

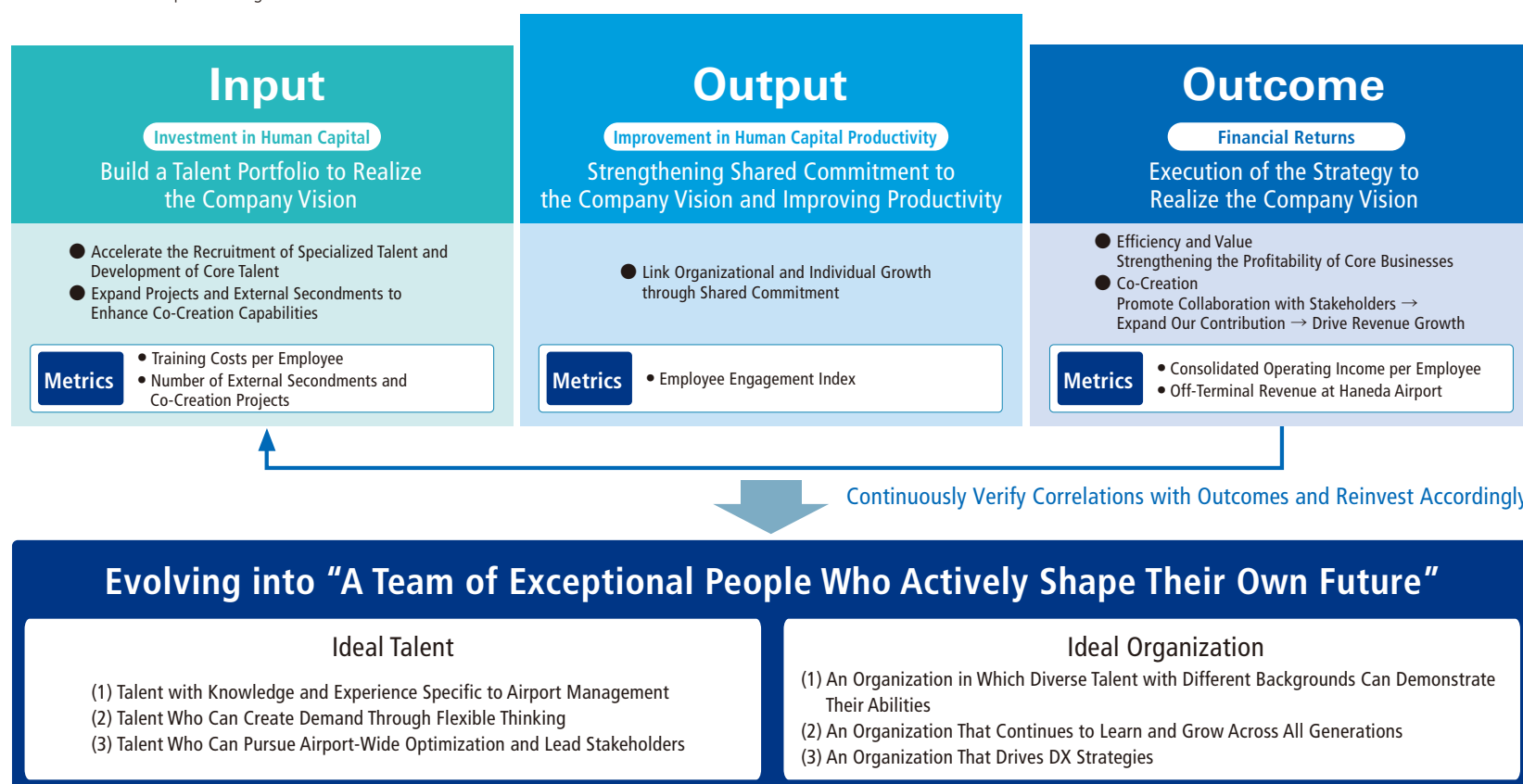
Overview of Our Human Capital Strategy

Basic Approach

The Group regards people with advanced expertise and knowledge across airport operations who continuously take on challenges in the ever-changing aviation industry as “exceptional talents that can actively shape our future,” positioning them as part of our most important capital, Human Capital and Intellectual Capital.

To realize Our Goal of “To Be a World Best Airport~An airport that contributes to maximizing the number of air passengers in Japan~,” we are steadily implementing the Medium-Term Business Plan (FY2026-FY2030) and working to maximize the value of the airport. In this context, it is essential to recruit and develop people with flexible thinking and the ability to lead stakeholders, who can take on challenges in new areas and lead co-creation with stakeholders. In addition, in response to labor shortages resulting from the declining birthrate and aging population, we must transform our organization into one that can maximize human productivity by linking our efforts with our DX strategy and empowering employees of all generations.

Under the Medium-Term Business Plan, we aim to evolve both our people and organization into “A Team of Exceptional People Who Actively Shape Their Own Future” and have identified “Strengthening Human Capital and Promoting Human Capital Management” as a materiality (material issue). By expanding investment in people who drive corporate transformation (input) and enhancing human productivity through alignment with our vision (output), we aim to create a virtuous cycle in which the growth of individuals and the organization are mutually linked, generating high-quality customer service and financial returns (outcome). Through these efforts, we will strengthen the corporate foundation supporting sustainable growth and advance human capital management.



Investment in Human Capital (Input) Recruitment and Development Strategy: Building a Talent Portfolio

To strengthen the talent pool needed to execute our management strategies, we will establish a system that promotes “self-directed learning and challenges” through the following initiatives.

Initiatives

Enhancing Recruitment Strategies

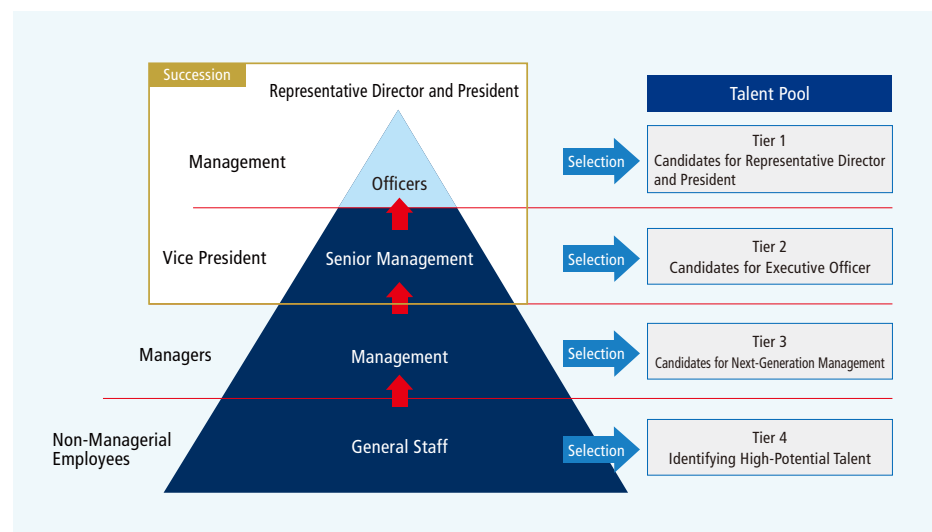
While placing a priority on broad-based capabilities, we are strengthening recruitment with a focus on specialized expertise in areas such as finance and accounting, architecture, DX and IT, and marketing.

We are also expanding the scope of our specialist employment system to secure a diverse range of professional talent, while strengthening our recruitment capabilities and employee retention through timely revisions to our compensation and evaluation systems.

Developing Next-Generation Leaders and Empowering Employees of All Generations

To develop the core talent essential to realizing our management strategies, we are systematizing the early selection and development of employees at each level to enhance the quality of our talent pools.

