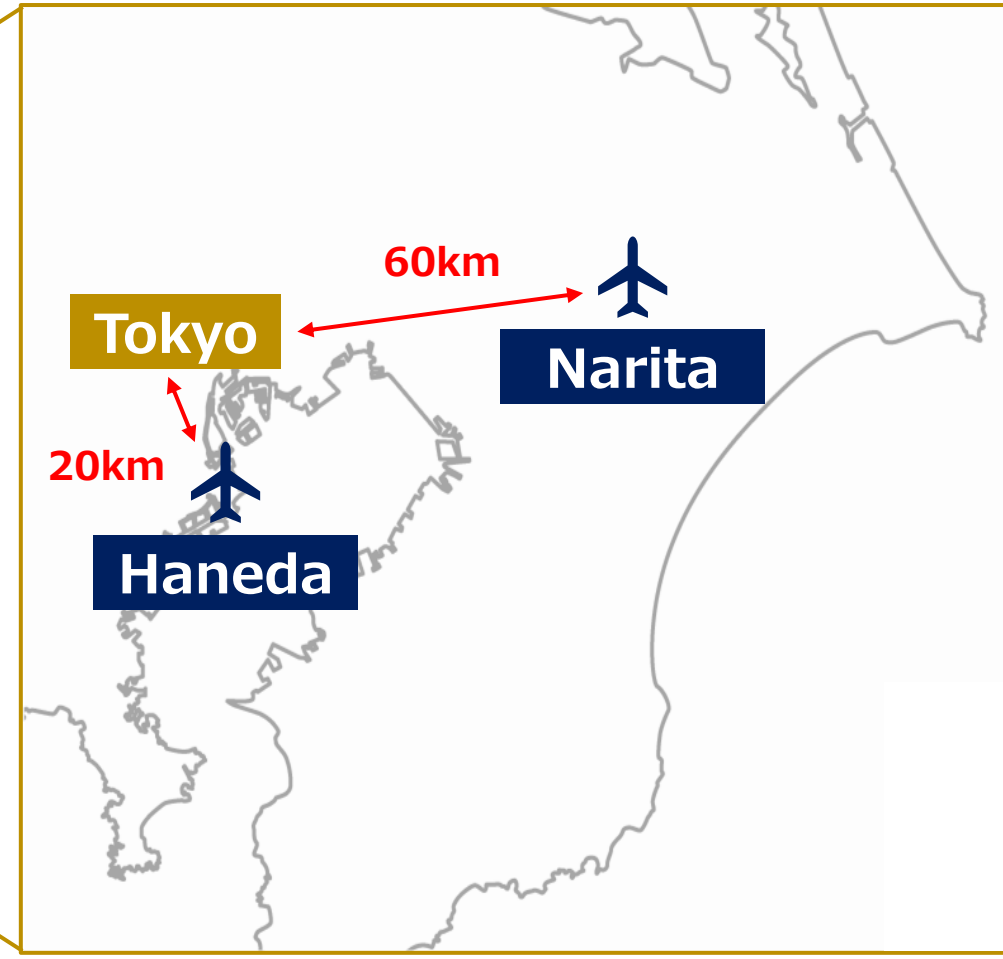
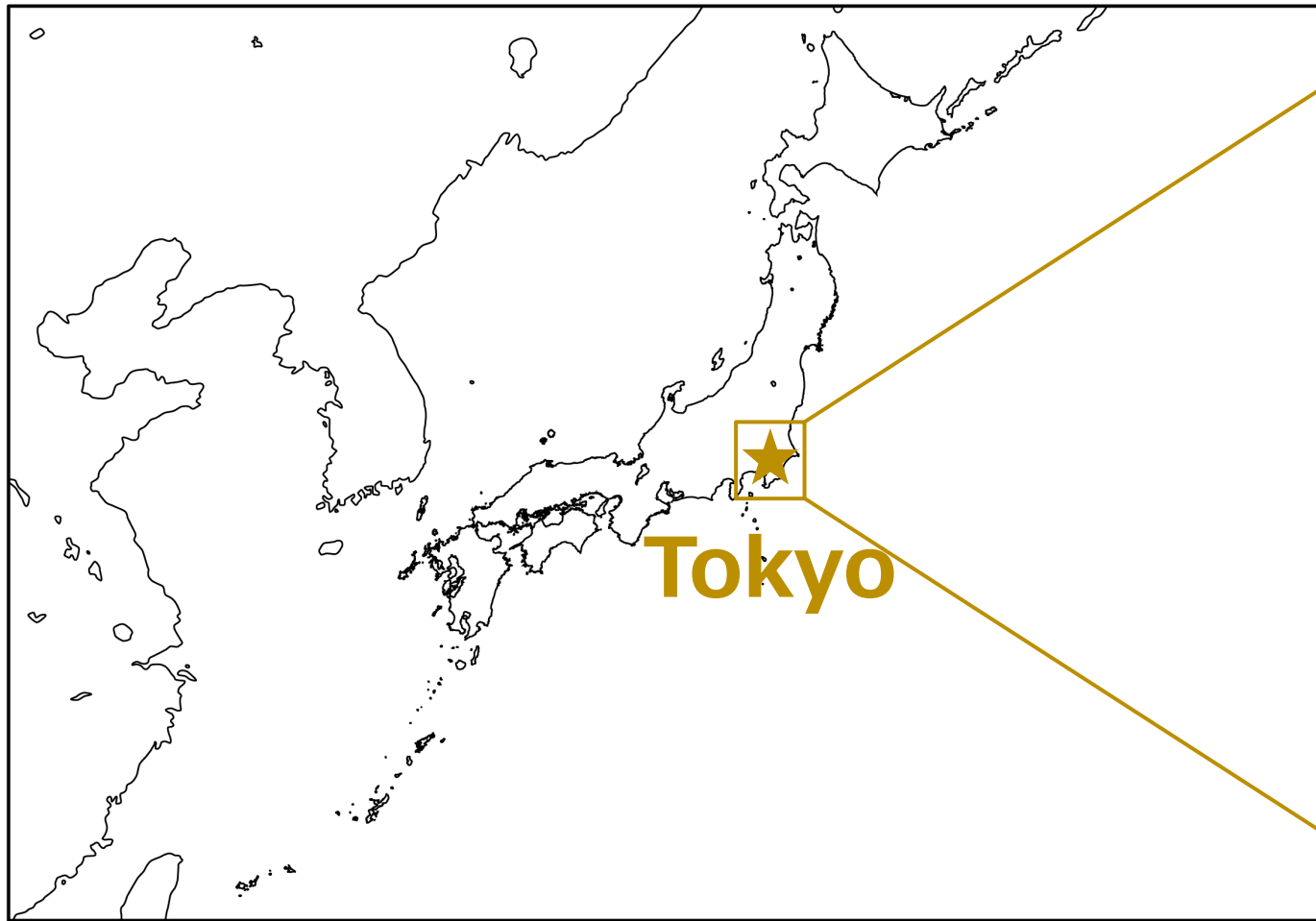


# Narita Airport Expansion Plan

September 10, 2026  
Naoki Fujii, President & CEO,  
Narita International Airport Corporation



