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Easy to read universal design fonts are used.



* The tower on the left is a former control tower.



Narita Airport Integrated Report 2025

Our Role as a Social Infrastructure Operator

Narita Airport Connects Japan with the World and Creates the Future

“The journey begins here.”

For travelers from abroad, stepping into our airport fills their hearts with excitement –Japan begins just beyond.

With the resumption of passenger flow, the global air network is reconnecting the world. This revival reminds us of the essential necessity of global connectivity for enabling and achieving social stability and sustainable economic growth.

Narita Airport, as Japan’s major gateway to and from the world, plays a vital role in shaping Japan’s economic strength and global presence. As globalization continues to advance, Japan –an island nation– cannot sustain itself without the capabilities of air transportation.

Inbound tourism has become one of Japan’s key export industries, supporting the economy and demanding continued growth and innovation at Narita Airport. Air logistics are essential for both daily life and industrial activity. The movement of people and goods drives Japan’s attractiveness and competitiveness, with Narita Airport serving as the cornerstone of this dynamic.

The global aviation market is expected to double in size over the next two decades, with particularly strong growth in the Asia-Pacific region. To capitalize on this expansion, countries across Asia have made substantial investments in their airport infrastructure.

The competitive environment has intensified, with airports serving as key drivers of national development.

Narita Airport must continue to pursue further advancement. With one of the world’s largest metropolitan areas at its back and a strategically vital position linking North America and Asia, the airport holds significant potential.

It is for this very reason that Narita Airport aims to further strengthen its initiatives.

The NAA Group is currently spearheading a transformative project that can be described as a “NEW NARITA AIRPORT” of the airport.

We will construct a new runway and develop modernized facilities designed for greater convenience, thereby further enhancing our connectivity with the world and enabling Japan’s sustainable development into the future.

Creating the future of Narita Airport means designing the future of Japan.

The next stage of Japan’s growth begins here.



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■ On the Publication of Integrated Report 2025

Narita International Airport Corporation publishes its Integrated Report to clearly convey the value creation story of Narita International Airport to a wide range of stakeholders.

Through this report, we illustrate how Narita International Airport has evolved with local communities from the past to the present and into the future, connecting Japan with the world through a global air network while placing the top priority on safety and security, and continuously creating new value for the local communities and society by fulfilling its role as a vital piece of social infrastructure.

[Editorial policy]

In preparing this report, we referred to key frameworks and guidance, including the International Integrated Reporting Framework advocated by the IFRS Foundation, the Guidance for Integrated Corporate Disclosure and Company-Investor Dialogue for Collaborative Value published by the Ministry of Economy, Trade and Industry, and the ESG Reporting Framework and Guidance for Airports formulated by Airports Council International (ACI), an international association of airport operators.

[Scope of reporting period]

The primary reporting period is FY2024 (April 1, 2024 to March 31, 2025). Some sections include information on activities conducted in and after April 2025.

[Terminology]

In this report, the terms "NAA" and "our company" refer to Narita International Airport Corporation. When the report mentions "Narita International Airport," "Narita Airport," or "the airport," these terms refer to the entire airport, including related businesses operating in the airport.

[Editorial framework]

For Integrated Report 2025, we established the Integrated Report Editorial Committee, composed of employees from various NAA departments. Through ongoing cross-departmental discussions, the Committee has compiled NAA's approaches and initiatives from a comprehensive and multifaceted perspective.

[Design concept]

Toward a New Narita Airport. Soaring into the Future Skies Beyond.

The design of this report features a trajectory of an airplane in flight as its motif, illustrating how all stakeholders—including the airport, people, the local communities, and the natural environment—move forward as one toward the future. The phrase "Future Skies" embodies not only the physical expansion of the airport but also the possibilities that it creates and the hope for a future built together with all stakeholders. Through this future-oriented design, we express the vision of the New Narita Airport—one that goes beyond air travel to grow together with the local communities.

Differences from Integrated Report 2024

In Integrated Report 2025, we designed the overall structure based on the frameworks and guidance outlined in the editorial policy to more clearly convey the value creation story of the NAA Group and Narita Airport.

[FY2024 edition]

Information disclosure centered on describing our initiatives within the ESG framework

[FY2025 edition]

Narrative-based information disclosure that explains how the NAA Group and Narita Airport create long-term value from perspectives such as their role and mission as social infrastructure, management capital as the source of value creation, and relationships with stakeholders.





