

Communicating with Stakeholders

For the Japan Airport Terminal Group to sustain and grow its business, enhancing engagement with our diverse stakeholders and building strong, sustainable relationships is an indispensable and critical element. To achieve this, we recognize the importance of timely, appropriate, and highly transparent information disclosure through various media channels, as well as invigorating communication through direct dialogue opportunities, including the General Meeting of Shareholders and financial results briefings.

Our Group strives to communicate with all stakeholders through diverse methods. We are also working to build partnerships that transcend traditional frameworks and to expand our investor relations activities.

We will continue to create opportunities for communication and foster dialogue, aiming to build a virtuous cycle where the opinions and contributions we receive from our stakeholders drive the growth and value maximization of our Group, and where the resulting outputs also contribute to solving societal challenges.

Information dissemination on the Group's official website

Japan Airport Terminal corporate website

Financial information

(Information for shareholders and investors)
IR materials, stock information, etc.

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

Non-financial disclosure

(Sustainability related)
Environment, society, governance, etc.

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

Haneda Airport Terminal website

Terminal information

• Facilities and services information
• Flight information
• Congestion information
• Online shopping

<https://tokyo-haneda.com/en/index.html>

Engagement with stakeholders

Stakeholders	Sustainability Basic Policy	Method of Execution
Customers	We strive to operate customer-centered passenger terminals, since they serve as air gateways to Japan. In terms of convenience, comfort and functionality, the services and operations of the terminals are constantly being improved, as we implement digital technologies and provide top-flight hospitality.	- Information Center general service desk - Haneda Airport Terminal website - Online shopping & product reservation site HANEDA Shopping - Haneda Airport official app - Social media (Facebook, Instagram, YouTube, X [formerly Twitter], etc.)
Partners	With our partners (airlines, tenants, and subcontractors) and the national government, we are developing safe, secure airports and promoting open innovation resulting in mutual growth.	- Airline Liaison Committee - Store manager liaison meetings, general meetings of tenants - Implementation of tenant training and seminars - Service councils - Group Sustainable Procurement Guidelines conformity survey
Employees	We take into account physical health, and mental health, and the security of officers and employees. We strive to help personnel develop, and improve work environments so that staff feel motivated to work and apply their wide-ranging abilities.	- Implementation of Plus One promotions - Business improvement proposals - CS award - Company newsletter - Implementation of staff stress checks and engagement surveys - Compliance information desk for internal reporting
Local communities	As the hub of the domestic aviation network, we are contributing to the growth of the Tokyo metropolitan area as we facilitate domestic air mobility together with domestic airports. We seek to co-exist and prosper with local communities nationwide.	- Member of All Japan Airport Association - Promotions with municipalities, etc. - Haneda Airport facility tours - Social contribution activities - Participation in community events - Ota Sky Partner Certification
Shareholders and investors	As we engage with shareholders and investors, we endeavor to be transparent, disclose information in a timely manner, and increase corporate value over the long term.	- General Meeting of Shareholders - Financial results presentations - Small meetings - Individual meetings with Japanese and international investors - Shareholder newsletters, Japan Airport Terminal corporate website, integrated reports
Global environment	As society moves to decarbonize and recycle resources, we aim to reduce our business-related impact on the environment by taking steps to counter global warming and promote the practice of reducing, reusing, and recycling commodities. We also work with stakeholders to create a sustainable airport in harmony with the environment.	- Tokyo International Airport Eco-Airport Council - Tokyo International Airport Decarbonization Promotion Council - Disclosures in line with TCFD and TNFD recommendations - Participation in Japan's private-sector TCFD Consortium - Participation in the global, multi-disciplinary consultative TNFD Forum
Common	Besides ensuring the absolute safety of the airport, we appropriately manage risks that may threaten business activities. We routinely conduct disaster prevention drills and have in place a business continuity plan. Thus, even in emergencies, we can ensure that safety levels are maintained and that passenger terminals continue operating. We comply with domestic and overseas laws, rules, and regulations, and conduct business honestly and fairly, taking into consideration human rights.	- Compliance with the Tokyo International Airport Business Continuity Plan (A2-BCP) - Comprehensive disaster-preparedness drills involving business partners - Declaration of Partnership Building Endorsement - Signing the United Nations Global Compact - Implementation of human rights due diligence

Case studies

Customers

Incorporating customer feedback

We are working to further enhance terminal functionality and service quality by sharing and collaborating on customer feedback and requests received at Haneda Airport with relevant departments and business partners, including other companies, to drive improvements.

