



## FY2021 Employee Survey Results Report (KIX, ITAMI, KOBE)

Kansai Airports Group announced the results of airport employee survey conducted at Kansai International Airport (KIX), Osaka International Airport (ITAMI), and Kobe Airport (KOBE). Although there was a temporary decrease in the number of employees due to COVID-19, we believe that aviation demand and business sales at the three airports will continue to grow after the infectious disease is under control. In order to secure and train personnel for the coming recovery period, we will work more closely with the operators in the airports and the surrounding areas.

Kansai Airports Group will continue its efforts to expand air traffic and contribute to the revitalization of Kansai and Japan as well as the creation of employment opportunities.

○ Survey content

Carried out a survey on the total number of employees etc. who work in the airport premises

○ Subject

Organizations who have offices and shops at any of the three airports as of January 1, 2022.

○ Purpose

Implemented a survey to respond to BCP in the event of earthquakes, tsunami, and epidemics of infectious diseases, improve airport facilities, and assess the employment situation of airport employees.

○ Survey results and summary

KIX \*The previous survey was conducted in FY2017 (as of January 1, 2018).

Number of operators: 358 (+ 0.8%, up 3 from the previous survey)

Employees: 14,598 (-16%, down 2765 from the previous survey)

- The number of employees in passenger service decreased significantly due to a decline in international passenger traffic caused by the COVID-19. On the other hand, there were no significant changes in the relatively robust cargo service.
- Changes were also seen in the composition of employee age groups and employment types.

ITAMI \*The previous survey was conducted in FY2018 (as of December 1, 2018).

Number of operators: 139 (+ 24%, up 27 from the previous survey)

Employees: 6,229 (+ 4%, up 249 from the previous survey)

- Both the number of business operators and the number of employees increased overall, although there were ups and downs depending on the industry.
- As for commuting, there was a shift from train to car or walk.

KOBE \*The previous survey was conducted in FY2018 (as of December 1, 2018).

Number of operators: 32 (-6%, down 2 from the previous survey)

Number of employees: 1,108 (+4%, up 39 from the previous survey)

- There was an increase due to slot expansion, but a decrease due to the withdrawal of stores and the impact of COVID-19. Overall, there was no significant increase or decrease from the previous survey.

\*Please refer to the attached document for more details.

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### Contact Information

Public Relations

Group Corporate Communications Department

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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 (“KOBE”) 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%,<br>VINCI Airports 40%,<br>Other investors 20% <sup>1</sup> |
| Company Representatives | Representative Director and CEO:Yoshiyuki Yamaya<br>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<br>Representative Director and Co-CEO: Benoit Rulleau |             |                      |
| Business Scope          | Operation and management services, etc. of Kobe Airport   |             |                      |



#### About ORIX:

ORIX Corporation 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 is presently undertaking a wide range of businesses such as corporate finance, industrial/ICT equipment, environment and energy, automobile-related, real estate-related, private equity investment and concession, banking and life insurance businesses. Since entering Hong Kong in 1971, ORIX has been operating its businesses globally by establishing locations in about 30 countries and regions across the world.

Going forward, ORIX intends to utilize its strengths and expertise of always generating new value to contribute to society by engaging in corporate activities that instill vitality in its companies and workforce based on ORIX’s unique business model that continues to evolve perpetually.

For more details, please visit our website: <https://www.orix.co.jp/grp/en/>

(As of September 30, 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 Employee Survey Results Report (KIX, ITAMI, KOBE)**

### **1. Outline of the survey**

#### 1. Subjects

- Carried out a survey to learn the total number of organizations whose offices or shops are in the airport premises and their employees registered at the organizations and working inside the airports.
- Reference date of this survey: January 1, 2022  
(Previous survey: KIX on January 1, 2018, ITAMI and KOBE on December 1, 2018)  
In order to assess the impact of COVID-19, the survey also examined the number of employees as of January 2020. (Reference value only because there are changes in the target companies due to withdrawal / opening, etc.)
- Implemented a survey to respond to BCP in the event of earthquakes, tsunamis, and epidemics of infectious diseases, improve airport facilities, and assess the employment situation of airport employees.

#### 2. Survey method

Kansai Airports and Kansai Airports Kobe distributed survey forms to each business operator and received responses via website, e-mail, fax, etc.

#### 3. Survey items

- (1) Number of business operators (2) Number of employees (3) Employee gender composition  
(4) Employee age composition (5) Employee work location (6) Employment type  
(7) Number of employees enrolled by time (8) Employees' residence (9) Number of foreign employees (KIX only) (10) Means of commute (11) Number of employees before the COVID-19  
(12) Status of employment maintenance program utilization

## 2. Summary of survey results

| <b>Employee<br/>Operator</b> | <b>Previous survey<br/>(2018)</b> | <b>(Reference)<br/>Pre-COVID<br/>(January 2020)</b> | <b>This time<br/>(Jan. 1, 2022)</b> |
|------------------------------|-----------------------------------|---|-------------------------------------|
| <b>KIX</b>                   | 17,363ppl<br>355                  | 19,676ppl   | 14,598ppl<br>358                    |
| <b>ITAMI</b>                 | 5,980ppl<br>112                   | 6,170ppl  | 6,229ppl<br>139                     |
| <b>KOBE</b>                  | 1,069ppl<br>34                    | 1,137ppl  | 1,108ppl<br>32                      |

\*Previous survey: KIX in FY2017, ITAMI and KOBE in FY2018 (as of December 1, 2018)

## Summary of FY2021 Employee Survey Results - KIX

### 1. Overview of survey results

**Number of operators: 358 (+ 0.8%, up 3 from the previous survey\*)**

**Employees: 14,598 (Decreased by 2765, or -16%, from the previous survey\*)**

※ The previous survey was conducted in FY2017 (as of January 1, 2018).

**Pre- COVID-19 (as of January 2020)**

**Employees: 19,676**

\*Only those registered as of January 2022

### 2. Summary

- The number of employees in passenger service decreased significantly due to a decline in international passenger traffic caused by the COVID-19 pandemic. On the other hand, there were no significant changes in the relatively robust cargo sector.
- Changes were also seen in the composition of employee age groups and employment types.

### 3. Characteristic survey items

- Number of business operators and employees  
Although the number increased responding to the inbound demand until just before the COVID-19 pandemic, it turned to decrease due to the decreased aviation traffic under COVID-19.  
(There was an increase/decrease depending on the type of industry)
- Employee age composition  
The number of people in their 20s or younger decreased, and the number of people in their 40s and 50s increased. It is believed that the number of young people with high liquidity declined in the wake of the pandemic.
- Employment type  
The percentage of regular employees increased by approximately 15 percent.
- Employees' residence  
As in the previous survey, approximately 80% of employees reside in the Senshu area. (More than one in four employees lives in Izumisano City.)
- Number of foreign employees  
This is the first survey. The number of foreign employees was 618 (4.2% of the total number of employees), of which Asian nationalities accounted for about 87%.
- Means of commute  
More than 70% of employees commute by train, while the percentage of employees who drive their own car increased by about 7 percent.

#### 4. Details of the survey results

##### (1) Composition by industry (Comparison with the previous survey)

| Category |   |  | Number of Operators |        |        | Number of Employees |        |         |                |
|----------|---|--|---------------------|--------|--------|---------------------|--------|---------|----------------|
|          |   |  | FY2021              | FY2017 | change | FY2021              | FY2017 | change  | Rate of change |
| 1        | Airport operating company, Government agencies etc. | National/local govt, airport operating companies, etc.                           | 18                  | 17     | 1      | 2,745               | 2,509  | 236     | 9%             |
| 2        | Air transportation                                  | Airline  | 49                  | 48     | 1      | 1,856               | 1,824  | 32      | 2%             |
| 3        | Aircraft service                                    | Ground service, in-flight meal, fuel supply, etc.                                | 25                  | 23     | 2      | 3,964               | 4,613  | ▲ 649   | -14%           |
| 4        | Passenger service                                   | Travel agent, transportation, bank, railway, bus, etc.                           | 28                  | 48     | ▲ 20   | 483                 | 1,629  | ▲ 1,146 | -70%           |
| 5        | Cargo service                                       | Cargo agents (forwarder, customs broker, cargo handling)                         | 82                  | 68     | 14     | 1,701               | 1,722  | ▲ 21    | -1%            |
| 6        | Other service                                       | Media, facility mgmt., hygienic environment, security, real estate leasing, etc. | 56                  | 61     | ▲ 5    | 2,289               | 2,332  | ▲ 43    | -2%            |
| 7        | Retail  |  | 58                  | 43     | 15     | 947                 | 1,284  | ▲ 337   | -26%           |
| 8        | F&B   |  | 23                  | 38     | ▲ 15   | 416                 | 1,343  | ▲ 927   | -69%           |
| 9        | Construction  |  | 19                  | 9      | 10     | 197                 | 107    | 90      | 84%            |
|          |   |  | 358                 | 355    | 3      | 14,598              | 17,363 | ▲ 2,765 | -16%           |

- In terms of the number of employees, the industries in which the rate of decline is particularly large are 4. Passenger services (down 70%), 8. F&B (down 69%).
- In 9. Construction, the number of employees rose 84% from the previous year due to T1 renovation.
- As a result of the strengthening of border measures due to the spread of COVID-19, there was a significant overall decline.

(A comparison with the period immediately before the COVID-19 pandemic (as of January 2020) will be discussed below.)

(2) Employee gender and age composition

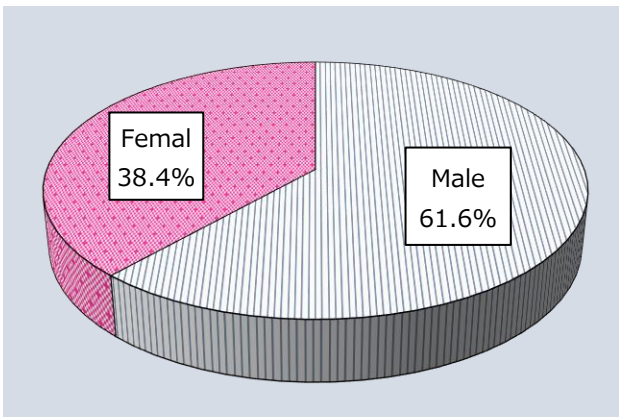
Gender

The proportion of males was 62% and that of females was 38%.

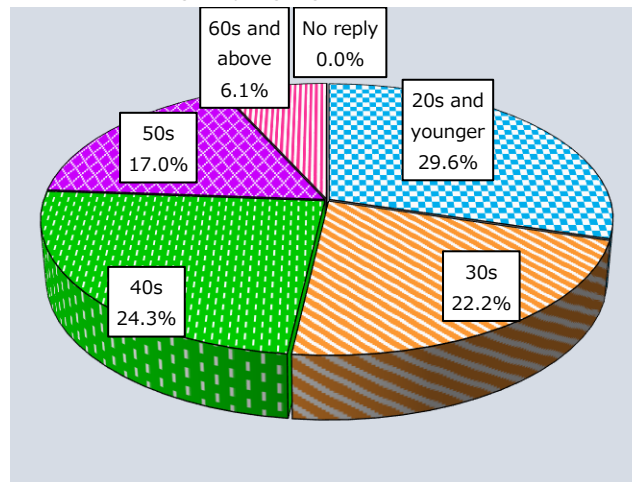
Age

By age group, the proportion was about 30% for people in their 20s or younger, about 22% for people in their 30s, about 24% for people in their 40s, 17% for people in their 50s, and about 6% for people in their 60s or older.

