



[Chapter 3]

Medium- to Long-Term Growth Strategy

for Realizing An Envisioned Future

This chapter presents specific action plans and key strategic themes that will enable Narita Airport to steadily advance toward its envisioned future.

Review of the Previous Mid-term Management Plan	41
New Mid-term Management Plan: Gear Up NRT	43
Functional Enhancement of Narita Airport	45
Safety	47
Security	49
Digital Transformation	51
Value of Passenger Experience	53
Environment and Coexistence with Local Communities	55
Airport Staff	57
Human Capital	59
Financial Strategy	61
Innovation	63

Review of the Previous Mid-term Management Plan (FY2022-FY2024)

Review of Restart NRT: Progress Toward Targets and Remaining Challenges

<Overview of the previous mid-term management plan>

In the previous Mid-Term Management Plan "Restart NRT," NAA positioned the period as one for sowing the seeds of transformation and formulated its "Vision for 2030" from the perspectives of CSR (Creation, Sustainability, and Resilience). By working backward from this vision, we pursued 12 key initiatives—three focused on strengthening its foundations and nine on creation and transformation.

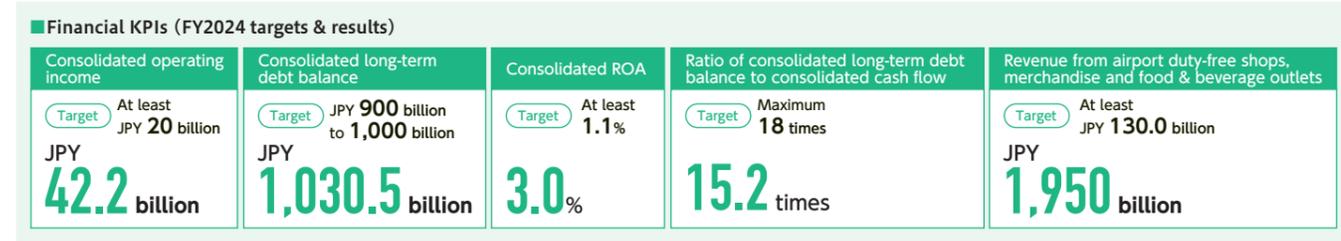
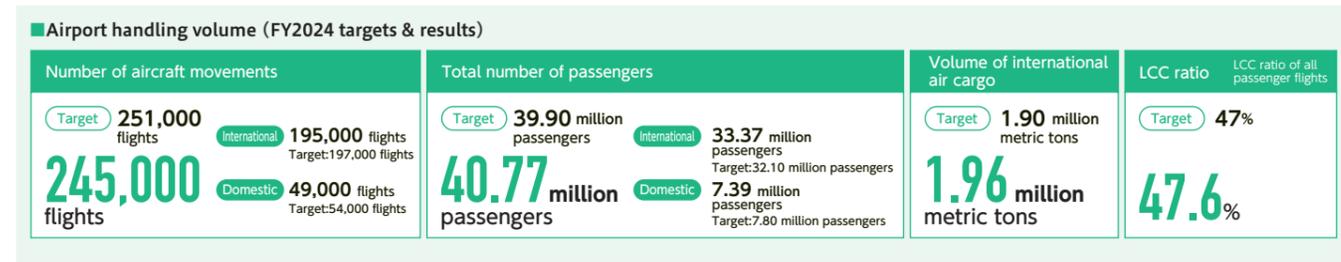
Creation	Sustainability	Resilience
<p>Evolution from demand-meeting airport to value-creating airport</p> <ul style="list-style-type: none"> 1 Quick response to capture post-pandemic demand 2 Pursue the world's highest standards in safety, security, and stability 3 Strengthen networks (for passengers and cargo) through co-creation of new values with partners 4 Enhance airport functions to meet growing demand 5 Create and deliver a next-generation passenger experience that only Narita Airport can provide 	<p>Sustainable airport building for the next generation</p> <ul style="list-style-type: none"> 6 Sustainable development of local communities through our proactive contribution 7 Improve employee satisfaction in both their working and living environments 8 Be among the top runners in Asia for climate change response 	<p>Reform to become a flexible and resilient corporate group</p> <ul style="list-style-type: none"> 9 Reform toward a lean and flexible cost structure 10 Operational reforms to maximize value creation 11 Develop overseas business and group business for diversification of income 12 Promote innovation through a customer-oriented, open-innovation approach

<Summary>

Regarding the targets for air traffic volume, aircraft movements fell short of the target partly because supply constraints limited the ability to increase flights in line with demand. In contrast, total passenger numbers, international passengers numbers, and cargo volume all achieved their respective targets. The LCC share target was also met, supported by the launch of new routes and increased flight frequencies to Southeast Asia and other short-haul destinations.

Regarding financial KPIs, consolidated operating income significantly exceeded the target of over 20 billion yen, driven by recovery from the COVID-19 pandemic and robust inbound demand. Moreover, as consolidated operating cash flow (CF) also increased, the ratio of consolidated long-term debt to consolidated operating CF achieved its target, and consolidated ROA also met its target. On the other hand, the consolidated long-term debt balance fell short of the target, increasing substantially due to a lump-sum borrowing through government fiscal investment loans to finance the anticipated rise in business expenses for Further Functional Enhancement projects.

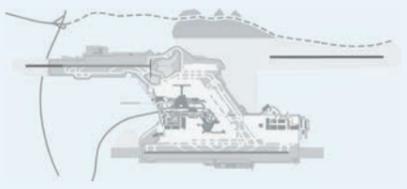
The previous plan covered the recovery phase from the COVID-19 pandemic, whereas we position the next three years, under the new Mid-Term Management Plan as a growth phase. NAA will continue advancing the creation of a new Narita Airport, maintaining our mission of driving transformation toward realizing the Vision for 2030 and delivering new value to our stakeholders.



● Non-financial KPIs (FY2024 results) *Excerpts from major achievements

Throughout the period of the previous Mid-term Management Plan, NAA steadily advanced initiatives to secure medium- to long-term competitiveness by providing high-quality services in line with recovery in demand. With regard to non-financial KPIs, we implemented initiatives across a wide range of areas, including the major items listed below. [For a list of non-financial KPIs, please refer to p. 10 of the "Gear Up NRT" Mid-term Management Plan.](#)

At the same time, several items were not achieved in the areas of safety, universal design, the work environment, and health and productivity management. NAA will continue to advance measures to prevent recurrence and to further improve these environments.

<p>1 Quick response to capture post-pandemic demand</p> <p>Demand recovery</p> <p>Number of international flight passengers</p> <p>During the pandemic (March 2022) After the pandemic (March 2025)</p> <p>330,000 passengers ▶ 3,050,000 passengers</p> <p>Number of foreign passengers</p> <p>During the pandemic (March 2022) After the pandemic (March 2025)</p> <p>90,000 passengers ▶ 2,000,000 passengers</p> <p>8th cargo building put into use</p> <p>Started new, highly efficient operations with state-of-the-art equipment</p>  <p>NAA has enhanced operational efficiency through the use of digital technologies. This includes improving the convenience of handling triangular-trade cargo by consolidating previously dispersed transit sheds, as well as automating cargo transport and storage through the introduction of automated guided vehicles (AGVs).</p>	<p>2 Enhance airport functions to meet growing demand</p> <p>Progress in preparatory construction</p> <p>Completed the rerouting of the adjacent expressway and drainage infrastructure upgrades for nearby river</p>  <p>Full-scale construction underway (May 2025)</p> <p>The NEW NARITA AIRPORT Project</p>  <p>NAA has been steadily advancing the Further Functional Enhancement, including the extension of Runway B and the construction of Runway C, to expand the airport's capacity to 500,000 aircraft movements. In parallel, NAA is examining the New Narita Airport Development Plan, which covers terminal reorganization and other areas, with input from experts, and is deepening collaboration with the government and relevant operators to bring the concept to fruition.</p>	<p>3 Create and deliver a next-generation passenger experience that only Narita Airport can provide</p> <p>SKYTRAX World Airport Rating</p>  <p>Acquired 5-Star rating for the second consecutive year</p> <p>*Only 12 airports globally are rated 5-Stars</p> <p>JAPAN FOOD HALL is opened, a premium dining floor offering an authentic taste of Japan</p>  <p>JAPAN FOOD HALL offers a premium space designed under a modern Japanese concept, a sweeping panoramic view of parked aircraft, and terrace seating—located in the post-security area and the first in Japan—delivering a unique experience available only at Narita.</p>
---	---	--

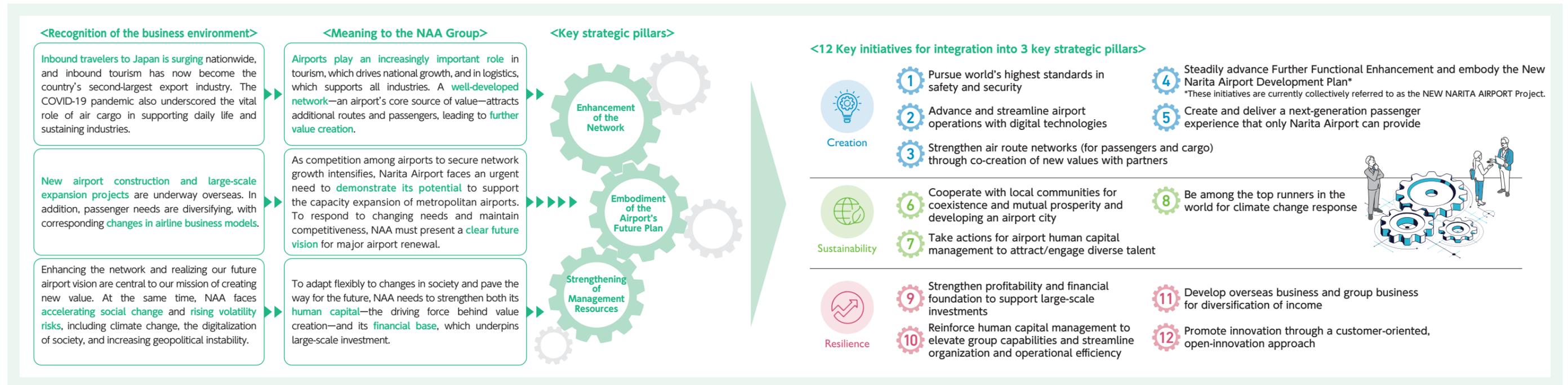
<p>4 Sustainable development of local communities through our proactive contribution</p> <p>Advance development of an Airport City</p>  <p>Established NRT (Narita) Area Design Center</p> <p>To maximize the benefits of the NEW NARITA AIRPORT Project not only for the airport itself but also for the surrounding communities, NAA vigorously advanced initiatives across the areas of everyday life, industry, and infrastructure.</p>	<p>5 Be among the top runners in Asia for climate change response</p> <p>Acquired Carbon Accreditation Level 4</p> <p>Acquired Level 4 in the Airport Carbon Accreditation program.</p>  <p>Level 4+ Level 3 Level 2 Level 1</p> <p>Only about 5% of airports have acquired Level 4 or higher.</p> <p>Members: Approx. 2,200 airports</p>	<p>6 Promote innovation through a customer-oriented, open-innovation approach</p> <p>Drove collaboration through global and domestic frameworks</p> <p>Joined international frameworks promoting innovation at airports: Airports for Innovation (A4I) and International Aviation LAB (IAL).</p>  <p>airports FOR INNOVATION</p> <p>Held the WITH:AIRPORTS event, themed on creating new innovations at airports.</p>
<p>7 Improve employee satisfaction in both their working and living environments</p> <p>Established ES Improvement Promotion Council to promote initiatives</p> <p>Implemented environmental improvement measures, such as expansion of break rooms and installation of unmanned convenience stores</p>  <p>Held staff appreciation festival to celebrate acquiring the SKYTRAX World's Best Airport Staff award</p>	<p>8 Decarbonized our energy supply</p> <p>Established Green Energy Frontier Co., Ltd. as a joint venture with Tokyo Gas. Took on challenge of achieving net-zero CO₂ emissions from energy used in airport facilities and operational vehicles.</p> 	<p>9 Encouraged new technologies and ideas</p> <p>Called for collaboration proposals utilizing our platform</p>  <p>Narita Airport OPEN INNOVATION PROGRAM 2023</p> <p>Applications: 161 Selected projects: 14 Test conducted: 5</p>

