

Second Quarter of FY22

Earnings Presentation Material

(November 18, 2022)

* This document has been translated from the Japanese original, for reference purposes only. If there is any discrepancy between this translated document and the Japanese original, the original shall prevail.

Japan Airport Terminal Co., Ltd.

<https://www.tokyo-airport-bldg.co.jp/>

Second Quarter of FY22

Earnings Presentation Material

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Earnings Presentation Material

Second Quarter of FY22 (FY22 2Q)

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1. Review of Consolidated Financial Results for FY22 2Q

(1) Business Environment

Business Environment

- COVID-19 spread during the summer, leading to the seventh wave.
- No restrictions on behavior were imposed domestically and immigration restrictions were eased in stages.
- Domestic prices are gradually rising due to soaring resource prices and the yen's depreciation.

Number of Passengers (Haneda Airport)

- Domestic flights increased steadily and recovered to about 70% of the pre-COVID-19 level, about double the level of the same period in the previous fiscal year, but the pace of recovery slowed after the summer and was less than 10% below the initial forecast.
- International flights were about 4 times that of the same period in the previous fiscal year, almost in line with the initial forecast, due to the easing of immigration restrictions.

Fiscal year first-half passenger volumes

Airport	FY22 (10 thousands)	FY21 (10 thousands)	Rate of change (%)	Initial forecast (10 thousands)	Change from the initial forecast (%)	Reference number * (10 thousands)	Rate of change (%)
Haneda – Domestic	2,359	1,127	109.2	2,574	-8.3	3,490	-32.4
Haneda – International	169	39	328.7	166	1.3	1,280	-86.8
Total Haneda	2,528	1,167	116.6	2,741	-7.8	4,770	-47.0
Narita	439	93	370.6	332	32.3	* Reference numbers are those before the impact of COVID-19 for domestic flights, and estimated passenger volume after the expansion of flight slots for international flights.	
Kansai	58	11	395.0	89	-34.6		
Chubu Centrair	18	1	911.4	22	-15.9		

Note: Haneda Airport passenger volume is based on aggregate statistics of airport usage within the jurisdiction of East Japan Civil Aviation Bureau, available on the website of the East Japan Civil Aviation Bureau of the Ministry of Land, Infrastructure, Transport and Tourism.



1. Review of Consolidated Financial Results for FY22 2Q

(2) Consolidated Financial Results

Overview

- Operating revenues increased in all segments from the same period in the previous fiscal year due to increases in operating revenues from merchandise sales and facility user charges revenue.
- The amount of loss was significantly reduced from the same period in the previous fiscal year due to increased operating revenues and thorough cost management, resulting in a profit at JAT on a non-consolidated basis.
- Operating income exceeded the forecast due to controlling costs, although operating revenue was lower than the forecast due to sluggish passenger growth.

Consolidated financial results for FY22 1H

Note: Figures shown are rounded down to the nearest 100 million yen. (Billions of yen)

Items	1H Results		LY Results		Change amount	Rate of change (%)	Initial forecast *1		Difference
		Amount affected due to TIAT consolidation		Amount affected due to TIAT consolidation				Amount affected due to TIAT consolidation	
Operating revenues	43.6	-0.1	25.8	-3.0	17.7	68.4	45.4	-1.3	-1.7
(Facilities management)	(27.3)	(-1.4)	(18.8)	(-3.8)	8.4	45.1	(27.5)	(-1.7)	-0.1
(Merchandise sales)	(12.8)	(1.3)	(5.5)	(0.8)	7.3	132.1	(14.5)	(0.4)	-1.6
(Food and beverage)	(3.4)	(-)	(1.5)	(-)	1.9	125.1	(3.4)	(-)	0.0
Operating income (loss)	-9.2	-11.0	-21.8	-14.2	12.5	-	-10.5	-11.6	1.2
Ordinary income (loss)	-9.7	-12.6	-24.3	-17.0	14.5	-	-11.0	-13.3	1.2
Quarterly net income (loss) attributable to owners of parent	-3.3	-5.0	-14.4	-8.3	11.1	-	-4.0	-5.3	0.6

*1 Financial forecast announced in May 2022



2. Consolidated Financial Forecast for FY22

(1) Business Environment

Business Environment

- Start of the nationwide travel support program (October–December) stimulated domestic tourism demand.
- Restrictions on immigration were also significantly eased in October with the removal of restrictions on the number of immigrants, visa exemptions for short-term stays, and lifting of the ban on individual sightseeing travel.
- Prices continued to rise due to high resource prices and a weak yen. A labor shortage in the service industry has become apparent.

Number of Passengers (Haneda Airport)

- Domestic flights are expected to recover steadily from fall onward, partly due to the nationwide travel support program, but are expected to fall short of the initial forecast by less than 10% affected by the delay in recovery in the first half of the year.
- International flights are expected to exceed the initial forecast by about 20% as the recovery is expected to be accelerated due to an increase in passengers, especially overseas passengers, as a result of the significant easing of entry/exit restrictions and the weak yen.

■ The number of passengers forecast for FY22

Airport	Revised forecasts (10 thousands)	FY21 Results (10 thousands)	Rate of change (%)	Initial forecast (10 thousands)	Change from the initial forecast (%)	Reference number * (10 thousands)	Rate of change (%)
Haneda – Domestic	5,373	2,887	86.1	5,852	-8.2	6,900	-22.1
Haneda – International	561	83	575.6	466	20.4	2,560	-78.1
Total Haneda	5,934	2,970	99.8	6,318	-6.1	9,460	-37.3
Narita	1,176	234	401.6	889	32.3	* Reference numbers are those before the impact of COVID-19 for domestic flights, and estimated passenger volume after the expansion of flight slots for international flights.	
Kansai	278	27	915.4	281	-1.0		
Chubu Centrair	79	5	1,330.4	70	12.3		



2. Consolidated Financial Forecast for FY22

◆ Premises for passenger volume forecasts for FY22: Outlook for the recovery of Haneda Airport passenger numbers

Domestic flights

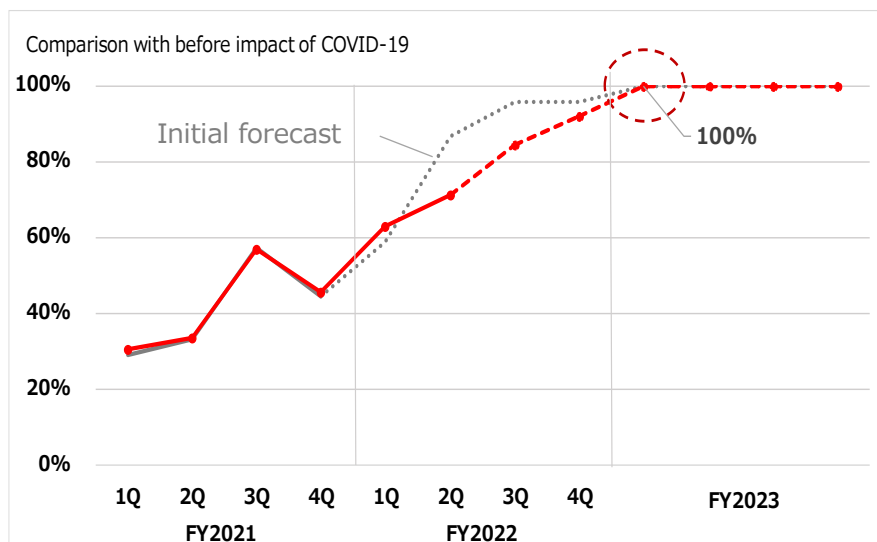
Will recover to the levels before the impact of COVID-19 (*) at the beginning of FY23

* Before the impact of COVID-19:
FY19 results (Apr.–Jan.) + Our forecasts (Feb.–Mar.)

(10 thousands)

	FY21	FY22	FY23
Number of passengers	2,887	5,373	6,900
Comparison with before impact of COVID-19	42%	78%	100%

Assumed to be about 69 million a year in FY23 and beyond.



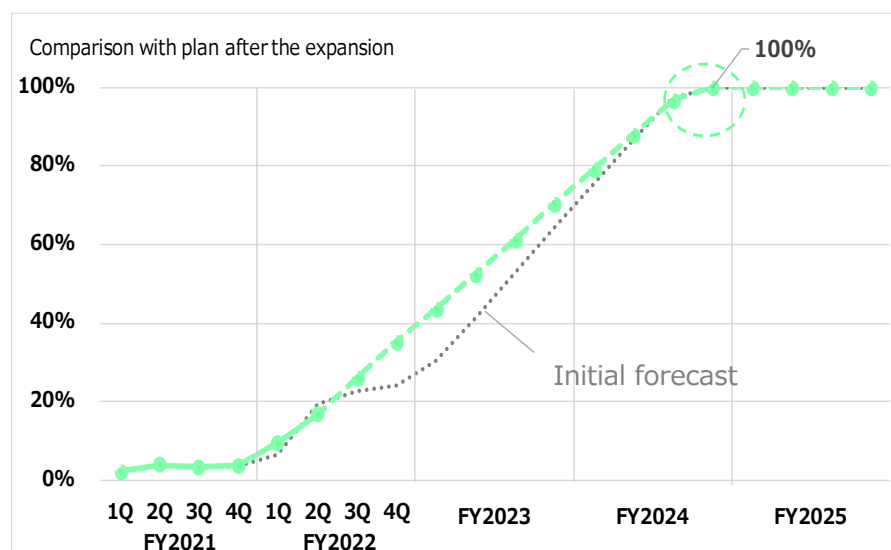
International flights

Will recover to the level planned for after the expansion of flight departures and arrivals within FY24

* It will take several years to recover due to continued restrictions on behavior in China and delays in returning flights by overseas airlines.

(10 thousands)

	FY21	FY22	FY23	FY24	FY25
Number of passengers	83	561	1,460	2,340	2,560
Comparison with before impact of COVID-19	3%	22%	57%	91%	100%
Comparison with 2019	4%	30%	79%	126%	139%





2. Consolidated Financial Forecast for FY22

(2) Consolidated Financial Forecast for FY22

Overview

- Operating revenues increased in line with passenger recovery, and operating profit/loss improved significantly from the previous fiscal year due to thorough cost control.
- Although JAT remained profitable on a non-consolidated basis and the international flight business was on the road to recovery, consolidated results showed a loss.
- Compared to the initial forecast, the delay in the recovery of the domestic flights was made up for by the international flights, and operating profit/loss improved partially due to cost reductions.

Consolidated financial forecast for FY22

Note: Figures shown are rounded down to the nearest 100 million yen. (Billions of yen)

Items	FY22 1H			FY22 2H			FY22			Initial forecast *1	Difference
	Results	FY21 1H results	Change	Revised forecasts	FY21 2H results	Change	Revised forecasts	FY21 results	Change		
Operating revenues	43.6	25.8	17.7	62.2	31.1	31.1	105.9	57.0	48.8	105.6	0.3
Operating income	-9.2	-21.8	12.5	-5.0	-19.4	14.4	-14.3	-41.2	26.9	-16.6	2.3
Ordinary income	-9.7	-24.3	14.5	-5.8	-19.5	13.7	-15.6	-43.8	28.2	-18.1	2.5
Net income attributable to owners of parent	-3.3	-14.4	11.1	-1.2	-10.7	9.4	-4.6	-25.2	20.6	-5.7	1.1
Capital expenditures	1.1	3.4		12.8	1.2		14.0	4.7		15.0	
Depreciation expenses	14.4	15.8		14.5	15.8		29.0	31.7		29.0	
EBITDA	5.1	-5.9		9.5	-3.5		14.7	-9.5		12.4	
Dividend	¥0.0	¥0.0		To be determined	¥0.0		To be determined	¥0.0		To be determined	
Payout ratio	-	-		To be determined	-		To be determined	-		To be determined	

*1 Financial forecast announced in May 2022



2. Consolidated Financial Forecast for FY22

(3) Consolidated Financial Forecast for FY22 (Amount affected due to consolidation of TIAT)

International Flight Situation

- Duty-free sales are expected to increase due to an increase in international passengers and the impact of the weak yen.
- Review duty-free store business hours and promote the introduction of new brands to capture recovering demand.
- Promote efficient operation by securing products and personnel to avoid missing sales opportunities.

Consolidated financial forecast for FY22

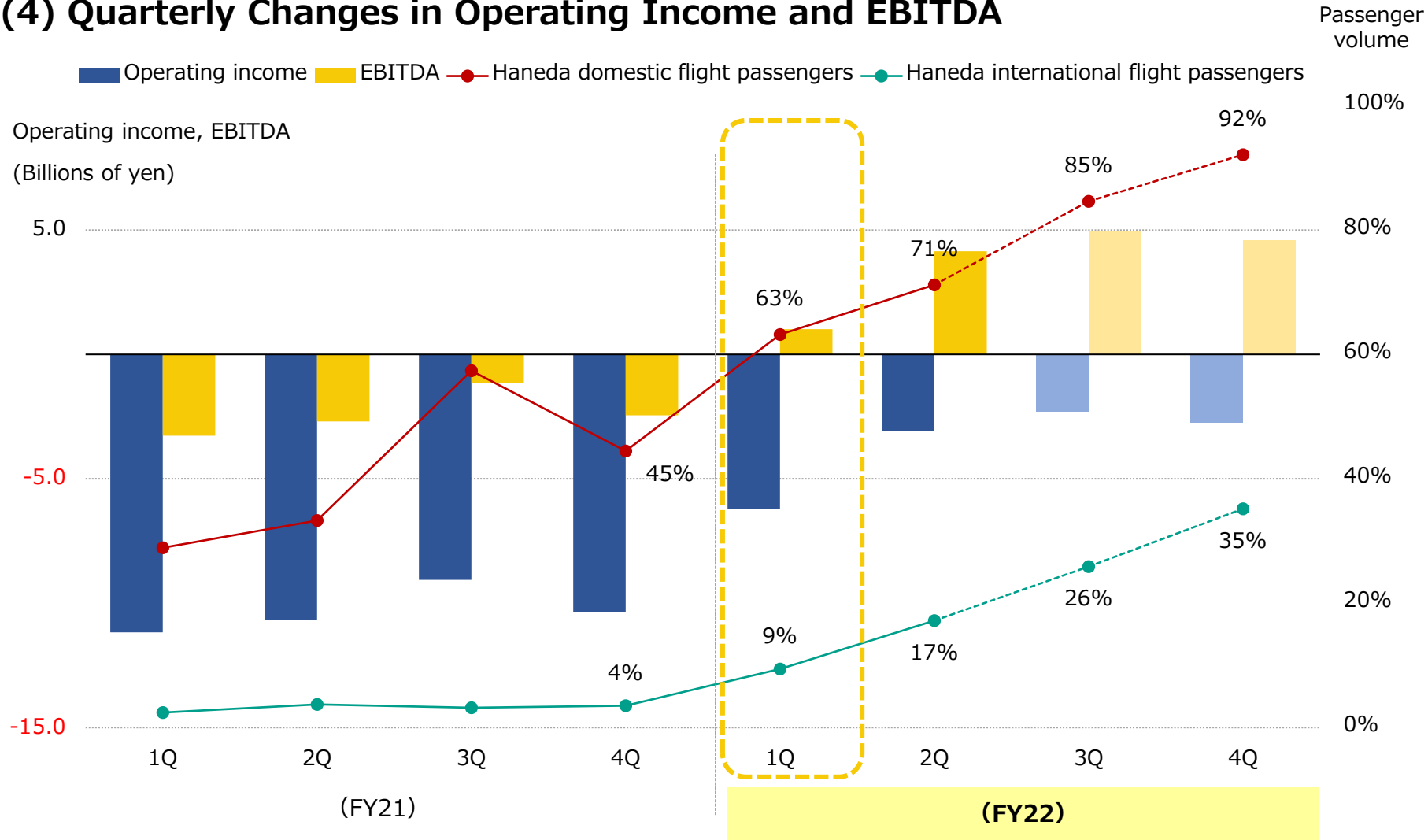
Note: Figures shown are rounded down to the nearest 100 million yen. (Billions of yen)