# International Airports in Tokyo Metropolitan Area

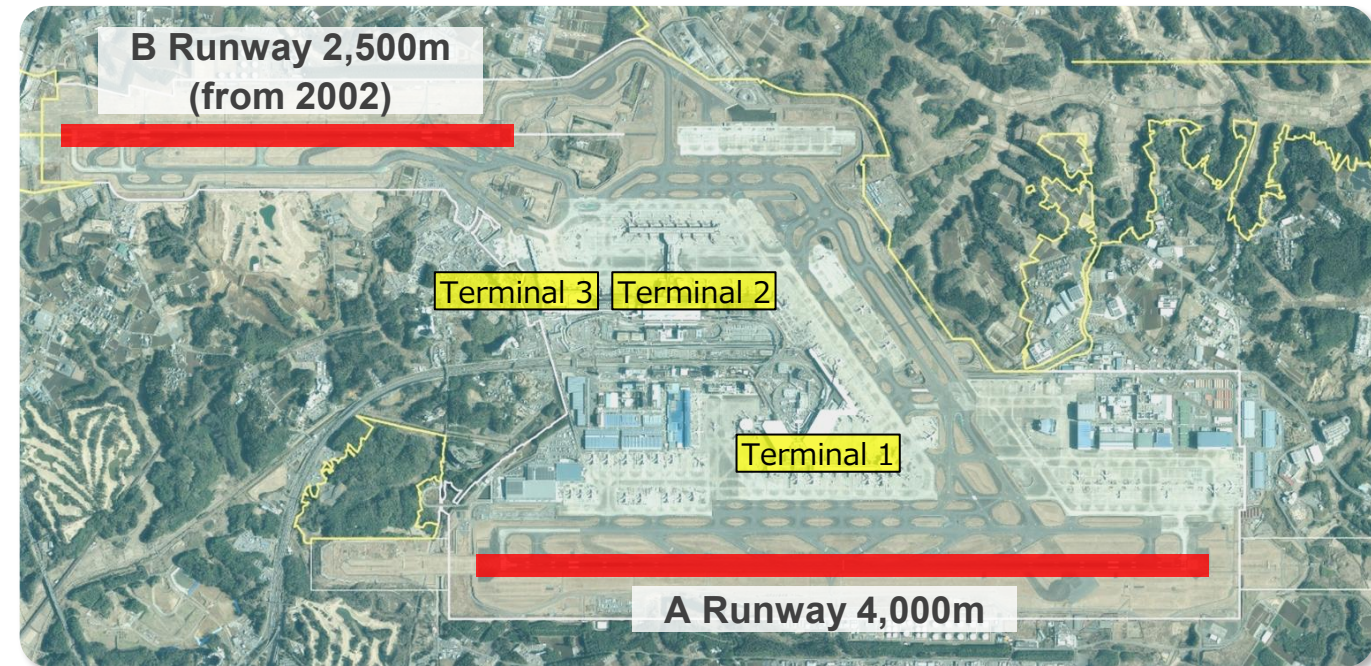


# International Airports in Tokyo Metropolitan Area

## Haneda Airport (HND)



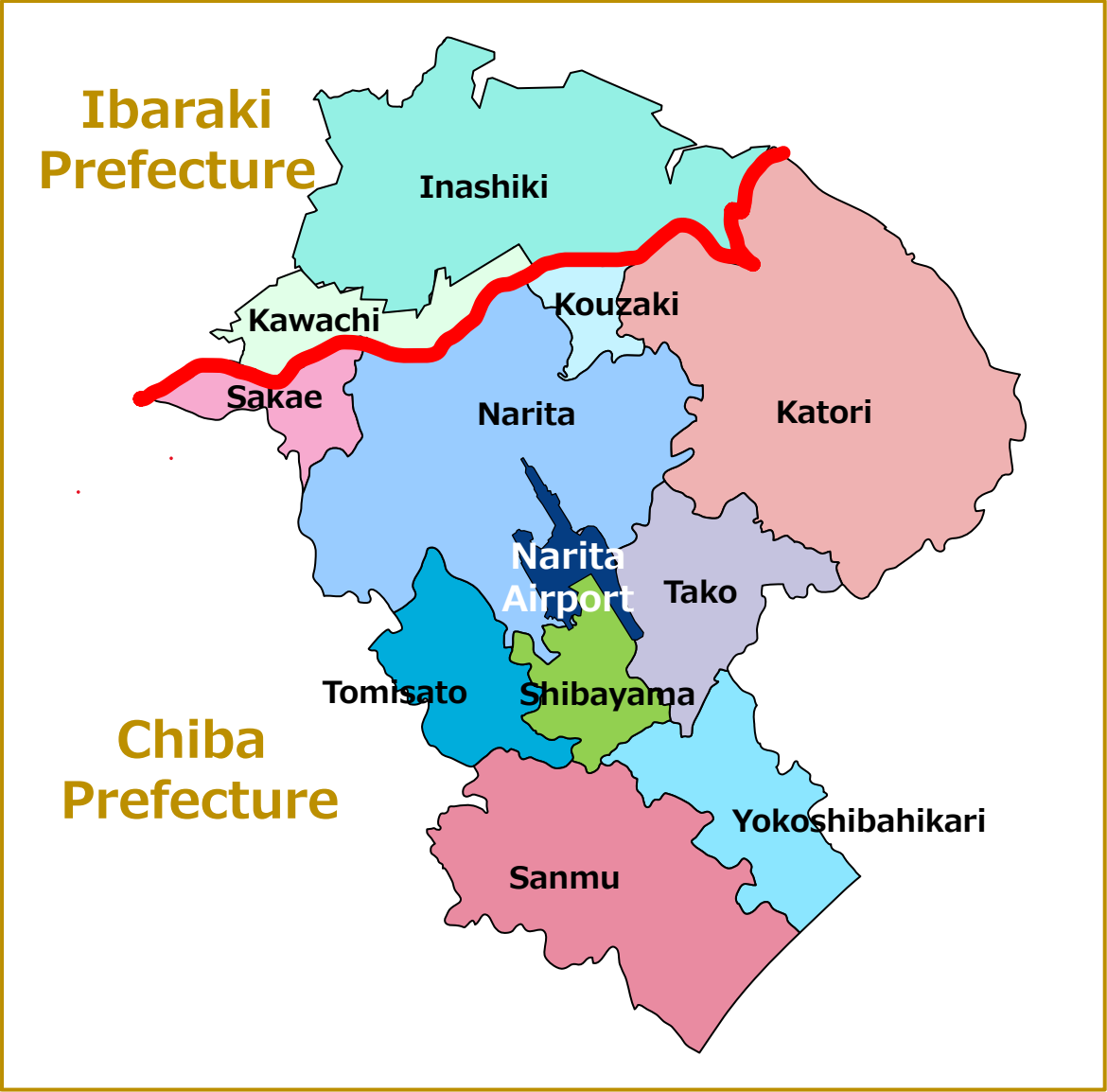
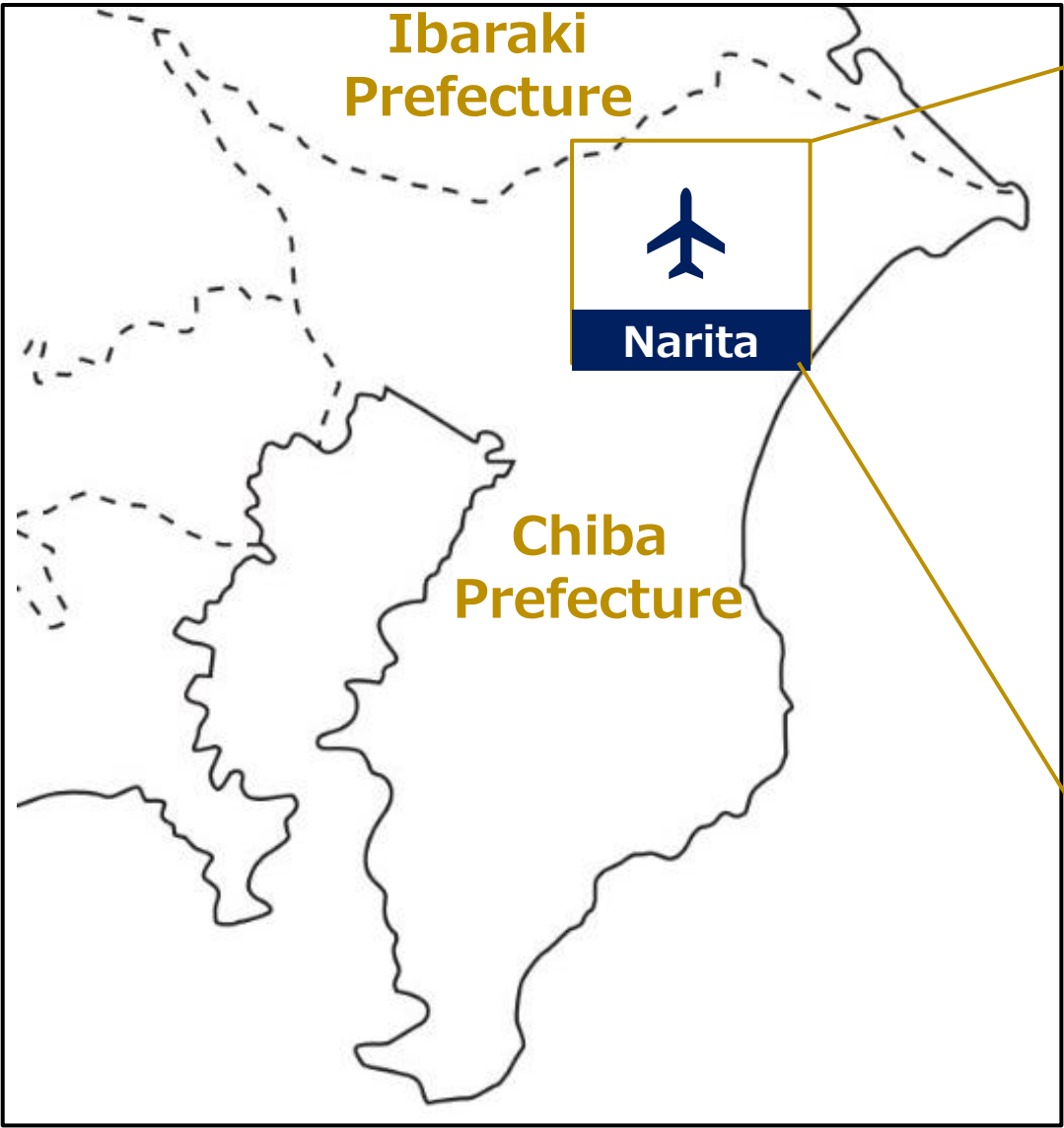
## Narita Airport (NRT)



# History of Narita Airport

|             |                                                                                                                                                                                                          |
|-------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1966        | Government suddenly announced plans to build a new airport at Narita<br>(Tightening of capacity at Haneda)                                                                                               |
| 1971 ~      | Escalating conflict with local residents                                                                                                                                                                 |
| 1978        | Narita Airport opens (One Runway and One Terminal)                                                                                                                                                       |
| 1991 ~ 1994 | From conflict to coexistence through dialogue<br>“ Airport development leads to regional community development ”                                                                                         |
| 2002        | Runway B (2,180m) opened                                                                                                                                                                                 |
| 2009        | Extend Runway B (2,500m)                                                                                                                                                                                 |
| 2018        | Local agreement on Runway B extension, Runway C development, and Extended operating hours (from 6:00-23:00 to 5:00-24:30)<br>* Over 400 community briefings / Negotiations on land acquisition from 2016 |
| 2025        | Started pre-construction works for Runway B and C                                                                                                                                                        |
| 2026        | Local agreement on <ul style="list-style-type: none"><li>• Runway B extension by March 2030</li><li>• Legal procedure proceeding for the land acquisition necessary for Runway C development</li></ul>   |

