

## Corporate Profile

■ Corporate Name:	Airport Facilities Co., Ltd. (AFC)	■ Main Banks:	Development Bank of Japan
■ Established:	February 1970		Resona Bank
■ Capital:	6,826.10 million yen		Mizuho Bank
■ Employees:	111 (Consolidated as of March 31, 2015)		The Bank of Tokyo-Mitsubishi UFJ
			Sumitomo Mitsui Banking Corporation
			Sumitomo Mitsui Trust Bank

## Stock Information (as of March 31, 2015)

■ Stock Listings:  
Tokyo Stock Exchange (TSE) 1st Section  
(Ticker Code: 8864)

■ Total Number of Shares Authorized:  
124,800,000

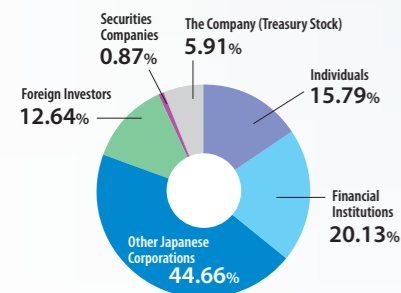
■ Total Number of Shares Issued:  
54,903,750

■ Number of Shareholders:  
6,905

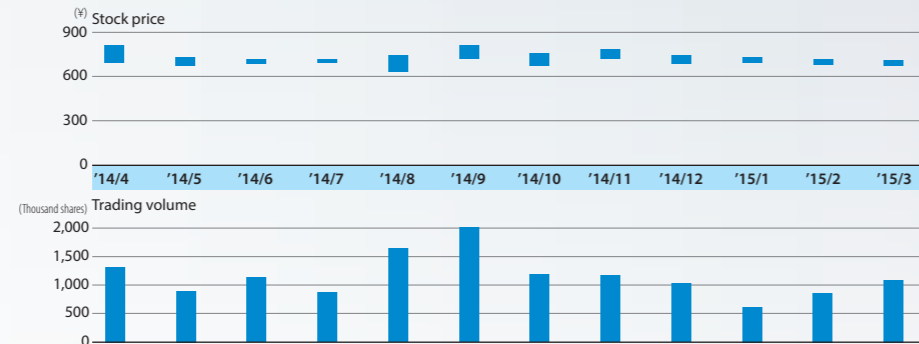
### Major Shareholders

Shareholder	Number of Shares Owned (thousands)	Ratio of Shareholding (%)
Japan Airlines Co., Ltd.	10,521	19.16
ANA HOLDINGS INC.	10,521	19.16
Development Bank of Japan Inc.	6,920	12.60
KOKUSAI KOGYO HOLDINGS CO., LTD.	1,939	3.53
RBC ISB A / C DUB NON RESIDENT - TREATY RATE	1,730	3.15

### Composition of Shareholders



### Stock Price and Trading Volume (Monthly)



# ANNUAL REPORT 2015

Year Ended March 31, 2015



**AIRPORT FACILITIES CO., LTD.**

Sogo Building No. 5, 1-6-5 Haneda Airport, Ota-ku, Tokyo 144-0041  
TEL: 81-3-3747-0251 FAX: 81-3-3747-0225

[WWW.afc.jp/english/](http://WWW.afc.jp/english/)

# Message from the President

## Our Mission

Our mission is to play a vital role in the progress of aviation as a pivotal private company operating mainly at airports, through creating and providing necessary facilities and functions at airports.

## Corporate Philosophy

- 1 We will continually advance ahead of the demands and changes of the times by producing creative innovation and we will endeavor to raise corporate value.
- 2 We make effort to be a reliable and trusted company that always provides value which satisfies customers and complies with public expectation.
- 3 We will foster our staff, and encourage and reward the efforts they make and the challenges they tackle.
- 4 As a member of civil society, we observe rules and respect fairness.



President and CEO **Hiroshi Maruyama**

The amount of air traffic at Tokyo International Airport increased to 447,000 arrivals and departures annually by March 2014, and the number of passengers using the airport is increasing significantly, mainly through international flights. However, further reinforcement of airport functions is being required, as seen in the plan to add a further 39,000 arrivals and departures, due to increasing demand for international flights with the government policy on increasing the number of tourists from abroad visiting Japan and following the decision on hosting the Olympic and Paralympic Games in Tokyo.

In the airlines industry, airline companies are now placing efforts on cost reduction under the severe market environment expected in the future, such as reduction of demand due to a long-term decline in the population of the domestic market or the entry of LCCs in both domestic and international lines. The long-term issues for the entire industry also include a lack of pilots and other crew expected in the future.

Under such conditions, Airport Facilities Co., Ltd. has been offering facilities according to the expansion of airport capacity, such as providing factories for meals served on international flights at Tokyo International Airport, and completed the third apartment building in Otorii for those who work at the airport at the end of last year. This year, the company is scheduling to start construction of the second hotel along the Keihin Kyuko Line, with the rise of demand for accommodations according to the increase in the number of passengers. As for the problem of pilots, it is expected that demand for training will increase in the future with the needs for bringing up personnel, and in response, the company is considering to offer facilities that meet the needs of airline companies, such as providing facilities for training utilizing existing facilities.

As for overseas operations, following the provision of a hangar at Singapore Seletar Airport in March 2014 and the provision of an engine maintenance plant newly started in December 2014, we will continuously be engaged in further excavation of projects based on the strong demand for aviation service in Asia. Our second locally-incorporated company was established in Canada in November 2014, which is now considering developing business in construction, acquisition and leasing of airport-related facilities.

Under the condition of an increase in demand for the manufacturing and maintenance of aircrafts in line with the increase of worldwide demand for aviation service in the future, we will develop our business by also envisaging efforts including those of MRO business operators in charge of related facilities and equipment maintenance of aircraft manufacturers in Japan and abroad.

We are determined to continuously put active efforts into businesses in airports, as facilities to complement airport functions, by also keeping our eyes on the trend of demand.

August 2015

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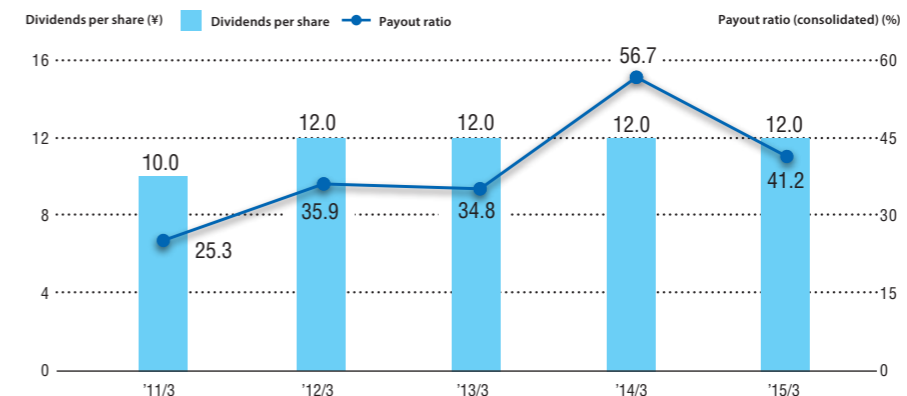
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## Changes in Annual Dividend per Share and Payout Ratio

We recognize the prompt return to the shareholders as top corporate priority, intending to repay the due return to shareholders while considering various factors such as the internal reserves prepared for new business and investment opportunities, along with the mid- to long-term business outlook.

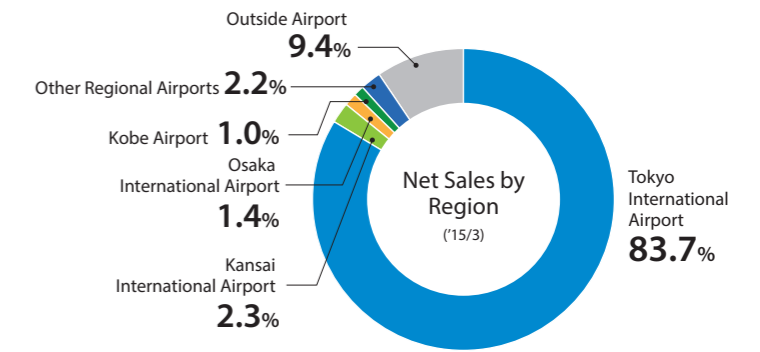
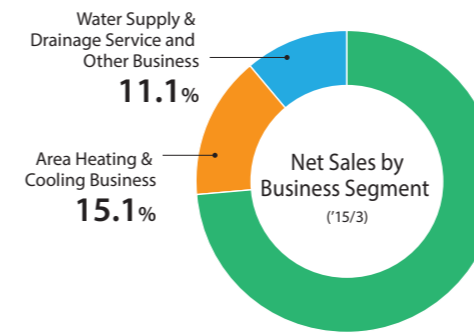
This policy has led to ¥6.0 year-end dividend to pay for the year ended March 31, 2015, the same as the previous fiscal year-end, resulting in an annual ¥12.0 dividend, the same as the previous fiscal year.



