




Key issues and KPIs

The promotion of sustainability is at the core of the Japan Airport Terminal (JAT) Group's strategy. We have identified eight material issues and key performance indicators (KPIs), given in the table below, that are relevant to our business, and plan to create medium- to long-term value by resolving those issues through our business activities.

The progress of our efforts is managed semiannually by the Sustainability Committee and revised as necessary. Information is disseminated on the Sustainability page of our corporate website and through various media.

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



Categories	Materiality	Initiatives	Major KPIs (Key Performance Indicators)	Target Year
 <p>E environment</p>	Measures to combat climate change	Reduction of CO ₂ emissions	Reduction by 46% from the FY2013 level (net zero by 2050) Receipt of ZEB Oriented certification for T1 satellite in the terminal expansion project	2030/2050 2025
	Effective use of limited resources	Introduction of eco-friendly materials and merchandise	Offering of ethical products at all directly managed (JAT's select) stores *1 Introduction of wooden structure/interior decoration to T1 satellite in the terminal expansion project	2025 2025
		Waste reduction/resource recycling	Identification of issues for reducing food waste in the Group's restaurant business and set FY2025 targets	2023
			Closed-loop recycling of all PET bottles collected at terminals	2025
	 <p>S social</p>	Development of a safe, comfortable and advanced airport	Enhanced terminal functionality	Continuous receipt of "5 Star Airport" rating from SKYTRAX (terminal expansion, smoother passenger flows, enhanced signage, diverse commercial facilities, etc.) *2
Assurance of safety and security			Continuous receipt of the 1st rating from SKYTRAX in the "World's Cleanest Airport" category Continuous implementation of disaster drills, etc. (150 times/year; 3,000 total participants/year)	Every straight year Every straight year
Promotion of universal design			Continuous receipt of the 1st rating from SKYTRAX in the "Best PRM & Accessible Facilities" category Completion of the initiative to introduce mobile electric carts and self-driving wheelchairs to all terminals	Every straight year 2025
Use of digital technologies			A wider use of digital and robotic technologies in the five categories of (1) cleaning; (2) guidance/translation; (3) mobility support; (4) security; and (5) retailing and food service	2025
Contribution to local and regional communities		Creation of interaction with local communities	Installation of permanent local specialty stores in the premises of Haneda Airport within FY2023; holding of promotional campaigns at event spaces at least 24 times a year Provision of know-how acquired in the Haneda Airport and products (robots, etc.) installed therein to overseas airports and other facilities at the rate of 50 cases a year	Every straight year 2025
		Benefit-sharing with local communities	Continued participation of at least 1,000 people, including local (Ota City) elementary and junior high school students, in the airport tours and work experience programs Grand opening of the HICity (benefit sharing with local communities by providing medical services, creating vibrancy, offering a traffic hub, etc.)	Every straight year 2023
		Human resource development	Transformation of workforce into a group of real professionals	Active recruitment and development of human resources with diverse skills Creation of innovative businesses and improvement of business operations through cross-industry/industry-academia collaboration and secondment of personnel to outside entities
Improved employee engagement			Embedding of internal branding activities (Plus One Promotion) into the mindset of all JAT Group executives to promote the development of "human resources who can think and take on challenges on their own"	2025
Promotion of diversity and inclusion and respect for human rights		Promotion of diversity and inclusion	Rate of childcare leave being taken by male workers: 100%; Rate of managerial posts being assumed by female personnel: 40%*Non-consolidated basis	2027
			Employment rate of persons with disabilities: 6.6% *Non-consolidated basis	2025
	Implementation of human rights due diligence	Investigation of human rights risks and identification of issues and countermeasures	2023	
 <p>G governance</p>	Promotion of fair business activities	Ensuring of thorough compliance	Zero incidents of inappropriate behavior (serious misconduct/violations) in corporate activities	Every straight year
		Strengthening of sustainability governance	Formulation of sustainable procurement guidelines and dissemination thereof to business partners *3 Dialogue with experts (twice a year)	2023 Every straight year
	Strengthening of risk management	Strengthening of risk management systems	Establishment of the Risk Management Committee and a PDCA cycle for priority risks	2023
		Cybersecurity	Zero incidents that result from a lack of adequate cybersecurity measures and have a serious impact on the terminal building operations	Every straight year

* 1 Ethical products are defined as products that lead to less food loss, fair trade products, products that use recycled materials, products that bear a certification label or mark, products that take into consideration local production and consumption, organic products, alternative meat/milk products, etc.

* 2 SKYTRAX: A UK-based aviation services research company founded in 1989. It evaluates airports and airlines worldwide, covering a wide range of evaluation criteria. Haneda Airport has won various awards, including the "5 Star Airport" rating (for nine consecutive years since 2014) and the 1st rank in the "Best Airport Terminal Cleanliness" category (for seven consecutive years from 2016) and the "Best PRM/Accessible Facilities" category (for four consecutive years from 2019). "PRM," an abbreviation of "Persons with Reduced Mobility," represents an evaluation category for facilities that consider the elderly, people with disabilities, and those who have been injured

* 3 Major primary business partners who had transactions with the JAT Group in FY2022



Materiality | Measures to combat climate change

Approach

While climate change, including the frequent occurrence of extreme weather events, has a significant impact on the JAT Group, we ourselves have an impact on the environment in that we emit large amounts of greenhouse gases (GHGs) through our activities, which include the consumption of electricity for terminal operations. Given that we recognize the importance of addressing climate change, we will continue conducting business with the aim of realizing environment-friendly airports compatible with social sustainability.

Initiatives	Major KPIs (Key Performance Indicators)	Target Year
Reduce CO ₂ emissions	46% reduction compared with FY2013 (net zero in 2050)	2030/2050
	Acquire ZEB Oriented certification for terminal expansion projects	2025

Main initiatives

Toward the realization of net zero in 2050

We are working to reduce greenhouse gas emissions, from both facility and operational aspects, to reduce our environmental impact. As a corporate group engaged in the construction, management, and operation of passenger terminals that operate year round, we see this as part of our social responsibility that is reflected by the Japan Airport Terminal Group Environmental Policy.

To achieve the KPI of a 46% reduction in GHG emissions compared with the FY2013 level, and to achieve net zero emissions by 2050, we plan to first implement energy conservation measures at Haneda Airport, our main hub. Our focus will be on terminal energy conservation but, because the amount by which we currently can expect to reduce our GHG emissions is limited, we will continue to conduct surveys and studies, assuming the use of renewable energy and new energy over the medium to long term.

Energy conservation Efficient use of energy Upgrade energy-saving equipment	Energy creation Use of natural energy Solar, geothermal, and other forms of energy	New energy Realize net zero using future energy Consider use of hydrogen energy, etc.
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Environmental data (consolidated)

In FY2022, emissions increased 17.1% (+15,521 t-CO₂) year on year, due to a significant increase in terminal activities as air passenger volumes recovered. Government plans call for 60 million international visitors to come to Japan annually by 2030. Thus, although the level of airport activity cannot but increase as this goal is achieved, we nevertheless intend to reduce our CO₂ emissions and engage in a variety of efforts to achieve net zero emissions.

Input	FY2021		FY2022	
	Value	Unit	Value	Unit
Electricity	130,922MWh		152,525MWh	
Diesel oil	176.6KL		264.3KL	
Gasoline	69KL		85.6KL	
Heavy Fuel Oil A	2KL		4.6KL	
Kerosene	28KL		36KL	
LPG	229t		313.7t	
City gas	3,7688 thousand Nm ³		3,999 thousand Nm ³	
Steam and cold water	401,695GJ		452,803GJ	

Output	FY2021		FY2022	
	Value	Unit	Value	Unit
CO ₂ emissions	90,729t-CO ₂		106,250t-CO ₂	
	Scope1 9,834t-CO ₂		Scope1 10,897t-CO ₂	
	Scope2 80,895t-CO ₂		Scope2 95,353t-CO ₂	

• Aggregation range: Japan Airport Terminal Group (consolidated)
 • Aggregation coverage: Energy-derived CO₂ emitted from business activities (Scope1/Scope2)
 • Reference: List of calculation methods and emission factors in the Ministry of the Environment Greenhouse Gas Emissions Calculation and Reporting Manual calculation and report publication system

Promoting energy conservation



Natural Light and LED Lighting

Natural sunshine through a glass ceiling and dimming sensors are used to reduce the amount of electricity used for lighting, thereby reducing the amount of electricity used for lighting. We also use low-power LED lighting to conserve energy.



High-efficiency air conditioning equipment

The Air Breeze Tower and air conditioning with floor outlets installed in Terminal 3 facilitate efficient air conditioning by only conditioning air in spaces occupied by people.



Introduction of Radi-Cool radiant cooling materials

Radi-Cool is an environment-friendly product that lowers room temperatures without using energy. It is used on passenger terminal glass windows, boarding bridges, and connecting walkways in parking lots.

Promoting Natural Energy

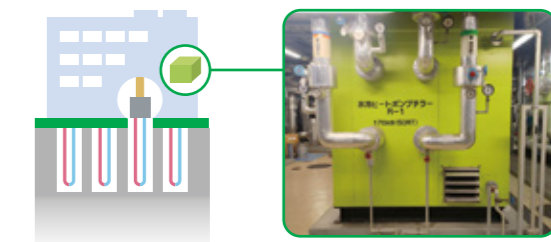


Installation locations

Terminal 1 rooftop, four units
Terminal 2 rooftop, two units
Terminal 3 rooftop, two units

Total power generated

Approximately **2,600,000 kWh**
(CO₂ equivalent: Approximately 1,140 t-CO₂)



Supply processing facility

Geothermal heat pump chiller

Geothermal heat pumps

Heat pumps with geothermal heat recovery piping are embedded inside building pile foundations to recover geothermal heat and use it effectively for heating and cooling.

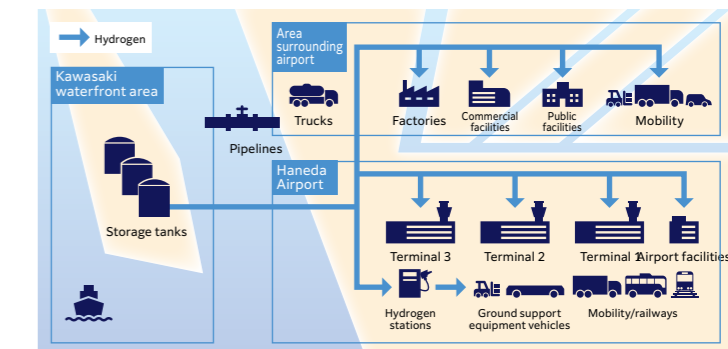
Installation of Solar Power Systems

Solar power generation systems have been installed on terminal rooftops.

