



## FY2021 Consolidated Financial Results

**Net results improved from the LY, was greatly affected by COVID-19**

Kansai Airports today announced its consolidated financial results for the fiscal year ended March 31, 2022, posting operating revenues of 66.4 billion yen, operating loss of 33.2 billion yen, ordinary loss of 42.6 billion yen and net loss of 30.2 billion yen.

In this fiscal year, although the situation is still severe due to the prolonged spread of COVID-19 infection, operating revenue increased by 16% compared to the previous year, which was significantly affected by COVID-19. In addition, Due to our continued efforts to reduce expenses, operating profit increased by 9.6 billion yen, ordinary profit increased by 9.4 billion yen, and net profit will increased by 4.3 billion yen.

### Consolidated Profit and Loss Statement

(in billion yen)

Item	Apr. 2020- Mar. 2021	Apr. 2021- Mar. 2022	Increase (Decrease)	Change (%)
Operating Revenues	57.2	66.4	9.2	+16%
Operating Expenses	(58.3)	(56.7)	1.6	-3%
EBITDA	(1.1)	9.6	10.8	-
Depreciation & Amortization	(41.7)	(42.9)	(1.2)	+3%
Operating Profit/Loss	(42.8)	(33.2)	9.6	-
Ordinary Profit/Loss	(52.0)	(42.6)	9.4	-
Net Profit/Loss <sup>1</sup>	(34.5)	(30.2)	4.3	-

<sup>1</sup> Net Profit/Loss: Net Profit/Loss Attributable to Company Shareholders

## Aviation Demand

Although the situation is still severe due to the impact of the spread of COVID-19 infection, traffic has increased compared to the previous year, which was significantly affected by COVID-19, and the total aircraft movements at the three airports was 207 thousand times, and the number of air passengers was 12.89 million, an increase of 28% and 39%, respectively, compared to the previous year. Regarding international flights, the number of international passengers increased by 33% from the previous year, but was limited due to the continued immigration restrictions of each country and the Japanese government. Regarding domestic flights, as the vaccination rate increased, the movement of people gradually recovered, and all three airports domestic passenger increased by 39% from the previous year. In addition, the number of international cargo flights increased due to the tight cargo space caused by the suspension of international passenger flights and the unstable operation of shipping due to the bias of containers..

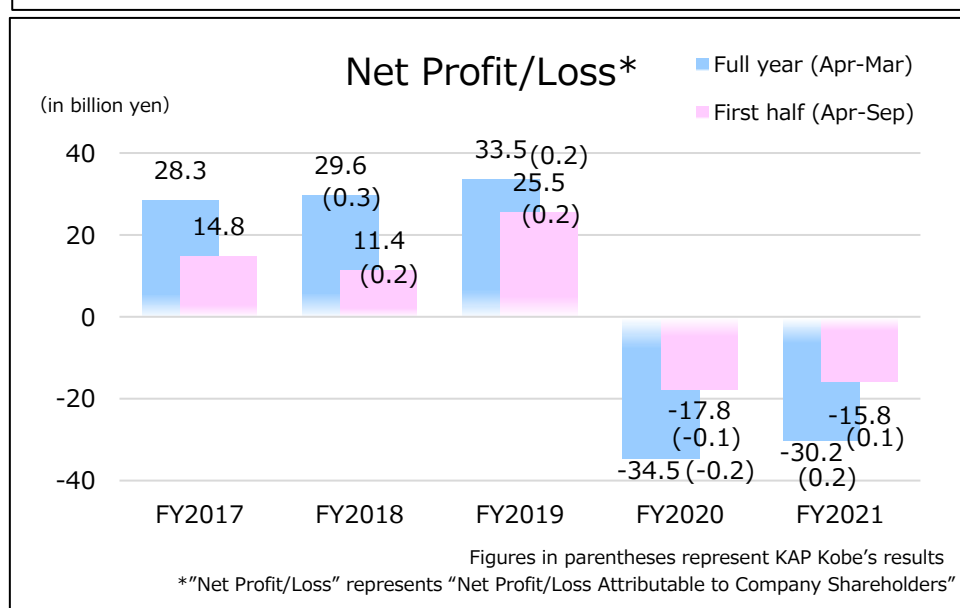
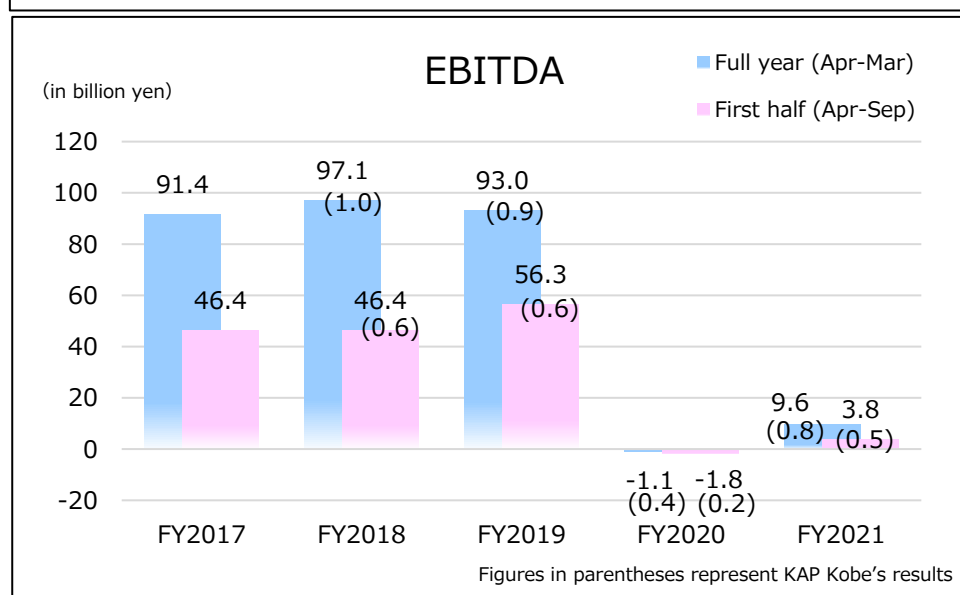
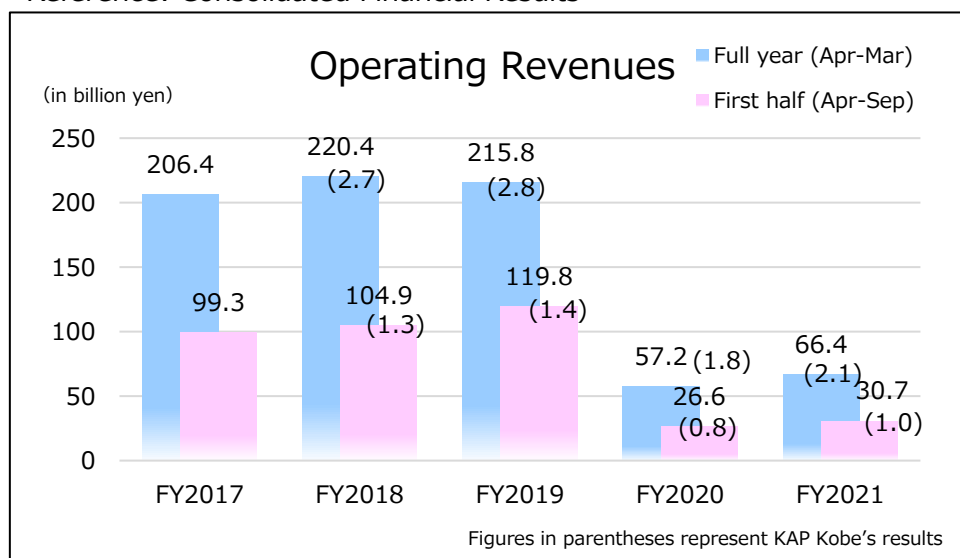
Item	Apr. 2020- Mar. 2021	Apr. 2021- Mar. 2022	Increase (Decrease)	Change (%)
ATMs (in thousands)	162	207	45	+28%
KIX	58	72	14	+24%
ITAMI	81	106	25	+31%
KOBE	23	30	7	+29%
PAX (in millions)	9.28	12.89	3.60	+39%
KIX	2.26	3.64	1.38	+61%
ITAMI	5.81	7.50	1.69	+29%
KOBE	1.21	1.75	0.54	+44%

## Consolidated Balance Sheet

As of March 31, 2022, total assets were 1,630.3 billion yen as a results of depreciation of operating rights for public facilities compared to the end of the previous fiscal year. In addition, as a result of a decrease in liabilities due to payment of accounts payable and operating rights for public facilities, etc., total liabilities were 1,584.6 billion yen.

