JFK INTERNATIONAL AIR TERMINAL

2023

ANNUAL & SUSTAINABILITY REPORT



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2023 AT A GLANCE (VERSUS 2022)



186,276
TOTAL FLIGHTS (+53%)

119
CITIES NONSTOP

21
AIRLINES

77.6%
FLIGHTS DEPARTING WITHIN 15 MINUTES OF STD

76.7%
FLIGHTS DEPARTING WITHIN 15 MINUTES OF STA

26,367,703
TOTAL PASSENGERS (+46.9%)

87,895
NUMBER OF PASSENGERS ON RECORD DAY (+45.5%)

LETTER FROM OUR CHIEF EXECUTIVE OFFICER

The travel industry made a resounding recovery in 2023, and at John F. Kennedy International Airport Terminal 4, we saw that recovery reflected in increased passenger traffic and a very full year of milestones and accomplishments. At the end of 2023, we were proud to celebrate a record of 26 million passengers who traveled through our terminal — the highest number of passengers that Terminal 4 has ever served in a single year.

We achieved this truly noteworthy milestone thanks to the meticulous work of the JFK International Air Terminal (JFKIAT) team, who continually innovates our best-in-class customer experience, offerings and operations. The redevelopment of Terminal 4 will continue to play an important role in shaping our future, with our customers at the center of everything we do going into 2024 and beyond.

THE TRANSFORMATION OF TERMINAL 4

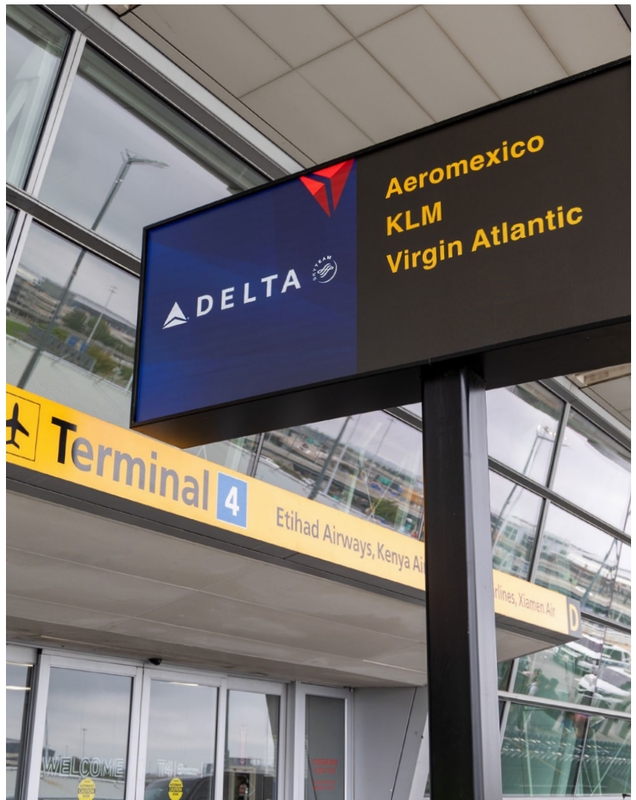
We have continued our progress on the redevelopment of Terminal 4 to increase the facility's capacity by 25%, bring significant renovations to the terminal and align Terminal 4 with the Port Authority of New York and New Jersey's (PANYNJ) ambition to make JFK a world-class, 21st-century global gateway. In addition to an expansion of Terminal 4's physical space, this project represents an expansion of JFKIAT's ongoing mission to elevate the customer experience.

Last year, we completed the extension of the A-Concourse and opened 10 new gates to achieve the consolidation of Delta Air Lines' JFK flights into Terminal 4. We also made significant upgrades to improve our customer experience: We opened a new domestic baggage claim, new self-service check-in kiosks and bag drops, and the first group of renovated restrooms, and we installed an LED back wall in the Departures Hall.

Terminal 4 has always been home to an excellent collection of premium lounges, and the transformation of Terminal 4 is expanding that collection even further. Delta's new Sky Club lounge opened in the A-Concourse in the summer of 2023,







and in 2024, construction is underway for the highly anticipated Delta One lounge and our new common-use lounge on the third floor.

These milestones are the result of the hard work and partnership of Delta's corporate real estate and construction teams, PANYNJ and JFKIAT. As we move into 2024, I look forward to achieving even more milestones for this important project.

DRIVING A ZERO-ACCIDENT CULTURE

At JFKIAT, our highest priority is the safety and security of all employees and customers. As passenger traffic increases, we continue to work closely with our business partners, agency partners and stakeholders to ensure the safety and well-being of our customers, colleagues and employees.

At our 2023 Annual Safety and Security Conference, we focused on active shooter preparedness as well as the role that the Terminal 4 community plays in the early hours of a crisis. The conference provided our stakeholders with a wealth of valuable, actionable information to help ensure our vigilance and preparedness as a community.

To improve our safety operations in the event of inclement weather, we introduced the ICELINK system to expedite the de-icing process airside. This enhancement is one of many upgrades that we are continuing to implement at Terminal 4 to ensure the safety of our passengers, employees and business partners.

ELEVATING THE CUSTOMER EXPERIENCE

As our traffic reached its highest levels, our valued airline partners celebrated a number of achievements. Delta Air Lines established new flights from Terminal 4 to Buenos Aires, Geneva and London Gatwick, while Air India reestablished a new route to Mumbai. 2023 also marked important anniversaries: Hawaiian Airlines' first year with us, 10 years of Emirates flights from Terminal 4 to Milan,

and 20 years of Singapore Airlines and Avianca at Terminal 4. I am very proud to work with all our business partners, and I look forward to continuing our work together in the years to come.

From curb to gate, we were pleased to introduce a number of new offerings and experiences to our customers. DFS Group opened a new beauty concept in our Retail Hall, featuring a curated selection of skincare, hair care and cosmetics. In partnership with SSP America and Hudson, we marked the opening of a new Hudson convenience location and Beacon Bar & Kitchen as part of the A-Concourse expansion. In partnership with DFS Group, we also celebrated the LEGO Store being named Best New Retail Concept of 2023 by the Airports Council International – North America.

Last spring, we announced the expansion of the T4 Arts & Culture Program to present an ongoing, curated series of local exhibits, performances and experiences to our customers. The program has opened new opportunities for our customers to engage with the rich, vibrant city that we call home — from a touching Valentine's Day piano performance by local musicians, in partnership with the historic Steinway & Sons, to interactive content featuring special guests from the Bronx Zoo, to the unveiling of a mural by a Queens-based artist, and much more. We look forward to expanding this program further in 2024.

To enhance our customers' experience at Terminal 4, two new technology solutions were introduced in 2023. In the fall, we announced the availability of Google Indoor Live View, making Terminal 4 the first air terminal in the New York metro area to provide travelers from all over the world with an interactive wayfinding tool to navigate the terminal. We also launched Synect's ReadySeeGo solution at Terminal 4's security checkpoints to optimize passenger flow, capacity and automation.

CHAMPIONING SUSTAINABLE PERFORMANCE AT TERMINAL 4

As part of our mission to support the well-being of our passengers, employees and community, JFKIAT is committed to driving sustainability initiatives at Terminal 4. 2023 was a significant year for our sustainability program: We launched our first fleet of electric buses for passenger transportation and completed the installation of electric chargers and new Delta ground support equipment. And in our support of the aviation industry's transition to sustainable aviation fuels (SAFs), we purchased 5,000 gallons of SAFs in collaboration with Delta Air Lines. In addition, we proudly hosted Virgin Atlantic for the first trans-Atlantic flight on 100% sustainable aviation fuels. To support green electricity, JFKIAT purchased renewable energy certificates to reduce our scope 2 electricity emissions to net zero and support renewable energy infrastructure development in the U.S.

Thanks to the hard work and dedication of our team, JFKIAT was honored as one of Crain's New York Business's 2023 Notable Leaders in Sustainability, and Terminal 4 was recognized as the 2023 Greenest Airport Terminal by the Green Restaurant Association. These recognitions reflect JFKIAT's ongoing commitment to sustainability, demonstrating how our company is truly a pioneer in this area within the aviation industry. We are proud of our team's incredible work to innovate our operations to support these important milestones.

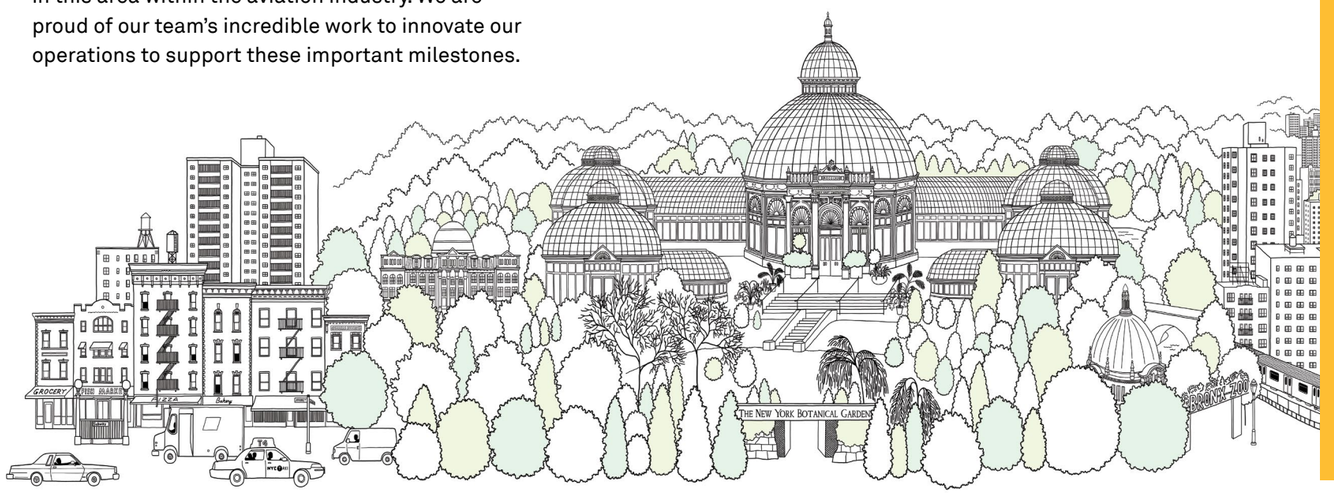
SUPPORTING OUR PROUD COMMUNITY

JFKIAT has always maintained a strong company culture that holds our community in the highest regard, and in 2023, 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 were nominated by 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 fourth consecutive year, JFKIAT was named on Crain's New York Business's Top 100 Best Places to Work list — a testament to our company's commitment to creating an inclusive, welcoming community that fosters growth and collaboration.

As a local, Queens-based business, JFKIAT has always taken seriously our responsibility to give back to those around us — not only within our airport community, but also within our borough and our city. We continued to work through our philanthropic program, 4GOOD, to partner with a wide range of community partners, stakeholders and organizations that support residents and businesses in Southeast Queens.

We were also proud to host programs and initiatives that contributed to the vibrant, New York-centric environment that Terminal 4 is known for while supporting the community around us. In December, we hosted the Holiday Street Market, bringing 13 artisans and businesses from Southeast Queens and the five boroughs into the Retail Hall to offer a curated selection of local products. As the transformation of Terminal 4 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

Last year, we anticipated that Delta's consolidation would position Terminal 4 to surpass our pre-pandemic passenger levels. We not only met that goal but also accomplished so much more to elevate our best-in-class operations and customer experience to create incredible journeys for our passengers. Thanks to the exceptional work of the JFKIAT team in 2023, I know we are well prepared for an exciting future as Terminal 4's redevelopment pushes forward and our passenger traffic continues to reach new heights. I am very proud to work with our exceptional airline partners, business partners and stakeholders who make Terminal 4 the most innovative air terminal in the country — and the world.

Roel Huinink
Chief Executive Officer

ABOUT JFKIAT TERMINAL 4

Terminal 4 at John F. Kennedy International Airport is the first privately operated terminal in the United States. As the first public-private partnership (P3) in U.S. aviation, JFK International Air Terminal LLC (JFKIAT) was founded in 1996 in order to build and operate Terminal 4. JFKIAT is co-owned by Schiphol USA Inc. and Delta Air Lines. At over 2 million square feet, Terminal 4 is the largest terminal at JFK, is home to 21 international and domestic airlines, and typically serves more than 26 million passengers annually. Terminal 4 accounts for 42.2% of all air traffic at JFK and is committed to creating incredible customer journeys.

With such a large volume of people passing through each day, JFKIAT strives to ensure efficient and sustainable operations. Through the continued development of Terminal 4, 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

Our mission at JFKIAT is to proudly facilitate a safe and seamless passenger journey, inspire our employees and strengthen our communities through innovation, excellence and sustainable operations.

OUR VISION

At the core of our ambitions lies our vision: "Our world-class air terminal connects NYC to the world." This statement underscores our commitment to establishing a global gateway at Terminal 4, seamlessly linking New York City to the broader world and embodying excellence in connectivity and travel experiences. To realize our vision, and in recognition of the operational and commercial challenges ahead, JFKIAT has identified and remains committed to four key strategic priorities.

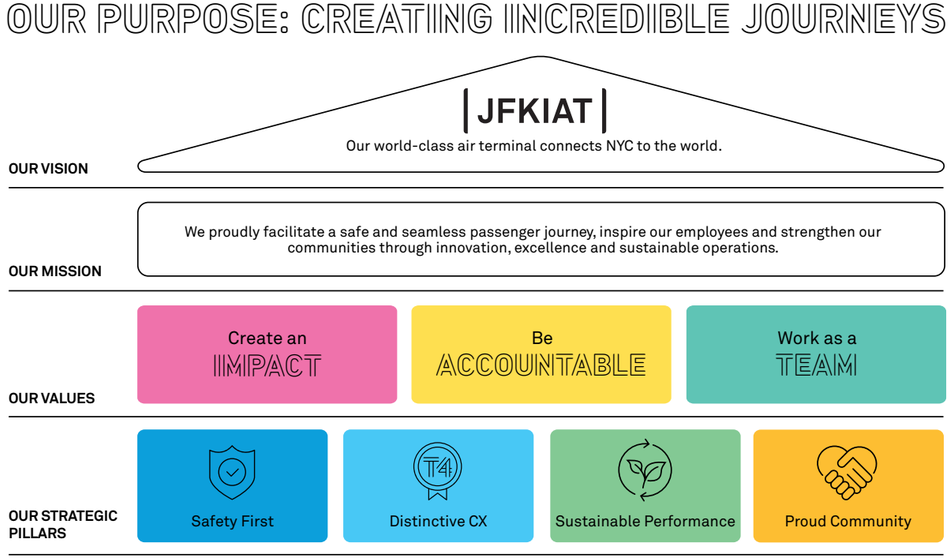
26 MILLION
PASSENGERS IN 2023
(18 MILLION SERVED IN 2022)

21
AIRLINES

42.2%
OF ALL AIR TRAFFIC AT JFK

OUR STRATEGY, PRIORITIES AND BRAND VALUES

OUR JFKIAT STRATEGY HOUSE



OUR STRATEGIC PRIORITIES

SAFETY FIRST

- Foster a zero-accident culture by enabling a safe working environment and clear security procedures.
- Create a healthy terminal aligned with the latest hygiene standards to guarantee the well-being of employees and passengers.
- Facilitate integrated decision making and efficient day-to-day management within our multi-stakeholder environment.
- Optimize risk management with focused attention on cyber and information security programs to ensure business continuity.

DISTINCTIVE CX

- Facilitate a world-class travel experience and seamlessly guide passengers with the unwavering support of our Terminal 4 employees, who always enhance the customer journey.
- Capture, screen, select and implement ideas by engaging with our community and fostering a culture of innovation.
- Upgrade the assets and facilities in our terminal to match the changing needs of our customers.
- Digitize our terminal processes by leveraging new technologies and providing real-time data to improve the efficiency and reliability of our operations.

SUSTAINABLE PERFORMANCE

- Minimize Terminal 4's environmental impact by reducing our carbon footprint to zero and being a role model for the other terminals at JFK Airport.
- Grow share and stakeholder value by optimizing financial performance.
- Redeploy and provide sufficient means and investment capital to further optimize the use of our scarce resources.
- Grow non-aeronautical revenue and further diversify revenue by providing an optimal retail, food and beverage product mix.

PROUD COMMUNITY

- Be the best place to work for JFKIAT employees.
- Build a strong community that takes pride in working at Terminal 4.
- Invest in partnerships with local and minority businesses.
- Foster a diverse Terminal 4 workforce that reflects our local community, and prioritize community value by empowering employees and cultivating an inclusive, collaborative and purpose-driven culture.

JFKIAT'S VALUES

CREATE AN IMPACT

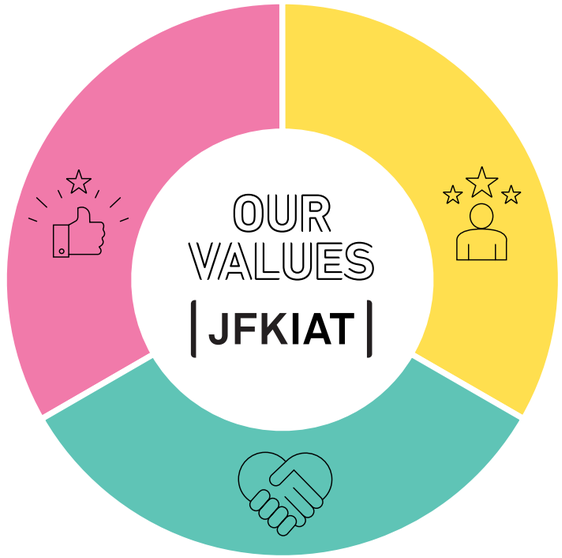
- We always go the **extra mile** and try to make a difference.
- We are **change-makers** and take action to set new standards.
- We stimulate each other in thinking in **creative ways**.

BE ACCOUNTABLE

- We are **responsible** and contribute to minimizing our environmental impact.
- We take **ownership** and roll up our sleeves to achieve personal and company goals.
- We act with **integrity**, take responsibility, step up and speak up.

WORK AS A TEAM

- We are **proud** to work for JFKIAT and actively share and celebrate our successes.
- We foster a culture of open communication and actively stimulate cross-departmental **collaboration**.
- We collaborate with and respect our **community** as part of our JFKIAT family.



TERMINAL 4'S 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 passengers with a smile.

Be friendly: Every interaction with our staff should make passengers feel welcomed and at home, with special moments that surprise and delight.

Be informative: We will always go above and beyond to help our guests achieve their 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 our guests so they know they've arrived in the Big Apple.

OUR ACHIEVEMENTS

ACHIEVEMENTS OVER THE YEARS

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

GBAC Star Facility Accreditation
The Global Biorisk Advisory Council 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 underway.

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 the help of CodeGreen, which provided energy and sustainability consulting throughout the certification process.

ISO 45001 Certification
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.



KEY HIGHLIGHTS OF 2023

DELTA
FLIGHT TO
NET ZERO

Investments in Sustainable Fuel

In collaboration with Delta Air Lines, JFKIAT purchased 5,000 gallons of sustainable aviation fuels, an alternative to traditional jet fuel that can power all existing aircraft models while limiting aircraft pollution and greenhouse gas emissions.



Consolidation of Delta Air Lines

Delta Air Lines officially moved out of JFK Terminal 2 and consolidated all its JFK operations into Terminal 4. JFKIAT expanded the terminal throughout 2022, opening 10 new gates in anticipation of this consolidation.

CRAIN'S 2023
NOTABLE
LEADERS IN SUSTAINABILITY

Notable Leaders in Sustainability

JFKIAT was recognized in Crain's New York Business's Notable Leaders in Sustainability, which highlights Terminal 4's commitment to operating a sustainable, healthy facility for our employees and the millions of passengers who enter our terminal each year.