Research into the use of hydrogen energy

Six public- and private-sector entities comprising JAT, Airport Facilities Co., Ltd., ENEOS Corporation, Ota Ward, Kawasaki City, and Deloitte Tohmatsu Consulting LLC, jointly conducted hydrogen usage research that ended in September 2023. It was part of a project commissioned by the New Energy and Industrial Technology Development Organization to study the potential for hydrogen production and utilization.

Based on the assumption that CO₂-free hydrogen will be imported to a base in the Kawasaki waterfront area for supply to the airport and its surroundings, we investigated the potential demand for hydrogen energy in the area, organized the supply methods and equipment installation policies necessary to realize this goal, and verified economic efficiency and GHG reduction effects.



VOICE



Hiroki Imahama
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Promoting Decarbonization Aimed at Realizing Net Zero Emissions by 2050

Reports of increasingly severe natural disasters and a growing number of extremely hot summer days have made us realize that the global environment is changing. In order to pass on a better environment to future generations, we are pursuing all possible measures to combat climate change.

Specifically, since the effects of conventional energy conservation and solar power generation are expected to be limited at Haneda Airport due to site constraints, we have conducted a study in cooperation with local governments and others on the utilization of hydrogen. This is attracting attention as a next-generation energy source. We will continue to cooperate with related parties to study methods for achieving decarbonization, both at the airport and in surrounding areas.

Materiality | Measures to combat climate change

Main initiatives

Response to the TCFD recommendations

In September 2022, we declared our endorsement of Task Force on Climate-Related Financial Disclosure (TCFD) recommendations, as climate change countermeasures are an important management issue for realizing an environment-friendly airport as stated in our Medium-term Business Plan. We also joined the TCFD Consortium, which serves as a forum for monitoring climate-related trends and gathering information to improve and enhance information disclosure.



Information disclosure based on TCFD recommendations

Governance

The Sustainability Committee, chaired by the president and representative director, is responsible for formulating policies and managing the progress of climate change-related initiatives. After the initiatives are deliberated by the Sustainability Committee, the Executive Committee discusses their relationship to, and consistency with, management strategy. This is then reported to the Board of Directors for resolution. The execution status of plans and initiatives is reported to the Board of Directors once every six months, and revised as necessary.

Strategy

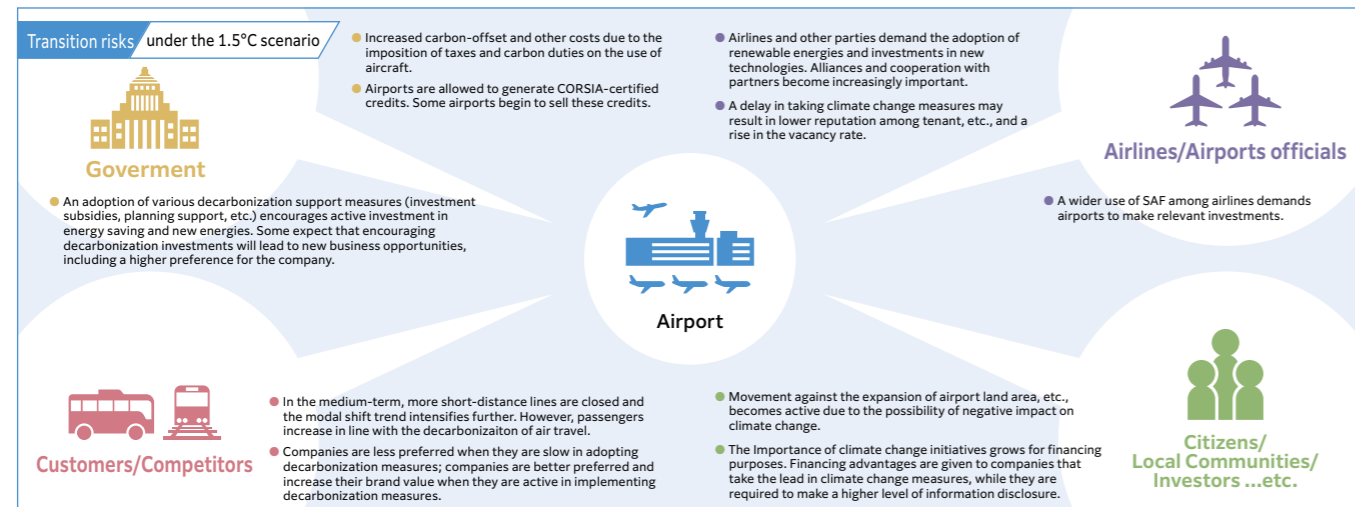
To assess the impact of climate change on Group business, we conducted an analysis using the following two scenarios.

In setting the scenarios, we referred to the scenarios published by the International Energy Agency (IEA) and the Intergovernmental Panel on Climate Change (IPCC) scenarios.

Scenario outlooks

1.5°C scenario		4.0°C scenario	
Scenario overview	<ul style="list-style-type: none"> As a result of drastic measures having been taken effectively, a decarbonized society is achieved, limiting the rise in the global temperature to 1.5°C from the pre-industrial levels. Major risks that turn into reality include those associated with the transition to a decarbonized society. 	Scenario overview	<ul style="list-style-type: none"> As a result of additional measures being not taken, the average global temperature will rise further by approximately 4°C compared to the pre-industrial levels. Major risks that turn into reality include physical risks arising from climate change.
Key scenarios referred to	<ul style="list-style-type: none"> WEO¹⁾: APS (Announced Pledge Scenario, Paris Agreement's goal achievement scenario)²⁾ SSP1-2.6³⁾ 	Key scenarios referred to	<ul style="list-style-type: none"> WEO: STEPS (Stated Environmental Policies Scenario) SSP5-8.5

Outlook assumption details (present–2050)



Physical risks under the 4.0°C scenario	
Physical risks (chronic)	A negative impact is exerted on the number of users by flooding and damages caused to runways and airport-related facilities as a result of major changes in weather patterns, etc., arising from rising temperatures and increased precipitation.
Physical risks (acute)	Increased frequency and severity of extreme weather events lead to an increase in air conditioning energy costs, tighter power demand, temporary suspension of airport operations, and frequent flight cancellations and delayed departures/arrivals, exerting a negative impact on the number of users. Stronger resilience is required to be achieved through supply chain management and BCP reviews. Airports gain their importance as they are deemed as regional disaster prevention bases.

* 1 World Energy Outlook (investigative report issued by IEA)
 * 2 In the analysis, we mainly used the Announced Pledges Scenario (APS). In addition to APS, we partly referred to the Net Zero Emissions Scenario (NZE) as another scenario in which the temperature rise is limited to 1.5°C or less from the pre-industrial levels.
 * 3 In the analysis, we mainly used the SSP1-2.6 scenario. In addition to this, we partly referred to the SSP1-1.9 scenario as another scenario in which the temperature rise is limited to 1.5°C or less from the pre-industrial levels.

The full text of the information disclosure based on TCFD recommendations can be found at <https://www.tokyo-airport-bldg.co.jp/files/en/sustainability/InformationDisclosureBasedonTCFDRecommendations.pdf>



Risks, opportunities, and impacts associated with climate change

This analysis covers our core businesses, facilities management, as well as merchandise, food, and beverage operations (a category that includes both the merchandise sales and the food and beverage categories). We identified risks and opportunities, evaluated their impact, and formulated risk countermeasures based on the impact of global warming of 1.5°C and 4.0°C above pre-industrial levels.

The degree of impact on our business is evaluated as large, medium, and small. The impact that affects overall airport operations and terminal functions is defined as large; that affecting only some airport operations and having an indirect impact is defined as medium; and that which is considered a risk, but which has only a minor impact, is recognized as small.

Risk and opportunity categories	Summary	Segment		Timeline*	Relevant scenario	Degree of impact		
		Facilities	Merchandise, food, and beverage					
Transition risk	GHG emission reduction measures (Policy and law/technology)	Increased terminal operating costs and raw material procurement and logistics costs associated with the introduction of carbon pricing	✓	✓	Short-medium	1.5°C	Large	
		Increased costs due to climate change-related regulations (increased construction costs due to environment-related regulations, etc.)	✓		Short-long	1.5°C	Large	
		Increased costs due to climate change-related laws and regulations (plastic and other resource recycling and procurement that takes into consideration natural capital, etc.)		✓	Short-medium	1.5°C	Medium	
		Increased investment costs for climate change measures due to the introduction of renewable and new energy sources, etc.	✓		Short-medium	1.5°C/4.0°C	Large	
Transition risk	Others (Market/Reputation)	Slower growth in the number of passengers using airports due to policy measures that adversely impact air travel demand	✓	✓	Short-long	1.5°C	Medium	
		Loss of reputation among tenants, partners, customers, suppliers, and employees due to late environmental responses	✓	✓	Short-medium	1.5°C/4.0°C	Medium	
Physical risks	Chronic	Impact of sea level rise on airport transportation access	✓	✓	Medium-long	4.0°C	Medium	
		Impact of infectious disease outbreaks due to changes in climate patterns	✓	✓	Long	4.0°C	Large	
	Acute	Impact on user numbers due to frequent and severe extreme weather events	✓	✓	Short-medium	4.0°C	Large	
		Damage to facilities, flooding, and other impairments caused by frequent and severe extreme weather events	✓	✓	Medium-long	4.0°C	Large	
Opportunities	GHG emission reduction measures (Energy sources)	Reduced costs attained through more efficient energy use, new technologies, etc.	✓		Long	1.5°C	Medium	
		Contributions to decarbonization and securing new sources of revenue	✓		Medium-long	1.5°C/4.0°C	Large	
	Others (Resource efficiency/products and services/markets)	Enhanced brand value through decarbonization efforts	✓	✓	Medium-long	1.5°C	Large	
		Usage of policy support for low-carbon companies	✓		Medium-long	1.5°C	Large	
	Physical risks	Enhanced resilience through collaboration with stakeholders and local communities	Creation of a recycling-oriented system centered on JAT	✓		Short-medium	1.5°C/4.0°C	Large
				✓		medium	1.5°C/4.0°C	Medium

* Short: by fiscal 2025, medium: by fiscal 2030, and long: by 2050.