In FY2024, we resumed the customer satisfaction survey, which had been suspended during the COVID-19 pandemic. The overall satisfaction rate for domestic flights was 86.2%. We will continue to value our customer feedback, which is essential for customer-centered terminal operations.

Customer Feedback Submission Flow

Customer feedback
Haneda Airport website
Information counters
Phone/mail
Haneda Airport Questionnaire*

Requests
Opinions

Japan Airport Terminal Group Customer Satisfaction Promotion Office

Shared

Increasing Customer Satisfaction
• Relevant divisions
• Collaborations with other companies, etc.
• Group companies
Short- and long-term renovations and improvements
• Group Management Committee
• Group CS Promotion Committee
• Customer satisfaction team leader meetings
• Various meetings

Improvements
Improving Functions and Services

* An anonymous web questionnaire for customers who have used various facilities at Haneda Airport to share their experiences.

Details 2025 Haneda Airport (Domestic Flights) Customer Satisfaction Questionnaire (in Japanese only)
https://tokyo-haneda.com/site_resource/whats_new/pdf/000016383.pdf

Improvement measures



Based on customer usage patterns, we have added large and extra-large lockers and expanded payment options to include transportation IC cards and QR codes.



In response to feedback about high usage and long wait times, we have added more packing stations for luggage.

Partners

Alliances with business partners

Aiming to strengthen collaboration with business partners, in addition to continuing previous initiatives such as Airline Liaison Committee and general meetings of tenants, FY2024 focused on cross-industry collaboration and collaboration beyond the industry. At the February 2025 unveiling of the Customer Harassment Awareness Poster, five aviation organizations—the Scheduled Airlines Association of Japan, All Japan Air Transport and Service Association, The All Japan Airport Association, Airport Ground Handling Association, and Japan Federation of Aviation Industry Unions—gathered to call for industry-wide efforts to foster a safe working environment for employees.

Furthermore, through cross-industry collaboration with ENEOS Corporation and Kawasaki Heavy Industries, Ltd., we were selected in July 2025 as an implementing entity for the “Feasibility Study and Preliminary Design for Hydrogen Supply and Utilization,” an initiative supporting Tokyo's decarbonization efforts.



Customer Harassment Awareness Poster

Employees

Enhancing employee engagement

Since 2019, our Company has convened the Work Style Reform Promotion Team Leader Meeting, composed primarily of non-managerial employees selected from each department, with the aim of driving fundamental improvements in work style reform. Starting in November 2021, employees from Group companies also participated. We have been identifying challenges, discussing and examining solutions, and conducting trials and implementations to enhance productivity and promote work-life balance.

Through these meetings, we have implemented initiatives such as introducing an electronic approval system and an electronic billing system. We continue to advance efforts toward realizing diverse and flexible workstyles, including standardizing operational manuals, trialing an internal Wikipedia (chatbot), and improving communication between administrative and operational departments.



Meeting overview

Local communities

Collaborating with local communities

For our Group, Ota Ward (where Haneda Airport is located) is one of our key stakeholders, and we have walked alongside it since the opening of the airport. Our relationship continues through various events, starting with the Haneda Bon Dance Festival held in August 1974, upon the opening of the rooftop observation deck, and continuing today with activities like exhibiting paintings by Ota Ward elementary school students and hosting the Ota Expo to showcase the ward's appeal.

In FY2024, we received certification as an SDGs Ota Sky Partner, aiming to enhance collaboration and further strengthen our sustainable relationship. Through this certification, we will contribute to realizing a sustainable local community by reducing environmental impact and strengthening ties with the region.



Certification ceremony

Shareholders and investors

IR activities

Our Company has held financial results presentations twice a year—for the second quarter and annual results—to ensure our shareholders and investors accurately understand our financial results, management policies, growth strategies, and other information. Starting in FY2025, we are increasing the frequency to four briefings annually to enhance communication. (The briefing for the first-quarter results was held on August 7.)

Furthermore, we are considering increasing opportunities for executives, including the CFO, to attend small meetings, conferences, and individual meetings, as well as implementing IR Days led by management. This will broaden both the opportunities and content of our communication with shareholders and investors.



FY2025 financial results presentation