



March 18, 2026

To All Concerned Parties

Company name: Japan Airport Terminal Co., Ltd.
Representative: Kazuhito Tanaka, Representative Director and President
(Code: 9706, Prime Market, Tokyo Stock Exchange)
Inquiries: Shigetoshi Hosoya, Chief Managing Executive Officer,
Senior Vice President, Corporate Planning & Administration Department
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Announcement of the Company's Organization and Executive Structure
Effective from April 2026

Japan Airport Terminal Co., Ltd hereby announce the Company's Organization and Executive Structure effective from April 1, 2026, and the candidates for directors following the annual general meeting of shareholders scheduled for June 2026, as detailed in the attached documents.

Attachments:

1. Regarding the Organization Structure from April 2026 Onward
2. Organization Chart
3. List of Board of Directors
(April 1, 2026 – June 2026 Annual General Meeting of Shareholders)
4. List of Executive Officers
(April 1, 2026 – June 2026 Annual General Meeting of Shareholders)
5. List of Special Audit & Supervisory Officer
(April 1, 2026 – June 2026 Annual General Meeting of Shareholders)
6. List of Board of Directors
(after the Annual General Meeting of Shareholders)
7. List of Executive Officers
(after the Annual General Meeting of Shareholders)
8. List of Special Audit & Supervisory Officer
(after the Annual General Meeting of Shareholders)
9. Career Summaries of Candidates for New Directors
(excluding those who are members of the Audit and Supervisory Committee)
10. Career Summaries of Incoming Executive Officers
11. Career Summaries of Incoming Special Audit & Supervisory Officer

Regarding the Organization Structure from April 2026 Onward

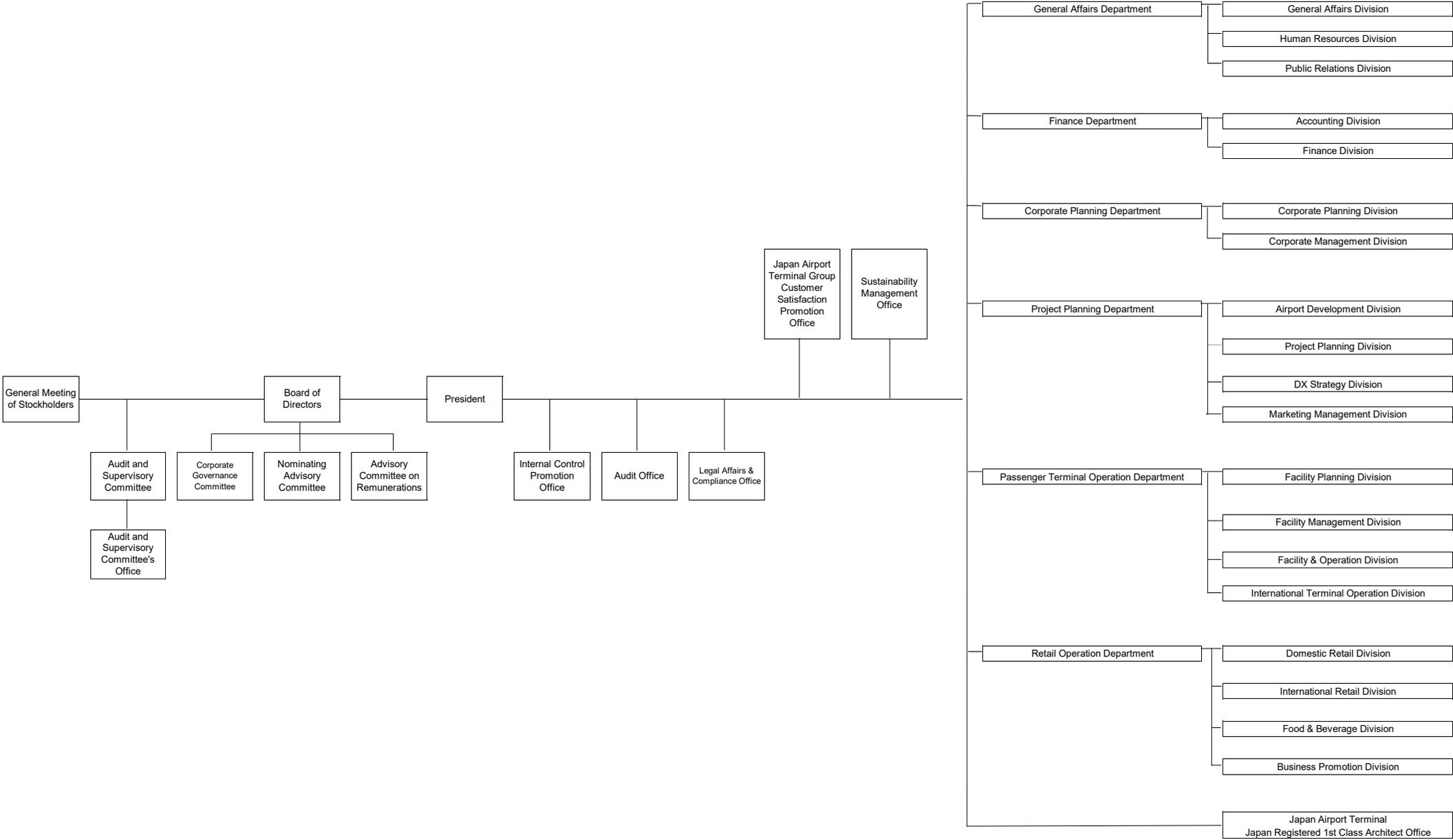
Main Functions of Each Division (see Attachment 2: Organization Chart)