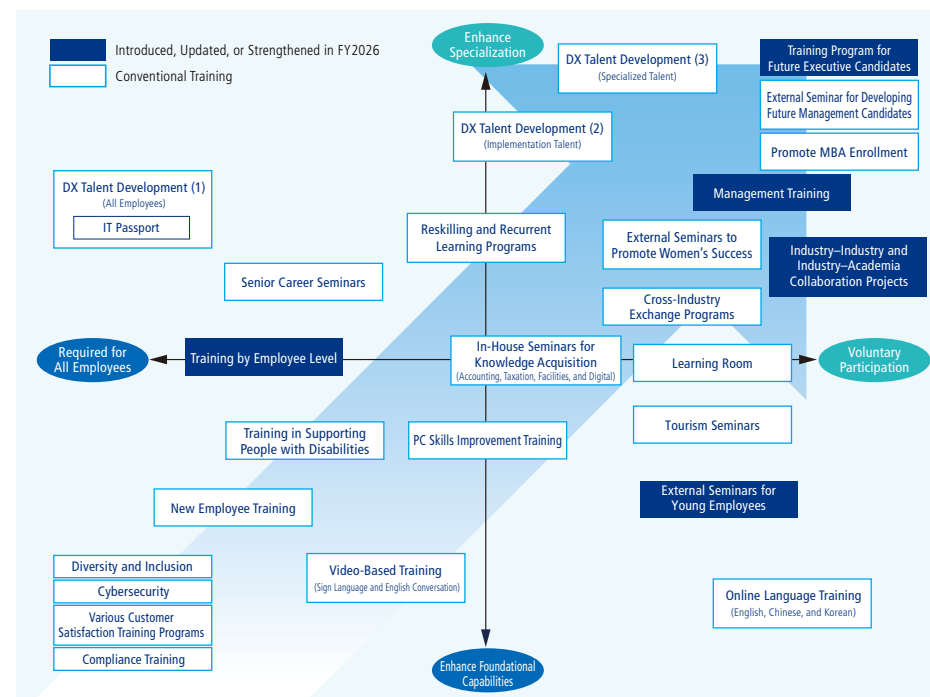
We regard employees at the level of Senior Vice President and above as candidates for future management positions and are systematically selecting and developing them based on succession planning. For senior employees, in anticipation of extended retirement ages, we support self-directed career development by providing online learning programs and other opportunities.



Revamping the Training System

To develop talent who think independently and take on challenges, we have introduced programs that support self-directed learning, such as MBA support programs and voluntary participation programs. We are also shifting the focus from conventional training provided uniformly to all employees toward training aimed at enhancing expertise and selective training programs.

In addition, we are expanding opportunities for employees to be assigned to terminal.0 HANEDA, our R&D hub for cross-industry collaboration, as well as external assignments and participation in co-creation projects. Through these opportunities, we are developing the flexible thinking and ability to lead stakeholders required for “demand-creating” businesses. At the same time, to develop talent capable of driving our DX strategy, we are expanding programs for developing advanced DX talent, in addition to IT literacy training for all employees.



Investment in Human Capital (Input) Enhancing the Workplace Environment: Inclusion and a Dynamic Organizational Culture

To build an organizational culture in which diverse talents with different backgrounds can inspire and enhance one another, we are developing a workplace environment that forms the foundation for improving productivity.

Initiatives

Promoting DEI

We are promoting an inclusive organization where diverse talent can maximize their abilities through initiatives such as maintaining the ratio of women in management positions, promoting the employment of foreign nationals and people with disabilities, and implementing Group-wide work style reform initiatives, particularly led by younger employees. We are also setting appropriate indicators and targets and monitoring progress in our efforts to promote DEI.

Indicators

Indicators for Enhancing the Workplace Environment (Promoting DEI)

In FY2026, we reviewed and newly established various indicators to strengthen human capital management. The revised indicators are the ratio of women in management positions and the employment rate of people with disabilities. For both, we have set targets that exceed government targets and statutory requirements. Given that our airport operations business involves diverse customer touchpoints and stakeholder coordination across areas such as facility management, disaster prevention and security, merchandise sales, food and beverage services, and regional collaboration, we consider these indicators to represent necessary levels for appropriately reflecting diverse perspectives from customers, employees, stakeholders, and society in management decision-making.

As a newly established KPI, we have set Zero Employee Turnover Due to Childbirth or Childcare, with the aim of creating a workplace environment where employees, regardless of gender, can play an active role in line with their career aspirations and life plans.

Indicator	Target year	Results	
		FY2024	FY2025
Female Manager Ratio: 35%	FY2030	37.0%	34.1%
Zero Employee Turnover Due to Childbirth or Childcare	FY2030	0	1
Male Employees Taking Childcare Leave: 100%	FY2030	88.9%	100%
Average Length of Childcare Leave for Male Employees	—	21.1 days	11.8 days
Gender Wage Gap (All Employees)	—	83.0%	88.0%
Gender Wage Gap (Full-Time Employees*)	—	83.6%	89.2%
Gender wage Gap (Part-Time Employees)	—	70.7%	90.4%
Employment Rate of People with Disabilities: 3.0% (Consolidated)	FY2030	2.6%	2.1%
Five-Year Retention Rate of Employees with Disabilities: 80% or Higher (Non-Consolidated)	FY2030	68.8%	64.7%
Employment Rate of Foreign Nationals	—	2.2%	2.8%
Ratio of Mid-Career Employees Promoted to Managerial Positions	—	36.2%	34.1%
Diversity and Inclusion Respect Score (Employee Engagement Survey)	—	70.8	68.9

*Excluding Employees on Secondment

Well-Being and Office Reform

The 2024 office reform revitalized cross-departmental communication. The workplace environment index in the FY2025 employee engagement survey increased significantly to 80.3 points, up 5.3 points from the previous fiscal year, creating a virtuous cycle in which improved Well-Being supports higher productivity.

Creating Systems for An Employee-Friendly Workplace

- Remote Work System
- Paid Leave in Hourly Increments
- Enhanced Health Screenings for Women
- Group Long-Term Disability (GLTD) Insurance
- Childcare and Nursing Care Leave (Including for Men)
- Special Leave Programs (Marriage, Childbirth, etc.)
- Introduction of a Side Job and Outside Employment Program

*Certain conditions apply.

Creating Systems for An Employee-Friendly Environment

- Improved Employee Cafeterias and Break Rooms
- Relaxation Rooms
- Dormitories and Company Housing
- Operation of Training Facilities
- Enhanced Employee Benefits
- Various Club Activities
- Establishment of Rules for Handling Health Information, etc.
- Monthly Meetings of Work Style Reform Promotion Team Leaders



Renovated Office Area



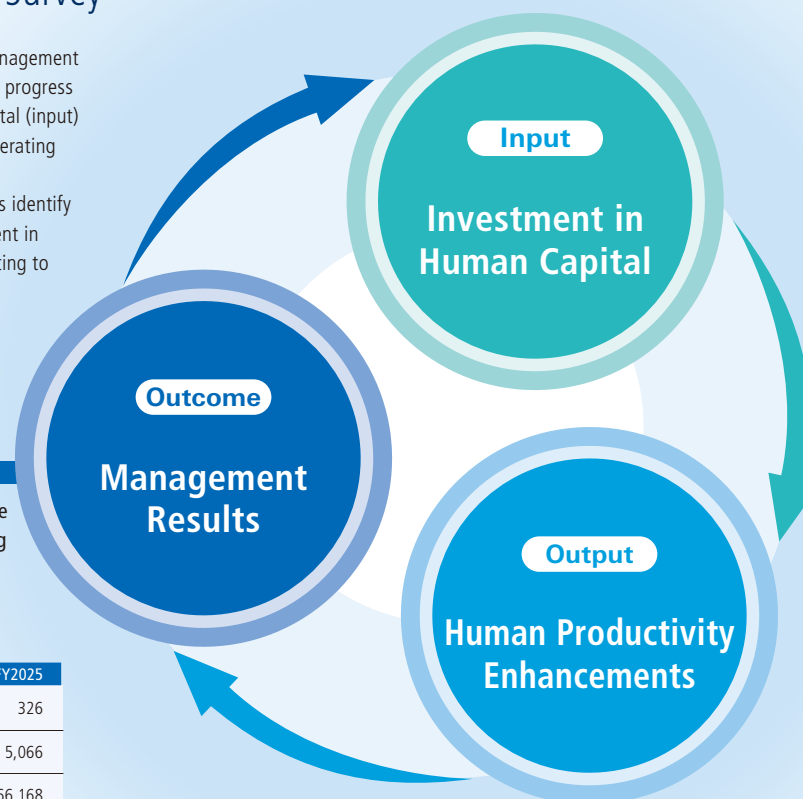
Newly Established Refresh Room

Flow from Inputs to Outcomes

Monitoring and Results of the Human Capital Strategy: Utilizing the Employee Engagement Survey

In implementing our human capital strategy, we promote PDCA management using the employee engagement survey, continuously assessing the progress toward building a virtuous cycle in which investment in human capital (input) leads to human productivity enhancements (output), ultimately generating management results (outcome).

