



[Chapter 6]

Corporate Data

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Highlights of the FY2024 Financial Results

<FY2024 consolidated results>

(Unit: JPY 100 million)

	FY2023	FY2024	Change	
	Results	Results	Value	%
Operating revenue	2,169	2,637	468	121.6
Operating expenditure	2,039	2,214	175	108.6
Operating income	129	422	293	326.1
Ordinary income	106	404	297	378.5
Net income attributable to owners of the parent	100	351	250	349.3

*The figures for the financial results were rounded to the unit.

<FY2024 air transportation handling volume>

	FY2023	FY2024	Change	
	Results	Results	In absolute terms	%
Number of aircraft movements (10,000 flights)	21.9	24.5	2.5	111.7
International	16.8	19.5	2.7	116.0
Domestic	5.1	4.9	△0.1	97.5
Number of passengers (10,000 passengers)	3,525	4,077	551	115.6
International	2,744	3,337	592	121.6
Domestic	781	739	△41	94.7
International cargo (10,000 metric tons)	184	196	12	106.7

*The figures for air transportation handling volume were rounded to the unit.

Major Non-Financial Data

Fiscal year	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Air operation data						
Number of aircraft movements	10,000 flights	10.6	13.7	17.7	21.9	24.5
Number of passengers	10,000 passengers	324	647	2,051	3,525	4,077
International cargo	10,000 metric tons	208	260	219	184	196
Environment-related data *1,2						
Emission intensity (per movement)	tCO ₂	5.60	4.99	4.60	4.41	4.32
Changes in the GPU (electricity) usage rate (including mobile GPUs)	%	89.6	88.6	81.3	72.4	70.1
Energy usage volume (electricity + city gas)	TJ	3,948	4,049	4,195	4,346	4,341
Electricity	TJ	2,403	2,439	3,033	3,571	3,664
City gas	TJ	1,545	1,610	1,162	775	676
Water usage volume (clean water + recycled water)	100 million L	12.7	11.6	14.4	17.9	19.5
Clean water	100 million L	9.3	9.2	11.5	13.6	14.3
Recycled water	100 million L	3.4	2.4	2.9	4.3	5.2
General waste incineration volume	1,000 tons	5.5	6.1	10.3	13.4	15.7
Waste recycling rate	%	32.0	30.0	24.0	23.6	24.1

*1 The data covers the entire airport.

*2 Due to changes in the calculation method, the figures may not match those in past integrated reports.

Data related to human resources*3

Number of employees	People	821	835	842	837	849
Average age	Years old	38.8	39.2	39.8	40.2	40.2
Share of female employees in the overall number of employees	%	20.6	21.1	23.5	25.0	25.4
Share of female employees in managerial positions	%	9.8	10.0	12.3	12.6	11.9
Share of female employees on the board of directors	%	7.1	7.1	7.1	7.1	7.1
Share of female employees in new hirings	%	30.0	41.7	45.5	51.2	32.7
Number of employees who took child care leave	People	16	16	28	36	34
The number of male employees included	People	1	6	16	24	24

*3 The data covers NAA alone.

For various information related to Narita Airport and the NAA Group, please see the IR library section of NAA's website.
This page is provided in Japanese only.


<https://www.narita-airport.jp/ja/company/ir/library/>

Major Financial Data

(Unit: JPY 1 million)