The structure will be reorganized from 3 departments and 4 groups to a 6- departments structure, in order to rearrange functions and clarify roles.

1. General Affairs Department
Responsible for integrated management of human capital information, linking talent development strategies with the management plan, and strengthening internal and external engagement through the dissemination of mid- to long-term strategies.
2. Finance Department
Responsible for formulating financial strategies that support investment decisions and capital efficiency, in anticipation of future large-scale investments and business restructuring.
3. Corporate Planning Department
Responsible for formulating the company-wide long-term vision and mid-term management plan, standardizing KPI management and budget control across the group, and maximizing corporate value through optimization of the business portfolio and allocation of management resources.
4. Project Planning Department
Responsible for developing mid- to long-term options regarding the future state of airport functions and business structure, and serving as the core business development function, including creation and incubation of new businesses.
5. Passenger Terminal Operation Department
Responsible for maximizing the profitability and asset value of the airport real estate business, and promoting professionalized operations that balance safety and efficiency.
6. Retail Operation Department
Responsible for maximizing cash-generation capabilities as the group's largest profit-generating business, and for advancing travel retail and expanding revenue opportunities both inside and outside the airport.

Organization Chart

Attachment 2



List of Board of Directors
(April 1, 2026 – June 2026 Annual General Meeting of Shareholders)

1. Members of the Board of Directors (excluding Audit & Supervisory Committee Members)
(11 persons)

	Title	Name	Responsibilities
1	Representative Director, President	Kazuhito Tanaka	Chairman of the Board of Directors, Chairman of the Executive Committee, Chairman of the Business Management Committee, Chairman of the Group Management Committee, Chairman of the Compliance Promotion Committee, Chairman of the Sustainability Committee, Chairman of the Risk Management Committee
2	Representative Director, Senior Managing Executive Officer	Yoko Koyama	Management of General Affairs Department, Management of Finance Department, Management of Corporate Planning Department, Management of Project Planning Department
3	Director, Senior Managing Executive Officer	Takeshi Fujino	Chairman of the JAT Group CS Promotion Committee, Management of Passenger Terminal Operation Department, Management of Retail Operation Department
4	Director, Senior Managing Executive Officer	Isamu Jinguji	Senior Vice President, Finance Department, Chief Financial Officer
5*	Director, Chief Senior Managing Executive Officer	Keishi Matsuda	Senior Vice President, Corporate Planning Department, Deputy Senior Vice President, Finance Department,
6	Director, Executive Officer	Shigeyuki Taguchi	Special Executive Assistant to the President
7	Member of the Board of Directors (non-executive)	Keiji Kimura	
8	Member of the Board of Directors (non-executive)	Ichiro Fukuzawa	
9	Member of the Board of Directors (non-executive)	Yukihiro Kawamata	
10	Member of the Board of Directors (non-executive)	Yuji Saito	
11	Member of the Board of Directors (non-executive)	Osamu Sudoh	

* Promoted

2. Directors who are Audit & Supervisory Committee Members (4 persons)

	Title	Name	Responsibilities
1	Director, Audit and Supervisory Committee Member	Kenta Nakajo	
2	Director, Audit and Supervisory Committee Member (non-executive)	Tamaki Kakizaki	
3	Director, Audit and Supervisory Committee Member (non-executive)	Ryoko Takeda	
4	Director, Audit and Supervisory Committee Member (non-executive)	Kenji Iwasaki	