We define employee engagement as “a state in which employees identify with the Company’s vision, have a sense of belonging, find fulfillment in their work, and proactively engage in their duties, thereby contributing to the mutual growth of individuals and the organization.”



Management Results

We calculate revenue and income generated per employee. These figures have remained above pre-pandemic levels, demonstrating that the capabilities of our human resources directly contribute to strengthening our cash flow generation capacity.

Note: All figures are on a non-consolidated basis.

	FY2024	FY2025
1 Employees (non-consolidated)	314	326
2 Personnel (consolidated + temporary + dispatched) ¹	4,768	5,066
3 Operating revenues (consolidated; former standard) ²	342,815	366,168
4 Operating income (consolidated)	38,557	45,043
5 Non-consolidated revenues per employee	1,092	1,123
6 Non-consolidated operating income per employee	123	138
7 Consolidated revenues per employee	72	72
8 Consolidated operating income per employee	8	9

Notes: 1. The number of temporary and dispatched employees is calculated based on the number of hours worked in the final month of the fiscal year.

2. The Accounting Standard for Revenue Recognition and other standards have been applied since the beginning of fiscal 2021. However, for year-on-year comparison purposes, operating revenues and related indicators calculated using the previous standards are also shown.

Investment in Human Capital

To build the talent portfolio required to execute our management strategy, we are strengthening investment in recruitment and development, as well as in creating opportunities for employees to take on new challenges.

Note: All figures are on a non-consolidated basis.

	FY2024	FY2025
1 Number of New Graduate Hires	21	27
2 Number of Mid-Career Hires	9	4
3 Average Salary	¥8,662,000	¥9,199,000
4 Training Costs per Employee	¥92,000	¥114,000
5 Number of Participants in the Senior Learning Program	11	21
6 Number of Employees on External Secondment or Assigned to Co-Creation Projects	31	33
7 Number of Participants in Voluntary and Selective Training Programs	156	23
8 Number of Employees Who Obtained Professional Qualifications Eligible for Allowances	155	168

Human Productivity Enhancements

We measure whether the results of our investments, employees’ sense of growth, and high levels of employee engagement are contributing to a corporate culture that fosters productivity and a spirit of challenge.

*All figures are on a non-consolidated basis. The employee engagement survey will be gradually expanded to Group companies.

	FY2024	FY2025
1 Engagement Index*	79.0	77.0
2 Perception of Personal Growth	74.3	72.1
3 Number of Employees Who Obtained Professional Qualifications Eligible for Allowances	155	168
4 Perception of Organizational Productivity Improvement	62.0	58.9
5 Total Actual Working Hours per Year	1,833 hours	1,885 hours
6 Index Related to New Challenges (Employees Who Would Like to Take on Challenges)	74.1	74.5
7 Index Related to New Challenges (Employees Who Actually Took on Challenges)	56.0	56.8

Note: The components used to calculate the index were revised to clarify the definition of employee engagement. The FY2024 figure is presented based on the same calculation components.

Details

Japan Airport Terminal Group’s Human Capital Management Initiatives (Detailed Version)
https://www.tokyo-airport-bldg.co.jp/files/sustainability/human_capital_management_initiatives_en.pdf

Leverage digital technologies to enhance airport-wide operational capabilities and deliver attractive customer experiences

To realize our Long-Term Vision and raise the functions and services of Haneda Airport to the highest global standards, the use of digital technologies is essential.

By having the DX and business divisions work more closely together to address the needs and challenges of each business division, we will enhance the operational capabilities of Haneda Airport while delivering an attractive customer experience.

Roadmap for Realizing Our DX Strategy

DX Strategy under the Previous Medium-Term Business Plan

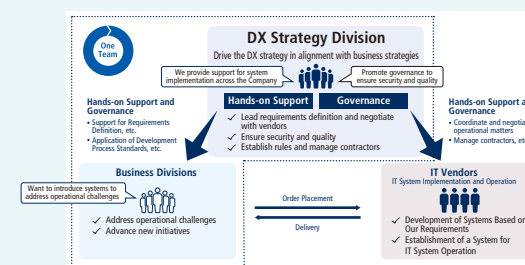
To achieve operational excellence (balancing high quality and high efficiency), we have been developing a foundation for improving customer convenience and customer experience (CX) through data-driven management, including collecting people-flow data and extensive customer feedback. We have also worked to improve the efficiency of existing operations (operational innovation) by enhancing store operations, including upgrading POS systems.

Future DX Strategy

We will work together across the DX and business divisions to increase business profits and improve customer convenience and customer experience (CX). By leveraging people-flow data for congestion forecasting, we aim to increase sales while reducing costs through labor-saving measures. We will also introduce integrated digital signage to provide timely information across Haneda Airport. Through these initiatives, we will enhance customer convenience and deliver a more comfortable airport experience.

DX Strategy Promotion Structure

The DX Division serves as a co-owner of business growth, integrating the DX strategy with each business strategy and pursuing co-creation to create new demand.



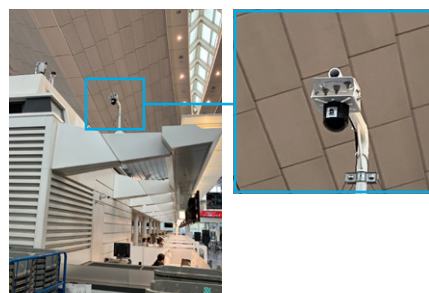
DX Initiatives

1 Promoting and Strengthening Data-Driven Management

We aim to achieve data-driven management by organizing and consolidating information across Haneda Airport and creating an environment in which each division can easily access and utilize data. By the end of FY2025, we had established a dashboard platform for consolidating and visualizing data. From FY2026 onward, we will identify operational challenges through interviews with employees in the field and expand functionality to enable the cross-functional use of data from other divisions that have not been fully utilized to date. We will also analyze data such as sales, people-flow, and customer feedback using AI and other technologies to generate new insights and support decision-making, thereby improving and advancing our operations.

2 Advancing People-Flow Analysis for the Airport-Wide Optimization of Haneda Airport Operations

To achieve data-driven management, we are continuing to deploy LiDAR sensors as part of Passenger Flow Management in areas including domestic departure areas, as well as the international areas of Terminal 3 and Terminal 2, to advance people-flow analysis. This initiative is also linked to TAM (Total Airport Management), as set out in our Medium-Term Business Plan. Through various measures based on people-flow analysis, we aim to create value through the airport-wide optimization of Haneda Airport operations while further enhancing the airport's reputation and profitability.



LiDAR Installation

3 Enhancing Information Delivery to Customers

We manage information delivery channels such as mobile apps, websites, digital signage, social media, and advertising, and are developing an information delivery platform based on master data. By the end of FY2025, we had consolidated congestion data and store/product data and strengthened customer touchpoints, including by expanding digital signage. In FY2026, we will work with each division to develop guidelines for information delivery and enable flexible and optimized information delivery using real-time data. By providing information through the most appropriate touchpoints based on each customer's circumstances and needs, we aim to create a comfortable and engaging airport experience while increasing awareness and use of airport services and improving profitability.