Commencement of Electric Buses

The electric buses at JFK Terminal 4 provide an alternative to diesel-powered buses and will help us achieve our goal of operating only electric ground service equipment at the airport.



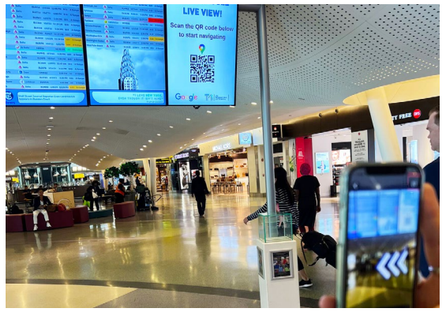
Best New Retail Concept

DFS Group's LEGO Store at Terminal 4 won the 2023 Airport Concessions Award for Best New Retail Concept from Airports Council International – North America, demonstrating the innovative approach and effective partnership between the airport, passengers and community.

2023 GREEN RESTAURANT AWARDS
GREENEST AIRPORT TERMINAL
JFK TERMINAL 4

Greenest Airport Terminal

JFKIAT won the Green Restaurant Association's 2023 Greenest Airport Terminal Award in recognition of being the airport terminal with the most Certified Green Restaurants (32 locations). All restaurants in Terminal 4 have achieved at least Level 1 Green Restaurant Certification, and six out of nine lounges are Green Certified.



Customer Experience Innovation Award

Terminal 4 became the first airport terminal in the New York Metro area to deploy the innovative Google Indoor Live View wayfinding technology. The new functionality, which can be accessed through Google Maps, utilizes a traveler's phone camera and augmented reality to guide them through the terminal. The Google Indoor Live View solution, together with our self-service bag-drop solution, was recognized with a Customer Experience Innovation Award by PANYNJ.



Eighth Annual Employee Appreciation Day

We recognized the unwavering commitment and hard work of our outstanding community with an event filled with music, food, trivia games, a dunk tank and more. Our 2022 event saw over 4,300 participants, and in 2023, we had nearly 5,000!



Surprise and Delight Award

As part of the T4 Arts & Culture Program, JFKIAT held a ribbon-cutting in collaboration with PANYNJ to unveil a range of art installations at Terminal 4. The Port Authority also recognized the T4 Arts & Culture Program with a Surprise and Delight Award.

CRAIN'S 2023
best places to work in NYC

Crain's Best Place to Work

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

> $160K

Donations

We are proud to announce that in 2023, our total donations reached more than $160,000, reflecting our commitment to making a positive impact in our community. As part of this, we donated approximately $61,000 to nonprofit organizations in the Queens community through our corporate giving program, 4GOOD.



Best Shopping and Dining Experience Award

In December, we hosted our Holiday Street Market for the second year to support local artisans and businesses from Southeast Queens and other areas of the five boroughs. The Holiday Street Market was recognized with a Best Shopping and Dining Experience Award by PANYNJ.

MILESTONES

1996

JFKIAT ESTABLISHED
JFKIAT was selected by the Port Authority of New York and New Jersey to develop, build and manage the International Arrivals Building (IAB) terminal at JFK Airport.

1997

MAY 13, 1997
JFKIAT began operating the IAB as the new JFK Terminal 4.

2001

TERMINAL 4 OPENS
Terminal 4 opened in May after undergoing a $1.4 billion redevelopment that transformed the former IAB into a modern and efficient air terminal.

2006

THAT'S CUTE
Terminal 4 implemented the wireless mobile common use terminal emulation (CUTE) solution.

2007

GROWING
Terminal 4 was now home to 50 airlines and served 10 million passengers annually.

2008

The first scheduled-service A380 in the United States, Emirates 202, departed from Terminal 4. Terminal 4 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 was installed.

2012

TAXI!
Terminal 4 became the only terminal at JFK with an indoor taxi queue, allowing for a more efficient taxi stand and better customer service.

2013

Terminal 4 completed a Phase I expansion in May, adding a total of 457,600 square feet, nine new gates, an inline baggage system and an expanded headhouse. Delta Air Lines opened its largest U.S. lounge in Terminal 4. A first-ever series of biofuel-powered intercontinental flights was launched at Terminal 4 to take the next step into sustainable aviation.

2015

Terminal 4 opened the B-Concourse Phase II 80,000-square-foot expansion in January, adding 11 new gates to accommodate Delta's regional jets.

2016

The new Terminal 4 brand was launched. **Terminal 4 turned 15 years old!**

2017

GOING GREEN
Terminal 4 became the first air terminal in the United States to achieve LEED Gold Certification for existing buildings.

2018

Terminal 4 opened a new state-of-the-art **Security Operations Center** to allow for more proactive management of the terminal.

2019

Digital terminal initiatives launched at Terminal 4, with the implementation of Aira Access, Biometrics exit gates, an interactive Google translator and a new digital terminal wayfinding system.

2020

Terminal 4 was hit by 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.

2021

Terminal 4 began a terminal redevelopment project that included concourse expansions, a domestic baggage claim expansion, a new Delta Sky Club and One lounge, a new arrivals curb, existing terminal upgrades and new OneJFK branding and signage.

2022

Terminal 4 earned the nation's first **LEED Platinum** certification for the aviation industry. The Phase 2.5 expansion opened, with 10 new RJ gates and the expansion of the Phase 2 B-Concourse gates.

2023

As of Jan. 14, Delta Air Lines officially moved out of Terminal 2 and consolidated all its JFK operations into Terminal 4.

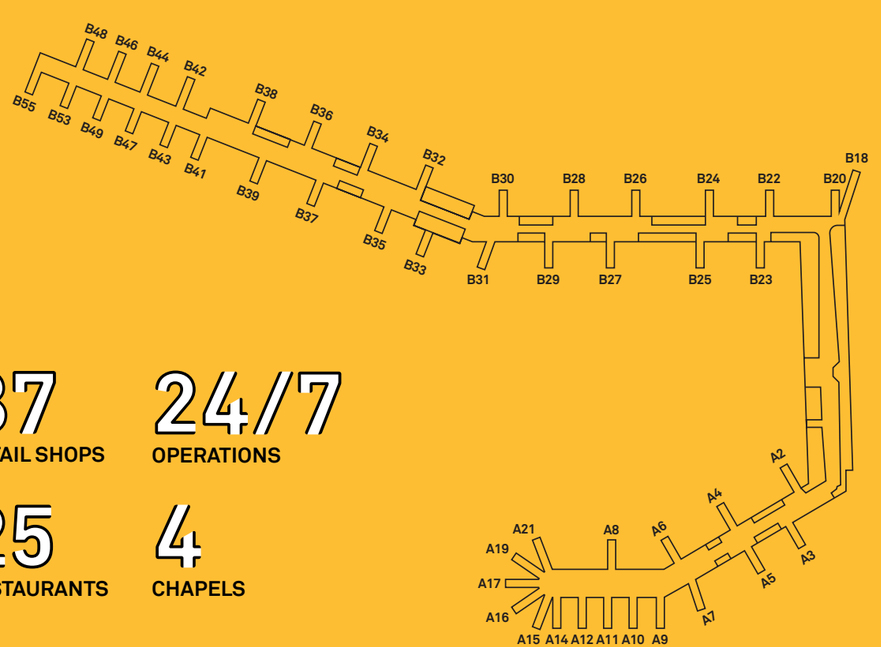
2024 OUTLOOK

JFKIAT is ready for another transformative year. Our mission — deeply rooted in dedication — drives us to proudly make air travel safe and seamless, inspire our employees and contribute to our community. Our strategic priorities serve as our guide, directing our efforts to fulfill our mission and bring our vision to life in 2024 and beyond:

- Prioritizing the safety of our passengers and employees above all.
- Delivering a distinctive customer experience by continuing to invest in the quality of our terminal.
- Minimizing Terminal 4's environmental impact while simultaneously optimizing our financial performance.
- Actively engaging with, supporting and giving back to our proud community.

Furthermore, in 2024, we will continue various improvements to the terminal. This includes advancing our terminal transformation and terminal re-lifing projects, constructing our new common-use lounge, renovating our Retail Hall, and initiating construction for our Commercial Redevelopment Program. This program focuses specifically on enhancing food, beverage and retail offerings within the terminal, aiming to provide passengers with an authentic experience that reflects the people, passions and atmosphere of New York City.

MAP OF TERMINAL 4



AMENITIES

44 GATES

37 RETAIL SHOPS

24/7 OPERATIONS

8 LOUNGES

25 RESTAURANTS

4 CHAPELS



JFKIAT ANTICIPATES THE FOLLOWING TRENDS AS WE LOOK FORWARD TO 2024 AND BEYOND

AVIATION MARKET

- Anticipated to be a significant milestone in global passenger traffic recovery, 2024 is expected to surpass the 2019 passenger numbers, with Latin America–Caribbean taking the lead.
- While the recovery in Asia-Pacific travel has been slower than expected, the reopening of the Chinese market is projected to bring it in line with the global average in 2024 — though it's unclear if U.S.-China travel will recover in the near term.
- Business travel has recovered to more than 80% from 2019 and shows signs of further improvement, potentially exceeding pre-pandemic levels in 2024.
- Load factors are expected to remain high, with an expected average of 82.6% in 2024, according to the International Air Transport Association, a slight increase from 82% in 2023.
- Potential challenges for the sector include global instability, conflicts in the Middle East and Ukraine, an escalation of high interest rates or other factors negatively affecting economic activity, and continued supply chain delivery delays.

JFKIAT-SPECIFIC

- Develop a business intelligence program that aims to seamlessly convert raw data into valuable information, enhancing the overall decision-making process throughout the organization.
- Further minimize Terminal 4's environmental impact by reducing our carbon footprint to zero and being a role model for the other terminals at JFK Airport.
- Actively progress toward our goal of transitioning the JFKIAT fleet to 100% fully electric or hybrid-engine vehicles by 2025. This initiative includes our entire passenger bus fleet, with six buses on order and four already delivered. Additionally, 80% of our operation support vehicles are currently hybrid.
- Digitize our terminal processes by leveraging new technologies and providing real-time data to improve the efficiency and reliability of operations and maximize our capacity usage.
- Terminals 1 and 6 are currently undergoing construction, with new facilities scheduled to open in 2026. While these terminals won't be operational next year, potential impacts — such as projects like the AirTrain and roadway development — could reshape the airport landscape.

CORPORATE GOVERNANCE & STAKEHOLDER ENGAGEMENT



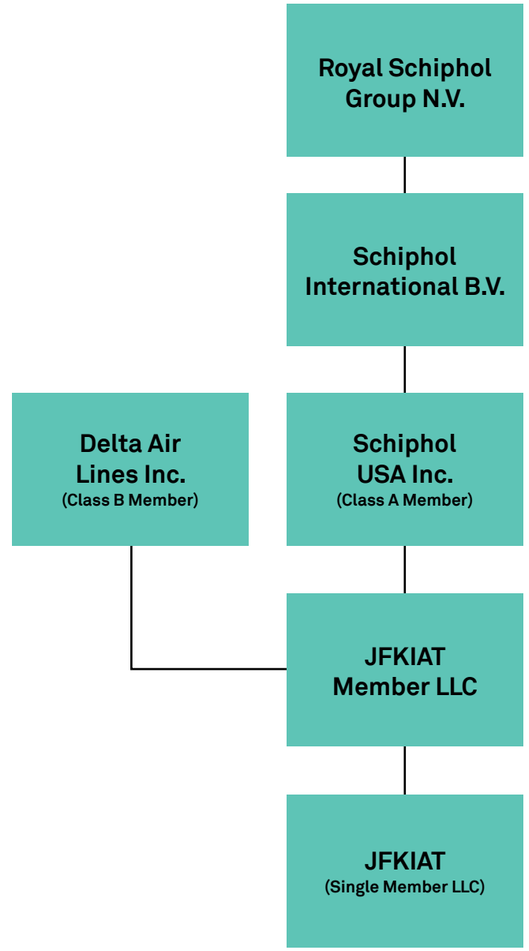
ORGANIZATIONAL PROFILE

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.

JFKIAT, founded in 1996, 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 in acquiring a non-management interest in the Terminal 4 project. At the same time, Delta and JFKIAT entered into an anchor tenant agreement whereby Delta was granted certain "preferential rights" in Terminal 4 common-use facilities and exclusive rights in other spaces in exchange for certain minimum annual payments.

Schiphol USA Inc. (SUSA) is responsible for the management of JFKIAT flowing through Member LLC. Its board consists of four directors and meets quarterly. JFKIAT and Schiphol USA are committed to providing an environment of inclusiveness and equity. The board members come from diverse backgrounds, experiences and vantage points. This creates channels of enhanced communication and decision making.





CORPORATE STRUCTURE

LEADERSHIP AND EXECUTIVE COMMITTEE

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



ROEL HUININK
President and CEO

Since 2018, Mr. Huinink has served as the President and Chief Executive Officer of JFKIAT. He leads Terminal 4's dedicated management team and is responsible for developing, communicating and executing strategic and tactical plans for Terminal 4.



JAMES MAY
Vice President, Finance, and 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 non-financial 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. Part of the company since 2006, she serves as principal liaison with the terminal's airline partners, government agencies and other Terminal 4 stakeholders.



STACEY LORA
Vice President, Safety and Security

As Vice President of Safety and Security, Ms. Lora manages JFKIAT's entire security program. Working on the JFKIAT team since 2005, she is focused on minimizing security vulnerabilities in the building as they relate to the day-to-day business of the terminal, working to achieve a zero-accident culture, as well as establishing and reporting all 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 Terminal 4 development and oversees each construction project in its entirety.



BELINDA JAIN
Vice President, Customer Experience and Commercial

In her role, Ms. Jain is responsible for generating and managing JFKIAT's nonaviation revenues, working with her team and business partners to develop world-class retail, food, beverage and passenger service concepts featuring a distinctive "New York sense of place." Ms. Jain is also responsible for developing brand and CX strategies, building marketing initiatives and fostering a culture of innovation.



DARYL JAMESON
Vice President, Asset Management and Baggage

As Vice President of Asset Management and Baggage, Mr. Jameson spearheads policy and strategy for JFKIAT's facility maintenance, baggage handling systems, cleaning and property management. Joining JFKIAT in 1997, he manages all third-party services responsible for asset management, janitorial, baggage and passenger boarding bridges.



STEPHEN TUKAVKIN
Vice President, IT and Digital

In his role as Vice President of IT and Digital at JFKIAT, Mr. Tukavkin leads IT systems for Terminal 4, 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 new technology initiatives, including those in the cybersecurity and business intelligence space.



VERNON TAYLOR
Director, People Operations

Mr. Taylor leads efforts to keep the organization focused on its core mission to make JFKIAT a top-ranked 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



ANGELA GITTENS (Chair)

Ms. Gittens served as Director General of Airports Council International (ACI World) from March 2008 until her retirement in June 2020. She was formerly the Airport CEO for Miami and Atlanta and Deputy at San Francisco International Airport. She has served on numerous aviation industry boards and committees, including the FAA Management Advisory Committee and the Board of Directors of JetBlue Airways.

Since her retirement, she has served as Chair of the board of Schiphol USA, which governs the operator of Terminal 4 at JFK Airport. She is also President of the Hermes Air Transport Organization, comprised of leaders from all facets of the commercial aviation ecosystem. She was the 2021 recipient of the Downes Award, the highest honor given by ACI-NA, and she is a 2023 inductee into the U.S. National Aviation Hall of Fame, the first airport professional to be so recognized.



KJELL KLOOSTERZIEL

Mr. Kloosterziel is the Director, Schiphol International of the Royal Schiphol Group and is responsible for the international participation and partnerships of the Royal Schiphol Group. He currently also holds positions as Non-Executive Director of Hobart International Airport in Australia, Supervisory Board Member for Groningen Airport Eelde, Maastricht Aachen Airport and Eindhoven Airport and board member of the AviAssist Foundation. He joined the Schiphol Group from NACO, Netherlands Airport Consultants. He is a Dutch citizen and has a master's in engineering and management.



MAUREEN RILEY

Ms. Riley brings a lifelong commitment to the airport industry and a 30-plus-year career in airport management to her appointment on the SUSA Board of Directors. She 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 and 2015.

Riley 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.



KATIE SLIPPER

Ms. Slipper is the Director, Finance and Control, at Royal Schiphol Group. She has held various finance and governance roles at Royal Vopak and TNT. Ms. Slipper has experience building up finance functions, actively leading business development opportunities, including M&A, working with numerous JV partners and arranging project financing for over €1 billion in transactions. She wishes to bring her broad financial and risk experience to JFKIAT.

She is a British national, holds a bachelor's degree in Geography from King's College, London and qualified as a Chartered Accountant of England of Wales.



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.

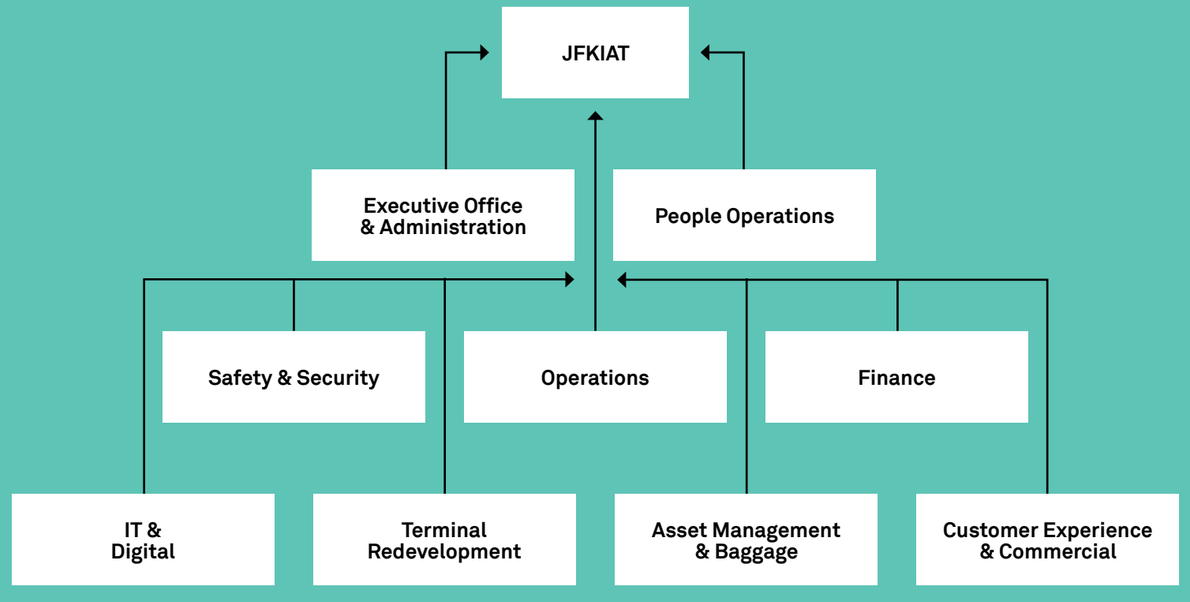
The program is based on the U.S. Sentencing Guidelines' five elements:

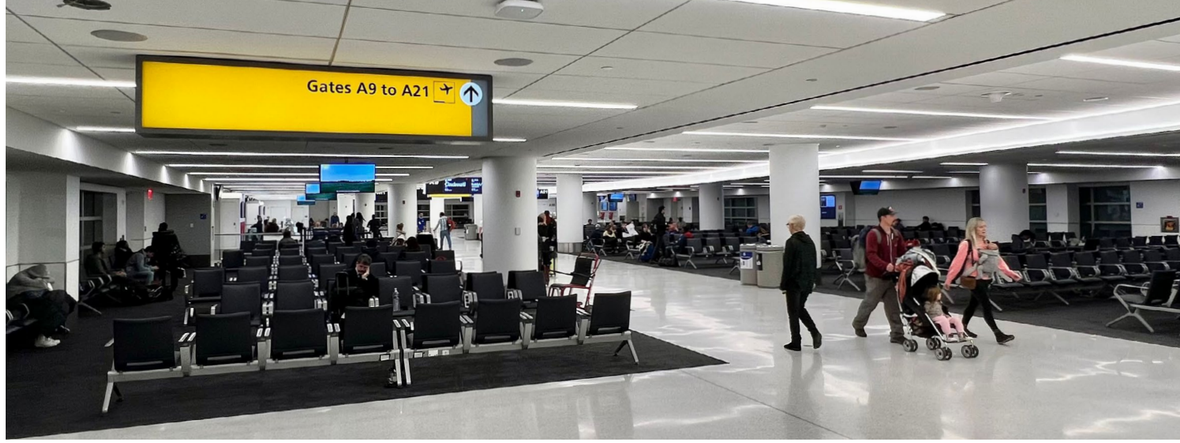
- Leadership (tone at the top, fiduciary duty, board of directors)
- Risk assessment (risk management program)
- Standards and controls (corporate governance code, code of professional conduct, policies and procedures, compliance checklists)
- Training and communication (standard operating procedures)
- Oversight (KPIs, audits, scorecards)

COMMITTEES AT JFKIAT

- Risk and Compliance Committee
- Investment Committee
- Diversity, Equity, Inclusion and Belonging Committee
- 4GOOD Committee
- Sustainability Committee
- Safety Committee
- Customer Experience Committee
- T4 Arts & Culture Committee
- Compensation Committee (SUSA)
- Workers' Council

ORGANIZATIONAL STRUCTURE





RISK MANAGEMENT

Risk management is a vital component of our business. In preparation for risks and exposures, 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. 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 and Digital, Vice President of Asset Management and Director of People Operations. In 2023, the role of Risk Manager was covered by the CFO, and, for the second year in a row, the work of the Risk and Compliance Committee was bolstered by a third-party facilitated review of general enterprise risks. JFKIAT will engage the third party to review general enterprise risks again once the expansion and transformation project is complete.