# Airport Neighboring Cities/Towns

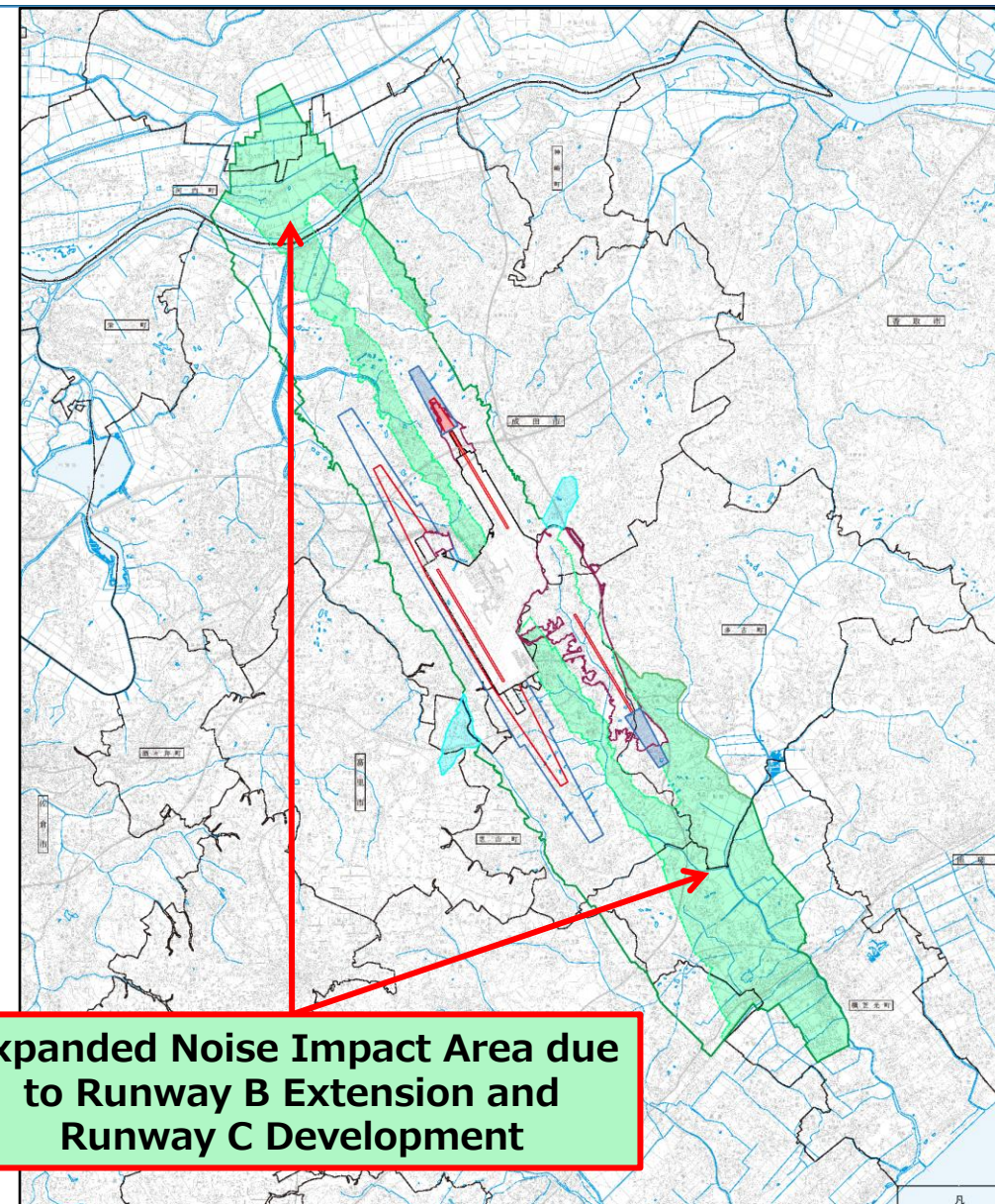


# Environmental protection measures

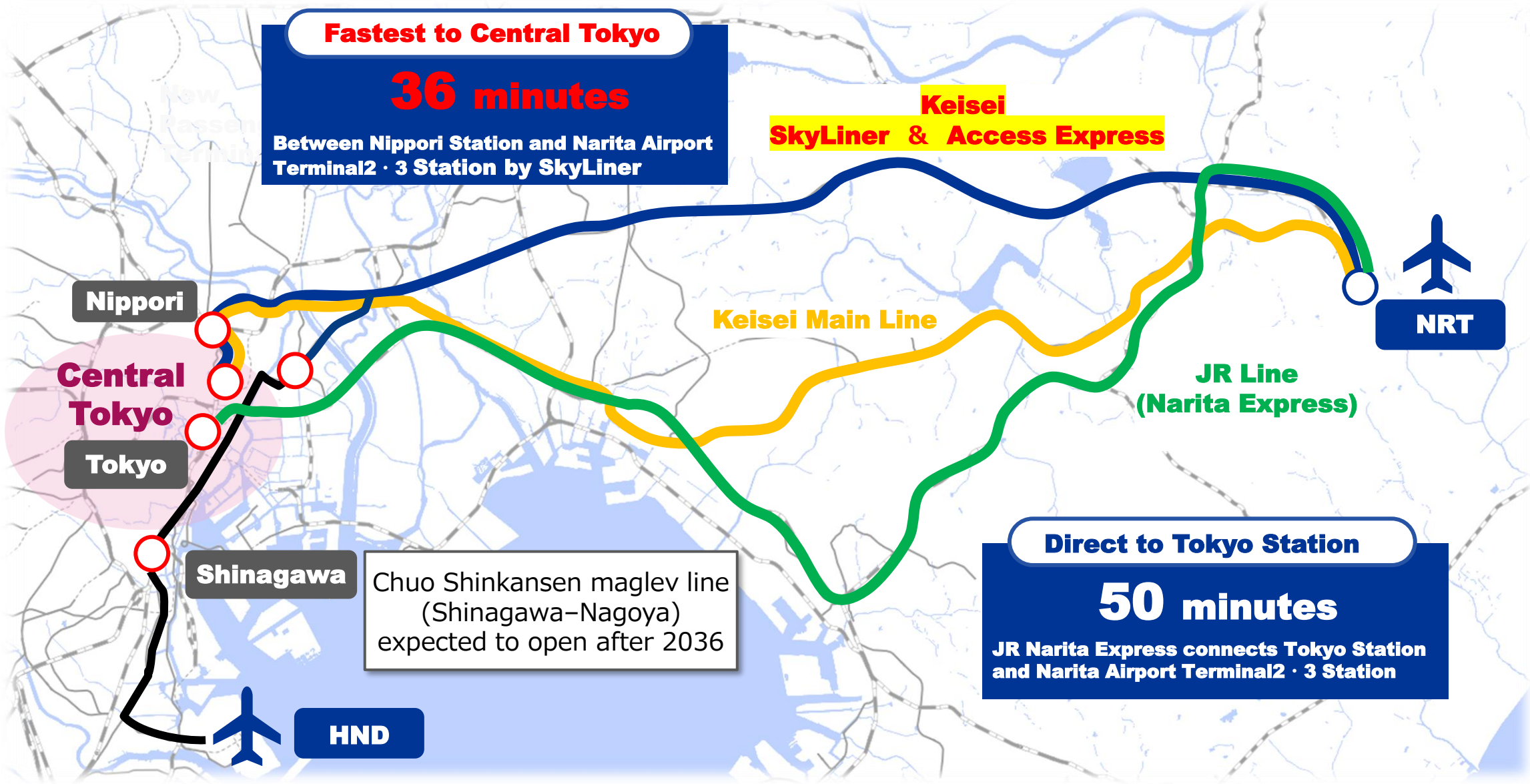
- Lower landing charges for low-noise aircraft
- Prohibition of nighttime flights (00:00-06:00)
- Soundproofing works:US\$400M\*
- Compensation to relocation :US\$1,400M\*
- Prevention of Aircraft Object Falls
- Financial Support for Local Governments:US\$1,200M\*

