

2024

ANNUAL & SUSTAINABILITY REPORT

JFK INTERNATIONAL AIR TERMINAL

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2024 AT A GLANCE

(versus 2023)

27,701,482
Total passengers (+5.1%)

93,002
Number of passengers on record day (+5.8%)

188,265
Total flights (+1.1%)

126
Cities nonstop

22
Airlines

78.9%
Flights departing within 15 minutes (+1.6%)

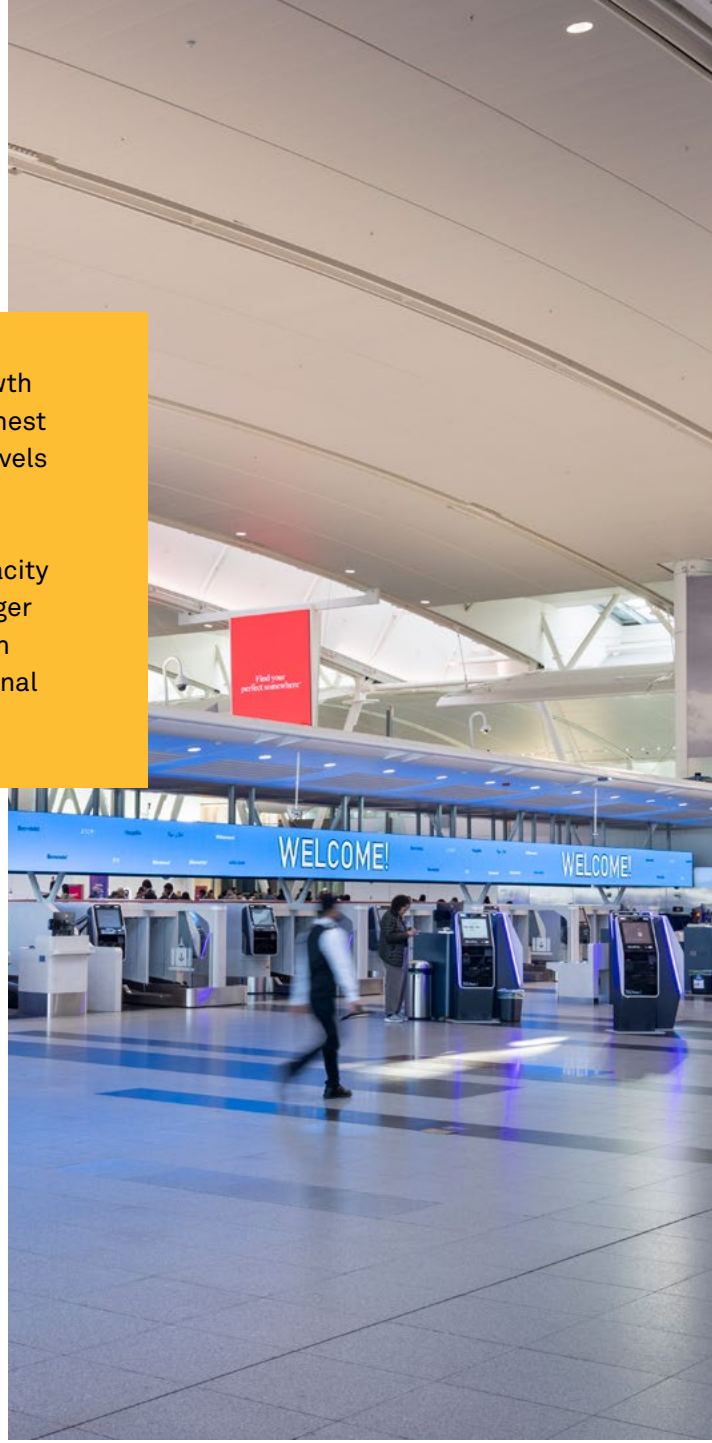
77.6%
Flights arriving within 15 minutes (+1.2%)





INTRODUCTION

LETTER FROM OUR CHIEF EXECUTIVE OFFICER



The travel industry has continued to show astounding growth over the last year, and nowhere was that growth more apparent than at John F. Kennedy International Airport Terminal 4. At the end of 2024, we saw our highest number of passengers—more than 27.7 million in a single year. This figure far exceeds our pre-pandemic levels and surpasses 2023's record of 26.4 million passengers.

This significant milestone is a direct result of T4's transformation, which has increased our passenger capacity by 25 percent. But we've accomplished so much more than simply accommodating this increase in passenger traffic—we've continued delivering a best-in-class customer experience and providing our passengers with incredible journeys. And all of this is possible thanks to our team at John F. Kennedy International Air Terminal (JFKIAT), the Port Authority of New York and New Jersey, and our valued airline and business partners.

The transformation of Terminal 4

We've continued to move forward on the $1.5 billion transformation of T4. Since breaking ground on the project in 2021, we've put our commitment to innovation into practice, achieving truly impressive progress. In 2024, we opened five new restaurants and two new convenience stores and introduced cutting-edge technology innovations including next-generation self-service check-in kiosks, biometrics at self-service bag drop units, digital signage throughout the building, the latest in queue management technology, and holographic installations of New York–centric experiences to surprise and delight passengers during their journeys.

Considering these achievements and the many milestones ahead, it's a very exciting time to be part of the T4 community. And that excitement has been reflected in the continuous partnerships we've cultivated and continue to strengthen with our airline partners. In 2024, we recognized milestones for many of them, including 15 years of Delta Air Lines and Air Europa at T4, and 20 years with JetBlue, Copa, and Virgin Atlantic. We were also pleased to welcome Xiamen Airlines back to T4. Thanks to these partnerships, JFKIAT now offers 128 destinations around the world.

Our company's innovation-driven leadership has resulted in continuous partnerships with several airlines, many of which have recently extended their existing agreements with JFKIAT, including China Airlines, Avianca, Copa Airlines, Air India, and Emirates. And together, we've shared some really exciting achievements in 2024. Avianca, which has worked with us over 20 years, has seen significant growth at T4 with 58 percent more flights and 55 percent more passengers to and from JFK, exceeding their pre-COVID numbers. Copa Airlines, which celebrated 20 years at T4 in 2024, is acclaimed for their consistently award-winning on-time performance, a testament to their dedication to delivering exceptional customer service. Air India recently launched their new A350 aircraft at T4, providing passengers with a best-in-class long-haul flight experience. Finally, Emirates will be making significant investments in their lounge product, and in 2024 created a unique experience with a newly launched NBA-themed A380 livery to celebrate their NBA Cup sponsorship. We've been proud to mark these important landmarks with our long-time partners, and as we look to the future, we'll continue to work closely with them to deliver incredible journeys to our passengers.



Driving a zero-accident culture

As our passenger traffic continues to increase year over year, prioritizing our zero-accident culture is more important than ever. We continued to elevate and invest in our processes, systems, and collaboration with everyone in the T4 ecosystem to ensure the safety of everyone who comes through our doors.

We consistently engaged with the T4 community throughout the year to provide training, education, and incentives for elevating our safety and security programs. And we continued to hold care training sessions for our business partners to provide up-to-date education on our processes in the event of a crisis. Occasions such as June Safety Month, monthly foreign object debris walks, and National Seat Belt Day offered opportunities to raise awareness of our safety programs and recognize our community for implementing those programs.

In 2024, with support from the International Air Transport Association (IATA), our annual Safety and Security Conference was held over two days for the first time ever. The conference, which focused on survivor and family assistance, drew hundreds of participants across our community, JFK International Airport, and the global aviation industry, strengthening our partnerships and reinforcing our collective commitment to safety and vigilance. The event reflects our team's year-round work to elevate our industry-leading safety and security expertise, setting the gold standard for JFK and our industry.



Elevating the customer experience

From curb to gate, we've continued to expand our offerings for passengers, setting the stage for the future of T4. In 2024, Delta launched new routes to some exciting destinations: Shannon, Ireland; Naples, Italy; Lagos, Nigeria; Saint Kitts and Nevis; Barbados; and Palm Springs, California.

As the transformation of T4 continues, we've shifted gears from updating our physical infrastructure to reimagining our customer experience and commercial program. And we're proud to say that many of these exciting updates have already begun. In recent months, we've



opened several new restaurants, including Boulton & Watt and Melt Shop, operated by SSP; a Hudson Nonstop location; and the first two Starbucks locations at T4, operated by Paradies Lagardère. We were also proud to introduce two new additions to our collections of premium lounges, including the Chase Sapphire Lounge by The Club with Etihad Airways and the highly anticipated Delta One Lounge.

The acclaimed T4 Arts & Culture Program has continued to grow, offering our passengers a curated series of local exhibits, performances, and interactive experiences that strengthen T4's New York–centric identity. In 2024, we unveiled a series of installations, including 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 T4 employees with a passion for aviation. We also launched a hologram installation in partnership with the Wildlife Conservation Society and the Bronx Zoo that brought the outdoors inside JFK's busiest terminal and connected passengers with one of New York's most treasured nature preserves. We look forward to continuing to bring even more unique, locally driven experiences to our passengers in 2025 and beyond.

Championing sustainable performance at T4

Throughout T4's transformation, we've also elevated our acclaimed sustainability program, investing in Green-e® certified renewable energy certificates (RECs) to advance our carbon reduction strategy, support renewable electricity, and further our goal of net-zero emissions by 2050. To that end, we recently purchased approximately 9,000 gallons of sustainable aviation fuels (SAFs) in collaboration with Delta Air Lines to offset scope 3 business travel emissions and encourage other companies to use environmentally friendly jet fuel. We've also implemented new rainwater harvesting systems in both concourses to reduce water consumption, installed electric charging towers in the gate holds, introduced a solar-powered jet bridge to our facility, and expanded our fleet of fully electric eco-buses. These initiatives continue strengthening T4's position as a leader in sustainable airport operations.

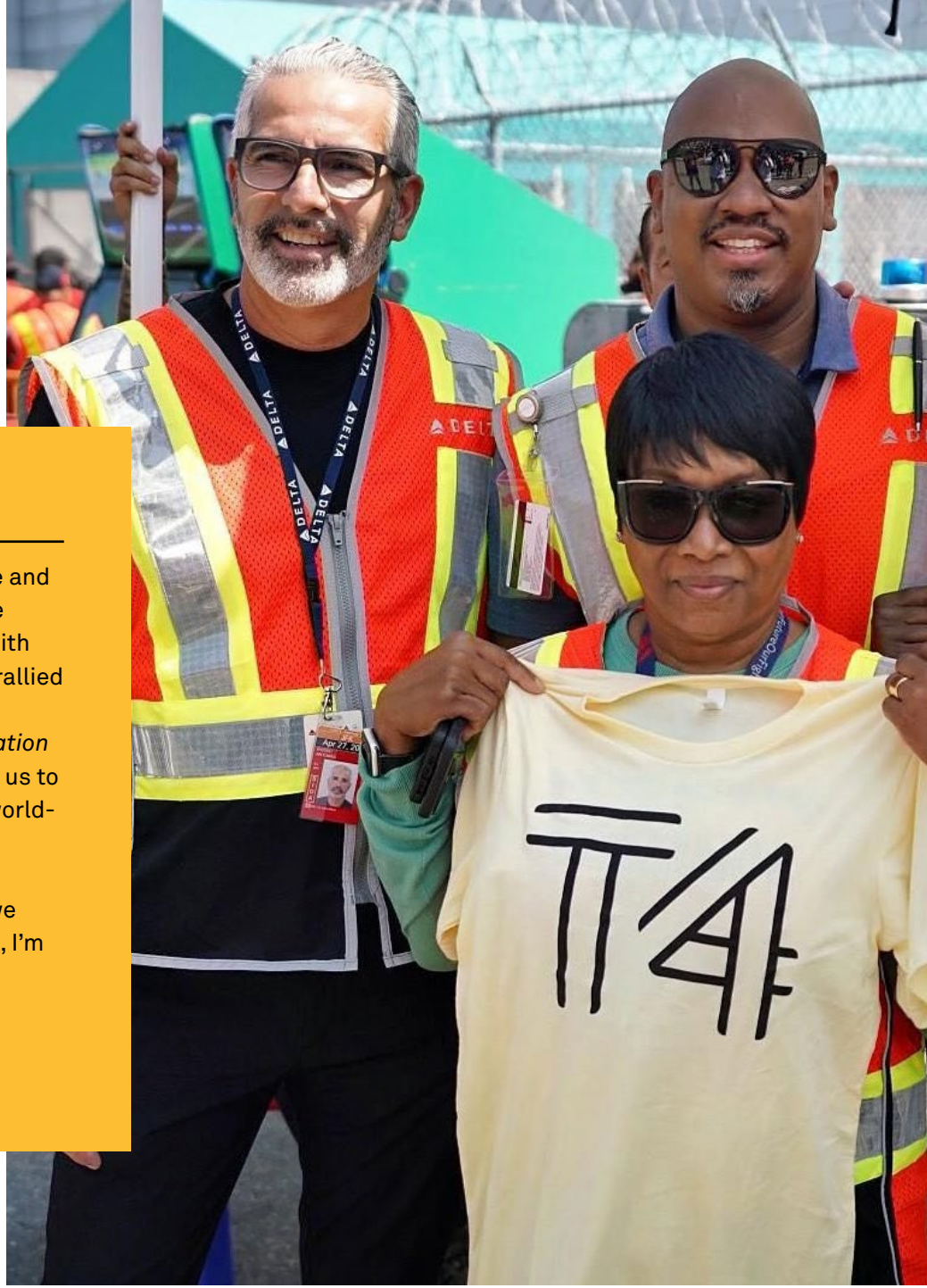
During Earth Day and Climate Week NYC, we engaged passengers and employees to elevate our sustainability efforts and raise awareness about the importance of caring for our environment. We're proud of our team's incredible work in innovating our operations to support these important milestones, cementing our company's position as a sustainability leader in the aviation industry.



Supporting our proud community

All the work we've accomplished would not have been possible without the dedication of the teams that bring T4 to life every day. In 2024, we invested in enhancing our service culture through the T4 Is More program, training more than 2,000 staff members on our values. We also celebrated 2,600 staff members recognized for the excellence of their service—most of them directly nominated by passengers. Additionally, JFKIAT was recognized in Crain's New York Business's list of Best Places to Work in New York City for the fifth consecutive year. This recognition is a testament to our belief that our people are our most important asset, further cementing that we can achieve anything together when we foster a diverse, supportive, and encouraging environment.

Our commitment to our community extends well past T4's physical facility. As a local, Queens-based business, JFKIAT has always taken our responsibility to give back to those around us very seriously—not only because it's the right thing to do, but because that's who we are as a company. 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.



Looking ahead

Throughout 2024, we came together to reflect on what defines the T4 experience and our identity as a terminal and community. We recognized the need for a cohesive vision to guide our strategy for the future, and through a collaborative process with our partners, one recurring theme became apparent: T4 is built on pride. So, we rallied around that to create a shared vision for the future, one in which we're "*Building experiences powered by the T4 State of Mind, where pride, community, and innovation unite.*" Starting in 2025, this vision will drive our strategy and continually inspire us to elevate our standards, aligning T4 with the Port Authority's plan to make JFK a world-class gateway.

Thanks to our strong partnerships and the dedication of our exceptional team, we achieved a great deal together in 2024. With even more activity planned for 2025, I'm confident that we are well prepared for the future.

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 US aviation, JFK International Air Terminal LLC (JFKIAT) was founded in 1996 to build and operate T4. JFKIAT is co-owned by Schiphol USA Inc. (a part of the Royal Schiphol Group) and Delta Air Lines. At over 2 million square feet, T4 is the largest terminal at JFK, is home to 22 international and domestic airlines, and typically serves over 27 million passengers annually. T4 accounts for approximately 44 percent of all passengers 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 T4, we aim to increase the value and experience for all passengers, visitors, customers, employees, and business partners. JFKIAT is proud to provide customers with a best-in-class travel experience while ensuring safety, reliability, and comfort.



27.7 MILLION
passengers in 2024
26 million served in 2023



22
airlines



43.8%
of all air traffic at JFK

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 T4, seamlessly linking New York City to the broader world and embodying excellence in connectivity and travel experiences. To realize our vision and recognize the operational and commercial challenges ahead, JFKIAT has identified and remains committed to four key strategic priorities.

OUR STRATEGY, PRIORITIES, AND BRAND VALUES

Our JFKIAT strategy house

OUR PURPOSE: CREATING INCREDIBLE JOURNEYS

Our vision

JFKIAT

Our world-class air terminal connects NYC to the world.

Our mission

We proudly facilitate a safe and seamless passenger journey, inspire our employees, and strengthen our communities through innovation, excellence, and sustainable operations.

Our values

- Create an IMPACT
- Be ACCOUNTABLE
- Work as a TEAM

Our strategic pillars

- Safety First
- Distinctive CX
- Sustainable Performance
- Proud Community



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 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 T4'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 T4.
- Invest in partnerships with local and minority businesses.
- Foster a diverse T4 workforce that reflects our local community and prioritizes community value by empowering employees and cultivating an inclusive, collaborative, and purpose-driven culture.

JFKIAT'S BRAND 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.

T4'S BRAND VALUES



Be safe: Safety is our top priority, and we're 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'll always go above and beyond to help you achieve your goals, both inside and outside the terminal.



Be memorable: New York City and Queens are very special places, and we want to bring a piece of the city to our guests, so they know they've arrived in the Big Apple.

T4'S NORTH STAR

In 2024, we collaborated with our partners to define a shared vision for T4's value proposition and the principles that unite our community. As the first phase of this ongoing effort, we established a North Star statement that translates the vision into five key pillars: employee experience, airline experience, commercial experience, passenger experience, and terminal ambiance.

What is a North Star?
It's the guiding principle that defines a clear vision and direction, highlighting the strengths of our terminal experience while recognizing the distinctive values and high standards that set us apart. It keeps us aligned and focused as we grow, evolve, and enhance the T4 experience.



Our North Star
Building experiences powered by the T4 State of Mind, where pride, community, and innovation unite.

Key initiatives

- **Collaborative workshops:** First, we did a competitive analysis and some passenger surveys that revealed the unique characteristics and aspirations of T4's airlines and passenger profiles. After completing that, we engaged key partners—including the Port Authority, airlines, and business partners—in a series of workshops. Together, we shaped a collective vision and explored ways to bring it to life as a community.
- **Experience concepts:** We transformed ideas into actionable concepts that bring our vision to life, ensuring the delivery of exceptional experiences. We ranked these concepts based on priority needs and engaged further with the T4 community to gather input on how to best equip them to deliver outstanding experiences.
- **Employee survey:** We gathered valuable insights from T4 staff to better understand their experiences, identify opportunities for improvement, and strengthen our service culture. By fostering a more collaborative and innovative workplace, we empower our teams to deliver exceptional experiences for both colleagues and passengers.

