

WELCOME TO JFK INTERNATIONAL AIR TERMINAL



INTRODUCTION



Our Mission

JFKIAT remains committed to its mission to grow stakeholder value through efficient and sustainable operation, management and development of JFK T4.



Our Vision

Our vision is to provide customers with the safest, most seamless and memorable travel experience – the best in New York City and on par with the world's best airports.

We are the first private, non-airline terminal operator in the U.S.

JFK International Air Terminal LLC (JFKIAT) is a **Public Private Partnership** and a Single Purpose Entity.

P3

JFKIAT, founded in 1997, is the **operator of Terminal 4** at John F. Kennedy International Airport. JFKIAT's managing member is **Schiphol USA Inc.**, a part of Amsterdam-based Royal Schiphol Group, a leading airport operator. A few main advantages related to Public Private Partnerships:



Focus on performance



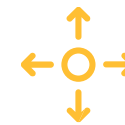
Long term contracts



Public interest protected



Private sector management skills



Efficient decision-making



Access to private sector finance

Strategic Priorities



Zero-Accident Culture

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



Best CX Terminal

Create a world-class travel experience that empowers customers to seamlessly go from curb to gate without hassle.



Superior Financial Performance

Grow the share and stakeholder value by driving company’s financial growth, re-deploying and providing sufficient operating and investment capital and developing new business.



Innovation Leader

Capture, screen, select and implement ideas through engaging with employees, industry – and business partners, that will improve & transform the terminals’ operations & customer experience.



Best Place to Work

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



Sustainability Leader

Demonstrate our continued commitment to sustainable growth and conservation of our natural resources through the JFKIAT comprehensive sustainability program.

Brand Values



Be Safe

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

Be Happy

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

Be Friendly

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

Be Informative

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

Be Memorable

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

Milestones

1996

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

1997

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

2001

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

2006

That's Cute
T4 implemented the wireless mobile CUTE (common use terminal emulation) solution.

2007

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

2008

The first scheduled service A380 in the U.S., 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.

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 the Phase I expansion in May adding a total of 457,600 sq. ft. including nine new gates, an inline baggage system, and an expanded headhouse.

Delta Air Lines opened its largest U.S. lounge in T4.

A first-ever series of biofuel-powered intercontinental flights was launched at T4.

2015

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

2016

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

2017

Going Green
T4 became the first air terminal in the U.S. to achieve LEED Gold Certification for existing buildings.

2018

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

2019

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

2020

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

2021

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

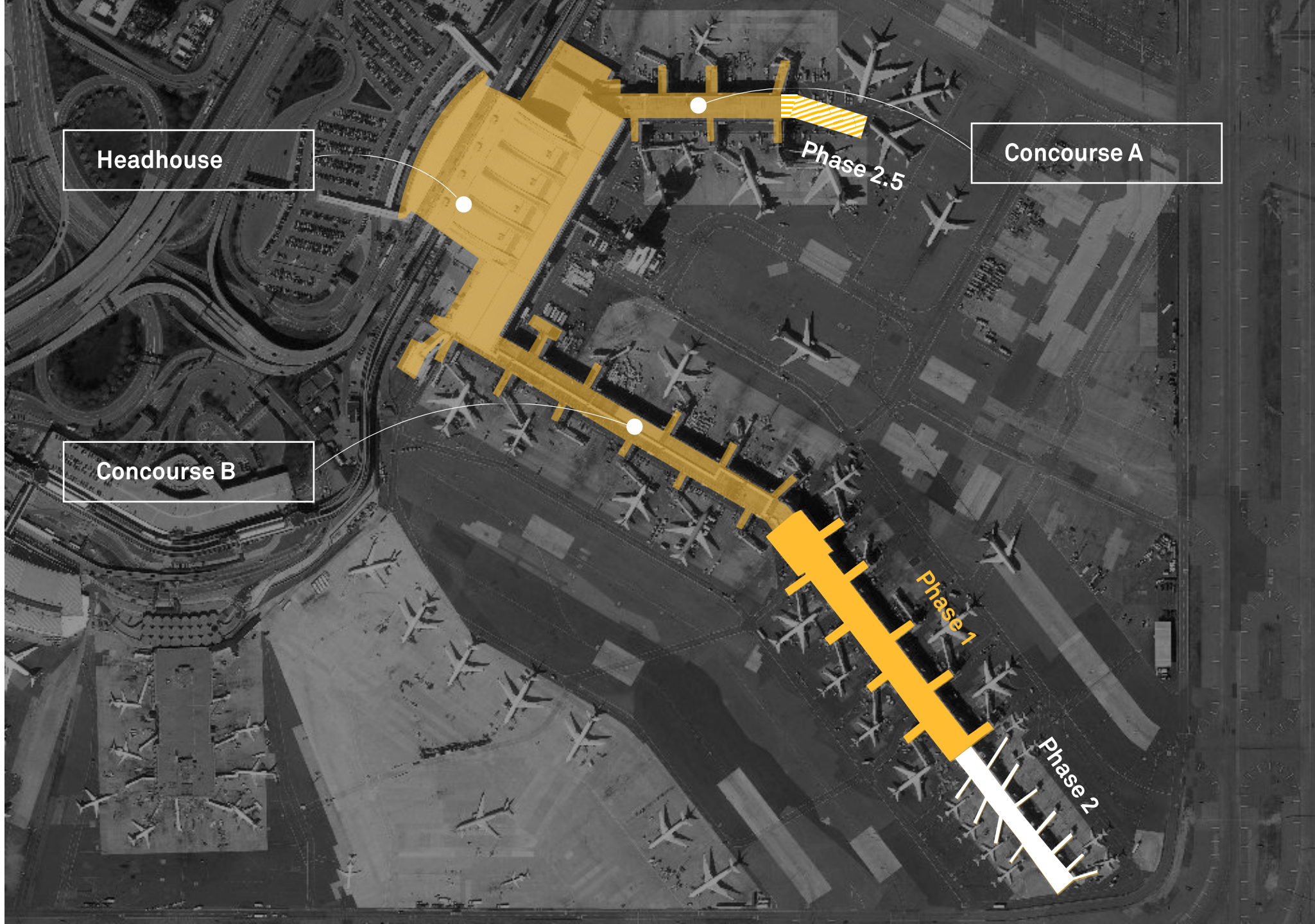
2022

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

2023

As of Jan. 14, Delta has officially moved its operations out of JFK Terminal 2 and consolidated all operations to Terminal 4.

T4 Site 2023



Headhouse

Concourse A

Phase 2.5

Concourse B

Phase 1

Phase 2

JFKIAT is managed by experienced executives and industry experts



Roel Huinink

Chief Executive Officer

Since 2018, Mr. Huinink has served as the President and Chief Executive Officer of JFKIAT. He leads T4's dedicated management team and is responsible for developing, communicating, and executing strategic and tactical plans for T4.



Vernon M. Taylor

Director, People Operations

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



Robert Pyrka

Director Airline and Capacity Planning

As Director Airline and Capacity Planning, Mr. Pyrka oversees the contracts of the airlines that call T4 home and acts as the primary contact for new entrant carriers as they navigate their way through the process of starting operations at T4. Utilizing various forecasting models he creates capacity plans which are designed to highlight periods of time where flight demand might exceed the available capacity at T4 allowing JFKIAT to put mitigations into place. Joining JFKIAT in 1997 he has held numerous positions primarily within the Operations Department and has almost 3 decades of experience in the Aviation Industry.