Creating Value through Change and Co-creation to Take Off to the Next Stage

President and CEO,
Narita International Airport
Corporation

FUJII Naoki

Putting safety and security first, with fact-finding and dialogue as the underling management principles

I assumed office as president and CEO on June 20, 2025. Until then, for four decades, I had been involved in the development of transportation infrastructure and social systems as a civil servant. That period includes my stint as director of the Capital Area Airports Division of the Civil Aviation Bureau at the Ministry of Land, Infrastructure, Transport and Tourism, a post with responsibilities related to Narita Airport. Through my experience as an administrative practitioner, I cultivated a perspective and judgment centered around safety and security first, the core principle of traffic and transportation management. To the best of my ability, I will contribute that perspective and judgment to the management of NAA and the operation of Narita Airport. My priority in making management decisions and executing day-to-day operations is following the processes of examining facts from multiple angles, identifying challenges, and figuring out solutions. Following those processes is the definitive first step toward sustainable growth, regardless of the size of the organization or the business sector. It is important to grasp and evaluate, based on quantitative data, the status of airport operation from a broad perspective, with an objective eye, and in the context of the changes that have occurred over time. Because a broad array of services and operations are brought together at the airport, various real-life challenges and needs arise in the course of day-to-day activities, including the anxieties felt among and the challenges faced by the frontline staff and employees of group companies, and the challenges for and the needs of the neighboring community. It is important to carefully examine what is at the bottom of those challenges and figure out solutions. Since assuming office, I have taken care to create continual opportunities for data-based communication with individual business divisions and group companies and listen to what frontline workers have to say

Management philosophy

NAA aims to develop Narita Airport into an air gateway of the world's highest level that contributes to the development of global air route networks by performing its role as the operator of an international hub airport.

Management vision

1. Creating a trustworthy airport by making our utmost to ensure safety

Safety is the underlying principle and comes before anything else. We pay careful attention to every detail and make our utmost to ensure safety and security for the airport. We work with stakeholders to establish aviation safety. Through these activities, we aim to develop Narita as a trustworthy airport.

2. Providing services that exceed expectations in pursuit of customer satisfaction

We provide services that give a sense of satisfaction while always keeping the customer's point of view in mind. We also aim to create services that impress and delight customers with original ideas.

3. Creating an airport that achieves coexistence with local communities by caring for the environment.

We aim to create an environment-friendly airport by continuing green initiatives. We also envision an airport that contributes to the creation of an affluent, vibrant community while building trust as a community member.

4. Ensuring sound management and further growth through efficient and transparent corporate activities.

We make efficient use of our management resources and, at the same time, we abide by laws and social norms and ensure sound management through fair and transparent corporate activities. Moreover, we aim to continue growing by actively taking on new businesses on the foundation of existing ones.

5. Satisfying society's expectations by keeping keen eyes and ears and by acting quickly and flexibly.

Each and every one of us keeps keen eyes and ears open for insights into future trends. To satisfy society's expectations, we are ready to take quick actions with unbound passion, a daring mind, and flexible thinking.

through direct dialogue. By continuing to engage in dialogue based on facts, the quality of management decisions improves, making it possible to work out clear policy for the future. Based on the management principles of fact-finding and dialogue, I will steadfastly move ahead with transformational change, including the NEW NARITA AIRPORT Project.

Promoting passenger traffic and cargo transportation as twin driving forces to beat global competition by capturing growing demand

At present, the business environment surrounding Narita Airport is undergoing two major changes, that is, a rapid recovery in passenger traffic from the COVID-19 pandemic and intensifying global competition. The recovery in passenger traffic is being driven by a remarkable increase in foreign travelers visiting Japan. Currently, foreign nationals account for around 70% of the overall number of passengers using Narita Airport. This underscores the growing importance of Narita Airport's role as Japan's main air gateway that supports the expansion of inbound tourism consumption in the Japanese economy. On the other hand, because of the shift of some long-distance international flights to Haneda Airport, the share of short-distance, smaller aircraft in arrivals at and departures from Narita Airport has increased, highlighting a new challenge of how to fundamentally make the profit structure of the airport more profitable. Under these circumstances, Narita Airport still continues to be the largest hub for air cargo transportation in Japan and forms the critical foundation of the industrial competitiveness of Japan as a major trading power. Given its advantage in terms of physical conditions, such as the availability of cargo sorting spaces and

