

Creating value for aviation
and metropolis with trust

Results Briefing for Fiscal Year Ended in March 2024

AFC Group

May 31, 2024

 **AIRPORT FACILITIES
CO., LTD.**

Tokyo Stock Exchange Prime division
(Ticker Symbol: 8864)
<https://www.afc.jp>



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|------|--|-------|-----|
| I. | Outline of the financial statements for the fiscal year that ended in March 2024 and projected business results for the fiscal year ending in March 2025 | • • • | P2 |
| II. | Details of the consolidated financial statements for the fiscal year that ended in March 2024 | • • • | P7 |
| III. | Details of the consolidated projected business for the fiscal year ending in March 2025 | • • • | P15 |
| IV. | Progress of the Medium- to Long-Term Management Plan | • • • | P20 |

- I. Outline of the financial statements for the fiscal year that ended in March 2024 and projected business results for the fiscal year ending in March 2025
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Outline of the consolidated financial statements for the fiscal year that ended in March 2024

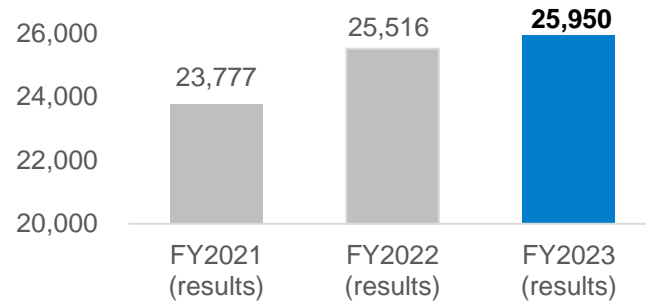
Consolidated PL



Unit: million yen

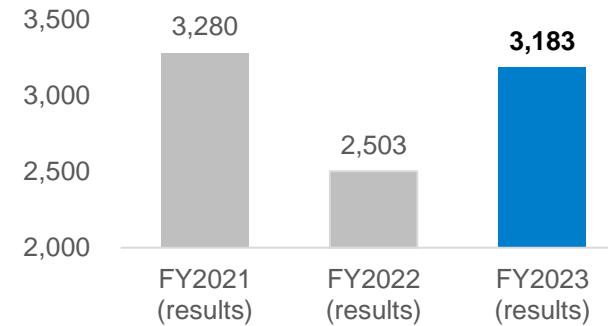
Net sales

Year on year:
+434 million yen (+1.7%)



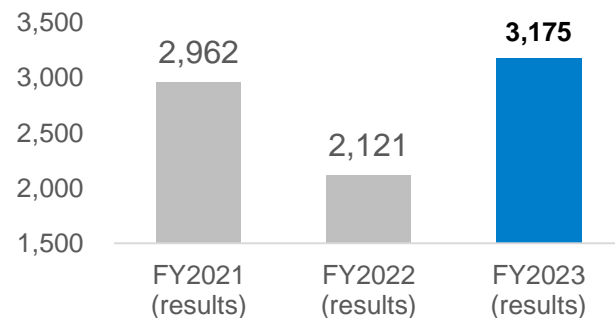
Operating income

Year on year:
+680 million yen (+27.1%)



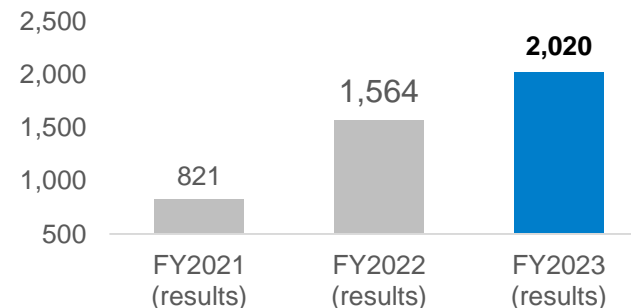
Ordinary income

Year on year:
+1,054 million yen (+49.6%)



Net income

Year on year:
+456 million yen (+29.1%)



- ◆ Although there had been the impact of properties rented for hotels and office buildings that were sold in February 2023, net sales and operating income both increased with the continued increase in water supply and drainage service usage along with the recovery of the number of airport users.
- ◆ Ordinary income and net income increased with the recording of gain on investments in silent partnership, etc. by an aircraft leasing fund, and with decrease in provision for removal cost related to various construction.

Acquisition of two real estate properties for sales

(acquired in the latter half of FY2023)



Nihonbashi Hamacho 2-Chome Building

(Chuo-ku, Tokyo, acquired in October 2023)

- Traffic convenience is excellent, being a one-minute walk from Hamacho Station, and a seven-minute walk from Ningyocho Station. It is highly noticeable, located at the corner on the Meiji-za Street. It has a high asset value with a superb view from inside and being built recently.
- Construction work is already implemented because setup and half-setup rent methods are introduced. New leasing will start from now on.



Sakura Front Ichibancho

(Chiyoda-ku, Tokyo, acquired in October 2023)

- Traffic convenience is excellent, being a two-minute walk from Hanzomon Station, and a nine-minute walk from Kojimachi Station. There are embassies of different countries and offices of well-known companies gathered nearby. The area is also known as a high-class residential area with a long history.
- The building will be fully renovated hereafter, and is scheduled to be newly leased.

* Former name: Ichibancho 27 Building

Solar panels are installed in Singapore

Solar panels are installed on the rooftop of the engine maintenance plant in Seletar Airport, which is the first effort abroad for our company.



Upgrading to eco-friendly refrigerating machines is under way.

Refrigerating machines at the timing of renewal are being upgraded to realize highly efficient and eco-friendly heating and cooling facilities.



Expansion of the HANEDA INNOVATION CITY parking space business

P2 parking space starts operation in HICity zoneB.

- Parking method: Mechanical
- Capacity: 122 vehicles
(of which 80 spaces are pay-by-the-hour)





Annual dividend

Dividend
increase

Dividend per share:

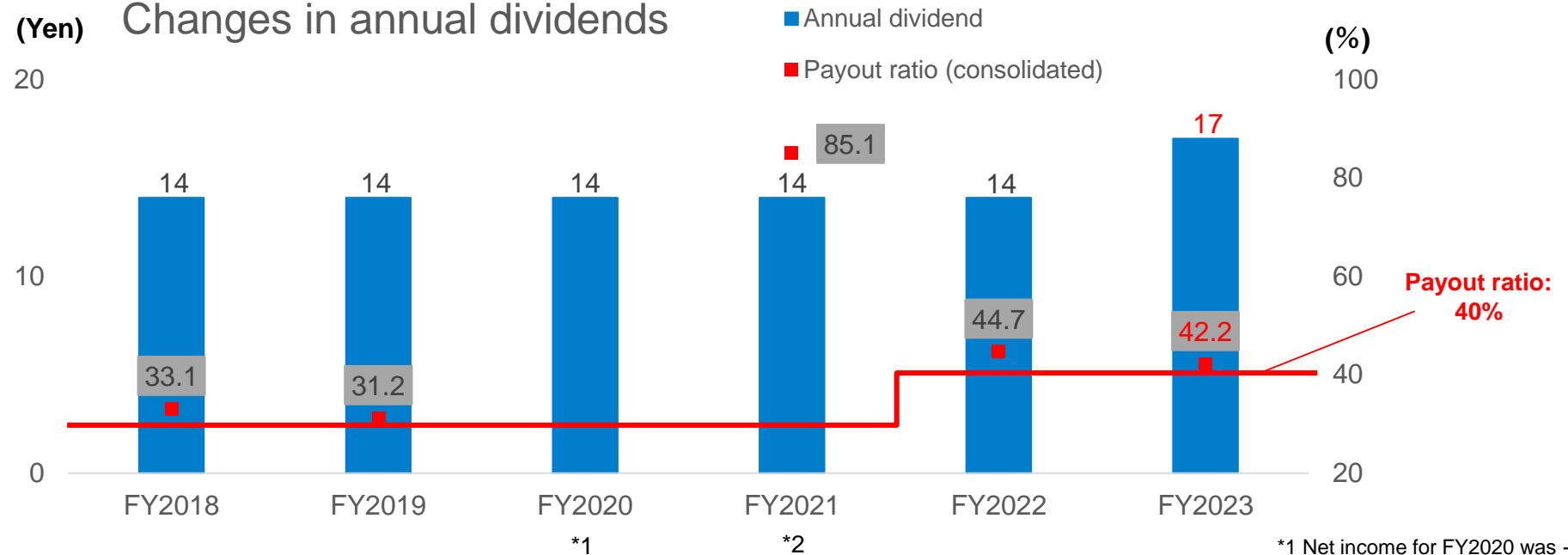
17 yen (planned)

Interim dividend **7 yen**

+ year-end dividend **10 yen** (planned)

- Our company recognizes the return of profits to our shareholders as an important management issue, and aims to achieve the payout ratio of over 40%. Based on comprehensive consideration on mid- to long-term business development and financial conditions, profit level exceeding the plan was achieved, so the annual dividend of 17 yen per share was decided, exceeding the forecast at the beginning of the term by 3 yen.