The Risk and Compliance Committee advises the CEO in managing (1) the company's principal operational, business and compliance risks, including the company's risk management framework and the policies, procedures and practices employed to manage risks, and (2) the company's ethics and compliance programs.

The Risk and Compliance Committee meets quarterly 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 for the size, complexity and nature of the company.

TOP 10 RISKS IDENTIFIED IN 2023

1. Increased competition from new JFK terminals opening in 2026
2. Disruption from the construction projects at JFK
3. Cyberattacks
4. Economic downturn
5. Loss of key customers
6. Bench strength
7. Aging assets and infrastructure
8. Staff shortages
9. Terrorism
10. Terminal 4 expansion and transformation project cost overruns

Each department is asked to review their respective operations annually and detail all potential risks that may arise due to human error, systems failures or 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 determining 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.

JFKIAT'S RISK MANAGEMENT PLAN

1 RISK IDENTIFICATION

We identify and define all potential risks that may negatively influence a specific process or project.

2 RISK ANALYSIS & EVALUATION

Specific types of identified risks are evaluated after determining their overall likelihood of occurrence.

3 RISK MITIGATION

We assess the highest-ranked risks and develop a plan to alleviate them using specific risk controls.

4 RISK MONITORING

The mitigation plan includes following up on the risks and an overall plan to continuously monitor and track new and existing risks.

UNDERLYING VULNERABILITIES

INTERNAL

- Security
- At capacity
- Lean company
- Human error
- Weather impacts
- Age of building
- Fire
- Outdated equipment
- Consistent use of infrastructure
- Poor planning
- Scope changes
- Uncleared individuals on site
- Airline partnerships — excluding Delta
- Airline space

HYBRID

- Construction of new terminals
- Differentiated on costs
- In-person work
- Demographic profile, retirements
- Wages
- Niche experience
- Limited career paths
- Less spend per passenger
- Anchor tenant
- Attracting labor
- High-threat target
- Vetting, background checks
- Safety accidents
- OSHA violations
- Air traffic
- Loss of utilities
- Gate closures
- System failures
- New tenants
- Worker strikes
- Construction work
- Replacement systems
- International arrivals
- Major U.S. airport

EXTERNAL

- Location
- Local population
- Airline bankruptcy
- Material costs
- Port Authority costs and requirements
- Code compliance
- Lead times
- Industry
- Reduced travel
- Political climate
- Productivity
- New York inflation
- Government default
- Flight availability
- Labor availability
- Diversity
- Population density
- Supply chain
- Age of utilities
- International arrivals — high-threat markets
- Cost of labor
- Exotic animal trade
- Agriculture
- Government regulations
- Two new world-class competitor terminals
- Imbalanced healthcare
- Natural disaster
- Change in customer standards



JFKIAT SWOT ANALYSIS

INTERNAL

STRENGTHS

- Strong financial and operational track record.
- Highly experienced, dedicated staff and safety-oriented culture.
- Innovation and sustainability leader at JFK Airport.
- Largest-volume terminal at JFK.
- Strong relationships with customers, landlord, anchor tenant and business partners.

WEAKNESSES

- Terminal is almost at maximum capacity.
- Aging terminal is in need of a re-life to remain competitive.
- Limited future capital investment opportunities.
- Concentrated exposure to anchor tenant.

EXTERNAL

OPPORTUNITIES

- Increasing non-aeronautical revenue streams for terminal reinvestment.
- Investing in tech and business intelligence to power data-driven automation and productivity.
- Investing in customer experience and employee engagement to deliver value and competitive differentiation.
- Lowest future cost-base terminal.

THREATS

- Increasing labor and O&M expenses are eroding operating margin.
- JFK redevelopment will put new and existing terminals above or at 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' perspectives are included and consulted at 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 Terminal 4. By getting to know our stakeholders, we can better understand their needs and deliver on actions and goals that will benefit them.

KEY STAKEHOLDERS

- Port Authority of New York and New Jersey
- Delta Air Lines
- Royal Schiphol Group
- Bank of New York Mellon (trustee) and bondholders
- Terminal 4 airline partners
- JFKIAT employees
- Terminal 4 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 that are relevant to our organization. We value our stakeholders; therefore, we take pride in our ability to listen, learn and support them.

Internally, we create open dialogues and circulate surveys to understand our employees' sentiments. Externally, we meet with customers, investors and local communities to understand their sustainability priorities.

KEY BUSINESS DRIVERS

- Safety First
- Distinctive Customer Experience
- Sustainable Performance
- Proud Community

More details about our stakeholder engagement through a materiality assessment can be found on page 65 of the "Sustainable Performance" section.



SAFETY FIRST

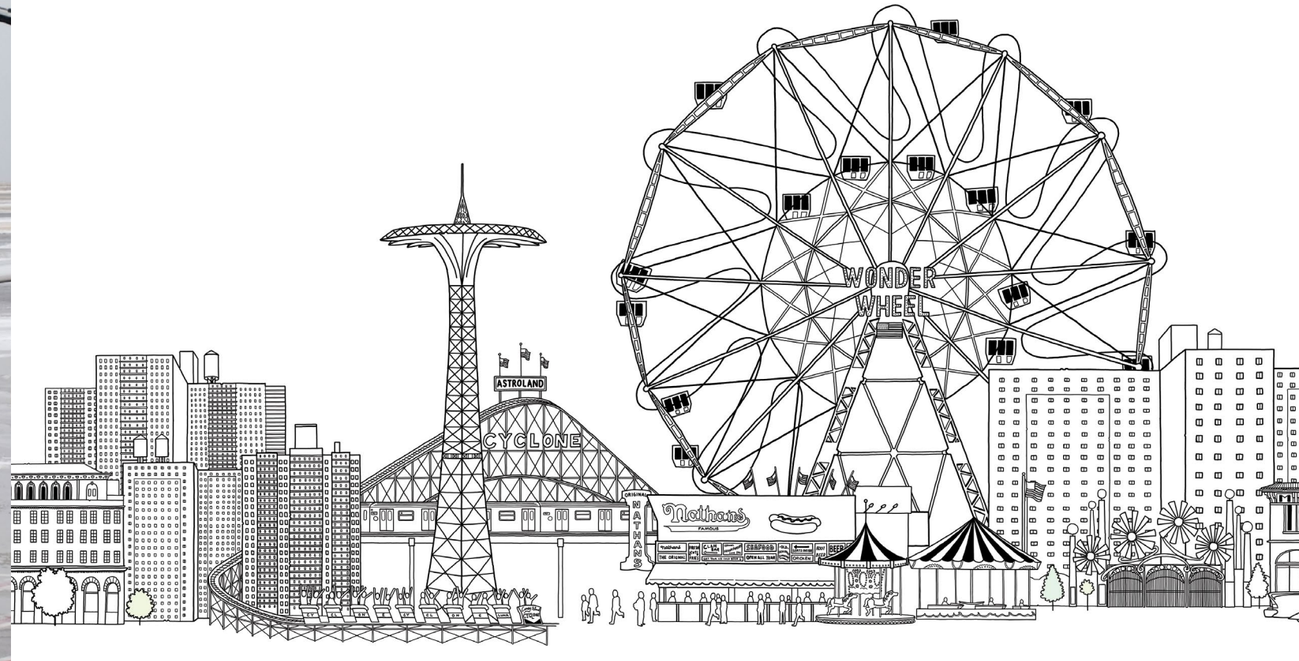


Safety first focuses on establishing a zero-accident environment by implementing robust safety protocols and maintaining high hygiene standards. This pillar is dedicated to enhancing the well-being of all personnel and passengers, fostering collaborative decision making for operational efficiency, and strengthening risk management efforts — particularly regarding cybersecurity and information safety — to ensure the organization's resilience and business continuity.

At JFKIAT, the safety and security of all Terminal 4 employees and passengers is our highest priority. We are committed to delivering a safe, secure terminal environment for all patrons by nurturing an effective safety and security culture. Our aim is to minimize the risk of security threats and vulnerabilities, ensuring a safe, secure experience for everyone.

We maintain our safety and security standards through innovative concepts, and we are proud to be recognized as industry leaders at JFK. Notable examples include unmanned exit lanes and a semi-self-service option for vetting purposes. Both initiatives were spearheaded by JFKIAT in collaboration with SAIMA and Airline Choice, leveraging their technological expertise to bring these ideas to fruition.

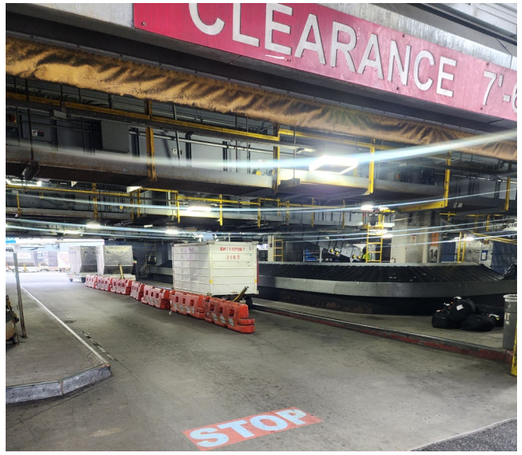
Despite the challenges posed by a dynamic operating environment, we remain dedicated to continuous improvement and proactive measures to ensure the well-being of all terminal users and create incredible journeys.





2023 HIGHLIGHTED ACCOMPLISHMENTS

INSTALLATION OF SAFETY PROJECTORS



Installed safety projectors for better communication and more sustainable signage. The projectors were placed airside in a high-traffic makeup unit to increase airside driver awareness, with a reminder to always stop before entering or exiting these areas. As a result, driver adherence has increased, with positive feedback received. The projectors are a sustainable, cost-effective solution to typical painted signage, which requires frequent replacement.

TESTING AND UTILIZATION OF THE LIVESAFE PLATFORM

Utilized the LiveSafe platform to enhance employee communication and engagement. Testing was conducted for program development by expanded use cases. Notably, the inclusion of Safety and Security Ambassador contacts contributed to reaching 93% compliance in communication efforts.

IMPLEMENTATION OF THE TERMINAL RED LETTER EXERCISE PROGRAM

Introduced a series of mini tabletop exercises aligned with Terminal 4 crisis response protocols, as outlined in the Crisis Response Plan, to train JFKIAT personnel in effective incident response strategies as part of the BE AWARE and PREPARE programs.

INCREASED FOCUS ON TRAFFIC FRONTAGE MANAGEMENT

Outsourced traffic management to Sam Schwartz Pedestrian Traffic Management Services to effectively handle increased passenger volume at the frontage area starting Oct. 14 in response to the surge in traffic.

IMPLEMENTATION OF SAFETY MANAGEMENT SYSTEM PROGRAM

Finalized and shared the Safety Management System (SMS) digital documentation on the JFKIAT intranet, enhancing employees' knowledge and understanding of the four SMS pillars: policy, risk assessment, assurance and promotion.

ENHANCED COMPLIANCE AUDITING PLATFORM

Finalized our compliance auditing of the SafetyCulture platform, incorporating updates tailored to meet business intelligence needs and requirements.

UPDATED TERMINAL 4 SMOKING POLICY IMPLEMENTATION



Implemented an updated Terminal 4 Smoking Policy that applies to all tenants and passengers. The policy incorporates regulations following the legalization of marijuana in New York City. New signage directing passengers and employees to designated smoking areas has been installed, and the updated smoking policy is included in the Terminal 4 Operating Manual.



2023 HIGHLIGHTED ACCOMPLISHMENTS

INTRODUCTION OF INCIDENT REPORTING AND RISK MANAGEMENT FEATURES IN VORTEX

Incorporated the Safety Management (Risk Assessment) feature within our current Vortex platform, which is used for daily logs and incident reporting. The Safety Management feature allows us to register known and potential risks, thereby facilitating the correlation of incidents with risks to evaluate if further mitigation is required.

TSA APPROVAL OF SAIMA EXIT LANES

Obtained Transportation Security Administration (TSA) approval for SAIMA exit lanes, resulting in cost savings equivalent to a security officer position. The technology does not allow passengers to traverse into critical areas. Having approved exit lanes is a first at JFK Airport and allows for an enhanced security and customer service experience. JFKIAT is now the standard for attaining exit lanes at the airport.

INTRODUCTION OF VDGS SELF-DOCKING CONCEPT



Introduced a Visual Docking Guidance System (VDGS) that allows aircraft to self-dock without ground personnel, with docking feasible by either the pilot or copilot. The VDGS enhances safety by systematically scanning for potential obstructions during docking.

FINALIZATION OF KEY CONTROL PROGRAM/POLICY

Finalized the Key Control Program/Policy in collaboration with Asset Management. This newly established policy provides a comprehensive framework for managing sensitive hard keys, addressing a previously unmet need. The policy includes rules and responsibilities for administrators and users, incorporates provisions for using access-controlled key boxes that log key borrowers (an asset for investigative purposes) and allows for auditing the process. The policy is written to mitigate insider threat and investigation.

DEVELOPMENT OF RAMP SAFETY AWARENESS CAMPAIGN

The Ramp Safety Awareness Campaign — focused on driver reversing, awareness and seat belt usage — was developed in collaboration between the Operations Department and the Safety and Security Department.

IMPLEMENTATION OF SELF-SERVICE VETTING KIOSKS

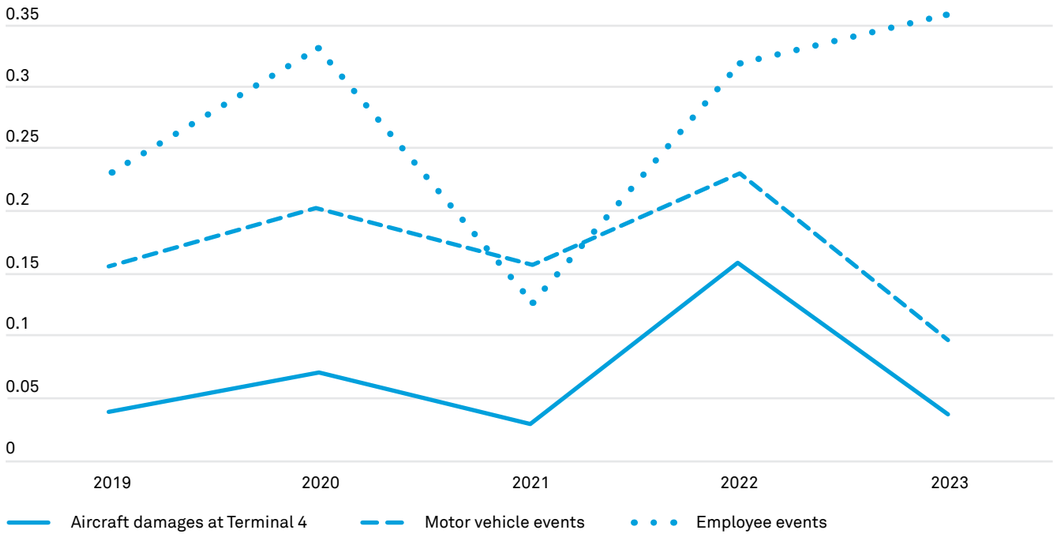


Introduced a semi-self-service option for vetting purposes in collaboration with Airline Choice, leveraging the company's technology expertise. The kiosks are conveniently located at the visitor center and the fourth-floor departure area.

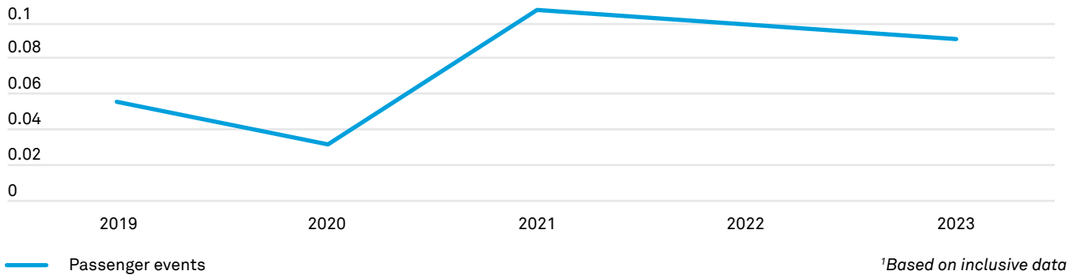
SAFETY STATISTICS AND DEVELOPMENTS

In 2023, significant changes were implemented in assessing known and potential risks involving aircraft, motor vehicles, employees and passengers. To proactively identify risks, incidents were categorized into two main groups: *controllable* and *inclusive*. Controllable incidents are caused by a JFKIAT employee, Terminal 4 infrastructure and/or a contractor directly overseen by JFKIAT, and may be preventable. Inclusive incidents are reports collected from Terminal 4 airlines, partners and tenants, and are out of our direct control. This distinction allows us to focus our efforts on addressing and mitigating incidents within our control, both internally and in collaboration with our partners. This change emphasizes our commitment to safety and effective incident management.

