

“Airport City” Project of Narita Airport

NRT Area Design Center
June 12, 2025



Introduction

Under the agreement reached at the four-party conference in March 2018, it was decided that a new runway (Runway C) will be built and one of the existing runways (Runway B) will be extended at Narita Airport, with the annual number of arrival and departure slots increased from 300,000 to 500,000. In addition, the Summary 2.0 of the New Narita Airport Development Plan, adopted in 2024, included the reorganization of the passenger terminals and the development of a new cargo area. As a result, the reorganization of Narita Airport, which represents a “rebirth” of the airport, will start in earnest.

The “Airport City” project (hereinafter the “Project”) serves as a starting point for holding a comprehensive discussion on the future vision of industry, everyday life, transportation, diversity, and sustainability that we should pursue in the area surrounding Narita Airport (hereinafter the “Airport City Area”) in order to use the reorganization of Narita Airport as an opportunity to carry out the Implementation Plan, which was drawn up at the four-party conference.

The Airport City^(*) project of Narita Airport is an area-wide joint enterprise. NRT Area Design Center will promote initiatives launched under the Project while sharing wisdom not only with the national government, Chiba Prefecture, and the municipalities around the airport but also with other players, such as private companies and universities.

(*) We are now considering a nickname for the Airport City.

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1 External environment



NARITA responding to increasingly complex global and local challenges

WORLD

- Global population growth, particularly in Asia and Africa, and the advance of globalization
- Ongoing aging of society in developed and emerging countries
- Instability of the international order due to factors such as the U.S.-China confrontation and the Ukraine crisis
- Growing environment consciousness due to climate change
- Response to shortages of aircraft, human resources, and maintenance hubs and decarbonization amid the doubling of aviation demand
- Deregulation in free trade zones at major global hub airports and the advance of industrial clustering in areas around airports

JAPAN

- Loss of international competitiveness in Japanese industries
- Population shrinkage and the continuing aging of society with a low birthrate
- Increasing frequency of natural disasters due to climate change
- Relative declines of Japan's position in the science, technology, and innovation sectors
- Need to develop an environment conducive to the acceptance of an increasing number of foreign nationals staying in Japan
- Need to enhance food security and promote policy measures to expand exports of agricultural, forestry and fishery products
- Energy, environmental, and resource problems
- Social challenges related to the movement of people and goods
- Aging of social infrastructure

REGION

- Failure to utilize the potential of the Airport City Area
- Underdevelopment of road transportation networks around the airport and the challenges for local public transportation services
- Need to enhance productivity so that local agriculture can be maintained and developed
- Need to further develop an environment conducive to the acceptance of an increasing number of residents of foreign nationality

Narita Airport and the surrounding area (Airport City Area)

Developing the area into a “future-oriented airport city” that captures global growth and drives the revitalization of the Japanese economy and the sustainable development of the community.



2 Future vision that the Project pursues



“A flagship airport city with global resonance where everyone shines”

Concept

- The reorganization of the area surrounding Narita Airport is important as a national project that aims not merely to make Narita as internationally competitive as major hub airports abroad but also to dramatically expand Japan's international presence by driving the growth strategy for the entire country.
- It is necessary to identify global trends and capture vitality from across the world and to use the expansion of Narita Airport as an opportunity to unlock the fundamental potential of Japan (the country's political stability, public order and geopolitical characteristics), Narita Airport (the airport's room for growth in terms of both physical and non-physical capacities) and the surrounding area (the area's proximity to a region with a huge population, and its land, agriculture, history, and culture).
- As a region with a promising future, the Airport City Area will transform itself into a world-leading model city area while resolving its local challenges through innovative initiatives that transcend existing frameworks and cultivating a community with proactive involvement of diverse people.

Future Vision

- The Project will transform the urban area centered around Narita Airport, Japan's main international gateway, into a flagship airport city that enables the country to continue to be a shining beacon for the world into the future.
- The Project will create an international industrial cluster by capturing vitality from across the world and develop the Airport City Area into the most international city and a global city of wellbeing where everyone can work, learn and live with full satisfaction, both physically and mentally.
As a future-oriented airport city, the Airport City Area will spread the synergy effects gained from those various initiatives throughout Japan and across the world.
- The Project will not only pursue the clustering of existing industries but also promote the growth and clustering of startups and innovation ecosystems that will become wellsprings to produce next-generation industries and the use of DX in order to create the sustainable vitality of the area.
- Looking toward the future, the Project will set a design direction that contributes to the creation of a unique identity and landscape for the area surrounding Narita Airport in order to create an attractive urban area imbued with a sense of unity.

To realize the vision, the following three viewpoints are essential.

- (i) Encouraging diverse players to conduct innovative initiatives that transcend existing frameworks
- (ii) Intensively deploying capital on a large scale as a catalyst for development and continuously inducing diverse private investments
- (iii) Promoting deregulation and introducing institutional systems as necessary



3 Approaches to realizing the vision



Developing the Airport City Area as a future-oriented city combining international competitiveness and sustainability by integrating four approaches

In order to realize the flagship airport city vision, the Project will adopt approaches based on the following four viewpoints: “industry and innovation,” “well-being,” “transportation and mobility,” and “diversity and sustainability.”



Industry and innovation

In order to capture the growth of the world and Asia, the Project will invite a broad array of promising industries with high added value, including aircraft MRO (maintenance, repair, and overhaul), life sciences, advanced logistics, and global research and development facilities and create a new economic area centered around the airport.



Well-being

The Project will develop residential, educational, and healthcare environments where diverse people, including not only airport workers but also researchers, foreign workers, and entrepreneurs, come together, work, live, and raise children with a peace of mind. In particular, the Project aims to develop environments where high-quality housing, global education, healthcare services, and cultural facilities are available with the aim of creating a residential area and landscape attractive for people who create new value for our society.