(in billion yen)			
Item	As of Mar. 31, 2021	As of Mar. 31, 2022	Increase (Decrease)
Current Assets	121.0	93.5	(27.5)
Non-current Assets	1,564.9	1,536.8	(28.1)
Total Assets	1,685.9	1,630.3	(55.6)
Current Liabilities	80.3	64.1	(16.3)
Non-current Liabilities	1,530.2	1,520.5	(9.7)
Total Liabilities	1,610.5	1,584.6	(26.0)
Shareholders' Equity	74.2	44.0	(30.2)
Other Comprehensive Income	(0.5)	(0.1)	0.4
Non-controlling Interests	1.7	1.9	0.2
Total Net Assets	75.4	45.7	(29.6)
Total Liabilities and Net Assets	1,685.9	1,630.3	(55.6)

## Reference: Consolidated Financial Results



## Contact Information

Public Relations

Group Corporate Communications Department

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# Consolidated Profit and Loss Statement

From April 1, 2021 to March 31, 2022

(Unit: Million yen)

<b>Operating revenues</b>		<b>66,368</b>
<b>Operating expenses</b>		<b>87,651</b>
Gross operating loss		21,283
<b>Selling, general and administrative expenses</b>		<b>11,959</b>
<b>Operating loss</b>		<b>33,242</b>
<b>Non-operating income</b>		<b>2,768</b>
Interest income and dividends	513	
Share of profit of entities accounted for using the equity method	9	
Subsidies for employment adjustment	1,479	
Other non-operating income	766	
<b>Non-operating expenses</b>		<b>12,159</b>
Interest expense	11,939	
Commissions	156	
Other non-operating expense	63	
<b>Ordinary loss</b>		<b>42,632</b>
<b>Special gain</b>		<b>1,164</b>
Gain on reversal of provision for loss on disaster	195	
Gain on sales of non-current assets	1	
Subsidies received	14	
Insurance claims for disaster	952	
<b>Special loss</b>		<b>1,774</b>
Loss on retirement of non-current assets	170	
Non-current assets advanced depreciation deduction	84	
Removal cost related to replacement investment	811	
Loss on disaster	12	
Loss on valuation of merchandise inventories	694	
<b>Loss before income taxes</b>		<b>43,243</b>
Income taxes-current	561	
Income taxes-deferred	△ 13,738	
<b>Loss</b>		<b>30,066</b>
Profit attributable to non-controlling interests		168
<b>Loss attributable to owners of the parent</b>		<b>30,235</b>

Figures under one million yen are rounded down to the nearest million.

# Consolidated Balance Sheet

As of March 31, 2022

(Unit: Million yen)

Assets		Liabilities	
<b>Current assets</b>	<b>93,534</b>	<b>Current liabilities</b>	<b>64,065</b>
Cash and deposits	74,531	Accounts payable - trade	314
Notes and accounts receivable-trade	5,955	Accounts payable - other	11,179
Contract assets	22	Accrued expenses	2,722
Merchandise inventories	1,875	Short-term loans payable	10,000
Raw materials and supplies	1,287	Current portion of long-term loans payable	3,981
Guarantee deposits refundable within one year	2,203	Current portion of liabilities for the right to operate public facilities	30,145
Accounts receivable - other	1,718	Income taxes payable	1,956
Other	5,967	Contract liabilities	1,464
Allowance for doubtful accounts	△ 28	Provision for bonuses	1,007
		Provision for point card certificates	40
		Other	1,252
<b>Non-current assets</b>	<b>1,536,809</b>	<b>Non-current liabilities</b>	<b>1,520,533</b>
<b>Property, plant and equipment</b>	<b>31,408</b>	Bonds payable	4,860
Buildings and structures	3,657	Long-term loans payable	199,155
Machinery, equipment and vehicles	10,744	Liabilities for the right to operate public facilities	1,252,205
Tools, furniture and fixtures	6,067	Provision for special repairs	49,448
Land	603	Liability for retirement benefits	5,683
Construction in progress	10,232	Other	9,180
Other	103		
<b>Intangible assets</b>	<b>1,376,080</b>		
Right to operate public facilities	1,312,514		
Replacement investment assets	61,211	<b>Total liabilities</b>	<b>1,584,598</b>
Other	2,355	<b>Net assets</b>	
<b>Investments and other assets</b>	<b>129,320</b>	<b>Shareholders' equity</b>	<b>43,960</b>
Investment securities	1,181	Capital stock	25,000
Asset for retirement benefits	308	Capital surplus	25,000
Guarantee deposits	90,624	Retained earnings	△ 6,039
Deferred tax assets	36,947	<b>Accumulated other comprehensive income (loss)</b>	<b>△ 98</b>
Other	495	Deferred gains or losses on hedge	△ 98
Allowance for doubtful accounts	△ 236	<b>Non-controlling interests</b>	<b>1,883</b>
		<b>Total net assets</b>	<b>45,746</b>
<b>Total assets</b>	<b>1,630,344</b>	<b>Total liabilities and net assets</b>	<b>1,630,344</b>

Figures under one million yen are rounded down to the nearest million.



Kansai Airports was established by a consortium made up of VINCI Airports and ORIX Corporation as its core members. Kansai Airports took over the operations of Kansai International Airport ("KIX") and Osaka International Airport ("ITAMI") from New Kansai International Airport Company ("NKIAC") and has been operating the two airports since April 1, 2016.

Kansai Airports Kobe, Kansai Airports' wholly-owned subsidiary, took over the operations of Kobe Airport ("KOB") from Kobe City and started its business as an operating company on April 1, 2018.

Under the concept of "One Kansai Airports Group", Kansai Airports group strives to continuously improve its services for all airport guests through appropriate investments and efficient operations, with safety and security being the top priority. Kansai Airports group aims to maximize the potential of the three airports, for the benefit of the communities they serve.

For more information, please visit : <http://www.kansai-airports.co.jp/en/>

### Kansai Airports

Location	1-banchi, Senshu-kuko kita, Izumisano-shi, Osaka	Shareholders	ORIX 40%, VINCI Airports 40%, Other investors 20% <sup>1</sup>
Company Representatives	Representative Director and CEO: Yoshiyuki Yamaya Representative Director and Co-CEO: Benoit Rulleau		
Business Scope	Operation and management services, etc. of Kansai International Airport and Osaka International Airport		

### Kansai Airports Kobe

Location	1-ban, Kobe-kuko, Chuo-ku, Kobe-shi, Hyogo	Shareholder	Kansai Airports 100%
Company Representatives	Representative Director and CEO: Yoshiyuki Yamaya Representative Director and Co-CEO: Benoit Rulleau		
Business Scope	Operation and management services, etc. of Kobe Airport		



### About ORIX:

ORIX Corporation (TSE: 8591; NYSE: IX) is a financial services group which provides innovative products and services to its customers by constantly pursuing new businesses.

