

On the publication of the Integrated Report 2025

The Japan Airport Terminal Group has published our Integrated Report on our initiatives for sustainable growth and improving corporate value since FY2023 in order to further the understanding of all stakeholders.

The Integrated Report 2025 provides detailed descriptions of the progress, challenges, and countermeasures to challenges in our management strategies, such as our earnings-based strategies and financial strategies, based on materiality, in order to realize our long-term vision—To Be a World Best Airport—in the last fiscal year of our current medium-term business plan. These descriptions also include efforts to prevent reoccurrence of cases of compliance violations.

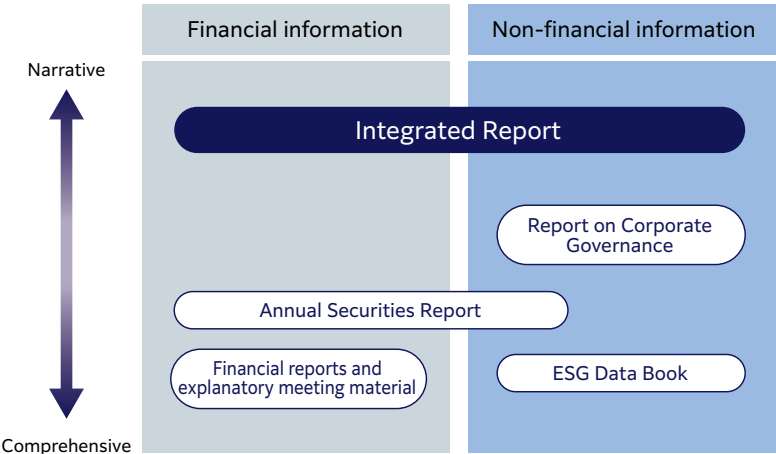
In addition, we have set forth our purpose of aiming to impact society through our business in order to achieve an ideal society by combining the location potential of Haneda Airport, where we have our roots, with our six capital strengths.

The JAT Group will continue to work to disclose information in a timely, appropriate manner and hold active dialogues with all our stakeholders going forward. We hope this report will provide an opportunity for everyone's mutual understanding and dialogue and be a useful communication tool.

Finally, we hereby declare that this report was created according to a lawful process and that all information described herein is accurate.

Hidetsugu Ueda Chief Managing Executive Officer
In charge of Sustainability Management Office

Information disclosure system



Reporting period
This report covers FY2024 (April 1, 2024 to March 31, 2025)
Note: Earnings results cover FY2024, but some data include activities prior to March 2024 and after April 2025.

Scope
This report covers the Japan Airport Terminal Group
Note: Affiliated companies are listed at the URL below.
https://www.tokyo-airport-bldg.co.jp/en/corporate_profile/group.html

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Forward-looking statements
This report contains forward-looking statements and projections based on plans. Please be aware that actual results and achievements may differ.

Editorial policy
The Japan Airport Terminal Group's Integrated Report 2025 was produced and published to explain to the public how the Group is working to solve societal issues and improve sustainable corporate value through its business.

In preparing this report, we have referred to the International Integrated Reporting Framework, recommended by the IFRS Foundation, and the Guidance for Collaborative Value Creation formulated by the Ministry of Economy, Trade and Industry.



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Materiality Initiatives

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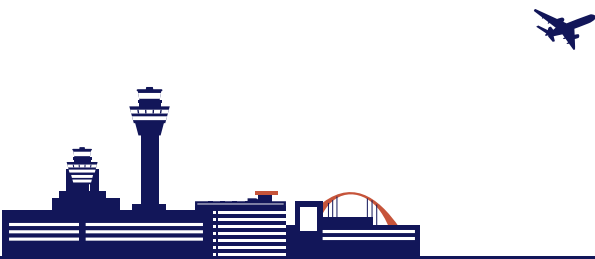
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Our Group Philosophy

Philosophy

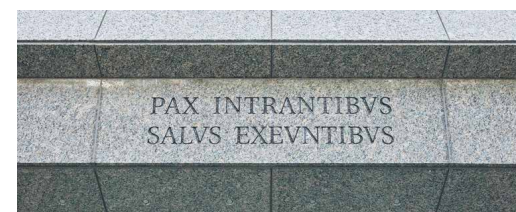
Harmony between the Business and the Society

Customer Satisfaction Philosophy

Peace to those who enter, hail to those who leave PAX INTRANTIBVS SALVS EXEVNTIBVS

This Latin inscription—often translated as “Peace to those who enter, good health to those who depart”—is engraved on the Spital Gate, in the well-preserved medieval town of Rothenburg ob der Tauber, Germany.

The Japan Airport Terminal Group has adopted the inscription as its customer service (CS) philosophy, as we work to improve our services to ensure the satisfaction of all those using Haneda Airport.



Each year, the Group's CS award winners visit Rothenburg, in order to keep the philosophy front of mind.

As the corporate Group supporting an aviation gateway to Japan at Haneda Airport, we stand at the intersection of people, goods, and cultures, and have a duty to move people's hearts

Business Policy

Establish absolute safety in passenger terminals.
Operate passenger terminals for the benefit of customers (for convenience, comfort, and functionality).
Operate passenger terminals stably and efficiently.
Reinforcement of the corporate structure and improvement of the combined competence of group companies.