(Yen) Changes in annual dividends



*1 Net income for FY2020 was - 933 million yen

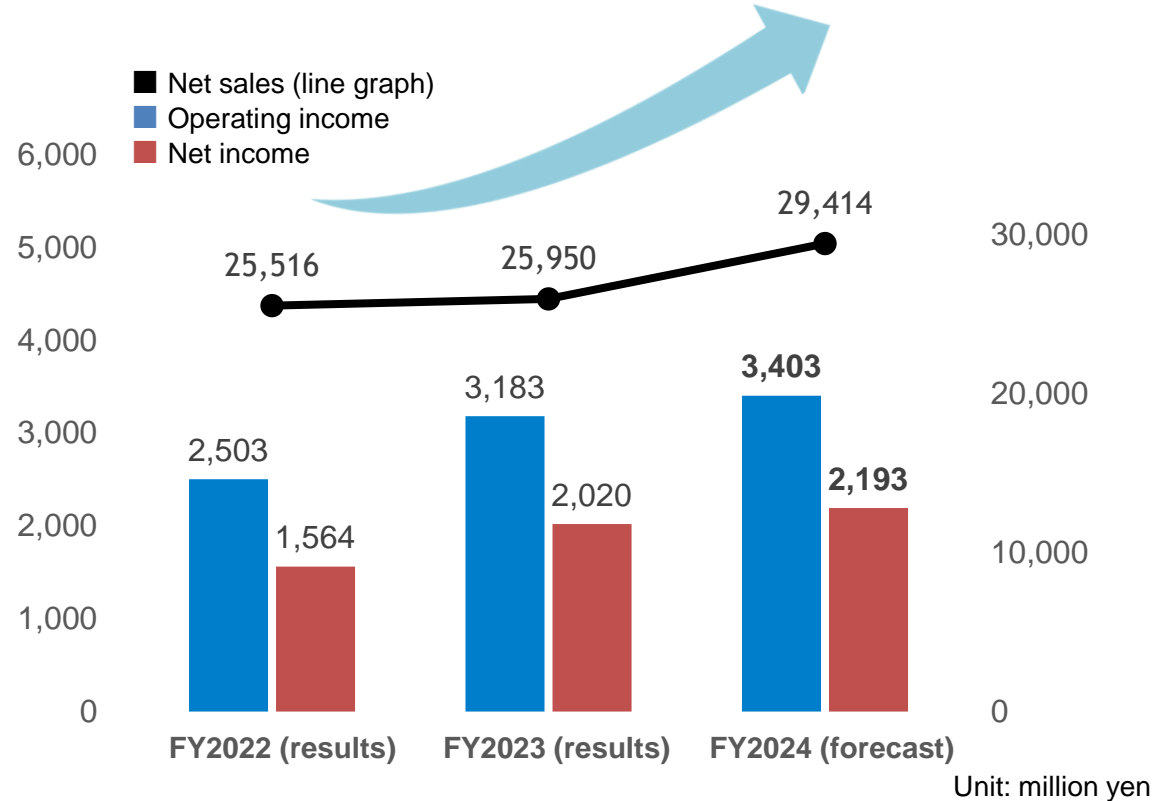
*2 Net income for FY2021 was 821 million yen

Outline of the projected business for the fiscal year ending in March 2025



Increases in net sales and operating income are also aimed for in the fiscal year ending in March 2025.

- ◆ Net sales: 29,414 million yen (year on year + 13.3%)
- ◆ Operating income: 3,403 million yen (year on year + 6.5%)
- ◆ Net income: 2,193 million yen (year on year + 8.5%)

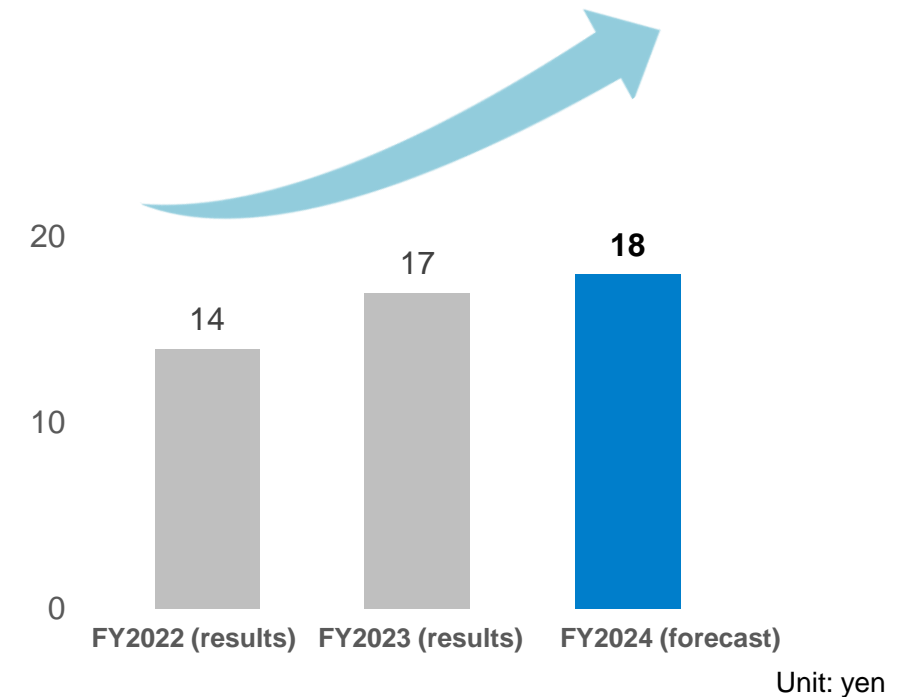


Dividend exceeding the previous fiscal year is scheduled for the fiscal year ending in March 2025 as well.

Annual dividend per share for the fiscal year ending in March 2025:

18 yen

**Interim dividend 9 yen
+ year-end dividend 9 yen**



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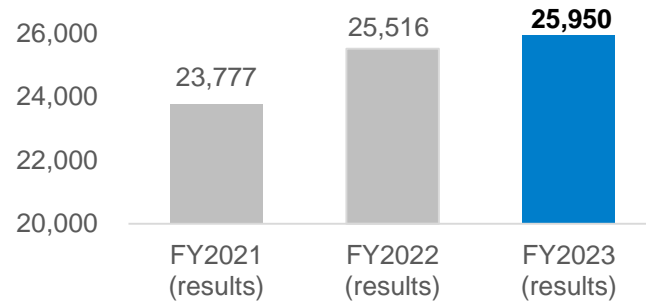
Consolidated PL
(restated)



Unit: million yen

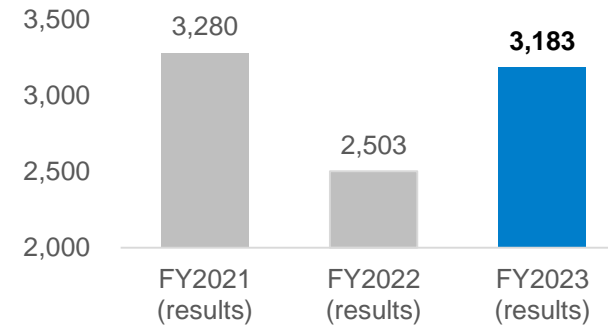
Net sales

Year on year:
+434 million yen (+1.7%)



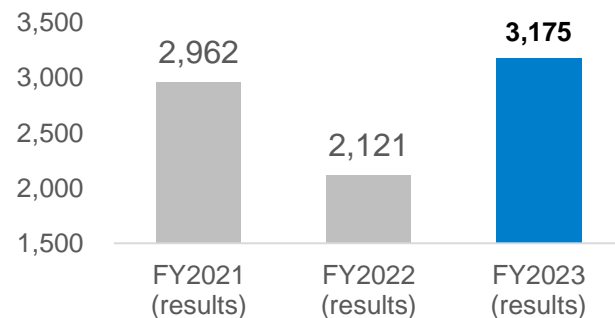
Operating income

Year on year:
+680 million yen (+27.1%)



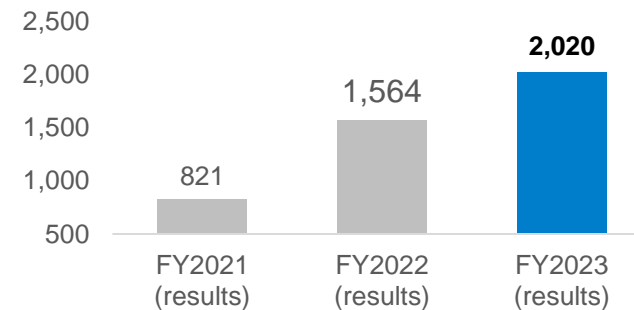
Ordinary income

Year on year:
+1,054 million yen (+49.6%)