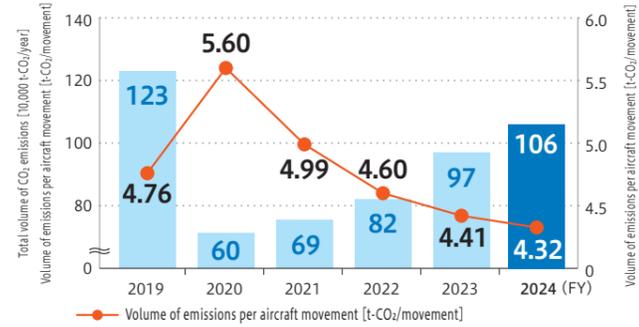
The closing month of the fiscal year	2016/3	2017/3	2018/3	2019/3
Fiscal year:				
Operating revenue	218,480	217,437	231,288	249,706
Ordinary income (or operating loss [indicated by the Δ])	38,558	37,298	43,247	53,622
Net income attributable to owners of the parent (or net loss attributable to owners of the parent [indicated by the Δ])	24,254	25,354	35,918	35,756
Comprehensive income	23,235	26,529	35,820	33,983
Cash flow from operating activities	66,237	67,813	66,203	78,394
Cash flow from investment activities	△44,613	△25,879	△21,198	△40,206
Cash flow from financial activities	△24,710	△41,262	△41,427	△37,846
The balance of cash and cash equivalents at the end of the fiscal year	31,180	31,867	35,469	35,806
The end of the fiscal year:				
Net assets	295,490	312,972	341,184	364,391
Total assets	854,231	828,986	810,503	818,854
Per-share data (JPY):				
Per-share net assets	143,209.45	152,554.71	166,636.58	178,192.89
Per-share net income (or per-share net loss [indicated by the Δ])	12,127.18	12,677.01	17,959.06	17,878.28
Financial ratios (%):				
Equity ratio	33.5	36.8	41.1	43.5
Return on equity	8.7	8.6	11.3	10.4
Other information:				
Number of employees (consolidated basis, people)	2,192	2,281	2,357	2,451

*Consumption tax is not included in operating revenue

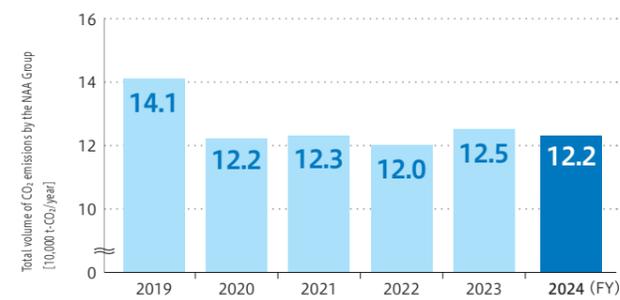
2020/3	2021/3	2022/3	2023/3	2024/3	2025/3
237,145	71,808	82,915	131,325	216,928	263,773
39,146	△57,338	△50,413	△48,297	10,687	40,454
24,423	△71,453	△52,476	△50,218	10,061	35,144
25,741	△69,614	△54,271	△50,064	13,992	30,813
61,571	△29,612	△8,626	△1,705	62,171	67,878
△26,990	△336,236	△24,784	△65,899	△112,342	△8,138
△31,929	485,879	49,983	69,508	△39,542	131,726
38,456	158,561	175,124	177,053	87,368	278,837
379,405	339,790	285,515	235,450	249,443	280,257
834,378	1,212,616	1,225,198	1,265,773	1,241,893	1,410,914
185,666.81	138,505.73	115,816.86	94,880.37	100,987.49	113,501.70
12,211.69	△31,120.01	△21,913.25	△20,970.56	4,201.44	14,675.80
44.5	27.4	22.6	18.0	19.4	19.3
6.7	—	—	—	4.3	13.7
2,806	3,007	3,008	3,015	3,037	3,142

ESG-Related Data

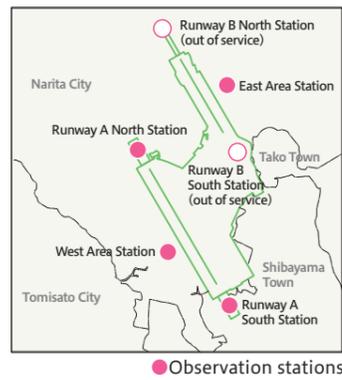
<Volume of CO₂ emissions from the airport>



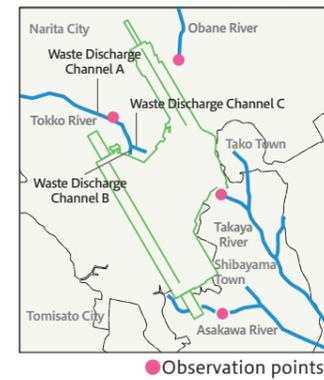
<Total volume of CO₂ emissions by the NAA Group>