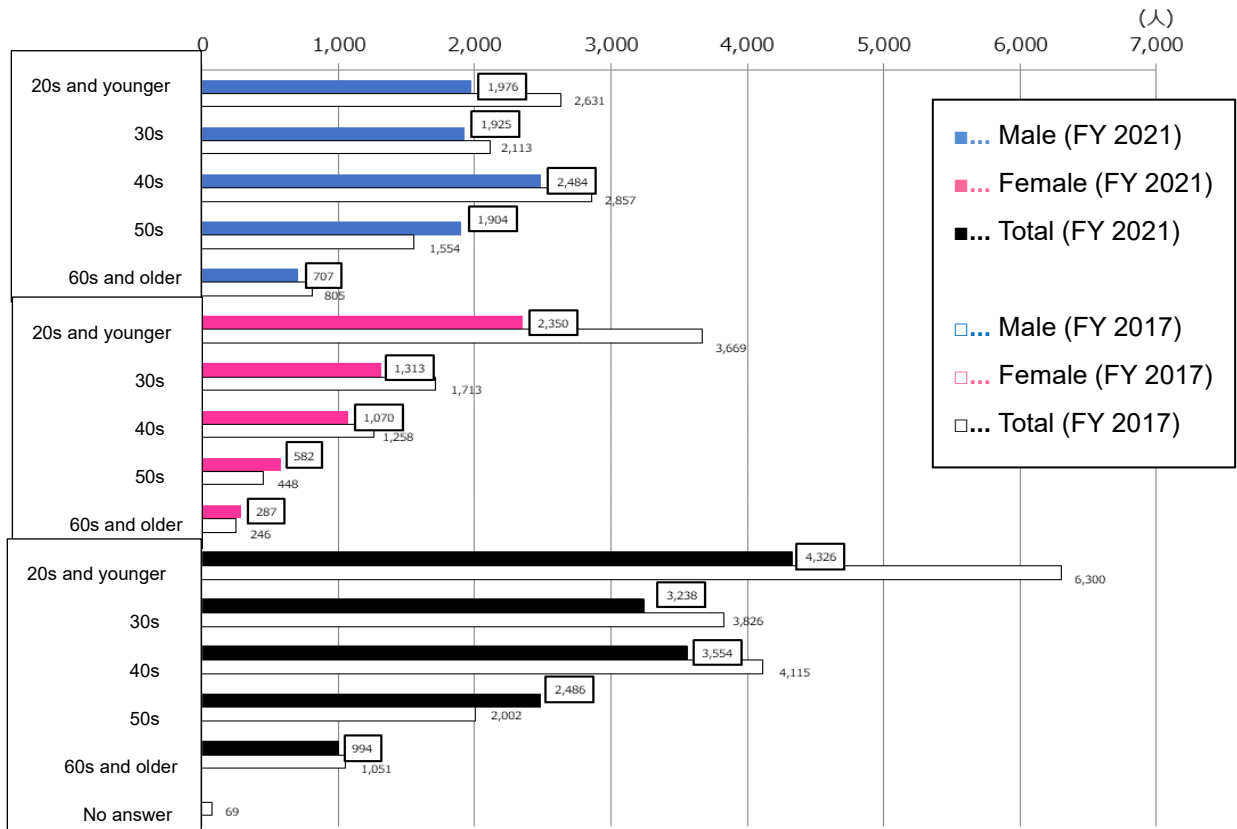
Percentage distribution by gender



Percentage by age group



Composition by gender and age

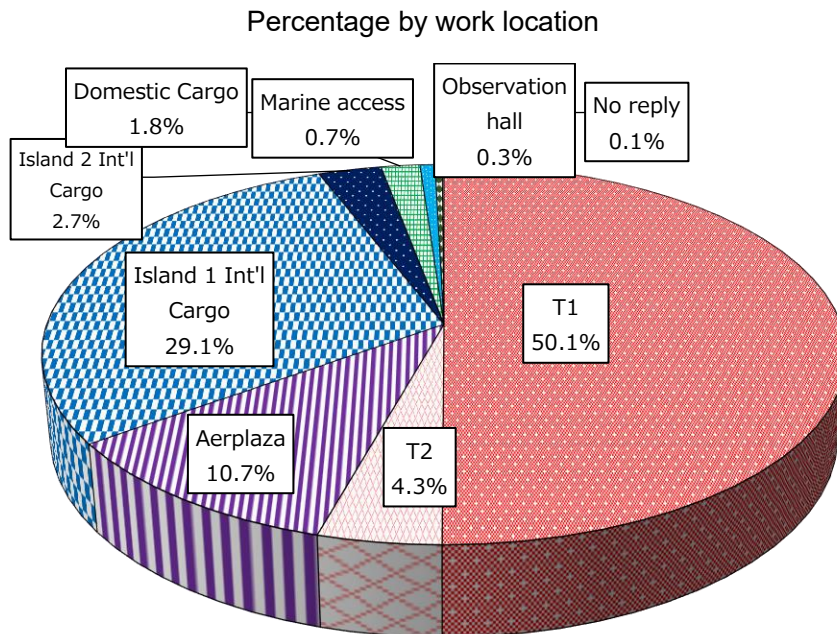


(3) Employee work location

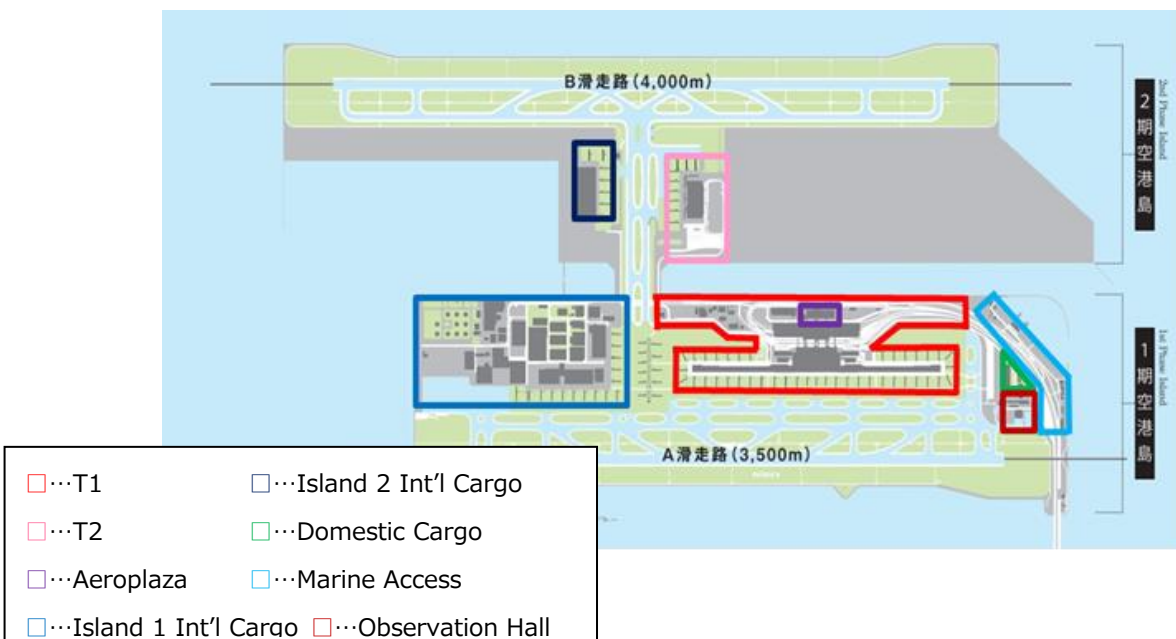
Terminal 1 (T1) area accounted for about 50%, Terminal 2 (T2) area for about 4%, Aeroplaza area for about 11%, 1<sup>st</sup> Island international cargo area for about 29%, 2<sup>nd</sup> Island international cargo area for about 3%, domestic cargo area for about 2%, marine access area for about 1%, and observation hall area for about 1%.

(Approximately 93% of employees work on the 1<sup>st</sup> Island and 7% on the 2<sup>nd</sup> Island.)

The areas of each district are shown below.



Work area





(4) Employment type

About 77% of employees are regular employees.

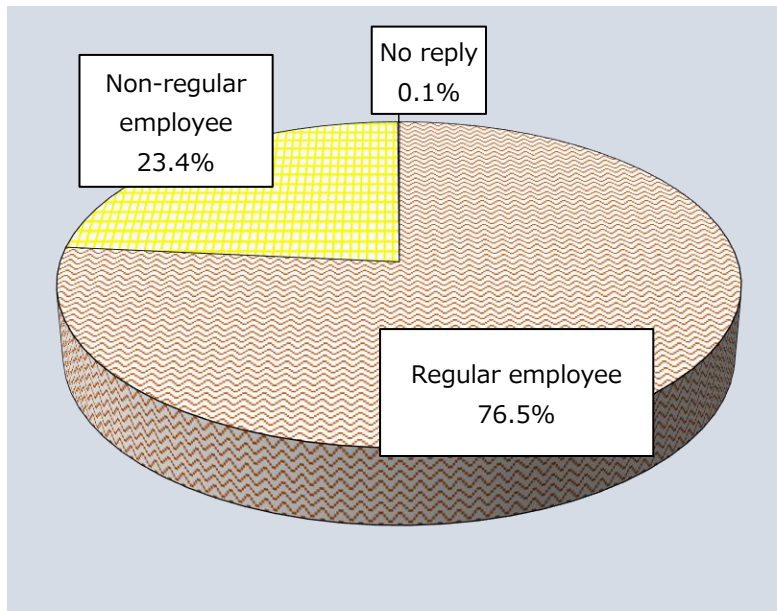
Previous survey: 61.6% were regular employees and 38% were non-regular employees

This time: 76.5% are regular employees and 23.4% are non-regular employees

In the aircraft service, passenger service, and F&B, the number of non-regular employees decreased by approximately 1000 people each.

The decline in the number of regular employees was recorded in the passenger service, cargo service, other service, and F&B.

