

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.



Related

Sustainability

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



Categories	Materiality	Initiatives	Stakeholder	Major KPIs (Key Performance Indicators)	Target year	FY2024 Results	Contributing SDGs
Environment	Measures to combat climate change	Reduction of CO ₂ emissions	Partners Global environment	Reduction by 46% from the FY2013 level (net zero by 2050)	2030/2050	• Increased by 12.0% from the FY2013 level (CO ₂ emissions from the JAT Group in the Haneda area*1)	7 AFFORDABLE AND CLEAN ENERGY12 RESPONSIBLE CONSUMPTION AND PRODUCTION13 CLIMATE ACTION
	Effective use of limited resources	Introduction of eco-friendly materials and merchandise	Partners Global environment	Achievement of ZEB Oriented certification for T1 north satellite in the terminal expansion project	2025	• ZEB Oriented certification obtained in April 2024	2 ZERO WASTE14 LIFE BELOW WATER15 LIFE ON LAND
		Waste reduction/resource recycling		Offering of ethical products*2 at all directly managed (JAT's select) stores	2025	• Offered at 24 of the 34 directly managed (JAT's select) stores	
				Introduction of wooden structure/interior decoration to T1 north satellite in the terminal expansion project	2025	• T1 north satellite is 31% constructed and scheduled to begin service in FY2026	
				Recycling rate of 70% for terminal waste	2030	• Recycling rate of 39.6%	
Social	Development of a safe, comfortable and advanced airport	Enhanced terminal functionality	Customers Partners Employees Local communities Common	Recycling rate for food residue from the manufacturing of in-flight meals in the JAT Group's business: 95%	2025	• Haneda plant: 100%; Narita plant: 98%	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE10 REDUCED INEQUALITIES11 SUSTAINABLE CITIES AND COMMUNITIES
		Assurance of safety and security		Continuous achievement of "5 Star Airport" rating from SKYTRAX*3 (terminal expansion, smoother passenger flows, enhanced signage, diverse commercial facilities, etc.)	Annual	• JAT achieved the "5 Star Airport" rating, the highest rank in the world, for the 11th straight year.	
				Continuous achievement of the 1st rating from SKYTRAX in the "World's Cleanest Airport" category	Annual	• JAT achieved the 1st rating in the "World's Cleanest Airport" category for the 10th straight year.	
		Promotion of universal design		Continuous implementation of disaster drills, etc. (150 sessions/year; 3,000 total participants/year)	Annual	• 246 disaster drills were conducted with 3,728 participants in FY2024	
				Continuous achievement of the 1st rating from SKYTRAX in the "Best PRM*4 & Accessible Facilities" category every straight year	Annual	• JAT achieved the 1st rating in the "Best PRM & Accessible Facilities" category for the 7th straight year.	
	Contribution to local and regional communities	Use of digital technologies	Customers Partners Local communities	Completion of the initiative to introduce mobile electric carts and self-driving wheelchairs to all terminals	2025	• Electric carts for movement within terminals: Adoption complete at T2 and T3 • WHILL autonomous wheelchair: Adoption complete at all terminals	4 QUALITY EDUCATION9 INDUSTRY, INNOVATION AND INFRASTRUCTURE11 SUSTAINABLE CITIES AND COMMUNITIES17 PARTNERSHIPS FOR THE GOALS
				A wider use of digital and robotic technologies across five categories: (1) cleaning, (2) guidance/translation, (3) mobility support, (4) security, and (5) retailing and food service	2025	• Adoption completed for five categories, including: (2) Introduction of the Otoshimono Cloud Find online lost and found query system, and (4) Deployment of two security robots	
		Creation of interaction with local communities		Utilizing the "location" of Haneda Airport, promotions for local and specialty products are held at permanent promotion stores and event spaces at least 24 times a year	Annual	• Regional collaboration PR conducted 34 times in FY2024 (achieving total sales of ¥53 million) at the regional collaboration PR corner	
		Benefit-sharing with local communities		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	2025	• 37 such contracts were signed (for Radi-Cool, robots, consulting services, etc.)	
	Human resource development		Customers Employees	Continued participation of at least 1,000 people, including local (Ota Ward) elementary and junior high school students, in the airport tours and work experience programs	Annual	• 203 such events were held, with the total participation of some 10,390 people in FY2023.	4 QUALITY EDUCATION8 DECENT WORK AND ECONOMIC GROWTH10 REDUCED INEQUALITIES
		Transformation of workforce into a group of real professionals		Holding of regional cooperation events in the "terminal.0 HANEDA" R&D project in three categories: (1) events for local communities, (2) participation of local companies, and (3) regional tours	Annual	• Implemented for all three domains ((1) Haneda Airport historical exhibition (2) Participation of local companies (3) Ota Ward small factory tour)	
		Improved employee engagement		Active recruitment and development of human resources with diverse skills	Performance management	• 21 new graduate hires and 4 mid-career hires • Talent management system adopted	
	Promotion of DEI and respect for human rights		Customers Partners Employees Local communities Common	Creation of innovative businesses and improvement of business operations through cross-industry/industry-academia collaboration and secondment of personnel to outside entities	Performance management	• Number of employees participating in industry-academia collaboration: 7 (31 total participants) • Number of employees seconded to other companies: 24; Number of new seconding destinations: 2	5 GENDER EQUALITY8 DECENT WORK AND ECONOMIC GROWTH10 REDUCED INEQUALITIES
		Promotion of DEI		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	• Employee engagement survey implemented • Engagement indicator: 82.5; Indicator for new endeavors: 74.1	
		Implementation of human rights due diligence		Rate of childcare leave being taken by male workers: 100%; Rate of managerial posts being assumed by female personnel: 40% (Non-consolidated basis)	2027	• Rate of childcare leave being taken by male workers: 88.9%; Rate of managerial posts being assumed by female personnel: 37.0%	
Governance	Promotion of fair business activities		Customers Partners Employees Shareholders/ Investors Common	Employment rate of persons with disabilities: 6.6% (Non-consolidated basis)	2025	• Employment rate of persons with disabilities: 5.1%	1 NO POVERTY4 QUALITY EDUCATION16 PEACE, JUSTICE AND STRONG INSTITUTIONS
		Ensuring of thorough compliance		Implementation of measures to the issues identified in human rights risk surveys	2025	• Measures have been implemented for the identified issues, one cycle of human rights due diligence has been completed, and details have been disclosed*5	
		Strengthening of sustainability governance		Zero incidents of inappropriate behavior (serious misconduct/violations) in corporate activities	Annual	• Number of incidents of inappropriate behavior (serious misconduct/violations) in corporate activities: One inappropriate transaction*6	
	Strengthening of risk management		Customers Employees Shareholders/ Investors Common	Continuous improvements both in the response rate for surveys on compliance with the Sustainable Procurement Guidelines and in the conformance rate.	2030	• Compliance survey conducted: Response rate of 39% and compliance rate of 67%	11 SUSTAINABLE CITIES AND COMMUNITIES
		Strengthening of risk management systems		Dialogue with experts (twice a year)	Annual	• Number of sessions of dialogue with experts: 2	
		Cybersecurity		Semiannual implementation of PDCA for priority risks	Annual	• The Risk Management Committee met twice to implement PDCA management	
				Zero incidents that result from a lack of adequate cybersecurity measures and have a serious impact on the terminal building operations	Annual	• Number of incidents that result from a lack of adequate cybersecurity measures and have a serious impact on the terminal building operations: 0	

*1 Excluding those from airport vehicles owned by the JAT Group

*2 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.

*3 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 11 consecutive years since 2014) and the 1st rank in the "Best Airport Terminal Cleanliness" category (for ten consecutive years from 2016) and the "Best PRM/Accessible Facilities" category (for seven consecutive years from 2019).

*4 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

*5 Details available at <https://www.tokyo-airport-bldg.co.jp/files/en/sustainability/JapanAirportTerminalGroupHumanRightsInitiatives.pdf>

*6 Survey report available at <https://www.tokyo-airport-bldg.co.jp/files/en/ir/000016260.pdf> (report results released on May 9, 2025)

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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.

Main initiatives

Toward the realization of net zero in 2050

We view reducing greenhouse gas emissions from both facility and operational perspectives, and creating an eco-friendly eco-airport, as important issues as our social responsibility as a corporate Group that builds, manages, and operates passenger terminals, which operate around the clock every day.

Regarding Scope 1 and 2 emissions at Haneda Airport Terminal, which account for approximately 90% of the Group's total discharge, our KPI is a 46% reduction by 2030 compared with the FY2013 figure, and our long-term goal is net zero by 2050.

We will strive for decarbonization in our own company, including expanding our renewable energy facilities by introducing new technologies, as well as for attaining carbon neutrality throughout the whole aviation industry and the entire supply chain, such as by participating in a whole-airport decarbonization project including the Ministry of Land, Infrastructure, Transport and Tourism and airline companies, and providing services for electrifying airport vehicles to airline companies.

E

nergy conservation

Efficient use of energy

Upgrade energy-saving equipment

E

nergy creation

Use of natural energy

Solar, geothermal, and other forms of energy

N

ew energy

Realize net zero using future energy

Consider use of hydrogen energy, etc.

Carbon neutrality throughout the entire supply chain

Environmental impact data

Emissions increased in connection with increased terminal activities, up to 108.2% (+9,652 t-CO₂) year-on-year, in line with the recovery in air passenger volume and the beginning of use of the Terminal 2 north satellite connected facility. As we expect a further increase in the number of air passengers and greater expansion of the terminal buildings, we will use a number of approaches to enable us to continue promoting efficient energy use and furthering the consideration and application of renewable and alternative energy in order to achieve net zero in 2050.