<Locations of stations for constant observation of air quality>



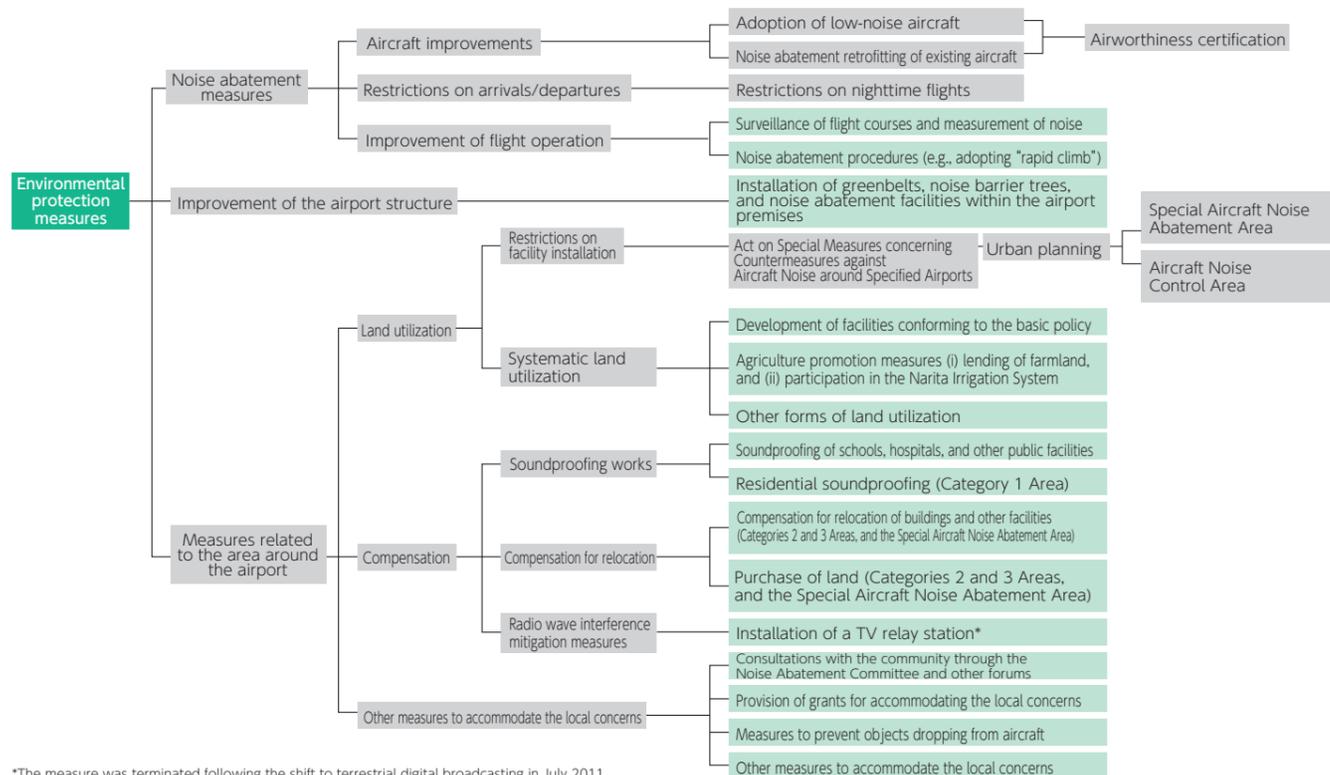
<Locations of points for constant observation of water quality>