The statements about future described on this report such as earnings forecasts have been made based on information currently available and some conditions that we judge rational. Actual earnings may differ greatly from the above forecasts for various reasons.

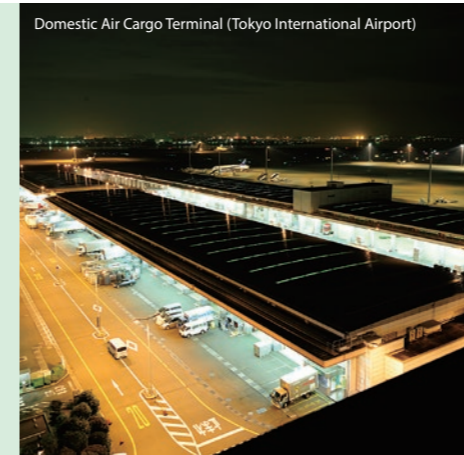
## We create and provide airport functions, thereby contributing to the progress of the aviation industry.

We create and manage the facilities and functions indispensable to ensure the appropriate management of airports leading up to the safety operation of airline companies.



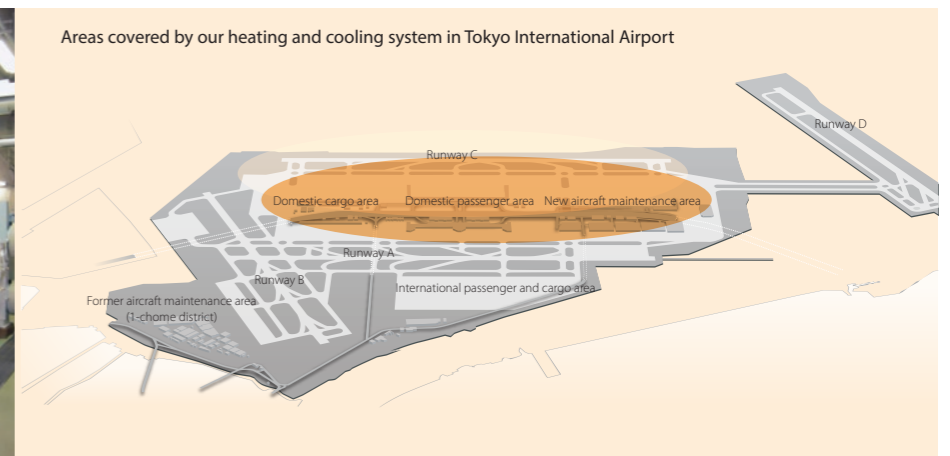
### Real Estate Business

- Based on Tokyo International Airport (Haneda Airport), our company constructed multipurpose general buildings, hangars, maintenance shops, aircraft cleaning facilities, sanitary disposal plants, air cargo terminal facilities, etc. in 12 airports in Japan and 1 airport abroad, and we lease them to airline companies and aviation-related companies.
- Also outside the airports, our company leases office buildings, airport-related facilities, housing complexes, etc. in areas such as the Tokyo Metropolitan area, adjacent areas to Tokyo International Airport and the opposite shore of Kansai International Airport.



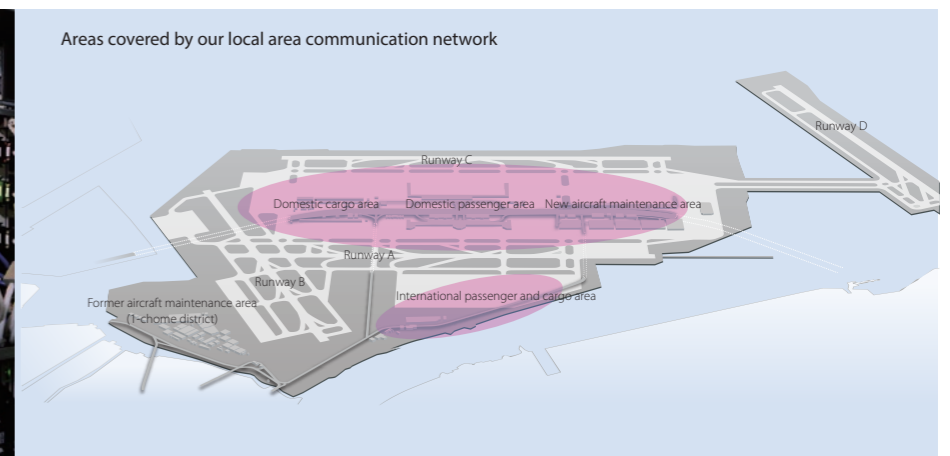
### Area Heating & Cooling Business

- Tokyo Airport Heating & Cooling Co., Ltd., a subsidiary of our company, is engaged in area heating and cooling business in zones for domestic passengers, domestic cargoes and the new aircraft maintenance area in Tokyo International Airport.
- The heating and cooling source is generated in the Energy Center, and is supplied to facilities within the airport site, including the facilities of our company, Passenger Terminals No. 1 and No. 2 and government office buildings.



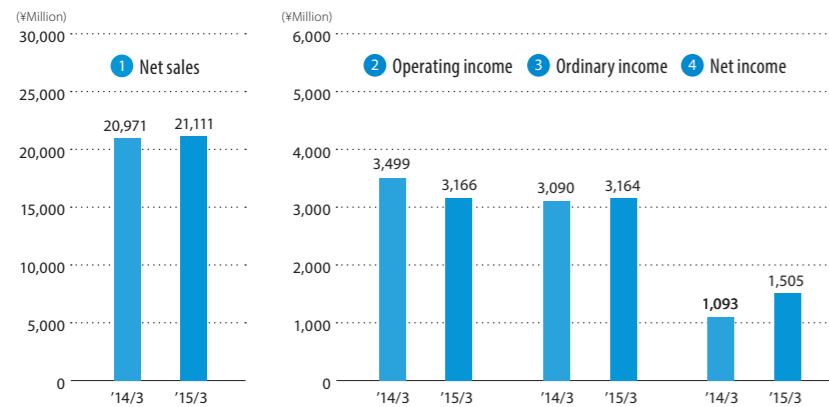
### Water Supply & Drainage Service and Other Business

- The company implements the operation and management of water supply and drainage service (water and sewerage) in facilities such as Tokyo International Airport.
- The company developed the local area network for the airport related companies for domestic/international passengers, domestic/international cargoes and the new aircraft maintenance area in Tokyo International Airport, and provides extension-to-extension call and data communication services within the airport.

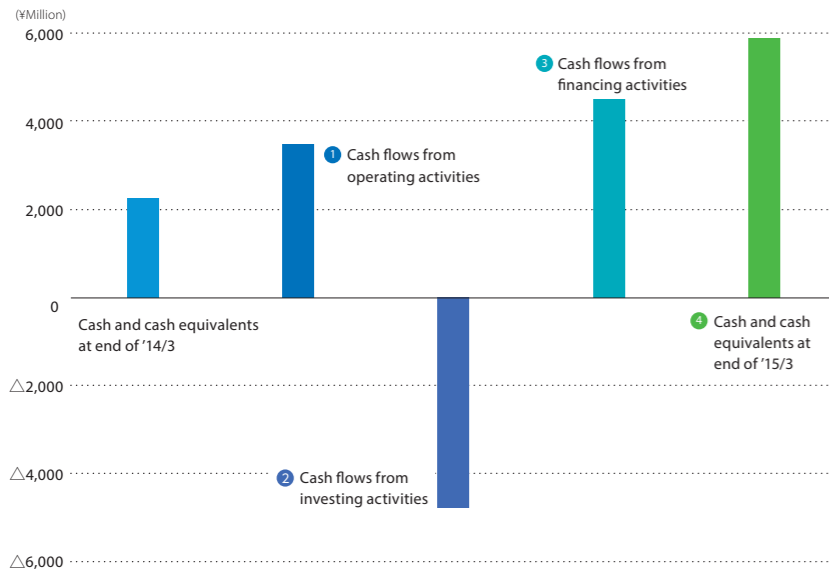


## Highlights of the Consolidated Business Results for the Year Ended March 31, 2015

### Consolidated Business Results



### Consolidated Cash Flows



- Factors such as the full-year operation of the in-flight meal factory at Tokyo International Airport, the completion of the construction of an apartment building for a major airline company (Sky Residence Otorii), consolidation of the locally-incorporated company in Singapore, and the sound business development of Tokyo Airport Heating & Cooling Co., Ltd. in Haneda Airport 3-Chome District contributed to a net sales increase of 0.7% from the previous term.
- Operating income increased by 9.5% from the previous term with an increase in depreciation, increase in gas bills, revising of water supply and drainage service fees, and other factors.
- Ordinary income increased by 2.4% from the previous term, due to a decrease in balance carried forward for removal cost related to the completion of heat supply to Haneda Airport 1-Chome District and other factors.
- Current net income increased by 37.8% from the previous term due to the extraordinary profits from the sale of fixed assets and also on the rebound from the previous term marking extraordinary loss.