The T4 State of Mind
Through our research, analyses, and engagement with partners, we uncovered T4's unique positioning. A common theme emerged—*Terminal 4 is built on pride*. The pride of being a New Yorker, of serving travelers from across the country and around the world. The pride of working in a terminal with a rich legacy and history. The pride of belonging to a community that fosters collaboration and innovation.

But it's more than that. Our strengths lie in blending New York City's ambition with T4's ingenuity, innovative spirit, and deep-rooted sense of community. This mindset empowers employees to challenge norms, foster inclusivity, and showcase NYC's best to the world.

Every day, each member of our terminal community plays a vital role in delivering a world-class experience with a distinct T4 flair, making every interaction memorable and contributing to incredible passenger journeys. As we turn our vision into a strategy, our team is developing a road map of initiatives and concepts to implement in the terminal in collaboration with our community.

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're prioritizing health and safety in a measurable, established manner.

GBAC STAR Facility Accreditation

The Global Biorisk Advisory Council (GBAC) was created specifically to deal with pandemics. This is currently the only accreditation within the cleaning industry for facility operators that are 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.

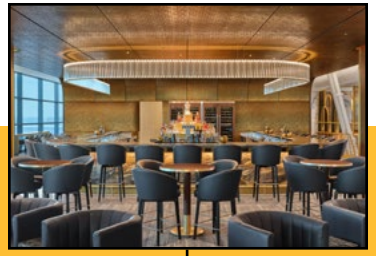
LEED certification

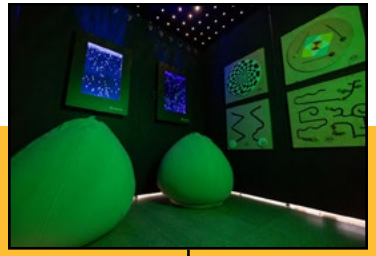
JFKIAT was awarded Leadership in Energy and Environmental Design (LEED) for Existing Buildings version 4.1: Operations & Maintenance Platinum certification by the United States Green Building Council (USGBC). T4 is the first air terminal in the United States to receive Platinum recognition for preexisting 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. T4 received this certification with the help of CodeGreen, which provided energy and sustainability consulting throughout the certification process. However, with recertification in 2025, achieving the same level of recognition may be more difficult as sustainability requirements continue to evolve.

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.







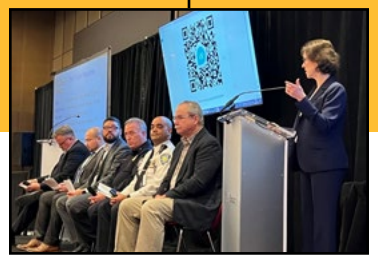
Green-e Energy CERTIFIED

CRAIN'S 2024 best places to work in NYC

1 2 3 4 5 6 7







KEY HIGHLIGHTS OF 2024

1. Opening of the Delta One Lounge

The Delta One Lounge is a first-of-its-kind experience for T4 travelers. The 39,000-square-foot concept features an elevated design with nods to iconic New York City landmarks, a 140-seat brasserie restaurant, wellness area and Serenity Lounge, shower suites, a terrace with airfield views and a retractable roof, and much more.

2. Opening of two Starbucks locations

Together with our Paradies Lagardère and Starbucks partners, we opened two highly anticipated Starbucks locations in Concourses A and B.

3. Unveiling of our new sensory pod

In partnership with KultureCity, we introduced a new sensory pod to serve as a dedicated space for those who experience sensitivities during their travels and need a quieter, more secure environment.

4. Climate Week NYC

We celebrated Climate Week NYC with an activation for our passengers and employees, inviting our community to participate in surveys to help us recertify our LEED Platinum status and elevate our sustainability programming for the future.

5. Investment in renewable energy certificates

JFKIAT invested in Green-e® certified renewable energy certificates to support our transition to renewable electricity and help achieve our goal of net-zero emissions by 2050.

6. 10th Annual Safety and Security Conference

This year's conference, addressing the topic of Airport Crisis Response: Survivor and Family Assistance, drew hundreds of participants from throughout T4, the JFK community, and the global aviation industry.

7. Crain's Best Place to Work

For the fifth year in a row, JFKIAT was recognized in Crain's New York Business's list of Best Places to Work in New York City—the only aviation company awarded. An independent research firm that is highly regarded in the New York City area conducts the survey.







8 9 10 11 12 13 14

BEST PLACES TO WORK IN AVIATION 2024





>$158K

8. Best Place to Work in Aviation

JFKIAT was named a top five winner in Aviation Business News' Best Places to Work in Aviation, based on employee reviews.

9. Ninth annual Employee Appreciation Day

We hosted our ninth annual T4 Employee Appreciation Day to recognize our community's unwavering commitment, enthusiasm, and dedication to making T4 a world-class air terminal. We celebrated with food, dessert trucks, music, games, and lots of photos to capture all the memories we made.

10. Celebrating Pride

As part of our ongoing commitment to diversity, equity, inclusion, and belonging (DEIB) efforts, JFKIAT and our T4 business partners were thrilled to march in, sponsor, and support the Queens Pride Parade.

11. The 27 millionth passenger

T4 reached a new milestone, marking 27 million passengers in 2024—the highest number ever recorded in a single year. We celebrated this achievement with the travelers on Avianca flight 211, which carried the 27 millionth passenger, and held a celebration in the Retail Hall for all our T4 travelers.

12. Best Accessibility Experience award

JFKIAT received the Port Authority's Best Accessibility Experience award for our commitment to inclusive travel, thanks to initiatives like our partnership with Open Doors Organization, KultureCity, and Travelers Aid to support passengers with disabilities, as well as enhancements to our cart services through convenient dedicated pickup locations.

13. Continuous Improvement Award

JFKIAT was honored with the Port Authority's Continuous Improvement Award for advancing our passenger experience and efficiency. Key upgrades included self-service bag drops for faster check-in, Mobile Passport Control for expedited arrivals, and a comprehensive cleanliness program.

14. Donations

We're proud to announce that in 2024, our total donations reached more than $158,000, reflecting our commitment to making a positive impact in our community.

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

2007

Growing
T4 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 T4. T4 was the first terminal with a jet bridge to connect a lounge to an A380, allowing first-class passengers to board directly from the Emirates lounge. The first of a four-piece sculpture commission by artist Dimitar Lukanov was installed.

2012

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

2013

T4 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 US lounge in T4. A first-ever series of biofuel-powered intercontinental flights was launched at T4 to take the next step into sustainable aviation.

2015

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

MILESTONES

2016

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

2017

Going green
T4 became the first air terminal in the United States to achieve LEED Gold Certification for existing buildings.

2018

T4 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 T4, with the implementation of Aira Access, Biometrics exit gates, an interactive Google translator, and a new digital terminal wayfinding system.

2020

T4 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

T4 began a terminal redevelopment project that included concourse expansions, a domestic baggage claim expansion, a new Delta Sky Club and Delta One Lounge, a new arrivals curb, existing terminal upgrades, and new OneJFK branding and signage.

2022

T4 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 Concourse B gates.

2023

As of January 14, Delta Air Lines officially moved out of Terminal 2 and consolidated all its JFK operations into T4.

2024

T4 opened a new domestic baggage reclaim area, introduced self-service technology at check-in and security, and opened the Delta One Lounge (a first of its kind).

2025 OUTLOOK

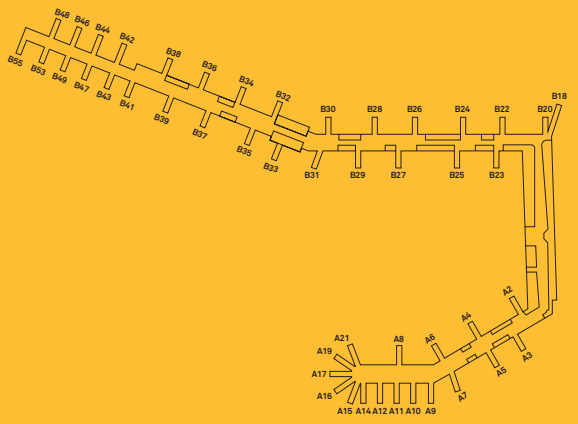
In 2024, we defined T4's North Star—a guiding vision that aligns our goals and decisions—as *"Building experiences powered by the T4 State of Mind, where pride, community, and innovation unite."* This vision was created together with all our partners, and collaboration is essential to its success. In 2025, we're focused on continuing to bring our North Star to life, working hand in hand with our T4 community to create seamless journeys, empower employees, and positively impact the communities we serve. Our strategic priorities will guide these efforts:

- 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 T4's environmental impact while simultaneously optimizing our financial performance.
- Actively engaging with, supporting, and giving back to our proud community.

In 2025, we'll continue to implement the Commercial Redevelopment Program, transforming T4's food, beverage, and retail offerings to reflect the vibrancy and diversity of New York City. Enhancing the passenger experience remains at the forefront of our efforts, with initiatives to optimize passenger flow by reducing TSA wait times, introducing digital wayfinding, and creating information zones that simplify navigation. At the same time, we'll elevate the lounge experience with the addition of the Common Use Capital One Lounge, an expanded Emirates Lounge, and other diversified options to meet the needs of our passengers.

Through the Post-Transformation project, we'll enhance the terminal's appearance and functionality by combining human-centered design with innovative technologies. These efforts will be supported by a cohesive customer service strategy aimed at building stronger loyalty with airline partners, empowering employees, and fostering deeper connections within the T4 community. Sustainability also remains a critical focus as we advance our energy road map with LED lighting upgrades, bus chargers, and expanded electrical ground support equipment to reduce our environmental impact. Lastly, the relifing of terminal assets will ensure the long-term resilience of T4, supporting our vision and lease longevity through 2043. Together, these initiatives demonstrate our commitment to creating a seamless, world-class experience for everyone who travels through or works at our terminal.

T4 map



Amenities

44 gates

39 retail shops

24/7 operations

9 lounges

32 restaurants

4 chapels

JFKIAT anticipates the following developments and priorities for 2025 and beyond

Aviation market

- The International Air Transport Association forecasts that global airline revenues will exceed $1 trillion for the first time in 2025, with passenger numbers reaching a record 5.2 billion.
- The demand for air travel will generally remain strong, and pre-pandemic normal travel patterns will resume. However, the surge in “revenge spend traveling” is over. Corporate travel demand will gradually recover, compensating for any loss driven by revenge spend travelers. Therefore, the Official Airline Guide (OAG) expects global load factors in 2025 to remain broadly at similar levels to 2024.
- The industry is making strides toward sustainability, with the US focusing on scaling production and incentivizing the use of sustainable aviation fuels through tax credits under the Inflation Reduction Act. However, high costs and limited production capacity remain challenging, which could result in increased airfares as airlines navigate these constraints.
- Despite positive growth indicators, the industry faces ongoing supply chain issues, particularly in aircraft manufacturing, which could impact delivery schedules and operational planning.
- Continued challenges include geopolitical tensions, such as conflicts in the Middle East and Ukraine, and economic factors, like fluctuating interest rates and inflation, which could influence travel demand and operational costs. Additionally, shifts in US trade and foreign policies under the new administration may add further uncertainty, potentially impacting international travel and aviation agreements.
- The rise of autonomous systems, updates in advanced air mobility, and increased digital integration in maintenance are reshaping the aviation landscape, promising greater efficiency and innovation.



JFKIAT-specific

- We continue to prioritize safety and security by installing additional safety measures, enhancing compliance with training protocols, expanding CCTV coverage, and maintaining accident-free construction sites to ensure a safe work environment.
- T4 is advancing our sustainability efforts by continuing to reduce the terminal's carbon footprint through fleet electrification, energy-efficient technologies, and sustainable construction practices while also exceeding Port Authority standards and promoting green initiatives within the T4 community.
- Improving the passenger experience remains a big focus in 2025. These efforts include introducing digital wayfinding and information zones and streamlining TSA processes. We're also enhancing our customer service through strategies, tools, and training programs that empower employees to deliver a consistently high-quality experience.
- This year, we'll be making even more strides in elevating operational excellence. T4 is collaborating with partners and startups to test and implement innovative technologies. For instance, we'll leverage real-time data platforms to enhance decision-making and expand analytics capabilities to improve operational efficiency and adaptability across our terminal.
- T4's long-term resilience and growth is a top priority. We anticipate accomplishing this by relifing assets, optimizing commercial spaces, completing the second phase of our Terminal Transformation project, and preparing for the impacts of Terminals 1 and 6 opening in 2026. This includes potential airline relocations and JFK infrastructure upgrades, although the majority of T4's carriers have signed leases that extend beyond the opening of these new terminals.
- Lastly, we aim to implement the T4 North Star vision to inspire a shared sense of purpose and direction across the community, while also enhancing engagement through career development, streamlined HR processes, inclusivity workshops, and stronger ties with local institutions.





CORPORATE GOVERNANCE & STAKEHOLDER ENGAGEMENT



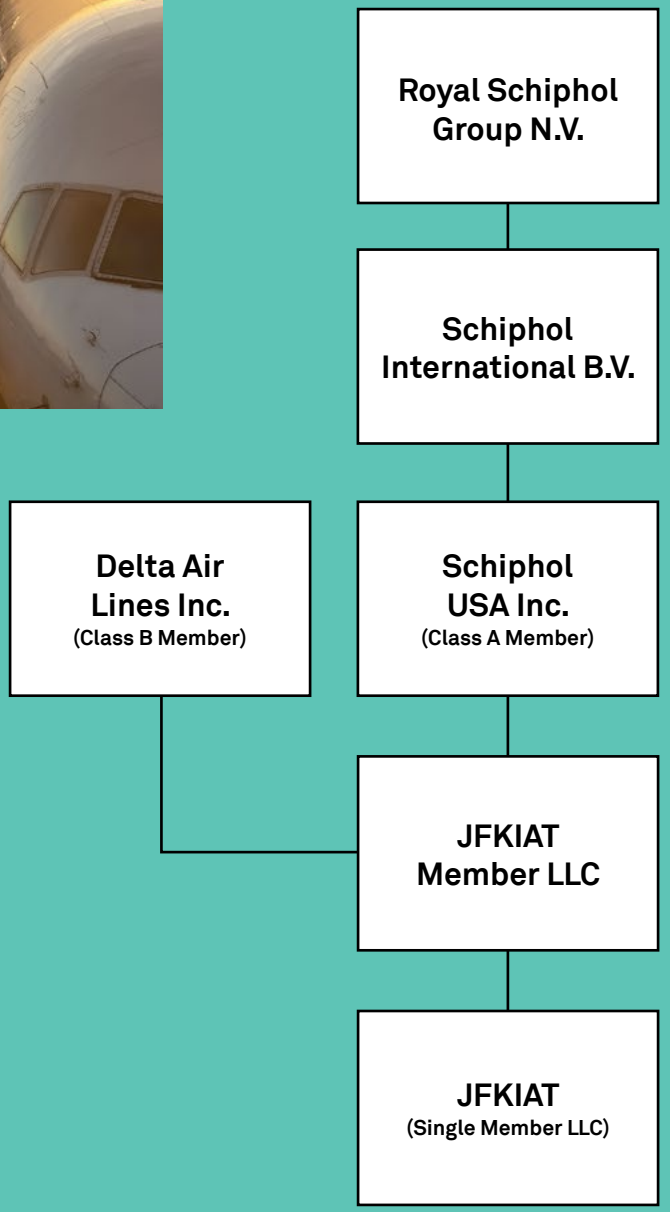
Organizational profile

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 T4 project. At the same time, Delta and JFKIAT entered into an anchor tenant agreement whereby Delta was granted certain "preferential rights" in T4 common-use facilities and exclusive rights in other spaces in exchange for certain minimum annual payments.

Schiphol USA Inc. (SUSA) is responsible for managing 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 T4's dedicated management team and is responsible for developing, communicating, and executing strategic and tactical plans for the terminal.



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 ranging 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 the principal liaison with the terminal's airline partners, government agencies, and other T4 stakeholders.



Shawn Makinen—*Vice President, Terminal Redevelopment*

As Vice President of Terminal Redevelopment, Mr. Makinen leads JFKIAT's improvement projects, including construction and capacity expansion. Joining JFKIAT in 1997, he manages all aspects of T4 development 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. Ms. Jain is also responsible for developing brand and CX strategies, building marketing initiatives, and fostering a culture of innovation.



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's focused on minimizing security vulnerabilities as they relate to the day-to-day business of the terminal, working to achieve a zero-accident culture, and establishing and reporting all security-related policies and procedures.

CORPORATE STRUCTURE

Leadership and executive committee



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.