Rate of Occurrence Per 1,000 Flight Operations[1]



Rate of Occurrence Per 100,000 Passengers[1]



[1]*Based on inclusive data*



TOP TRENDS: 2023 VS. 2022

	Aircraft	Motor vehicle	Employee	Passenger
2023	• (2) Loose equipment or containers • (5+) Near-miss events by pilots misparking	• (39) Human error (awareness or rushing) • (15) Reversing • (7) Failure to follow standard operating procedure	• (3) Building infrastructure failure • (6) Failure to follow standard operating procedure around equipment airside	• (7) Slip fall from food or liquid • (2) Tripping on object protruding from ground • (2) Protruding piece of escalator
2022	• (5) Vehicle reversing into aircraft • (2) Jet bridge operator • (2) Mechanical stair	• (9) Reversing • (4) Reckless driving • (3) VSR congestion	• (8) Slip on liquids • (5) Slip on ice • (3) Slip due to cleaning	• (4) Passenger falling due to wheelchair service • (3) Roadway maintenance • (3) Slip on liquids



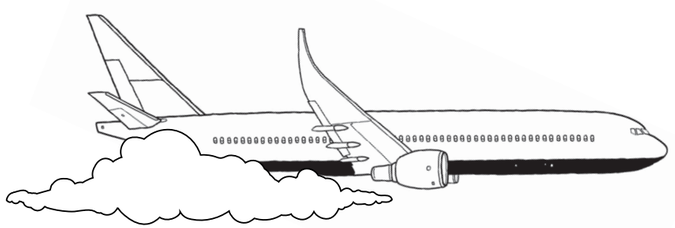


TERMINAL 4 SAFETY COMMITTEE

The Terminal 4 Safety Committee maintained its collaborative efforts to define best practices, reduce accidents and transition from a reactive to a proactive safety approach. Subcommittees dedicated to terminal and airside operations continued to address frontline employee concerns and prioritize safety issues.

The Terminal 4 Safety Committee's key accomplishments in 2023 included:

- Identifying gaps in the Terminal 4 Safety and Security Orientation Training and Terminal 4 Driver Training, leading to plans for updating and rebranding these programs in 2024 under the Square One Safety and Security Initiative. The revised training will provide comprehensive instruction on basic airside and terminal safety operations specific to Terminal 4.
- Establishing an updated Terminal 4 Smoking Policy applicable to all tenants and passengers, integrating regulations in line with the legalization of marijuana in New York City.



SECURITY COMPLIANCE
STATISTICS AND DEVELOPMENTS

Cumulative in 2023	Year to date	Number of findings	Percentage
Employee inspections	829	96	88%
Goods screening	724	41	94%
Traffic inspections	1,868	495	74%
Building security post inspections	865	38	96%
Prohibited items	1,871	38	98%
Secure, tamper-evident bags (STEBs) audit	59	0	100%
Selling of prohibited items	404	0	100%
Badge/challenging	3,642	123	97%
Door breach audits	1,094	46	96%
Netting	1,026	139	86%
VIP lot	1,046	273	74%
Perimeter fencing	1,831	108	94%
Random employee inspections	14,918	71	100%
Fire extinguishers	9,797	28	100%
Seat belts	801	8	99%
Foreign object debris	2,170	0	100%
Bus inspections	91	33	64%
Baggage storage	13	0	100%
Total year to date	42,945	1,504	

Key security compliance accomplishments for 2023 included:

- Following audits that indicated a pressing need for enhanced compliance in traffic management, VIP lot operations and bus operations, proactive measures were taken to address these issues. A pivotal step involved contracting a new company focusing on the volume of vehicles to manage traffic congestion in the frontage area, thereby enhancing safety protocols and compliance.
- Compliance challenges in the VIP lot were effectively addressed by various initiatives, with a key factor being the relocation of JFKIAT employees to this area. This move played a crucial role in attaining zero compliance findings associated with the VIP lot in December.
- Significant improvements in bus inspection compliance were observed, attributed to personalized one-on-one training sessions conducted with bus drivers. These focused training initiatives yielded positive outcomes, as evidenced by zero compliance findings reported in December.



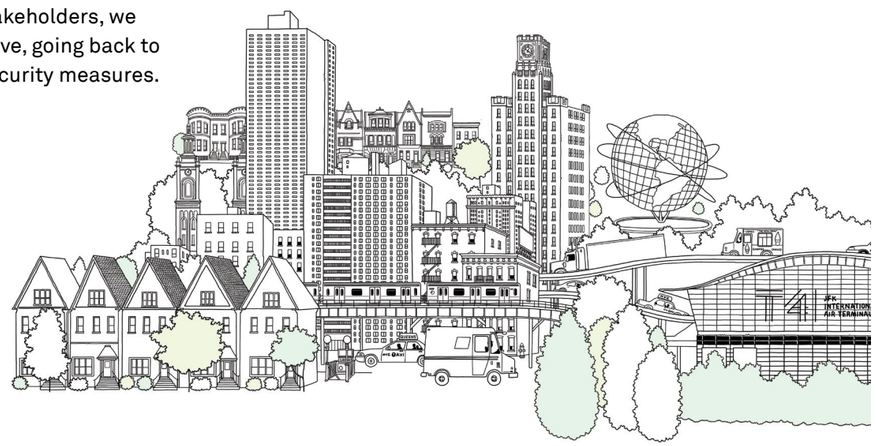
OUTSOURCED SERVICES AND PROCESSES

Given that a significant portion of our terminal processes are outsourced, close collaboration with our Terminal 4 partners is vital. These partnerships are crucial for maintaining high safety and security standards among Terminal 4 employees and ensuring adherence to key performance indicators, particularly in outsourced functions where accountability and quality control are essential.

Throughout 2023, our partners continued to struggle with maintaining staffing levels, particularly for skilled positions such as supervisory staff and Security Operations Center (SOC) operators, among others. Recognizing the impact of post–COVID 19 attrition to our partners and stakeholders, we initiated the Square One Initiative, going back to basics relating to safety and security measures.

SECURITY OPERATIONS CENTER

In response to an analysis and definition of our sourcing strategy, it was decided that the Security Operations Center functions would be insourced. This decision reflects the recognition of the crucial nature of this core process for JFKIAT. By bringing these functions in-house, we aim to enhance control and increase the quality of our security operations. Plans are now in effect to gain operational functions of the SOC by Q1 2024, with the establishment of a new entry-level position, Operators, in the Safety and Security domain.



EMPLOYEE AND GOODS SCREENING

- The North Employee checkpoint was closed permanently on Dec. 29, due to ongoing construction in the area.
- The TSA NA-23-02 directive, which affects the Aviation Worker Screening (AWS) Program, was implemented on Sept. 25. This amendment mandates that JFKIAT or its representative conduct continuous, unpredictable, random screenings of aviation workers at access points leading from Public to Sterile and Public to Secured areas. Anyone entering Sterile/Secured areas is subject to Secure Identification Display Area (SIDA) badge verification, property inspection and possibly a hand wand or pat-down.
- Although the AWS Program initially anticipated the closure of employee screening locations, Delta Air Lines' requirement for 100% screening of its employees led to the decision to utilize the West and East locations for this purpose. Meanwhile, other Terminal 4 employees are subject to TSA's random screening protocol.
- An additional security officer has been assigned to oversee deliveries at the East Concourse extension loading dock in anticipation of its opening in 2024.

BUILDING SECURITY

- The introduction of unmanned exit tunnels at Terminal 4 received TSA and Port Authority approval on Dec. 7, leading to the removal of the officer post on Dec. 20 following an approved amendment. This initiative is a first of its kind at JFKIAT.
- To align with the TSA NA-23-02 amendment for aviation worker screening, the deployment of additional security officers was necessitated. A team comprising two individuals was established to operate continuously on a 24/7 basis, with a supplementary team providing 16 hours of coverage, seven days a week, starting Jan. 1, 2024.
- For the enhanced security of the new Domestic Baggage Claim area, two more posts were instituted: Post Mike 2 on Nov. 6 and Post Mike 3 on Dec. 1.

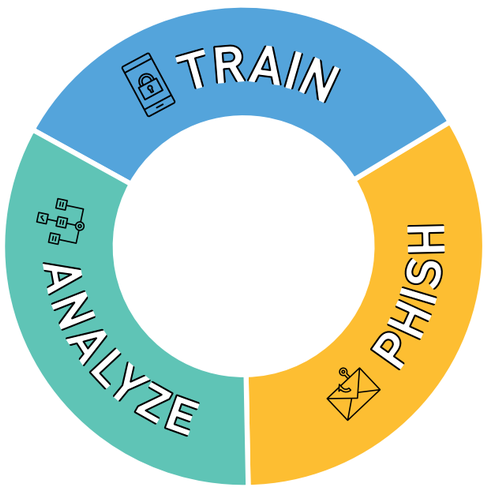
TRAFFIC MANAGEMENT

The tender process for traffic management was completed, with the contract awarded to Sam Schwartz Pedestrian Traffic Management Services (SSPTMS) starting Oct. 14. The transition faced some hurdles, as the Port Authority mandated that SSPTMS employees possess Port Authority issued badges with a security guard designation, alongside a New York State security license. This decision was made in response to the rising passenger volumes in the frontage area, with the aim of improving traffic management from Oct. 14 onward.



INFORMATION SECURITY PROGRAM

We continued to advance our Information Security Program, with a focus on implementing governance over the data we create and transmit, defining information technology risks and coverage gaps and reviewing implementation compliance principles. This year, we identified and documented information security risks, entering them into the Governance Risk and Compliance platform. This systematic approach allows us to effectively track and manage risks while ensuring alignment with industry standards and regulatory requirements. Additionally, in line with TSA EA 23-01 guidelines, critical systems were identified, and an implementation plan for incident management was developed to ensure swift and efficient responses to security incidents.



INFORMATION SECURITY AWARENESS

Regular monthly phishing tests were conducted to enhance cybersecurity awareness among staff, resulting in an impressive 90.8% pass rate. Additionally, comprehensive information security awareness training sessions were carried out throughout the year. These efforts were further reinforced by the administration of a Security Awareness Proficiency Assessment, providing valuable insights into employee knowledge levels and guiding targeted training initiatives. Our improved information security awareness training program included robust, monthly trainings on a variety of topics.

ALL TRAINING ACTIVITY FOR 2023

JAN.	FEB.	MARCH	APRIL	MAY	JUNE
Monthly phishing test	Unexpected emails	Monthly phishing test	Monthly phishing test	Monthly phishing test	Monthly phishing test
Clickers phishing test	Monthly phishing test	Clickers phishing test	Clickers phishing test	Clickers phishing test	Clickers phishing test
Q4 simulation results	Clickers phishing test	Tailgating	Penetration testing	Creating strong passwords	Sensitive information
			Q1 simulation results	Knowledge assessment	

JULY	AUG.	SEPT.	OCT.	NOV.	DEC.
Monthly phishing test	Monthly phishing test	Monthly phishing test	Monthly phishing test	Monthly phishing test	Monthly phishing test
Clickers phishing test	Clickers phishing test	Clickers phishing test	Clickers phishing test	Clickers phishing test	Clickers phishing test
Q2 simulation results	Email attachments	Googling yourself	Cybersecurity awareness training	Badge security	Safe online shopping
			Q3 simulation results		

NIST CYBERSECURITY FRAMEWORK

JFKIAT assessed the five pillars of the National Institute of Standards and Technology (NIST) Cybersecurity Framework, allowing us to define modifications within our governance, risk and compliance disciplines.

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 • Continuous security monitoring • Detection processes	• Response planning • Communications • Analysis • Mitigation • Improvements	• Recovery planning • Improvements • Communications



SAFETY AND SECURITY CULTURE AND ENGAGEMENT

The Terminal 4 Safety Committee continued its efforts to establish best practices, reduce accidents and transition toward proactive safety measures, emphasizing safety as a shared responsibility for the well-being of our community. Through proactive engagement initiatives, such as distributing monthly newsletters and leveraging virtual platforms, the committee shared important safety and security information including reminders about proper personal protective equipment usage, cybersecurity awareness, SIDA badge responsibilities and fire prevention.

EMPLOYEE HEALTH, SAFETY AND WELLNESS DAY



Collaborative events like the Employee Health, Safety and Wellness Day, organized in partnership with Terminal 4 Chapels, provided educational sessions and opportunities for community engagement. Representation from Queens Medical Group and Och Spine Center, as well as participants from the Goodwill Peer Advocacy Leadership Program and Behavioral Health Care Coordination Program, further contributed to the success of these initiatives, underlining our collaborative approach to ensuring safety and well-being within our airport community.

Employee Health, Safety and Wellness Day, Nov. 14, 2023

RAMP SAFETY INITIATIVES



As part of the safety program, a total of 12 foreign object debris (FOD) walks were conducted to clean up debris on the ramp area. With a different sponsor for the FOD walk each month, our Terminal 4 partners actively engaged in these efforts, reinforcing the shared responsibility for keeping our ramp area clean and safe. Another JFKIAT initiative, the T4 Safe Driver Program, was actively shared with the broader JFK Airport community, aiming to facilitate a unified approach to safety across the airport.

Foreign object debris walk hosted by Delta Air Lines, Sept. 12, 2023

RECOGNITION PROGRAMS



Our yearly recognition programs — like the Safety and Security Employee of the Year Awards and Ground Handlers Best in Class — highlighted outstanding dedication to safety standards and recognized employees who went above and beyond. By continuing to engage with our community, promoting awareness and recognizing outstanding contributions, JFKIAT remains steadfast in prioritizing the safety and security of our employees and the broader airport community.

Safety and Security Employee of the Year Awards and Ground Handlers Best in Class, Dec. 1, 2023

ADDITIONAL EXTERNAL EFFORTS

A general managers meeting was convened in April to discuss the accomplishments and challenges of the Safety Committee, ensuring executive management buy-in and support from Terminal 4 partners. Furthermore, we expanded our collaborative efforts by joining the Port Authority Ramp Safety SMS committee, highlighting our commitment to enhancing safety standards across the airport's operational areas.



TRAINING INITIATIVES

JFKIAT revamped the internal Safety and Security Training Program. Crisis Response Plan and Business Continuity Plan review sessions were conducted on multiple occasions, ensuring that 57 employees received thorough training in handling crisis situations effectively. Additionally, specialized training sessions on communication, media and family assistance further equipped staff with essential skills for managing communication channels and providing support during emergencies.

Prioritizing continuous improvement through targeted training initiatives has been a core focus for JFKIAT. An investigation training conducted by the International Air Transport Association provided valuable insights into best practices for conducting thorough investigations. Monthly Transportation Security and Emergency Preparedness sessions, attended by 246 employees, covered vital topics such as terrorism awareness, access control, active shooter protocols and Stop the Bleed procedures. Recognizing individual interests and needs, personalized one-on-one Stop the Bleed training was offered to 18 employees seeking advanced knowledge.

Corrective action training was provided to 36 employees in response to security failures identified by JFKIAT, TSA or the Port Authority, ensuring prompt resolution and reinforcement of security protocols. Additionally, proactive engagement with partners like Hallmark Aviation Services led to targeted training sessions, such as an active shooter awareness training that saw the participation of 14 employees. Through these initiatives, JFKIAT continues to foster a culture of preparedness, ensuring the safety and security of our workforce and the broader airport community.

CRISIS MANAGEMENT PROGRAM

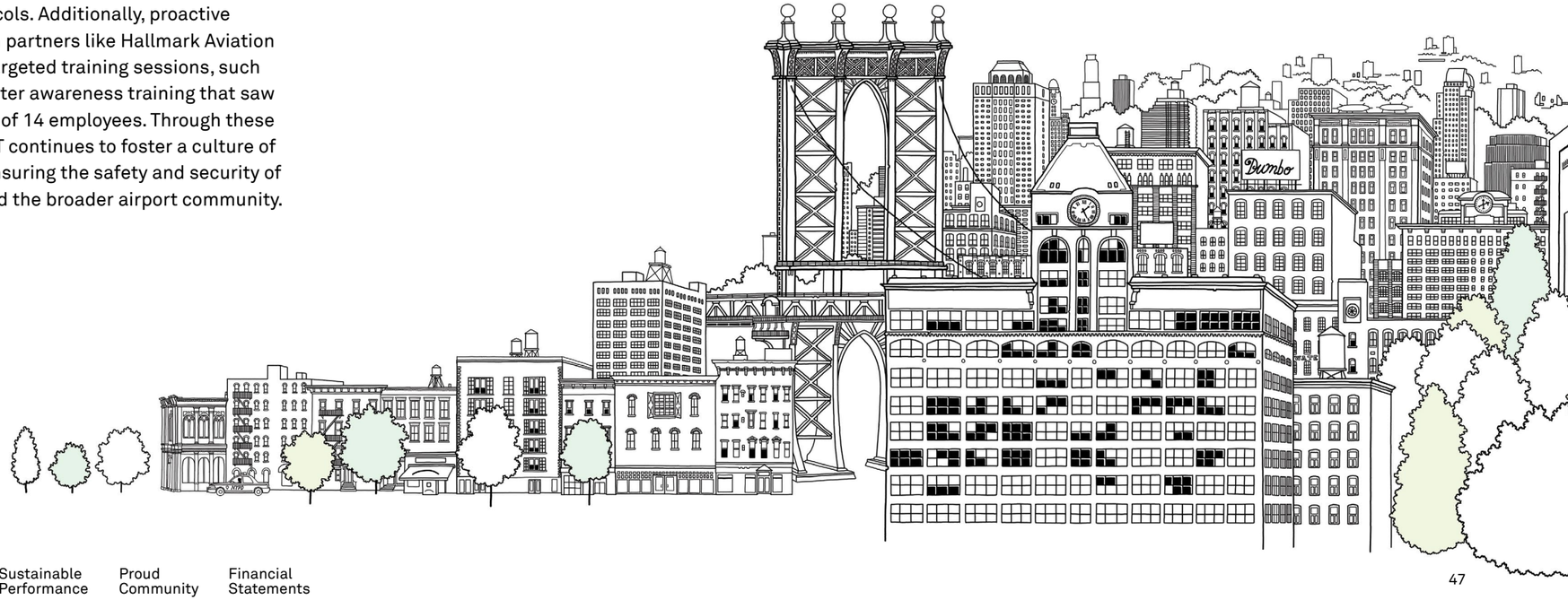
In the domain of crisis management, JFKIAT remains committed to the continual review and updating of essential information within the Terminal 4 Crisis Response Plan. Critical systems were defined and an implementation plan for incident management, in accordance with TSA EA 23-01 guidelines, was drafted. Furthermore, the Crisis Communication Plan was finalized and training sessions were conducted to ensure staff readiness in effectively managing crisis communication.

T4 AMBASSADOR PROGRAM REVITALIZATION

JFKIAT undertook initiatives to enhance preparedness, including a call to action for Terminal 4 employees to participate in the revitalized T4 Ambassador Program, which was temporarily suspended during the COVID-19 pandemic. A lunch was organized for these ambassadors to get together and foster engagement. Furthermore, the Terminal 4 Resources Booklet was updated for annual distribution to Terminal 4 airlines, providing pertinent information necessary for inclusion in their own local Airline Emergency Response Plans.

EXTERNAL ENGAGEMENT

Active participation in external exercises and planning sessions has also been a priority for JFKIAT. Notable engagements included the Port Authority's annual JFK Aviation Security tabletop exercise on Dec. 5, Etihad's annual emergency response exercise on Dec. 15 and the FBI Mass Violence Incident Victim and Family Assistance Planning session on Dec. 12. Through these proactive measures, JFKIAT continues to strengthen our Crisis Management Program, ensuring readiness to effectively respond to any emergent situations.



OPTIMIZATION OF OUR LOADING DOCK PROCESSES

Throughout the past year, our focus on the loading dock has enabled us to contribute significantly to safety, efficiency and sustainability efforts. A key initiative involved implementing a program dedicated to recycling wood pallets within the terminal, showcasing our commitment to sustainable practices. Additionally, strides were made in enhancing loading dock management through the procurement of Veyor, a loading dock management system software. Scheduled for implementation in Q1 2024, this system aims to digitize processes, reduce paper consumption and improve efficiencies, aligning with our overarching goals of safety and security.

To reinforce safety measures and operational efficiency, a logistic manager was appointed to oversee loading dock operations. This strategic addition ensures better management, optimizing processes to enhance safety and security protocols. Another critical aspect of our optimization efforts focuses on managing pallets at the loading dock and corridors. By coordinating pallet staging with commercial partners, safety risks are mitigated, clutter in high-traffic areas is minimized and recycling initiatives are emphasized.