Daryl Jameson

Vice President, Asset Management & Baggage

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



Stephen Tukavkin

Vice President, IT & Digital

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



Edward Midgley

Vice President, Customer Experience & Commercial

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



James May

Chief Financial Officer

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



Susana Desa

Vice President, Operations

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



Stacey Lora

Vice President, Safety & Security

As Vice President of Safety & Security, Ms. Lora manages JFKIAT's entire security program. Joining the JFKIAT team in 2005, she is focused on minimizing security vulnerabilities in the building as they relate to the day-to-day business of the terminal, working to achieve a zero-accident culture, as well as establishing and reporting all security-related policies and procedures.

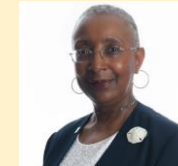


Shawn Makinen

Vice President, Terminal Redevelopment

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

Board of Directors



Angela Gittens

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



Maureen Riley

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



Katie Slipper

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



Kjell Kloosterziel

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

T4 2019 Overview

29

Airlines



\$473M

Revenues

21.859.054

Total Passengers

146.475

Total Flights

35%

Of JFK Passengers

34.026

Passengers on Slowest Day

76.742

Passengers on Record Day

134

Cities Non-Stop



T4 2022 Overview

21

Airlines



\$497M

Revenues

17.952.059

Total Passengers

121.756

Total Flights

33%

Of JFK Passengers

3.228

Passengers on Slowest Day

60.413

Passengers on Record Day

121

Cities Non-Stop



Recent Achievements



ISO 45001 Certification

First airport terminal in the United States to be awarded ISO 45001 certification. 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.



Airport Health Accreditation

ACI Airport Health Accreditation (AHA), certifies that health and safety are prioritized in a measurable, established manner. It also helps to reassure the traveling public using our Terminal of the cleaning and sanitization efforts in place and recognizes professional excellence in maintaining safe, hygienic facilities.



GBAC Star Facility Accreditation

Global Biorisk Advisory Council (GBAC) was created specifically to deal with pandemics. This is currently the only accreditation within the cleaning industry for facility operators focused on outbreak prevention, response, and recovery. JFKIAT was one of the first airport terminals to receive this accreditation and recertification is currently underway.



LEED Platinum Certification

JFKIAT was awarded Leadership in Energy and Environmental Design (LEED) for Existing Buildings version 4.1: Operations & Maintenance Platinum certification. T4 received LEED Platinum certification in 2022 by monitoring energy, water, and waste through the online Arc platform. Terminal 4 is the first existing airport terminal to receive Platinum certification

Recent Achievements



Best Places to Work in NYC

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



Investments in sustainable fuel

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



Notable Leaders in Sustainability

JFKIAT has been recognized in Crain's New York Business' Notable Leaders in Sustainability, which recognizes T4’s commitment to operating a sustainable and healthy facility for our employees and the millions of passengers who enter our terminal each year.



Greenest Airport Terminal

JFKIAT is the winner of the 2023 Greenest Airport Terminal Award. It is the airport terminal with the most Certified Green Restaurants® with 32 locations. All restaurants in terminal 4 have achieved at least Level 1 Green Restaurant Certification. In addition, six out of nine lounges are Green Certified.

Safety & Security Is a Top Priority for T4

JFKIAT is committed to creating a safe and secure environment for all stakeholders. **JFKIAT's Zero Accident Culture** is a pillar of our strategy and is embedded throughout our operation. Our highest priority is the Safety and Security of all T4 employees and customers, achievable by fostering an effective Safe & Secure culture, striving for Zero Accidents, and reducing potential safety and security threats and vulnerabilities.



Zero Accidents Target

- Safety/Security Management Systems
- Culture & Development
- Crisis Response Plan
- ISO 45001 Program



Support & Guidance

- Outreach
- Training
- Documentation
- Program Development
- Collaboration
- Innovation / Technology
- Subject Matter Experts



Regulatory Compliance

- Federal, State & Local Regulations
- Performance Management to standard
- Access Control
- Information Security



Operational

- Effectively manage safety/security partners – KPIs for excellence
- Security Operations Center
- Investigations

A Seamless Operation for Our Customers

Ensure safe and efficient movement of passengers, baggage, and aircrafts and facilitate effective and efficient Airline Operations

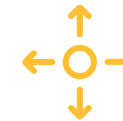
Operational excellence to establish consistent **high levels of performance** that position Terminal 4 as the preferred choice for customers, airlines, businesses and the community.



Innovate Process Procedures



Measurements



Capacity



Savings



Improve T4 competitiveness



Enforce Policy and SOP



Revenue



Cost Control

OUR DIGITAL TRANSFORMATION



Digital Transformation Is a Critical Success Factor



Becoming New York's
leading digital terminal
through innovation, data
and technology

- Ensuring a memorable passenger experience
- Creating a seamless, touchless, self-service journey
- Making a smarter and more efficient facility
- Supporting our sustainability program
- Providing digital services for our business

In 2017, JFKIAT begun a digital transformation journey...

Seamless Passenger Flow



NEC Biometrics for CBP Air Exit Program

Smart Wayfinding



Atrius Digital Maps integrated with Digital Directories

Smart Gates



JBT IOPS Gate Management System

Smart Video Analytics



Briefcam Investigation Search & Retrieval System

Smart Turnaround Management



Assaia Apron AI

Smart CX



Feedback Now Analytics

Passenger Flow Management



SkyFii & Copenhagen Optimization Better Airport

FIDS VideoWall



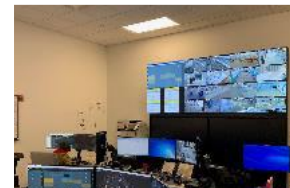
Custom Web Application using Microsoft Azure

Smart Apron



ADB Safegate – Advanced Visual Docking Guidance System

Smart Security



Security Operations Center With Thales AOCC

Smart Navigation



Google Maps Indoor Live View

Smart Visual Communication



StrataCache Digital Signage – Content Management System



We defined 6 digital focus areas in line with JFKIAT's strategic business objectives



Passenger Experience

Enhance the passenger experience

e.g. Self-Service Kiosks & Auto Bag Drop technology



Financial Performance

Improve financial performance

e.g. Passenger Flow Management



Terminal Operation

Enhance the Terminal Operation

e.g. Smart Gates



Sustainability

Improve Sustainability

e.g. Aircraft Turnaround Management



Data Analytics & Technologies

Enable new data analytics & tech

- Centralization of data & systems and building data platforms
- Updating legacy technology and improving systems to automate and digitize processes that are currently manual/ physical
- Business intelligence (from data to information and eventually to predictions)