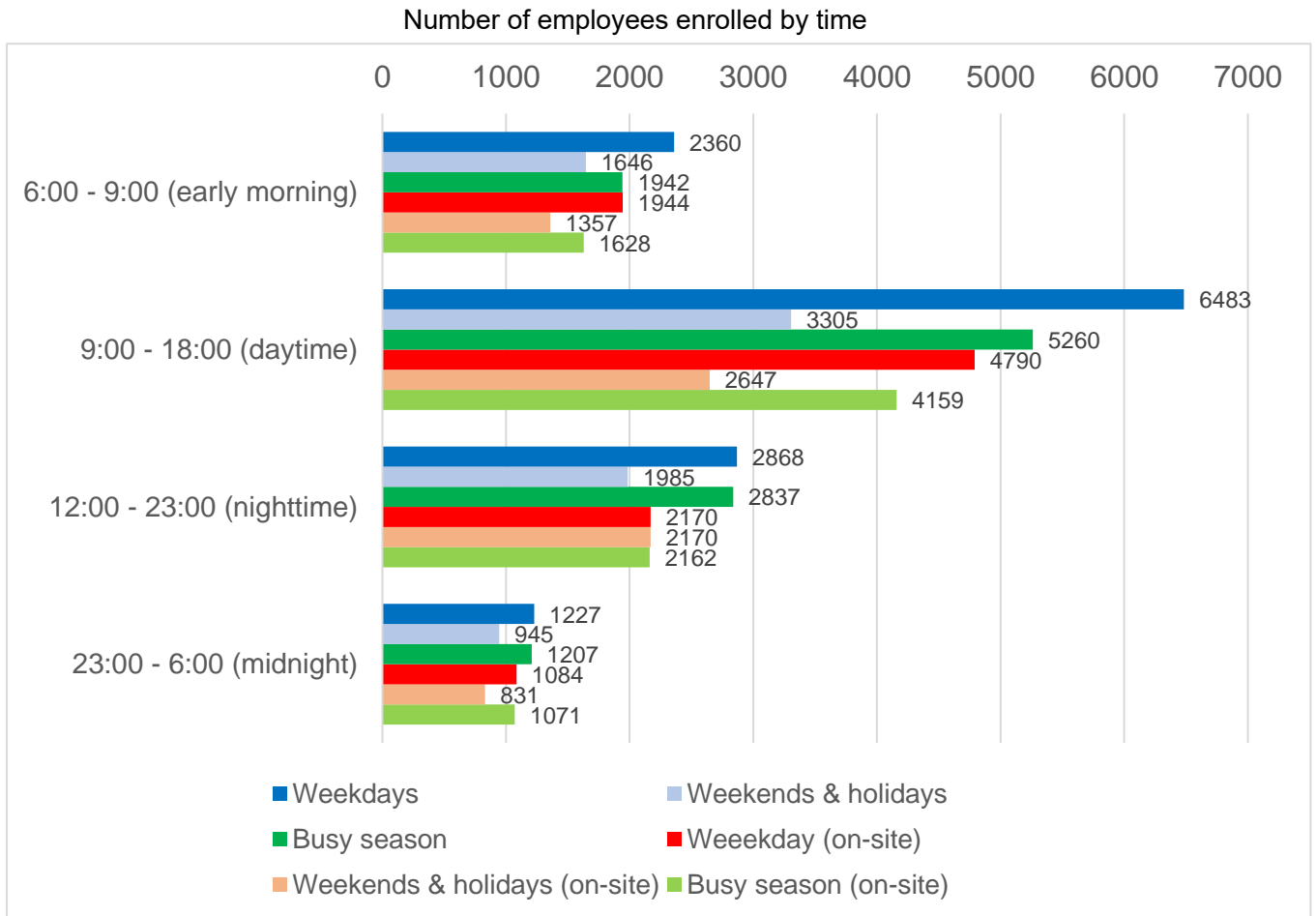
Employment type composition



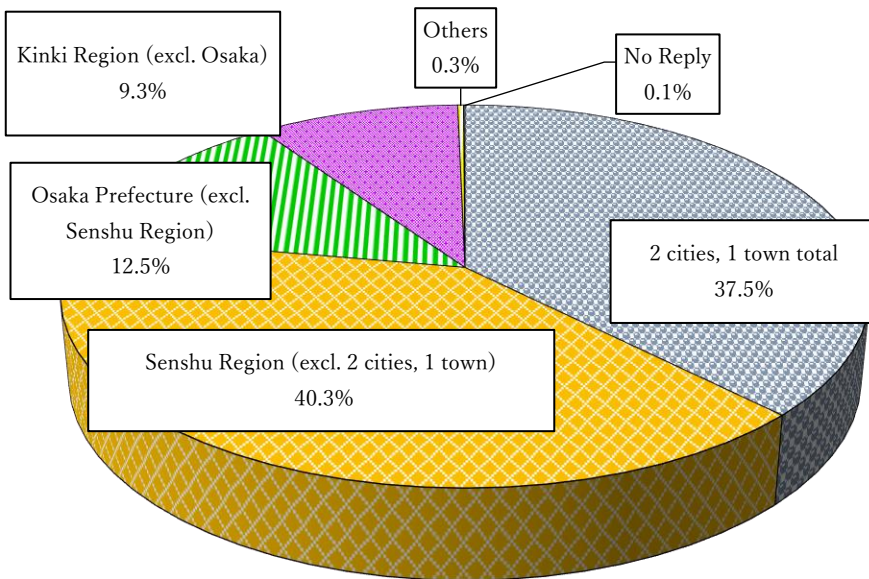
(5) Enrollment by time zone

The results showed that the number of employees working during the daytime on weekdays was the highest, not only during busy seasons.

The number of employees working from home were less during the night and in the early morning, and most of them worked during the day.



(6) Employees' residence



By residential area, Izumisano City, Sennan City, and Tajiri Town, the two cities and a town, where KIX is located, account for approximately 38% of the total. Looking at the Senshu region (south of Sakai to north of Misaki-cho), which includes two cities and one town, the ratio is approximately 78%. Looking at Osaka Prefecture as a whole, the ratio is approximately 90%, with most employees residing in Osaka Prefecture. Although the overall ratio did not change from the previous survey (FY2017), the total number decreased by 16%.

In Osaka Prefecture, the number decreased in all regions, but increased in Kyoto and Shiga Prefectures.

## Number and composition by residential area

| Place of residence                                    | Number of people |                  |                      |              |                              | Ratio         |                  |                      |                         |
|---|------------------|------------------|----------------------|--------------|------------------------------|---------------|------------------|----------------------|-------------------------|
|   | FY2021           |                  | FY2017<br>(previous) | Change       | Ratio<br>from last<br>survey | FY2021        |                  | FY2017<br>(previous) | Differenc<br>e in total |
|   | Total            | Foreign employee |                      |              |                              | Total         | Foreign employee |                      |                         |
| Izumi-Sano City                                       | 4060             | 194              | 4614                 | -554         | -12%                         | 27.8%         | 31.4%            | 26.6%                | 1.2%                    |
| Sennan City   | 764              | 21               | 1008                 | -244         | -24%                         | 5.2%          | 3.4%             | 5.8%                 | -0.6%                   |
| Tajiri Town   | 646              | 7                | 785                  | -139         | -18%                         | 4.4%          | 1.1%             | 4.5%                 | -0.1%                   |
| <b>2 cities, 1 town total</b>                         | <b>5470</b>      | <b>222</b>       | <b>6407</b>          | <b>-937</b>  | <b>-15%</b>                  | <b>37.5%</b>  | <b>35.9%</b>     | <b>36.9%</b>         | <b>0.6%</b>             |
| Sakai City  | 1369             | 45               | 1510                 | -141         | -9%                          | 9.4%          | 7.3%             | 8.7%                 | 0.7%                    |
| Kishiwada City  | 981              | 96               | 1143                 | -162         | -14%                         | 6.7%          | 15.5%            | 6.6%                 | 0.1%                    |
| Kaizuka City  | 837              | 26               | 1127                 | -290         | -26%                         | 5.7%          | 4.2%             | 6.5%                 | -0.8%                   |
| Izumi-Otsu City                                       | 735              | 23               | 789                  | -54          | -7%                          | 5.0%          | 3.7%             | 4.5%                 | 0.5%                    |
| Hannan City   | 561              | 9                | 776                  | -215         | -28%                         | 3.8%          | 1.5%             | 4.5%                 | -0.6%                   |
| Kumatori Town   | 536              | 32               | 698                  | -162         | -23%                         | 3.7%          | 5.2%             | 4.0%                 | -0.3%                   |
| Izumi City  | 481              | 13               | 583                  | -102         | -17%                         | 3.3%          | 2.1%             | 3.4%                 | -0.1%                   |
| Takaishi City   | 210              | 5                | 217                  | -7           | -3%                          | 1.4%          | 0.8%             | 1.2%                 | 0.2%                    |
| Misaki Town   | 115              | 1                | 172                  | -57          | -33%                         | 0.8%          | 0.2%             | 1.0%                 | -0.2%                   |
| Tadaoka Town  | 60               | 1                | 88                   | -28          | -32%                         | 0.4%          | 0.2%             | 0.5%                 | -0.1%                   |
| <small>Senshu Region (excl. 2 cities, 1 town)</small> | <b>5885</b>      | <b>251</b>       | <b>7103</b>          | <b>-1218</b> | <b>-17%</b>                  | <b>40.3%</b>  | <b>40.6%</b>     | <b>40.9%</b>         | <b>-0.6%</b>            |
| <b>Senshu Region</b>                                  | <b>11355</b>     | <b>473</b>       | <b>13510</b>         | <b>-2155</b> | <b>-16%</b>                  | <b>77.8%</b>  | <b>76.5%</b>     | <b>77.8%</b>         | <b>0.0%</b>             |
| Osaka City  | 1194             | 91               | 1415                 | -221         | -16%                         | 8.2%          | 14.7%            | 8.1%                 | 0.0%                    |
| Hokusetu Region                                       | 258              | 2                | 273                  | -15          | -5%                          | 1.8%          | 0.3%             | 1.6%                 | 0.2%                    |
| Kitakawachi Region                                    | 85               | 0                | 119                  | -34          | -29%                         | 0.6%          | 0.0%             | 0.7%                 | -0.1%                   |
| Naka-Kawachi Region                                   | 112              | 3                | 142                  | -30          | -21%                         | 0.8%          | 0.5%             | 0.8%                 | -0.1%                   |
| Minami Kawachi Region                                 | 182              | 1                | 238                  | -56          | -24%                         | 1.2%          | 0.2%             | 1.4%                 | -0.1%                   |
| <small>Osaka Prefecture (incl. Senshu Region)</small> | <b>1831</b>      | <b>97</b>        | <b>2187</b>          | <b>-356</b>  | <b>-16%</b>                  | <b>12.5%</b>  | <b>15.7%</b>     | <b>12.6%</b>         | <b>-0.1%</b>            |
| <b>Osaka Prefecture</b>                               | <b>13186</b>     | <b>570</b>       | <b>15697</b>         | <b>-2511</b> | <b>-16%</b>                  | <b>90.3%</b>  | <b>92.2%</b>     | <b>90.4%</b>         | <b>-0.1%</b>            |
| Wakayama Prefecture                                   | 732              | 7                | 864                  | -132         | -15%                         | 5.0%          | 1.1%             | 5.0%                 | 0.0%                    |
| Hyogo Prefecture                                      | 437              | 19               | 438                  | -1           | 0%                           | 3.0%          | 3.1%             | 2.5%                 | 0.5%                    |
| Nara Prefecture                                       | 99               | 4                | 122                  | -23          | -19%                         | 0.7%          | 0.6%             | 0.7%                 | 0.0%                    |
| Kyoto Prefecture                                      | 75               | 0                | 53                   | 22           | 42%                          | 0.5%          | 0.0%             | 0.3%                 | 0.2%                    |
| Shiga Prefecture                                      | 20               | 0                | 3                    | 17           | 567%                         | 0.1%          | 0.0%             | 0.0%                 | 0.1%                    |
| <b>Kinki Region (excl. Osaka)</b>                     | <b>1363</b>      | <b>30</b>        | <b>1480</b>          | <b>-117</b>  | <b>-8%</b>                   | <b>9.3%</b>   | <b>4.9%</b>      | <b>8.5%</b>          | <b>0.8%</b>             |
| Others  | 39               | 4                | 64                   | -25          | -39%                         | 0.3%          | 0.6%             | 0.4%                 | -0.1%                   |
| No reply  | 10               | 14               | 122                  | -112         | -92%                         | 0.1%          | 2.3%             | 0.7%                 | -0.6%                   |
| <b>Total</b>  | <b>14598</b>     | <b>618</b>       | <b>17363</b>         | <b>-2765</b> | <b>-16%</b>                  | <b>100.0%</b> | <b>100.0%</b>    | <b>100.0%</b>        | <b>0.0%</b>             |

## (7) Number of foreign employees

4. 2% of overall employees are foreign nationals.