Transportation and mobility

The Project will use the reorganization of the airport as an opportunity to carry out the restructuring of the mobility system in accordance with transportation demand at the airport and the surrounding area after the enhancement of the airport's functions so that the airport can not merely function as an air transportation gateway but also serve as a mobility hub that links the Airport City Area with cities and regions. The restructuring will include strengthening railway transportation capacity, building a logistics network through the development of a cross-regional network of main roads, and realizing a park and bus-ride system.



Diversity and sustainability

The Project will realize an “inclusive society” where local residents, foreign workers, and various generations of people live together and promote the development of a community with a reduced environmental footprint. It will pursue a growth model that achieves harmony between the environment and development, for example by introducing renewable energy, creating green infrastructure, and developing carbon-neutral facilities.



3 Approaches (1) Industry and innovation (i)



Creating clusters of world-class aircraft and advanced industries around the airport

Aerospace industry cluster

In Japan's aircraft MRO sector, which is held in high regard for technological excellence and quality control, Narita will establish its position as an Asian MRO center. The Project also aims to create a research and development center for next-generation aircraft and engines.

Moreover, the Project will enable Narita to contribute to the enhancement of global supply chains by creating a cluster that comprehensively undertakes manufacturing, supply, and maintenance services regarding aircraft parts.



Clusters in the precision machine and advanced technology sectors

The Project will create an industrial area integrating research and development, demonstration, and mass production by taking advantage of proximity to the airport because strategic technology sectors, such as semiconductors, advanced materials, quantum technology and artificial intelligence, require highly reliable supply systems with a short delivery time. The area will form the infrastructure of technological innovation and human resource development and support Japan's economic security by attracting startups and medium-size enterprises and by collaborating with universities and research institutions.





3 Approaches

(1) Industry and innovation (ii)



Creating a global hub of healthcare and agriculture and tourism centered around the airport

Developing the Airport City Area as an international hub in the life sciences sector

In collaboration with universities, research institutions, and companies, the Project will create an industrial cluster in the life sciences sector, including healthcare, biotechnology, and drug discovery, by taking advantage of the airport's international logistics functions. In particular, the Project will concentrate around the airport manufacturing, storage, and shipment functions regarding advanced pharmaceuticals, which require the distribution of products within very short effective periods, such as cell therapy drugs and gene therapy drugs, in order to establish a system of quick and stable supply.



Enhancing Japan's international competitiveness in the agricultural sector

The Project will establish the area as an agricultural innovation hub and promote the consolidation of small plots of farmland into large ones, cultivation management using drones and AI, and collaboration with plant factories and food-tech companies. The Project will create an air export hub for Japanese agricultural, forestry and fishery products by taking advantage of proximity to the airport to facilitate the prompt exports of harvests and help to develop new sales channels.



Discovering and developing new attractions of the Airport City Area in the tourism sector

The Project will develop experienced tourism resources around the airport and promote the development of new attractions using local resources, including nature, culture, and agricultural products. The Project will also spread spillover effects throughout the local economy by attracting transit passengers and by developing tourism contents for circulating tourists. The Project also develops a Chiba-version of the "golden route" for in-bound tourists that includes the airport area.





3 Approaches

(1) Industry and innovation (iii)



Resolving logistics challenges and enhancing international competitiveness from the angles of both technology and institutional systems

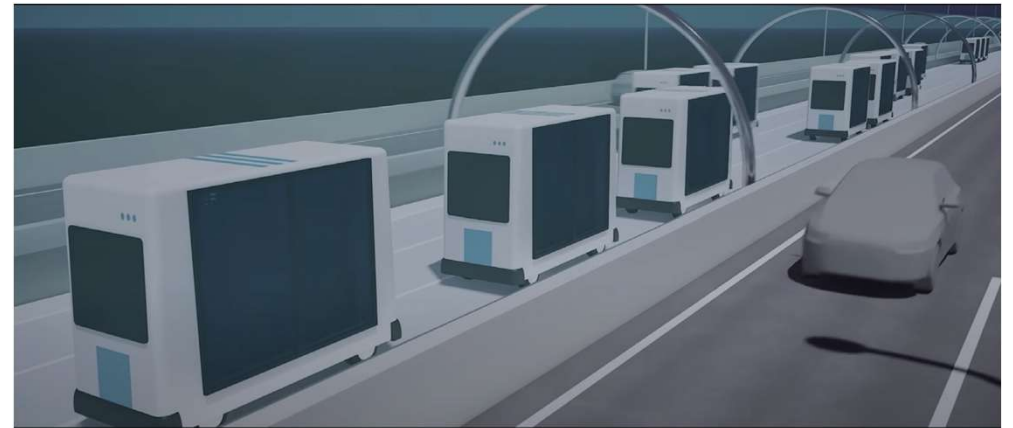
Efficiency improvement and technological advancement in the logistics sector

In response to the driver shortage and the restriction on working hours, the Project will develop an auto flow road starting from a cargo facility at Narita Airport in order to realize optimal logistics operations, seamless connection between different logistic modes, and carbon neutrality. Through stable transportation and seamless connection between different logistic modes on a 24-hours-a-day basis, the Project will achieve total optimization of logistic operations, save labor, and reduce the environmental footprint.

Through the renewal of logistic infrastructure, the Project will create an “entirely new carbon-neutral, innovative logistic platform that is sustainable, smart, and safe” with Narita as its core.

Promoting deregulation and introducing institutional systems in order to enhance the functions of Narita Airport as an international logistic and industrial hub

In order to expand Japan's trade, the Project will strengthen the airport's capacity to handle cargo goods for which the speed of transportation and quality control are important (e.g., pharmaceutical raw materials, fresh agricultural products, and precision parts). It will also consider promoting deregulation and introducing institutional systems as necessary with a view to creating distribution and industrial clusters and developing a logistic chain featuring fast distribution by taking advantage of the international airport functions.