\*Total Cost through FY2025

\* Currency conversion is based on an exchange rate of JPY 160 to USD 1

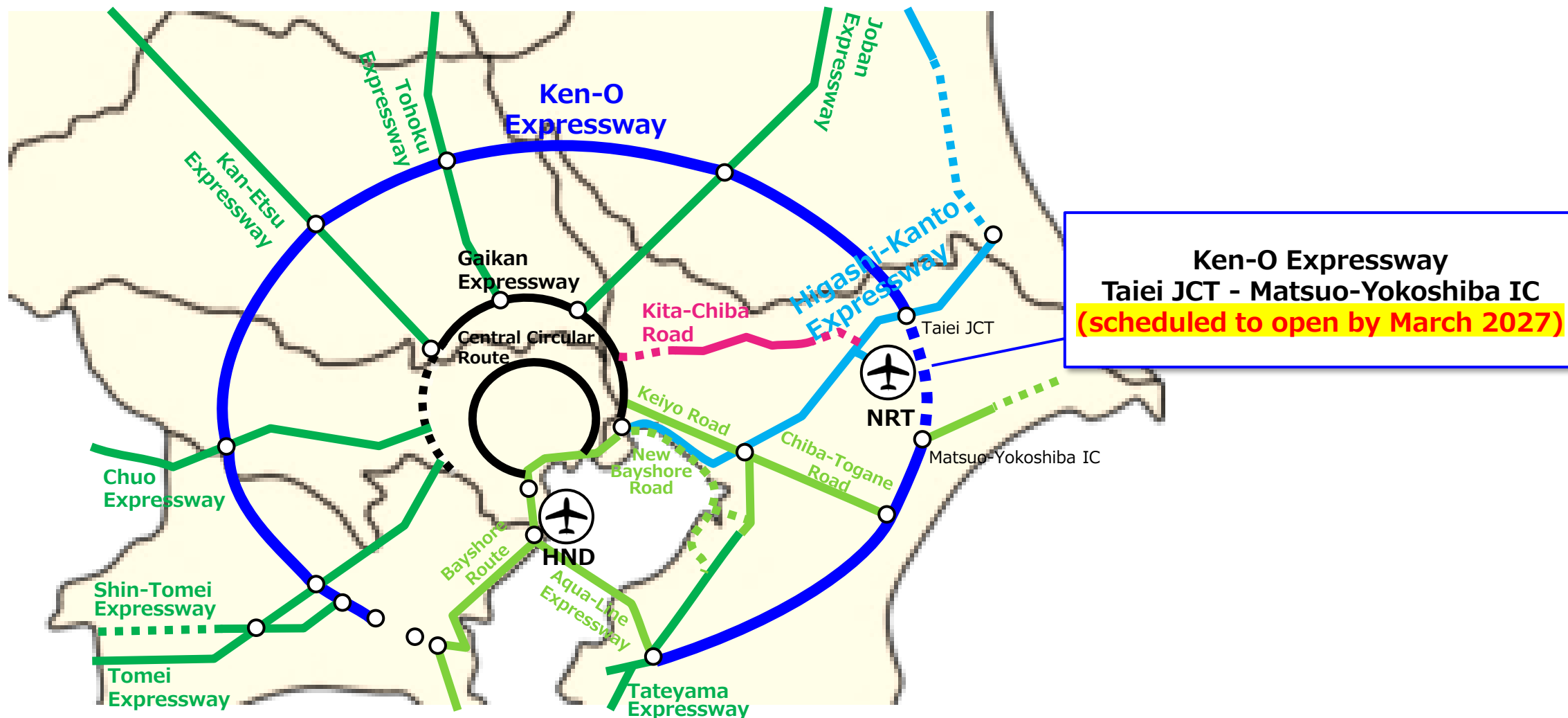


# Rail Access to Narita Airport



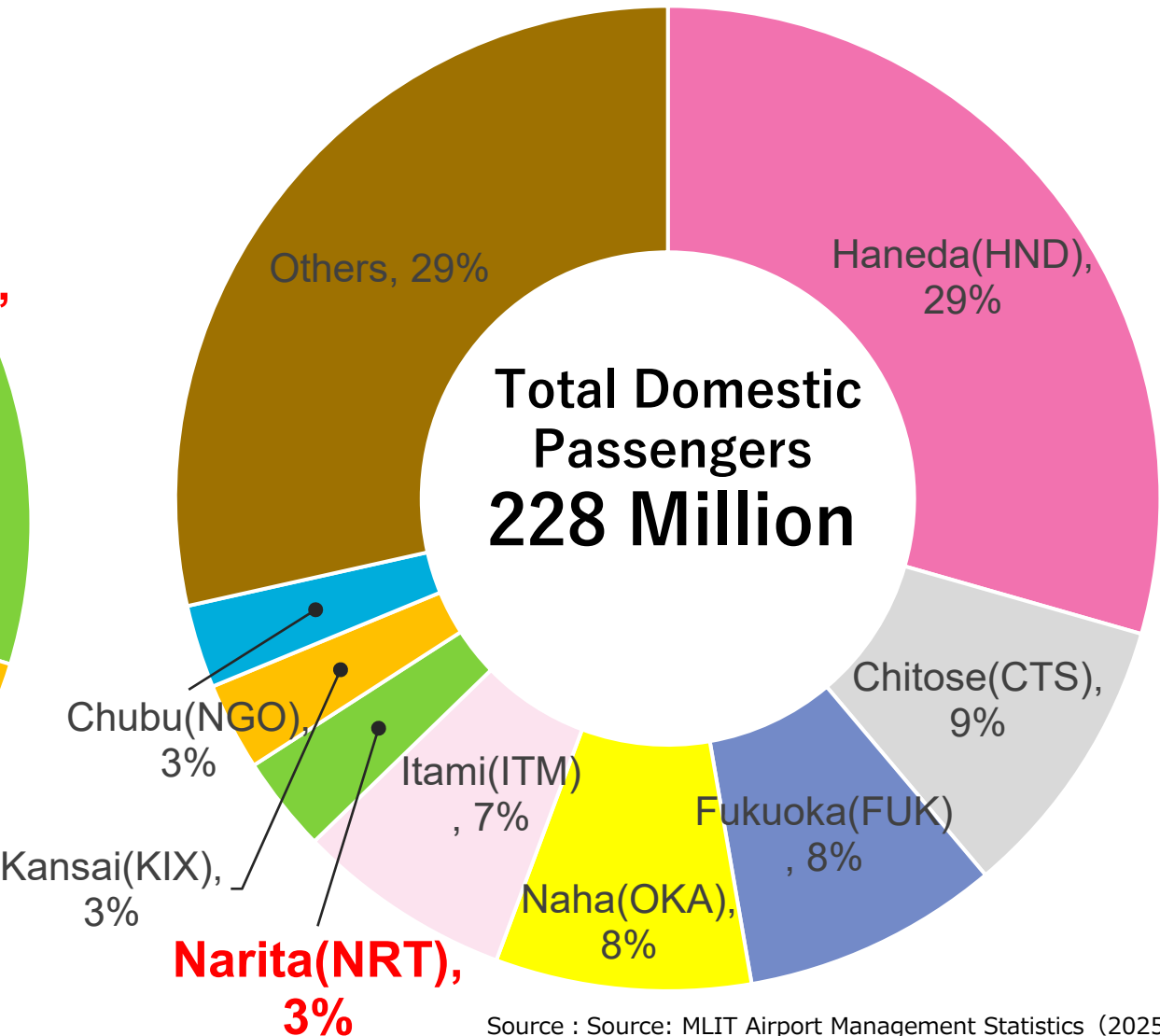
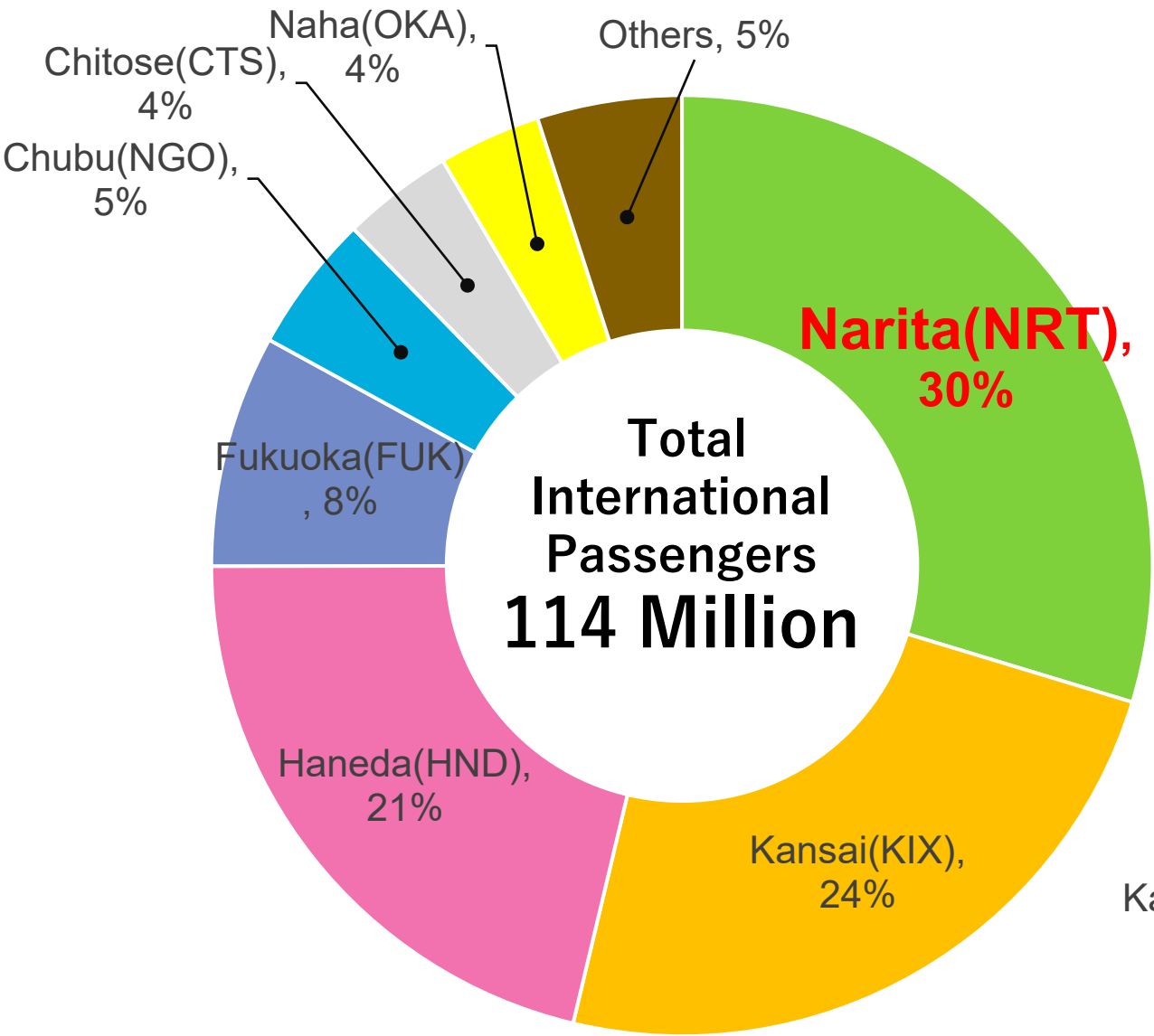
# Road Access to Narita Airport

- Improving road and rail connectivity is essential for Narita Airport.
- For air cargo, expanding the road network is a key priority.
- Road network between Narita and Tokyo will be doubled by March 2027.