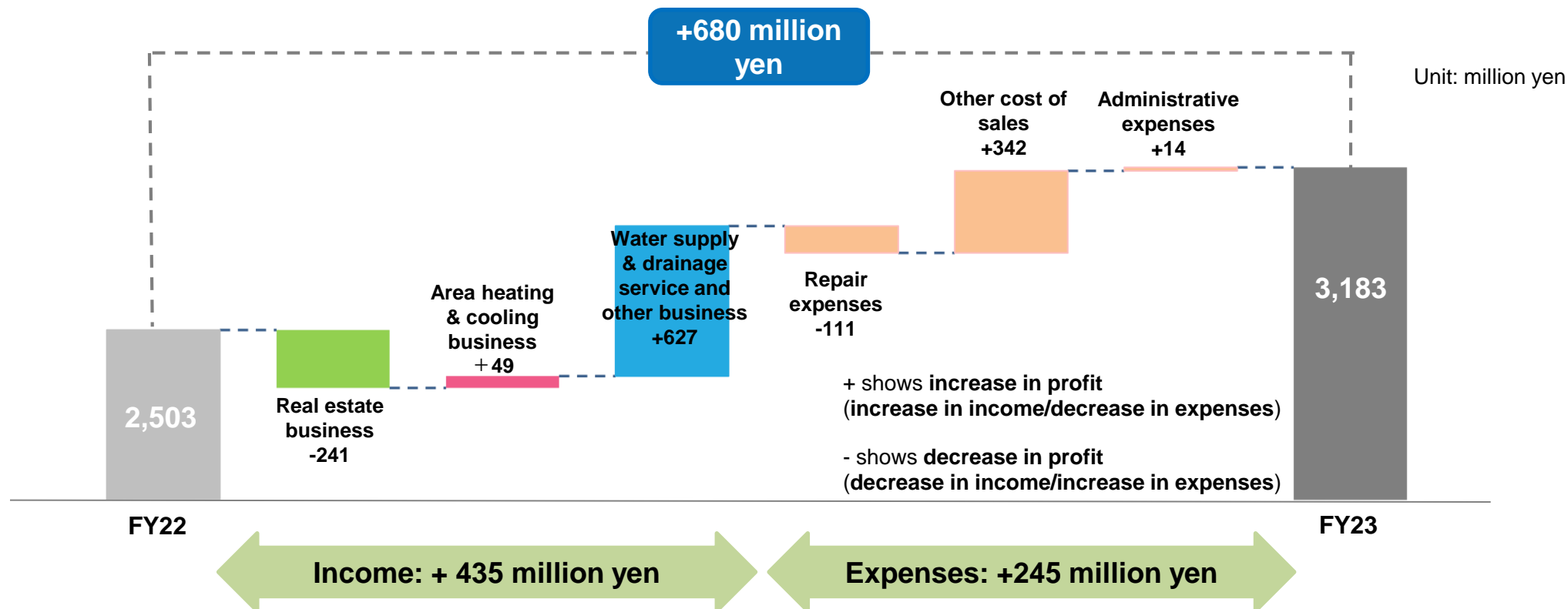
Net income

Year on year:
+456 million yen (+29.1%)



- ◆ Although there had been the impact of properties rented for hotels and office buildings that were sold in February 2023, net sales and operating income both increased with the continued increase in water supply and drainage service usage along with the recovery of the number of airport users.
- ◆ Ordinary income and net income increased with the recording of gain on investments in silent partnership, etc. by an aircraft leasing fund, and with decrease in provision for removal cost related to various construction.

Transitional change of operating income (income/expenses)



| | | | |
|--|---|---|---|
| Real estate business | (-) Decrease in rent revenue due to the selling of some real estate properties outside airports | Water supply & drainage service and other business | (+) Increase in water supply and drainage service usage attributable to the recovery of aviation demand and the full opening of some facilities (+) Sound development of local area communication networks business |
| Area heating & cooling business | (+) Increase in sales amount of heating and cooling service due to extreme heat | Expenses | (+) Decrease in depreciation expenses, etc. with the selling of some real estate properties outside airports (+) Decrease in the raw material expenses (electricity, gas) for area heating and cooling business (-) Increase in water charge due to increase in water supply and drainage service usage |

Real estate business

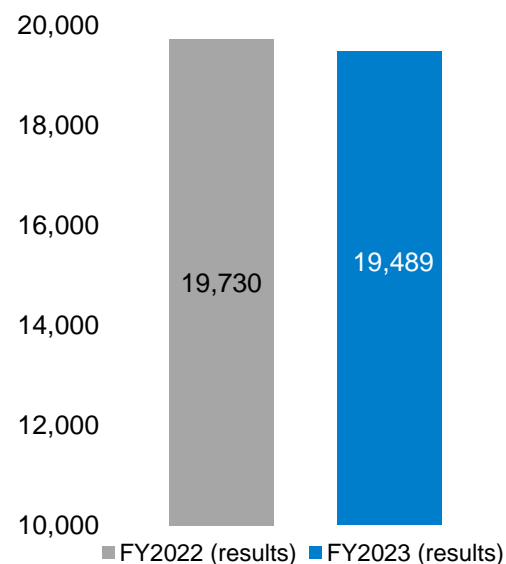
While some real estate properties outside airports were sold in the first half of the fiscal year, net sales were generally unchanged with the progress of non-asset business.

On the other hand, operating income increased with efforts in reducing expenses by selling real estate properties outside airports and increasing the profitability of existing facilities.

Net sales: 19,489 million yen (year on year -1.2%)

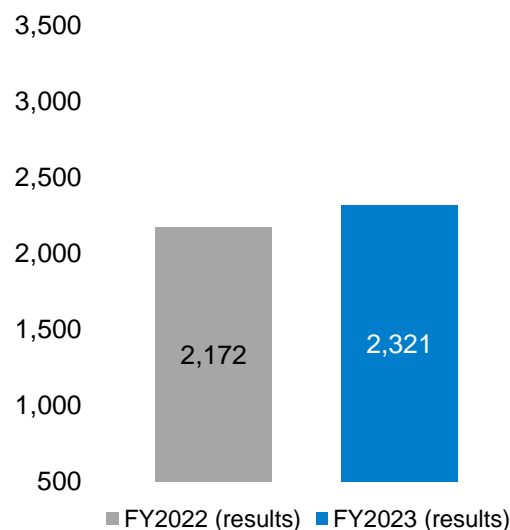
Operating income: 2,321 million yen (year on year +6.8%)

Net sales



Unit: million yen

Operating income



Unit: million yen

<Major factors for increase/decrease>

[Net sales]

- (+) Increase in rent revenue with the acquisition of real estate properties for sales
- (+) Increase in rent due to variable hotel rents
- (+) Increase in the revenue from parking space in HANEDA INNOVATION CITY
- (-) Selling of hotels for rent and general office buildings

[Operating income]

- (+) Decrease in depreciation expenses, etc. with the selling of hotels for rent and general office buildings
- (+) Increase in the profitability of existing facilities
- (-) Recording of real estate acquisition tax with the acquisition of real estate properties for sales

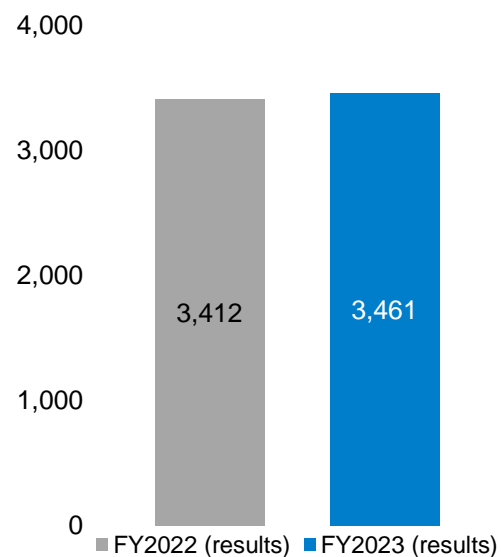
Area heating & cooling business

Net sales increased with increase in the sales of heating and cooling service
Increase in operating income with the decrease of raw material expenses (electricity/gas)

Net sales: 3,461 million yen (year on year +1.4%)

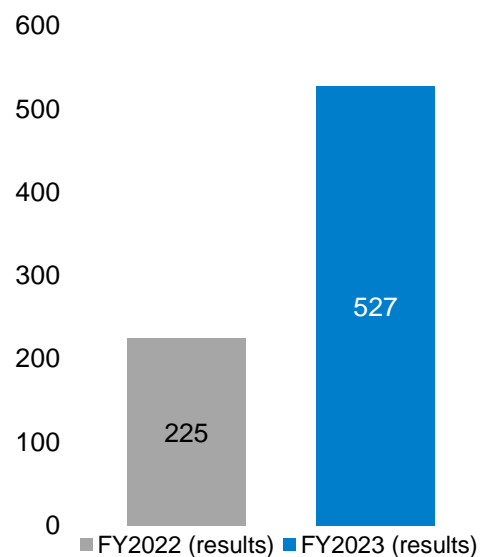
Operating income: 527 million yen (year on year +134.2%)

Net sales



Unit: million yen

Operating income



Unit: million yen

<Major factors for increase/decrease>

[Net sales]

(+) Increase in sales amount of heating and cooling service due to extreme heat in summer

[Operating income]

(+) Decrease in raw material expenses due to the unit price of electricity/gas maintained at lower level than expected

[Other]

• Fee structure is reviewed from the latter half of FY2023 so that it is linked to raw material expenses in order to cope with future changes in energy price

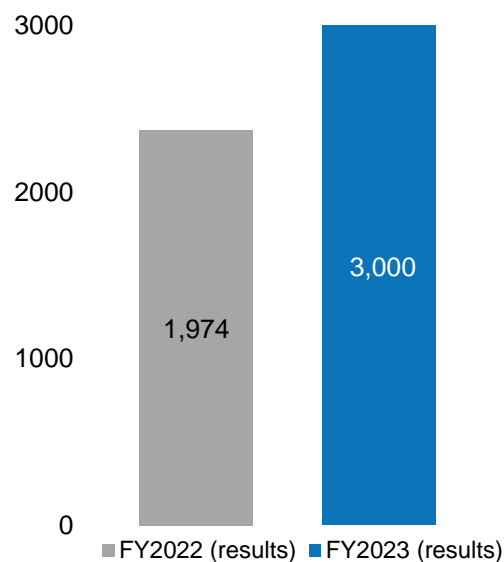
Water Supply & Drainage Service and Other Business

With an increase in the number of airport users such as passengers, water supply and drainage business is recovering.