Source: The website of the Ministry of Land, Infrastructure, Transportation and Tourism (the auto flow road)



Creating a city of choice for valuable workers who support the airport and advanced industries

Development and accumulation of human resources that support the airport and advanced industries

The Project will attract facilities with educational and research functions from various industrial sectors, support startups and promote entrepreneurship education.

The Project will develop an incubation facility and a demonstration field and create a cycle of skilled labor and innovation.

Development of a new community with an attractive residential area and landscape that is chosen by highly-skilled workers

The Project will create an area that emphasizes quality of life as embodied by the coexistence of urban convenience and the natural environment. With the acceptance of cosmopolitan workers in mind, the Project will also develop facilities where people from diverse backgrounds, including education, childcare, and healthcare services, can exchange with and benefit from each other.

The Project will also promote an intensive lifetime learning initiative in order to encourage social participation by local residents and further energize the area.

A new lifestyle based on co-habitation with abundant natural features, such as woodland, countryside, the seas, and rivers

We will realize a “one-of-a-kind lifestyle” featuring the fusion of convenience due to proximity to the airport and the natural environment, including countryside and waterfronts.

Development of a global, high-quality education environment around the airport

The Airport City Area, as the most international city in Japan, will realize an environment that gives better access to global education than anywhere else and foster interest and pride in the airport industry by promoting specialist and career education themed on aviation, logistics, and tourism in cooperation with schools so that working for the airport may become a career dream.





Enhancing the multi-modal hub function that links air and land

Developing a complex cross-regional road network

Because of the opening of the Ken-O Expressway (Taiei JCT to Matsuo-Yokoshiba IC) and the Mito line of the Higashi-Kanto Expressway, regions extending from Kanagawa to Tohoku through Northern Kanto will be connected, while the development of Kita-Chiba Road and the New Bayshore Route will strengthen collaboration with Central Tokyo and Haneda Airport, resulting in the formation of a cross-regional logistic network. We will consider what the road network should be like in view of the airport expansion and the future vision of international logistic and industrial clusters in the surrounding area.



Enhancing railway access

The Project will improve railway access to a level appropriate for Japan's international gateway by enhancing transportation capacity and the speed of distribution through the development of new stations and multitracking of the remaining single track lines near the airport.



Realizing efficient local public transportation services in light of the town development in the surrounding area

In light of the airport expansion and town development in the surrounding area, the Project will realize efficient public transportation services with a view to introducing new modes of transportation, including a park and bus ride system, autonomous driving, and MaaS.





3 Approaches

(4) Diversity and sustainability (i)



Realizing a local community where all people can live in their own way and understand each other

Developing the area as a truly international city where people can feel the world with all five senses

The Project aims to develop the area surrounding the airport as a “microcosm of the world,” that is, as a “truly international city” centered around the international gateway airport where people can feel the world with all five senses and learn from each other amid the colorful tapestry of different languages and diverse cultures from around the world.

Creating an international exchange hub among people with diverse backgrounds and promoting diversity

Envisioning the area as the most international city in Japan, the Project will develop a system of comprehensive support covering healthcare, education, and housing, including multi-language support, in order to create an environment where people with different backgrounds, including languages, cultures, and customs, respect each other and can make successful contributions as a community member.

Through programs to facilitate an understanding of different cultures, international cultural and arts events, and entrepreneurship support initiatives, the Project will create an inclusive community where everyone can make successful contributions as a community member.

Promoting diversity

We aim to realize a community where all people are respected as individuals possessing different characteristics and can participate in society and make successful contributions in their own ways regardless of differences in age, gender, the presence or absence of disabilities, nationality, cultural backgrounds, sexual orientation, and gender identity.





Promoting integrated environment-conscious initiatives within the airport and in the surrounding area

Carbon neutrality

Narita Airport plans to introduce solar power generation at a capacity of 180MW by the end of FY2045 with the aim of achieving carbon neutrality by FY2050. The airport will realize renewable energy self-sufficiency with a capacity larger than the airport's maximum power demand of 60MW and also promote decarbonization by using hydrogen generated through surplus power for airport vehicles.

Circular economy

The Project will realize a “growth-oriented, resource-independent economy” that recycles resources within the area by systematically implementing life extension of facilities, and sharing, reuse, remaking, and recycling of equipment. Sustainable aviation fuels (SAF) will be produced from unutilized resources and a circular supply chain will be developed for use by the airport.

Nature positive

We will conduct ecological surveys and impact assessments of the woodland, forests, and farmland around the airport. While curbing the negative impact on the natural environment, we will strategically map out plans for the regeneration of nature, green space layout and sound water circulation and promote a nature symbiosis project involving all people through collaboration between administrative organizations, companies, local residents, and NPOs.



Developing the area as an international hub of safety and security through the centralization of disaster risk management

Creation of a hub of disaster risk management centered around the airport

Narita Airport, which is a network hub for Japan and the Asian region, can function as a relief hub at times of disasters in Japan and abroad. In the area surrounding the airport, the Project will promote the development of an international and regional disaster relief hub that can be used for airlifting, accumulation, and distribution of emergency relief goods at times of large-scale disasters. The Project aims to establish a system that enables the airport and the surrounding area to work together as a disaster risk management center. For example, the Project envisions the development of a system of collaboration with international organizations, government organizations, neighboring local governments, and healthcare institutions.