Items	Full year						Initial forecast		Difference
	Revised forecasts	Amount affected due to TIAT consolidation	Previous fiscal year results	Amount affected due to TIAT consolidation	Change	Rate of change (%)	*1	Amount affected due to TIAT consolidation	
Operating revenues	105.9	2.1	57.0	-6.3	48.8	85.6	105.6	-1.3	0.3
(Facilities management)	(61.3)	(-1.1)	(40.0)	(-8.4)	(21.2)	53.1	(60.6)	(-2.9)	(0.7)
(Merchandise sales)	(36.2)	(3.1)	(13.1)	(2.0)	(23.0)	174.8	(37.0)	(1.6)	(-0.8)
(Food and beverage)	(8.4)	(0.1)	(3.8)	(-)	(4.5)	118.0	(8.0)	(-)	(0.4)
Operating income (loss)	-14.3	-19.1	-41.2	-28.7	26.9	-	-16.6	-21.4	2.3
Ordinary income (loss)	-15.6	-22.5	-43.8	-33.3	28.2	-	-18.1	-24.9	2.5
Net income (loss) attributable to owners of parent	-4.6	-8.9	-25.2	-16.4	20.6	-	-5.7	-9.8	1.1

*1 Financial forecast announced in May 2022



(4) Quarterly Changes in Operating Income and EBITDA



EBITDA Positive turnaround in **1Q FY22** (Passenger volume: 63% on domestic flights, 9% on international flights)

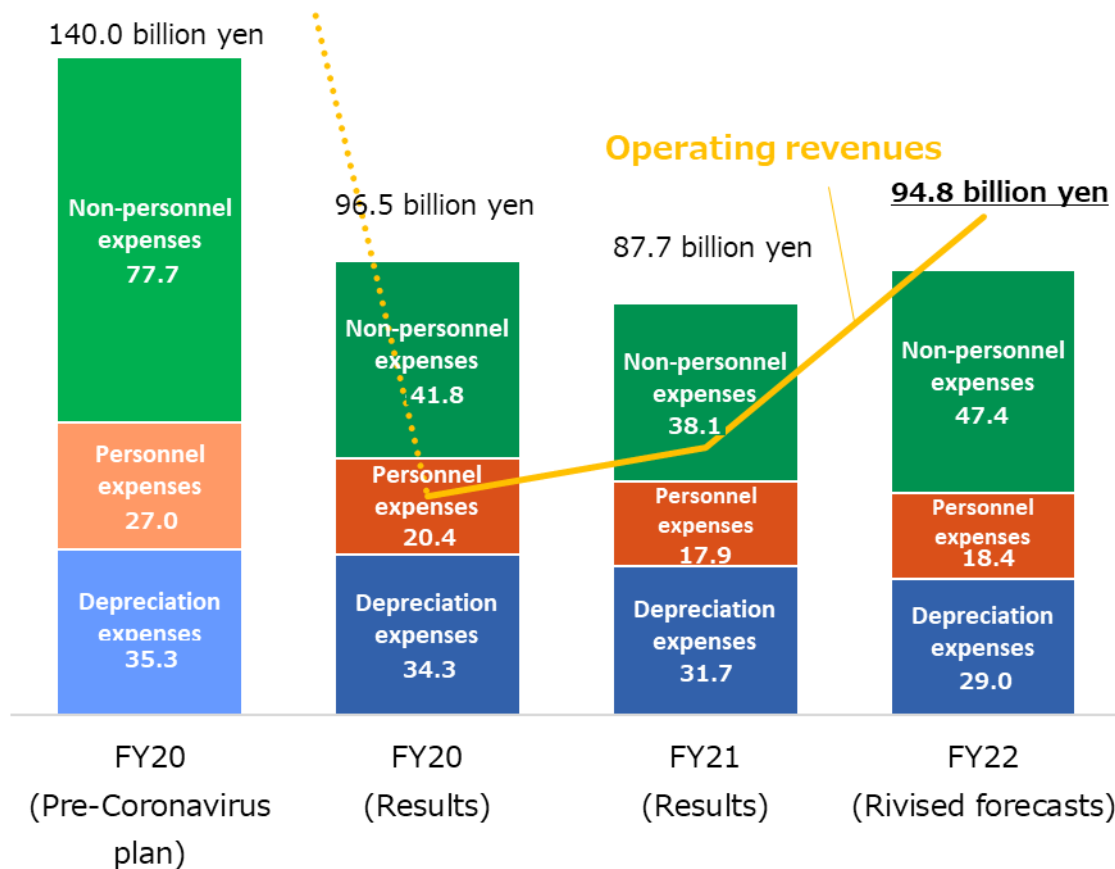
Operating income Expect to turn positive **from 1Q FY23**

* Passenger volume (%): Percentage of the level before the impact of COVID-19 for domestic flights; percentage of the planned volume after the expansion of departures and arrivals for international flights



2. Consolidated Financial Forecast for FY22

(5) Status of Selling, General and Administrative Expenses



◆ Cost Management

✓ Cost increase factors

- Increase in variable costs accompanying increases in the passenger volume and operating revenue
- Increase in utilities costs accompanying rising fuel prices
- Securing personnel to prepare for increasing workloads
- Increase in minimal maintenance and repair expenses

✓ Cost reduction efforts

- Review of the long-term repair plan
- Curb facility maintenance and management costs by reviewing work contents and specifications
- Continue to reduce depreciation costs by curbing capital investment

**Increase in expenses
accompanying
recovery in demand**



**Responding to
changing
environment**



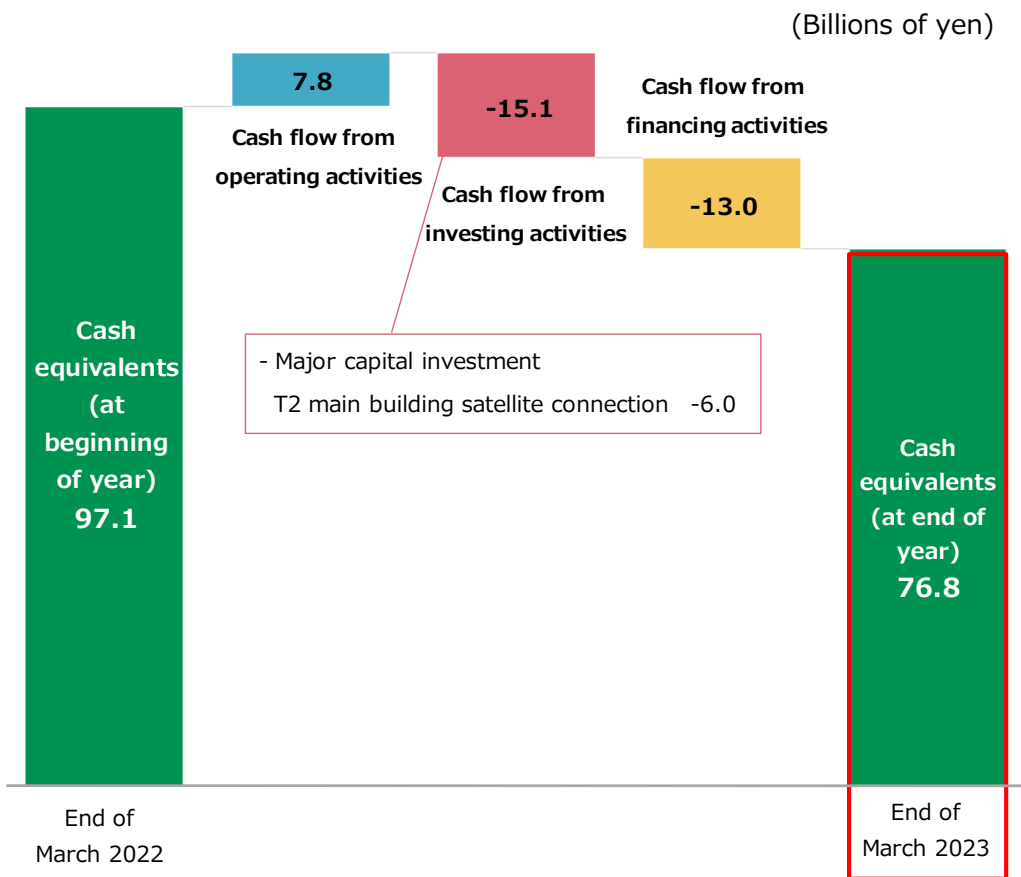
Minimize rebound



2. Consolidated Financial Forecast for FY22

(6) Status of Funds

◆ Cash flow estimate



✓ **Free cash flow** **-7.3 billion yen**
(FY21 result -14.2 billion yen)

✓ **Cash burn (*)** **1.7 billion yen/month**
(FY21 result 2.3 billion yen/month)

* Monthly figures for cash flow from operating activities + cash flow from investing activities + amount of interest-bearing repayment (excluding some special items)

✓ **Available funds (end of year)**
105.8 billion yen

Cash equivalents (end of year)	76.8 billion yen
+ Short-term line of credit (set in FY21)	20.0 billion yen
+ Existing commitment line	9.0 billion yen

Secure capital investment funds



Uncertain external environment

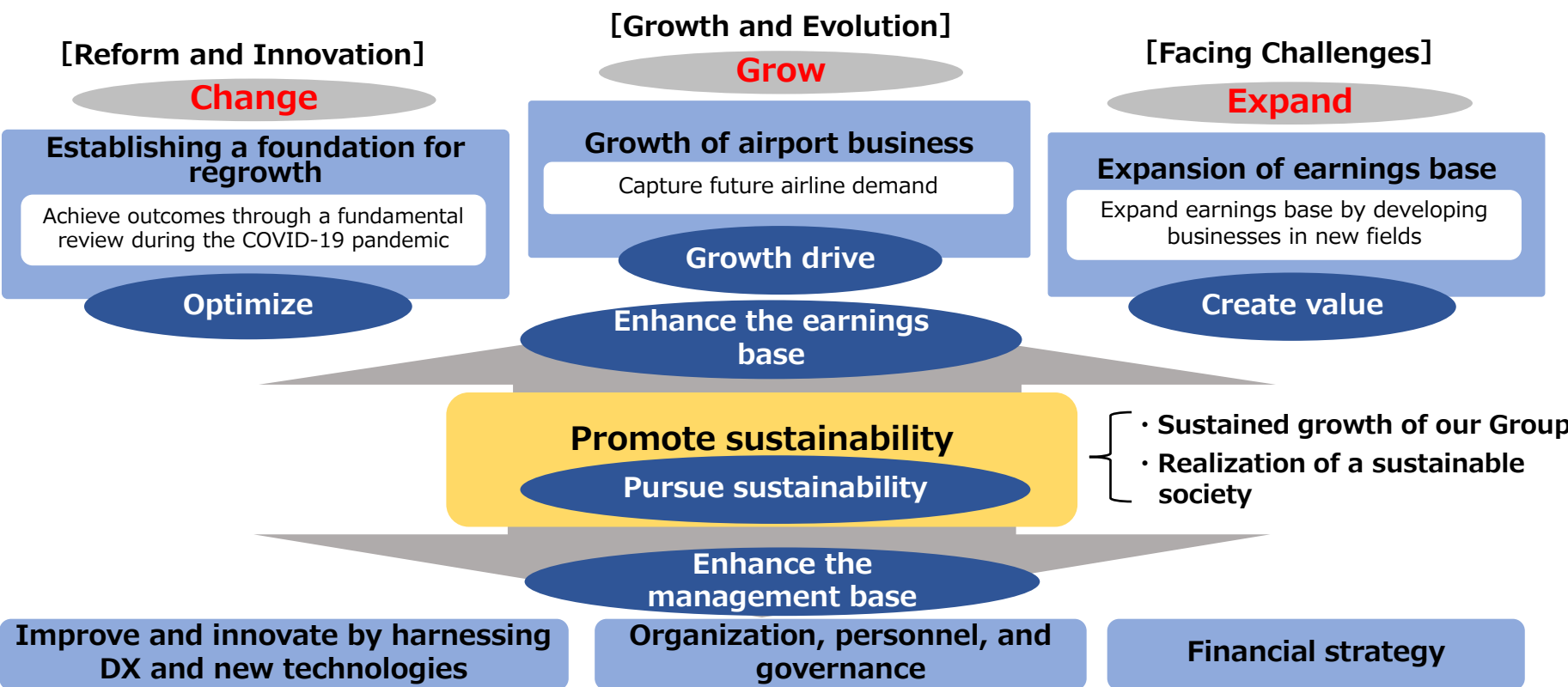


Continue holding a sufficient balance of cash and cash equivalents



3. Progress of the Medium-Term Business Plan





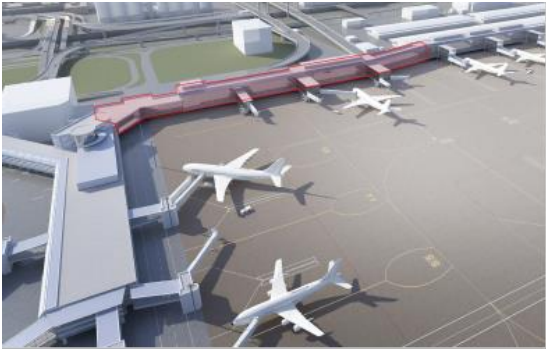
(1) Direction of Strategy and Our Goals for 2025



Our goals for 2025	Facilities management	To achieve both high quality and profitability, we are reviewing terminal operations and promoting the functional strength of airport infrastructure toward increasing the number of non-Japanese visitors to Japan in 2030, while striving to reduce maintenance and management costs and increase revenues such as rents.
	Merchandise sales/Food and beverage	While reviewing the product mix, services, operations, cost rates, etc., we will uncover customer needs where consumption trends have changed by taking advantage of digital marketing, and aim for operating revenues from merchandise sales of 156 billion yen and operating revenues from food and beverage sales of 18 billion yen.
	New business/Expertise business	These businesses are expected to part of the earnings base in 2030. By utilizing Haneda's value and networks, and airport operational expertise, and through acquiring management resources we currently do not have, we aim to generate operating revenues of 10 billion yen in 2025.