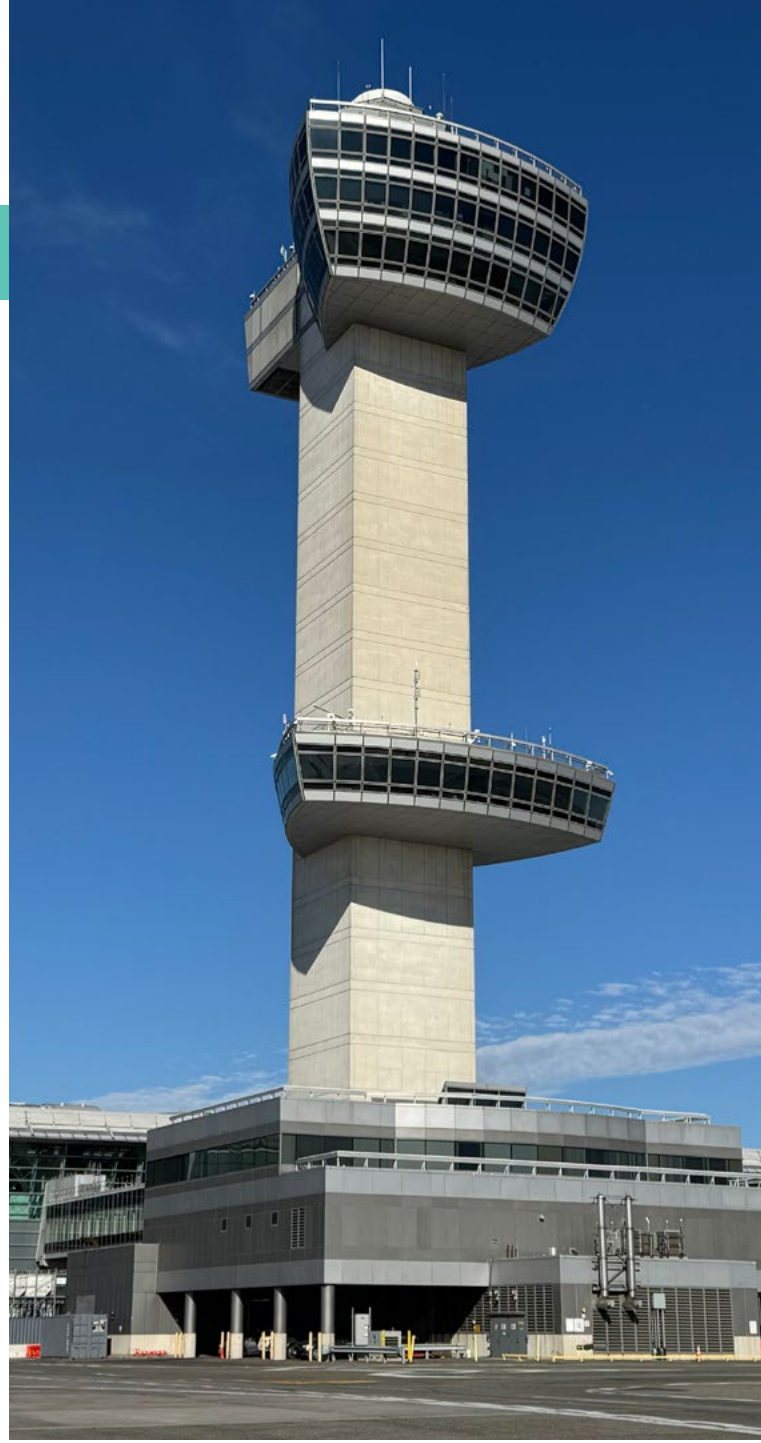
Stephen Tukavkin—*Vice President, IT and Digital*

In his role as Vice President of IT and Digital at JFKIAT, Mr. Tukavkin leads IT systems for T4, delivering information and communication technology services to support all aspects of the terminal's IT operations, security systems, and business solutions. Mr. Tukavkin spearheads strategy around implementing 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 workplace, 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 US National Aviation Hall of Fame, the first airport professional to be so recognized.

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 Chair for 2016. She also served on the Board of Directors for ACI World from 2012 to 2016 and as Chair of its Audit Committee for 2015 and 2016. Upon her retirement in 2017, Riley served as Executive Director of Salt Lake City Department of Airports for 10 years, where she implemented the reconstruction of the Salt Lake City International Airport. 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.

Kjell Kloosterziel



Mr. Kloosterziel is the Director of Strategy and Airport Planning, and the Director of Schiphol International of the Royal Schiphol Group. In this role he is, amongst others, 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 in 2019 from NACO, Netherlands Airport Consultants. He is a Dutch citizen and has a master's in engineering and management.

Katie Slipper



Ms. Slipper is the Director of Finance and Control at Royal Schiphol Group, where she is responsible for business finance, capex control, treasury, and group finance functions. She is also an interim Risk & Audit Director. Prior to joining Schiphol, she held various finance and governance roles at Royal Vopak and TNT. Ms. Slipper has experience building up finance functions, actively leading international business development opportunities, including M&A, working with numerous JV partners, and arranging project financing for over €1 billion in transactions. She brings 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 is 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.

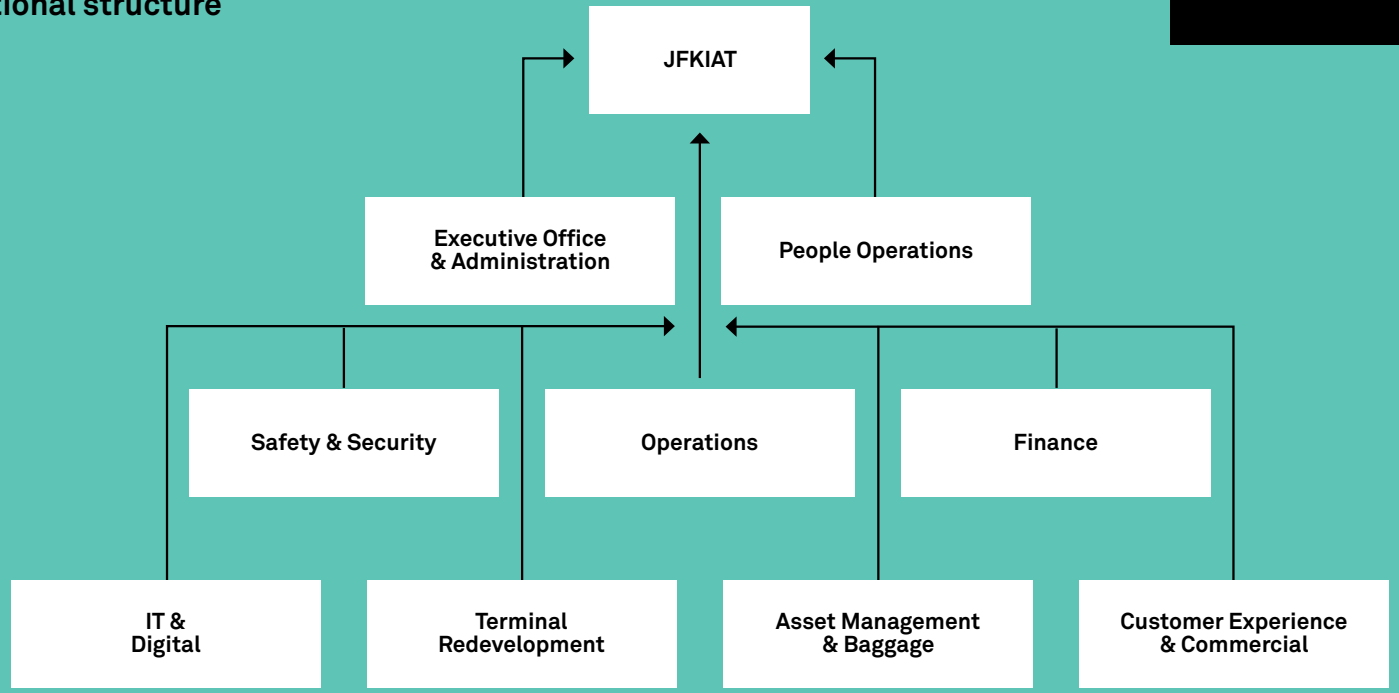
The program is based on the US Sentencing Guidelines' five elements:

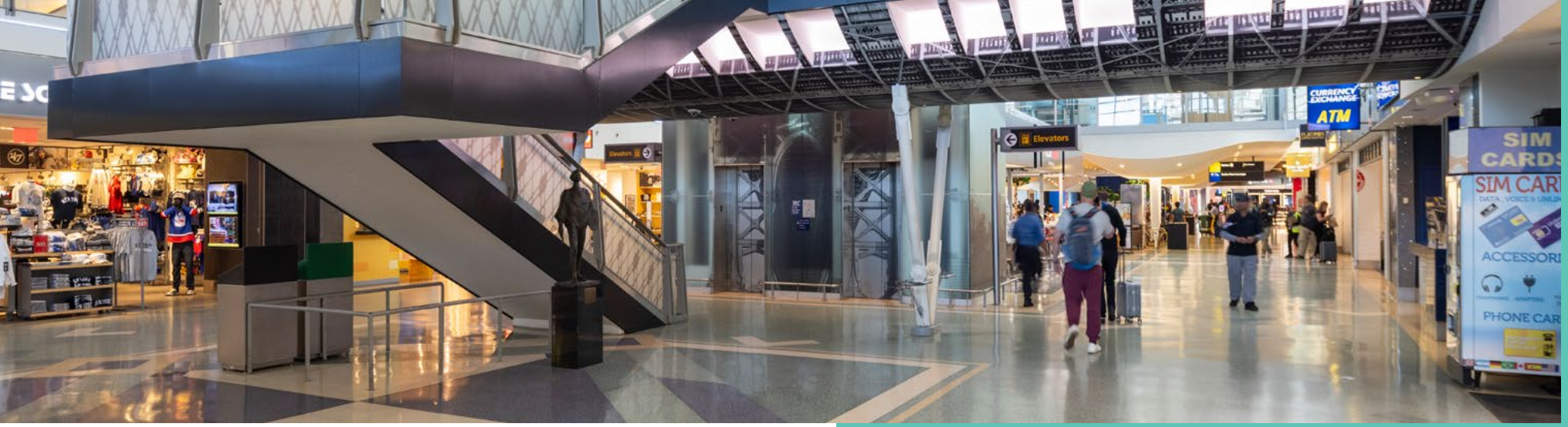
- Leadership (tone at the top, fiduciary duty, board of directors)
- Risk assessment (risk management program)
- Standards and controls (corporate governance code, code of professional conduct, policies and procedures, compliance checklists)
- Training and communication (standard operating procedures)
- 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. JFKIAT has implemented and maintained an in-depth risk management process to prepare for risks and exposures. Our system aims to identify, evaluate, and mitigate risks so that we're 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 Baggage, and Director of People Operations. In 2024, the role of risk manager was covered by the CFO, and, for the third year in a row, the work of the Risk and Compliance Committee was bolstered by a third-party facilitated review of general enterprise risks.

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 risks identified in 2024

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.

1. Economic downturn reducing the demand for air travel
2. Business interruption due to a pandemic, a contagion, supply chain issues, national security, employee strikes, or other causes
3. Terrorism
4. Staff shortages and bench strength
5. Data security and privacy
6. Cyberattack or IT system failure
7. Safety incident
8. Fraud
9. Utility outage or disruption
10. Change in political climate, especially as related to immigration
11. Reliance on or loss of key customers in light of increased competition from new JFK terminals opening in 2026
12. Aging assets and infrastructure

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 and 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

- Reduced productivity
- Lean company
- Wages
- In-person work
- Ability to replace departing employees
- Stringent/perpetual vetting policies
- Ability to automate
- Lack of control over the entire JFKIAT workforce
- 140 employees' personal data
- Biometric data transmission
- Instances of paper-based storage
- 27,000 active T4 badges
- Several vulnerable targets
- Human error
- Dependence on technology
- Advancing technology / inadequate security controls
- Insider threat
- Equipment
- Petty cash
- Quasi-public process
- Coin collection
- Age of utilities
- 24-hour FIS
- Airline partnerships—excluding Delta
- Airline space
- Oldest terminal
- End-of-life equipment
- Replacement systems
- Age of building
- Continuous use of infrastructure

Hybrid

- Industry
- Consumer confidence
- Lounge amenities
- Flight availability
- Agriculture and animal trade
- Diversity
- Major US airport
- High threat target
- Background checks
- Dependence on external service providers
- Credit card transmissions
- Third-party providers
- Aircrafts and drivers
- Substance abuse in the workplace
- Varying standards throughout JFK
- High-traffic environment
- Construction
- Labor strikes
- Reliance on external infrastructure
- New terminals being built

External

- Political climate
- Increased retail prices
- Reduced travel
- Government default
- Supply chain
- Government regulations
- International arrivals
- Imbalanced healthcare
- Local population
- Location (New York labor market)
- Airline bankruptcy or budget constraints
- Pilot or mechanic shortages
- Threat landscape
- Increasing sophistication of cybercriminals
- Natural disasters
- Weather stress
- Dependent on geopolitical relations
- Change of administration

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 T4. 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
- T4 airline partners
- JFKIAT employees
- T4 business partners, suppliers, and service providers
- Employees
- Passengers
- Investors
- Suppliers
- Community members
- Environmental figures
- Airport partners
- Governing parties
- Nonprofits
- Unions
- Media partners

JFKIAT engages with internal and external stakeholders about sustainability risks and opportunities that are relevant to our organization. We value our stakeholders and 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 strategic priorities.

Key business drivers

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





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 T4 employees and passengers remains our highest priority. We're committed to delivering a safe, secure terminal environment for all travelers by nurturing our effective safety and security culture. We aim to minimize the risk of security threats and vulnerabilities through a proactive and unified approach.

We maintain our safety and security standards through innovative concepts, events, programs, and more. Notable highlights from 2024 include hosting our Safety and Security Conference in October—which was expanded to two days for the first time ever—welcoming a record number of members to our T4 Ambassador Program, and implementing important safety updates, from revising a three-year cybersecurity road map to terminal facility updates and more. Additionally, we engaged employees in crisis communications and achieved a 100 percent participation and registration rate and a 92 percent compliance rate in LiveSafe, a safety app that allows communication with safety officials.

Despite the challenges posed by a dynamic operating environment, we're proud to be recognized as industry leaders at JFK. We remain dedicated to continuous improvement and proactive measures to ensure the well-being of all terminal users, create incredible journeys, and grow even more toward our zero-accident culture.



2024 HIGHLIGHTED ACCOMPLISHMENTS

Enhanced traffic management program

Together with the Port Authority and the Redevelopment team, we performed a congestion analysis in 2024. The aim was to identify pain points and mitigate traffic during the current major construction project to redevelop and redesign all the roadways at JFK International Airport. Subsequently, the Traffic Management Program was developed, and the pain points on the T4 roadway were addressed. Due to airport roadway construction, the following mitigations ensued:

- We relocated the yellow taxi and for-hire vehicles to an offsite location during the holiday season.
- We added a police presence during peak periods, providing mitigation protocols.

Realignment of airside roadways and taxi lanes

To enhance the efficiency and safety of our taxi lanes, we introduced a secondary taxi line that allows smaller aircrafts to pass each other. This initiative reduces overall gate wait times for arriving aircrafts. Airside roadways were also realigned to provide safer and more efficient operations following the changes.

Insourcing of the Security Operations Center (SOC) functions

In 2023, JFKIAT decided to insource the Security Operations Center functions to provide a better span of control, ensuring proper management and maintaining well-trained and experienced operators. In 2024, we successfully implemented the insourcing of the SOC functions.

Escalator safety improvement

Escalator skirt deflectors are a vital safety feature designed to prevent objects like clothing or shoes from being trapped between escalator steps and side panels. This helps avoid potential injuries and enhances passenger safety. New York City mandated a retroactive code requiring all escalators to be equipped with skirt deflectors by January 1, 2025. We successfully equipped all 33 of our escalators with skirt deflectors and are in compliance.

ADA-compliant ramps

Pedestrian safety and customer experience have been enhanced with the installation of five ADA-compliant ramps on concrete curbs at key locations in Arrivals and Departures. These ramps facilitate access for people with disabilities to transition safely between the roadway pavement and concrete curbs.

Installation of transition plates on outbound odd-sized baggage lines

JFKIAT completed the installation of transition plates along the outbound OS1 and OS4 odd-sized baggage lines. The plates help bridge large gaps between belt sections, reducing the chance of items getting lodged or trapped in between them.

TSA CBIS remediation project: Fail-safe alarms

A project was completed that adjusted the parameters of fail-safe alarms for bags that may have lost their tracking while in the Checked Baggage Inspection System (CBIS). The adjustment reduced the number of false positive fail-safe alarms by approximately 75 percent.

Human Intrusion Detection pilot

We successfully piloted a proof of concept for Human Intrusion Detection within the baggage handling system. This initiative focuses on leveraging advanced sensing technologies and automated alerts to prevent unauthorized access to restricted areas, ensuring the safe and secure movement of baggage throughout the system.

Opening of Delta One security checkpoint

The dedicated, private Delta TSA security checkpoint for guests of the Delta One Lounge was opened with approvals from governing agencies in December 2024. This checkpoint is set up to handle both TSA PreCheck and non-PreCheck passengers.

Emirates Lounge evacuation drill

We are committed to the well-being and protection of T4 tenants, and we schedule drills to demonstrate and help them understand the evacuation process, should there be a need to evacuate. In 2024, we successfully completed a full exercise with the Emirates team for their lounge.

Airport Cooperative Research Program 04-32

The Port Authority chose T4 to do an anti-human trafficking study because of our long-standing campaigns. The study, held on November 13, involved having the Metro Analytics team review existing technologies and tactics to help combat human trafficking.



SAFETY DEVELOPMENTS

Terminal redevelopment project safety

- For every project, risk assessments are held prior to work commencing.
- Weekly site safety and security audits were performed in addition to walkthroughs with the general contractor for multiple projects.
- Zero accidents were reported across construction sites. All projects were officially **accident-free**.

Safety training program updates

The Safety and Security Department strives to provide best practice guidelines for a meaningful and operationally efficient safety culture. Training and communication are key to this process. That's why we review and assess training materials annually to maintain current safety standards. In 2024, the following training and communication efforts were undertaken.

- **T4 Safe Driver:** We rewrote and updated the T4 Safe Driver training, converting it with enhancements to the T4 Familiarization driver training. This training focuses on safe driving standards and provides a reminder of the Port Authority driving requirements when driving airside. The training was also updated to include ramp activity specific to T4, including construction changes, vehicle service road directional changes, and road relocation.
- **T4 Safety and Security Orientation:** The target audience for this orientation is JFKIAT new hires, and it was released at the end of 2024. The content provides engaged and dedicated new hire training specific to safety and security procedures, some of which are mandated by the governing authorities. It serves as a reminder of SIDA requirements.
- **Square One Safety and Security Training:** We incorporated our safety training program specifically for all external partners, including contractors. The content provides basic knowledge that was lost after the COVID-19 pandemic, which led to many new hires and the retirement of experienced personnel.
- **Quarterly general management meetings:** We held these meetings every quarter, successfully providing shared safety best practices for terminal and airside operations. Topics addressed were: (1) risk assessment regarding electric vehicles airside, (2) new speed radar signs, (3) marijuana and cannabis legislation, reinforcing that this law does not apply to aviation workers during working hours.
- **Port Authority ramp safety program:** JFKIAT is a key contributor to the Port Authority ramp safety program. We actively participate with the Port Authority committee to mitigate vulnerabilities in the airside operation of JFK Airport as part of their safety management system.

Key accomplishments in 2024

- Identified the risks associated with electric vehicle fires and began having all companies switching to electric vehicles identify new fire safety procedures accordingly
- Worked with airlines to provide safety procedures for Port Authority FAA SMS requirements
- Added two new speed radar detection signs on the ramp
- Added and redesigned the ramp vehicle service road

SECURITY COMPLIANCE DEVELOPMENTS

2024 security compliance findings

- Managing traffic continues to be a challenge. However, with continuous coaching and guidance, we were able to improve performance month over month.
- VIP lot inspections were not meeting compliance requirements at the beginning of the year, mostly due to construction in the area, which created a congested parking lot. A creative assessment of the area, including nearby loading, generated additional parking spaces, relieving congestion. Inspections have been doing well since September 2024.
- Baggage storage compliance proved to be an issue for the vendor. The main concerns were the length of time baggage was stored and a few other areas of compliance. JFKIAT increased focus and inspections and worked closely with vendor leadership to address all concerns.
- The TSA Compliance Comprehensive occurred during the full month of August and continued into September. There were no non-compliance findings for T4 during the Comprehensive period.