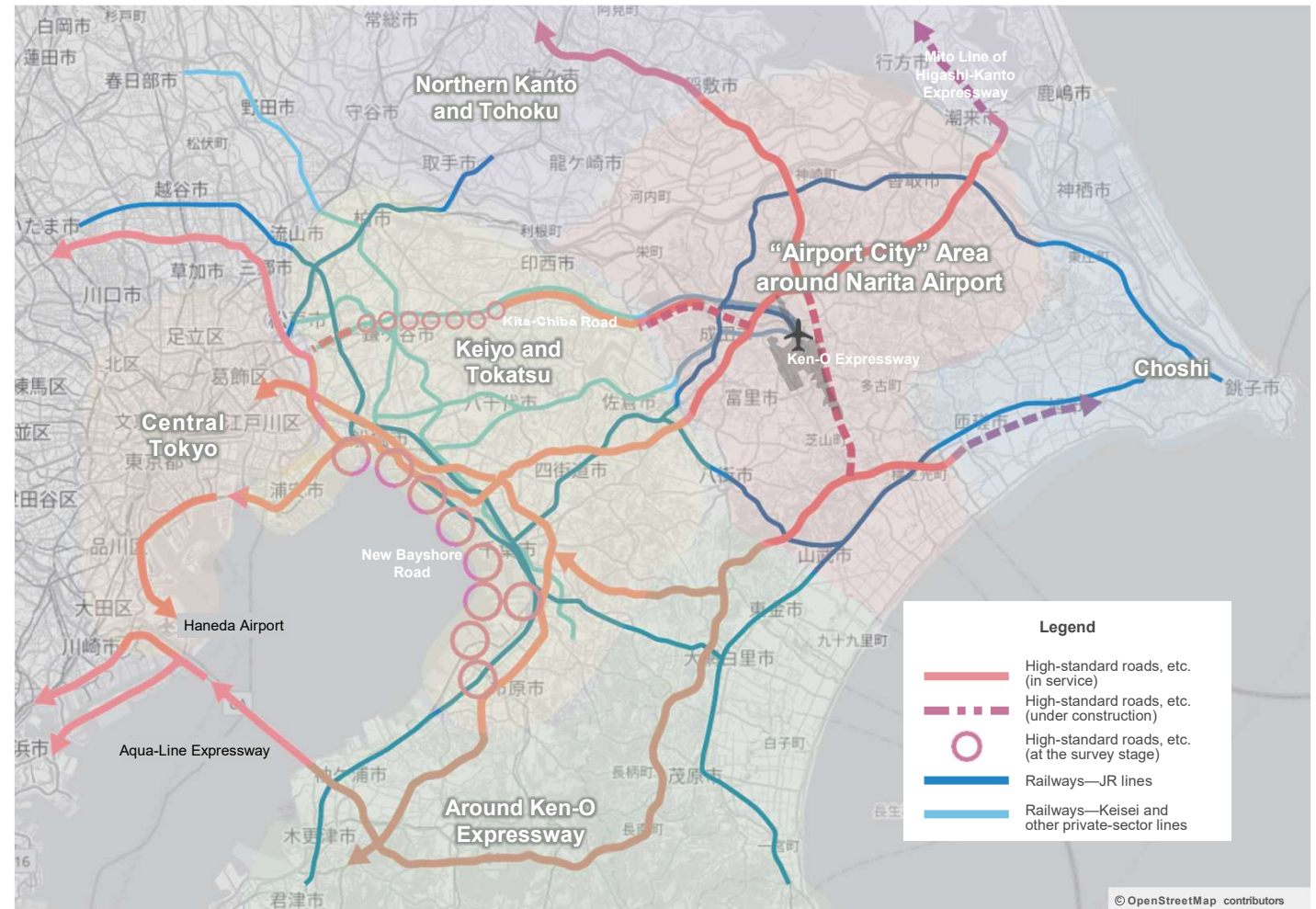


4 Zoning



The vision of a cross-regional economic area centered around the airport, including the Tokyo Metropolitan Area and the Northern Kanto region

- The Project aims to achieve harmony between the airport functions and the surrounding area, maximize economic spillover effects, and create a new industrial area through cross-regional collaboration.
- The Project will develop the area centered around Narita Airport into a dynamic growth engine of Japan that attracts a mix of human and physical resources, information, and capital.
- Because of the opening of the Ken-O Expressway and the Mito line of the Higashi-Kanto Expressway, regions extending from Tokai and Kanagawa to Tohoku through Northern Kanto will be organically connected through a cross-regional transport network, while the development of Kita-Chiba Road and the New Bayshore Route will strengthen connections with Central Tokyo and Haneda Airport.
The Project will contribute to the realization of an affluent future by creating next-generation industries, developing new supply chains, and establishing a huge economic area with diverse industrial clusters and a high level of technological prowess.
- While taking advantage of the characteristics of the various regions, the Project will enhance mutually complementary regional collaboration and demarcate the area surrounding the airport into sub-areas regardless of administrative area demarcation.





The five areas will work together and form a world-leading airport city area

An industrial and residential hub taking advantage of the historical water transportation and brewing cultures