Measures addressing risks and opportunities	Summary	
Transition risk related	GHG emission reduction measures	Converting to LED lighting, upgrading air conditioning, introducing AI air conditioning and other energy conservation measures Introducing mega solar power plants and other renewable energy sources, revising the power source procurement mix, and promoting the efficient use of heat sources Improving environment-friendly performance with ZEB Oriented facilities, the construction of wooden buildings, the use of Radi-Cool radiant cooling material, etc. Examining and considering the use of new energy
	Other	Effectively utilizing resources (providing materials and equipment from Haneda Airport to local and participating airports, etc.) and commercializing waste control (collection of waste oil for use as biofuel, etc.)
Physical risks related		Strengthening support for airport advanced business continuity planning at Tokyo International Airport, establishing a BCP system, and conducting periodic drills Implementing thorough infection control measures and non-contact sales using robots and digital technologies Overall optimization of procurement and production logistics, including supply chain redundancy

Risk management

The Sustainability Committee identifies and assesses climate change-related risks and opportunities, ascertains the impact of climate change on business, and discusses countermeasures.

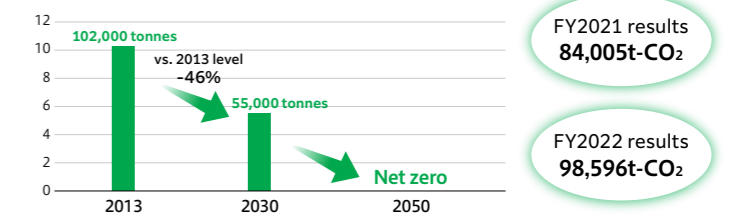
Of the climate change-related risks identified by the Sustainability Committee, those that have a significant impact on business and performance are identified as priority risks and are verified and evaluated by the Risk Management Committee in the same manner as other risks, with revisions made as necessary. The Board of Directors receives reports on discussions held during Sustainability Committee and Risk Management Committee meetings, and oversees risk management related to climate change.

Indicators and Targets

In terms of KPIs for measures to combat climate change, we have set long-term targets to reduce Scope 1 and Scope 2* GHG emissions by 46% from FY2013 levels by FY2030, and to achieve carbon neutrality by 2050.

We have been working with stakeholders at Haneda Airport to reduce our environmental impact within the framework of the Tokyo International Airport Eco-Airport Council, a body established by the Ministry of Land, Infrastructure, Transport and Tourism's Civil Aviation Bureau. Over the short to medium term, we will promote energy conservation measures at terminals but, since the effects of these measures are limited, we will also promote surveys and studies over the medium to long term on the utilization of hydrogen energy.

CO2 emission (Scope1, Scope2) reduction targets



* Scope of targets: The volume of CO2 emitted by the Group in the premises of Haneda Airport (excluding emissions from airport vehicles owned by the Group in the Haneda Airport).
 Scope of emissions: CO2 derived from energy consumed in-house during business operation.

The future we seek | Value Creation Story | Medium-term Business Plan | Special Feature | Materiality Initiatives | Corporate governance | Data



Materiality | Effective use of limited resources

Approach

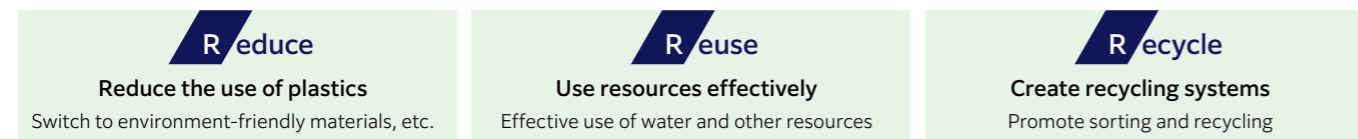
In the construction, management, and operation of facilities, as well as the operation of merchandise stores and restaurants, the Group uses building materials, plastics, water, and many other resources, while generating construction scrap, food residue, collected garbage, and other types of waste. JAT recognizes that the effective use of limited resources, including efforts to minimize environmental impacts by establishing recycling-oriented systems that incorporate the supply chain, and meeting user needs for environmentally friendly products, are critical issues for continuing business as an eco-friendly airport.

Initiatives	Major KPIs (Key Performance Indicators)	Target Year
Introduction of eco-friendly materials and merchandise	Offering of ethical products at all directly managed (JAT's select) stores	2025
	Introduction of wooden structure/interior decoration to T1 satellite in the terminal expansion project	2025
Waste reduction/resource recycling	Identification of issues for reducing food waste in the Group's restaurant business and setting of FY2025 targets	2023
	Closed-loop recycling of all PET bottles collected at terminals	2025

Main initiatives

3R initiatives aimed at reducing environmental impacts and enhancing consideration for biodiversity

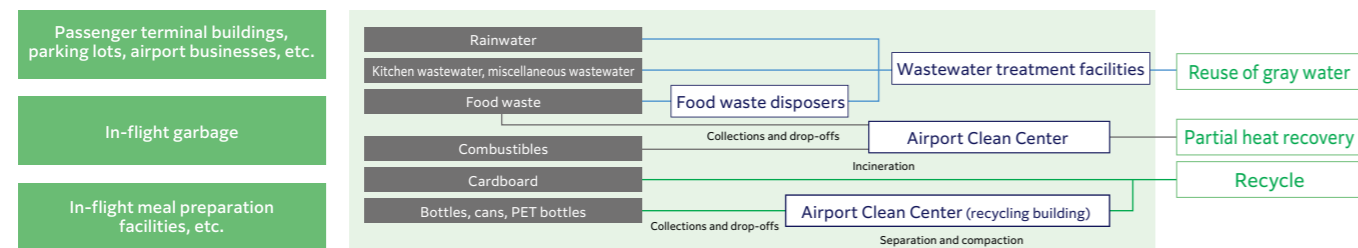
To make effective use of limited resources and reduce environmental impacts, the Group is committed to resource recycling and waste reduction based on the reduce, reuse, recycle (3R) concept. Further, we aim to meet user needs and conduct business giving consideration to biodiversity as we expand the range of ethical products we handle, including environment-friendly merchandise, such as upcycled items and certified products.



JAT Group resource recycling system

The JAT Group has established a resource recycling system. Water used in terminals is treated at the wastewater treatment facility, while waste and other materials are processed at the airport cleaning center operated by Group company Sakura Shokai.

In addition to waste from terminal buildings at Haneda Airport, the Airport Clean Center also receives waste from hotels, factories, and other facilities in the Haneda area.



Tokyo International Airport Clean Center

Group company Sakura Shokai has been engaged in the collection, transportation, and processing of waste generated at Tokyo International Airport since its establishment in 1946. Sakura Shokai operates the Tokyo International Airport Clean Center, an incineration facility for waste generated at the airport. It also acquired ISO 14001 certification in June 2003. Energy derived from incinerating waste supplements facility power and is used throughout the premises in an effort to conserve energy.

In terms of environmental measures focused onsite at Haneda Airport and in surrounding municipalities, the Tokyo International Airport Clean Center recycling building commenced operation in December 2020. It is designed to efficiently process cans, glass bottles, PET bottles, and other items, thereby contributing to the formation of a recycling-oriented society.



Waste incineration facility



Recycling building

Recycling facility overview

Facility size	Main facility: 600 m ²
Processing Capacity	Up to 4.8 tonnes/day (can, glass bottle, and PET bottle sorting and compressing)
Start of operations	December 21, 2020

Installation of fully automated vanishing-type food waste disposers

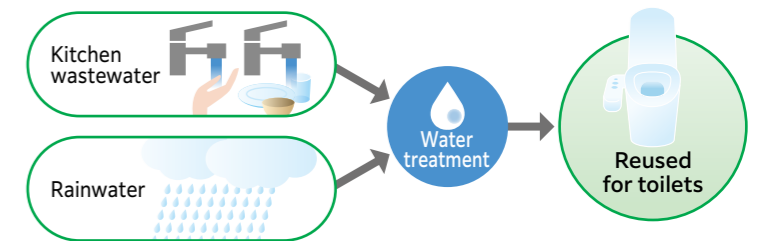
Using microorganisms that exhibit high processing capacity at room temperature, disposers repeatedly stir and spray water on waste for a set period of time to break it down into ammonia water and carbon dioxide gas. With almost no residue left at this stage, the waste is discharged into sewers (or purification facilities) within about 24 hours, and is treated as gray water at wastewater treatment facilities. In addition to reducing CO₂ emissions by incinerating food waste, treated water is reused for flushing toilets.



Effective use of recycled water

We treat kitchen wastewater, miscellaneous wastewater, and rainwater from terminals, to create gray water and effectively use water resources. The gray water produced is used for flushing toilets.

Circular regeneration flow in wastewater



Developing ethical products

As a Company selling merchandise at the gateway to Japan, we recognize that an important role of the Group is to provide customers in Japan and from around the world with ethical products. In addition to developing such items, we also are striving to help realize a sustainable society throughout the supply chain by building cooperative relationships with our business partners.

Ethical Products at Haneda Airport



Sweets made with upcycled skim milk.



Human and environmentally friendly soap using only pure plant-based ingredients that supports the social independence of people with disabilities.

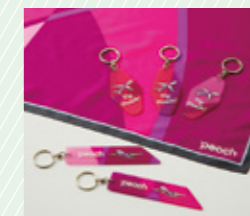
VOICE



Yoko Moriai
Director,
Sales Management Division
Haneda Airport Enterprise Co., Ltd.

Proposing ethical products specific to airports

In terms of ethical products used only at airports, we are developing upcycled items using some of the fabric, equipment, and parts airline companies usually throw away. At an event held inside Haneda Airport in FY2023, many customers bought upcycled products, which is evidence of our success in communicating their appeal. In the future, we will focus on product concepts and development, so that people can participate in ethical consumption by purchasing Haneda Airport products.



