

17 December 2025

International Cargo Area Modernization Project at KIX - Cargo Next -> Driving the next 30 years -

Kansai Airports is pleased to announce the launch of the international cargo area modernization project, "Cargo Next ->", at Kansai International Airport (KIX).

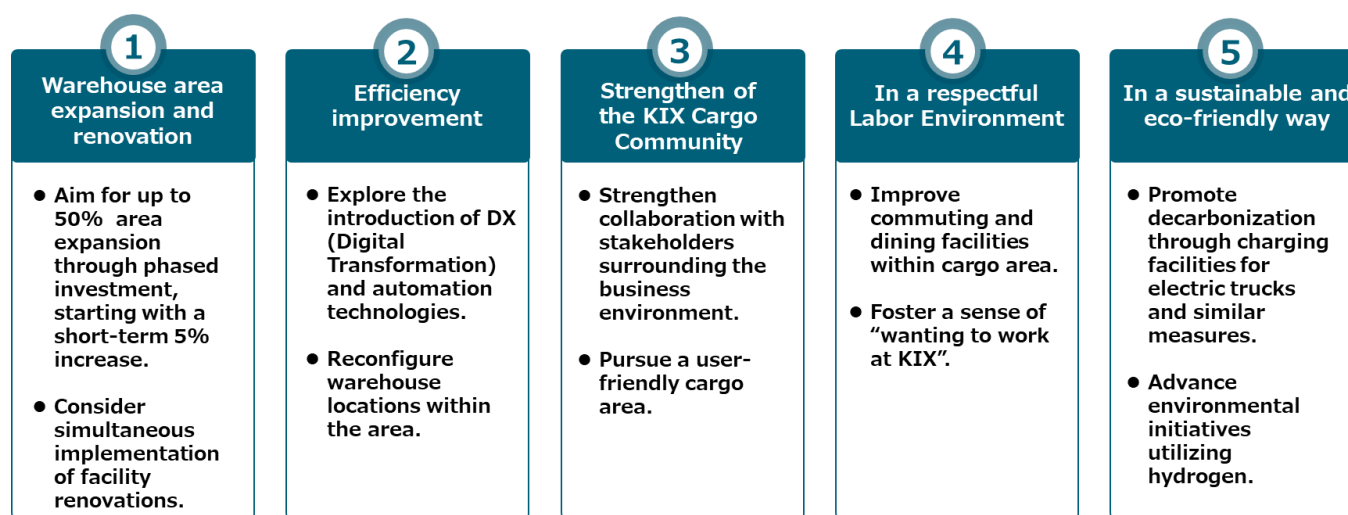
This project aims to expand and renovate cargo facilities, promote digital technologies, optimize the facility layout for greater efficiency, strengthen partnerships with stakeholders, improve working conditions, and advance initiatives to reduce environmental impact for the future cargo operations at KIX.

For over 30 years since its opening in 1994, KIX has met various demands of cargo transportation in collaboration with stakeholders, offering services such as Japan's top-quality pharmaceutical service. Looking ahead to the next 30 years, we are focused on meeting growing demand and capturing untapped demand by expanding the capacity of the cargo warehouses and enhancing functionality and efficiency.

Kansai Airports Group will continue to collaborate with all stakeholders, looking ahead to the future of air cargo operations, and will keep improving the efficiency and quality of cargo handling.

Objectives:

- Expansion and renovation of cargo facilities
- Promotion of digital technologies and enhanced efficiency in facility operations
- Stronger cooperation with stakeholders
- Improved working environment
- Advancing initiatives to reduce environmental impact



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Kansai Airports was established by a consortium made up of VINCI Airports and ORIX Corporation as its core members. Kansai Airports took over the operations of Kansai International Airport ("KIX") and Osaka Itami Airport ("ITAMI") from New Kansai International Airport Company ("NKIAC") and has been operating the two airports since 1 April 2016.

Kansai Airports Kobe, Kansai Airports' wholly-owned subsidiary, took over the operations of Kobe Airport ("KOBE") from Kobe City and started its business as an operating company on 1 April 2018.

Under the concept of "One Kansai Airports Group", Kansai Airports group strives to continuously improve its services for all airport guests through appropriate investments and efficient operations, with safety and security being the top priority. Kansai Airports group aims to maximize the potential of the three airports, for the benefit of the communities they serve.