Net sales: 3,000 million yen (year on year +26.3%)

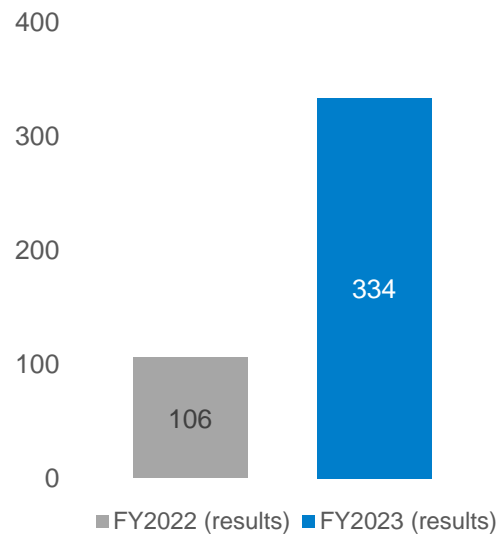
Operating income: 334 million yen (year on year + 215.0%)

Net sales



Unit: million yen

Operating income



Unit: million yen

<Major factors for increase/decrease>

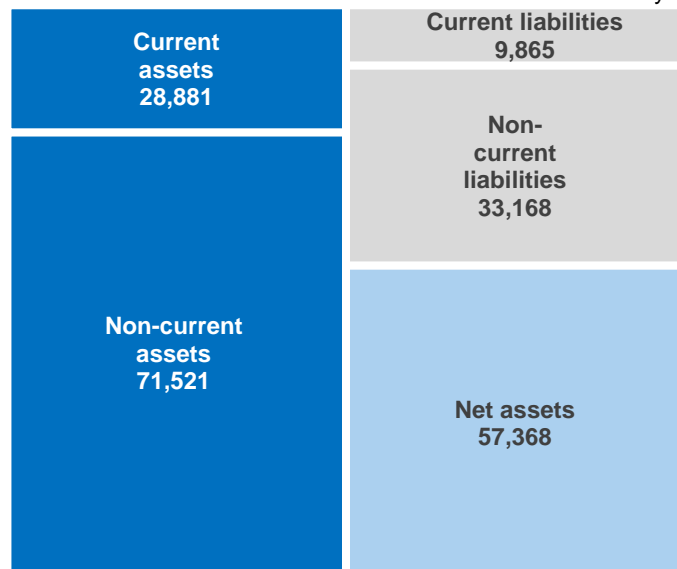
[Net sales & operating income]

- (+) Increase in water supply and drainage service usage attributable to the favorable development of aviation demand and inbound demand, and the full opening of some facilities near the airport
- (+) Sound development of local area communication networks business

* As for other businesses, local area communication network business and photovoltaic power generation business are implemented.

End of March, 2023

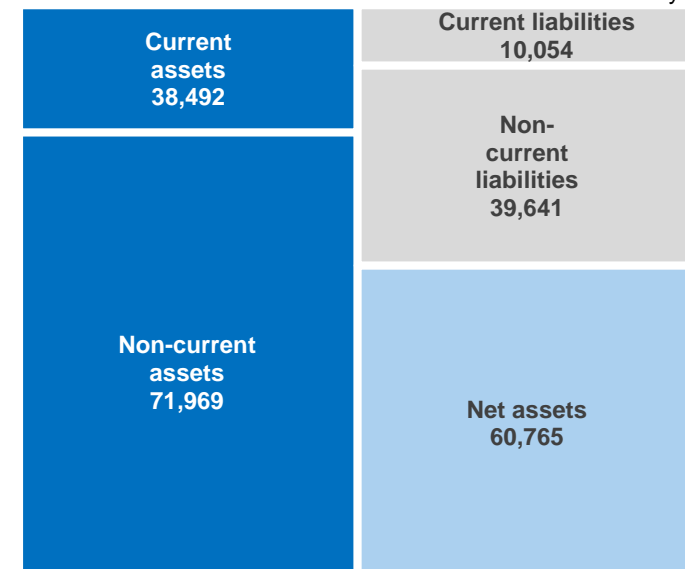
Unit: million yen



| | |
|------------------------|-------------------|
| Amount of total assets | 100.4 billion yen |
| Net assets per share | 1,095 yen |
| Equity ratio | 54.5% |

End of March, 2024

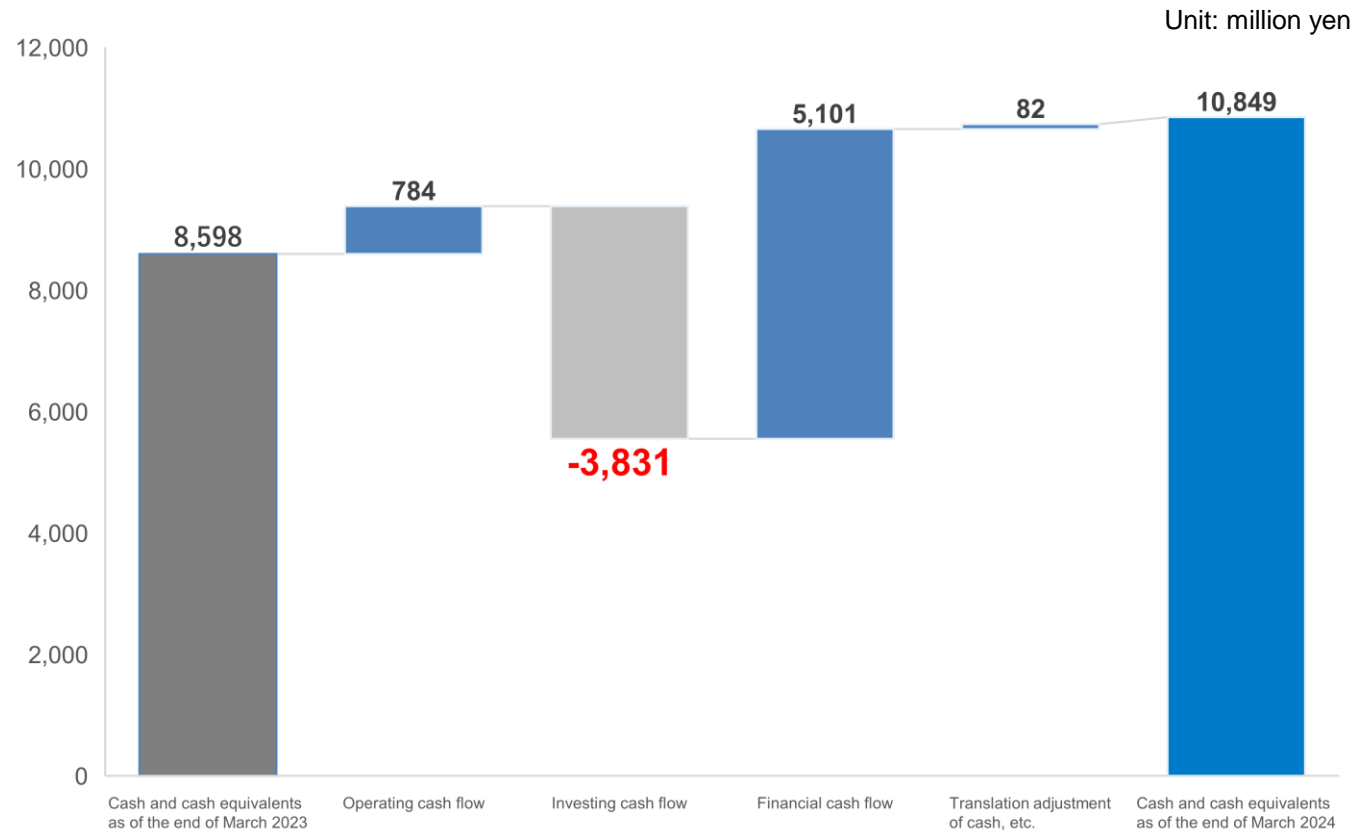
Unit: million yen



| | |
|------------------------|-------------------|
| Amount of total assets | 110.4 billion yen |
| Net assets per share | 1,157 yen |
| Equity ratio | 52.6% |

**Total assets:
increase by
10 billion yen**

- [Asset] Non-current assets slightly increased with increase in investment securities attributable to the additional investment in the aircraft fund, despite the effect of the planned depreciation of buildings. Current assets increased with the acquisition of real estate properties for sales.
As a result, total assets increased by 10 billion yen.
- [Liabilities] Although the repayment of short-term debts has progressed, liabilities increased by the making of long-term borrowings for the acquisition of real estate properties for sales, and amounts payable related to renovation works.
- [Net assets] Net assets increased with an increase in retained earnings.



[Cash flows from operating activities]

Although expenses increased with increase in inventory assets with the acquisition of real estate properties for sales, income exceeded this with decreases in the amount of income before income taxes, depreciation expenses, and operating loans.

[Cash flows from investing activities]

While there had been income from proceeds from distributions from investment partnerships, expenses of the acquisition of non-current assets and expenses due to the acquisition of investment securities attributable to the additional investment in the aircraft leasing fund exceeded this.