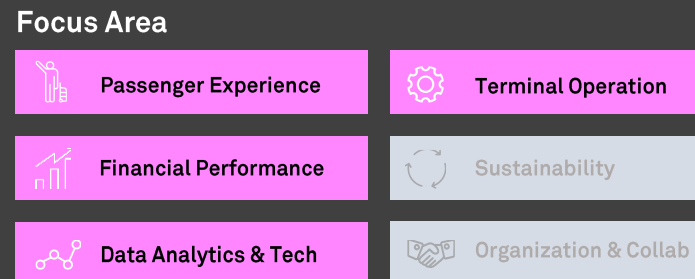
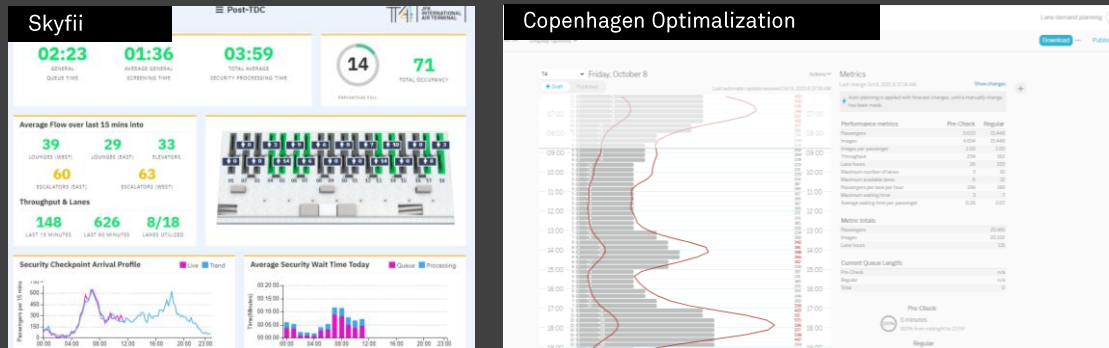


Organization & Collaboration

New skills & capabilities

- Collaboration and alignment on data and IT across the Business Units, with suppliers and other stakeholders
- Establishing and implementing a solid data governance framework to improve data quality, standards and consistency
- Building the internal capabilities to become a more data-driven digital organization

Digital Product - Passenger Flow Management & Analytics



Solution (What)

- Passenger flow management & analytics solution from 2 software partners:
 - Skyfii - IOConnect
 - Copenhagen Optimization – Better Airport suite
- Solution provides:
 1. Data capture uses advanced camera vision sensors to detect the presence and movement of people in real time
 2. Analytics software joins the data to create a single real time data picture to derive actionable “Metrics”, such as passenger counts and wait times
 3. Reporting applications report the output data to users and other systems

Benefits

- Allows Operations to understand passenger volume, measure performance & passenger experience KPIs (has allowed us to understand passenger safety KPIs)
- Provides accurate passenger forecasting to improve situational awareness
- Has allowed TSA to adopt Better Security to provide optimized planning for security checkpoint

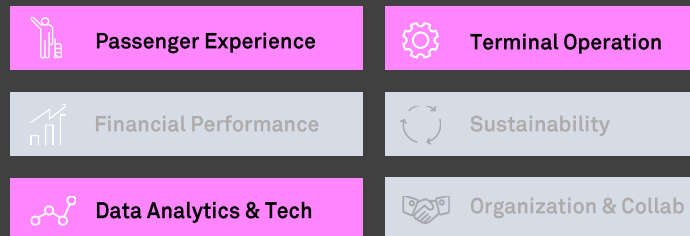
Status

- Current System: CrowdVision - camera vision sensors
- Migration: Departures Level 4 solution is being migrated to latest SkyFii platform with LIDAR sensors to improve accuracy and provide new dashboarding
- Projects:
 1. Customs & Border Protection (CBP) to provide gate to immigration arrivals hall
 2. Security Check Point implementation on Level 1

Digital Product - Biometrics for CBP Exit Program



Focus Area



Solution (What)

- Biometric Facial Recognition solution from:
 - **NEC - Neoface**
 - **Customs & Border Protection - Traveler Verification System (TVS)**
- Solution:
 1. Commercial-off-the-shelf (COTS) NeoFaceExpress device and cloud-based NeoFace matching as key facial recognition components of a frictionless biometric exit process
 2. Integrates with CBP Traveler Verification System (TVS) to validate against a DHS biometric database
 3. As a passenger step up to a NeoFace express device, it captures a photograph for comparison. If it matches with what is on file, access to boarding area it granted.

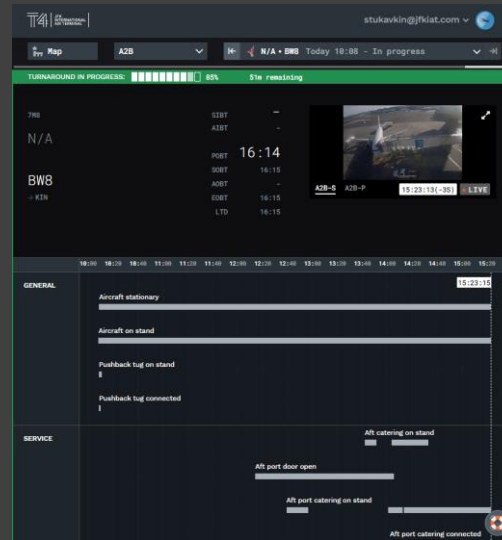
Benefits

- Identify and close the biographic gaps and enhance the entry-exit system
- Perform targeted biometric operations, and
- Transform the entry/exit process through the use of emerging biometric technologies.

Status

- Operational on all Common Use & Delta Preferred International gates

Digital Initiative - Aircraft Turnaround Management System



Focus Area

| | |
|-----------------------|-----------------------|
| Passenger Experience | Terminal Operation |
| Financial Performance | Sustainability |
| Data Analytics & Tech | Organization & Collab |

Solution (What)

- **Assaia Apron AI** – Aircraft Turnaround Management solution: Cloud based solution that utilizes AI and machine learning to provide real-time insights into the status of the aircraft turnaround management process:
 - Turnaround management tool
 - Airside Safety Management system
 - Stand Allocation tool
- 4 gates (A2, A4, A7 and B24) for early deployment:
 - Existing CCTV cameras at each gate
 - New high-definition camera to be installed at each gate

Benefits

- Reduce ground delays by 5%, improve capacity and sharing insights with all stakeholders within the turnaround management eco-system (JFKIAT, airlines and ground handlers)
- Turnaround data analysis – increase stand utilization and SLA management
- Safety alerts – reduce incidents and costs

Status

- Operational
- Business case to expand for all Common-Use gates in 2023

Digital Initiative – Digital Signage: Content Management System



Focus Area

| | |
|-----------------------|-----------------------|
| Passenger Experience | Terminal Operation |
| Financial Performance | Sustainability |
| Data Analytics & Tech | Organization & Collab |

Solution (What)

- **Digital Signage: Content Management System** – Consolidated platform to manage & push visual communications to digital displays throughout the terminal to improve passenger engagement, enhance customer experience & provide a messaging channel for employees
 - New LED video ribbon (nixel) displays in Departures Lobby
 - Next-gen Flight Information Displays (FIDS)
 - Replacement of legacy passenger facing displays
 - Introduce new totem digital displays
 - New Employee information board displays
 - Digital signage content management system
- Technology partners:
 - **Stratacache / Scala**
 - **Nanolumens**

Benefits

- Reduce clutter in several areas (transition from physical signs to digital totems)
- Improve delivery of key messaging to passengers and employees
- Reduce cost of deploying physical totem signs and help sustainability efforts
- Help promote new offerings from retailers and F&B operators > increase revenue
- Improve wayfinding

Status

- Operational in Departures – Row 6 (April 2023)
- Expanding for other use cases – Pedestrian Signs, Curbside Signs and Flight Information Displays



ENVIRONMENTAL, SOCIAL & GOVERNANCE PROGRAMS

Purpose & Objectives



JFKIAT is committed to continuous sustainable practices and improvements to exceed current and future targets.

We stand committed to reducing our carbon emissions **by 50% by 2030** and to **reach net zero by 2050**, working with our Airlines, business partners & ground handlers

Partnering with subject matter experts

Continue to demonstrate leadership and innovation in Sustainability.