<Green facilities>

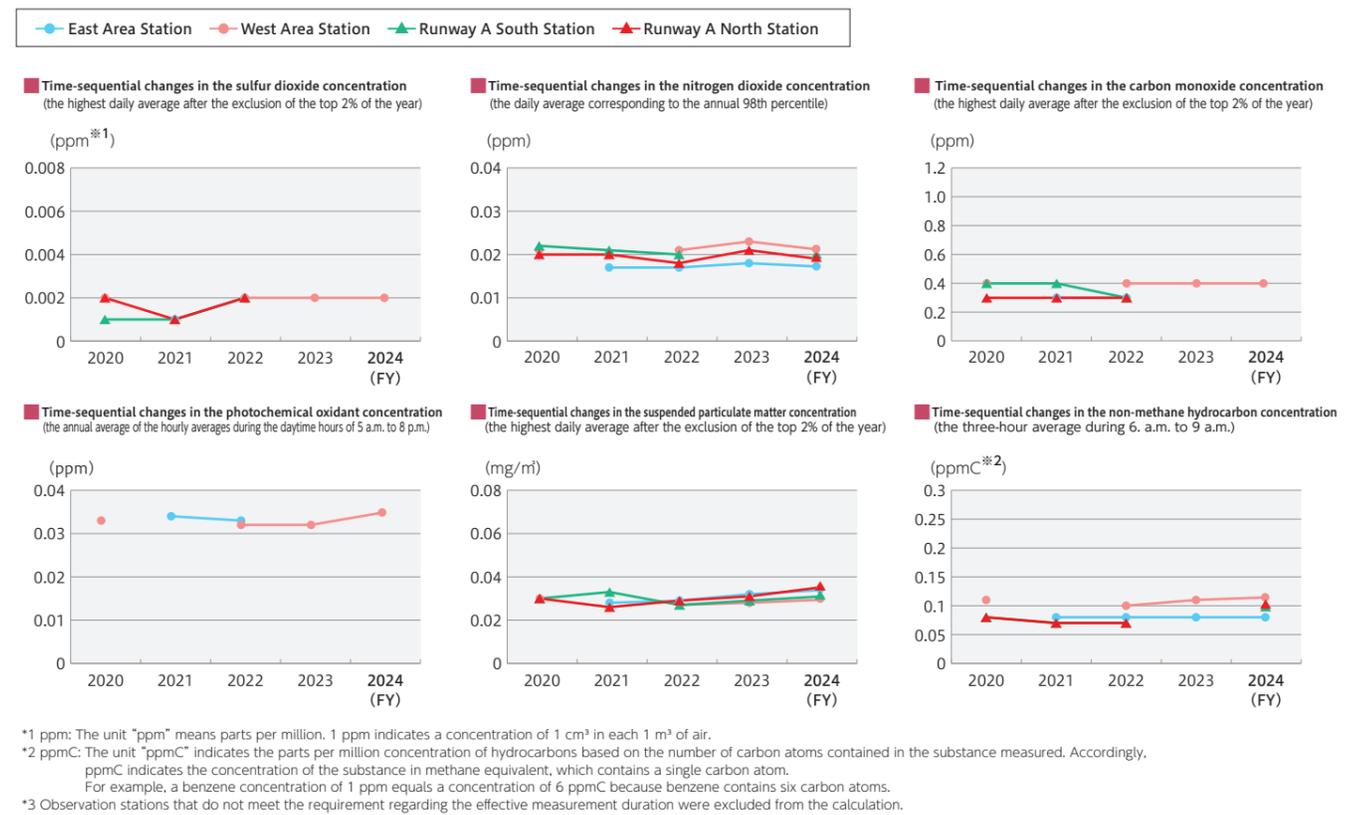


<System diagram of environmental protection measures regarding the area around Narita Airport>