New Mid-term Management Plan: Gear Up NRT

On May 29, 2025, NAA launched "Gear Up NRT," its Mid-term Management Plan for FY2025-FY2027. Building on the Vision for 2030 set out in the previous Mid-term Management Plan, NAA continues striving to achieve its core themes of Creation, Sustainability, and Resilience, as it works to further evolve Narita into a world-class airport. Now that Narita Airport has moved beyond recovery and entered a new phase of growth, NAA positions the next three years as time to accelerate the transformation toward a new era of Narita Airport, shifting into a higher gear toward becoming a value creating airport.

Key Strategic Pillars and Key Initiatives in New Mid-term Management Plan

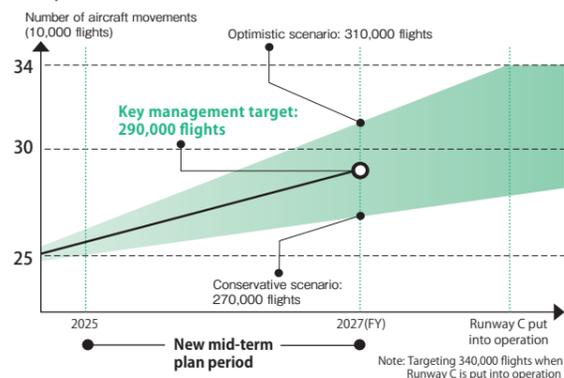
"Gear Up NRT" is composed of three key strategic pillars and twelve key initiatives. These elements operate as interconnected gears, and by driving all of them powerfully, NAA accelerates the enhancement of the network, the realization of the airport's future vision, and the strengthening of its management resources.



Key Management Targets to Achieve the Plan

By enhancing the network to better capture growing demand, NAA aims to achieve its key management targets and strengthen the financial foundation that underpins the achievement of its future vision. In parallel, NAA has set non-financial key management targets and, by advancing each key initiative, seeks to achieve sustainable growth with its stakeholders.

Expected number of aircraft movements



Key management targets (airport handling volume)

Target items	FY2024 results	Key management targets for FY2027
Number of aircraft movements (10,000 flights)	24.5	29.0
Number of passengers (10,000 passengers)	4,077	4,700
Volume of international air cargo (10,000 metric tons)	196	210

Financial KPIs

Target items	FY2024 results	Key management targets for FY2027
Consolidated operating income	42.2 billion JPY	At least JPY 47.0 billion
Consolidated long-term debt balance	1,030.5 billion JPY	Not more than JPY 1,080.0 billion
Ratio of consolidated long-term debt balance to consolidated cash flow	15.2	Not more than 16
Consolidated equity ratio	19.3%	At least 20%

Target revenue from airport duty-free shops, merchandise and food & beverage outlets

Target items	FY2024 results	Key management targets for FY2027
Revenue from airport duty-free shops, merchandise and food & beverage outlets	195.0 billion JPY	At least JPY 200.0 billion

Capital investment plan

Items	Plan (FY2025-FY2027)
Total amount	JPY 585.0 billion

Major Non-Financial KPIs

For details, please refer to p. 41 of the "Gear Up NRT" Mid-term Management Plan.



<Pursue world's highest standards in safety and security>

- Number of aircraft accidents due to airport operations and facilities: Zero
- Number of serious operational impacts of facility and system failure: Zero
- Number of serious operational impacts due to inadequate security measures: Zero

<Be among the top runners in the world for climate change response>

- [FY2030 target] Reduce NAA Group's CO₂ emissions by 50%
 - [FY2030 target] Reduce CO₂ emissions per flight at Narita Airport by 30%
- *Compared to FY2015 in both cases

<Reinforce human capital management to elevate group capabilities and streamline organization and operational efficiency>

- Expansion of opportunities to secure and develop talent that strengthens the overall capabilities of the NAA Group
- Aiming for certification of NAA Group companies as Outstanding Organizations of KENKO Investment for Health (White 500 certification for NAA)

Functional Enhancement of Narita Airport

Our Perspective

Inbound travel to Japan is on a strong growth trajectory, and inbound tourism has now become the country's second-largest export industry. At the same time, the importance of air cargo—which supports both everyday life and industrial activity—has been reaffirmed. Meanwhile, the global aviation market is undergoing rapid transformation, driven by diversifying passenger needs and large-scale expansion projects progressing in other countries. NAA views these changes as opportunities for growth. By maximizing Narita Airport's potential and expanding its network, NAA strengthens its international competitiveness while responding to the capacity expansion of metropolitan airports—a national-level initiative. Through building a highly convenient network and undertaking a large-scale renewal of the airport, NAA advances the realization of the "New Narita Airport" Development Plan, which aims to create new value for society and reinforce Japan's position as a leading tourism-oriented nation.

Strengthen Air Route Networks Through Co-Creation of New Values with Partners

<Major initiatives and results achieved under the previous mid-term management plan (FY2022-FY2024)>

- Steady recovery of demand
 - ▶ Number of international flights passengers: from 330,000 in March 2022 during the COVID-19 pandemic to 3.05 million in March 2025
 - ▶ Number of foreign passengers: from 90,000 in March 2022 during the COVID-19 pandemic to 2 million in March 2025
- Achieving highly efficient operations with state-of-the-art facilities through the opening of the 8th cargo building

<Relevant non-financial targets under the Gear Up NRT mid-term management plan>

Strengthen air route networks (for passengers and cargo) through co-creation of new values with partners

For further details, please refer to p. 43. ▶

Policy and Implementation Framework

To contribute to achieving the government's target of welcoming 60 million inbound visitors by 2030, NAA has been advancing initiatives to steadily capturing growing inbound demand. As part of these efforts, NAA has established the Steering Committee on the Advancement of Airport Management, and under this committee, formed the Working Group on Improving Runway Utilization Rates. This group designates the enhancement of commercial capabilities as a key focus area and promotes more effective use of arrival and departure slots during off-peak hours, while strengthening Narita Airport's capacity to meet increasing demand.

Steadily Advance Further Functional Enhancement and Embody the New Narita Airport Development Plan

<Major initiatives and results under the previous mid-term management plan (FY2022-FY2024)>

- Completion of the rerouting of the adjacent expressway and drainage infrastructure upgrades for a nearby river ▶ Full-scale construction underway in May 2025
- Consultation with experts on the New Narita Airport Development Plan and formal hand over to the government for additional review

<Relevant non-financial targets under the Gear Up NRT mid-term management plan>

Steadily advance Further Functional Enhancement and embody the New Narita Airport Development Plan

- Steady implementation of development projects
- Formulation of the master plan for the New Narita Airport Development Plan

Policy and Implementation Framework

NAA has been striving to realize the New Narita Airport Development Plan, aiming to expand airport capacity and enhance international competitiveness over the medium to long-term. To this end, NAA established a study group comprising academic experts and representatives of the national, prefectural, and municipal governments. In addition, Further Functional Enhancement toward the commissioning of a new runway and other related facilities is being steadily advanced through the Council on the Promotion of Narita Airport Runway Expansion, comprising the national government, Chiba Prefecture, Narita City, Shibayama Town, and NAA.

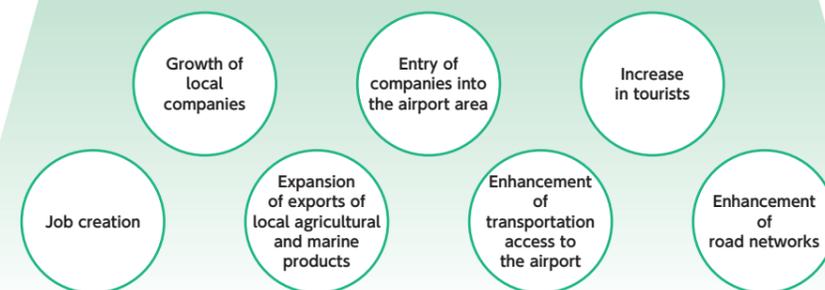
Specific Initiatives

- **Enhancement of networks to steadily capture inbound traffic**
 - Expanding network to Asia, North America, and the Middle East and creating connection opportunities
- **Promotion of becoming an international cargo hub**
 - Serving as a logistic center in cooperation with neighboring communities
- **Ensuring capacity to meet demand**
 - Action and support in cooperation with handling companies and other stakeholders
- **Improving the reception environment in off-peak hours**
 - Improvement of terminal, access, and other reception environments to accommodate runway operation hours

Network expansion enabled by airport functional enhancement and its benefits



Beneficial effects expected in areas around the airport



Specific Initiatives

- **Steady advancement of the development projects**
 - Steady advancement of land acquisition and runway development toward completion and commissioning
- **Preparation for expansion of facility area and operation hours**
 - Measures to expand operation hours at various in-terminal facilities (CIQ, access, stores, etc.)
- **Formulation of a master plan**
 - Detailed planning of core facilities, including basic facilities, passenger facilities, cargo facilities, airport roads, parking lots, etc.



Safety

Our Perspective

Safety is the underlying principle and comes before anything else.

In addition to preventing aircraft accidents, we need to undertake thorough risk management tailored to a variety of situations, including responses to typhoons, earthquakes, and other natural disasters and to infectious diseases of the kind exemplified by COVID-19, as well as cyberterrorism countermeasures. By being fully prepared for such issues, we will ensure that Narita Airport delivers safe, secure, stable services as one of Japan's key airports, and will bolster partnerships with airport related businesses in order to minimize the safety impacts of the labor shortages that have surfaced in recent years.