Sustainable strategies

Focus on energy efficiency, water conservation, indoor air quality, biodiversity, climate resilience, sustainable transportation and waste management.

Foster Collaboration

Work towards zero waste by reducing, reusing, recycling and composting.

Addressing shareholder needs

Continuously engage with stakeholders to understand and meet each stakeholders' needs.

Sustainability Long-Term Objectives



Create meaningful and enduring solutions to current and future global challenges that benefit society to sustain the social and environmental systems we rely on.

- LEED Platinum certification in 2022, the first existing air terminal in the USA to achieve LEED Platinum status for Operations & Maintenance (O&M)
- Reduce carbon footprint from direct control emissions 50% by 2023 and 100% by 2050
- 100% JFKIAT airside vehicles to be zero emissions by 2030
- LED lighting installed 100% in IAT controlled and vacant spaces by 2028
- Ensure all future sustainability initiatives are in alignments with United Nation's SDGs (Sustainable Developmental Goals) & PA's Sustainable goals

T4 Environmental Responsibility



Waste & Recycling



Water Conservation



Energy Efficiency & Greenhouse Gas Emissions Reduction



Indoor Environmental Quality



Food & Beverage Sustainability



Sustainable Transportation



Biodiversity and pollution

2022 Performance Achievements

2⁰%

Reduction in total Electricity Consumption from 2019

2⁰%

Reduction in GHG Emissions from 2019

21⁰%

Reduction in Overall Water Consumption from 2019

61⁰%

of Waste Diverted from Landfill

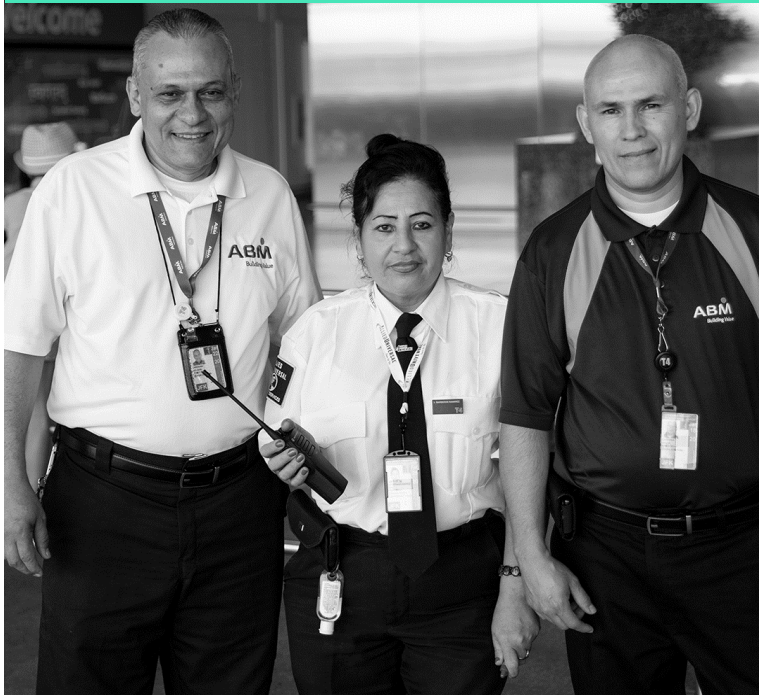
Transition to full electric busses for passenger transport on airside



“This bus travels green”: our first 2 Fully Electric eCobus 3000 units at T4.

- In 2023, we commissioned our first 2 fully Electric eCobus 3000 units at T4.
- The eCobuses are an alternative to diesel-powered buses will help us achieve our goal of operating only electric all-ground service equipment at the airport
- We are proud to collaborate with COBUS Industries GmbH to launch this program with two buses in use now and two more arriving this summer.

Our mission is to Recruit, Retain, and Develop the most talented employees who represent our diverse community.

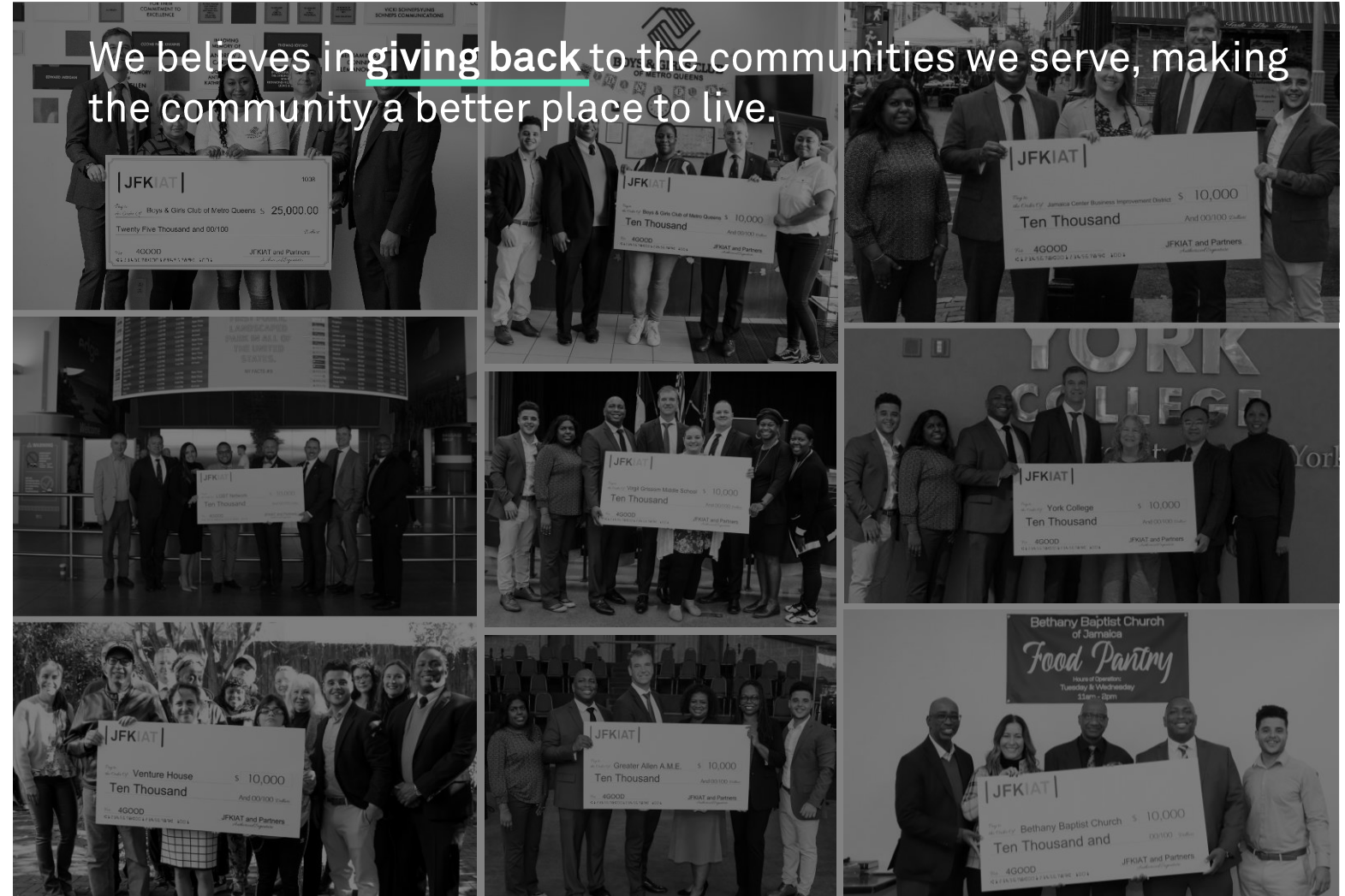


The T4 Hall of Greats recognizes best-in-class service excellence.