For more information, please visit : <http://www.kansai-airports.co.jp/en/>

Kansai Airports

Location	1-banchi, Senshu-kuko kita, Izumisano-shi, Osaka	Shareholders	ORIX 40%, VINCI Airports 40%, Other investors 20% ¹
Company Representatives	Representative Director and CEO: Yoshiyuki Yamaya Representative Director and Co-CEO: Benoit Rulleau		
Business Scope	Operation and management services, etc. of Kansai International Airport and Osaka Itami Airport		

Kansai Airports Kobe

Location	1-ban, Kobe-kuko, Chuo-ku, Kobe-shi, Hyogo	Shareholder	Kansai Airports 100%
Company Representatives	Representative Director and CEO: Yoshiyuki Yamaya Representative Director and Co-CEO: Benoit Rulleau		
Business Scope	Operation and management services, etc. of Kobe Airport		



ORIX Group was established in 1964 and is a corporate group active around the world in financing and investment, life insurance, banking, asset management, real estate, concession, environment and energy, automobile-related services, industrial/ICT equipment, ships and aircraft. We operate in around 30 countries and regions with approximately 34,000 people. We unite globally around our Purpose: "Finding Paths. Making Impact.", combining diverse expertise and innovative thinking to help our world develop in a sustainable way. For more information: <https://www.orix.co.jp/grp/en/>



VINCI Airports, as the leading private airport operator in the world, manages the development and operation of more than 70 airports located in 14 countries. VINCI Airports draws on its expertise as a comprehensive integrator to develop, finance, build and operate airports, leveraging its investment capability and know-how to optimise operational performance and modernise infrastructure while bringing about their environmental transition. In 2016, VINCI Airports became the first airport operator to commit to an international environmental strategy, setting itself the aim of reaching zero net emissions (scope 1 and 2) across the network by 2050 while supporting its stakeholders' transition.

For more information: www.vinci-airports.com

¹ ASICS Corporation; Iwatani Corporation; Osaka Gas Co., Ltd.; Obayashi Corporation; OMRON Corporation; The Kansai Electric Power Company, Incorporated; Kintetsu Group Holding Co., Ltd.; Keihan Holdings Co., Ltd.; Suntory Holdings Limited; JTB Corp.; Sekisui House, Ltd.; Daikin Industries, Ltd.; Daiwa House Industry Co., Ltd.; Takenaka Corporation; Nankai Electric Railway Co., Ltd.; NTT WEST, Inc.; Panasonic Holdings Corporation; Hankyu Hanshin Holdings, Inc.; Rengo Co., Ltd.; The Senshu Ikeda Bank, Ltd.; Kiyo Holdings, Inc.; The Bank of Kyoto, Ltd.; THE SHIGA BANK, LTD.; The Nanto Bank, Ltd.; Nippon Life Insurance Company; Mizuho Bank, Ltd.; Sumitomo Mitsui Trust Bank, Limited; MUFG Bank, Ltd.; Resona Bank, Limited; and the Private Finance Initiative Promotion Corporation of Japan.