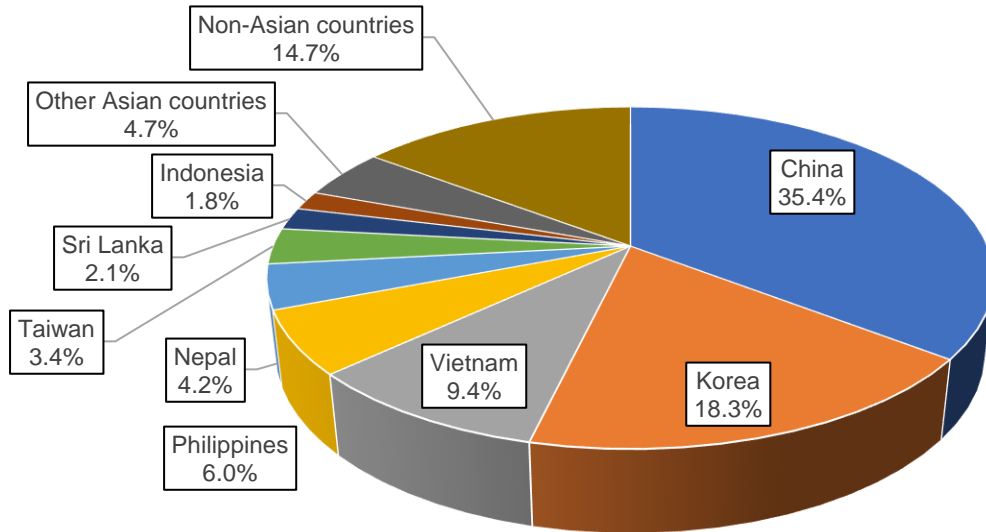
About 87% of the foreign employees are from Asia, and the remaining 13% are from non-Asian countries.

## Breakdown by nationality

| Nationality                      | # of employee | Ratio |
|----------------------------------|---------------|-------|
| China                            | 219           | 35.4% |
| Korea                            | 113           | 18.3% |
| Vietnam                          | 58            | 9.4%  |
| Philippines                      | 37            | 6.0%  |
| Nepal                            | 26            | 4.2%  |
| Taiwan                           | 21            | 3.4%  |
| Sri Lanka                        | 13            | 2.1%  |
| Indonesia                        | 11            | 1.8%  |
| Iran                             | 10            | 1.6%  |
| Singapore                        | 4             | 0.6%  |
| Thailand                         | 3             | 0.5%  |
| Bangladesh                       | 2             | 0.3%  |
| Malaysia                         | 2             | 0.3%  |
| India                            | 1             | 0.2%  |
| Pakistan                         | 1             | 0.2%  |
| Myanmar                          | 1             | 0.2%  |
| Other Asian countries (no reply) | 15            | 2.4%  |
| Asia total                       | 537           | 86.9% |
| Non-Asian countries              | 81            | 13.1% |
| Total                            | 618           |       |

\*Outside Asia: United States, United Kingdom, Italy, Australia, Germany, France, Brazil, Peru, and Morocco

Composition by nationality

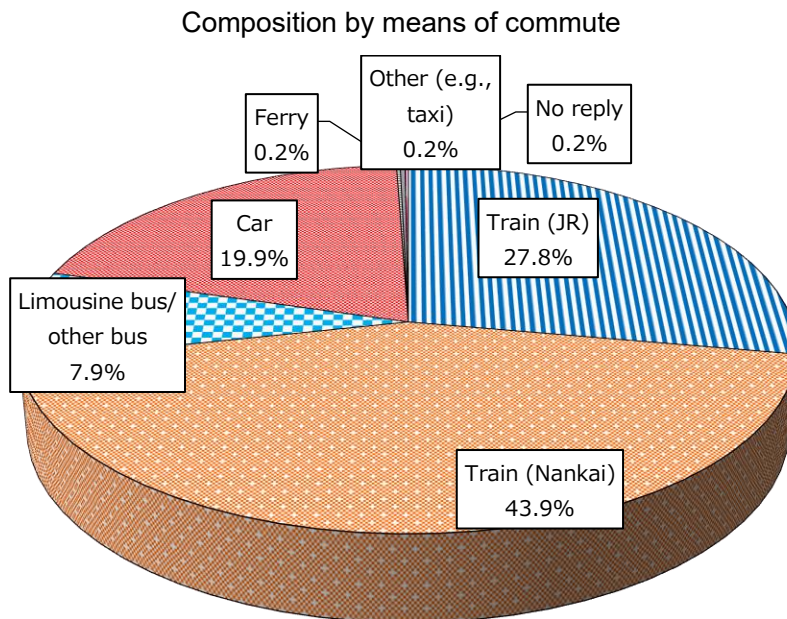
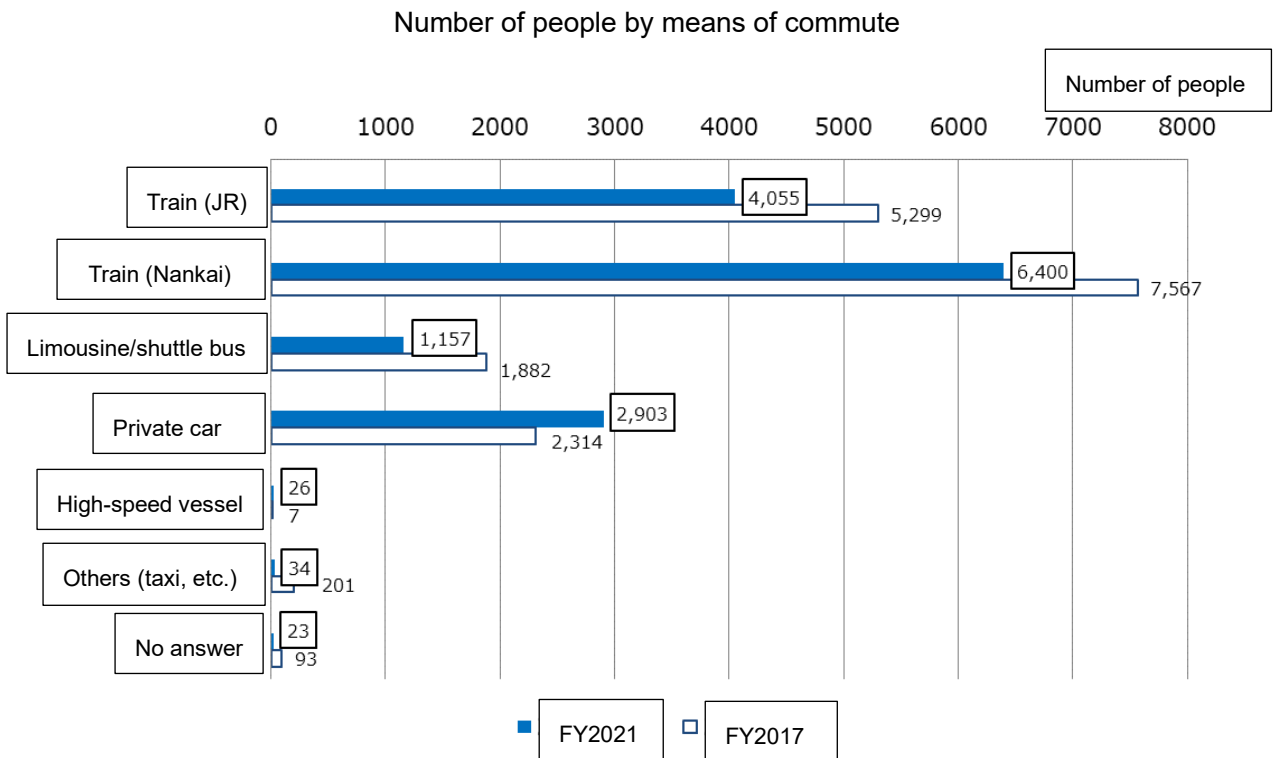


(Total 618 ppl, 4.2% of the all employees)

(8) Means of commute

Just like in the previous survey (FY2017), Nankai railway users accounted for the largest share of commuters to the airport, at approximately 44%. This was followed by 28% for JR, 20% for private cars, and 8% for limousine and shuttle buses.

The total number increased only for private cars and decreased for others.



## (9) Comparison of number of employees pre- and post COVID-19 (comparison with as of January 2020)

| Category |   |  | Number of Employees |                    |               |             |
|----------|---|--|---------------------|--------------------|---------------|-------------|
|          |   |  | FY2021              | As of January 2020 | Change        | Ratio       |
| 1        | Airport operating company, Government agencies etc. | National/local govt, airport operating companies, etc.                           | <b>2,745</b>        | 2,819              | <b>-74</b>    | <b>-3%</b>  |
| 2        | Air transportation                                  | Airline  | <b>1,856</b>        | 2,373              | <b>-517</b>   | <b>-22%</b> |
| 3        | Aircraft service                                    | Ground service, in-flight meal, fuel supply, etc.                                | <b>3,964</b>        | 5,368              | <b>-1,404</b> | <b>-26%</b> |
| 4        | Passenger service                                   | Travel agent, transportation, bank, railway, bus, etc.                           | <b>483</b>          | 626                | <b>-143</b>   | <b>-23%</b> |
| 5        | Cargo service                                       | Cargo agents (forwarder, customs broker, cargo handling)                         | <b>1,701</b>        | 1,952              | <b>-251</b>   | <b>-13%</b> |
| 6        | Other service                                       | Media, facility mgmt., hygienic environment, security, real estate leasing, etc. | <b>2,289</b>        | 2,853              | <b>-564</b>   | <b>-20%</b> |
| 7        | Retail  |  | <b>947</b>          | 1,475              | <b>-528</b>   | <b>-36%</b> |
| 8        | F&B   |  | <b>416</b>          | 535                | <b>-119</b>   | <b>-22%</b> |
| 9        | Construction  |  | <b>197</b>          | 1,675              | <b>-1,478</b> | <b>-88%</b> |
|          |   |  | <b>14,598</b>       | 19,676             | <b>-5,078</b> | <b>-26%</b> |

\*Calculated only for surveyed operators as of January 2022

The number of employees decreased in all industries.

Overall, there was a decrease of 5078 (26%).

In the construction industry, there were 1,675 employees as of January 2020, due to the following constructions.

- Measures to prevent wave overtopping, etc.
- Seismic reinforcement work for false ceilings at T1 and airport stations
- Updating inline inspection equipment (For both domestic and international flights)



(10) Status of employment maintenance program utilization

About 50% of companies applied for and used the employment adjustment subsidy.

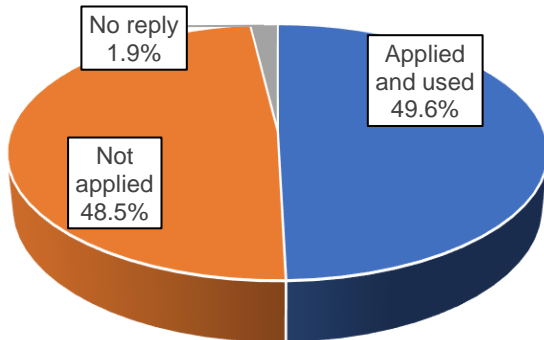
About 9% of companies applied for and used the industry employment stability subsidy, while about 75% did not apply. About 15% of the respondents did not know about the system.