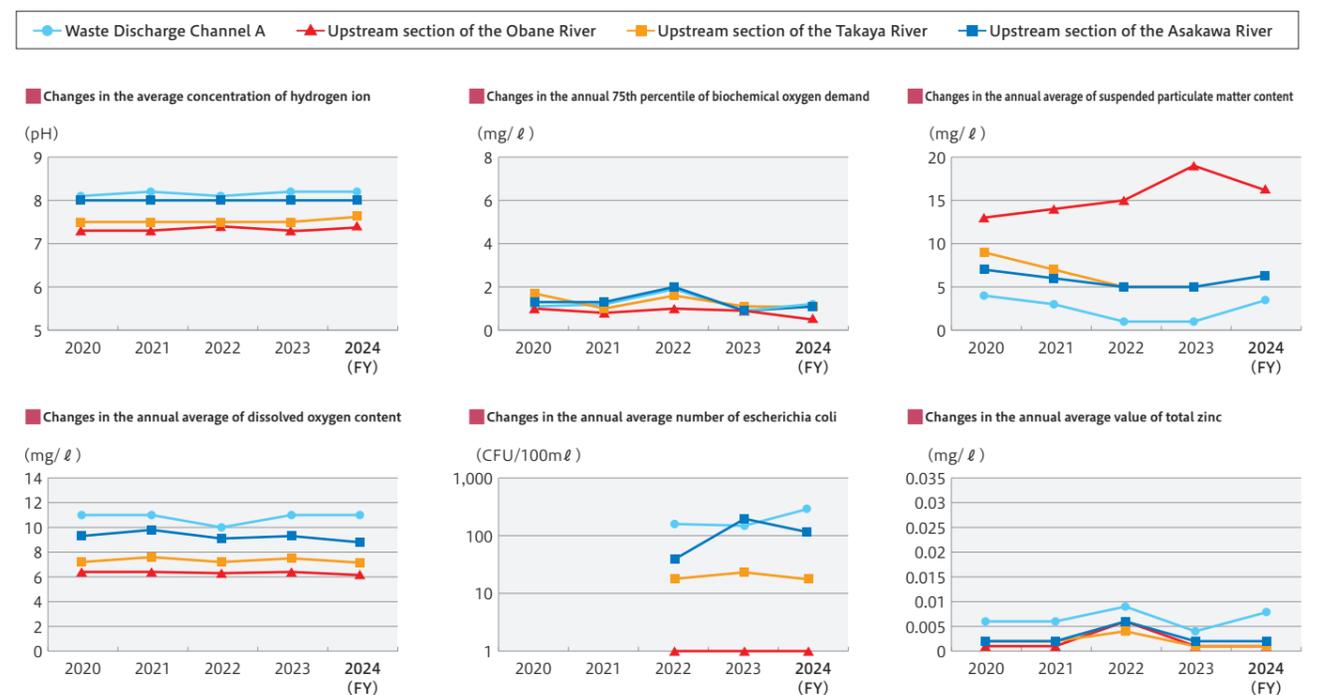


*The measure was terminated following the shift to terrestrial digital broadcasting in July 2011.

<Graph of the results of air quality measurement>



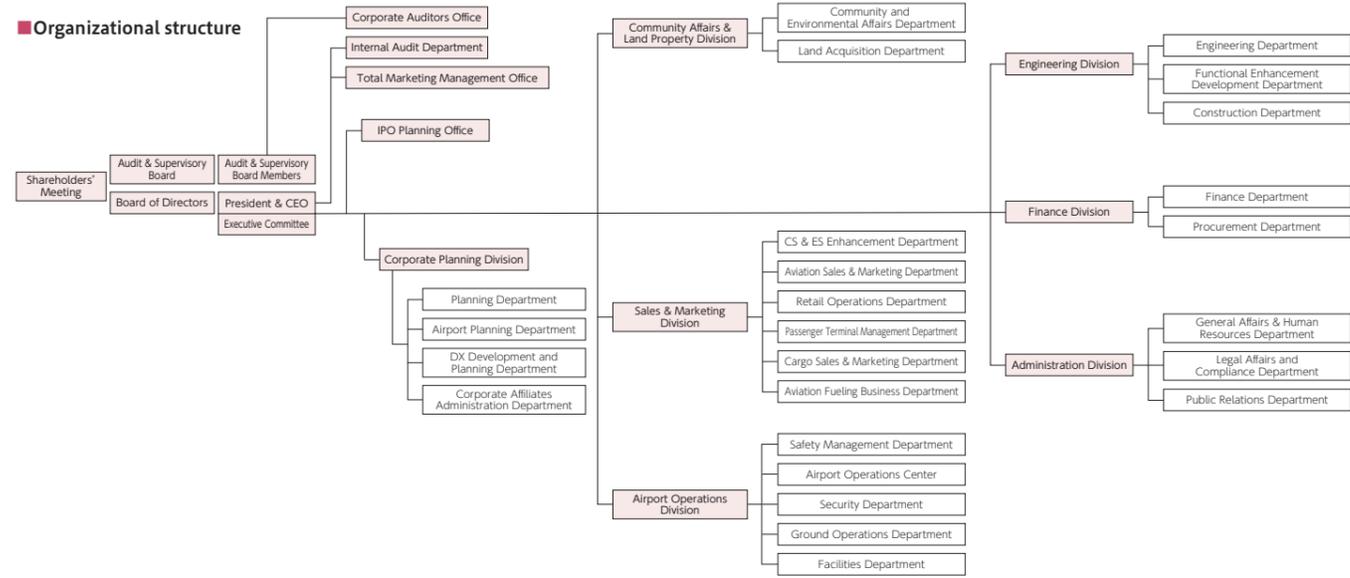
<Graph of the results of periodic water quality measurement>



