

# Establishing Absolute Safety

As a corporate group responsible for the construction, management, and operation of public passenger terminals, the Japan Airport Terminal Group places top priority on the safety of all people, including passengers, who use the airport. Accordingly, ensuring absolute safety is one of our business policies and a top priority in all our operations.

We have put in place a business continuity plan (BCP) and hold daily drills to ensure that safety and security will prevail at airport terminals even in the event of a natural disaster or other threat to aviation security and business operations. We also collaborate closely with airport stakeholders and share information. By ensuring both the safety of passengers and others on the premises, and rapid recovery from emergencies, we have created a safe, secure airport and built a sustainable, resilient aviation network.

## Safe, secure terminal operations

We do our best to ensure both hard and soft safety and security management systems to enable airport customers to use the terminals safely and comfortably.

In terms of the hard defenses, we maintain and manage the terminal facilities and equipment, as well as carry out hygiene management and repair plans to make the terminals more comfortable. We also design terminals to minimize damage in the event of an emergency; secure emergency supplies for passengers; and ensure a system for sheltering people who are stranded.

In terms of soft aspects, we comply with Tokyo International Airport's Business Continuity Plan, the A2 (Advanced/Airport)-BCP, adopted by the Civil Aviation Bureau of Japan's Ministry of Land, Infrastructure, Transport and Tourism. Accordingly, we have prepared the Japan Airport Terminal Group Disaster Countermeasures Manual and a business continuity plan. We also conduct regular response drills for airport personnel.

In addition, we distribute pocket-sized disaster prevention manuals to staff working at the airport; ask tenants to comply with management regulations and voluntary standards, and carry out fire and disaster prevention patrols and regular hygiene audits in an effort to ensure safety throughout the terminals.



Equipment maintenance

Disaster and crime prevention

Business Policy

Absolute safety in passenger terminals

Work safety

Food safety

Hygiene management

## Information sharing system

There is a strong regard for safety at the terminals on the part of all employees, including security and disaster prevention staff, facility maintenance and management staff, guides, as well as retail and food service staff.

In the interests of safety, we have a reporting and communication system at the terminals, while the Disaster Prevention, Facility Maintenance, and Passenger Service Centers collect information from members on patrol inside and outside the terminals. The information is shared at information liaison meetings to help ensure safety.



Training at emergency response headquarters

## Providing safety

In addition to the drills described above, the Disaster Prevention Center conducts comprehensive disaster prevention inspections of all shops in the terminals before peak periods, to prevent fires and other accidents from occurring. Additionally, to properly implement aviation security management at stores inside the gates and raise awareness of such management, we check the management status at all stores within the security area. Disaster Prevention Center patrol members check for abnormalities in the buildings through daily patrols and inspections; work to detect suspicious people and objects early; and try to prevent incidents and accidents using hazard prediction and drills. They also work to improve response capabilities when incidents do occur by, for example, responding rapidly to emergencies.

At the same time, to improve passenger convenience, we also make efforts to improve our soft skills by proactively holding in-house awards for promoting customer service and providing sign language training. We will continue improving our response capabilities and taking steps to provide absolute safety, so that our customers can use our services with peace of mind.



Yukitaka Kodama

Manager  
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## Safe, secure terminal operations

FY2023 results

Training sessions: **206**

Participants: **3,662**

Main training sessions

Disaster prevention, injury response, firefighting, lifesaving

Operating large airport terminals requires the ability to respond to a variety of risks, including the occurrence of natural disasters, such as earthquakes and tsunamis; the impact on facilities of increasingly frequent and severe extreme weather due to climate change; accidents; fires; and the occurrence of injuries and illnesses.

In the event of an emergency, confusion is expected to ensue inside the terminals. Thus, all those working in the terminals will be required to assess various priorities and act accordingly. For this reason, we are working to strengthen safety in the terminals by conducting training that includes airport-related parties (the government, airlines, and tenants).

In FY2023, we held 206 training sessions with 3,662 participants. We will continue to cooperate with airport stakeholders to ensure the airport remains safe and secure.

## Disaster prevention training

A Terminal 1 Comprehensive Disaster Prevention Drill was held in March 2024. Some 163 employees took part from 61 businesses, including airlines. Using the emergency earthquake alert as a signal, we held drills simulating what should be done were there an earthquake. Included were initial response, fire extinguisher, and supply distribution drills.

We then set up an area where staff could learn from instructors how to use bandages when administering first aid, and how to use an AED. They also experienced the effects of an earthquake simulator. Instruction on how to respond to injured people included the introduction of Live119.

The system allows the caller to transmit video of the emergency scene to the Tokyo Fire Department command center, and then give verbal instructions while watching the video. These efforts were intended to raise staff awareness of disaster prevention and improve their response in the event of an emergency.