Standard Display

Pilot Test to Change and Highlight Information According to the Time of Day

Marketing Initiatives

We leverage data and digital technologies to enhance customer experience, expand our membership base, and maximize revenue through CRM.

(1) Expanding App Downloads and Our Membership Base and Utilizing Data

Our official app brings together flight information, terminal maps, coupons, and e-commerce functions. We are also building a variety of customer touchpoints, from before to after their visits to Haneda Airport, by providing member services such as points awarded based on purchases at participating stores and My Flights, which allows users to register their flight in advance.

Under the Medium-Term Business Plan (FY2026–FY2030), we have set a target of 2 million app downloads and are promoting app usage and expanding our membership base. By collecting customer data and integrating and analyzing it, we will deepen our understanding of customers, strengthen our CRM, and develop and implement more targeted initiatives.

(2) Enhancing Customer Experience and Growing Sales from Members through CRM

We utilize purchase and behavioral data collected through member services, such as points and My Flights, to provide store information and develop promotional initiatives, while giving due consideration to the protection of personal information. By improving convenience at Haneda Airport and optimizing the shopping experience, we are increasing customer satisfaction and spending. We are also promoting sales growth from members through information tailored to each customer segment. In addition, by leveraging social media and other channels, we will provide information to a broader range of customers, including non-members, thereby contributing to sales growth across Haneda Airport.

(3) Fostering Customer Loyalty and Co-Creation

We are implementing various initiatives to strengthen relationships with customers, particularly frequent visitors to Haneda Airport. As a core initiative, we operate an online community to foster two-way relationships among customers and between customers and Haneda Airport. Customer feedback received through the community is shared widely via our app, social media, and other channels, helping us create new customer touchpoints and raise awareness of Haneda Airport. Furthermore, by incorporating this feedback into service improvements and facility operations, we will continuously enhance customer experience through co-creation with customers.

KPI

Cumulative Downloads by the End of FY2030

2 million

(Approx. 500,000 downloads as of the end of FY2025)

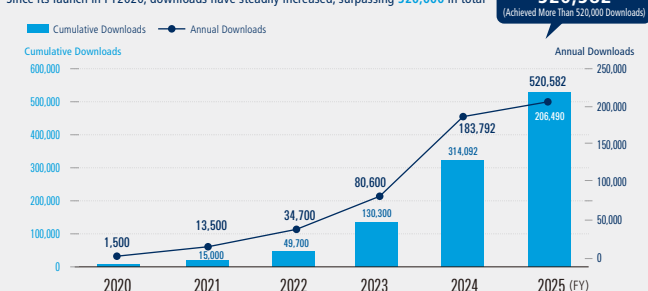
Monthly Active User (MAU) Rate

Maintain at 20% or higher

(20%-25% in FY2025)



Growth in Downloads of the Haneda Airport Official App
Since its launch in FY2020, downloads have steadily increased, surpassing 520,000 in total



As the ways in which people travel and move become increasingly diverse, airports are expected to serve as social infrastructure that provides safety and comfort for all customers. While addressing the challenges posed by facility constraints, the Group is evolving its airport operations to enhance the value of customers' entire experience at the airport through DX, advanced technologies, and co-creation with other companies. By driving the implementation of universal design and DX in airport operations, we aim to create a safe, comfortable, and advanced airport.

Establish Absolute Safety

Enhancing Disaster Preparedness Awareness and Response Capabilities through Training for Airport Staff

Comprehensive Disaster Preparedness Drills

To achieve our management policy of "Establish Absolute Safety," we conduct regular disaster preparedness drills. In FY2025, we conducted 236 drills, with 4,112 participants, including not only employees of the Group but also personnel from airlines and stores. In addition to raising disaster preparedness awareness, we are strengthening our response capabilities so that all staff can take prompt, proactive, and flexible action as one team in the event of a disaster or other emergency.



The Shakeout Drill

Enhancing Response Capabilities of Disaster Management Center and Group Employees

Promoting Basic Life-Saving Training

Together with emergency medical personnel, the Group promotes basic life-saving training for Group employees to maintain and enhance their life-saving skills. In FY2025, six training sessions were held, with approximately 110 employees participating.



Basic Life-Saving Training

Conducting Training for In-House Fire Brigades

We regularly conduct evacuation and fire-extinguishing drills at each store, as well as partial training for the in-house fire brigade in each area. We also hold an internal evaluation session for in-house fire brigade training to reinforce awareness of the importance of in-house firefighting activities and ensure that employees maintain this awareness in their daily operations.



Internal Evaluation Session for In-House Fire Brigade Training

[Details](#)

Efforts for Disaster Preparedness and Crime Prevention

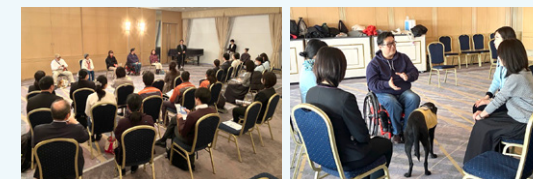
https://www.tokyo-airport-bldg.co.jp/en/sustainability/social/relief_and_safety/01/index.html

Pursuing Convenience, Comfort, and Functionality

Enhancing Service Quality through Seminars for Airport Staff

Holding Accessibility Seminars

We supported the Haneda Airport Accessibility Seminar organized by the Ministry of Health, Labour and Welfare and held a workshop featuring a service dog user as an instructor. By deepening staff members' understanding of the role of assistance dogs and appropriate ways to assist people with disabilities, and by learning effective ways to communicate and respond, we have strengthened our support systems.



Accessibility Seminar

Expanding Services through the Use of DX and Collaboration with Other Companies

Adding New Features to Lost and Found Cloud find

The company and Tokyo International Air Terminal Corporation have added a new feature to find chat, the inquiry chat function of Lost and Found Cloud find, enabling users to search across lost and found items collected at the Haneda Airport passenger terminals and by transportation operators in the surrounding area (Tokyo Monorail, Keikyu Corporation, Keikyu Bus, Nihon Kotsu, and the Tokyo Hire-Taxi Association) in a single search.

Previously, when the location of a lost item could not be identified, customers had to contact multiple service counters for airports, railways, buses, and taxis individually, placing a significant burden on them. The new feature enables users to search the lost and found information of these operators collectively, improving convenience. This initiative was made possible through collaboration with Tokyo Monorail, Keikyu Corporation, Keikyu Bus, Nihon Kotsu, and the Tokyo Hire-Taxi Association. We will continue to strengthen collaboration with these partners and expand the scope of the service.

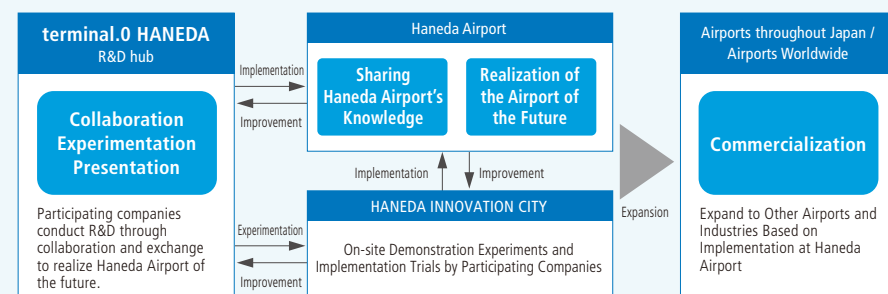


Lost and Found Cloud find

The terminal.0 HANEDA R&D hub

HANEDA INNOVATION CITY, in which we participate in operations as a member and investor, is an R&D and coworking hub for developing solutions that enhance airport value through cross-industry collaboration. We aim to collaborate with highly specialized companies and other partners to develop solutions and deploy the resulting innovations across the terminals at Haneda Airport and at airports throughout Japan and around the world. Under the concept of “All that airports can do to inspire One’s Heart,” we are currently working to create comfortable spaces that engage the five senses and provide memorable service experiences.