Established in 1964, from its start in the leasing business, ORIX has advanced into neighboring fields and at present has expanded into lending, investment, life insurance, banking, asset management, automobile related, real estate and environment and energy related businesses. Since entering Hong Kong in 1971, ORIX has spread its businesses globally by establishing locations in 31 countries and regions across the world.

Going forward, ORIX intends to utilize its strengths and expertise, which generate new value, to establish an independent ORIX business model that continues to evolve perpetually. In this way, ORIX will engage in business activities that instill vitality in its companies and workforce, and thereby contribute to society. For more details, please visit our website: <https://www.orix.co.jp/grp/en/>

(As of March 31, 2021)



The world's leading private airport operator, VINCI Airports operates 53 airports in 12 countries in Europe, Asia and the Americas. Thanks to its expertise as a global integrator, VINCI Airports develops, finances, builds and manages airports by providing its investment capacity and its know-how in optimizing operational performance, modernizing infrastructures and managing their operations. environmental transition. VINCI Airports is the first airport operator to have committed to an international environmental strategy in 2016, to achieve the goal of net zero emissions across its entire network by 2050.

[www.vinci-airports.com](http://www.vinci-airports.com)

<sup>1</sup> ASICS Corporation; Iwatani Corporation; Osaka Gas Co., Ltd.; Obayashi Corporation; OMRON Corporation; The Kansai Electric Power Company, Incorporated; Kintetsu Group Holding Co., Ltd.; Keihan Holdings Co., Ltd.; Suntory Holdings Limited; JTB Corp.; Sekisui House, Ltd.; Daikin Industries, Ltd.; Daiwa House Industry Co., Ltd.; Takenaka Corporation; Nankai Electric Railway Co., Ltd.; NIPPON TELEGRAPH AND TELEPHONE WEST CORPORATION; Panasonic Corporation; Hankyu Hanshin Holdings, Inc.; Rengo Co., Ltd.; The Senshu Ikeda Bank, Ltd.; Kiyo Holdings, Inc.; The Bank of Kyoto, Ltd.; THE SHIGA BANK, LTD.; The Nanto Bank, Ltd.; Nippon Life Insurance Company; Mizuho Bank, Ltd.; Sumitomo Mitsui Trust Bank, Limited; MUFG Bank, Ltd.; Resona Bank, Limited; and the Private Finance Initiative Promotion Corporation of Japan.

# FY2021 Consolidated Financial Results





2022.06.13

Shaping a New Journey



# Agenda

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-  **Overview of Consolidated Financial Results**
-  **Revenue Drivers**
-  **Initiatives in FY2021**
-  **Q&A**







# Overview of Consolidated Financial Results

# Net results improved from the LY, was greatly affected by COVID-19

(in billion yen)

1. Although the situation is still severe due to the prolonged spread of COVID-19 infection, traffic has increased compared to the previous year, which was significantly affected by COVID-19.

2. Operating revenues increased compared to last year due to an increase in the number of aircraft movements and passengers.

3. Continued efforts to reduce costs, profit and loss improved from the previous year.

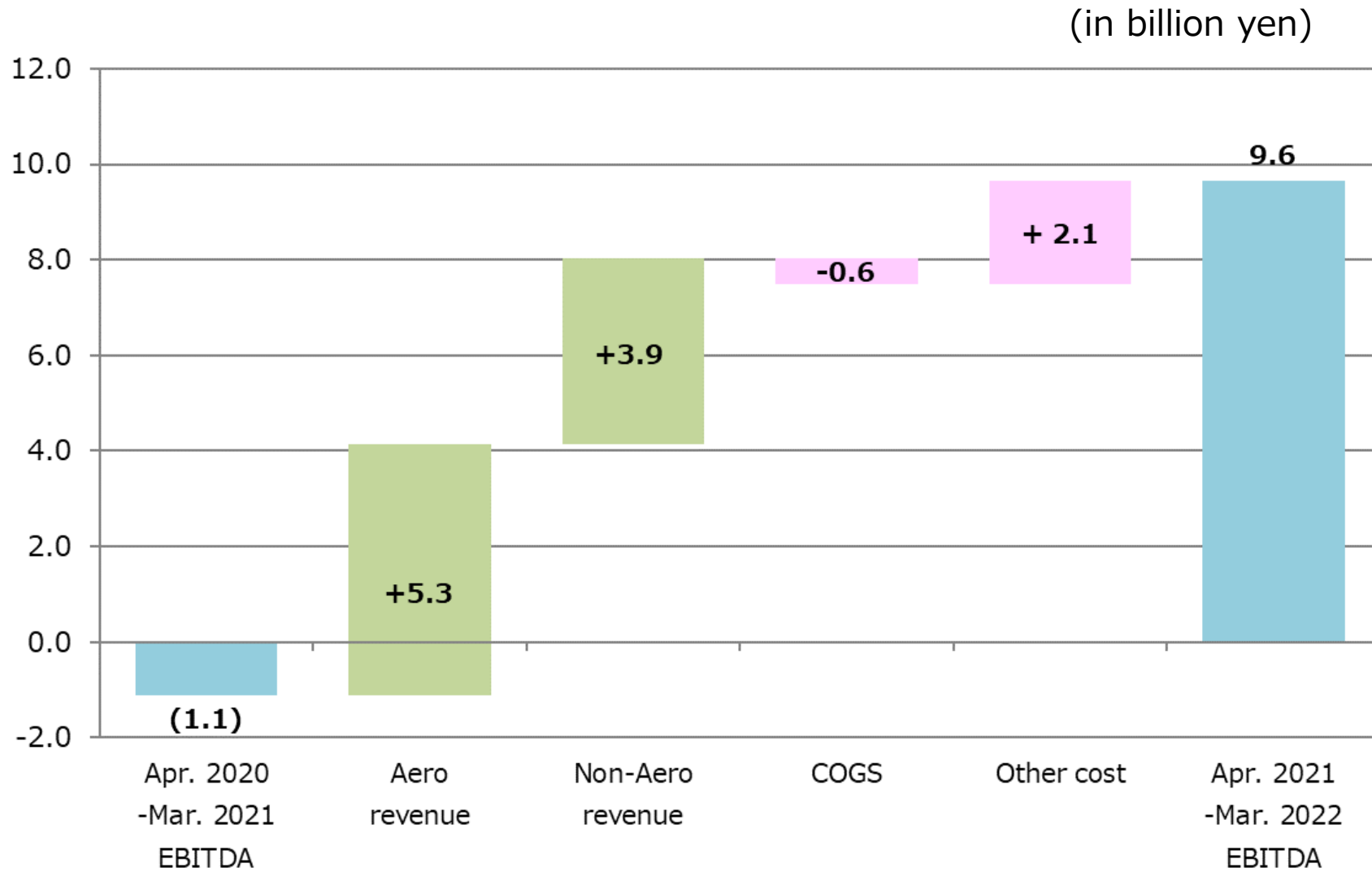
	Apr. 2020- Mar. 2021	Apr. 2021- Mar. 2022	Change	%
Operating Revenues	57.2	<b>66.4</b>	9.2	+16%
EBITDA	(1.1)	<b>9.6</b>	10.8	-
Operating Profit/Loss	(42.8)	<b>(33.2)</b>	9.6	-
Ordinary Profit/Loss	(52.0)	<b>(42.6)</b>	9.4	-
Net Profit/Loss*	(34.5)	<b>(30.2)</b>	4.3	-

# Operating Results

(in billion yen)