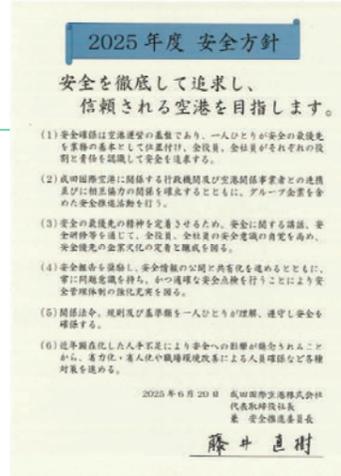
<Major initiatives and results achieved under the previous mid-term management plan (FY2022-FY2024)>

- Ongoing safety activities: Implementation of measures based on the safety management system, to prevent aircraft accidents due to airport operations and facilities, and serious operational impacts of facility and system failure
- Strengthening of human resource development: Establishment of the Safety Promotion Group in the Safety Management Department in order to pursue the world's highest standards in safety, reassurance, and stability, and strengthen safety management and the cultivation of safety professionals

<Relevant non-financial targets under the Gear Up NRT mid-term management plan>

Pursue world's highest standards in safety and reassurance

- Number of aircraft accidents due to airport operations and facilities: Zero
- Number of serious operational impacts of facility and system failure: Zero
- Number of serious operational impacts due to inadequate security measures: Zero



Please visit here for further details.



Policy and Implementation Framework

Management vision and safety policy

To ensure safety and reassurance for everyone involved with Narita International Airport, NAA has positioned creating a trustworthy airport by making our utmost to ensure safety as the very first goal of our management vision. To realize this vision, we have formulated a safety policy in which making safety the top priority forms the basis of each and every individual's work. The policy's content is reviewed annually by the Safety Promotion Committee, to which all officers of NAA belong, and is then signed off by the President. Each and every NAA employee approaches their day-to-day work on the basis of the perspectives outlined in the safety policy, aiming to undertake safe, reliable airport operation that embodies our management vision.

Specific Initiatives

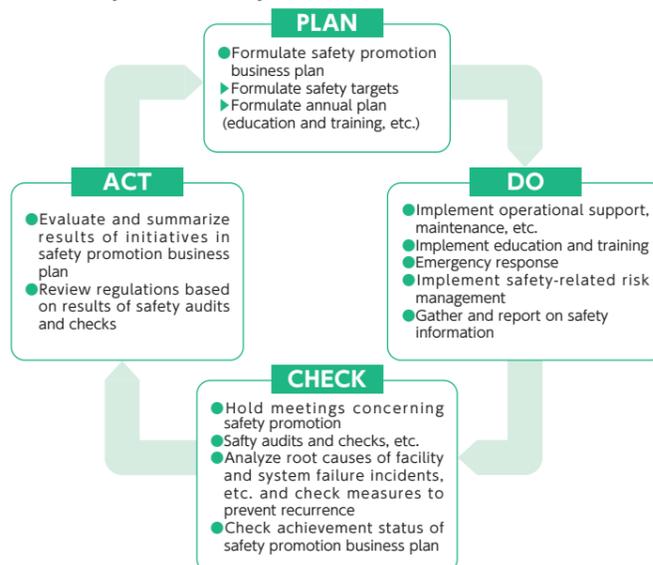
Safety-related risk management mechanisms

NAA-SMS (safety management system)

A safety management system is a structured, comprehensive management technique for setting clear safety policies and targets, formulating and implementing a plan for achieving those targets, monitoring the implementation status, and taking any action required in response (the safety-related PDCA cycle). NAA has introduced NAA-SMS and is working to ensure safe and reliable airport operations. Since April 2014, in accordance with the "Aviation Safety Program" led by the Ministry of Land, Infrastructure, Transport and Tourism, NAA has striven to further enhance safety by implementing initiatives under the NAA-SMS, including the establishment and management of safety performance targets, the collection of safety-related information, and reporting to the regulator.

In our FY2025 Safety Promotion Business Plan, we have set out policies and specific initiatives in the categories "aircraft accidents," "accidents within Security Restricted Areas," and "facility and system failure," based on the target of zero deaths and serious injuries due to facility and system failure and accidents at Narita Airport.

The safety-related PDCA cycle



PICK UP!

Measures to Prevent Runway Incursion

<Installation of runway status lights> HARD MEASURES

Safety runway operation is one of the most important responsibilities in airport operation. As aircraft collisions on runways can threaten numerous lives, runway incursion by other aircraft or vehicle must never occur. NAA is prioritizing measures to prevent runway incursion by aircraft and other vehicle both as a measure to prevent aircraft accident and as an initiative that will help to ensure runway safety.

In January 2024, an accident occurred in which an aircraft that had landed on a runway at Haneda Airport collided with a stationary aircraft on the same runway. As most collisions with aircraft and the like on runways are caused by runway incursion stemming from human error, Narita Airport also plans to install **runway status lights (RWSL)** to strengthen its runway incursion warning system. RWSL are a visual warning system for pilots and others that function independently of air traffic control instructions to prevent runway incursion. By installing this system, we aim to further improve runway safety.

RWSL features

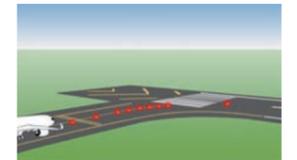
If an aircraft or vehicle is occupying (using) the runway, the RWSL system uses lights to automatically (based on aircraft position information, without the involvement of an air traffic controller) issue a warning to other aircraft trying to take off and any aircraft or vehicles seeking to enter the runway (including those aiming to cross the runway).

Illustration of view from the standby position when another aircraft has entered the runway (Lights corresponding to the position of the aircraft on standby for take-off light up)



► Take-off hold lights (THL) [Prevention of erroneous departure] Red lights are displayed to indicate to any aircraft seeking to take off that another aircraft is using the runway.

Illustration of situation when an incoming aircraft currently on the runway has neared a certain position from the approach end of the runway (Lights are lit or extinguished regardless of whether there is an aircraft on standby for take-off)



► Runway entrance lights (REL) [Prevention of runway incursion] Red lights are displayed to any aircraft or vehicle seeking to enter the runway, to indicate the approach of another aircraft about to take off or land.

<Strengthening of partnerships with stakeholders> SOFT MEASURES

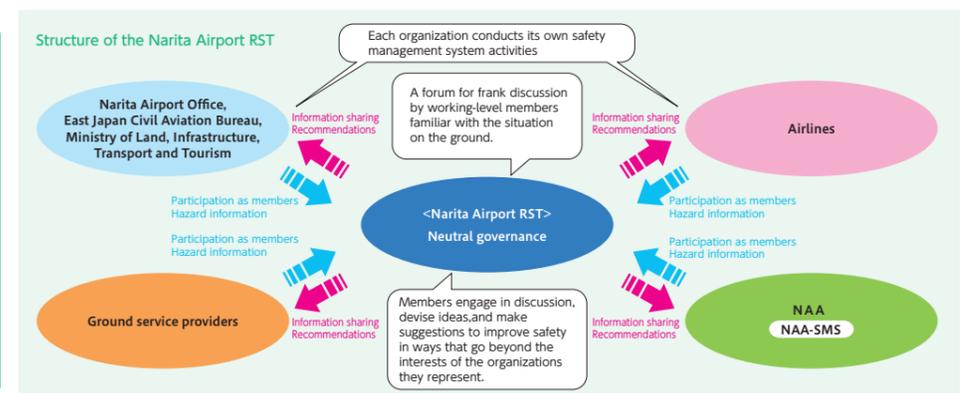
In 2017, Narita became the first airport in Japan to establish a **Runway Safety Team (RST)**. Based on multiple rounds of full and frank discussion with pilots, aircraft dispatchers, and air traffic controllers concerning specific problems, NAA has been working to ensure safety runway operation at Narita Airport, while responding to the constantly changing environment.

Recent years have seen a greater emphasis on collaboration with ground handling operators in airport safety management on the international stage. ground handling operators are specialist operators who undertake ground support duties for aircraft and carry out work essential to flight operations, including baggage and cargo loading and unloading, aircraft guidance, refueling, and aircraft inspection. While their work is not always visible to passengers, they play a crucial role in supporting safety and on-time operation.

In light of such international trends, we believe that it is imperative to further improve safety by boosting frontline communication with ground service providers at Narita Airport, too. Sharing information on the site with various stakeholders and bolstering cooperation frameworks will help to prevent accidents and facilitate a swift response should any accidents occur, thereby improving the overall standard of airport safety. In a new initiative introduced during the current fiscal year, we have had ground service providers join the RST.

Narita Airport RST basic policy

Narita Airport RST will prevent aircraft accidents and serious incidents by forecasting aircraft incursions and deviations on runways, taxiways, and adjacent areas; identifying hazards; assessing risks; proposing risk mitigation measures; and conducting post-implementation verification and evaluation.



In addition to introducing these facilities for ensuring airport safety, NAA will continually promote technological innovation and implement safety measures that conform to international standards. We will also foster safety culture throughout the airport and speed up initiatives aimed at ensuring peace of mind for airport users.

Security

Our Perspective

Since the opening of the airport in 1978, NAA has been conducting security operations grounded in historical context. Following the September 11 attacks, 2001, in the United States, the importance of aviation security increased dramatically. Since then, we have been responding to security measures, including revisions to national guidelines, which are successively imposed on us.

As stated in our management vision, safety is the underlying principle and comes before anything else. We will ensure the safety and security of the airport with the utmost care, working in cooperation with our stakeholders.

<Major initiatives and results achieved under the previous mid-term management plan (FY2022-FY2024)>

- Reliable security: Having conducted patrols and surveillance security at access points and inside and outside passenger terminals
- Education and practical drills: Having conducted drills for unauthorized entry, those for hijacking and terrorism responses, and those for evacuation guidance in the event of massive earthquakes and fires
- Steady quality control: Having conducted regular audits and tests

<Relevant non-financial targets under the Gear Up NRT mid-term management plan>

Pursue world's highest standards in safety and security

- Number of aircraft accidents due to airport operations and facilities: Zero
- Number of serious operational impacts of facility and system failure: Zero
- Number of serious operational impacts due to inadequate security measures: Zero

Advance and streamline airport operations with digital technologies

- Realizing Fast Travel by enhancing congestion forecasting and advancing an integrated information-sharing platform
- Security screening wait time*: At least 70% of passengers processed within less than 5 minutes

*Aiming for the following targets in 2030:
Total waiting time for boarding procedures from airport arrival to departure: 10 minutes on average.
Total waiting time for procedures from disembarkation to the arrival lobby: 30 minutes on average.

Policy and Implementation Framework

Merely complying with national policies, as we have done before, is no longer sufficient. We must proactively engage in aviation security, further incorporating advanced technologies and best practices from overseas airports, since we need to address estimated diverse security risks and changes in regulations to meet the shifts in international situations.

At the same time, we believe that tightening security screening should not lead to diminishing passenger experience value. As ensuring safety and security and enhancing passenger experience value can be achieved simultaneously, we will make both possible by introducing various advanced technologies.

- Need for further sophistication and labor-saving involving security as a measure to address the labor shortage of security screening and other security staff
- Need for systematic management of security quality at Narita Airport more proactively than ever before, in response to changes in the external environment, including the shift of a responsibility for conducting passenger security screening from airlines to airport operators

Specific Initiatives

<Enhancement of security operations (aviation security) through the introduction of the latest smart security and AIT* to security screening checkpoints for international transfer as well as through data utilization> **HARD MEASURES**

Leveraging the knowledge in efficient and strict security screening operations that we gained at security screening checkpoints for international departure, we will advance similar initiatives at security screening checkpoints for international transfer.