List of Executive Officers
(April 1, 2026 – June 2026 Annual General Meeting of Shareholders)

	Title	Name	Responsibilities
1	Senior Managing Executive Officer	Mitsunaga Ogawa	Senior Vice President, Retail Operation Department
2	Senior Managing Executive Officer	Ichiro Takahashi	Senior Vice President, Project Planning Department
3	Chief Managing Executive Officer	Satoru Sumimoto	Senior Vice President, Passenger Terminal Operation Department
4	Chief Managing Executive Officer	Kazuyo Hachisuka	Deputy Senior Vice President, Project Planning Department (in charge of Overseas Airport Development)
5	Chief Managing Executive Officer	Hidetsugu Ueda	In charge of the Internal Control Promotion Office, In charge of Audit Office, In charge of Legal Affairs & Compliance Office
6*	Chief Managing Executive Officer	Yoichi Katsuoka	Deputy Senior Vice President, Passenger Terminal Operation Department
7	Chief Managing Executive Officer	Shigetoshi Hosoya	Senior Vice President, General Affairs Department
8 **	Chief Managing Executive Officer	Ayumu Takahashi	In charge of Japan Airport Terminal Group Customer Satisfaction Promotion Office, In charge of Sustainability Management Office
9 **	Managing Executive Officer	Akinori Nishida	Deputy Senior Vice President, General Affairs Department
10 **	Managing Executive Officer	Kenji Sato	Deputy Senior Vice President, Retail Operation Department
11 *	Executive Officer	Junichi Shimizu	Deputy Senior Vice President, Project Planning Department (in charge of DX Strategy and Marketing Management)
12 *	Executive Officer	Hideyuki Matsuda	Deputy Senior Vice President, Corporate Planning Department, Deputy Senior Vice President, Project Planning Department (in charge of, International Strategy, Domestic Airport Development, and Project Planning)

* To be newly appointed

** Promoted

(For reference) Mr. Morikazu Chiku and Mr. Tatsuya Endo are scheduled to retire.

List of Special Audit & Supervisory Officer
(April 1, 2026 – June 2026 Annual General Meeting of Shareholders)

	Title	Name	Responsibilities
1	Special Audit & Supervisory Officer	Yasuko Morita	
2*	Special Audit & Supervisory Officer	Masafumi Kawasaki	

* To be newly appointed

(For reference) Mr. Yuhei Kusano is scheduled to retire.

List of Board of Directors
(after the Annual General Meeting of Shareholders)

	Title	Name	Responsibilities
1	Representative Director, President	Kazuhito Tanaka	Chairman of the Board of Directors, Chairman of the Executive Committee, Chairman of the Business Management Committee, Chairman of the Group Management Committee, Chairman of the Compliance Promotion Committee, Chairman of the Sustainability Committee, Chairman of the Risk Management Committee
2	Representative Director, Senior Managing Executive Officer	Yoko Koyama	Management of General Affairs Department, Management of Finance Department, Management of Corporate Planning Department, Management of Project Planning Department
3	Director, Senior Managing Executive Officer	Takeshi Fujino	Chairman of the JAT Group CS Promotion Committee, Management of Passenger Terminal Operation Department, Management of Retail Operation Department
4	Director, Senior Managing Executive Officer	Isamu Jinguji	Senior Vice President, Finance Department, Chief Financial Officer
5*	Director, Senior Managing Executive Officer	Ichiro Takahashi	Senior Vice President, Project Planning Department
6	Director, Chief Senior Managing Executive Officer	Keishi Matsuda	Senior Vice President, Corporate Planning Department, Deputy Senior Vice President, Finance Department,
7	Member of the Board of Directors (non-executive)	Yukihiro Kawamata	
8	Member of the Board of Directors (non-executive)	Yuji Saito	
9	Member of the Board of Directors (non-executive)	Osamu Sudoh	
10	Member of the Board of * Directors (non-executive)	Keiji Takano	
11	Member of the Board of * Directors (non-executive)	Yoshiharu Naoki	

* To be newly appointed

2. Directors who are Audit & Supervisory Committee Members (4 persons)

	Title	Name	Responsibilities
1	Director, Audit and Supervisory Committee Member	Kenta Nakajo	
2	Director, Audit and Supervisory Committee Member (non-executive)	Tamaki Kakizaki	
3	Director, Audit and Supervisory Committee Member (non-executive)	Ryoko Takeda	
4	Director, Audit and Supervisory Committee Member (non-executive)	Kenji Iwasaki	