4 Good, 4 You, 4 All

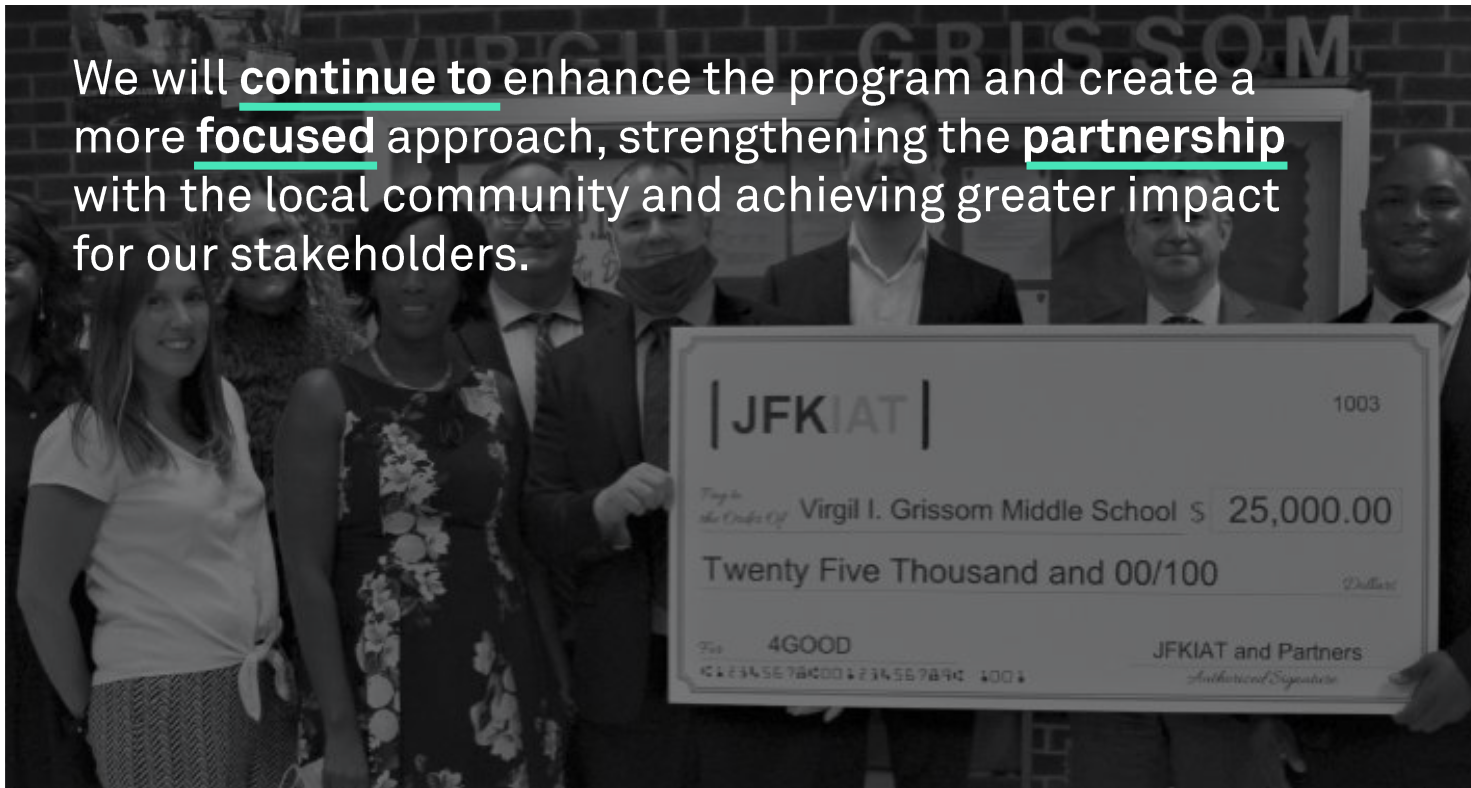
Terminal 4 – operated by JFKIAT, gives back to the NYC community through the use of its corporate giving program, 4GOOD, a philanthropic and sustainability program which encourages social change, general well-being, and environmental stewardship through a variety of initiatives.

4GOOD focuses on programs supported by our local partners, JFKIAT employee nominated charities, and developing the future work force.



4 Good, 4 You, 4 All

We will continue to enhance the program and create a more focused approach, strengthening the partnership with the local community and achieving greater impact for our stakeholders.



Since its launch in 2016, the 4GOOD program has been a success. Travelers, employees, business partners and customers donate to support selected social causes. We raise approximately \$100,000 annually in funds for charities, organize events in our terminal and host several American Red Cross Blood drives. 4GOOD also provides internships in cooperation with local school communities, placing the aviation as a career choice for students.

Corporate Governance

We believe in establishing a standard for governance to improve stakeholder confidence and build long-term business longevity.

At JFKIAT, our goal is to create an environment of safety, transparency, governance, compliance, and trust in all aspects of our organization.

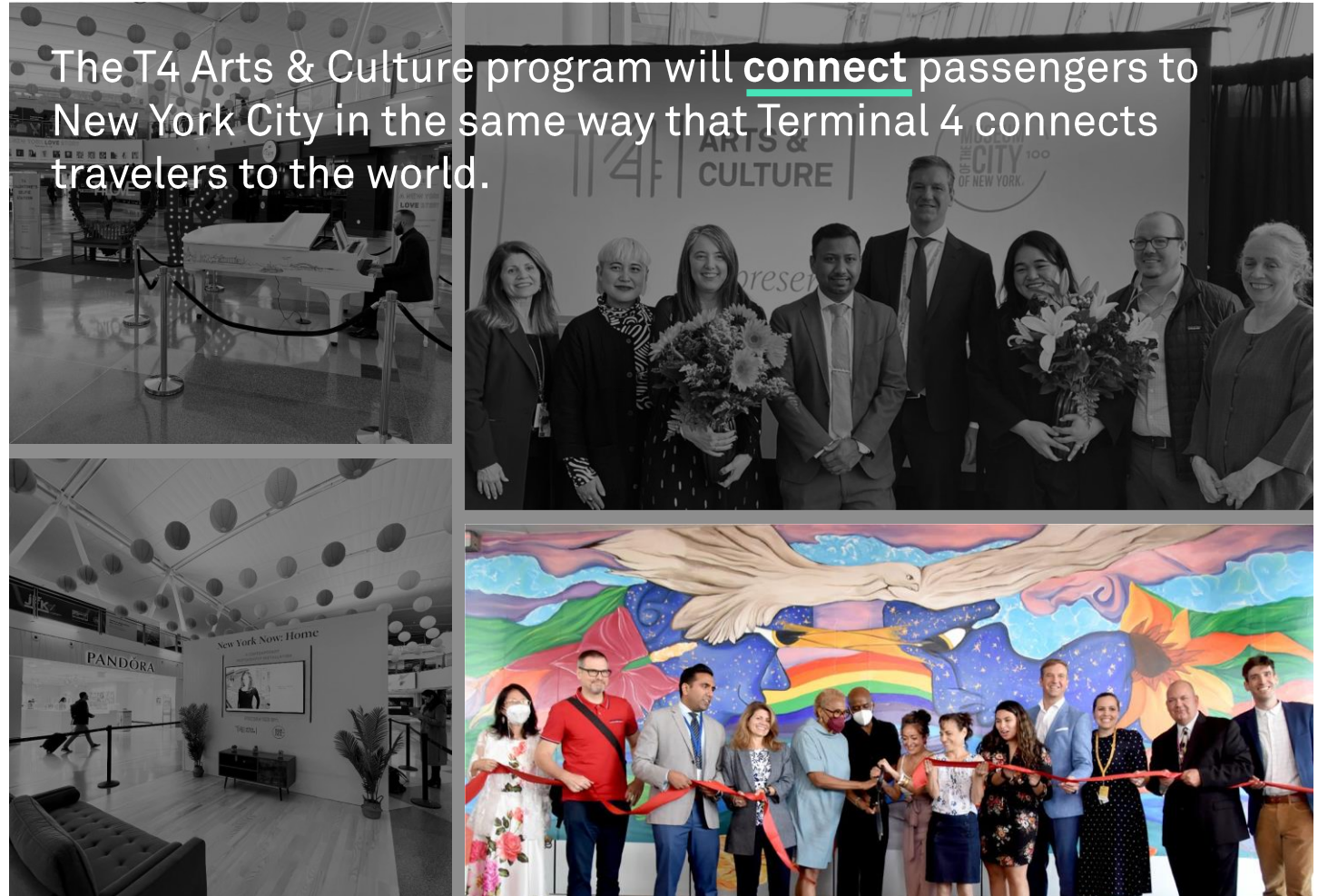
We institute programs centered around:

- Corporate Culture
- Ethics & Behavior
- Executive Diversity
- Compliance & Regulation
- Risk Mitigation

T4 Arts & Culture program

Travelers will be able to experience immersive art experiences while traveling through John F. Kennedy International Airport's Terminal 4, as part of the T4 Arts & Culture program. A curated, ongoing series of installations, exhibits and performances will be presented throughout the year, which represent the full New York City experience, from local art to food, culture and beyond.

JFKIAT formed a new committee to facilitate the T4 Arts & Culture Program, including the Museum of the City of New York (MCNY), Delta Air Lines, The Port Authority of New York and New Jersey, and Terminal Four Airline Consortium.

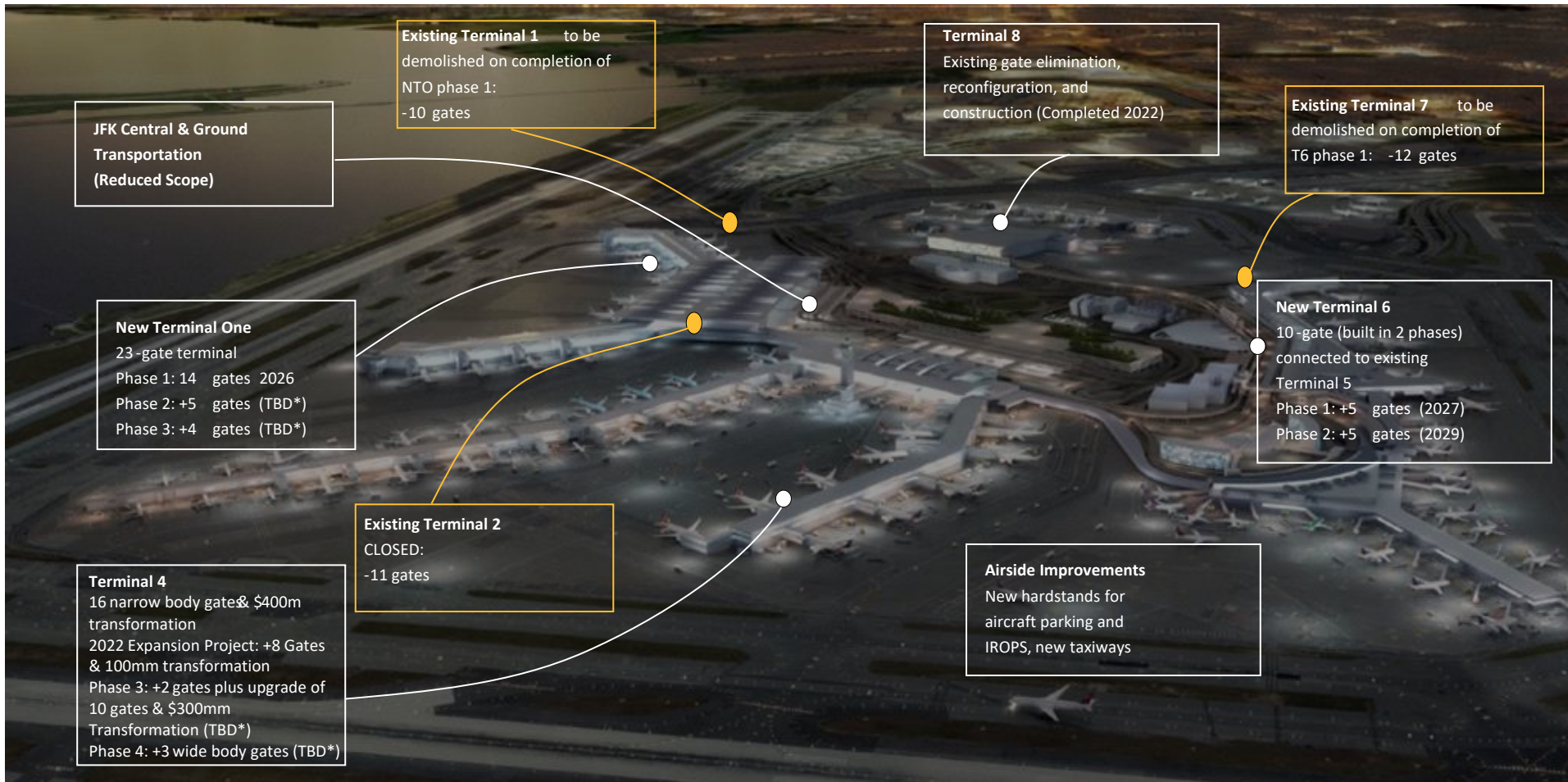


The T4 Arts & Culture program will connect passengers to New York City in the same way that Terminal 4 connects travelers to the world.