Utilization of employment adjustment subsidy and industry employment stability subsidy (Unit by operator)

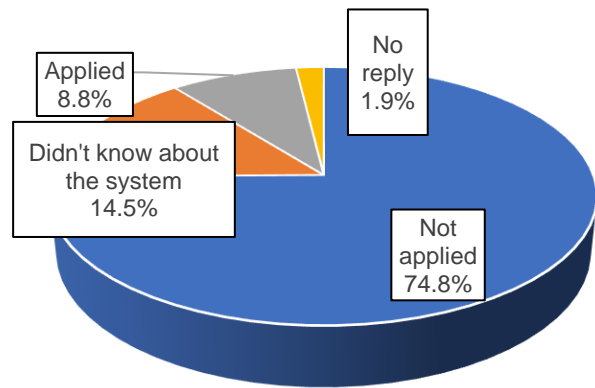
|                        | Unit : operator               |       |                                       |       |
|------------------------|-------------------------------|-------|---------------------------------------|-------|
|                        | Employment Adjustment Subsidy | Ratio | Industry employment stability subsidy | Ratio |
| Applied and used       | 181                           | 49.6% | 32                                    | 8.8%  |
| Not applied            | 177                           | 48.5% | 273                                   | 74.8% |
| No reply               | 7                             | 1.9%  | 7                                     | 1.9%  |
| Unaware of the program |                               |       | 53                                    | 14.5% |

Utilization rate

Usage status of Employment Adjustment Subsidy



Usage status of industry employment stability subsidy



## Summary of FY2021 Employee Survey Results - ITAMI

### 1. Summary of survey results

**Number of operators: 139 (+ 24%, up 27 from the previous survey\*)**

**Employees: 6,229 (+ 4%, up 249 from the previous survey\*)**

(\*) The previous survey was conducted in FY2018 (as of December 1, 2018).

**Pre- COVID-19 (as of January 2020)**

**Employees: 6,170**

\*Only those registered as of January 2022

### 2. Summary

- Both the number of business operators and the number of employees increased overall, although there were ups and downs depending on the industry.
- In the place of residence of employees, the increase in Toyonaka City is outstanding.
- As for commuting, there was a shift from train to car or walk.

### 3. Characteristic survey items

- Number of business operators and employees

#### Increase

-The number of employees of air transportation increased due to an increase in the number of passengers before the outbreak of COVID-19.

-The number of operators and employees in the segment of other services increased due to new business and business expansion.

#### Decrease

- In the aircraft service, the number of employees increased due to an increase in the number of passengers prior to the outbreak of COVID-19. However, due to the outbreak, the number of employees decreased from the previous survey.

- The number of employees in the retail and F&B business decreased from the previous survey, as the downsizing of existing stores due to the COVID-19 pandemic, offsetting the increase in the number of businesses and employees in new stores resulting from the grand opening of the terminal building.

- Employees' residence

As in the previous survey, approximately 75% of employees reside in Osaka Prefecture. (One out of three employees lives in Toyonaka City.)

- Means of commute

Approximately 50% of employees commute by rail, a decrease of 5 percent from the previous survey, while commuting by car or on foot increased by 5 percent.

#### 4. Details of the survey results

##### (11) Composition by industry (Comparison with the previous survey)

| Category |   | Number of Operators  |                      |        | Number of Employees |                      |        |       |      |
|----------|---|--|----------------------|--------|---------------------|----------------------|--------|-------|------|
|          |   | FY2021   | FY2018               | Change | FY2021              | FY2018               | Change | Ratio |      |
| 1        | Airport operating company, Government agencies etc. | National/local govt, airport operating companies, etc.                           | 8                    | 8      | 0                   | 328                  | 318    | 10    | 3%   |
| 2        | Air transportation                                  | Airline  | 5                    | 5      | 0                   | 1,662                | 1,528  | 134   | 9%   |
| 3        | Aircraft service                                    | Ground service, in-flight meal, fuel supply, etc.                                | 19                   | 17     | 2                   | 1,778                | 1,813  | -35   | -2%  |
| 4        | Passenger service                                   | Travel agent, transportation, bank, railway, bus, etc.                           | 14                   | 7      | 7                   | 199                  | 194    | 5     | 3%   |
| 5        | Cargo service                                       | Cargo agents (forwarder, customs broker, cargo handling)                         | 8                    | 8      | 0                   | 98                   | 91     | 7     | 8%   |
| 6        | Other service                                       | Media, facility mgmt., hygienic environment, security, real estate leasing, etc. | 26                   | 25     | 1                   | 972                  | 832    | 140   | 17%  |
| 7        | Retail  |  | 22                   | 17     | 5                   | 380                  | 425    | -45   | -11% |
| 8        | F&B   |  | 27                   | 18     | 9                   | 607                  | 604    | 3     | 0%   |
| 9        | Construction  |  | 10                   | 7      | 3                   | 205                  | 175    | 30    | 17%  |
|          |   |  | 139                  | 112    | 27                  | 6,229                | 5,980  | 249   | 4%   |
|          |   |  | (comparison to 2018) |        | 124%                | (comparison to 2018) |        | 104%  |      |

- The number of employees of air transport operators increased due to an increase in the number of passengers before the outbreak of COVID-19, and the number of employees of other service providers increased due to new business and business expansion.
- On the other hand, the number of employees in the retail and F&B decreased from the previous survey, as the downsizing of existing stores due to the COVID-19 pandemic, offsetting the increase in the number of businesses and employees in new stores resulting from the grand opening of the terminal building.
- Regarding 9. Construction, the number of employees increased due to an increase in construction work in the vicinity of ITAMI.

(A comparison with the period immediately before the COVID-19 pandemic (as of January 2020) will be discussed below.)

(12) Employee gender and age composition

Gender

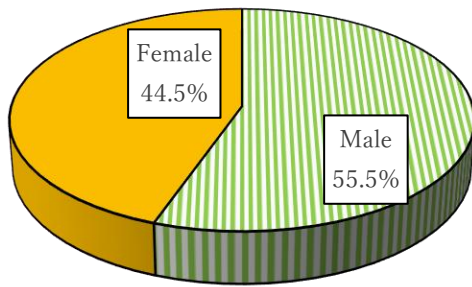
The proportion of males was 56% and that of females was 45%.

Age

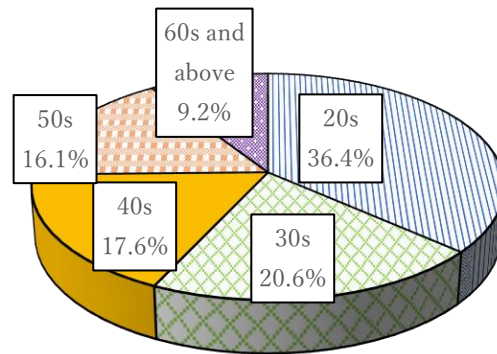
By age group, the proportion was about 37% for people in their 20s or younger, about 21% for people in their 30s, about 18% for people in their 40s, 16% for people in their 50s, and about 9% for people in their 60s or older.

Compared to the previous survey, there was a slight increase in the proportion of people in their 50s and 60s.

Percent distribution by gender



Percentage by age group

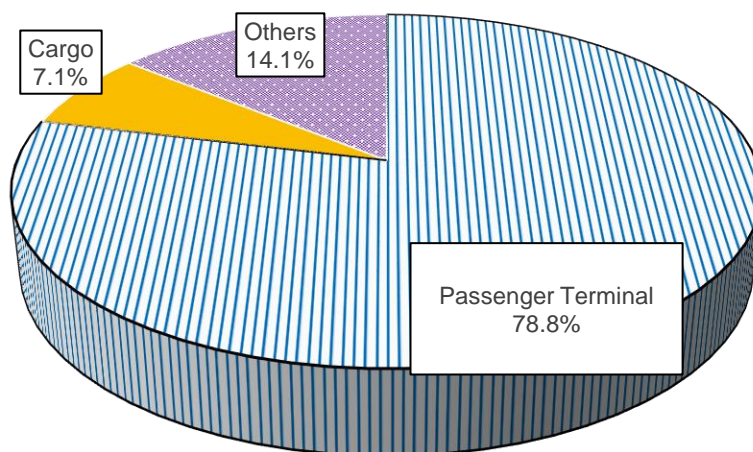


(13) Employees work location

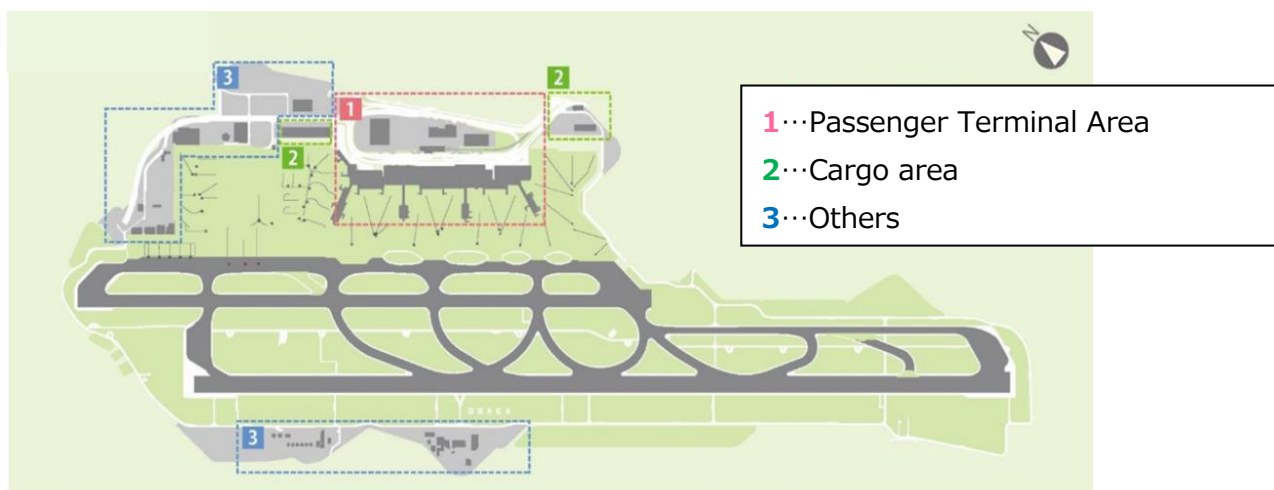
The passenger terminal accounted for about 79%, the cargo area for about 7%, and other areas for about 14%.

The areas of each district are shown below.

Percentage by work location



Work area

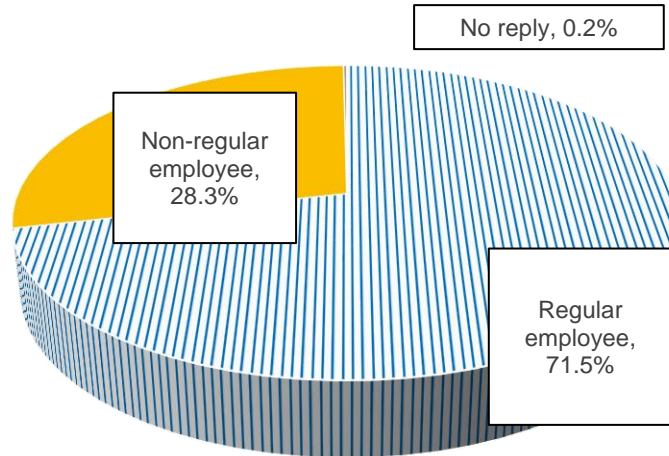


(14) Employment type

About 72% of employees are regular employees.