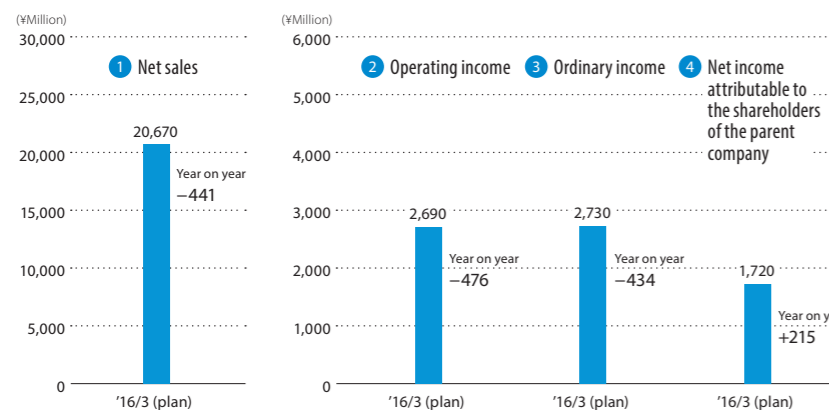
- Income from operating activities amounted to ¥3,478 million, with reduction in trade receivables and increases in accrued expenses and consumption tax payable.
- Net cash earmarked for investment amounted to ¥4,772 million, mainly attributable to the acquisition of fixed assets such as an apartment building, hangar and machinery and equipment.
- Income by financing activities was ¥4,500 million, mainly attributable to the new financing by borrowing for the purpose of business activities by overseas subsidiary companies.

For more detailed financial statements, please refer to our website, Financial Results, on "IR Library".

Airport Facilities Co., Ltd. [Search](#) [Home](#) [Investor Relations](#) [IR Library](#) [Financial Results](#)

## Outlook for the fiscal year ending March 31, 2016

### Consolidated Business Results



- While contribution from the start of full-fledged business by the consolidated subsidiary abroad, full-year operation of Sky Residence Otorii, and stable heat supply business by the consolidated subsidiary are expected, it is forecasted that net sales will decrease by 2.1% (decrease by ¥441 million) from the previous term due to the business cancellation of the contracts of some facilities, completion of area heating supply in the Haneda Airport 1-Chome District, and a decrease in the sales of local area communication networks.
- It is forecast that operating income will decrease by 15.0% (decrease by ¥476 million), and ordinary income by 13.7% (decrease by ¥434 million) from the previous term, due to an increase in repair expenses and the burden of expenses for plumbing, and a decrease in profit from local area communication networks business.
- It is forecast that the current net income attributable to the shareholders of the parent company will increase by 14.3% (increase by ¥215 million) from the previous term due to a decrease in extraordinary loss with facilities dismantling plans taking a round.

# Focus

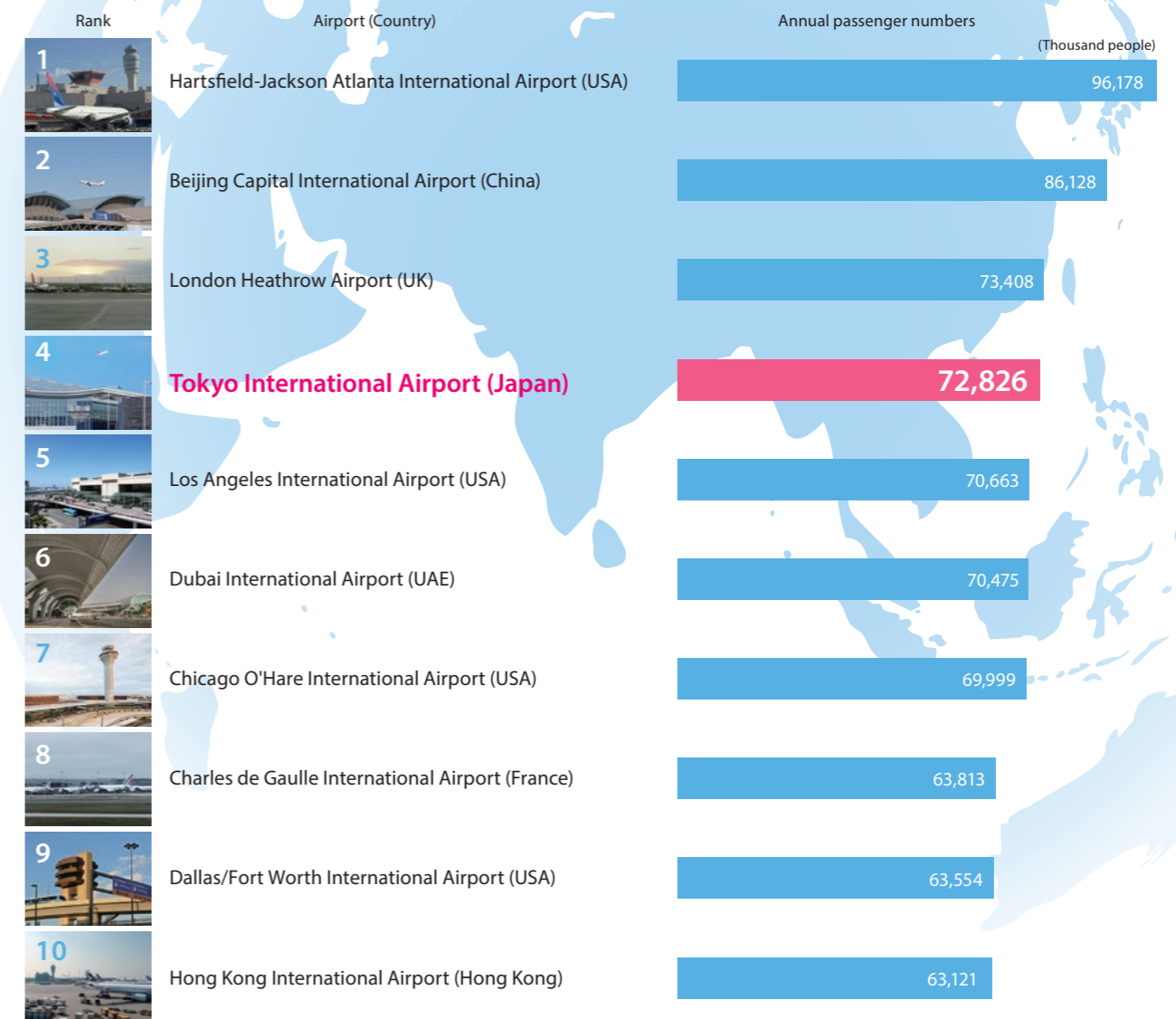
## Global presence of Tokyo International Airport increases, toward the further reinforcement of functions

The number of passengers using Tokyo International Airport per year exceeded 72 million after the expansion of slots for international flights in March 2014, closing in on London Heathrow Airport, which is the third largest in the world.

Under the "Japan Revitalization Strategy," which intends to take in the growth strategy of rapid-developing markets such as those in Asia, it is expected that reinforcement of the international competitive abilities of industry and urban districts (Tokyo Metropolitan Area), an increase in the number of visitors from abroad, and efforts for regional revitalization throughout Japan will be even further activated by setting the 2020 Olympic Games in Tokyo as a milestone. Accordingly, it is forecast that the function as airports in the Tokyo Metropolitan Area, namely Tokyo International Airport and Narita International Airport, will be further reinforced.

### High growth rate

The number of passengers using Tokyo International Airport in 2014 increased by 5.7% from the previous year. The increase rate surpassed those of the world's three largest airports in terms of the number of passengers, namely Atlanta International Airport, Beijing Capital International Airport and London Heathrow Airport.



Source: Preliminary world airport traffic and rankings 2014 (Airports Council International)

### Towards the increase of arrival and departure slots by 39,000 until 2020

For the time being, a plan to add a further 39,000 arrivals and departures to increase the number of slots at Tokyo International Airport to 486,000 is specifically being considered towards the hosting of the Olympic and Paralympic Games in Tokyo in July 2020. The likely method is to adopt a new route flying over Tokyo at low altitude, based on the recent development of the noise reduction function of aircrafts.