JFK RE-DEVELOPMENT

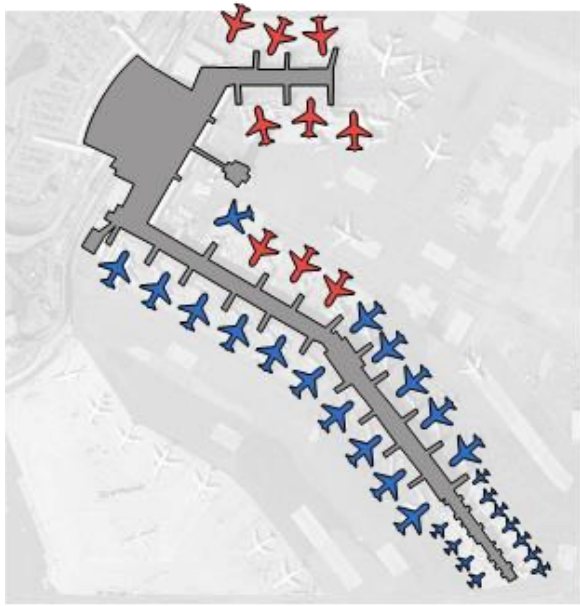


JFK Redevelopment Plans, Updated Q1 2023

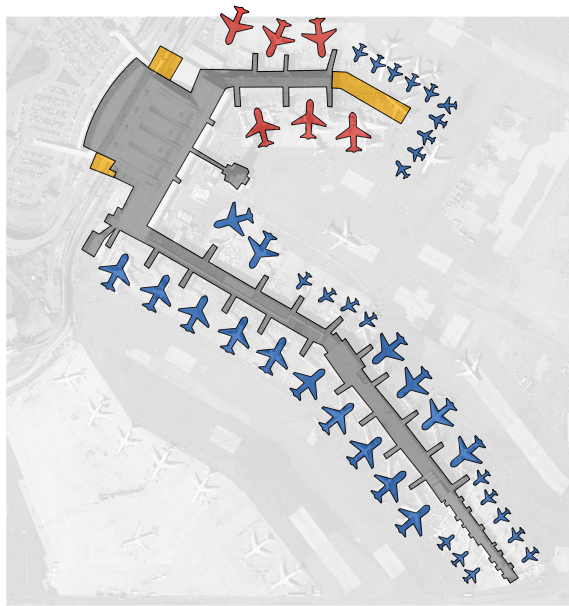


Source: JFK IAT internal analysis; *Timing subject to traffic thresholds

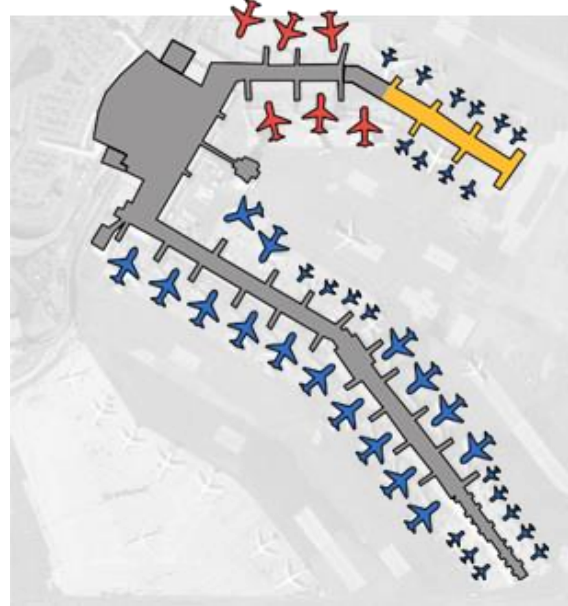
Terminal 4 Expansion Phases



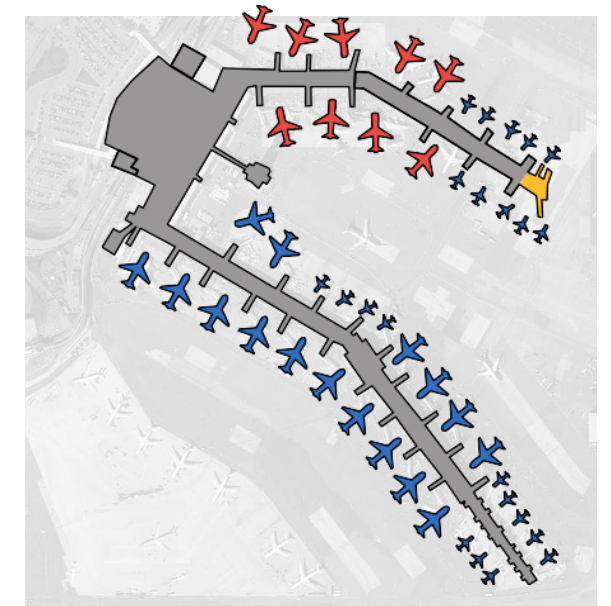
T4 Pre 2023



Current T4



Phase 3



Phase 4

Terminal 4 - Redevelopment Program (2021) Phase 2.5

Embodies all areas of the organization and is focused on both our passengers and airline customers.



A Concourse Expansion

Consolidation of Delta operation at JFK, with expansion of the terminal with 10 Regional Jet gates and improvements to the Headhouse



Terminal Transformation

Modernization of terminals through investment in Quality & Technology



Commercial Redevelopment

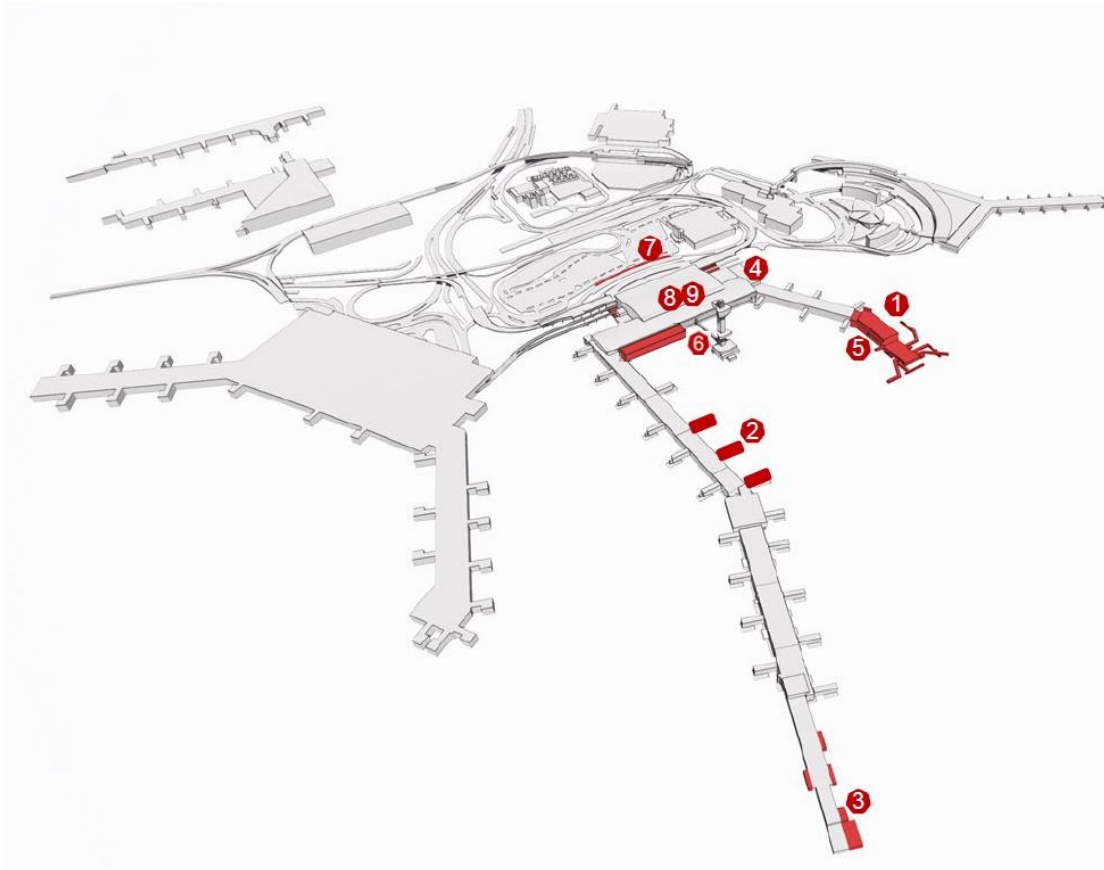
Investment in quality and footprint of all Retail, F&B and service program.