INFORMATION SECURITY PROGRAM

Information security

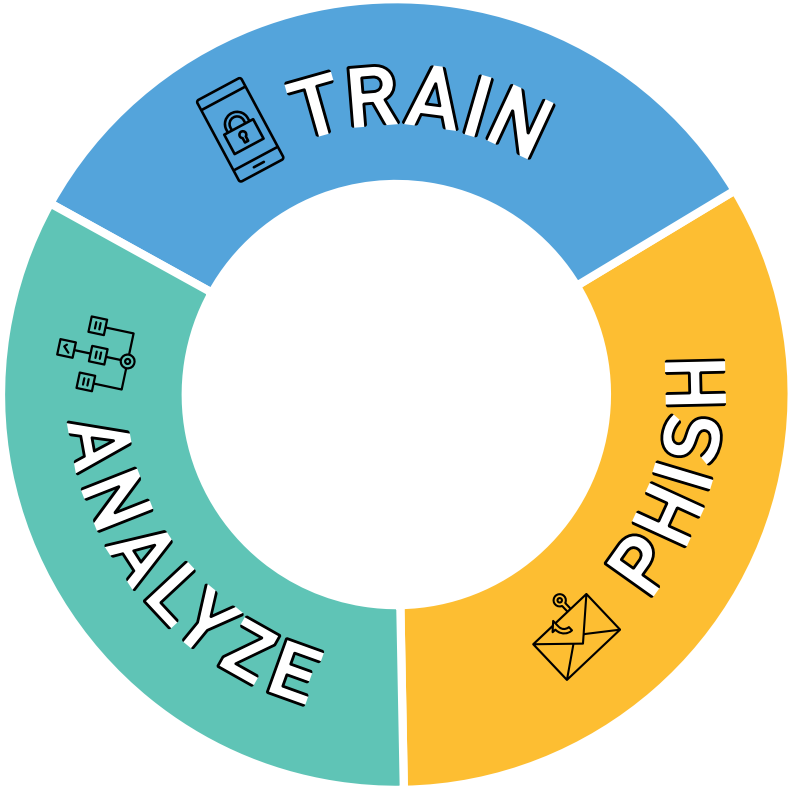
JFKIAT was able to create a more robust and comprehensive cybersecurity program. 2024 was dedicated to improving information security program effectiveness and partner safety behaviors, as well as ensuring that our 2024 road map was completed.

2024 functions to optimize cybersecurity vulnerabilities

- **Incident response optimization and testing:** In 2024, our focus was on optimizing incident responses and testing. This will entail ongoing initiatives in 2025, including tabletop exercises.
- **Third-party risk management program:** T4 completed a risk management program where policy and processes were developed. A full implementation of the program will occur in 2025.
- **Enhanced application security:** We bolstered our application security by creating a questionnaire application that vendors must complete to ensure they meet JFKIAT's cybersecurity requirements.
- **Cloud security posture check:** This was performed by conducting penetration testing, which was completed in November 2024.
- **Strengthened program and business alignment:** This entails an ongoing process of audits conducted using One Trust Government Regulation and Compliance (GRC) in 2025.
- **Cybersecurity implementation plan:** We completed a cybersecurity implementation plan and a subsequent cybersecurity audit plan to comply with TSA requirements in 2024.
- **Monthly phishing tests:** Regular tests were conducted to enhance cybersecurity awareness among staff, resulting in an impressive 94 percent pass rate.

Training activity results

The Safety and Security Department dedicates efforts to maintaining the integrity of our security system by building a strong training program. This included a phishing campaign, security bulletins, phishing training, and security awareness training.



Cybersecurity

- As technology and business ecosystems continue to evolve digitally, we began to execute a revised three-year cybersecurity road map to enhance the maturity of our cybersecurity program and protect our information and systems against the evolving cyberthreat landscape.
- Year one of the revised road map focused on several key priorities in the following areas: improving identity and access management processes, optimizing and testing incident responses, establishing a third-party risk program, enhancing cybersecurity staffing and talent, and strengthening governance of our Information Security Program.

Security systems upgrades

In 2024, we upgraded several security systems—our Access Control System, Video Management System, and Video Analytics—to enhance passenger safety and operational efficiency. These enhancements improve the detection of potential threats, minimize false alarms, and enable our teams to respond faster to emergencies, ensuring a safer environment for travelers and staff. By integrating cutting-edge technology like license plate readers in our VIP parking lot, we can meet evolving security challenges while maintaining compliance with safety standards, effectively positioning JFKIAT as a leader in airport security innovation.

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 the following proactive engagement initiatives, the committee effectively engaged the T4 community.

June Safety Month campaign

The initial Driver Safety Campaign started as a weeklong initiative, turned into a monthlong campaign in June to acknowledge June Safety Month, and is currently an ongoing program. The campaign consisted of terminal and airside safety awareness such as:

- Driver safety tips in our newsletter
- Spending time on the ramp and positively engaging ramp employees in driver safety procedures
- Awarding safe drivers and taking pictures with employees practicing safe driving
- Terminal fire safety
- Evacuation safety
- Moving walkways and escalator safety

This is all in an effort to reduce incidents and raise awareness.







Two-day Safety and Security Conference

In October, we hosted the 10th Annual Safety and Security Conference, which was expanded to a two-day event for the first time. The conference topic was Airport Crisis Response: Survivor and Family Assistance. Sessions during the event provided actionable insights, exercises to ensure preparedness during a crisis, and discussions that strengthened vital partnerships among JFK community stakeholders, ultimately reinforcing our commitment to safety and security while maintaining resilience. Over 208 participants registered for the conference, making it one of our most successful to date. The 2024 Safety and Security Conference also aligned with the T4 Crisis Response Plan relating to family assistance. It was a valuable forum where necessary discussions on family assistance were presented.

We heard from some of our industry's brightest and most experienced thought leaders in the field of aviation safety, security, and emergency management, including Frank Ciaccio of Houston Airports, Robert Merrill of United Airlines, Max Green of the National Transportation Safety Board, Teresa Rizzuto of the Port Authority of New York and New Jersey, Karen Schlendorf of the Red Cross, and Theresa DeVeronica of Delta Air Lines. This year, as a pilot, we introduced Wordly, a translation software application that translates a speaker's language into whichever language a person wishes.

Safety and Security Conference highlights

October 28

- We launched impactful resources, including T4's Family Assistance locations, Passenger Gathering Area, Friends and Relatives Center, and Reunification Center, which demonstrated how JFKIAT supports airlines in crisis.
- We demonstrated the T4 Ambassador Program in action.
- JFKIAT and Delta Air Lines participated in a panel discussion on our partnership and commitment to supporting T4 airlines in times of crisis.
- Prominent guests from the NTSB, Red Cross, Delta, and the Port Authority spoke and hosted a Q&A session.

October 29

- We simulated a live roleplay of the NTSB Transportation Disaster Assistance's prelaunch coordination call with all parties involved in crisis response.
- Guest speakers provided best practices and lessons learned from launching their own family assistance programs.
- A panel of Port Authority Management and JFK International Airport members demonstrated resources available to the JFK community in times of crisis.
- We hosted a tour of the Port Authority Emergency Operation Center.



National Seat Belt Day

We introduced a seat belt awareness event on November 14 to demonstrate the importance of wearing seat belts while in moving vehicles. Additionally, those exhibiting safe driving behavior were recognized with T4 swag.

Recognition programs

- We dedicated June Safety Month to educating T4 employees about safety best practices—both airside and in the terminal—and we recognized employees who were going above and beyond in safety with swag and gift cards.
- We recognized various T4 and JFKIAT employees with our Safety and Security Employee of the Month awards.



Foreign object debris walks

Foreign object debris (FOD) walks are held as part of the Safety Program, bringing the T4 community together to demonstrate that safety is our priority and we don't have an issue with getting our hands dirty for the safety of our employees and passengers on the airside. These walks bring awareness to the importance of maintaining clear, clean airside operations. Volunteers come together to pick up foreign object debris on the T4 ramp to deter any obstruction to airside operations. In 2024, we extended our foreign object debris walks an extra month due to external participation requests, bringing us to a total of seven walks.

TRAINING INITIATIVES

In 2024, we hosted various training initiatives that enhanced the overall safety and well-being of the T4 community. Below are a few key ones.



Care and logistics training

We provided annual care and logistics training to the T4 community and employees as part of the T4 Crisis Response Plan related to Family Assistance.

Care training
With care training, the T4 community was provided guidance on how to sensitively handle and deescalate the emotional states of family or friends during a crisis.

Logistics training
In logistics training, employees were shown how to launch and set up the three Family Assistance locations:

- Friends and Relatives Center
- Passenger Gathering Area
- Reunification Center

TSEP and Stop the Bleed training

We provided Transportation Security and Emergency Preparedness (TSEP) and Stop the Bleed training for 467 T4 employees from a total of seven companies, including JFKIAT employees.

CRISIS MANAGEMENT PROGRAM

Internal crisis communication assessment for reporting incidents

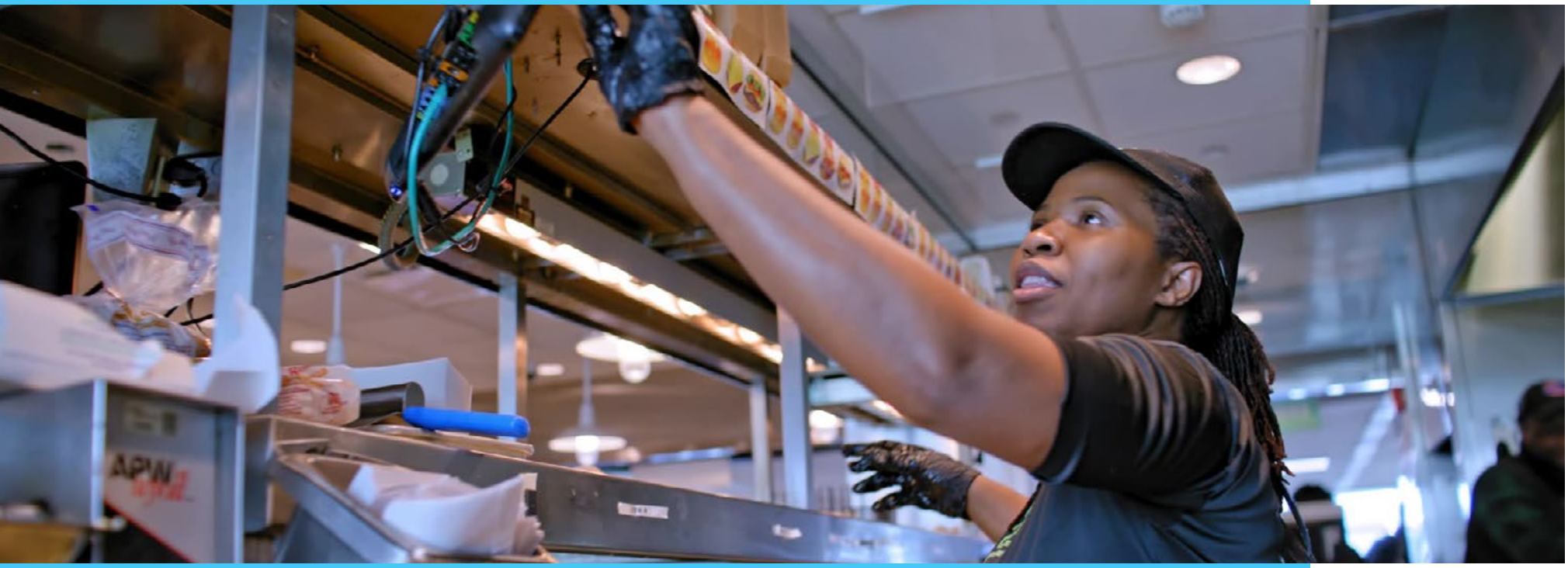
In 2024, we met with the Port Authority and connected with other airports to look into the benefits and feasibility of attaining a community application. At this time, we're exploring a consolidation of our internal communication programs, and the Port Authority will continue with community application feasibility in 2025. Currently, JFKIAT is utilizing the LiveSafe software for internal and external communications during incidents, which allows for community comms.

In 2024, we engaged employees in crisis communications and achieved 100 percent participation and registration in LiveSafe. We also exceeded compliance in communications testing with a 92 percent compliance rate.

T4 Ambassador Program

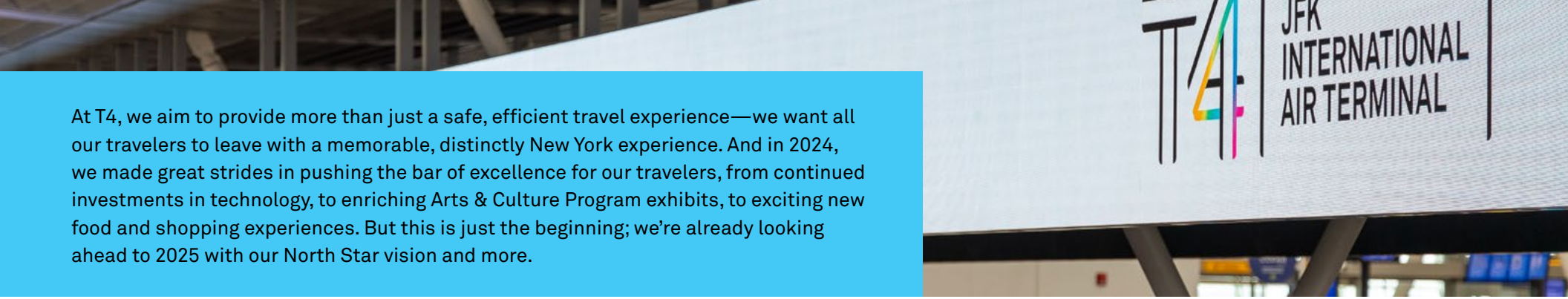
- We currently have close to 100 volunteers in our T4 Ambassador Program—the most volunteers in the history of the program! We're pleased to report that this program is well received both nationally and internationally.
- Our 10th Annual Safety and Security Conference was mostly dedicated to the T4 Ambassador Program, with volunteers launching the Family Assistance locations, Passenger Gathering Area, Friends and Relatives Center, and Reunification Center.
- We provided a tour of the Port Authority Emergency Operation Center, which ambassadors visited to understand the concept of crisis response.
- We conducted multiple tests with LiveSafe to ensure an open line of communication with our ambassadors. We used WhatsApp as a secondary means of communication.





DISTIINCTIVE CUSTOMER EXPERIENCE

Distinctive Customer Experience focuses on delivering a world-class travel experience by seamlessly facilitating passenger movement, enhanced by our committed T4 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.



At T4, we aim to provide more than just a safe, efficient travel experience—we want all our travelers to leave with a memorable, distinctly New York experience. And in 2024, we made great strides in pushing the bar of excellence for our travelers, from continued investments in technology, to enriching Arts & Culture Program exhibits, to exciting new food and shopping experiences. But this is just the beginning; we're already looking ahead to 2025 with our North Star vision and more.

DIGITAL SIGNAGE PROGRAM ENHANCEMENTS

Digital signage is vital to ensuring that the traveler experience is as intuitive and easy to navigate as possible. We made a number of updates to our digital signage in 2024.

Flight information refresh project

We replaced over 160 digital displays to begin our flight information display refresh project, improving the availability of flight information and enabling a 10 percent reduction in power consumption with new LCD technology.

Lane sorting identifiers

We implemented lane sorting identifiers for the digital displays in the Immigration Hall to assist passengers with wayfinding to the appropriate queue based on visa status. These identifiers also effectively manage expectations by displaying estimated queue wait times in real time.

Curbside digital displays

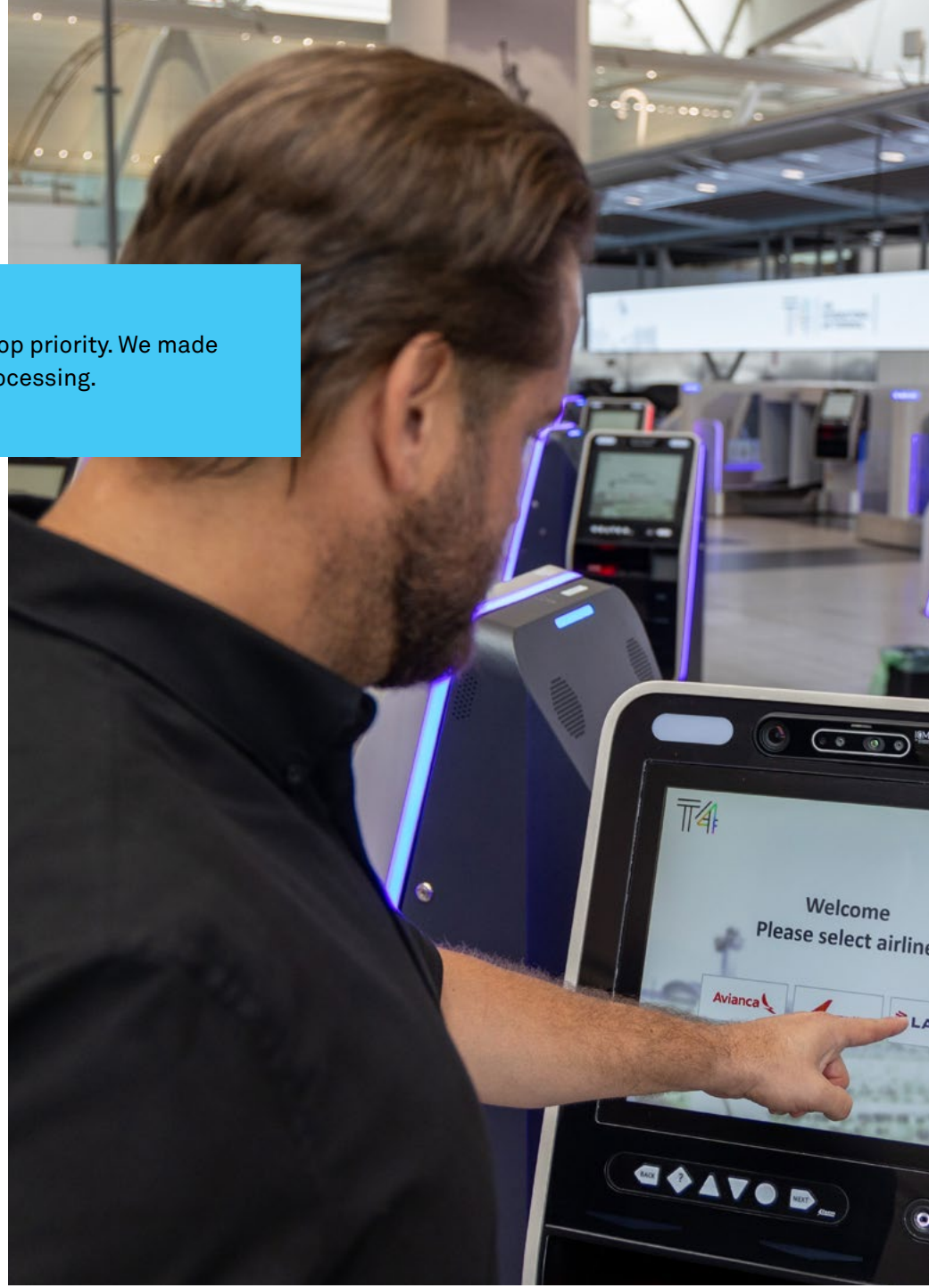
Curbside digital displays were successfully cut over to our centralized content management system by introducing dynamic airline logo content and passenger drop-off locations, which improved passenger flow on both the Departures and Arrivals levels. Formalized processes allowed us to modify traffic flow signage coming into the terminal to adapt to various construction projects happening at JFK.

