

2022

ANNUAL & SUSTAINABILITY REPORT

T4 | JFK INTERNATIONAL AIR TERMINAL

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2022 AT A GLANCE (VERSUS 2021)

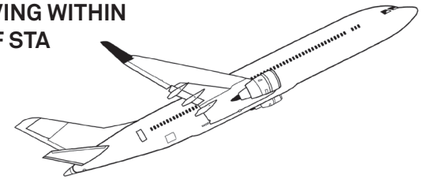
121,756
TOTAL FLIGHTS (+19.8%)

121
CITIES NONSTOP

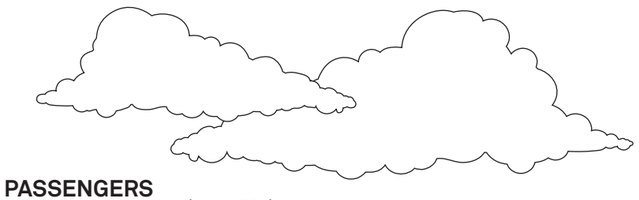
21
AIRLINES

74.6%
FLIGHTS DEPARTING WITHIN 15 MINUTES OF STD

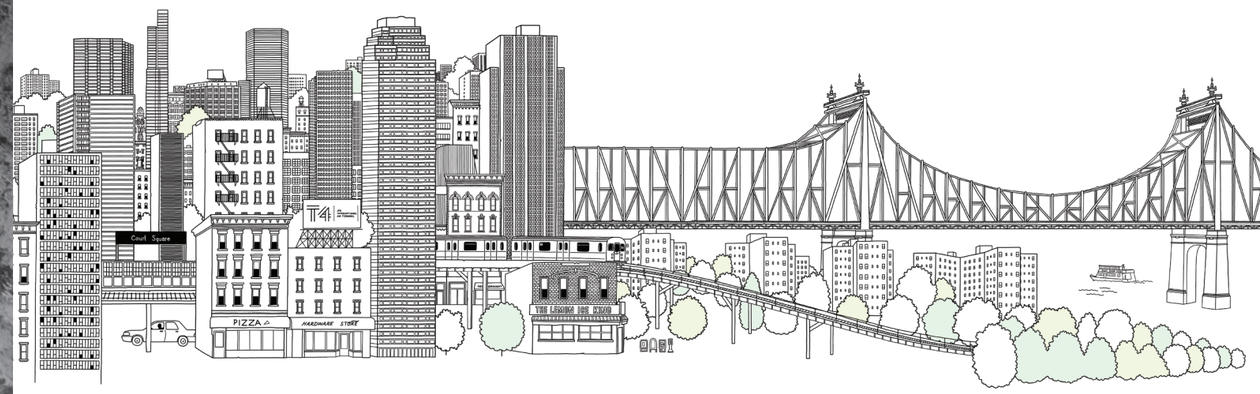
74.1%
FLIGHTS ARRIVING WITHIN 15 MINUTES OF STA



17,952,059
TOTAL PASSENGERS (+49.2%)



60,413
PASSENGERS ON RECORD DAY (+21.5%)





LETTER FROM OUR PRESIDENT & CEO

2022 was a pivotal year of recovery for the aviation industry, and that recovery was reflected in the strides we made at JFK Terminal 4. As passengers around the world returned to travel, we were prepared to welcome them back after nearly two years of the unprecedented challenges brought on by the COVID-19 pandemic.

The crisis had a profound impact on customer preferences and behaviors, and thanks to the work of the JFKIAT team, the T4 community has kept these evolving trends top of mind as we continually innovate our best-in-class customer experience, offerings, and operations. The redevelopment of T4, which is now solidly under way, will play an important role in shaping the future of T4, with our customers at the center of everything we do going into 2023 and beyond.

THE TRANSFORMATION OF T4

At the close of 2021, we marked the groundbreaking of T4's redevelopment, an expansive project that will increase T4's capacity, bring significant renovations to the terminal, and align T4 with the Port Authority's ambition to make JFK a world-class, 21st century global gateway. In addition to an expansion of T4's physical space, this project represents an expansion of JFKIAT's ongoing mission to elevate the customer experience.

In 2022, we made significant strides forward, with construction on 10 regional gates set to open in 2023, progress on the design for interior renovations on the 4th floor, and the beginning of construction on the highly anticipated Delta Premium Lounge. By the beginning of 2023, we were prepared to begin the consolidation of Delta Air Lines' JFK flights at T4—a major milestone for Delta's CRE and construction teams, the Port Authority of New York and New Jersey, and JFKIAT.

ELEVATING THE CUSTOMER EXPERIENCE

As our traffic steadily returned, we celebrated several openings and reopenings with our commercial partners. We were also incredibly pleased to welcome our newest airline partner, Hawaiian Airlines, to the T4 community.

2022 signaled the return of programs and initiatives that have contributed to the vibrant, welcoming environment that T4 is known for. Throughout the year, we facilitated live musical performances, a new mural in the Arrivals Hall, interactive installations, and more to delight our passengers and provide them with memorable moments and experiences from curb to gate.

DRIVING INNOVATION AT T4

Innovation has always been a cornerstone of JFKIAT's approach to managing T4, and in 2022 we continued to identify new ways to integrate innovation into our operations and systems. In the fall of 2022, we achieved one of our most significant milestones in our sustainability efforts; T4 became the first preexisting airline terminal in the nation to be awarded LEED Platinum certification by the U.S. Green Building Council—the most widely used green building rating system in the world and an international symbol of excellence.

This recognition is JFKIAT's latest achievement in our ongoing commitment to sustainability, demonstrating how JFKIAT is truly a pioneer in this area. We are proud of our team's incredible work in innovating our operations to achieve this important milestone, and we look forward to expanding our initiatives to prioritize sustainability and provide the healthiest environment for our customers, employees, and business partners.



DRIVING A ZERO-ACCIDENT CULTURE

At JFKIAT, our highest priority is the safety and security of all employees and customers, and everything we do is rooted in ensuring that our terminal is safe and secure. As passenger traffic steadily returned, we also continued to work closely with our business partners, agency partners, and stakeholders to ensure the safety and well-being of our customers, colleagues, and employees.

After two years of driving initiatives to prevent the spread of COVID-19, we were well positioned to revisit our terminal safety programs to ensure our preparedness and vigilance in an emergency. At our 2022 Annual Safety and Security Conference, we focused on the Family Assistance Program and the resources available to our business partners and airlines that operate at T4, as well as the role that the T4 community plays in the early hours of a crisis. The conference provided our stakeholders with a wealth of valuable, actionable information to refresh our crisis planning capabilities and help to ensure our preparedness as a community.

INVESTING IN THE T4 COMMUNITY

The global pandemic provided a sharp reminder that we need to respect the relationship between employee and employer. Companies that recognize this and serve their customers and employees by aligning these business objectives will be successful in the future. JFKIAT has always maintained a strong company culture that holds our community in the highest regard; and in 2022 we took steps to elevate our employee appreciation efforts to thank them for the exceptional work they do every day.

Throughout the year, we honored employees who have been nominated by their peers or passengers through our awards program, and we celebrated the exceptional work of our entire team during our Employee Appreciation Day over the summer. For the third consecutive year, JFKIAT was named to the Crain's New York Business's Top 100 Best Places to Work list, which is a testament to our company's commitment to creating an inclusive and friendly community that fosters growth and collaboration among our team.

SUPPORTING THE QUEENS COMMUNITY

JFKIAT has always taken seriously our responsibility to give back to those around us, not only within our community at JFK Airport, but also within our borough and our city. As a local Queens-based business, JFKIAT has a long history of supporting the community through 4GOOD—our philanthropic program to promote educational, social, and professional success for residents and businesses in Queens. In 2022, we worked with several of our business partners to raise $152,000 in donations and distributed the funds to 15 nonprofits and institutions that provide vital resources to Queens residents. In 2022, we raised $53,000 in coin collection through 4GOOD to aid the Queens community, donating critical funds to local nonprofit organizations that provide community support, local business support, and education.

As the expansion of T4 progresses further, JFKIAT will continue to support this program, working with the Port Authority and local partners to seek new pathways for community development initiatives, job opportunities, and workforce development programs.

LOOKING TO THE FUTURE

In 2023, as a result of Delta's consolidation within T4—our terminal is poised to surpass its pre-pandemic passenger levels, signaling a new threshold for JFKIAT and the T4 community as we strive to elevate our best-in-class operations and customer experience. Thanks to the exceptional work that our team at JFKIAT, together with all our partners and airline customers has accomplished in 2022, I know that we are well prepared for an exciting future as T4's redevelopment continues to come to fruition. I am proud to work with all of them to make T4 one of the most innovative air terminals in the country and in the world.

Roel Huinink
President & CEO



ABOUT JFKIAT TERMINAL 4

Terminal 4 at John F. Kennedy International Airport is the first privately operated terminal in the United States. JFK International Air Terminal LLC (JFKIAT), founded in 1996, operates T4 and is co-owned by Schiphol USA, Inc. At over two million square feet, Terminal 4 is the largest terminal at JFK, home to 21 international and domestic airlines and typically serving more than 20 million passengers annually. T4 accounts for one-third of all air traffic at JFK and is committed to operational excellence and continuous improvement to deliver the best experience possible for its passengers.

With a large volume of people passing through each day, JFKIAT strives to ensure efficient and sustainable operations. Through continued development of T4, we aim to increase the value and experience for all passengers, visitors, customers, employees, and business partners. JFKIAT is proud to provide customers with a best-in-class travel experience while ensuring safety, reliability, and comfort.

Our Mission

JFKIAT remains committed to its mission to grow stakeholder value through efficient and sustainable operation, management, and development of JFK T4. JFKIAT's stakeholders include passengers, visitors, customers, business partners, employees, shareholders, government agencies, and the community.

Our vision

Our vision is to provide customers with the safest, most seamless, and memorable travel experience—the best in New York City and on par with the world's best airports. To realize our vision, and in recognition of the operational and commercial challenges ahead, JFKIAT has identified and remains committed to six key strategic priorities ▸

20 MILLION

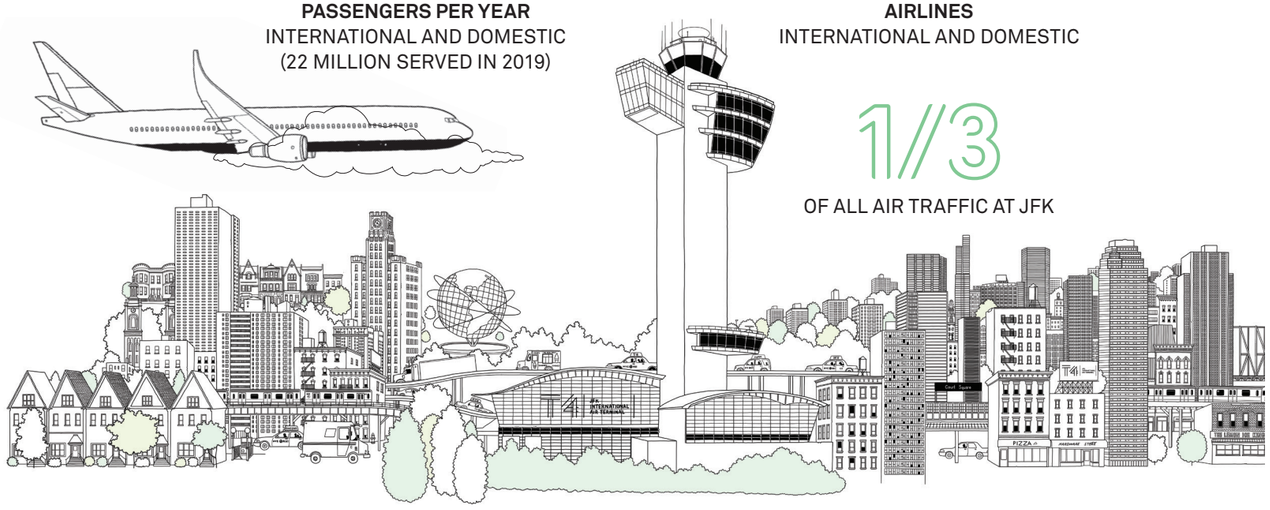
PASSENGERS PER YEAR
INTERNATIONAL AND DOMESTIC
(22 MILLION SERVED IN 2019)

21

AIRLINES
INTERNATIONAL AND DOMESTIC

1/3

OF ALL AIR TRAFFIC AT JFK



OUR PRIORITIES

Best Customer Experience Terminal at JFK: Create a world-class travel experience that empowers customers to seamlessly go from curb to gate without hassle.

Superior Financial Performance: Grow the share and stakeholder value by driving the Company's financial growth, redeploying and providing sufficient operating and investment capital, and developing new business.

Zero-Accident Culture: By fostering an effective Safety & Security Culture, significantly reduce the number of injuries and accidents to employees, contractors, and passengers, and reduce the potential security threats and areas of vulnerability.

Innovation Leader at JFK: Capture, screen, select, and implement ideas, by engaging with employees and industry and business partners, that will improve & transform the terminal's operations & customer experience.

Best Place to Work: Customers, partners, and employees love JFKIAT's culture, which draws its strength from shared passion, reliability, integrity, and a team approach to striving for excellence.

Sustainability Leader at JFK: Demonstrate our continued commitment to sustainable growth and conservation of our natural resources through the JFKIAT comprehensive sustainability program.

OUR BRAND VALUES

Be Safe – Safety is our top priority, and we are always working with government and law enforcement partners to ensure that our employees and customers are safe and secure.

Be Happy – Traveling can be stressful, and we want to create that special feeling of fun and adventure that leaves you with a smile.

Be Friendly – Every interaction with our staff should make you feel welcomed and at home with special moments that surprise and delight.

Be Informative – We will always go above and beyond to help you achieve your goals, both inside and outside the terminal.

Be Memorable – New York City and Queens are very special places and we want to bring a piece of the city to you, so you know you have arrived in the Big Apple.

T4 2022 HIGHLIGHTS & ACHIEVEMENTS

GBAC Star Facility Accreditation
Global Biorisk Advisory Council (GBAC) was created specifically to deal with pandemics. This is currently the only accreditation within the cleaning industry for facility operators focused on outbreak prevention, response, and recovery. To receive accreditation, terminal operators must demonstrate compliance with 20 program elements. JFKIAT was one of the first airport terminals to receive this accreditation and recertification is currently under way.

ACI Airport Health Accreditation
JFKIAT was recertified for the ACI Airport Health Accreditation (AHA), a program that enables us to demonstrate that we are prioritizing health and safety in a measurable and established manner.

PERFORMANCE ACHIEVEMENTS

61%
of waste diverted from landfill in 2022

34%
decrease in Scope 1 GHG emissions from 2019

1%
decrease in Scope 2 GHG emissions from 2019

2.25%
decrease in overall electric consumption from 2019

20.99%
decrease in overall water consumption from 2019

LEED Certification
JFKIAT was awarded Leadership in Energy and Environmental Design (LEED) for Existing Buildings version 4.1: Operations & Maintenance Platinum certification by the United States Green Building Council (USGBC). Terminal 4 is the first air terminal in the United States to receive Platinum recognition for preexisting air terminals. The LEED rating system, developed by the USGBC, is the foremost program for buildings, homes and communities that are designed, constructed, maintained, and operated for improved environmental and sustainable performance. Terminal 4 received this certification with help of CodeGreen, which provided energy and sustainability consulting throughout the certification process.

ADDITIONAL ACHIEVEMENTS

JFK T4 RESERVE powered by CLEAR

We implemented an innovative reservation system for passengers to book a time through security called T4 Reserve (jfkt4.whyline.com).

A new Turnaround management system was employed, which involved digitizing the apron to make it more efficient, safer, and sustainable by utilizing intelligent technologies.



$205K

Through our corporate giving program 4GOOD we donated over $205k to nonprofit organizations in the Queens community.

We were the first airport terminal in the United States to be awarded ISO 45001. The certification was awarded after a yearlong audit, assessment, and modification process to ensure that all aspects of the JFKIAT Safety Management System are compliant with the worldwide standard.

CRAIN'S 2022 best places to work in NYC

JFKIAT earned a place in Crain's New York Business's Top 100 Best Places to Work list for the third consecutive year. The survey is conducted by an independent research firm and is highly regarded in the New York City area.

JFKIAT hosted a Street Market in partnership with Taste of NY/ NYS Department of Agriculture highlighting local vendors products and vendors.





MILESTONES

JFKIAT ESTABLISHED.
JFKIAT was selected by the Port Authority of New York and New Jersey to develop, build, and manage the IAB terminal at JFK.

1996

May 13, 1997.
JFKIAT begins operating the IAB as the new JFK Terminal 4.

1997

T4 OPENS.
The terminal opened in May after undergoing a $1.4 billion redevelopment that transformed the former IAB into a modern and efficient air terminal.

2001

THAT'S CUTE.
T4 implemented the wireless mobile CUTE (common use terminal emulation) solution.

2006

GROWING.
T4 was now home to 50 airlines and served 10 million passengers annualy.

The first scheduled-service A380 in the United States, Emirates 202, departed from T4. T4 was the first terminal with a jet bridge to connect a lounge to an A380, allowing first-class passengers to board directly from the Emirates lounge. The first of a four-piece sculpture commission by artist Dimitar Lukanov for JFK Terminal 4 was installed.

2007

TAXI!
T4 became the only terminal at JFK with an indoor taxi queue, allowing for a more efficient taxi stand and better customer service.

2008

T4 opened the B Concourse Phase II 80,000 sq. ft expansion in January, adding 11 new gates to accommodate Delta's regional jets.

T4 completed the Phase I expansion in May, adding a total of 457,600 sq. ft. including nine new gates, an inline baggage system, and an expanded headhouse. Delta Air Lines opened its largest U.S. lounge in T4. A first-ever series of biofuel-powered intercontinental flights was launched at T4 to take the next step into sustainable aviation.

2012

GOING GREEN.
T4 became the first air terminal in the United States to achieve **LEED Gold Certification** for existing buildings.

2013

The new JFK T4 brand was launched.
T4 turned 15 years old!

2015

Digital terminal initiatives launched at T4 with implementation of Aira Access, Biometrics exit gates, interactive Google translator, and a new digital terminal wayfinding system.

2016

T4 opened its new state-of-the-art **Security Operations Center** (SOC), which allows for more proactive management of the terminal.

2017

T4 began its terminal redevelopment project, which includes concourse expansions, domestic baggage claim expansion, a new Delta SkyClub and ONE Lounge, new arrivals curb, existing terminal upgrades, and new OneJFK branding and signage.

2018

T4 was hit by the impact of the COVID-19 pandemic and responded with an integrated response and recovery program—S.M.I.L.E. at T4—focused on the health and safety of passengers and employees.

2019

T4 earns first **LEED Platinum** certification for aviation industry in the nation; opening of Phase 2.5 extension with 10 new RJ gates and expansion of Phase 2 B concourse gates.

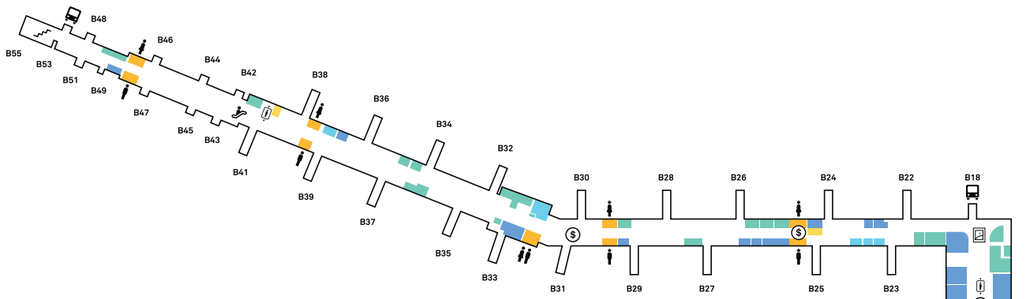
2020

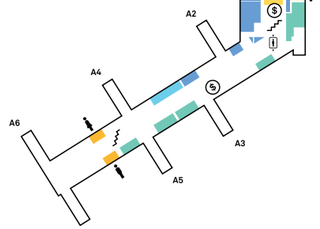
2021

2022



MAP OF T4





Amenities

36 GATES

39 RETAIL SHOPS

24//7 OPERATIONS

6 LOUNGES

23 RESTAURANTS

4 CHAPELS

2023 OUTLOOK

In 2023, JFKIAT will remain focused on our mission of efficient and sustainable operation, management, and development of JFK T4 and its related strategic priorities.

- Safeguarding the health and safety of all passengers and employees in T4.
- Elevating our customer experience.
- Investing in the quality of the terminal and in T4 as a wonderful place to work.
- Giving back to our local community.