[Cash flows from financing activities]

Although there were expenses associated with payments of long-term loans payable and payment of cash dividends, income exceeded this with proceeds long-term loans payable for the acquisition of real estate properties for sale.

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Details of the consolidated projected business for the fiscal year ending in March 2025

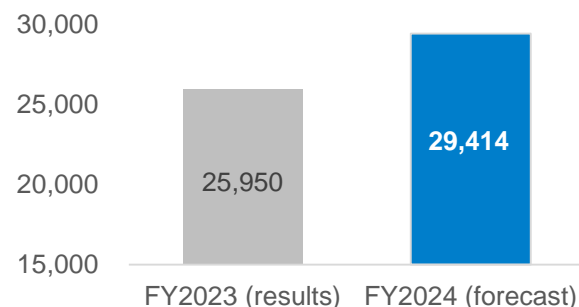
Consolidated PL



Unit: million yen

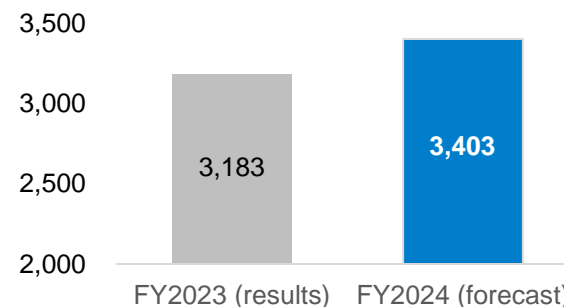
Net sales

Year on year:
+3,463 million yen (+13.3%)



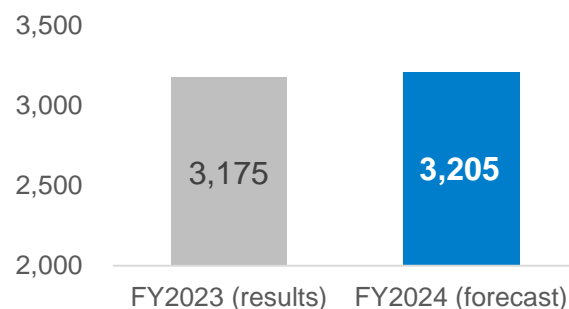
Operating income

Year on year:
+219 million yen (+6.9%)



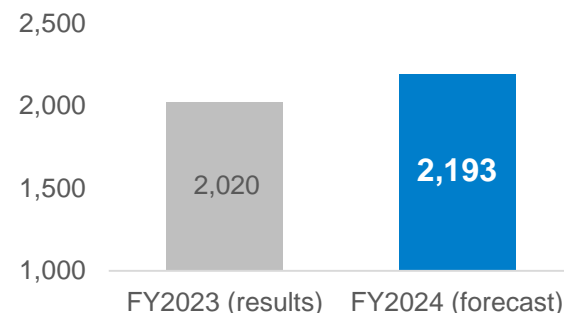
Ordinary income

Year on year:
+29 million yen (+0.9%)



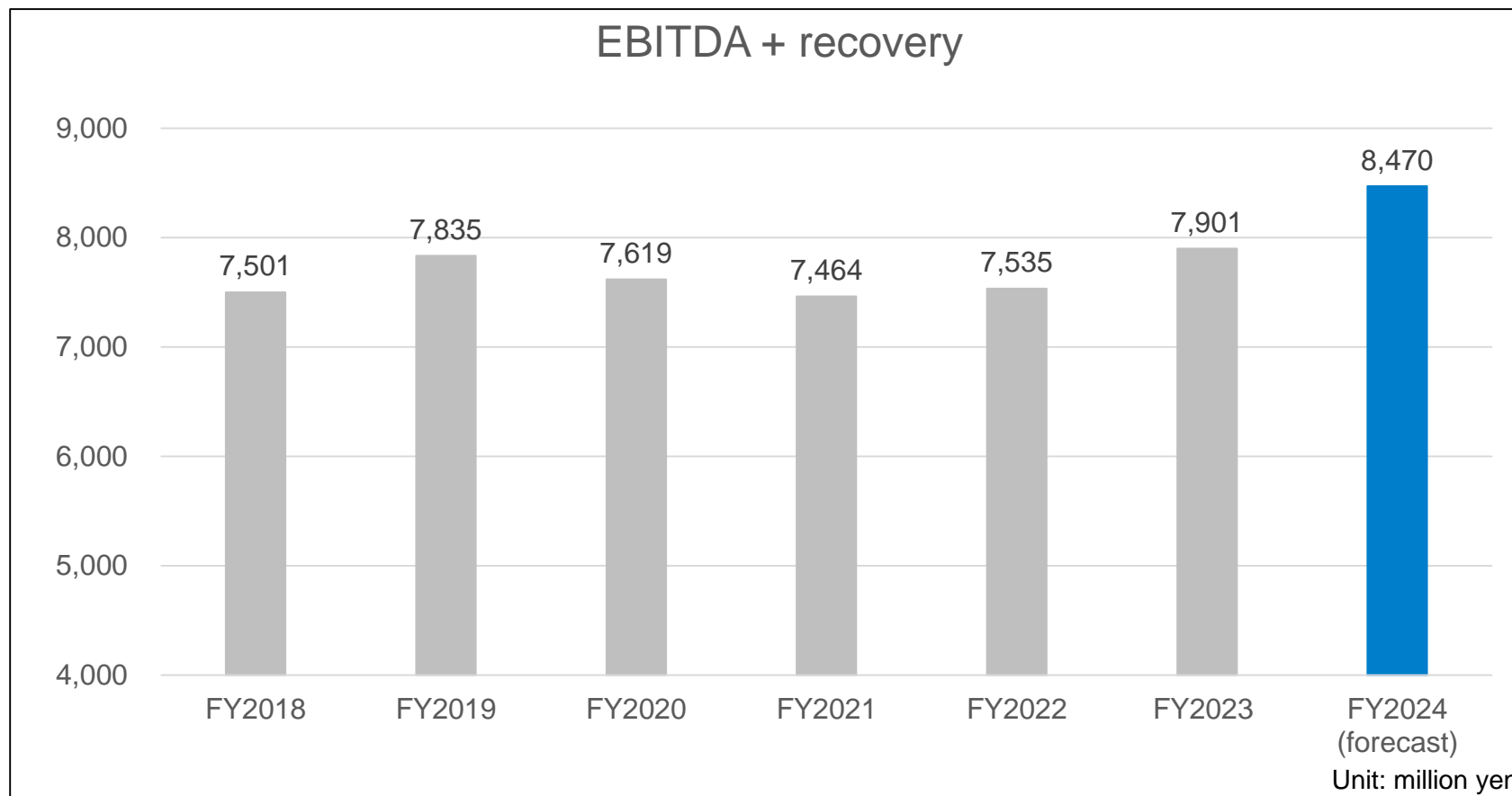
Net income

Year on year:
+173 million yen (+8.5%)



- ◆ Net sales are expected to increase according to increase in water supply and drainage service usage associated with an increase in the number of airport users, by also taking into consideration increase in rent revenue and property sellout with the promotion of non-asset business, while putting efforts in reinforcing the stable business foundation within the airport.
- ◆ As for operating income, it is expected to increase with increase in net sales, despite the repair expenses for existing facilities and increase in depreciation expenses accompanied with capital investment.
- ◆ Ordinary income and net income are expected to increase with the expected increase in investment profits through the full-year operation of the aircraft leasing fund as a non-operating income.
- ◆ We aim to achieve increases in net sales and operating income with the stable achievement of the Medium- to Long-Term Management Plan.

- It is expected that the cash flow of the company will be sound accompanied mainly with increase in operating income.



* EBITDA + recovery = (operating income + depreciation expense) + recovery + lease cost
Recovery refers to the repayment of the principal of loans.

Change in business segments reported

Under the business portfolio strategy set out in the Medium- to Long-Term Management Plan (FY2022 – FY2028), the Group has been strengthening airport-related business and exploring new business opportunities to develop a profit foundation toward further growth and create value within and outside airports with an aim to achieve sustainable growth.

From the perspective of making the progress of the Medium- to Long-Term Management Plan easier to evaluate, we will be reporting the results of business segments along the same categorization as in the Medium- to Long-Term Management Plan, starting from the First Quarter of FY2024.