# Passenger Traffic Comparison (2025)

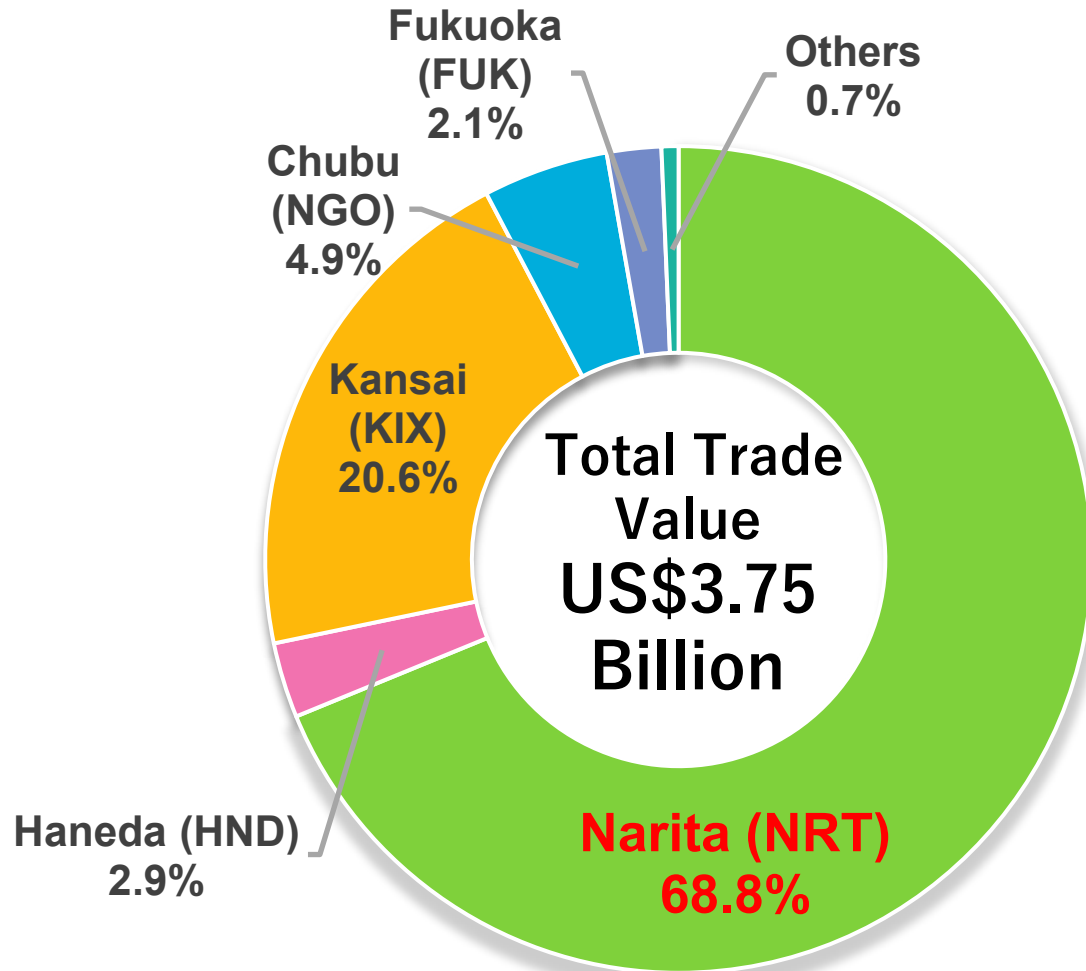


Source : Source: MLIT Airport Management Statistics (2025)

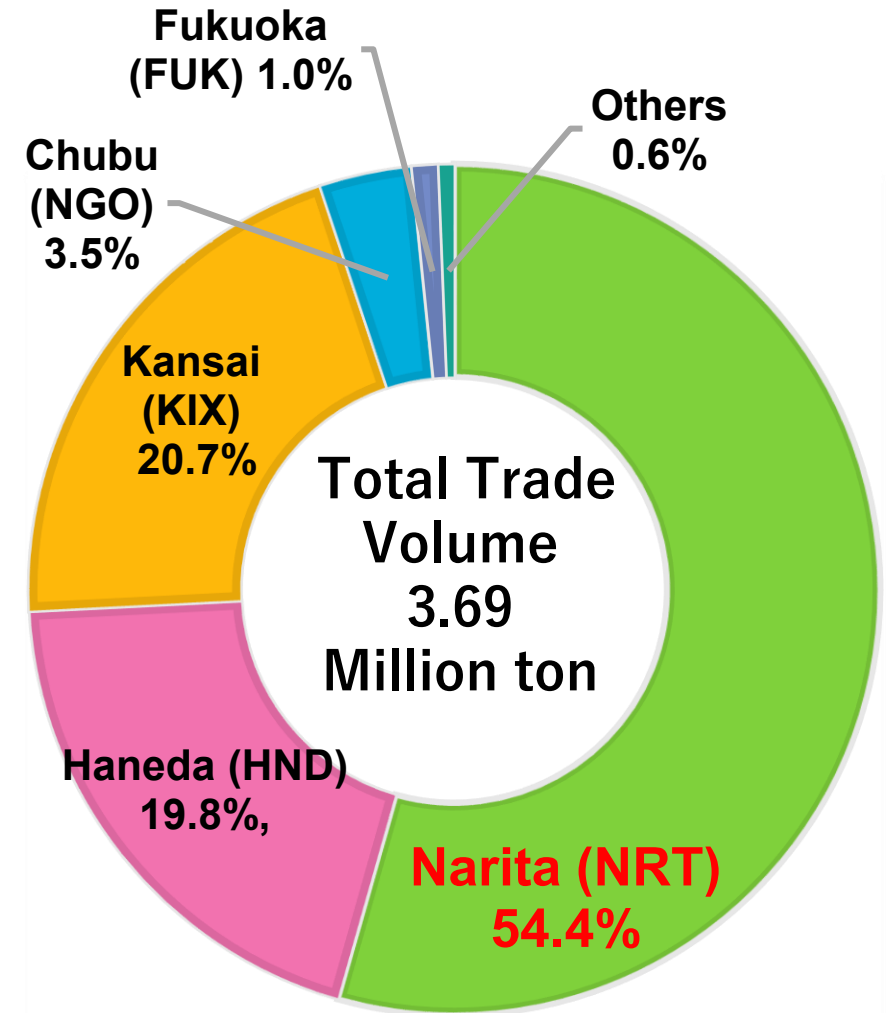


# International Cargo Volume Comparison (2025)

## Share of Japan's Trade Value by Airport



## Share of Japan's Trade Volume by Airport



\* Currency conversion is based on an exchange rate of JPY 160 to USD 1

Source : Trade Statistics of Japan, Ministry of Finance (2025)

# Narita Airport Group Revenue Structure (FY2025)

**【Non-Aeronautical Revenue】 58%**      **42%**      **【Aeronautical Revenue】**

## Railway Business

Operating Revenue:

**US\$30M** (2%)

## Facility Leasing Business

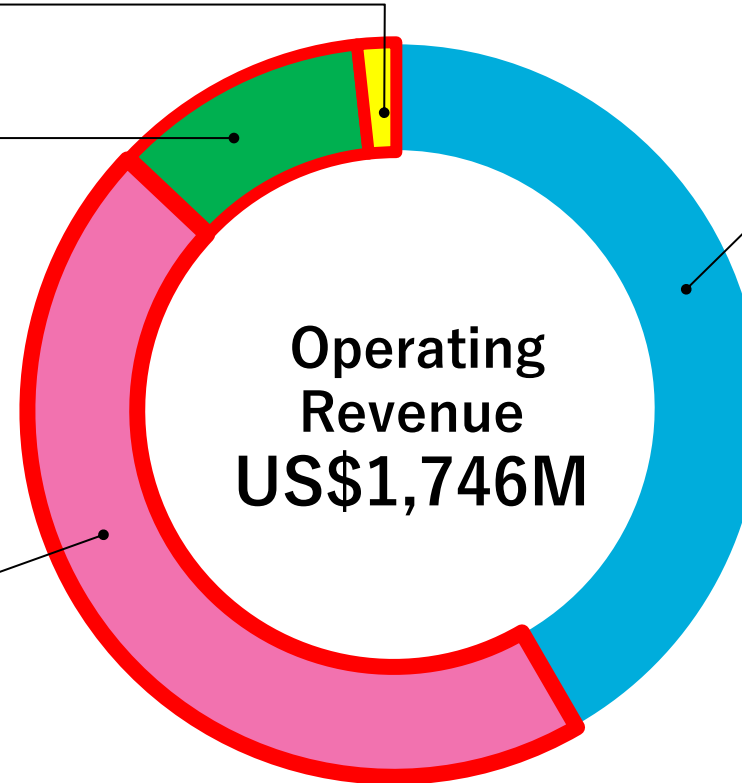
Operating Revenue:

**US\$196M** (11%)

## Retail Business

Operating Revenue:

**US\$793M** (45%)



## Airport Operations Business

Operating Revenue: **US\$727M**

(42%)

- \* Currency conversion is based on an exchange rate of JPY 160 to USD 1
- \* Operating revenue for each business segment reflects sales to external customers

# Enhanced Passenger Experience (Retail Shop)

Fa-So-La AKIHABARA



JAPAN FOOD HALL



THE CRAFT JAPAN

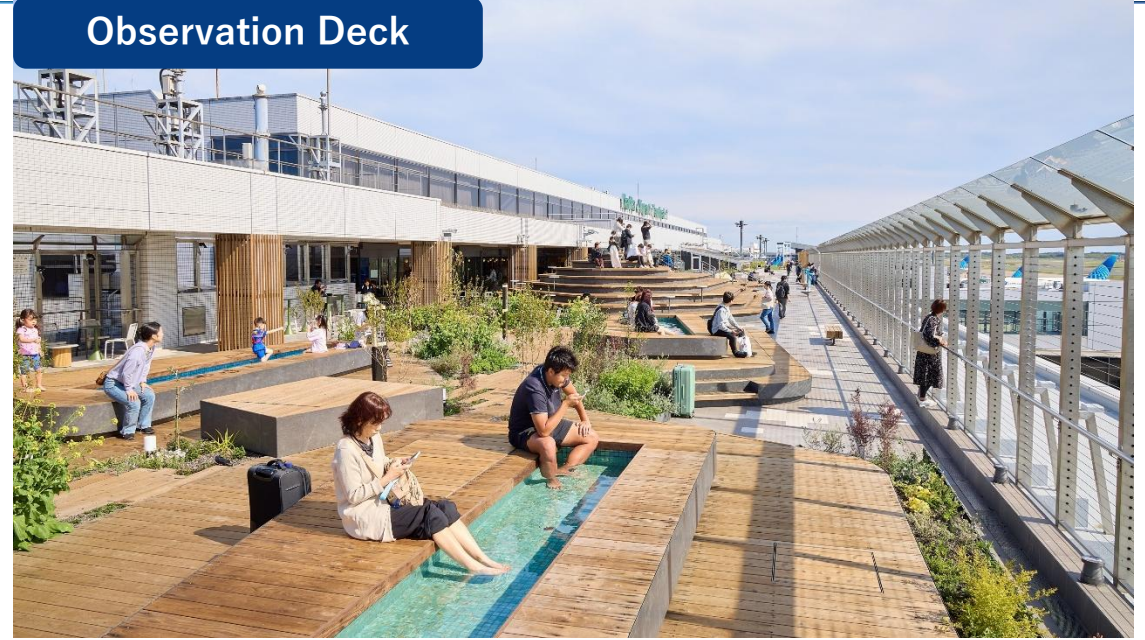