Process from Development to Airport Implementation



Topics: Future Travel Experience (FTE) APAC* Received the 2025 Airport Pioneer Award

terminal.0 HANEDA received the 2025 Airport Pioneer Award at APEX FTE Asia Expo 2025, held on November 11, 2025, at the Marina Bay Sands Expo and Convention Centre in Singapore. FTE is a nonprofit organization established in the United Kingdom in 2006 to promote the adoption of the latest technologies in the airport and aviation industries. It hosts conferences around the world each year and recognizes outstanding initiatives and achievements. The award recognized terminal.0 HANEDA's initiatives to enhance customer experience and drive the evolution of airports for the future.

We have also brought the FTE World Innovation Summit 2027 to Japan for the first time. The summit will be held at HANEDA INNOVATION CITY from March 1 to 3, 2027. Through this summit, we will further strengthen collaboration with diverse stakeholders in Japan and abroad, contributing to new value creation centered on Haneda Airport and the sustainable development of the aviation industry.



Award Presentation at terminal.0 HANEDA

*APAC: Asia-Pacific

Ongoing Projects

Demonstration Tests to Improve the Environment of Security Screening Areas at Haneda and Kumamoto Airports Testing the Stress-Reduction Effects of Sensory-Based Spatial Design

Japan Airport Terminal Co., Ltd. and Kumamoto International Airport Co., Ltd. have launched demonstration tests at Haneda and Kumamoto airports to examine the effectiveness of sensory-based spatial design in reducing passengers' psychological burden and improving comfort in security screening areas.

While security screening is an essential process for ensuring aviation security, security screening areas can be a source of psychological stress for passengers due to congestion, waiting times, and the tension associated with screening. They also require screening personnel to maintain a high level of concentration.

To address these shared challenges, the two airports are conducting research with participating companies at terminal.0 HANEDA, an R&D hub promoted by the Group, to improve the screening environment. As part of these efforts, demonstration tests are being conducted in the security screening areas at both airports.

In these demonstration tests, with the cooperation of airlines, we are introducing designs and features incorporating lighting, visual elements, sound, and scents into security screening areas to reduce passengers' psychological burden and create an environment in which screening personnel can concentrate more easily on their work.

We will also collect feedback and evaluations from passengers and screening personnel and use these insights to create new value and further improve the environment for a more comfortable experience.

Passenger surveys conducted as part of the demonstration test at Haneda Airport have shown increased satisfaction with the environment and reduced dissatisfaction, indicating the potential effectiveness of sensory-based spatial design.

Screening personnel have also commented that the wood-grain design makes the space feel softer and that the improved lighting environment makes it easier to concentrate, indicating benefits not only for passengers but also for screening personnel.

We are currently analyzing the effects of various measures, including lighting and scents.

Going forward, centered on terminal.0 HANEDA, we will consider further measures to enhance comfort in security screening areas based on the insights gained from our analysis. We will also leverage the data and expertise acquired through these efforts with the aim of expanding the initiative to airports in Japan and abroad.



Haneda Airport Security Screening Area
(Photo: TANSEISHA Co., Ltd.)



Kumamoto Airport Security Screening Area
(Photo: TANSEISHA Co., Ltd.)

Address Climate Change

Toward the Realization of Net Zero in 2050

As the group responsible for constructing, managing, and operating passenger terminals that operate every day, we recognize that reducing greenhouse gas emissions from both facility and operational perspectives and achieving eco-friendly airport operations are important responsibilities. The Group has identified Eco-friendly Business Operations as a material issue and positioned climate change as an important management issue. From a medium- to long-term perspective, we are advancing initiatives to address environmental challenges.

Under the Medium-Term Business Plan (FY2026–FY2030), we have identified Airport GX (Green Transformation) as a key initiative for pursuing co-creation, a core element of our management strategy. To achieve our CO₂ reduction target for FY2030, we will promote the decarbonization of our own operations through measures such as expanding the use of energy-efficient equipment and transitioning to cleaner energy sources. By collaborating with diverse stakeholders, including airlines, we will promote carbon neutrality across the aviation industry and throughout the supply chain, with the aim of achieving net zero by 2050.

Energy Efficiency

Efficient Use of Energy

Energy Creation

Use of Renewable Energy

New Energy

Achieving Net Zero with the Energy of the Future

Carbon Neutrality Throughout the Entire Supply Chain

Environmental Impact Data

The Group has set a KPI of reducing Scope 1 and Scope 2 emissions from the Haneda Airport passenger terminals, which account for approximately 90% of the Group's total emissions, by 46% from FY2013 levels by 2030, as well as a long-term target of achieving net zero by 2050. In FY2025, Scope 1 and Scope 2 emissions totaled 123,003 t-CO₂, representing a 9% increase from FY2013 levels. As we expect an increase in air passenger numbers and expansion of the passenger terminals, we will promote efficient energy use and explore and utilize renewable and new energy sources, aiming to achieve our net-zero target by 2050 from multiple perspectives.

CO₂ Emissions

(t-CO₂)

Item	Scope	FY2023	FY2024	FY2025
Total Emissions	Consolidated	117,917	127,569	123,003
	Haneda Airport Area	110,758	118,190	115,242
	Outside the Area and Vehicles, etc.	7,159	9,379	7,760
Breakdown				
Scope1	Consolidated	22,534	18,125	16,661
	Haneda Airport Area	19,194	14,715	13,450
	Outside the Area and Vehicles, etc.	3,340	3,410	3,211
Scope2	Consolidated	95,383	109,444	106,342
	Haneda Airport Area	91,564	103,476	101,793
	Outside the Area and Vehicles, etc.	3,819	5,969	4,549

Scope : CO₂ emissions from the Group's operations within the Haneda area, excluding emissions from airport vehicles owned by the Group.

Scope of Emissions: Energy-related CO₂ from energy consumed in our operations and non-energy-related CO₂ from waste incineration.

Reference : Ministry of the Environment, Greenhouse Gas Emissions Calculation, Reporting, and Publication Manual, including lists of calculation methods and emission factors under the relevant reporting system.

Scope3

(t-CO₂)

	Category	FY2023	FY2024	FY2025
1	Purchased Goods and Services	137,307	241,096	243,964
2	Capital Goods	104,372	69,440	136,209
3	Fuel- and Energy-Related Activities Not Included in Scope 1 and Scope 2	31,576	33,792	32,124
4	Transportation and Distribution (Upstream)	23,135	35,980	36,909
5	Waste Generated in Operations	2,223	2,177	4,070
6	Business Travel	119	241	193
7	Employee Commuting	1,868	2,281	2,355
13	Leased Assets (Downstream)	29,531	29,861	27,605
Total		330,131	414,868	483,430

Note: Excluding non-target and uncounted categories.

Achieved Level 4 Airport Carbon Accreditation (ACA)

In March 2026, Tokyo International Airport achieved Level 4 Airport Carbon Accreditation (ACA), the global carbon management certification program for airports owned and governed by Airports Council International (ACI). The Tokyo International Airport Decarbonization Promotion Council, chaired by the East Japan Civil Aviation Bureau of the Ministry of Land, Infrastructure, Transport and Tourism (MLIT), announced the Tokyo International Airport Decarbonization Promotion Plan in March 2024. The plan aims to reduce greenhouse gas emissions by at least 46% from FY2013 levels by FY2030 and achieve carbon neutrality by FY2050, thereby reducing the airport's environmental impact.

These long-term emissions reduction targets and initiatives toward achieving them were recognized, leading to the airport's achievement of Level 4 accreditation.

Going forward, we will continue to work with our stakeholders to advance decarbonization across Haneda Airport, ensuring that an air gateway to Japan remains a sustainable airport that can be proud of on the global stage, while contributing to the realization of a sustainable society.