	Apr. 2020 - Mar. 2021	Apr. 2021 - Mar. 2022	Increase (Decrease)	Change %	Typhoon impact
Operating Revenues	57.2	66.4	9.2	+16%	
Aero	20.7	26.0	5.3	+25%	
Non-Aero	36.5	40.4	3.9	+11%	
Operating Expenses (excl. D&A)	(58.3)	(56.7)	1.6	-3%	
EBITDA	(1.1)	9.6	10.8	-	
Depreciation & Amortization	(41.7)	(42.9)	(1.2)	+3%	
Operating Profit and Loss	(42.8)	(33.2)	9.6	-	
Non-operating Profit and Loss	(9.2)	(9.4)	(0.2)	-	
Ordinary Profit and Loss	(52.0)	(42.6)	9.4	-	
Extraordinary Profit and Loss	2.6	(0.6)	(3.2)	-	(4.6)
Income Taxes, Profit Attributable to Non-controlling Interests	14.9	13.0	(1.9)	-	(1.4)
Net Profit and Loss <sup>1</sup>	(34.5)	(30.2)	4.3	-	(3.2)

# EBITDA (YoY)



# Balance Sheet

(in billion yen)

Right to Operate  
Public Facilities

Debts concerning  
Right to Operate  
Public Facilities

	As of Mar. 31, 2021	As of Mar. 31, 2022	Increase (Decrease)
Current Assets	121.0	93.5	(27.5)
Cash and Deposits	92.8	74.5	(18.3)
Non-current Assets	1,564.9	1,536.8	(28.1)
<b>TOTAL ASSETS</b>	<b>1,685.9</b>	<b>1,630.3</b>	<b>(55.6)</b>
Current Liabilities	80.3	64.1	(16.3)
Non-current Liabilities	1,530.2	1,520.5	(9.7)
<b>TOTAL LIABILITIES</b>	<b>1,610.5</b>	<b>1,584.6</b>	<b>(26.0)</b>
Shareholders' Equity	74.2	44.0	(30.2)
Other Comprehensive Income	(0.5)	(0.1)	0.4
Non-controlling Interests	1.7	1.9	0.2
<b>TOTAL NET ASSETS</b>	<b>75.4</b>	<b>45.7</b>	<b>(29.6)</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>1,685.9</b>	<b>1,630.3</b>	<b>(55.6)</b>
Reference			
Interest-bearing Debt Balance	186.9	218.0	31.1





# Revenue Drivers

# [Aero] Both Movement and the Number of Passenger exceeded last year, but the recovery is limited

## → Movement and the Number of Passengers

Compared to last year just after COVID-19, total movements increased by 28% and number of passengers increased by 39% at 3 airports combined, but the recovery is continuously limited.

## → International Passenger Flight・Cargo Flight

During FY2021, main border restrictions remained, and neither the number of passenger flights nor the number of passengers recovered largely. On the other hand, the number of international freight flights has increased to make up for the lack of freight transportation capacity due to the reduction in passenger flights. The number of flights reached a record high again, continuing from the previous year.

## → Domestic Passenger Flight of 3 airports

Demand for passengers has recovered intermittently because of infection waves due to outbreaks of COVID-19 variants and state of emergency. Compared to the previous year, the number of passengers increased at all three airports.

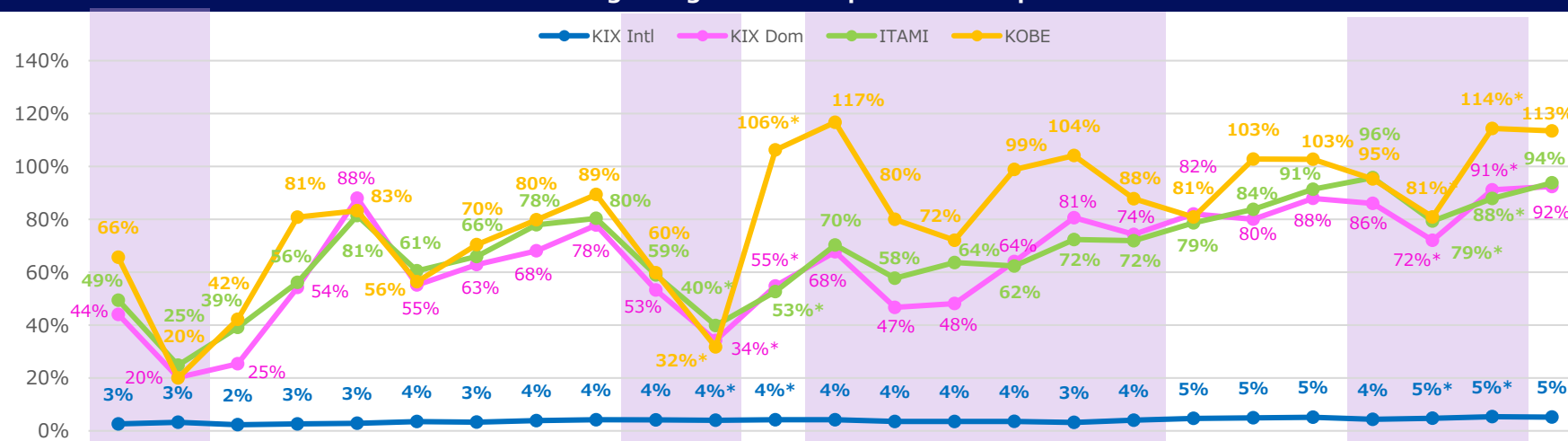
	FY2019	FY2020	FY2021	Change	%
<b>ATMs (in thousands)</b>	<b>366</b>	<b>162</b>	<b>207</b>	<b>45</b>	<b>+28%</b>
KIX	196	58	72	14	+24%
ITAMI	137	81	106	25	+31%
KOBE	33	23	30	7	+29%
<b>Passengers (in millions)</b>	<b>47.82</b>	<b>9.28</b>	<b>12.89</b>	<b>3.60</b>	<b>+39%</b>
KIX	28.77	2.26	3.64	1.38	+61%
International Passengers	22.06	0.21	0.27	0.07	+33%
Japanese	7.17	0.07	0.12	0.05	+69%
Non-Japanese	14.69	0.13	0.14	0.01	+8%
Domestic	6.71	2.05	3.36	1.31	+64%
ITAMI	15.77	5.81	7.50	1.69	+29%
KOBE	3.29	1.21	1.75	0.54	+44%



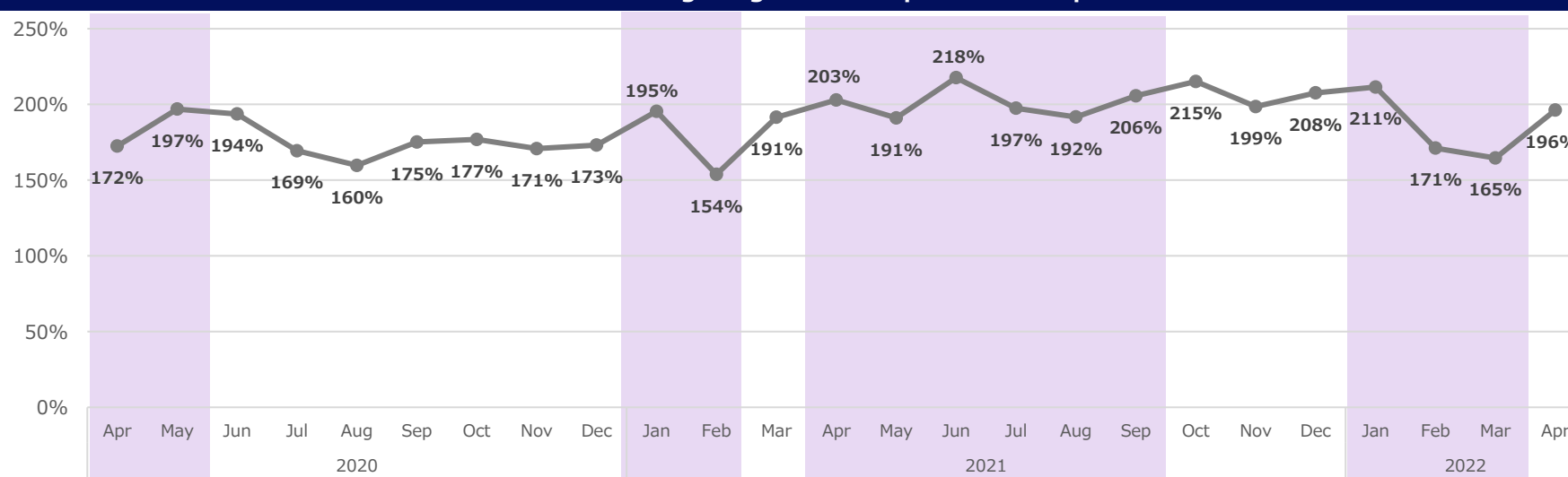
# [Aero] 3 Airports Movement Traffic (vs FY2019)