Keyholders made of used scarf material



Pen case made of upcycled seat fabric

Note: Ethical products include those items that reduce food loss, are made from recycled materials, have acquired certification labels and marks, and support the idea of local production for local consumption, as well as fair trade, organic, alternative meat, and alternative dairy products.



Materiality | Development of a safe, comfortable and advanced airport

Approach

The Group's core business and social mission is to provide the safe and comfortable operation of airports as public infrastructure supporting society and the economy through the movement of people. As the number of users, such as visitors to Japan from abroad, the elderly, and people with disabilities is expected to increase in the future, JAT recognizes that providing safe and comfortable transportation, that incorporates DX and advanced technologies, for a variety of users is essential for realizing sustainable growth.

Initiatives	Major KPIs (Key Performance Indicators)	Target Year
Enhanced terminal functionality	Consecutive awarding of 5-Star Airport rating by Skytrax (for which terminal expansion, smoother passenger flows, enhanced signage, diverse commercial facilities, and other aspects were evaluated).	Annually, ongoing
Assurance of safety and security	Consecutive awarding of #1 rating by Skytrax in the World's Cleanest Airport category	Annually, ongoing
	Implementation of disaster drills, etc. (150 times/year; 3,000 total participants/year)	Annually, ongoing
Promotion of universal design	Consecutive awarding of #1 rating by Skytrax in the Best PRM & Accessible Facilities category	Annually, ongoing
	Completion of initiatives to introduce mobile electric carts and self-driving wheelchairs to all terminals	2025

Main initiatives

Airport ranking by a professional airline industry research firm

For nine consecutive years, UK-based Skytrax has awarded Haneda Airport Passenger Terminal a 5-Star Airport rating, the highest level in its World Airport Star Rating evaluation system. The terminal also ranked third in the World's Best Airport category (overall evaluation of global airports) at the 2023 World Airport Awards, in addition to ranking first in three other categories.

All airport staff are well aware that Haneda Airport is the gateway to Japan. Further, based on management policies ensuring absolute safety and customer-centered terminal operations, our aim is that Haneda Airport should continue to be the trusted choice of customers and airline personnel from around the world.



World Airport Star Rating
Awarded for nine consecutive years

World's Cleanest Airport
(Category evaluating airport cleanliness, etc.)

World's #1
for 8 consecutive years

World's Best Domestic Airport
(Category evaluating domestic airports overall)

World's #1
for 11 consecutive years

World's Best PRM* & Accessible Facilities
(Category evaluating PRM responses)

World's #1
for 5 consecutive years

* Persons with Reduced Mobility

Skytrax is a global airline industry rating company established in 1989 and based in London, England. It conducts independent audits and passenger satisfaction surveys on airlines and airports around the world, and publishes its ratings of airlines and international aviation in various countries. The World Airport Star Rating recognizes airports that achieve comprehensive quality performance with the world's highest rating of 5 Star Airport, the mark of top quality. Further, the World Airport Awards, a multifaceted category that evaluates quality and is positioned as a global benchmark, announces the ranking of more than 550 international airports based on votes submitted by average passengers in an online survey conducted each year.

Establishing absolute safety

The JAT Group, responsible for the management and operation of public passenger terminals, has established a thorough security system based first and foremost on a policy of establishing the absolute safety of passenger terminals.

To ensure our continuity of business and terminal operations in the event of an emergency, we have prepared disaster responses, secured stockpiles, and implemented other countermeasures at facilities. We also are working to foster and increase awareness of disaster prevention by developing a business continuity plan and conducting various drills.

Terminal 2 disaster-preparedness drill

In September 2023, we held a comprehensive disaster-preparedness drill at our Terminal 2 building in which approximately 213 employees from 70 offices, including those of airline companies, participated. This was the first time in four years that a large number of people were able to participate in a drill at Terminal 2.

Sounding an earthquake early warning alarm as a start signal, we conducted initial response drills and fire extinguisher handling drills based on an earthquake scenario. Additionally, for the first time, the training incorporated use of Live 119, which allows callers to transmit images of the emergency scene to the Tokyo Fire Department command center while receiving verbal guidance from center staff viewing the images. These efforts were aimed at raising awareness of disaster prevention and improving response capabilities.

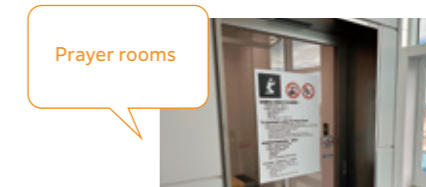


Customer-centered passenger terminal operations

The JAT Group's management policy is to operate passenger terminals in a customer-centered manner, focusing on convenience, comfort, and functionality. In addition to adhering to the customer first principle, we incorporate the concept of universal design into our facilities and services, to ensure that customers who come from around Japan and across the world are able to use our facilities and services in comfort and with peace of mind.



We make tools available for customers who wish to communicate in ways other than the spoken word, as well as for those from other countries.



Prayer rooms have been set up in the international terminal so that foreign visitors to Japan can use the airport with peace of mind.



We provide spaces for people with developmental and intellectual disabilities, mental disorders, dementia, and other conditions who need to block out external sounds as much as possible and calm down.

TOPICS



Cleaning
JAT employs a large number of building cleaning specialists who are nationally certified in cleaning techniques and leverage our accumulated know-how in their daily cleaning activities.



Distribution Drills
We conduct periodic response drills and stockpile emergency food supplies, blankets, temporary toilets, and other supplies for customers who might remain in the terminal when a disaster occurs.



Introduction of WHILL self-driving wheelchairs
The WHILL Autonomous Service provides personal mobility vehicles, equipped with automated driving systems, to ferry passengers to boarding gates, thereby providing safe, comfortable, and seamless transfers. After use, wheelchairs automatically return to their original location.

VOICE



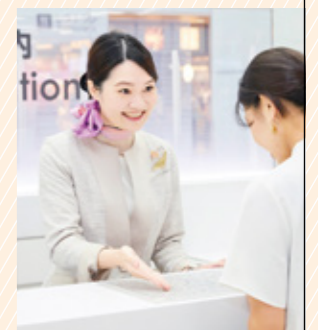
Yuri Saito
Assistant Manager,
Domestic Area Team
Airport Concierge Group
Passenger Service Department
Haneda Passenger Service Co., Ltd.

Providing customers from around the world with warm service

As the gateway to Japan, we at Haneda Airport are committed to providing hospitality to all customers. We strive to operate customer-centered passenger terminals, bearing in mind passenger convenience and comfort, as well as infrastructure functionality.

We provide guidance that is tailored to each customer's needs, and assist wheelchair users and the visually impaired. Based on the concept of universal design, we ensure that all customers can use the airport with peace of mind.

I find it very rewarding to be able to satisfy a wide variety of customer needs by providing services optimized for different people, places, and situations. We will continue providing customers from around the world with our warm service.



Materiality

Development of a safe, comfortable and advanced airport: Robotics

Initiatives	Major KPIs (Key Performance Indicators)	Target year
Use of digital technologies	Expand introduction of digital and robotics technologies in five categories, (1) cleaning; (2) guidance/translation; (3) mobility support; (4) security; and (5) merchandise/food and beverages.	2025

Main initiatives

Use of robotics technologies at Haneda Airport

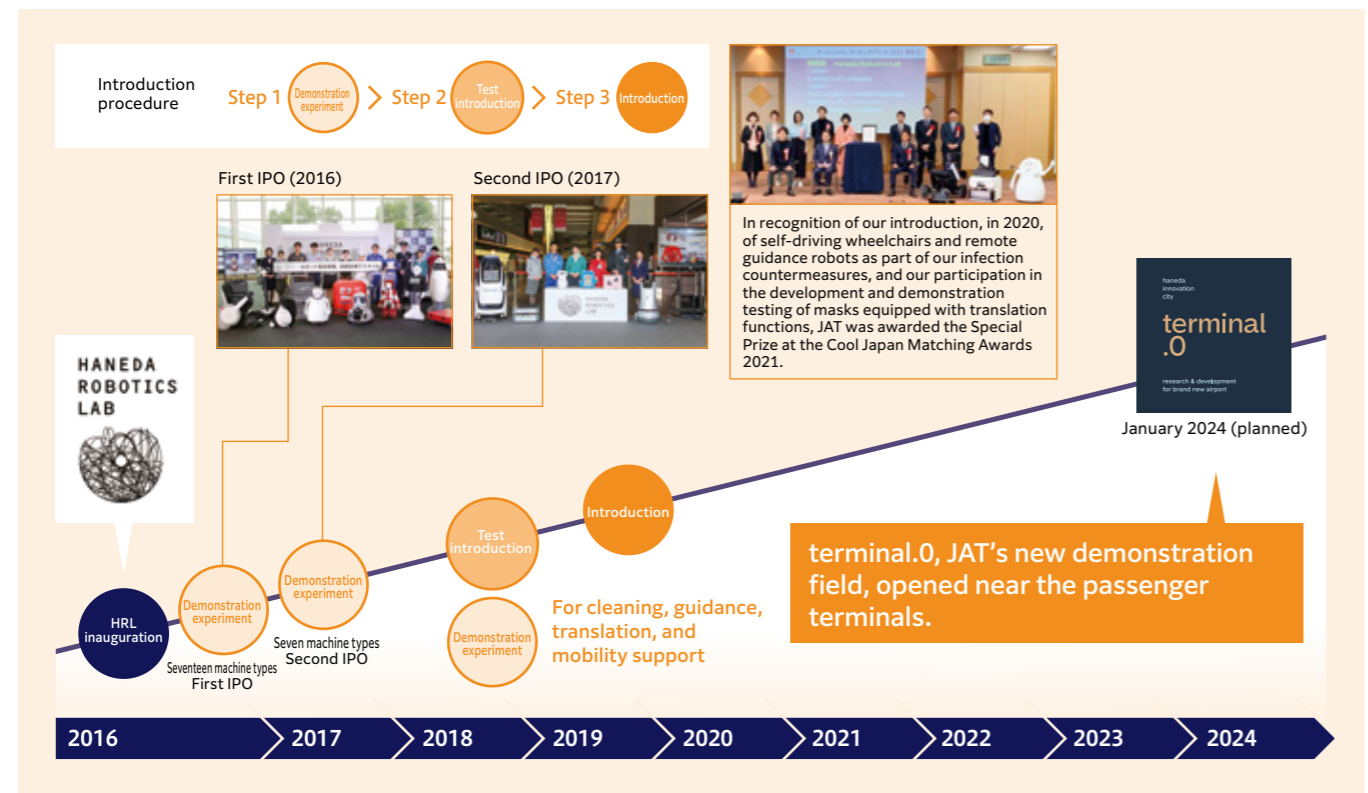
Haneda Robotics Lab (HRL), established by JAT in 2016, utilizes Japan's most advanced robotics technologies to resolve social issues with the aim of (1) improving personnel and operational efficiency, (2) reducing employee workloads, (3) improving passenger experience and convenience, and (4) expanding this initiative to other airports and applications.