Photos by: AFLO

# Focus

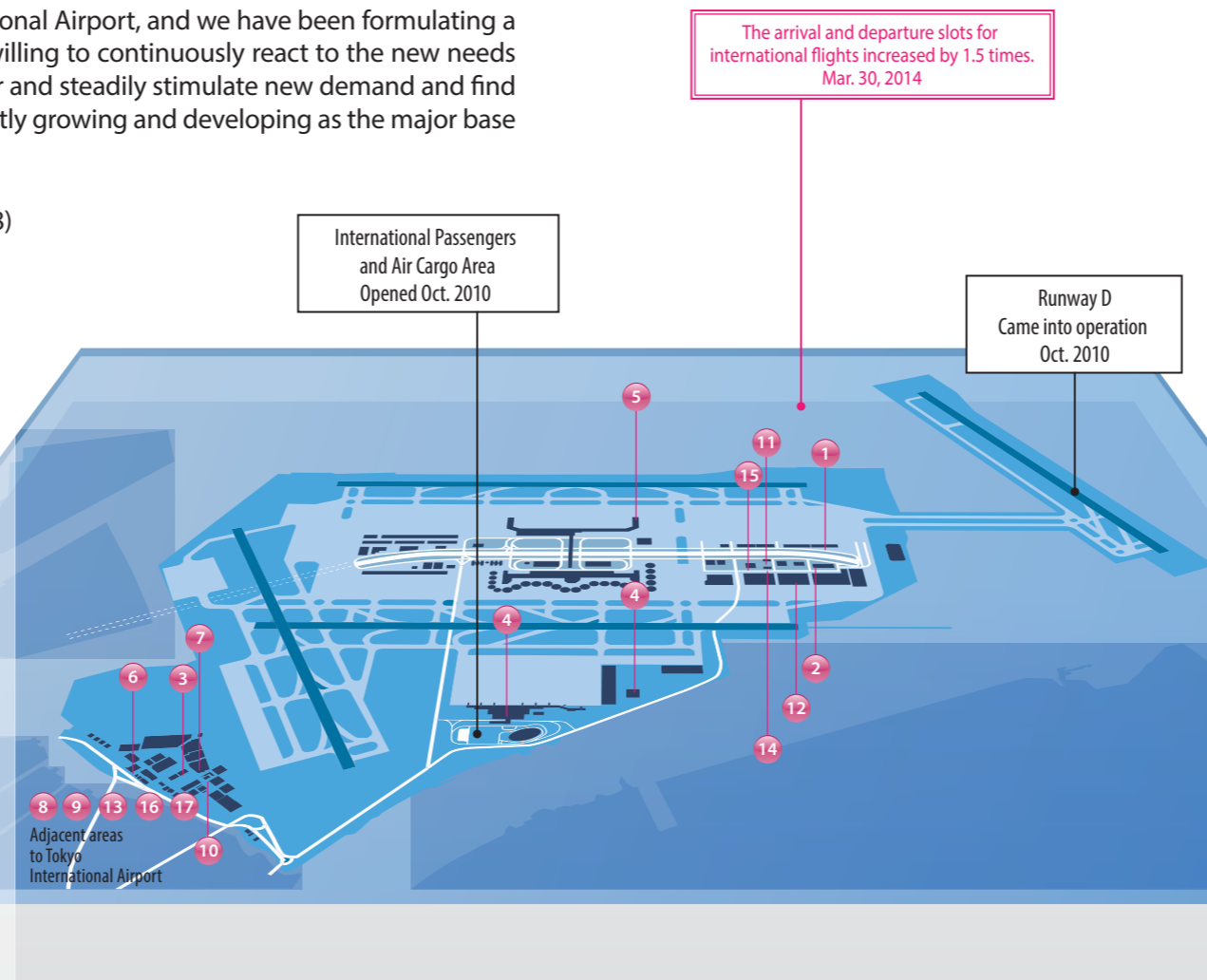
## Our Business in Tokyo International Airport



Since its establishment, our Group's stronghold has been Tokyo International Airport, and we have been formulating a solid business foundation in real estate and supply businesses. We are willing to continuously react to the new needs of airline companies and aviation-related companies in a flexible manner and steadily stimulate new demand and find potential customers at Tokyo International Airport, which will be constantly growing and developing as the major base of the aviation network and along the railway line thereof.

### Business Related to Re-expansion and Internationalization (from 2008)

Facilities / Services	Completion date	Major use / Functions
1 Engine Maintenance Building (South Wing)	Feb. 2008	Engine maintenance shop
2 Component Maintenance Building	Apr. 2009	Maintenance of aircraft components
3 Sogo Building No. 5	May 2010	Flight simulator
4 Expanded local area communication networks	Oct. 2010	Telecommunication service
5 Thermal energy supply to the addition of Passenger Terminal No. 2	Oct. 2010	Thermal energy
6 Sogo Building No. 3	Oct. 2010	In-flight meal preparation
7 Large-size hangar (the second training facility for Skymark Airlines)	Nov. 2010	Flight simulator/Sedentary studies
8 Tokyu Stay Kamata	Mar. 2011	Hotel
9 Sky Residence Minami Kamata	Nov. 2011	Apartments
10 Sogo Building No. 7	Feb. 2012	Training facility for flight crew
11 Maintenance Center Annex and Headquarters of Skymark Airlines	May 2012	Office (Headquarter of Skymark Airlines)
12 West Hangar	Jun. 2012	Hangar (Skymark Airlines)
13 Sky Residence Omori Higashi	Dec. 2013	Apartments
14 Maintenance Center Annex extended	Feb. 2014	Training facility for flight crew
15 In-flight meal factory	Mar. 2014	In-flight meal factory
16 Sky Residence Otorii	Nov. 2014	Apartments
17 The second building of a hotel located along the railway line connected to the airport (in the planning phase)	Before the end of 2015 (scheduled)	Business hotel



15 Factory for meals served on international flights



In-flight meal factory

1 Engine Maintenance Building (South Wing)



Maintenance shop of aircraft engines

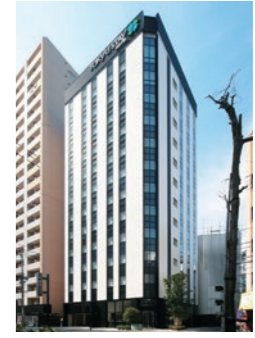
5 Thermal energy supply to the addition of Passenger Terminal No. 2



Energy Center

### Adjacent areas to Tokyo International Airport

8 Tokyu Stay Kamata

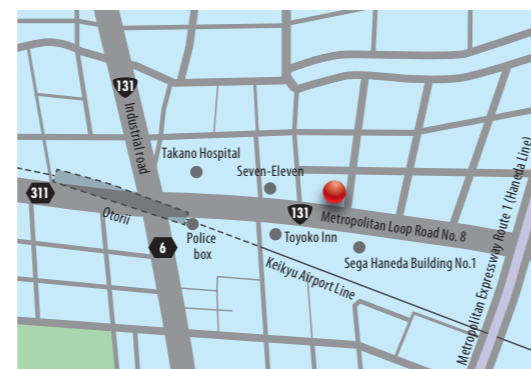


Hotel for airline employees and passengers

### Close-up

#### 16 Sky Residence Otorii

Construction of Sky Residence Otorii, which was being constructed as an apartment building for those who work at the airport, the number of which is increasing in line with the increase of arrivals and departures according to the expansion of the functions of Tokyo International Airport, was completed in November 2014. It is now being used as an apartment mainly for employees of ANA Group. The facility is the third apartment building connected to the airport by our company, following Sky Residence Minami-Kamata (construction completed in November 2011) and Sky Residence Omori-Higashi (construction completed in December 2013).



**Outline of the facility**  
 Leased to: ANA Group, etc.  
 Use: apartments  
 Construction completed in: November 2014

#### 17 The second building of a hotel located along the railway line connected to the airport (in the planning phase)

In relation to the increase in the number of annual passengers, especially accommodations for inbound users (those who visit Japan from abroad) are lacking along the railroad line connected to Tokyo International Airport and in the Tokyo Metropolitan Area. While our company has already completed the construction of Tokyu Stay Kamata in March 2011, it is currently scheduling to start construction of the second hotel along the railroad line connected to the airport before the end of this year, with the expected increase in accommodations demand along the railroad line.



Image

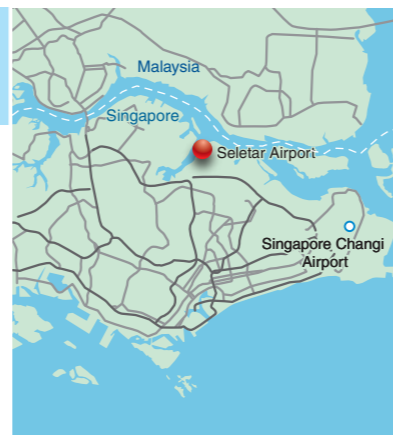


**Outline of the facility**  
 Planned construction site: Haneda Asahi Cho  
 Start of construction: before the end of 2015 (scheduled)

We are trying to renew and expand facilities in regional airports and deploy our business also in overseas markets.

## For the expansion of overseas business

**December 2014**  
Construction of the engine maintenance plant by the locally-incorporated company in Singapore, and the start of lease



### Outline of the facility

**Location:** Singapore Seletar Airport  
**Total floor area:** 5,399.14m<sup>2</sup>  
**Use:** plant for the maintenance/repair of engines for aircrafts

Airport Facilities Asia (AFA), our locally-incorporated company in Singapore, has been leasing a hangar for Airbus Helicopter Southeast Asia, which is a member company of Airbus Group, the major aerospace company in Europe, at Singapore Seletar Airport, from March 2014. As the

second business in said Airport, an engine maintenance plant for Vector Aerospace Asia, which is also a member company of Airbus Group, was constructed and started leasing in December 2014.