indicates Months including the period of emergency declaration or pre-emergency measures in the Kansai area

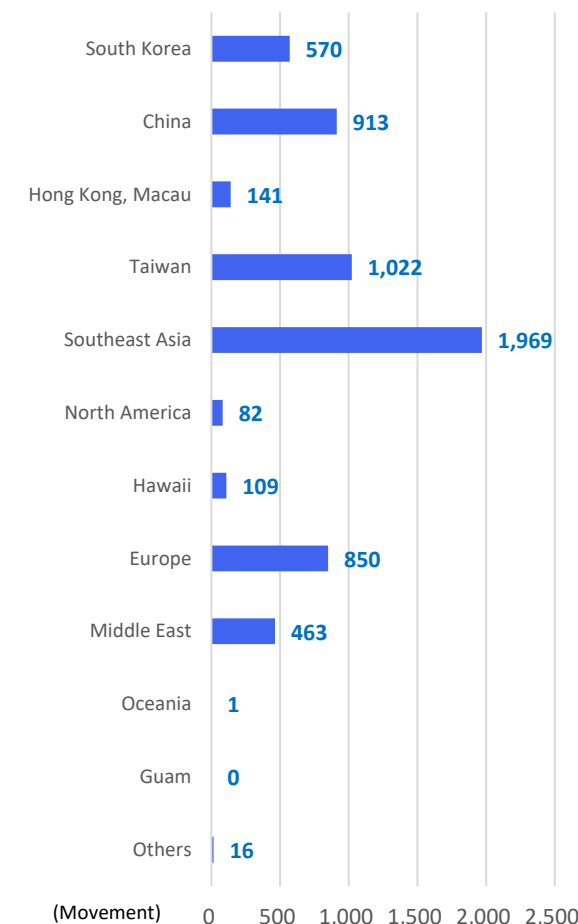
## Passenger Flights 2020.April – 2022.April



## International Cargo Flights 2020.April – 2022.April



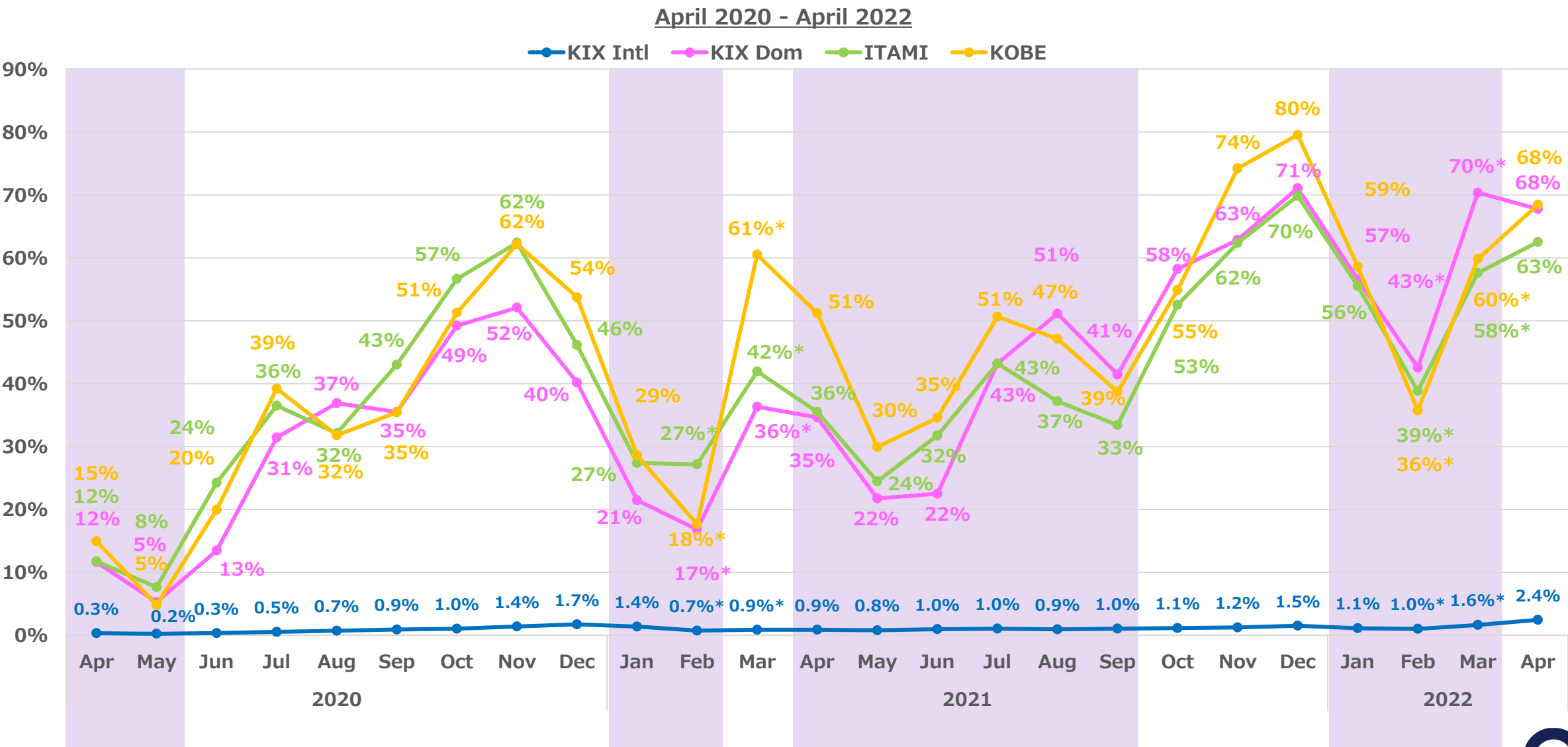
## Number of Movements for International Passenger flights per region\*\* FY2021 Total





# [Aero] 3 Airports Passenger Traffic (vs FY2019)

indicates Months including the period of emergency declaration or pre-emergency measures in the Kansai area