Amid challenges posed by labor shortages of security screening staff, labor saving and efficiency improvements are critical themes. NAA has actively advanced the introduction of advanced technologies. We will further introduce to security screening checkpoints for international transfer a CT-machine, which has already been introduced to security screening checkpoints for international departure and enables advanced security screening without requiring passengers to remove laptop, AIT that can detect non-metallic items, and a smart security system, which allows multiple passengers to prepare for screening simultaneously. Through these initiatives, we will endeavor to achieve both stricter security screening and enhanced passenger experience value.

Furthermore, at security screening checkpoints, we are collecting and utilizing data on passenger waiting time and processing capacity to advance operational sophistication. Through these initiatives, we will proactively advance operational improvements aimed at further enhancing the passenger experience value, including reducing waiting time at security screening checkpoints.



Smart security

*Advanced Imaging Technology (body scanner)

<Introduction of the Security Management System (SeMS) (aviation security and security management)> **SOFT MEASURES**

SeMS is an internationally-used systematic security management approach, which is based on risk and data. It can also be described as a framework for implementing the following six key elements through the PDCA cycle: management's commitment and governance, threat and risk management, management of emergencies and security incidents and recovery, quality control, maintenance of relevant documents, and resource management.

NAA has also been working towards the introduction of SeMS. Introducing SeMS is expected to always ensure consistent security quality in the same processes and contribute to enhancing security levels, ensuring regulatory compliance, advancing operational management, and reducing cost.



<Introduction of advanced technologies> **HARD MEASURES**

●Introduction of security robots and AI cameras (security management)

To address the labor shortage of security staff and advance the enhancement of security, NAA has introduced security robots equipped with cutting-edge technologies, such as AI, as an alternative for patrolling security staff. These robots detect the crowded situation of customer queues and abandoned, suspicious objects along patrol routes and send the detected results as alert information to the disaster prevention center.

Security staff focus on duties requiring human intervention, such as emergency response. By integrating human and robotic capabilities, we can further strengthen the centralized monitoring system from the disaster prevention center. Through these efforts, we will strive to build a high-quality, efficient security framework. Moreover, we will also test whether adding AI functionality to surveillance cameras can lead to building a more advanced and efficient security system.



Cocobo, a security robot manufactured by SECOM Co., Ltd.

<NAA's collaboration with the government, international organizations, and other airports> **SOFT MEASURES**

There are limits to what an airport operator can achieve alone. Therefore, NAA participates in international conferences, such as ICAO,¹ in collaboration with the government, to share the initiatives of airport operators and further solve challenges. Moreover, challenges faced by one airport operator are often common challenges faced by others. We actively participate in activities by the ACI² Aviation Security Committees to share best practices. Additionally, based on our experience gained at Narita Airport, we have been conducting assessments of security at other airports, thereby contributing to enhanced security in the Asia-Pacific region.

¹ ICAO: International Civil Aviation Organization
² ACI: Airports Council International



Scene from the ACI Aviation Security Committee meeting

<Improvement of response capabilities in the event of massive earthquakes and other disasters (security management)> **SOFT MEASURES**

Under the supervision of a disaster prevention expert (Dr. Oki Satoko, Associate Professor, Keio University), we conducted a practical drill in the terminal area, using blind scenarios. As a result of analyzing the airport staff's responses during evacuation guidance and other actions, some areas for improvement were pointed out, including on-site information consolidation, information transmission to the disaster prevention center, and utilization of emergency supplies. Based on the results of this drill, we will strive to prepare manuals and improve methods for information gathering and transmission, thereby enhancing the overall disaster prevention capabilities of the airport.

Digital Transformation

Our Perspective

With the working-age population in decline due to the aging population and falling birthrate, it is essential for Narita Airport, as the gateway to Japan, to make effective use of constantly evolving digital technologies to build broader networks and further contribute to society and the economy. NAA has put together the AIR NARITA master policy on digital transformation in order to combine the improvement of the airport's value with efforts to solve problems, and is pursuing initiatives centered on three core elements: radical review of business processes, sophisticated airport operation, and automation and labor efficiency. Through these initiatives, we aim to enhance the quality of airport functions and services, and achieve sustainable growth and our social mission. Narita Airport will employ the power of digital technology to create new value, without ever halting the progress of innovative change for the future.

<Major initiatives and results achieved under the previous mid-term management plan (FY2022-FY2024)>

- Radical review of business processes: We have been promoting company-wide projects aimed at bringing innovation to our business systems.
- Sophisticated airport operation: In October 2023, we began full-scale operation of airport collaborative decision making (A-CDM), which involves the sharing of information about aircraft operations and the like among relevant parties.
- Automation and labor efficiency: We have been conducting field trials of airside terminal shuttle buses with driverless technology and have confirmed the technological safety of medium-sized driverless buses.

<Relevant non-financial targets under the Gear Up NRT mid-term management plan>

Advance and streamline airport operations with digital technologies

- Realizing Fast Travel by enhancing congestion forecasting and advancing an integrated information-sharing platform.

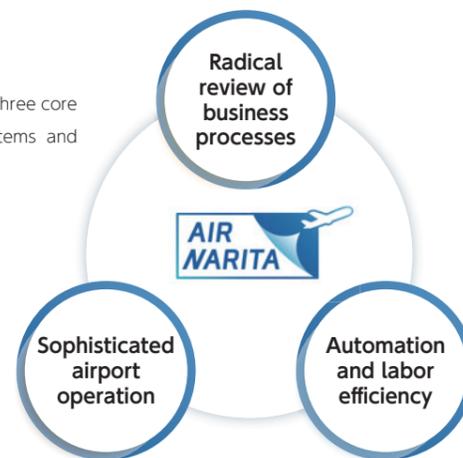
- Security screening wait time*: At least 70% of passengers processed in under 5 minutes

*Aiming for the following targets in 2030:
Total waiting time for boarding procedures from airport arrival to departure: 10 minutes on average.
Total waiting time for procedures from disembarkation to the arrival lobby: 30 minutes on average.

Policy and Implementation Framework

●AIR NARITA master policy on digital transformation

The AIR NARITA master policy on digital transformation at Narita Airport is designed around the following three core elements encompassing the **Activation**, **Innovation** and **Renovation** of Narita Airport's business, systems and organization, taking aboard all those involved with the airport towards a common destination.



<AIR NARITA's three core elements>

- ①Radical review of business processes—Elimination of the paper culture and reliance on the traditional Japanese seal system
- ②Automation and labor efficiency
- ③Sophisticated airport operation—The building of data linkages with stakeholders and frameworks for decision-making

Specific Initiatives

<Radical review of business processes>

We will review NAA's business processes to bring innovation to our business systems and achieve the following:

- Digitization of business processes to eliminate the paper culture
- Standardization and automation of complicated and fragmented processes
- Centralization and strategic use of fragmented data
- Creation of an environment allowing business processes to be completed by teleworking and without direct contact

<Automation and labor efficiency>

We aim to promote business efficiency and enhance productivity by proactively incorporating cutting-edge ICT including AI.

●Introduction of Face Express facial recognition system

Narita Airport is promoting the introduction of Face Express, a system allowing passengers to complete airport procedures after check-in based on facial recognition.

For further details, please refer to p. 54. ▶

●Introduction of security robots

We are moving forward with efforts to advance and streamline security operations by deploying security robots in terminal buildings.

For further details, please refer to p. 50. ▶

●Promotion of driverless technology

We are promoting the use of vehicles with driverless technology. We plan to commence with Level 3 driverless technology and move on to Level 4, in which vehicles can be operated within a limited area without a driver.



Photo courtesy of Japan Airlines Co., Ltd.

<Sophisticated airport operation>

Coming at a time when the decline in airport employees precipitated by the pandemic is having a prolonged impact, the rapid recovery in inbound travelers at Narita Airport has exposed problems in the form of congestion and increased waiting times at immigration and security screening checkpoints. Measures to address this situation and ensure a flexible, accurate response to further growth and diversification in aviation demand going forward are essential. Specifically, in addition to enhancing the hard infrastructure of runways and terminals, NAA needs to serve as a control tower and drive efforts to bolster collaboration with relevant organizations, establish more advanced information sharing, and build a strategic, data-based operational management setup. Based on the principles of **Total Airport Management (TAM)**, Narita Airport is pursuing the following initiatives to develop a more sophisticated operating setup in order to achieve smooth, efficient airport operation.

①Establishment of the Total Airport Management Group

In July 2025, we established the new Total Airport Management Group within the Operations Center. The group promotes efforts to build a strategic, integrated operating setup.

②Visualization and forecasting of passenger flows

We are using passenger flow management (PFM), AI analysis, and business intelligence tools to visualize and forecast passenger flows and operational performance data in real time. By sharing such data with relevant organizations, we are pursuing optimal resource allocation, a more efficient operating setup, and the maximization of passenger experience value.

③Integrated management of operational information

We are working on an initiative that will see information whose management is currently dispersed throughout the airport brought together for centralized management in an integrated database. Linking information held by relevant organizations in a manner that cuts across organizational boundaries will enable us to create an environment in which we can gain a comprehensive understanding of the situation throughout the airport in real time, make decisions swiftly and accurately, and enhance collaborative frameworks among relevant organizations.

④Promotion of A-CDM

Having commenced full-scale operation of A-CDM in October 2023, we will promote the framework further and share operational information with relevant organizations in real time. By engaging in decision-making in cooperation with relevant organizations, we will achieve further improvements in the on-time performance rate and minimize delays.

Through these initiatives, we plan to achieve the total optimization of airport operation and continually enhance Narita Airport's functions and value.

Cybersecurity Underpinning Digital Transformation

We are implementing integrated cybersecurity measures throughout the NAA Group that provide ongoing support for efforts to pursue digital transformation at Narita Airport.

- In addition to prescribing comprehensive information security measures for each NAA Group company, we promote integrated Group-wide measures through information sharing within the Group, along with education, training, and awareness activities.
- Our setup ensures round-the-clock monitoring of increasingly organized and sophisticated cybersecurity risks.
- We have established a CSIRT*1 and put in place an organization capable of responding to cyber incidents.

*1 CSIRT: Computer Security Incident Response Team
*2 CISO: Chief Information Security Officer

Organization

- Appointment of a CISO*2 to bolster defensive measures and ensure a swift response under senior executive leadership
- Establishment of a CSIRT to respond to cyber incidents
- Formulation of an annual Plan for Promotion of Information Security Measures

Ongoing efforts to upgrade security

- Ongoing reviews of security governance
- Survey of security technology trends
- Gathering of information from external sources
- Swift, flexible response to the latest threats

Security technology

- Prevention of access to fraudulent websites
- Measures to combat the receipt of fraudulent emails
- Advanced malware countermeasures
- Strengthening of network authentication

Human resource development and culture promotion

- Operation of a dedicated security organization
- Securing and cultivation of cybersecurity professionals
- Improvement of the standard of security among all employees through education and training

Value of Passenger Experience

Our Perspective

For Narita Airport to achieve and maintain sustainable growth into the future and become more internationally competitive, it is essential to become the airport of choice for passengers and provide maximum possible satisfaction to all customers who use the airport. To do that, it is necessary for all of us at the airport to have a customer-oriented viewpoint, deepen our understanding of what customers expect and want from airports and provide the value sought by customers. To promote that initiative, NAA has adopted the Net Promoter Score (NPS) as an indicator of customer loyalty and constantly monitors it. At the same time, NAA is upgrading its capability to collect and analyze the Voice of the Customer (VOC). Through those activities, we accurately identify the opportunities and challenges for enhancing the value of passenger experience, improve overall airport operation, and introduce new facilities and services.

