

In April 2007, the Company established the 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 foundation of our CSR activities is to fulfill our responsibility to stakeholders through constant communication 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 Corporate Philosophy, thereby giving all stakeholders a sense of security and trust. With our responsibility for safety at the core, we will fulfill our responsibilities to stakeholders in the following three categories:

1. We will fulfill our economic responsibility\* by ensuring safety and compliance (the base line).
2. To improve quality and employee motivation, we will enhance CS (Customer Satisfaction) and ES (Employee Satisfaction).
3. We will work to solve social and environmental problems.

\* Economic responsibility entails implementing thorough risk management and operating the business effectively and efficiently, while reinforcing the internal control system in conjunction with compliance responsibility.



## System for Promoting CSR

ANA has revised its former system for promoting CSR by creating the CSR Promotion Division in April 2007 to coordinate CSR activities throughout ANA Group management, and has consolidated departments that handle the internal control system, environmental protection and social contribution within this division. Moreover, in August 2007 the ANA Group enhanced its CSR promotion system by reorganizing relevant committees under the CSR Promotion Committee, the supreme decision-making body for CSR promotion, which is supervised by the President.

Together with enhancing communication with stakeholders, the foundation for CSR at the ANA Group is contributing to society through its core businesses. We do not undertake special CSR activities. Rather, we will work to conduct the activities we have carried out to date more conscientiously. Doing so allows us to co-exist with society in a sustainable manner while enhancing corporate value and fulfilling our responsibility to stakeholders.

The ANA Group publishes a CSR Report every year in the fall, and makes it available on its website.

(<http://www.ana.co.jp/eng/aboutana/corporate/csr/index.html>)

## External Evaluations

### ANA Achieves Inclusion in FTSE4Good Index

Since September 2006, ANA has been included in the FTSE4Good Index\*, an internationally recognized index of corporate social responsibility investment. For inclusion, companies must meet evaluation criteria in the following areas: environmental

conservation activities, support of human rights, positive relationships with stakeholders, and prevention of corrupt practices and bribery.



\* The FTSE4Good Index is one of two major international indices for socially responsible investment (SRI). FTSE is an independent company owned by the Financial Times and the London Stock Exchange. It creates and manages indices measuring the performance of companies by business, financial, and other criteria.

## Approach to Safety

### ANA Group Safety Principles

The ANA Group has formulated the ANA Group Safety Principles, stipulating that safety is our promise to the public and is the foundation of our business. It goes on to clearly assert the Group's obligations with regard to air transport.

Squarely in the tradition of the Group's safety culture, the philosophy plainly sets forth the roles and responsibilities of the three both universal and basic entities for maintaining and improving safety: companies, organizations and individuals.

### ANA Group Safety Principles

Safety is our promise to the public and is the foundation of our business.

Safety is assured by an integrated management system and mutual respect.

Safety is enhanced through individual performance and dedication.

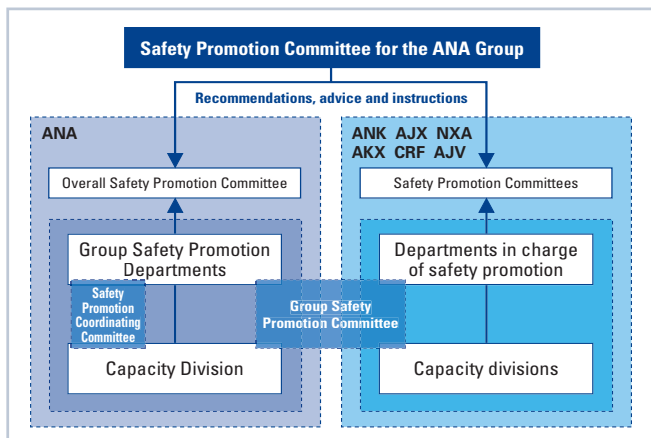
## Safety Management System

When revisions to the Civil Aviation Law and other transport-related business laws took effect in October 2006, it became mandatory for operators of land-, water- and air-based transportation to establish new approaches to safety.

Accordingly, the ANA Group created the Safety Management Regulations, its new top regulation on safety, and a powerful new post, that of Chief Safety Officer, to manage the Safety Management System (SMS).<sup>\*</sup> Chairmen of the Safety Promotion Committees of each airline in the Group have been appointed to the position.

We also established a Group Safety Promotion Committee as our highest decision-making body related to safety. The committee's main tasks are to communicate important safety-related cases within the ANA Group, to stipulate safety-related policies and promote awareness, and, where needed, to advise Group companies on safety issues.

## Group Safety Management (Safety Management System and Safety Promotion Committee)



Moreover, the ANA Group introduced the Safety Evaluation and Review (SAFER) program for internal safety auditing in the fiscal year ended March 2002, and since the fiscal year ended March 2008 has been implementing initiatives such as a system of qualifications for auditors and using the same training and practices throughout the air transportation companies in the ANA Group with the aim of further raising the audit quality.

Under these systems, in 2004 ANA was the first airline in Japan to obtain certification for the IATA Operational Safety Audit (IOSA), an internationally recognized safety audit system. In addition the ANA Group company Air Nippon has also obtained certification. IOSA certification is required for membership in the International Air Transport Association (IATA), and it is evidence of the ability to meet international safety standards.