(2) Facilities Management

<div>Change</div> <div>Establishing a foundation for regrowth</div>	<div>◆Efficient terminal operations based on the cost structure reviewed in the face of COVID-19</div> <div><ul style="list-style-type: none">Continue to suppress a rebound in maintenance and management costs by flexibly allocating personnel in response to passenger trends, internalizing operations, etc.Improve services and reduce manpower through the use of technology including robots<ul style="list-style-type: none">Further installation of Mini Mork, a remote guidance robot, at various locations throughout the terminal</div> <div></div>
<div>Grow</div> <div>Growth of airport business</div>	<div>◆Enhance functions as airport infrastructure with a view toward capturing future airline demand</div> <div><ul style="list-style-type: none">T2 main building satellite connection that contributes to optimizing passenger traffic routes and improving on-time flight rates<ul style="list-style-type: none">Select a contractor to start construction by the end of this yearProvide services that meet diverse needs of airport users<ul style="list-style-type: none">Promote universal design of terminal facilitiesIntroduce escort services for domestic flightsInstall private working space for business use before boarding the plane</div> <div><div></div><div></div></div>
<div>Expand</div> <div>Expansion of earnings base</div>	<div>◆We are aiming to improve performance at domestic airports as a whole by acquiring new technologies</div> <div><ul style="list-style-type: none">Strengthen distribution business referring to the results of introduction at Haneda Airport</div> <div><div>New business/ Expertise business</div></div>



3. Progress of the Medium-Term Business Plan

(3) Merchandise sales/Food and beverage

<p>Change</p> <p>Establishing a foundation for regrowth</p>	<p>◆ Reviewing the product mix, services, operations, cost rates</p> <ul style="list-style-type: none"> • Improve efficiency of store operations <ul style="list-style-type: none"> ↳ Deploy self-checkout and contactless tester tools ↳ Reduce stagnant inventory accompanying decrease in operating revenue caused by COVID-19 • Efforts to reduce cost rate <ul style="list-style-type: none"> ↳ Reduce merchandise procurement costs, jointly purchase food materials ↳ Expand market share of Haneda's original products <p>[Haneda Airport selection]</p>	<p>[Changes in inventory]</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Inventory at end of period (left axis)</th> <th>Length of months inventory is held (right axis)</th> </tr> </thead> <tbody> <tr> <td>20.3</td> <td>~11.5</td> <td>~15</td> </tr> <tr> <td>20.9</td> <td>~12.5</td> <td>~55</td> </tr> <tr> <td>21.3</td> <td>~9.5</td> <td>~25</td> </tr> <tr> <td>21.9</td> <td>~7.5</td> <td>~20</td> </tr> <tr> <td>22.3</td> <td>~5.5</td> <td>~15</td> </tr> <tr> <td>22.9</td> <td>~4.5</td> <td>~12</td> </tr> </tbody> </table>	Year	Inventory at end of period (left axis)	Length of months inventory is held (right axis)	20.3	~11.5	~15	20.9	~12.5	~55	21.3	~9.5	~25	21.9	~7.5	~20	22.3	~5.5	~15	22.9	~4.5	~12
Year	Inventory at end of period (left axis)	Length of months inventory is held (right axis)																					
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21.9	~7.5	~20																					
22.3	~5.5	~15																					
22.9	~4.5	~12																					
<p>Grow</p> <p>Growth of airport business</p>	<p>◆ Capture recovering demand to expand operating revenues</p> <ul style="list-style-type: none"> • Introduce top-brand merchandise in the T3 duty-free shop <ul style="list-style-type: none"> ↳ Opening of LOUIS VUITTON, Dior (Fashion), and Dior (Beauty) • Develop ethical products due to growing demand <ul style="list-style-type: none"> ↳ At T1, renewal of Samantha Thavasa and deployment of upcycled products • Developing the farm-fresh business and organizing nationwide products & tourism fairs 																						
<p>Expand</p> <p>Expansion of earnings base</p>	<p>◆ Earn revenue not dependent on passengers, expand sales channels through the EC business, etc.</p> <ul style="list-style-type: none"> • Enhance functions of HANEDA Shopping, an EC site • Develop Click & Collect by utilizing the airport site 	<p>New business/ Expertise business</p>																					



3. Progress of the Medium-Term Business Plan

(4) New business/Expertise business

Expand

Expansion of
earnings
base

◆ Develop new businesses that leverage the value of Haneda and improve revenues by utilizing the know-how of operating the airport

• Further strengthen EC business

- ↳ Enhanced functions of HANEDA Shopping, an EC site
- ↳ Started Click & Collect service for Haneda domestic flights and duty-free pre-order sales service at the T3 Business Jet Gate



• Strengthen cooperation with surrounding areas and acquire earnings opportunities

- ↳ Exhibited at Haneda Smart City EXPO at HICity
- ↳ Provided in-flight meal and beverage service and sold airport limited products at the Haneda Airport presents Air and Travel Products Exhibition held at Keikyu Department Store

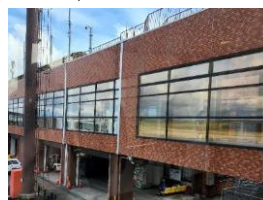


• Strengthen distribution business on the basis of actual results of introduction at Haneda Airport

- ↳ Sold Radi-Cool, a radiant cooling material that contributes to CO₂ emissions reduction, to other airports in Japan, etc.
- ↳ Introduced WHILL, a self-driving wheelchair, at other airports in Japan and conducted demonstration tests of guidance robots, cleaning robots, etc.



[Sales of Radi-Cool]
(Akita Airport)



(Naha Airport)



◆ Create new businesses to acquire new technologies and know-how

• Conduct aggressive R&D and introduce new technologies that increase passenger convenience

- ↳ Demonstration test of self-driving vehicle (mobility) at Haneda Airport





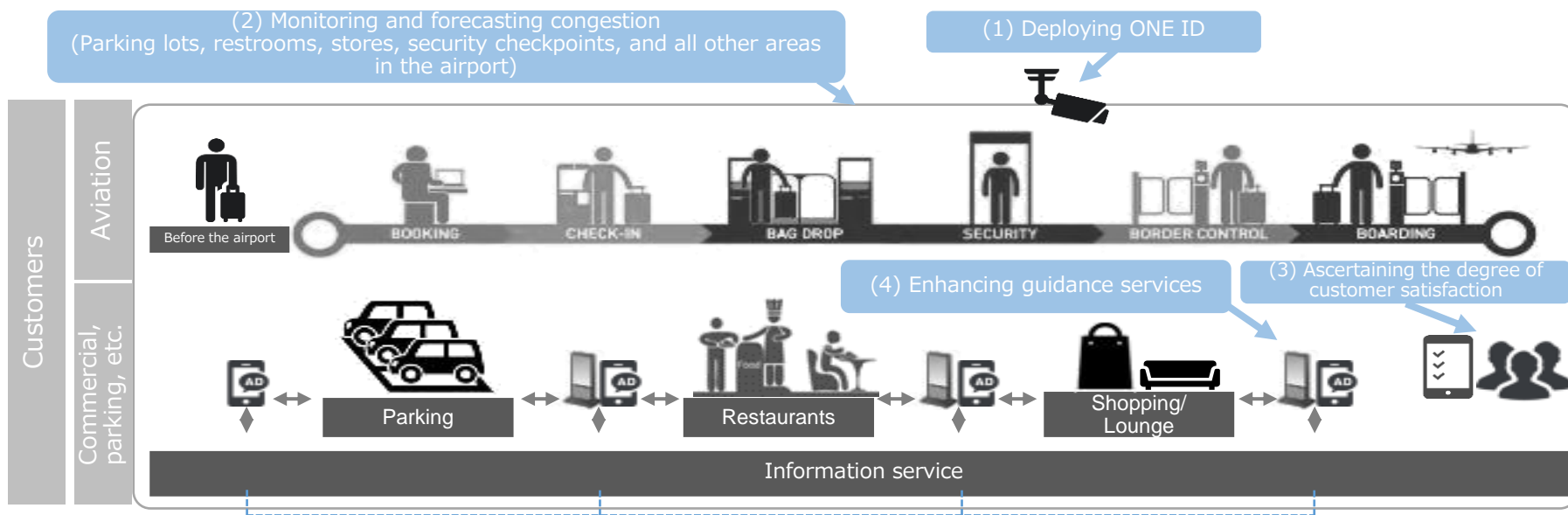
3. Progress of the Medium-Term Business Plan

(5) Management Base

◆DX Strategy

- Clarify strategies and promote data-driven management
- Enhance functions of HANEDA application for building a digital platform

[DX strategy covering the entire airport (image)]



◆Organization, Personnel, and Governance

- Build a corporate culture of “Think by oneself and take on challenges”
 - ↳ Implement cross-industry and industry-university collaborative projects
 - ↳ Promote inner branding activities
- Secure a diverse range of personnel
 - ↳ Conduct D&I seminars for all employees
 - ↳ Promote employment of people with disabilities

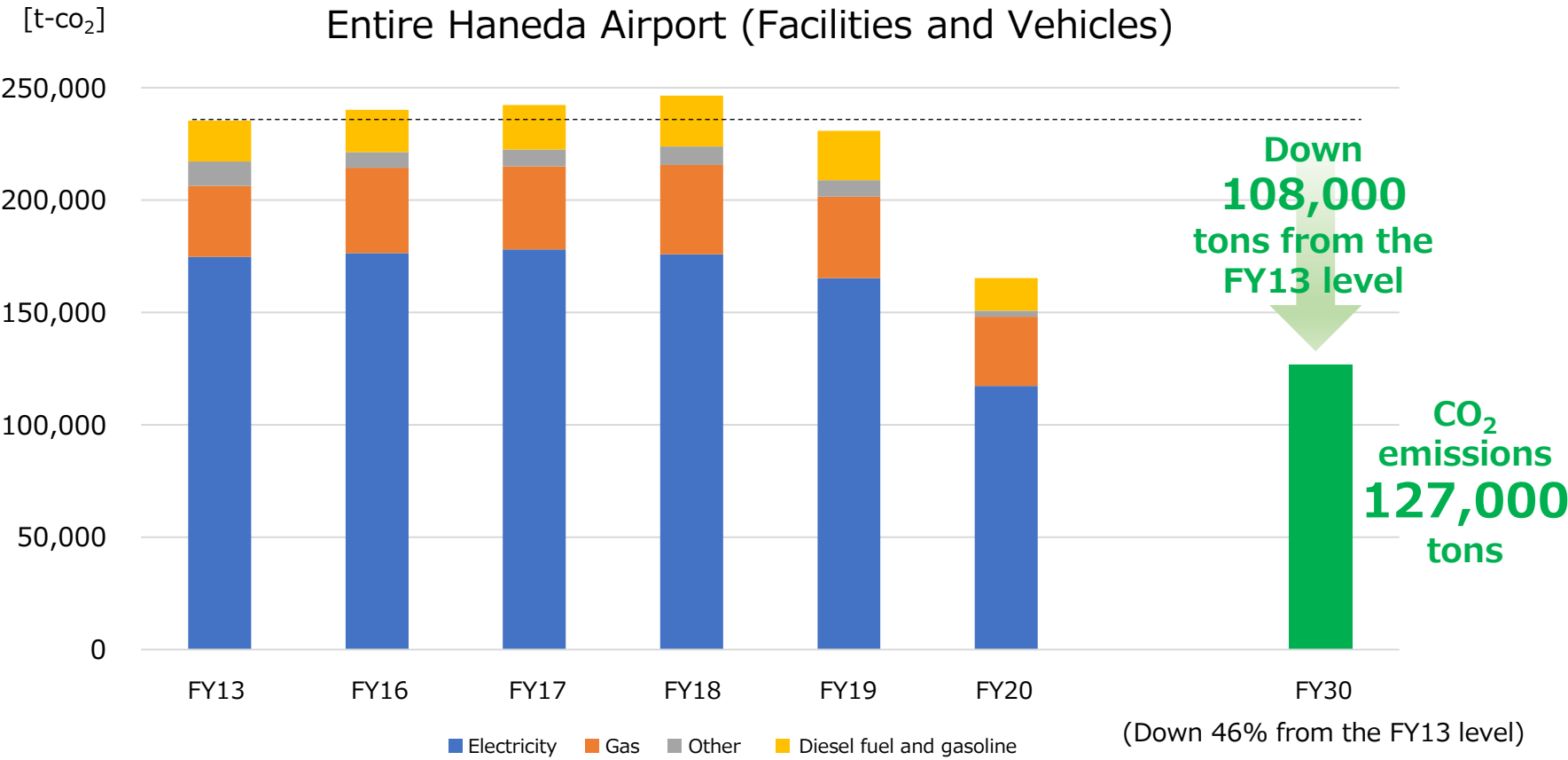


(1) Direction of Initiatives



(2) Changes in CO₂ Emissions at Haneda Airport

- The Ministry of Land, Infrastructure, Transport and Tourism aims to reduce CO₂ emissions at each airport by 46% or more from the FY13 level in FY30.
- **If that target is applied to Haneda Airport, CO₂ emissions in FY30 will need to be reduced to 127,000 tons, down 108,000 tons from the FY13 level.**

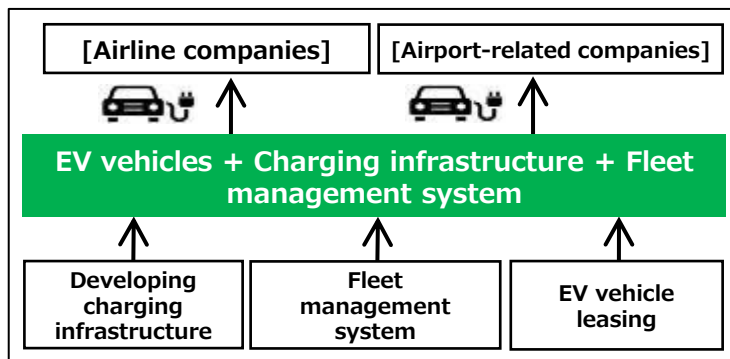


Source: Prepared based on the Tokyo International Airport Implementation Status Report (FY2006–2020), Ministry of Land, Infrastructure, Transport and Tourism website.