Furthermore 2023 will be a year of consolidation of the Delta Air Lines operation at JFK into Terminal 4 together with implementation of various improvements to the terminal through our Terminal Transformation project.

JFKIAT anticipates the following trends as we look forward to 2023 and beyond:

Aviation Market

- Continued recovery of passenger traffic, with a return to 2019 levels now expected in late 2023/ early 2024.
- Pent-up demand for travel, caused by the restrictions that were in place during and following COVID-19, will likely continue to be satisfied through 2023 as families reconnect and postponed vacations are reinstated.
- Business travel will also continue its recovery in 2023 as workers return to their offices, attend conferences, and make sales calls; this is partially offset, however, by increased cost consciousness at firms in response to the potential threat of recession.

JFKIAT Specific

- As of January 2023, all of Delta's operations at JFK have been consolidated into Terminal 4, following the closure of Terminal 2. Throughout 2022, JFKIAT has been expanding the terminal with the opening of 10 new gates in anticipation of this consolidation.

- Set goal of switching to 100% fully electric or hybrid-engine JFKIAT fleet vehicles by 2025, including our entire passenger bus fleet (with six buses on order). 80% (4/5) operation support vehicles are hybrid.





14 CORPORATE GOVERNANCE & STAKEHOLDER ENGAGEMENT

Organizational Profile

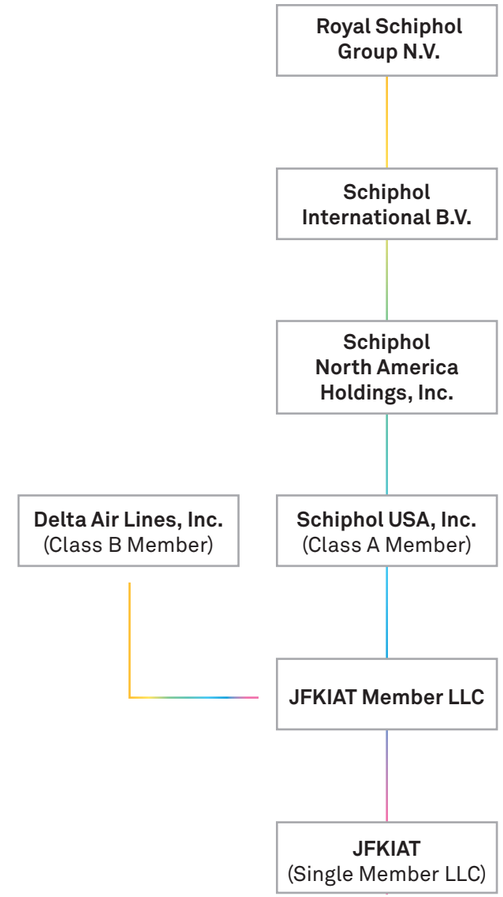
JFKIAT has a system of rules, practices, and processes by which the Company is directed and controlled. To JFKIAT, Corporate Governance involves balancing the interests of all our stakeholders.

JFK International Air Terminal LLC (JFKIAT), founded in 1997, is the operator of Terminal 4 at John F. Kennedy International Airport. JFKIAT's managing member is Schiphol USA Inc., a part of Amsterdam-based Royal Schiphol Group, a leading airport operator.

JFKIAT Member LLC (Member LLC) was created in 2010 to facilitate Delta Air Lines, Inc. in acquiring a non-management interest in the T4 project. At the same time, Delta and JFKIAT entered into an Anchor Tenant Agreement (ATA) whereby Delta was granted certain "preferential rights" in T4 common-use facilities and exclusive rights in other spaces.

Schiphol USA, Inc. is responsible for the management of JFKIAT flowing through Member LLC. Its Board consists of four Directors and meets quarterly.

Schiphol North America Holdings, Inc. was originally created as a holding company that could form additional entities to take advantage of other North American opportunities in addition to the JFK project.





CORPORATE STRUCTURE: LEADERSHIP & EXECUTIVE COMMITTEE

JFKIAT's strategy is led by our dedicated and experienced Executive Team.



ROEL HUININK PRESIDENT & CEO
Since 2018, Mr. Huinink has served as the President and Chief Executive Officer of JFKIAT. He leads T4's dedicated management team and is responsible for developing, communicating, and executing strategic and tactical plans for T4. Mr. Huinink has over 20 years of airport experience across Northern Europe.



JAMES MAY VICE PRESIDENT, FINANCE & CFO
In his role as JFKIAT's Chief Financial Officer, Mr. May oversees all financial activities for JFKIAT, including business development, finance, accounting, risk management, procurement, and legal functions. He joined JFKIAT in February 2020. Mr. May has more than 20 years of multinational experience in a variety of financial and nonfinancial roles across industries that range from manufacturing to private equity.



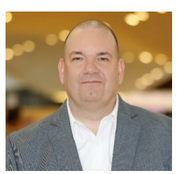
SUSANA DESA VICE PRESIDENT, OPERATIONS
As Vice President of Operations, Ms. Desa oversees day-to-day airside, landside, and terminal operations at JFKIAT. Joining the Company in 2006, she serves as principal liaison with the terminal's airline partners, government agencies, and other T4 stakeholders.



STACEY LORA VICE PRESIDENT, SAFETY & SECURITY
As Vice President of Safety & Security, Ms. Lora manages JFKIAT's entire safety and security program and is focused on minimizing safety-and-security vulnerabilities as they relate to the day-to-day business of Terminal 4, working to achieve a zero-accident culture, and establishing and reporting all safety-and-security-related policies and procedures.



SHAWN MAKINEN VICE PRESIDENT, TERMINAL REDEVELOPMENT
As Vice President of Terminal Redevelopment, Mr. Makinen leads JFKIAT's improvement projects, including construction and capacity expansion. Joining JFKIAT in 1997, he manages all aspects of T4 development in coordination with overseeing each construction work project in its entirety.



EDWARD MIDGLEY VICE PRESIDENT, CUSTOMER EXPERIENCE & COMMERCIAL
As Vice President of Commercial, Mr. Midgley leads the commercial program focusing on performance management, branding, marketing, and customer experience. Joining JFKIAT in 2011, he is responsible for T4's programming strategy encompassing revenues from several categories, including duty-free, news and gift, specialty retail, food and beverage, and advertising.



DARYL JAMESON VICE PRESIDENT, ASSET MANAGEMENT & BAGGAGE
As Vice President of Asset Management & Baggage, Mr. Jameson spearheads policy and strategy for JFKIAT's baggage handling systems, maintenance, cleaning, and property management. Joining JFKIAT in 1997, he manages all third-party services responsible for the development of business, flight information systems, and baggage handling systems.



STEPHEN TUKAVKIN VICE PRESIDENT, IT & DIGITAL
In his role as Vice President of IT & Digital at JFKIAT, Mr. Tukavkin leads IT systems for T4, delivering information and communication technology services to support all aspects of the terminal's IT operations, security systems, and business solutions. Mr. Tukavkin spearheads strategy around implementing innovative technology initiatives, including those in the cybersecurity and business intelligence space.



VERNON M. TAYLOR DIRECTOR, PEOPLE OPERATIONS
As Director of People Operations, Mr. Taylor leads efforts to keep the organization focused on its core mission to make JFKIAT a top-ranked Best Place to Work, driving strategy to develop both personnel and organizational capabilities. With people in mind, Mr. Taylor is also chair of JFKIAT's 4GOOD Committee, which is aimed at promoting educational, social, and professional success, driven by the mission that a strong community yields a strong future.

CORPORATE STRUCTURE: BOARD MEMBERS OF SCHIPHOL USA



KATIE SLIPPER
Katie is the Director Finance and Control at Royal Schiphol Group. Katie held various finance and governance roles at Royal Vopak, and TNT. She has experience in building up finance functions, has been actively leading various business development opportunities including M&A, has worked with numerous JV partners, and has arranged project financing for over €1 billion-worth transactions. She wishes to bring a broad financial and risk experience to JFKIAT. Katie is a British National, holds a bachelor's degree in Geography from King's College, London, and thereafter qualified as a Chartered Accountant of England of Wales.



MAUREEN RILEY
Maureen brings a lifelong commitment to the airport industry and a 30+ year career in airport management. Maureen has been an active member of Airports Council International–North America for most of her career and served as a Board member and an officer on its Executive Committee from 2012 to 2016, then as its Chair for 2016. She also served on the Board of Directors for ACI World from 2012 to 2016, and as the Chair of its Audit Committee for 2014 to 2015. Maureen is a graduate of the Wharton School of Finance at the University of Pennsylvania, and a Certified Public Accountant in New Jersey, Florida, and Utah.



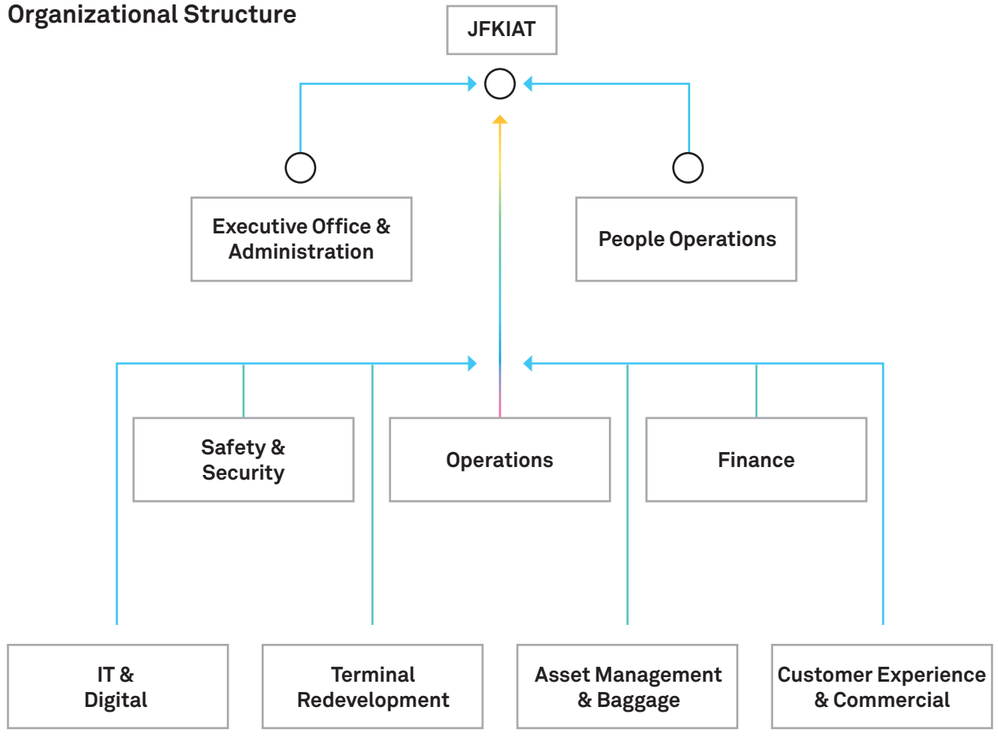
KJELL KLOOSTERZIEL
Kjell is the Director Schiphol International of the Royal Schiphol Group and is responsible for the international participations and partnerships of the Royal Schiphol Group. He currently also holds positions as Non-Executive Director of Hobart International Airport in Australia. He joined the Schiphol Group from NACO, Netherlands Airport Consultants (part of Royal HaskoningDHV), where his most recent position was Director. Kjell is a Dutch citizen and has a master's in engineering and management.



ANGELA GITTENS (CHAIR)
Angela served as Director General of Airports Council International (ACI World) from March 2008 to her retirement in June 2020. Angela has served on numerous aviation industry boards and committees including the FAA Management Advisory Committee, the FAA Research, Engineering and Development Committee, the National Civil Aviation Review Commission ("the Mineta Commission"), the Executive Committee of the Transportation Research Board, the Airport Cooperative Research Program Oversight Committee, and the Board of Directors of JetBlue Airways. Angela also serves on the National Aeronautic Association and the advisory council of Lilium, a company developing an electric VTOL aircraft.



Organizational Structure



Corporate Compliance

Based on the Corporate Governance Code, JFKIAT employs a formal program to continually review the organization's policies, procedures, and actions to help prevent and detect violations of applicable laws, rules, and regulations. The program is based on the U.S. Sentencing Guidelines five elements:

- Leadership (Tone at the Top, Fiduciary Duty, Board of Directors)
- Risk Assessment (Risk Management program)
- Standards and Controls (Corporate Governance Code, Code of Professional Conduct, Policies and Procedures, Compliance checklists)
- Training and Communication
- Oversight (KPIs and Audits): JFKIAT utilizes scorecards for each department as a set of KPIs tracked and audited throughout the year.

Risk Management

JFKIAT has implemented and maintained an in-depth risk management process. The goal of our system is to identify, evaluate, and mitigate risks so that we are prepared to respond to any emergency as it may arise, whether environmental, financial, or social. Our risk management and internal control program is outlined in our Corporate Governance Code and supported by the Risk and Compliance Committee.

The Risk and Compliance Committee is composed of JFKIAT's CFO, General Counsel, Risk Manager, Vice President of Safety and Security, Vice President of IT & Digital, Vice President of Asset Management, and Director of People Operations. In 2022, the role of Risk Manager was covered by the CFO, and the work of the Risk and Compliance Committee was bolstered by a third-party-facilitated review of general enterprise risks as well as specific risks associated with the terminal expansion project. The Risk Committee advises the CEO in managing:

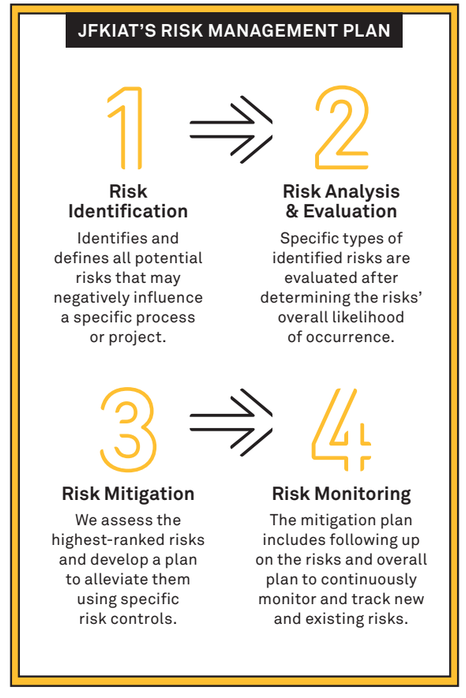
(i) the Company's principal operational, business, and compliance risks, including the risk management framework and the policies and procedures employed to manage risks.

(ii) the Company's ethics and compliance programs.

The Risk Committee meets quarterly, looking to achieve the following objectives:

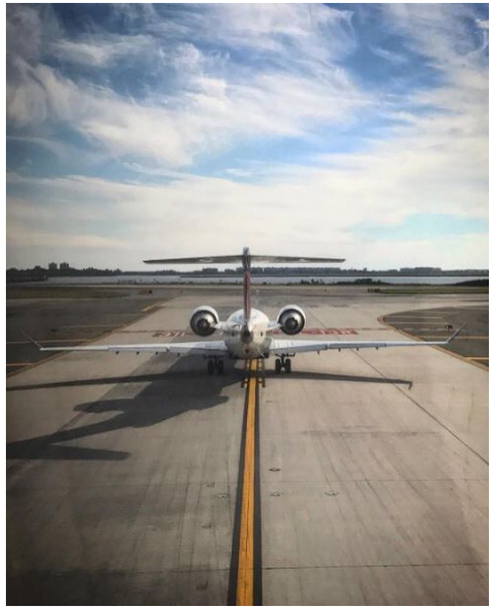
- Provide a framework for setting objectives and establish an overall sense of direction and principles for action regarding risk management
- Consider business and legal or regulatory requirements, and contractual obligations
- Align risk management with the Company's strategic context in which the establishment and maintenance of the enterprise risk management system will take place
- Establish criteria against which risks will be evaluated
- Specify how risk management performance will be measured and reported
- Ensure that necessary resources are available to assist those accountable and responsible for managing risk
- Ensure that all risk management activities are conducted and implemented in an agreed-upon and controlled manner
- Achieve a risk management capability that meets changing business needs and is appropriate to the size, complexity, and nature of the Company

JFKIAT's risk management plan implement the following:





Each department is asked to review their respective operations annually and detail all potential risks which can arise due to human error, systems failures, and inadequate procedures and controls (inherent risks) during the normal course of business. The risks are listed numerically and state the cause, both the qualitative and quantitative consequences, the level of inherent risk for consequence, the likelihood it will occur, and the overall risk rating. Ratings are based on a 5x5 matrix. Once the risk is identified, each department head becomes the 'risk owner', and is tasked with the determination of which risks require mitigation and contingency plans. The risk owner is responsible for monitoring, controlling, and updating the status of the risk every year, as it remains applicable.



TOP 11 RISKS IDENTIFIED IN 2022

1. Pandemic
2. Catastrophic Natural Disaster
3. Economic Downturn
4. Bench Strength
5. Terrorism Event
6. Power Outage
7. Loss of Key Customer(s)
8. Cyberattack
9. Increased Competition
10. Project Cost Overrun
11. Disruptive Project

UNDERLYING VULNERABILITIES

Internal

- JFK redevelopment
- Physical constraints/ location of terminal
- Human resources capacity
- Position as international gateway/hub
- Lease requirements (24hr)/ little downtime
- Open access of terminal to public
- Age of terminal & facilities
- Status as CDC quarantine center
- Financial constraints for innovation/ differentiation
- On-site cooking facilities
- Lack of water supply backup
- Staff experience gap
- Key persons approaching retirement age
- Dependence on technology to operate
- Percentage of fixed costs
- Stored sensitive data
- Terminal operating at capacity
- Project scope definition /creep

- Business partner relationships
- Airline partnerships
- Increasing dependence on electricity
- Open access to public
- High footfall
- Reliance on revenue from Delta

External

- Geopolitical climate
- State of the economy
- Supply chain
- Port Authority requirements
- Regulatory requirements
- Pandemic-related travel restrictions
- Customer expectations
- Business/ tourism trends
- Cost of living in New York
- Climate change/ weather
- Insurance availability
- Reliance on third-party utilities suppliers



JFKIAT SWOT Analysis

STRENGTHS

- Strong financial and operational track record
- Known cost base and modest debt levels
- Highly experienced and dedicated staff and safety-oritented culture
- Viewed as innovation leader at JFK

WEAKNESSES

- CAPEX limits investments to fixing the basis vs. expansion
- Terminal (pre-COVID) at maximum capacity
- Terminal is aging and in need of a re-life to remain competitive

OPPORTUNITIES

- Increase non-aeronautical revenue streams for terminal reinvestment
- Invest in tech and BI to drive data-driven automation and productivity
- Invest in customer experience and employee engagement to deliver value and competitive differentiation

THREATS

- Increasing labor and O&M expenses eroding operating margin
- JFK expansion will put new and existing terminals at or above parity
- Lack of investment in high-visibility projects could lead to carrier attrition

Stakeholder Engagement Approach

Deliberate steps are taken to make sure our stakeholders' perspective is included and consulted in every step of our business process. Our passengers, customers, employees, community, Port Authority, vendors, and other partners are vital players in our business. Through monitoring and engagement, we continually stay in touch with these parties and keep them up to date on any changes or news happening at T4. By getting to know our stakeholders, we can better understand their needs and deliver on actions and goals that will benefit their well-being.

Key Stakeholders

- The Port Authority of New York and New Jersey (PANYNJ)
- Delta Air Lines, Inc.
- Royal Schiphol Group
- The Bank of New York/Mellon (Trustee) and Bondholders
- T4 airline partners
- JFKIAT employees
- T4 business partners, suppliers, and service providers

- Employees
- Passengers
- Investors
- Suppliers
- Community Members
- Environmental Figures
- Airport Partners
- Governing Parties
- Nonprofits
- Unions
- Media Partners



JFKIAT engages with internal and external stakeholders about sustainability risks and opportunities considered to be relevant to our organization. We value our stakeholders; therefore, we take pride in our ability to listen, learn, and provide support to stakeholders.

Internally, we created open dialogue and circulated surveys to understand our employees' sentiments. Externally, we met with customers, investors, and local communities to understand their sustainable priorities and where they can offer improvements.

Key Business Drivers:

- Zero-Accident Culture
- Customer Experience
- Financial Performance
- Innovation Leader
- Sustainable Performance
- Best Place to Work

More details about our stakeholder engagement through a Materiality Assessment can be found on page 69 under the Sustainability Section.