Cargo Next

– Driving the next 30 years - Summary

17 December 2025



PROJECT STATEMENT

Cargo Next→

次の30年を動かす。

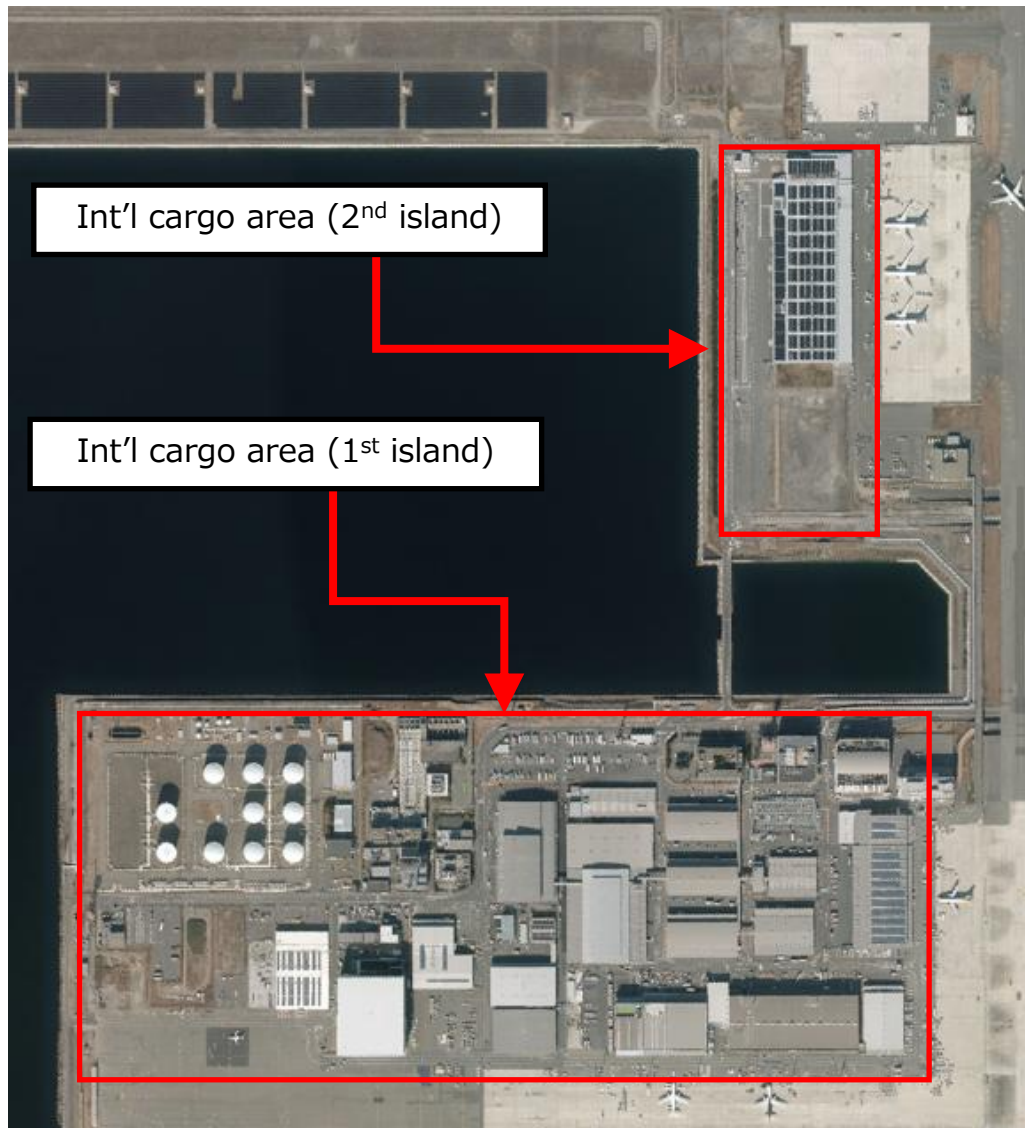
“Move the future of logistics.”

Since its opening in 1994, Kansai International Airport has built a 31-year history.

Now, we look ahead to the next 30 years and accelerate investment in the cargo area.

We will work together with all stakeholders who use Kansai Airport to shape the future cargo area.

Location of International Cargo Area



Overall map

Current Situation and Challenges for KIX cargo activity

01 Today, KIX captures only a limited share of its natural market

KIX only captures about 60% of the cargo originating from the Kansai region. The remaining 40% is considered potential demand, and capturing this demand represents a significant growth opportunity for KIX's business.

On top of that, KIX geographical position should allow to address the Western part of Japan market.

02 The Cargo market is expected to be dynamic in the coming years

With the aging population and changes in lifestyle, the pharmaceutical market and the e-commerce market are expected to continue expanding in the future.

Flexible and prompt responses will be required to address the cargo market, which is likely to undergo changes.

03 But our warehouses are at full capacity

The cargo warehouses are almost fully occupied. In the future, we aim to capture additional potential demand by expanding warehouse capacity and optimizing functions within the area

04 And our facilities are aging

The facilities are over 30 years old and aging. We will renovate them to meet modern standards and improve the working environment.

KIX Cargo main priorities for the 10-15 years to come

01

Be the “Cargo Gateway for Western Japan”

Build strategic partnerships with cargo stakeholders to drive cargo consolidation



02

Provide the “best quality offer in Japan for the pharmaceutical industry”

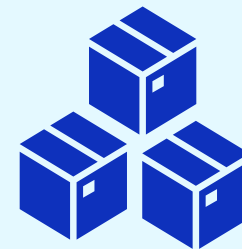
**Improving “KIX Medica” Capabilities
Ensure a seamless cool chain from aircraft to cargo terminal**



03

Strengthen market positions on key sectors

**Capture accelerating E-commerce demand
Meeting diverse air cargo demands through an enhanced flight network**



These developments will be made following 5 main axes

1

Warehouse area expansion and renovation

- Aim for up to 50% area expansion through phased investment, starting with a short-term 5% increase.
- Consider simultaneous implementation of facility renovations.

2

Efficiency improvement

- Explore the introduction of DX (Digital Transformation) and automation technologies.
- Reconfigure warehouse locations within the area.

3

Strengthen of the KIX Cargo Community

- Strengthen collaboration with stakeholders surrounding the business environment.
- Pursue a user-friendly cargo area.

4

In a respectful Labor Environment

- Improve commuting and dining facilities within cargo area.
- Foster a sense of "wanting to work at KIX".

5

In a sustainable and eco-friendly way

- Promote decarbonization through charging facilities for electric trucks and similar measures.
- Advance environmental initiatives utilizing hydrogen.