



February 25, 2026

Company Name: ANA HOLDINGS INC.

President and CEO: Koji Shibata

(Code number: 9202, TSE Prime Market)

Contact: Director, General Administration, Shintaro Takano

(TEL: +81-3-6748-1001)

## **Notice Concerning Changes in Representative Directors and Other Officers**

ANA HOLDINGS INC. (the “Company”) hereby announces that its Board of Directors, at a meeting held today, resolved to make certain changes in its Representative Directors, effective April 1, 2026. The Company also resolved to change the titles and responsibilities of certain Directors, appoint Executive Officers, change the titles and responsibilities of certain Executive Officers, and nominate candidates for Directors and Audit & Supervisory Board Members to be proposed at the 81st Ordinary General Meeting of Shareholders scheduled to be held in the end of June 2026.

### 1. Reason for the Changes in Representative Directors

To restructure the management team.

### 2. Names and Titles of the New and Retiring Representative Directors

<Newly Appointed>

Name: Kimihiro Nakahori

New Title: Representative Director, Senior Executive Vice President

<Retiring>

Name: Juichi Hirasawa

Old Title: Representative Director, Senior Executive Vice President

Note: Juichi Hirasawa will assume the position of Director (without representative rights) following the retirement from the current position.

### 3. Biography of the New Representative Director

Name (Date of Birth)	Biography	Number of Shares of the Company Owned
Kimihiro Nakahori (July 14,1964)	<p>April 1988 Joined the Company</p> <p>April 2013 General Manager, General Administration, Narita Airport Branch, ALL NIPPON AIRWAYS CO., LTD.</p> <p>April 2017 General Manager of Business Management at Finance, Accounting, Investor Relations &amp; Business Management</p> <p>April 2020 Executive Officer</p> <p>April 2022 Senior Executive Officer</p> <p>June 2024 Member of the Board of Directors, Executive Vice President</p> <p>April 2025 Executive Vice President, Group CFO, and Director of Finance, Accounting, Investor Relations &amp; Business Management to present</p>	<p>3,400</p> <p>(as of January 31,2026)</p>

### 4. Scheduled Date of Appointment and Retirement

Juichi Hirasawa is scheduled to retire as Representative Director on March 31, 2026, and Kimihiro Nakahori is scheduled to be appointed as Representative Director on April 1, 2026.

### 5. Changes in Titles and Responsibilities of Certain Directors, Appointment of Executive Officers, and Changes in Titles and Responsibilities of Certain Executive Officers.

Please refer to the attached document for details regarding these changes.

### 6. Reference: New and Current Representative Directors

New Management Team	Current Management Team
President and CEO Koji Shibata	President and CEO Koji Shibata
Representative Director, Senior Executive Vice President Yoshiharu Naoki	Representative Director, Senior Executive Vice President Yoshiharu Naoki
Representative Director, Senior Executive Vice President Kimihiro Nakahori	Representative Director, Senior Executive Vice President Juichi Hirasawa

<Attachments>

Attachments 1 : Changes to Members of the Board, Corporate Executive Officers and Members of the Audit & Supervisory Board of ANA HOLDINGS INC. as of April 1, 2026

Attachments 2 : Changes to Members of the Board, Corporate Executive Officers and Members of the Audit & Supervisory Board of ANA HOLDINGS INC. to become effective after the Ordinary Shareholders Meeting at the end of June 2026

End of document

Changes to Members of the Board, Corporate Executive Officers and  
Members of the Audit & Supervisory Board of ANA HOLDINGS INC. as of April 1, 2026