**November 2014**  
Locally-incorporated company founded in Canada

AFNPROPERTIES LTD., a locally-incorporated company 100% owned by our company, was founded in Vancouver in November 2014, in order to carry forward consideration of the construction, acquisition and lease business of aviation-related facilities in Canada in a more specific and speedy manner. It is scheduled that business in Canada will be materialized in the future by using this company as a base.

### Outline of AFN PROPERTIES LTD.

**Location:** 800-885 WEST GEORGIA STREET VANCOUVER BC V6C 3H1 CANADA  
**Date of registration of establishment:** November 12, 2014  
**Capital stock:** 200 million Canada dollars  
**Description of business:** construction, acquisition and leasing of airport-related facilities (plan)



## Renewal and expansion of facilities in regional airports

**March 2015**  
Construction of hangar for small aircrafts in Hiroshima Heliport (former Hiroshima-Nishi Airport) completed



### Outline of the facility

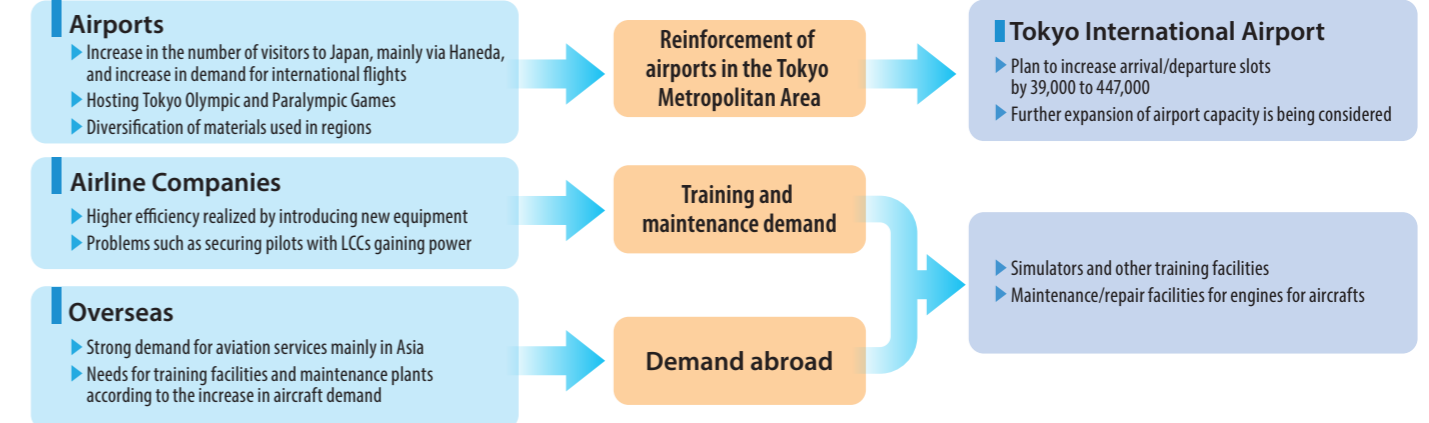
**Total floor area:** 1,509.89m<sup>2</sup>  
**Structure/number of stories:** steel construction, two stories above the ground  
**Use:** hangar for rotary-winged aircraft, office

The relocation construction of the existing hangar in Hiroshima-Nishi Airport, which took place from September 2014 in accordance with the change of the use of the airport (as an exclusive airport for helicopters and small aircrafts), was completed in

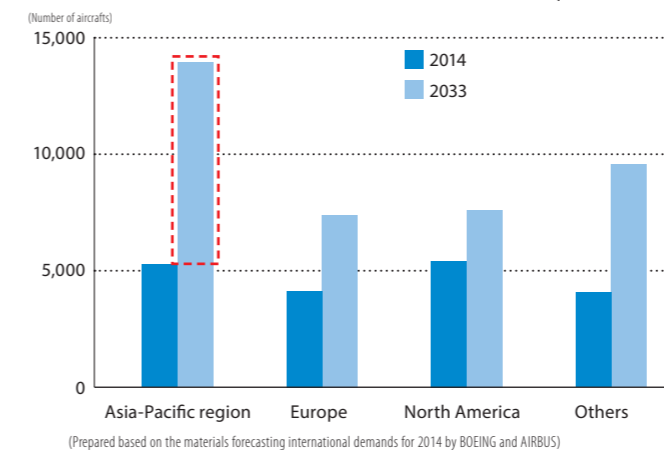
March 2015. In addition, some new values were added; the new hangar can also store large-sized aircrafts, and all the lights used in the building were switched to LED lights, expecting to have energy-saving effect of more than 50%.

Airport Facilities Co., Ltd. will actively capitalize on business opportunities in Japan and abroad, including the further development of Tokyo International Airport, revitalization of regional airports, management reform by airline companies and the expansion of overseas demand.

## Business Environment



### Forecast of demand for commercial aircrafts abroad (2014–2033)



### MRO\* business classification by the new clients of our company (those shown in [ ] are bases where facilities are provided by our company)

MRO business	FY2011	FY2013	FY2014	FY2015 (Forecast)
Aircraft maintenance	Regular maintenance	Airbus Helicopters Japan [Kobe]		
	Heavy maintenance		Airbus Helicopter Southeast Asia [Singapore]	
Maintenance of accessories	Engine maintenance		Vector Aerospace Asia [Singapore]	
	Maintenance of accessories		TAMAGAWA AERO SYSTEMS [Haneda]	

\* MRO stands for maintenance, repair and overhaul and signifies various industries related to the maintenance and repair of aircrafts.

## Future approaches by the Company

**Promotion of measures in the airport and regions near the airport**

**Efforts in Tokyo International Airport**

- Providing airport function facilities (simulator facilities, etc.)
- Utilization of the vacant lot at the front of the International Terminal of Haneda Airport (Zone No. 2)
- Redevelopment of 1-Chome District
- Coping with the problem of vacant rooms

**Efforts in regions near Tokyo International Airport**

- Construction of hotels
- Construction of apartments

**Efforts at regional airports**

- Reconstruction of facilities (Kagoshima and Hiroshima)
- Keeping eyes on the trend of laws on the operation of airports utilizing private-sector initiative (Concession)

**Taking on new frontier**

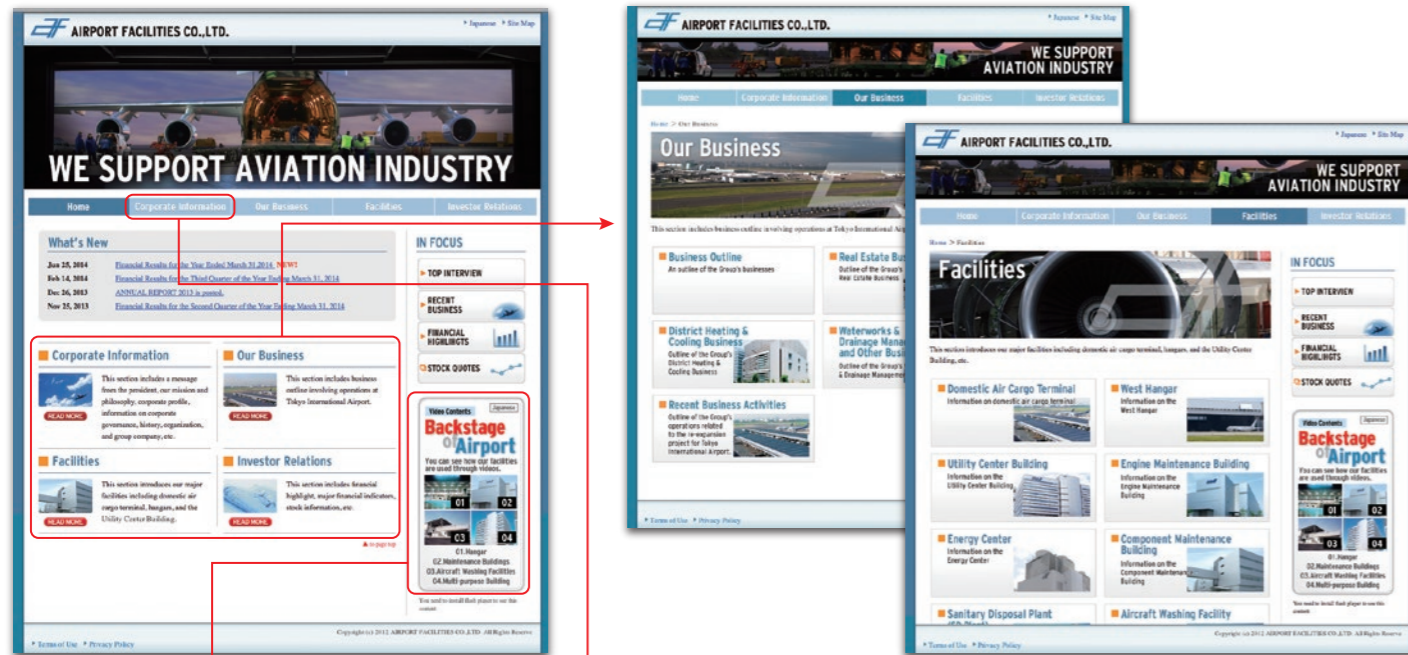
**Further efforts in overseas businesses**

- Providing facilities in reaction to the strong demand for aviation services abroad
- Further excavation of projects in Singapore
- Providing facilities in Canada

**Efforts towards the expansion of customer base**

- Facilities related to aircraft manufacturers in Japan and abroad
- Sales to MRO business operators

We continue enriching the contents of our website serving our stakeholders including shareholders and investors as a communication platform. Our website contains various useful information facilitating your understanding our business. You can see how our facilities are used through a video titled "Backstage of Airport." In addition, IR information is continuously enriched.