4. Sustainability Initiatives

(3) Initiatives to Reduce CO₂

- ◆ Study on converting airport vehicles to EV and developing charging facilities

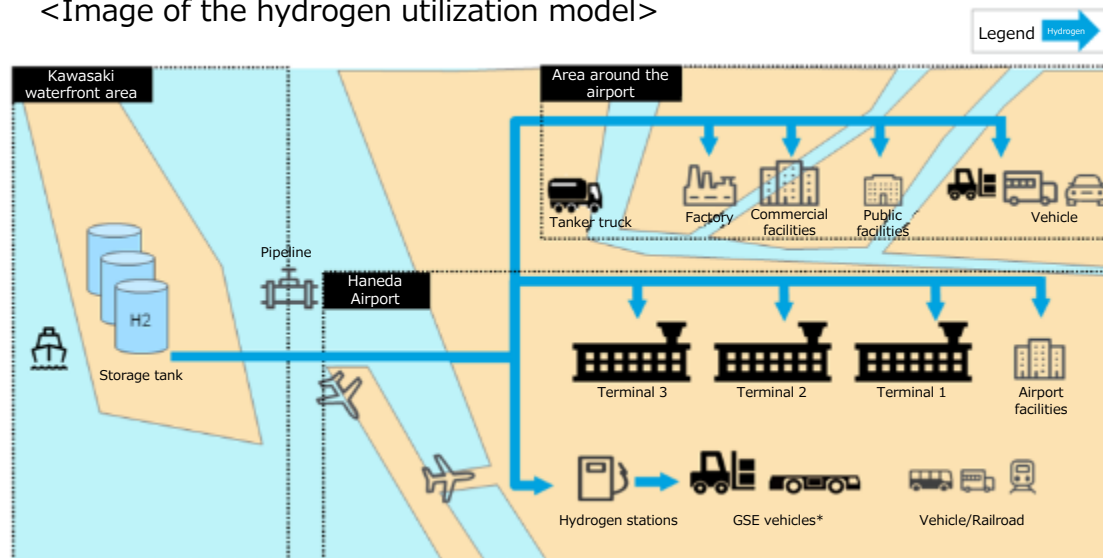


- ◆ Installing Radi-Cool radiant cooling material on terminal connecting bridges



- ◆ Investigating utilizing hydrogen at the Haneda Airport and surrounding areas

<Image of the hydrogen utilization model>



- ◆ Promoting LED lighting



Earnings Explanatory Meeting
Second Quarter of FY22

Supplementary Material

1. Details of Consolidated Financial Results for FY22 2Q
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3. Other Information

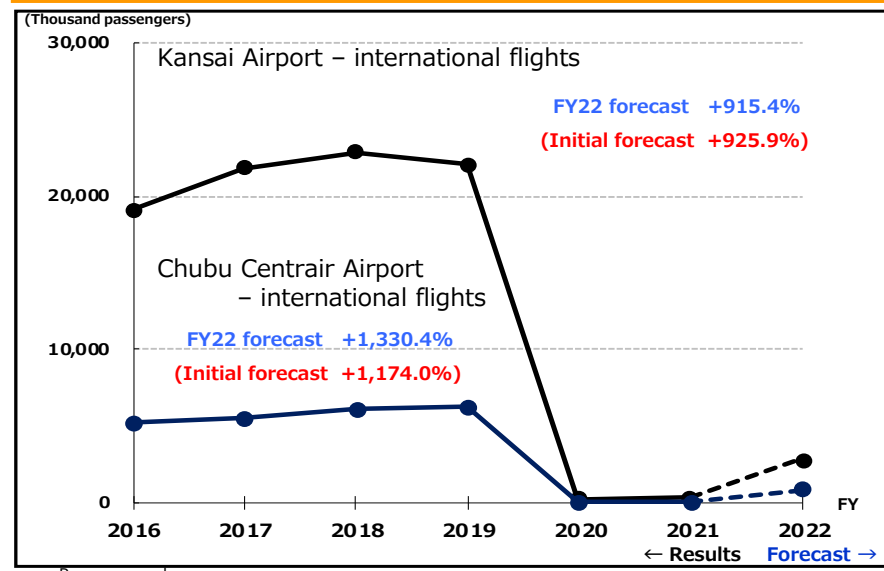
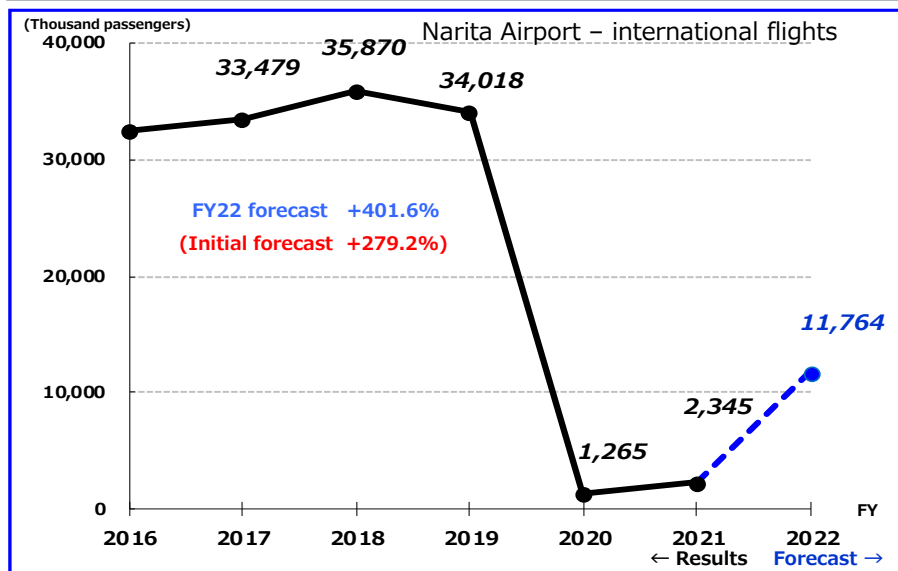
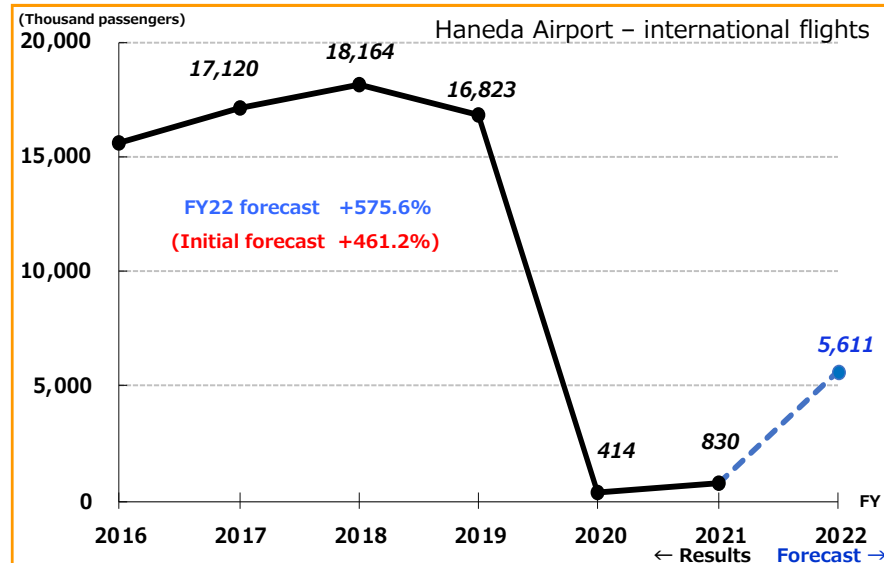
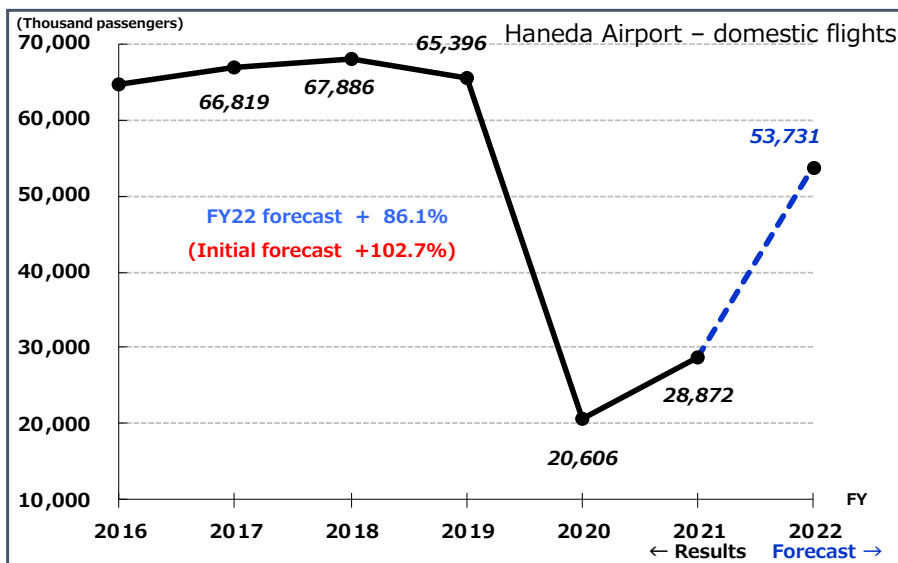
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Japan Airport Terminal Co., Ltd.

<https://www.tokyo-airport-bldg.co.jp/>

1. Details of Consolidated Financial Results for FY22 2Q

(1) Changes in Passenger Volume (Haneda, Narita, Kansai and Chubu Centrair)



Passenger volume
Results: Figures published by Minister of Land, Infrastructure, Transport and Tourism, Narita International Airport Corporation, Kansai Airports Co., Ltd. and Central Japan International Airport Co., Ltd.
Forecast: Created by the Company



1. Details of Consolidated Financial Results for FY22 2Q

(2) Consolidated Financial Results for FY22 2Q

Items	FY22 2Q (Results)			FY21 2Q (Results)			Change	Rate of Change	Initial Forecast			Difference
	Millions of yen	Ratio	Amount affected due to TIAT consolidation	Millions of yen	Ratio	Amount affected due to TIAT consolidation			(※ 1)	Ratio	Amount affected due to TIAT consolidation	
	Millions of yen		Millions of yen	Millions of yen		Millions of yen	Millions of yen	%	Millions of yen		Millions of yen	Millions of yen
Operating revenues	43,613	100.0	-146	25,896	100.0	-3,004	17,717	68.4	45,400	100.0	-1,300	-1,786
Facilities management	27,311	62.6	-1,486	18,825	72.7	-3,872	8,485	45.1	27,500	60.6	-1,700	-188
Merchandise sales	12,871	29.5	1,333	5,546	21.4	865	7,325	132.1	14,500	31.9	400	-1,628
Food and beverage	3,430	7.9	7	1,523	5.9	2	1,906	125.1	3,400	7.5	0	30
Cost of sales	9,028	20.7		4,221	16.3		4,807	113.9	10,700	23.6	0	-1,671
Cost of sales of merchandise	6,881	15.8		2,926	11.3		3,955	135.2	8,700	19.2		-1,818
(Ratio)	(53.5%)			(52.8%)			(0.7P)		(60.0%)			(-6.5P)
Cost of sales of food and beverage	2,146	4.9		1,295	5.0		851	65.7	2,000	4.4		146
(Ratio)	(62.6%)			(85.0%)			(-22.4P)		(58.8%)			(3.8P)
Gross profit	34,584	79.3		21,674	83.7		12,910	59.6	34,700	76.4	0	-115
Selling, general and administrative expenses	43,858	100.6		43,499	168.0		358	0.8	45,200	99.6	0	-1,341
Operating income	-9,273	-21.3	-11,014	-21,825	-84.3	-14,276	12,551	-	-10,500	-23.1	-11,600	1,226
Non-operating income/loss	-486	-1.1		-2,480	-9.6		1,994	-	-500	-1.1	0	13
Ordinary income	-9,759	-22.4	-12,678	-24,305	-93.9	-17,075	14,546	-	-11,000	-24.2	-13,300	1,240
Extraordinary income/loss	28	0.1		-20	-0.1		48	-	0	0.0	0	28
Net income attributable to owners of parent	-3,341	-7.7	-5,068	-14,478	-55.9	-8,370	11,136	-	-4,000	-8.8	-5,300	658

*1 Financial forecast announced in May 2022

*2 Ratio: Cost of sales of merchandise / Operating revenues of merchandise

Ratio: Cost of sales of food and beverage / Operating revenues of food and beverage

Note: Figures shown are rounded down to the nearest million yen.



1. Details of Consolidated Financial Results for FY22 2Q

(3) Financial Results by Segment

(i) Facilities management

Items	FY22 2Q (Results)			FY21 2Q (Results)			Change	Rate of Change	Initial Forecast		Difference
		Ratio	Amount affected due to TIAT consolidation		Ratio	Amount affected due to TIAT consolidation			(May.2022)	Amount affected due to TIAT consolidation	
Sales to external customers	Millions of yen	%	Millions of yen	Millions of yen	%	Millions of yen	Millions of yen	%	Millions of yen	Millions of yen	Millions of yen
Rent revenues	10,009	35.2	-1,727	9,099	46.0	-2,032	910	10.0	10,000	-1,500	9
Facility user charges revenues	11,146	39.2	2,639	4,265	21.6	700	6,880	161.3	11,500	2,400	-353
Other revenues	6,155	21.7	-2,398	5,460	27.6	-2,540	694	12.7	6,000	-2,600	155
Subtotal	27,311	96.1	-1,486	18,825	95.2	-3,872	8,485	45.1	27,500	-1,700	-188
Intersegment sales	1,095	3.9	407	946	4.8	431	148	15.7	1,600	500	-504
Total	28,406	100.0	-1,079	19,772	100.0	-3,441	8,633	43.7	29,100	-1,200	-693
Operating expenses	32,469	114.3	8,592	33,140	167.6	9,247	-670	-2.0	33,900	9,200	-1,430
Operating income	-4,062	-14.3	-9,671	-13,367	-67.6	-12,688	9,304	-	-4,800	-10,400	737
(Ratio)	(-14.3%)			(-67.6%)			(53.3P)		(-16.5%)		(2.2P)

• Rent revenues:

Increase in revenue from leased space due to a reduction in the range, etc. of rent reductions or exemptions, and increase in commission rent in domestic terminal + 0.6 billion
 Increase in revenue from leased space due to a reduction in the range, etc. of rent reductions or exemptions, and increase in commission rent in international terminal + 0.2 billion
 • Facility user charges revenues: Increase in fees for use of passenger facilities for domestic flights + 4.8 billion
 Increase in fees for use of passenger facilities for international flights + 1.7 billion
 • Other revenues: Increase in revenue from parking fees, paid airport lounges, etc. + 1.3 billion
 Decrease in subcontracted work revenues, etc. - 0.6 billion