<Major initiatives and results achieved under the previous mid-term management plan (FY2022-FY2024)>

- NAA has won the top 5-star airport rating under the World Airport Star Rating program operated by SKYTRAX of the United Kingdom for two consecutive years (from 2023)

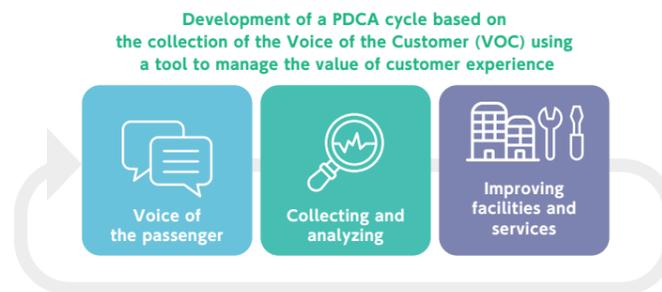
<Relevant non-financial targets under the Gear Up NRT medium-term management plan>

Creating a new passenger experience unique to Narita

- Maintaining the 5-star airport rating of SKYTRAX (acquiring 5-star rating for Passenger Terminal 3) *Acquired the 5-star airport rating under the World Airport Star Rating program in 2025.
- Developing an environment in which most customers have access to automated procedures.

Policy and Implementation Framework

We aim to continuously enhance passenger experience based on inputs from a working group on customer experience while making use of a combination of multiple approaches, including periodic quality checks regarding airport facilities and services as well as the collection and analysis of the VOC and external evaluation by SKYTRAX, which were mentioned earlier.



Specific Initiatives

<Initiative to convey Japan's appeal>

Amid growing interest in Japanese culture, mainly among foreign travelers to Japan, we are trying to make travelers' time spent at Narita Airport a more attractive experience while implementing measures to convey Japan's appeal in order to expand inbound tourism consumption and encourage travelers to visit destinations away from major cities as well.

As a way to encourage repeat visits by providing a glimpse into the diverse appeal of Japan, we hold events to give tourists such experiences as wearing kimono or samurai armor, an Oiran parade and a manga drawing experience.

We also use digital technology to create spaces with fascinating visual effects. Moreover, we provide opportunities for encounters between airport travelers and young artists by holding the Narita Art Runway art competition event, which helps elevate Japanese artists to the global arena. Through the creation of such memorable passenger experiences, we will enhance the brand value of the airport.



Samurai armor dressing experience



Manga drawing experience

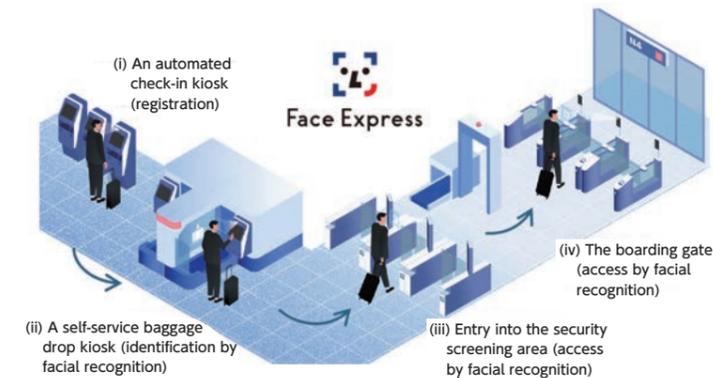


NARITA ART RUNWAY

<Introduction of Face Express facial recognition system>

At Narita Airport, we are introducing the Face Express system, which allows passengers whose facial photo has been registered in advance—at the time of the first airport procedure, such as check-in—to go through the subsequent procedures (baggage check-in, entry into the security screening area, passage through the boarding gate, etc.) without following the process of presenting the ticket and passport.

Through the automation of the procedures, we will realize comfortable, smooth boarding procedures and save airport staff manpower and workload.



Terminals equipped with Face Express and participating airlines

- Terminal 1 South Wing
- ALL NIPPON AIRWAYS CO., LTD.
- Terminal 2
- Japan Airlines Co., Ltd.

*The numbers of participating airlines and terminals equipped with Face Express are scheduled to be increased gradually.

PICK UP!

Further Upgrade of Commercial Facilities

<Opening of stores with new value added and new features>

—THE LIQUOR NARITA AIRPORT (Terminal 1) / THE CRAFT JAPAN (Terminal 2)—

In light of the increasing number of customers shopping for high-quality, rare products, including travelers from abroad, we have opened THE LIQUOR NARITA AIRPORT (on November 8, 2024), a large liquor shop specializing in luxury liquor, at the post-immigration area of Terminal 1, and THE CRAFT JAPAN (on August 7, 2025), which sells a selection of traditional, local Japanese craftworks, at the post-immigration area of Terminal 2.

THE LIQUOR NARITA AIRPORT sells hard to find liquor products and limited-edition products exclusively sold there. It is equipped with a VIP room, where a purchasing experience different from ones offered at conventional liquor shops can be enjoyed. THE CRAFT JAPAN sells traditional craftworks infused with artisanship and also products with a sophisticated design incorporating a modern sensitivity under the theme of Japanese food, festivals, and arts and animation. Also handling rare items, including one-of-a-kind pieces, the shop contributes to the creation of new demand.

Challenging the perception of a lack of difference across airport duty-free shops, we are introducing shops that can provide value added unique to Narita Airport and special experiences to customers.



THE LIQUOR NARITA AIRPORT (Terminal 1)



THE CRAFT JAPAN (Terminal 2)

<Opening of a 24-hour café and relaxation space available for overnight stay or occasional rest>

—Airport Café NODOKA (Terminal 2)—

As a new option for overnight stay or occasional rest at the airport, Airport Café NODOKA, which operates 24 hours a day, was opened on October 31, 2025. At the café, based on the "place for perch" concept, customers can easily drop in at any time and enjoy drinks and are charged by time of stay. Equipped with individual booths, open-space seats, and shower facilities, the café meets a variety of needs, including overnight stays, coffee breaks, and business meetings. We will continue efforts to develop an environment that enables customers to spend time at the airport more comfortably.



NODOKA (Terminal 2)

Environment and Coexistence with Local Communities

Our Perspective

The development of Narita Airport has been supported by the deep understanding and cooperation of the local communities and society. As a large inland airport, minimizing the impact of construction and operations on surrounding communities is a vital responsibility for the NAA Group. We will continue to steadily implement environmental and community coexistence initiatives, including efforts for addressing climate change as a societal challenge, mitigating aircraft noise that has significant impacts on surrounding communities, and preserving air quality, water quality, and biodiversity.

In addition, we will further strengthen the collaboration with the local communities and proactively advance initiatives for the sustainable development of the entire airport region, including the realization of the Airport City Development Plan.

Guided by the belief that developing the airport is developing the community, NAA aims to achieve sustainable coexistence and mutual prosperity between the local communities and the airport. Through collaboration between the communities and the airport, we will continue to create new value together.

<Major initiatives and results achieved under the previous mid-term management plan (FY2022-FY2024)>

- Climate change initiatives: Having reduced CO₂ emissions from the NAA Group (Scopes 1 and 2) by 21.7% compared to FY2015 (122,485 tons/year) ^{*FY2024 result}
Having reduced CO₂ emissions from Narita Airport (Scope 3) by 14.1% compared to FY2015 (4.32 tons/flight) ^{*FY2024 result}
- Resource circulation initiatives: Having utilized logged timber generated along with Further Functional Enhancement
- Community environment initiatives: Having promoted soundproofing work in conjunction with Further Functional Enhancement; total number of soundproofing works conducted 3,747 (as of the end of FY2024)
- Air and water quality conservation: Having been monitoring the impacts on air and water quality
- Cooperation with the local communities: Established the NRT (Narita) Area Design Center to promote the Airport City Development Plan

<Relevant non-financial targets under the Gear Up NRT mid-term management plan>

- Cooperate with local communities for coexistence and mutual prosperity and developing an airport city
- Formulation of an attractive plan leading to the sustainable development of the airport zone
- Be among the top runners in the world for climate change response
- [FY2030 target] Reduce NAA Group's CO₂ emissions by 50% (compared to FY2015)
- [FY2030 target] Reduce CO₂ emissions per flight at Narita Airport by 30% (compared to FY2015)

Policy and Implementation Framework

● Pillars of actions

Narita Airport is advancing measures to reduce environmental impacts under Sustainable NRT 2050, based on the four pillars of actions: climate change initiatives, community environment initiatives, resource recycling initiatives, and environmental management.

● NRT (Narita) Area Design Center

In April 2025, Chiba Prefecture and NAA established the NRT (Narita) Area Design Center (NADC) as an effort to realize the Airport City Development Plan. NADC aims to maximize the benefits of the NEW NARITA AIRPORT Project not only for the airport itself but also for the surrounding local communities. Serving as a hub for stakeholders, NADC promotes external coordination, cooperation, and business-matching support to enhance the value of the entire region.



Specific Initiatives

<Climate change initiatives>

The NAA Group and Narita Airport as a whole are steadily advancing initiatives to achieve mid- to long-term targets for reducing CO₂ emissions. Specifically, these initiatives include promoting the use of Sustainable Aviation Fuel (SAF), introducing electric vehicles, adopting LED lighting and energy saving measures in passenger terminal buildings, and installing solar power generation facilities.

For further details, please refer to pp. 35-36. ▶

<Environmental management>

We have established a framework to promote environmental impact reduction through proactive collaboration with diverse stakeholders. We convene the Sustainable NRT Promotion Council, consisting of airport-related business operators and others, to advance collaborative initiatives. Additionally, we participate in the ACI* Airport Carbon Accreditation program, under which we formulate and advance CO₂ emission reduction plans aligned with the Paris Agreement.

For further details, please refer to pp. 35-36. ▶

<Resource recycling initiatives>

As a key challenge in operating as a sustainable airport, we are working to make effective use of limited resources. These efforts include implementing waste separation and recycling for general waste at the NAA office and throughout the airport, reducing and effectively utilizing construction waste, and utilizing logged timber generated along with Further Functional Enhancement.

PICK UP!

Community Environment Initiatives

Narita Airport, a large inland airport, has been implementing meticulous measures for its community environment.

<Noise countermeasures>

● Measuring aircraft noise

■ Year-round measurements

To monitor noise from aircraft takeoffs and landings, Narita Airport has been conducting noise measurements since its opening in 1978. Currently, NAA has installed 33 stations for aircraft noise monitoring around the airport to conduct year-round measurements. In FY2024, the annual average Lden values (day-evening-night noise level) at each monitoring station remained below the standards for designated areas under the Act on Prevention of Damage caused by Aircraft Noise in Areas around Public Airports (referred to below as the "Act"), following on from such values measured in the previous fiscal year. In addition to the above stations, Chiba Prefecture installed 23 stations, Ibaraki Prefecture installed 10 stations, and related municipalities installed 37 stations (in FY2024), which means that a total of 103 stations continuously monitor noise around the airport. The locations where NAA's 33 stations are installed and the measured data are available in real time on the NAA's website to publish environmental information called "Narita Airport Environment Community."