In the previous survey, about 68% of employees were regular employees and about 32% were non-regular employees, indicating a trend of shifting to regular employees.

Employment type composition



(15) Enrollment by time zone

The results showed that the number of employees working during the daytime on weekdays was the highest, not limited to busy seasons.

The number of employees working from home were less during the night and in the early morning, and most of them worked during the day.

Number of employees enrolled by time





## (16) Employees' residence

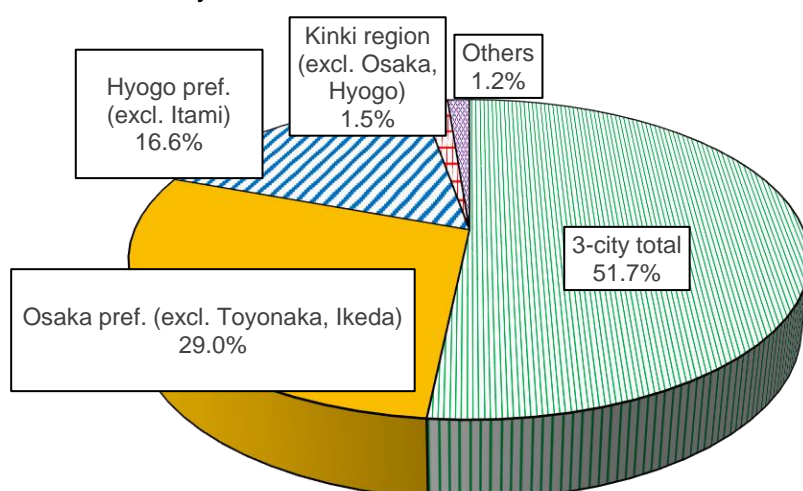
By residential area, Toyonaka, Ikeda and Itami, the three cities where ITAMI is located, account for approximately 52% of the total.

Osaka Prefecture accounted for about 76% of the total in and about 21% for Hyogo Prefecture, and the number decreased except for these two prefectures.

## Number and composition by residential area

| Place of residence                  | Number of people |              |            |               | Ratio         |               |              |
|-------------------------------------|------------------|--------------|------------|---------------|---------------|---------------|--------------|
|                                     | FY2021           | FY2018       | Change     | Comparison    | FY2021        | FY2018        | Change       |
| Toyonaka city                       | 2,194            | 1,946        | 248        | 112.7%        | 35.2%         | 32.5%         | 2.7%         |
| Ikeda city                          | 733              | 763          | -30        | 96.1%         | 11.8%         | 12.8%         | -1.0%        |
| Itami city                          | 291              | 284          | 7          | 102.5%        | 4.7%          | 4.7%          | -0.1%        |
| <b>3-city total</b>                 | <b>3,218</b>     | <b>2,993</b> | <b>225</b> | <b>107.5%</b> | <b>51.7%</b>  | <b>50.1%</b>  | <b>1.6%</b>  |
| Osaka city                          | 491              | 496          | -5         | 99.0%         | 7.9%          | 8.3%          | -0.4%        |
| Minoo city                          | 330              | 367          | -37        | 89.9%         | 5.3%          | 6.1%          | -0.8%        |
| Suita city                          | 367              | 377          | -10        | 97.3%         | 5.9%          | 6.3%          | -0.4%        |
| Ibaraki city                        | 107              | 101          | 6          | 105.9%        | 1.7%          | 1.7%          | 0.0%         |
| Takatsuki city                      | 55               | 63           | -8         | 87.3%         | 0.9%          | 1.1%          | -0.2%        |
| Toyono town                         | 25               | 30           | -5         | 83.3%         | 0.4%          | 0.5%          | -0.1%        |
| Settsu city                         | 28               | 26           | 2          | 107.7%        | 0.4%          | 0.4%          | 0.0%         |
| Nose city                           | 7                | 8            | -1         | 87.5%         | 0.1%          | 0.1%          | 0.0%         |
| Shimamoto town                      | 4                | 5            | -1         | 80.0%         | 0.1%          | 0.1%          | 0.0%         |
| Kita-kawachi region                 | 108              | 108          | 0          | 100.0%        | 1.7%          | 1.8%          | -0.1%        |
| Naka-kawachi region                 | 49               | 59           | -10        | 83.1%         | 0.8%          | 1.0%          | -0.2%        |
| Minami-kawachi region               | 44               | 27           | 17         | 163.0%        | 0.7%          | 0.5%          | 0.3%         |
| Senboku region                      | 94               | 81           | 13         | 116.0%        | 1.5%          | 1.4%          | 0.2%         |
| Sen-nan region                      | 97               | 56           | 41         | 173.2%        | 1.6%          | 0.9%          | 0.6%         |
| Osaka pref. (excl. Toyonaka, Ikeda) | 1,806            | 1,804        | 2          | 100.1%        | 29.0%         | 30.2%         | -1.2%        |
| <b>Osaka prefecture</b>             | <b>4,733</b>     | <b>4,513</b> | <b>220</b> | <b>104.9%</b> | <b>76.0%</b>  | <b>75.5%</b>  | <b>0.5%</b>  |
| Kwanishi city                       | 245              | 231          | 14         | 106.1%        | 3.9%          | 3.9%          | 0.1%         |
| Takarazuka city                     | 224              | 231          | -7         | 97.0%         | 3.6%          | 3.9%          | -0.3%        |
| Sanda city                          | 21               |              | 21         | -             | 0.3%          |               | 0.3%         |
| Inagawa town                        | 32               |              | 32         | -             | 0.5%          |               | 0.5%         |
| Nishinomiya city                    | 157              | 164          | -7         | 95.7%         | 2.5%          | 2.7%          | -0.2%        |
| Amagasaki city                      | 130              | 116          | 14         | 112.1%        | 2.1%          | 1.9%          | 0.1%         |
| Kobe city                           | 137              | 132          | 5          | 103.8%        | 2.2%          | 2.2%          | 0.0%         |
| Ahiya city                          | 25               | 24           | 1          | 104.2%        | 0.4%          | 0.4%          | 0.0%         |
| Other                               | 62               | 67           | -5         | 92.5%         | 1.0%          | 1.1%          | -0.1%        |
| Hyogo pref. (excl. Itami)           | 1,033            | 965          | 68         | 107.0%        | 16.6%         | 16.1%         | 0.4%         |
| <b>Hyogo prefecture</b>             | <b>1,324</b>     | <b>1,249</b> | <b>75</b>  | <b>106.0%</b> | <b>21.3%</b>  | <b>20.9%</b>  | <b>0.4%</b>  |
| Kyoto prefecture                    | 55               | 58           | -3         | 94.8%         | 0.9%          | 1.0%          | -0.1%        |
| Nara prefecture                     | 38               | 55           | -17        | 69.1%         | 0.6%          | 0.9%          | -0.3%        |
| Wakayama prefecture                 | 2                | 8            | -6         | 25.0%         | 0.0%          | 0.1%          | -0.1%        |
| Chiga prefecture                    | 0                | 6            | -6         | 0.0%          | 0.0%          | 0.1%          | -0.1%        |
| <b>Kinki region (excl. Osaka)</b>   | <b>95</b>        | <b>127</b>   | <b>-32</b> | <b>74.8%</b>  | <b>1.5%</b>   | <b>2.1%</b>   | <b>-0.6%</b> |
| Others                              | 65               | 91           | -26        | 71.4%         | 1.0%          | 1.5%          | -0.5%        |
| No reply                            | 12               |              | 12         | -             | -             |               |              |
| <b>Total</b>                        | <b>6,229</b>     | <b>5,980</b> | <b>249</b> | <b>104.2%</b> | <b>100.0%</b> | <b>100.0%</b> | <b>0.0%</b>  |

## Percent distribution by residential area



## (17) Means of commute

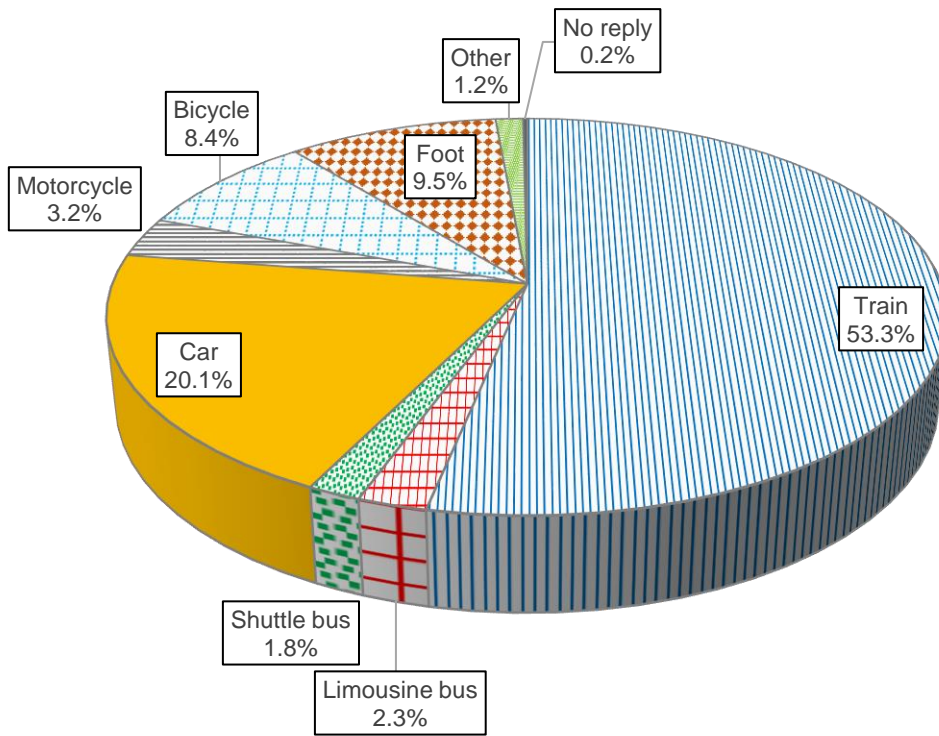
As in the previous survey, railway users accounted for the largest share of commuting to the airport, at about 53%. This was followed by private car (20%), walking (10%) and cycling (8%).

While the number of people who use trains decreased significantly, the number of people who use private cars and those who walk increased equally.

## Number of people by means of commute

|               | Number of people |              |            | Ratio         |               |
|---------------|------------------|--------------|------------|---------------|---------------|
|               | FY2021           | FY2018       | Change     | FY2021        | FY2018        |
| Train         | 3,318            | 3,503        | -185       | 53.3%         | 58.6%         |
| Limousine bus | 143              | 203          | -60        | 2.3%          | 3.4%          |
| Shuttle bus   | 110              | 100          | 10         | 1.8%          | 1.7%          |
| Car           | 1,252            | 1,032        | 220        | 20.1%         | 17.3%         |
| Motorcycle    | 202              | 217          | -15        | 3.2%          | 3.6%          |
| Bicycle       | 524              | 497          | 27         | 8.4%          | 8.3%          |
| Foot          | 591              | 422          | 169        | 9.5%          | 7.1%          |
| Other         | 77               | 6            | 71         | 1.2%          | 0.1%          |
| No reply      | 12               |              | 12         | 0.2%          | 0.0%          |
| <b>Total</b>  | <b>6,229</b>     | <b>5,980</b> | <b>249</b> | <b>100.0%</b> | <b>100.0%</b> |

Composition by means of commute



## (18) Comparison of number of employees pre- and post COVID-19 (comparison with as of January 2020)

Compared to January 2020, the number of employees increased in the airport operating company, government agencies, retail, F&B, and construction, while the number decreased in air transport service, aircraft service, passenger service, and other service.