CO ₂ Emissions (t-CO ₂)				
Item	Scope	FY2022	FY2023	FY2024
Total emissions	Consolidated	113,412	117,917	127,569
	Haneda Airport area	104,851	110,758	118,190
	Outside the area, vehicles, etc.	8,561	7,159	9,379
breakdown				
Scope 1	Consolidated	17,472	22,534	18,125
	Haneda Airport area	14,967	19,194	14,715
	Outside the area, vehicles, etc.	2,505	3,340	3,410
Scope 2	Consolidated	95,940	95,383	109,444
	Haneda Airport area	89,884	91,564	103,476
	Outside the area, vehicles, etc.	6,056	3,819	5,969

Scope of targets: Haneda Airport area and outside the airport. Emissions from Group-owned airport vehicles are included in the outside the airport figures.

Scope of emissions: CO₂ derived from energy consumed in-house during business operations, non-energy-origin CO₂ from waste incineration.

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.

Scope 3 (t-CO ₂)				
	Category*	FY2022	FY2023	FY2024
1	Purchased goods and services	113,819	137,307	241,096
2	Capital goods	45,474	104,372	69,440
3	Fuel- and energy-related activities not included in Scope 1 and Scope 2	28,268	31,576	33,792
4	Transportation and distribution (upstream)	10,193	23,135	35,980
5	Waste generated in operations	1,478	2,223	2,177
6	Business travel	45	119	241
7	Employee commuting	-	1,868	2,281
13	Leased assets (downstream)	29,458	29,531	29,861
	Total	228,735	330,131	414,868

Excluding non-target and uncounted categories.

Main initiatives toward achieving net zero

Conversion to LED lighting and signs and AI smart air conditioning in terminal buildings

Conversion to LED lighting and signs has been underway since 2022, with construction expected to finish in FY2025. We are also taking measures into consideration with the aim of building a highly efficient air conditioning system using AI and data analysis technologies.

Consideration of hydrogen use in Terminal 3

In June 2025, we were selected as a collaborating company in implementing Tokyo's feasibility study and preliminary design of large-scale hydrogen use and supply.

We will further promote initiatives to achieve the use of hydrogen along with collaborating businesses ENEOS Corporation and Kawasaki Heavy Industries, Ltd.

Adoption of SUNJOULE® Building-Integrated Photovoltaics

We have previously proactively introduced photovoltaic panels in Haneda Airport terminal facilities to achieve a decarbonized society and net zero emissions by 2050, but installation locations were limited to rooftops due to the particular characteristics of airports.

However, we realized energy creation utilizing the natural lighting of windows in the Terminal 2 north satellite connected facility, which began use on March 19, 2025, without being confined to rooftop installation of photovoltaic panels as before, by adopting SUNJOULE® photovoltaic glass on the concourse. This technology has solar cells (batteries) inserted between two panes of glass (rated output: 221 kW, amount generated: 73.73 MWh).

In addition, the facility will obtain certification as a “land-efficient PV-equipped structure” according to JSA Standard S1024, “Evaluation method for the effective land use score for buildings equipped with solar panels,” stipulated by the Japanese Standards Association (JSA).

Going forward, we will consider new products and technologies as initiatives toward decarbonization to promote attaining net zero emissions at Haneda Airport.



The installation (exterior)



The installation (interior)

VOICE



Tomihiro Ajima

Manager, Facility Division
Japan Airport Terminal Co., Ltd.

Continuing to take on the challenge of an optimal Haneda Airport, not caught up in previous ways of doing things

I believe that, among renewable energy sources, solar power is the most effective means for reducing environmental impact and striving toward a sustainable society. However, as technology evolves daily—not limited solely to environmental measures—I strive to maintain an approach that is not bound by conventional methods. Haneda Airport is actively installing solar power facilities as part of JAT's promotion of sustainability. The Terminal 2 north satellite connected facility not only has conventional solar panels installed on the roof but, as a novel solar power facility, it has also adopted SUNJOULE® Building-Integrated Photovoltaics due to its power generation features, no different from conventional panels, that resolve site constraints without significantly undermining the design or view.

I would like to continue taking on challenges in the future, without fear of change, while seeking an optimal Haneda Airport.

Beginning to provide integrated services to convert utility vehicles to electric vehicles (EVs) and charging equipment for EVs

In order to promote converting airport vehicles to electric vehicles (EVs), we began offering new services integrating the provision of EVs and charging equipment for EVs in January 2025. Among our airport vehicles, we now provide EVs and charging equipment for the utility vehicles primarily used to carry employees. Unlike the specialized vehicles used for towing aircraft or loading and unloading baggage, the vehicles used for this purpose are light freight vehicles and ordinary cars often seen on the street, and many EVs are sold by both Japanese and foreign automobile manufacturers. JAT therefore received cooperation from airline companies to research the current status of operation of these utility vehicles, and as a result, confirmed that it would be easy to promote their electrification.

Several airline companies have requested these services, thanks to our integrated provision of EV charging equipment, which had been a challenge with the conversion to EVs. We anticipate effective annual reduction of CO₂ by 1-2 tons per vehicle. In the future, we will expand the provision of these services at Haneda Airport as well as set our sights on offering these services at other airports.



The vehicle introduced



Charging equipment

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, accumulated trash, 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 environment-friendly products, are critical issues for continuing business as an eco-friendly airport.

Striving to be an eco-friendly airport

The JAT Group engages in a wide range of business activities and uses many resources, including water and plastics; therefore, we view matters such as reduction of environmental impact and consideration of the natural environment, including in our supply chain, to be key issues. We uphold the KPI of making our recycling rate for waste from the terminals 70% by 2030 and work on resource recycling and waste reduction based on a 3R (Reduce, Reuse, Recycle) approach. In addition, we strive to operate our business with consideration of the natural environment and biodiversity, such as by introducing eco-friendly materials in procurement and offering ethical products at stores.

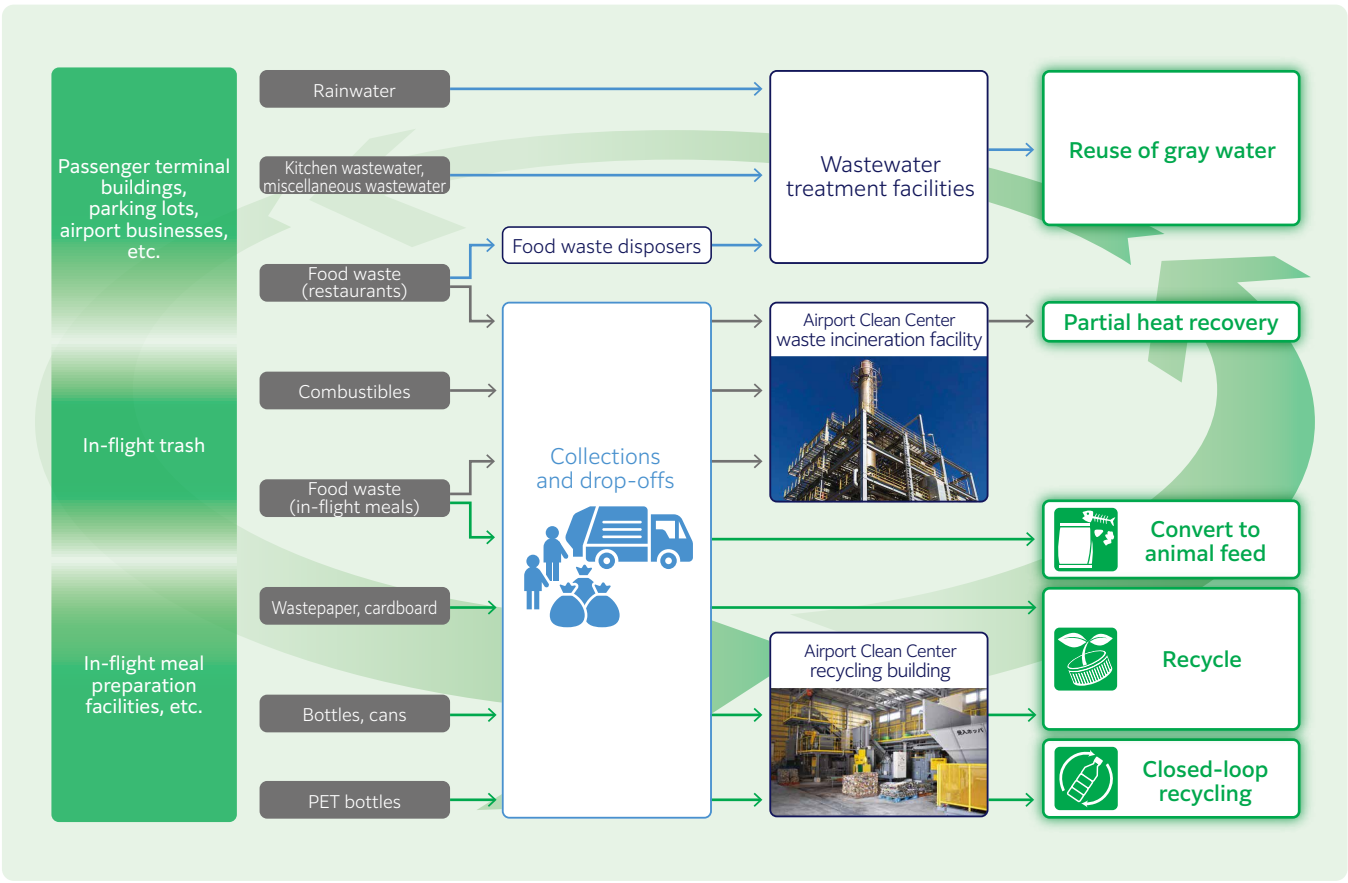
Reduce
Reduce the use of plastics
Switch to environment-friendly materials, etc.