24 FINANCIAL PERFORMANCE

SUMMARY OF FINANCIAL DATA

FINANCIAL HIGHLIGHTS 2022								
GRI 102: GENERAL DISCLOSURES 2016 (IN $ MILLIONS, EXCEPT FOR RATIOS, EPAX, AND $ PER EPAX)								
	2022	2021	VARIANCE $	VARIANCE %	Trend	2020	2019	2018
Total Revenues (Aviation & Commercial)	499	309	190	62%	↑	288	473	468
Total Expenses	161	130	(30)	23%	↓	135	156	147
Net Operating Income (Gross Margin)	338	178	160	90%	↑	153	317	322
Total Gross Margin %	68%	58%	-	17%	↑	53%	67%	69%
Net Income	258	96	162	168%	↑	88	183	187
Debt Service Coverage Ratio	3.81	6.56	-	-	↑	1.29	2.44	2.42
EPAX	8.9	5.9	3.0	51%	↑	3.2	10.8	10.8
Aviation Revenue ($ per EPAX)	49.67	45.00	4.67	10%	↑	73.12	36.50	36.67
Non-Aviation Revenue ($ per EPAX)	7.66	5.76	1.90	33%	↑	9.22	7.09	6.64
Total Cost ($ per EPAX)	18.12	22.20	4.07	18%	↓	41.79	14.41	13.56
Aviation Gross Margin ($ per EPAX	31.55	22.80	8.74	38%	↑	31.38	22.09	23.11
Debt ($ per EPAX)	244.74	152.00	(92.74)	61%	↓	288.41	110.55	117.95

Summary of financial performance impacts
In 2022, enplaned passengers (EPAX) increased by approximately 51% over 2021 and 278% on 2020, as travelers returned to JFK and Terminal 4, following the disruption to the industry due to the COVID-19 pandemic. Despite the Omicron variant of COVID-19 suppressing travel early in the year, pent-up demand for travel drove higher-than-expected levels of passenger traffic from March through December.

Revenue in 2022 was up 62% on 2021, driven by the increases in non-Delta passenger traffic and an increase in Delta Rent due to increased operating expenses (See above).

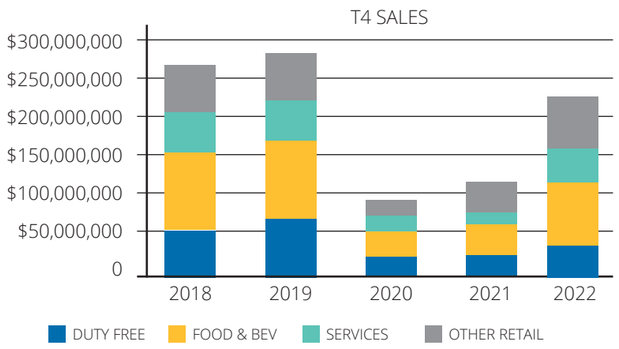
Costs for 2022 were 23% higher than 2021 but only 3% higher than 2019. The cost increase over 2021 reflects a return to levels of passenger traffic more in line with (though still below) historical levels, as well as increases due to prevailing inflation rates at the airport and more broadly. The lower-than-inflation increase over 2019 represents a lower level of passenger traffic, combined with efficiencies born out of the COVID pandemic, partially offset by this same inflationary pressure.

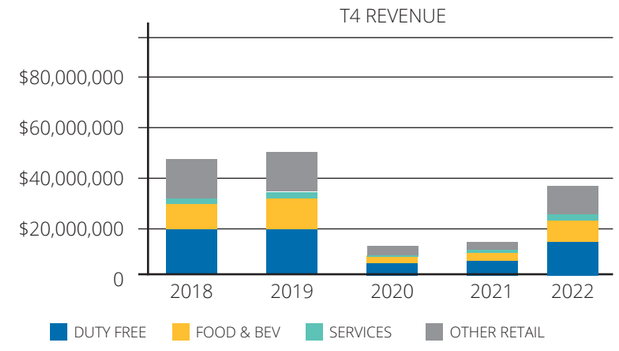
Debt service costs in 2022 were broadly level with those of 2021.

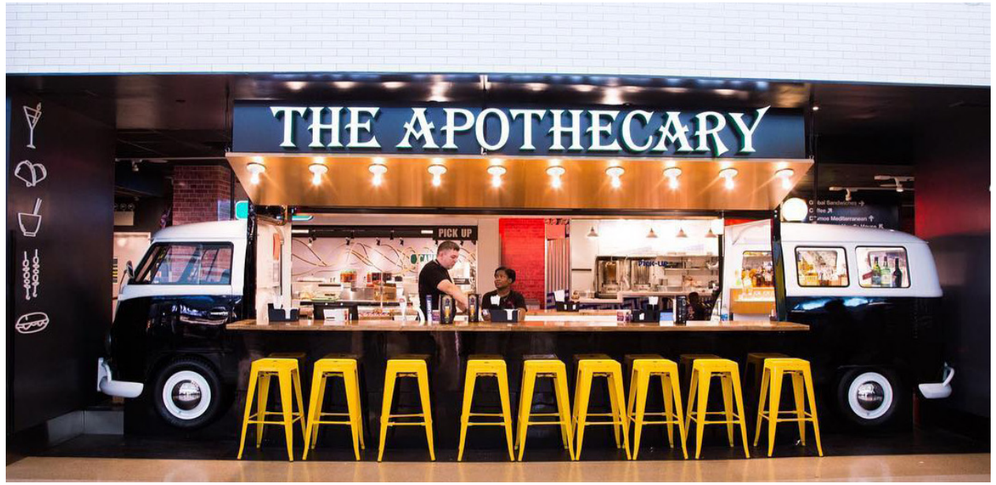


Concessions

- Concession sales achieved 85% of 2019 levels, with the News & Gift 'convenience category' exceeding 2019 sales.
- Other signs that the concession program is making a positive recovery from pandemic are that the sales per enplanement (SPE) improved vs. 2019 levels in both the Food and Beverage and News and Gift categories.
- Duty-free sales showed signs of improvement, particularly in the 4th Quarter as they catered to more domestic consumers.
- 2022 Revenue exceeds the combined revenue for 2020 and 2021 by 28.7%.
- 2022 Revenue per enplanement (RPE) exceeds 2019 RPE by 9%





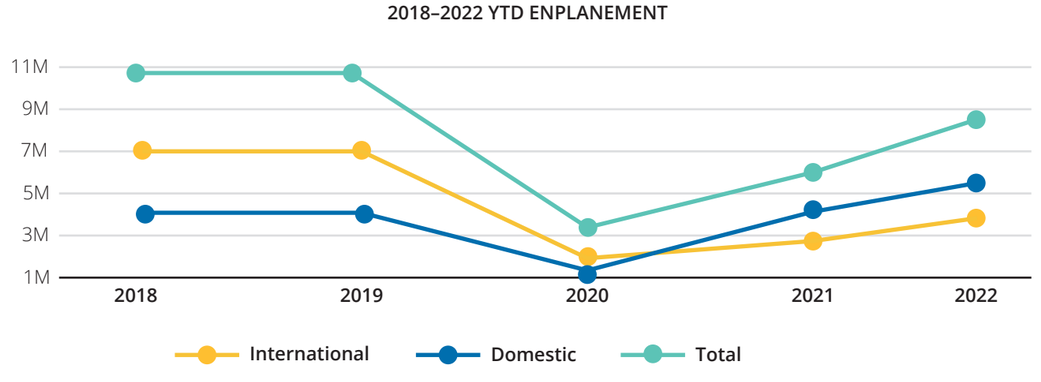


Investment Committee

The Investment Committee (IC) reviews the short- and long-term capital needs of the Company. Meeting every two months, the IC monitors capital projects under way, prioritizes the queue of projects approved, and reviews new projects to manage the annual capital budget.

It is the IC's responsibility to review capital expenditure items submitted for consideration by various departments and determine if the proposed item represents a genuine need and if the proposed cost is reasonable. In considering requests, the IC will consider the cost of a capital item, future operating and maintenance costs, life expectancy, and payback cost recovery (ROI) as applicable. Over the past 4 years, more than $50m has been invested in capital projects.











Aviation

The Aviation Industry began a steadier rebound from the COVID-19 Pandemic as airlines added more frequencies on existing routes and reintroduced flights on suspended routes. A few carriers managed to introduce services to new cities they had not previously served. Although flight numbers still lagged behind pre-pandemic levels, for most of Summer 2022 Terminal 4 carriers recorded Load Factors that were only a few percentage points from 2019 levels.

Aviation Metrics

As of December 31 2022, JFKIAT operated 36 contact gates and 8 hardstands. Until November 1 2021,30 gates and 1 hardstand were leased on a preferential basis to Delta Air Lines, with the remaining 9 gates and 7 hardstands being serviced by the other carriers ("Contract Carriers"). Commencing November 1 2021, an additional 3 gates were leased to Delta on a preferred basis. As a result, Swiss and EgyptAir relocated operations to Terminal 1, Kuwait Airways relocated operations to Terminal 7, China Southern relocated operations to Terminal 8 and South African Airways, which had not traveled into JFK since the start of the COVID-19 Pandemic announced, the closing of its North American stations. During Summer 2022, JFKIAT was able to attract and accommodate the relocation of Hawaiian Airlines from Terminal 5 to Terminal 4. Due to continued restrictions on flight operations to and from Mainland China, there was no service to Mainland China in 2022. Load Factors continued to rebound to almost pre-pandemic levels, growing from 64% in January to a peak of 90% in July (pre-pandemic peak was 91% in July and August). T4 ended 2022 by providing nonstop service to 121 cities, of which 18% were not served by Delta.

JFKIAT welcomed 17.9 million passengers in 2022, giving it a market share of approximately 33% of the JFK traffic.

T4 handled an average of 334 flights per day, an increase from the 279 flights per day recorded in 2021. The Contract Carrier gates averaged 5.3 turns per day and the Delta Preferred gates averaged 4.7 turns per day, up from the 3.1 and 4.0 recorded in 2021, respectively.

TOP TRENDS 2019–2022

2022	(5) Vehicle reversing into aircraft (2) Jet Bridge Operator (2) Mechanical stair	(9) Reversing (4) Reckless driving (3) VSR congestion	(8) Slips on liquids (5) Slips on ice (3) Slips due to cleaning	(4) Passenger falls due to wheelchair service (3) Roadway maintenance (3) Slips on liquids
2021	(1) Jet Bridge Operator	(5) Vehicle reversing (2) Awareness entering VSR (2) Vehicles parked in Red Hatch	(3) Ice (weather) (3) Wet floor / food debris	6) Wet floor / food debris
2020	(2) Damage by stairs (1) JB Operator	(5) Vehicles misjudging turn (2) Vehicle reversing	(4) Ice (weather) (3) Wet floor / food debris	(1) Wet floor / food debris
2019	(2) Vehicle damage (1) Damage by stairs (1) JB Operator	(9) Tug lost control (8) Vehicle reversing (3) Oversize vehicle hitting low barrier	(8) Wet floor / food debris / Other 3) Ice (weather)	(5) Wet floor / food debris

30 ZERO-ACCIDENT CULTURE



Safety and Security of all T4 employees and passengers is JFKIAT's highest priority. We continue to deliver a safe and secure terminal for all patrons by fostering an effective Safety & Security Culture, striving for Zero Accidents, and reducing potential security threats and vulnerabilities for a safe and secure environment.

2022 Accomplishments

- Due to manpower concerns of the Omicron variant, U.S. Customs and Border Protection (USCBP) instituted a temporary cash-and-carry policy for duty-free items effective January 2022, until March 31, 2022.

- JFKIAT instituted an airside AED (Automated External Defibrillator) placement program, resulting in the installation of seven AEDs for airside use.

- Successfully completed TSA's 2021 Action Plan requirements with Random Employee Screening, ID Challenges and VIP Parking Lot adherence. JFKIAT received a Letter of Completion in December, officially closing out the action plan.

- Effective August 30, JFKIAT reduced the number of "Aviation Worker" access points to 46, including 21 elevators and 25 doors strategically located throughout the terminal to meet the spirit of Security Directive SD 1542-18-010. 450 companies and over 22,000 employee access and templates were reviewed and modified based on operational need. Access points were reduced by 67%.

- JFKIAT had a strong focus on Information security in 2022: the Information Security Awareness training program was redesigned to better suit JFKIAT's needs. Information security monitoring and incident management services were outsourced to the company Alert Logic. The Information Security road map was reviewed and revised. The Information Security risk register was created and populated on our Governance, Risk, and Compliance (GRC) platform. Information security controls were selected from the NIST cybersecurity framework and populated on our Governance, Risk, and Compliance (GRC) platform.

- As part of the growing safety culture, safety subcommittees for terminal and airside were created to focus on issues conveyed by frontline employees, and all meetings at JFKIAT will start with a Safety Moment.

- The Safety and Security incentive program was updated to an "on the spot" incentive for employees performing good safety practices.

- In collaboration with our business partners, our team documented an SMS best practices handbook to share with JFKIAT employees and the community that focused on best practices while spreading our safety culture.

- A full review of the Crisis Response Plan was completed. Updates were made to include pandemic and epidemic responses with requirements from NYS and NYC Health Departments and CDC best practices.

- Content was delivered via digital bulletin boards and other electronic methods as a conduit to frontline employees to inform JFKIAT's monthly safety best practices and monthly focus area.

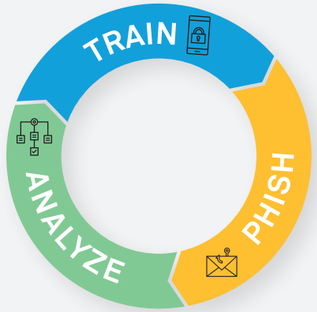
- We expanded our key control by including an additional key control box in the Asset Management office to contain all sensitive keys in line with JFKIAT's key control procedures.

- The loading dock was restructured to provide a more secure means of screening deliveries at Terminal 4 in cooperation with the Port Authority and TSA. X-ray technology was introduced, and security zones were redefined to accommodate the new process.

Information Security

Strong efforts were made this year reviewing and updating our response plans, training programs, and access control systems while in a redevelopment program. Numerous areas of innovation were trialed and implemented for a strong security posture while streamlining processes. JFKIAT's Information Security Program, ensuring that our teams learned resilience and completed an established road map was crucial.

The Information Security Awareness training program was redesigned to better suit JFKIAT's needs. Our training program included robust, monthly trainings on the following topics:





All-Training Activity

Jan	Feb	Mar	Apr	May	Jun
Phishing Test #3	Unexpected Emails	Tailgaiting	Phishing Test #4	Create Strong Password	Sensitive Information
Q1 Simulation Results	Clickers Phishing #5	Clickers Phishing #6	Q2 Simulation Results	Clickers Phishing #7	Clickers Phishing #8
Penetration Test	Monthly Phishing	Monthly Phishing	Monthly Phishing	Proficiency Assessment	Monthly Phishing

Jul	Aug	Sep	Oct	Nov	Dec
Phishing Test #1	Email Attachment	"Google" Yourself	Phishing Test #2	Badge/ID Security	Safely Shop Online
Q3 Simulation Results	Clickers Phishing #1	Clickers Phishing #2	InfoSec Awareness Training	Clickers Phishing #3	Clickers Phishing #4
Monthly Phishing	Monthly Phishing	Monthly Phishing	Q4 Simulation Results	Monthly Phishing	Monthly Phishing

Safety Statistics	2019	2020	2021	2022	Trend
Aircraft Damages @ T4	6	5	3	14	↑
Motor Vehicle Events	34	23	13	39	↑
Employee Events	23	14	16	28	↑
Passenger Events	12	2	13	18	↑

Safety Overview

As the world is emerging from the effects of COVD-19, the safety and security of all employees continues to be a top priority for JFKIAT. With the high number of new employees, fostering a safety culture and getting back to safety basics was and continues to be an essential focus for our teams and for JFKIAT's Safety Management Systems Program and major updates to our Crisis Response Plan.

JFK built out our Security Awareness Program in 2022, defining security tips and training staff to navigate cybersecurity breaches via email. Measures taken are noted below:

- Phishing Simulation Test: Suspicious emails were sent to end users, some of which were perceived as executive impersonators. This process's aim was to test and train the recipient's ability to identify unusual emails and successfully utilize our automated process to report the email internally.
- All recipients who failed these simulation tests automatically had their training increased by 2x a month for an additional month, while also needing to retake our onboarding Cybersecurity Material.
- Security Tips: We start every month by sharing security tips to help guide our employees to what they should be privy to in the space of Cybersecurity, such as: Lock Your Screen, Work from Home Safety Tips, and Password Managers.
- LMS: We centralized our Cybersecurity Awareness learning material through People Operations, defining a baseline for onboarded users. This system was also leveraged to share our annual Cybersecurity Awareness training in October.

The Safety & Security and IT & Digital departments shared the goals of implementing governance over the data we create and transmit, defining information technology risks and coverage gaps that may be leveraged by users who pose a threat, and reviewing for implementation compliance principles.

We now centrally aggregate our system logs to a SIEM, define Incident Response processes, and scan our internal/external networks for vulnerabilities. Remediating is based on severity.



T4 continued to focus on the implementation of our Information Security Program plan for 2022. These activities included:

Information Security Incident Management System

- Defined a new Incident Response process with our partner Converged Technology Group (CTG).
- Implemented Managed Detection & Response technology platform with Alert Logic and CTG.
- Began tuning of Alert Logic platform, identifying gaps within log sources.

Vulnerability Management System

- Implemented Vulnerability Management technology platform with Alert Logic CTG.
- Vulnerability scope scans of all IT systems.
- Executed a process for assigning criticality, assigning owners, and remediation activities.

Identify & Access Management System

- Revised processes for onboarding, modifications, and offboarding for accounts.
- Defined governance for the system administration of authentication systems.
- Continued to secure applications with Single Sign-On (SSO).
- Multi-factor authentication (MFA) became mandatory across the JFK IAT corporate environment. Working alongside the IT & Digital team this was accomplished, alongside onboarding/reconfiguring available technology stack to leverage Single Sign-On.
- Defined Request for Quotation (RFQ) and Scope for Privileged Access Management program, reaching out to vendors for service offering understanding and demo.
- Defined RFQ and Scope for Information Rights Management program, governed by our Data Classification Policy.

Network Access Control System

- Implemented Cisco Identity Services Engine (ISE) solution to enforce secure policies, profiling, and visibility for endpoint connectivity using 802.1x network level authentication.

NIST Cybersecurity Framework

- JFK assessed the five pillars of the NIST Cyber-security Framework (CSF), allowing for us to define modifications within our governance, risk, and compliance disciplines.



Global employee going above and beyond: At the west employee checkpoint turnstile Parris Amanda noticed an airline employee swiping his badge to illegally provide access to another badged employee. Ms. Amanda quickly notified the JFKIAT Security Supervisor, which prompted the response from Port Authority, which addressed the issue.

NIST CYBERSECURITY FRAMEWORK				
Identify	**Protect**	**Detect**	**Respond**	**Recover**
• Asset Management • Business Environment • Governance • Risk Assessment • Risk Management Strategy	• Access Control • Awareness and Training • Data Security • Info Protection Processes and Procedures • Maintenance • Protective Technology	• Anomalies and Events • Security Continuous Monitoring • Detection Processes	• Response Planning • Communications • Analysis • Mitigation • Improvements	• Recovery Planning • Improvements • Communications

Outsourced Partners

- Building Security: Successfully completed the tender process for the building security and access control contract. The contract was awarded to Allied Universal Services with a start date of 2/1/2022. The average monthly balanced score card score for BSAC in 2022 was 97.10%, which was above the contractually required 95%.
- Traffic Management: The 3-year Traffic Management contract with AUS expired on May 31, 2022. However, it was extended for 1 year, until May 31, 2023. The average monthly balanced score card score for Traffic Management in 2022 was 95.66%, which was slightly above the contractually required 95%.
- Employee and Goods Screening: The new X-ray devices became operational at Terminal 4 Loading Dock locations as of August 3rd. In addition, East Employee checkpoint reopened for all employees as of September 12th. The average monthly balanced score card score for the Employee and Goods Screening contract in 2022 was 95%, which met the contractually required 95%.

The T4 Crisis Management Program

In 2022, there was a complete review and update of necessary information in the Terminal 4 Crisis Response Plan. Based on this review, a NY State–compliant airborne infectious disease response was formulated and merged into the T4 Crisis Response Plan. An updated Ebola response plan was created with the Port Authority, CDC, and CBP. A call to action was also reinitiated because of this plan for T4 employees to participate in the revitalization of the T4 Ambassador program, which was put on hold during the COVID-19 pandemic. On December 8, 2022, JFKIAT T4 participated in an in-person Port Authority Security Unit tabletop exercise focusing on JFK entering an Imminent condition.



Safety and Security Culture and Engagement

- The 2022 Terminal 4 Safety Committee continued to work together to define best practices, reduce accidents, and change a reactive to a proactive approach. Subcommittees for terminal and airside were created to focus on issues conveyed by frontline employees.