Content improvements

Extensive digital signage content improvements were implemented, including the check-in video ribbons displaying codeshares through flights. We also introduced new hold room column displays that consolidate technology and inform passengers of important information, such as boarding timelines, destination status, and a vertical color beacon that's visible from the concourse and the gate hold area.

PASSENGER PROCESSING

Ensuring our guests have an efficient and seamless passenger experience is a top priority. We made a few key enhancements in 2024 that will streamline and improve passenger processing.



Ticket sales counters

We successfully relocated ticket sales counters to streamline ticket sales operations, optimize passenger flow, and reduce bottlenecks.

Self-service kiosks and bag drops

We deployed 40 automated self-service bag drop units and 100 self-service kiosks across the terminal, enabling faster check-in processes. This reduced average check-in times by 58 percent, from 12 minutes down to five.

Self-service check-in program

We continued to onboard airlines to a self-service check-in program. Upon full enactment of the program, continuous improvement measures were implemented to ensure that alternative airline practices were accounted for and as efficient as possible. Mobile workstations were deployed to allow for pre-kiosk document verification, antifatigue mats were added for staff comfort, and feeder belts were put into the traditional counters as requested by the airlines.

Biometric verification

We successfully rolled out biometric verification at self-service bag drop stations, improving security and convenience. 35,000 passengers verified using biometrics in 2024, achieving an 84.8 percent match accuracy rate, which enhanced the customer experience while maintaining rigorous security standards.

Following the successful completion of Amadeus Common Use Self-Service technology at check-in, we deployed new biometric content on digital totems supporting dynamic messaging for activating a biometric facial recognition trial at the self-service bag drop devices. This was a first of its kind in the US to enhance a seamless passenger experience at the bag drops!



Amadeus Airport Cloud Use Service

We completed deployment of the Amadeus Airport Cloud Use Service (ACUS) to provide a cloud-based Common Use Passenger Processing Services platform that allows airlines to easily connect to their departure control systems to manage check-in processes. Moving to Amadeus ACUS has provided several advantages that enable airlines to have greater flexibility. It's a cloud-based platform that allows easier maintenance and is more energy efficient.

Passenger flow management

In mid-2024, we expanded the Beonic LiDAR sensor-based passenger flow management solution to two additional areas within the terminal to measure queues, further enhance the customer experience, and reduce queue times.

The secondary security checkpoint on level 1 is now operational with LiDAR sensors to measure several queues. We've started to display estimated security queue wait times on the digital signage on level 1 to help passengers with self-load balancing for TSA security checkpoints. In collaboration with Customs and Border Protection, we implemented Copenhagen Optimization's Better Border application to predict passenger flows and get a clear overview of resourcing capacity to ensure a smooth experience for passengers, with the aim of reducing wait times.

Peak travel season improvements

Summer is peak travel season, and with that comes more people flying out of T4. Numerous working groups were introduced to prepare for this busy season. Additional staffing was added to queue management and bus operations.

A new program, Outsourced Divesting Officer, was introduced to bolster staffing at our TSA checkpoints. Assigning a terminal contractor to cover this post at each TSA lane made additional staffing available for TSA to open two additional lanes during peak periods, reducing overall process times. This initiative also increased throughput by 143 passengers per hour on average.

Within Customs and Border Protection, JFKIAT employed the Reimbursable Services Program to enable the funding of additional booths, reducing overall wait times by 60 percent on our busiest days. Additionally, signage was overhauled within Customs and Border Protection to drive additional utilization of Mobile Passport. Utilization of this program increased 2 to 4 percent after the deployment. Overall, these programs led to a successful summer peak season.

TERMINAL ENHANCEMENTS

T4 is buzzing with new enhancements to the terminal and our amenities, like smart restrooms, complimentary cart service, and more. We aim to ensure that every passenger's T4 experience is world-class.

Gate hold charger poles

We understand that staying connected is important to our passengers, so we invested in over 500 device charging stations equipped with duplex receptacles and USB ports for our gate hold seating area. The goal is to provide the traveling public with easy access to power so they can keep their devices fully charged.

TRAX smart restrooms

In 2024, we upgraded the customer feedback devices in all public restrooms to the TRAX SmartRestroom system. This enhancement strengthens our ability to deliver clean and orderly bathrooms by receiving customer feedback, identifying pain points, and knowing when any of our 34 main restrooms needs a quick clean. We've seen a 3 percent increase in feedback scores since the implementation.

Passenger boarding bridge carpet replacement

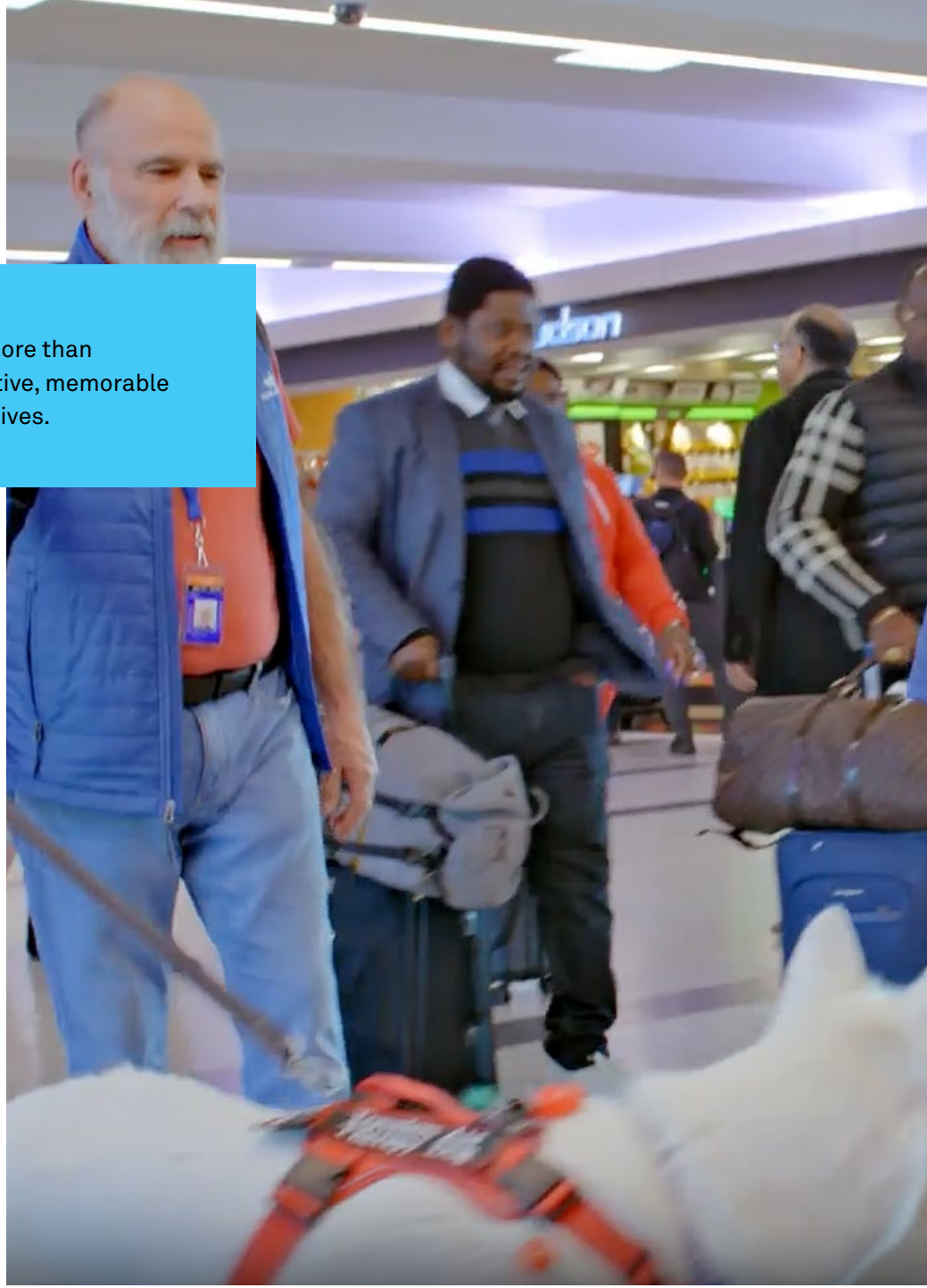
The team completed the installation of new carpet on the B31L2, B35, B39, B41, and A7L1 passenger boarding bridges, which were identified as the bridges that most needed a carpet replacement. These updates required collaboration between the customer experience team and operations to organize closures and perform the work.

Complimentary cart service

In partnership with Delta, we enhanced our electric cart service to improve visibility, accessibility, and communication. We accomplished this by implementing better signage, seating, and technology to streamline the cart service experience.



ENRICHING EXPERIENCES



At T4, we want to make air travel accessible and enriching for all travelers. It's more than getting from point A to point B; we want guests to leave our terminal with a positive, memorable experience. That's why we're excited to have launched a few key enriching initiatives.

Therapy dogs in partnership with Travelers Aid

Since August 2024, therapy dogs have been available in the terminal to provide affection, emotional support, and comfort to distressed passengers. We're lucky to be working with three therapy dog teams weekly to greet passengers and employees in the gate areas after security. Even the therapy dog handlers contribute to the program's success by sharing the dogs' "tales" and engaging in meaningful conversations with the community. From comforting passengers who miss their family pets to helping someone overcome their fear of flying, the visiting therapy dogs reduce anxiety during the travel experience. Amid the stress that some passengers experience in an airport environment, connecting with these animals helps put them at ease and improves their mental health.



KultureCity sensory room

We partnered with KultureCity to unveil a new sensory pod, a dedicated space for those needing a quieter, more secure travel environment. The sensory room has bean bags from Yogibo, visual light panels by Nanoleaf, activity panels, and air walls. The sensory pods are located post-security at T4 and are open 24/7 for travelers. Passengers who feel overwhelmed while traveling can also enjoy sensory bags—equipped with noise-canceling headphones by Puro Sound Labs, fidget tools, verbal cue cards (produced in conjunction with Boardmaker), and weighted lap pads. Families and individuals can download the free KultureCity app to view the sensory features available at T4 and where to access them.

T4 Arts & Culture Program

JFKIAT joined forces with the Bronx Zoo and Wildlife Conservation Society to bring unique installations and experiences to the terminal. This partnership created a hologram installation for passengers to experience the Bronx Zoo's animals and learn from director Jim Breheny. Through the immersive holographic experience, passengers encountered a variety of animals—from sloths to alligators, pelicans, warthogs, and more.

FOOD AND BEVERAGE, SERVICES, AND SHOPPING

At T4, we take pride in bringing the best of our city into our terminal for guests to experience. We hope they can get a taste of what the city is all about while they're traveling with us. In 2024, there were many exciting updates to our dining and shopping program. We recently opened seven new outlets at T4—including two Hudson stores and five new restaurants—and T4 is now home to our very first Starbucks locations!

Clear Channel pop-ups

Clear Channel secured successful pop-up shops with luxury beauty brands Gucci and Chanel and spirit brands Codigo and Dobel. These pop-ups totaled close to $100,000 in retail sales (in partnership with DFS for fulfillment) and close to $600,000 in advertising sales.

Queens Beat by Hudson

Queens Beat brings a curated selection of local offerings into T4. JFKIAT is working with local businesses to supply goods and merchandise that travelers may not have come across while visiting New York, giving them the opportunity to have an authentic local shopping experience during their journey through T4.

Hudson Nonstop

Powered by Amazon Go and Just Walk Out technology, Hudson Nonstop provides a seamless shopping experience for the busy traveler. The design of Hudson Nonstop's shopping experience is inspired by the speed and ease of nonstop flights. This concept provides travelers with an even more convenient and contactless way to enter, shop, and pay, giving them access to a wide variety of offerings from local businesses—from food and beverage to candles and handbags.



Partnership with HMSHost

JFKIAT partnered with HMSHost, a global leader in travel dining, to oversee concessions operations for seven local, minority-owned Airport Concessions Disadvantaged Business Enterprises that were named as joint venture partners, fostering economic opportunities and mentorship. As part of the $1.5 billion modernization and expansion of T4, the Port Authority and JFKIAT have introduced a diverse selection of locally based food and beverage concessions. The new lineup includes iconic New York brands such as Bessou, Dos Toros Taqueria, Boqueria, Eataly, and Villa Russo Café, a Queens-based family business and graduate of the JFK Airport Institute of Concessions. This initiative reflects our commitment to strengthening community ties, supporting minority- and women-owned businesses, and enhancing the passenger experience with authentic New York flavors.



Starbucks in Concourses A and B

We added not one but two highly anticipated Starbucks locations to T4. One store, located near gate B27, pays homage to Brooklyn's rugged industrial past with the brick bookending and framing the storefront. Designed by Brooklyn-based artist Misha Tyutyunik, the art throughout the new store connects elements evoking Brooklyn's industrial history with the borough's newer architectural hallmarks, pairing the universally loved coffee brand with a unique local atmosphere.

The other store is located on the A knuckle. It blends Brooklyn-inspired design with modern flair, featuring brick elements reminiscent of brownstones, warehouses, and the iconic Brooklyn Bridge alongside refined detailing inspired by the bridge's cable structure. A vibrant art installation by Brooklyn-based artist Ryan Seslow features bold patterns and colors that celebrate Brooklyn's creative spirit, neighborhoods, people, diversity, and iconic landmarks.

Melt Shop

After launching its first location in midtown Manhattan, Melt Shop has become synonymous with timeless comfort food, including grilled cheese, tater tots, and milkshakes. Passengers can now enjoy Melt Shop's full menu of delicious offerings during their T4 journey.



Boulton & Watt

Boulton & Watt began as an East Village staple, and its unique design, top-notch menu, and energetic atmosphere draw inspiration from the Industrial Age. The space evokes a distinctly downtown Manhattan institution where passengers can explore a curated selection of local dishes and an innovative beverage program.

Eastward Restaurant

This restaurant offers a menu that celebrates Long Island's local produce within a timeless seashore tavern atmosphere. Customers can sample fresh seafood, local brews, and more.

Capital One Lounge

We look forward to opening a new Capital One Lounge at T4 in 2025. The lounge will be 13,000 square feet within the Retail Hall and will feature a premium bar, in-lounge bodega, and cheesemonger experience for passengers.

PORT AUTHORITY EXCELLENCE AWARDS

The Port Authority's Aviation Department held the second annual Customer Service Excellence Awards ceremony to recognize terminal operators from JFK, Newark Liberty International, and LaGuardia that demonstrated exceptional performance, innovation, and commitment to excellence in customer service in 2024. JFKIAT received two nomination-based awards, serving as a testament to our community's hard work and dedication to creating a world-class terminal, as well as our commitment to prioritizing passengers as we continue T4's redevelopment.

Best Accessibility Experience award

JFKIAT was honored with the Port Authority's Best Accessibility Experience award for our commitment to creating a more inclusive and accessible travel experience. Through key initiatives aimed at enhancing accessibility for all passengers, we partnered with organizations dedicated to supporting travelers with disabilities and special needs. These collaborations included Open Doors Organization, which advocates for greater accessibility in travel; KultureCity, which provides resources for individuals with sensory sensitivities; and Travelers Aid, which offers assistance to those in need at the airport. In addition, we improved our cart services program by establishing dedicated pickup locations, offering added convenience for passengers.

Continuous Improvement Award

JFKIAT received the Port Authority's Continuous Improvement Award for our ongoing commitment to enhancing processes and fostering a culture of excellence in 2025. This recognition highlights T4's efforts to integrate cutting-edge technology to improve the departure and arrival experiences. Enhancements include the expansion of self-service bag drops to streamline the check-in process and the implementation of Mobile Passport Control to expedite entry for international travelers. Additionally, JFKIAT has reinforced our commitment to passenger well-being with a comprehensive cleanliness program, ensuring a safe, exceptional environment throughout the terminal.





Airline anniversaries, flight anniversaries, and new destinations

Milestones

15 YEARS AT T4

- Delta Air Lines
- Air Europa

20 YEARS AT T4

- Virgin Atlantic
- Emirates
- JetBlue
- Copa Airlines

Etihad Airways' return of A380

Xiamen Airlines returns flight operations to T4

Air India launches a new A350 aircraft

New routes

Delta Air Lines: LGW, GVA, MUN, SNN, NAP, LOS, PSP, SKB, BGI

Opening of Chase Sapphire Lounge with Etihad Airways

On January 23, the fully renovated Chase Sapphire Lounge with Etihad Airways opened its doors. A grand opening event was held with dignitaries from Chase, Etihad, and T4.

FUTURE **OUTLOOK**

Key priorities and focus areas for the coming year

Enhancing the customer experience at T4 in 2025

JFKIAT is committed to elevating our customer engagement and enhancing the passenger journey at T4. To achieve this, we're introducing new initiatives in 2025 aimed at providing seamless access to information and support.