- 1 Even as Japan's working population is decreasing, we provide safe, secure, convenient, and high quality services for airport users by leveraging new technologies to meet the needs of diverse overseas and domestic customers from Japan and abroad.
- 2 We plan to use robots to create safer, healthier work environments for airport employees.
- 3 We will disseminate information, at home and abroad, on the cutting-edge robotics technologies used at Haneda Airport. In this way, we will help revitalize the domestic robotics industry.

Since 2016, we have conducted numerous demonstration experiments using robots for guidance, transfers, and cleaning on the front lines of passenger airports. We aim to ensure the reliable operation of robotics technologies by working with manufacturers and other parties.

Progression of robotics technology Usage



Introduction of robot technologies at Haneda Airport

As part of our efforts to contribute to the creation of a safe, comfortable, and technologically advanced airport, we set KPIs for the introduction of robot technologies in five categories: cleaning, guidance/translation, mobility support, security, and merchandise/food and beverage. Currently, we are introducing these technologies at Haneda Airport.

Mobility support

WHILL introduced in 2020

Role: Passenger transportation support

Installation area: Terminal 1 and 2 security areas

Effects: Reduces staff workloads through use of automatic return function

Manufacturer: WHILL, Inc.

Guidance/translation

mini MORK introduced in 2021

Role: Information services

Installation area: Terminal 1 and 2 information counters, etc.

Effects: Achieves overall optimization of concierge allocation, promotes work style reforms

Manufacturer: Indy Associates Co., Ltd.

Security

Verification planned from FY2023

Merchandise/food and beverages

Bellabot introduced in 2022

Role: Automated food delivery and serving

Installation area: Group directly managed restaurants (limited to certain locations)

Effects: Reduces staff workloads

Manufacturer: Pudu Robotics Japan Co., Ltd.

Cleaning

Vacuum40 introduced in 2022

Role: Autonomous cleaning of carpeted floors

Installation area: Terminal 1 and 2 general lobbies and security areas

Effects: Reduces workloads and improves work efficiency in cleaning during off-peak hours

Manufacturer: Kukan Co., Ltd.

Cleaning

EGrobo introduced in 2019

Role: Autonomous cleaning of tile floors

Installation area: Terminal 1 and 2 general lobbies

Effects: Reduces workloads and improves work efficiency in cleaning during off-peak hours

Manufacturer: Amano Corporation

VOICE

Yuta Nakajima
Assistant Manager, Business Marketing Division, Japan Airport Terminal Co., Ltd.

Using technologies to improve airport operational efficiency, reduce burdens, and enhance passenger experience

In line with labor shortages and other societal changes, airport operations are facing a number of challenges. To help resolve the issues, we have introduced cleaning robots, guidance robots, and automated personal mobility driving systems. With an eye on future developments in AI and digital applications, we will increase our research in collaboration with several partners, and promote efforts to set up systems that enable airport workers to engage in airport operations in a healthier and more rewarding manner, while at the same time improving productivity.

The future we seek | Value Creation Story | Medium-term Business Plan | Special Feature | Materiality Initiatives | Corporate governance | Data

Materiality

Development of a safe, comfortable and advanced airport: DX

Overview

In realizing our long-term vision, we recognize that the use of digital technologies is indispensable if we are to make Haneda Airport's functions and services the best in the world.

To this end, we are pursuing digital transformation (DX) using two approaches: offensive DX, to achieve business transformation; and defensive DX, to realize greater efficiency of existing operations by using digital technologies.

Long-term vision

To Be a World Best Airport

—To be the world's most respected airport, pursuing the satisfaction of all stakeholders—

Haneda DX Vision 2025

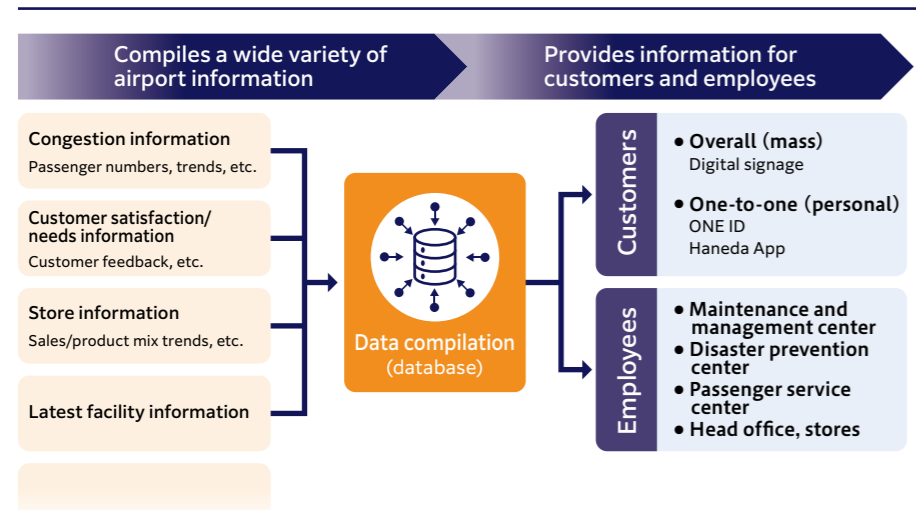
Our vision is to help support the sustainable growth of Japan through the application of digital technologies. This would allow us to innovate operations and enhance customer experience, with a view to being considered the world's best airport by users.



Offensive DX / Data-driven management

We will create a Haneda Airport data base that is easy to use, permits upgrading of airport functions and services, and employs data-driven management.

Data Compilation (image)



Benefits

Business innovations and deeper customer experiences

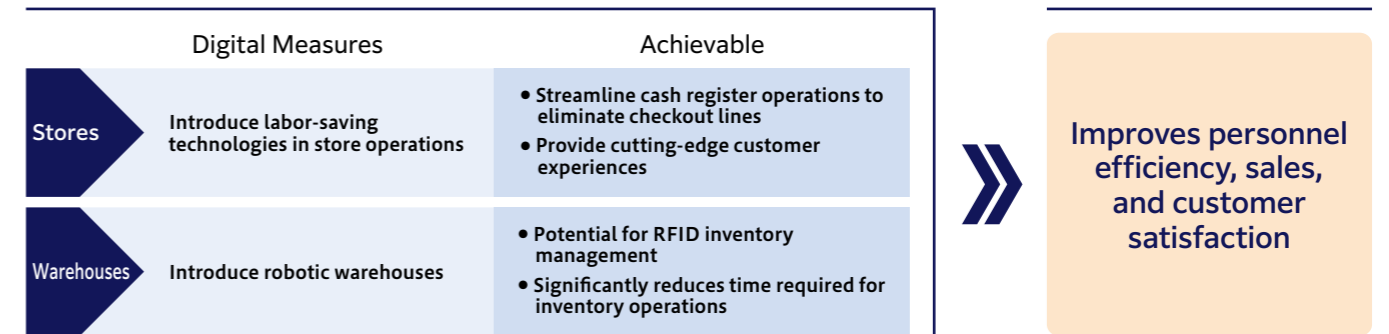
Improved customer satisfaction

Enhanced operational efficiency and optimization

Offensive DX / Store and Warehouse Innovations to Improve Personnel Efficiency and Sales

JAT aims to achieve a three-way benefit, by increasing staff efficiency, sales, and customer satisfaction. This will be done through the introduction of both labor-saving technology in store operations, and robotic warehouses using RFID wireless system technology.

Store and warehouse innovations (Overview)



Defensive DX / Restructuring Indirect Operations

To achieve data-driven management, we aim to improve the efficiency of indirect personnel by updating and optimizing operational backbone systems and revising business processes.

Current status and ideal state of indirect operations

	At present	Ideal state
Operational backbone systems	Aging, lacks functionality Fails to acquire and/or integrate necessary data	Update and improve Optimize functions by eliminating inefficiencies and deficiencies
Airport information and data	Decentralized and individualized Inefficient, data collected on case-by-case basis	Compile data, create database Make data easily accessible
Operational processes	Inefficient Relies heavily on manpower	Streamline and optimize Improve productivity by leveraging digital

Ideal business operations

Declining operational efficiency

Aim to improve efficiency of indirect personnel by shrinking man-hours for simple tasks

Offensive and Defensive Promotion structure and DX human resource development

Under the direct supervision of the president, in July 2022 we set up the Digital Business Office. It carries out comprehensive, Company-wide offensive and defensive DX strategies.

Further, to steadily develop human resources who will support the promotion of DX, we have formulated a DX human resource development plan. We aim to implement this in the second half of FY2023.

VOICE



Takaharu Otsuka
Digital Business Office
Japan Airport Terminal Co., Ltd.

DX for Airport CS and Convenience

Although Haneda Airport offers a wide range of services that are used by a variety of customers and employees, each system operates as a silo. We recognize that these systems are lacking in terms of providing consistent airport experience.

Accordingly, from the perspective of DX, our goal is to build a platform to centrally manage decentralized data. At the same time, we wish to enable users to quickly and easily obtain the information they need to improve the satisfaction and convenience they derive from their airport experience, while increasing our profitability.

We are also working to raise organizational awareness and develop a large number of individuals able to use this data to plan and implement operational improvements and new services.



Materiality | Contribution to local and regional communities

Approach

The JAT Group maintains positive relationships with the regions in which it operates, including metropolitan Tokyo and Tokyo's Ota Ward. The ties are supported by the movement of people among various regional cities and the Tokyo area.

We recognize that maximizing use of the Haneda Airport terminal helps ensure the Company's sustainable growth. This is because the terminal serves a broad swath of customers as a space facilitating interaction with local communities and residents, and to communicate the attractiveness of the airport.