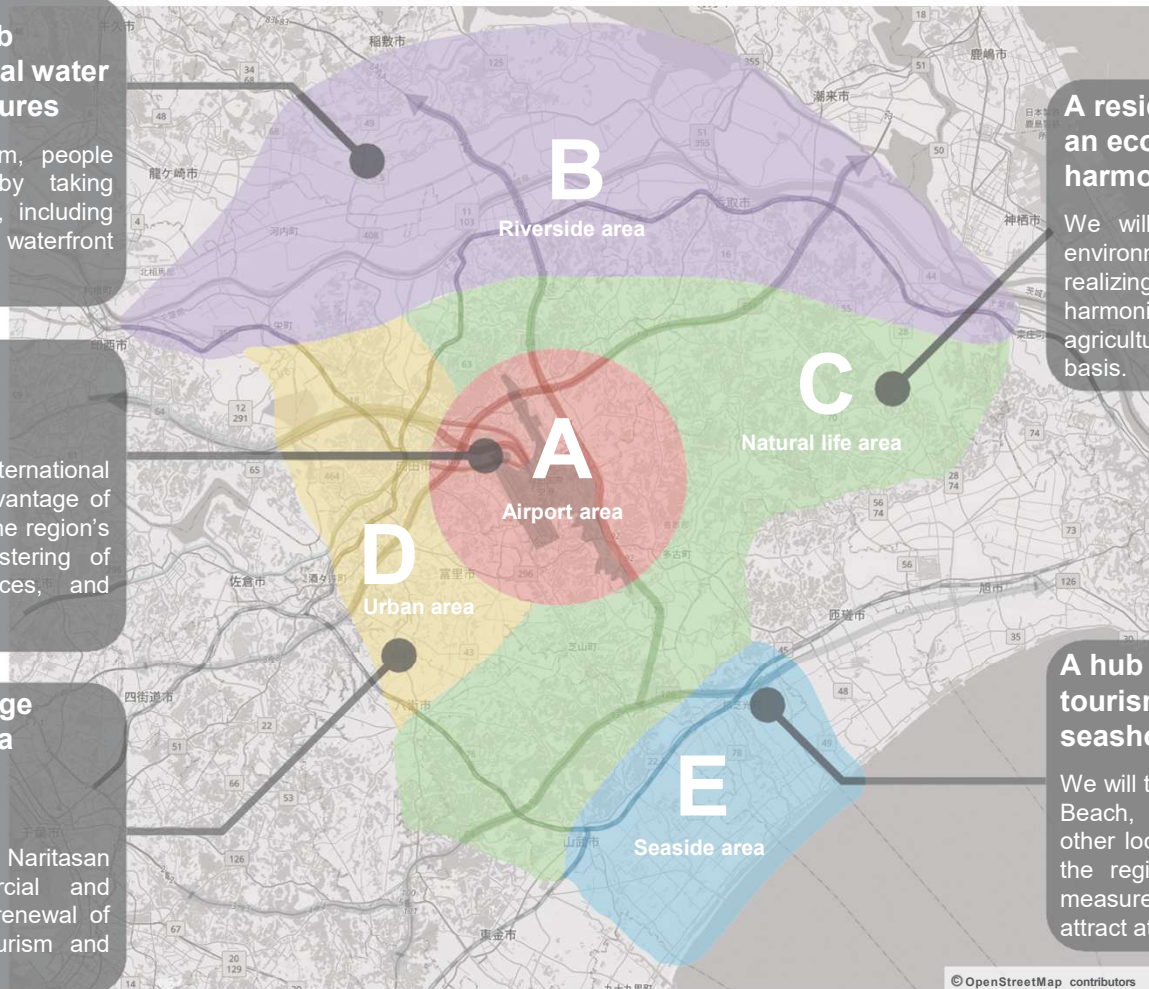
We will create an area where tourism, people exchange, and agriculture coexist by taking advantage of historical local resources, including the streetscape of Sawara, Katori Shrine, waterfront landscape, and brewing culture.

The core of the new airport city centered around Narita Airport

We will develop the region as an international industrial and logistic hub by taking advantage of its proximity to the airport. We will use the region's excellent access to promote the clustering of advanced industries, human resources, and research institutions.

A new hub of economic exchange intended to reconcile urban area renewal and preservation of cultural resources

We will use local resources, including Naritasan Shinshoji Temple, existing commercial and residential districts as a basis for the renewal of urban functions and integration of tourism and activity resources.



A residential area that realizes an ecological lifestyle harmonious with nature

We will create a residential hub providing an environment favorable for raising children by realizing a healthy and leisurely lifestyle harmonious with nature using the abundance of agricultural products and the local culture as its basis.

A hub for promoting a new type of tourism by taking advantage of seashore and waterfront cultures

We will take advantage of the landscape of Kujukuri Beach, one of Japan's major sandy coasts and other local resources and promote the branding of the region as a hub of resort tourism through measures such as developing tourism facilities that attract attention from around the world.



The four zones within the Airport Area will work together to drive the growth of the airport and the whole of the Airport City Area

We aim to develop the Airport Area as an international industrial hub by taking advantage of optimal access to the airport and the potential of the area to the greatest possible extent.

This area, composed of four zones extending to the north, south, east, and west from the airport, will maximize the value of the airport city through the collaboration of their different functions.

1. A complex zone where logistic and industrial functions and an export hub for agriculture with high added value coexist

Multiple ICs located along the Ken-O Expressway, the new cargo area, the international logistic hub, and the public wholesale market of Narita City will work together to create a complex industrial hub where an international industrial cluster and an export hub for agriculture with high added value coexist.

2. A cluster zone mainly for the aerospace industry where an advanced industrial hub and training facilities are accumulated