Airport Carbon Accreditation (ACA) Level 4 Certification Ceremony



Airport Carbon Accreditation (ACA) Level 4 Certificate

Effective Use of Limited Resources

Striving to Be an Eco-Friendly Airport

Given the wide range of the Group's business activities and their environmental impact through the use of resources such as water and plastics and the generation of waste, we consider reducing our environmental impact across the supply chain and protecting the natural environment to be important priorities. We have been promoting resource circulation through initiatives such as recycling waste generated at passenger terminals, effectively utilizing food waste, and introducing environmentally friendly products. Going forward, under our newly identified material issue of Environmentally Friendly Business Operations, we will further advance resource circulation at our passenger terminals and aim to achieve a recycling rate of 70% for waste generated at the terminals by FY2030. We will also promote business operations that take the natural environment and biodiversity into consideration, including the use of environmentally friendly materials in procurement and the expansion of ethical products at our stores.

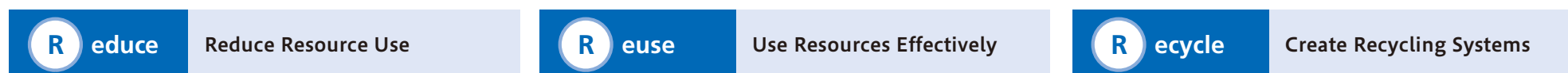
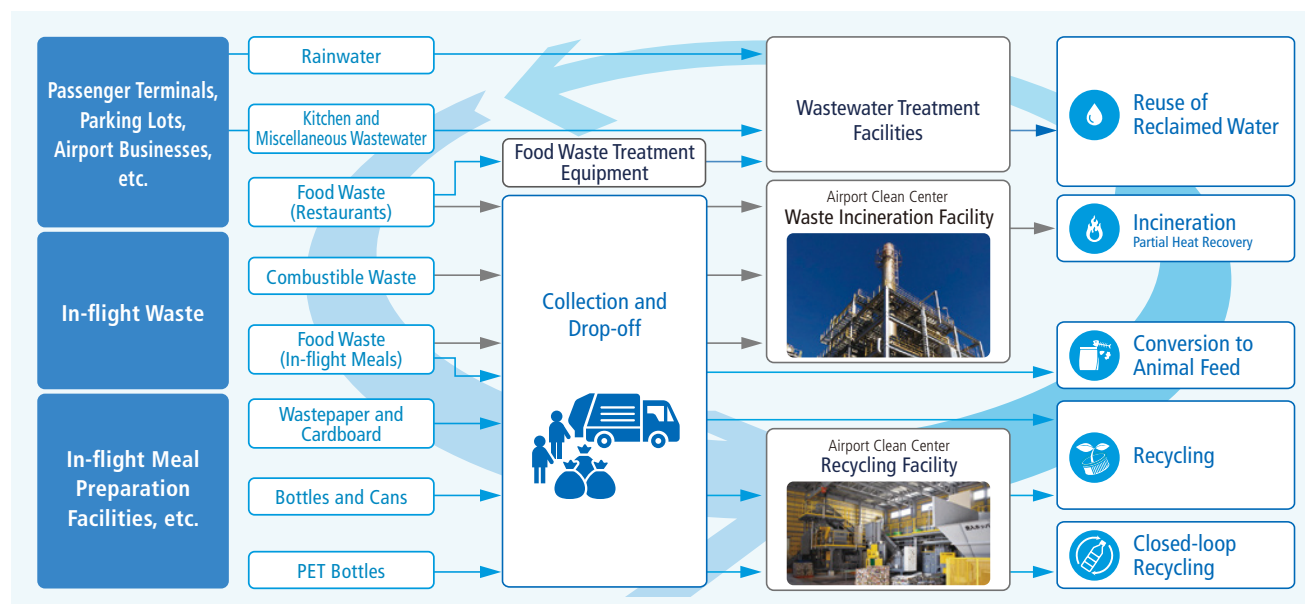


Illustration of Resource Recycling at Haneda Airport

The diagram below illustrates the overall resource circulation system at Haneda Airport.

Water used in the passenger terminals is treated at wastewater treatment facilities and reused as reclaimed water, while waste generated at the passenger terminals and by hotels and factories in the Haneda area is sorted at the Airport Clean Center, operated and managed by our Group company Sakurashokai Co., Ltd., and then treated or recycled.

Since FY2023, we have also held annual awareness-raising events in cooperation with the Japan Soft Drink Association to promote horizontal recycling of PET bottles through "bottle-to-bottle" recycling. Through these initiatives, we are actively working with customers and local communities to promote greater understanding of resource circulation.



Joined ACT FOR SKY, an Initiative Promoting the Widespread Adoption of Domestically Produced SAF



As part of our efforts to achieve carbon neutrality by 2050, we joined ACT FOR SKY, an initiative that aims to achieve carbon-neutral air travel through the development of a domestic supply chain for Sustainable Aviation Fuel (SAF) and its wider adoption. As SKY members contributing to the development of a supply chain for domestically produced SAF, we will work to raise awareness of domestically produced SAF and promote its wider use. As the group responsible for the construction, management, and operation of Haneda Airport's passenger terminals, we regard Eco-friendly Business Operations as one of our key management priorities and are exploring various measures to contribute to decarbonization across the airport. We also endorsed and supported a symposium hosted by ACT FOR SKY at Haneda Airport Terminal 3 in 2025 and contributed to raising awareness of the significance and potential of SAF. Going forward, we will continue to strengthen collaboration with diverse stakeholders and contribute to the decarbonization of the aviation sector and the realization of a sustainable society.

TCFD and TNFD Recommendations

Response to TCFD and TNFD Recommendations

Toward achieving our 2030 vision of “Becoming one of the most advanced, human and eco-friendly airports” and our goal of achieving net zero by 2050, the Group has expressed its support for the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and the Taskforce on Nature-related Financial Disclosures (TNFD), and has disclosed information on climate- and nature-related risks and opportunities and its response plans in accordance with the respective recommendations since 2023 for the TCFD and since 2024 for the TNFD. Going forward, we will continue to monitor and analyze changes in the business environment surrounding the Group and the impacts associated with these risks and opportunities, while working to improve and enhance our related disclosures.



Common Items

Governance and Risk Management Structure

The Sustainability Committee, chaired by the Representative Director and President and comprising executive officers, meets at least twice a year to discuss and deliberate on policies, plans, progress management, and other initiatives. Climate- and nature-related risks and opportunities which are identified during these deliberations and that have a significant impact on our business and performance are integrated into a comprehensive risk management process. Further, if deemed necessary, the risks and opportunities are verified and evaluated by the Risk Management Committee, which is responsible for company-wide risk management.

The results of deliberations at the Sustainability Committee and Risk Management Committee meetings are discussed by the Executive Committee, considering their relevance and consistency with our business strategy. The results are reported to the Board of Directors at least once every six months for supervision.

Risk Management P.73 → Sustainability Promotion System P.29 →

Strategy

The Group conducted an analysis using the two scenarios below to assess the impact of climate- and nature-related risks and opportunities on its businesses. For this analysis, we referred to scenarios published by the International Energy Agency (IEA) and the Intergovernmental Panel on Climate Change (IPCC), and assessed the impact on our businesses under the 1.5°C scenario, in which risks and opportunities associated with the transition to a decarbonized and nature-positive society become more pronounced, and the 4.0°C scenario, in which physical risks associated with advancing climate change become more pronounced. We continuously review these analyses and promote initiatives to enhance business resilience.