Overall, this represented an increase of 59 (1%).

| Category |   |  | Number of Employees |           |        |                |
|----------|---|--|---------------------|-----------|--------|----------------|
|          |   |  | FY2021              | Jan. 2020 | change | Rate of change |
| 1        | Airport operating company, Government agencies etc. | National/local gov t, airport operating companies, etc.                          | 328                 | 280       | 48     | 17%            |
| 2        | Air transport service                               | Airline  | 1,662               | 1708      | -46    | -3%            |
| 3        | Aircraft service                                    | Ground service, in-flight meal, fuel supply, etc.                                | 1,778               | 1932      | -154   | -8%            |
| 4        | Passenger service                                   | Travel agent, transportation, bank, railway, bus, etc.                           | 199                 | 248       | -49    | -20%           |
| 5        | Cargo service                                       | Cargo agents (forwarder, customs broker, cargo handling)                         | 98                  | 98        | 0      | 0%             |
| 6        | Other service                                       | Media, facility mgmt., hygienic environment, security, real estate leasing, etc. | 972                 | 1015      | -43    | -4%            |
| 7        | Retail  |  | 380                 | 262       | 118    | 45%            |
| 8        | F&B   |  | 607                 | 494       | 113    | 23%            |
| 9        | Construction  |  | 205                 | 133       | 72     | 54%            |
|          |   |  | 6,229               | 6,170     | 59     | 1%             |
|          |   |  | (2020 comparison)   |           | 101%   |                |

\*Calculated only for surveyed operators as of January 2022

## Summary of FY2021 Employee Survey Results - KOBÉ

### 1. Summary of survey results

**Number of operators: 32 (Decreased by 2, or -6%, from the previous survey\*)**

**Number of employees: 1,108 (+ 4%, up 39 from the previous survey\*)**

※ The previous survey was conducted in FY2018 (as of December 1, 2018).

※

**Pre- COVID-19 (as of January 2020)**

**Employees: 1,137**

\*Only those registered as of January 2022

### 2. Summary

- There was an increase due to slot expansion, but a decrease due to the withdrawal of stores and the impact of COVID-19, and overall there was no significant increase or decrease from the previous survey.

### 3. Characteristic survey items

- Number of business operators and employees  
The number of operators increased as a result of the expansion of flight slots but decreased as a result of the withdrawal of stores. The number of employees increased due to the expansion of flight slots but decreased due to the withdrawal of stores.
- Employment type  
The ratio of regular employees increased by 10%, while the ratio of non-regular employees decreased by 10%. Compared with the previous survey, the number of regular employees increased in the air transport and aircraft services, and the number of non-regular employees decreased in F&B.
- Employees' residence  
Nearly 90% of employees live in Hyogo Prefecture. Kobe City, where the airport is located, accounts for 74.0%. There was also an increase in the proportion of the total in Hyogo Prefecture and Kobe City.
- Means of commute  
Portliner and private cars together account for about 85% of the total. (Portliner usage accounts for about 68% of the total)  
The number of commuting by Portliner has decreased and that of commuting by car has increased.

**4. Details of the survey results**

(19) Composition by industry (Comparison with Previous Survey)

| Category |                          |  | Number of operators |                                |        | Number of employees |                                |        |
|----------|--------------------------|--|---------------------|--------------------------------|--------|---------------------|--------------------------------|--------|
|          |                          |  | FY2021              | FY2018<br>(previous<br>survey) | Change | FY2021              | FY2018<br>(previous<br>survey) | Change |
| 1        | Government agencies etc. | National/local gov't, airport operating companies, etc.                          | 5                   | 5                              | 0      | 115                 | 102                            | 13     |
| 2        | Air transportatio        | Airline  | 3                   | 2                              | 1      | 232                 | 226                            | 6      |
| 3        | Aircraft service         | Ground service, in-flight meal, fuel supply, etc.                                | 4                   | 3                              | 1      | 148                 | 49                             | 99     |
| 4        | Passenger serv           | Travel agent, transportation, bank, railway, bus, etc.                           | 3                   | 5                              | -2     | 17                  | 35                             | -18    |
| 5        | Other service            | Media, facility mgmt., hygienic environment, security, real estate leasing, etc. | 6                   | 5                              | 1      | 121                 | 115                            | 6      |
| 6        | Retail                   |  | 4                   | 4                              | 0      | 62                  | 62                             | 0      |
| 7        | F&B                      |  | 4                   | 7                              | -3     | 70                  | 146                            | -76    |
| 8        | Construction             |  | 1                   | 1                              | 0      | 7                   | 6                              | 1      |
| 9        |                          |  | 2                   | 2                              | 0      | 336                 | 328                            | 8      |
| Total    |                          |  | 32                  | 34                             | -2     | 1,108               | 1,069                          | 39     |

- Industries with particularly large changes in the number of employees are 3. Aircraft services and 7. F&B.

(20) Employee gender and age composition

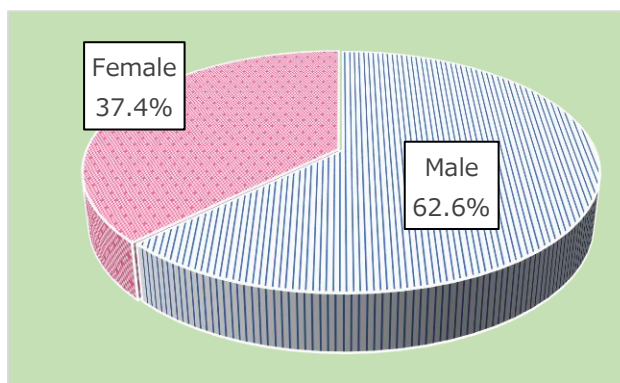
Gender

The proportion of males was 63% and that of females was 37%.

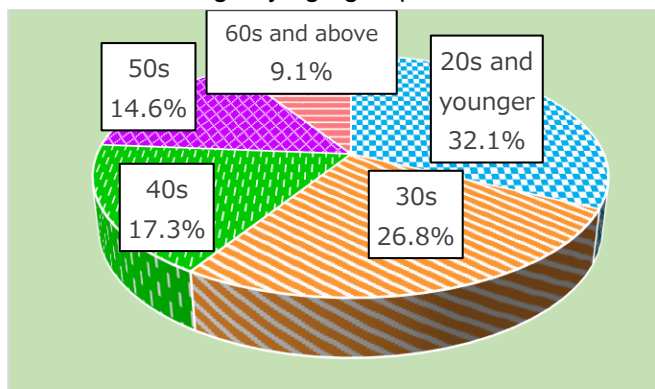
Age

By age group, the proportion was about 32% for people in their 20s or younger, about 27% for people in their 30s, about 17% for people in their 40s, about 15% for people in their 50s, and about 9% for people in their 60s or older.

< Percent distribution by sex >



< Percentage by age group >

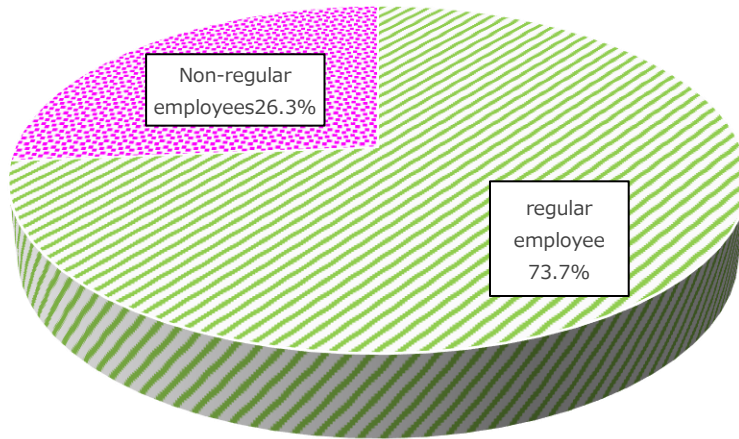


(21) Employment type

About 74% of employees are regular employees.

In the previous survey, the percentage of regular employees was about 64% and that of non-regular employees was about 36%, showing a change in the percentage.

Compared with the previous survey, the number of regular employees increased, especially in the air transport and aircraft service, while the number of non-regular employees decreased in the F&B industry.



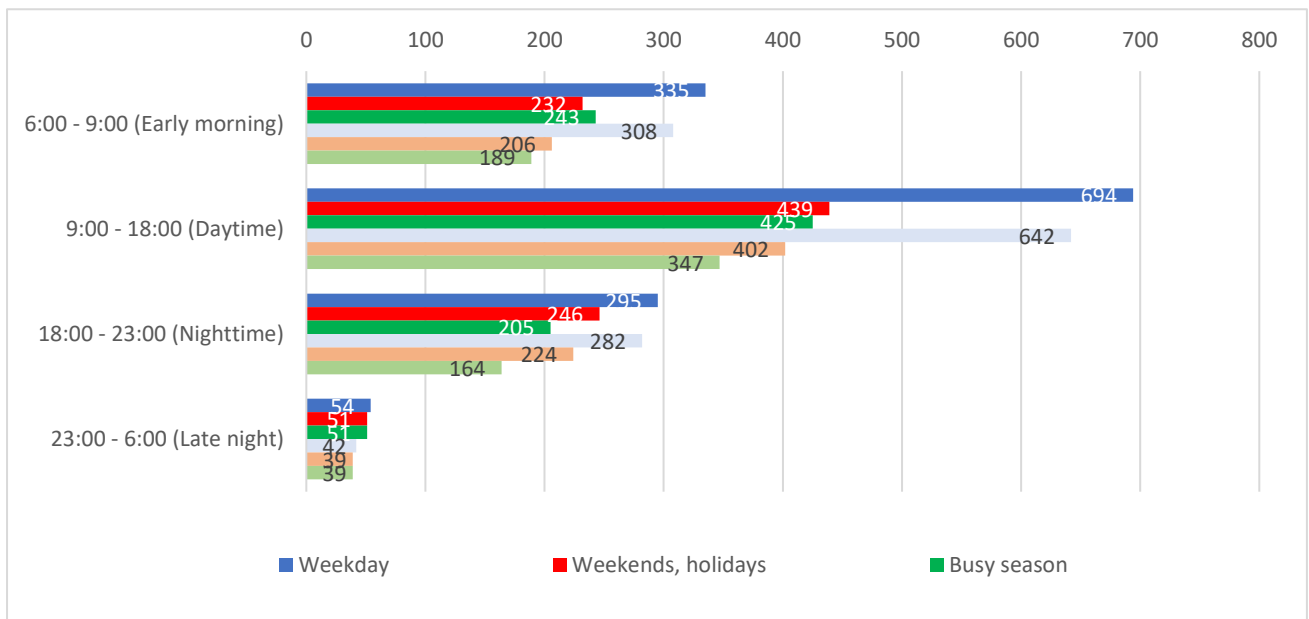


(22) Enrollment by time zone

The results showed that the number of employees working during the daytime on weekdays was the highest, not only during busy seasons.

The number of employees working from home were less during the night and in the early morning, and most of them worked during the day.