- On April 18, 2022, the TSA announced they will no longer enforce SD 1542-21-01 requiring mask use at public transportation hubs, and certain airlines have relaxed mask mandates for passengers. JFKIAT continues to follow NYS directives regarding mask requirements for employees and passengers at Terminal 4.

- Utilizing monthly Sentinel newsletters and virtual platforms, the JFKIAT Safety and Security Department reminds Terminal 4 employees on proper use of PPE, healthy practices during a pandemic, Cybersecurity awareness, SIDA badge responsibilities, Human Trafficking Awareness, insider threat, sustainability focus, fire prevention, T4 Driver Infraction Program, driving the Zero-Accident Culture and overall best-industry safety and security practices.

- As part of the safety program, Foreign Object Debris (FOD) Walks were conducted on April 27, May 26, June 23, July 26 and 21, September 27, and October 17. FOD walks are suspended during inclement weather for safety concerns.

Safety and Security Training

The training program was successfully converted from an external, in-person training to a Learning Management System format for our security partners and T4 employees. As this training evolves, a new in-person training course will be updated and converted to the Learning Management System.

The production of this training was coordinated with the NY Division of Homeland Security to create an updated Transportation and Security Awareness Training program. Classes will be provided to our security partner in January 2023. After all security partner training, it will be offered to JFKIAT and T4 employees. As part of the SSP new employee onboarding, there is required attendance to participate in events twice per week that train on access control basics and general T4 security knowledge. To date, over 90 new SSP employees have been trained.

In 2022, we identified and disbursed the first Safety & Security department investigations training. This training curriculum will be utilized to create a T4-specific investigations training, which will eventually be shared with the JFKIAT operations department.





November 10, 2022, T4 Safety and Security Employee of the Year Awards and Ground Handler Best in Class

2022 Safety & Security Events

January is Human Trafficking awareness month. On January 10, T4 campaigned to wear blue in recognition of National Human Trafficking Awareness Day. The Security portion of the Sentinel Newsletter was dedicated to this cause.

On May 25, the Safety and Security department held its first annual General Manager Safety Meeting. The purpose is to have T4 stakeholders/community in discussion to gain input and share safety best practices.

On October 19, we held the T4 Safety and Security 8th Annual Conference. This year we focused on the Family Assistance Program and resources available to airlines who operate from Terminal 4. Our slogan is BE AWARE AND PREPARE.

October 24-28 - Stacey Lora was invited and spoke regarding JFKIAT's Family Assistance and CARE programs and mutual aid at the IATA Emergency Response Forum in Geneva Switzerland

On November 10, JFKIAT held the T4 Safety and Security Employee of the Year Awards and Ground Handler Best in Class

On November 17, we hosted the annual Health and Wellness Day sponsored by Christ for the World Chapel & JFKIAT with CitiMed and NYC Dept. of Mental Health. This event provides health screenings and health and safety tips to the T4 community.

38 CUSTOMER EXPERIENCE



In 2022, JFKIAT focused primarily on launching new experiences while also improving our current amenities to deliver a seamless, innovative, and memorable customer experience. To meet new customer needs, T4 and its operators introduced new payment options, as well as new shopping experiences (digital and automated), reopening existing stores, and unveiling new stores. Successful communication was accomplished through internal communications channels and targeted campaigns such as SMILE. In celebration of the reopening of XpresSpa, we hosted a ribbon cutting ceremony on the B concourse. Our Customer Experience Committee of T4 business partners was established in 2022 and meets quarterly. Based on our We Soar nominations, and Quarterly Employee recognition program were established in 2022.

We have sought various partnership opportunities in 2022. In collaboration with New York-based brands such as Project 96, Bag Shop NYC, and Against Medical Advice, we created and installed the T4 Selfie Station, an experiential activation located at Gate B27. In celebration of the New York Rangers playoff run, on June 7th we collaborated with Delta Airlines and the New York Rangers to host a photo opportunity in the retail lounge.

Minute Suites

Minute Suites Opened in August 2022, located near gate B39 and open 24 hours. Minute Suites offers a new amenity for T4 passengers. Rentable by the hour, there are 7 suites with Daybed sofas and workstations to nap, relax, work, and unwind. The location also has bathroom and shower facilities. Minute Suites also offers discounted rates for airline crewmembers and 30 minutes free for nursing Moms.



Duty Free Stores

In its effort to reach more domestic passengers, Duty Free Stores (DFS) opened 2 new units in 2022. In the retail hall DFS converted a closed retail space to “Food and Gifts” featuring confections, cookies, and packaged goods as well as local gift items. The DFS “Beauty” store, also open in the retail hall, is a multi-brand concept offering men’s and women’s products including such brands as Clarins, Clinique, Kylie, MAC, and Drunk Elephant.

AMENITIES AT T4

- Lactation rooms
- Lounges
- Digital touchscreen terminal directories
- Water refilling stations
- Automated external defibrillators (AED)
- Nursing rooms
- Indoor taxi stand/queue
- Baggage storage services
- Personal baggage porter service
- Indoor/outdoor pet relief areas
- Art collection pre- and post-security as well as CBP and arrivals
- Accessibility aides
- Free Wi-Fi
- Minute Suites
- VIP Meet & Greet
- Sunflower Lanyard Program
- AIRA
- Treat (Health & Wellness Center)

Wellness Week

JFKIAT is committed to fostering a safe and secure environment for passengers and employees. Their mental health has equal importance, which is why a Wellness Week took place from March 7-11, 2022. Participants were encouraged to enjoy 15-minute yoga sessions from The Om Factory, stress reducing stretching with certified trainer Jonathan Chadwell, and Zumba from The Brooklyn Nets dance team: the Brooklynettes.



Relaxing experiences were provided by Hudson's Hyperice, whose products help relieve tension and unlock sore muscles. Healthy tastings were provided by Vita Coco, an electrolyte coconut water that leaves its enthusiasts hydrated. Lastly, partakers could enlighten their senses with Finchberry soaps and bath bombs.



Guide Dog Foundation

On July 14th, The Guide Dog Foundation visited the terminal as part of a "training" exercise for puppies who will eventually become guide dogs for visually impaired people. The puppies were acclimated to public spaces and were being trained to walk and stop on command. The puppies and volunteer handlers were grateful that T4 was able to host the puppy class and will be back next year with a new group of puppy trainees.



Little Amal

On September 14, the puppet Little Amal visited NYC and her entry point was none other than JFK Terminal 4 Arrival Hall. Little Amal, whose name means Hope in Arabic, was created to raise awareness about refugee children. Little Amal was greeted by hundreds of passengers and staff and her walk was accompanied by music from the opera "Satyagraha" and performed by Metropolitan Opera Orchestra and 23 members of its children's chorus.



T4 Arts and Culture Committee

The Arts and Culture Committee will look to provide access to T4 for local artists/performers to display their talents and community to connect them to a broad audience. In 2022, we formalized JFKIAT's Terminal 4 Arts and Culture Program to include members from PANYNJ, TFAC, Delta Airlines, Marino organization, and Museum of the City of NY (MCNY).



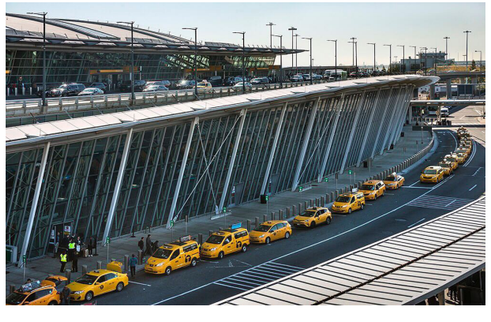
Quarterly Departure Surveys and ASQ Score

The Port Authority of New York/New Jersey partners with Airport Council International (ACI) to conduct quarterly Airport Service Quality (ASQ) departure surveys, the airport industry's standard for measuring passenger satisfaction. The ACI is the industry-leading airport trade group representing 641 members, operating 1,953 airports in 176 countries. ASQ surveys are currently conducted at 340 airports worldwide, covering more than half of the world's 7.6 billion annual passengers. Terminal 4's Overall Satisfaction score of 3.89 is highest among JFK Airports five terminals and 4th highest in the PANYNJ 11 terminal system. Scores on main attributes Cleanliness and Courtesy sustained 2019 level scores (similar passenger volume) while undergoing major redevelopment and construction. As part of our 2022 initiatives, terminal 4 formalized and implemented the following performance improvement plan:

- Cleanliness of Terminal: focus on basics and real-time customer feedback technology
- Courtesy of Airport Staff: T4 is more Training, "We soar staff recognition," and introduction of "4 Excellence" Reward and Recognition program
- Concessions: Value for Money: implementation of "We Value You" program and compliance with Street pricing policy
- Ambiance: Art installations, events including live music, CreatiVets exhibition, Earth Day, and others
- Walking Distance: New signage/messaging, Flight Information Display Screens (FIDS) monitors, mobility assistance services









Terminal Digital Transformation Projects

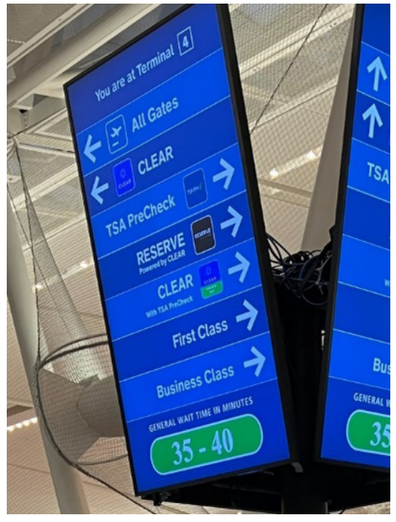
Digital Signage Pilots

As part of our commitment to improving our guest experience, we implemented two digital signage pilots within T4. The initial Digital Signage pilot with Omnivex continued from 2021 and focused on understanding how to approach digital signage with creative design, establishing a working group and governance program, and advancing the technical capabilities of Digital Signage Content Management System (CMS). The main objectives were to improve wayfinding, display CLEAR & TSA Pre-check wait times and add 'walk to gate times' to Flight Information Display Screens (FIDS).

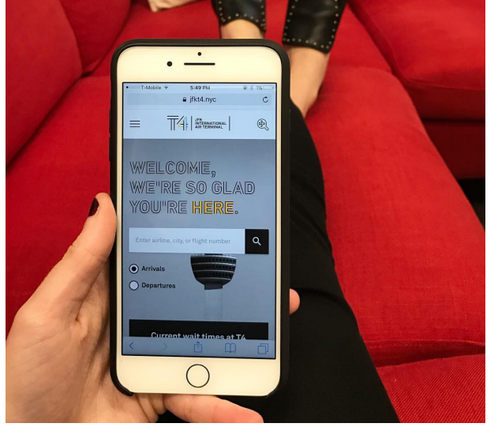
Additionally, the digital signage pilot with Synect aimed to introduce new digital totems for self-service and kiosk bag drop technologies, as well as totems that provide guests with wait time information and TSA messaging content at security checkpoints. We have also introduced new larger LED displays and next-generation Flight Information Display Screens (FIDS) for improved flight information and wayfinding, which are located in the retail lounge and the B-knuckle area near "4Info." as part of this pilot, we deployed 'ReadySeeGo' digital totem displays throughout the TSA security checkpoint to improve the clarity of instructions to passengers to help with the visual communications and display wait time information.











Implementation of JFKT4 Reserve Virtual Queue

JFKIAT selected a Virtual Queuing (VQ) solution called CLEAR Reserve powered by CLEAR and in partnership with Copenhagen Optimization. The new VQ service "JFKT4 Reserve" was introduced in mid-2022 to provide a virtual queuing & reservation platform for passengers to book a time slot free of charge at the TSA security checkpoint. The intent of the VQ solution is to offer T4 passengers a unique and excellent passenger experience while improving operation efficiency by:

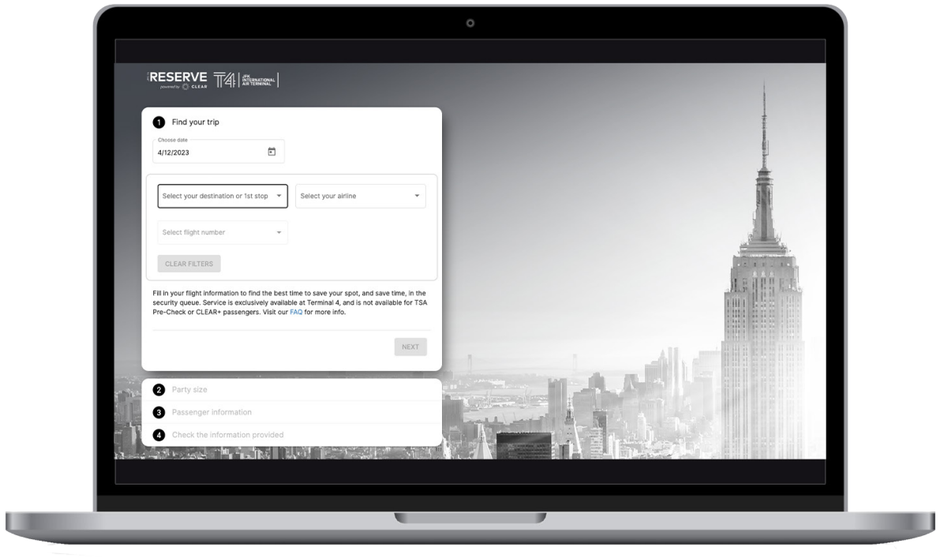
- Reducing peak pressure by balancing the load of the TSA security checkpoint
- Improving the passenger flow by increased utilization of the TSA queue
- Decreasing wait times for passengers
- Improving and offering a seamless passenger experience

Self-Service Kiosk & Automated Bag Drop Pilot Expansion

In 2022, JFKIAT continued to expand our self-service products and implemented eight Amadeus ICM self-service kiosks in the Departures lobby. In addition, we onboarded Avianca onto the new platform to improve the passenger experience and check-in efficiencies. In mid-2022, we implemented a new self-service mock-up & testing area with Amadeus ICM to showcase two additional self-service kiosks and two self-service automated bag drop units to allow all parties (ICM, IT & Digital, and airlines) to test the new innovative technology. Toward the end of 2022, JFKIAT extended the number of self-service kiosks from 10 to 20 to add additional capacity and onboard other airlines onto the new CUSS platform.

Introduction to T4 Services

In partnership with Smarte Carte, JFKIAT launched T4 Services, a suite of guest services for travelers at Terminal 4. The services include baggage storage, baggage transporting, lost-and-found, information services, and a new meet-and-greet service, which travelers can access through T4's website. The new meet-and-greet offering allows travelers to pre-book an escort to assist at Arrivals for elderly individuals, families with children, individuals with disabilities, and others.



44 OPERATIONS & INNOVATION



Operations

In 2022, JFKIAT continued to enhance existing operation programs and rolled out new initiatives with a goal of increasing efficiency and providing best-in-class operations at T4.

Passenger Flow Management Improvements

JFKIAT continued to optimize the CrowdVision Passenger Flow Management solution to track and measure passenger flow use cases from the departure's curbside through the TSA security checkpoint. In early 2022, CrowdVision was acquired by SkyFii to expand its presence in the airport market. With SkyFii's acquisition of CrowdVision, JFKIAT was able to tap into the expanded capabilities by planning an upgrade to the Passenger Flow Management solution to use LIDAR sensors and improved artificial intelligence over the current camera vision technology deployed. The new LIDAR capabilities will improve accuracy of analytics, add flexibility and resilience to better suit T4's changing environment that is part of our Terminal Transformation program. Operations continues to utilize the platform to understand passenger volume and measure performance and passenger experience KPIs.







Operational Statistics

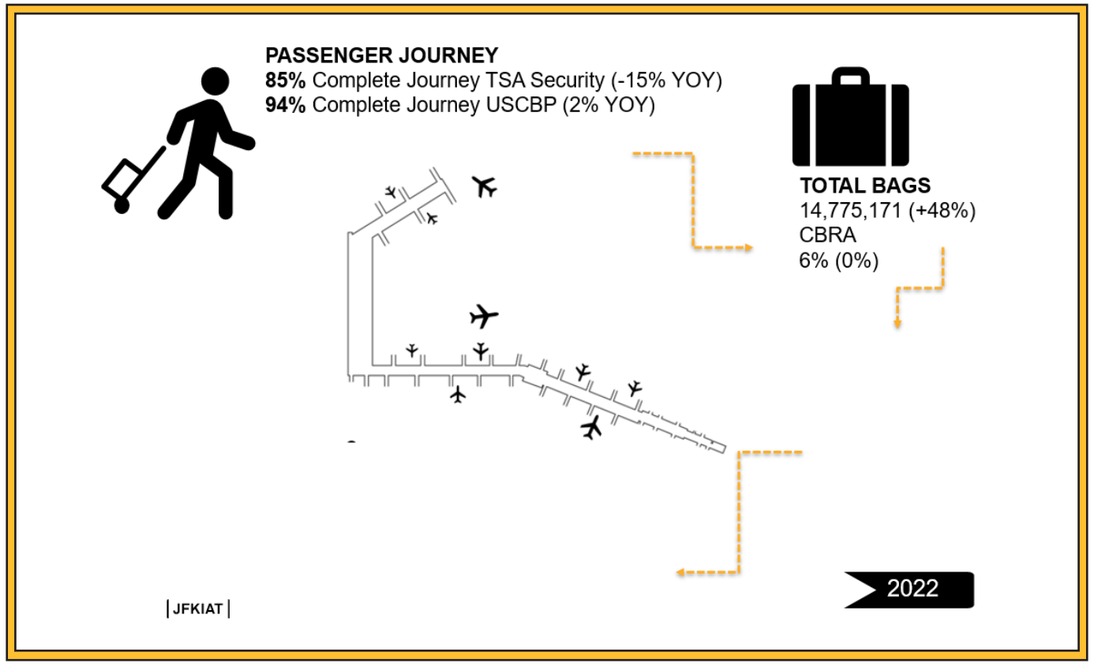
Asset/Baggage Management

The newly deployed Internet of Things (IoT) devices aid in monitoring various terminal systems including excessive vibration detectors and water leak sensors. The IoT devices provide real-time feedback to the maintenance teams on equipment status, reducing response times to address faults.

OPERATIONAL STATISTICS

JFKIAT SCORECARD 2022							
KPI TARGETS	2022 Results	2022 Targets	2022 Goal	2022 Results vs. 2022 Targets	2021 Targets	2021 Results	2022 Results vs. 2021 Results %DIF
ASSET / BAGGAGE MANAGEMENT							
Contract Appearance	88%	87%	87%	1%	86%	87%	1%
Ramp Appearance Balance Scorecard	92%	87%	87%	5%	86%	86%	6%
Building Maintenance Balanced Scorecard	87%	85%	85%	2%	84%	90%	-3%
Life Safety Systems	100%	100%	110%	0%	100%	100%	0%
Single-Stream Recycling (SSR)	67%	56%	56%	11%	55%	83%	-16%
Centerline Lighting (based on fixture counts, excl. system wide events)	96%	100%	100%	-4%	100%	83%	13%
Scales	100%	100%	100%	0%	100%	100%	0%
Jet Bridge (PBB 1 Incident rate/1K flts)	0.53	0.75	0.75	0	0.75	0.70	-0.17
Machine Screening	6	12	12	-6	12	6	0
GSE Contract (inc. BHS)	94%	96%	96%	-2%	95%	94%	0%
Baggage Handling Contract	97%	96%	96%	1%	93%	95%	2%
IT & DIGTIAL							
Security	100%	95%	93%	5%	95%	99%	1%
Tech Support	93%	93%	93%	0%	93%	95%	-2%
IT Managed Services (start 06/19)	96%	93%	93%	3%	93%	94%	2%
OPERATIONS							
Passenger Service Guest Services - Services reinstated in December 2022	N/A	96%	N/A	N/A	96%	95%	N/A
Passenger Service - Queue Management - Services reinstated in June 2021	97%	96%	1%	N/A	96%	95%	N/A
Hardstand Operations (Customer Service) - Services reinstated in November 2021	97%	96%	1%	N/A	96%	85%	N/A
Hardstand Operations (Equipment) - Services reinstated in November 2021	N/A	86%	N/A	N/A	86%	99%	N/A
SkyCap Services - Reinstated in September 2021	99%	96%	3%	N/A	96%	90%	N/A
Snow Removal 2021/2022 Season	98%	95%	3%	100%	95%	90%	N/A
GH Ramp Safety	99%	90%	9%	98%	90%	85%	1%
GH Equipment (leaking, front/rear lights, curtains, brakes)	99%	80%	19%	98%	80%	98%	1%
Jet Bridge Operator Compliance	98%	90%	8%	97%	90%	85%	1%
USCBP							
Primary <45 min - U.S. Citizens	95%	95%	95%	0%	95%	N/A	N/A
Primary <60 min - Visitors/ U.S. Citizens	96%	95%	95%	1%	95%	96%	0%
Complete Journey <60 min - U.S. Citizens	89%	95%	95%	-6%	95%	N/A	N/A
Complete Journey <75 min - Visitors/ U.S. Citizens	90%	95%	95%	-5%	95%	96%	-6%
For 2021, only Generalized Primary and Complete Journey Stats were tracked. For 2022, these will be split.							