Reuse
Use resources effectively
Effective use of water and other resources

Recycle
Create recycling systems
Promote sorting and recycling

Illustration of resource recycling at Haneda Airport

The figure below gives an overview of resource recycling at Haneda Airport. The water resources used in our terminal buildings go through wastewater treatment facilities and are reused as gray water, and waste from the terminal buildings, as well as hotels and factories, etc., in the Haneda Airport area, is separated at the Airport Clean Center (operated and managed by the JAT Group and Sakura Shokai Co., Ltd.), where it is processed and recycled. Separation and collection of PET bottle caps began in some terminal buildings in FY2024, further strengthening our resource recycling.



Converting food waste from production of in-flight meals into animal feed

The JAT Group's Cosmo Enterprise Co., Ltd. began recycling food waste created in the production of in-flight meals by converting it into animal feed in April 2024, in collaboration with Bright Pig Chiba Co., Ltd. at Narita Unit and Alfo Ltd. at Haneda Unit. Our in-flight meal preparation facilities had been processing and incinerating approximately 20 kg of food waste as everyday food waste, but through this campaign, all waste is now used as animal feed. We will continue these activities going forward in order not only to reduce our waste and CO₂ emissions but also to contribute to reducing our environmental impact and further enhancing our resource recycling.



Grinding the residue and designing the nutrition according to the livestock's stage
We revise nutritional design seasonally for liquid feed

VOICE



Takuya Wada
Deputy Manager, General Affairs Dept.
Cosmo Enterprise Co., Ltd.

Uniting employees to recycle food waste while also aiming to expand the scope of recycling

All in-flight meals on flights arriving internationally must be incinerated and disposed of in relation to quarantine, but in the past, all the food waste and cooking oil from ingredients like vegetables, meat, and fish generated in their preparation were also incinerated and disposed of. When considering whether there was some way to use this food waste effectively as a sustainability initiative, we arranged transport routes with companies that recycle food waste to use for livestock feed and biomass power generation; therefore, we have collected this food waste since last fiscal year. When we first began separating this waste, we handled it through repeated discussions with food preparation staff at each site. There are restrictions at Narita Airport that do not allow the collection of some food waste (like shells and corn husks), so we worked on spreading overall knowledge of what can and cannot be collected by demonstrating with pictures, particularly in order to gain the understanding of foreign employees. As a future initiative, we also plan to establish a processing route for the food sludge produced by cleaning in-flight meals, recycling it into products such as compost and cement.



Introducing eco-friendly strollers

We are now updating the strollers in all terminal buildings at Haneda Airport. The newly introduced strollers by SUPERMATE CORPORATION are eco-friendly products made from resin material that partly uses recycled PET bottle caps. As a policy to further strengthen resource recycling, we also began collecting PET bottle caps and conducting recycling-related demonstration experiments in some locations in the terminal buildings in October 2024. We are also recycling the metal parts of the strollers that have fallen out of use in this switch to reduce waste.



The stroller introduced
Collection box for PET bottle caps



Promoting activities to raise awareness of bottle-to-bottle recycling

In continuation from FY2023 and FY2024, we are collaborating with the Japan Soft Drink Association to promote activities to raise awareness of bottle-to-bottle recycling, the closed-loop recycling of PET bottles. We held an event in Terminal 2 in October 2024—the Environmental Study Class—for people to enjoy learning about our bottle-to-bottle initiative. Ota Ward's official character Hanepyon even visited the venue, uniting the local community to stir up excitement for the event. Thanks to the cooperation of customers, Haneda Airport collects approximately 200,000 kg (estimated) of PET bottles annually. We will aim to contribute to CO₂ reduction and decarbonization in the supply chain and augment collection and recycling going forward.



The Environmental Study class
A visit from Hanepyon

Response to TCFD and TNFD Recommendations

To achieve our vision of becoming a human- and eco-friendly advanced airport that attains both social sustainability and environmental friendliness by 2030, and to achieve our goal of net-zero CO₂ emissions by 2050, the JAT Group supports recommendations made by the Task Force on Climate-related Financial Disclosures (TCFD) and the Taskforce on Nature-related Financial Disclosures (TNFD) and discloses information in line with these recommendations. In FY2024, we worked on strengthening our information disclosure based on the TNFD recommendations, defining risk countermeasures and determining strategies after identifying risks and opportunities, and assessing their impact. We will continue to closely monitor the business environment surrounding the Group to analyze and formulate countermeasures regarding climate-related and natural capital-related risks and opportunities, and we will conduct appropriate information disclosure as needed.

Details **TCFD** <https://www.tokyo-airport-bldg.co.jp/files/en/ir/000014843.pdf>
TNFD <https://www.tokyo-airport-bldg.co.jp/files/en/ir/000014844.pdf>

Commonalities

Governance and risk management structure

The Sustainability Committee, chaired by the president and comprising executive officers, meets at least twice a year to formulate policies and plans, and to discuss the progress made by 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, taking into account 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.

Time frame and impact level for evaluating risks and opportunities

Time frame	Short-term	Until FY2025 (the period of the medium-term business plan)	Impact level	Minor	Less than ¥100 million per year
	Medium-term	Until FY2030 (the period up to the target year for "human- and eco-friendly advanced airport 2030")		Medium	¥100 million or more but less than ¥1 billion per year
	Long-term	Until FY2050 (the period up to the target year for net zero)		Major	¥1 billion or more per year

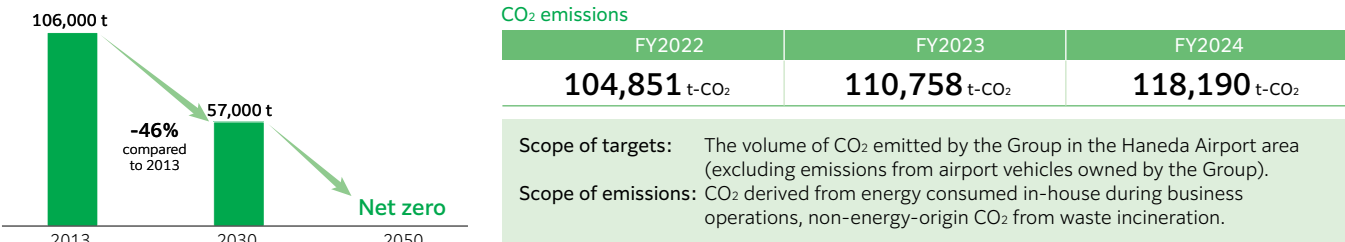
TCFD

The impact of climate change on Group business was analyzed and assessed using the following two scenarios (the 1.5°C scenario and the 4.0°C scenario). The analysis covers the Group's facilities management, together with food and beverage operations. Based on the two scenarios, we identified risks and opportunities, and assessed their impact to define countermeasures in response. We have set materiality-linked KPIs* as indicators and targets, and continued to disclose these since FY2023. A 46% reduction of CO₂ emissions by 2030 compared with the FY2013 figure, net zero by 2050

Risk countermeasures (excerpt)

Measures addressing risks and opportunities		Summary
Transition risk related	CO ₂ 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

CO₂ emission reduction indicators (KPIs) and actual emissions



TNFD

Identifying risks and opportunities, evaluating their impact, and determining countermeasures

In FY2023, the Group selected the relevant scope of business, adjusted the value chain and surrounding environment, and evaluated the relationship between our business activities and the natural environment (dependence and impact) to determine the direction of our strategies, using a LEAP approach to disclosure based on the TNFD recommendations. When evaluating our points of contact and relationship with nature, we created a heat map based on available information and referred to Encore Flow diagrams. In FY2024, we identified risks and opportunities regarding Haneda Airport's facilities management, together with its merchandise as well as food and beverage operations—selected as the relevant scope mentioned above—and evaluated their impact, based on two scenarios to determine countermeasures.