Sustainability Basic Policy

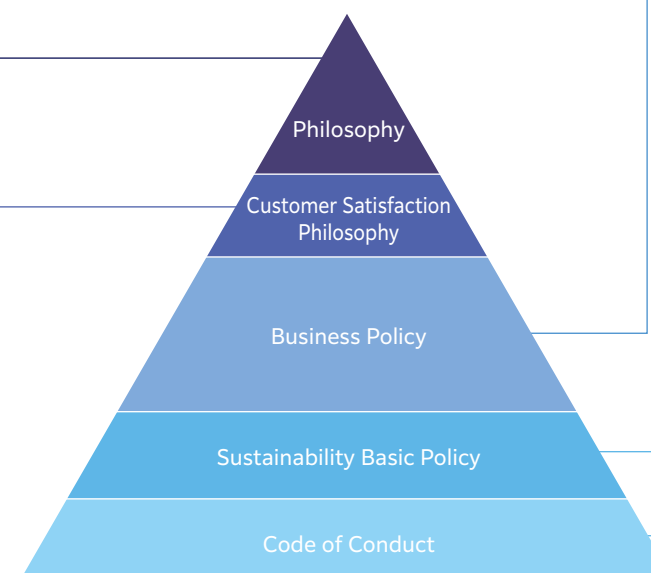
The Japan Airport Terminal Group, as a purely private company engaged in construction, management and operation of highly public passenger terminals, has adopted a basic philosophy of “Harmony between the Business and the Society.” To realize **“To Be a World Best Airport - To be the world's most respected airport, pursuing the satisfaction of all stakeholders -,”** we will promote sustainable business activities while contributing to the development of the socioeconomy under the Sustainability Basic Policy.

[Details](https://www.tokyo-airport-bldg.co.jp/en/sustainability/themes/) <https://www.tokyo-airport-bldg.co.jp/en/sustainability/themes/>

Code of Conduct

JAT's code of conduct represents the basis for the actions of all officers and employees that are to be shared to enable the Company to put its management philosophy and management policies into practice.

[Details](https://www.tokyo-airport-bldg.co.jp/en/corporate_profile/policy.html) https://www.tokyo-airport-bldg.co.jp/en/corporate_profile/policy.html



Long-term Vision

TO BE A WORLD BEST AIRPORT

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

The Japan Airport Terminal Group has as its long-term vision the goal of being a world best airport.

It reflects our determination to continue pursuing stakeholder satisfaction and, in the process, to make Haneda Airport the most highly respected and No. 1 in the world.

This is not about the number of passengers or the size of the terminal. It is about being No. 1 in terms of, for example, the way we combine ingenuity and wisdom; paying attention to detail, so as to fully satisfy our functions; and putting more energy into customer-oriented services rather than architectural dynamism.

Based on this long-term vision, we seek to be an airport that is well-remembered by our customers.

Our stakeholders



Goals to Be Attained by 2030

Despite the ever-changing business environment, we are committed to becoming a leading human- and eco-friendly advanced airport 2030. Otherwise, we cannot realize our long-term vision of becoming a world best airport, and be seen around the world as a leading airport company, Japan's premier airport, the gateway to Japan, and an airport terminal company trusted by all stakeholders.

Our goals for 2030

As the airport representing Japan and the premier gateway to the country, we are creating a **model recognized as the best** in the world.

- human- and eco-friendly advanced airport 2030 -

World-leading
hospitality

A safe and
secure airport

Pleasant,
stress-free
journey

Eco-airport

**An airport terminal operator trusted
by all stakeholders**

Permeate sustainability through management and business decisions

- Promote businesses in accordance with the Sustainability Basic Policy and the established management system
- Achieve the CO₂ reduction target of 46%

Continue to build operational excellence

- Continuously improve quality and efficiency, including lessons learned from the COVID-19 pandemic
- Establish new ways to utilize terminals in cooperation with airlines
- Use digital marketing to help create new services and improve traveler satisfaction
- Improve productivity, such as controlling operations through DX and systemization

Establish airport functions with a view to a future rise in airline demand

- Complete the expansion of T1 and T2 terminals by developing satellites and promoting operations
- Connect East Japan Railway Company – Haneda Airport Access Line (scheduled to be completed in 2031) to T2 terminal
- Research and review the development of terminals in cooperation with the review of artificial land development by the government

* Review of connection between terminal T1 and T2 (improvement of a new international flight area)

Establish stable revenue streams and financial foundations

- Incorporate an increase in airline demand into a rise in revenues from merchandise sales, food and beverage, and service businesses
- Grow newly developed businesses to the extent that they contribute to the earnings base
- Recover the equity ratio to 40% and maintain the rating

Further lift organizational strength and governance

- Advance human resources who can think and take on challenges independently, and create a corporate culture where diverse human resources motivate each other
- Develop a Group management system that adapts to the business environment
- Establish governance that realizes higher transparency and equitability of management, and improve corporate value