KPI TARGETS	2022 Results	2022 Targets	2022 Goal	2022 Results vs. 2022 Targets	2021 Targets	2021 Results	2022 Results vs. 2021 Results %DIF
TSA							
Complete Journey <30 min -Regular (2022 Goal: 28 Minutes)	85%	95%	95%	-10%	96%	99%	-14%
Complete Journey <15 min - TSA Pre (2022 Goal: 13 Minutes)	99%	95%	95%	4%	96%	99%	0%
Complete Journey <20 min-First / Business - (2022 Goal: 18 Minutes)	87%	95%	95%	-8%	97%	99%	-12%
Up to door <20 min - Regular (2022 Goal: 19 Minutes)	73%	95%	95%	-22%	96%	97%	-24%
Up to door <10 min - TSA Pre (2022 Goal: 9 Minutes)	99%	95%	95%	4%	96%	99%	0%
Up to door <10 min - First/Business - (2022 Goal: 9 Minutes)	81%	95%	95%	-14%	97%	98%	-17%
First/ Business was reinstated in July 2021							
SAFETY							
Aircraft Damages @T4	14	<5	<5	9	<0	3	11
Motor Vehicle Events (Updated Criteria in 2020)	39	<28	<28	11	<0	13	26
Employee Events (Slip/Trip, Housekeeping, SOP) (Updated Criteria in 2020)	28	<21	<21	7	<0	16	12
Passenger Events (Slip/Trip, Housekeeping, Baggage) (Updated Criteria in 2020)	18	<12	<12	6	<0	13	5
Ground Handler FOD compliance (Updated Criteria in 2020)	99%	99%	99%	0%	99%	-	0%
Ground Handler Seat Belt Compliance (Updated Criteria in 2020)	99%	99%	99%	0%	99%	-	0%
CUSTOMER EXPERIENCE AND COMMERCIAL							
Food and Beverage code compliance	100%	100%	100%	0%	100%	TBD	N/A
Retail Food and beverage development plan (New)	100%	100%	100%	0%	100%	TBD	N/A
CX ASQ Departures Overall Satisfaction Score - ****Q4 not shared yet	****3.9	4.15	4.15	-	4.15	TBD	N/A
CX ASQ Departures Overall Courtesy of Staff Score ****Q4 not shared yet	****4	4.25	4.25	-	4.25	TBD	N/A
CX Average TSA FeedbackNow - Green/ Good Results	60.30%	70%	70%	-10%	70%	TBD	N/A
CX Average Restroom Cleanliness FeedbackNow - Green/ Good Results ****ADDED	90.30%	90%	90%	0%			N/A
CX Average Lost-and-Found Match Rate	57%	60%	60%	-3%	50%	TBD	N/A
SECURITY (EXTERNAL/INTERNAL COMPLIANCE)							
Security Badges Regulatory Completion Compliance (External)	100%	100%	100%	0%	100%	100%	0%
Perimeter Fence Line Regulatory Completion Compliance (External)	100%	100%	100%	0%	100%	100%	0%
TSA Netting Regulatory Completion Compliance (External)	100%	100%	100%	0%	100%	92%	8%
Airline Emergency Plan Compliance (External) - Received 14 plans	65%	100%	100%	-35%	100%	100%	-35%
(Building)* Contract (Internal) - Average July-December 2021	97.10%	95%	95%	2%	95%	96%	1%
Employee Screening Global - Average July-December 2021	94.89%	95%	95%	0%	95%	96%	-1%
Traffic AUS - Average July-December 2021	95.62%	95%	95%	1%	95%	96%	-1%
Compliance (Internal)	100%	100%	100%	0%	100%	100%	0%
Regulatory Compliance (External)	100%	100%	100%	0%	100%	100%	0%



Innovation and Process Improvement

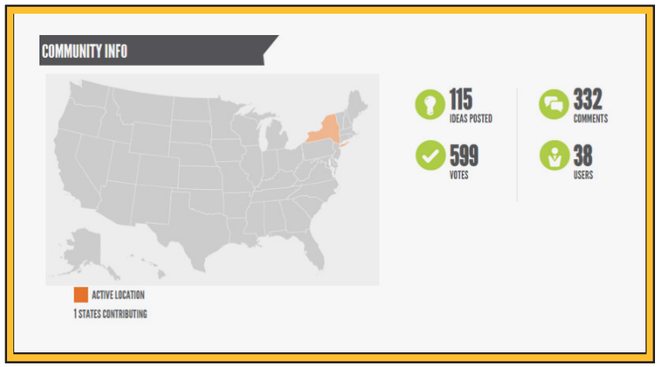
With all the challenges facing the aviation industry, such as changing customer expectations, it is imperative that business actively look to identify areas of opportunity for improvement. JFKIAT is committed to developing a culture of innovation and process improvement.

Externally, JFKIAT engages suppliers or potential suppliers to learn about the latest technology available in their space. JFKIAT also participates in industry forums, learning and contributing to industry knowledge.

INNOVATION: IT STARTS WITH IDEAS!

Collaborating internally with our employees and externally with suppliers, industry, and government partners has enabled JFKIAT to identify innovative opportunities and stay on top of the latest trends.

Collaboration
Internally, we use Journey Mapping and Process Mapping to understand our business, our customers, and suppliers. We engage cross-functional teams to ideate pain points or problem areas, then conduct a prioritization session using voting as a tool to optimize the results. This often leads to quick wins and a prioritized list of problems the organization will work on.



IdeaScale
Ideas are also obtained using IdeaScale, a crowd-sourcing tool. This is best used with a leadership challenge where individuals are asked to respond to a specific question. Employees can comment, vote, and even help to assess ideas using the system.

Lean Six Sigma (Process Improvement)
Once a pain point or problem is identified, JFKIAT uses Lean Six Sigma or Design Thinking to assess problems, determining their impacts, available measurement, and root causes. Once root causes are understood, solutions can be brainstormed. Solutions are reviewed and scored based on a human-centered design approach, ensuring that solutions are desirable, feasible, and viable. Some projects are managed by the process improvement manager, however, most are completed by project managers within the business units. JFKIAT continues to award Yellow Belts to those who complete the LSS training and project requirements.



Innovation & Technology

Digitalization & Technology Updates:
JFKIAT continues to deliver secure, reliable, and innovative technology solutions to provide the most seamless, efficient, and memorable airport terminal experience at T4. The vision and mission for our IT & Digital function were revised into three primary objectives: Secure IT Landscape, Digital Platform Agility, and Drive Innovation. These pillars help us transform the underlying technology architecture to accommodate a digital ecosystem required of a world-class airport terminal.

In 2022, JFKIAT continued to execute the multiyear Digital Strategy to drive toward being New York's leading digital terminal through the application of innovation, data, and technology. We defined six digital focus areas in line with JFKIAT's strategic business objectives.

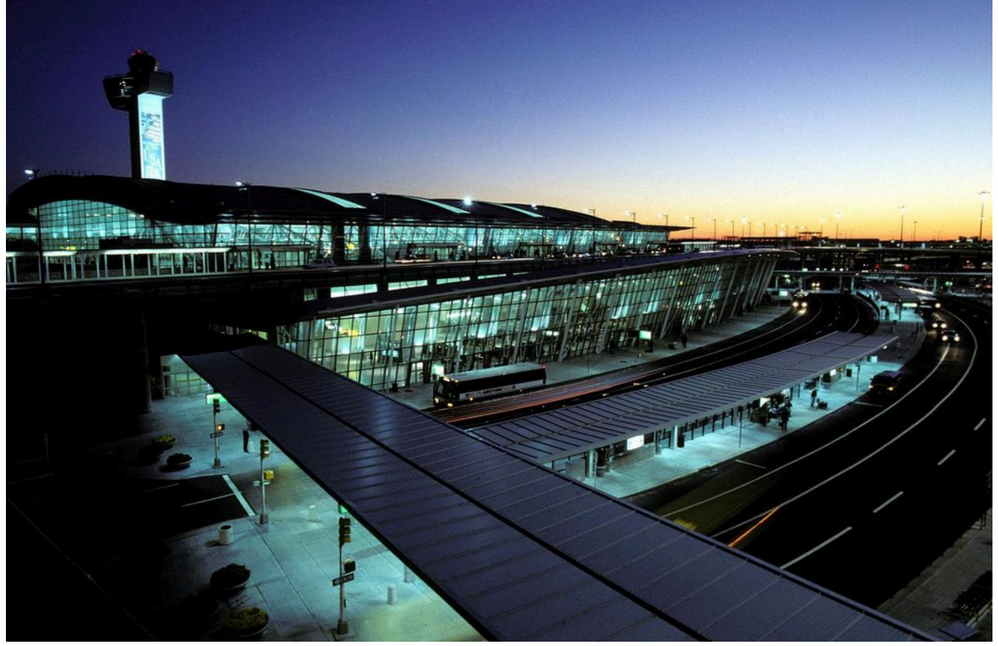
Throughout 2022, our primary technology partners SITA, Amadeus ICM, ConvergeOne, Converged Technology Group, Thales USA & AUTS continued to provide exceptional customer service in their respective digital and technology domain to both internal end users and to our T4 community.

Development of Data Strategy
One of the key initiatives was to revise the Data Strategy and develop a new road map as part of our Digital road map activities. JFKIAT engaged WiPro, a consultancy firm that specializes in Data Analytics, to develop an action plan for implementing a Data & Analytics road map. This included a discovery assessment, analysis of current and future state of use cases, target data architecture, and a data transformation road map.

Topics around Innovation

Implementation of Apron AI
In February 2022, JFKIAT selected Assaia for a 12-month pilot of their Apron Artificial Intelligent technology on A2, A4, A7, and B24. This allows participating ground handlers, airlines, and JFKIAT to have visibility of live and historical below-wing turnaround events. Together with this information, all stakeholders can work to proactively increase T4 gates' on-time performance. The feedback collected from stakeholders and system performance has been phenomenal, therefore JFKIAT is expected to expand this technology to A3, A5, and A6 in 2023.

Aircraft Turnaround Management Pilot
JFKIAT continued with adopting the Aircraft Turnaround Control System using Assaia's Apron AI platform, which was initially installed on three gates (A2, A4, B24) and during 2022 and then extended onto A7 to onboard several other airlines. The Aircraft Turnaround Management System was optimized further with additional functionality to provide Predicted Off Block Time (POBT) to provide data-driven predictions and help airlines make better decisions, reduce accidents on the apron, improve sustainability, and increase turnaround efficiency.



Purchasing

JFKIAT strives to be recognized as having a world-class Procurement system (process) that delivers the best value to our customers and to optimally procure goods and services at terms that meet our budget, schedules, and guidelines.

Our mission is to:

- Procure goods and services promptly that meet our customers' business needs.
- Use and promote Procurement policies and practices that are ethical, efficient, innovative, and supportive.
- Collaborate with and be accountable to our stakeholders.
- Consistently deliver excellent customer service and continually improve Procurement operations.

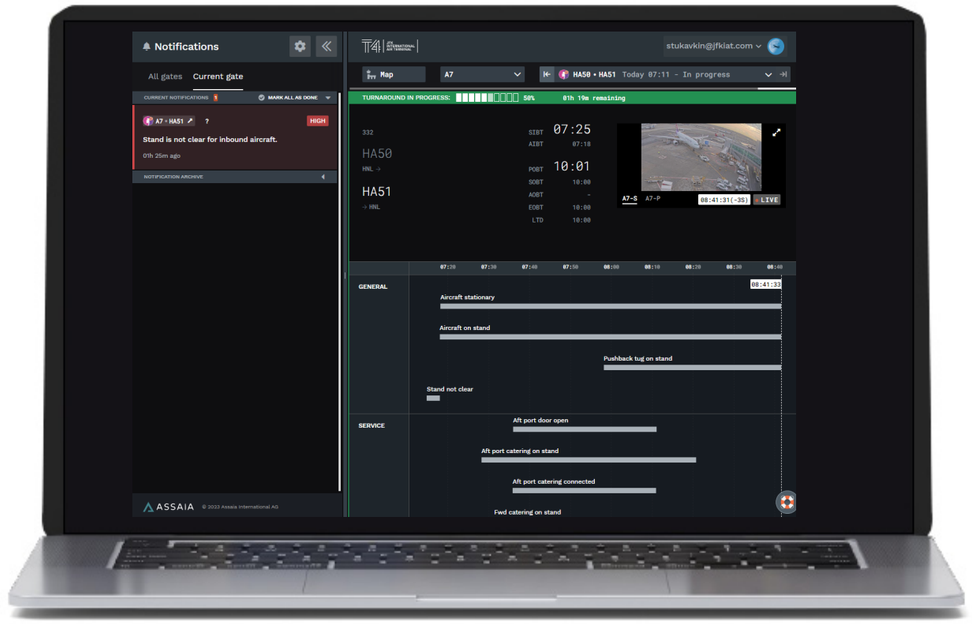
The Procurement policy ensures a standard approach to Procurement management and the consistent use of procedures governing the process by which materials and services are procured and administered.

Procurement Procedures

a. Competitive Bidding
Competitive bids for goods and services are required over $25,000. At least three written bids must be solicited for purchases exceeding $25,000. Bids are not required in cases where the source of supply is an existing contract or a sole-source vendor. In any instance where three bids are not made due to sole sourcing or an existing contract, such justifications should be documented and retained on file.

b. Sole Source Justification
In cases where a purchase valued above $25,000 cannot be competitively bid, it is necessary that a justification be provided with the Purchase Order when it is submitted to the CFO & President and CEO for approval. A vendor is considered a Sole Source in cases where only one product can meet the specification described by the requester and only one vendor can provide that product. A Sole Source Justification document should include enough detail to fully defend the position that a substitution of product or supplier is not possible.

c. Changes to Purchase Orders
A revised Purchase Order is required in cases where significant variances of over 5K or 10% in specification, quantity, or cost exist. This can be approved by the appropriate VP. In cases where the item is not budgeted, a written request shall be emailed to the CFO & President and CEO to begin the process.



d. Certificates of Insurance
Contract Owners are responsible for securing Certificates of Insurance for internal review from vendors and suppliers pursuant to JFKIAT standard contract terms.

e. Purchase Based on Contracts
In addition to Procurement utilizing PO, JFKIAT has entered into contracts for goods or services which include required and approved terms and conditions.

f. Diversity
Diversity classifications include Minority, Small Business, Women Owned, and Disadvantaged business enterprises. MWBE stands for Minority and Women Owned Business Enterprise and is a business that is at least 51% Minority or Women owned, operated, and controlled.

g. Sustainability
The environmental performance of the supply chain is promoted using environmentally preferable products while also adhering to the principles of price, performance, and availability.

h. Access
To access procurement opportunities with JFKIAT, external vendors must register on our site directory. Registering gives JFKIAT the ability to communicate with companies directly.





52 T4 REDEVELOPMENT PROGRAM

Terminal 4 Expansion and Redevelopment is consolidating the Delta Terminal 2 operation into Terminal 4, as well as holistic enhancements focused on people, processes, sense of place, and technology. The core program comprises elements which include new regional gates at Concourse A, conversion of existing wide body gates and existing regional gates at Concourse B with minor holdroom bump-outs, East and West Headhouse expansions, a new Concourse A Sky Club, a new Premium Lounge, landside improvements, Transformation and One JFK branding / signage upgrades.

In November, in preparation for the anticipated additional traffic, we put in place improvements including the activation of a new arrivals drop-off curb and new terminal roadway signage. Preparations for departures digital signage and reallocation of the departures curb also began. In early January 2023, the 10 regional jet gates at Concourse A will come online for a complete consolidation of the Delta operation. A phased approach to opening the balance of program components includes a Q2 2023 completion of headhouse expansion west for additional TSA checkpoint queuing as well as headhouse expansion east for additional bag claim, baggage service offices, and restrooms. A Delta Sky Club serving passengers traveling through concourse A will be completed in Q3 2023. A 4th-floor Delta Premium Passenger Club is anticipated to be completed by Q1 2024, with a 3rd-floor core and shell provision for IAT common-use lounge available Q4 2023.

Terminal Transformation also kicked off in Q4 2022 with the award of the Departures Level Renovations for self-serve bag drops, kiosks, new check-in desks, and enhanced digital screening. The first check-in row will be complete in early Q2 2023, prior to the summer schedule. Restroom renovations were also awarded in late 2022 with construction scheduled to begin Q2 2023. Further design developments of Terminal Transformation for Holdroom Renovations, Arrivals Hall renovations, Retail Hall enhancements, and a potential commercial bump-outs at the 3rd-floor retail are all ongoing and will continue through 2024. One JFK Branding and Terminal Signage Upgrades are contingent on Port Authority planning and development within the Airport Wide Program.











The major project milestones accomplished in 2022 include:

Project element 1: Concourse A Expansion

- Topping-out Ceremony in May 2022, the project team celebrated the completion of the steel erection of the concourse A expansion in May/ June 2022, only 7 months after the groundbreaking. Towards the end of 2022 we completed the terminal elements and modular walk-out installations for Delta to take the concourse A extension into operation by early 2023

Project element 2: Concourse B Gate conversion

- The conversion of 3 wide-body gates to 2 narrow-body and 2 wide-body gates in Concourse B was completed by the end of 2021.

Project element 3: Concourse B Holdroom expansion

- After renovation and expansion of the hold rooms in Phase 2, Gate B55 was returned to service in September 2022
- And the other construction elements were progressed with expected completion in 2023

Project element 4: Headhouse Expansion

- The T4 headhouse site captures in the East & West sides of the terminal took place May 2022 and the Construction elements have progressed such that the expansion areas should be available from mid 2023

Project element 5: New Delta Sky Club

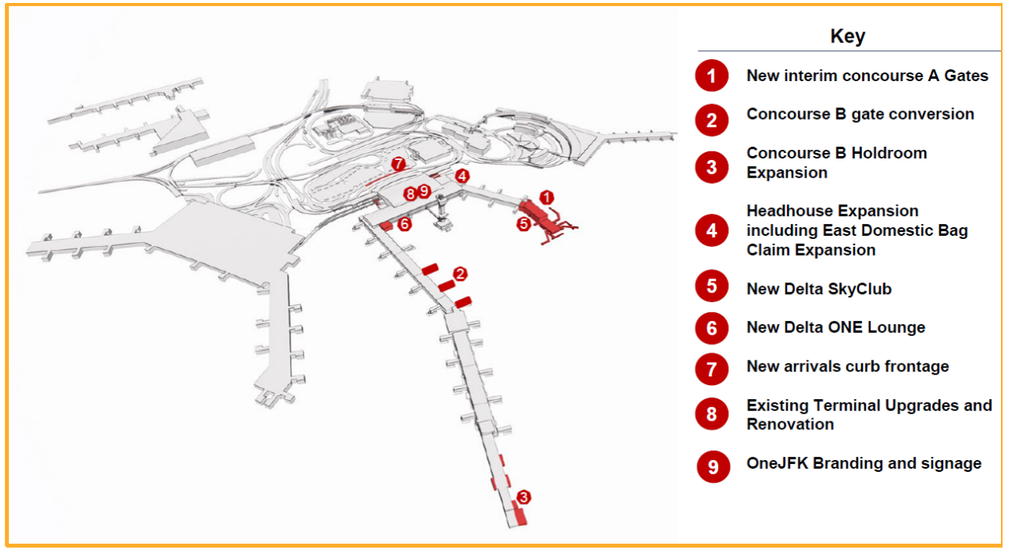
- The temporary Delta Sky Express was completed and taken into operation in December 2022
- The Delta Sky Club in the A concourse expansion is on schedule to open mid 2023

Project element 6: Delta Premium Lounge

- For the new Delta Premium Lounge and the Curb-to-Lounge dedicated space was captured and pile driving was completed.
- The new Delta Premium product is scheduled to open early 2024

Project element 7: New arrivals curb frontage

- The expanded curb drop-off lane was opened in November 2022
- The new gantry sign and center median canopy installation was completed in December 2022, with the full Digital signage to be installed and taken into operation in Q1 2023

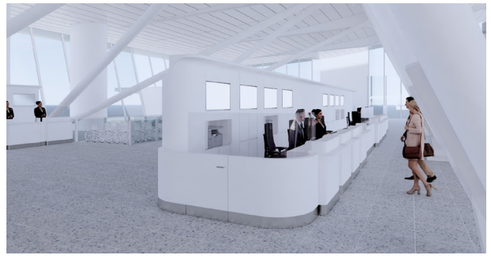


Project element 8: Existing Terminal updates and renovation

- The ticket Sales desks relocation, 100% designed with construction, is scheduled to start in early 2023
- Restroom Renovations contract was awarded in November 2022 with construction scheduled for 2023 and 2024
- Departures Level check-in renovations contract was awarded in October 2022 with construction scheduled for 2023 and 2024
- The Holdrooms, Retail Hall &Arrivals renovations are designed with invitations to bid, due mid 2023
- For the Commercial Redevelopment Program a Feasibility study for the expansion of the retail hall was completed.
- The redesign of the retail hall complete with RFPs for F&B operators and Duty Free scheduled to be issued in 2023
- A new common use Primeclass Lounge opened in November 2022 on a temporary basis while construction of a new 12,000 sq ft lounge will be completed – opening is scheduled for 2024.