# Enhanced Passenger Experience (SHIKISAI GARDEN)

Entrance Plaza



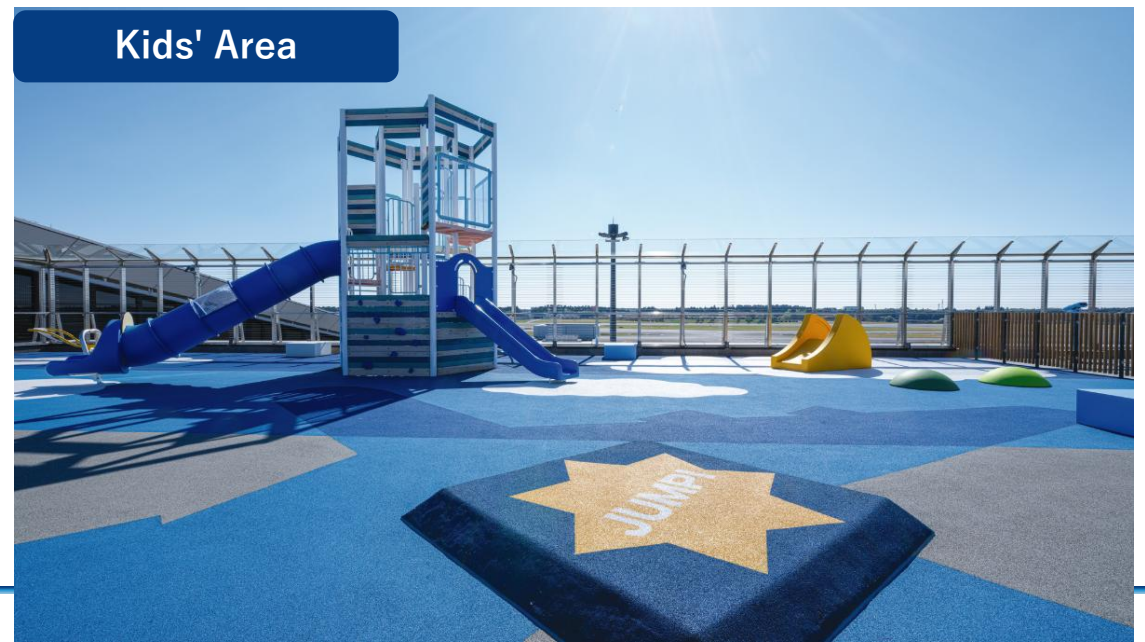
Observation Deck



Relaxation Area

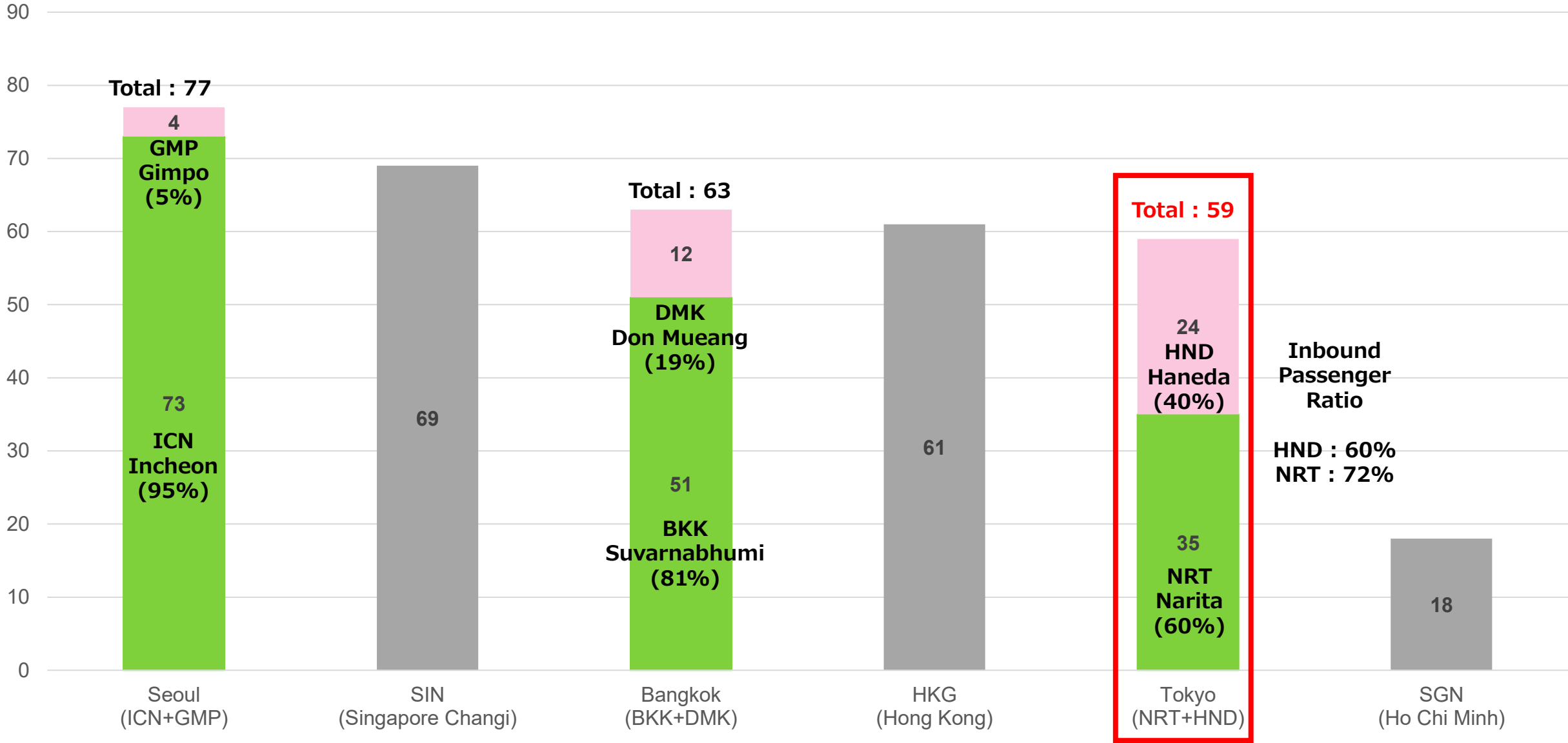


Kids' Area



# International Passenger Volume Comparison (2025)

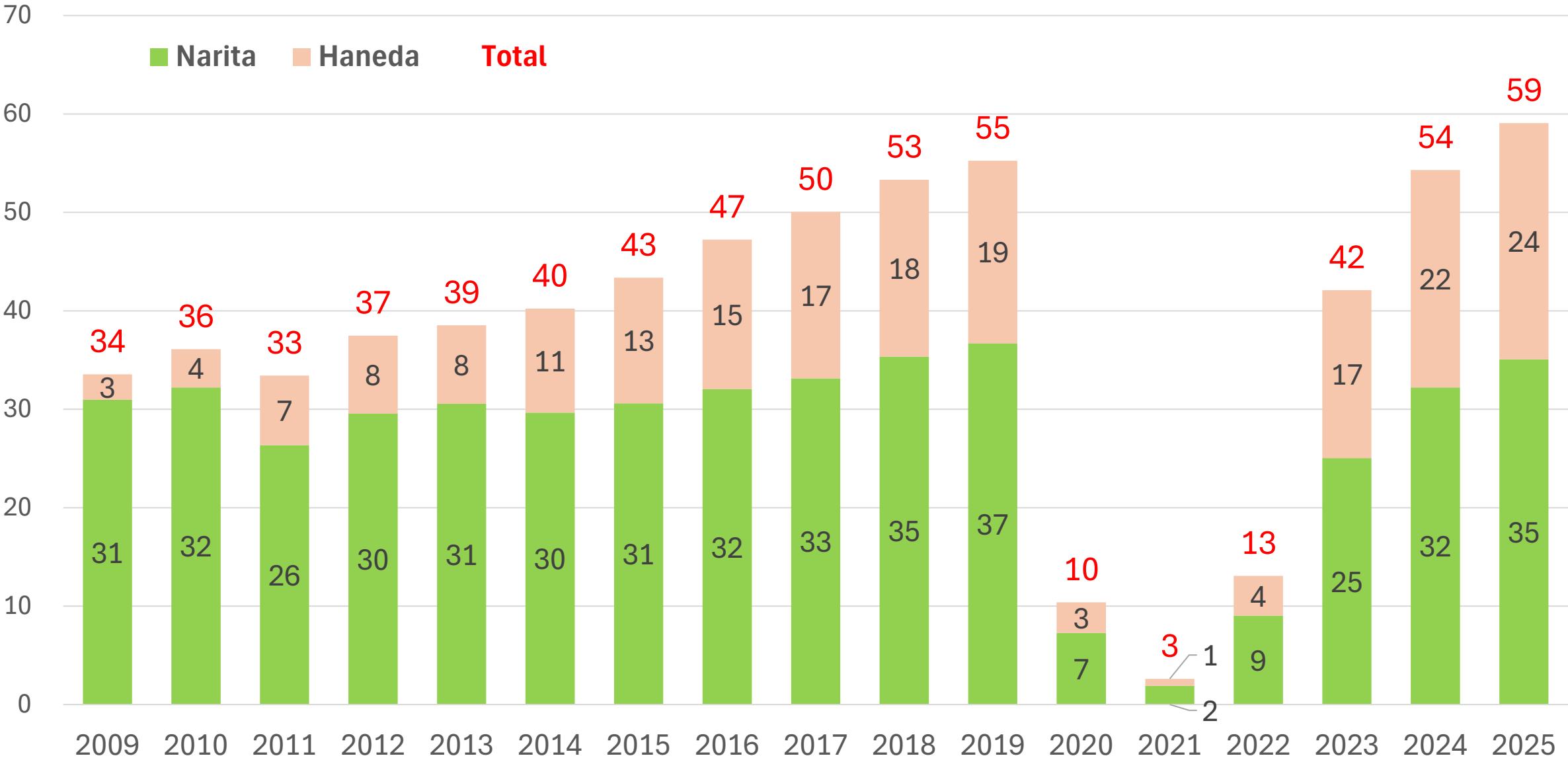
Million Passengers



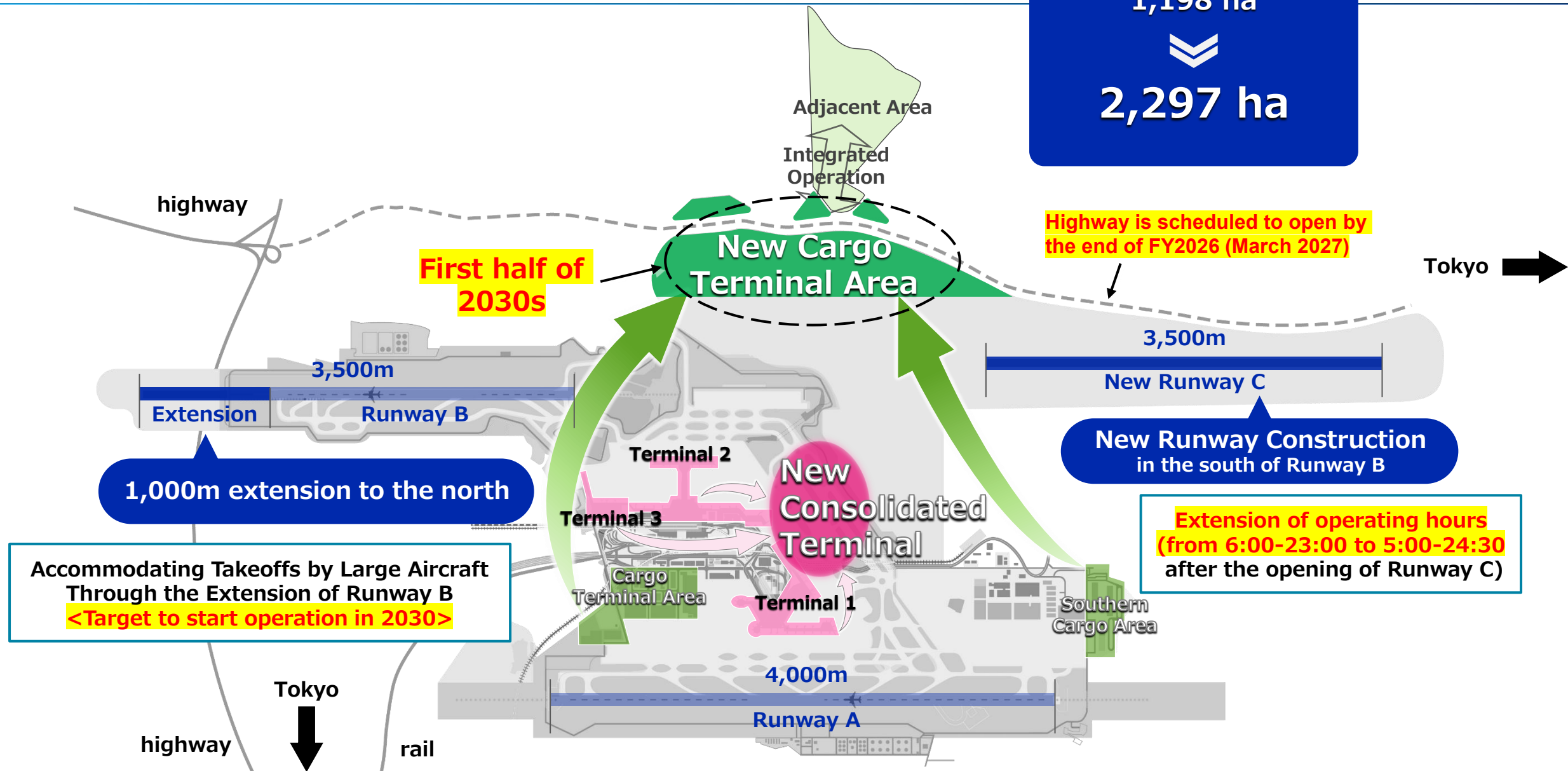
# International Passenger Traffic Trends at Narita and Haneda