"Backstage of Airport" presents dynamic images and sounds of "Hangars," "Maintenance Buildings," "Aircraft Cleaning Facilities," and "Multi-purpose Buildings (Sogo Buildings)".

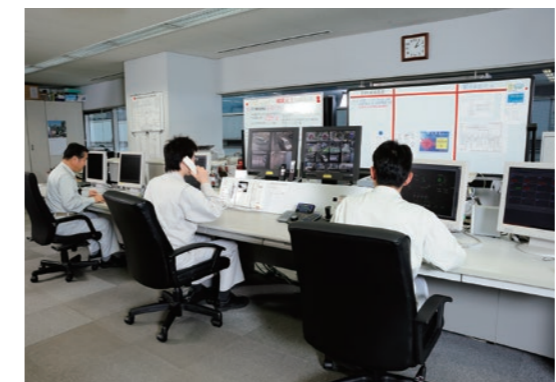


## Tokyo Airport Heating & Cooling Co., Ltd. (THC)

As the core company for the heating operation of our company, Tokyo Airport Heating & Cooling Co., Ltd. is engaged in business supplying area heating service in the reclaimed area offshore from former Tokyo International Airport. Heating and cooling energy is generated at the Energy Center and is supplied to various facilities in the airport including government offices and Terminal Buildings No. 1 and No. 2 via area plumbing. The company is carrying out a 10-year plan for the renewal of equipment, which also includes environmental and energy-saving measures, from FY2011.



Energy Center



24-hour control room



Energy-saving high efficiency freezer



Water-saving cooling water recycling equipment



Pipeline (in public conduit)

### Corporate Profile (As of March 31, 2015)

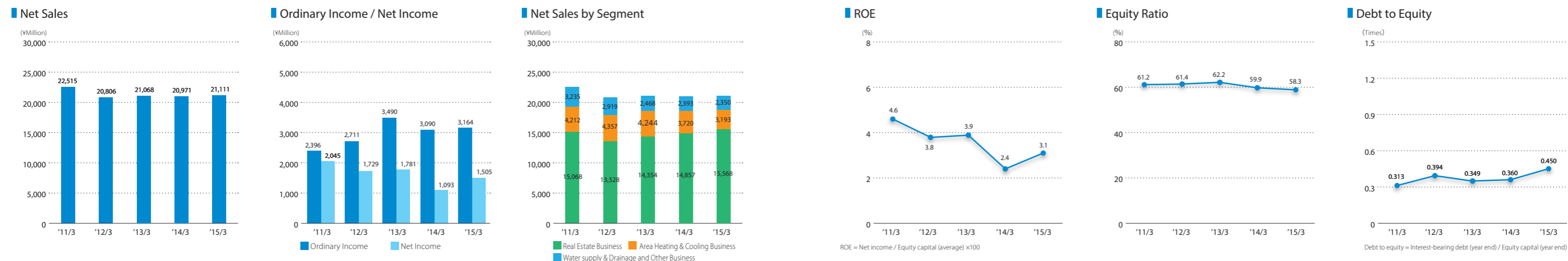
Company Name: Tokyo Airport Heating & Cooling Co., Ltd. (THC)  
 Established: August 24, 1989  
 Description of Business:  
 (1) Providing various facilities in Tokyo International Airport with air conditioning  
 (2) All businesses related to the above  
 Capital: 2,900 million yen  
 Shareholders: Airport Facilities Co., Ltd. (60.3%), Other (39.7%)  
 Location: Headquarters  
 Energy Center  
 3-5-9, Haneda Airport, Ota-ku, Tokyo, 144-0041  
 TEL +81-3-5756-9800 (Main)  
 Main customers: Japan Airport Terminal Co., Ltd.  
 Japan Airlines Co., Ltd.  
 All Nippon Airways Co., Ltd.  
 Airport Facilities Co., Ltd.

### Facilities

	Site area:	4,031m <sup>2</sup>
	Building area:	3,037m <sup>2</sup>
	Total floor space:	9,155m <sup>2</sup>
	5-story reinforced concrete building	
Thermal energy generators	Freezer	Turbo chiller 2,500RT x 1 Absorption chiller 2,250RT x 2 1,000RT x 2
	Boilers	Absorption chiller 2,500RT x 7 Water-pipe boiler 35 T/H x 3 Flue boiler 15 T/H x 1
		4 pipe system
	Pipe diameter	Cooling pipes
Steam and circulating-water pipes		φ65-500

# Consolidated Financial Data & Industry Related Data (Ten-year Summary)

## Primary Consolidated Financial Data Charts (Five-year Trend)



## Ten-year Financial Summary & Industry Related Data

	'06/3	'07/3	'08/3	'09/3	'10/3	'11/3	'12/3	'13/3	'14/3	'15/3
<b>For the Year</b>										
Net Sales (¥Million)	24,148	24,588	25,123	25,263	23,609	22,515	20,806	21,068	20,971	21,111
Operating Income (¥Million)	5,270	5,194	5,242	4,860	3,814	2,486	2,771	3,363	3,499	3,166
Ordinary Income (¥Million)	4,807	4,765	4,868	5,041	3,542	2,396	2,711	3,490	3,090	3,164
Net Income (¥Million)	2,687	2,621	2,919	3,100	299	2,045	1,729	1,781	1,093	1,505
EBITDA (¥Million)	10,787	10,320	10,833	10,726	6,730	8,757	7,231	6,445	5,134	6,617
Cash Flows from Operating Activities (¥Million)	8,166	7,575	8,045	8,213	7,443	7,659	2,861	5,522	3,898	3,478
Cash Flows from Investing Activities (¥Million)	(1,302)	(2,243)	(6,996)	(4,309)	(3,594)	(4,395)	(4,699)	(3,833)	(4,418)	(4,772)
Cash Flows from Financing Activities (¥Million)	(6,027)	(5,761)	340	(3,772)	(4,191)	(3,975)	3,117	(3,516)	15	4,500
Depreciation Expense (¥Million)	5,642	5,290	5,281	5,313	5,510	5,047	3,382	3,222	3,093	3,434
Business Investment in Plant and Equipment (¥Million)	1,023	2,839	6,234	5,295	3,427	12,545	7,177	3,166	7,527	1,980
<b>At the Year End</b>										
Net Assets (¥Million)	39,075	42,845	44,264	45,718	44,897	46,160	47,274	47,026	47,998	50,715
Total Assets (¥Million)	77,143	74,385	76,806	75,284	71,012	73,083	74,864	73,317	77,621	84,270
Interest-bearing Debt (¥Million)	26,092	21,134	22,196	19,566	16,537	14,002	18,094	15,920	16,746	22,120
Equity Capital (¥Million)*1	39,075	40,911	42,700	44,122	43,484	44,694	45,958	45,607	46,499	49,138
<b>Per Share Data</b>										
Net Income per Share (¥)	51.00	50.72	56.49	60.01	5.80	39.58	33.46	34.48	21.15	29.14
Net Assets per Share (¥)*2	755.28	791.84	826.48	854.01	841.67	865.11	889.58	882.80	900.07	951.16
Dividends per Share (¥)	13.0	15.0	16.0	16.0	16.0	10.0	12.0	12.0	12.00	12.00
Average Number of Shares during the Period (Shares)	51,668,868	51,666,230	51,665,185	51,664,320	51,663,628	51,663,281	51,662,681	51,662,417	51,661,979	51,661,583
<b>Management Index</b>										
Equity Ratio (%)	50.7	55.0	55.6	58.6	61.2	61.2	61.4	62.2	59.9	58.3
Debt to Equity (Times)	0.668	0.517	0.520	0.443	0.380	0.313	0.394	0.349	0.360	0.450
ROE (%)	7.10	6.55	6.98	7.14	0.68	4.64	3.76	3.91	2.37	3.15
Ordinary Income to Total Assets (%)	6.1%	6.3%	6.4%	6.6%	5.0%	3.3%	3.6%	4.8%	4.1%	3.9%
Operating Margin (%)	21.8%	21.1%	20.9%	19.2%	16.2%	11.0%	13.3%	16.0%	16.7%	15.0%
Payout Ratio (%)	25.5	29.6	28.3	26.7	276.0	25.3	35.9	34.8	56.7	41.2
Dividends to Net Assets (%)**3	1.9	1.9	1.9	1.9	1.8	1.1	1.3	1.4	1.3	1.2
Employees (Consolidated)	148	151	152	136	132	131	123	118	115	111
<b>Data Related to Tokyo International Airport</b>										
Number of Domestic Passengers	62,294,265	65,265,791	64,951,041	63,157,057	59,334,725	58,808,107	56,424,630	58,752,301	61,410,028	
Number of International Passengers	1,301,176	1,617,338	1,950,769	2,438,401	2,756,542	4,818,314	7,267,172	7,948,089	8,039,080	
Volume of Domestic Cargoes (ton)	678,092	701,363	718,205	757,108	724,539	720,787	696,083	703,153	758,922	
Volume of International Cargoes (ton)	1,892	5,317	6,595	10,059	15,561	61,270	124,005	140,915	153,884	