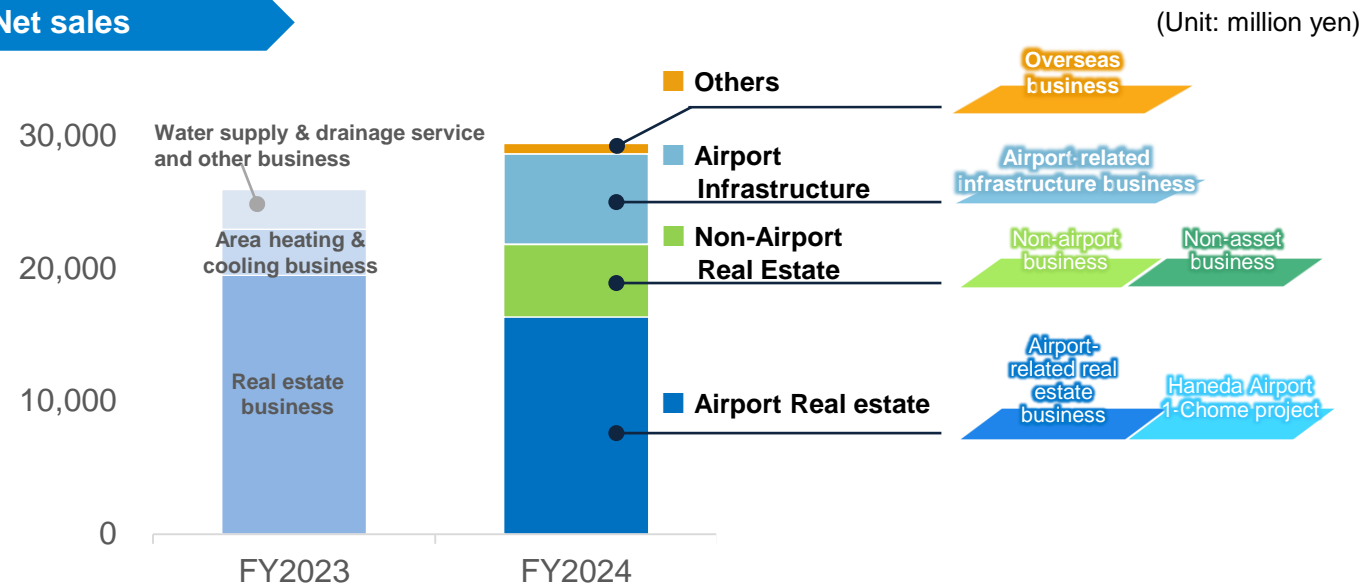
| Old segments | Main business |
|--|--|
| Real Estate Business | Real estate leasing, etc. within / outside airports Non-asset business Overseas business |
| Area Heating & Cooling Business | Supply of area heating and cooling service |
| Water supply & Drainage Service and Other Business | Operation of water supply and drainage service Shared telecommunication Solar power generation |



| New segments | Main business |
|----------------------------------|--|
| Airport Real Estate Business | Real estate leasing, etc. within airports |
| Non-Airport Real Estate Business | Real estate leasing, etc. outside airports Non-asset business |
| Airport Infrastructure Business | Supply of area heating and cooling service Operation of water supply and drainage service Shared telecommunication |
| Other business | Overseas business; Solar power generation |

Outlook by business segment, net sales

Net sales



- Airport Real Estate Business aims to reinforce a stable business base, including the operation of a fresh products center in the cargo area and the reviewing of leasing conditions for existing properties.
- Non-Airport Real Estate Business aims to promote non-asset business, and raise the value of properties through the acquisition of new real estate properties for sales and through value-up construction works and the revision of rents. The business also assumes the sellout of real estate properties for sales.
- As for Airport Infrastructure Business, on the premise of the provision of stable infrastructure service, it is expected that facilities maintenance and management expenses in terms of water supply and drainage increase, in addition to increases in depreciation and repair expenses related to the capital investment in terms of heating and cooling service, while water supply and drainage usage is expected to maintain the level before the pandemic.
- In Other Business, the full-year operation of solar panels in Singapore is expected.

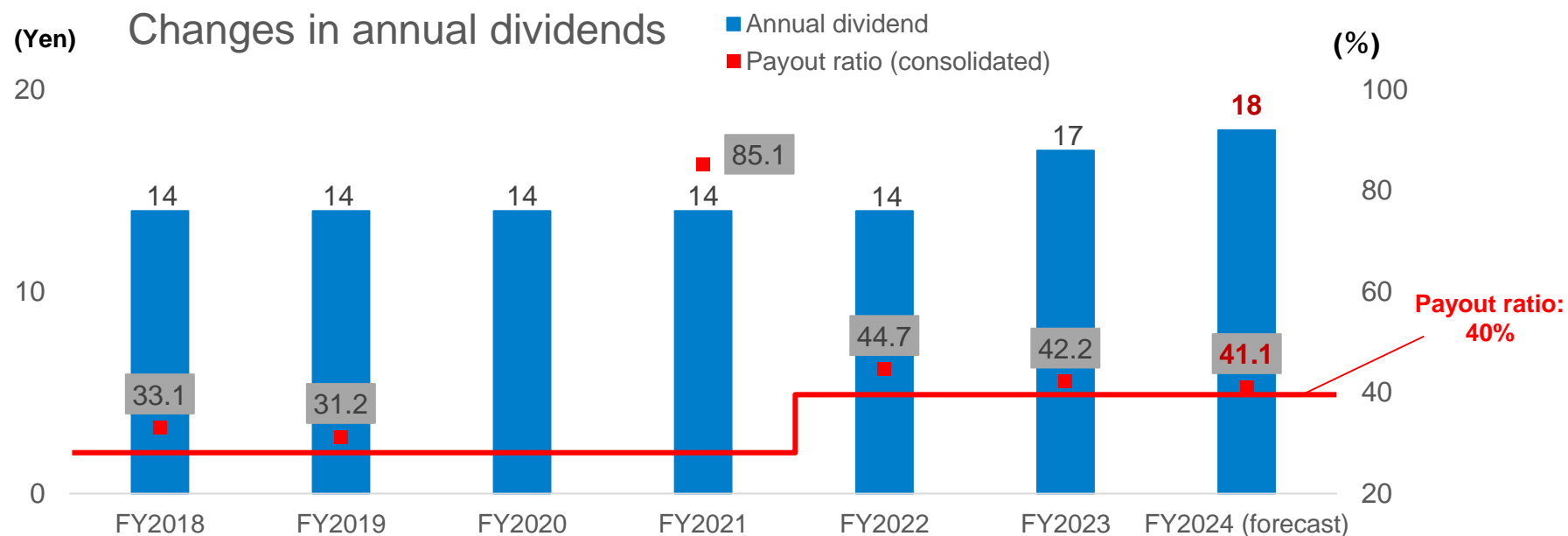
Expected annual dividend for fiscal year
ending in March 2025

Annual dividend per share for the
fiscal year ending in March 2025:

18 yen

Interim dividend 9 yen
+ year-end dividend 9 yen

Dividend exceeding the increased
dividend in FY2023 (annual dividend
of 17 yen) is scheduled.



*1 Net income for FY2020 was - 933 million yen

*2 Net income for FY2021 was 821 million yen

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Basic Policy

Continuous implementation of selection and concentration
and maximum use of business resources

Optimization of the business portfolio centering on three priority measures

- I Haneda Airport 1-Chome project
- II Expansion of non-asset businesses
- III Improvement of the profitability of existing businesses

Development of a capital efficiency-conscious business portfolio
resilient to risks

Airport-related real estate business Airport-related infrastructure business Non-airport business

Foreign business Restructuring projects

Further strengthening of the business foundation

Human resource and
organization development
strategy

Strengthening of
governance

Use of IT

Continuation of sustainable growth and development of a profit foundation for the next stage

Numerical
targets for
FY2028

Net sales:

32.0 billion yen

Net income:

3.3 billion yen

ROA*

5.0%

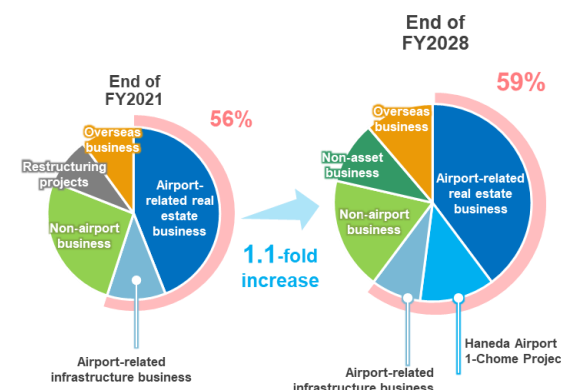
* ROA = business profit (operating income + non-operating income) ÷ total assets

Changes in the business structure and profit growth

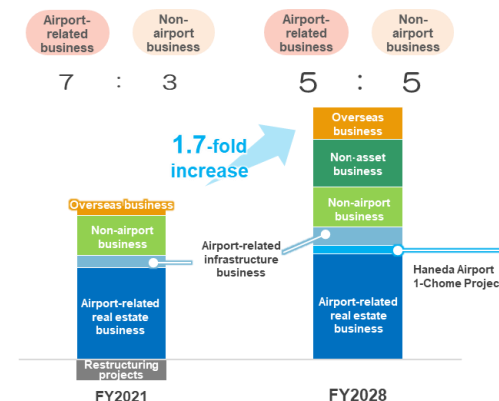
AFC aims to grow and diversify profit sources by steadily building on non-asset and overseas businesses, while expanding airport-related assets through large-scale investments at Haneda Airport

Develop a capital efficiency-conscious business portfolio that is resilient to risks

Asset mix target



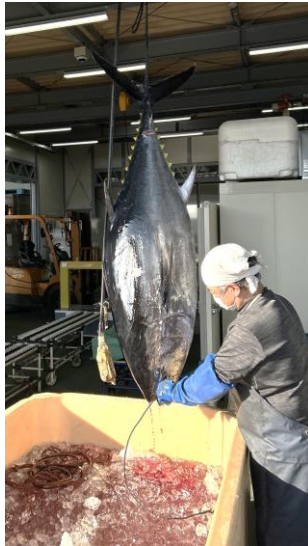
Targets for business profit growth and business mix



*Business profit = operating income + non-operating income

A fresh products center starts full operation in the Haneda Airport domestic cargo terminal area

- A fresh products center specializing in handling fresh products is scheduled to start full operation by around June 2024 within the domestic cargo terminal area of Haneda Airport, maintained and operated by our company.
- The center aims to improve the efficiency of the delivery and receipt of cargo by consolidating the tenants handling fresh products, and to improve safety by reducing the number of traffic flows within the area.
- Sharing of facilities and equipment will also be sought in the future to contribute to resolving the problem of labor shortage within the industry and improving the quality of air cargo.



| | |
|--------------------|---|
| Scale | Approx. 4,000m ² |
| Start of operation | June 2024 (planned) |
| Tenants | Forwarders handling fresh foods and flowers |

Acquisition of four real estate properties for sales; Plan being promoted ahead of schedule

- Development and promotion of "revolving business," which sells the acquired properties after improving the value through renovation, etc., and acquires new properties with the money obtained, as a pillar of our non-asset business.
- In FY2023, four real estate properties for sales were acquired ahead of schedule.
- In FY2024, sellout of some of the properties is assumed.
- We will continue our efforts in accumulating excellent properties and diversifying revenue sources by determining various exit strategies.