# [Aero] Route expansion in FY2021

## 路線拡大

### 新規就航 増便

日本トランスオーシャン航空

2021/4/29 関西＝宮古就航



フジドリームエアラインズ

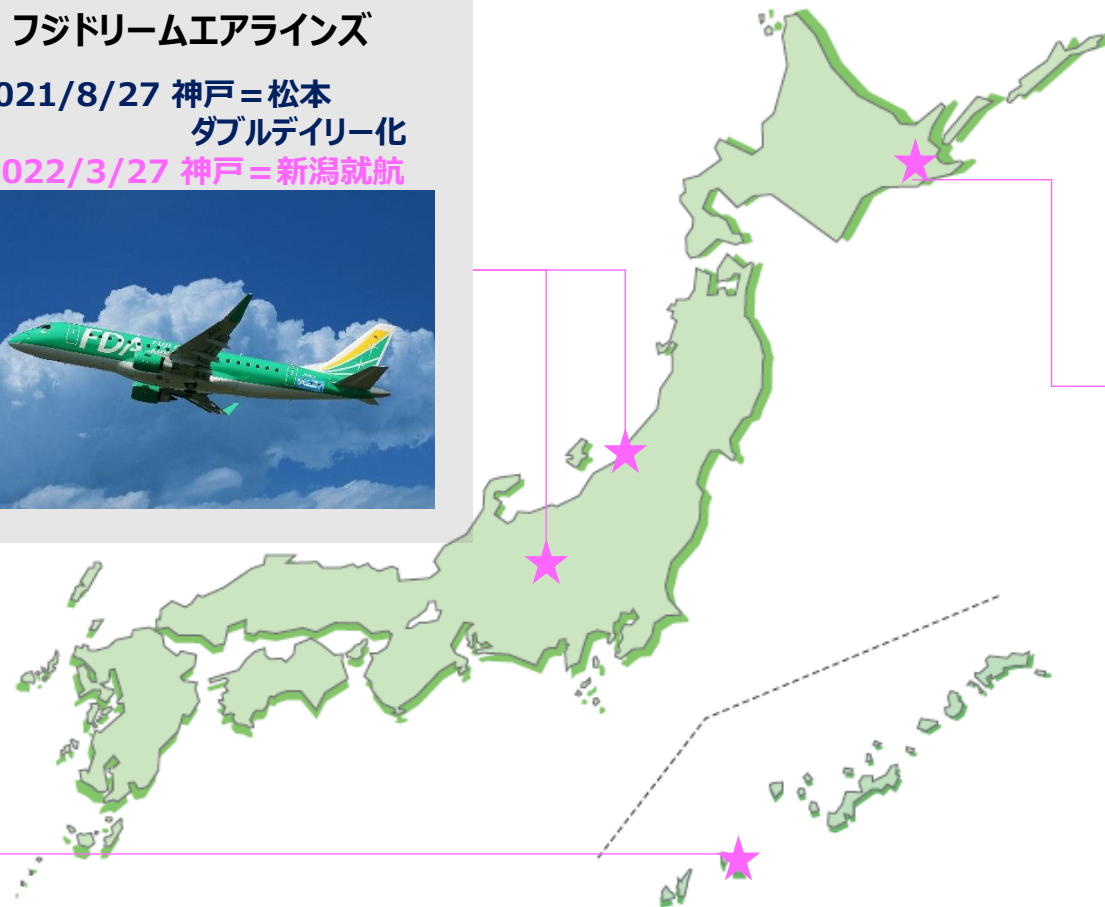
2021/8/27 神戸＝松本  
ダブルデイリー化

2022/3/27 神戸＝新潟就航



Peach

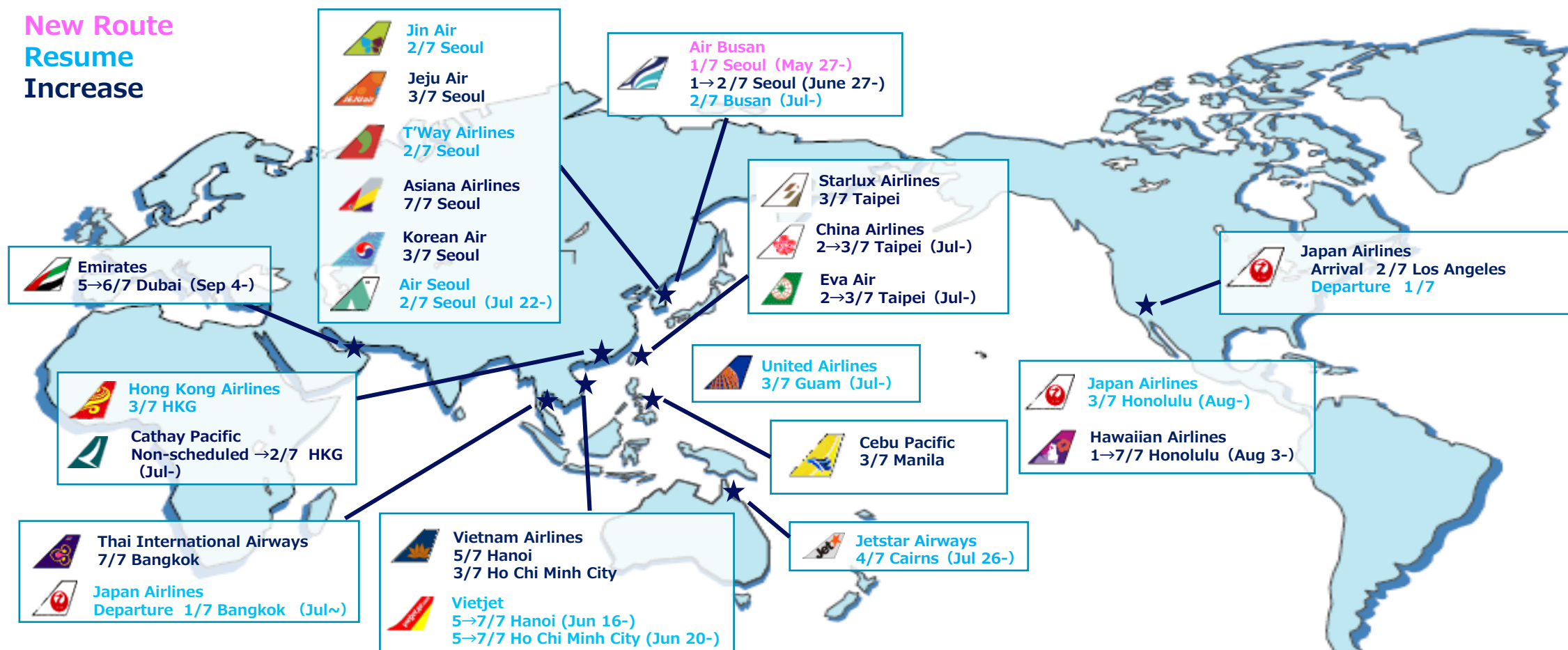
2021/7/1 関西＝女満別就航  
2021年度中8月以降は  
コロナ前2019年を上回る便数を運航