access roads, Narita Airport also continues to play a pivotal role as an air transportation hub for the Tokyo Metropolitan Area. For future growth, it is essential to make sure to capture transit demand by further strengthening Narita's functions as a hub airport connecting the huge economic areas of Asia and North America in both passenger traffic and cargo transportation. However, competition with neighboring major hubs, such as Incheon Airport in South Korea and Taiwan Taoyuan International Airport, is intensifying. In light of those changes in the business environment, for Narita Airport to achieve and maintain sustainable development as an airport of choice, it must become an airport more attractive for airlines and users by further enhancing convenience, efficiency, and trustworthiness. We will promote passenger traffic and cargo transportation as twin drivers of growth and establish Narita Airport's position as a major Asian hub airport while systematically pursuing the expansion of air route networks and the optimization of the functions of airport facilities.

Enhancement of the airport's functions and implementation strategy for sustainable growth

For Narita Airport to beat global competition and achieve sustainable growth as a social infrastructure facility that supports the Japanese economy and industry, it is essential to steadily perform the following three tasks: enhancing the airport's functions, strengthening the management foundation, and optimizing human resources and the organization.

1 Making the airport's functions safer and more secure and strengthening networks

To meet growing aviation demand, in May 2025, we started to construct a new runway and extend an existing runway to develop an operating capacity to handle 500,000 arrivals/departures per year. To that end, we

are gradually renovating and expanding passenger terminals and cargo facilities so that Narita can be elevated to the next stage as an airport with the highest level of safety and efficiency in the world.

For the development of the airport, it is also essential to strengthen the connection with the neighboring community. We will create a virtuous circle of positive mutual effects between the airport and the community by working with the government and public transportation operators to improve railway access and bolster the airport's connections with major roads.

Another key to the further development of Narita Airport is to ensure that the enhancement of the airport's functions as infrastructure leads to the expansion of air route networks. It is important to make proactive efforts to encourage the opening of new routes from Narita to China and other Asian countries, where aviation demand is increasing due to expanding economic size, and particularly to India, a country with promising potential for future development. Furthermore, in order to capture demand for transit between the two major economic areas of Asia and North America, we will enhance convenience, comfort, and connectivity in terms of physical and non-physical infrastructure.

② Improvement of the profit structure, and investment management

The NEW NARITA AIRPORT Project is a challenging endeavor involving an investment of an unusually large scale for recent years. For its success, a stable financial foundation and a dispassionate management approach that carefully examines the investment-benefit balance are indispensable.

Meticulously controlling costs while steadily securing profits in business areas with high profitability. Making the most of the limited available financial resources for investment for the future while appropriately managing cash outflows. Following those cycles of activity supports sustainable management. From the perspective of profitability, in light of the growing weight of non-aviation income, including from consumption at commercial facilities and eatery establishments, particularly by foreign travelers, we are striving to make the commercial spaces more attractive in accordance with customers' needs.

The NAA Group's businesses are founded mainly on aviation demand. However, aviation demand may fluctuate wildly depending on various external factors, such as outbreaks of infectious diseases, international conflicts, and natural disasters. During the COVID-19 pandemic, we experienced a steep drop in passenger traffic. If we are to continue stable airport operation in the face of those uncertainty risks, it is essential to keep watching out for possible contingencies and to develop a management system that is resilient to change. We will secure the sustainability of the NAA Group while appropriately managing the investment-return balance.

③ Efficiency improvement of airport operation and optimization of human resources

In line with the progress in the NEW NARITA AIRPORT Project, it is expected to become necessary to increase the overall number of employees at Narita Airport up to around 70,000 in the future from around 40,000 at present. As the labor shortage emerges as a social challenge, hiring, retaining and training workers has become one of the most important themes of management.

We must create a system to make more effective use of the limited available human resources by improving the workplace environment and also by actively promoting automation and labor saving in areas where technology can replace human labor. We will increase employment from a broader base of labor by promoting the hiring of foreign

workers. At the same time, we aim to develop Narita Airport as an advanced model that embodies the harmonious coexistence of workers from diverse backgrounds.