Initiatives	Major KPIs (Key Performance Indicators)	Target Year
Creating interaction with local communities	Install permanent local specialty stores in the premises of Haneda Airport within FY2023; hold promotional campaigns at event spaces at least 24 times a year.	Annually, ongoing
	Provide know-how acquired in the Haneda Airport and products (robots, etc.) installed therein to overseas airports and other facilities at the rate of 50 cases a year.	2025
Benefit-sharing with local communities	Continue providing airport tours and work experience programs for more than 1,000 participants, including elementary and junior high school students from Ota Ward and other areas.	Annually, ongoing
	Grand opening of the HICity (contribution to the local communities by providing medical services, creating vibrancy, offering a traffic hub, etc.)	2023

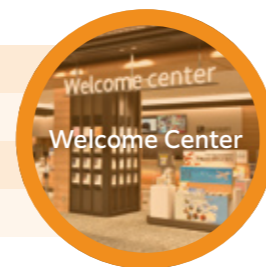
Main initiatives

Collaboration aimed regional and regional revitalization

JAT concluded a comprehensive business collaboration agreement in March 2020 with JTB Corporation, which runs a business mostly in the travel industry. The agreement is designed to improve Haneda Airport functions and facilitate business creation, thereby enhancing the airport's appeal, fostering interaction, and enhancing the value of the airport experience.

Main Points of Collaboration

- Enhanced sightseeing guidance and information communication targeting visitors to Japan.
- Business related to regional revitalization centered on exchange of goods, experiences, and opportunities.
- Creation of transit-based travel routes from Haneda Airport for transit passengers and other travelers.
- Educational opportunities utilizing the airport for events combining culture and careers.



- Potential of Haneda Airport, used by 80 million domestic and international travelers
- Discovery and dissemination of Japanese manufacturing and brands



- Networking with other regions throughout Japan
- Fostering interaction through local specialties, tourist attractions, and appeal
- Potential to facilitate productive experiences and opportunities.

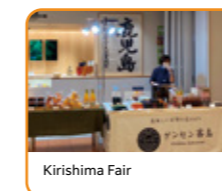
Co-create business using Haneda Airport as a starting point to develop new appeal, interactions, and enhanced Japan experience value.

Events with Local Communities

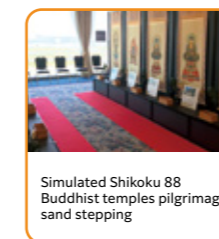
JAT regularly uses Haneda Airport as the venue for events held in conjunction with domestic local governments and airline companies. We contribute to regional revitalization by communicating the appeal of regions as we promote tourism and distribute local specialty products.

Events held in FY2022

37 events



Kirishima Fair



Simulated Shikoku 88 Buddhist temples pilgrimage sand stepping



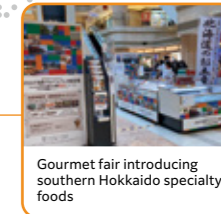
Miyazaki Mango & Tourism Fair



Gems of Toyosu Market and local Tokyo products



Product & Sightseeing Fair featuring products from Kumejima Town, Kunigami, Ogimi, and Higashi Villages, Okinawa Prefecture



Gourmet fair introducing southern Hokkaido specialty foods

Gourmet fair introducing southern Hokkaido specialty foods	Sponsor: JAT; Backer: Hokkaido Government; Supporter: The Hokkaido Shimbun Press
Gems of Toyosu Market and local Tokyo products	Sponsor: JAT; Supporter: Bureau of Industrial and Labor Affairs, Tokyo Metropolitan Government
Simulated Shikoku 88 Buddhist temples pilgrimage sand stepping	Sponsor: JTB Yokohama Branch, Shikoku 88 Sacred Sites (Inc.); Supporter: JAT, Organization for Promotion of Tourism in SHIKOKU, Japan Airlines, and All Nippon Airways
Miyazaki Mango & Tourism Fair	Sponsor: Miyazaki Prefecture, JAT, and Japan Airlines
Kirishima Fair	Sponsor: Haneda Future Research Institute, Nihon Sancho-kuyū, and Kirishima City, Kagoshima Prefecture
Product & Sightseeing Fair featuring products from Kumejima Town, Kunigami, Ogimi, and Higashi Villages, Okinawa Prefecture	Sponsor: Kumejima Town, Kunigami, Ogimi, and Higashi Village, Okinawa Prefecture, JAT, Japan Transocean Air, and Japan Airlines

TOPICS



Agreement with Local Government

In December 2022, Group company Haneda Future Research Institute concluded a comprehensive collaboration agreement with Kagoshima Prefecture, as part of a Group effort to promote regional development.



Haneda Tour Program

JAT offers programs to provide local schools and organizations with an overview of Haneda Airport. The professions and occupations supporting airport operations are explained, as is their career potential.



Haneda Innovation City

We are also participating in the Haneda Innovation City project adjacent to Haneda Airport. This public-private partnership project in Tokyo's Ota Ward is operated by Haneda Mirai Kaihatsu Co., Ltd.

VOICE



Rena Shimizu
Regional Revitalization Business Department
Haneda Future Research Institute Incorporated

Creating Spaces, Linking Local Communities and Customers

Wakuraba, a store and café in Haneda Airport Terminal 2, provides information and creates a space for connecting with customers. It helps them learn about areas with which they are unfamiliar but wish to visit. Given that all the store staff are knowledgeable about the various regions of Japan and their local products, we are well placed to provide meticulous customer service. In this small way, we are helping revitalize localities.

Customers sometimes give us feedback after they have visited a place recommended by our staff. The stories are invariably happy ones that make us realize we have successfully connected customers with local communities.



Wakuraba exterior



Materiality | Human Resource Development

Approach

To realize our long-term vision of becoming a World Best Airport, we recognize that human resources are our most important form of capital. We also recognize that, in order to realize sustainable Group growth, we must promote human resource development. This includes career development support, so that human resources might be transformed into professionals, and workplace environment improvement to enhance employee engagement.

Initiatives	Major KPIs (Key Performance Indicators)	Target Year
Transforming workforce into a group of real professionals	Active recruitment and training of human resources with diverse skills. Creation of innovative businesses and improvement of business operations through cross-industry/industry-academia collaboration and secondment of personnel to outside entities.	Performance management
Improving Employee Engagement	Embedding of internal branding activities (Plus One Promotion) into the mindset of all JAT Group executives to promote the development of human resources who can think and take on challenges on their own.	2025

Main initiatives

Required personnel and organization

Responsible for the construction, management, and operation of public passenger terminals, the JAT Group aims to have management balance public good and business success by engaging in a variety of business activities at airport terminals. These include facility management and operations, merchandise sales, as well as food and beverage operations.

To realize our management strategy, it is essential that we should be an organization that continues to pursue the functional enhancement and evolution of Haneda Airport. In addition to the wide range of expertise and technology we have cultivated over the years, we must improve our products, services, and the personnel who support our efforts.

Further, as a Company operating an international airport terminal that welcomes many people from across Japan and around the world, it is essential that we cultivate inclusiveness among our employees. This will make them more open to accepting diverse ways of thinking and people from different cultures. To this end, we are working to create training systems, programs, and environments that support the promotion of diversity, inclusion, and a work-life balance.

To Be a World Best Airport

—To be the world's most respected airport, pursuing the satisfaction of all stakeholders—

Leading airport company

Establishing a foundation for regrowth

Change Reform and innovation

Strengthen earnings power by moving away from a profit structure dependent on airline demand, including newly developed businesses.

Developing airport business

Growth Grow and Evolve

Improve quality and efficiency of products and services to enhance Haneda Airport functions.

Expanding earnings base

Expand Take on challenges

Secure human resources equipped with new ideas and the ability to execute in a changing business environment, while establishing a financial base facilitating stable business continuity.

Professionals with knowledge and experience specific to airport operations.

An organization that continues to learn and grow on all levels

Human resource development policy

Think and take on challenges on their own

Internal environment development policy

Corporate Culture Enhances Diverse Human Resources

Human resources with independence and initiative who can act with a clear sense of purpose.

An organization in which diverse human resources with different backgrounds can demonstrate their abilities.

Human resources and organizations promoting DX strategies.

Human resource development policy

Think and take on challenges on their own

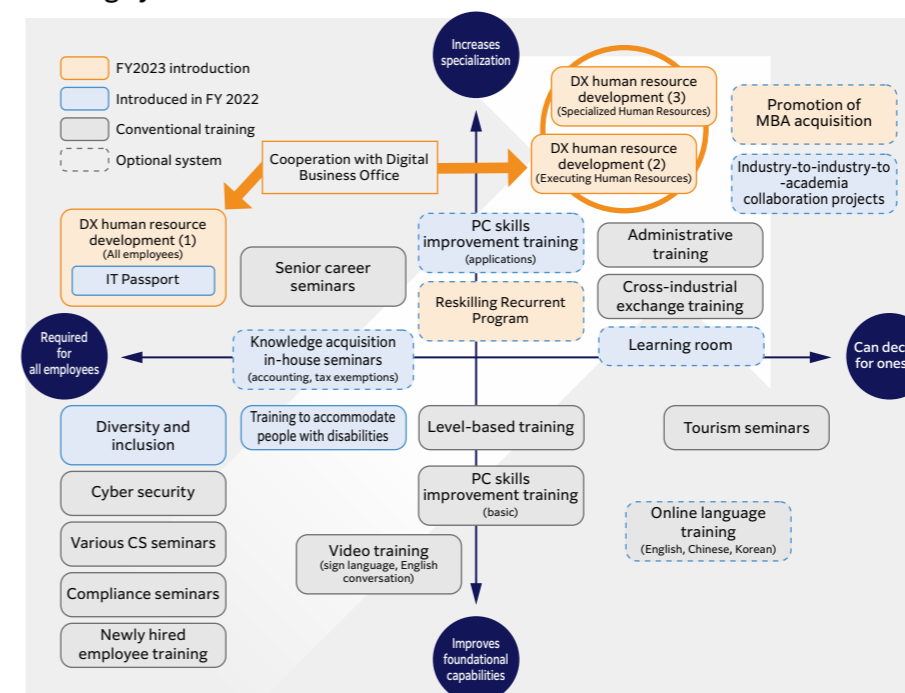
Education and training systems

Since JAT recognizes human resources as the most important element of the Company, we have established various educational and training programs to develop human resources who think and take on challenges on their own. We intend to realize customer-centered terminal operations and maintain sustainable growth, thus contributing to the realization of our management strategies. This is in addition to the training programs we provide, such as position-based training and CS seminars that impart the basic knowledge with which Group employees should be equipped.