OUR MISSION IS TO **RECRUIT, RETAIN, AND DEVELOP** THE MOST TALENTED EMPLOYEES.

Human capital is JFKIAT's greatest asset; therefore, we are committed to recruiting, retaining, and developing the most talented employees available internally as well as externally. We drive strategy by developing human capital and organizational capabilities that directly support the Company's business objectives. People Operations is a business partner and advisor to all employees of the organization.

The employee turnover rate in 2022 was 13.5%, a 38% increase over 2022. The turnover in 2022 consisted of 12 resignations and three terminations. In addition, 95% of employees, about 105 out of 111 total, live in the NYC Metropolitan Area.

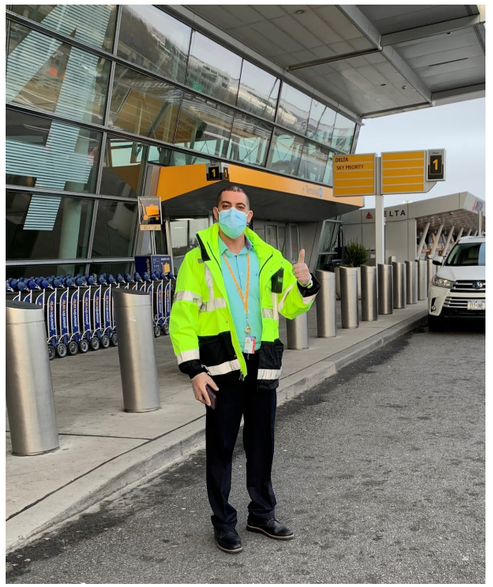
EMPLOYEE ENGAGEMENT SCORES

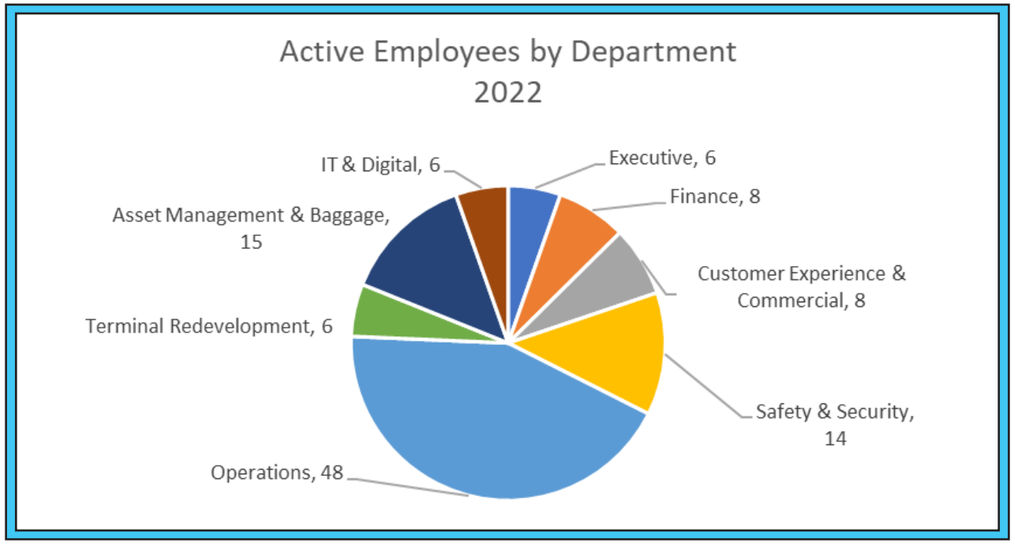
2019	2020	2021	2022
7.8	8.1	7.7	7.7

Employee Relations

This year's annual Employee Engagement Survey concluded with a 91% participation rate and an engagement score of 7.7 (unchanged from 2021, however, now 0.2 above the True Benchmark). JFKIAT held town hall meetings company-wide to review the results and partnered with department heads to develop an action plan to address areas of improvement.

For the third consecutive time, JFKIAT has made Crain's New York Business's Top 100 Best Places to Work list. We are the only aviation company named to the list for 2022, reflecting our company's commitment to creating an inclusive and friendly community that works together to provide our guests with a safe, seamless, and memorable travel experience at JFK T4.





Employee Training

JFKIAT provides its employees with numerous training and career development opportunities each year. Whether it is mandatory compliance, cross-training, new hire, annual recurrent training, or professional development, employees have assorted opportunities to increase their knowledge, skills, and abilities. Employees are also supported informally with on-the-job training, coaching, mentoring, and performance support as needed. Additionally, the Company pays for employee education and training that is consistent with JFKIAT business objectives, to support employee professional/individual performance goals. In 2022, JFKIAT employees attended a Conscious Inclusion workshop where employees were able to explore their own diversity and how it impacts their world view, increase awareness of their own reactions to differences and understand how they affect behaviors, recognize when their behaviors are less than inclusive and how to intentionally include instead, and develop a plan for implementing inclusive behaviors on the job every day.



Benefits

JFKIAT's Benefits Plan offers comprehensive healthcare coverage (Medical, Dental, Vision), Disability Insurance (Short and Long Term), Basic Life Insurance, and Accidental Death and Dismemberment) to all its employees at no cost. This is a great benefit, which gives JFKIAT a competitive advantage against other companies at JFK, LaGuardia, and Newark airports.













60 SUSTAINABILITY EFFORTS

INVESTING IN THE PLANET TODAY, FOR A BETTER TOMORROW.

At JFKIAT, sustainability is an integral component of our organization and a key driver of business. As a leader in the aviation industry, T4 understands its responsibility for Environmental, Social, and Governance (ESG) action. JFKIAT's mission is to increase stakeholder value through efficient and sustainable operations, management, and development of JFK Terminal 4.

As part of JFKIAT's sustainability efforts, T4 is developing a carbon road map and greenhouse gas emissions plan to reduce our carbon footprint and pollutants within the surrounding environment. Taking these steps now will be critical to achieving net-zero carbon in the future.

From prioritizing waste management to investing in green technologies, JFKIAT is perpetually raising the standard and exploring areas to improve sustainability. This creates maximum value to stakeholders and differentiates T4 from local competitors. We aim to continue expanding our sustainability programs to minimize our environmental impact and increase our engagement within the local community.

Approach to Sustainability

JFKIAT added Sustainability as the sixth key strategic pillar. This priority guides our actions to improve the environment, society, and economy. We aim to incorporate a robust ESG program throughout all aspects of the organization to address stakeholder needs. Our approach is to provide transparent reporting and communication about our sustainability efforts to better our operations and processes. It is important for us to engage regularly with our stakeholders to address sustainability risks and opportunities and understand what the main priorities are for our contributors. As a leader in the aviation industry, T4 understands its responsibility for ESG action

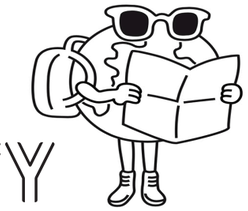
We believe for JFKIAT to have continued long-term success we must have the ability to create an unflappable and resilient society for all. This means investing our time and resources in the environment and community. Our goal is to seek a triple bottom line, one that benefits profits, people, and the planet. At JFKIAT, we continue to develop initiatives focused on energy efficiency, greenhouse gas emission reduction, climate resilience, water conservation, waste management, indoor air quality, biodiversity, and sustainable transportation.

We remain committed to sustainability and our everlasting quest to research ESG issues and opportunities. Our goal is to create a sustainable air terminal for future generations to visit and feel valued.

OUR KEY SUSTAINABILITY PRIORITIES

- Waste & Recycling
- Water Conservation
- Energy Efficiency & Greenhouse Gas Emissions Reduction
- Indoor Environmental Quality
- Food & Beverage Sustainability
- Sustainable Transportation

ROAD MAP TO SUSTAINABILITY



As we reflect on our work over the past years, we are excited for the future of sustainability at JFKIAT. We have successfully implemented several sustainability initiatives across T4 and have been recognized repeatedly as one of the top performers in sustainability and energy management. We want to continue expanding our sustainability programs as part of our ongoing commitment to operational excellence and minimizing our environmental impact.

2016

- LEED Feasibility Study conducted
- LEED Certification Process initiated
- Outdoor Air Testing conducted
- Sustainability plans and policies developed

2017

- LEED EB Gold Certification achieved
- Initial Building Commissioning Study completed
- Launched #T4GoesGreen campaign

2018

- Public commemoration for LEED EB Gold Certification
- Retro-commissioning (RCx) Study initiated
- LED replacement project initiated
- Green Restaurant Certification at all T4 restaurants
- Compost Program initiated
- Baggage Replacement & Passenger Loading Bridge completed to improve energy efficiency

2019

- Establishment of Sustainability Committee
- Carbon Footprint Calculations & Verification performed
- 2018 Sustainability Summary Report issued
- Development of GHG Emissions Baseline
- LEED tracking in Arc
- Virtual Energy Management (VEM) initiated

2020

- Carbon Footprint Calculations performed
- Greenhouse Gas Emissions Verification aligned with the Airport Carbon Accreditation criteria
- Materiality Assessment performed
- First Annual Sustainability Report published, referencing the Global Reporting Initiative and Airport Operator Sector Supplement
- LEED tracking in Arc
- Indoor Air Quality Testing performed
- Ongoing retro-commissioning (RCx), and VEM implemented
- Sustainable Procurement Policy

2021

- E-waste Recycling Program improvements
- Baggage System Energy Savings Project
- Energy Audit and Condition Assessment RFP
- Sustainability Working Group
- Electric Ground Support Equipment (EGSE) Pilot
- Level 2 EV Charging Equipment for Fleet
- Carbon Reduction Road Map

2022

- LEED O+M Platinum
- Decarbonization Plan
- Oscar Waste Management
- Community Donation Platform
- E-Bus Infrastructure Development
- Compost & Eco-Friendly Waste Program Implementation
- Sustainability Website
- Carbon Offsets for employee air travel
- E-Waste Disposal
- Restaurant & Lounge audit system ensures compliance with T4 Waste Management program

2022 Sustainability Highlights:

- First preexisting air terminal to earn LEED O+M Platinum Certification.
- Installed artificial intelligence-based digital waste management platform, “Oscar,” which increases both diversion rates and awareness of waste management best practices.
- Created Donation Platform to benefit local communities and nonprofits through upcycling and reducing waste sent to landfill.
- Established a rating system for all restaurants and lounges to follow and maintain the waste management system inside the terminal.
- Created back-office compost project, offering composting in corporate office kitchens.
- Launched our first webpage dedicated to sustainability for all stakeholders to view our current initiatives and future goals.
- Established a Carbon Offset program, offsetting all 2022 JFKIAT employee air travel-related emissions.
- Distributed eco-friendly reusable utensil kit to employees who participated in the Single-Use Plastic Pledge.

JFKIAT Commits to Carbon Reduction

At JFKIAT, we remain committed to numerous sustainability-focused programs on combating climate change, environmental conservation, and improving societal relations. As one of the five airports operated by the Port Authority of New York and New Jersey, we are committed to supporting the Port Authority’s sustainability goals. In 2021, we conducted a Strategic Energy Assessment (using a 2018 baseline year) to gain an in-depth understanding of how to reduce T4’s GHG emissions. The assessment analyzed total energy use and GHG emissions and provided recommendations for both capital and operational improvements. This is a major step forward as JFKIAT continues to pursue its zero-carbon emissions goal. In 2022 we are starting to piece together elements of our carbon reduction plan by considering benchmarking our utility performance. We are refining our carbon reduction plan with the goal of creating an enhanced reduction plan in 2023.

United Nations Sustainability Initiatives

Alignment between PANYNJ and the Paris Climate Agreement

The Paris Agreement is a legally binding international treaty on climate change. It was adopted by 196 Parties at the UN Climate Change Conference (COP21) in Paris, France, on December 12, 2015, and officially went into effect on November 4, 2016. The Paris Agreement is a landmark in the multilateral climate change process since it is the first time a binding agreement has brought a worldwide community together to combat climate change.

Since 2018, the Port Authority of New York and New Jersey (PANYNJ), the first transit agency in the United States to embrace the goals established in the Paris Climate Accord, has sustained efforts toward achieving their science-based targets of:

- Reducing PANYNJ GHG emissions by 35% by 2025
- Reducing PANYNJ GHG emissions by 50% by 2030
- Achieve net-zero carbon emissions by 2050

In alignment with the Port Authority and the Paris Agreement, JFKIAT has also committed to reducing emissions 50% by 2030 and aiming to reach net-zero by 2050.

SUSTAINABLE DEVELOPMENT GOALS

JFKIW recognize that social causes such as ending poverty must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth — all while tackling climate change and working to preserve biodiversity, oceans, and forests.



1. No Poverty
JFKIAT provides donations to local charities to curtail poverty. We have an extensive Coin Collection program that donates loose change collected from passengers and employees.



2. Zero Hunger
As part of the initiative to prevent hunger, during the thanksgiving holiday, JFKIAT donates over 200 turkeys to Bethany Baptist Church.



3. Good Health and Well-Being
T4 maintains a healthy terminal by routinely conducting Indoor Air Quality (IAQ) tests, testing water systems to preserve the well-being of all stakeholders. As part of employee-provided insurance, the SWEAT Equity programs rewards employees for maintaining a healthy lifestyle.



4. Quality Education
JFKIAT offers employee education sponsorship opportunities and donates to local schools to improve education systems.



5. Gender Equality
JFKIAT promotes a gender equality atmosphere, where we support all genders and individual preferences. We have donated to the LGBT Network.



6. Clean Water and Sanitation
JFKIAT tests its water annually to promote clean water and sanitation. In collaboration with sanitation partners, T4 deploys a green cleaning program within the terminal.



7. Affordable and Clean Energy
JFKIAT is continuing with the goal of transitioning to an all-electric vehicle fleet. T4 has worked with Delta & other partners to install more EGSE (electric ground service equipment) throughout the gates.



8. Decent Work and Economic Growth
JFKAT provides a safe terminal and positive working atmosphere. It was voted one of the best places to work. We are continuously improving our financial positioning and making the necessary investments and expenditures to make T4 a leading terminal in the world.



9. Industry, Innovation, and Infrastructure
IAT is perpetually investing in the latest technologies and making constant updates to our terminal. We had the concourse expansion and have numerous retrofitting projects for 2022.



10. Reduced Inequalities
JFKIAT takes social responsibility very seriously and maintains an office atmosphere of social equality. A Diversity, Equity, Inclusion, and Belonging (DEIB) Committee has been established to help drive diversity and inclusion initiatives across the organization.



11. Sustainable Cities and Communities
We have made several environmentally friendly and efficient strides at T4 and around the community. By investing in electric transportation mechanisms and hosting several Earth Month-related events we help spread our sustainability message to local cities and communities.



12. Responsible Consumption and Production
T4 operates responsibility by using materials that are safe, clean, and sustainable. In addition, it is the first airport terminal in the world to achieve Level 1 Green Restaurant (GRA) at 100% of its restaurants.



13. Climate Action
T4 is quantifying its emissions and creating strategies to increase climate action. T4 aims to preserve biodiversity and increase climate resilience. JFKIAT is committed to supporting The Port Authority's sustainability goals and commitments.



14. Life Below Water
JFKIAT maintains a catch basin cleaning program to ensure that potentially harmful debris is cleared and diverted from our waterways. The new AI technology implemented in T4, Oscar, gamifies recycling and works to boost diversion rates helping reduce the chance of contamination from landfills entering our water ways.



15. Life on Land
JFKIAT is taking an active approach to promote biodiversity and conservation directly in the local community. As a result, JFKIAT has chosen to direct its carbon offset from employee air travel and invest it into the Hudson Farms Improved Forest Management Project in New Jersey.

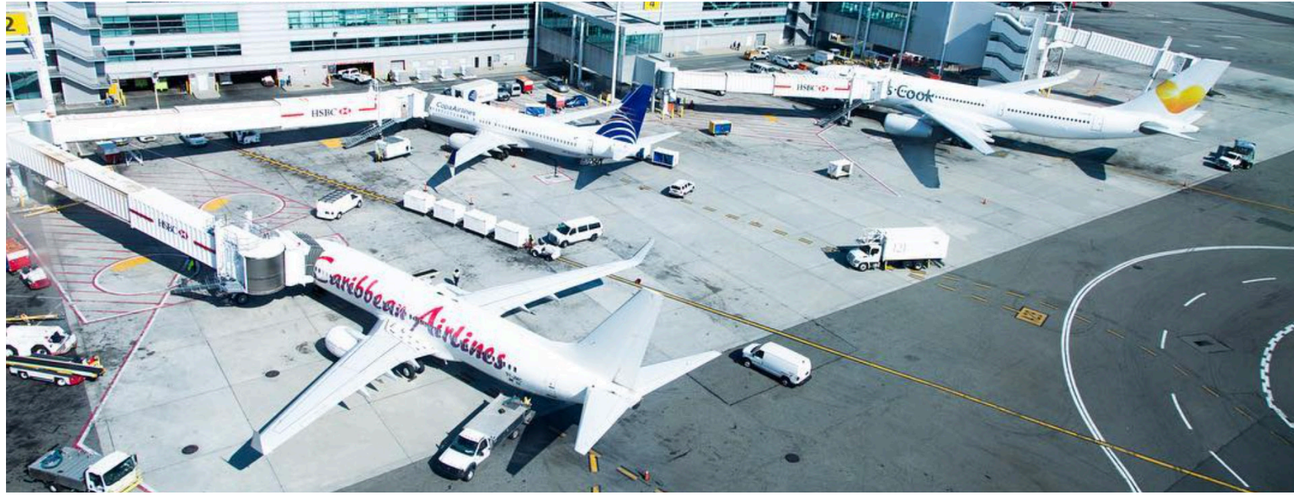


16. Peace, Justice and Strong Institutions
As a leading institution in the aviation industry, JFKIAT is continuously raising the bar and setting standards that promote peace, justice, and safety. The welfare of all our stakeholders stands as a foundational sustainable theme at JFKIAT.



17. Partnerships for the Goals
JFKIAT has numerous partnerships throughout 2022 to benefit all stakeholders. Along with corporate partners, JFKIAT has partnered with local organizations such as August Martin High School, Baisley Pond Park, Jamaica Center Business Improvement District, and many more.





Climate Week, Earth Day, and COP27

During the week of September 19, T4 participated in the 14th year of Climate Week NYC, the biggest global climate event series of its kind that focuses on combatting climate change. This initiative brings together the most influential climate action leaders from business, government, and the climate community, along with the United Nations General Assembly and the City of New York. Throughout Climate Week, T4 hosted environmentally focused events to increase awareness and educate stakeholders about the variety of sustainability initiatives. During Climate Week we also held the LEED Platinum unveiling ceremony hosted by USGBC and the CEO.



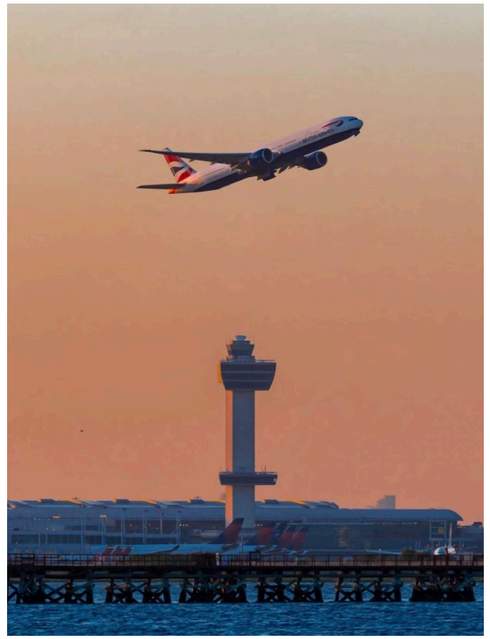


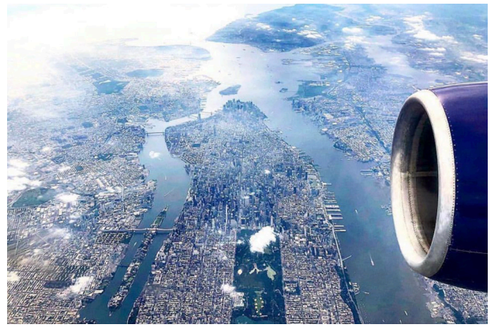


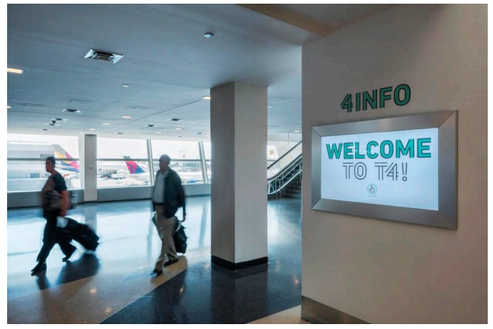
Sustainable Themes & Principles:

The themes below are foundational to the Sustainability Program at T4. By adopting and implementing these core themes and principles, JFKIAT achieves long-term viability, success, resilience, and stakeholder buy-in.