The essence of airport operation lies in the power of human bonds. Various sections responsible for airport operation must cultivate teamwork by closely working together while using their respective professional skills to perform tasks. The sense of unity is fostered when individual workers from different sections bond with each other by reaching out beyond mere collaboration at the institutional level and acquire a sense of ownership over jobs as a group responsible for the day-to-day operations of the airport. An organization gains strong momentum when each and every one of its members has a sense of pride in their jobs contributing to the functions of the entire airport and when the frontline staff and the management strive toward the same goals. We believe that the sharing of this sense of unity acts as the driving force of sustainable growth for Narita Airport and is the greatest strength of the airport.

At Narita Airport as an organization bringing together workers from diverse backgrounds, we will continue to develop a workplace environment where all airport workers, including employees of the NAA Group, can work harmoniously with each other and successfully perform their jobs with a sense of pride. For my part, I will use various means of communication to make clear my plans for fostering the sense of unity and the common goals that should be pursued.

Sustainable development to be achieved through partnership of co-creation between Narita Airport and the neighboring community

The development of Narita Airport has rested on the foundation of understanding and cooperation from the neighboring community that has been forged over many years. A partnership of sustainable coexistence and mutual prosperity between the airport and the community is a value that NAA has cherished for many years based on the philosophy that developing the airport is developing the community.

Our mission is to return economic and cultural value created by Narita Airport to the community and make contributions to its revitalization in the form of job creation, industrial development, and a better living environment. We will make patient efforts to reinvent the image of Narita Airport as an infrastructure landmark that infuses fresh vitality into the community and to satisfy the expectations of community residents.

In April 2025, Chiba Prefecture and NAA jointly established the NRT (Narita) Area Design Center, through which the community and the airport are working together to draw up future community development plans. We have taken the first step toward realizing the Airport City Development Plan by formulating its vision, basic strategy, zoning plan, and roadmap. Under the project, we will work out the specifics of necessary measures and programs and steadily implement them.

Regarding the initiative to promote Further Functional Enhancement of Narita Airport, in May 2025, NAA established the Narita Airport Runway Construction and Expansion Promotion Council as a forum of deliberation on specific measures to secure necessary land and other relevant matters among the Ministry of Land, Infrastructure, Transport and Tourism, Chiba Prefecture, Narita City, Shibayama Town, Tako Town, and NAA.

As part of this council's activity, NAA held a succession of open-house



Working with diverse stakeholders

to become a global airport of choice

meetings in each of the municipalities concerned between October 2025 and January 2026 in order to answer questions from and listen to opinions from community residents.

We aim for forward-looking, sustainable development by creating new value through collaboration between the airport and the community based on the foundation of firm mutual trust.

Our mission as a social infrastructure operator —Passing down the social value of the airport to future generations

For Japan, a country surrounded entirely by the seas, aviation networks form the critical foundation of connections with the rest of the world. As the core of the aviation networks, Narita Airport has played its role as social infrastructure that supports Japan in all aspects of life, including transportation, tourism, and logistics.

As president and CEO of NAA and as someone who has been involved in administrative affairs regarding land, infrastructure, transportation and tourism, I believe that my greatest duty is to make responsible efforts to ensure that Narita Airport, as Japan's main air gateway, can be successfully passed down to future generations.

The value of Narita Airport is created not merely as a result of expanding facility size but through a partnership of co-creation with diverse stakeholders. The airport is a platform of co-creation where diverse stakeholders work together to create value, and it has a peerless role to play as an intersection of social implementation of technology, the

brisk traffic of people and goods and of commercial and cultural exchanges. We are expanding the airport's possibilities as a platform of value co-creation which could become a testing and breeding ground for cutting-edge technology and innovation or serve as a model of harmonious coexistence among people from diverse backgrounds, including foreign nationals, and where a new model of society may be tried.

The NAA Group will further strengthen collaboration with diverse stakeholders in order to carry out the NEW NARITA AIRPORT Project and steadily implement the "Gear Up NRT" mid-term management plan for 2025-2027, which constitutes the core of the project. Bearing in mind the social mission that we must fulfill as the operator of Narita Airport, a major public infrastructure facility, we will create a sustainable future while reconciling the airport's public nature and NAA's corporate value.

At the moment, Narita Airport is at a historical turning point as it is about to leap to the next stage as the NEW NARITA AIRPORT Project. I am resolved to overcome this challenge together with stakeholders and pass down Japan's foundational infrastructure of international exchange of people and logistics to future generations while listening to what frontline workers have to say, identifying facts, and continuing dialogue. I will help Narita Airport to grow further through change and the power of co-creation and lead it to a sustainable future.