Risks and opportunities associated with nature and their impacts

Risk and opportunity categories		Summary	Segment		Timeline	Degree of impact
			Facilities	Merchandise, Food and Beverage		
Transition risks	Policy/law/technology	Increased costs due to strengthened regulations and policies requiring eco-friendly initiatives and acquisition of qualifications for buildings	✓		Medium-long	Major
		Increased costs due to obligatory improvement of recycling rates and strengthened regulations and policies regarding resource recycling in waste disposal, etc.	✓	✓	Medium-long	Medium
	Market	Increased costs due to changes and demand in market preferences stemming from customers' (airline companies' and tenants') greater awareness of sustainability	✓		Medium	Medium
		Shift toward demand for certified ingredients that take into consideration sustainable ecosystems and natural capital due to passengers' (merchandise and food and beverage customers') greater awareness of sustainability	✓	✓	Medium	Medium
	Reputation	Lower international reputation due to insufficient consideration of sustainability in tenant management	✓		Medium	Medium
		Lower reputation due to insufficient response regarding sustainable raw material procurement and use of renewable materials	✓	✓	Medium-long	Medium
Physical risks	Chronic/acute	Introduction of non-native species and outbreak of pandemic infections due to the rise in airport users (aircraft users)	✓		Long	Major
		Increased passenger-service operations caused by traffic difficulties in local transportation due to flooding in the area, etc., caused by the occurrence of extreme weather events (Increased time staying in terminal buildings, etc.)	✓		Medium	Medium
		Lower quality of food materials, procurement difficulties, and fracturing of the supply chain due to the occurrence of extreme weather events, along with deterioration and collapse of the natural environment and ecosystems		✓	Long	Medium
Business performance-related opportunities	Market/products and services/reputation	Enhanced presence of Haneda Airport due to facilities operation as an eco-airport in response to changes in market preferences stemming from customers' (airline companies' and tenants') greater awareness of sustainability	✓		Medium-long	Major
		Product development using raw materials and packaging materials that take into consideration a sustainable natural environment and ecosystem services in response to passengers' (merchandise and food and beverage customers') greater awareness of sustainability	✓	✓	Medium-long	Medium
	Resource efficiency	Waste reduction and waste recycling due to use of simple packaging and recycled materials to realize resource recycling	✓	✓	Medium-long	Medium
	Capital flows/fundraising	Fundraising through promotion as an eco-airport, including various measures during reconstruction	✓		Medium	Medium
Sustainable performance-related opportunities	Sustainable use of natural resources	Facility construction using wood supplied from sustainable forests	✓		Medium	Major
	Ecosystem conservation, restoration, and recovery	Conservation of the local ecosystem through promotion of the use of ground transportation, such as buses and trains, to passengers as an airport adjacent to an urban area	✓	✓	Medium	Medium

Measures addressing risks and opportunities associated with nature

Measures addressing risks and opportunities	Summary
Transition risks (Policy/law/technology/market/reputation)	• Initiatives to convert buildings to ZEB • Introduction of packaging materials and containers with low impact on the natural environment • Waste recycling and appeal to tenants • Reduction of food waste (use of disposal units)
Physical risks (Chronic/acute)	• Compliance with the A2-BCP (Airport Business Continuity Plan), BCP preparation and training • Providing non-contact services (robots, automated stores) • Consideration of supplier decentralization and alternative logistics
Market/products and services/reputation	• Conversion to buildings that emphasize a positive impact on nature • Promotion of initiatives to encourage the 3Rs throughout the airport • Expansion of ethical products, sale and promotion of merchandise that leverages the local ecosystem
Resource efficiency	• Use of gray water, introduction of water-saving valves, reuse of water • Consideration of high-efficiency waste treatment methods
Capital flows/fundraising	• Use of sustainable finance, etc.
Sustainable use of natural resources	• Strengthening of initiatives regarding obtaining certification and procurement of certified wood
Ecosystem conservation, restoration, and recovery	• Promotion of the use of public transportation (announcements, website, social media, etc.)

Indicators and targets

We have set the following materiality-linked KPIs regarding resource recycling as indicators and targets. We are considering additionally setting targets and expanding initiatives related to natural capital in the future.

Materiality	Initiatives	Specific indicators	Target Year	The Company
				FY2023
Effective use of Limited Resources	Introduction of eco-friendly materials and merchandise	Offering of ethical products* at all directly managed stores * Products that lead to less food loss, fair trade products, items that use recycled materials, goods that bear a certification label or mark, merchandise that takes into consideration local production and consumption, organic products, alternative meat/milk products, and other items	2025	Offered at 12 of the 37 directly managed stores
		Recycling rate for waste from the terminals: 70%	2030	- Set as a new KPI in FY2024
	Waste reduction/resource recycling	Recycling rate for food residue from the manufacturing of in-flight meals in the JAT Group's business: 95%	2025	- Set as a new KPI in FY2024
		Miscellaneous wastewater and kitchen wastewater from the terminals provided through reuse as gray water (toilet-flushing water): 70%	2025	An average of 80% is being used as miscellaneous wastewater and kitchen wastewater in both T1 and T2

Development of a Safe, Comfortable and Advanced Airport

Approach

The Group's core business and social mission is to provide safe and comfortable airports that are advanced in terms of the processes and operations that apply to the terminal and airside areas. Airports, as public infrastructure, support society and the economy through the movement of people. JAT recognizes that providing safe and comfortable transportation, which incorporates digital transformation and advanced technologies, for a variety of users is essential for realizing sustainable growth. This will become increasingly important as the number of overseas travelers, as well as the elderly, people with disabilities, and other users increases.

Development of a safe, secure airport

Disaster prevention training

The JAT Group regularly implements disaster prevention training in order to realize our business policy of absolute safety. In FY2024, we held 246 drills with a total of 3,728 participants, not only from the Group but also from airlines, stores, etc.

On March 11, 2025, we held a ShakeOut drill calling for people to “Drop, Cover, and Hold On,” and a first-aid drill based on finding injured people using the newly introduced cocobo (security robot), simulating what should be done if there were an earthquake. Going forward, we will raise awareness of disaster prevention and improve response capabilities so that staff can unite to act quickly, voluntarily, and flexibly in the event of a disaster or other incident.



The ShakeOut drill

Introduction of the cocobo security robot

We have introduced security robots to realize absolute safety and operational excellence, and for the purposes of improving safety and reducing costs by revising security guard stationing in the terminals and lessening the burden on security guards. When introducing these robots, we set up a field verification period in Haneda Airport to test their effectiveness.

We currently deploy four security robots and will continue working to enhance security through a combination of people and robots.



cocobo acting as security in a terminal building

Development of a comfortable airport

Introducing the iino self-driving mobility device that seats multiple people



The iino in a terminal building

In line with our terminal expansion by connecting the Terminal 2 north satellite with the main building, JAT was the first to introduce the iino self-driving mobility device that seats multiple people as a new service to assist in the movement of passengers.

The iino advances at a human walking speed and supports customers' comfortable, free movement thanks to its low-to-the-ground design allowing anyone to get on or off safely. In addition to having an exterior made from wood, which gives a sense of warmth, the device does not obstruct the flow of pedestrians and is equipped with a collision-preventing feature via sensors. This mobility device, combining design characteristics with functionality, was introduced after demonstration experiments at our terminal.0 HANEDA R&D hub.

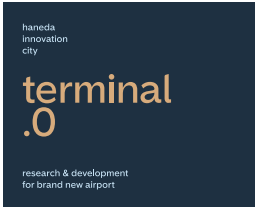
We will continue to improve our services so that passengers can use the airport comfortably in the future.

Development of an advanced airport

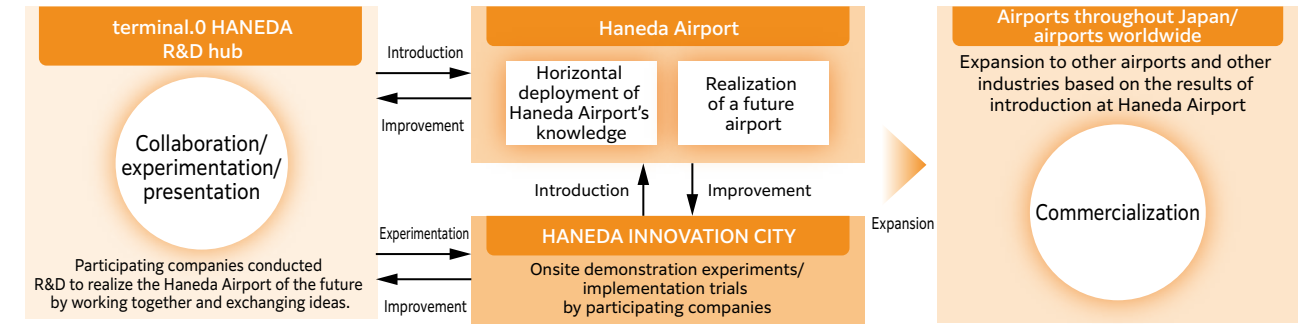
The terminal.0 HANEDA R&D hub

At the end of February 2024, we opened terminal.0 HANEDA at HANEDA INNOVATION CITY, which we operate and participate in as an investing company, as an R&D hub that will work across industries to solve problems facing airports.

The aim is to develop results through cross-sectional collaboration with highly specialized companies and organizations before applying the results at each Haneda Airport terminal, as well as at airports nationwide and worldwide.



Steps from development through implementation at the airport



Main examples of progress through development to demonstration experiments at the airport

Demonstration experiments at the airport

10

(as of the end of FY2024)

Lobby chairs compatible with universal design

Verification period: November 13, 14, and 25-27, 2024

Role: Making worn garments easy to carry by compressing them, creating the opportunity to purchase souvenirs and reducing garment abandonment

Verification area: Terminal 2 general lobby

Verification details: Verification of specific latent needs by encouraging passengers to try garment compression and conducting a questionnaire regarding their impressions and satisfaction, targeting passengers struggling with cumbersome baggage and those using repacking tables

Collaborating company: SJOY Co., Ltd.

Garment-compressing service for travelers

Verification period: October 11-November 1, 2024

Role: Response to the need for movement between floors with WHILL self-driving wheelchair services in the security area

Verification area: Terminal 2 security area

Verification details: Trial to make it possible to move smoothly between floors by automatically linking WHILL wheelchairs with elevators. Verification of safety, satisfaction, and service quality in a practical trial

Collaborating company: WHILL Inc.