*Due to the revision of the environmental standards in April 2022, the quality item measured changed from the number of escherichia coli groups to the number of escherichia coli. The measurement of the number of escherichia coli started in FY2022.
 * Values indicated were measured at the observation stations under the management of Narita Airport.

Company Profile (as of July 1, 2025)

Company name	NARITA INTERNATIONAL AIRPORT CORPORATION (NAA)
Corporate officers	President & CEO FUJII Naoki
Head office	NAA-Bldg, Narita Airport, Narita-City, Chiba 282-8601
Date established	July 30, 1966 New Tokyo International Airport Authority established April 1, 2004 NARITA INTERNATIONAL AIRPORT CORPORATION established
Number of employees	891 (non-consolidated)
Capital	119,736,800,000 yen (JPY)
Shares of common stock issued	2,394,736 Shares
Our objectives	The company shall undertake activities for the express purpose of providing greater convenience to air transport users by practicing the efficient establishment and management of Narita International Airport, and thereby contributing to the overall development of air transport and enhancing international competitiveness of Japan's industry and tourism.



Affiliated companies (including equity method subsidiaries and equity method affiliates)

Company name	Major business
AIRPORT MAINTENANCE SERVICE CORPORATION	Maintenance and management of airport civil engineering facilities and architectural facilities, and tenant interior work
NARITA AIRPORT TECHNO CORPORATION	Maintenance and management of ancillary equipment and special equipment in passenger terminal buildings
NARITA AIRPORT FACILITIES CORPORATION	Maintenance and management of aviation lighting and ancillary equipment for various airport facilities
AIRPORT INTELLIGENT COMMUNICATIONS SERVICE CO., LTD.	Maintenance and management of airport networks, flight information services, and radio facilities; software development; and telephone services
NAA Fueling Facilities Corporation	Maintenance and management of aircraft refueling facilities
NAA Safety Support Corporation	The following services related to Narita International Airport: security, firefighting and fire prevention, aviation security, site management, customer guidance and other customer services, ID card issuance, survey and design of telecommunications equipment, construction, and facility maintenance
Narita Airport Business Corporation	Baggage cart services in passenger terminal buildings, staffing services, and landscaping operations
NAA Retailing Corporation	Sales of the following products under the "Fa-So-La" brand in passenger terminal buildings: various duty-free goods, food, folk crafts and other gift items, electrical appliances, travel goods, pharmaceuticals, etc.; and operation of restaurants therein
Greenport Agency Co., Ltd.	Provision of overseas travel insurance, foreign currency exchange, bus ticket sales, and other various services; media sales in the airport; planning and operation of events; leasing of office buildings in the maintenance area and management and leasing of noise-affected land around the airport; and sales of soft drinks and other beverages by vending machines
Shibayama Railway Co., Ltd.	Operation of the Shibayama Railway Line (between Higashi-Narita and Shibayama-Chiyoda)
Narita Rapid Rail Access Co., Ltd.	Ownership and leasing of railway facilities for the Narita Rapid Rail Access Line
Plus Narita Lab Corporation ^{*1}	Planning of regional business for the development of Narita International Airport and the surrounding local communities; retail and wholesale services; food and beverage services; and tourism services
Japan Airport Fueling Service Co., Ltd. ^{*2}	Fueling services for aircraft taking off and landing at Narita International Airport
Japan Duty Free Fa-So-La Isetan Mitsukoshi Co., LTD	Sales of duty-free goods at downtown airport-style duty-free shops
Green Energy Frontier Co., Ltd. ^{*2}	Electricity and heat energy supply services in Narita International Airport; and services involving energy decarbonization

*1 Equity method subsidiary *2 Equity method affiliate

Stakeholder Engagements

*This table shows partial examples of engagements and do not comprehensively cover all examples.