Opening Up the Future Airport Management Based on Dialogue and Co-creation

TAMAKI Yasuhiko,

Senior Executive Vice President
In charge of a presidential special mission
(Supervision of the New Narita Airport Development Plan)



Continuing dialogue and co-creation to ensure a path to the future

I began my career as a civil engineer and have so far experienced jobs in a wide range of fields, including planning, design/construction, and operation/maintenance, mainly in relation to airport facilities and the environment. What my experience has taught me is that, in order to resolve challenges, whatever they may be, it is important for people in various positions to continue holding frank discussions and build consensuses. I believe that continuing dialogue and co-creation steadily moves things forward.

My mission as the senior executive vice president is to adopt a broad viewpoint and sometimes look at things from different perspectives from people on the frontlines while paying attention and giving consideration to all relevant people in and outside the company and thereby arrive at the best solution for all. My role is to unite relevant people across the boundaries of business divisions and organizations, hold together and push individual activities in a single direction and move things forward step by step. I offer my strong support for the further evolution of Narita Airport on the foundation of the day-to-day efforts thus made.

The New Narita Airport Project—Creating an airport with flexibility and future potential

At present, Narita Airport is at a major turning point as it moves toward implementing the NEW NARITA AIRPORT Project. Regarding the New Narita Airport Development Plan, Narita International Airport Corporation (hereinafter "NAA") submitted the Summary 2.0 report to the Civil Aviation Bureau of the Ministry of Land, Infrastructure, Transport and Tourism in July 2024. Starting in September of the same year, the government convened a working group to discuss the functional enhancement of Narita Airport. In June, 2025, an interim summary report was published, and in view of the report, NAA will develop a master plan.

As the society and environment that surround us are changing rapidly because of globalization and technological innovation, uncertainty over the future is growing. For Narita Airport to continue sustainable growth in this situation, it is essential to develop a facility plan that can flexibly respond to changes. Therefore, it is necessary to look at the physical side (facilities) and non-physical side (services and operations) of the airport as a whole and map out a master plan reflecting our vision of the future.

To realize the vision, the following approaches will become important. The first approach is to incorporate the scenario planning concept and prepare flexible measures to deal with multiple future contingencies. The second approach is to adopt a modular design with a high level of extensibility and create an infrastructure that can be developed in phases in accordance with changes in demand. The third approach is to promote digitalization and smart technology and

pursue the optimization of airport operation through the use of AI and IoT. I believe that adopting those approaches will make it possible to draw up a forward-looking vision of Narita Airport.

Narita Airport as a place for co-creation built through collaboration with stakeholders

The development of Narita Airport has been supported by cooperation from diverse stakeholders, including airport service providers, Chiba Prefecture and the surrounding municipalities, and CIQ (customs, immigration, quarantine authorities) and other government organizations. We have drawn up the airport development plan through continuous dialogue with those stakeholders. When drafting a master plan, we will maintain this stance of co-creation with the stakeholders, and create an airport with sustainable growth under social consensus.

In order to carry out the airport development plan, it is necessary to drive innovation to resolve the challenges that have already emerged with respect to the cargo facilities and passenger terminals. To that end, NAA must change itself with fresh ideas while incorporating inputs from diverse companies, including startups, and academia across the boundaries of industries. I believe that we will realize the Narita Airport of the forthcoming age by keeping the airport open as a place for co-creation and demonstration and by developing it as a platform where technology, knowledge, and experience intersect.

Narita Airport as social infrastructure to support the future of Japan and the community

Narita Airport is an important transportation hub that directly supports the movement of people and goods around the world and is also a valuable communal asset that contributes to the development of the neighboring community. The NAA group has the responsibility for creating a virtuous circle of the community being reinvigorated through the development of the airport, which in turn promotes the further growth of the airport.

The New Narita Airport Project is intended to bring this future circle to reality. We will develop Narita Airport into one that further invigorates Japan and enables the country to attract repeat visitors from around the world. We will also transform the airport into a landmark of pride for the community. By engaging in dialogue and by leveraging the power of co-creation, the NAA group will lay the foundation for sustainable growth that can be passed down to future generations.

Vision of Narita as a World-Leading Airport to be Realized through Teamwork of Airport Staff

TANABE Makoto,

Executive Vice President
In charge of a presidential special mission
(Supervision of marketing, and CS/ES)



Creating value from customers' viewpoint based on inputs from the frontlines

I have made it a custom to think from customers' viewpoints and to resolve challenges after listening to what frontline workers have to say.