Disaster prevention training

## Suspicious person response drills

To respond appropriately in the event that there should be a suspicious person carrying a knife or other dangerous object in the terminals, we conduct semi-annual drills under the guidance of the Metropolitan Police Department's Tokyo Airport Police Station. This is done to clarify the roles and required collaboration of security guards and concierges, and to ensure that appropriate response drills take place.

Starting this fiscal year, in addition to concierges, we will also have retail and food store staff participate in the drills, and the entire airport will be trained in how to respond to the threat of suspicious persons. In so doing, we will work to further ensure safety throughout all areas of the terminals.



A suspicious person response drill





## Evolving services

### Maximizing customer experience

As an initiative to enhance customer convenience, the Group operates an e-commerce site that allows advance reservations for duty-free items and handles products exclusive to Haneda Airport.

As revenue from physical stores has declined, the Group has reallocated management resources to further strengthen its e-commerce business. This initiative has not only compensated for the decline in demand, but also pioneered touchpoints with new customer segments and increased the appeal of physical stores and facilities through synergistic effects.

In particular, our click-and-collect service, which allows customers to pre-order duty-free items and souvenirs, has become more convenient and helped us elevate our level of service.

This initiative has created a new revenue base by leveraging Haneda Airport's strengths and network.

We will maximize the value of our customer experience by combining the real and online worlds, making maximum use of our newly acquired resources and the business foundation we built during the pandemic.



## Non-contact services

### Safe and secure travel

During COVID-19, there was an increased need for safety and security. By avoiding contact with people and crowded places, one could help prevent the spread of infection. In a bid to ensure absolute passenger safety, we implemented stringent hygiene requirements and expanded our non-contact services.

In 2016 we set up the Haneda Robotics Lab and since have been working to apply robotics technology at the airport. We are doing so to promote non-contact services, particularly in the areas of mobility support and guidance. Our self-driving wheelchairs, available through the WHILL Autonomous Service developed by WHILL, Inc., allow passengers to move around the terminal without the need for help from employees, thus helping to reduce the risk of infection for passengers and employees. After use, the wheelchairs are automatically returned to where they are kept, also helping reduce the employee workload.

The mini MORK voice guidance robot, introduced in 2021, is equipped with a remote control guidance function. By putting it to work in various situations, we are able to provide non-contact guidance for travelers.

We also supported safe and secure travel by introducing Face Express in 2021. The procedure uses facial recognition technology for boarding procedures on international flights. The above initiatives contribute to safety and comfort, and we will continue to adopt new technologies that enhance these aspects.



# Lessons from the Pandemic

## Response and post-COVID plans

The spread of the pandemic caused people to refrain from going out and to work remotely. This led to a decrease in air travel demand and significantly impacted our Group's business base at Haneda Airport. At the same time, as a corporate business group responsible for the public interest, it was vital that we ensure that terminal operations were ongoing. This forced us not only to implement thorough cost management, but also to review our business portfolio.

We have reexamined each of our businesses to determine what role our Group is expected to play, and have studied and endeavored to improve various measures, including operational efficiency, by cutting costs and diversifying revenue sources. In fiscal 2023, air travel demand recovered steadily, and we recorded record highs in both operating and ordinary profits. Meanwhile, rising labor and resource costs mean that we are being forced to operate our businesses more efficiently than ever. Even as we transition to a post-COVID world, we will continue to pursue new airport value by maintaining resilient organizational management while minimizing cost rebounds, based on the lessons learned from the pandemic.

## Improving work efficiency, Shaping work styles

### A healthy work environment

Our Group's business model of providing services in physical stores and facilities has seen a significant decline in revenue due to our reliance on air travel demand.

At the same time, stable terminal operations are crucial for us. To ensure this, we had to extricate ourselves quickly from the impact of the pandemic, while maintaining our level of service. To achieve a sound financial position, our cost management emphasizes balance, that is, prioritizing operations and postponing implementation of non-urgent operations. At the same time, we have tried to go on providing the same services by promoting the use of digital technology and digital transformation. We intend to continue promoting operational efficiency and work style reforms to provide a healthy environment for our employees. Through still further improvements in employee satisfaction and productivity, this will lead to greater customer satisfaction.

## Changing Awareness and Behavior

### Promoting Plus One

Responding to the ever-changing business environment requires new ideas and flexible thinking. We have been reminded, yet again, of the importance of returning to our founding spirit and nurturing human resources who have the spirit to think for themselves and take on challenges.

To ensure that all employees evolve, we are conducting internal branding activities aimed at changing the staff mindset and their behavior by promoting activities based on a Plus One mindset. This requires that, when taking action based on one's ideas, it is crucial not to fear failure.