2023 SAFETY AND SECURITY EVENTS

JAN.

NATIONAL HUMAN TRAFFICKING AWARENESS DAY

January is Human Trafficking awareness month. Terminal 4 campaigned to wear blue in recognition of National Human Trafficking Awareness Day on Jan. 11. The Security section of the *Sentinel* newsletter was dedicated to this cause.



MARCH

SAFETY AND SECURITY AMBASSADOR LUNCHEON

A Safety and Security Ambassador Luncheon was organized on March 23. The event aimed to foster open and continuous communication and provide updates related to family assistance and crisis response plan preparedness.

APRIL

GENERAL MANAGER SAFETY MEETING

On April 20, the Safety and Security Department held its second annual General Manager Safety Meeting with Terminal 4 stakeholders and community members to gain input and share safety best practices.

OCT.

NINTH ANNUAL SAFETY AND SECURITY CONFERENCE: ACTIVE SHOOTER

The Ninth Annual Safety and Security Conference took place in person on Oct. 17 at the TWA Hotel, marking its first physical gathering since the COVID-19 pandemic. The event attracted 133 attendees and featured four distinguished speakers who shared their experiences and what they learned from surviving active shooter incidents, the theme of the 2023 conference. The success of the conference was proven in the talks afterward, which led the governing agencies involved to reconsider and enhance their own emergency preparedness based on the firsthand experiences shared.

JFKIAT remains committed to aligning with industry-leading safety practices and continues to disseminate this critical knowledge throughout the Terminal 4 community, reinforcing our position as a leader in safety and security practices.

Guest speakers:

- Michael Nonnemacher, COO, FLL
- Jason Pantages, Federal Security Director, LAX
- Theresa Debosky, ERM, Delta Air Lines
- Dr. Staci Beers, VUSA, FBI





Ninth Annual Safety and Security Conference, Oct. 17, 2023

NOV.

EMPLOYEE HEALTH, SAFETY AND WELLNESS DAY

On Nov. 17, an Employee Health, Safety and Wellness Day was organized in collaboration with Terminal 4 Chapels. This event provided health screenings and health and safety tips to the Terminal 4 community.

DEC.

TERMINAL 4 SAFETY AND SECURITY EMPLOYEE OF THE YEAR AWARDS AND GROUND HANDLERS BEST IN CLASS

On Dec. 1, JFKIAT held the Terminal 4 Safety and Security Employee of the Year Awards and Ground Handlers Best in Class.



DISTIINCTIVE CUSTOMER EXPERIENCE



Distinctive customer experience focuses on delivering a world-class travel experience by seamlessly facilitating passenger movement, enhanced by our committed Terminal 4 staff. This pillar embodies our purpose of creating an incredible journey by embracing innovative ideas, modernizing terminal assets and facilities to meet evolving customer needs and digitizing operational processes with cutting-edge technologies for enhanced efficiency and reliability.

A YEAR OF SIGNIFICANT TRANSFORMATION IN TERMINAL 4



The consolidation of Delta Air Lines' operations into Terminal 4 in early 2023 provided holistic enhancements focused on people, processes, sense of place and technology. The core program included 10 new regional gates in the A-Concourse, conversion of existing wide-body gates and regional gates in the B-Concourse with minor hold room bump-outs, East and West Headhouse expansions, a new Delta Sky Club, restroom renovations and landside improvements.

DEPARTURES HALL UPGRADES, FROM CHECK-IN TO SECURITY



The Departures Hall benefited from several upgrades, starting with an enhanced ambiance and the addition of colored LED to the skylights to positively impact passengers' moods in the "welcome lobby" of the terminal. To facilitate passenger flow through security, the West Headhouse was expanded at the end of Q2 2023 to allow for additional TSA queuing space, and two additional screening lanes, 19 and 20, were installed at the fourth-floor main security checkpoint.





CONTINUED INVESTMENT IN **TECHNOLOGY** AND **INNOVATION**

At check-in, self-service bag drops were upgraded with Amadeus Auto Bag Drop and next-generation kiosk technology to deliver smooth, efficient self-check-in. With this fully automated technology, passengers can check in and print their bag tags at one of 86 kiosks before dropping their bags at 42 Auto Bag Drop units. All kiosks and bag drops are equipped with a biometric function, which further simplifies the self-service experience by identifying passengers through facial recognition.

For a more efficient process at conventional check-in counters, JFKIAT installed digital LED signage along the check-in rows and end caps, providing passengers with vibrant, distinctive visual communication to help better identify airline counters, organize queues by specific lanes and show estimated wait times for security checkpoints. This solution was made possible through an enterprise digital signage content management system developed with Stratacache, which provides a centralized, unified platform combining multiple data feeds, messaging and communication across all check-in rows.

To improve passenger flow through security checkpoints, we deployed 11 Synect ReadySeeGo digital totems that include information and educational content created with TSA to engage, entertain and educate passengers as they prepare for screening. This content helps decrease passenger anxiety and perceived wait times while ensuring travelers are fully prepared for screening, thus increasing transportation security officers' throughput and efficiency.

In parallel, we upgraded our new AI-powered Beonic analytics platform for passenger flow management to further improve curb operations, increase safety and enhance the customer experience. The platform provides real-time insights to optimize resource allocation at check-in and security checkpoints. In 2024, JFKIAT will extend the use of this tool to the Immigration Hall and collaborate with Customs and Border Protection for reduced wait times.

With the launch of Google Indoor Live View, Terminal 4 became the first airport terminal in the New York metro area to offer an interactive tool to easily navigate through the airport. The feature, which functions through Google Maps, uses a traveler's phone camera and augmented reality to point them toward their destination, with arrows and directions overlaid right on top of their perspective. Travelers can use this technology at Terminal 4, which encompasses more than 2 million square feet, to quickly and simply locate the nearest bathrooms, lounges, taxi stands, retail and services, helping them regain control of their dwell time.

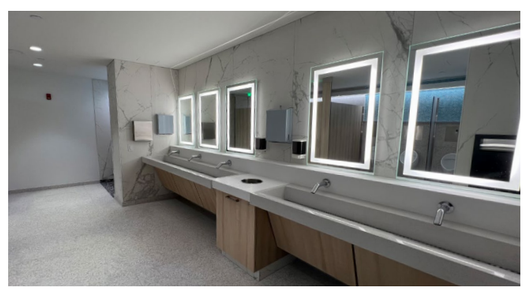
UPGRADING OUR TERMINAL INFRASTRUCTURE

To improve the experience of our record 26 million passengers, Terminal 4 embarked on a transformation of passenger amenities, starting with the renovation of all bathrooms and the addition of Trax, a smart restroom technology system. Trax collects detailed customer feedback inside restrooms in real time, prompting quick adjustments and improvements. Trax measures peak usage and collects data on maintenance and janitorial performance to streamline cleaning and maintenance operations.

Further improvements were brought to the gate holding areas, with enhanced lighting, seating and finishes in the A-Concourse and B-Concourse. These improvements will continue into 2024 with the integration of digital signage that informs passengers of their flight status in a more visible, readable way.

With increased traffic came the need for additional passenger lounges. In addition to the new Delta Sky Club, JFKIAT created opportunity for a new Etihad/Chase lounge, Delta One and common-use TAV/Capital One lounge. These lounges are under construction and are planned to open in 2024.

As part of the next phase of transformation, Retail Hall design developments were completed in 2023. This will constitute a major enhancement of the passenger experience in 2024.



CREATING INCREDIBLE TRAVELER JOURNEYS

To curate the most incredible journeys for our passengers, understanding their needs is paramount. Consumer research is conducted on an ongoing basis to understand Terminal 4 passengers and users and gather feedback on their needs, preferences and aspirations.

In 2023, JFKIAT partnered with Integrated Insights to conduct more than 3,500 customer satisfaction surveys throughout their journeys at Terminal 4 and evaluate their pain points. In addition to our mystery shopping program, this research helped identify and prioritize areas of improvement throughout the passenger journey, contributing to an ASQ score of 3.77. The passenger survey data was used to define personas that will lead our strategy in refining our commercial and service offerings.

Persona representations	Share of Terminal 4	Overall satisfaction	Percentage connecting
Global explorer A traveler who is traveling in a group for leisure reasons	20%	3.79	32%
Balanced roamer A traveler who is traveling alone for personal reasons	17%	3.77	38%
Efficient commuter A traveler who is traveling for business reasons	16%	3.59	34%
Determined trailblazer A traveler ages 16–24 who is traveling alone for leisure or personal reasons	13%	3.85	31%
Curious escapist A traveler who is traveling alone for leisure reasons	12%	3.73	31%
Wayfarer A traveler over the age of 65 who is traveling for leisure or personal reasons	8%	3.72	36%
Goal-oriented A traveler who is traveling in a group for personal reasons	8%	3.87	24%
Parental navigators Families who are traveling together for leisure or personal reasons	6%	3.79	35%
Passengers requiring assistance	5%	3.91	32%



TAKING INSPIRATION FROM NEW YORK



JFKIAT has always been at the forefront of connecting passengers with a sense of New York. Through our commercial concessions, customer experience and art initiatives, we relentlessly try to deliver the best of New York experiences, food and culture to our domestic and international passengers. At the pinnacle of this vision, Terminal 4 was “divided” into boroughs and regions of New York that passengers can travel across, dwell in and explore.

A few commercial renovations were carried out, such as DFS Group’s new beauty concept of niche and fashionable cosmetic brands, a new hybrid Beacon Bar & Kitchen and Hudson concept store in the A-Concourse, and the installation of Clear Channel hanging digital screens in fourth-floor departures above check-in rows 2/3, 4/5 and 6/7, which were completed in Q2 2023.

One of the most significant milestones was the end of food and beverage contract exclusivity in 2023, initiating a major step in commercial redevelopment that will continue through 2026. As a result, starting in 2024, commercial offerings will expand to an array of new restaurant brands, concepts and concessionaires.

In the meantime, to surprise and delight our guests before and after their journeys, our team brought in experiential retail such as the Delta Window Seat Shop, which offered passengers a curated pop-up of gifts and items from all over Delta destinations. Closer to home, our Holiday Street Market welcomed entrepreneurs, makers and artisans from Queens and other boroughs to Terminal 4 to sell a curated selection of their products featuring the authentic flavors of New York.







T4 ARTS & CULTURE PROGRAM

The T4 Arts & Culture Program is part of JFKIAT's and PANYNJ's commitment to supporting the local community and providing enriching experiences that epitomize New York City. JFKIAT formed a committee to facilitate the program, which includes the Museum of the City of New York, Delta Air Lines, the Port Authority, and the Terminal 4 Airline Consortium. In 2023, JFKIAT unveiled a series of art installations featuring a digital and static photography exhibit in collaboration with the Cradle of Aviation Museum, a mural representing Queens by local artist Zeehan Wazed, and a series of photographs captured by Terminal 4 employees who share a passion for aviation.

Travelers also experienced a hologram installation, in partnership with the Wildlife Conservation Society, featuring video elements about wildlife, wild places, the Bronx Zoo's animals and its director, Jim Breheny. Throughout the year, the T4 Arts & Culture Program presented a curated series of installations, exhibits and performances representing the full New York City experience — from local art to food, culture and beyond. As the program continues into the future, Terminal 4 will also house a collection of permanent art installations.





CELEBRATING A SERVICE-ORIENTED CULTURE

Our commitment to customer experience starts with our employees and our community. As part of our customer experience strategy, every new member of the Terminal 4 community undergoes onboarding training on our values. Eighty-two percent of Terminal 4 staff was trained by the end of 2023.

We also celebrated employees who embody the spirit of Terminal 4 service culture. Nominated either by passengers or colleagues, these individuals exemplified the core values of Terminal 4 by delivering a best-in-class experience for our passengers and leaving a lasting impact on those whose lives and journeys they touched. We are proud of our Terminal 4 community and want to thank these exceptional individuals who went above and beyond to make our passengers feel seen, welcomed and appreciated. In 2023, close to 1,800 employees were recognized by their peers and passengers for providing outstanding service to our travelers.





SUSTAINABLE PERFORMANCE

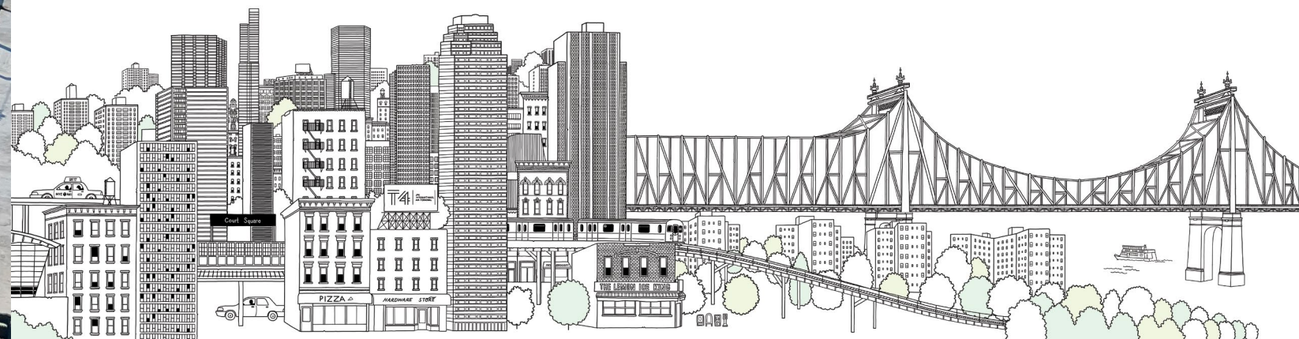


Sustainable performance focuses on environmental stewardship, operational efficiency and economic resilience. It targets achieving carbon neutrality and setting a benchmark in sustainability for other JFK terminals to follow. Key objectives include enhancing share and stakeholder value through improved financial and environmental performance, strategically reallocating resources and making necessary investments to maximize the value of scarce assets. Sustainable performance also prioritizes expanding non-aeronautical revenue by optimizing the retail and food and beverage mix, aiming to diversify and strengthen our revenue streams.

At Terminal 4, our commitment to sustainable performance is embedded in our organizational values. As a company and terminal, we continue to grow and make necessary investments in our passengers, community and employees. Our aim is to continue to grow by perpetually implementing innovative solutions and investing in our stakeholders to create a world-class travel experience. Through sustainable financial performance, operational efficiency and environmental sustainability, JFKIAT strategizes for long-term success. This can be evidenced in our sustainable performance in 2023. To achieve such eminence and stamina, we are on a quest to develop an unflappable and resilient organization for the benefit of all stakeholders.

Incorporating sustainability into JFKIAT's business has long been a priority, as we are dedicated to improving both our impact in combatting climate change and our social standing in the community. JFKIAT is aware of our influence on the environment, so we are proactive in taking the necessary steps to conserve resources and reduce our ecological footprint. We continue to refine our robust sustainability program, which is a leader in the aviation sector across environmental, social and governance (ESG) standards. Managing environmental and social impacts is ever more important, and as a result, JFKIAT is proactive in creating initiatives to lend momentum to sustainable development.

Operationally, we continue to grow our passenger count, hosting over 26 million passengers in 2023, a 19% rise compared to 2022. As evident from our customer increase and steadfast partnership with airlines, vendors and suppliers, Terminal 4 remains a desired terminal destination across the aviation industry. To meet and exceed demands, several operational highlights and advances were completed.





AIRLINE ANNIVERSARIES, FLIGHT ANNIVERSARIES AND NEW DESTINATIONS

The following airlines celebrated their anniversaries at Terminal 4:

AVIANCA	SINGAPORE AIRLINES	KENYA AIRWAYS	HAWAIIAN AIRLINES
20 YEARS	20 YEARS	5 YEARS	1 YEAR
ON MAY 5, 2023	ON JULY 1, 2023	ON OCT. 29, 2023	ON MAY 5, 2023

The following flight anniversaries and new destinations were celebrated at Terminal 4:

EMIRATES	Ten years of **direct flights to Milan** on Oct. 2, 2023
AIR INDIA	First year of **direct flights to Mumbai** on Feb. 14, 2023
AVIANCA	First year of **direct flights to Quito** on June 2, 2023
DELTA	First year of **direct flights to Buenos Aires** on Oct. 28, 2023
DELTA	First year of **direct flights to Geneva** on April 10, 2023
DELTA	First year of **direct flights to London Gatwick** on April 10, 2023
DELTA	First year of **direct flights to Berlin** on May 25, 2023
DELTA	First year of **direct flights to Rio De Janeiro** on Dec. 16, 2023

In January 2023, Delta Air Lines consolidated its flights from Terminal 2 into Terminal 4, with a complete consolidation and closure of Terminal 2 on Jan. 14, 2023.

OPERATIONS PROGRAM EXPANSION: AIRCRAFT TURNAROUND MANAGEMENT

The team at JFKIAT successfully executed the strategic initiative to expand operations in collaboration with Assaia and its Apron AI software, marking a significant milestone in our efforts to enhance the aircraft turnaround system. By expanding aircraft turnaround, Terminal 4 Operations, airlines and ground handlers gain full visibility into and control over the turnaround process, helping improve on-time performance and reducing ground delays. Comprehensive infrastructure was installed in the A-Concourse, laying the foundation for a seamless, efficient operational framework. Presently, our focus is on training the system's events until they attain the requisite confidence level. This ongoing process will culminate in the seamless population of events in the user dashboard, ensuring a well-informed and empowered operational overview.

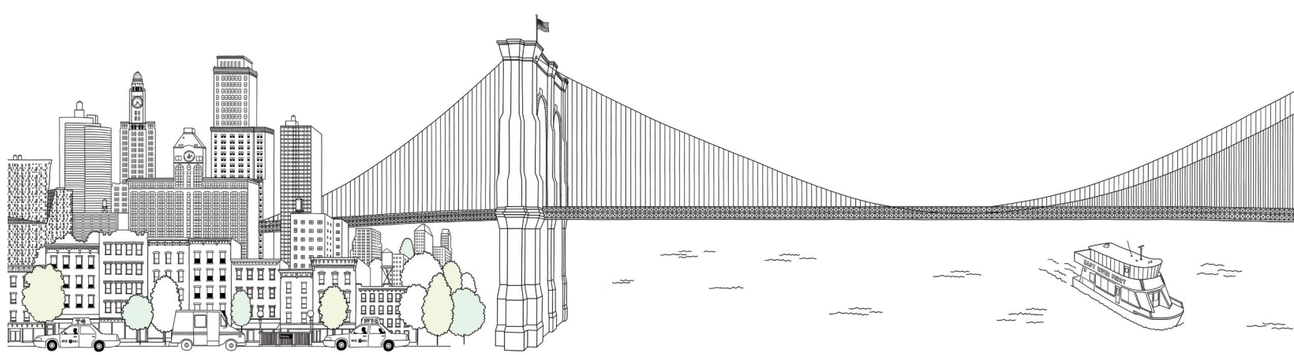
NEW MONITORING SYSTEM

Working in partnership with PANYNJ, we installed a new monitoring system on several vital infrastructure devices. We equipped our elevators, escalators and moving walkways with a new monitoring system that allows real-time detection and collection of performance data. The accumulation of analytical data will enhance maintenance planning and decision making.

TERMINAL EXPANSION, NEW DOMESTIC BAGGAGE CLAIM AND ADDITIONAL A-CONCOURSE GATES



In 2023, we served over 26 million passengers (about the population of Texas). To accommodate the large influx of passengers, we made several expansions to our terminal. As part of Delta's consolidation from Terminal 2 into Terminal 4, we opened 10 regional jet gates in the A-Concourse in January 2023. In addition, Hudson News, multiple bathrooms and a new restaurant, Beacon Bar, were installed to provide the necessary accommodations for our influx of passengers. We also expanded our eastside domestic arrivals baggage claim to add an additional baggage claim carousel, new restrooms and baggage service offices.