- 3 R's – Reduce, Reuse, Recycle
- Social Responsibility – Through transparency and an ethical conscience, our actions are guided to prioritize societal and environmental benefit
- Social Equity – We believe in fairness, justice, and equal opportunity for all people
- Community Engagement – Supporting our community plays a vital role in our success
- Biodiversity – Supporting all of earth's inhabitants promotes a healthy ecosystem to which we all belong
- Circular Economy – Promoting and using materials, products, and services that are designed consciously with the full lifecycle in mind
- Green Innovation – Investing in technologies and programs that minimize environmental impacts
- Conservation and Restoration – Protect the surrounding environment and help regenerate and improve areas that have previously suffered from environmental hazards
- Climate Resilience – Prepare and adapt Terminal 4 to withstand and continue operations in the wake of climate-related events
- Indoor Environment – Improving the quality of surroundings created for human activity
- Sustainable Transportation – Creating efficient, low-emission, and affordable modes of transportation
- Health and Well-being – Promote the health, safety, and well-being of all occupants







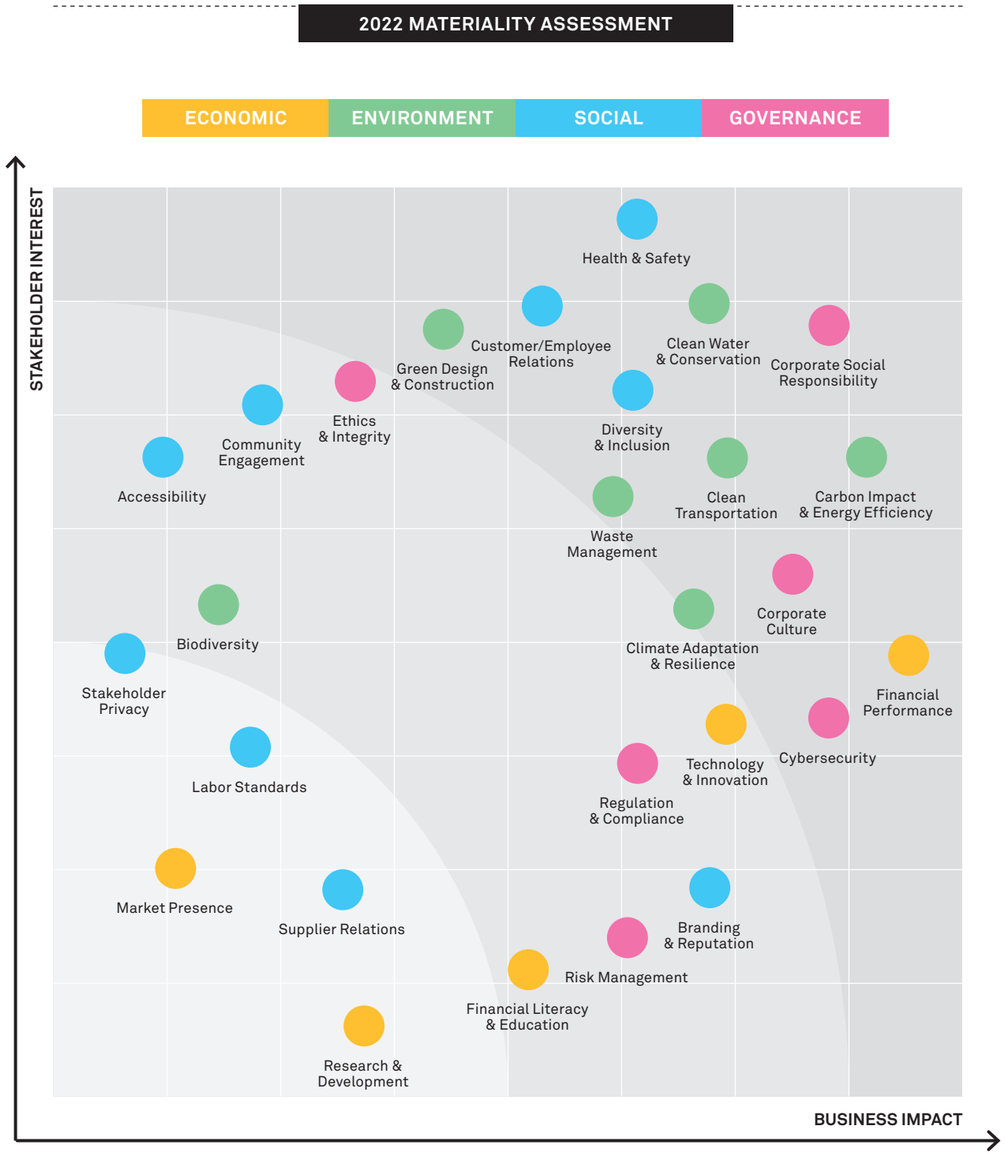
Stakeholder Engagement: Materiality Assessment

With an understanding that stakeholder priorities are perpetually evolving, it is JFKIAT's responsibility to be responsive to such changes. A materiality assessment is a formal evaluation aimed at engaging stakeholders to measure the importance of specific economic and ESG issues most relevant to the organization. The knowledge and insight gained from the materiality assessment helps guide the development of sustainability road maps, efficiency planning, improve communication, and address stakeholder needs. The identification of issues helps mitigate risk and builds long-term organizational strategies. By conducting a materiality assessment, JFKIAT is best suited to measure its success and achieve a Triple Bottom Line.

To better understand internal perspectives regarding sustainability, we conducted our second annual Materiality Assessment in 2022. The assessment evaluated 25 key economic, environmental, social, and governance topics, and ranked which topics were most important and impactful to internal members of JFKIAT. After the survey was completed, the sustainability team analyzed the results. Following a thorough analysis and determining what would be most important to the internal stakeholders, the materiality matrix was completed

Stakeholders ranked the following topics as high impact and high interest:

- Corporate Social Responsibility
- Health and Safety
- Diversity and Inclusion
- Clean Water & Conservation
- Clean Transportation
- Carbon Impact & Efficiency



Sustainable Performance

We have established a comprehensive sustainability program focused on energy efficiency, water conservation, biodiversity, waste management, indoor environmental air quality, and innovation. In 2022, we conducted research and analyzed aviation-related factors regarding a sustainability road map, intending to create a plan for implementing sustainability throughout our operations. Below are highlights across each of our core areas of focus:

- **2.25% decrease in overall electric consumption from 2019**
- **20.99% decrease in overall water consumption from 2019**
- **6% increase in overall waste diverted from landfill from 2019**
- **2% decrease in Scope 1 + 2 GHG emissions from 2019**

Energy Efficiency & Greenhouse Gas Emissions

- Increased investments in less-energy-pollutant sources as we transition from gas to electricity.
- Completed greenhouse gas emission inventories each year to benchmark and analyze performance with the goal of reducing emissions year over year to meet carbon reduction targets.
- Worked with Delta & other partners to install more EGSE (electric ground service equipment) throughout our gates.
- Enhanced electric vehicle infrastructure capabilities and began investing in the infrastructure to deploy electric buses.
- T4 is committed to expanding its LED lighting throughout the terminal in 2023.

Indoor Environmental Air Quality

- IAQ testing is conducted each year to evaluate the air quality throughout the terminal.
- T4 measures CO_2 and TVOC concentration levels. These test results show T4 is under the industry standard limits for each in 2022.
- We continue to coordinate with construction teams to ensure that best practices and materials are implemented to maintain healthy air quality.
- Our corporate team works with janitorial staff to ensure that proper cleaning measures are taken and that all cleaning products are safe to use.

Waste & Recycling

At T4, our mission is to maximize all resources and minimize our impact on the environment. While partnering up with ABM, Royal Waste, SSP, airport lounges, and the airlines, we pledge to forge a greener path for the benefit of all stakeholders. By controlling how the garbage is managed, we can prevent food waste, deforestation, and plastics polluting our oceans.

Oscar Waste Management

In 2022, T4 introduced Oscar, the first artificial intelligence-powered waste management system in the Tri-State area. Oscar is a centralized zero-touch, zero-waste station that gamifies recycling and boosts diversion rates. It works based on an artificial intelligence platform driven by sensors that scans waste and directs customers in how to properly dispose of waste. Oscar turns recycling and waste disposal into an entertaining, educational, and overall superior customer experience. By doing so, Oscar empowers our terminal to be more sustainable, and over the course of 2022 T4 diverted 61% of its waste from landfills. Long-term, Oscar has the ability to improve recycling numbers by up to 300%, increase customer engagement by 7x, automate waste auditing, and spread awareness about sustainability initiatives throughout the terminal. Oscar's core goal is to help automate a manual process and reduce the amount of waste being dumped into landfills and oceans. The implementation of Oscar further enhances waste management efforts inside the terminal and continues to make T4 a leader in sustainable innovation.









Back-Office Composting Project

In 2022, we developed and implemented the integral Back-Office Compost Project. The project consisted of setting up compost bins throughout the corporate office kitchens, starting with the Asset Management office of JFKIAT. During this kickoff, education and awareness programs were employed to teach Terminal 4 staff about the methods and benefits of composting food items. Since its inception, additional compost bins have been placed in additional office kitchens. In 2023, we plan to have compost bins located in all JFKIAT corporate office kitchens. Prior to 2022, all food and beverage locations, and lounges throughout Terminal 4 already incorporated composting bins.

Donations

We created a donation platform in September 2022 partnering with local nonprofit organizations and schools to benefit the community. This provides resources to support those in need, while also reducing waste from entering our landfills by upcycling and reusing items and materials that still have useful life left in them. All furniture in fair and good condition that was being replaced was considered for donations. In 2022 alone, over 50 items were donated to community members, including to the Material of the Arts and Bronx Legacy High School.

Proper Cooking Oil Disposal

We ensure that all cooking oil is properly disposed of in dedicated storage facilities located outside the loading dock. All food service venues using cooking oil are required to recycle used cooking oil, which is then converted into biofuel. Biofuel is a reusable energy source that can be turned into SAFs (Sustainable Aviation Fuels). Recycling cooking oil has the further benefit of reducing drain cloggage and water supply contamination caused by improper disposal.

Electronic Waste Recycling

JFKIAT is partnered with a local New York State-registered electronic waste and recycling company to collect electronics that have reached the end of useful life. This ensures that these items are diverted from landfill, and the recyclable materials captured for reuse limits the introduction of more toxic chemicals to our environment. T4 is proud to verify that all electronic-waste items generated on-site are recycled and diverted from landfill. In total, over 170 E-waste items weighing approximately 6,600 lbs. were collected and recycled in 2022.

Royal Waste Partnership

Royal Waste Management is a local, community-awarded company located in Jamaica, Queens, New York and provides sustainable waste reduction strategies and co-mingled, single-stream recycling programs. Royal provides a variety of services to support waste diversion and reduction goals, including ensuring that compactors are in functional order, educating the staff in lounges and restaurants on waste protocols, and creating reference guides for these food service venues.

Water Conservation

- All existing public faucets have been replaced with water-efficient fixtures
- Maintain catch basin cleaning program to assure that potentially harmful debris are cleared and diverted from our waterways
- Bottle Refill Stations and liquid capture stations are placed throughout the terminal

T4 SAVES **OVER 24.5 MILLION GALLONS OF WATER** PER YEAR.

THAT'S ENOUGH TO FILL OVER 37 OLYMPIC SWIMMING POOLS!

DID YOU KNOW?

T4 IS **DESIGNED TO USE 1/3RD LESS WATER THAN COMPARABLE BUILDINGS**

Sustainable Transportation & Vehicle Fleet

We have set a goal of switching to 100% fully electric or hybrid-engine JFKIAT fleet vehicles by 2025. This goal includes our entire passenger bus fleet (with six buses currently on order). Additionally, 80 % of operation support vehicles are hybrid.

Green Initiative Program

The T4 Green Initiative program promotes and incentivizes employees to commute via public transportation. Employees in the program decrease their commuter-related carbon emissions compared to private transportation.

Carbon Offsets

A Carbon Offset is an official recognition of the reduction of one metric ton of carbon-dioxide-equivalent emissions from the atmosphere. Carbon Offsets help reduce greenhouse gases by supporting carbon sequestration, which is the process of capturing and storing carbon, as well as the development of renewable energy projects. Examples of Carbon Offset projects are reforestation, installation of renewable energy generation, carbon-storing agricultural sites, and waste to energy sites.

According to a 2020 EPA study, aircrafts account for 8% of U.S. Transportation Sector GHG emissions. To offset employee air travel emissions in 2022, JFKIAT is teaming up with The Good Traveler (operated by Jet-Set Offset), a certified carbon offset program that works to restore balance by keeping greenhouse gases out of the atmosphere. By purchasing Carbon Offsets, JFKIAT mitigates the environmental impact of business travel.

In 2022, JFKIAT employee air travel totaled 274,781 air miles flown. According to The Good Traveler, this equates to 138,215 kg or 138.22 metric tons of CO_2e in the atmosphere. The offsetting is equivalent to the carbon sequestration of 6,348 trees. Per the statistics from the Arbor Day Foundation, in one year a mature tree will absorb more than 48 pounds of carbon dioxide from the atmosphere. Not only does the purchase of offsets support the reduction of greenhouse gas emissions, but it also supports local communities. JFKIAT has chosen to direct its offset investments to the Hudson Farms Improved Forest Management Project in New Jersey. Covering over 3,600 acres in northern New Jersey, Hudson Farms is one of the largest working forests, pioneering wildlife conservation initiatives throughout the Northeast region, and is widely known as a prominent local community steward. By purchasing offsets from Hudson Farms, JFKIAT is taking an active approach to promoting biodiversity and conservation directly in the local community.



GREEN INITIATIVE PROGRAM

By implementing this program:

31.12

METRIC TONS of CO_2e EMISSIONS
was saved by using the Green Transit Plan

The 31.12 metric tons of carbon saved equals

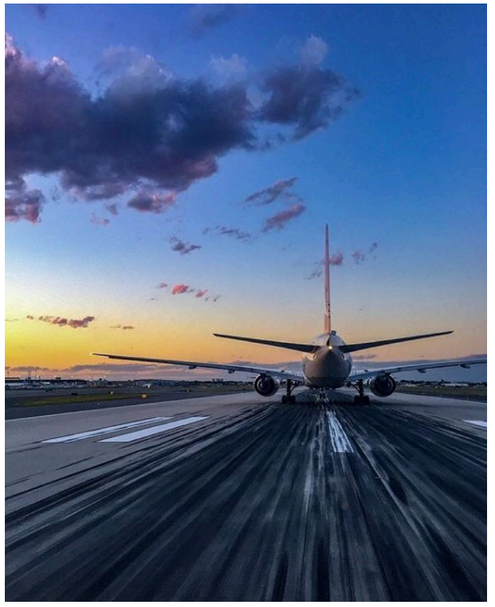
1,429

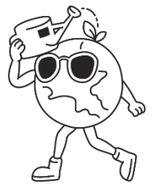
TREES PLANTED each year,
based on the assumption that one tree absorbs 48 lbs. of carbon each year

The 31.12 metric tons of carbon saved is equivalent to

132,600

MILES SAVED on the road by employees choosing to commute via rail over cars



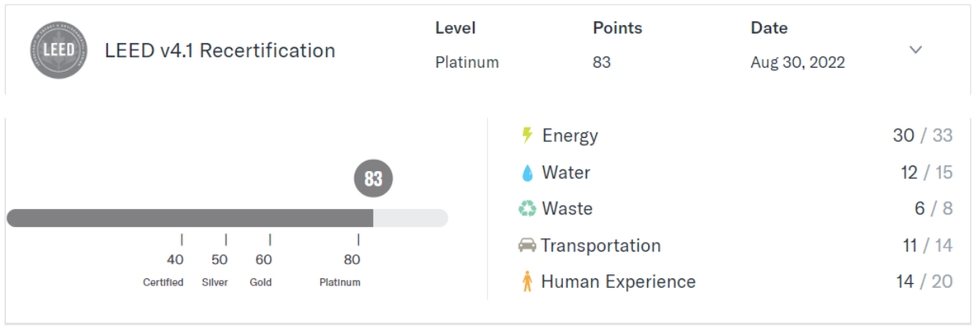


Sustainable Operations

Terminal 4 is a consistent leader of promoting sustainability strategies in the aviation industry. Through implementation of energy efficiency strategies and implementation of certification requirements, we optimize the best use of our resources. And as we continue to set ESG goals and meet these goals, we in turn work toward driving our mission of providing customers with the safest, most seamless, and memorable travel experience.

LEED v4.1 O+M Platinum Certification

In 2022, JFKIAT Terminal 4 achieved the first LEED O+M Platinum Certification among preexisting air terminals in the nation. LEED, developed by USGBC, is the most widely used green-building rating system in the world and an international symbol of excellence. Through design, construction, and operations practices that improve environmental and human health, LEED-certified buildings help to make the world more sustainable. JFKIAT sees recertification as a true opportunity to demonstrate the successes of the sustainability initiatives being implemented. LEED certification provides a solid foundation for continued environmental improvement in tandem with our other sustainability programs. The LEED program tracks energy, water, GHG emissions, and waste in the online Arc platform, in addition to conducting IAQ testing for carbon dioxide and volatile organic compounds (VOCs) and administering an occupant satisfaction and transportation survey. The certification aligns with JFKIAT's goals of providing a healthy, comfortable, and low-impact space for travelers. Terminal 4 received this certification with help of CodeGreen, which provided energy and sustainability consulting throughout the certification process.



10 points are automatically awarded to all projects that have been previously LEED-certified





Waste Management Rating Scale	Points
Landfill bins present	1
Recycling bins present	1
Compost bins present	1
Blue/Clear bags used for landfill bin	1
Green bags used for recycling bin	1
Clear bags used for compost bin	1
Landfill waste in landfill bin	1
Recyclable items in the recycling bin	1
Compost materials in the compost bin	1
Correct signage being used on waste bins	1
Total	**10**

Indoor Environmental Quality

To monitor our indoor environmental quality, we perform annual indoor air quality testing throughout the terminal to test for key indicators including carbon dioxide (CO_2) and total volatile organic compounds (VOCs). The testing aligns with LEED v4.1 Operations & Maintenance standards. We continue to coordinate with construction teams on a regular basis to ensure that all best practices are implemented related to indoor air quality, including the protection of air ducts, selection of materials with low VOC content, proper equipment exhausts, and good housekeeping practices.

Green Cleaning Program

In 2022, we continue to take the necessary steps to improve sanitation and indoor air quality within Terminal 4. The consistent coordination with our maintenance partners ABM and ISS has led to green cleaning practices that target VOC emissions and eliminate harmful chemicals. We continue to use certified Green Seal and Ecologo cleaning products and ensure that new cleaning products do not exceed VOCs levels outlined in the California code of regulations for maximum VOC levels. By using such environmentally friendly products, we can reduce our impact on the environment and improve social responsibility measurements by reducing health risks associated with cleaning products for all stakeholders in our terminal.

Our superior cleaning performance uses water-electrolysis technology for cleaning applications, which provides significant sustainable benefits such as eliminating chemical disposal, packaging, shipping, and transportation, making it a safe alternative when compared to traditional cleaning devices. Lastly, the water-electrolysis technology uses up to 70% less water than conventional scrubbers.

Sustainable Procurement Practices

JFKIAT has a robust sustainable procurement policy in place to ensure that we are upholding our goal of encouraging the sustainable and ethical sourcing of goods. We set procurement guidelines for all JFKIAT departments and vendors so that sustainable attributes are considered when purchasing new products or partnering with new vendors. All our vendor partners are required to have their own environmental/sustainability policies in place and be compliant with our procurement policy. During product procurement, strict processes are carried out to assess the product purchase. During that process, products are evaluated on their durability and applicability to sustainability objectives.