To improve understanding of, and engagement in, this initiative we have launched a dedicated intranet website called Plus One News to present individual Group initiatives and best practices. We plan to continue using this approach to build a more resilient organization brimming with new ideas and ambitions.





# Initiatives for Regional Revitalization

Haneda Airport serves as a transportation hub connecting people, industry, and culture, and is visited by many people from all over Japan and around the world. Thus, it is important that we maintain ongoing growth in a business environment predicated on a domestic population decline, fewer children, and a growing elderly population. To this end, we must make maximum use of the potential and networks of Haneda Airport, meet the expanding demand of inbound tourists, and otherwise generate interactions that connect people and communities, as we promote Haneda's appeal.

## Providing New Value as an Airport

### Until now . . . .

Pursuing better services to meet the demands of the times as the entity responsible for the construction, management, and operation of the Haneda Airport passenger terminals, the gateway to the skies of Japan and Tokyo

### From now on . . . .

To improve airport functions for inbound visitors and domestic travelers; as a base linking overseas visitors with the allure of domestic and world destinations; to enable exchanges of people, things, and experiences; to improve experiences; and to help regional revitalization



### Our customers

Will develop a desire to visit places they have never been, and rediscover great things about their hometowns



### Our employees

Will become more engaged by providing customer-oriented service



### Local governments

Will help regional revitalization by promoting tourism and local specialty products

## Japan Airport Terminal Group Maintaining ongoing growth

## Information hubs convey Japan's charms

In December 2023, the Haneda Sanchokukan (Haneda direct from all regions of Japan) mall opened in the departure lobby on the second floor of Terminal 1. The mall is a direct sales outlet offering retail, food, and beverage sales, as well as other services. It helps local revitalization efforts by holding city promotions in collaboration with local governments. Under the theme of "Get to know Japan. Get to know it at Haneda," the venue sells fresh, seasonal primary produce and local specialty products from around the country. Brimful of regional character, the goods provide an opportunity to promote the appeal of the food, tourism, and accommodations of 1,718 cities, towns, and villages across the nation.



Japan Mastery Collection (JMC), a luxury brand created in Japan with a focus on local community revitalization, is open for business in the departure area of Haneda Airport's Terminal 3. By taking advantage of Haneda Airport, a touchpoint for domestic and international customers departing from Japan, we hope to help boost the global reputation of Japanese craftsmanship by introducing attractive products from individual regions. Furthermore, through JMC, we aim to industrialize craftsmanship that is backed by history and culture, and build a circular platform that returns benefits to producers. In this way they will nurture successors to carry on Japan's excellence in materials, technology, and sensibilities, while creating new regional business regions and contributing to improving the standing of those regions.

### Weaving together people, things, events

The Haneda Sanchokukan mall contributes to the revitalization of local economies by making the most of its location as a metropolitan airport connected to the rest of Japan and by promoting the appeal of outstanding local products from individual regions.

We are working to create a sales area where all customers who visit the mall can come across hitherto unknown regional products and get a feel for the passion that the producers put into every item.

With the limited-time promotions we conduct with local governments, we hope that the dialogue that take place on the sales floor between exhibitor and customer will inspire the latter's next travels. We work to create heartwarming promotions that allow first-time visitors and repeat visitors alike to make new discoveries and feel a sense of nostalgia for the areas with which they have a connection.

### Minami Yamazaki

Retail Sales Division  
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### Case study

An example of a city promotion at the Haneda Sanchokukan mall was a local PR event held with Japan Airlines and Higashine City, Yamagata Prefecture.

The goal was to help further revitalize Higashine City, and to promote the city's charms to people at Haneda Airport, thereby promoting tourism and the distribution of local products. At the venue, JAL flight attendants and Higashine City officials promoted tourism, and our Company procured and sold local products from the city.



### About JMC activities

JMC is divided into five zones that combine psychological keywords that resonate with target customers, and Japanese products.

1. Travel: Women's/Men's Fashion, Miscellaneous Goods, Accessories
2. High Quality Everyday Life: Pottery, Tableware, Lifestyle Goods
3. Hobbies: Aesthetics, Artwork
4. Japan Luxury
5. Promotion



### Significance of JMC branding

When we opened JMC, we were conscious of three points. The first is the need to contribute to regional revitalization by providing customer service and sales that would not only allow overseas customers to purchase our products, but would also entice them to visit the places where our products were produced the next time they came to Japan.

The second point is that the purchasing data is fed back to the producers so that they can use it as a reference for product development and channel selection. It is also utilized in other retail activities at the airport. The third is the need to: differentiate Haneda Airport from other domestic airports and commercial facilities; pursue its own unique style; build a luxury brand made in Japan; and expand it externally to augment its image and profits as a new business.

Through JMC brand business we can continue contributing to improving the value of Haneda Airport.

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