3. Directors Scheduled to Retire (3 persons)

	Title	Name	Responsibilities
1	Director, Executive Officer	Shigeyuki Taguchi	Special Executive Assistant to the President
2	Member of the Board of Directors (non-executive)	Keiji Kimura	
3	Member of the Board of Directors (non-executive)	Ichiro Fukuzawa	

List of Executive Officers
(after the Annual General Meeting of Shareholders)

	Title	Name	Responsibilities
1	Senior Managing Executive Officer	Mitsunaga Ogawa	Senior Vice President, Retail Operation Department
2	Chief Managing Executive Officer	Satoru Sumimoto	Senior Vice President, Passenger Terminal Operation Department
3	Chief Managing Executive Officer	Kazuyo Hachisuka	Deputy Senior Vice President, Project Planning Department (in charge of Overseas Airport Development)
4	Chief Managing Executive Officer	Hidetsugu Ueda	In charge of the Internal Control Promotion Office, In charge of Audit Office, In charge of Legal Affairs & Compliance Office
5	Chief Managing Executive Officer	Yoichi Katsuoka	Deputy Senior Vice President, Passenger Terminal Operation Department
6	Chief Managing Executive Officer	Shigetoshi Hosoya	Senior Vice President, General Affairs Department
7	Chief Managing Executive Officer	Ayumu Takahashi	In charge of Japan Airport Terminal Group Customer Satisfaction Promotion Office, In charge of Sustainability Management Office
8	Managing Executive Officer	Akinori Nishida	Deputy Senior Vice President, General Affairs Department
9	Managing Executive Officer	Kenji Sato	Deputy Senior Vice President, Retail Operation Department
10	Executive Officer	Junichi Shimizu	Deputy Senior Vice President, Project Planning Department (in charge of DX Strategy and Marketing Management)
11	Executive Officer	Hideyuki Matsuda	Deputy Senior Vice President, Corporate Planning Department, Deputy Senior Vice President, Project Planning Department (in charge of, International Strategy, Domestic Airport Development, and Project Planning)

List of Special Audit & Supervisory Officer
(after the Annual General Meeting of Shareholders)

	Title	Name	Responsibilities
1	Special Audit & Supervisory Officer	Yasuko Morita	
2	Special Audit & Supervisory Officer	Masafumi Kawasaki	

Career Summaries of Candidates for New Directors
(excluding those who are members of the Audit and Supervisory Committee)

Name (Date of birth)	Career summary and positions
<p style="text-align: center;">Ichiro Takahashi (July 7, 1964)</p>	<p>Apr 1988 Joined the Ministry of Transport (now the Ministry of Land, Infrastructure, Transport and Tourism)</p> <p>Jul 2017 Cabinet Secretariat (secondment): Councillor, Secretariat of the Headquarters for Japan's Integrated Resort (IR) Promotion</p> <p>Jul 2018 Cabinet Secretariat (secondment): Director-General for Planning and Promotion, Secretariat of the Headquarters for the Tokyo Olympic and Paralympic Games</p> <p>Jul 2019 Ministry of Land, Infrastructure, Transport and Tourism: Deputy Commissioner, Japan Tourism Agency</p> <p>Jul 2021 Ministry of Land, Infrastructure, Transport and Tourism: Director-General, Maritime Bureau</p> <p>Jul 2023 Ministry of Land, Infrastructure, Transport and Tourism: Commissioner, Japan Tourism Agency</p> <p>Jul 2024 Ministry of Land, Infrastructure, Transport and Tourism: Advisor, Japan Tourism Agency</p> <p>Dec 2024 The Company: Advisor</p> <p>Apr 2025 The Company: Senior Managing Executive Officer; Deputy Head, Business Development Division (incumbent) Haneda Future Research Institute Incorporated: Senior Managing Director and Executive Officer (incumbent)</p>
<p style="text-align: center;">Keiji Takano (April 22, 1962)</p>	<p>Apr 1985 Joined MITSUBISHI ESTATE CO., LTD.</p> <p>Apr 2014 MITSUBISHI ESTATE CO., LTD.: Executive Officer, General Affairs Department Manager</p> <p>Apr 2015 MITSUBISHI ESTATE CO., LTD.: Executive Officer, Overseas Business Planning Department Manager</p> <p>Apr 2017 MITSUBISHI ESTATE CO., LTD.: Executive Officer Head of Investment Management Business Division</p> <p>Apr 2018 MITSUBISHI ESTATE CO., LTD.: Managing Executive Officer In charge of Investment Management Business Division</p> <p>Apr 2020 MITSUBISHI ESTATE CO., LTD.: Managing Executive Officer Group Head, Investment Management Business Group In charge of Investment Management Business Division</p> <p>Apr 2023 MITSUBISHI ESTATE CO., LTD.: Managing Executive Officer In charge of New Business Development Department, DX Promotion Department, Information Systems and Information Systems Security</p> <p>Apr 2025 MITSUBISHI ESTATE CO., LTD.: Advisor (incumbent) Mitsubishi Estate Hotels & Resorts Co., Ltd.: Auditor (incumbent)</p>