Million Passengers



# Narita Airport Expansion Plan



# Target traffic volumes and required airport staff

Annual Slot Capacity 

340,000

x 1.5

500,000

Annual Passengers 

40 million

x 2

75 million

Annual Cargo Volume 

2 million tons

x 1.5

3 million tons

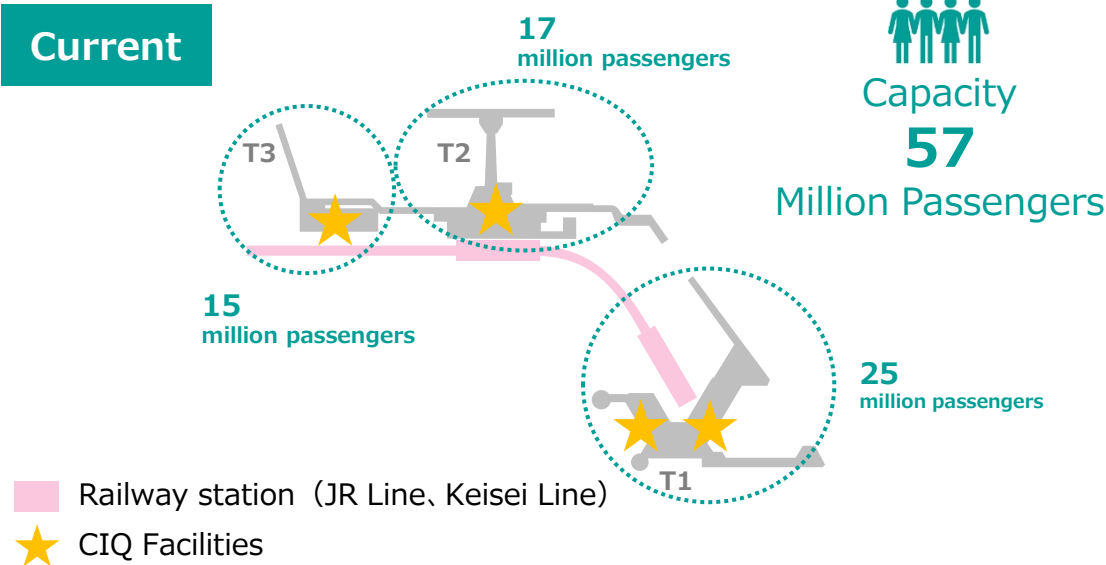
Airport staff 

40,000

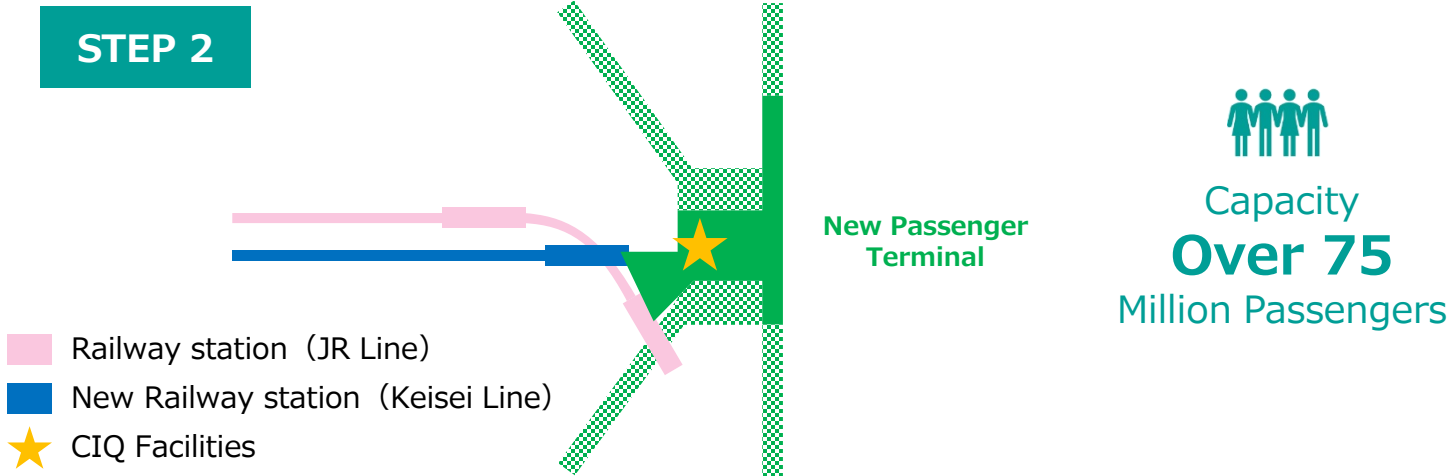
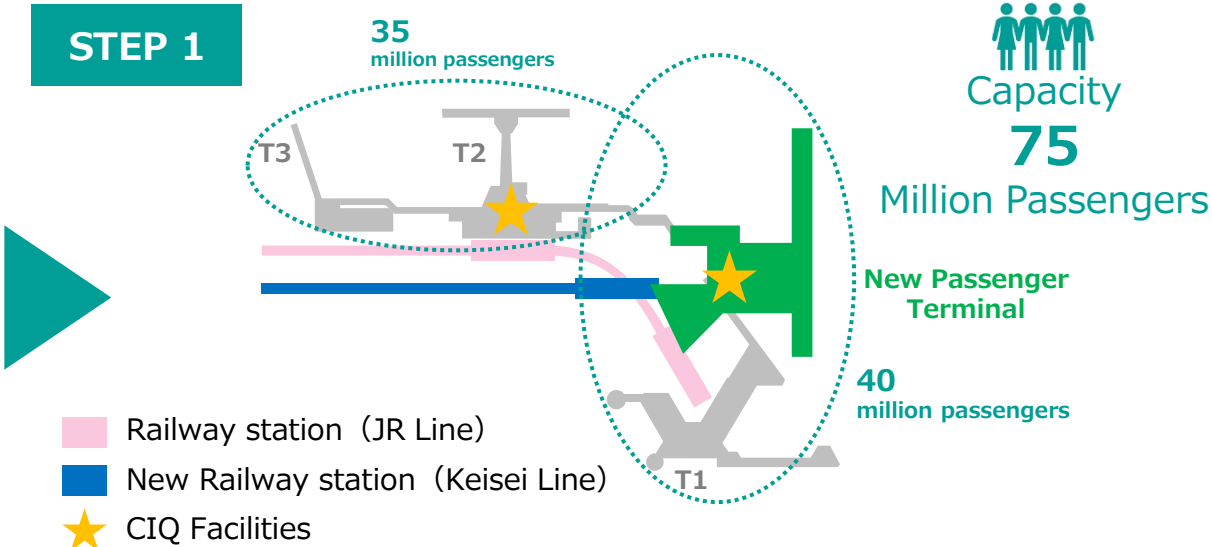
x 1.8

70,000

# New Passenger Terminal Development and Railway Improvements

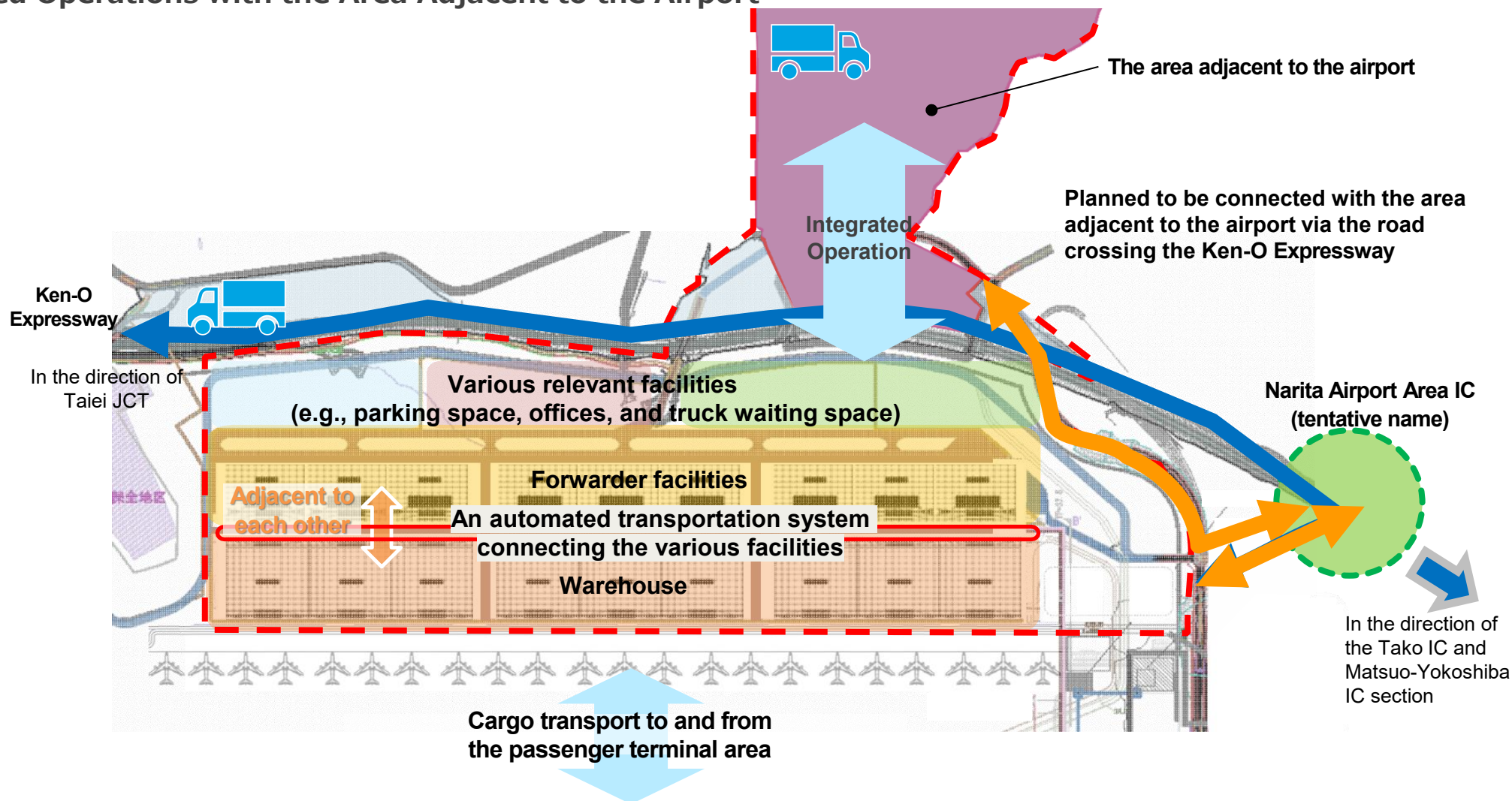


Congested Platform at  
Terminal 2 Railway Station



# New Cargo Terminal Area

- Creating an East Asian Air Cargo Hub through the Consolidation of International Air Logistics Functions
- **Co-location of Cargo Terminals and Freight Forwarder Facilities** with Automated Cargo Handling and Transfer Systems
- Integrated Operations with the Area Adjacent to the Airport



# Future Functions under Consideration

MICE : Meeting, Incentive tour, Convention, Exhibition



FBO : Fixed Base Operator



MRO : Maintenance, Repair and Overhaul



Source: ANA



R&D : Research and Development