Initiatives targeting specific personnel

Professionals with airport-specific knowledge and experience	<ul style="list-style-type: none"> In-house seminars for knowledge acquisition CS Seminars Intra-Group secondment (frontline experience) Outside secondment (outside Company) 	An organization in which diverse human resources with different backgrounds can demonstrate their abilities	<ul style="list-style-type: none"> Diversity and inclusion seminars Training to accommodate people with disabilities Expansion and development of environment facilitating the hiring of people with disabilities
Ongoing learning and growth at all levels	<ul style="list-style-type: none"> Career seminars for older employees Reskilling Recurrent Program Trial implementation of system for holding down a second or concurrent job 	Human resources and organizations promoting DX strategies	<ul style="list-style-type: none"> Introduction of a multi-track personnel system Promotion of digital human resource Formulation of a DX human resource development plan Strengthening of in-house IT literacy
Self-reliant human resources with drive, sense of purpose	<ul style="list-style-type: none"> Participate in industry-to-industry-to-academia collaborative projects Make most of learning opportunities Enroll in Master of Business Administration (MBA) programs Benefit from expansion of in-house open recruitment system 		

Training Systems



Indicators related to human resources who think and take on challenges on their own

- Participation in industry-to-industry and industry-academia collaboration projects
FY2022: **20** participants in total ↑ Annual improvements
- Number of employees transferred to external organizations
FY2022: **18** ↑ Annual improvements
- Participation in the Learning room in-house academy
FY2022: seven courses, **30** participants ↑ Annual improvements
- Participation in in-house knowledge acquisition seminars
FY2022: **220** ↑ Annual improvements
- IT literacy education
 - Introduction of digital promotion team leader meeting system
 - Participants in PC skill improvement training
 FY2022: **129** participants in total ↑ Annual improvements

VOICE



Mayuko Hattori
Director,
Human Resources & Labor Welfare Division
Japan Airport Terminal Co., Ltd.

Aiming to Continue Growing

In this era of rapid change, it is important to develop human resources and for our organization to support the operation of airports where a broad variety of people come and go. We have introduced wide-ranging systems to create an environment in which people can work with peace of mind and pride, as well as spaces for autonomous learning, which starts with improving basic skills.

With this new step, we aim to create an organization in which all generations can continue to learn and grow, where human resources who think and take on challenges on their own can discover diversity within themselves, and where diverse human resources can foster a corporate culture in which they mutually enhance performance.

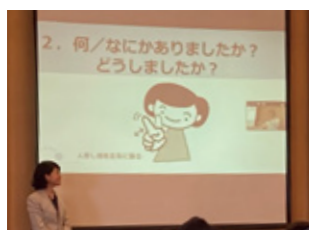
Training and initiatives

Customer satisfaction training



In order to realize our management policy of customer-centered passenger terminal operations, we conduct customer satisfaction (CS) training for new and frontline employees. This is designed to foster a customer-focused mindset in the staff, while making them feel proud to be working at Haneda Airport.

Universal seminars



As an international airport used by a range of customers, we regularly conduct training sessions to engender awareness of diversity and inclusion (D&I) among our staff. In June 2023, we had an athlete with a hearing impairment give a lecture, and we provide regular sign language and barrier-free training.

Learning rooms



We have created learning rooms as spaces for self-directed learning and where employees can exchange ideas. They also provide opportunities for learning and interaction that transcend the boundaries between departments and generations.

Male employees discuss issues of balancing work and childcare.

Industry-academia and industry-industry collaboration projects



Flexible thinking and new ideas are essential if we are to respond to changes in social conditions and the business environment. To this end, we implement industry-academia collaboration projects through in-house recruiting focused on young employees.

Plus One promotion

As we state in our management strategy and human resources development policy, we appreciate people who think and take on challenges on their own. Thus we are running a Plus One promotion internal branding campaign, to raise staff awareness and encourage employees to consider how to take current work efforts to the next level and increase work engagement. The campaign is in addition to Company-led education and training programs, as well as enhancement of the workplace environment.

Launched in FY2022, the campaign provides workshops for employees in all positions, from younger staff to section managers. It is meant to encourage staff to think about what they themselves can contribute under the Plus One umbrella.

We have a dedicated Plus One promotion website, Plus One News, on our intranet, where we share information. This covers Group initiatives and best practices, and is designed to improve employee understanding and expand the initiative.



Plus One promotional image



Workshop in progress



Case studies on the Plus One website

VOICE



Eriko Kazama
Manager,
PR & Branding Strategy Office
Japan Airport Terminal Co., Ltd.

Inculcating the Plus One mindset among all staff

The Plus One promotion is an internal branding activity aimed at changing employee awareness and behavior. Each employee is required to devise and implement new Plus One efforts aimed at introducing improvements and changes.

Staff are encouraged to set goals, whether personal or professional, for what they truly want to achieve, and then to be the first to take action. Even if just a small improvement or change is achieved, I believe it is the role of my department to spread and promote the idea that the aggregate of individual Plus One actions will lead to major advances for the Japan Airport Terminal (JAT) Group.

Internal environment development policy
Corporate Culture Enhances Diverse Human Resources

Against the background of ongoing globalization, Group-wide business expansion, and the fact that we build, manage, and operate international airport terminals, we believe it essential to foster a corporate culture in which diverse human resources mutually enhance each other.

At the same time, we realize it is important to create a workplace that is comfortable and rewarding, and which has systems that promote diverse workstyles, as well as management that is conscious of employees' physical and mental health. Steps to address these issues are ongoing.

Employee health support

- Stress checks
Follow-up with individuals and organizations
- Improved medical checkups for women
- Collaboration with industry-specific physicians to provide a comprehensive support structure for staff



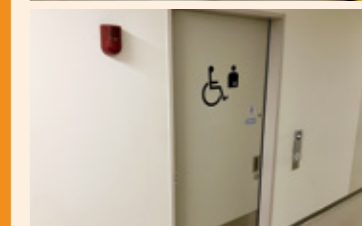
Company newsletter

Framework for comfortable work

- Start of telecommuting system
- Introduction of paid leave in one-hour increments
- Trial introduction of Premium Friday system, allowing employees to leave the office at 3:00 p.m. on Fridays
- Morning work during the summer months
- Childcare leave, family care leave, and sick leave
Flexible systems exceeding statutory requirements
- Group Long-Term Deposit Insurance

A good work environment

- Better employee cafeteria
- Renovated break room
- Improved dormitory and Company housing
- Expanded employee benefits
- Regular mental health seminars
Overall: semiannually; new employees: annually
- Annual nursing care seminars
Consultation desk set up
- Team leader meetings held to promote workstyle reforms



Installation of a break room and multiuse toilets

TOPICS



Employee cafeteria



Break room

Enhanced employee cafeteria and break room

As the facility manager and operator of Haneda Airport, we have enhanced the employee cafeteria and break room to boost employee satisfaction and overall airport productivity.

Workstyle Reform Promotion Team Leader Council

Reflecting the goals of laws revised in line with the passage of the Act on the Arrangement of Related Acts to Promote Work Style Reform, our Workstyle Reform Promotion Team Leader Council has been meeting monthly since fiscal 2019. This is designed to rectify issues related to long working hours and to achieve diverse, flexible workstyles.

The council is a Group-wide initiative and comprises mainly younger employees from Head Office and Group companies. Problem solving proposals and ideas raised by team leaders are discussed and Group work is conducted at meetings, shared with management, and introduced as new systems and initiatives within the Company.



Council meeting



Materiality

Promotion of diversity and inclusion and respect for human rights

Approach

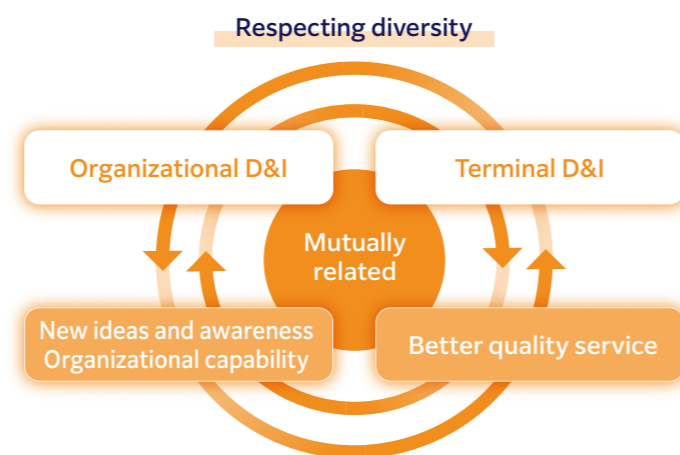
The JAT Group welcomes a variety of customers from across Japan and around the world. We thus have a crucial responsibility to respect diverse cultures and ways of thinking, as well as to respect human rights in the supply chain and throughout our business, merchandise sales and food and beverage (F&B) businesses included.

Initiatives	Major KPIs (Key Performance Indicators)	Target Year
Promotion of diversity and inclusion	Rate of childcare leave being taken by male workers: 100%; Rate of managerial posts being assumed by female personnel: 40% (non-consolidated basis)	2027
	Employment rate of persons with disabilities: 6.6% (non-consolidated basis)	2025
Implementation of human rights due diligence	Investigation of human rights risks and identification of issues and countermeasures	2023

Main initiatives

Thoughts on Diversity

The Japan Airport Terminal Group recognizes the importance of addressing diversity and inclusion (D&I) from our perspective as an international airport terminal, as well as the perspective of D&I required to foster a corporate culture in which diverse human resources mutually enhance each other. To this end, we are creating opportunities for employees to gain new insights and discoveries through the implementation of D&I training for all Group employees and acceptance training to promote the employment of people with disabilities, thereby improving customer service quality and creating a comfortable work environment.