Movement between floors of WHILL self-driving wheelchairs

Verification period: December 16-20, 2024

Role: Alleviation of lobby crowding due to check-in and baggage drop-off at the airport, reduction of movement burden thanks to less baggage during travel

Verification area: Terminal 3 general lobby and Japan Duty Free GINZA (urban duty-free store)

Verification details: Newly equip an urban duty-free store with the function of baggage drop-off outside the airport, verify the effectiveness of offsite baggage drop-off

Collaborating company: Toyo Kanetsu K.K.

Offsite airport check-in

Verification period: December 16-20, 2024

Role: Alleviation of lobby crowding due to check-in and baggage drop-off at the airport, reduction of movement burden thanks to less baggage during travel

Verification area: Terminal 3 general lobby and Japan Duty Free GINZA (urban duty-free store)

Verification details: Newly equip an urban duty-free store with the function of baggage drop-off outside the airport, verify the effectiveness of offsite baggage drop-off

Collaborating company: Toyo Kanetsu K.K.

VOICE



Yuka Miyauchi

Manager, Business Marketing Division
Japan Airport Terminal Co., Ltd.

Striving to be an airport that moves hearts

At terminal.0 HANEDA, we work to create comfortable spaces that appeal to the senses and offer memorable service experiences. The heart is moved in a variety of ways in an airport, from positive emotions like the exhilaration of leaving on a journey, or the joy of reuniting, to delicate emotions like the anxiety and hurriedness of procedures, or the sadness of farewells. We strive to provide a space and value that empathize with these emotions, ease the spirit, and encourage positive feelings. Along with other participating companies, we are repeating demonstration experiments of new services and solutions to introduce them at the airport, while pursuing value that resonates with customers' sensibilities. Hopes rise for the future of airports as we experience new discoveries and value born from collaboration with other industries. We will continue to adopt diverse viewpoints and ideas, and to contribute to becoming an airport that moves hearts in the future.

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.

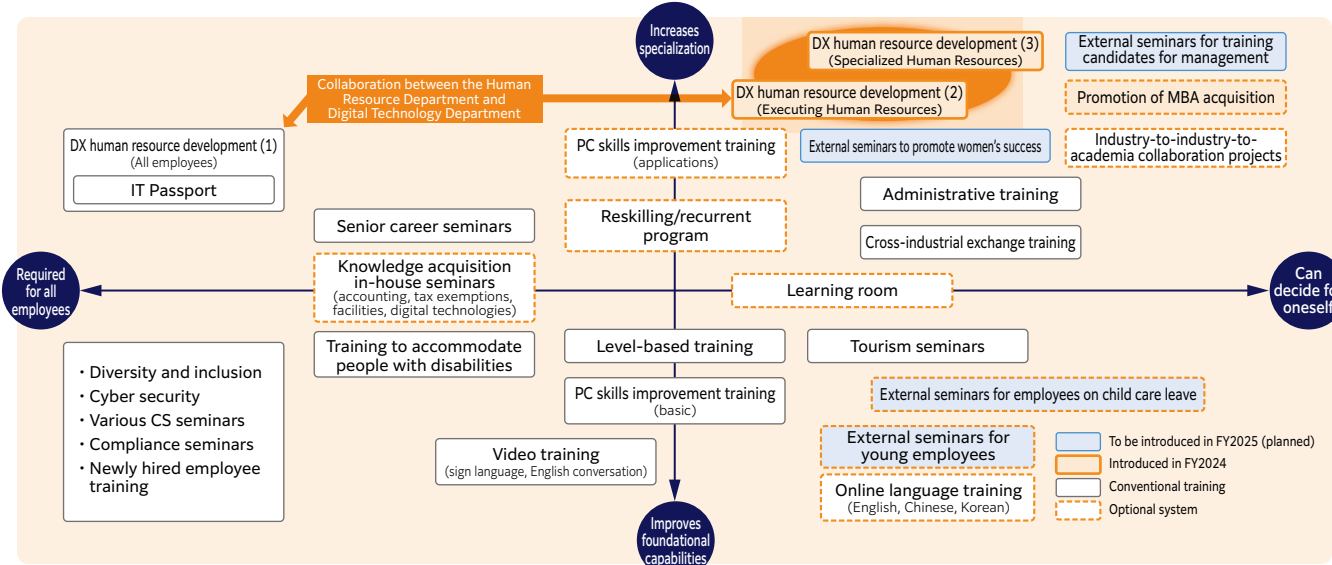
Human resource development policy
Think and take on challenges on their own

Internal environment development policy
Corporate culture where diverse human resources motivate each other

Main initiatives

Based on our organization and human resources strategy (see pp. 45-46), the JAT Group has established a variety of learning and training systems to support employees' independent learning and encourage them to take on challenges. The education available includes basic and uniform instruction, whereby staff develop the skills required by all employees; job- and rank-specific skills, focused on knowledge particular to airport operations and digital transformation; as well as in-house academies and programs to instill tarmac-related proficiency for interested participants.

In addition, we aim to create workplaces that, with their support of staff well-being, maximize the abilities of diverse human resources. We create environments and systems that support the physical and mental health of our employees, making it easy for them to perform their duties where their jobs are rewarding.



Implementation of in-house seminars for acquiring knowledge

We provide in-house seminars for acquiring knowledge of tarmac-related proficiency for interested participants in order to improve employee knowledge and capabilities. We have applied our specialized content in line with our unique knowledge and business, as well as general business skills, to our project content. Previous seminars were held for the Accounting Department, Tax Exemption Department, and Facilities Department. Our theme for FY2024 is content pertaining to the Digital Technology Department in order to improve knowledge and capabilities regarding the use of digital technologies, system management, and the digitalization of business, etc., and we held in-house seminars for acquiring knowledge with people with specialized skills in the Company as instructors.



An in-house seminar for acquiring knowledge

Implementation of lectures on customer harassment

The JAT Group formulated our "Policy on Customer Harassment" in December 2024 to protect staff from behavior that damages the work environment and allow them to work with peace of mind. We are spreading understanding of responses to customer harassment while also implementing lectures on the measures we must take as a company. We will continue to provide high-quality service to customers by creating an environment where it is easy to work.



A lecture on customer harassment

Materiality

Promotion of DEI* and Respect for Human Rights

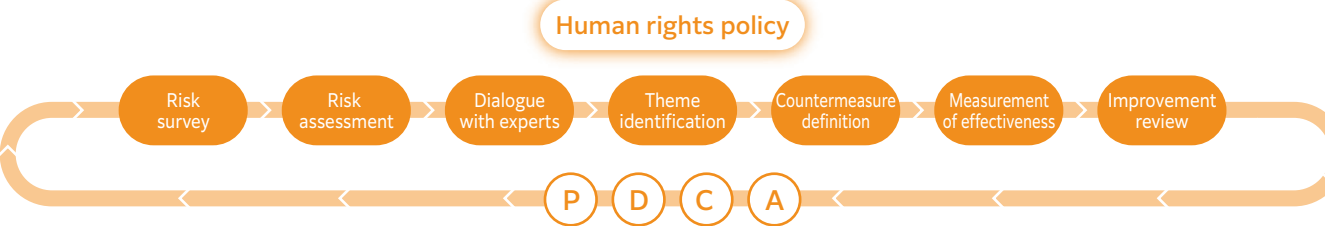
Approach

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. * Diversity, equity, and inclusion

Main initiatives

Human rights due diligence

To promote DEI and respect for human rights in our business activities, we have developed policies related to human rights and procurement, and conduct human rights due diligence. In FY2024, we formulated and implemented a plan to improve specified important human rights issues as described below. In determining this, we had discussions on each subcommittee as well as conducted questionnaires and interviews for business partners and partner companies. We will build sustainable relationships with all stakeholders through human rights due diligence.



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. We therefore assess the working environment in the areas of security and cleaning through questionnaires and other methods, discussing mitigation policies if a negative impact was confirmed.

In FY2024, we held interviews with two cleaning partner companies and two security partner companies, having a wide range of dialogues on the state of hiring management and working conditions, and awareness of issues and requests for improvement regarding respect for human rights.

Although we confirmed that employee labor (including of dispatched employees) is being managed appropriately, and efforts are also continuously being made to improve working conditions, including measures against severe heat, we also confirmed that some break spaces, etc., are becoming cramped in areas with facility constraints due to the increase of necessary staff at each company caused by the sudden recovery of air travelers. Therefore, after further investigation of the state of the sites, we examined alleviation plans with those involved to take measures to improve.

As we sorted out the issues and course of action through these dialogues, we will continue to investigate other security and cleaning partner companies, and to investigate distribution partner companies as new target operations, in the next fiscal year and beyond, based on the results of studying our business partners' conformity with guidelines.

Issue 2 Identifying supply chain human rights risks in merchandise sales and the restaurant business

As Japan's premier gateway to the skies, it is important that we reduce supply chain risks related to the products we provide. We first must identify human rights risks in the supply chain through questionnaires and interviews, giving priority to 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. In FY2024, we held dialogues based on plans for improvement with a total of six companies, including a company from which we purchase leaves for tea products, a company that manufactures cashmere products, a business partner that deals in coffee beans, and an important business partner for the sale of cacao at our directly managed stores. Based on the results of our investigation, we confirmed that risks related to human rights were being appropriately managed.

We will continue to hold regular dialogues with our business partners going forward to determine progress in the shift toward sustainable products.