## 1. Board of Directors (\*1) and Executive Officers

Name	FY2026		FY2025	
	Title	Responsibilities	Title	Responsibilities
Shinya Katanozaka	Member of the Board, Chairman	Chair of the Board of Directors	Member of the Board, Chairman	Chair of the Board of Directors
Koji Shibata	Representative Director, President and CEO	Chair of the ANA Group Management Committee, Group ESG Management Promotion Committee, Internal Audit, and Chairman of ALL NIPPON AIRWAYS CO., LTD.	Representative Director, President and CEO	Chair of the ANA Group Management Committee, Group ESG Management Promotion Committee, Internal Audit, and Chairman of ALL NIPPON AIRWAYS CO., LTD.
Yoshiharu Naoki	Representative Director, Senior Executive Vice President	Group CHO (Chief Human Resource Officer, Human Resources, and Employee Relations), and Corporate Strategy	Representative Director, Senior Executive Vice President	Group CHO (Chief Human Resource Officer, Human Resources, and Employee Relations), and Corporate Strategy
Kimihiro Nakahori	<u>Representative Director, Senior Executive Vice President</u>	Group CFO (Chief Financial Officer, Finance, Accounting, and Investor Relations & Business Management), Director of Finance, Accounting, and Investor Relations & Business Management	Member of the Board, Executive Vice President	Group CFO (Chief Financial Officer, Finance, Accounting, and Investor Relations & Business Management), Director of Finance, Accounting, and Investor Relations & Business Management
Jun Taneie	Member of the Board, Executive Vice President	Chair of Group ESG Management Promotion Committee, Group Risk & Compliance, Legal & Insurance, and General Administration	Member of the Board, Executive Vice President	Chair of Group ESG Management Promotion Committee, Group Risk & Compliance, Legal & Insurance, and General Administration
Juichi Hirasawa	<u>Member of the Board</u>	<u>President and CEO of ALL NIPPON AIRWAYS CO., LTD.</u>	Representative Director, Senior Executive Vice President	Government & Industrial Affairs, Executive Secretariat, and Economic Security
Ado Yamamoto	Member of the Board(*2)	Independent Outside Director	Member of the Board	Independent Outside Director
Eijiro Katsu	Member of the Board	Independent Outside Director	Member of the Board	Independent Outside Director
Masumi Minegishi	Member of the Board	Independent Outside Director	Member of the Board	Independent Outside Director
Yukari Inoue	Member of the Board	Independent Outside Director	Member of the Board	Independent Outside Director
Hidekazu Yoshida	Executive Vice President	Group CPO (Chief Procurement Officer), <u>Group IT Management</u> , Director of Procurement & Facilities	Executive Vice President	Group CPO (Chief Procurement Officer), Director of Procurement & Facilities
Yasuko Kato	Executive Vice President	Group CIO (Chief Information Officer), Data,	Executive Vice President	Group CIO (Chief Information Officer), Data, and Director of Group IT Management
Yoshiaki Tsuda	Executive Vice President	Director of Future Creation	Executive Vice President	Director of Future Creation
Hidekazu Isono	Executive Vice President	Director of Corporate Strategy	Executive Vice President	Director of Corporate Strategy
Shinichi Hayase	Executive Vice President	Group CDO (Chief Diversity, Equity & Inclusion Officer), Corporate Communications & Branding, <u>Government &amp; Industrial Affairs, Executive Secretariat, and Economic Security</u>	Executive Vice President	Group CDO (Chief Diversity, Equity & Inclusion Officer), Corporate Communications & Branding
Katsutoshi Yamamoto	Executive Vice President	Director of Executive Secretariat	Executive Vice President	Director of Executive Secretariat
<u>Yasushi Sasaki</u>	<u>Executive Vice President</u>	<u>ANA Economic Sphere, Director of Business Strategy</u>	---	(Executive Vice President, ALL NIPPON AIRWAYS CO., LTD)
<u>Naohiro Terakawa</u>	<u>Executive Vice President</u>	<u>Okinawa Region, Director of Airline Management</u>	---	(Executive Vice President, ALL NIPPON AIRWAYS CO., LTD)
Mayumi Ejima	Executive Vice President	Director of DEI Promotion	Executive Vice President	Director of DEI Promotion
Tomoko Hoya	Executive Vice President	Group CSO (Chief Sustainability Officer), and Director of Corporate Sustainability	Executive Vice President	Group CSO (Chief Sustainability Officer), Legal & Insurance, General Administration and Director of Corporate Sustainability

\*1. Members of the Board are subject to reappointment at the General Shareholders' Meeting scheduled to be held at end of June

\*2. Ado Yamamoto will resigning at the General Shareholders' Meeting scheduled to be held at end of June

## 2. Audit &amp; Supervisory Board Members

Name	FY2026	
	Title	
Shin Kikuchi	Outside Audit & Supervisory Board Member	
Ichiro Fukuzawa	Audit & Supervisory Board Member	
Emiko Kajita	Audit & Supervisory Board Member	
Eiji Ogawa (*3)	Outside Audit & Supervisory Board member (*3)	
Yukiko Mitsuhashi	Outside Audit & Supervisory Board member	

\*3. Eiji Ogawa will resigning at the General Shareholders' Meeting scheduled to be held at end of June

As of March 31, 2026, the following Member of the Board will be resigning.