List of real estate properties for sales

- Shinjuku-ku, Tokyo,
Shinjuku Yawaragi Building
(acquired in June 2023)
- Chuo-ku, Tokyo,
Nihonbashi Hamacho
2-Chome Building
(acquired in October 2023)
- Chiyoda-ku, Tokyo,
Sakura Front Ichibancho
(acquired in October 2023)



Acquired in FY2023



Hiroshima Motomachi
NS Building



Shinjuku Yawaragi
Building



Gofukukan



Nihonbashi Hamacho
2-Chome Building



Sakura Front
Ichibancho

Upgrading of refrigerating machines is under way; Being friendly to the global environment

- Tokyo Airport Heating & Cooling Co., Ltd. is upgrading two refrigerating machines at the timing of renewal to high-efficiency turbo refrigerating machines.
- Improvement of efficiency by about 60% at maximum compared to the existing model is expected.
- As for the whole plant, improvement of efficiency by about 10% is expected.



Refrigerant gas used for the turbo refrigerating machines newly introduced is non chlorofluocarbonic gas that is friendly to the global environment, with extremely low ozone depletion potential.



Operating ability can be adjusted efficiently by introducing inverter method.



Highly efficient operation becomes available during low-load times, such as in intermediate seasons in spring and autumn or at night. Significant energy-saving effects can be expected, contributing to reducing CO2 emission.

Obtaining the third aircraft through the aircraft fund, in which our company participates as an anchor investor

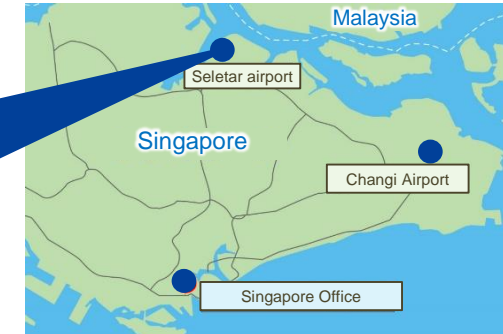
- In July 2022, our company signed an investment contract for "MACH I," an aircraft fund, with Mercuria Investment Co., Ltd., as an anchor investor.
- The second aircraft was obtained in September 2023, and the third aircraft in December 2023. Adjustment is currently being made for the obtaining of additional aircrafts.
- We will continue considering the expansion of aviation-related investment and aim to diversify revenue sources.



| | |
|---------------------------|---|
| Fund operation company | Mercuria Investment Co., Ltd Airborne Capital Limited |
| Investment by our company | 4 billion yen |
| Equipment to be invested | Assuming the narrow bodies for Boeing 737, Airbus 320, etc. |
| Invested countries | Regardless of Japan or abroad |

Installing solar power generation facilities abroad, which is the first effort for our company

- Airport Facilities Asia Pte. Ltd. (AFA), our group company overseas, installed a solar light power generation facility on the rooftop of the engine plant that the company owns in Seletar airport, Singapore.
- Electricity generated is sold to StandardAero, which is the tenant of the plant.
- Triggered by this case, expansion of solar power generation facilities installed abroad is currently being considered.



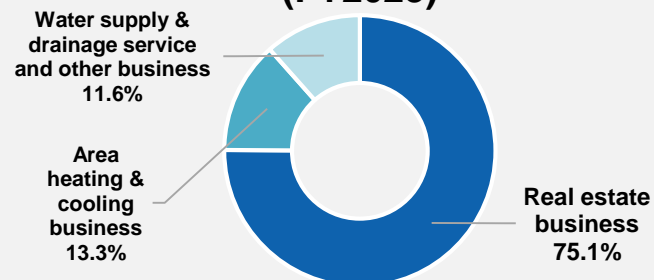
| | |
|-----------------------------------|-------------------------------------|
| Invested amount | SGD490,678 (Approx. 49 million yen) |
| Use | Electricity for inhouse consumption |
| Annual amount of power generation | 488,100kWh |
| Date of completion | April 2023 |
| Start of operation | May 2023 |

Action to Implement Management that is Conscious of Cost of Capital and Stock Price

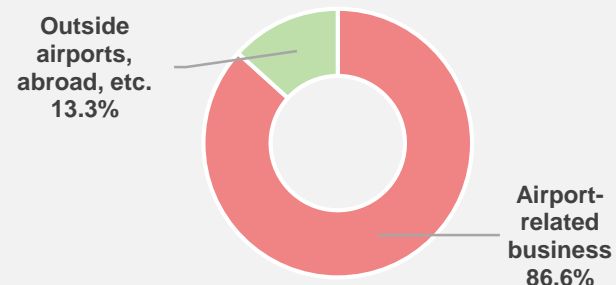
| Characteristics of the businesses of our company |

Since its foundation, our company has been providing facilities essential for the operation of aircrafts and area heating and cooling service as an infrastructure within the airport, to air carriers and aviation/airport-related companies, mainly in Haneda Airport, and possesses a stable profit base. Also, in order to create further corporate value, our company is also putting our efforts into expanding businesses outside airports, as disclosed in the FY2022-FY2028 Medium- to Long-Term Management Plan.

Net sales by business segment
(FY2023)



Net sales by region (FY2023)



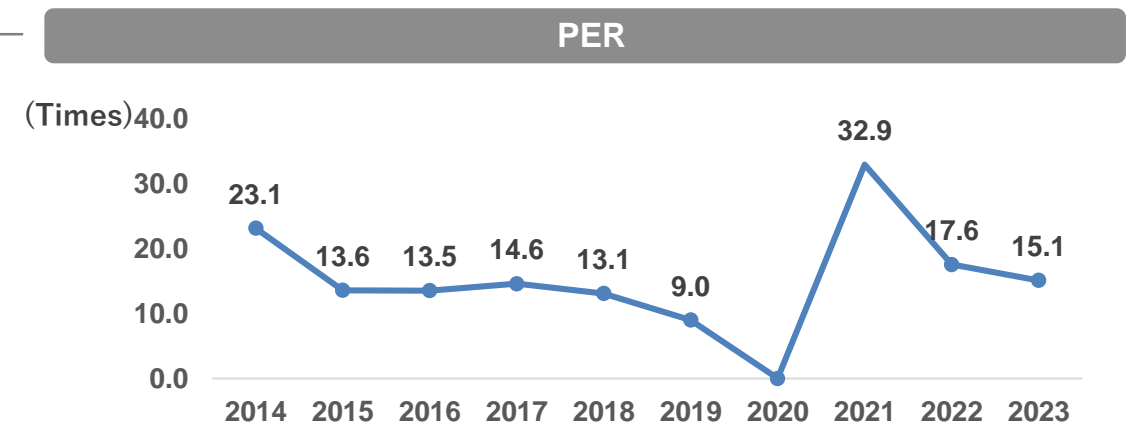
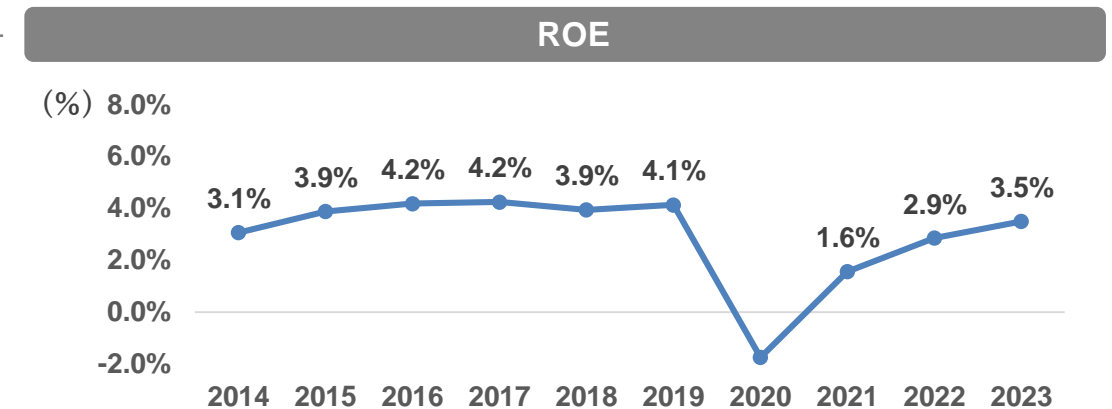
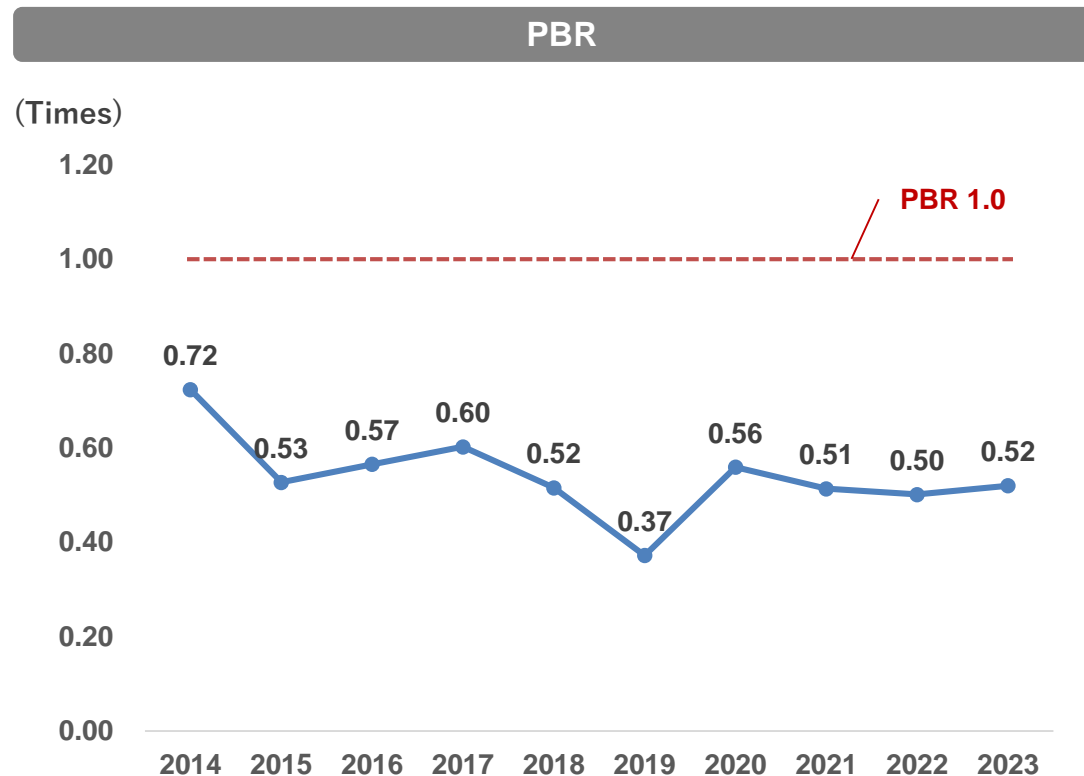
Profit is stable because our main business is real-estate leasing and infrastructure provision mainly in airports.