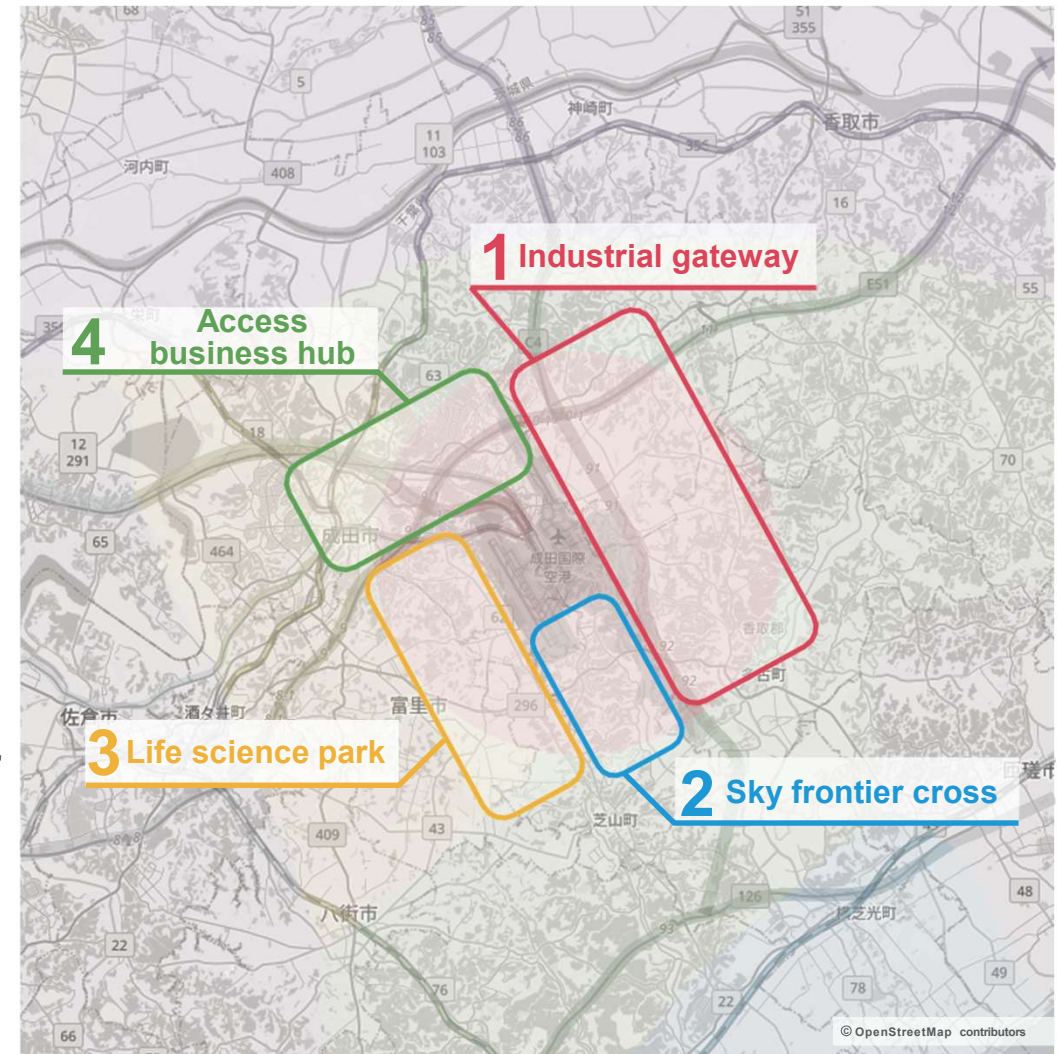
This is a zone for advanced industries, including aerospace, that complements the airport functions, mainly in terms of maintenance, repair, and aviation workers. We will also consider collaboration with the Kujukuri Beach region.

3. A cluster zone for life science businesses centered around healthcare and research and development facilities

A “well-being city” model will be realized through the integration of healthcare, research, and residential environments by taking advantage of the presence of healthcare facilities and a residential hub in the neighborhood, and the zone’s locational advantage of lying along railway lines.

4. An exchange hub zone equipped with business functions and boarding functions

This zone is an urban hub that is located near the downtown area of Narita City and is equipped with boarding, parking, and business functions. The zone will form a hub of exchange with the Tokyo Metropolitan Area and the Hokusō region by taking advantage of cross-regional access.





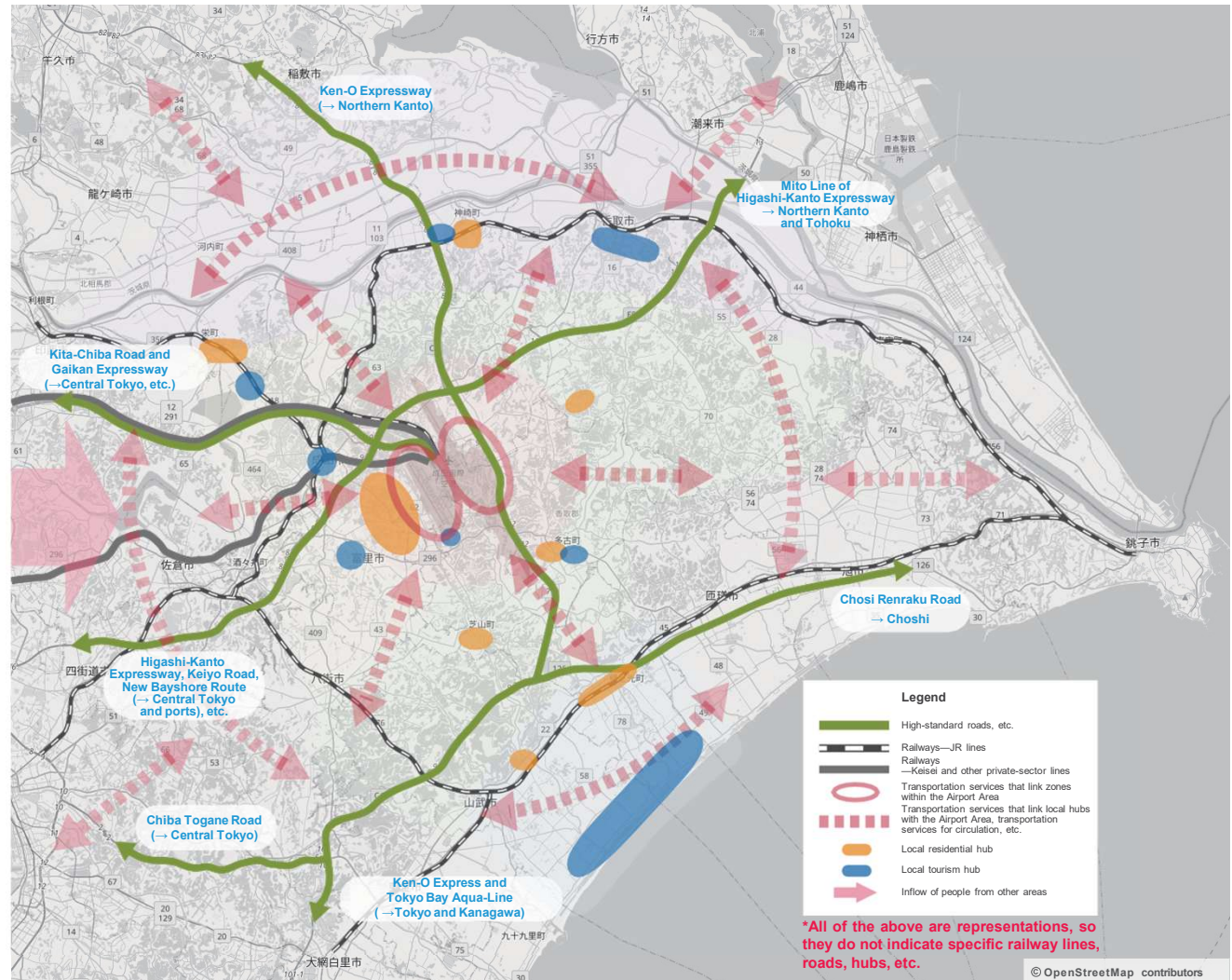
Organically linking industrial, residential and tourism hubs in the various areas