1.5°C Scenario		4.0°C Scenario	
Overview	- As a result of effective and far-reaching measures, a decarbonized society is achieved, limiting the increase in global average temperature to 1.5°C above pre-industrial levels. - Major risks that may materialize include those associated with the transition to a decarbonized society.	Overview	- In the absence of additional measures, global average temperature is projected to rise by approximately 4.0°C above pre-industrial levels. - Major risks that may materialize include physical risks arising from climate change.
Scenarios Referenced	- WEO: APS (Paris Agreement-aligned scenario) - SSP1-2.6 Note: Certain sections also reference the WEO NZE and SSP1-1.9 scenarios.	Scenarios Referenced	- WEO: STEPS (Stated Policies Scenario) - SSP5-8.5

Time Frame and Impact Level for Evaluating Risks and Opportunities

The analysis covers the Group's Facilities Management Segment and Merchandise and Food and Beverage Segment (a combined category comprising the Merchandise Sales Segment and Food and Beverage Segment), and identifies risks and opportunities based on the two scenarios described above, assesses their impacts, and defines measures to address the risks. The time horizons and impact levels used to assess the risks and opportunities are shown in the table below. The time horizons used for the assessment have been updated to align with the Medium-Term Business Plan formulated in 2026. Impact levels were assessed by considering the effects of each risk and opportunity on profit and loss and assets.

Time Frame	Short-Term	Through FY2030 (Medium-Term Business Plan)	Impact Level	Minor	Less than ¥100 million per year
	Medium-Term	Through FY2040 (“Demand-Creating” Anchor Role at the Airport (“Anchor Role”))		Medium	¥100 million or more but less than ¥1 billion per year
	Long-Term	Through FY2050 (Net Zero Achievement)		Major	¥1 billion or more per year

TCFD

Details

Information Disclosure Based on the TCFD Recommendations
<https://www.tokyo-airport-bldg.co.jp/files/en/ir/000014843.pdf>

Climate-Related Risks, Opportunities, and Impacts (Excerpt)

Types of Risks and Opportunities	Summary	Time Frame	Impact Level
Transition Risk	Increased costs of terminal operation, raw material procurement, and logistics due to the introduction of carbon pricing*	Short- to Medium-Term	Major
	Reputational damage among tenants, partners, customers, suppliers, and employees due to delays in environmental initiatives	Short- to Medium-Term	Medium
Physical Risk	Impact of infectious disease outbreaks due to changes in climate patterns	Long-Term	Major
	Supply chain disruptions due to severe and frequent extreme weather events	Short- to Medium-Term	Medium
Opportunities	Cost reductions through more efficient energy use, the adoption of new technologies, etc.	Long-Term	Medium
	Enhanced brand value through decarbonization efforts	Medium- to Long-Term	Major

Note : The impact associated with carbon pricing is assessed based both on the emissions projected for 2030 (57,000t-CO₂) and on the following assumptions.
 Emissions : 57,000t-CO₂ (projected for 2030)
 Carbon Price: 21,000 yen (IEA WEO2023 1.5°C scenario (NZE)), calculated based on a projected carbon price of USD 140/t-CO₂ for 2030 and an exchange rate of JPY 150/USD
 Impact : 57,000 x 21,000 = approx. 1.2 billion yen

Measures to Address Climate-Related Risks and Opportunities (Excerpt)

Types of Risks and Opportunities	Summary
Transition Risk-related	Promotion of energy saving and decarbonization in cooperation with airport business operators and the government
	Energy-saving measures including switching to LED lighting, renewal of air conditioning equipment, and adoption of AI air conditioning
	Research and consideration of the use of new energy sources
Physical Risk-related	Effective use of resources (e.g., provision of materials and equipment from Haneda Airport to regional airports and other commercially partnered airports) and commercialization of waste reduction techniques (e.g., collection of waste oil and use of the oil as biofuel)
	Strengthening measures to address the Tokyo International Airport A2-BCP, establishing a BCP structure, and conducting regular drills
	Accurate and swift information collection and early response using digital technologies and AI
	Optimization of procurement, production, and logistics as a whole, including enhancing supply chain redundancy

Metrics and Targets

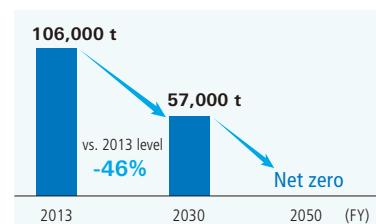
For climate change, we have established KPIs aligned with our materiality, including a 46% reduction in CO₂ emissions from FY2013 levels and achieving net zero by FY2050, and are monitoring progress toward these targets.

GHG Emissions Results

FY2022	FY2023	FY2024	FY2025
104,851 t-CO ₂	110,758 t-CO ₂	118,190 t-CO ₂	115,242 t-CO ₂

Scope : CO₂ emissions from the Group in the premises of Haneda Airport (excluding those from airport vehicles owned by the Group)
 Scope of Emissions: Energy-related CO₂ from energy consumed in our business operations and non-energy-related CO₂ from waste incineration

CO₂ Emissions: Targets (KPIs) and Results



TNFD

Details

Information Disclosure Based on the TNFD Recommendations
<https://www.tokyo-airport-bldg.co.jp/files/en/ir/000014844.pdf>

Nature-related Risks, Opportunities, and Impacts (Excerpt)

Types of Risks and Opportunities	Summary	Time Frame	Impact Level
Transition Risk	Increased costs resulting from strengthened regulations and policies requiring environmental initiatives for buildings, certification, etc.	Short- to Long-Term	Major
Physical Risk	Increased customer service operations due to difficulties in operating surrounding transportation services caused by flooding and other impacts of extreme weather events (e.g., longer stays in passenger terminals)	Short-Term	Medium
Opportunities	Merchandise development using raw materials and packaging materials that take into consideration the sustainable natural environment and ecosystem services, in response to growing sustainability awareness among passengers (customers of merchandise sales and food and beverages)	Medium- to Long-Term	Medium
	Reduction and recycling of waste through the use of simplified packaging and recycled materials to promote a circular economy	Medium- to Long-Term	Medium
	Conservation of local ecosystems by encouraging passengers to use public transportation, such as buses and trains, as an airport located adjacent to an urban area	Medium-Term	Medium

Measures to Address Nature-related Risks and Opportunities (Excerpt)

Types of Risks and Opportunities	Summary
Transition Risk	Initiatives toward making buildings ZEB-compliant
Physical Risk	Compliance with the A2-BCP (airport business continuity plan) and development and training for BCP implementation
Opportunities	Expansion of ethical products and sales and promotion of merchandise that leverages local ecosystems
	Study of highly efficient waste treatment methods
	Utilization of sustainable finance, etc.
	Switching to environmentally friendly materials and equipment and providing training on resource efficiency within the Group
	Promotion of public transportation use (announcements, website, social media, etc.)

Metrics and Targets

Based on assessments and analyses conducted in accordance with the TNFD Recommendations, we have established relevant KPIs, focusing on areas with a strong relationship with nature, to enhance the effectiveness of the three strategies identified for our nature-related initiatives: Realizing an Eco-Airport, Establishing a Circular Economy, and Promoting Sustainable Procurement. We continuously monitor progress against these KPIs. Going forward, we will deepen our analysis of nature-related risks and opportunities, while considering the establishment of targets and expansion of initiatives related to natural capital, with the aim of contributing to a nature-positive society.

Nature-related KPIs

Eco-friendly Business Operations	KPI	Target (FY2030)	Our Performance (FY2025)
	Terminal Waste Recycling Rate	70%	Recycling Rate: 40.1%

Leveraging Haneda Airport as a Platform to Contribute to Local Communities

The Group operates its business in cooperation and collaboration with the communities where it operates, including Ota City and Tokyo, and is supported by the movement of people between the Tokyo metropolitan area and regions across Japan.

By maximizing the value of Haneda Airport as a platform that welcomes more than 90 million visitors annually from around the world and across Japan, we will work with local stakeholders, including the airport, local governments, and DMOs, as well as airlines, railway operators, tourism businesses, and related organizations, to create travel demand in Japan and from overseas and contribute to the revitalization of local communities.