<Air and water quality conservation>

Narita Airport has been monitoring the impact of substances emitted from aircraft operations and airport activities on the air in the local communities surrounding the airport. NAA has also been working to suppress emissions of air pollutants from aircraft, vehicles running in the airport areas, central heating and cooling facilities, and other means. Additionally, we have been monitoring water quality to ascertain the impact of rainwater drainage from the airport on rivers in the surrounding local communities. We have been advancing various measures to preserve water quality through the installation and proper operation of an oil-water separation facility,¹ retention ponds,² and a water treatment facility.

¹: Oil-water separation facility: A facility that separates and removes oil contained in wastewater, which is used when oil becomes mixed in wastewater, such as at aviation fuel tank yards
²: Retention pond: A facility installed to the west of Runway A to temporarily store rainwater, whose capacity is 590,000 m³ and which discharges collected rainwater to off-site drainage channels

<Biodiversity preservation>

● Listing as a Nationally Certified Sustainably Managed Natural Site

Green Port Eco-Agri Park, managed as an experience-based nature park utilizing the land owned by NAA for noise abatement, has been certified as a Nationally Certified Sustainably Managed Natural Site under a certification program that the Ministry of the Environment started in FY2023.

The Nationally Certified Sustainably Managed Natural Site program aims to certify the areas where biodiversity conservation is being promoted through private sector initiatives and to list them in a world database, thereby contributing to the goal set at the government's initiative called "Nature Positive" (namely the project for halting and reversing biodiversity loss). NAA will continue to strive to maintain and improve the value and quality of biodiversity.

<Narita Airport Environment Community>

We publish the results of environmental surveys for aircraft noise, air quality, and water quality as well as releasing the implementation status of environmental countermeasures on our website, including flight path information, utilizing ADS-B* data. (This page is provided in Japanese only.)



*ADS-B: Automatic Dependent Surveillance-Broadcast
ADS-B is a technology in which aircraft periodically transmit their position and altitude information using a satellite positioning system.

■ Short-term measurements

NAA has been conducting short-term measurements to validate the noise in the designated areas under the Act. These measurements are carried out for seven consecutive days during summer and winter (and in some cases, spring and autumn). In FY2024, the average Lden values at all short-term survey locations remained below the standards for designated areas under the Act.

■ Nitrogen oxides: NOx emissions (per takeoff or landing)



SORATO NRT Airport City Project

The NRT (Narita) Area Design Center (NADC) announced the Airport City Development Plan in June 2025 and released the title of the plan as the SORATO NRT Airport City Project in January 2026.

This plan outlines a future path for the integral, sustainable development of the neighboring local communities and the airport as the NEW NARITA AIRPORT Project gains momentum. Upholding the vision of the Flagship Airport City where Everyone can Shine and Resonate with the World, we will advance initiatives from four perspectives: industry and innovation, well-being, transportation and mobility, and diversity and sustainability. Furthermore, through function-based zoning of the local communities surrounding the airport, we aim to create an airport metropolitan area that supports future growth while unlocking the diverse strengths and potential of the communities.

Please visit here for further details. ▶



Airport Staff

Our Perspective

Airport staff are the source of value creation at Narita Airport, forming the foundation for safe and stable airport operations as well as high-quality customer services. As future growth in aviation demand is anticipated, airport-wide labor shortages represent a key management issue for NAA as the airport administrator. In the context of intensifying cross-industry competition for talent and structural changes, including the declining working-age population, sustainable and strategic initiatives are essential to strengthen airport functions and to maintain and improve service quality. Narita Airport is supported by a diverse range of stakeholders, including airlines and various business operators. By proactively and independently working to enhance satisfaction not only among NAA employees but also among all staff working across the airport, NAA aims to realize sustainable growth of the airport as a whole and enhance its overall competitiveness.

<Major initiatives and results achieved under the previous mid-term management plan (FY2022-FY2024)>

- Employment promotion: Recruitment support through joint corporate information sessions, airport tours, and more
- Working environment: Expansion of employee break rooms (1.68 times larger compared with FY2021) and more
- Foreign talent: Advocacy for relaxation of residence status regulations, and provision of housing information to foreign residents (implemented by Greenport Agency Co., Ltd. an NAA group company)
- Living environment: Operation of the Narita Work Life website

<Relevant non-financial targets under the Gear Up NRT mid-term management plan>

Take actions for airport human capital management to attract/engage diverse talent

- Improvement of the environment to secure airport employees and empower a diverse workforce

Policy and Implementation Framework

In March 2024, NAA established the Countermeasures Headquarters on Airport Human Resources in order to swiftly and proactively implement company-wide measures to support the personnel responsible for airport operations, while also strengthening collaboration with relevant organizations in its role as the airport administrator. NAA is advancing initiatives aimed at addressing challenges across the business categories of ground handling, security screening, general security, retail, passenger information services, cleaning, maintenance, cargo, bus and taxi driving, and CIQ.

<Short-term initiatives>

- Employment promotion
- Improvement of the working environment

<Medium- to long-term initiatives>

- Utilization of foreign talent
- Improvement of the living environment
- Automation and labor efficiency

For further details, please refer to pp. 51-52.

Specific Initiatives

<Employment promotion>

- Continuing support for the recruitment of airport service providers through holding joint corporate information sessions and airport tours, operating the Narita JOB Port, and providing careers education in areas surrounding the airport

In anticipation of further growth in demand, NAA is working to maintain smooth airport operation by not only holding joint corporate information sessions and airport tours, but also continuing to provide comprehensive employment services in partnership with government agencies and educational institutions through the Narita JOB Port. In addition, NAA is promoting greater interest in airport-related jobs through careers education in areas surrounding the airport.



<Utilization of foreign talent>

- Promoting understanding of airport-related careers through collaboration to support personnel retention and the organization of information sessions for international students

While the utilization of foreign talent at Narita Airport is progressing, mismatches between job seekers and business operators, as well as various challenges related to acceptance in the surrounding communities, continue to emerge. To address these issues, NAA convenes the Foreign Talent Settlement Promotion Council to facilitate information exchanges with surrounding communities, business operators, and local governments, thereby helping to build smoother acceptance frameworks. In addition, NAA holds information sessions in collaboration with vocational colleges to promote understanding of airport-related jobs among international students who wish to work in Japan, with the aim of reducing such mismatches.



<Improvement of the living environment>

- Using the Narita Work Life website to communicate information about Narita Airport jobs and their appeal, as well as about work-life proximity-based lifestyles in the surrounding communities

Through the operation of this website, NAA disseminates information on the wide range of jobs at Narita Airport in collaboration with airport service providers, thereby promoting understanding of airport-related jobs and encouraging interest in working at the airport. In addition, by highlighting the attractive lifestyles and rich appeal of the surrounding communities, NAA proposes work-life-proximity-based living options and advances initiatives to encourage relocation and long-term settlement in the local area.



PICK UP!

Improvement of the Working Environment

As we believe that a consistent policy will be required in implementing these initiatives, we have established the unprecedented overarching goal of aiming to develop a new standard for workplaces in the airport industry, and have formulated the basic policy of becoming an airport that will be close to the heart of all airport staff members and will be loved by them.

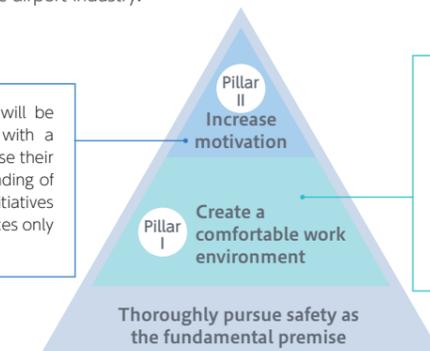
<Narita Airport ES Basic Policy>

- To become an airport that will be close to the heart of all airport staff members and will be loved by them

In order to ensure that Narita Airport can continue to provide the world's highest quality of airport services, we recognize that each individual airport staff member plays the most important role. Through the efforts of all airport-related business entities, we will be understanding of the feelings of diverse airport staff members and committed to create a work environment that will enable them to continue to work with high motivation, with the aim to develop a new standard for workplaces in the airport industry.

■ Pillars of initiatives

To ensure that airport staff members will be able to engage in their daily duties with a positive mindset, we will strive to increase their motivation and promote their understanding of Narita Airport by implementing such initiatives as providing them with special experiences only available to airport workers.



While quantitatively identifying and analyzing problems in the work environment faced by diverse airport staff members in their daily duties, we will carry out initiatives steadily to improve a work environment into one that will be considerate of their mental and physical well-being, starting from the fields where implementing initiatives is expected to be highly effective.

Safety comes before anything else. We will thoroughly pursue safety across the airport, without incorporating it into this ES Basic Policy.

<Data-driven implementation>

We have given consideration to data-driven implementation and adopted this as our basic strategy for translating our basic policy into reality, in order to ensure we achieve the greatest possible levels of fairness and satisfaction in implementing these initiatives, and can effectively utilize limited resources based on a sound order of priority.

In moving forward with our data-driven approach, we systematically set ES-related management indicators while tapping into the knowledge of external experts, and identified employee experiences that could affect those management indicators. We then conducted a questionnaire among all airport staff. Having used statistical analysis of the questionnaire results to shed light on the employee experiences that we need to address as a priority, we have decided on initiatives and are now working on our response. While addressing these priority issues, we will conduct regular questionnaires to confirm whether we can see any trends toward improvement in the management indicators and whether there are any other matters we should prioritize, and will promote initiatives aimed at achieving our goal.

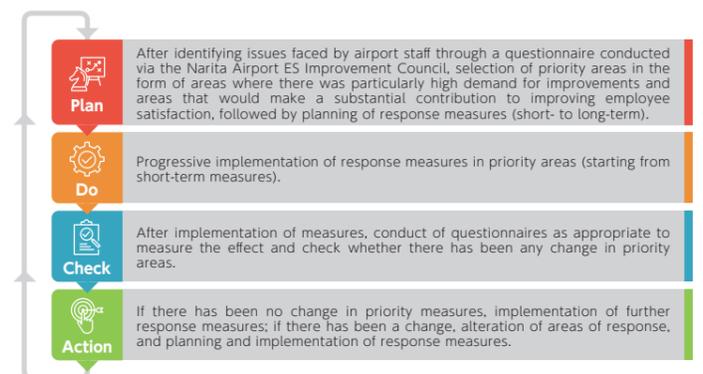


Food truck



Popo Park opening ceremony

■ Data-driven ES initiative management cycle



■ List of priority issues

Meal environment (places where staff can get meals, restaurants, etc.)	Main reasons for dissatisfaction included few places to buy meals, high prices, and crowding at purchase locations
Events for employees	Main reasons for dissatisfaction were circulation of information about events, the ease of participation in events, and the frequency with which they are held
Climate-related measures (apron workers only)	Main reason for dissatisfaction was consideration for measures to combat the heat
Ease of movement to offices and staff rooms in the apron area (apron workers only)	There is a tendency toward low satisfaction among ground handling and aircraft maintenance staff

■ List of issues for the future (secondary priorities)

Shared staff break rooms	Main reasons for dissatisfaction were crowded break rooms and a lack of break rooms
Awards system	There is a tendency toward low satisfaction among cargo and apron workers
Employee parking lots	Main reasons for dissatisfaction were cramped parking spaces, high parking charges, distance from the parking lot to the workplace, and scarcity of employee parking lots

Human Capital

Our Perspective

Our employees are our most valuable asset in supporting NAA's sustainable growth.