# [Aero] International : Latest route expansion as of June 8, 2022

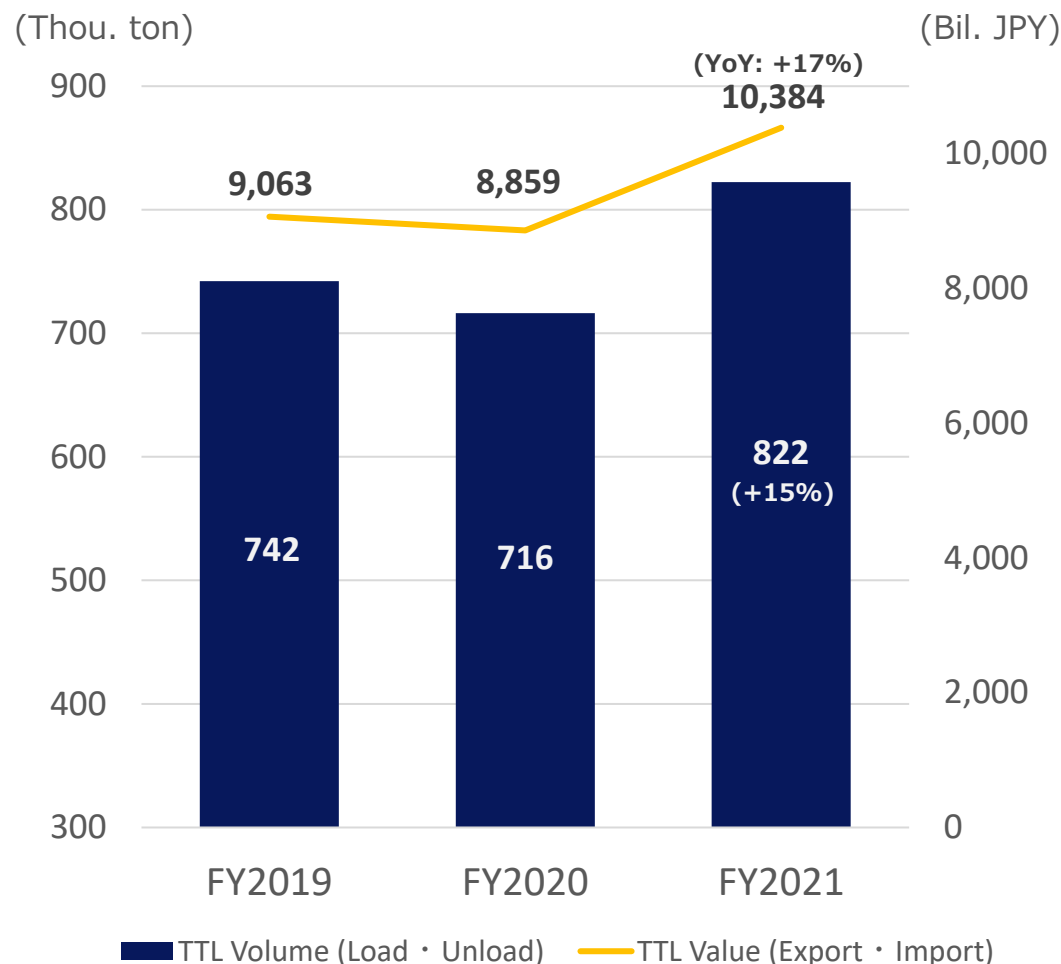
Route expansion (flights a week)

New Route  
Resume  
Increase



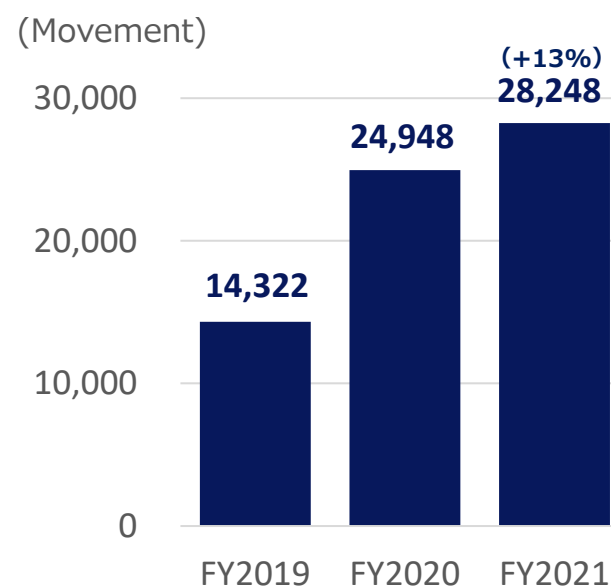
# [International Cargo] ATM・Cargo Volume・Trade Value

## KIX/ Int'l Cargo Volume and Value

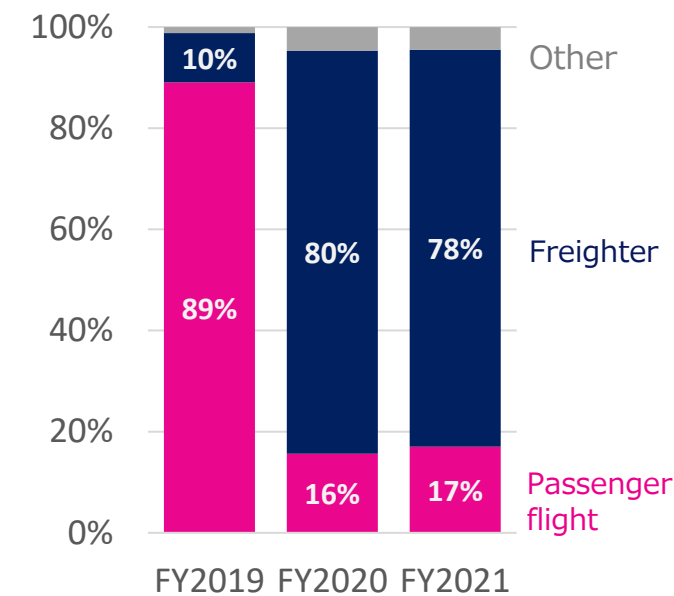


- ✧ Freighter and Passenger-Freighter movements remain at high level to cover the loss of cargo space of the cancelled passenger flights. Cargo flight movements of FY2021 have reached a record high.
- ✧ Due to the strong E-commerce industry, the turmoil of the marine transport, and the pharmaceutical shipment including vaccines, the cargo volume and the value exceeded FY2020 and FY2019.

## KIX/Int'l Cargo Flight Movements

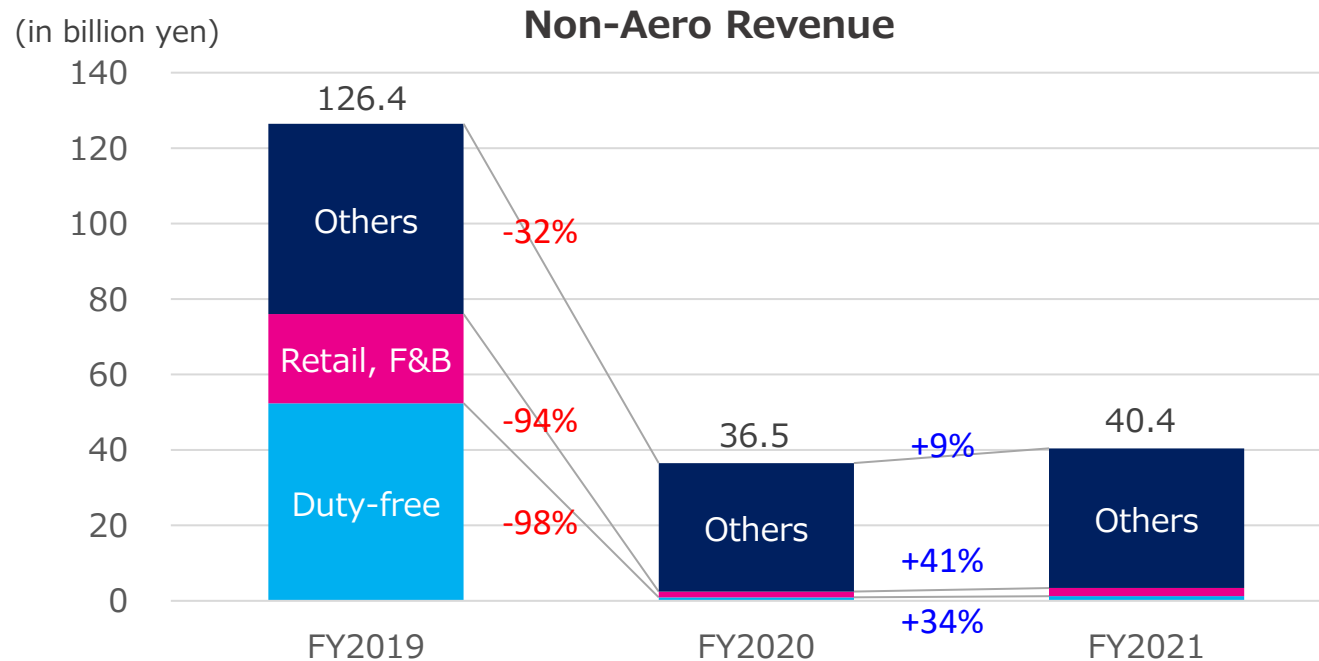


## KIX/Share of Int'l Flight Movements



# [Non-Aero] Slight YoY Revenue Increase Despite COVID-19

- ➔ Despite the devastating impact of a sharp drop in passenger traffic amid the prolonged COVID-19 crisis, Non-Aero revenue in FY2021 showed a slight increase of 3.9 billion yen (up 11%) year-on-year, backed by recovery in domestic passenger traffic.
- ➔ We focused on supporting store operation and promoting sales while taking strict infection prevention measures and flexibly responding to changing passenger traffic and customer needs.