Name	FY2026	FY2025
Shinichi Inoue	As of April 1, Senior Advisor, ANA HOLDINGS INC.	Member of the Board

As of March 31, 2026, the following Executive Vice President will be resigning.

Name	FY2026	FY2025
Yuzo Hara	As of April 1, Executive Vice President, ALL NIPPON AIRWAYS CO., LTD	Executive Vice President
Tadashi Matsushita	As of April 1, Member of the Board Executive Vice President, ALL NIPPON AIRWAYS CO., LTD	Executive Vice President
Shinya Kanda	As of April 1, Executive Vice President, ALL NIPPON AIRWAYS CO., LTD	Executive Vice President
Masashi Hamade	As of April 1, Executive Vice President, ALL NIPPON AIRWAYS CO., LTD	Executive Vice President

Note: Changes are marked in red

End

**Changes to Members of the Board, Corporate Executive Officers and  
Members of the Audit & Supervisory Board of ANA HOLDINGS INC.  
to become effective after the Ordinary General Meetings of Shareholders at the end of June 2026**

Members of the board and members of the audit and supervisory board of ANA HOLDINGS INC. will be decided after the Ordinary General Meetings of Shareholders at end of June 2026.

## 1. Board of Directors (\*1) and Executive Officers

FY2026		
Name	Title	Responsibilities
Shinya Katanozaka	Member of the Board, Chairman	Chair of the Board of Directors
Koji Shibata	Representative Director, President and CEO	Chair of the ANA Group Management Committee, Group ESG Management Promotion Committee, Internal Audit, and Chairman of ALL NIPPON AIRWAYS CO., LTD.
Yoshiharu Naoki	Representative Director, Senior Executive Vice President	Group CHO (Chief Human Resource Officer, Human Resources, and Employee Relations), and Corporate Strategy
Kimihiro Nakahori	Representative Director, Senior Executive Vice President	Group CFO (Chief Financial Officer, Finance, Accounting, and Investor Relations & Business Management), Director of Finance, Accounting, and Investor Relations & Business Management
Jun Taneie	Member of the Board, Executive Vice President	Chair of Group ESG Management Promotion Committee, Group Risk & Compliance, Legal & Insurance, and General Administration
Hidekazu Yoshida	<u>Member of the Board, Executive Vice President</u>	Group CPO (Chief Procurement Officer), Group IT Management, Director of Procurement & Facilities
Juichi Hirasawa	Member of the Board	President and CEO of ALL NIPPON AIRWAYS CO., LTD.
Eijiro Katsu	Member of the Board	Independent Outside Director
Masumi Minegishi	Member of the Board	Independent Outside Director
Yukari Inoue	Member of the Board	Independent Outside Director
<u>Emi Osono</u>	<u>Member of the Board</u>	<u>Independent Outside Director</u>
Yasuko Kato	Executive Vice President	Group CIO (Chief Information Officer), Data, and Director of Group IT Management
Yoshiaki Tsuda	Executive Vice President	Director of Future Creation
Hidekazu Isono	Executive Vice President	Director of Corporate Strategy
Shinichi Hayase	Executive Vice President	Group CDO (Chief Diversity, Equity & Inclusion Officer), Corporate Communications & Branding
Katsutoshi Yamamoto	Executive Vice President	Director of Executive Secretariat
Yasushi Sasaki	Executive Vice President	ANA Economic Sphere, Director of Business Strategy
Naohiro Terakawa	Executive Vice President	Okinawa Region, Director of Airline Management
Mayumi Ejima	Executive Vice President	Director of DEI Promotion
Tomoko Hoya	Executive Vice President	Group CSO (Chief Sustainability Officer), Director of Corporate Sustainability

\*1 Subject to reappointment at the Ordinary General Meetings of Shareholders scheduled to be held at end of June

## 2. Audit &amp; Supervisory Board Members

FY2026	
Name	Title
Ichiro Fukuzawa	Audit & Supervisory Board Member
Emiko Kajita	Audit & Supervisory Board Member
Eiji Ogawa	Outside Audit & Supervisory Board member
Yukiko Mitsuhashi	Outside Audit & Supervisory Board member
<u>Shinichi Fukuda(+2)</u>	<u>Outside Audit &amp; Supervisory Board member</u>

\*2 Subject to appointment at the Ordinary General Meetings of Shareholders scheduled to be held at end of June

Note: Changes are marked in red

End