1. Details of Consolidated Financial Results for FY22 2Q

(3) Financial Results by Segment

(ii) Merchandise sales

Items	FY22 2Q (Results)			FY21 2Q (Results)			Change	Rate of Change	Initial Forecast		Difference
		Ratio	Amount affected due to TIAT consolidation		Ratio	Amount affected due to TIAT consolidation			(May.2022)	Amount affected due to TIAT consolidation	
Sales to external customers	Millions of yen	%	Millions of yen	Millions of yen	%	Millions of yen	Millions of yen	%	Millions of yen	Millions of yen	Millions of yen
Domestic terminal stores	4,036	30.4	-	1,827	30.9	-	2,208	120.8	4,700	-	-663
International terminal stores	5,624	42.3	1,592	2,145	36.2	1,171	3,478	162.2	5,300	600	324
Other saleses	3,211	24.1	-259	1,573	26.6	-305	1,637	104.1	4,500	-200	-1,288
Subtotal	12,871	96.8	1,333	5,546	93.7	865	7,325	132.1	14,500	400	-1,628
Intersegment sales	426	3.2	205	372	6.3	228	54	14.5	400	300	26
Total	13,298	100.0	1,538	5,918	100.0	1,094	7,379	124.7	14,900	700	-1,601
Operating expenses	13,962	105.0	1,875	9,167	154.9	1,627	4,795	52.3	15,900	900	-1,937
Operating income	-664	-5.0	-337	-3,248	-54.9	-533	2,583	-	-1,000	-200	335
(Ratio)	(-5.0%)			(-54.9%)			(-49.9P)		(-6.7%)		(-1.7P)

- Domestic terminal stores: Increase in sales of directly managed stores, etc. at Haneda domestic terminal + 2.2 billion
- International terminal stores: Increase in sales of directly managed stores, etc. at Haneda international terminal + 2.8 billion
- Other sales: Increase in sales of directly managed stores at Narita Airport + 0.5 billion
- Other sales: Increase in wholesale sales to other airports + 1.3 billion



1. Details of Consolidated Financial Results for FY22 2Q

(3) Financial Results by Segment

(iii) Food and beverage

Items	FY22 2Q (Results)			FY21 2Q (Results)			Change	Rate of Change	Initial Forecast		Difference
		Ratio	Amount affected due to TIAT consolidation		Ratio	Amount affected due to TIAT consolidation			(May.2022)	Amount affected due to TIAT consolidation	
Sales to external customers	Millions of yen	%	Millions of yen	Millions of yen	%	Millions of yen	Millions of yen	%	Millions of yen	Millions of yen	Millions of yen
Sales from restaurants	2,449	63.4	7	1,003	53.7	2	1,445	144.0	2,600	-	-150
Sales from in-flight meals	766	19.9	-	343	18.4	-	423	123.4	700	-	66
Other saleses	213	5.5	-	176	9.4	-	37	21.1	100	-	113
Subtotal	3,430	88.8	7	1,523	81.5	2	1,906	125.1	3,400	-	30
Intersegment sales	432	11.2	-	344	18.5	-	87	25.4	300	-	132
Total	3,863	100.0	7	1,868	100.0	2	1,994	106.7	3,700	-	163
Operating expenses	4,681	121.2	39	3,604	192.9	39	1,076	29.9	4,500	-	181
Operating income	-818	-21.2	-31	-1,735	-92.9	-36	917	-	-800	-	-18
(Ratio)	(-21.2%)			(-92.9%)			(71.7P)		(-21.6%)		(0.4P)

- Sales from restaurants: Increase in sales at domestic flight restaurants + 1.4 billion
- Sales from in-flight meals: Increase in sales to client airlines + 0.4 billion



1. Details of Consolidated Financial Results for FY22 2Q

(4) Breakdown of Selling, General and Administrative Expenses

Items	FY22 2Q (Results)		FY21 2Q (Results)		Change	Rate of change
		Ratio		Ratio		
	Millions of yen	%	Millions of yen	%	Millions of yen	%
Operating revenues	43,613	100.0	25,896	100.0	17,717	68.4
Selling, general and administrative expenses	43,858	100.6	43,499	168.0	358	0.8
Salaries and wages	4,682	10.7	4,928	19.0	-245	-5.0
Provision for employees' bonuses	988	2.3	144	0.6	844	586.0
Expenses for retirement benefits	409	0.9	465	1.8	-56	-12.1
Rent expenses	4,039	9.3	4,530	17.5	-490	-10.8
Business consignment expenses	5,985	13.7	5,896	22.8	88	1.5
Depreciation expenses	14,442	33.1	15,872	61.3	-1,429	-9.0
Other costs and expenses	13,309	30.5	11,662	45.0	1,647	14.1



1. Details of Consolidated Financial Results for FY22 2Q

(5) Changes in Non-Operating Income/Expenses and Extraordinary Income/Loss

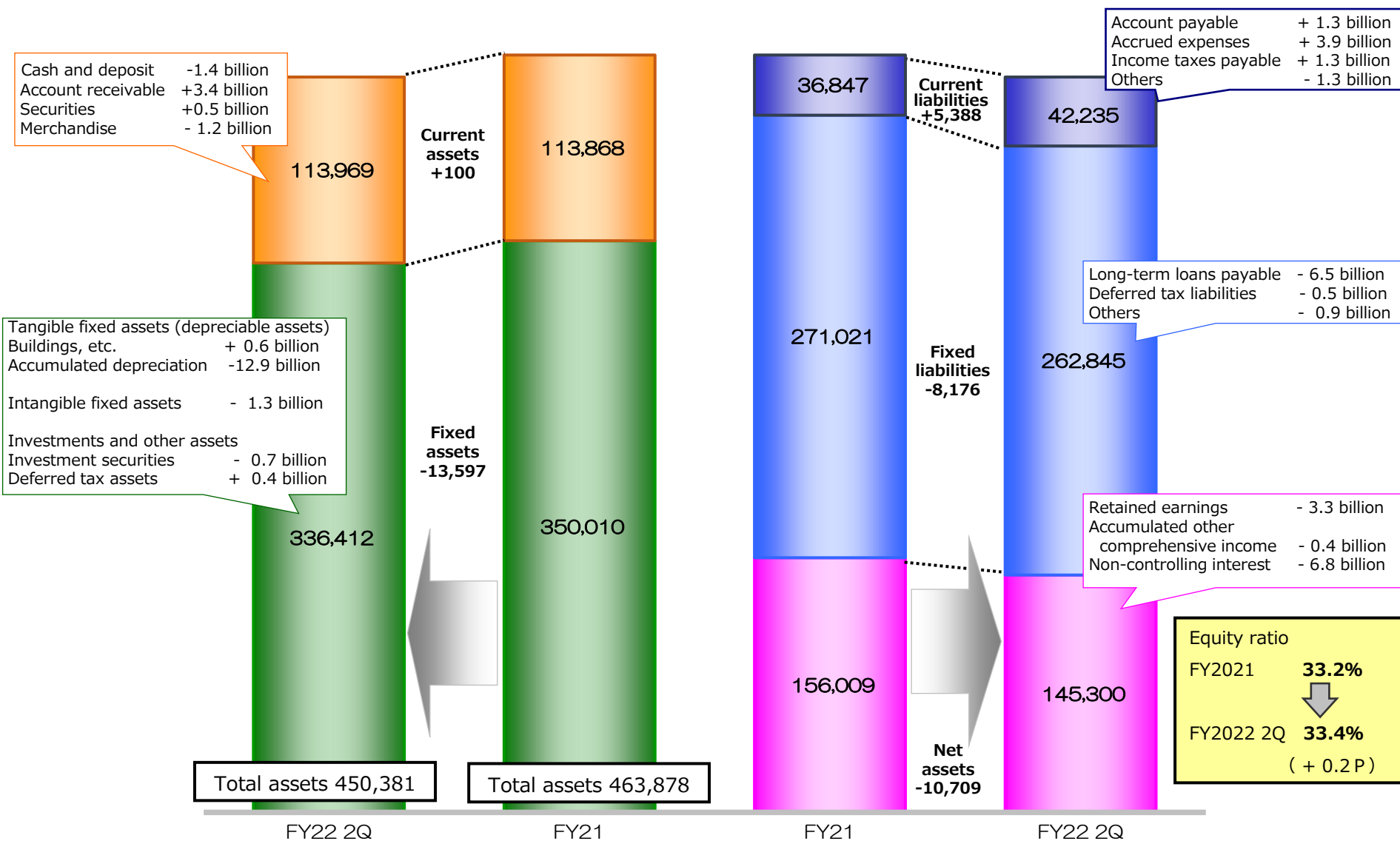
Items	FY22 2Q (Results)		FY21 2Q (Results)		Change	Rate of Change
	Millions of yen	Ratio	Millions of yen	Ratio		
Operating revenues	43,613	100.0	25,896	100.0	17,717	68.4
Operating income	-9,273	-21.3	-21,825	-84.3	12,551	-
Non-operating income	1,196	2.7	1,970	7.6	-774	-39.3
Interest income and dividend	53	0.1	48	0.2	4	8.9
Others	1,143	2.6	1,921	7.4	-778	-40.5
Non-operating expenses	1,682	3.9	4,450	17.2	-2,768	-62.2
Interest expenses	1,532	3.5	1,284	5.0	247	19.3
Loss on retirement of fixed assets	70	0.2	91	0.4	-20	-22.3
Loss on investment by the equity method	10	0.0	1,596	6.2	-1,586	-99.4
Miscellaneous expenses	69	0.2	1,479	5.7	-1,409	-95.3
Ordinary income/loss	-9,759	-22.4	-24,305	-93.9	14,546	-
Extraordinary income	64	0.1	1,422	5.5	-1,358	-95.5
Extraordinary loss	36	0.1	1,443	5.6	-1,407	-97.5
Income taxes	842	1.9	△ 1,328	△ 5.1	2,171	-
Net income attributable to owner's of parent	-3,341	-7.7	-14,478	-55.9	11,136	-



1. Details of Consolidated Financial Results for FY22 2Q

(6) Consolidated Balance Sheets

(Millions of yen)





1. Details of Consolidated Financial Results for FY22 2Q

(7) Consolidated Statements of Cash Flows

Items	FY22 2Q (Results)	FY21 2Q (Results)	Change
	Millions of yen	Millions of yen	Millions of yen
Cash flows from operating activities	6,942	1,302	5,639
Income before income taxes and minority interests	-9,731	-24,326	14,594
Depreciation and amortization	14,475	15,911	-1,436
Decrease (increase) in trade receivables	-3,498	880	-4,379
Decrease (increase) in inventories	1,220	1,869	-648
Increase (decrease) in trade payables	1,307	-1	1,309
Other current assets	236	2,133	-1,896
Other current liabilities	2,842	1,827	1,014
Others	85	2,029	-1,943
Income and other taxes paid	4	978	-974
Cash flows from investing activities	-2,406	-4,102	1,696
Purchase of tangible fixed assets	-1,609	-4,457	2,848
Purchase of intangible fixed assets	-293	-204	-89
Others	-502	559	-1,062
Cash flows from financing activities	-6,585	-7,314	728
Short-term borrowings	-100	-100	0
Long-term loans payable	-6,185	-7,368	1,183
Others	-299	154	-454
Effect of exchange rate change on cash and cash equivalents	73	24	48
Increase (decrease) in cash and cash equivalents	-1,976	-10,090	8,113
Cash and cash equivalents at beginning of period	97,128	120,355	-23,226
Cash and cash equivalents at end of period	95,152	110,264	-15,112



1. Details of Consolidated Financial Results for FY22 2Q

(8) Capital Expenditure and Depreciation Expenses

Items	FY17 2Q (Results)	FY18 2Q (Results)	FY19 2Q (Results)	FY20 2Q (Results)	FY21 2Q (Results)	FY22 2Q (Results)
	Millions of yen	Millions of yen	Millions of yen	Millions of yen	Millions of yen	Millions of yen
Capital expenditure	5,284	24,706	6,243	5,110	3,490	1,192
Depreciation expenses	5,233	11,998	12,827	12,827	15,872	14,442

Note: Figures shown are rounded down to the nearest million yen.

• Breakdown of major capital expenditures

FY22 2Q (Results)	
Repair and upgrade of various equipment and facilities	¥0.3 billion
Upgrade of crime prevention/disaster-readiness equipment	¥0.3 billion
Store renovation work, etc.	¥0.1 billion
(TIAT investment amount	¥0.1 billion)

• Breakdown of main depreciation expenses

	FY17 2Q (Results)	FY18 2Q (Results)	FY19 2Q (Results)	FY20 2Q (Results)	FY21 2Q (Results)	FY22 2Q (Results)
	Millions of yen	Millions of yen	Millions of yen	Millions of yen	Millions of yen	Millions of yen
Terminal 1	2,100	1,800	2,200	2,200	1,900	1,600
Terminal 2	1,900	1,900	2,400	5,800	5,200	4,500
T I A T	-	4,900	4,800	5,700	5,500	5,300
P4 Parking	100	100	300	300	200	200

Note: Figures shown are rounded down to the nearest hundred million yen.



