we analyse/evaluate actual and potential risk events. Countermeasures are considered/implemented by the relevant work site for low risks (Level A/B), and by the Board for high risks (Level C/D); they then monitor the results of these countermeasures and the extent to which the risk level is diminishing. The structure of the SMS is set in accordance with Japan’s safety management regulations, and has been reported to the Minister of Land, Infrastructure, and Transportation. In addition, it has been IATA Operation Safety Audit (IOSA) certified – certification is renewed every other year. In terms of our safety record, we publish an annual ‘ANA Group Safety Report’ (only in Japanese) on our website.</p>						
			FY2020	FY2021	FY2022	FY2023
Number of Passenger fatality			0	0	0	0
Number of Aircraft Accidents and Serious Incidents			1	0	2	2
	Revenue passenger-kilometers	(Millions)	14,407	21,932	58,609	79,252
	Harmonized accident rate per revenue million passenger-kilometers	%	0.00007	0	0.00003	0.00003
Number of risk events of safety risk level C or higher identified through SMS during the past two year			34	15	17	14
Rate of reducing risk level to B or below within one year through corrective measures		%	82	80	82	64

Overview of Aircraft Accidents and Serious Incidents	
FY2020	Flight attendant suffers fracture due to unexpected shaking of aircraft.
FY2021	None
FY2022	Flight attendant suffers fracture due to unexpected shaking of aircraft. The aircraft was damaged due to contact with a parked vehicle while taxiing.
FY2023	Flight attendant suffers fracture due to unexpected turbulence. The aircraft was damaged by lightning.

Satisfaction Measurement

Satisfied respondents		FY2020	FY2021	FY2022	FY2023
% of satisfied respondents out of total number of respondents to the survey	%	78	76.8	75.5	74.3
Data coverage *1	%	100	100	100	100

\*1 Data coverage: % of customers (Number of samples required for statistics ※95% Confidence Interval).

Online Strategies

		FY2020	FY2021	FY2022	FY2023
% of total customers using online services solutions/sales platform	%	73.4	76.0	72.3	71.9
% of revenues generated online	%	76.2	76.7	73.8	72.3

Customer Data Management

Results (FY2023)	
	Percentage of secondary use of customer data % 16.3
Supplement	【Definition of secondary usage】 Percentage of ANA Mileage Club members who have been active for one year and to whom we have directed promotional communications with their permission.