

# Foreword

## Striving for Greater Heights

On April 1 2004, New Tokyo International Airport Authority was privatized and began a new chapter in the history of air transport in Japan as Narita International Airport Corporation. At the same time, the airport's official name was changed from New Tokyo International Airport to Narita International Airport.

New Tokyo International Airport Authority was established in 1966 to construct and operate Narita Airport efficiently and as a financially independent operation. Despite being confronted with many difficulties in its long history, it has remained accident free and is Japan's premier gateway airport. For this achievement we owe a debt of gratitude to a great many people.

As set out in our corporate philosophy, NAA remains committed to ensuring that Narita International Airport maintains its status as one of the world's greatest airports, contributing to the ongoing growth of the global air transport network. Although the government assistance provided as an airport authority is no longer present, NAA now has a higher level of freedom as a private sector airport operator and is able to venture into business areas that were previously unavailable to

it. These new business ventures will increase our non-aeronautical revenue which is based on commercial activities, and simultaneously provide the improved efficiency needed to reduce landing charges one of the main goals of privatization. As before, safety will be of paramount importance and we will continue to focus on improved services to our customers and faithfully implementing the environmental and community development measures that are expected of us.

In becoming a joint-stock corporation, our aim is to consolidate our management foundations and financial strength over the next three years so that we can list the company on the public stock market and achieve full privatization as quickly as possible. One of the most important hurdles to overcome on that path is the extension of the interim parallel runway to its full 2,500 meters as originally planned. We must achieve this at all costs and each and every one of us here at NAA is working tirelessly to find a solution.

As we set out on a new chapter in the history of Narita International Airport, all of us here at Narita International Airport Corporation pledge to you our continued efforts to safeguard the relationship of trust and confidence that we have established.



**Isao Matsuhashi**  
Chairman



**Masahiko Kurono**  
President & CEO