2. Details of Consolidated Financial Forecast for FY22

(1) Consolidated Financial Forecast for FY22

Items	FY22 (Forecast)			FY21 (Results)			Change	Rate of Change	Initial Forecast(May.2022)			Difference
		Ratio	Amount affected due to TIAT consolidation		Ratio	Amount affected due to TIAT consolidation				Ratio	Amount affected due to TIAT consolidation	
	Millions of yen	%	Millions of yen	Millions of yen	%	Millions of yen	Millions of yen	%	Millions of yen	%	Millions of yen	Millions of yen
Operating revenues	105,900	100.0	2,100	57,057	100.0	-6,338	48,842	85.6	105,600	100.0	-1,300	300
Facilities management	61,300	57.9	-1,100	40,029	70.1	-8,401	21,270	53.1	60,600	57.4	-2,900	700
Merchandise sales	36,200	34.2	3,100	13,174	23.1	2,058	23,025	174.8	37,000	35.0	1,600	-800
Food and beverage	8,400	7.9	100	3,852	6.8	4	4,547	118.0	8,000	7.6	0	400
Cost of sales	25,400	24.0		10,604	18.6		14,795	139.5	26,600	25.2		-1,200
Cost of sales of merchandise	20,500	19.4		7,635	13.4		12,864	168.5	22,300	21.1		-1,800
(Ratio)	(56.6%)			(58.0%)			(-1.4P)		(60.3%)			(-3.7P)
Cost of sales of food and beverage	4,900	4.6		2,968	5.2		1,931	65.1	4,300	4.1		600
(Ratio)	(58.3%)			(77.0%)			(-18.7P)		(53.8%)			(4.5P)
Gross profit	80,500	76.0		46,453	81.4		34,046	73.3	79,000	74.8		1,500
Selling, general and administrative expenses	94,800	89.5		87,709	153.7		7,090	8.1	95,600	90.5		-800
Operating income	-14,300	-13.5	-19,100	-41,255	-72.3	-28,758	26,955	-	-16,600	-15.7	-21,400	2,300
Non-operating income/loss	-1,300	-1.2		-2,605	-4.6		1,305	-	-1,500	-1.4		200
Ordinary income	-15,600	-14.7	-22,500	-43,861	-76.9	-33,332	28,261	-	-18,100	-17.1	-24,900	2,500
Extraordinary income/loss	-	-		302	0.5		-302	-100	-	-		-
Net income attributable to owners of parent	-4,600	-4.3	-8,900	-25,217	-44.2	-16,418	20,617	-	-5,700	-5.4	-9,800	1,100

* Ratio: Cost of sales of merchandise / Operating revenues of merchandise sales
Ratio: Cost of sales of food and beverage / Operating revenues of food and beverage



2. Details of Consolidated Financial Forecast for FY22

(2) Forecast of Operating Revenues by Segment

(Millions of yen)

Items	FY22 (Forecast)	Amount affected due to TIAT consolidation	FY21 (Results)	Amount affected due to TIAT consolidation	Change	Rate of Change (%)	Initial forecast (May.2022)	Amount affected due to TIAT consolidation	Difference
Facilities management	61,300	-1,100	40,029	-8,401	21,270	53.1	60,600	-2,900	700
Rent revenues	19,800	-3,700	18,543	-3,993	1,256	6.8	20,000	-3,200	-200
Facility user charges revenues	27,400	8,500	10,539	1,498	16,860	160.0	27,500	6,700	-100
Other revenues	14,100	-5,900	10,946	-5,907	3,153	28.8	13,100	-6,400	1,000
Merchandise sales	36,200	3,100	13,174	2,058	23,025	174.8	37,000	1,600	-800
Domestic terminal stores	9,600	-	5,166	-	4,433	85.8	10,500	-	-900
International terminal stores	16,400	3,600	4,242	2,650	12,157	286.5	15,400	2,100	1,000
Other sales	10,200	-500	3,765	-592	6,434	170.9	11,100	-500	-900
Food and beverage	8,400	100	3,852	4	4,547	90.3	8,000	-	400
Sales from restaurants	5,700	100	2,790	4	2,909	61.3	5,800	-	-100
Sales from in-flight meals	2,300	-	730	-	1,569	24.7	1,900	-	400
Other sales	400	-	332	-	67	4.3	300	-	100



2. Details of Consolidated Financial Forecast for FY22

(3) Financial Forecast by Segment

(i) Facilities management

Items	FY22 (Forecast)			FY21 (Results)			Change	Rate of Change	Initial Forecast(May.2022)		Difference
		Ratio	Amount affected due to TIAT consolidation		Ratio	Amount affected due to TIAT consolidation				Amount affected due to TIAT	
Sales to external customers	Millions of yen	%	Millions of yen	Millions of yen	%	Millions of yen	Millions of yen	%	Millions of yen	Millions of yen	Millions of yen
Rent revenues	19,800	31.0	-3,700	18,543	44.1	-3,993	1,256	6.8	20,000	-3,200	-200
Facility user charges revenues	27,400	42.9	8,500	10,539	25.1	1,498	16,860	160.0	27,500	6,700	-100
Other revenues	14,100	22.1	-5,900	10,946	26.1	-5,907	3,153	28.8	13,100	-6,400	1,000
Subtotal	61,300	95.9	-1,100	40,029	95.3	-8,401	21,270	53.1	60,600	-2,900	700
Intersegment sales	2,600	4.1	1,000	1,982	4.7	896	617	31.2	3,500	1,200	-900
Total	63,900	100.0	-100	42,012	100.0	-7,505	21,887	52.1	64,100	-1,700	-200
Operating expenses	70,200	109.9	18,000	66,876	159.2	17,920	3,323	5.0	71,400	17,800	-1,200
Operating income	-6,300	-9.9	-18,100	-24,863	-59.2	-25,426	18,563	-	-7,300	-19,500	1,000
(Ratio)	(-9.9%)			(-59.2P)			(49.3P)		(-11.4P)		(1.5P)

- Rent revenues: Increase in revenue from leased space due to a reduction in the range, etc. of rent reductions or exemptions, and increase in commission rent in domestic terminal + 0.8 billion
Increase in revenue from leased space due to a reduction in the range, etc. of rent reductions or exemptions, and increase in commission rent in international terminal + 0.3 billion
- Facility user charges revenues: Increase in fees for use of passenger facilities for domestic flights +10.2 billion
Increase in fees for use of passenger facilities for international flights + 5.6 billion
- Other revenues: Increase in revenue from parking fees, paid airport lounges, etc. for domestic terminal + 1.9 billion
Increase in revenue from parking fees, paid airport lounges, etc. for international terminal. + 1.0 billion



2. Details of Consolidated Financial Forecast for FY22

(3) Financial Forecast by Segment

(ii) Merchandise sales

Items	FY22 (Forecast)			FY21 (Results)			Change	Rate of Change	Initial Forecast(May.2022)		Difference
		Ratio	Amount affected due to TIAT consolidation		Ratio	Amount affected due to TIAT consolidation				Amount affected due to TIAT	
Sales to external customers	Millions of yen	%	Millions of yen	Millions of yen	%	Millions of yen	Millions of yen	%	Millions of yen	Millions of yen	Millions of yen
Domestic terminal stores	9,600	25.5	-	5,166	37.1	-	4,433	85.8	10,500	-	-900
International terminal stores	16,400	43.6	3,600	4,242	30.4	2,650	12,157	286.5	15,400	2,100	1,000
Other saleses	10,200	27.1	-500	3,765	27.0	-592	6,434	170.9	11,100	-500	-900
Subtotal	36,200	96.3	3,100	13,174	94.5	2,058	23,025	174.8	37,000	1,600	-800
Intersegment sales	1,400	3.7	500	769	5.5	452	630	82.0	900	600	500
Total	37,600	100.0	3,600	13,944	100.0	2,511	23,655	169.6	37,900	2,200	-300
Operating expenses	36,800	97.9	2,600	20,078	144.0	3,577	16,721	83.3	38,200	1,900	-1,400
Operating income	800	2.1	1,000	-6,134	-44.0	-1,066	6,934	-	-300	300	1,100
(Ratio)	(2.1%)			(-44.0P)			(46.1P)		(-0.8P)		(2.9P)

- Domestic terminal stores: Increase in sales of directly managed stores, etc. at Haneda domestic terminal + 4.4 billion
- International terminal stores: Increase in sales of directly managed stores, etc. at Haneda international terminal + 9.2 billion
- Other sales: Increase in sales of directly managed stores at Narita Airport + 2.3 billion
- Other sales: Increase in wholesale sales to other airports + 5.9 billion



2. Details of Consolidated Financial Forecast for FY22

(3) Financial Forecast by Segment (iii) Food and beverage

Items	FY22 (Forecast)			FY21 (Results)			Change	Rate of Change	Initial Forecast(May.2022)		Difference
		Ratio	Amount affected due to TIAT consolidation		Ratio	Amount affected due to TIAT consolidation				Amount affected due to TIAT	
Sales to external customers	Millions of yen	%	Millions of yen	Millions of yen	%	Millions of yen	Millions of yen	%	Millions of yen	Millions of yen	Millions of yen
Sales from restaurants	5,700	61.3	100	2,790	60.1	4	2,909	104.3	5,800	-	-100
Sales from in-flight meals	2,300	24.7	-	730	15.7	-	1,569	215.0	1,900	-	400
Other saleses	400	4.3	-	332	7.1	-	67	20.4	300	-	100
Subtotal	8,400	90.3	100	3,852	82.9	4	4,547	118.0	8,000	-	400
Intersegment sales	900	9.7	-	796	17.1	-	103	13.0	700	-	200
Total	9,300	100.0	100	4,649	100.0	4	4,650	100.0	8,700	-	600
Operating expenses	10,300	110.8	100	7,741	166.5	77	2,558	33.1	9,700	100	600
Operating income	-1,000	-10.8	0	-3,091	-66.5	-73	2,091	-	-1,000	-100	0
(Ratio)	(-10.8%)			(-66.5P)			(55.7P)		(-11.5P)		(0.7P)

- Sales from restaurants: Increase in sales at domestic flight restaurants + 2.7 billion
- Sales from in-flight meals: Increase in sales to client airlines + 1.5 billion



3. Other Information

(1) Capital Expenditure and Depreciation Expenses

Items	FY17 (Results)	FY18 (Results)	FY19 (Results)	FY20 (Results)	FY21 (Results)	FY22 (Forecast)
	Millions of yen	Millions of yen	Millions of yen	Millions of yen	Millions of yen	Millions of yen
Capital expenditure	27,885	57,559	72,613	8,494	4,738	14,000
Depreciation expenses	10,806	24,634	27,807	34,310	31,715	29,000

Note: Figures shown are rounded down to the nearest million yen.

• Breakdown of Major Capital Expenditures

FY21 (Results)		FY22 (Forecast)	
Terminal 1 and 2 expansion	¥0.6 billion	Terminal 1 and 2 expansion	¥6.0 billion
Repair and upgrade of various equipment and facilities	¥0.6 billion	Repair and upgrade of various equipment and facilities	¥3.0 billion
Upgrade of crime prevention/disaster-readiness equipment	¥0.3 billion	Upgrade of crime prevention/disaster-readiness equipment	¥2.0 billion
		Store renovation work, etc.	¥0.5 billion
(TIAT investment amount	¥2.8 billion)	(TIAT investment amount	¥0.5 billion)

• Breakdown of main depreciation expenses

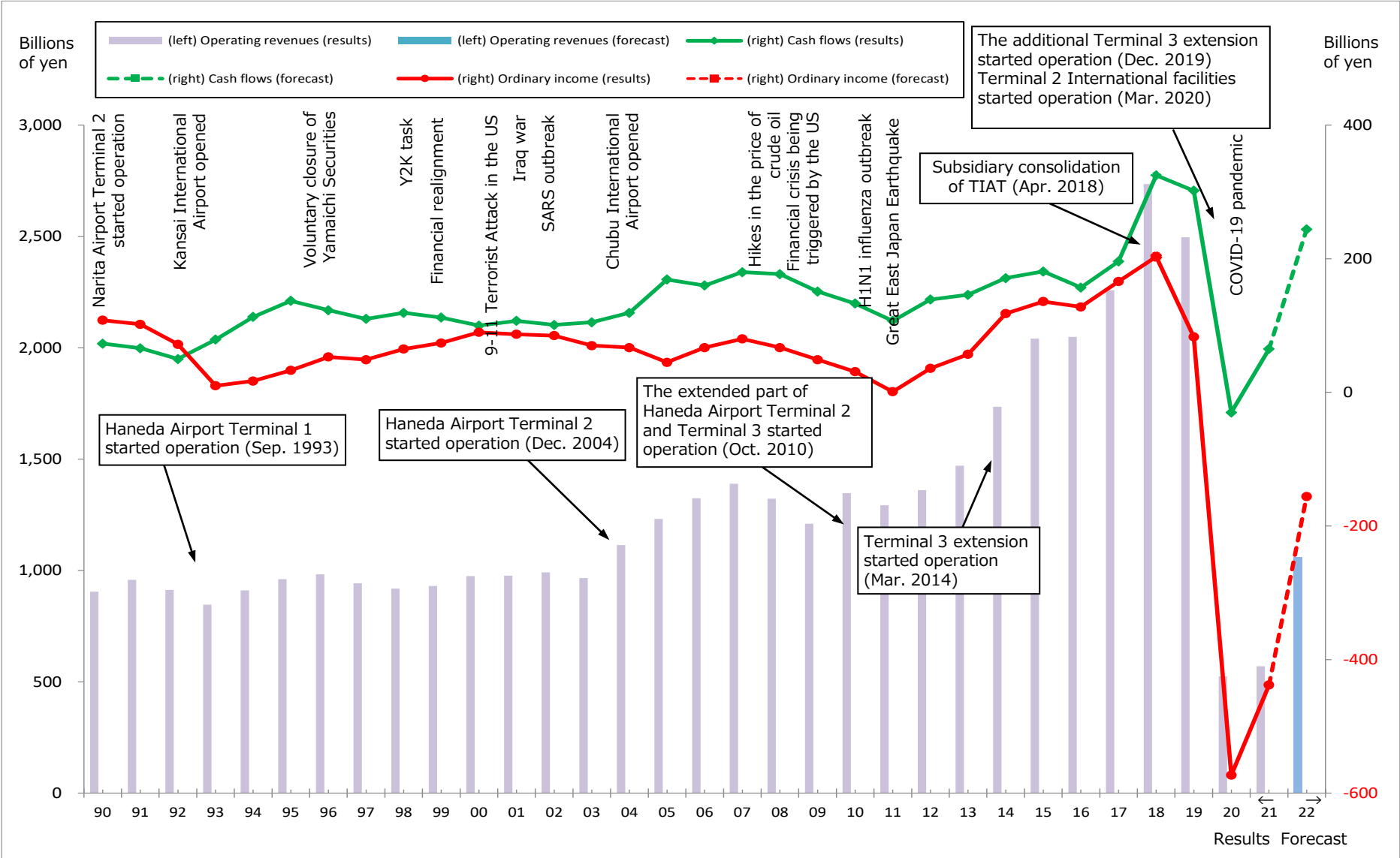
	FY17 (Results)	FY18 (Results)	FY19 (Results)	FY20 (Results)	FY21 (Results)	FY22 (Forecast)
	Millions of yen	Millions of yen	Millions of yen	Millions of yen	Millions of yen	Millions of yen
Terminal 1	4,300	4,100	4,700	4,500	3,800	3,300
Terminal 2	3,800	3,800	5,900	11,800	10,400	9,200
T I A T	-	9,500	10,200	11,200	11,100	10,500
P4 Parking	300	300	700	600	500	400

Note: Figures shown are rounded down to the nearest hundred million yen.



3. Other Information

(2) Changes in Operating Revenues/Ordinary Income/Cash Flows



(Cash flows = Net income + Depreciation expenses - Dividends)

Second Quarter of FY22

Reference Material

1. Outline of Japan Airport Terminal Group
2. Summary of Tokyo International Airport (Haneda)

* This document has been translated from the Japanese original, for reference purposes only. If there is any discrepancy between this translated document and the Japanese original, the original shall prevail.

Japan Airport Terminal Co., Ltd.