Name (Date of birth)	Career summary and positions
Yoshiharu Naoki (December 16, 1963)	<p>Apr 1987 Joined the ALL NIPPON AIRWAYS CO., LTD.</p> <p>Apr 2019 ALL NIPPON AIRWAYS CO., LTD.: Executive Officer</p> <p>Apr 2021 ALL NIPPON AIRWAYS CO., LTD.: Director & Executive Officer ANA HOLDINGS INC.: Senior Executive Officer</p> <p>Apr 2023 ALL NIPPON AIRWAYS CO., LTD.: Director, Managing Executive Officer ANA HOLDINGS INC.: Senior Executive Officer</p> <p>Apr 2024 ALL NIPPON AIRWAYS CO., LTD.: Representative Director, Senior Executive Vice President & Executive Officer ANA HOLDINGS INC.: Senior Executive Officer</p> <p>Jun 2024 ALL NIPPON AIRWAYS CO., LTD.: Representative Director, Senior Executive Vice President & Executive Officer ANA HOLDINGS INC.: Representative Director, Senior Executive Vice President & Executive Officer</p> <p>Apr 2025 ALL NIPPON AIRWAYS CO., LTD.: Representative Director, Executive Vice President & Executive Officer (incumbent) ANA HOLDINGS INC.: Representative Director, Executive Vice President & Executive Officer (incumbent)</p>

Career Summaries of Incoming Executive Officers

Name (Date of birth)	Career summary and positions
Yoichi Katsuoka (July 26, 1963)	<p>Apr 1987 Joined ALL NIPPON AIRWAYS CO., LTD.</p> <p>Apr 2019 ALL NIPPON AIRWAYS CO., LTD.: Executive Officer, Vice President, Labor Relations Dept., Human Resources Strategy Office</p> <p>Apr 2020 ALL NIPPON AIRWAYS CO., LTD.: Executive Officer, Vice President, Labor Relations Dept.</p> <p>Apr 2021 ALL NIPPON AIRWAYS CO., LTD.: Senior Executive Officer ANA Wings Co., Ltd.: President & CEO</p> <p>Apr 2024 ALL NIPPON AIRWAYS CO., LTD.: Senior Executive Officer, Manager, Tokyo Airport Branch Concurrent: ANA AIRPORT SERVICES CO., LTD.: President & CEO</p> <p>Apr 2025 ANA OSAKA AIRPORT CO., LTD.: Chairman of the Board (incumbent)</p>
Junichi Shimizu (April 22, 1970)	<p>Apr 1993 Joined the Company</p> <p>Jul 2020 The Company: Vice President, Passenger Terminal Management Division, Retail Sales Group, Duty Free Business Dept. (in charge of Sales Planning / Merchandise Management) Concurrent: Vice President, Business Development Dept., Business Development Promotion Division</p> <p>Jul 2022 The Company: Vice President, Digital Business Office</p> <p>Apr 2025 Japan Airport Techno Co., Ltd.: Executive Officer (incumbent)</p>
Hideyuki Matsuda (December 7, 1972)	<p>Apr 1996 Joined the Company</p> <p>Jul 2019 The Company: Vice President, Planning & Administration Dept., General Affairs Group, General Affairs & Human Resources Div. Concurrent: Director, General Affairs Div., Director, Legal Affairs Div., and Vice President, PR & Branding Strategy Office</p> <p>Jul 2020 The Company: Vice President, Business Development Dept., Airport Development Div.</p> <p>Jul 2024 Kyusyu Kumamoto International Airport Co., Ltd.: Executive Officer, Vice President, Corporate Planning & Finance Dept. (incumbent)</p>