SUSTAINABILITY

At JFKIAT, our dedication to sustainability is at the core of our business. As the terminal operator of one of the busiest international terminals in the world, we recognize the significant impact our operations have on the environment and local communities. We remain fully committed to advancing sustainability initiatives across our business scope and aim to provide a sustainable and healthy environment for our stakeholders and an eco-friendly journey for the millions of passengers who pass through our terminal each year.

MISSION AND STRATEGY

Our mission regarding sustainability is to continuously advance sustainability initiatives by capitalizing on opportunities in ESG sectors to create an eco-friendly terminal for all stakeholders. In doing so, we developed a strategy that focuses on environmental stewardship, social responsibility, accessibility and inclusion and community engagement. We aim to collaborate with all stakeholders and address their needs, which enables JFKIAT to achieve a triple bottom line — one that benefits profits, people and the planet.

KEY SUSTAINABILITY PRIORITIES

- Waste and recycling
- Water conservation
- Energy efficiency and greenhouse gas emissions reduction
- Indoor environmental quality
- Food and beverage sustainability
- Sustainable transportation

COMMITMENTS

JFKIAT remains committed to being a leader in sustainable aviation and further enhancing our allegiance to environmental conservation and combating climate change. We have set ambitious goals to reduce our carbon emissions and invest in projects in numerous areas such as energy efficiency, waste management and biodiversity preservation. As a leading airport terminal at JFK, we have cemented our support of PANYNJ and its sustainability goals. In alignment with the Port Authority and the Paris Agreement, we have committed to reducing scope 1 and scope 2 emissions by 50% by 2030 and aim to reach net zero from our scope 1 and scope 2 emissions by 2050.

CARBON DIOXIDE EQUIVALENT EMISSIONS



50% reduction of scope 1 and 2 emissions by 2030



100% reduction of scope 1 and 2 emissions by 2050

JFKIAT is dedicated to incorporating the United Nations' Sustainable Development Goals (SDGs) into all aspects of our organization. These goals, established in 2015 as part of the 2030 Agenda for Sustainable Development, focus on optimizing environmental, social and economic efforts. We pride ourselves on our ability to integrate and contribute to all 17 SDGs at Terminal 4.



2023 SUSTAINABILITY HIGHLIGHTS AND ACCOLADES

- Installation of electric buses at Terminal 4
- Net-zero electricity usage
- Hosted first trans-Atlantic flight (Virgin Atlantic VS100) on 100% sustainable aviation fuel
- Green roof installation
- Rainwater harvesting station infrastructure development
- Solar-powered Aviramp Continental jet bridge
- LED lighting expansion project
- Installation of new waste bins
- Greenest Airport Terminal in the U.S. by the Green Restaurant Association
- Crain's New York Business's 2023 Notable Leader in Sustainability
- Carbon and energy road map
- Robust donation program
- Earth Month and Climate Week celebration

CRAIN'S NEW YORK BUSINESS'S 2023 NOTABLE LEADERS IN SUSTAINABILITY

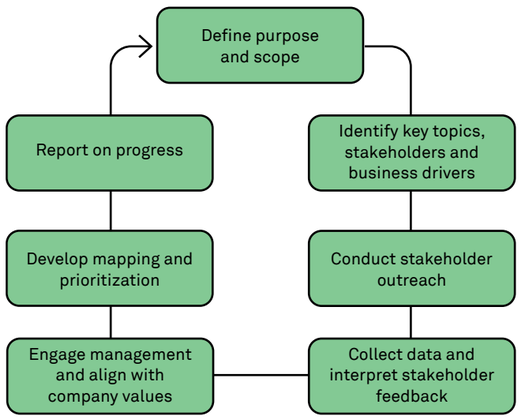
We are proud to share that on behalf of JFKIAT, Roel Huinink, President and CEO of JFKIAT, was named in the inaugural Crain's New York Business's Notable 2023 Leaders in Sustainability. The list recognizes industry leaders and sustainability advocates in the New York metropolitan area for their continued efforts to implement sustainability strategies and initiatives within their organizations. This wonderful achievement recognizes JFKIAT's continued commitment to sustainability and environmental preservation.

MATERIALITY AND DOUBLE MATERIALITY ASSESSMENT

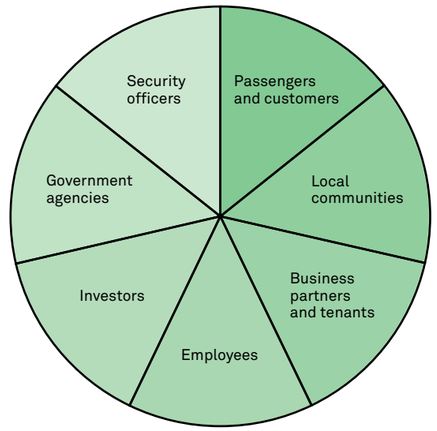
JFKIAT understands that sustainability-related challenges and opportunities are perpetually evolving as we progress as a society. It is our responsibility to adhere to such changes. This is why we conduct both a materiality assessment and a double materiality assessment to measure the importance of specific economic and ESG challenges that are most relevant to stakeholders and the organization.

A materiality assessment helps guide the development of sustainability road maps, efficiency planning and improved communication while addressing stakeholder needs. The identification of issues helps mitigate risk and build long-term organizational strategies.

MATERIALITY PROCESS



OVERVIEW OF STAKEHOLDERS



OUTREACH STRATEGY FOR STAKEHOLDERS AND PASSENGERS

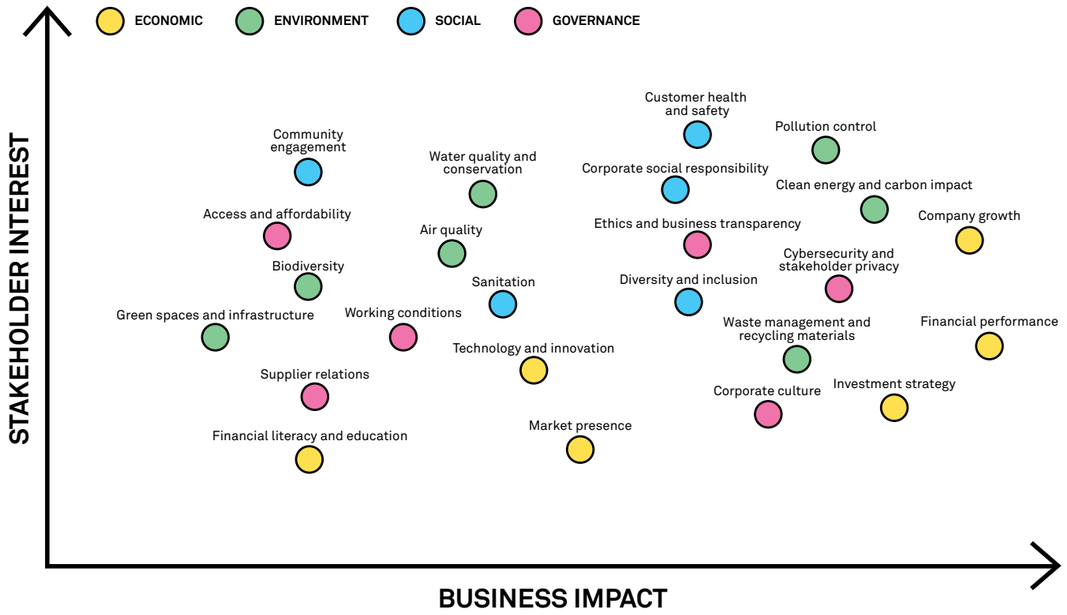
Passengers
Our team converses with passengers throughout the year to discuss sustainability topics that are most relevant to them. During Earth Month and Climate Week, we collaborated with passengers on the importance of environmental action. We also distributed surveys to gather key data points on passenger preferences and which sustainability topics should be prioritized. In addition, market research was performed about passenger preferences regarding sustainability topics such as waste management, pollution control and material resources.

Employees
The Sustainability Working Group meets monthly, giving JFKIAT employees the chance to discuss sustainability topics that are most relevant to them. Open dialogue is encouraged when we present key events, innovations and trends. Many employees from different departments participate in creating diverse vantage points. We also hand out surveys to employees to gather helpful feedback.

Executive Team
Our sustainability team meets quarterly with executives to discuss sustainability strategies and implementation plans. This allows total transparency and creates buy-in and assurance that proper initiatives are being taken in accordance with our company mission.

Airlines and External Corporate Partners
We regularly engage with our airlines and corporate partners to help make Terminal 4 a more sustainable terminal. Our airlines and corporate partners are also instrumental to our donation platform. Forums and conversations are held throughout the year to encourage collaboration.

2023 MATERIALITY MATRIX





MATERIALITY MATRIX HIGHLIGHTS

Clean Energy and Carbon Impact
JFKIAT is taking proactive measures to reduce our carbon emissions and transition to clean energy. In 2023, we sourced 100% renewable energy for electricity consumption via the purchase of renewable energy certificates (RECs).

Customer Health and Safety
The health and safety of all stakeholders, including our customers, remain a top priority for JFKIAT. We aim to provide a safe terminal for all.

Company Growth
As a company, we are always exploring opportunities to grow, whether by expanding the terminal's physical footprint, growing revenues or advancing employee learning opportunities. We are committed to further developing and growing our terminal operations.

Corporate Social Responsibility
JFKIAT remains socially accountable not only to ourselves, but also to our stakeholders, including the public. We have a great duty to operate Terminal 4 in a professional, courteous manner while giving back to the community.





SUSTAINABILITY **REVIEW**

We have established a comprehensive sustainability program focused on energy efficiency, carbon emission reduction, water conservation, waste management, indoor environmental air quality, resource management, responsible supply chain and innovation. In 2023, we conducted research and analyzed aviation and terminal operation-related factors regarding our carbon reduction road map, intending to create a plan for implementing sustainability throughout our operations.

In addition, we expanded our greenhouse gas (GHG) inventory to include both the location-based and market-based GHG calculations. We also reviewed additional emission sources under scope 1, including refrigerant data, fire extinguisher data and diesel data from backup generators. However, we found that fugitive emissions from refrigerants and fire extinguishers did not have a material impact on the emission calculations, and therefore they were excluded from the emissions table in our report. We have updated our diesel data later in the report.

PRIORITY AREAS AND KEY STRATEGIES FOR CARBON REDUCTION

JFKIAT is committed to achieving our net-zero targets, 50% carbon reduction by 2030 and 100% reduction by 2050. We developed a road map to tackle our priority areas, exploring immediate strategies, such as the purchase of Green-e® certified renewable energy certificates, and long-term strategies, such as implementing operational efficiency measures, installing smart infrastructure and incorporating renewable energy sources to power our facility. The following outlines our plan:

- **Purchasing renewable energy in the form of Green-e® certified RECs**
  In 2023, we began purchasing Green-e® certified RECs to reduce our carbon emissions and support renewable energy infrastructure development in the U.S. This purchase is part of our immediate carbon reduction strategy and commitment to reaching net-zero carbon by 2050. In 2023, this has allowed us to reduce 100% of our carbon footprint associated with electricity consumption, which accounts for a large percentage of carbon emissions.

Our goal remains to reduce our carbon emissions and create the necessary strategies and investments focused on energy efficiency. As such, we have outlined the following strategies ahead of 2030:

- **Capex investment for operational efficiencies**
  We outlined the development of a facility improvement measures strategy, recommended by Hanson, as part of our energy road map to achieve additional carbon dioxide equivalent (CO_2e) reductions. These facility improvement measures will allow us to update our equipment to reduce electricity consumption.

- **Installation of smart infrastructure**
  We plan to invest in energy efficiency technologies that will improve energy performance and thus achieve additional CO_2e reductions.

- **Continuous monitoring**
  We are also developing a system to continuously monitor and track the progress and impact of carbon reduction strategies to adjust and periodically review against our goals.

- **Stakeholder collaboration**
  We are collaborating with PANYNJ to update the Kennedy International Airport Cogeneration Partners plant facility and incorporate renewable biofuels and ethanol mixes to lower our emissions and reduce our reliance on natural gas. We started this collaboration by exploring and assessing renewable energy technologies in partnership with PANYNJ.



IMPROVEMENT ACTIONS

CARBON AND ENERGY REDUCTION ROAD MAP

JFKIAT is working to develop both carbon reduction and energy reduction road maps. The carbon reduction road map will help advance our carbon reduction strategy and forge the path for us to achieve our carbon reduction goals. The energy reduction road map will create energy performance efficiencies in key mechanical infrastructures throughout Terminal 4. These road maps will allow JFKIAT to further advance our sustainability, operational and energy-efficiency goals.

CARBON EMISSIONS

JFKIAT is committed to supporting and embracing the carbon reduction goals set forth in the Paris Agreement and adopted by PANYNJ. **Our goal is to reduce our scope 1 and scope 2 emissions by 50% by 2030 and reach net-zero scope 1 and scope 2 emissions by 2050.** Each year, JFKIAT completes a detailed GHG inventory that monitors and analyzes carbon emissions. By tracking our emissions and reducing our carbon footprint, we support the Port Authority's ability to achieve Airport Carbon Accreditation certification and comply with New York City's Climate Mobilization Act, also known as Local Law 97.

RENEWABLE ENERGY CERTIFICATES (GREEN-E® CERTIFIED)

Through the purchase of Green-e® certified renewable energy certificates, we have reduced our carbon footprint associated with electricity usage to net zero. By purchasing Green-e® certified RECs, JFKIAT supports and advances the future development of renewable energy production in the U.S. The purchase of RECs is an immediate strategy to achieve carbon reductions; however, our goal is to collaborate with PANYNJ to introduce renewable energy to directly power our facility.

SOLAR-POWERED AVIRAMP CONTINENTAL JET BRIDGE





In 2023, we onboarded the solar-powered Aviramp Continental jet bridge, a mobile boarding bridge that services different aircraft types parked on the hardstand. The bridge is powered by renewable energy, which is a carbon-free alternative to traditional diesel-powered bridges, reducing Terminal 4's carbon footprint. In addition to reducing energy-related pollution, the solar-powered bridge minimizes noise-related pollution, thus enhancing the customer experience. Lastly, the Aviramp Continental jet bridge offers more accessible travel to passengers who are boarding with wheelchairs, making it a more inclusive and customer-friendly boarding platform.

SUSTAINABLE AVIATION FUEL PURCHASE AND HOST OF FIRST TRANS-ATLANTIC FLIGHT ON 100% SAF

As part of our commitment to the aviation industry's transition to cleaner and environmentally friendly jet fuel, JFKIAT purchased 5,000 gallons of sustainable aviation fuel (SAF) in collaboration with Delta Air Lines. An alternative to jet fuel, SAFs are biofuels comprised of renewable biomass and waste resources that have the potential to provide the same performance, yet significantly reduce life cycle greenhouse gas emissions when compared to conventional jet fuel. On Nov. 28, Terminal 4 was the host of the first 100% SAF trans-Atlantic flight, VS100, flown by Virgin Atlantic. This flight was a monumental step in our commitment to collaboration in aviation and further developing an SAF industry to meet the Paris Accord's carbon reduction goals.

WATER AND ENERGY CONSERVATION

JFKIAT continues to implement infrastructure to conserve water and energy resources. Both water-efficient fixtures and energy reduction mechanisms have been implemented to reduce Terminal 4's ecological footprint. Energy reduction projects, such as the LED expansion project and the electrification of our fleet vehicles, are underway to improve our energy performance and reduce our use of fossil fuels.

LED LIGHTING EXPANSION PROJECT

As part of our goal to increase energy efficiency, we have continued our LED lighting expansion project. As part of this project, previous light fixtures are being retrofitted and replaced with LED lighting. To date, 85% of conventional fixtures have been converted to LED technology. The installation of LED lights has vast benefits, such as energy efficiency, reduction of light pollution, minimal heat loss, extended product life cycle and the elimination of harmful chemicals.

WATER MANAGEMENT

JFKIAT implements sustainable water practices to monitor, conserve and provide equitable and accessible distribution. Plans are in place to raise awareness about water conservation and create innovative technologies to reduce water consumption throughout the terminal.

RAINWATER HARVESTING STATION INFRASTRUCTURE DEVELOPMENT

In 2023, we began the development of rainwater harvesting systems (RHS) in the A- and B-Concourses. The A-Concourse RHS is a pump-based rainwater harvesting station that captures over 30,000 gallons of rainwater to be used for the toilet water in the phase 2.5 bathrooms and Delta Sky Club bathroom. The B-Concourse RHS is a gravity-based rainwater harvesting station that will be used by ABM to power-wash and clean the ramp-side roadways. The development of the rainwater harvesting stations displays Terminal 4's commitment to reducing water consumption and reusing natural resources.



WASTE AND RECYCLING

We continue to refine our waste management program annually and implement the necessary steps for a circular economy. Our mission remains to maximize all resources and minimize our impact on the environment. While partnering with parties such as ABM, Royal Waste, SSP Group, airport lounges and the airlines, we pledge to forge a greener path for the benefit of all stakeholders. By controlling how garbage is managed, we can improve our impact on the environment and local communities.

INSTALLATION OF NEW WASTE BINS



We have begun our deployment of new waste bins throughout the terminal, promoting our waste management program and increasing awareness of proper waste management standards and procedures. The new bins provide specific written and graphic content, improving transparency and thus allowing passengers to properly dispose of their waste throughout the terminal. Each set of bins has a corresponding waste bin and a recycling bin, helping promote the circular economy and improve our diversion rate. In addition, the bins are more accessible for our janitorial staff to withdraw and dispose of waste more efficiently.

GREEN ROOF INSTALLATION





In 2023, as part of our terminal reconstruction, we installed multiple green roofs on Terminal 4. The green roofs comprise multiple perennial succulents called sedums, and the roofs are both drought- and weather-resistant to the seasonal weather patterns in New York. The green roof installation enhances Terminal 4's sustainability standings, helping to improve energy efficiency and insulation, minimize water runoff, and improve air quality, water quality and the integrity of the roof.

INDOOR ENVIRONMENTAL AIR QUALITY AND NOISE MANAGEMENT

JFKIAT performs annual indoor air quality testing for carbon dioxide and volatile organic compounds to monitor indoor air quality throughout the terminal. Multiple tests are completed to ensure the accuracy of results and compliance with the U.S. Green Building Council. Our air filtration systems are consistently monitored and cleaned to ensure proper standing. To reduce noise pollution for the benefit of all stakeholders, JFKIAT encourages all tenants at Terminal 4 to follow standard noise-reducing practices. This enhances the customer journey and minimizes noise impacts on the local community.

SANITATION

With the help of ABM, Terminal 4 follows a variety of sustainable janitorial practices, known as the Green Cleaning Program. As part of this program, we use nonharmful products, such as non-acid disinfectants, to ensure the cleanliness of our terminal without the emission of dangerous fumes. Additionally, cleaning devices, like our vacuum sweepers, are built with energy-efficient technologies such as electronically controlled digital brushless motors, which require less maintenance and have a longer lifespan than traditional brushed motors.

SUSTAINABLE TRANSPORTATION

JFKIAT takes pride in our ability to provide green, efficient transportation. Our goal is to have 100% of fleet vehicles be fully electric or hybrid by 2025. In addition, we continue to install infrastructure for electric charging stations for ground support equipment. Regarding employee commutes, JFKIAT continues to offer the Green Transit Program, which incentivizes employees to use public transportation and therefore decrease their commute-related carbon emissions.

Our sustainable transportation efforts include:

- Encouraging the use of public transportation to and from the airport.
- Providing electric vehicle charging stations and promoting the use of electric and hybrid vehicles.
- Exploring sustainable transportation options within the terminal.