<https://www.tokyo-airport-bldg.co.jp/>



1. Outline of Japan Airport Terminal Group

(1) The company's position at Haneda Airport (comparison with other major airports in Japan)

Airport	Haneda Airport (Tokyo International Airport)	Narita International Airport	Chubu Centrair International Airport	Kansai International Airport	Itami Airport (Osaka International Airport)
Category	Responsible and managed by national government	Responsible and managed by each airport company			
Control facilities	National government (Minister of Land, Infrastructure, Transport and Tourism)	National government (Minister of Land, Infrastructure, Transport and Tourism)			
Airport facilities (Basic facilities) Runways Taxiways Aprons		Narita International Airport Corporation	Central Japan International Airport Co., Ltd.	[Owner] New Kansai International Airport Company, Ltd.	
Passenger handling facilities (Passenger terminal buildings)				Outsourced [Operator] Kansai Airports Co., Ltd.	
Shareholder composition	Private corporations, etc. : 100%	National government : 100%	Private corporations, etc. : 50% National government : 40% Local government : 10%	[Owner] National government : 100% [Operator] Private corporations, etc. : 100%	

Source: Prepared by the company based on information on the websites of Ministry of Land, Infrastructure, Transport and Tourism and the respective companies.

(Reference) Basic position of passenger terminal building companies

- Operators of the airport facilities
 - Runways, taxiways and aprons: Installed and managed by national or local governments, or Narita, New Kansai, Central Japan airport companies.
 - Passenger and cargo handling facilities: Constructed, owned, managed and operated by private corporations, third sector bodies, airport companies, etc.
 - Maintenance facilities: Constructed, owned, and managed by private corporations or airline companies

Both JAT and TIAT have been designated as Airport Facilities Operators* by the Minister of Land, Infrastructure, Transport and Tourism pursuant to Article 15, Paragraph 1 of the Airport Act.

* Airport Facilities Operator is an enterprise that constructs or manages airport facilities (passenger or cargo handling facilities or aircraft refueling facilities necessary for an airport to perform its functions).

- Relationship with airline companies: JAT and TIAT lease facilities such as check-in counters and offices.
- Relationship with merchandise stores, restaurants, and service stores: JAT and TIAT operate their own stores, or lease store/office space to the tenants such as airline-related companies. Those companies need filings to operate sales at the airports.



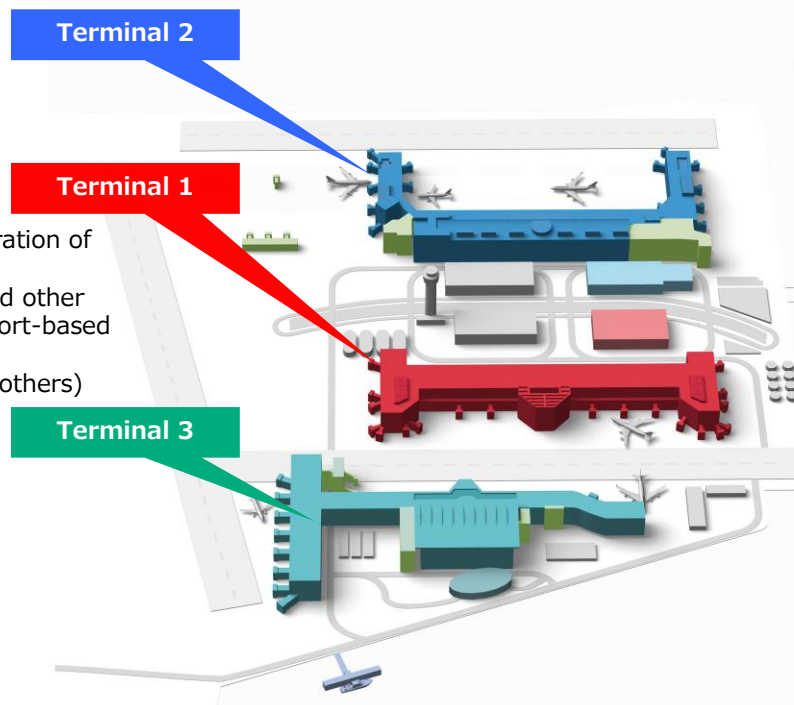
1. Outline of Japan Airport Terminal Group

(2) Business Details

A company responsible for construction, maintenance and operation of Haneda Airport passenger terminals

- Terminal 1
- Terminal 2
- Terminal 3

- Construction, management, and operation of terminal buildings
- Real estate leasing (offices, stores and other spaces for airline companies and airport-based businesses)
- Merchandise sales (duty-free stores, others)
- Food and beverage services
- Passenger services
- Preparation/sales of in-flight meals
- Management of parking lots



■ Operating Entity

- Domestic passenger terminals: Japan Airport Terminal Co., Ltd. (JAT)
- International passenger terminal: Tokyo International Air Terminal Corporation (TIAT)
- The international passenger terminal is operated as a private finance initiative (PFI) project (2008-2038).
- The terminal was built and is managed and operated by TIAT (consolidated subsidiary of JAT since 2018), established through investment with airline companies and other entities, centering on JAT.

Offering high-quality services at domestic airports Narita, Kansai and Chubu, and at airports outside of Japan, leveraging expertise honed at Haneda Airport.

Narita International Airport

- Merchandise sales (duty-free stores, etc.)
- Wholesale, commissioned management of duty-free stores
- Food and beverage service
- Travel accident insurance agency business
- Preparation/sales of in-flight meals

Kansai and Chubu Centrair International Airport

- Merchandise sales (duty-free stores)
- Wholesale

Domestic Airports throughout Japan

- Merchandise sales (Naha)
- Wholesale
- Operation of Kumamoto Airport

At overseas Airport

- Merchandise sales at Chengdu Shuangliu International Airport
- Operation of Palau International Airport
- Operation of New Ulaanbaatar Airport



1. Outline of Japan Airport Terminal Group

(3) Basic Philosophy and Management Policy

Basic philosophy

“Balancing Public Good and Business Success”

Passenger terminal buildings serve as public infrastructure of enormous importance. Utilizing private-sector business approaches to properly achieve this highly public mission is our basic management philosophy.

Management policy

- Establish absolute safety in passenger terminals
- Operate passenger terminals for the benefit of customers (convenience, comfort and functionality)
- Operate passenger terminals stably and efficiently
- Reinforce corporate structure and improve the combined competence of the Group companies

Our Business Model Since Establishment

- Since its establishment, Japan Airport Terminal has optimally leveraged private-sector knowledge and financing to build, manage and operate passenger terminal buildings, which have enormously important public value, as a purely private enterprise spanning nearly 70 years.
- Based on the Japanese government's policies governing airports and airlines, Japan Airport Terminal is engaged in facilities installation, including expansion, the provision of appropriate services, and measures to ensure the safety and stability of passenger terminal buildings.
- Japan Airline Terminal contributes to the development of the airline industry, guided by a consistent dedication to shared prosperity with airline companies.



1. Outline of Japan Airport Terminal Group

(4) Sustainability Basic Policy

To realize “To Be a World-Best Airport - To be the world’s most respected airport, pursuing the satisfaction of all stakeholders -,” we will promote sustainable business activities while contributing to the development of the socioeconomy under the Sustainability Basic Policy.

Sustainability Basic Policy

Customers

- (1) Serving as an air gateway to Japan, we strive to operate customer-centered passenger terminals (convenience, comfortableness and functionality), continuously work at improving services and operations while actively utilizing digital technologies, and provide the best hospitality.

Partners

- (2) Together with partners such as airline companies, tenants and subcontractors, and the national government, we promote development of safe and secure airports and open innovation toward mutual growth.

Employees

- (3) We give consideration to physical and mental health and security of officers and employees, and strive to develop personnel and improve work environments so that they can work with a motivation while exercising a wide range of abilities they have in various fields associated with the airport.

Local Communities

- (4) In partnership with surrounding communities, we not only contribute to the growth of the Tokyo metropolitan area, but also enable domestic air mobility in cooperation with airports throughout the country as the hub of the aviation network, and aim to co-exist and co-prosper with local communities throughout Japan.

Shareholders/Investors

- (5) We endeavor to be transparent in disclosing information on a timely basis and increase corporate value from a long-term perspective, based on engagement with shareholders and investors.

Global Environment

- (6) In moving toward a decarbonized society and/or a resource-circulation society, we aim to reduce the environmental burden associated with business activities through, for example, promoting measures against global warming and 3R, and realize sustainable airports in harmony with the global environment in cooperation with stakeholders.

Common

- (7) Having ensured absolute safety, we properly manage risks that may pose a threat to business activities. Also, we routinely promote disaster prevention measures, etc. and business continuity management so that, even in emergencies, we can ensure safety and continue operating the passenger terminal, which is public infrastructure, without delays.
- (8) We comply with domestic and overseas laws, regulations and rules, and carry out business honestly and fairly while taking human rights into consideration.

1. Outline of Japan Airport Terminal Group

(5) Company History

Haneda Airport was re-launched as Japanese air gateway after being returned by the U.S. in 1952. However, on account of a lack of financial resources after the war, only the costs for paving the taxiway and apron were included in the national budget. Therefore, **it was decided to build the terminal with private funds** (cabinet approved), and in 1953 **the Company was founded with the cooperation of major institutions (with capital 150 million yen)**, and the terminal was opened in May 1955.

1953	(July)	Established with private sector capital of 150 million yen.
1955	(May)	The terminal building opened and launched operation.
1964	(September)	Separate domestic arrival terminal building completed in time with the Tokyo Olympic Games.
	(October)	Duty-free sales operations commenced.
1970	(May)	Completed new international arrival terminal building.
1978	(March)	Opened Narita Office at Narita International Airport.
1978	(May)	Commenced merchandise sales including duty-free articles, hotel reservation services and other operations with the opening of Narita International Airport.
1990	(February)	Listed on second section of the Tokyo Stock Exchange.
1991	(September)	Listed on first section of the Tokyo Stock Exchange.
1993	(September)	Haneda Airport Terminal 1 (Big Bird) started operation.
1994	(July)	Opened Osaka Office at Kansai International Airport.
1994	(September)	Launched commissioned operation of duty-free stores and wholesale of duty-free goods accompanying opening of the Kansai Airport.
1998	(March)	The provisional international terminal at Haneda Airport started operation.
2004	(July)	Moved Head Office from Chiyoda-ku, Marunouchi, to Haneda Airport.
2004	(December)	Terminal 2 at Haneda Airport started operation.
2005	(February)	Wholesale of duty-free goods commenced with the opening of Central Japan International Airport.
2006	(June)	Established the special purpose company (SPC) "Tokyo International Air Terminal Corporation" (TIAT).
2007	(February)	South Pier in Terminal 2 at Haneda Airport started operation.
2009	(April)	Designated as an Airport Facilities Operator under the revised Airport Act.
		The extended part of Terminal 2, Haneda Airport started operation.
2010	(October)	The Passenger Terminal 3, Haneda Airport started operation (TIAT).
2011	(November)	Renewal of Terminal 1 building, Haneda Airport completed.
2013	(April)	The extended part of South Pier in Terminal 2 at Haneda Airport started operation.
2014	(March)	The Passenger Terminal 3 extension, Haneda Airport started operation (TIAT).
2018	(April)	Subsidiary consolidation of Tokyo International Air Terminal Corporation (TIAT).
2019	(December)	The additional Passenger Terminal 3 extension, Haneda Airport started operation (TIAT).
2020	(March)	The international flight facilities in Terminal 2, Haneda Airport started operation.
2022	(April)	Shifted to the prime market due to market restructuring of the Tokyo Stock Exchange.



Haneda Airport Terminal when opened



Haneda Airport Terminal 1

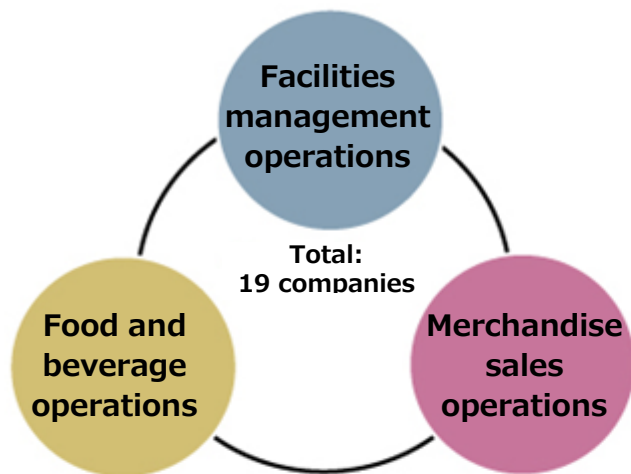


Haneda Airport Terminal 2



1. Outline of Japan Airport Terminal Group

(6) Group Companies



Food and beverage operations 4 companies

- Tokyo Airport Restaurant Co., Ltd.
Restaurant business, light meal production and sales, paid waiting room management
- Cosmo Enterprise Co., Ltd.
Preparation and loading of in-flight meals, production and sale of frozen food
- LANI KE AKUA PACIFIC, INC.
Restaurant business
- KAIKAN KAIHATSU Co., Ltd.
Restaurant business, management and operation of halls and meeting rooms

Facilities management operations 8 companies

- Tokyo International Air Terminal Co., Ltd.
Management and operation of international passenger terminal building.
- BIG WING Co., Ltd.
Advertising agency business, event planning and management
- Japan Airport Techno Co., Ltd.
Installation, upkeep and management of passenger terminal facilities and environmental and sanitation management of facilities
- Haneda Airport Security Co., Ltd.
Security services and parking lot service management
- Haneda Passenger Service Co., Ltd.
Passenger services operations
- Japan Airport Ground Handling Co., Ltd.
Passenger handling services
- Haneda Future Research Institute Inc.
Further improvement of value in existing airport operation, development of new business model, etc.
- Sakura Shokai Co., Ltd.
Airport cleaning center management and waste treatment

Merchandise sales operations 7 companies

- Japan Duty Free Fa-So-La Isetan Mitsukoshi Co., Ltd.
Development of airport duty-free stores in urban areas
- International Trade Inc.
Wholesale business and merchandise sales to Japanese airport retail stores and other clients
- Japan Airport Logitem Co., Ltd.
Merchandise transport, delivery and inspection
- Air BIC INC. Retail sales of home appliances
- Haneda Airport Enterprise Co., Ltd.
Store operation business
- Japan Airport Terminal Trading (Chengdu) Co., Ltd.
Merchandise sales and wholesale business at Chengdu Shuangliu International Airport
- Hamashin Co., Ltd.
Wholesale and retail sales of marine products