A dialogue with a business partner that deals in coffee beans

Other human rights-related issues

Although human rights risk surveys in FY2023 confirm that the system for rapid risk identification and remedial action is functioning and preventing human rights violations before they happen, we have identified the following three items as themes 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. We will continue to address each of these by formulating our "Policy on Customer Harassment," implementing cybersecurity measures such as security training for employees and the launch of a Cybersecurity Incident Response Team (CSIRT), and carrying out various initiatives including improvements in relation to customer feedback and requests.

Comfortable working environment for employees

Management of individual user information

Responding to diversifying customer needs

Details Japan Airport Terminal Group Human Rights Policy <https://www.tokyo-airport-bldg.co.jp/files/en/ir/JapanAirportTerminalGroupHumanRightsPolicy.pdf>
Japan Airport Terminal Group's Respect for Human Rights Initiatives (Detailed version) <https://www.tokyo-airport-bldg.co.jp/files/en/sustainability/JapanAirportTerminalGroupHumanRightsInitiatives.pdf>

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 helps ensure the Company's sustainable growth. This is because the terminal serves a broad swath of customers as a space that facilitates interaction with local communities and residents, and communicates the attractiveness of the airport.

Main initiatives

Contribution to regional revitalization and local development

Leveraging the potential of Haneda Airport, which serves over 80 million passengers annually, the Group promotes initiatives for regional revitalization and local development, starting from its business activities. In cooperation with business partners, including local governments and airlines, we organize promotions (exhibitions and events) to showcase regional attractions, promote tourism, and support the distribution of local specialties.

In FY2024, we conducted 34 such promotions, while also expanding the rollout of regional products through stores such as Haneda Sanchokukan, Japan Mastery Collection, and WAKURABA, as well as e-commerce sites including Haneda Sanchoku Selection. Going forward, as a hub for the exchange of people, industries, and culture, we will continue to communicate the uniqueness of regions across Japan to a broader audience.

Number of regional collaboration promotions held 34 events in FY2024



Hokkaido Autumn Harvest Festival in Haneda Airport



Collaborative promotion with Higashine City



At Haneda Sanchokukan, which opened in Terminal 1 in FY2023, we operate a direct-sales business that combines retail, dining, and services. Under the theme "Get to know Japan. Get to know it at Haneda," the store offers fresh primary products and distinctive goods from regions across Japan. In the open kitchen and eat-in area, visitors can enjoy a variety of food options, including smoothies and set meals prepared with seasonal, regional ingredients. The event space also hosts promotions in collaboration with municipalities nationwide, showcasing the attractions of food, tourism, and lifestyle from Japan's 1,718 cities, towns, and villages. In the regional collaboration promotions of FY2024, in addition to selling local specialties, we offered experiences such as scallop fishing (Hokkaido), sampling freshly picked cherries (Higashine City, Yamagata Prefecture), and meet-and-greet events with local mascot characters (Gunma Prefecture). In the future, we will continue to leverage Haneda Airport's value as a hub that attracts visitors from across the country, thereby contributing to regional revitalization.

Details Haneda Sanchokukan Mall <https://haneda-sanchokukan.jp> (in Japanese only)



At Japan Mastery Collection (JMC), which opened in the departure area of Terminal 3 in FY2023, we leverage Haneda Airport, a key point of contact for domestic and international travelers departing Japan, to showcase attractive products from regions across the country, thereby contributing to enhancing the global reputation of Japanese craftsmanship. Through JMC, we also aim to industrialize craftsmanship rooted in history and culture, and by building a circular platform that returns value to producers, we seek to foster successors who will carry forward Japan's outstanding materials, technologies, and sensibilities, while also providing financial returns and supporting new business creation in regional areas and raising their recognition. Since its opening, JMC has hosted temporary pop-up events featuring contemporary art exhibitions and sales, as well as traditional crafts and lifestyle aesthetics from Tokyo, Kagawa Prefecture, and other regions, collaborating with partners to showcase the appeal of Japan and its local areas from Haneda Airport. Looking ahead, through the JMC brand business, we will continue to expand sales channels, strengthen public relations, and pursue marketing aimed at inbound customers, with the goal of further enhancing the value of Haneda Airport.

Expanding know-how and introducing products from Haneda Airport to other airports

In collaboration with other companies, we are extending the operational know-how cultivated at Haneda Airport to airports in Japan and overseas. As part of these efforts, in FY2024, we opened JAPAN DUTY FREE Ibaraki Airport, operated by the Company. Overseas, we have held limited-time pop-up events at commercial facilities operated by China Duty Free Group, introducing and selling Japanese specialty products. By directly delivering the appeal of regional products to overseas consumers, we are helping to promote tourism and raise awareness of regional brands.

Additionally, advanced robots have been introduced at Okayama Airport, and this initiative has been extended to other airports and facilities. While securing a new source of revenue for the Company, these initiatives contribute to the development of local economies and tourism, and support the revitalization of regional airports by addressing challenges such as labor shortages.



JAPAN DUTY FREE Ibaraki Airport



Pop-up event in Macau



Robot adopted at Okayama Airport

Collaboration with domestic and overseas airports and local governments

To strengthen airport functions through close cooperation across a wide range of airport operations, we signed a memorandum of understanding on comprehensive collaboration with Naha Airport Building Co., Ltd. Both Naha Airport and Haneda Airport are 24-hour airports and are engaged in operating passenger terminals at national government-managed airports. Taking this opportunity, the two companies will foster a closer relationship, actively exchange opinions and share information, and work together to strengthen acceptance systems in support of the government's goal of 60 million inbound travelers by 2030. We will also leverage airports' ability to attract visitors to contribute to regional revitalization and local development, build airports resilient to terrorism and natural disasters, foster and secure human resources in an aging society with a declining birthrate, and promote social contributions through airport decarbonization, while at the same time strengthening airport functions, addressing various challenges, and driving corporate growth.



Case study

Grand Okinawa Fair in Haneda Airport

As the first initiative under the comprehensive collaboration between the two companies, we held the Grand Okinawa Fair in Haneda Airport in July 2025 at the event space in Terminal 1 and at Haneda Sanchokukan. This promotion showcased Okinawa's food and tourism appeal through the sale of specialty products and popular foods, as well as performances of traditional Ryukyu performing arts on a special stage. A donation box was also set up at the venue to support the restoration and reconstruction of Shuri Castle.



Additionally, we have entered into comprehensive collaboration agreements with overseas airports and municipalities. Through these close partnerships, we are implementing various initiatives that foster interaction and promote mutual growth.

Comprehensive collaboration agreement with Kagoshima Prefecture

As part of efforts for regional revitalization, Haneda Future Research Institute Inc., a member of the Group, has concluded a comprehensive collaboration agreement with Kagoshima Prefecture. Under this initiative, the information-sharing shop and café WAKURABA sells "Rin," a rare Japanese honeybee honey produced in Satahetsuka, Minami-Osumi Town, Kagoshima Prefecture.



Events in collaboration with local companies

At our research and development hub, terminal.0 HANEDA, we aim to strengthen ties with the local community by working with companies in Ota Ward to host community-oriented events and organize local tours for participating companies to deepen their understanding of the ward.

In FY2024, under the theme "Creating new value through connections between the R&D hub and the community," we held an event to learn about the factories of Ota Ward, a leading center of Japanese manufacturing, and to discuss the new value that can be generated when the co-creation hub connects and interacts with the community. We also organized a tour of three Ota Ward manufacturing companies to explore new possibilities for co-creation with participants. By encouraging collaboration across different industries and combining the expertise and technologies of local companies, we are helping create new value for Haneda Airport.



Community event at terminal.0 HANEDA

Nurturing the next generation in local communities

In collaboration with Ota Ward elementary schools, our employees participate in activities that use Haneda Airport—located in their own community—as a learning resource, providing guest lessons and guided tours of the airport.

Through the diverse nature of the airport, students learn about human rights, gain an understanding of environmental issues from the operation and functions of passenger terminals, and explore career education by discovering the various occupations and roles of people working at the airport.

Beginning in FY2025, we will also participate as a partner company in Ota Ward's new subject "Creating Ota's Future," further advancing proactive initiatives with the local community aimed at co-existence, co-prosperity, and the development of the next generation.



Guest lesson at an Ota Ward elementary school

Promotion of Fair Business Activities

Approach

As a Group engaged in the operation of passenger terminals, JAT complies with laws, regulations, and social norms as a matter of course. Furthermore, we also recognize that some social concerns can be addressed by strengthening our system of governance, engaging in sound and highly transparent management, and promoting fair business practices.

