

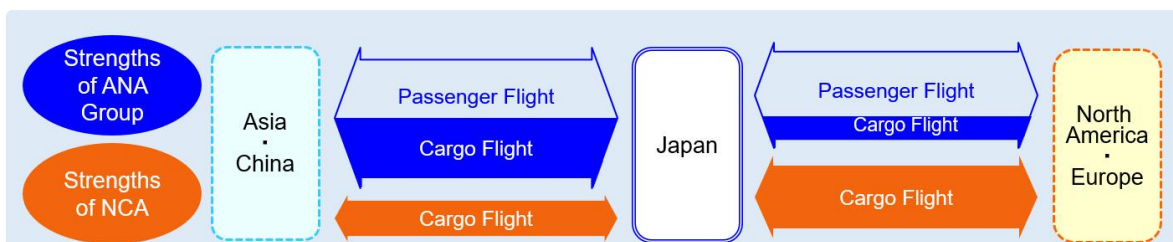
## ANA Holdings Finalizes Acquisition of All Shares of Nippon Cargo Airlines

- ANA Holdings acquired all shares of Nippon Cargo Airlines on August 1, positioning the group as Japan's largest combination passenger and cargo carrier.
- The integration of Nippon Cargo Airlines' Japan-Europe and U.S. routes with the ANA Group's international network results in an expanded global cargo network.
- The ANA Group will continue to pursue sustainable growth and contribute to society by serving as a key player in the global logistics infrastructure that supports people world wide.



**TOKYO, August 4, 2025** – After obtaining approval from the relevant authorities, ANA Holdings (ANA HD) acquired all shares of Nippon Cargo Airlines (NCA) through a simplified share exchange with Nippon Yusen Kabushiki Kaisha on August 1.

Combining NCA's large freighter network with ANA Group's extensive international network of passenger and freighter flights will bolster transport capacity between Japan and Asia, Europe and the U.S. ANA operates six Boeing 767 freighters and two Boeing 777 freighter, and NCA operates eight Boeing 747-8 freighters.<sup>※1</sup> This enhancement will not only significantly strengthen the Group's position as Japan's largest combination carrier but also elevate the ANA Group to the world's 14th largest airline group<sup>※2</sup> based on cargo transport weight.



ANA Group is a "combination carrier" that can utilize both passenger and cargo flights. By combining NCA's cargo flights, ANA Group will further strengthen the competitiveness of its cargo business with an ideal network.



### Freighter

①2 Boeing 777F  
Payload Capacity 100t  
②6 Boeing 767F  
Payload Capacity 50t



### Freighter

①8 Boeing 747-8F<sup>※1</sup>  
Payload Capacity 133t

“The strategic integration of NCA’s freighter network and specialized cargo expertise with the ANA Group’s existing infrastructure will greatly improve our capability to serve our customers’ needs,” said Koji Shibata, president and CEO of ANA HD. “We are committed to leveraging this expanded capacity and combined knowledge to deliver exceptional value in our cargo transport solutions globally.”

By combining the ANA Group’s international network with NCA’s expertise in special commodities and mass transportation using large freighters, ANA will further strengthen its high-quality and competitive services to meet diverse customers’ cargo transport needs. The ANA Group will also support customers in optimizing their supply chains or business opportunities, aiming to deliver added value through cargo transport.

The ANA Group’s profitability is expected to increase with NCA’s inclusion, as the strengthened cargo business will improve its resilience against market volatility and changes. In addition, Narita Airport is expected to enhance its functions with the construction of new runways in the near future, which will greatly increase the number of departures and arrivals. Under such circumstances, the ANA Group is committed to sustainable growth and to contributing to society as a vital logistics infrastructure supporting people worldwide.

As NCA is now a wholly owned subsidiary company through the share exchange, the financial balance sheet and income statement are planned to be consolidated from the 2nd quarter of fiscal year 2025.

※1 Apart from Boeing 747-8F, seven Boeing 747-400F owned by NCA are operated by other companies on lease.

※2 Source: IATA World Air Transport Statistics 2024

Company Name	Nippon Cargo Airlines Co., Ltd. (NCA)
CEO	Hiroyuki Homma
Headquarters	◆NARITA OFFICE NCA Line Maintenance Hangar ◆TOKYO OFFICE : Sumitomo Hamamatsucho Bldg.,
NCA Worldwide Offices	(Asia) HongKong, Singapore, Bangkok, Bangkok Airport, Shanghai, Shanghai Airport, Taipei (US) Chicago, San Francisco, Los Angeles, New York, Atlanta, Anchorage, Dallas Fort Worth (Europe) Amsterdam, Milan, Frankfurt
Foundation	1978. 9. 27
Employee	950 (As of 2025. 8)
Freight	(Operated by NCA) 8 Boeing 747-8F (On lease) 7 Boeing 747-400F (As of 2025. 8)
Number of Destinations	12 (As of 2025. 8)

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#### About ANA HOLDINGS

ANAHD was established in 2013 as the largest airline group holding company in Japan, comprising 70 companies. It offers three distinct airline brands: ANA, Peach, the leading LCC in Japan, and AirJapan, launched in 2024 for international routes covering Asia.

ANA’s legacy of superior service has earned SKYTRAX’s 5-Star rating every year since 2013, making it the only Japanese airline to win this prestigious designation for 12 consecutive years.

In 2025, ANA was honored with FlightGlobal’s Executive Leadership: Asia-Pacific Award for its visionary leadership and strategic growth.

ANA is also a four-time recipient of the ATW Airline of the Year award, recognized for excellence in aviation.

ANAHD has been selected as a member of the Dow Jones Sustainability World Index list for eight consecutive years and the Dow Jones Sustainability Asia Pacific Index list for nine consecutive years.

For more information about ANA and ANA HD, please visit: <https://www.ana.co.jp/group/en/>