Action to Implement Management that is Conscious of Cost of Capital and Stock Price

| Recognition of current situation |

PBR of our company is 0.52, and ROE is 3.5% (FY2023). Recent stagnation of ROE is partly because of decrease in profit due to the recording of an asset retirement obligation associated with the facilities renovation in Haneda Airport 1-Chome project (since FY2022), in addition to the temporal decrease in profit due to the COVID-19 pandemic. While the business model to recover invested capitals in the long term is stable, we also recognize the necessity of further improving capital efficiency, considering recent requirements.



Action to Implement Management that is Conscious of Cost of Capital and Stock Price

| Policy and objectives towards improvement |

Our company is currently working on the FY2022-FY2028 Medium- to Long-Term Management Plan, and is aiming to improve ROE and PBR through the Medium- to Long-Term Management Plan target of ROA 5%, based on the recognition of the issues of our companies and requirements from the Tokyo Stock Exchange.

Improvement of ROE

Our company aims to develop a business portfolio that is resilient to risks aware of capital efficiency, and achieve ROE improvement through ROA improvement, through the secure implementation of the Medium- to Long-Term Management Plan.

◆ Improvement of ROA

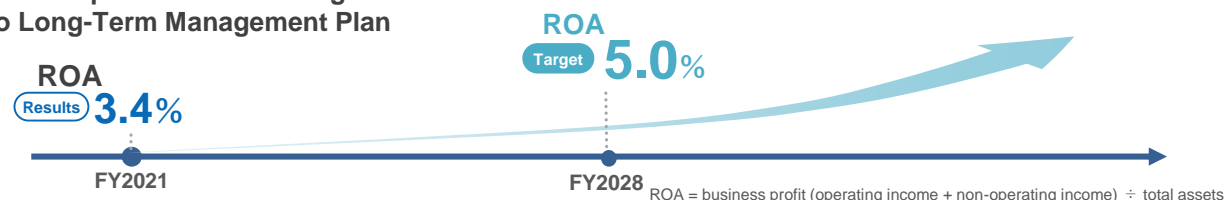
- Linkage with priority measures in the Medium- to Long-Term Management Plan
 - (1) Haneda Airport 1-Chome Project
 - (2) Expansion of non-asset business
 - (3) Improvement of the profitability of existing business

Work with businesses with high capital efficiency while also securing the stable business base.

◆ Financial and capital strategy

- While maintaining the financial soundness, growth investment utilizing liabilities will be implemented.

Roadmap towards achieving the Medium- to Long-Term Management Plan



Nurturing expectation for growth

Reduction of the cost of shareholder's equity

We will establish a management base that generates profit stably and efficiently, and improve our IR activities on the business activities and profits of our company, to win improved understanding, trust, and expectation for growth among our shareholders.

◆ Stable expansion of shareholder return

- Dividend increase linked to profit (payout ratio of over 40%)
- Changes in shareholder benefits (July 2023)

◆ Promotion of dialogues with investors and information disclosure

- Promotion of constructive dialogues with shareholders and investors
- Qualitative and quantitative improvement of information disclosure

◆ Reinforcement of management base

- Human resource and organization development strategy
- Strengthening of corporate governance
- Improvement of work efficiency utilizing IT

Changes in shareholder benefits

- From the perspective of developing further understanding of the business of AFC Group and make it useful also for individual shareholders, we decided to change the shareholder benefit to a meal voucher for Blue Corner UC, a restaurant operated by our group company from which you can watch the airplanes from July 2023.
- This resulted in an increase in the number of shareholders, which also contributed in the improvement of the average net value of trade per day, which is one of the criteria for listing on the Prime Market of the Tokyo Stock Exchange.



| | |
|--------------------|---|
| Restaurant name | Blue Corner UC |
| Address | 3-5-10 Haneda Airport, Ota-ku, Tokyo 2F of the Utility Center Building |
| Open hours | On weekdays, from 11:00 to 21:00 (last call is 19:45) Closed on Saturdays, Sundays and holidays |
| Official website | https://bluecorner.afc.jp/ |
| Official Instagram | https://www.instagram.com/bluecorner_1998/ |

<Conditions for the presentation of shareholder benefit>

| Number of stocks held | Details |
|---|---|
| 100 shares or more but less than 500 shares | Two meal vouchers worth 2,500 yen each (annually) |
| 500 shares or more | Two meal vouchers worth 5,000 yen each (annually) |

Initiatives for ESG



■ Adopted as the trial company for fuel-cell forklifts (FCFL) using hydrogen as a fuel

- Our company implemented a trial use of FCFL by tenants in the Haneda Airport domestic cargo terminal area for two months from December 2023.



■ Provision of SD plant as a verification test site

- Haneda Airport SD plant was provided as a verification test site for CO2 collection and immobilization utilizing microbial fuel cell.

■ Introduction of eco-friendly refrigerating machines

- These highly efficient machines use eco-friendly refrigerating gas, contributing to energy saving and CO2 reduction.



■ Participation in the HANEDA INNOVATION CITY cleaning activity

- Aiming for cleaning up and improved understanding of nearby areas by relevant business operators, our company also participated in the cleaning-up activities.
- In FY2023, our company participated in the cleaning-up activities in HANEDA INNOVATION CITY and area near Tama River twice, in May and March.



■ Implementation of training for employees and officials

- As a part of human resources development and awareness raising, training sessions on various themes including not only issues related to the business of our company, but also on harassment, mental health care, DE&I, ESG, SDGs, etc., targeted to the employees and officials of the company were implemented, which resulted in deeper understanding on such issues.



■ Donation of stockpiles against disasters

- Stockpiles against disasters were donated to municipalities in Hokkaido, Osaka Prefecture, and Tokyo, contributing to food support and reducing food loss.

■ Promoting paternal childcare leave to realize a workplace where everyone can work healthily

- In addition to the introduction of the system, enlightenment activities were also implemented, such as diffusing information on the actual experiences of men taking childcare leave. After introducing the system, five among the six eligible employees took the childcare leave.



■ Establishment of system for risk control and compliance with laws and regulations through the establishment Risk Management Committee and Compliance Committee

■ Securing business continuity through the formulation and continuous review of BCP

■ Establishment of improved, transparent governance

- Because a potential problem in terms of governance was identified in the process of the appointment of candidates for the directors in June 2021, we have established an independent inspection committee to implement inspection in April 2023. Based on the problems and the realization of improvement measures pointed out and proposed by the committee, our company had formulated a revised director nomination policy in December 2023 to establish a governance system with higher transparency, strength, and adequacy.

Warnings

- This reference document is not intended to solicit investment.
- Descriptions regarding future forecasts are based on information currently available, and the results may turn out differently depending on changes in the business environment, etc.
- Users should make important decisions on investment and other matters at their own discretion.

This reference material is also available on our company website.

<https://www.afc.jp/>

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