1. Outline of Japan Airport Terminal Group

(7) Revenue Composition/Details by Segment, Composition of Sales

Category		Revenue details	Expenses details
Facilities management operations	Rent revenue	Office lease (fixed rent); store lease (fixed rent + percentage commission) at Haneda domestic and international terminals	Depreciation; water, heating, energy expenses; repairs expenses; lease fee (such as national property usage fee); taxes and public charges; cleaning expenses; outsourcing fees
	Facility user charges revenue	Fees for use of passenger facilities (Haneda domestic and international flights: PSFC), international terminal PBB user charges, others	
	Others	Parking fee revenue, advertising revenue and sales from paid airport lounge at Haneda domestic and international terminals, Hotel business income, Revenue from subcontracted work	Lease fee (such as national property usage fee); taxes and public charges (fixed asset tax); outsourcing fees
Merchandise sales operations	Stores at domestic terminal	Merchandise sales for stores at Haneda domestic terminal stores	Cost of sales; supply expenses
	Stores at international terminal	Merchandise sales for stores at Haneda international terminal stores; Merchandise sales from airport duty-free stores, etc. at Narita International Airport, Kansai International Airport and Chubu Centrair International Airport, urban duty-free store sales	Cost of sales; supply expenses; percentage of business; agent service fee
	Others	Wholesale sales to Narita International Airport, Kansai International Airport, Chubu Centrair International Airport and others	Cost of sales; agent service fee
Food and beverage operations	Restaurants	Restaurant sales at Haneda Airport domestic and international terminal and Narita International Airport	Food expenses (cost of sales for food and beverage); percentage of business; outsourcing costs
	In-flight meals	Production and sales of in-flight meals	Food expenses (cost of sales for food and beverage)
	Others	Income from catering airline lounges, Wholesale of products such as frozen foods, box meals, etc.	Food expenses (cost of sales for food and beverage); outsourcing costs

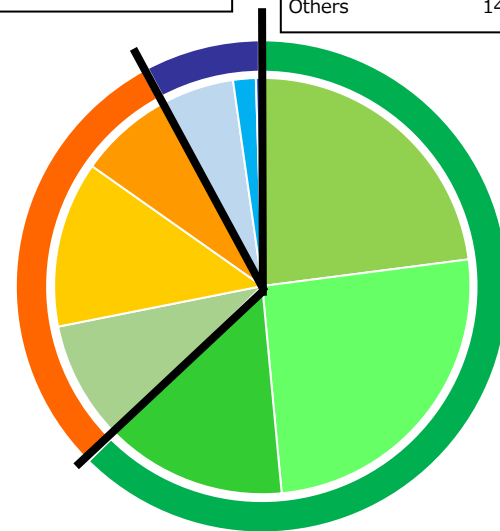
«FY22 2Q Results»

Food and beverage Operations 7.9 %

Restaurants	5.6 %
In-flight meals	1.8 %
Others	0.5 %

Facilities Management Operations 62.6 %

Rent revenue	23.0 %
Facility user charges revenue	25.6 %
Others	14.1 %



Merchandise sales Operations 29.5 %

Stores at domestic Terminal	9.3 %
Stores at international Terminal	12.9 %
Others	7.4 %



1. Outline of Japan Airport Terminal Group

(8) Changes in Capital Investment

Fiscal Year	Details	Investment (at time of construction)
1955	Construction of former terminal building	¥1.0 billion
1963	Major expansion and renovation (Measures for jet aircraft and the Olympics)	¥3.5 billion
1970	Construction for accommodating jumbo jets (domestic and international terminal buildings)	¥3.2 billion
1977	Construction for disaster safety measures	¥8.0 billion
1978~1981	Construction to repurpose domestic terminal accompanying shift to international flights at Narita Airport	¥11.5 billion
1984	Construction for domestic terminal redeployment	¥15.0 billion
1993	Construction to build Terminal 1 building and remove old terminal building	¥136.0 billion
1997	Terminal 1 building renovation (bus lounge expansion, new boarding stations)	¥2.0 billion
1998	Construction to build provisional international terminal building	¥1.5 billion
1999~2002	Renovation of Terminal 1 building (barrier-free measures)	¥3.4 billion
2002	Expansion and renovation of provisional international terminal building	¥1.0 billion
2004	Construction to build Terminal 2 building	¥67.0 billion
2004~2005	Renovation of Terminal 1 building (including marketplace revitalization) Provisional international terminal building expansion and renovation	¥15.0 billion ¥0.6 billion
2006	Construction for expansion of Terminal 2 building (Second Stage of the Plan)	¥11.5 billion
2007	Construction to build P4 simplified parking structure	¥2.0 billion
2007~2008	Provisional international terminal building expansion and renovation	¥3.6 billion
2008~2010	Construction of Terminal 3 building and P5 parking [TIAT] Terminal 2 building expansion (Third Stage of the Plan) Construction to convert P4 parking lot to multi-story parking lot	¥100.0 billion ¥19.0 billion ¥6.0 billion
2011	Terminal 1 building renovation (departure lobby, departure lounge, observation deck, etc.)	¥7.0 billion
2012~2014	Terminal 3 building expansion (expansion in 8 spots, lobby expansion, etc.) [TIAT]	¥70.0 billion
2013	Terminal 2 building expansion (Fourth Stage of the Plan) Expansion in 3 spots	¥7.6 billion
2017~2019	Terminal 2 building expansion (international flight facility, satellite, office space expansion, etc.) Terminal 3 building expansion (expansion in 2 spots, lobby expansion, etc.) [TIAT]	¥74.0 billion ¥21.0 billion
2018~2019	Terminal 1 building renovation (basement, 1st floor arrival lobby interior modification, etc.)	¥4.7 billion
		Total ¥595.1 billion



1. Outline of Japan Airport Terminal Group

(9) Summary of Tokyo International Air Terminal Corporation

1. Company Name Tokyo International Air Terminal Corporation
2. Date Founded June 20, 2006
3. Headquarters Location
Haneda Airport, Ota-ku, Tokyo
4. Capital 13,265 million yen
5. Businesses Maintenance and management of the terminal building in the international section of Tokyo International Airport
6. Representative Katsuji Doi, President (Former Vice President of Japan Airport Terminal Co., Ltd.)
7. Corporate Philosophy
As the gateway to the nation's capital, Tokyo, we will endeavor to continue providing cutting-edge terminal facilities and services to customers from across the world and thus contribute to the development of the international aviation network.

8. Composition of Shareholders

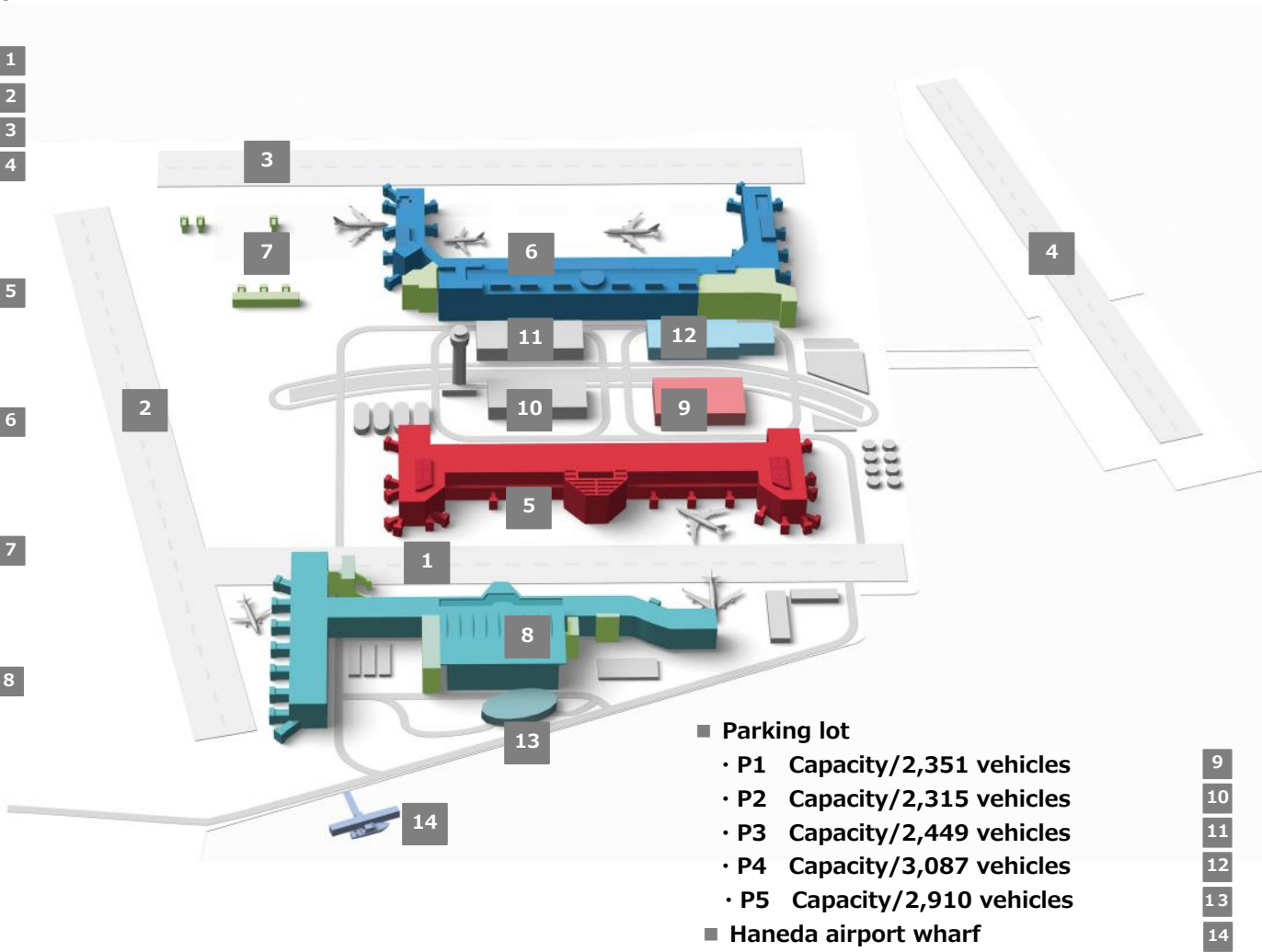
Japan Airport Terminal Co., Ltd.	(51.00%)
Japan Airlines Co., Ltd.	(16.87%)
ANA HOLDINGS INC.	(16.87%)
NARITA INTERNATIONAL AIRPORT CORPORATION	(3.05%)
TEPCO Energy Partner, Incorporated	(2.37%)
SECOM CO., LTD.	(2.04%)
Tokyo Gas Co., Ltd.	(2.04%)
Keikyu Corporation	(1.36%)
TOKYO MONORAIL CO., LTD.	(1.36%)
NTT DATA Corporation	(1.02%)
Development Bank of Japan Inc.	(0.68%)
Mizuho Bank, Ltd.	(0.68%)
MUFG Bank, Ltd.	(0.68%)



2. Summary of Tokyo International Airport (Haneda)

(1) Location Map

- Total area of airport 1,516 ha
- Apron Total area/268 ha Spots/232
- Runway
 - Runway A 3,000 m×60 m
 - Runway B 2,500 m×60 m
 - Runway C 3,360 m×60 m
 - Runway D 2,500 m×60 mRunway capacity Approx. 486,000 flights/year
- Terminal building
 - Terminal 1
 - Floor space/approx. 292,400 m²
 - Spots (stationary boarding bridge present)/24 locations
 - Terminal 2
 - Floor space/approx. 340,000 m²
 - Spots (stationary boarding bridge present)/23 locations
 - Terminal 2 satellite
 - Floor space/approx. 11,600 m²
 - Spots (stationary boarding bridge present)/3 locations
 - Terminal 3
 - Floor space/approx. 268,000 m²
 - Spots (stationary boarding bridge present)/20 locations





2. Summary of Tokyo International Airport (Haneda)

(2) Comparison of Passenger Volume

Japan Airport Passenger Volume Ranking
(FY21)

Airport	Code	Annual (thousand people)	Daily average (thousand people)	Share (%)
1 Tokyo (Haneda)	HND	29,702 (28,872)	81	28.3
2 Fukuoka	FUK	9,466 (9,440)	25	9.0
3 Sapporo (Chitose)	CTS	9,229 (9,229)	25	8.8
4 Okinawa (Naha)	OKA	7,998 (7,994)	21	7.6
5 Osaka (Itami)	ITM	7,499 (7,499)	20	7.1
6 Tokyo (Narita)	NRT	5,872 (4,127)	16	5.6
7 Osaka (Kansai)	KIX	3,630 (3,361)	9	3.5
8 Nagoya (Chubu)	NGO	2,829 (2,773)	7	2.7
9 Kagoshima	KOJ	2,677 (2,677)	7	2.5
10 Osaka (Kobe)	UKB	1,752 (1,752)	4	1.7
80 other airports		24,400 (24,400)		23.2

Global Airport Passenger Volume Ranking
(2021 calendar year)

City/Airport	Code	Annual (thousand people)
1 Atlanta	ATL	75,704
2 Dallas/Fort Worth	DFW	62,465
3 Denver	DEN	58,828
4 Chicago (O'hare)	ORD	54,020
5 Los Angeles	LAX	48,007
6 Charlotte	CLT	43,302
7 Orlando	MCO	40,351
8 Guangzhou	CAN	40,259
9 Chengdu	CTU	40,117
10 Las Vegas	LAS	39,754

Figures in parentheses are airport passenger volume for domestic flights.
Material: Airport ranking chart for FY21, Japan Civil Aviation Bureau (MLIT)

Source: ACI (Airports Council International) publication
"2022 ACI World Airport Traffic Report"



2. Summary of Tokyo International Airport (Haneda)

(3) International Rating of the Haneda Airport Passenger Terminal

Awarded “5 Star Airports” status in the “Global Airport Rating” for the 9th consecutive year



Passenger terminals at Haneda Airport¹ have earned a 5-Star Airport Rating, the world’s highest mark, in the Global Airport Star Rating of UK-based Skytrax² for the ninth consecutive year.

We have made every effort to identify the needs of our customers and deliver higher levels of convenience and comfort for air travelers, both international and domestic, even while the changes in the external environment due to the COVID-19 pandemic have led to the diversification of such needs during these past two years. Consequently, we received high marks for the quality of both our facilities and the service level of our staff in various categories. In particular, we were rated highly for our new initiative that accommodates the needs of diverse customers associated with the changes in the external environment.

In anticipation of the demand for air travel and usage by many international and domestic customers returning to the pre-pandemic levels, we pledge to continue providing world-class facilities and services as Japan’s gateway to the skies. These facilities and services will remain customer-oriented, with our entire airport staff remaining highly conscientious as well. We will continue seeking the ideal for Tokyo International Airport (Haneda) and remain an airport that is trusted and selected by air travelers and air travel officials from around the world.



「Best Airports in Asia」

1st place 2nd consecutive year

「World’s Cleanest Airports」

1st place 7th consecutive year

「World’s Best Domestic Airports」

1st place 10th consecutive year

「World’s Best PRM / Accessible Facilities」

1st place 4th consecutive year

Notes regarding projections

Items such as plans, targets, policies, strategies, decisions, financial forecasts, future figures and monetary amounts in this presentation that is not historical data are projections of the future. These are based on management's projections, assumptions, evaluations, judgments, and conditions on information obtainable at the present time. Realizing these items entail uncertainty and various risks.

This presentation material is not intended to solicit investments. We request you to make own decision regarding investments.

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