Indicators related to mutual enhancement of diverse human resources

Indicators	Target Year	FY2022 results
Maintain female manager ratio of 40%	FY2027	41.6%
Male employees utilizing childcare leave 100%	FY2027	71.4%
Gender wage gap (all employees)	Reduced each year	80.8%
Gender wage gap (full-time employees)	Reduced each year	84.4%
Gender wage gap (part-time employees)*	Reduced each year	51.1%
Employment rate of persons with disabilities 6.6%	FY2025	5.1%

* Vice President class non-regular employees, counselors, persons with disabilities, etc.

Human rights due diligence

To promote respect for human rights in our business activities, we have devised policies and procedures related to human rights and procurement, and conduct human rights due diligence (DD). In determining human rights themes to be addressed, we incorporate the opinions of outside experts through dialogue, in addition to discussions in each subcommittee. We will continue to address identified issues and disclose information as appropriate.

Progress of human rights DD

In our mainstay businesses of facility management, merchandise sales, and F&B, we have conducted risk surveys and identified issues related to business partners, Group company employees, and users directly involved in our business activities, as indicated below.

Human Rights DD Until Now

Step 1 Human rights risk surveys	<ul style="list-style-type: none"> Based on the "Guidelines on Respecting Human Rights in Responsible Supply Chains," we have identified human rights risks in each business sector, as well as on the basis of products handled and business region Based on customer feedback, whistle-blower reports, and other information, we have investigated the potential for human rights risks, and ensured that systems for the early identification and rectification of human rights violations are functioning We have confirmed the status of JAT's handling of commercial products associated with particularly high human rights risks
Step 2 Current conditions, future risks	<ul style="list-style-type: none"> Based on survey results, we have evaluated the severity and probability of human rights risks, and identified potential human rights themes to address more fully in the future
Step 3 Dialogues with experts	<ul style="list-style-type: none"> We have engaged in dialogues with external experts on the social aspects surrounding human rights issues and the relevance of the Company's human rights themes, including both their identification and related future initiatives
Step 4 Human rights themes	<ul style="list-style-type: none"> Incorporating dialogues with experts, the Sustainability Committee has identified human rights themes as issues the Company must address

Engagement in Human Rights Issues

Issue 1 Ascertaining working conditions at partner companies involved in facility management

Amid labor shortage concerns, it is important to ensure that work environments are properly maintained by subcontractors that manage facilities. First we plan to assess the working environment in the areas of security and cleaning through questionnaires and other methods. In the event any areas needing improvement are identified, remedial measures are discussed.

Issue 2 Identifying retail F&B supply chain human rights risks

As Japan's premier gateway to the skies, it is important that we reduce supply chain risks related to the products we provide. To this end, we first must identify human rights risks in the supply chain, starting with our original clothing products and the coffee we serve at our directly managed stores. In the event that areas needing improvement are identified, we discuss remedial measures.



Dialogue with experts held August 16, 2023

Participating external experts
Members of Sustainability Governance Consulting Div., Human Resources Governance Leaders Co., Ltd.

Other human rights-related issues

Although human rights risk surveys confirm that the system for rapid risk identification and remedial action is functioning, we have identified the following three items that we will continue to monitor and address to ensure that future changes in the social environment do not have a negative impact on human rights.

- Comfortable working environment for employees
- Management of individual user information
- Responding to diversifying customer needs

TOPICS



Introduction of Red Cup Campaign Coffee

At our POWER LOUNGE, we have introduced coffee used in the United Nations World Food Programme Red Cup Campaign. A portion of the proceeds is used to support school lunches in developing countries through the SUNSHINE COFFEE PROJECT, led by Mitsumoto Coffee.



Participation in TABLE FOR TWO

Since June 2017, the JAT employee cafeteria has participated in TABLE FOR TWO, a program that delivers school lunches to children in developing countries through donations of ¥20 per meal served in the cafeteria.



Baggage Carts with Artwork by People with Disabilities

In September 2022, 100 baggage carts at Haneda Airport were decorated with artwork created by challenged artists—people with disabilities—working with professional designers.

Materiality | Promotion of fair business activities

Approach

As a Group engaged in the operation of public airport passenger terminals, JAT complies with laws, regulations, and social norms as a matter of course. Further, we also recognize that some social concerns can be resolved if we strengthen our system of governance, engage in sound, highly transparent management, and promote fair business activities.

Initiatives	Major KPIs (Key Performance Indicators)	Target Year
Ensuring thorough compliance	Zero incidence of inappropriate behavior (serious misconduct/violations) in corporate activities	Annually, ongoing
Strengthening sustainability governance	Formulation of sustainable procurement guidelines and their dissemination to business partners	2023
	Dialogues with external experts held twice a year	Annually, ongoing

Main initiatives

Ensuring Thorough Compliance

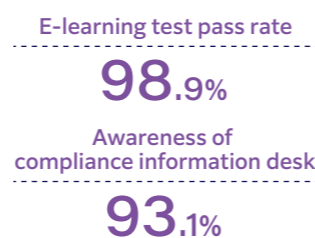
Promotion Structure

To conduct corporate activities in accordance with laws, regulations, and social rules, the Group has issued a Compliance Declaration and formulated Basic Compliance Guidelines to establish a system to promote compliance. To ensure that management is compliance oriented, the operation of the system is regularly examined and supervised by the Compliance Promotion Committee, chaired by the representative director and president.

Main Initiatives

We set up an internal and external compliance information desk (reporting system) to identify problems within the Group, take corrective action at an early stage, and implement measures to prevent recurrences.

To further inculcate compliance awareness, we conduct periodic e-learning tests for all employees. Our *Japan Airport Terminal Group Compliance Handbook* includes specific examples of necessary compliance, and is posted on the Company intranet to enhance staff knowledge and ensure thorough awareness.

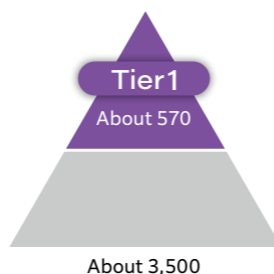


Enhancing Sustainability Governance

The JAT Group has a Procurement Policy and Sustainable Procurement Guidelines to promote proper supply chain management and fair procurement practices. The guidelines are distributed to major suppliers and set as a KPI to be achieved in fiscal 2023.

Currently, of the approximately 3,500 suppliers, tenants, and other companies that do business with our Group, about 570 companies have been identified as Tier 1, accounting for 90% of overall transaction value.

The Supply Chain Subcommittee is taking the lead in disseminating information and requesting cooperation during fiscal 2023. In future, we will also work with the Human Rights Subcommittee to ensure supply chain-wide fair procurement. We will conduct additional surveys in business areas where human rights risks have been identified as high.



Guideline Item

Conducting Transactions in a Fair, Just, and Sincere Manner	(1) Compliance with competition laws (2) Prevention of corruption and bribery (3) Elimination of relationships with anti-social forces (4) Protection of personal information and prevention of leakage of confidential information (5) Protection of intellectual property rights	Respect for Human Rights	(1) Respect for human rights and elimination of discrimination (2) Prohibition of forced labor (3) Prohibition of child labor (4) Prohibition of harassment, inhumane handling, and unfair treatment (5) Occupational safety and health (6) Management of workers' health
Ensuring Safety and Quality	(1) Ensuring the safety of products and services (2) Provision of accurate information about products and services (3) Development of business continuity plan	Consideration for the Environment	(1) Compliance with environmental laws and regulations (2) Disclosure of environmental information (3) Efficient use of energy and reduction of greenhouse gas emissions (4) Effective use of resources and waste management (5) Implementation of responsible procurement activities

The full text of Sustainable Procurement Guidelines can be found at <https://www.tokyo-airport-bldg.co.jp/files/en/sustainability/JapanAirportTerminalGroupSustainableProcurementGuidelines.pdf>



Materiality | Strengthening of risk management

Approach

Ensuring business continuity is the JAT Group's social mission. In a highly uncertain society in which new risks are forever emerging, we recognize the importance of ensuring and maintaining organizational resilience by understanding the risks surrounding our business environment and implementing countermeasures.

Initiatives	Major KPIs (Key Performance Indicators)	Target Year
Risk management system enhancements	Risk Management Committee and PDCA cycle set up for priority risks	2023
	Zero significant impacts on terminal building operations caused by inadequate cybersecurity measures	Annually, ongoing

Main initiatives

Risk management

For risks assessed as critical for our business (priority risks), we have a Risk Management Committee and systems in place to repeatedly review and confirm the status of responses and verify their effectiveness within the management process.

In conducting evaluations to prevent losses and developing opportunities, we will make every effort to strengthen the Group's corporate structure and enhance its comprehensive strength.



Classification	Priority risks
Crisis management (external factors) Risks that must be prevented from materializing	<ul style="list-style-type: none"> Terrorist acts and subversive activities Natural disasters (earthquakes, extreme weather events) Spread of serious infectious diseases Inadequate cybersecurity measures
Business processes (internal factors) Risks that must be prevented from materializing	<ul style="list-style-type: none"> Inadequate product management (food safety, excess inventories) Inadequate supply chain management
Management infrastructure An inadequate framework for managerial functions may pose risks for the Company	<ul style="list-style-type: none"> Insufficient human resources, lack of training and low engagement Inadequate Group governance Insufficient promotion of D&I, respect for human rights Financial covenant violations* Acquisitions without consent
Changes in the business environment Risks expected to materialize due to changes in the external environment and for which management strategies are required to prevent losses, or to expand or transform opportunities	<ul style="list-style-type: none"> Responses to environmental issues Responses to changes in behavioral patterns and technological innovations Changes in government policies (public regulations) New businesses, acquisitions, and capital investments Rapid, drastic changes in market conditions Diversification of sales composition (less dependence on airlines) Changes in international conditions

* Although some of the Company's short-term and long-term borrowings were in violation of certain financial covenants at the end of the fiscal year under review, the Company has obtained the agreement of the handling financial institutions that they will not to exercise their rights pertaining to forfeiture of the benefit of time.

Strengthening Cybersecurity

Continuity of business activities and terminal operations is the JAT Group's social mission. These days, corporate activities, where DX is promoted and IT is expected to impact all aspects of business activity, we must ensure the stable operation of IT systems in the event of an emergency.

To this end, we have formulated and are implementing an IT System Business Continuity Plan. We plan to conduct Cybersecurity Incident Response Team (CSIRT) training and provide security education to executives and employees in an effort to minimize impacts on terminal operations and business continuity in the event of an incident. In this way, we will strengthen the effectiveness of IT service continuity.