Information zones

We understand that passengers expect convenient, efficient access to travel information and assistance. We'll strategically establish information zones throughout T4 to provide passengers with the tools they need to ensure a smooth and enjoyable travel experience. Key features will include:

- **Flight information displays:** Clear, real-time flight updates for easy navigation
- **Interactive maps:** User-friendly terminal maps to help passengers quickly locate gates, shops, and amenities
- **Self-service kiosks:** Kiosks equipped with advanced features such as journey planning tools and customer service support powered by AI chatbots, with the option to escalate queries to live agents when necessary

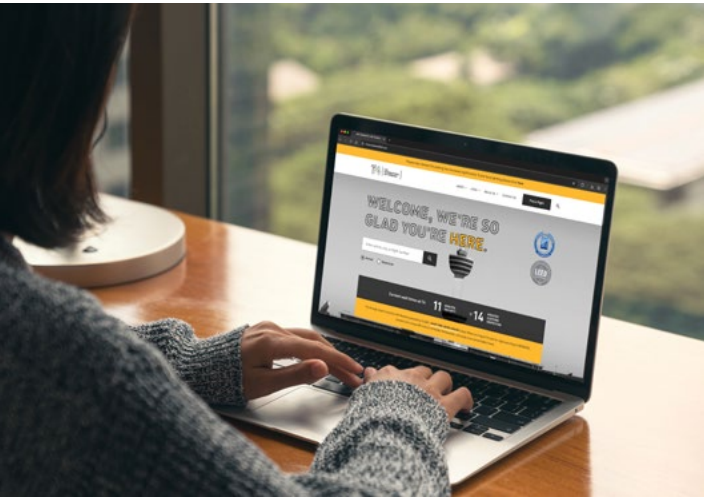
By integrating these components, the information zones will enhance the overall travel experience, providing passengers with a centralized resource for all their needs.

Website redesign

Our website is a vital touchpoint for passengers seeking information about our terminal, including flight details, wayfinding, shopping, dining options, and transportation. Currently, passengers can also use the site to send inquiries via a support email.

In 2025, we're taking significant steps to enhance this digital experience:

- **Redesigned website interface:** Streamlined navigation to ensure passengers can quickly and easily find relevant information
- **Enhanced "contact us" feature:** A modernized, user-friendly interface with a dynamic FAQ section for instant answers to common questions—plus an intuitive form for passengers to connect directly with JFKIAT support for personalized assistance



These updates will ensure that passengers feel supported throughout their journey, both online and at the terminal.

Enhancing value for money: Street pricing program

Historically, achieving strong airport service quality scores for value for money has been challenging for many airports, and T4 is no exception. In 2025, we're prioritizing our Street Pricing Program to ensure passengers feel they're receiving fair value during their time at T4. Key initiatives include:

- **Street pricing:** Ensuring that concessionaire prices for food, beverages, and other products are consistent with prices found at comparable local establishments
- **Value for money:** Providing good "value for the money" products, including $2 water, to enhance affordability and convenience for passengers

By keeping prices aligned with local establishments and emphasizing value, our goal is to improve passenger satisfaction and make T4 a model for value-driven airport experiences.



Brand and template refresh implementation

Last year, we began refreshing our branding and revising our templates to create alignment across all forms of communication—from PowerPoint presentations to external advertisements and social media. In 2025, we'll officially launch the refreshed branding and implement it company-wide for consistent use across all platforms.

Innovations for growth and convenience

To support our partners, we're piloting a point-of-sale data-sharing initiative with DFS to build a data lake, enhance reporting capabilities, and enable real-time, data-driven decisions across categories. We're also testing a Cash & Carry pilot to allow international passengers to make purchases directly with them, eliminating the need for gate delivery and improving the passenger experience.



Strategic investment in redevelopment

We're launching two RFPs—for specialty retail and for duty-free—scheduled for completion by Q3 2025, to upgrade offerings and capture new revenue opportunities.

Growing through marketing and advertising

Expanding advertising will unlock further revenue streams and promote external brands and in-terminal services (for example, lounges).

New and refreshed food and beverage offerings

In 2025, we'll increase the variety and footprint of our offerings by bringing more than fifteen new food and beverage concepts to T4. The new concepts will bring fresh options for travelers, with a focus on local and recognizable brands.



SUSTAINABLE PERFORMANCE

Sustainable Performance focuses on environmental stewardship, operational efficiency, and economic resilience. It targets achieving carbon emission reduction 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.



JFKIAT remains committed to sustainable performance. We continue to research, develop, and invest in sustainable solutions that benefit our community and our planet. We aim to provide not only a world-class experience but also a sustainable one, as illustrated by our 2024 accomplishments.

We accept the responsibility to increase our resiliency as an organization and further lead the aviation industry in sustainability. By incorporating sustainability into JFKIAT's business, we can help tackle climate change, reduce our carbon footprint, conserve resources, and improve our social standing in the Queens community. Our sustainability programs are constantly evolving, and we're making the proper adjustments to hold the highest environmental, social, and governance (ESG) standards.

Operationally, we continue to grow our passenger count, hosting over 27.7 million passengers in 2024, a 5 percent rise compared to 2023. In 2024, T4 remained a desired terminal destination across the aviation industry, and we witnessed an increase in total flights, cities served, and airline partners. Operationally, we made significant strides and reached vast accomplishments to meet the demand.

JFKIAT continues to prioritize and invest in sustainability initiatives, and a key indicator of this is our carbon intensity (carbon emissions per passenger) calculation. JFKIAT's carbon intensity has decreased year after year, with a 31% decrease in 2024 when compared to the baseline.

We've added additional scope 3 measurements to our greenhouse gas inventory, which resulted in added responsibility, transparency among our stakeholders, and proactive measures.

Our biggest challenge in meeting our carbon reduction goals involves reducing emissions associated with T4's hot and chilled water. Ninety-eight percent of JFKIAT's scope 1 and scope 2 (remaining) emissions are derived from the Port Authority–contracted KIAC facility, from which JFKIAT is mandated to source hot and chilled water. Until action is taken by external parties to make the facility more environmentally friendly, we'll be challenged to meet our goal of a 50% reduction in carbon emissions by 2030.

SUSTAINABILITY

At JFKIAT, our dedication to sustainability is at the core of our business. As the 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 and aim to provide a healthy, sustainable environment for our stakeholders and an eco-friendly journey for the millions of travelers who pass through our terminal each year.

Mission and strategy

Our mission is to perpetually advance sustainability initiatives by exploring opportunities in all ESG sectors to create a better, more eco-friendly terminal for all stakeholders. In doing so, we've developed a strategy that focuses on environmental stewardship, social responsibility, accessibility, 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 the Port Authority of New York and New Jersey 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 percent by 2030 and aim to reach net-zero from our scope 1 and scope 2 emissions by 2050.

Sustainable Development Goals

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 T4.

Carbon dioxide equivalent emissions



50% reduction of scope 1 and 2 emissions by 2030

100% reduction of scope 1 and 2 emissions by 2050

SUSTAINABLE DEVELOPMENT GOALS



2024 SUSTAINABILITY HIGHLIGHTS AND ACCOLADES

Carbon road map completion

We completed our carbon road map, creating a clear vision and strategy for achieving decarbonization and reducing our carbon emissions. The carbon road map aligns JFKIAT with the Port Authority's goals of a 50 percent reduction of scope 1 and scope 2 emissions by 2030 and net-zero emissions by 2050. It highlights carbon reduction strategies such as investing in renewable energy certificates and technologies, facility improvements, connecting utilities, and KIAC facility improvements.

Purchase of sustainable aviation fuels

To support the aviation industry's transition from conventional jet fuel to renewable fuel, we purchased approximately 9,000 gallons of sustainable aviation fuels (SAFs). The amount of SAFs purchased is based on calculated carbon emissions from JFKIAT business travel. From there, we partnered with Delta Air Lines to purchase and invest in SAFs.

Purchase of renewable energy certificates

In 2025, JFKIAT purchased Green-e® certified renewable energy certificates (RECs) for 2024 consumption. By purchasing RECs, we continue to invest in carbon reduction strategies and support the generation of renewable energy throughout the United States. With the purchase of RECs, JFKIAT is also utilizing green electricity, thus reducing electricity-related emissions to net-zero.

AAAE Airports Going Green sustainability award and panel

The American Association of Airport Executives (AAAE) awarded us the 2024 honorable mention for being a leader in aviation sustainability. In addition, a member of our sustainability team was a panelist on the Airlines & Airports Partnerships Panel, discussing the importance of partnerships between airlines and airports to achieve sustainability, and effectively positioning T4 as thought leaders in the sustainability sector for air travel.

Rainwater harvesting station installation

We installed two separate rainwater harvesting stations in Concourses A and B. The Concourse A station is pump-based and captures over 30,000 gallons of rainwater to be used as the toilet water in the Phase 2.5 bathrooms and the Delta Sky Club (Concourse A) bathroom.

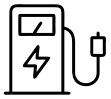
The second station, on Concourse B, is gravity-based and utilized by ABM to power wash, sweep, and clean the ramp side roadways. By installing these systems, JFKIAT reduces water consumption, reuses natural resources, and minimizes additional rainwater runoff.



Partnership with the Bronx Zoo

T4 formed a partnership with the Bronx Zoo and Wildlife Conservation Society focused on a shared commitment to sustainability and preserving surrounding communities In November, our partnership expanded with the launch of a campaign inclusive of mini spots across the terminal in CCA channels. Comprised of two spots for T4 passengers in the Retail Hall and both concourses, the campaign featured the New York Aquarium and the Bronx Zoo.

Through this campaign, JFKIAT educated and entertained passengers about our planet's wildlife and how they can protect our natural environment. This campaign is just one example of our comprehensive sustainability program. Through in-terminal information, JFKIAT raises awareness about biodiversity and provides enriching experiences for travelers. As a result, we foster a culture of sustainability at T4 that extends beyond the facility. By incorporating sustainability into our business and operations, we benefit the community and create memorable experiences.



Electrical ground support equipment charging stations

In 2024, JFKIAT, the New York Power Authority, and the Port Authority installed eight new charging stations at the Concourse B gates, providing 16 ports for electrical ground support equipment (EGSE), such as tugs and belt loaders, to charge from. This initiative continues to help the transition of ground-handling fleets to all-electric vehicles by 2030 as required by the Port Authority. T4 now has a total of 50 charging stations providing 100 charging ports to support electrical ground support equipment, with another five stations providing 10 ports to be completed in early 2025. As we continue to build out the electric charging infrastructure, ground handlers will be able to bring more EGSE onsite.



Indoor air quality assessment

We completed an indoor environmental air quality assessment to test the terminal's indoor air quality for carbon dioxide (CO2) and volatile organic compounds (VOCs). The test showed that T4 is in good standing for both CO2 and VOCs. Our performance demonstrates JFKIAT's commitment to a clean, healthy, and safe terminal for everyone.



LED retrofit project

We have been replacing existing fluorescent light fixtures with new LED fixtures over the past few years. The retrofit of the old, inefficient fixtures continues to lower power consumption from building lighting circuits and reduces the maintenance needed for lighting, as the lifespan of an LED runs between 50,000 to 100,000 hours (depending on conditions) compared to 7,000 to 15,000 hours on average for a fluorescent light. T4 increased LED fixture conversions in public spaces by 8 percent in 2024, reaching a total of 91 percent of light fixtures converted to LEDs.



Electric bus deployment

Continuing with our established strategy, JFKIAT added two more electric e.COBUS units to our fleet. Bus numbers 3 and 4 were commissioned early in the year, allowing for a further reduction in the use of our older diesel variants. A pre-delivery inspection was also undertaken in December for bus numbers 5 and 6, which are expected to be delivered in early 2025.

Green vehicle fleet replacement

JFKIAT's vehicle fleet was replaced with the latest models of plug-in hybrid vehicles on the market in a continued effort to follow our established strategy over the past few years. This fleet upgrade ensures the latest hybrid technology is used, reducing fossil fuel consumption.

New HRMS system

We partnered with TriNet to implement our new HRMS system, which will help drive innovation and sustainability through improving and automating processes within Core HR, such as onboarding, document management, employee/manager self-service, recruitment, performance management, benefits, and more.

LEED Building + Construction (BD+C)

For terminal construction and redevelopment, LEED submissions were completed for all new construction projects to meet LEED BD+C standards.

Expansion of aircraft turnaround management system

In collaboration with IT and Digital, we expanded the existing aircraft turnaround management system to include all non-Delta preferred gates on the A-Concourse. Further expansion to all T4 gates is planned in 2025.

Ownership of cooking oil disposal

In 2024, JFKIAT took ownership of the proper disposal of cooking oil. At T4, cooking oil is generated from multiple concessionaries, and as part of our Waste Management Program, the cooking oil is mandated to be captured and separated. With our partnership with Darpro Solutions, cooking oil is converted into renewable diesel and sustainable aviation fuels to be treated for future flight use. In 2024, JFKIAT oversaw the recycling of 92.99 tons of cooking oil.

Water-efficient fixture installation

We installed water-efficient fixtures in the renovated restrooms, reducing water consumption by 15 percent.

Operational efficiencies

In collaboration with Assaia, we expanded the aircraft turnaround management solution (Apron AI) to all common-use gates (A2–A8), with additional artificial intelligence detection events deployed at the end of May.

Part of the latest release included a new capability called Turnaround Control 2.0, which provides a detailed turnaround view and a new flight tile view that makes for a user-friendly platform. This maximizes efficiency and situational awareness of all active aircraft turns on a single pane of glass. The new watchlist feature enables operations, ground handlers, and airlines to manage and monitor their assigned turnarounds through live video feeds. In addition, we started the next phase of the expansion of the solution on the B-Concourse to extend the aircraft turn visibility from gates B20 to B40. The project is planned to be completed in Q2 2025, and the hope is to continue to improve on-time performance and reduce ground delays.

Eco-friendly materials for construction

T4 transitioned to eco-friendly materials for construction, diverting 143.05 tonnage of recycling waste from landfills.

Data analytics program

Following the development of a cloud data strategy with Wipro to utilize the Microsoft Azure data platform, we established an AI-enabled data analytics platform to provide a single view of terminal data across all functions. The target objective of our business intelligence program is to enable our teams to continually review and improve operations to achieve our long-term operational and efficiency goals.

We have centralized several operational data sources to gain insights from an operations 360 dashboard to gain end-to-end visibility into passenger and flight statistics, improve passenger check-in and security queue times, and boost airside on-time performance. Several other dashboards were developed to improve insights in order to enhance our decision-making, including intelligent rostering for JFKIAT's operational functions, safety and security data, customer experience and passenger segmentation insights, and tracking of sustainability metrics. In the next phase of the program, we plan to implement several other use cases that will further our goal of being a data-driven organization.

Tech stack modernization

In 2024, we upgraded our server virtualization platforms to support mission-critical systems and applications, enhancing operational efficiency, reliability, and future scalability. The modern virtualization technology stack provides improved performance and resilience, ensuring that our critical systems—such as flight schedules, baggage handling, and security operations—run smoothly with minimal downtime. Enhanced disaster recovery capabilities safeguard data and systems against unexpected failures, reducing the risk of disruptions to airport operations. Ultimately, these improvements contribute to a seamless passenger experience and operational excellence at T4.

Completion of waste bin project

We completed the final phase of the waste bin project, implementing new waste bins that comply with the Department of Homeland Security's standards. The new waste bins provide clear, transparent signage to encourage proper disposal. The signage is in accordance with T4's Waste Management Program, and the bins are easily accessible for service and maintenance by our janitorial staff.

Loading dock green initiative

Our loading dock green initiative had a few key updates in 2024.

- **Automated pallet collection recycling project:** The disorganization of pallets in the terminal impeded the loading dock and service corridor operations. Together with our sustainability partner, a collection of pallets was introduced to clean the loading dock and the service corridors. This provides a better working environment, addresses the recycling of pallets for sustainability efforts, increases diversion rates, and ensures safety.
- **Elimination of daily delivery sheets for the loading dock:** We automated the loading dock delivery process through the installation and introduction of the Veyor delivery system, which eliminates the need for paper, saves trees, and provides a more efficient delivery process.



ENVIRONMENTAL PERFORMANCE

Approach and methodology

In 2024, JFKIAT conducted a comprehensive voluntary greenhouse gas (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 percent by 2030 and 100 percent by 2050, achieving net-zero. The resulting report offers a detailed examination of JFKIAT's GHG emissions, encompassing scope 1, scope 2, and specific scope 3 emissions sources for 2024. The reporting boundary for the GHG inventory report incorporates all energy-related activities within JFKIAT's organizational boundary, 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. We selected the operational control consolidation approach to account for emissions, which includes all mandatory reporting data required in the standard.



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.

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.

Indirect GHG emissions: Scope 3

Scope 3 emission categories included employee commute, business travel and fuel, and energy-related tenant electricity consumption and waste generated in operations.

JFKIAT is required to purchase chilled and medium-temperature hot water from the Port Authority–contracted Kennedy International Airport Cogeneration (KIAC) Partners facility that supplies chilled water and medium-temperature hot water to T4, providing over 52% of JFKIAT's energy needs and accounting for over 97.8% of scope 1 and 2 emissions (market-based approach).

Our 2024 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 2024.

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 includes all JFKIAT-owned and -operated facilities at T4.

Emission source (in TCO_2e)	2019	2023	2024	Change with regard to baseline year
Scope 1	118	347	484	310%
Scope 2—location-based	23,526	34,051	37,976	61%
Scope 2—market-based	23,526	19,515	20,255	-14%
Total emissions (scope 1 + scope 2—market-based)	23,644	19,862	20,739	-12%
Scope 3	4,037	5,035	8,402	108%

JFKIAT was able to reduce scope 1 and scope 2 market-based emissions by 12% in comparison to the 2019 baseline. In addition, we analyzed additional data sources and matured our data collection process to increase our carbon accounting of scope 1 and scope 3 emissions. As a result, scope 1 emissions increased by 310% and scope 3 emissions increased by 108% compared to the 2019 baseline.

Carbon intensity	2019	2023	2024	Change with regard to baseline year
Passenger count (in millions)	21.86	26.37	27.7	27%
Emission intensity (scope 1 + scope 2—market-based) (TCO_2e/million passengers)	1,082	753	749	-31%

T4 witnessed a footfall of 27.7 million passengers—an increase of 27% over the baseline—but recorded a significant decrease in emissions intensity by 31%, primarily due to the integration of renewable electricity contracts.