Main initiatives

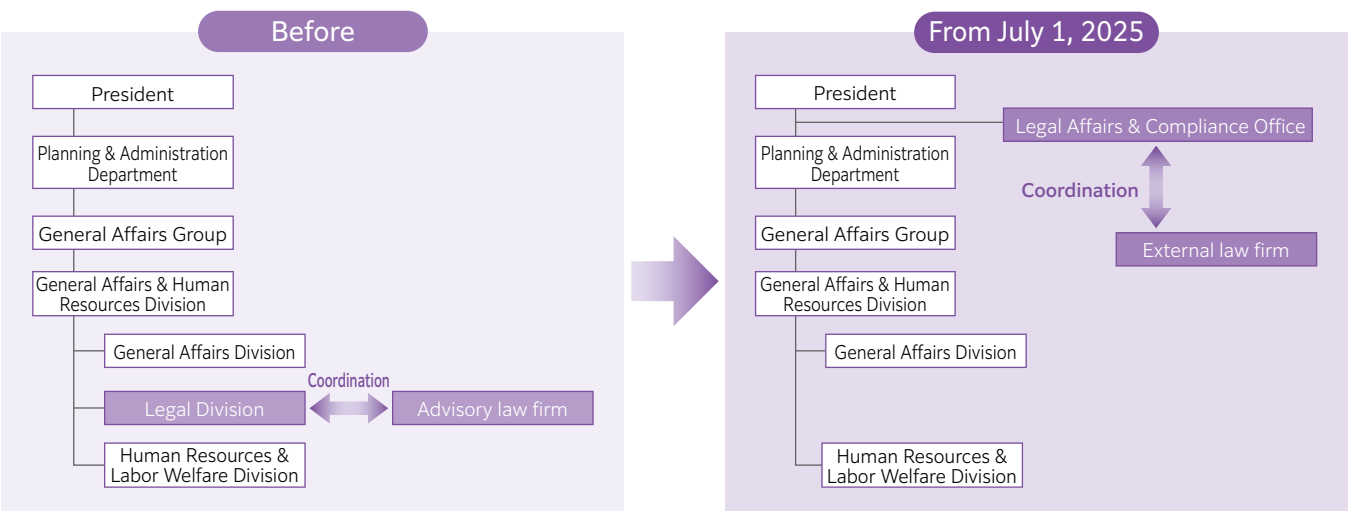
Organizational culture reform to prevent recurrence

Regarding the issue of extremely inappropriate practices in the selection of counterparties by a Group subsidiary, which violates the Company's Basic Compliance Guidelines, we have formulated recurrence prevention measures based on the recommendations from the Special Investigation Committee's investigation report. As part of these measures, and also to promote the materiality of "Promotion of fair business activities," we are advancing organizational culture reform.

Changes to the compliance promotion structure

Previously, the Legal Division, under the General Affairs & Human Resources Division, served as the compliance information desk and handled internal reports. However, in its investigation, the Special Investigation Committee recommended establishing reporting channels that whistleblowers could use with peace of mind.

Accordingly, to ensure psychological safety and strengthen the effectiveness of the internal reporting system, we established a new Legal Affairs & Compliance Office as an independent Group-wide compliance function, separate from the head office structure. This office works in collaboration with the Audit & Supervisory Committee and an external law firm with no conflicts of interest (not an advisory law firm; hereinafter referred to as "external law firm") to respond and resolve issues under a structure independent of management.



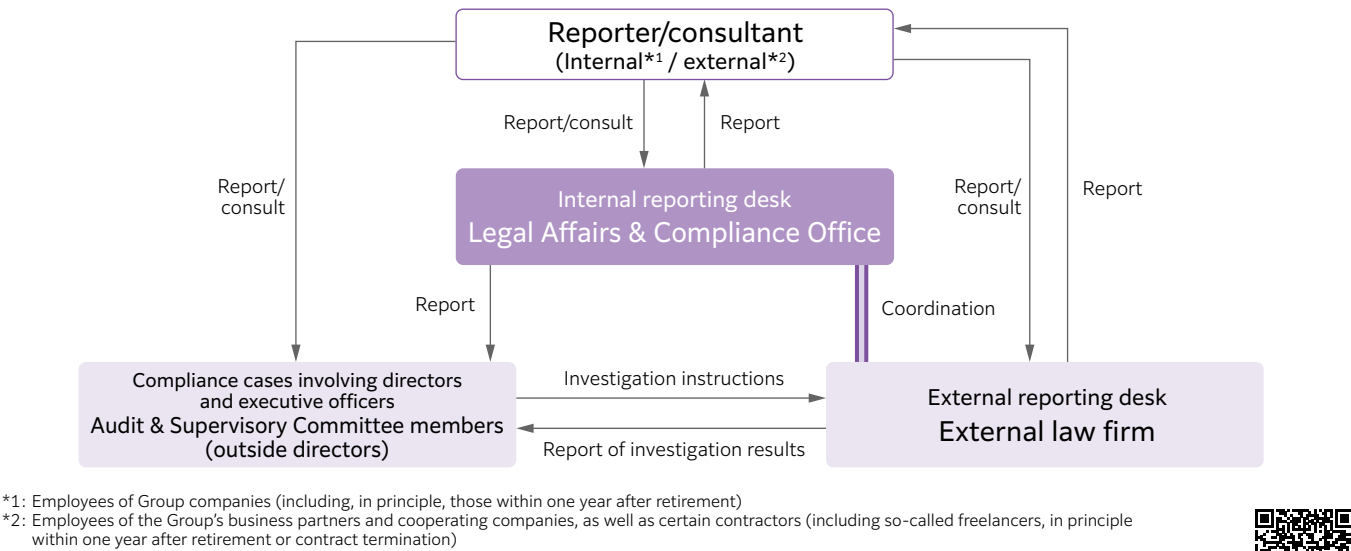
Reorganization of compliance whistleblower hotlines to ensure effectiveness

With the establishment of the Legal Affairs & Compliance Office, we transferred the Japan Airport Terminal Group Internal Compliance Whistleblower Hotline, which complies with the Whistleblower Protection Act, from the Legal Division, enabling officers and employees to report or consult directly on important compliance matters. Additionally, from the perspective of psychological safety, we have changed the Japan Airport Terminal Group External Compliance Whistleblower Hotline to an external law firm to ensure it can be used with confidence. Furthermore, we established a framework that allows compliance issues involving directors and executive officers to be reported directly to outside directors, who serve as highly independent Audit & Supervisory Committee members.

At the Group level, we are establishing a structure for timely and appropriate reporting to the Audit & Supervisory Committee on the operation of the internal reporting system. Additionally, we are reconstructing the reporting system so that when violations of laws or internal rules are discovered at Group companies, they are promptly reported to the Board of Directors and the relevant departments of the Company. We will also work to raise awareness that these reporting desks are available for use by external business partners.

We recognize that building an effective internal reporting system is one of the most crucial safeguards against governance failures involving top management. By clarifying the process for handling reported cases (responses by the Company, collaboration with lawyers, etc.), we aim to create a highly transparent process. At the same time, by re-communicating this system throughout the Company and the Group as a whole, we will continue to build reporting channels that all stakeholders can use with confidence.

Compliance reporting and consultation flow



*1: Employees of Group companies (including, in principle, those within one year after retirement)
*2: Employees of the Group's business partners and cooperating companies, as well as certain contractors (including so-called freelancers, in principle within one year after retirement or contract termination)

Details Basic Compliance Guidelines <https://www.tokyo-airport-bldg.co.jp/files/en/ir/compliance.pdf>

Strengthening supply chain management

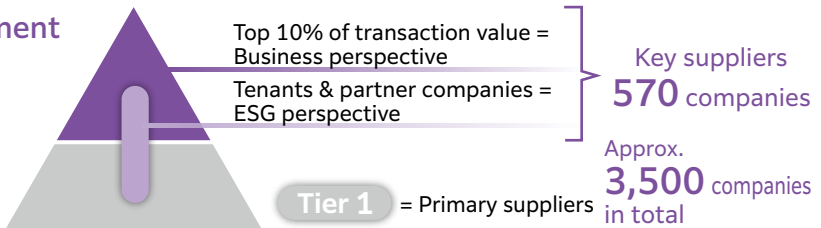
To promote the proper management of the supply chain and fair procurement practices, the Group has established a Procurement Policy and Sustainable Procurement Guidelines, and is conducting awareness activities for key suppliers, along with conformity surveys (questionnaires) based on these guidelines.

Key suppliers were selected through a screening process from among approximately 3,500 primary suppliers of the Group, totaling around 570 companies, using two key perspectives. One was from a business perspective: the top 10% of suppliers, accounting for 90% of transaction value. The other was from an ESG perspective: tenants and partner companies that jointly operate terminals with the Group, reflecting sector-specific risks such as labor management and environmental management.

Regarding the results of the questionnaire survey, seven companies that fell short on more than half of the questions or more than half of the human rights-related items were also subject to additional interviews to encourage improvement.

In light of the recent incident involving inappropriate conduct in violation of the Basic Compliance Guidelines, we recognize the need to further reinforce the guideline provision calling for "Conducting Transactions in a Fair, Just, and Sincere Manner."

We will continue to ensure thorough awareness of the guidelines, including among suppliers. By steadily advancing our ESG programs, we aim to continuously improve survey response and conformity rates through 2030.



Policy

Code of conduct for suppliers
We have established the Sustainable Procurement Guidelines as a code of conduct that covers human rights and labor, the environment, business ethics, and other relevant requirements. We maintain and manage them appropriately and work to ensure thorough awareness.

Framework

ESG program for suppliers
To ensure supply chain sustainability, we have developed a framework for identifying, surveying, and evaluating key suppliers, as well as implementing corrective measures for suppliers with identified issues. The content and status of these initiatives are reported as appropriate to the Sustainability Committee, Executive Committee, and Board of Directors, where they are reviewed and supervised. An outline is also disclosed publicly.

Implementation

Supplier screening (review) / evaluation and development (training)
Suppliers are evaluated on two axes: impact on business and impact on ESG promotion. Screening is conducted to identify key suppliers, and the results are disclosed. The Sustainable Procurement Guidelines are communicated to key suppliers, and their conformity is surveyed. For suppliers that do not meet certain standards, additional surveys and dialogues are conducted to encourage improvement, and the results are disclosed.