INTRODUCTION OF ELECTRIC BUSES AT TERMINAL 4





In March 2023, JFKIAT initiated the operation of our premier, fully electric airside eCobus buses, marking a pivotal moment in our sustainability program. This milestone highlights our commitment to sustainability by enabling JFKIAT to begin phasing out diesel buses. The introduction of these electric buses also signifies a step toward modernization, integrating cutting-edge equipment to enhance efficiency and support our hardstand operation effectively. We are proud to embrace this advancement, putting us at the forefront of environmentally conscious and technologically advanced operations.

The eCobus buses will help us achieve our goal of operating only-electric all-ground service equipment at the airport. These buses are used to deplane passengers who arrive on remote stands and transport them to the terminal or from the terminal to the aircraft for boarding. Transitioning away from fossil fuel usage, our electric buses are powered by three battery packs. The deployment of electric buses is another step in Terminal 4's mission to transition from diesel-powered ground service vehicles to a more environmentally friendly and sustainable alternative. This will benefit all stakeholders, including our customers, employees and the surrounding environment.

ROBUST DONATION PROGRAMS



An important aspect of sustainability is community impact. JFKIAT has a fortified relationship with several organizations throughout the borough of Queens. Our sustainability programs aid the community in supporting wildlife conservation, promoting waste upcycling, providing clean energy, raising awareness about sustainability and much more. Whether preserving biodiversity with Jamaica Bay Wildlife Refuge or donating much-needed supplies to Materials for the Arts and The Bridge to Life, organized by airport chaplain Father Chris Piasta, we are always looking to aid the Queens community.

EARTH MONTH AND CLIMATE WEEK CELEBRATION



As part of our commitment to spreading awareness, promoting sustainability and engaging with our community, the sustainability team held several events throughout the year. During Earth Month and Climate Week, we conducted informational sessions, distributed reusable merchandise and created events, such as Sustainability Word of the Day, to promote sustainability. We also hosted several local brands and nonprofit organizations, including Buffalo Exchange and Jamaica Bay Wildlife Refuge.

FOOD AND BEVERAGE SUSTAINABILITY

With the partnership of our food and beverage vendors, we follow sustainable concessionary practices at Terminal 4. All our restaurants and lounges separate their waste and recycling and separate their food scraps and organics to be composted. The food and organic scraps get composted at McEnroe Farms. We also recycle all cooking oil from our restaurants and lounges, and the cooking oil gets converted into reusable fuels offsite. In addition, with help from SSP, closed-container food and sandwiches are donated to A Better Jamaica, a local nonprofit. Internally, as part of employee onboarding, all JFKIAT employees are provided with a reusable utensil kit when they complete the Reduce Single Use Plastic Pledge. We also expanded our Back Office Compost Project to all JFKIAT internal offices.

2023 Greenest Airport Terminal Award by the Green Restaurant Association
The Green Restaurant Association honored Terminal 4 with the Greenest Airport Terminal Award, highlighting our 32 concessions that are Certified Green Restaurants® — more than any other airport terminal in North America. Additionally, JFK was recognized as the airport with the most Certified Green Restaurants®, with 67 Certified Green Restaurants® across Terminals 2, 4, 5 and 8 that have taken more than 2,000 environmental steps to earn more than 5,500 GreenPoints™. This award celebrates our commitment to sustainability and our partnership with our restaurant vendors.





ENVIRONMENTAL PERFORMANCE

APPROACH AND METHODOLOGY

In 2023, JFKIAT conducted a comprehensive voluntary GHG inventory report. This initiative aligns with our ongoing commitment to reduce and report on our environmental impact, which is in line with our goal to reduce GHG emissions by 50% by 2030 and 100% by 2050, achieving net zero. The resulting report offers a detailed examination of JFKIAT's GHG emissions, encompassing both scope 1, scope 2 and specific scope 3 emissions sources for 2023. The reporting boundary for the GHG inventory report incorporates all energy-related activities within Terminal 4, covering building and tenant operations.

The GHG emissions report was restructured in accordance with the requirements described in ISO 14064-1:2018: "Greenhouse Gases - Part 1: Specification with guidance at the organization level for quantification and reporting of greenhouse gas emissions and removals." Organizational boundaries were set with reference to the methodology described in the GHG Protocol standards. The GHG Protocol allows two distinct approaches to consolidate GHG emissions: the equity share and control (financial or operational) approaches. We used an operational control consolidation approach to account for emissions. It includes all required information, except those details that the standard does not consider mandatory, following the principle of relevance.

01

DIRECT GHG EMISSIONS — SCOPE 1

Scope 1 emissions were categorized into stationary combustion of natural gas and diesel for backup power and mobile combustion of fuel used for hybrid vehicles. During the reporting period, no fugitive emissions were reported, although they were reviewed, as they were minimal and negligible.

02

INDIRECT GHG EMISSIONS — SCOPE 2

Scope 2 emissions included purchased electricity for the organization's owned and operated activities, medium-temperature hot water and chilled water.

03

INDIRECT GHG EMISSIONS — SCOPE 3

Scope 3 emission categories include employee commute, business travel and fuel and energy-related tenant electricity consumption.

JFKIAT is required to rely on the Port Authority for most of our utilities, including chilled water and medium-temperature hot water. The Kennedy International Airport Cogeneration Partners (KIAC) facility supplies chilled water and medium-temperature hot water to Terminal 4, providing over 54% of JFKIAT's energy needs but accounting for over 98% of scope 1 and 2 emissions. Our 2023 GHG inventory calculations leveraged the NYC and Westchester (NYCW) emission factor for electricity and the KIAC Co-Gen emission factors for medium-temperature hot water and chilled water emissions. To calculate other emission categories, we leveraged the EPA's Emission Factors for Greenhouse Gas Inventories for 2023.

GHG INVENTORY AND CALCULATION METHODOLOGY

To calculate the GHG inventory, the organizational and operational boundaries were defined in accordance with the GHG Protocol, which is the most widely used international standard for GHG accounting. We pursued the control approach, which mandates that the inventory include all JFKIAT-owned and -operated facilities. 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 JFKIAT Terminal 4.

UPDATED 2019 REPORTING BASELINE

Based on the 2023 GHG inventory findings, JFKIAT is updating our calculation for the 2019 baseline year. The rationale is outlined below:

- **Previous GHG Inventory Calculation Errors**
  As part of our GHG inventory analysis for 2023, we reviewed previous years' inventories and calculations. We identified that past inventories leveraged outdated emission factors from 2015, and as such, we have taken corrective measures and updated the calculations to leverage EPA emission factors for 2019.
- **KIAC Plant Emission Factors Update**
  Previously, the 2019 baseline relied on Energy Star's 2019 district cooling and heating emission factors. Now, with a more precise record of the sources for JFKIAT medium-temperature hot water and chilled water, we have refined the baseline calculations to incorporate the emission factors specific to these sources from the KIAC plant.
- **Improved Employee Commute Calculation**
  After discovering an oversight in the 2019 baseline calculations, which included an error of 65 million miles in the employee commute calculation, we have rectified this discrepancy. Drawing insights from our 2023 GHG inventory, we have adjusted the calculation to reflect a standard five-day onsite work week and recalculated the figures accordingly.

We are continually working toward improving our systems and regularly auditing our emission calculations to ensure accuracy and transparency. We believe updating the data and calculations for our 2019 baseline provides the most accurate description of our footprint.

Emission source (in TCO_2e)	2019	2022	2023	Change with regard to baseline year
Scope 1	118	195	347	194%
Scope 2 — Location-based	23,526	29,343	34,051	45%
Scope 2 — Market-based	23,526	29,343	19,515	-17%
Total emissions (scope 1 + scope 2 — Market-based)	23,644	29,538	19,862	-16%
Scope 3	4,037	3,559	5,035	25%

Carbon intensity	2019	2022	2023	Change with regard to baseline year
Passenger count (in millions)	21.86	17.95	26.37	21%
Emission intensity (scope 1 + scope 2 — Market-based) TCO_2e/million passengers	1,082	1,645	753	-30%

Emission source (in TCO_2e)	Emission category	2019	2022	2023	Change with regard to baseline year
Scope 1	Natural gas	118	195	184	56%
Scope 1	Diesel consumption	—	—	99	—
Scope 1	Gasoline consumption	—	—	64	—
Scope 2 — Location-based	Purchased electricity	10,119	11,204	14,536	44%
Scope 2 — Market-based	Purchased electricity	10,119	11,204	0	-100%
Scope 2	Purchased medium-temperature hot water	5,836	10,900	10,551	81%
Scope 2	Purchased chilled water	7,571	7,239	8,964	18%
Total emissions (scope 1 + scope 2 — Market-based)		23,644	29,538	19,862	-16%
Scope 3	Tenant electricity	3,615	3,272	4,777	32%
Scope 3	Business travel	—	34	50	—
Scope 3	Employee commute	422	253	208	-51%

Expanded Reporting Boundary: As part of the 2023 GHG inventory, JFKIAT collected additional data to account for diesel and gasoline consumption for scope 1 emissions. These additional sources for scope 1 categories increased our scope 1 carbon footprint. Similarly, JFKIAT has included business travel emissions for scope 3 emissions. Scope 3 emissions increased from the last calendar year due to an increase in passenger count. However, JFKIAT decreased the emissions for our employee commute category with our Green Transit Program.

ENERGY PERFORMANCE

Terminal 4 did not have significant variation in electricity consumption but witnessed an increase in consumption for all other energy sources. This can be attributed to terminal expansion and a record increase in the number of passengers.

Energy consumption (in MBtu)	2019	2022	2023	Change with regard to baseline year
JFKIAT electricity	127,318	132,510	133,691	5%
Natural gas	2,244	3,715	3,498	56%
Diesel	—	—	1,335	—
Chilled water	115,542	118,217	146,384	27%
Medium-temperature hot water	62,802	73,710	71,356	14%
Tenant electricity	45,484	38,699	43,932	-3%
Total energy	353,391	366,851	400,195	13%

Electricity consumption (in MWh)	2019	2022	2023	Change with regard to baseline year
Own operation	37,315	38,836	39,183	5%
Tenant operation	13,331	11,342	12,876	-3%

WATER PERFORMANCE

In 2023, our water consumption increased due to higher occupancy levels following the pandemic's downturn. Despite this rise, our usage remains below the pre-pandemic levels recorded in 2019.

Water consumption (in cubic feet)	2019	2022	2023	Change with regard to baseline year
Own operation	10,913,083	8,710,807	9,210,062*	-16%

*Because December data was unavailable at the time of report preparation, we utilized the extrapolation method to estimate its value.

WASTE PERFORMANCE

In our waste performance reporting, we distinguish between waste that includes asphalt and waste that does not. Asphalt waste and the subsequent upstreaming of asphalt is primarily generated from updates to our ramp area as well as redevelopment and construction projects, which vary significantly from year to year, making it challenging to assess the true effectiveness and impact of waste management practices. We report these figures separately to allow for a clearer understanding of regular operational waste, enabling us to better target our improvement activities.

Our waste diversion rate for waste not including asphalt increased from 2022, from 48% to 49%. Including asphalt, our diversion rate was 58% for 2023. In 2023, we continued to take the necessary actions to divert waste through our robust waste management program. As part of this program, we upcycle our single-stream recycling items, food waste, cardboard, bulk waste, cooking oil, electronic waste, asphalt, furniture and equipment and steel. This year we diverted 13.6 tons of furniture and equipment from our landfills to be reused at local nonprofits. The implementation of Oscar Sort, an artificial intelligence waste management system, has enhanced our waste management performance and enabled passengers to correctly dispose of their waste through a gamified experience.

Additionally, JFKIAT has continued the Terminal 4 redevelopment project throughout 2023, leading to large volumes of asphalt being recycled. In 2023, 2,688 tons of asphalt were 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 the redevelopment project.

Waste (not including asphalt)	2019	2022	2023	Change with regard to baseline year
Landfill (short tons)	2,844	2,203	2,900	2%
Diverted (short tons)	3,059	2,008	2,833	-7%
Total waste	5,904	4,211	5,733	-3%
Diversion rate (%)	52%	48%	49%	-3%

Waste (including asphalt)	2019	2022	2023	Change with regard to baseline year
Landfill (short tons)	2,844	2,203	2,900	2%
Diverted (short tons)	3,913	3,501	4,073	4%
Total waste	6,757	5,702	6,973	3%
Diversion rate (%)	58%	61%	58%	0%

PROUD COMMUNITY



Our *proud community* pillar focuses on establishing JFKIAT as an exemplary employer where every employee feels valued. Our investments in partnerships with local, minority and nonprofit businesses underscore our commitment to community enrichment and economic diversity. Additionally, this pillar aims to cultivate a diverse, inclusive workforce that represents the multifaceted nature of our Queens community, emphasizing employee empowerment and fostering a culture that values collaboration, inclusiveness and a shared sense of purpose.

At JFKIAT, we understand our responsibility to protect all people and places in our community. This is why we continuously create and refine initiatives that contribute to the well-being of all stakeholders. In our efforts to cultivate corporate social responsibility, we have established vast programs aimed at improving community engagement and customer relations and providing social equity to all stakeholders. We've carefully built and constantly improve a set of programs aimed at strengthening our connection with the community, improving how we interact with our stakeholders and making sure everyone involved with us is treated fairly and equally.

As we reflect on our achievements over the past year, we are reminded of the power of collaboration, the importance of listening and the impact of taking proactive steps toward a more inclusive and equitable future. Through our initiatives, we aim to not only contribute but also inspire other stakeholders to join us in this important effort. It is through these initiatives that we continue to build a proud community, ensuring Terminal 4 remains a place where diversity is celebrated, sustainability is prioritized and everyone feels a sense of belonging and pride.



LOCAL COMMUNITY EVENTS

PARTICIPATION OF TERMINAL 4 PARTNERS IN QUEENS PRIDE



JFKIAT is dedicated to fostering a trusting culture with our guests, employees and the diverse community around us in Queens. As part of our Diversity, Equity, Inclusion and Belonging (DEIB) efforts, JFKIAT, alongside our Terminal 4 business partners, demonstrated our support for the LGBTQ+ community by attending, sponsoring and marching in the New Queens Pride Parade on June 4. We are honored to have been a part of this celebration and are grateful to those involved in making New Queens Pride an event to remember. In addition to this event, our support for the LGBTQ+ community included a donation to the LGBT Network and sponsorship of the 2022 Winter Pride event.

JAMAICA BAY WILDLIFE REFUGE VOLUNTEER DAY



On June 30, JFKIAT employees volunteered at the West Pond Living Shoreline in the Jamaica Bay Wildlife Refuge to help Jamaica Bay-Rockaway Parks Conservancy replant native vegetation and remove invasive plants, organic marine debris and dangerous microplastics from the shoreline. The conservancy is reestablishing native marsh grasses and planting more than 300 plugs of saltmeadow cordgrass in the upper marsh area to reinvigorate the habitat for the benefit of local wildlife, the environment, the surrounding community and the planet.

TURKEY GIVEAWAY AT BETHANY BAPTIST CHURCH



For the fifth consecutive year, the JFKIAT team, as part of our 4GOOD program, distributed 250 meals alongside Bethany Baptist Church ahead of Thanksgiving to help families in the Queens community enjoy home-cooked meals during the holidays.

HOLIDAY TOYS AT BETHANY BAPTIST CHURCH



Through our 4GOOD program, we donated 82 toys, totaling $3,400, to Bethany Baptist Church to support its annual Christmas outreach event.

STROLLERS FROM THE SKIES INITIATIVE

Working closely with Father Chris Piasta of Christ for the World Chapel, JFKIAT donated 213 car seats and strollers to The Bridge to Life, also known as Bridge Women's Support Center — a pregnancy counseling and material assistance center in Queens.

DONATION PLATFORM

We further developed our donation platform, successfully providing more than 13 tons of furniture to local nonprofit organizations.

TERMINAL 4
COMMUNITY EVENTS

JUNETEENTH CONFERENCE AT TERMINAL 4: CELEBRATING BLACK HISTORY





JFKIAT hosted a Juneteenth celebration in the Terminal 4 Arrivals Hall on June 22. This celebration consisted of a live "T4 Talks" podcast episode with Black leaders in aviation, an impactful cultural dance, incredible food and a powerful conversation around Juneteenth.

During the panel discussion, local industry leaders emphasized the importance of Juneteenth, shared what the day means to them and discussed the ongoing challenges the Black community faces. The event kicked off with a dance performance by Devore Dance Center and an opening prayer by Rev. Dr. Elaine Flake of Greater Allen Cathedral, and was moderated by Vernon M. Taylor, JFKIAT's Director of People Operations, and Rachelle Antoine, Manager of External Affairs and Community Outreach, JFK Redevelopment, at PANYNJ. They were joined by George Guillaume, Delta Air Lines' Program Director for Terminal 4 Expansion, and Dr. Berenecea Eanes, President of York College, CUNY, for the insightful conversation. Juneteenth is an important celebration for so many people within our terminal, our city and across the country.

As a Queens-based business, we take very seriously our responsibility to support our local diverse community — and we did just that by holding space for industry leaders to speak directly to this holiday's significance in our country's history. We'd like to thank the entire panel and our audience for being a part of this great event, and we look forward to planning more panels like this in the future.

2023 EMPLOYEE APPRECIATION DAY



We hosted our eighth annual Terminal 4 Employee Appreciation Day to recognize the unwavering commitment and hard work of our outstanding community. The event was filled with music, food, trivia games, a dunk tank and more, and nearly 5,000 attended — a record. We are grateful for our dedicated employees and partners that make Terminal 4 extraordinary. The event's success was made possible by our many volunteers and the generous support of 56 sponsors.

SPECIAL OLYMPICS USA TEAM



On June 11, in partnership with Hudson News, SSP America and Delta Air Lines, JFKIAT had the pleasure of hosting the Special Olympics USA team as they made their journey to Berlin for the 2023 Special Olympics World Summer Games. From check-in to lunch to boarding, our staff was honored to celebrate the team.

CELEBRATION OF HISPANIC HERITAGE MONTH

In honor of Hispanic Heritage Month, and as a highlight of our T4 Arts & Culture Program, we created a life-size holographic installation featuring interviews with Terminal 4 staff. The installation highlighted their personal reflections and the significance of the month to them.

TERMINAL 4 PRIDE PARADE

On June 28, JFKIAT celebrated Pride Month and the diversity, equity, inclusion and belonging of our employees at Terminal 4 with an in-terminal Pride Parade. The event featured live music, cake, raffles and swag items for guests and employees, providing a festive conclusion to Pride Month celebrations.

TERMINAL 4
COMMUNITY EVENTS

4EXCELLENCE AWARDS CEREMONY



In 2023, JFKIAT was honored to host the 4Excellence Rewards and Recognition Breakfast on a quarterly basis, celebrating an impressive 1,704 employee nominations. These nominations, which came from both passengers and peers, recognized a select group of Terminal 4 staff for their unmatched commitment to providing seamless, safe and memorable experiences for travelers.

CELEBRATION OF INTERNATIONAL WOMEN'S DAY



To mark International Women's Day, the incredible women of JFKIAT came together for a celebratory lunch. The 2023 theme, Embrace Equity, underscored the importance of fast-tracking women's equality, highlighting gender discrimination and pushing for gender balance. On this day, which honors the achievements of women across social, economic, cultural and political arenas, we expressed our deep appreciation for the dynamic women of JFKIAT and Terminal 4, celebrating their significant contributions to our community.

BEST PLACE TO WORK FOR FOURTH CONSECUTIVE YEAR



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

INTERNSHIP PROGRAM EXPANSION

We expanded our internship program, increasing the number of interns we host at one time from four to up to 10. Additionally, we expanded the colleges we work with to include non-aviation-focused schools, such as Staten Island Community College, Kingsborough Community College, John Jay College and LaGuardia Community College. The expanded internship program also paved a path to onboarding more qualified supervisors. As a result, seven interns transitioned into full-time positions, all joining the company with one JFKIAT positional training.