Stakeholders	Subjects of the initiative	Details	
Society	Integrated report (this document)	Explaining NAA's value creation story through integrated disclosure of information, including non-financial information that is not ascertained in a securities report alone	
	Regular press conferences	Providing opportunities for regular press conferences to convey the latest situation and conduct a question-and-answer session (held monthly in principle; *except for July, August, and December)	
Local communities	Community Briefing	Providing detail explanations to local residents taking certain opportunities, including the time when an idea is under development, when a plan is under formulation, and before construction work starts	
	Narita Airport Coexistence and Mutual Prosperity Conference	Discussing and addressing both positive and negative challenges surrounding Narita Airport to foster smoother relationships between the local communities and Narita Airport (three times a year)	
	Narita International Airport Noise Mitigation Committee	Thoroughly discussing various countermeasures, including noise mitigation, to improve noise mitigation measures and ensure the safe and appropriate operation of Narita Airport (once a year)	
	Council of Members supporting the Prosperity of Narita Airport and Local Communities	Engaging in dialogue and exchange of views with local residents and stakeholders regarding the current status and future of Narita Airport (three times a year)	
	Lectures on environmental measures at junior high schools	Providing lectures to help students to become more interested and understand more regarding Narita Airport's roles and environmental initiatives, organized by the Narita Airport Regional Coexistence Foundation (three times a year)	
	Lectures on aviation	Providing lectures jointly with airlines to present an overview of Narita Airport, its role, and the work and a sense of fulfillment of its employees, thereby helping participants become more interested and understand more about careers and occupations at the airport (22 times per year)	
	Website (Narita Airport Environmental Community)	Measuring the status of the environment around Narita Airport (noise, water quality, air quality, and flight track) and disclosing the information in a continuous and periodical manner so as to confirm real-time environmental impacts and the effects of environmental countermeasures	
	Airmail from Narita Airport (local PR magazine)	Magazines issued twice a year	
	Narita Airport and Community Historical Museum	Exhibiting the history of the airport, including the Sanrizuka Struggle, as lessons learned from the past for continuing for coexistence and mutual prosperity with the local communities	
	Cleanup campaign	Initiative held once a year	
Air Passengers	Experience-based events for passengers	Providing experience-based events (kimono, calligraphy, etc.) for passengers and events related to Sky Day to help passengers feel familiar with the airport and aircraft and to provide them with value as an opportunity to enjoy the airport as an entertainment provider, not just as a passing point	
	CS (customer satisfaction) surveys, e.g., SKYTRAX rating	Conveying CS surveys, including the World Airport Awards rating conducted by SKYTRAX in the U.K., and our independent surveys, thereby reflecting the aggregated results in subsequent services and facilities to further enhance customer satisfaction	
	Websites (Narita Airport and NAA)	Providing the latest information on Narita Airport's services and company initiatives	
	SNS (Instagram-Facebook-YouTube)	Highlighting Narita Airport's convenience, accessibility, and attractiveness (3 to 4 times per week)	
Airlines	AOC (Airline Operators Committee)	Conducting meetings and information sharing with airlines regarding terminal operations (10 times per year)	
	FOSC (Flight Operations & Safety Sub-Committee)	Conducting meetings and information sharing with airlines regarding aircraft operations (11 times per year)	
Airport workers and airport service providers	Narita Airport CS Council	Conducting seminars (about twice a month) and recognition programs, thereby aiming to enhance staff motivation for gaining customer satisfaction and improve customer satisfaction	
	Narita Airport ES Improvement Council	Gathering staff opinions and providing a safe and comfortable working environment so as to secure, develop, and retain outstanding human resources (about twice a year)	
	Sustainable NRT Promotion Council	Holding meetings aimed at promoting environmental conservation activities by uniting the efforts of Narita Airport-related businesses (twice a year)	
	Tenant Council	Conducting meetings and information sharing with tenants of Narita Airport (about 8 times a year)	
	GOSC (Ground Operation Sub Committee)	Conducting meetings and information sharing with ground handling operators in Narita Airport (11 times a year)	
	Narita International Airport Safety Promotion Council	Conducting meetings and information sharing with businesses in Narita Airport on challenges in and measures for safety in the airport	