Number of Regional
Collaboration
Promotions Held

32 events
in FY2025



Haneda Airport as a Platform

Annual Visitors
Approx. **90** million



Connections with Local Communities

Haneda Sanchokukan

Events and Promotions

Regions Across Japan

Other Airports

Expansion

Value Creation

Local Communities

Airports

Society

Future Value Co-Creation with Local Communities

Further deepen collaboration with the areas surrounding Haneda Airport and various locations across Japan, and expand our business scope

Strengthening aviation industry
infrastructure by leveraging synergies
with the Haneda area and the Tokyo
metropolitan area

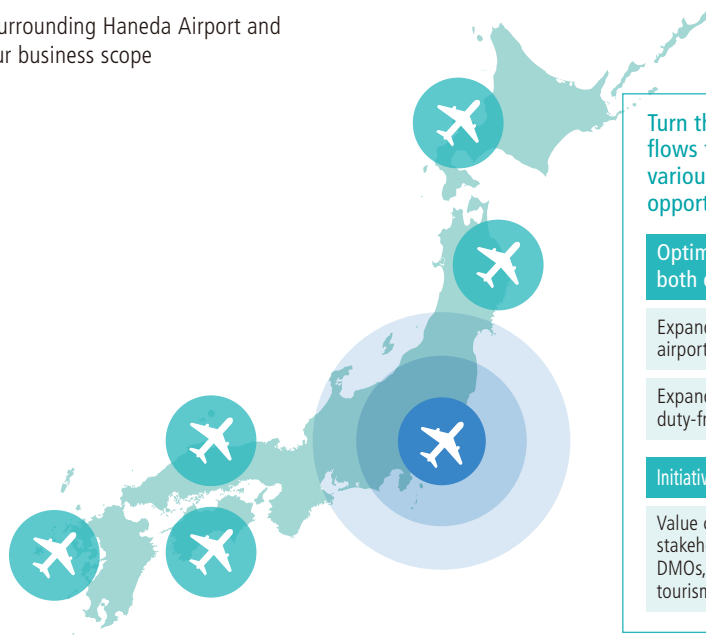
Strengthening Aviation Industry Infrastructure

Constructing a new in-flight meal
preparation facility outside the airport /
Expanding business jet services

Developing off-airport functions in collaboration
with metropolitan redevelopment projects

Studying vertiport operations in
anticipation of future demand

Reorganizing and utilizing properties in
the area surrounding the airport



Turn the challenge of creating passenger
flows to other airports and
various regions into new business
opportunities for the Company

Optimizing and revitalizing operations at
both origin and destination airports

Expanding participation in
airport concessions and providing Airport OS

Expanding the scope of entrusted
duty-free store operations at regional airports

Initiatives to generate passenger flows to regional areas

Value co-creation through collaboration with local
stakeholders such as airports, municipalities, and
DMOs, as well as with airlines, railways,
tourism operators, and related organizations

Target



Off-terminal revenue at
Haneda Airport

+30%
(vs. FY2025)

Strengthening aviation industry infrastructure functions by leveraging synergies with the Haneda area and the Tokyo metropolitan area

By strengthening collaboration with the communities surrounding Haneda Airport and the Tokyo metropolitan area, we are working to strengthen aviation industry infrastructure functions by leveraging synergies with the Haneda area and the Tokyo metropolitan area.

We are developing the necessary environment for the implementation of next-generation mobility solutions, exploring new possibilities for mobility centered around the airport, and creating value by enhancing access to the airport and convenience for local communities.

Toward the Realization of Autonomous Buses (Level 4)

A consortium* led by the Company had its proposal selected for the next-generation mobility (autonomous driving) field under the Tokyo Bay eSG Project's, Tokyo Bay Innovation Field (formerly the Pilot Project), promoted by the Tokyo Metropolitan Government, and is conducting a demonstration project toward the realization of Level 4 autonomous buses for inter-terminal bus services within the restricted area of Haneda Airport.

The project aims to implement Level 4 autonomous driving technology, which does not require a driver under specific conditions and within designated areas, for ramp buses connecting the passenger terminals. With a view to future applications to passenger transportation, we will continue exploring its use for ramp bus services.

Amid the recovery in air travel demand and the need to address labor shortages, the use of autonomous driving technology is expected not only to enable safe and stable passenger transportation but also to improve the efficiency of airport operations and enhance services.

Note: The consortium consists of Japan Airport Terminal Co., Ltd.; TIER IV, Inc.; TAISEI CORPORATION; Airport Transport Service Co., Ltd.; Asai Co., Ltd.; Nikko Kanko Bus Co., Ltd.; RYOBI HOLDINGS Co., Ltd.

Project Overview

To address the complex driving environment unique to airports, we are advancing the development of advanced localization technologies and roadside reflectors*. To date, we have conducted driving demonstrations for technology verification in the Central Breakwater area of Koto City, Tokyo, and at Tokyo International Cruise Terminal. Going forward, we will verify the effectiveness of these technologies through driving demonstrations within the restricted area of Haneda Airport.

Note: Autonomous buses determine their position using GPS and various sensors, and use information obtained from roadside equipment (reflectors) to improve positioning accuracy, enabling safe and precise operation.



Driving Demonstration in the Central Breakwater Area

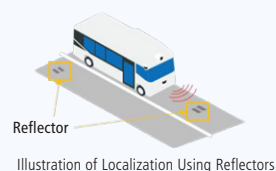


Illustration of Localization Using Reflectors

Toward the Implementation of Flying Car

We are also participating in the Tokyo Metropolitan Government's Flying Car Implementation Project, Phase I and conducting research on vertiport operations in anticipation of future demand for Flying Cars. Going forward, we will continue to leverage advanced technologies to enhance Haneda Airport's role as a transportation hub and strengthen its functions as aviation industry infrastructure, contributing to the sustainable development and improved convenience of the Tokyo metropolitan area.

Contributing to Regional Revitalization through Collaboration with Other Airports and Local Communities

By strengthening collaboration with the communities surrounding Haneda Airport, the Tokyo metropolitan area, and regions across Japan, we aim to expand our business domains and increase revenues.

In FY2025, in addition to contributing to improved airport service levels through our participation in the operation of other airports, we promoted local products at Haneda Airport and conducted promotional activities for local governments, helping to showcase the appeal of each region and revitalize local economies.

Participation in the Operation of Other Airports

We leverage the operational expertise we have developed at Haneda Airport at other airports, securing revenue sources outside the Haneda Airport terminals while contributing to the development of local economies and tourism and promoting sustainable coexistence with local communities.

At Kumamoto Airport, where we participate in airport operations, we support the operation of the passenger terminal and work to improve customer convenience through the introduction of state-of-the-art facilities, the development of a comfortable passenger terminal, and support for the operation of duty-free stores. In FY2025, we conducted a demonstration project to improve the environment in the security screening area, supported SKYTRAX evaluations, and held a promotional event for Kumamoto Airport at Haneda Airport. Through these initiatives, we will continue to contribute to the revitalization of the local economy and sustainable development while working closely with the local community.

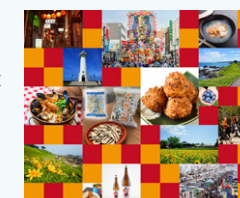


Contributing to Regional Revitalization

At Haneda *Sanchokukan*, a hub for showcasing the attractions of regions across Japan in Terminal 1, we operate a direct-from-the-producer business that combines retail and dining. Under the theme "Get to know Japan. Get to know it at Haneda," we offer fresh agricultural and other primary products as well as distinctive products from regions across Japan. At the event space, we also conduct promotional activities in collaboration with local governments, showcasing the attractions of food, tourism, and living in all 1,718 municipalities across Japan.

In March 2026, we held the Hachinohe Support Fair at Haneda *Sanchokukan* to support the recovery of the Hachinohe area, which suffered extensive damage from the earthquake off the eastern coast of Aomori Prefecture in December 2025.

Going forward, we will continue to contribute to regional revitalization by leveraging the value of Haneda Airport as a platform that brings together customers from across Japan.



Details

Haneda *Sanchokukan*

<https://haneda-sanchokukan.jp/>