

Kansai Airports Kobe: Strategy and Vision

— For Integrated Operation of Three Airports in Kansai Region —

September 26, 2017

Kansai Airports Kobe



Shaping a New Journey



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1. Our Consortium

Only one team which enables 3 airport integrated operation



- Brings local knowledge, local operations
- Kansai origins, footprint
- Committed to the region
- Entrepreneurial spirit
- Agile, flexible business style
- Similar mindset to VINCI Airports



- Realization of privatization in Japan's first large international airport
- The only operator of multiple airport in Japan
- Airport platform with the second largest number of passengers in Japan
- Proven track record of safe and secure airport operation
- Extensive experts with advanced knowledge and experience
- The company that share know-how with Orix and VINCI Airport



- Brings demonstrated airport expertise
- International network
- Committed to the region
- Entrepreneurial spirit
- Agile, flexible business style
- Similar mindset to ORIX



2. Track Record in Kansai



Achievements in the initial year of the team in Kansai



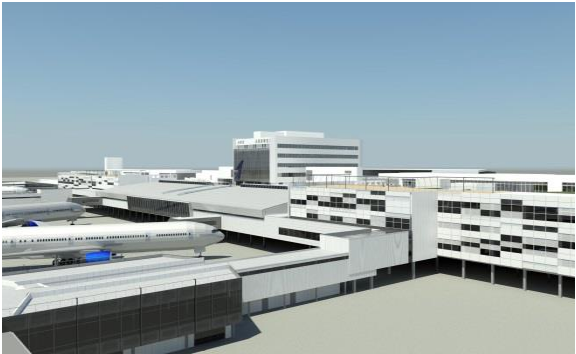
+5.4%

increase in aircraft movements in FY2016 at KIX



+3.2%

increase in air passenger traffic in FY2016 at ITM



1680 m2

of commercial facilities with the expansion of Terminal 2



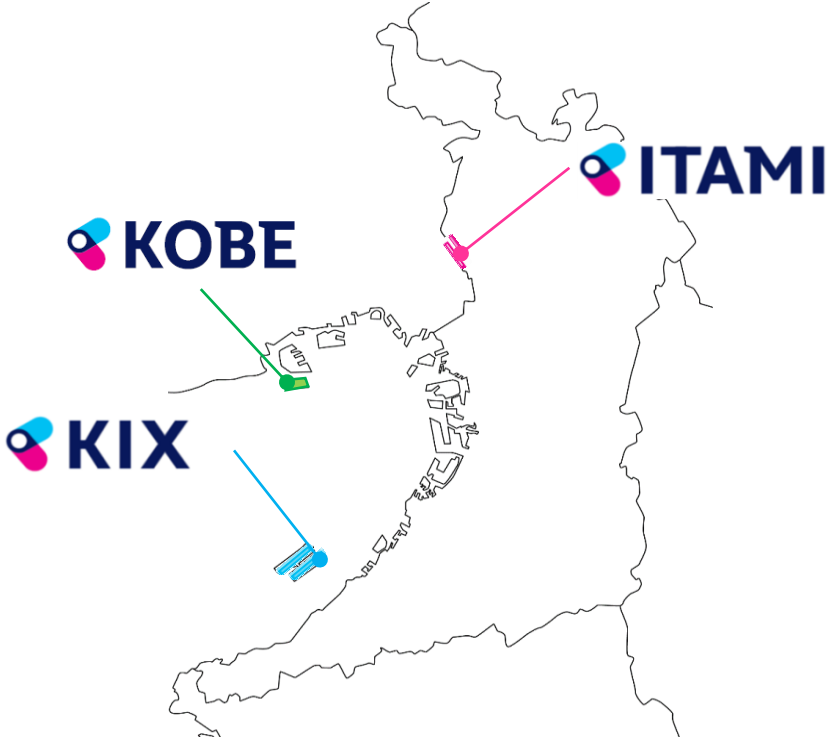
ITAMI renovation

full-scale renovation of the passenger terminal ongoing

3. 3 Airports Integration



Vitalize Kansai Region leveraging 3 airport integrated operation



Aviation Network Optimization and Expansion



Airport Access Network Improvement



Safety, Security, and Quality Improvements



Capex optimization: Sharing and Mutual Investment of Airport Business Resources



High quality services and offers at non-aviation activities



Teams integration and local empowerment



Cooperation and Symbiosis with the Kansai Region



4-1. Improvement in Business



Developing virtuous cycle between traffic growth and commercial activities

Aviation

Convince airlines to use larger airplanes

Boost business demand in Kobe Airport

Establish domestic routes with limited passenger overlap

Non-Aviation

Significant increase in commercial space through terminal reconfiguration

Re-direction of passenger flow to improve penetration to commercial area

Re-configuration of Check-in area to improve efficiency and lengthen dwell time

Build a unique product offering celebrating the locality of Kansai, Hyogo region

4-2. Improvement in Business



Arrival Lobby 1F



Waiting Space before Boarding 2F

5. Investment and Maintenance

 Optimize Capex by sharing and mutual investment between 3 airports

Investment Plan

Overlay of runways and taxiways

Tracking of settlement state and facility deformation

Preventive maintenance and repairs for the basic airport facilities

Renovation and expansion of commercial area

Introduction of IT systems to manage tenants



6. Safety and Security



We give the highest priority to safety and security

Measures for Safety and Security

Establish Kobe Operation Centre

Create a training program of personnel common in 3 airports

Fulfill a role of Stating Care Unit (SCU) and disaster base

Introduction of Service Level Agreement (SLA) and Key Performance Index (KPI)



7. Promotion of Airport

 Take measures to increase airport use and improve airport access

Promotion for the use of Kobe Airport

- Involvement in Kobe Airport Promotion Council initiatives
- Development of a range of services to target group of inbounds coming to Kobe for specific events such as MICE events
- Smiling Day event for all the employees
- Collaboration with transport operators to improve airport access



8. Closing





Shaping a New Journey