Emission source (in TCO_2e)	Emission category	2019	2023	2024	Change with regard to baseline year
Scope 1	Natural gas	118	184	217	84%
Scope 1—stationary combustion	Diesel consumption	—	—	18.9	—
Scope 1—mobile combustion	Diesel consumption	—	99	165	—
Scope 2—location-based	Purchased electricity	10,119	14,536	17,720	75%
Scope 2—market-based	Purchased electricity	10,119	0	0	-100%
Scope 2	Purchased medium-temperature hot water	5,836	10,551	11,445	96%
Scope 2	Purchased chilled water	7,571	8,964	8,811	16%
Total emissions (scope 1 + scope 2—market-based)		23,644	19,862	20,739	-12%
Scope 3	Tenant electricity	3,615	4,777	5,675	57%
Scope 3	Business travel	—	50	57	—
Scope 3	Employee commute	422	208	307	-27%
Scope 3	Waste	—	—	2,363	—

Expanded reporting boundary

As part of the 2024 GHG inventory, JFKIAT collected additional data to account for scope 1 stationary combustion diesel consumption emissions used in checking the condition of emergency backup-power diesel generator units, as well as scope 3 emissions for waste consumption. These additional sources increased our overall carbon footprint.

Energy performance

T4 recorded a significant variation in energy consumption. This can be attributed to the terminal expansion that brought T4 to 2.5 million square feet, plus a record increase in passengers. Also, 2024 witnessed higher heating degree days (HDD) compared to previous years.

Energy consumption (in MBtu)	2019	2023	2024	Change with regard to baseline year
JFKIAT electricity	127,318	133,691	150,340	18%
Natural gas	2,244	3,498	4,130	84%
Gasoline	—	872	1,086	—
Diesel	—	1,335	2,472	—
Chilled water	115,542	146,384	143,881	25%
Medium-temperature hot water	62,802	71,356	77,398	23%
Tenant electricity	45,484	43,932	48,146	6%
Total energy	353,391	401,067	427,453	21%
Total energy intensity (MBtu/million passengers)	16,166	15,209	15,432	-5%

Electricity consumption (in MWh)	2019	2023	2024	Change with regard to baseline year
Own operation	37,315	39,183	44,062	15%
Tenant operation	13,331	12,876	14,111	6%



Water performance

In 2024, our water consumption decreased due to the introduction of water-efficient appliances and sustainable technologies such as the rainwater harvesting stations in Concourses A and B.

Water consumption (in cubic feet)	2019	2023	2024	Change with regard to baseline year
Own operation	10,913,083	9,210,062	6,699,747	-38%

*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, 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, remained consistent from 2023 to 2024. Including asphalt, our diversion rate was 59% for 2024. In 2024, 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, equipment, and steel. This year we diverted 3.94 tons of furniture and equipment from 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.

We diverted 143 tons of terminal construction waste from local landfills in 2024, with wood and metal as the two main types of diverted materials. Forty-four percent of all construction waste in 2024 was wood, and 21 percent was metal.

Waste (not including asphalt)	2019	2023	2024	Change with regard to baseline year
Landfill (tons)	2,844	2,900	3,445	21%
Diverted (tons)	3,059	2,833	3,257	6%
Total waste	5,904	5,733	6,702	13%
Diversion rate (%)	52%	49%	49%	-3%

Waste (including asphalt)	2019	2023	2024	Change with regard to baseline year
Landfill (tons)	2,844	2,900	3,445	21%
Diverted (tons)	3,913	4,073	4,994	27%
Total waste	6,757	6,973	8,439	25%
Diversion rate (%)	58%	58%	59%	1%



FUTURE OUTLOOK

JFKIAT continues to take proactive measures to reduce our carbon emissions and be a leader in sustainable aviation. We plan on upgrading terminal facilities, focusing on inclusivity and accessibility, and providing a world-class, equitable terminal. In 2025, we'll continue to invest in renewable energies and transition from fossil fuel sources to green power.

For example, as part of T4's plan to electrify ground support equipment, we plan to install additional charging stations and electrical infrastructure to support the transition to electric vehicles. By forging valuable relationships with our stakeholders and investing in sustainable technology, we're positioning ourselves as a visionary aviation company for years to come.



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're dedicated to upholding our responsibility to give back to and protect all people and places in our community. We've established a detailed, comprehensive 4GOOD structure for cultivating corporate social responsibility. Our aim with these programs is to strengthen our connection with the community, improve how we interact with our stakeholders, and make sure everyone involved with us is treated fairly and equally.

2024 was a year of outstanding achievement and progress across a variety of community engagements and donations. We're thrilled to have been able to continue to engage our diverse community through T4-specific and local events celebrating everything from Pride to Climate Week NYC. We've also upped our game regarding giving back through donations and volunteer opportunities. All this was made possible through the dedicated collaboration of our team members who championed these meaningful initiatives. We must pave the way for a more inclusive and equitable future; that's why we continue to build a proud community, ensuring T4 remains a place where diversity is celebrated, sustainability is prioritized, and everyone feels a sense of belonging.



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 T4 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're committed to fostering, cultivating, and preserving a culture of diversity, equity, inclusion, and belonging.

GIVING BACK

Each year, it's imperative that we give back to our community through donations and other direct contributions. And we're proud to have made some meaningful ones in 2024.

Donation platform continuation

JFKIAT continues to enhance and participate in our robust donation platform. In 2024, we donated approximately four tons of furniture and items to local organizations throughout the New York City and Queens communities. Donating items benefits local communities and allows JFKIAT to repurpose items and divert waste from landfills.

Through the inclusion of walkers and wheelchairs into our existing stroller donation program, we were able to increase contributions to The Bridge to Life.

Coin collection

In collaboration with T4 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 $45,000 in 2024, which was donated to support the following causes:

- August Martin High School
- Virgil I Grissom Middle School
- Jamaica Bay-Rockaway Park Conservancy
- American Diabetes Association
- Gateway JFK
- The Bridge to Life
- Bethany Baptist Food Pantry



LOCAL COMMUNITY EVENTS



Earth Month

To celebrate Earth Month, we partnered with Jamaica Bay-Rockaway Parks Conservancy and volunteered at the Jamaica Bay Wildlife Refuge. As part of this volunteer day, we planted over 1,000 plugs of Spartina patens to help stabilize Jamaica Bay's shoreline, protect local habitats, and provide ecological benefits to the bay's entire wetland system.

We also hosted a volunteer opportunity on April 20 in collaboration with the Trust for Public Land to clear debris and clean up waste at the Queensway, a community-led effort to transform a blighted, 3.5-mile stretch of abandoned railway in Central Queens into a family-friendly linear park and cultural greenway.

Lastly, we collaborated with the Materials for the Arts (MFTA) and local artist Natsuki Takauji to create an art exhibit of donated reusable plastics. The exhibit raised awareness about proper waste management and our partnership with the MFTA, where we annually donate materials.



Queens Pride Parade

Together with our business partners, over 50 JFKIAT and T4 employees participated in the Queens Pride Parade. We celebrated in style with a T4 float, music, giveaways, and entertainment.

York College tour

We spoke with students from York College about the relationship between sustainability, aviation, and their impact on the local community. We also discussed the unique career opportunities available in aviation sustainability and combating climate change.



Tools & Tiaras Inc. campers

JFKIAT partnered with Holt Construction to host campers from Tools & Tiaras Inc., a Queens organization dedicated to motivating girls to explore careers in the skilled trades. The event included an inspiring discussion featuring women leaders in the aviation industry, a construction and operational safety session, and a guided tour of T4 and the Holt Construction site.



Flushing International High School

JFKIAT attended Flushing International High School's Career Day to talk to students about career opportunities at JFK Airport and provide them with insights regarding airport operations.



Bethany Baptist Church's Annual Toy Drive

T4 donated toys, bringing joy to children in the community. We value our longstanding partnership with this incredible local institution, which is dedicated to enriching the lives of our neighbors and strengthening the Queens community.

Turkey donation

This marked the sixth consecutive year that we had the honor of donating turkeys to our community partner, Bethany Baptist Church, and it was our first year doing so for Vine Baptist Church. Additionally, we partnered with Crescent Companies and Senator Leroy Comrie to donate meals at the JFK Redevelopment Community Center during the season of giving.

Farmingdale State College

Some JFKIAT members were guest speakers at Farmingdale State College's Senior Aviation Class. During this event, they discussed various career paths within the aviation industry, shared insights on airport operations, and offered guidance on pursuing aviation careers.

T4 COMMUNITY EVENTS



Health and Wellness Day

Our annual Health and Wellness Day occurred on January 14. This event is held in concert with the Christ for the World Chapel, where our T4 community gathered to learn about the health and wellness programs that are available to them. This year was a successful one with 75 participants. The event included:

- Ergonomic and stretching exercises by Delta JFK Health Central
- General health checks, such as blood pressure measurement, by CitiMed
- Massages for over 50 employees by Be Relax spa



Celebration of International Women's Day

JFKIAT's luncheon featured a discussion of the 2024 Women's History Month theme, #InspireInclusion—a commitment to encourage, welcome, and recognize the individual perspectives and contributions of women from all backgrounds. We were honored to host two leaders in aviation for the occasion: Angela Gittens, Chair of the Board of Schiphol USA and a 2023 inductee to the National Aviation Hall of Fame, as well as Teresa Rizzuto of the Port Authority, General Manager of JFK International Airport.



Juneteenth Celebration

T4 successfully hosted our second annual Juneteenth Celebration, which consisted of live music, food, entertainment, and a panel moderated by Rachelle Antonine of the Port Authority. This year's panelists included Eboni Wimbush, President and CEO of Airport Minority Advisory Council (AMAC); Nantasha Williams, Councilwoman of District 27; Clyde Vanel, Assemblyman District 33; and Vernon M. Taylor, JFKIAT's Director of People Operations. They discussed the meaning of Juneteenth, talked about career opportunities in aviation, and provided the audience with advice.



Employee Appreciation Day

Employee Appreciation Day was held at the end of August, and, as usual, it was a great success. 4,200 employees attended the day full of fun, games, great food, and time well spent. In 2025, T4 is excited to be celebrating our 10th annual event.

Religious celebrations

In collaboration with the multifaith chapels, JFKIAT supported numerous holiday celebrations throughout 2024, including Passover, Purim, Eid, Sukkot, Ramadan, Christmas, and Chanukkah.

Job fair

JFKIAT, in collaboration with the Council for Airport Opportunity, the Office of Second Chance, and 16 business partners, hosted a job fair attended by 800 job seekers.



Climate Week NYC 2024

To celebrate Climate Week NYC, the JFKIAT sustainability team, alongside local partners, met with passengers and other airport stakeholders to discuss the importance of combating climate change and distributed LEED recertification surveys and reusable tote bags.

JFK Institute of Concessions tour

We hosted two terminal tours in partnership with the JFK Institute of Concessions. Businesses had the opportunity to engage with various concessionaires who shared their knowledge and the resources needed to thrive in the competitive world of concessions.



Girls in Aviation

JFKIAT attended and spoke at the Girls in Aviation event organized by the Port Authority. This event showcased the wide range of opportunities within the aviation industry, extending beyond traditional roles such as pilots and flight attendants. Speakers shared insights from their career paths, including how taking chances and embracing opportunities led them to their current roles. They also emphasized that aviation career paths are not defined by gender but by one's individual characteristics and abilities. Their discussions explored opportunities across all areas of the field and raising standards.



Vaughn College AAAE Student Chapter Club

JFKIAT was on a panel at the Vaughn College American Association of Airport Executives (AAAE) Student Chapter Club event alongside Chris Rhoads, former General Manager of LaGuardia Airport. The discussion covered career journeys, lessons learned early in their careers, qualities employers look for in candidates, upcoming aviation innovations, and essential tools for success in airport operations. It also highlighted the benefits of AAAE membership, the importance of industry involvement, professional experiences during the COVID-19 pandemic, and key insights from JFK and LaGuardia redevelopment projects.



4Excellence breakfasts

In 2024, JFKIAT was honored to host our quarterly 4Excellence Rewards and Recognition Breakfasts to celebrate an impressive 2,598 employee nominations. The nominations, which came from both passengers and peers, recognized a select group of T4 staff for their unmatched commitment to providing seamless, safe, and memorable experiences for travelers.



Value Recognition Program Breakfast

We hosted JFKIAT's first Value Recognition Program Breakfast with the Workers Council to celebrate nominated employees and winners. Each quarter, we highlight one of our core values, recognizing employees who exemplify it through nominations and awards.

T4 ACCOMPLISHMENTS

Annual employee engagement survey

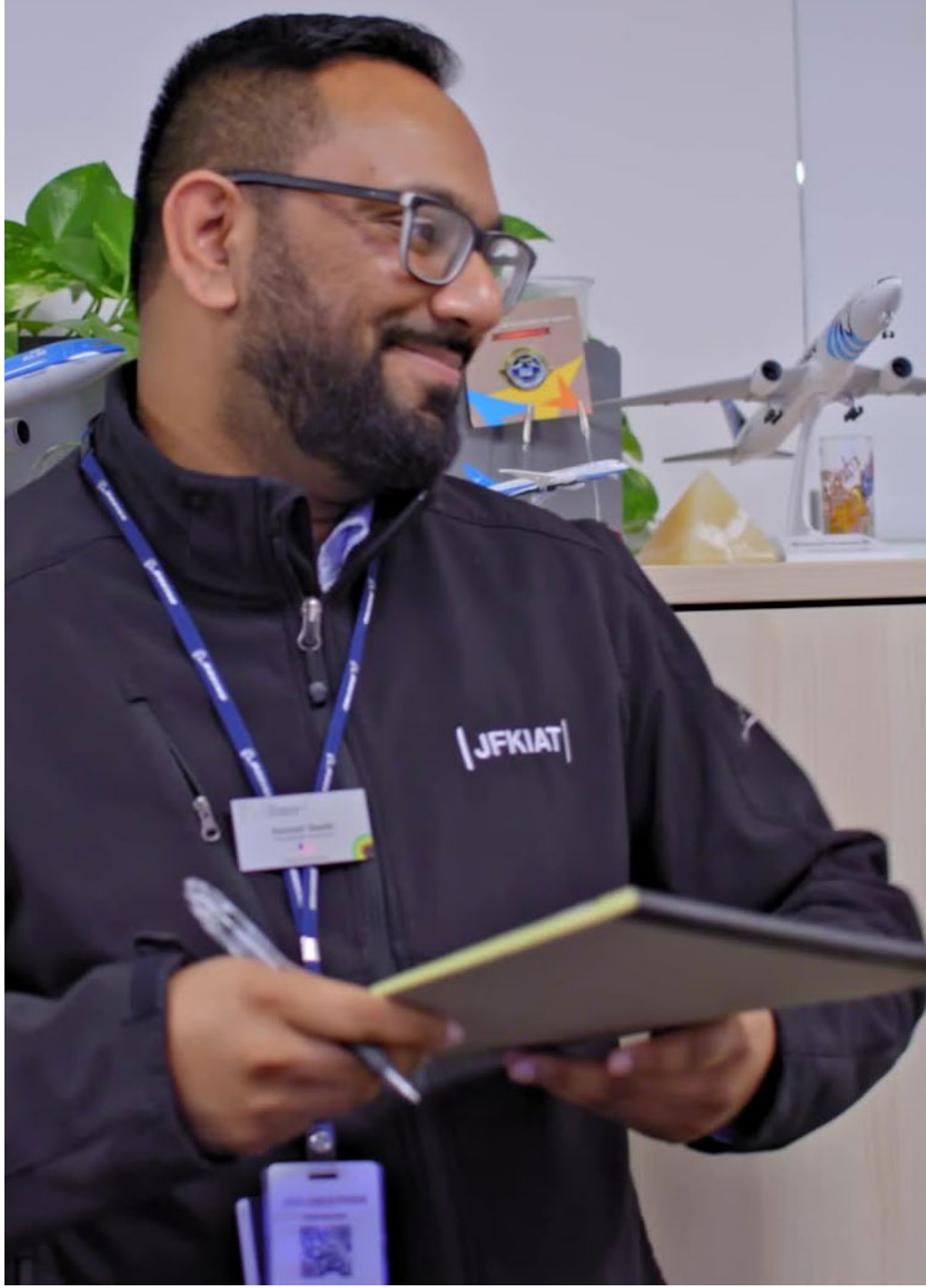
JFKIAT's annual employee engagement survey received a 94 percent participation rate and an overall engagement score that remains above benchmark at 8.0, meaning our employees' engagement levels are above average. This survey helps us make data-driven decisions that are linked to the success of the organization.

Digital updates

We deployed employee experience displays at all JFKIAT office complex locations to enhance employee engagement, inform our staff of organizational updates, promote awareness of our corporate strategy and values, and share other information.

Port Authority goals

JFKIAT met and exceeded the Port Authority's 30 percent minority and women-owned business enterprise (MWBE) and 10 percent local business enterprise (LBE) goals, with our actuals at 44.9 percent for MWBE and 9.4 percent for LBE.