# Recent initiatives

- Japan will reopen to foreign tourists from June 10.
- On May 26, the Ministry of Foreign Affairs of Japan eased the COVID-19-related travel warning for 36 countries and regions, including the US, to Level 1.
- Japan took the top spot for the first time in the Travel and Tourism Development Index 2021 released by the World Economic Forum (WEF) on May 24.



Pocketaalk translation devices presentation ceremony

## Initiatives of KAP

- On June 1, 250 units of Pocketaalk AI translation devices were donated by Pocketaalk Corporation to increase customer satisfaction.
- On July 9, an event will be held at Sunshine City (Ikebukuro, Tokyo) in collaboration with airlines operating at KIX to promote the use of the airport and to increase public awareness of T1 renovation.
- KAP will host the 18th ACI Asia-Pacific Regional Assembly, Conference and Exhibition in Kobe, Hyogo in 2023. This will be the first ACI conference in the Kansai region.



17th ACI Asia-Pacific Regional Assembly and Meetings handover ceremony



# Border control relaxation for accepting tourists in other countries as of June 10, 2022

## Effectiveness of border measures

WHO advises against travel restrictions. *“Travel bans or denial of entry to passengers are usually not effective in preventing the importation of cases but may have a significant economic and social impact.”*

## Border reopening to tourists

- ✈ Europe and USA opened in 2021
- ✈ Most Asian countries opened beginning of 2022
- ✈ China and Taiwan remain closed

	Re-open to tourists	Simplified entry (no quarantine, ...)
Mexico	1-Jun-20	9-May-21
Turkey	12-Jun-20	12-Jun-21
France	9-May-21	9-May-21
Italy	12-May-21	12-May-21
Germany	12-May-21	12-May-21
UK	17-May-21	18-Mar-22
Spain	7-Jun-21	7-Jun-21
Swiss	28-Jun-21	28-Jun-21
Brazil	28-Jul-21	28-Jul-21
USA	8-Nov-21	8-Nov-21
India	15-Nov-21	14-Feb-22
Indonesia	12-Jan-22	22-Mar-22
Thailand	1-Feb-22	1-Feb-22
Philippines	10-Feb-22	10-Feb-22
Australia	21-Feb-22	21-Feb-22
Vietnam	15-Mar-22	15-Mar-22
Singapore	1-Apr-22	1-Apr-22
Korea	1-Jun-22	21-Mar-22
Japan	10-Jun-22	1-Mar-22
China	Closed	Mandatory

# Border control relaxation for accepting tourists in other countries as of June 2, 2022

**Out of 25 countries/regions,**  
where international flights were operated at  
KIX in 2019

**20** countries **fully accept tourists** and **no quarantine is required\***

**19** countries **do not require COVID-19 test at airports\***

**17** countries **do not require a pre-departure test certificate\***

## **All measures are eliminated**

France, Netherlands, United Kingdom, Germany, Finland, Singapore, Vietnam, Thailand, Philippines, Indonesia, Malaysia, Mongolia, UAE, New Caledonia, Australia, Nepal

## **Restrictions on entry for tourists**

India (to some countries/regions only), China, Hong Kong(Mandatory quarantine), Taiwan, Macau

## **Requires test at airports**

Canada (random), India (random), China, Hong Kong, Taiwan, Macau

## **Requires to submit a pre-departure test certificate**

South Korea, India, U.S.A., China, Hong Kong, Taiwan, Macau, New Zealand





# Initiatives in FY2021

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## Three airports

- Three airports' joint video message to mark 2021 Sky Day (Sept. 20-30)
- Three airports simultaneously achieved Level 4 of Airport Carbon Accreditation for the first time in Japan (Nov. 5)
- Launched pre-order souvenir shopping site 'Kansai Tabi Nikki' (Dec. 7)
- Established new regulations on environmental standards (Mar. 28)

## KIX

- Opened 24-hour café lounge (Apr. 30)
- Groundbreaking ceremony for T1 renovation project (May 28)
- Started a demonstration experiment on T2 smart air conditioning with Kobe University (June 30)
- Introduced an autonomous patrolling robot (Oct. 25)
- Completed disaster resilience enhancement work (Oct. 28)
- KIX Runway Walk as part of Sky Day and Sky Season (Nov. 21)
- Opened PCR Test Clinic (Dec. 13)
- Launched Airport Operational Data Base (AODB) (Feb. 9)
- Introduced hydrogen fuel cell bus service (Mar. 1)



24-hour café lounge (KIX)



T1 renovation groundbreaking ceremony (KIX)



KIX Runway Walk (KIX)



Completion of disaster resilience enhancement work (KIX)



PCR Test Clinic (KIX)



Hydrogen fuel cell bus (KIX)



# Initiatives in FY2021

## ITAMI

- Kansai Airports and J-AIR jointly held a pop-up market 'ITAMI Sora no Ichi' (Apr. 4, July 22, Oct. 30, Dec. 17-18, Mar. 12-13)
- Opened COVID-19 PCR Test Center (July 14)
- ITAMI Runway Walk (Oct. 2)
- One-day ITAMI experience tour with J-AIR charter flight (Nov. 20)
- ITAMI Winter Illumination (Dec. 14 - Jan. 7)
- Installed crosswalk canopies (Mar. 24)



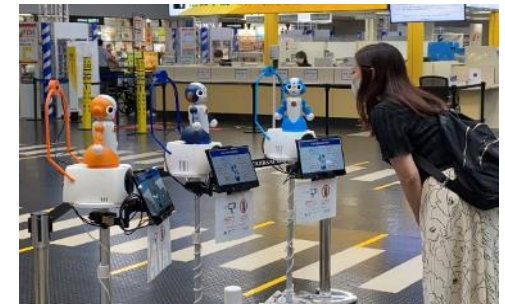
COVID-19 PCR Test Center (ITAMI)



ITAMI Runway Walk (ITAMI)



Crosswalk canopy (ITAMI)



Demonstration experiment of passenger assistance robots (KOBE)



Ceremony to celebrate 40 million passengers (KOBE)



SORA Market (KOBE)

## KOBE

- Opened a community library 'Machi Library' (July. 1 -Mar. 31)
- Early-morning family runway walk (July. 24)
- Opened a pop-up market 'SORA Market' (July.30 - )
- Demonstration experiment of passenger assistance robots (Sept. 17-26)
- KOBE Winter Illumination (Nov. 14 - Feb. 28)
- Ceremony to celebrate the 40 millionth passenger milestone (Dec. 15)
- Access bus gift campaign (Dec. 24 - Jan. 23)