Measurement

KPIs for supplier screening (review) / evaluation and development (training)
The progress of reviews, evaluations, and corrective actions for suppliers is confirmed by the Sustainability Committee and Executive Committee and reported to the Board of Directors. Supplier evaluation response rates and conformity rates are set as KPIs, with continuous improvement targeted. Progress is managed accordingly, and results are disclosed.

Details Japan Airport Terminal Group's Supply Chain Management Initiatives (Detailed version) <https://www.tokyo-airport-bldg.co.jp/files/en/sustainability/social/JapanAirportTerminalGroupSupplyChainManagementInitiatives.pdf>

Strengthening of Risk Management

Approach

For the JAT Group, which engages in the highly public business of operating passenger terminals, ensuring business continuity is a 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.

Main initiatives

Risk management

Promotion structure

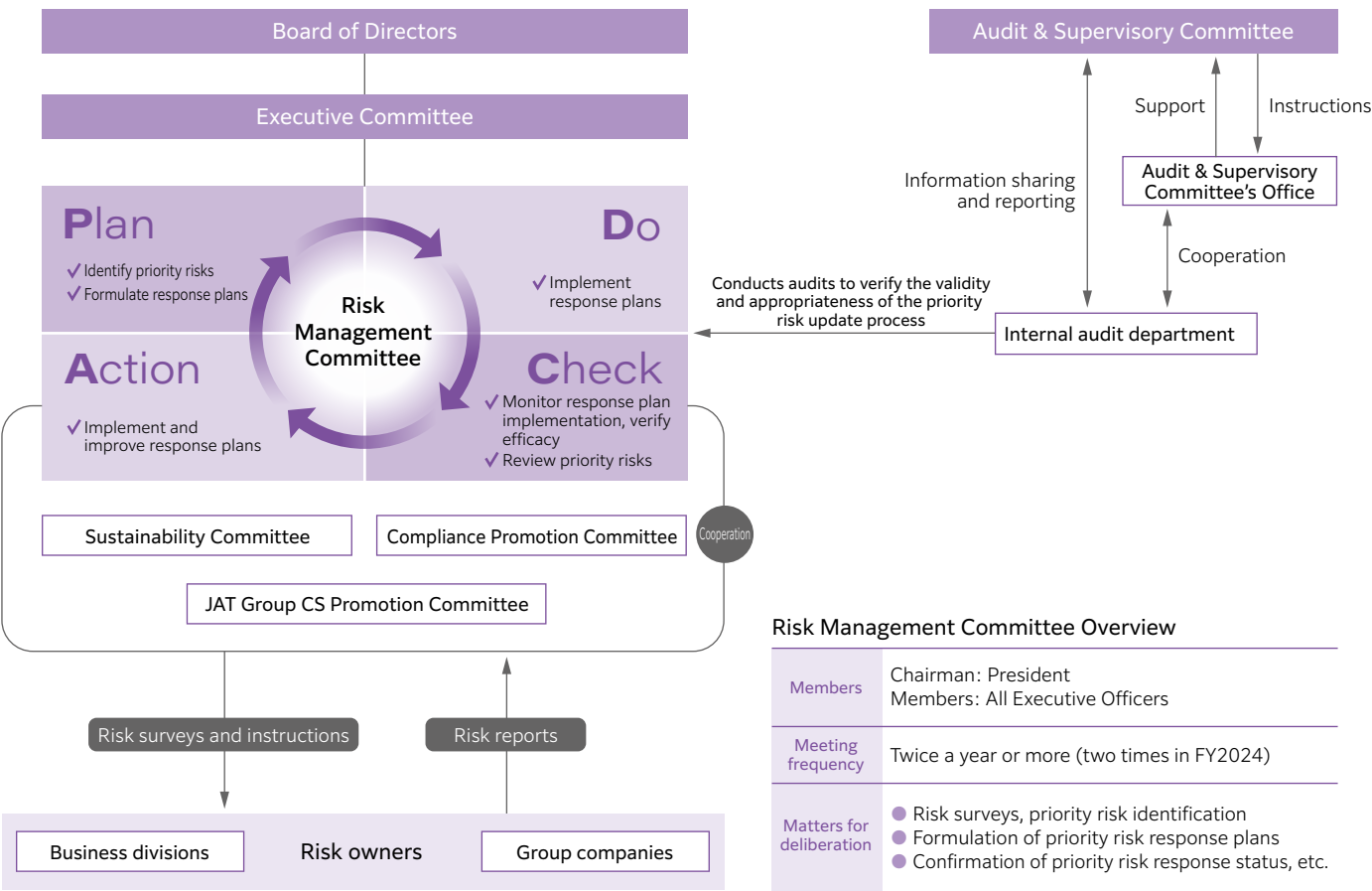
To ensure steady operation of risk management, the Group has established a Risk Management Committee chaired by the president. This committee determines overall policies and directions for risk management, conducts regular risk surveys, identifies and updates priority risks, and monitors the progress and effectiveness of responses to those risks.

Deliberations of the committee are first reviewed at the Executive Committee in light of consistency with strategy, then reported to and discussed by the Board of Directors, where they are subject to oversight. The committee also works in coordination with related committees such as the Sustainability Committee and Compliance Promotion Committee to promote company-wide risk management, including sustainability-related risks such as climate change, human rights, and supply chains.

Led by this committee, the Group implements the overall process annually, based on the PDCA cycle shown below. In doing so, it identifies priority risks and formulates annual plans in reference to surveys of domestic and overseas socio-economic conditions, business environment trends, and risk assessments of divisions and Group companies.

Progress management and effectiveness verification are conducted semiannually, and the process is continually reviewed. The Internal Audit Department audits the validity and appropriateness of this process.

Furthermore, as part of corrective measures in response to the recent inappropriate conduct that violated the Basic Compliance Guidelines, we will reinforce the effectiveness of the audit structure by establishing an Audit & Supervisory Committee's Office. This office will support the operation of the Audit & Supervisory Committee and strengthen collaboration with the internal control department.



Evaluation and classification of priority risks

Priority risks are identified through a two-axis evaluation of impact and frequency (rate of expansion), resulting in 18 items assessed as highly significant to the Group's business. These identified risks are classified into four categories as shown in the table below. Risk owners (individual divisions and Group companies) then determine countermeasures from the perspectives of both loss prevention and opportunity development, and the Risk Management Committee approves them as the annual plan.

In FY2024, initiatives were strengthened, such as conducting an employee engagement survey in response to the risk of insufficient human resources, lack of training, and low engagement, and formulating a policy on customer harassment in response to the risk of insufficient promotion of DEI and respect for human rights. For FY2025, the priority risk of inadequate Group governance has been revised to dysfunction in Group governance and lack of compliance awareness, and we will reinforce initiatives aimed at securing management transparency and restoring social trust (details are provided in Corporate Governance [pp. 65–67]).

We will also continue to monitor potential emerging risks, striving for early recognition and swift responses. At the same time, we will continue to review the risk management structure and processes in line with changes in the business environment and the Group's growth, ensuring their effectiveness while working to strengthen the Group's overall organizational resilience and comprehensive capabilities.

Classification	Priority Risks
Crisis management (external factors) Risks that must be prevented from materializing	• Terrorist acts and subversive activities • Spread of serious infectious diseases • Significant airport functional decline (natural disasters, accidents) • Inadequate cybersecurity measures
Business processes (internal factors) Risks that must be prevented from materializing	• Inadequate product management (food safety, excess inventories) • Inadequate supply chain management
Management foundation An inadequate framework for managerial functions may pose risks for the Company:	• Insufficient human resources, lack of training and low engagement • Dysfunction in group governance and lack of compliance awareness • Insufficient promotion of DEI, 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, which require reflection in management strategies either to prevent losses or to expand (or transform) opportunities	• Responses to environmental issues • New businesses, acquisitions, and capital investments • Delay in diversification of sales composition (less dependence on airlines) • Delay in responses to changes in behavioral patterns and technological innovations • Rapid, drastic changes in market conditions • Changes in international conditions

Details Japan Airport Terminal Group's Risk Management Initiatives (Detailed version) <https://www.tokyo-airport-bldg.co.jp/files/en/ir/000015931.pdf>

Initiatives in FY2024

Utilization of BCM Rating (DBJ Certification Service)

The Company has implemented disaster preparedness measures through disaster drills and the formulation of a BCP (business continuity plan) to address natural disasters and accidents. To further strengthen these efforts by making the level of initiatives visible and subject to evaluation, we utilized the BCM Rating (DBJ Certification Service) of the Development Bank of Japan Inc. (DBJ). As a result, we received a rating of "excellent in disaster preparedness and business continuity initiatives." At the same time, based on the feedback received (such as training frequency and building cooperative relationships with other companies), we will continue to strengthen our measures.



Award ceremony

Enhancing cybersecurity measures

While promoting DX, the Company is also working to enhance cybersecurity measures to safeguard business continuity and information assets, as well as to strengthen IT governance across the Group.

In addition to stable IT system operations with 24/7 year-round monitoring, we have established an IT System Business Continuity Plan (IT-BCP). In the event of an incident, we will strive for rapid recovery through initial response, activation of a Company-wide Computer Security Incident Response Team (CSIRT), and other measures. As part of ongoing efforts, we also conduct security education for officers and employees.

Training conducted	Number of times	Number of participants
Targeted email training	Twice a year	Total of 3,792
E-learning	Once a year	1,906
CSIRT training	Once a year	Approx. 30*

* Includes visitors