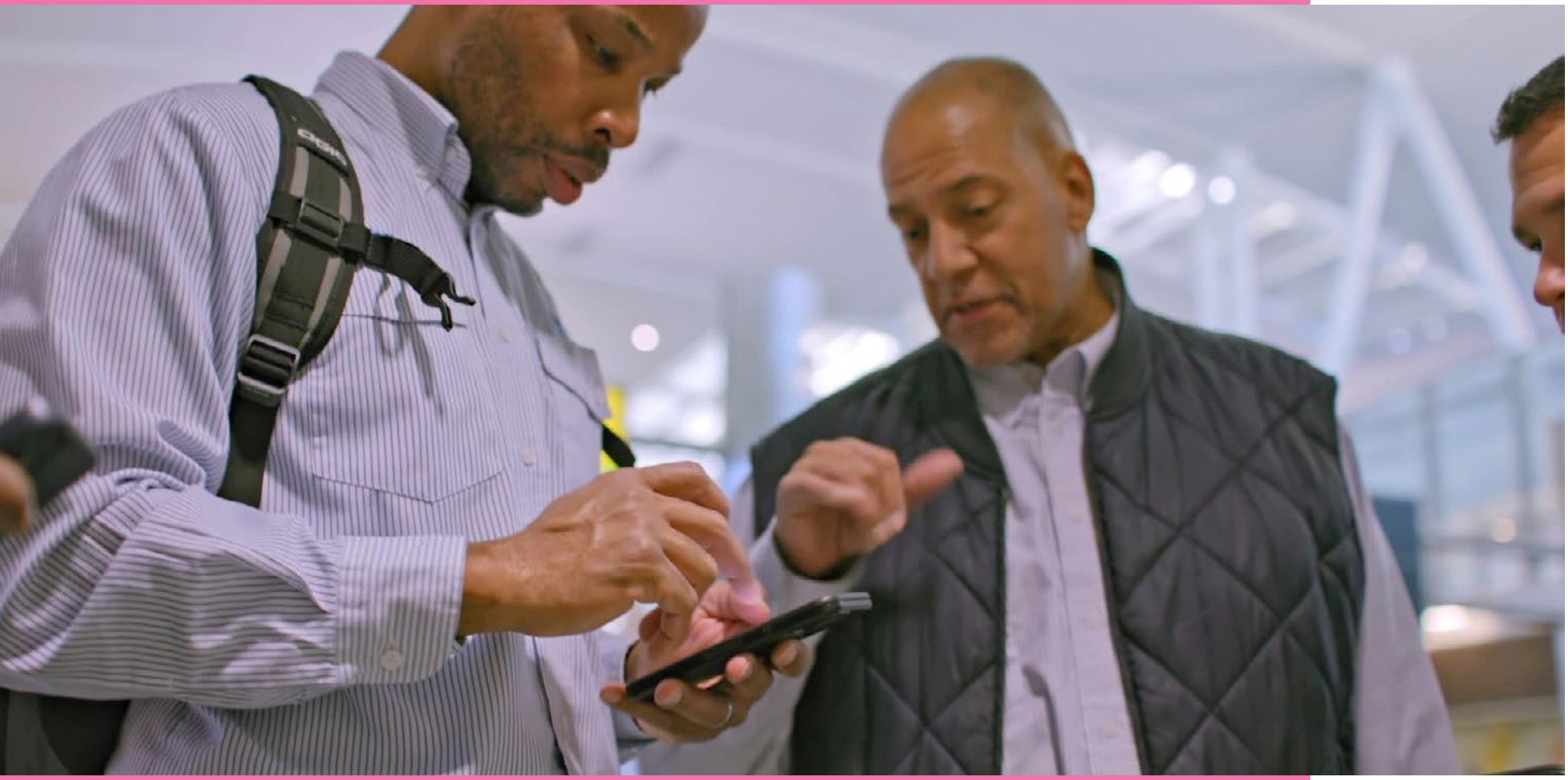


FUTURE OUTLOOK

At JFKIAT, we proudly celebrate the diversity that defines our community. In 2025, we'll continue to honor and recognize the rich cultures, identities, and traditions that bring vibrancy to our employees, terminal, and community.

Through celebrations of Black History Month, Women's History Month, Arab Heritage Month, and Earth Day, we'll continue to promote inclusivity, awareness, and respect for all. Events such as Asian Pacific American Heritage Month, Juneteenth, Queens Pride, and Veterans Day will reinforce our strong commitment to creating an equitable and welcoming environment.

We proudly support local, educational, minority, and nonprofit organizations, reflecting our dedication to economic diversity and community enrichment. By engaging in these critical events, and with the support of our DEIB and 4GOOD committees, we reaffirm our commitment to fostering a supportive community and providing a platform for every voice. Together, through shared learning and appreciation, we strive to build a brighter, more inclusive future for everyone who is the heartbeat of our terminal.



FINANCIAL STATEMENTS

SUMMARY OF FINANCIAL DATA

2024 financial highlights

International financial reporting standards (in $ millions, except for ratios, EPAX, and $ per EPAX)

	2024	2023	Variance $	Variance %	Trend	2022	2021	2020	2019	2018
Total revenues (aviation and commercial)	746	643	103	16%	↑	499	309	288	473	468
Total expenses	218	198	(20)	10%	↑	161	130	135	156	147
Net operating income (gross margin)	528	445	83	19%	↑	338	178	153	317	322
Total gross margin %	71%	69%		2%	↑	68%	58%	53%	67%	69%
Net income	383	337	46	14%	↑	258	96	88	183	187
Debt service coverage ratio*	3.60	4.04			↓	3.81	6.56	1.29	2.44	2.42
Enplaned passengers (EPAX)	13.7	13.0		5%	↑	8.9	5.9	3.2	10.8	10.8
Aviation revenue ($ per EPAX)	46.98	42.67	4.31	10%	↑	49.67	45.00	73.17	36.50	36.67
Non-aviation revenue ($ per EPAX)	7.56	6.83	0.74	11%	↑	7.66	5.76	9.22	7.09	6.64
Total cost ($ per EPAX)	15.95	15.25	(0.70)	5%	↑	18.12	22.20	41.79	14.41	13.56
Aviation gross margin ($ per EPAX)	31.03	27.42	3.61	13%	↑	31.55	22.80	31.38	22.09	23.11
Debt ($ per EPAX)	151.87	163.70	11.83	-7%	↓	244.74	152.00	288.41	110.55	117.95

*DSCR is high for the 12 months ending November 30, 2021, due to the reduction in debt service resulting from the proceeds of refinancing. Excluding these proceeds, the DSCR for the period spanning December 1, 2020, to November 30, 2021, is 2.06x.

SUMMARY OF FINANCIAL PERFORMANCE IMPACTS

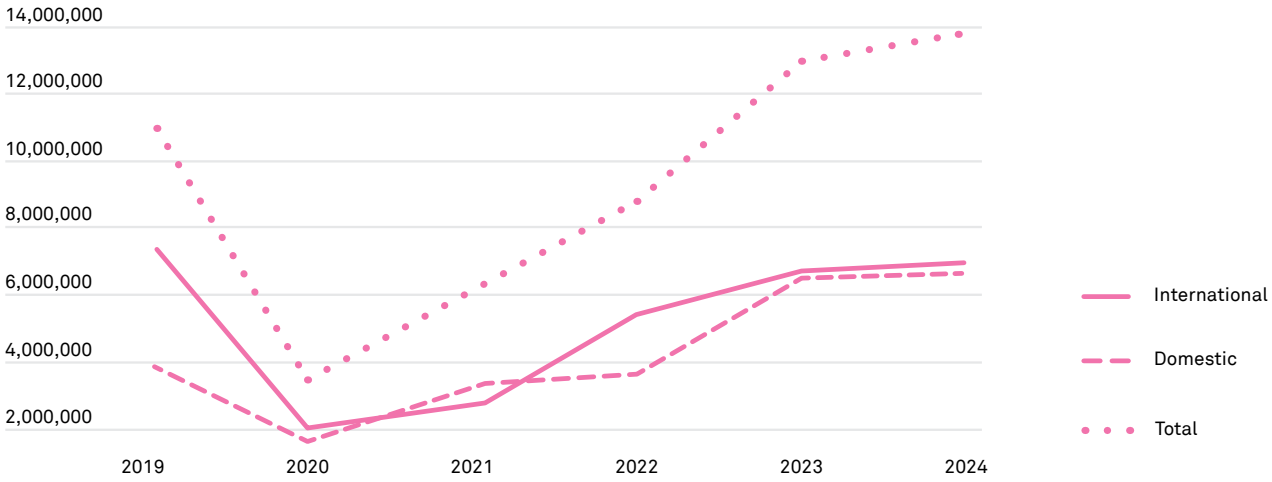
In 2024, enplaned passengers (EPAX) increased by approximately 5 percent over 2023 and exceeded 2019. Ten new gates opened in 2023, and Delta's Terminal 2 operations were consolidated into T4. Demand for international travel by US nationals has increased in the aftermath of the pandemic, increasing load factors as well as demand for premium cabin seats.

Revenue in 2024 was up 16 percent from 2023, 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 2024 were 10 percent higher than in 2023 and 40 percent higher than in 2019. The cost growth reflects an increase in EPAX of 5 percent over 2023, and 26 percent over 2019, as well as increases due to growing passenger activity, traffic management, security, cleaning, snow removal, IT, and building maintenance costs.

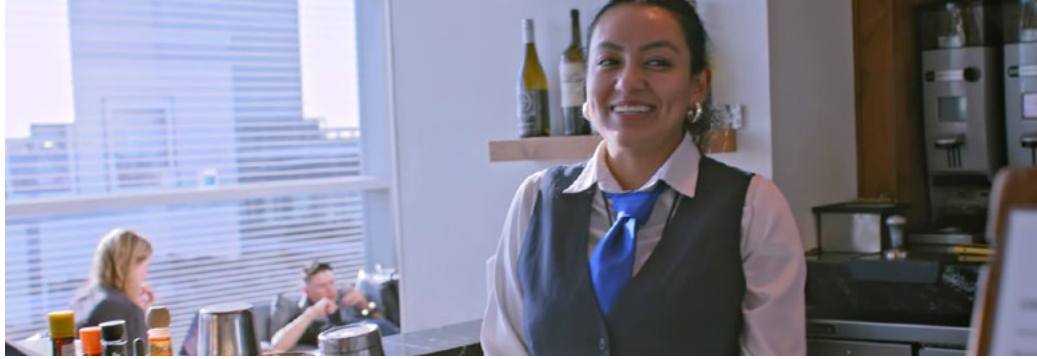
Debt service costs in 2024 decreased by 7 percent from 2023 due to increased EPAX in 2024 along with principal debt payments on Series 2020A and 2020C.

2019–2024 YTD enplanement





RETAIL AND COMMERCIAL REVENUES



Retail and commercial revenues continued to grow in 2024, reflecting the strong partnership between JFKIAT, concessionaires, and business partners. In 2023, we focused on gathering qualitative insights into passenger preferences through surveys and market research. In 2024, we advanced this approach by investing in technology to analyze quantitative data on spending habits and piloting new initiatives to enhance sales and customer experience.

POS pilot program

One of our key initiatives, the point-of-sale program launched in Q4 2024, capturing real-time transaction data from duty-free locations. Combined with enhanced reporting across departments, this program allows for deeper insights into passenger behavior and data-driven decision-making.

Convenience retail

We saw strong performance in convenience retail, driven by the addition of two new Hudson locations designed to enhance the NYC sense of place:

- **Queens Beat** is the first location aligned with our borough-themed retail strategy. It reflects the culture of Queens with tailored artwork from Queens artists and a curated assortment of food, beverage, and souvenirs from Queens vendors.
- **Hudson Nonstop**, powered by Amazon's Just Walk Out technology, aligns with T4's focus on tech-enabled solutions to streamline operations and enhance the customer experience.

Duty-free sales

Duty-free sales grew in line with enplanements, supported by a renewed focus on beauty. With the removal of duty-free signage above the main beauty location, targeted strategies aim to drive domestic passenger conversion in key categories like beauty.

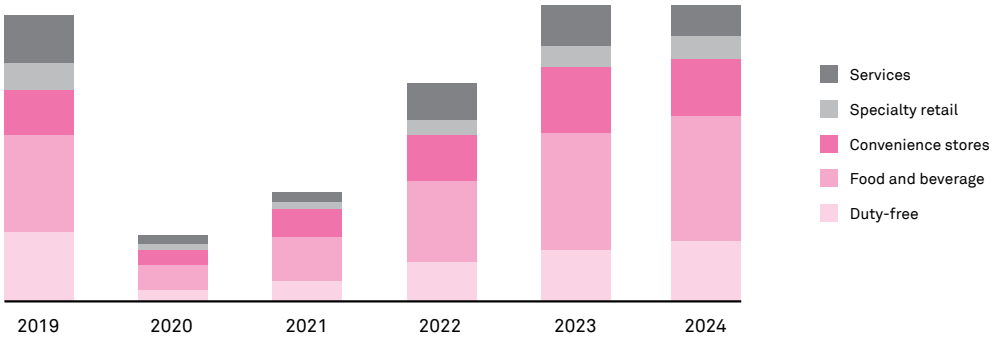
Specialty retail

Retail continued to perform strongly, with confection and gifting categories leading to growth. Some stores are experiencing a shift in traffic due to increased lounge usage, highlighting the need for stronger pre-lounge messaging to engage passengers earlier in their journey.

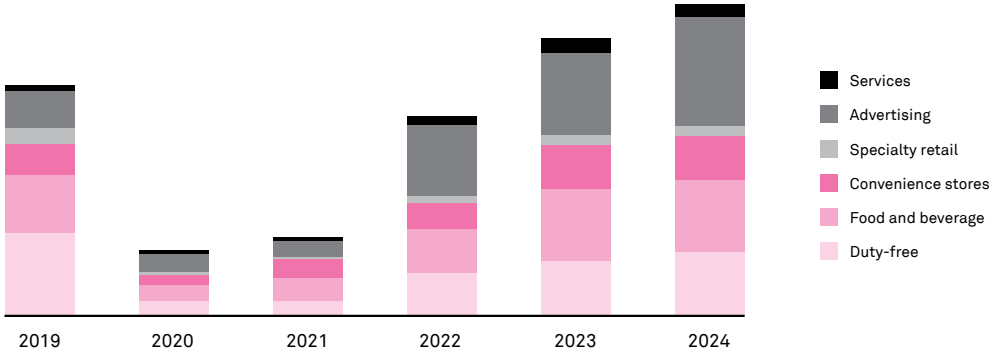
Food and beverage

The food and beverage capture rate grew modestly in line with traffic growth. With the increase in our passengers, we're looking to better meet their evolved expectations by providing more choices and variety. JFKIAT's commercial redevelopment in 2025 will further impact food and beverage performance as some locations close and some new, refreshed options are introduced. We will also work with our partners to focus on improving customer experience to increase average transaction value and capture rate.

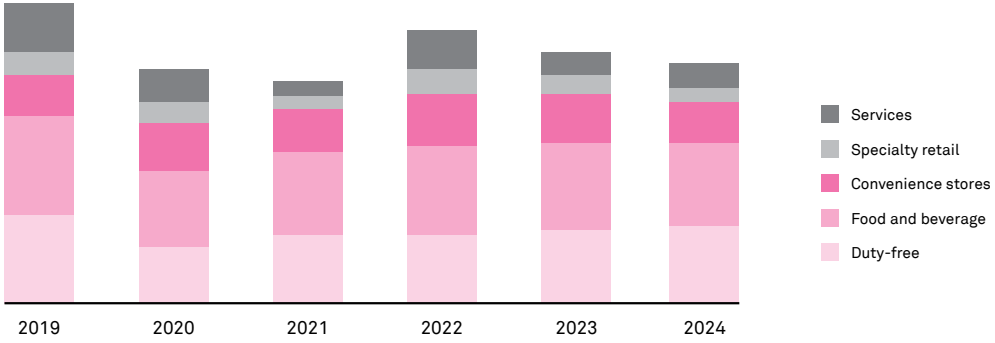
T4 sales

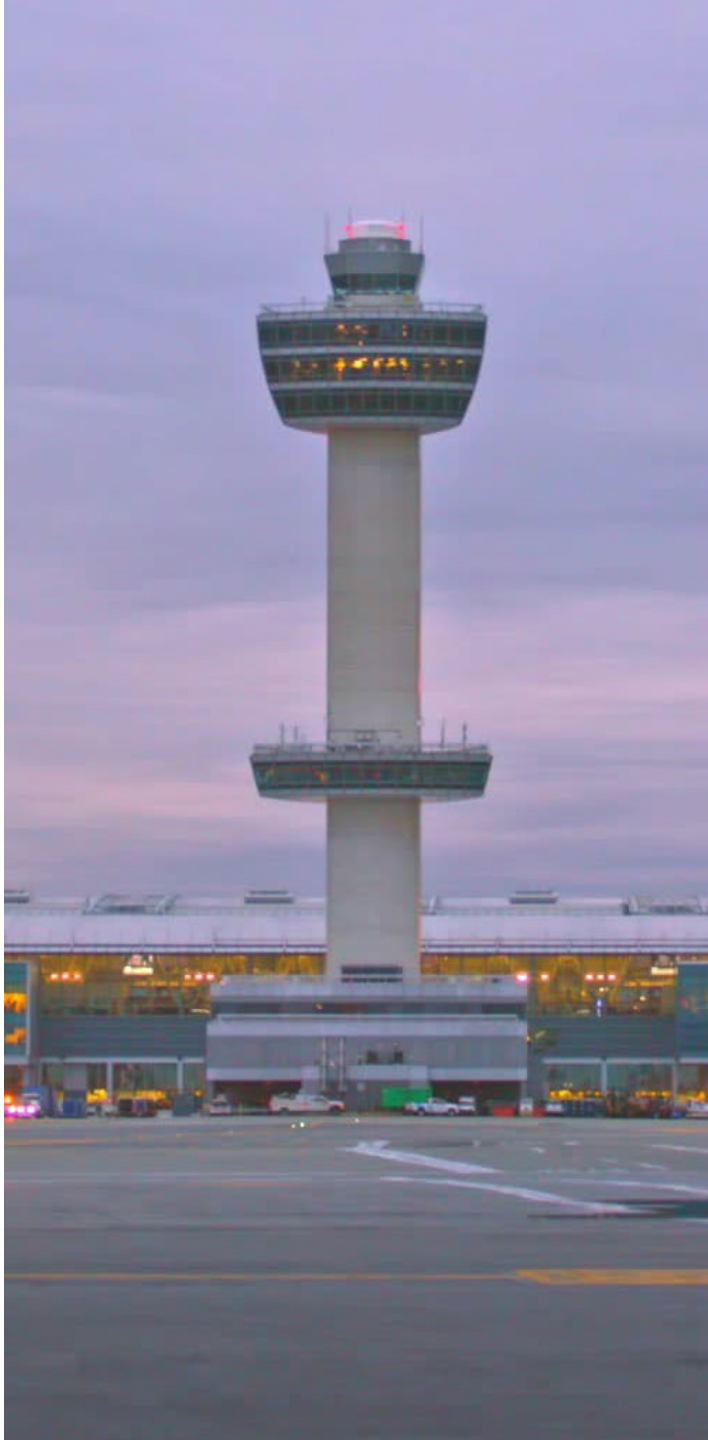


T4 revenue



Sales per enplanement







FUTURE OUTLOOK: CONCESSIONS

Looking ahead, we'll launch two RFPs for specialty retail and duty-free in 2025 to drive new revenue opportunities, refresh the brand mix, and expand high-performing categories such as beauty, confection, souvenirs, and giftable accessories.





SUPPLEMENTARY INFORMATION



ABOUT THIS REPORT

JFKIAT Terminal 4's 2024 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 95. This report covers JFKIAT's 2024 environmental, social, and governance programs and performance. All reported performance data is for the calendar year ending on December 31, 2024, unless stated otherwise. All financial data is reported in US dollars. For more information about JFKIAT's sustainability programs and business performance, please visit the Social Responsibility section of our website at jfkt4.nyc/sustainability/social-responsibility. To provide feedback or request additional information, please contact us at jfkt4.nyc/contact or (718) 751-3800.

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