4GOOD

Aimed at promoting educational, social and professional success, our 4GOOD program consists of two components: community (corporate philanthropy) and sustainability (environment). Our focus is simple: A strong community yields a strong future. We are proud to be an active member of our Queens community, whom we consider to be an extension of our Terminal 4 family.

The 4GOOD philanthropy program is managed by a dedicated committee of senior staff members and is chaired by JFKIAT's Director of People Operations. Our support includes financial contributions, charitable donations, employee volunteering and community outreach. Additionally, employees who are involved with local charities can apply to the 4GOOD program for support in their charity work or fundraising efforts.

4GOOD COMMITTEE STRUCTURE



4 ESG

We adopt and integrate United Nations Sustainable Development Goals into all aspects of our organization. Our goal is to reduce scope 1 and 2 emissions by 100% through the implementation of sustainability-focused programs.

4 JFK Community

Nurturing a proud community culture, we actively participate in organizations like KAAMCO, the Chamber of Commerce and the JFK Rotary Club. Additionally, we engage with the Terminal 4 community, including our JFK chaplains, and support events like Employee Appreciation Day.

4 Social and Engagement

Through our partnerships with the community and government, we achieve more than 30% Airport Concessions Disadvantaged Business Enterprise (ACDBE) and optimum Locally Based Enterprise (LBE) targets.

4 Ethical Business

We promote an environment where employees are accountable for adhering to our supplier procurement policy and procedures, understanding our code of conduct and championing minority- and women-owned business enterprises and other corporate social responsibility measures.

4 Philanthropy

Fostering community well-being through strategic philanthropy, we prioritize inclusivity, innovation and responsible corporate citizenship.

4 DEIB

We are committed to fostering, cultivating and preserving a culture of diversity, equity, inclusion and belonging.

EVENTS AND DONATIONS



- We held several events, including an Employee Outing and an Employee Health, Safety and Wellness Day.
- We participated at York College's Aviation Day.
- We visited Aviation High School's Annex at JFK to talk to students about JFKIAT.
- We donated to Law Enforcement United's The Road to Hope event, which is committed to honoring officers who have died in the line of duty and ensuring that their surviving families are supported and not forgotten.

DIVERSITY, EQUITY, INCLUSION AND BELONGING



We demonstrated our commitment to DEIB at JFKIAT through several important events:

- We hosted a "T4 Talks" podcast for Black History Month and Hispanic Heritage Month to talk about Black and Hispanic leaders in aviation.
- We held "LGBT 101 for the Workplace" workshops for all JFKIAT employees.
- Our Director of People Operations served on the executive panel at the LGBT Network Workplace Summit to discuss DEIB efforts at our organization, and also served as a panelist at the International Airport Summit to discuss workforce diversity and inclusion in the airport industry.
- We were nominated for the International Airport Review's Airport Equity, Diversity and Inclusion Award.

COIN COLLECTION

In collaboration with Terminal 4 concessions operators, we placed 20 coin collection boxes throughout the terminal, encouraging passengers and staff to contribute their spare change to various charitable organizations. Thanks to the generosity of our passengers and employees, we successfully raised $61,000 in 2023, which was donated to support the following causes:

- American Diabetes Association
- Venture House
- Jamaica Bay-Rockaway Park Conservancy
- Virgil I. Grissom Middle School
- Bethany Baptist Food Pantry
- August Martin High School

FINANCIAL STATEMENTS



SUMMARY OF FINANCIAL DATA

2023 FINANCIAL HIGHLIGHTS

International Financial Reporting Standards (in $ millions, except for ratios, EPAX, and $ per EPAX)

	2023	2022	Variance $	Variance %	Trend	2021	2020	2019	2018
Total revenues (aviation and commercial)	647	499	148	30%	↑	309	288	473	468
Total expenses	198	161	(37)	23%	↑	130	135	156	147
Net operating income (gross margin)	449	338	111	33%	↑	178	153	317	322
Total gross margin %	69%	68%		2%	↑	58%	53%	67%	69%
Net income	341	258	83	32%	↑	96	88	183	187
Debt service coverage ratio*	4.04	3.81			↑	6.56	1.29	2.44	2.42
Enplaned passengers (EPAX)	13.0	8.9		46%	↑	5.9	3.2	10.8	10.8
Aviation revenue ($ per EPAX)	43.00	49.67	(6.67)	-13%	↓	45.00	73.17	36.50	36.67
Non-aviation revenue ($ per EPAX)	6.82	7.66	(0.84)	-11%	↓	5.76	9.22	7.09	6.64
Total cost ($ per EPAX)	15.23	18.12	2.89	-16%	↓	22.20	41.79	14.41	13.56
Aviation gross margin ($ per EPAX)	27.77	31.55	(3.78)	-12%	↓	22.80	31.38	22.09	23.11
Debt ($ per EPAX)	163.70	244.74	81.04	-33%	↓	152.00	288.41	110.55	117.95
Aviation revenue per WB Gate equivalent: JFKIAT (9 gates)**	37.6	29.2	8.4	29%	↑	12.1	7.7	24.0	24.5
Aviation revenue per WB Gate equivalent: Delta (22 gates)***	10.0	8.8	1.2	14%	↑	8.2	8.8	9.5	9.3

- In 2023, total revenue increased by 30% from 2022.
- Debt ($ per EPAX) decreased by 33% due to increased EPAX in 2023, along with principal debt payments on Series 2020A and 2020C.
- Operating expenses increased 23% from 2022 due to increased passenger activity and reduced COVID-19 cost reductions put in place by JFKIAT.

* Note: DSCR is high for the 12 months ending Nov. 30, 2021, due to the reduction in debt service resulting from the proceeds from refinancing. Excluding these proceeds, the DSCR for the period Dec. 1, 2020, through Nov. 30, 2021 is 2.06x.
** Includes Delta CCB gate revenues in 2023 and 2022.
*** Effective Jan. 14, 2023, Delta WB Gate equivalent increased to 22 gates pursuant to Phase 2.5 expansion.



SUMMARY OF FINANCIAL PERFORMANCE IMPACTS

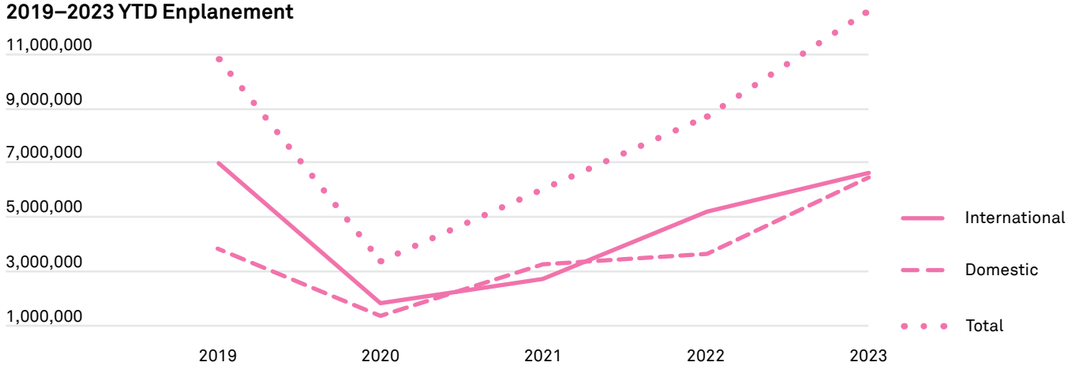
In 2023, enplaned passengers (EPAX) increased by approximately 46% over 2022 and exceeded 2019 as (1) travelers returned to JFKIAT and Terminal 4 following the disruption of the industry due to the COVID-19 pandemic, and (2) 10 new gates opened in 2023 and Delta's Terminal 2 operations consolidated into Terminal 4. Demand for international travel by U.S. nationals has increased in the aftermath of the pandemic, increasing load factors as well as demand for premium cabin seats.

Revenue in 2023 was up 30% from 2022, driven by an increase in non-Delta passenger traffic and an increase in Delta rent due to higher operating expenses and debt service costs.

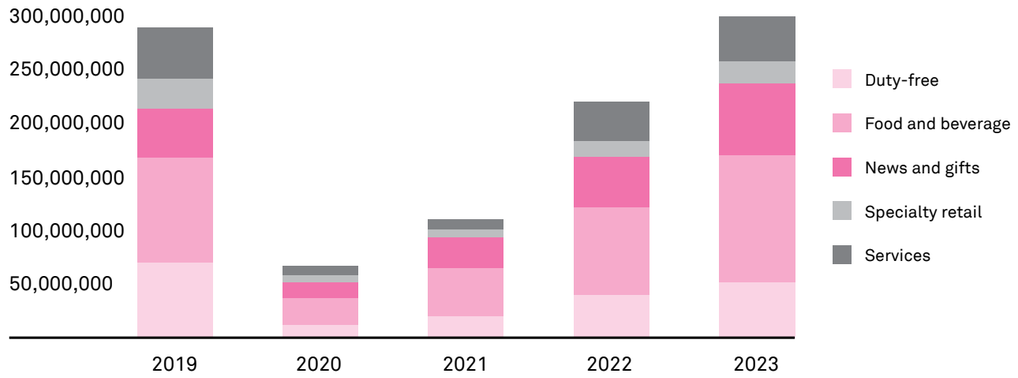
Costs for 2023 were 23% higher than in 2022 and 27% higher than in 2019. The cost growth reflects an increase in EPAX of 46% over 2022 and 20% over 2019, as well as increases due to prevailing inflation rates at the airport and more broadly. Adjusted for EPAX, the decline in cost per EPAX compared to 2023 and lower-than-inflation increase over 2019 results from efficiencies born out of the COVID-19 pandemic, partially offset by these same inflationary pressures.

Debt service costs in 2023 were 40% higher than in 2022, as the capitalized interest period for the 2022 series bonds came to an end in August 2023.

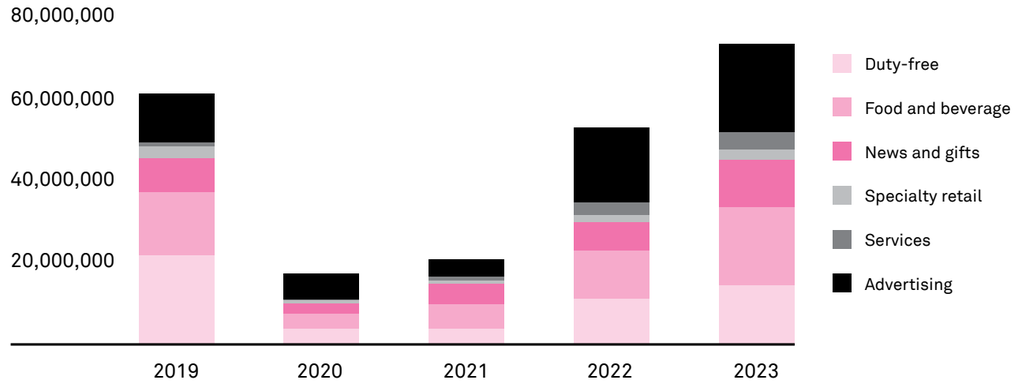
2019–2023 YTD Enplanement



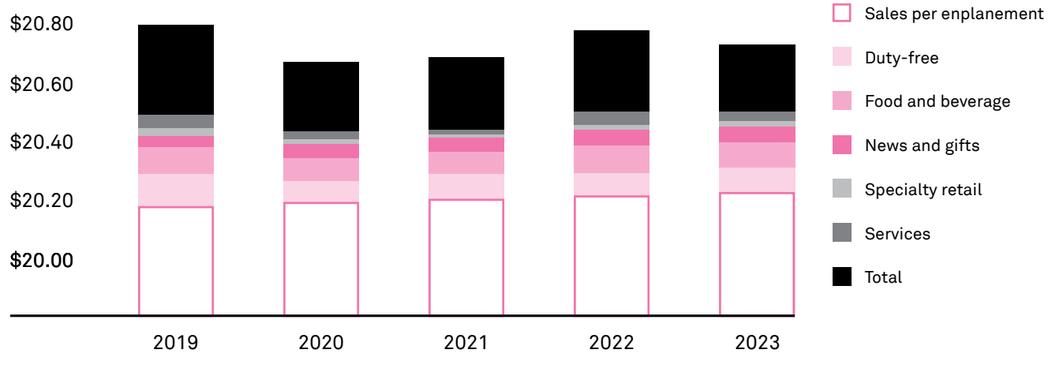
Terminal 4 Sales

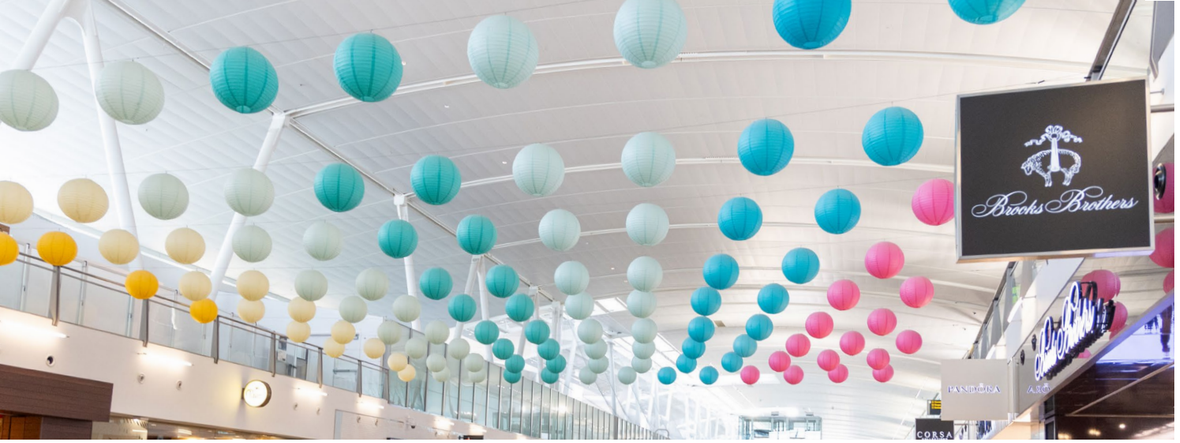


Terminal 4 Revenue



Sales Per Enplanement





Retail and commercial revenues continued to soar in 2023, a sign of a healthy partnership between JFKIAT and our concessionaires and business partners. As we invest in understanding passengers' requirements and tailoring commercial offerings, concessionaires are also refining their assortments, adjusting to passenger profiles and schedules.

One particular illustration of this is duty-free, which continues to recover in spite of a drop in Chinese passengers. The duty-free offering has also evolved to cater to the important domestic traveler segment, particularly in the beauty category, with the introduction of trendier, more affordable brands, as well as more specialty, New York–based products in the food and gift store.

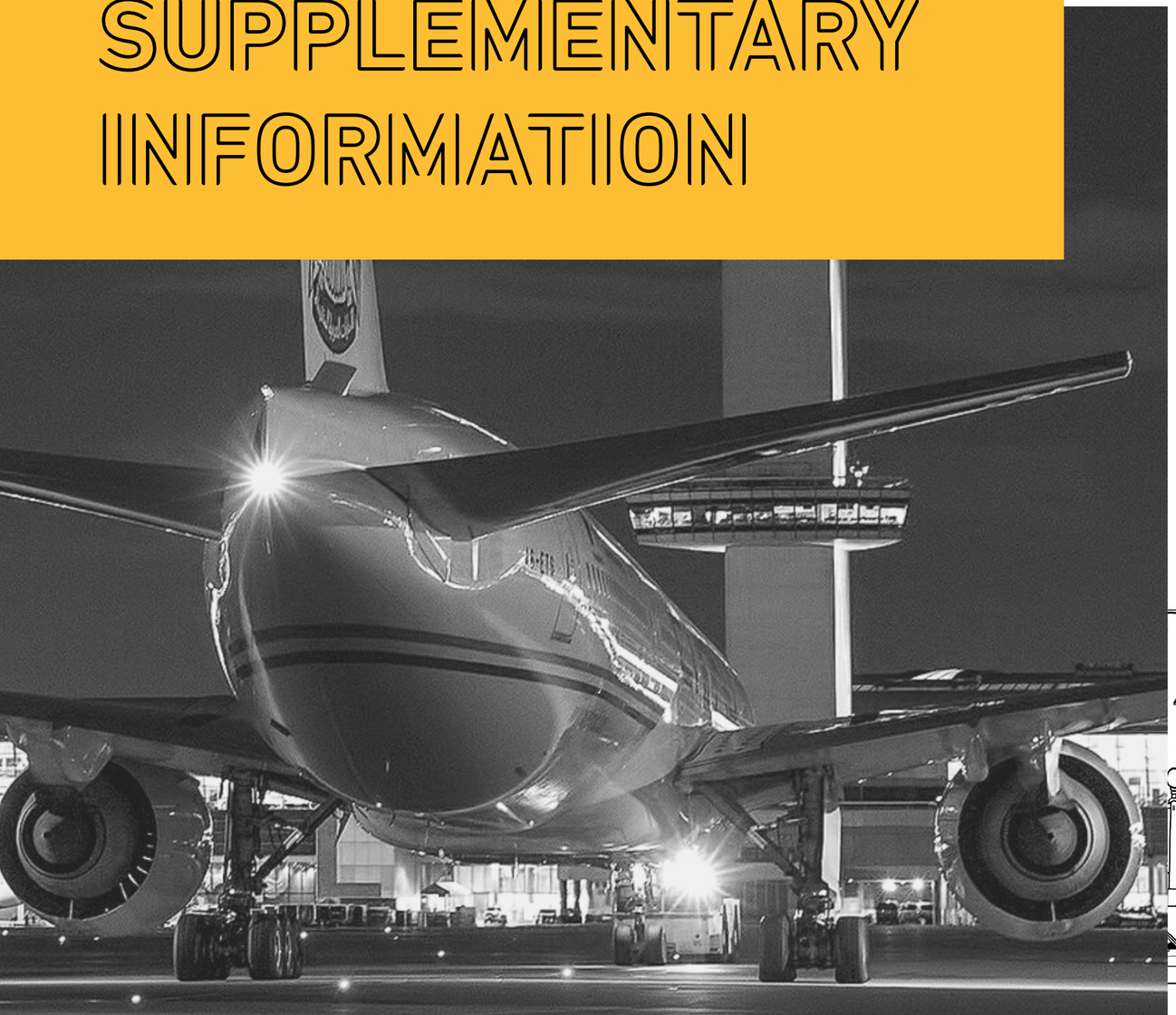
The food and beverage capture rate grew in line with traffic growth. Passengers' expectations are evolving, and they're looking for more variety and culinary experiences. A focus on customer service has enabled us to slightly increase the unit per transaction. JFKIAT's commercial redevelopment in 2024 will further impact food and beverage performance, with more sit-down restaurants, enhanced queue management and continuous staff training improving the average transaction value.

News and gift sales doubled in the last year, buoyed by the introduction of grab-and-go food options and a localized merchandising strategy that introduced unique, New York–based products and brands from all boroughs of the city to a larger share of the souvenir category.

Specialty retail continues to be the most impacted by changes in traffic and passenger expectations. While JFKIAT partners with concessionaires to enhance assortments, contract terms and brand commitments are preventing drastic changes. In addition, a few locations were impacted by Delta lounge construction and had to close for a few weeks in 2023.



SUPPLEMENTARY INFORMATION



ABOUT THIS REPORT

JFKIAT Terminal 4's 2023 Annual & Sustainability 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 102. This report covers JFKIAT's 2023 environmental, social and governance programs and performance. All reported performance data is for the calendar year ending on Dec. 31, 2023, 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.



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JFKIAT