- Develop an efficient local public transportation network that links the airport with the industrial, residential, and tourism hubs located in the areas adjacent to the airport



Develop in each of the municipalities a compact residential hub that supports airport expansion and the international industrial hub and coexists with the industrial hub

- Develop tourism hubs through which tourists can circulate by theme, such as food, history, and nature, in order to capture in-bound tourism demand



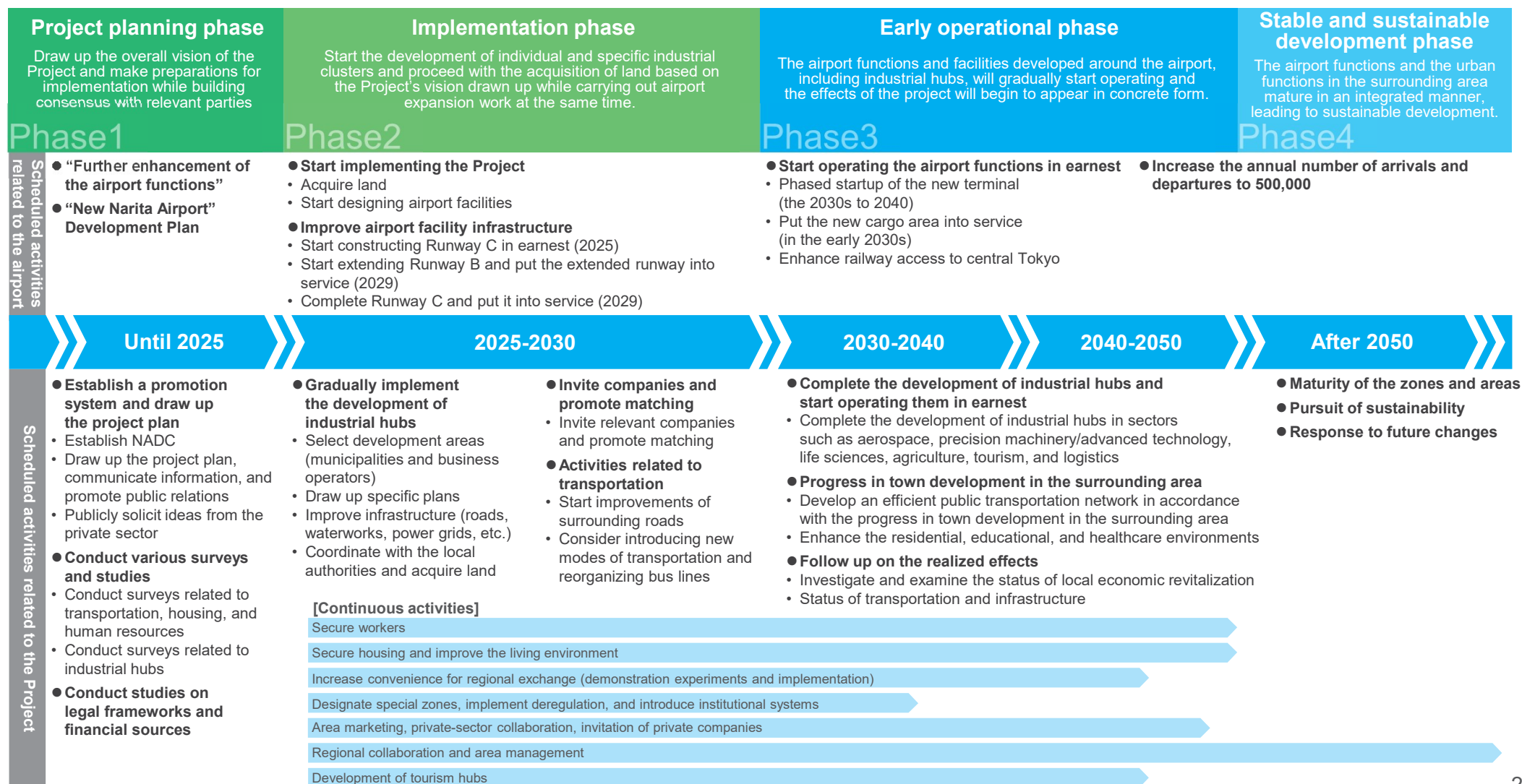


5 Roadmap



The medium- to long-term roadmap toward realizing the Project

- It is necessary to promote airport expansion, various development programs, infrastructure improvement, legal frameworks, and the provision of various services in a well-planned manner from a medium- to long-term perspective on the premise of consensus building with various stakeholders and other relevant parties.
- The roadmap is indicated in the following four phases leading up to the realization of the Project



