



CSR—Basic Perspective and Promotion

In April 2007, the ANA Group established a CSR Promotion Division with the objective of further enhancing corporate value by mobilizing the entire Group in the areas of society, the environment, and sustainable co-existence.

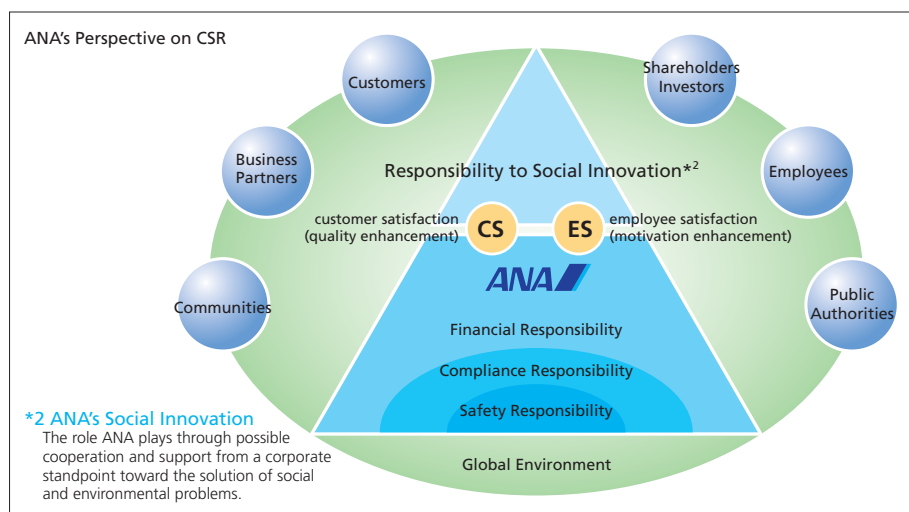
Basic Perspective

The ANA Group has a diverse range of stakeholders—customers, shareholders and investors, employees, business partners, and local communities. The purpose of our CSR activities is to fulfill our responsibility to stakeholders by clearly communicating with them, allowing us to co-exist with society in a sustainable manner while enhancing corporate value.

CSR means that each ANA Group member understands and follows the ANA Group Philosophy, thereby giving all stakeholders a sense of security and trust. In addition to our underlying commitment to safety, we will fulfill our responsibilities to stakeholders in the following three steps:

1. We will fulfill our economic responsibility*¹ by ensuring safety and compliance (the base line).
2. To improve quality and employee motivation, we will fulfill our responsibility to customers by enhancing CS (Customer Satisfaction) and to employees by increasing ES (Employee Satisfaction).
3. We will fulfill our responsibility for social innovation*² by helping to solve social and environmental issues.

*¹ Economic responsibility entails implementing thorough risk management and operating the business effectively and efficiently. Together with compliance responsibility, the internal control system is reinforced.



Strengthened CSR Promotion

Since 2004, CSR at the ANA Group was promoted through a conference body and its executive office. In April 2007, a CSR Promotion Division was established to coordinate CSR activities throughout the ANA Group, and in August, we further strengthened the system by reorganizing a Risk Management Committee, Compliance Committee and Environment Committee, all under the CSR Promotion Committee, the supreme decision-making body for CSR promotion, supervised by the President and

chaired by the Executive Vice President.

Further, by incorporating the departments of Risk Management, Legal Affairs, and Environmental and Social Affairs, the CSR Promotion Division consolidates organizations related to internal control and environmental and social contributions; the previously dispersed risk management and compliance functions are now consolidated in the new Risk Management Department, enhancing internal control—the foundation of CSR.