

CSR (Corporate Social Responsibility)

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. In addition to our underlying commitment to safety, we will fulfill our responsibilities to stakeholders through the following three steps:

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 issues.

* 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

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 has positioned the CSR Promotion Committee, which is supervised by the president, as the supreme decision-making body for CSR promotion. In April 2007, we newly established the CSR Promotion Division to coordinate CSR activities, and departments within this division work aggressively to handle the internal control system, environmental protection and social contribution.

The ANA Group publishes a CSR Report and makes it available on its website.

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

External Evaluations

ANA continues to be 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. Further, the Company has received Best in Class status from Storebrand and is included in major indexes such as the Morningstar Socially Responsible Investment Index (MS-SRI) and Dow Jones Sustainability Asia Pacific Index.



Safety Management

● Approach to Safety

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 principles plainly set 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.

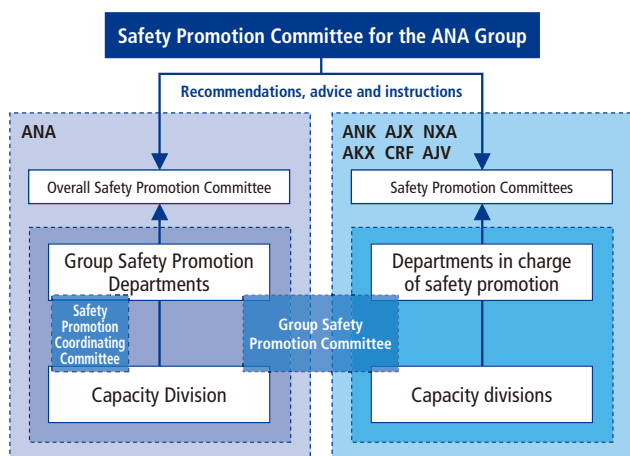
Accordingly, the ANA Group created the Safety Management Regulations, its new top regulation on safety, and a powerful

new post, that of Chief Safety Officer, to manage the Safety Management System (SMS).* The Chairs 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.

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 2009 has been implementing initiatives such as a system of qualifications for auditors and using the same training and practices throughout the airlines 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, ANA Group companies Air Nippon Co., Ltd, Air Nippon Network Co., Ltd., Air Japan Co., Ltd. and Air Next Co., Ltd. have 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.



* Safety Management System (SMS): 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

● First Airline Recognized as an Eco-First Company by Ministry of the Environment

Based on the Eco-First Program established by the Ministry of the Environment, the ANA Group made an Eco-First Commitment to the Minister and was recognized as an Eco-First Company. Highly acclaimed for its corporate stance of emphasizing environmental initiatives and social contributions, the ANA Group became the first company in the airline and transportation industries to receive the Eco-First Company designation.

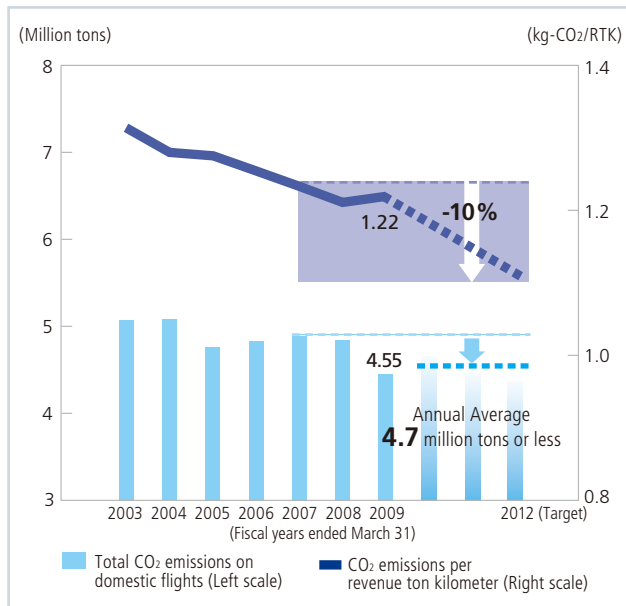


● Global Warming Countermeasures

The ANA Group has long been working on various environmental measures in order to live as part of a sustainable global environment. In May 2008, ANA announced the ANA Group Ecology Plan 2008-2011 with the intention of continuing to lead the airline industry in environmental matters. This plan sets out not only future measures but also more in-depth targets, including the airline industry's first CO₂ emission targets for domestic routes. The plan targets an average annual reduction of approximately 200,000 tons compared with the fiscal year ended March 2007. It also sets out the target of a 10% reduction in CO₂ emissions per unit shipped for the fiscal year ending March 2012 compared with the fiscal year ended March 2007.

ANA will continue working on environmental initiatives including introducing new materials, revising networks and effectively allocating equipment. Moreover, in the fiscal year ended March 2009 ANA started the interdivisional Fuel Saving Project to further advance and accelerate global warming countermeasures. Improvements are progressing as a result of all Group employees' determination and teamwork.

■ ANA Group CO₂ Emission Targets and Results



The above graph shows the targets of the ANA Group Ecology Plan 2008-2011 for total CO₂ emissions on domestic routes and CO₂ emissions per revenue ton kilometer (RTK) for domestic and overseas routes combined. In the fiscal year ended March 2009, CO₂ emissions per RTK were 1.22kg due to a decrease in load factor resulting from the global economic recession. While this was an increase from the previous fiscal year, ANA held it to a minimum through efforts to conserve energy. Moreover, total CO₂ emission volumes on domestic routes were 4.55 million tons, and total volumes including overseas routes were 8.06 million tons, both lower than in the previous fiscal year due to route revisions and adjustments to machinery investment, in addition to efforts to conserve energy.

Regarding the carbon trading system, a topic that is attracting growing interest from society, in December 2008 ANA announced that it would participate in the Japanese government's Emissions Trading Scheme. As a representative of the airline industry, ANA will propose CO₂ reduction measures for Japan in the post-Kyoto Protocol era in order to actively contribute to constructing the trading system, including verifying the trading's effectiveness. As a task for the air transportation industry as a whole, ANA is cooperating with relevant international institutions, government agencies and aircraft manufacturers to promote surveys and research into biofuels.

Moreover, during the fiscal year ended March 2009, the ANA Group conducted its fourth year of "e-flight" activities in

order to provide customers with a high-quality air transport service that considers the environment.

Environmental Contributions

● Nationwide Forestation Activities Near Airports

The Aozora ("Blue Sky") 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 32 regions including Thailand, China and areas in Japan. In November 2008, ANA began its first joint CSR activity with Star Alliance member Asiana Airlines, Inc., planting black pine trees in Yumigahama near Yonago Airport in Tottori Prefecture in western Japan.



● Environmental Picture Book Competition

The Aozora Environmental Picture Book Competition, begun in 2003, aims to teach and inspire future generations about the value of nature. Held for the sixth time in 2008, it received approximately 475 submissions from eleven countries. The grand prize went to 10-year-old Jessica Hibler of Honolulu for "What Colour is This?"



● Coral Restoration Project Team Tyura Sango

This project group formed in 2004 and has been active over the past six years in restoring and protecting the critical coral community near Onnason, Okinawa Prefecture together with businesses from Okinawa and across Japan. Over four sessions divided between spring and fall 2008, volunteer non-professional divers hand-planted a total of 232 pieces of coral.