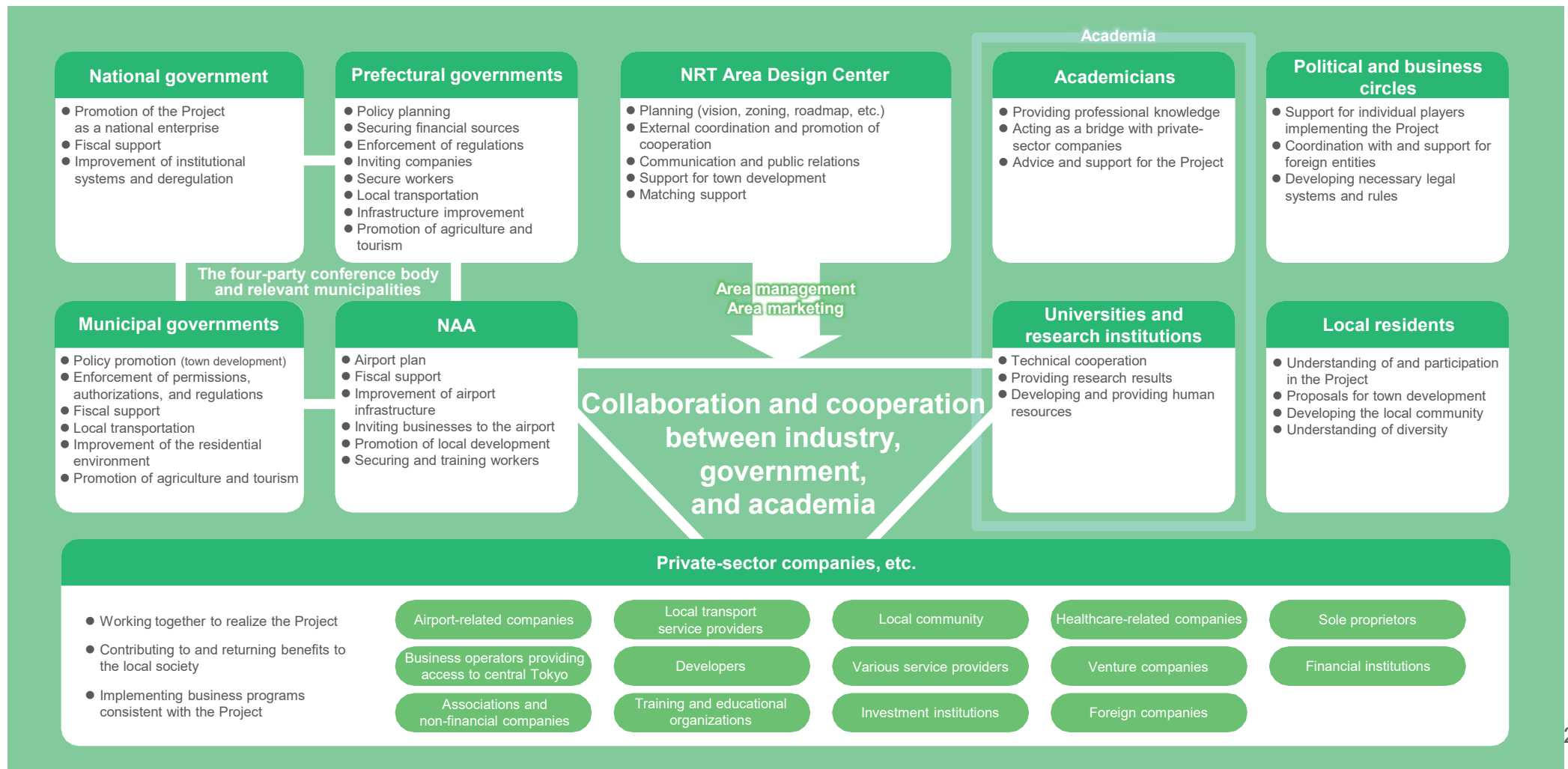


6 Promotion system



Development of a system to promote the Project through organic cooperation and collaboration between all relevant parties

- We will develop a system to promote the Project in which various stakeholders, including the national, prefectural, and municipal governments, NAA, academicians, universities, research institutions, the political and business establishments, local residents, and private-sector business operators, will actively participate and collaborate.
- NRT Area Design Center will play its role mainly in area management and area marketing and, as a liaison between relevant parties, it will conduct activities, such as external coordination work, promotion of cooperation, communication and public relations, and matching support in order to enhance the value of the whole of the area.



Conclusion

The Project presents a starting point for discussion on the integrated development of Narita Airport and the surrounding area. It is expected to energize discussions with various stakeholders, including the community of the area, and induce the implementation of concrete measures and business programs.

The Project is not something to be promoted by NRT Area Design Center single-handedly. We aim to think and work together with the surrounding area to realize the Project. We hope that all stakeholders who constitute the local community will be proactively involved in the Project from their respective standpoints and move forward together to shape the future.

Going forward, we will update the Project as necessary in light of the international situation, the national policy, and the intentions and actions of relevant parties.



Profile of NRT Area Design Center

NRT Area Design Center was established by the Chiba prefectural government and Narita International Airport Corporation on April 1, 2025, as an organization to further enhance the functions of Narita Airport and strenuously promote activities in the areas of “everyday life,” “industry,” and “infrastructure” to spread to the maximum possible extent the effects of the New Narita Airport Development Plan from Narita Airport itself to the surrounding area.