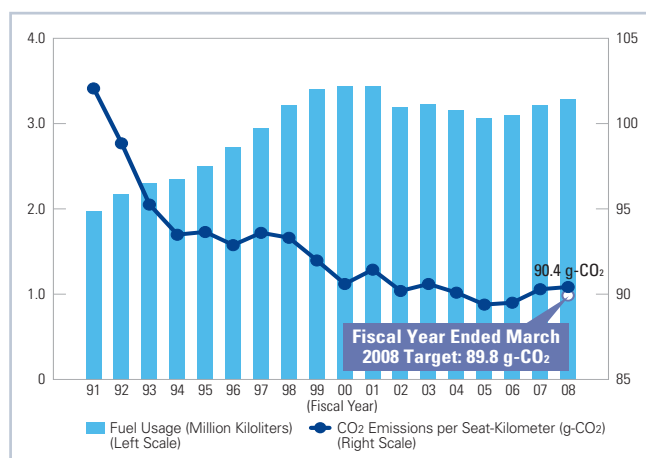
<sup>\*</sup> Safety Management System: A documented process for managing risks that integrates operations and technical systems with the management of financial and human resources to ensure aviation safety or the safety of the public.

## Environmental Protection

### Global Warming Countermeasures

With the theme of "For People and the Planet," ANA recognizes that the Earth's environmental problems are an important management issue, and is rapidly implementing environmental countermeasures. Under the ANA Ecology Plan 2003-2007, we set the goal of reducing CO<sub>2</sub> emissions per seat-kilometer for the fiscal year ended March 2008 by 12% compared with the fiscal year ended March 1991, or 89.8 g-CO<sub>2</sub> per seat-kilometer. For the fiscal year ended March 2008, the final year of ANA Ecology Plan 2003-2007, CO<sub>2</sub> emissions per seat-kilometer totaled 90.4 g-CO<sub>2</sub>, a reduction of 11.4% compared with fiscal 1990.

### ANA Group CO<sub>2</sub> Emissions per Available Seat-Kilometer



On May 22, 2008, ANA announced its new mid-term environmental management plan, ANA Ecology Plan 2008-2011, which is based on the start of the first commitment period of the Kyoto Protocol.

Of note, ANA is the first of the world's airlines to set these targets for reducing CO<sub>2</sub> emissions. As a company that recognizes that the Earth's environmental problems are an important management issue, ANA aims to be a leading environmental airline, and these targets indicate the ANA Group's strong stance. In the future, the ANA Group will implement internal, interdivisional countermeasures such as revising our network, appropriately deploying aircraft, renewing our fleet with new aircraft, and using air transportation techniques and water wash engines that reduce environmental loading.

On the other hand, society is increasingly concerned about the carbon trading system, bio fuels, carbon offsets and other issues. A task for the air transportation industry as a whole is cooperating with relevant international institutions and government agencies to promote surveys and research.

Moreover, during the fiscal year ended March 2008, ANA conducted its third year of "e-flight" activities that consider the global environment from mid-air together with customers.

Overview of ANA Ecology Plan 2008-2011

Aiming to be a Leading Airline in Environmental Protection The First Airline in the World to Set CO <sub>2</sub> Emission Targets		
Global Warming Countermeasures	Jet fuel	<b>Jet fuel (Fuel efficiency): 10% reduction</b> For the fiscal year ending March 2012, 10% reduction in CO <sub>2</sub> emissions per paid ton-kilometer on domestic and international routes compared with the fiscal year ended March 2007 (25% reduction compared with the fiscal year ended March 1991)  <b>Total CO<sub>2</sub> emissions: Less than 4.7 million tons</b> For the period from April 1, 2008 through March 31, 2012, keep average annual CO <sub>2</sub> emissions on domestic routes below 4.7 million tons.
	Energy in the workplace	Reduce energy use 1% each year at all work sites (per basic unit)
Air Pollution Countermeasures	Aircraft	All aircraft including leased aircraft to conform with ICAO emission standards.
	Ground vehicles	Actively introduce hybrid and electric vehicles.
Noise Countermeasures	All aircraft including leased aircraft to conform with ICAO Chapter 4 noise standards.	
Reduction in Resource Use	Reduce waste and paper used in sales by 5%, conduct recycling at all business sites	

Note: Assessments include environmental impact of cargo shipping in accordance with IATA standards from the fiscal year ended March 2008.

Environmental Contributions

Environmental Picture Book Competition

The Aozora ("Blue Sky") Environmental Picture Book Competition, begun in 2003, aims to teach and inspire future generations about the value of nature. Held for the fifth time in 2007, it received approximately 500 submissions from eight countries. The winning submission, One Sweater, was written in Japanese and is being translated into English, Chinese, Korean, Thai, Vietnamese, French and German.

Nationwide Forestation Activities Near Airports

The Aozora Forestation Project, begun in 2004, is a 10-year plan that aims to promote forestation and forest management activities in areas surrounding the 50 domestic airports serviced by the ANA Group. The ANA Group has also conducted reforestation activities in 20 countries including Thailand and China.

Coral Restoration Project

Team Tyura Sango is working to restore and protect the critical coral community near Onnason, Okinawa Prefecture. Active over the past 5 years, the group formed in 2004 with the goal of restoring and supporting coral ecosystems. ANA is one of 13 corporations operating in Okinawa that are participating in this coral restoration project, and the Ministry of the Environment, Okinawa Prefecture and other government organizations are backing these private sector environmental protection activities. Four times a year, in the spring and fall, volunteer divers hand plant coral grown in Onnason, Okinawa according to guidelines set by the Japanese Coral Reef Society.



C.W. Nicol, ping pong player Ai Fukuhara and Ayumi Kataoka of the Ibaraki Golden Goals participated as judges of the Aozora Environmental Picture Book Competition. First-prize winner Emiko Ishikawa is standing in the center.



The Aozora Forestation Project after forestation near Matsuyama Airport, Uwajima Shinju



"My Aozora" Tyura Sango Reef Restoration" activities in Onnason, Okinawa Prefecture