Overcoming the COVID-19 pandemic, an unprecedented crisis, Narita Airport has achieved a rapid recovery in passenger flows, with the annual number of foreign tourists surpassing 20 million in FY2024 for the first time since the airport's opening. We achieved this result while maintaining safety and operational efficiency because of the efforts of each and every one of the 40,000 members of the Narita Airport staff, which have won the best airport staff award from SKYTRAX.*1 I express my heartfelt appreciation for all staff members.

My mission is to provide maximum logistical support possible for the efforts of frontline workers. As the officer in charge of CX,*2 I will contribute to better airport operation by promptly responding to problems that have emerged on the frontlines of airport operation and to the voices of customers and by continuing to make improvements while supporting frontline workers in cooperation with the various divisions involved in CS*3 and ES.*4 While being involved in developing management policies and strategies as the executive vice president, I will contribute to the realization of Narita Airport's sustainable growth and the execution of its social missions, with emphasis placed on a frontline-oriented approach and customers' viewpoints.

No ES, no CS—World-class customer experience brought by the teamwork of the Narita Airport staff

Enhancing ES is the overarching principle. It is the theme that constitutes the core of airport management. Under the No ES, no CS concept, we are devoting efforts to the development of an environment in which employees can work comfortably and feel a sense of fulfillment. Only after developing such an environment, can we create services that satisfy customers.

Narita Airport won the SKYTRAX 5-star airport rating, which represents the highest level of airport excellence in the world, for three consecutive years from 2023. The rating is a result of the comprehensive assessment of such factors as efficient operation of terminals that provides comfort to users, continuous improvements of facilities and services, adaptation to universal design, and the staff's high level of professionalism. This achievement was made possible by the pursuit of the best experience for customers through collaboration between the NAA group and many other relevant companies and organizations.

We will strive to further enhance CS and ES through collaboration among the Narita Airport staff while using the Narita Airport CS Council and the Narita Airport ES Improvement Council, which are forums for collaboration between relevant companies and organizations.

*1 SKYTRAX is a UK-based aviation services research company founded in 1989.

*2 CX stands for customer experience.

*3 CS stands for customer satisfaction.

*4 ES stands for employee satisfaction.

Deepening CX by promoting diversity and data utilization as twin drivers

The greatest challenge ahead is continuing to flexibly respond to customers' increasingly diverse needs. At Narita Airport, staff members from various countries are working and serving customers from around the world as an international team with highly diverse backgrounds. While this diversity is a huge advantage, it is also necessary to address new challenges specific to the multinational staff, such as linguistic and cultural differences.

On the frontlines of airport operation, we are promoting automation and labor saving, but many airport jobs require complex work, on-the-spot decisions, and appropriate instructions. On many occasions, it becomes necessary to depend on the human labor of the staff, with individual staff members required to make decisions on their own or to resolve problems with a human touch. Therefore, hiring, training and retaining staff on an airport-wide basis continues to be a critical management challenge. While listening to what frontline workers have to say, we will strategically and continuously improve the working environment, for example by creating a better dining environment and lounge spaces for the staff, by expanding childcare facilities within the airport, and by introducing a multi-language manners book.

Moreover, we are devoting efforts to strengthening data-driven management. The Total Marketing Management Department, established in 2020, is playing the central role in enhancing the quality of CX through data-driven decision-making with respect to congestion forecasting based on user data, optimization of staff allocation, and reduction of waiting time.

We will continue to promote the enhancement of the hospitality and CX unique to Narita Airport by leveraging data and the power of the frontline staff with diverse backgrounds as twin drivers.

Developing Narita into a flagship airport city that showcases Japan's appeal to the world

For foreign visitors to Japan, Narita Airport serves as the first and last points of connection with Japan. It is also our mission to continue conveying the inspiration and appeal of Japan through dining, shopping, and cultural experiences.

At present, while promoting the NEW NARITA AIRPORT Project, we are also implementing the Airport City Development Plan, which impact will extend beyond the airport itself. We aim to achieve sustainable development together with the neighboring communities by using the airport as a source of new dynamism to be created through the improvement of the living environment and the development of new industries. While preserving the identity and landscape of the communities, we will do our utmost to evolve Narita into an international, future-oriented airport city, that is, a flagship airport city that showcases Japan's appeal to the world.