\*1 Shareholders' equity until the fiscal year ended March 31, 2006 \*2 Shareholders' equity per share until the fiscal year ended March 31, 2006 \*3 Dividend on equity ratio (non-consolidated basis) until the fiscal year ended March 31, 2006, and, dividend on net assets ratio from the fiscal year ended March 31, 2007 (consolidated basis)



# List of Facilities (AS of March 31, 2015)

Location	Type	Facility name	Date of completion (acquisition)	Major use
Tokyo International Airport	Building	Sogo Building No. 1	(Apr. 1970)	Office
Tokyo International Airport	Building	Sogo Building No. 2	Jul. 1972	Office
Tokyo International Airport	Building	Sogo Building No. 3	Feb. 1976	Office/Workshop
Tokyo International Airport	Building	Sogo Building No. 4	Jun. 1980	Office
Tokyo International Airport	Building	Sogo Building No. 5	Nov. 1981	Office/Workshop
Tokyo International Airport	Building	Sogo Building No. 7	May 1991	Simulator room/Lecture room
Tokyo International Airport	Building	Large hangar	Apr. 1970	Hangar
Tokyo International Airport	Building	Engine Shop No. 4	Aug. 1979	Plating plant
Tokyo International Airport	Building	Energy Center	Sept. 1973	Chiller room/Boiler room
Tokyo International Airport	Building	Sanitary Disposal Plant (SD Plant)	Dec. 1987	Sewage from aircraft treatment plant
Tokyo International Airport	Building	Utility Center Building	Apr. 1993	Office/Substation
Tokyo International Airport	Building	West Hangar	Jul. 1993	Hangar
Tokyo International Airport	Building	Maintenance Center Annex	Jun. 1993	Office/Vehicle Maintenance
Tokyo International Airport	Building	Maintenance Center Annex extended	Feb. 2014	Training facility for flight crew
Tokyo International Airport	Building	Ground Support Equipment (GSE) Maintenance Shop	(Mar. 2000)	Vehicle Maintenance, etc.
Tokyo International Airport	Building	Gas governor station	Apr. 1993	Gas governor room
Tokyo International Airport	Building	Technical Center No. 1	(Mar. 2002)	Maintenance shop for aircraft parts, etc.
Tokyo International Airport	Building	Technical Center No. 2	Dec. 2002	Maintenance shop for aircraft parts, etc.
Tokyo International Airport	Building	Technical Center No. 2 extended	Mar. 2007	Maintenance shop for aircraft parts, etc.
Tokyo International Airport	Building	Domestic Air Cargo Terminal (E-1 to 4 wing, W-1 to 3 wing)	Aug. 1993	Cargo handling
Tokyo International Airport	Building	Domestic Air Cargo Terminal (E-5 wing)	Mar. 1998	Cargo handling
Tokyo International Airport	Building	Domestic Air Cargo Terminal (E-6 wing)	Dec. 2001	Cargo handling
Tokyo International Airport	Building	Domestic Air Cargo Terminal (E-3 wing) extended	Sept. 2007	Cargo handling
Tokyo International Airport	Building	ARC Building	Jul. 1993	Office
Tokyo International Airport	Building	Cargo Center Building Annex	Aug. 1993	Office/Substation
Tokyo International Airport	Building	Eastern ultrahigh voltage sub station	Aug. 1993	Substation
Tokyo International Airport	Building	Large size cleaning facilities	Mar. 2007	Aircraft cleaning facilities
Tokyo International Airport	Building	Engine Maintenance Building, South Wing	Feb. 2008	Engine maintenance shop
Tokyo International Airport	Building	Component Maintenance Building	Apr. 2009	Maintenance shop for aircraft parts, etc.
Tokyo International Airport	Building	In-flight meal factory	Mar. 2014	In-flight meal factory
New Chitose International Airport	Building	Hangar No. 1	Nov. 1974	Hangar
New Chitose International Airport	Building	Administration office	Dec. 1991	Office
New Chitose International Airport	Building	Sanitary Disposal Plant (SD Plant)	Jun. 1992	Sewage from aircraft treatment plant
New Chitose International Airport	Building	Warehouse, etc.	Dec. 1974	Equipment storage/Office
Sendai Airport	Building	Small size aircraft hangar No. 1	Jun. 1986	Hangar
Sendai Airport	Building	Small size aircraft hangar No. 2	Nov. 1993	Hangar
Sendai Airport	Building	Annex building	Jun. 1993	Office
Sendai Airport	Building	Sanitary Disposal Plant (SD Plant)	Feb. 1996	Sewage from aircraft treatment plant
Sendai Airport	Building	Warehouse, etc.	Dec. 1974	Materials and oil storage
Central Japan International Airport	Building	Sanitary Disposal Plant (SD Plant)	Feb. 2005	Sewage from aircraft treatment plant
Osaka International Airport	Building	Osaka Sogo Building	Dec. 1968	Office
Osaka International Airport	Building	Sanitary Disposal Plant (SD Plant)	May 1977	Sewage from aircraft treatment plant
Kansai International Airport	Building	Sanitary Disposal Plant (SD Plant)	Jul. 1994	Sewage from aircraft treatment plant
Kansai International Airport	Building	Large size aircraft hangar at Kansai International Airport	Mar. 2002	Hangar
Kobe Airport	Land	Vacant land for hangar		
Kobe Airport	Building	Hangar	Nov. 2011	Hangar
Hiroshima heliport	Building	Small size aircraft hangar No. 1	Oct. 1983	Hangar
Hiroshima heliport	Building	Small size aircraft hangar No. 2	Jun. 1992	Hangar
Hiroshima heliport	Building	Annex building	Sept. 1983	Office
Hiroshima heliport	Building	Hiroshima heliport hangar	Apr. 2015	Hangar

Location	Type	Facility name	Date of completion (acquisition)	Major use
Fukuoka Airport	Building	Small size aircraft hangar	Feb. 1996	Hangar
Fukuoka Airport	Building	Sanitary Disposal Plant (SD Plant)	Sept. 1997	Sewage from aircraft treatment plant
Fukuoka Airport	Building	Office, etc.		Office/Materials & oil storage
Kitakyushu Airport	Building	Kitakyushu Airport Training Center	Aug. 2012	Simulator room/Lecture room
Kagoshima Airport	Land	Vacant land		
Kagoshima Airport	Building	Hangar No. 1	Mar. 2014	Hangar
Kagoshima Airport	Building	Hangar No. 2	Mar. 2014	Hangar
Kagoshima Airport	Building	Logistics facility	Mar. 2014	Cargo handling
Kagoshima Airport	Building	Kagoshima Center	Sept. 1989	Office
Naha Airport	Building	Small size aircraft hangar	Mar. 1996	Hangar
Naha Airport	Building	Oil and fat storage	Mar. 1996	Oil storage
Naha Airport	Building	Office building	Jun. 1999	Office
Naha Airport	Building	Office wing at small size hangar	Aug. 2006	Office
Naha Airport	Building	Sanitary Disposal Plant (SD Plant)	Jun. 2001	Sewage from aircraft treatment plant
Ota-ku, Tokyo	Land	Tokyu Stay Kamata		
Ota-ku, Tokyo	Building	Tokyu Stay Kamata	Mar. 2011	Hotel
Ota-ku, Tokyo	Land	Sky Residence Minami Kamata		
Ota-ku, Tokyo	Building	Sky Residence Minami Kamata	Nov. 2011	Apartments
Ota-ku, Tokyo	Land	Maison Otorii		
Ota-ku, Tokyo	Building	Maison Otorii	(Mar. 2008)	Apartments
Ota-ku, Tokyo	Land	Sky Residence Omori-Higashi		
Ota-ku, Tokyo	Building	Sky Residence Omori-Higashi	Dec. 2013	Apartments
Ota-ku, Tokyo	Land	Sky Residence Otorii		
Ota-ku, Tokyo	Building	Sky Residence Otorii	Nov. 2014	Apartments
Ota-ku, Tokyo	Land	Land (Haneda Asahi Cho)		
Minato-ku, Tokyo	Building	Aviation Building (Koku Kaikan)	(Feb. 2003)	Office
Chuo-ku, Tokyo	Land	Kyodo Building (Muromachi 1-chome)		
Chuo-ku, Tokyo	Building	Kyodo Building (Muromachi 1-chome)	(Dec. 2010)	Office
Chuo-ku, Tokyo	Land	Kyodo Building (Muromachi 4-chome)		
Chuo-ku, Tokyo	Building	Kyodo Building (Muromachi 4-chome)	(Dec. 2010)	Office
Narita city, Chiba, etc.	Land	Land		(Off-site)
Narita city, Chiba	Building	Solar power plant	Oct. 2013	Solar power plant
Kimitsu city, Chiba	Land	Land		
Izumisano city, Osaka	Land	Rinku International Logistics Center		Office/Cargo handling
Izumisano city, Osaka	Building	Rinku International Logistics Center	(Sept. 2011)	