To build a world-class airport, the growth and engagement of our employees are indispensable.

NAA responds to each employee's motivation, expectations, and diverse career aspirations by providing opportunities for growth that enable them to maximize their capabilities and performance.

We actively support employees in taking on new challenges and foster a work environment in which they can work with peace of mind, find a sense of fulfillment, and sustain long-term careers.

Through these initiatives, we aim to create new value while ensuring safe, secure, and stable airport operations, and to steadily advance the New Narita Airport Project.

<Major initiatives and results achieved under the previous mid-term management plan (FY2022-FY2024)>

- Fostering a corporate culture and environment that encourages challenging endeavors and growth: We started the Creative Challenge 20 system (a new project proposal system helping our employees to freely suggest new ideas and initiatives and then review and implement the initiatives as projects) and the Global Gateway Challenge Program (an overseas experience program aimed at cultivating a global mindset among young employees).
- Creating the NAA Group Synergy: We conducted the following initiatives: personnel exchanges and technical briefing sessions within the NAA Group, joint corporate information sessions across the NAA Group, an NAA Group recruitment webpage created on the NAA company website, a NAA Group-wide induction ceremony and NAA Group on-site experiential training programs.
- Creating a Better Working Environment: We promote health and productivity management, having been recognized as a KENKO Investment for Health (Large Enterprise Category) for three consecutive years, and support work-life balance (FY2024 results: total working hours 1,847 hours; annual paid leave utilization rate 86.0%; childcare leave utilization rate: 70.0% for men and 100% for women).

<Relevant non-financial targets under the Gear Up NRT mid-term management plan>

Reinforce human capital management to elevate group capabilities and streamline organization and operational efficiency

- Expansion of opportunities to secure and develop talent that strengthens the overall capabilities of the NAA Group
- We aim for all NAA Group companies to obtain certification as KENKO Investment for Health, and for NAA itself to achieve certification under the White 500 category.

Specific Initiatives

<Attracting diverse human resources that contribute to achieving our goals>

● Clear presentation of our vision for human resources that will contribute to achieving our business goals, along with strengthening integrated group recruitment

NAA positions human capital as its most critical resource, serving as the foundation for the company's sustainable growth. In attracting such human resources, for new graduate hiring, NAA places weight on the inheritance of its unique corporate culture, including coexistence and mutual prosperity with the local communities and the safe, secure, and stable operation of the airport, as well as on human resource development. We also clearly present our vision for human resources and conduct recruitment annually on an ongoing basis. At the same time, for mid-career hiring, we proactively promote the recruitment of individuals with diverse skills and experience to introduce new knowledge and perspectives into the company and foster innovation. Moreover, aiming to attract human resources that enhance the overall strength of the NAA Group, we have been strengthening group-wide recruitment outreach activities to secure diverse human resources.



A scene from the site tour for mid-career hiring (at Chiba Port Oil Terminal, which is a facility for receiving aviation fuel)

<Establishment of a system that encourages taking on challenges, growth, and development>

● Human resource development

Amid significant changes in the environment surrounding airports, we operate comprehensive human capital development programs to foster each employee's leadership, action-oriented thinking, and professional expertise, in pursuit of creation, sustainability, and resilience. Specifically, with a view to the early development of future management leaders, we offer leadership development programs, as well as level-based training programs designed to equip employees with the skills and knowledge required at each career stage. We also support employees' self-directed learning through self-development programs and provide overseas and domestic training programs to build specialized expertise in airport management. Through these initiatives, we support employees' capability development and continuous self-growth. In addition, we are promoting development initiatives aimed at enhancing our employees' global mindset and data literacy.

● Fostering a culture and environment where people can take on challenges

NAA believes that our employees are our most valuable asset in supporting our sustainable growth. Based on this, we will provide and expand opportunities for our employees to take on challenges beyond their own duties, thereby aiming to foster the growth of each individual employee and cultivate a corporate culture in which these employees are able to take on challenges.

■ Case example of the Creative Challenge 20 (CC20) system

NAA visualization project

This project targets people who know about Narita Airport but are unfamiliar with NAA, aiming to enhance their understanding of NAA's operations and initiatives through Instagram, thereby securing human resources.

<Comments from a project member>

Through the CC20 activities, I have gained rich experience, a sense of accomplishment, and stimulation every day, which I would not get from my regular department work. Moreover, the more seriously I engage with the CC20 activities, the more efficiently I can handle the duties in my department. The expanded network that I built also helps me advance discussions smoothly. This creates a positive cycle in my work, allowing me to feel daily growth and a strong sense of fulfillment.



Members of the NAA Visualization Project



Please visit here for further details.

● Introduction of a new HR system

Amid rapid and significant changes in the business environment, we are undertaking a fundamental reform of our HR system—one that has not been substantially revised since privatization in 2004—in order to better respond to increasingly diverse talent, working styles, and values. Under the new system, scheduled to be introduced during FY2026, we aim to more clearly recognize and reward employees who demonstrate strong commitment and deliver tangible results. Through this reform, we will strengthen our organizational capabilities by securing and developing not only personnel who can ensure safe and reliable airport operations, but also those who can drive highly competitive value creation. By doing so, we will advance the NEW NARITA AIRPORT Project and, in collaboration with our stakeholders, create new value for the airport. At the same time, we are fostering an environment in which employees can take on new challenges with confidence, while supporting diverse career paths and cultivating a corporate culture that enables long-term engagement and fulfillment at work.

<Creating a vibrant and inclusive organization and workplace>

● Creating inclusive workplaces and organizational cultures that embrace diverse talent and foster employee engagement

● Promoting health and productivity management to support work-life balance and physical and mental well-being

NAA positions a wide range of initiatives—such as systems that enable flexible working arrangements (including work from home, staggered working hours, and support for balancing work with childcare and caregiving), the promotion of paid leave utilization, employee benefits, initiatives to promote the career advancement of women, and the promotion of diversity, equity, and inclusion (DE&I)—as investments in human capital aimed at fostering an environment in which employees can fully realize their potential and achieve sustainable growth. We believe that these initiatives enhance employees' well-being and performance, and in turn contribute to increased corporate value. Going forward, we will continue to examine and promote efforts to develop a workplace culture and working environment in which diverse talent can thrive.

<Workplace and working hours>

- Work from home
- Staggered working hours (adjustment of prescribed working hours)

<Reduction of total working hours>

- Health awareness day (no overtime day)
- Planned leave (encouraging employees to take long vacations of 7 days or longer)
- Leave declaration (encouraging employees to plan to use annual paid leave)

<Comprehensive welfare benefits>

- Refreshing: Select Plan (nationwide welfare facilities), etc.
- Asset building: Corporate pension, employee savings, employee stock ownership, etc.
- Healthcare and others: Comprehensive health checkups, meal and housing allowances, etc.

<DE&I, and initiatives to promote the career advancement of women>

- Conducting DE&I training sessions led by external speakers
- Roundtable discussions with female managers and female employees

<Support for striking a balance between work and childcare and caregiving>

- Childcare leave (for a child up to age 3); caregiving leave (up to 6 months)
- Reduced working hours system for childcare and caregiving (shorter working hours than prescribed ones)
- Partial childcare leave (up to 2 hours per day)

<Promotion of health and productivity management>

NAA aims to create a workplace environment in which every employee can continue working with physical and mental well-being, vitality, and a sense of fulfillment, thereby supporting the sustainable growth and development of Narita Airport. To this end, employees, the Company, and the health insurance association work together to promote employee health, focusing on three key areas: physical health, mental health, and the promotion of work-life balance. As part of our efforts to advance health and productivity management, we place importance on obtaining certification as a KENKO Investment for Health under a program promoted by the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi. We believe that this certification enhances our social credibility and trust, and that the continuous implementation of initiatives required for certification contributes to maintaining and improving employee health and, ultimately, to enhancing productivity. Accordingly, NAA has applied for certification as a KENKO Investment for Health (Large Enterprise Category) since fiscal year 2023 and has been certified for three consecutive years. Furthermore, under our current mid-term management plan, we aim to obtain certification under the White 500 category, which represents a higher distinction within KENKO Investment for Health program.

Financial Strategy

Policy

To accelerate profitable growth and reform into a business and cost structure resilient to change, aiming at the sustainable development of Narita Airport, NAA has upheld the theme of "Strengthen profitability and financial foundation to support large-scale investments" in its mid-term management plan. Looking ahead to carrying out significant investments, we intend to enhance top-line revenue while striving for cost management, thereby minimizing debt increases as much as possible and ensuring financial soundness.

Significance of Financial KPIs in the Mid-term Management Plan

During the period of the previous mid-term management plan, which was in a recovery phase from the COVID-19 pandemic, we formulated financial KPIs in line with Vision 2030. For the current mid-term management plan, we have set the following financial KPI targets, as part of the effort for achieving Vision 2030: consolidated operating income, consolidated long-term debt balance, ratio of consolidated long-term debt balance to consolidated operating cash flow, and consolidated equity ratio as described below.

These financial KPIs were set with a focus on ensuring financial soundness, which is becoming increasingly critical, as we expect the need for substantial fundraising for advancing the NEW NARITA AIRPORT Project going forward.

Borrowing of Fiscal Loan Funds

Regarding business expenses for Further Functional Enhancement, NAA has received support from the government in the form of Fiscal Loan Funds and interest-free loans, from the perspective of enhancing the functions of airports in the Tokyo Metropolitan Area and strengthening international competitiveness.

Regarding the Fiscal Loan Funds, we borrowed JPY 400 billion in FY2020. We also borrowed JPY 154.4 billion in FY2024 as an additional fund reflecting the results of a full examination of our project costs, which incorporates, such factors as rising prices, design refinement, adaptation to site conditions, and coordination with relevant organizations. Both the Fiscal Loan Funds and interest-free loans feature fixed interest rates and long grace periods for principal repayment, thereby enabling us to stably secure the financial resources necessary for advancing our projects.

Fundraising

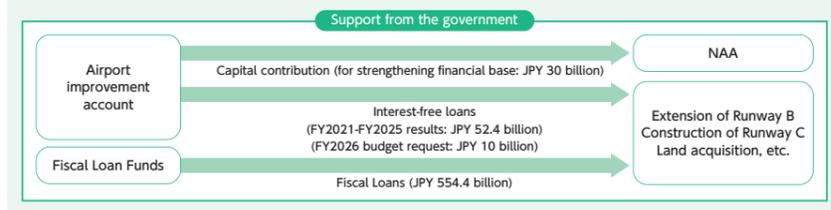
Regarding fundraising, NAA thoroughly ascertains appropriate information on funding needs, revenue trends, and financial markets, thereby pursuing stable funding at low interest rates. Furthermore, NAA's credit rating maintains a high level, reflecting the positive assessment of its relationship with the government and other elements. We will continue to raise funds at appropriate times while striving to provide careful explanations to investors and build a trusting relationship with them.