Number of employees enrolled by time

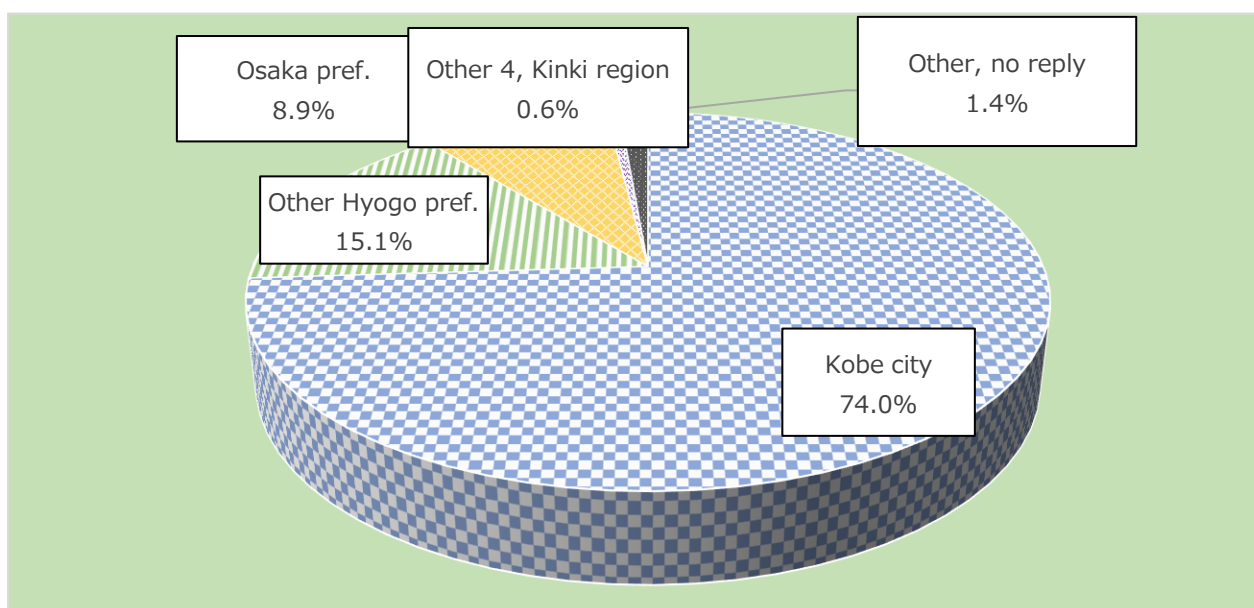


(23) Employees' residence

By residential area, Kobe City, where KOBE is located, accounts for 74% of the total. Approximately 89% of employees live in Hyogo Prefecture. About 9% live in Osaka Prefecture.

Number and composition ratio by residential area

| Place of residence              | Number of residents |                             |           |             | Ratio       |                             |             |
|---------------------------------|---------------------|-----------------------------|-----------|-------------|-------------|-----------------------------|-------------|
|                                 | FY2021              | FY2018<br>(previous survey) | Change    | Ratio       | FY2021      | FY2018<br>(previous survey) | Change      |
| Kobe city                       | 820                 | 720                         | 100       | 114%        | 74.0%       | 67.4%                       | 6.6%        |
| Kobe city                       | 820                 | 720                         | 100       | 114%        | 74.0%       | 67.4%                       | 6.6%        |
| Ashiya city                     | 14                  | 11                          | 3         | 127%        | 1.3%        | 1.0%                        | 0.3%        |
| Nishinomiya city                | 55                  | 39                          | 16        | 141%        | 5.0%        | 3.6%                        | 1.4%        |
| Amagasaki city                  | 21                  | 28                          | ▲ 7       | 75%         | 1.9%        | 2.6%                        | -0.7%       |
| Itami city                      | 7                   | 15                          | ▲ 8       | 47%         | 0.6%        | 1.4%                        | -0.8%       |
| Takarazuka city                 | 13                  | 15                          | ▲ 2       | 87%         | 1.2%        | 1.4%                        | -0.2%       |
| Kawanishi city                  | 6                   | 4                           | 2         | 150%        | 0.5%        | 0.4%                        | 0.1%        |
| Sanda city                      | 6                   | 4                           | 2         | 150%        | 0.5%        | 0.4%                        | 0.1%        |
| Miki city                       | 3                   | 6                           | ▲ 3       | 50%         | 0.3%        | 0.6%                        | -0.3%       |
| Akashi city, Harima town        | 21                  | 21                          | 0         | 100%        | 1.9%        | 2.0%                        | -0.1%       |
| Other Hyogo prefecture          | 21                  | 18                          | 3         | 117%        | 1.9%        | 1.7%                        | 0.2%        |
| Hyogo total (excl. Kobe)        | 167                 | 161                         | 6         | 104%        | 15.1%       | 15.1%                       | 0.0%        |
| Hyogo prefecture total          | 987                 | 881                         | 106       | 112%        | 89.1%       | 82.4%                       | 6.7%        |
| Osaka city                      | 25                  | 20                          | 5         | 125%        | 2.3%        | 1.9%                        | 0.4%        |
| Osaka pref. total (excl. Osaka) | 74                  | 64                          | 10        | 116%        | 6.7%        | 6.0%                        | 0.7%        |
| Osaka prefecture total          | 99                  | 84                          | 15        | 118%        | 8.9%        | 7.9%                        | 1.0%        |
| Wakayama prefecture             | 0                   | 2                           | ▲ 2       | 0%          | 0.0%        | 0.2%                        | -0.2%       |
| Nara prefecture                 | 5                   | 10                          | ▲ 5       | 50%         | 0.5%        | 0.9%                        | -0.4%       |
| Kyoto prefecture                | 1                   | 3                           | ▲ 2       | 33%         | 0.1%        | 0.3%                        | -0.2%       |
| Shiga prefecture                | 1                   | 2                           | ▲ 1       | 50%         | 0.1%        | 0.2%                        | -0.1%       |
| Total of above 4                | 7                   | 17                          | ▲ 10      | 41%         | 0.6%        | 1.6%                        | -1.0%       |
| Other, no reply                 | 15                  | 87                          | ▲ 72      | 17%         | 1.4%        | 8.1%                        | -6.7%       |
| <b>Total</b>                    | <b>1,108</b>        | <b>1,069</b>                | <b>39</b> | <b>104%</b> | <b>100%</b> | <b>100%</b>                 | <b>0.0%</b> |

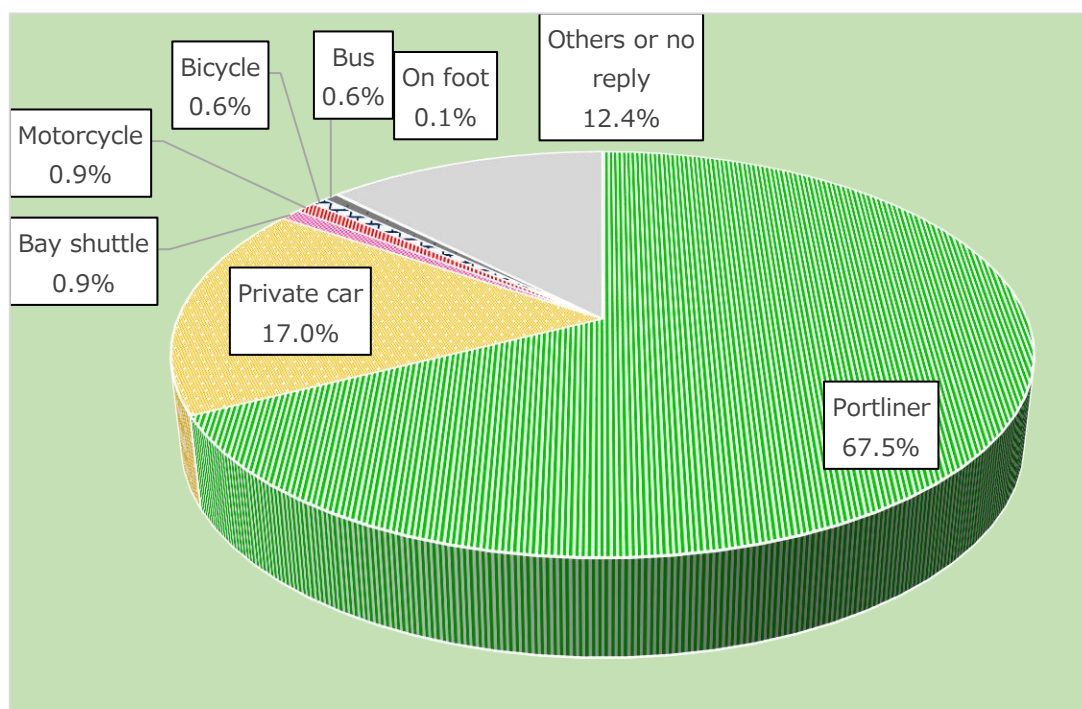


(24) Means of commute

As in the previous survey (FY2018), the most common means of commuting to the airport was Portliner, accounting for approximately 68%. This was followed by 17% for private cars.

Number and composition ratio by means of commuting

|                    | Number of people |                             | Ratio  |                             |
|--------------------|------------------|-----------------------------|--------|-----------------------------|
|                    | FY2021           | FY2018<br>(previous survey) | FY2021 | FY2018<br>(previous survey) |
| Portliner          | 748              | 783                         | 67.5%  | 73.2%                       |
| Private car        | 188              | 177                         | 17.0%  | 16.6%                       |
| Bay shuttle        | 10               | 2                           | 0.9%   | 0.2%                        |
| Motorcycle         | 10               | 9                           | 0.9%   | 0.8%                        |
| Bicycle            | 7                | 3                           | 0.6%   | 0.3%                        |
| Bus                | 7                | 0                           | 0.6%   | 0.0%                        |
| Walk               | 1                | 1                           | 0.1%   | 0.1%                        |
| Others or no reply | 137              | 94                          | 12.4%  | 8.8%                        |
| Total              | 1,108            | 1,069                       | 100%   | 100.0%                      |



(25) Comparison of number of employees pre- and post COVID-19 (comparison with as of January 2020)

There was a relatively large decline in retail and passenger services.

Overall, there was a decrease of 29 people (3%).

| Category |                          |  | Number of employees |                    |        |       |
|----------|--------------------------|--|---------------------|--------------------|--------|-------|
|          |                          |  | FY2021              | As of January 2020 | Change | Ratio |
| 1        | Government agencies etc. | National/local govt, etc.  | 115                 | 115                | 0      | 0     |
| 2        | Air transport service    | Airline  | 232                 | 245                | -13    | -5%   |
| 3        | Aircraft service         | Ground service, in-flight meal, fuel supply, etc.                                | 148                 | 159                | -11    | -7%   |
| 4        | Passenger service        | Travel agent, transportation, bank, railway, bus, etc.                           | 17                  | 21                 | -4     | -19%  |
| 5        | Other service            | Media, facility mgmt., hygienic environment, security, real estate leasing, etc. | 121                 | 122                | -1     | -1%   |
| 6        | Retail                   |  | 62                  | 86                 | -24    | -28%  |
| 7        | F&B                      |  | 70                  | 81                 | -11    | -14%  |
| 8        | Construction             |  | 7                   | 6                  | 1      | 17%   |
| 9        | Others                   |  | 336                 | 302                | 34     | 11%   |
| Total    |                          |  | 1,108               | 1,137              | -29    | -3%   |

\*Calculated only for surveyed operators as of January 2022