	Council for Construction Safety and Health at Narita International Airport	Consisting of workplace contractors undertaking construction work commissioned by NAA and the NAA Group companies performing the construction work; conducting awareness raising and other activities related to construction safety and health and improving compliance with the Industrial Safety and Health Act and other regulations as well as improving the safety management system, thereby striving to enhance the level of safety	
	Committee for the Promotion of Safe Driving at Narita International Airport	Conducting meetings and information sharing with security restricted-area operators regarding safe driving practices in the Apron areas (12 times a year)	
	Round Table of Representatives between Ministries and Agencies and NAA	Conducting meetings and information sharing between the representatives of ministries and agencies in Narita Airport and the personnel in charge in NAA (Executive Divisional Director of the Airport Operations Division) (9 times a year)	
	RST (Runway Safety Team)	Discussing various issues concerning runway safety with stakeholders and proposing solutions to the relevant organizations	
	Working Group on Strengthening Immigration and Customs Procedures at Narita International Airport	Comprehensively discussing challenges, response plans, and initiatives concerning immigration and secondary transportation to mainly further enhance smooth and efficient passenger flows (3 times a year)	
	Fire drills and disaster prevention drills	Conducting regular drills in collaboration with Narita Airport-related businesses in order to enhance emergency response capabilities (7 times a year)	
	NAA Group employees	Opportunities for direct communication between the management executives and NAA Group employees	Exchanging opinions directly between the management executives and NAA Group employees to share perspectives on challenges and passion for their work
		Round Table of NAA Group Companies	Sharing information among NAA Group companies (9 times a year)
		NAA Technical Report Session	Sharing challenges and innovative solutions related to construction work and maintenance among NAA Group companies, thereby enhancing the technical capabilities of the entire NAA Group
	Government and our investors	Green Port Report (internal publication)	Magazines issued 5 times a year
		Shareholders' Meeting	Convening every June
Financial results Briefing		Explaining the details of financial performance and future outlook at interim and fiscal year-end	
Audits by the Board of Audit of Japan		Verifying whether proper accounting and financial management is being conducted through the submission of financial statements and the acceptance of on-site inspection under the Board of Audit Act	
NAA employees	Safety inspection (fuel facilities)	Document reviews and on-site inspections conducted by the Ministry of Land, Infrastructure, Transport and Tourism, the Ministry of Internal Affairs and Communications, and the Ministry of Economy, Trade and Industry, under the Petroleum Pipeline Business Act to verify the implementation status of operations, inspections, security, and other activities; and confirming the appropriateness of business operations and safety	
	Regular inspections under the Civil Aeronautics Act (radio and lights)	Submitting operational and inspection information to the Ministry of Land, Infrastructure, Transport and Tourism and conducting on-site inspections under the Civil Aeronautics Act; and confirming that aviation safety facilities are managed in compliance with the standards for ensuring aviation functions	
Other airports	Labor Union activities	Conducting regular meetings on labor-management relations and working conditions	
	ACI (Airports Council International)	Discussing aviation and airport-related challenges with overseas airport administrators and other stakeholders, compiling unified perspectives, and thereby contributing to a safe, environmentally harmonious, and sustainable air transport system	
	Sister airports	Having concluded agreements with a total of 13 airports; exchanging information on challenges and measures surrounding airports; and promoting cooperation ties through personnel exchange programs	
Job-seeking students	EAAA (East Asia Airport Alliance)	Holding regular meetings to exchange views and share best practices on various themes concerning airports in the East Asian region	
	Company information sessions (for job-seeking students) Airport tours	Holding 15 sessions annually (2 joint sessions across the NAA Group; NAA standalone sessions available for viewing online at any time; and 13 joint sessions via external media), aiming to help students enrich their understanding of the business activities and a sense of fulfillment of working at the NAA Group	
	Open-company events	Holding 31 sessions annually (7 online and 8 in-person for administrative roles; and 10 online and 6 in-person for technical roles), aiming to help students further enrich the understanding of the business activities and a sense of fulfillment of working at the NAA Group beyond standard sessions	
	Narita Airport joint company information sessions	Providing information sessions as an opportunity to explain occupations facing concerns of labor shortages, aiming to ensure the smooth operation of Narita Airport	