Practices considered when purchasing:

- Locally sourced
- Recycled material, recyclable, nontoxic
- Shipping and packaging recyclable or biodegradable

Food & Beverage Sustainability: Certified Green Restaurants and SSP America

- T4 is the first airport terminal in the world to achieve Level 1 Green Restaurant (GRA) certification at 100% of its restaurants.
- Distributed eco-friendly utensil kits to T4 employees who participated in the Single-Use Plastic Pledge.
- All restaurants and lounges are audited weekly to ensure adherence to recycling and composting best practices.
- We continue to purchase biodegradable utensils and service ware.







All restaurants and lounges in T4 remain Green Restaurant Association (GRA) certified in 2022. The GRA standard measures each restaurant's environmental accomplishments while providing a pathway for the next steps to improve environmental sustainability within the restaurant community. To earn GRA accreditation, GreenPoints™ must be earned in these categories: Energy, Water, Waste, Reusable & Disposables, Chemicals & Pollution, Food, Building & Furnishing, and Education & Transparency. Restaurants can earn GreenPoints™ in any of the eight categories. To become a Certified Green Restaurant®, enough GreenPoints™ must be earned across the categories and all restaurants and lounges must hold at least Level 1 GRA certification.

With the help of our partner SSP, which operates restaurants and beverage concessions, we can maintain our accreditation. T4 is the first airport terminal in the world to achieve Level 1 Green Restaurant Certification at 100% of its restaurants, with one restaurant at Level 2. In terms of waste management, all restaurants and lounges abide by our robust waste, management program at T4. All locations compost their food waste, which is sent out to a local farm in upstate New York.

Social Responsibility

By cultivating corporate social responsibility, we have established vast programs aimed at improving community engagement and customer relations, combating social inequities, and providing social equity to all stakeholders.

Awareness Efforts

- The 4GOOD program raised $205,000 in 2022, distributing funds to organizations that provide critical resources to residents and local businesses in Queens. We donated $10,000 in December 2022 to Baisley Pond Park (part of the more than 30,000 acres of green space that NYC Parks maintains).
- Employee events are held each year, such as Employee Appreciation Day, Employee Outing, and a Health, Wellness, & Safety Day.



- During Thanksgiving, over 200 turkeys were donated to Bethany Baptist Church.
- As part of our 3 R's philosophy (Reduce, Reuse, Recycle) JFKIAT has donated old furniture to local schools and nonprofits.
- Celebrated and engaged with stakeholders during Earth Day, COP 27, Climate Week.



Governance Structure

Our goal is to create an environment of safety, transparency, governance, compliance, and trust in all aspects of our organization. This will promote business integrity, economic stability, and corporate responsibility, and position T4 for long-term development and resilience.



Sustainability Working Group

Led by the Sustainability Manager, the Sustainability Working Group (SWG) meets monthly to discuss sustainability-related topics and opportunities relative to T4. Various department members with diverse backgrounds attend the meetings, each contributing unique perspectives and valuable input. Rooted in diversity and inclusiveness, the SWG is open to all stakeholders to join and participate in any meeting. Numerous sustainable topics and ideologies are discussed, focused on improving resilience, biodiversity, sustainable transportation, social equity, energy systems, and much more. In 2022, the SWG promoted a FOD Walk, sponsored by the Asset Management team. This walk helped clean up waste and debris on T4's airside, removing pollutants from disrupting planes, local ecosystems, and waterways.



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LOCAL COMMUNITY ENGAGEMENT & IMPACTS



OUR MOTTO IS SIMPLE: A STRONG COMMUNITY YIELDS A STRONG FUTURE.

Local Community Engagement & Impacts

In 2022, JFKIAT has continued to engage and create impact in the community. First off, we donated used furniture and Lego blocks to schools and charitable organizations. These donated Legos will be used by students for educational and recreational purposes.

In addition, On August 3, JFKIAT proudly unveiled a powerful new mural in T4's Arrivals Hall in collaboration with the NYC Mural Arts Project, the Port Authority of New York & New Jersey, and the New York City Department of Health and Mental Hygiene. This mural, titled "SEE US, REALLY SEE US," was created by members of the Venture House in Jamaica, Queens — an organization that supports people living with serious mental health conditions — in collaboration with community members, peer specialists, including certified peer specialist Michael Turgeon, and professional muralist Giannina Gutierrez. The piece aims to raise awareness of mental health and break the stigma around mental illness. We are immensely proud that T4 was chosen as the site for this incredible project, and we hope that it will serve as a message of hope to everyone traveling through T4! We encourage all to stop by and visit this beautiful mural.

We were excited to host a "Street Market" in November and December with numerous local vendors and organizations. This event was an introduction to Taste of NY/NYS Department of Agriculture sponsoring local vendors. There was an informational session with 60+ vendors to provide insight into the Street Market. A tour of T4 with 20+ vendors about Street Market was also offered along with a follow-up conversation with Made in Queens/ Queens Economic Development Corporation about the partnership road map.





On Veteran's Day, we recognized local veterans through our "Create a Vet" program.

4GOOD for the Community

Aimed at promoting educational, social, and professional success, the 4GOOD program consists of two components: Community (Corporate Philanthropy) and Sustainability (Environment). Our motto is simple: A strong community yields a strong future.

4GOOD Committee

4GOOD is a philanthropic program encouraging social change, general well-being, and environmental stewardship through various initiatives.

4GOOD Philanthropy

The program is managed by an established committee composed of senior staff members of the organization and chaired by JFKIAT's Director, People Operations. Our corporate resources included financial contributions, charitable giving, employee volunteering, and community outreach. In addition to our corporate resources, the 4GOOD program allows employees involved with a local charity to apply to the program to have the charity or fundraising supported.

Four pillars make up the 4GOOD program:

Community
JFKIAT invests in our community by creating professional and educational opportunities. Job opportunities are presented to community members at job fair and related career development events.

Charity
JFKIAT proudly supports several nonprofits in the area.

Sustainability
We are committed to providing a healthier and sustainable environment for our 13,000 employees and the more than 21 million passengers who pass through our doors with our LEED Platinum-certified Queens terminal.

Diversity & Inclusion
As part of JFKIAT's commitment to fostering, cultivating, and preserving a culture of diversity, equity and inclusion, a Diversity and Inclusion Policy was implemented, and a Diversity and Inclusion Committee was established to help drive diversity and inclusion initiatives across the organization.

JFKIAT's Diversity & Inclusion Committee was renamed Diversity, Equity, Inclusion, and Belonging (DEIB) Committee.

Charitable Partnerships & Giving

Coin Collection Program
Together with concessions operators at Terminal 4, we have 19 coin collection boxes throughout the terminal to inspire passengers and staff to donate change to various charities.

In 2022, through the generosity of our passengers and employees, we raised over $53,360 to benefit the following causes:

- Virgil I. Grissom Middle School
- Bethany Baptist Church
- Razom Support for Ukraine
- JFK Cares – Hurricane Ian Relief Fund
- American Diabetes Associations – Queens Chapter
- Jamaica Center Business Improvement District

2022 Community Giving Events
Several events were held including the annual Employee Appreciation Day, Employee Outing, and a Health, Wellness, and Safety Day. JFKIAT launched a fund, distributing $152K to 14 nonprofit organizations in the Queens community, which included August Martin High School, Baisley Pond Park, Bethany Baptist Food Pantry, Boys & Girls Club of Metro Queens, Farmingdale State College, Greater Allen A.M.E. Cathedral, Greater Development Jamaica Corporation, Jamaica Center Business Improvement District, LGBT Network, Life Camp, Vaughn College, Venture House, Virgil I. Grissom Middle School, and York College - CUNY Aviation Institute. JFKIAT also donated over 200 turkeys to Bethany Baptist Church for Thanksgiving, which fed dozens of families in the Jamaica, Queens community.

Hoverboard Donations
In partnership with Young Women Christian Association (YWCA), a subsidiary of Toys for Tots, the 4GOOD Committee donated hoverboards to the after-school program of Schools Out of NYC (SONYC). Middle school students from SONYC received hoverboards collected from items not allowed on flights out of JFK Terminal 4.

Volunteer Program & Internship Program
In 2022, JFKIAT in partnership with Vaughn College, Farmingdale State College, and York College introduced the volunteer program, which allowed for students to volunteer during their summer break to learn about the ins and outs of airport terminal operations. The volunteers shadow JFKIAT staff to learn the intricacies that exist in operating a terminal. Many of the volunteers later applied for the Operations Internship Program. This program allows students nearing the completion of their studies to work as an intern in the Operation Department for six months and develop their knowledge of airport operations.



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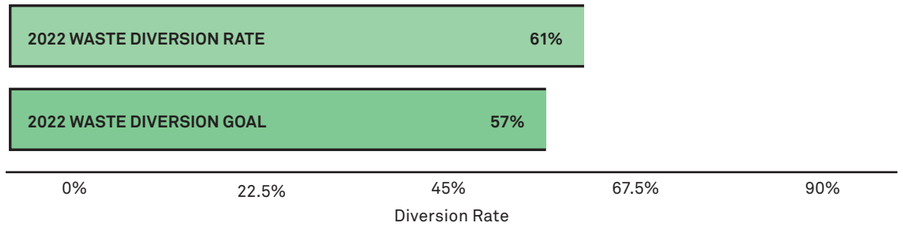
ENVIRONMENTAL PERFORMANCE



2022 PERFORMANCE HIGHLIGHTS

At JFKIAT, we are committed to measuring and reducing our carbon footprint. We understand that data is the road map that tells us where we have been and where we are going, which is why we have made it a priority to continue to increase the accuracy and coverage of our data year over year. The carbon footprint represents the total greenhouse gases (GHGs) emitted from operations and energy consumption. Along with our carbon footprint, the full scope of environmental performance data that we measure includes energy and water consumption, fleet emissions, tenant emissions, and waste and recycling.

WASTE PERFORMANCE AGAINST GOAL



ELECTRIC CONSUMPTION (MBTU)	2019	2020	2021	2022	% change from 2021	% change from 2019
JFKIAT Electricity	135,561.63	129,071.42	138,291.21	132,509.93	**-4.18%**	**-2.25%**

GREENHOUSE GAS EMISSIONS ($MTCO_2e$)	2019	2020	2021	2022	% change from 2021	% change from 2019
Scope 1	509.51	114.33	235.84	338.02	**43%**	**-34%**
Scope 2	24,726.61	21,325.64	23,922.84	24,492.27	**2%**	**-1%**
Scope 3	3,301.79	2,113.56	2,255.69	3,431.05	**52%**	**4%**
Total (Scope 1 + 2)	25,236.12	21,439.97	24,158.67	24,830.29	**3%**	**-2%**

Greenhouse Gas Emissions

GHG Inventory & Calculation Methodology

To calculate the GHG inventory, the organizational and operation boundaries were defined in accordance with the GHG Protocol, which is the most widely used international standard for GHG accounting. JFKIAT pursued the Control Approach, which mandates that the inventory include all facilities JFKIAT owns and exercises operations over. Emissions from properties that are owned but not managed by JFKIAT are outside of the boundary and excluded from this inventory. Currently, the organizational boundary covers only John F. Kennedy International Airport Terminal 4. Greenhouse gas emissions were third-party verified utilizing the ISO 14064-3 standard.

Scope 1 emissions are those resulting from the natural gas usage at the terminal and JFKIAT's on-site fleet. Scope 2 emissions include emissions from electricity, chilled water, and hot water. Scope 3 emissions comprises activities not owned or controlled by JFKIAT, in this case all tenant electricity consumption.

The fleet emissions were calculated using the U.S. Department of Energy Alternative Fuels Data Center 3 assumptions for both Hybrid Electric and Plug-in Hybrid Electric Vehicles.

GREENHOUSE GAS EMISSIONS ($MTCO_2e$)	2019	2020	2021	2022	% change from 2021	% change from 2019
Scope 1: Natural Gas	119.41	74.89	170.79	197.68	**16%**	**66%**
Scope 1: Fleet	390.10	39.44	65.05	140.34	**116%**	**-64%**
Scope 2: JFKIAT Electricity	12,018.89	11,443.47	12,260.90	11,748.33	**-4%**	**-2%**
Scope 2: Chilled Water	8,537.38	6,074.87	7,614.03	7,849.58	**3%**	**-8%**
Scope 2: Hot Water	4,170.34	3,807.30	4,047.91	4,894.36	**21%**	**17%**
Scope 3: Tenant Electricity	3,301.79	2,113.56	2,255.69	3,431.05	**52%**	**4%**
Total	28,537.91	23,553.53	26,414.36	28,261.34	**7%**	**-1%**

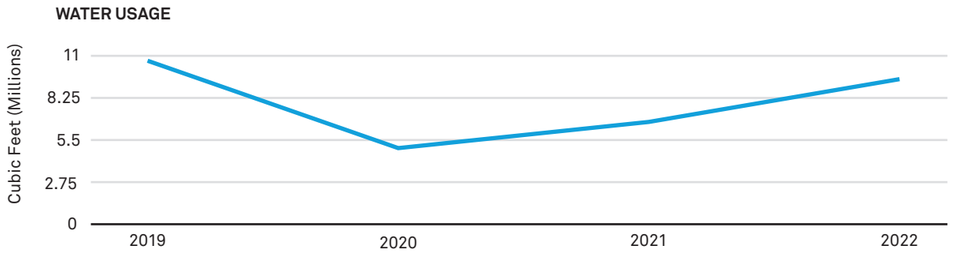
Energy Performance

Terminal 4 experienced a decrease in electricity consumption but witnessed an increase in consumption for all other energy sources.

ENERGY CONSUMPTION (MBTU)	2019	2020	2021	2022	% change from 2021	% change from 2019
JFKIAT Electricity	135,561.63	129,071.42	138,291.21	132,509.93	**-4.18%**	**-2.25%**
Natural Gas	2,248.30	1,410.10	3,215.69	3,722.00	**15.74%**	**65.55%**
Chilled Water	115,541.75	82,215.11	103,045.49	118,216.63	**14.72%**	**2.32%**
Hot Water	62,806.30	57,338.80	60,962.46	73,710.23	**20.91%**	**17.36%**
Tenant Electricity	37,241.04	23,838.99	25,441.98	38,698.98	**52.11%**	**3.91%**
Total Energy (MBTU)	353,399.02	293,874.41	330,956.83	366,857.77	**10.85%**	**3.81%**

Water Performance

In 2022, water consumption increased by 36%. This significant increase can largely be attributed to the higher occupancy experienced in 2022 after the lows of the pandemic.



WATER (CF)	2019	2020	2021	2022	% change from 2021	% change from 2019
Water Usage	10,910,924.85	4,965,094.16	6,355,042.89	8,620,752.14	**35.65%**	**-20.99%**

Waste Performance

Our waste diversion rate decreased by 26% including asphalt, but increased 6% not including asphalt, from 2021 to 2022. In 2022, we continued to divert waste through the recycling and compost programs across T4. JFKIAT's waste streams include single-stream recycling, cardboard, bulk waste, used oil, compost, electronic waste, and asphalt. We were able to exceed our 2022 waste diversion goal of 57% by 4% through continued efforts of waste education and initiatives, in addition to the technological advancements of the Oscar program.

Additionally, JFKIAT has continued its T4 redevelopment project throughout 2022, leading to large volumes of asphalt, concrete, and steel to be recycled. In 2022, 36,668.90 tons of asphalt and 9.82 tons of steel have been recycled and sent offsite to be reused. In accordance with the Port Authority's concrete recycling policy, we reuse all concrete directly on site that is produced from redevelopment project.

WASTE (Including asphalt)	2019	2020	2021	2022	% change from 2021	% change from 2019
Landfill (Short Tons)	2,844.38	975.59	1,459.99	2,202.93	**51%**	**-23%**
Diverted (Short Tons)	3,912.94	4,078.02	7,310.02	3,498.84	**-52%**	**-11%**
Total Waste	6,757.32	5,053.61	8,770.01	5,701.77	**-35%**	**-16%**
Diversion Rate (%)	57.91%	80.70%	83.35%	61%	**-26%**	**6%**

WASTE (Not Including asphalt)	2019	2020	2021	2022	% change from 2021	% change from 2019
Landfill (Short Tons)	2,844.38	975.59	1,459.99	2,202.93	**51%**	**-23%**
Diverted (Short Tons)	3,059.24	1,112.86	1,192.92	2,006.24	**68%**	**-34%**
Total Waste	5,903.62	2,088.45	2,652.91	4,209.17	**59%**	**-29%**
Diversion Rate (%)	51.82%	53.29%	44.97%	48%	**6%**	**-8%**

GRI CONTENT INDEX

GRI 2 GENERAL DISCLOSURES	
Organizational details	About JFKIAT Terminal 4
Entities included in the organization's sustainability reporting	About JFKIAT Terminal 4
Reporting period, frequency, and contact point	About This Report
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Activities, value chain, and other business relationships	About JFKIAT & Terminal 4; Corporate Governance and Stakeholder Engagement; Operations & Innovation
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Delegation of responsibility for managing impacts	Leadership & Executive Committee; Corporate Structure; Corporate Compliance
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Communication of critical concerns	Risk Management; Zero Accident Culture
Statement on sustainable development strategy	Letter from our President & CEO
Policy commitments	Organizational Structure and Corporate Compliance
Embedding policy commitments	Letter from our President & CEO; Corporate Compliance; Risk Management
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GRI 302: ENERGY 2016	
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Reduction of energy consumption	Environmental Performance
GRI 303: WATER AND EFFLUENTS 2018	
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GRI 305: EMISSIONS 2016	
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Other indirect (Scope 3) GHG emissions	Environmental Performance
Reduction of GHG emissions	Environmental Performance
GRI 306: WASTE 2020	
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Waste diverted from disposal	Waste Performance
GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT 2016	
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GRI 400: SOCIAL STANDARDS	
GRI 401: EMPLOYMENT 2016	
Benefits provided to full-time employees that are not provided to temporary or part-time employees	Our People
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2016	
Types of injury and rates of injury, occupational diseases, lost days, absenteeism, and number of work-related fatalities	Zero-Accident Culture
GRI 404: TRAINING AND EDUCATION 2016	
Programs for upgrading employee skills and transition assistance programs	Employee Training; Safety and Security Training
GRI 413: LOCAL COMMUNITIES 2016	
Operations with local community engagement, impact assessments, and development programs	Local Community Engagement & Impacts
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G4-9: GENERAL STANDARD DISCLOSURES	
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ECONOMIC DISCLOSURES	
# passengers annually, broken down by international/ domestic flights; broken down by origin & destination / transfer passengers	About JFKIAT Terminal 4; 2022 at a Glance
ENVIRONMENTAL DISCLOSURES	
Report energy reduction programs/initiatives & provide summary of results/how info is used	Sustainable Operations
Reduction of energy consumption	Environmental Performance
Report stormwater management/irrigation & initiatives to minimize pollutants/chemicals entering stormwater	Sustainable Operations
Report on reduction of emissions from on-site transportation & policies to encourage the airport community to reduce emissions	Sustainable Operations
Reduction of GHG emissions	Environmental Performance
Report on responsibility for handling sources of waste	Sustainable Operations
Total weight of waste by type & disposal method	Environmental Performance
Identify modes of ground transportation of passengers, staff, visitors, and suppliers within/to the airport & initiatives to improve energy efficiency/reduce emissions	Sustainable Transportation & Vehicle Fleet
Report policies on long-term plans and initiatives for reducing significant environmental impacts	Sustainable Operations
LABOR PRACTICES & DECENT WORK	
Type of injury and rates; # of work-related fatalities	Safety Statistics
SUBCATEGORY: HUMAN RIGHTS	
Report roles and responsibilities related to airport security	Leadership & Executive Committee

ABOUT
THIS REPORT

JFKIAT Terminal 4's 2022 Annual Report has been prepared in alignment with the Global Reporting Initiative (GRI) Standards Reporting Guidelines and the GRI Airport Operators Sector Supplement guidelines. A GRI Content Index identifying the location of each of these disclosures can be found on page 86. This report covers JFKIAT's 2022 environmental, social, and governance programs and performance. All reported performance data is for the calendar year ending on December 31, 2022, unless stated otherwise. All financial data is reported in U.S. dollars. For more information about JFKIAT's sustainability programs and business performance, please visit the Social Responsibility section of our website at https://www.jfkt4.nyc/sustainability/social-responsibility/. To provide feedback or request additional information, please contact us at https://www.jfkt4.nyc/contact, or (718) 751-3800.

Data Verification

CodeGreen Solutions conducted a third-party, limited-assurance review of energy, water, waste, and greenhouse gas emissions calculations. Greenhouse gas verification followed the methodology of ISO 14064-3, and a parallel methodology was used for energy and water data. Under this methodology, CodeGreen Solutions found nothing causing it to believe that the values reported are not presented fairly, and in accordance with the relevant criteria.