Consolidated operating income: At least JPY 47.0 billion
Objective: Expanding revenue through an increase in air cargo volume to prepare for future large-scale investments Policy: Strengthening the profitability of existing businesses to build a foundation for sustainable growth
Consolidated long-term debt balance: Not more than JPY 1,080.0 billion
Objective: Maintaining financial soundness while responding to strategic investments Policy: Conducting growth investments, excluding investments for maintenance, management, and renewal of the existing facilities and those for the New Narita Airport Development Plan, within the limits of operating cash flow to suppress increases in debt balance, as well as maximizing efforts to reduce costs and improve revenues so as to minimize debt increases
Ratio of consolidated long-term debt balance to consolidated operating cash flow: Not more than 16
Objective: Maintaining a balance between profit levels and debt balance Policy: Maintaining the ratio at current levels by increasing operating income and cash flow
Consolidated equity ratio: At least 20%
Objective: Preparing for future needs for fundraising to ensure financial soundness Policy: Aiming at an early recovery to the minimum required level, considering profit levels and debt balance

Financial support from the government

- Additional capital contribution by the Ministry of Land, Infrastructure, Transport and Tourism to strengthen the financial foundation: JPY 30 billion (FY2020)
- Fiscal loan funds for promoting Further Functional Enhancement: JPY 554.4 billion (FY2020 and FY2024)
- Interest-free loans based on the progress of Further Functional Enhancement: JPY 52.4 billion (as of January 2026)

We will steadily promote the development of a new runway and other measures to achieve an annual capacity of approximately 1 million takeoffs and landings at the airports in the Tokyo Metropolitan Area.



Fundraising policy and rating information

<Fundraising policy> Thoroughly ascertaining appropriate information regarding funding needs, revenue trends, financial markets, etc., and pursuing stable fundraising at low interest rates

Issuance of corporate bonds		
FY2023 result JPY 50 billion ¹	FY2024 result JPY 30 billion	FY2025 result JPY 37.4 billion ³
Short-term fundraising		
FY2023 result JPY 10 billion ²	FY2024 result —	FY2025 result —

¹ Out of the amount, JPY 17 billion is green bonds.
² This figure shows a cumulative amount for the fiscal year, including amounts already repaid.
³ This figure shows the amount issued on September 16.

<Rating information>			
Name of rating company	Long term (outlook)	Short term	Date of last change
Rating and Investment Information, Inc. (R&I) Japan Credit Rating Agency, Ltd. (JCR)	AA, Stable AA+/Stable	a-1+ —	September 16, 2025 May 13, 2025

Investment Policy

1 Capital investment for growth

NAA has been promoting the NEW NARITA AIRPORT Project for capital investment to support med- to long-term growth. Alongside this, aiming to ensure safe and secure operations, we have also been systematically implementing investments in renewal for the existing facilities. Moreover, we have been making growth investments, such as enhancing commercial facilities and upgrading equipment to enhance the efficiency of passenger processes.

Items	Plan (FY2025-FY2027)
Total amount	JPY 585.0 billion
(Further Functional Enhancement)	JPY 360.0 billion
(Maintenance, management, and renewal)	JPY 115.0 billion
(Growth investments, etc.)	JPY 110.0 billion

3 Actions to address non-financial targets

Aiming to achieve ESG-related non-financial targets, including measures for airport human resources, climate change response, and innovation promotion, we will invest in certain areas other than capital investment as necessary.

5 Cash flow strategy

As the NEW NARITA AIRPORT Project progresses, free cash flow will become negative in the short term. In the medium term, we will strive to return to profitability and strengthen our financial structures through the following efforts.

2 Promotion of actions to address aging facilities

Aiming to pursue the world's highest standards in safety and security, we have established the following measures.

- Maintenance, management, and renewal of facilities based on mid- to long-term renewal and maintenance plans
- Formulation of long-term renewal plans based on future facility development phases

Mid- to long-term renewal and maintenance plans
A mid- to long-term renewal and maintenance plan is a renewal plan for the medium-to-long term for Narita Airport's facilities, including runways, taxiways, passenger terminals, and cargo facilities, based on information ascertained through assessments of their service life, daily inspections, and deterioration surveys.

4 Investment policy and financial soundness

We will basically conduct growth investments, excluding investments for maintenance, management, and renewal of the existing facilities and those for the New Narita Airport Development Plan, within the limits of operating cash flow from the viewpoints of ensuring financial soundness.

- Fundamental cost structure reforms and operational reforms
- Maximization of operating cash flow by leveraging increasing demand
- Appropriate control of investment cash flow

Comparison of Financial Conditions Between the Pre-COVID-19 (FY2019) Period and the Final Year of the Previous Mid-term Management Plan (FY2024)

Fiscal conditions (NAA Group consolidated balance sheet)

FY2019 (March 31, 2020) Unit: JPY 100 million (*Figures less than the unit are rounded down.)		FY2024 (March 31, 2025) Unit: JPY 100 million (*Figures less than the unit are rounded down.)	
Current assets 712	Current liabilities 990	Current assets 4,741	Current liabilities 1,132
Fixed assets 7,631	Long-term liabilities 3,559	Fixed assets 9,367	Long-term liabilities 10,173
Total assets 8,343	Net assets 3,794 (Equity ratio: 44.5%)	Total assets 14,109	Net assets 2,802 (Equity ratio: 19.3%)
	Total liabilities and net assets 8,343		Total liabilities and net assets 14,109

Innovation

Our Perspective

The airport and aviation industry is highly regulated. It involves numerous players, such as airlines and ground handling operators, with responsibilities narrowly divided among them. In addition, intense competition between businesses creates a business structure that makes collaboration and comprehensive change difficult. Within this environment, Narita Airport, as Japan's largest international airport, has been aiming to exercise leadership in advancing innovation and thereby creating new value for the airport and aviation industry.

To this end, NAA will aim to share and deeply explore challenges among various players and stakeholders, seek solutions unconstrained by conventional methods and procedures, and connect the results to implementation. Through these efforts, we will strive to build a system and ecosystem that generate continuous and sustainable innovation.

<Major initiatives and results achieved under the previous mid-term management plan (FY2022-FY2024)>

- Utilization of open innovation: Participation in external innovation communities, public call for web-based solutions, ideathons, etc.
- Demonstration of co-creation solutions: Utilization of image recognition technology, speech recognition technology, etc., for airport operations

<Relevant non-financial targets under the Gear Up NRT mid-term management plan>

- Promote innovation through a customer-oriented, open-innovation approach
- Building up achievements in implementing new solutions

Policy and Implementation Framework

<Creation of a forum for and community of innovation>

● Participation in international consortiums

We participate in a collaborative alliance with overseas airports (Airports for Innovation (A4I)) and a joint project (International Airport Lab (IAL)) with other members, including airlines, ground handling operators, and aircraft manufacturers. Through these efforts, we endeavor to share challenges in airport operations and management with various players to develop solutions.



● Co-creation with domestic airport operators

We have launched WITH: Airports, a new framework aiming at sharing challenges among domestic airport operators, which had less collaboration in the past, as well as at co-creating new value. Through joint activities to develop, demonstrate, and implement solutions, we have been aiming to build a co-creation environment in the domestic airport industry.



● Collaboration with academia

Examining examples of world innovation ecosystems reveals that successful examples, such as cases in Silicon Valley, share a common feature: academia, including universities, is placed at their core.

In light of this point, we believe that collaboration with academia is indispensable to establish Narita Airport's position as an innovation hub. Moreover, the airport has great potential as a site for demonstrating and implementing various research outcomes, as it covers a vast area and also has an urban aspect where many people come and go. We will promote strengthened collaboration with academia, as this may meet the needs of academia aiming at connecting research outcomes to social implementation.

In January 2026, we concluded a comprehensive collaboration agreement with the Research Center for Advanced Science and Technology, the University of Tokyo, and will advance initiatives for developing an innovation ecosystem at Narita Airport.

Specific Initiatives

<Promoting implementation of co-creation solutions>

NAA will collaborate with airports inside and outside Japan and diverse stakeholders to advance the implementation of co-creation solutions. Through various initiatives, we will aim to achieve sustainable value creation.

● Implementation of new services and technologies through collaboration

Through collaboration with other domestic airports, overseas airports, and other players, we will promote demonstration tests for introducing new services and new technologies, thereby accumulating implementation cases.

● Strengthening of internal foundations to promote innovation

We will advance discussions for formulating rules as well as for strengthening a system for developing and enhancing human resources, aiming to continuously incubate innovation in the organization.

● Establishment of an innovation ecosystem

We will develop opportunities to convey information on innovation initiatives to the public (Innovation Gallery) and those to co-create value among diverse players, including startups and academia (Innovation Campus), thereby aiming to establish an innovation ecosystem that develops in a sustainable manner.

● Toward a world-class innovation hub

Aiming to establish an innovation hub at the core of the NEW NARITA AIRPORT Project and the Airport City Development Plan, we will create and develop an opportunity in which academia, startups, and companies can unit their efforts and collaborate to continuously conduct activities and can sustainably develop and implement solutions, thereby leading to commercialization.

<Demonstration tests for implementation>

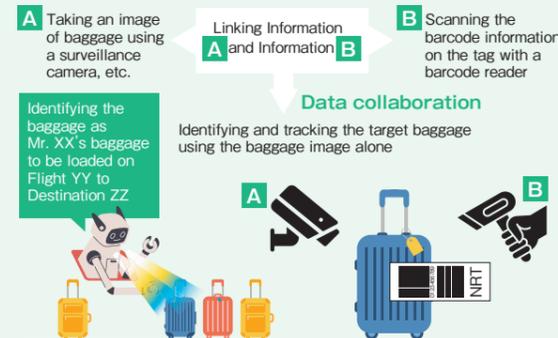
We aim to develop and implement more solutions by utilizing operational airports as demonstration test sites.

■ Bag-biometrics

(identification of checked baggage using camera footage)

Checked baggage is automatically sorted using baggage tags, but when the tags are damaged, soiled, etc., wrong conveyance or delays can occur. To address this, this initiative aims to create an ID of a target baggage based on its shape by using AI image recognition technology, thereby enhancing the management of baggage.

■ Conceptual diagram of a target baggage identification system



■ Art exhibition using digital and other technologies

This is an initiative aimed at making the experience of visitors more valuable and contributing to fostering artists by creating opportunities for talent to flourish in the airport, where many people come and go, including the provision of opportunities for such artists to showcase their expressions through digitally creating graffiti art works, which are generally prohibited in Japan.



■ Interactive AI-based passenger guidance

We are currently conducting a demonstration test to develop a solution that enables optimal information provision and multilingual response services by utilizing generative AI technology, aiming to effectively and efficiently provide customers with their desired information.



■ Art born of co-creation for the NEW NARITA AIRPORT Project: Painting the future with a point cloud comprising 13 billion data-points

This initiative began as a project formed from ideas developed during a co-creation workshop, an effort to promote innovation at Narita Airport and it was realized with the two goals of widely calling public attention to the NEW NARITA AIRPORT Project and creating new value through the integration of art and technology.

Using the technology developed by Dynamic Map Platform Co., Ltd., we precisely 3D scanned the actual Narita Airport and reproduced it by using a point cloud comprising about 13 billion data-points. This data was then elevated to an art work by stu inc. The work depicts the current airport decomposing into particles of light, illustrating the process of constructing the future airport.

