

The Risk Management Committee is tasked with providing concrete risk and crisis management to the ANA Group. Ascertaining and controlling risks that could impede our business enables us to maintain stability and smoothly achieve our goals.



■ Risk Management Structure

The ANA Group Total Risk Management Regulation specifies basic points for overall risk management. Our CSR Promotion Committee led by the President comprises corporate auditors and all directors including senior executive vice presidents, while our Risk Management Committee comprises corporate executive officers and other officers in charge of each division. Through these committees, important policies and matters are planned and promoted.

The Risk Management Committee further contains dedicated subcommittees for specific risks, such as the Air Transportation Security/Crisis Management Subcommittee, Information Security Subcommittee and Security Export Control Subcommittee. In the event of unforeseen risks, temporary subcommittees will be formed to take action in a cross-sectional manner.

■ Risk Management Activities

To ensure stable operations and effectively achieve our business goals, we formulated the Risk Management Committee Regulation, Risk Management Regulation, and Risk Management Implementation Manual, collectively known as the ANA Group Total Risk Management Regulation.

In addition, since the enforcement of the Private Information Protection Law in April 2005, we instituted the Information Security Management Reg-

ulations. Thorough implementation of information security across the entire Group is taking place, including the provision of the Information Security Handbook for employee education.

Each ANA office and Group company has appointed a CSR Promotion Leader who is working to promote risk management and information security.

■ Compliance with Law to Protect the People

Based on Japan's Law to Protect the People and Military Attack Contingency, ANA and Air Nippon became designated public transport organizations in September 2004. Following Cabinet approval of the Measures to Protect the People in October 2005,

we drafted a "business plan for implementing measures to protect the people" that was reported to the Prime Minister in March 2006, as well as governors and mayors of related prefectures and local authorities.



■ Crisis Management Structure

As a measure against such crises as ANA Group aircraft accidents and hijackings, we formulated the Emergency Response Manual (ERM). The purpose is to have in place a crisis-response structure that enables us to respond to emergencies promptly and properly, minimize loss, ascertain the cause, and resume safe flight operations.

There exists also the risk of major disasters in Tokyo. For this scenario we formulated a Business Continuity Plan (BCP) to mitigate the operational confusion following such a disaster. As a part of this plan we set up backup facilities in the ANA Business Center Building, should our main offices in Haneda or Shiodome become inaccessible.

In addition, we have introduced ANA Emergency Call, a system that enables prompt confirmation of employee safety using emergency contact information stored in the computer system.



Backup facilities can accommodate up to 500 persons.



ANA Emergency Call guidance card

■ Incidents and Countermeasures

1. Fraud case of former employee

A former employee in charge of accounting was arrested on November 15, 2006, for allegedly embezzling handling fees totaling some ¥28 million over three occasions from July to August 2005. The fees were to be paid to a contracted agent for airport handling. Since this incident was brought to light through internal investigation in December 2005, we have continued

to study the case. To prevent any recurrence, we have strengthened our controls on accounting procedures in those involving account settlements with our business partners.

2. Computer system failure

In the early morning of May 27, 2007, the domestic check-in system failed, resulting in the cancellation or delay of more than 130 flights

and greatly inconveniencing customers. After restoring the system, we investigated the system infrastructure and any shortcomings in passenger handling at the airport. Measures were established to prevent any recurrence of such failures, as well as to enable smooth passenger handling in the event of any large-scale disruption at airports.

* Safety-related incidents are discussed on pages 30 and 31.