## Overseas

Location	Type	Facility name	Date of completion (acquisition)	Major use
Seletar Airport, Singapore	Building	Hangar	(Mar. 2014)	Office/Hangar
Seletar Airport, Singapore	Building	Engine maintenance plant	Dec. 2014	Plant for the maintenance/repair of engines for aircrafts

## Major tenants

**[Domestic]** Airbus Helicopters Japan Co., Ltd., ANA FACILITIES CO., LTD., JAL ROYAL CATERING CO., LTD., Skynet Asia Airways Co., Ltd., Skymark Airlines Inc., Star Flyer Inc., ALL NIPPON AIRWAYS CO., LTD., Japan Airlines Co., Ltd., NIPPON EXPRESS CO., LTD., panda · Flight · Academy Inc., YAMATO GLOBAL EXPRESS CO.,LTD., etc.

**[Overseas]** Airbus Helicopters Southeast Asia Pte Ltd, Vector Aerospace Asia Pte. Ltd

(in no particular order)

## Basic Philosophy

We are fully aware of the managing duties entrusted by our shareholders as well as our social corporate responsibilities in doing our business which handles a large number of passenger traffic and a large volume of cargo.

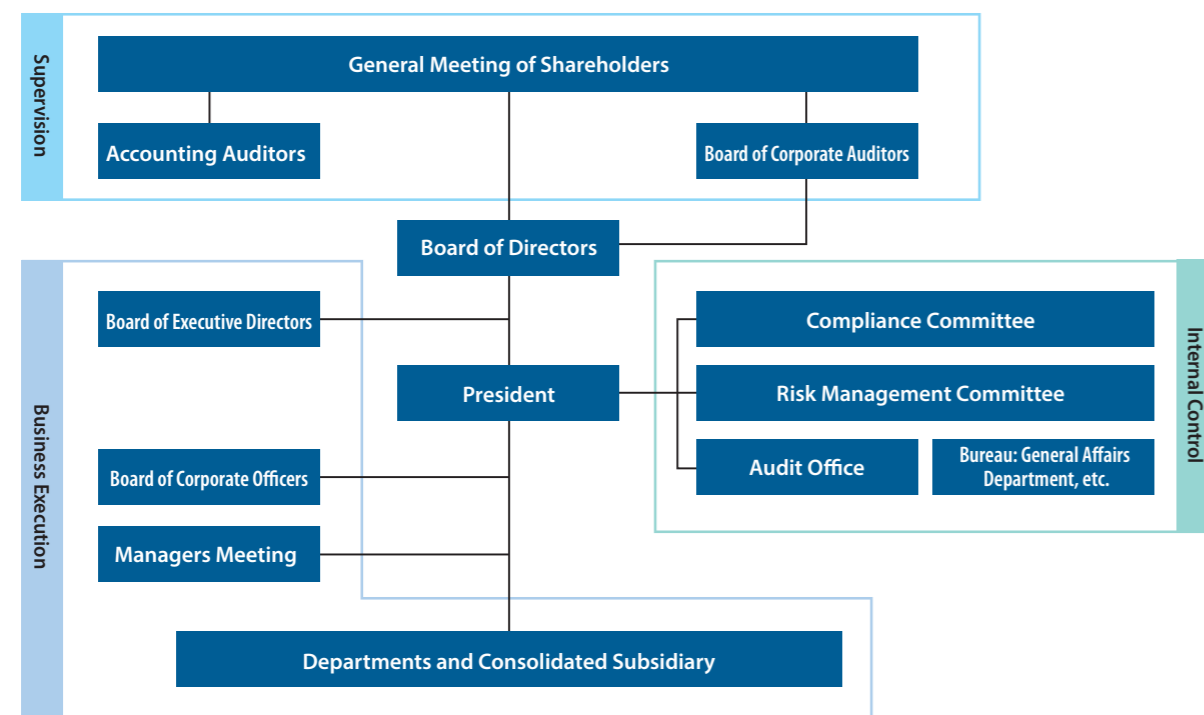
With our mission and corporate philosophy in mind, we strive to complete our corporate governance to improve our corporate value and for the common benefit of our shareholders.

## Structure of Organization

Our corporate governance system is controlled by the Board of Directors and Board of Corporate Auditors and we adopt the Corporate Officer System aiming at rapid decision-making, etc. Furthermore, we strive to ensure managerial compliance,

appropriateness and efficiency by maintaining and enhancing the internal control system shouldered by the Audit Office monitoring our business activities, Compliance Committee, and Risk Management Committee.

Diagram of Internal Control System



## Internal Control System

### Compliance

We have set up a Compliance Committee chaired by the president and composed of all representative directors and fulltime statutory auditors. The Committee examines important matters necessary to ensure that the due execution of duties by our executives and employees complies with laws and ordinances, the articles of corporation or in-house rules, bringing our whole group proper operations, prevention of compliance violations, and legal risk avoidance or reduction.

### Risk Management

Our Group which builds, and manages functional facilities indispensable for airports, is responsible for supporting the safe airport operation as well as flight operation. In this context, our Group has set up a Risk Management Committee comprised of directors, department heads, and representatives of subsidiaries, and strives to maintain and improve its comprehensive risk management system in order that no attendant risk on our business activities may hinder smooth airport operation and flight.

### Internal Control over Financial Reporting

The Audit Office, under the direct control of the president, handles responding to the internal control reports required by the Financial Instruments Exchange Act, and audits and evaluates our business from a wide-ranging perspective in order to ensure proper operations. Our Group is aware of the value of trustworthy disclosures, financial reports, etc., and it will continuously strive to work the internal control system effectively and ameliorate it.

## Reinforcement of corporate governance and implementation system

With the purpose of further reinforcing the corporate governance and implementation system, the mechanism including 14 members of the board, with the addition of two new external directors (independent officers), passed the resolution at the annual shareholders meeting held on June 26, 2015.

## Executives (as of June 26, 2015)

The following new executive system has started based on the above decision.

Chairman	Tomoyuki Takahashi	Full-time Statutory Auditor	Yoshimitsu Amemiya
President and CEO	Hiroshi Maruyama	Full-time Statutory Auditor	Mineo Tsuguchi
Executive Vice President	Kenji Inaoka	Statutory Auditor	Akihiko Shiba*
Executive Vice President	Manabu Sato	Statutory Auditor	Satoshi Iwamura*
Senior managing director	Toshiyuki Nagayoshi	Senior Corporate Officer	Hiroki Osawa
Senior managing director	Hiroyuki Hoshi	Senior Corporate Officer	Yukihiko Takada
Managing Director and Senior Corporate Officer	Kosei Ashikaga	Corporate Officer	Hiroshi Hokazono
Managing Director	Kazuo Katahira	Corporate Officer	Minoru Kitajima
Director and Senior Corporate Officer	Keisuke Komatsu		
Director and Senior Corporate Officer	Kazuhiko Muraishi		
External Director	Hayao Hora		
External Director	Toshiaki Norita		
External Director	Takehiko Sugiyama*		
External Director	Kayo Aoyama*		

\* Independent officer pursuant to the rules of the Tokyo Stock Exchange

## Short biography of the two newly-appointed external directors (independent officers)

### Takehiko Sugiyama

April 1986 Professor of the Faculty of Commerce, Hitotsubashi University  
 December 2004 President of Hitotsubashi University  
 December 2010 Professor of the Faculty of Social Innovation, Seijo University  
 April 2011 Vice Chairman of the Institution for Transport Policy Studies  
 Chairman of the Institution for Transport Policy Studies (present post)  
 July 2011 External Statutory Auditor of Sumitomo Life Insurance Company (present post)

### Kayo Aoyama

April 1985 Starts career as a freelance announcer (up to present)  
 June 1995 Member of the Council for Civil Aviation, Ministry of Transport  
 February 2001 Member of the Council of Transport Policy, Ministry of Land, Infrastructure, Transport and Tourism  
 July 2014 Director of the National Agency of Vehicle Inspection (part-time) (present post)