Sustainability

Create meaningful and enduring solutions to the global challenges that benefit society in a way to sustain the social and environmental systems we rely on.

The Nine Main Components of the Redevelopment

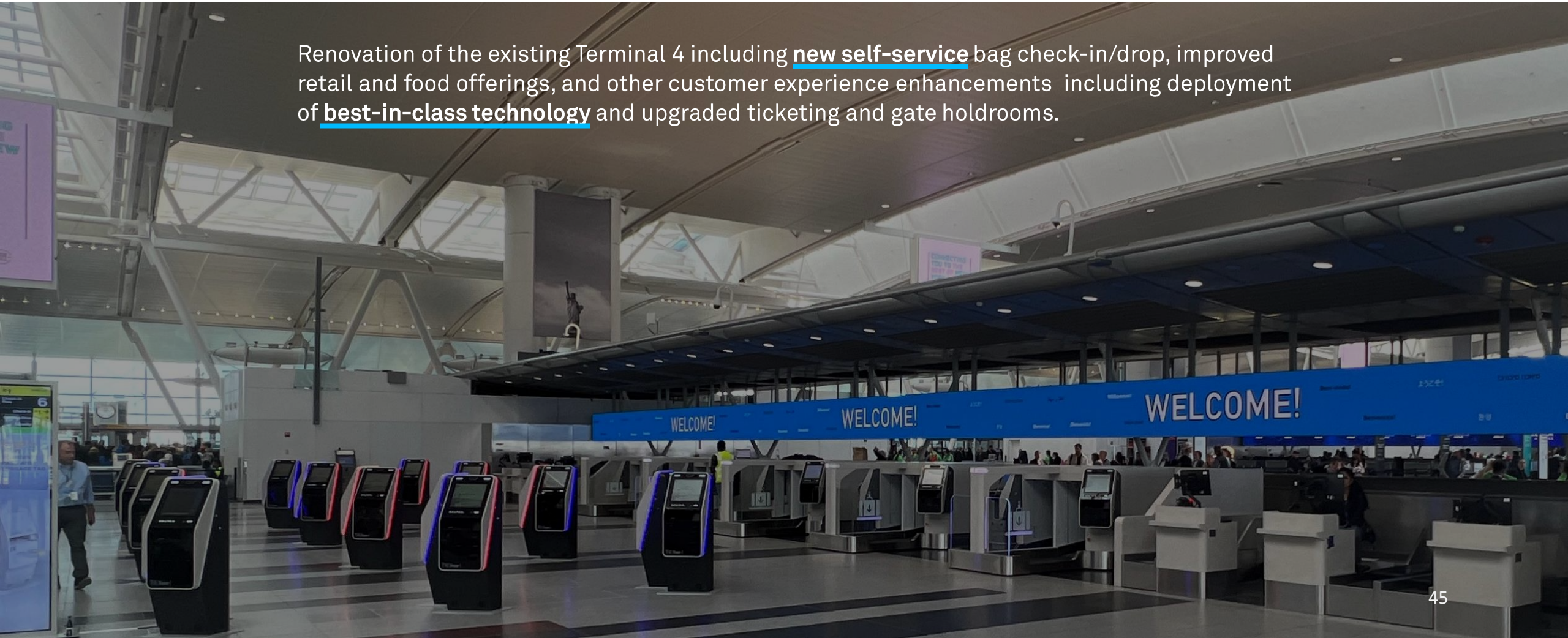


Key

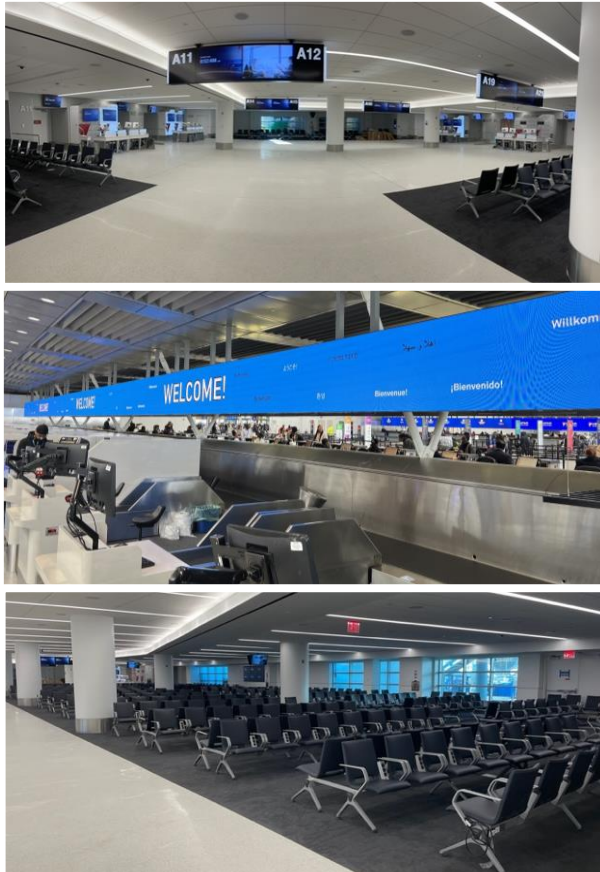
- 1 New Concourse A Gates
- 2 Concourse B Wide-Body Gate conversion
- 3 Concourse B RJ Gate Conversion and Holdroom Expansion
- 4 Headhouse Expansion
- 5 New Delta Sky Club
- 6 New Lounges
- 7 Roadway Improvements
- 8 Existing Terminal Upgrades and Transformation
- 9 One JFK Branding and Signage Upgrades

Terminal Transformation

Renovation of the existing Terminal 4 including new self-service bag check-in/drop, improved retail and food offerings, and other customer experience enhancements including deployment of best-in-class technology and upgraded ticketing and gate holdrooms.



Transformation of the existing terminal



With the T4 transformation we will be developing a fresh and modern terminal to deliver an elevated airport experience to New York travelers.

- New self-service kiosk and bag drop
- Improved circulation and queuing space airtrain
- Digital signage and LED sky light accent lighting
- Upgraded and improved F&B and retail offerings
- Restroom and hold room renovations
- Arrivals Hall renovations
- Expanded Headhouse (TSA recompose area on level 4 and additional F&B space)
- New Common Use Lounge
- Customer experience enhancements, including deployment of best-in-class technology

Terminal Transformation - Departures Check In



Departures Hall Renovations

- Self check in – self bag tagging and drop off (hybrid model due to T4 passenger demographics)
- Increased circulation
- Improved wayfinding

Terminal Transformation - Concourses and Gate Areas

Concourses to be updated and remodeled with new finishes, furniture and LED lighting. The transformation will also include digital wayfinding at the gates. Our goal is to increase the number of seats and offer a greater variety of seating area types.



Terminal Transformation - Commercial Redevelopment

AT JFK T4 WE WANT OUR PASSENGERS TO EXPERIENCE...

THE PEOPLE, PASSIONS AND VIBES OF NEW YORK

DELIVERED USING THESE CUSTOMER EXPERIENCE DRIVERS

FAST NY

PEOPLE: DIGITALLY SMART
PASSION: THE NY MINUTE
VIBE: EASE + SPEED + VALUE

SLOW NY

PEOPLE: BRAND FANS
PASSION: GLOBAL COMMUNITY
VIBE: PASSIONATE ENERGY

WE CARE

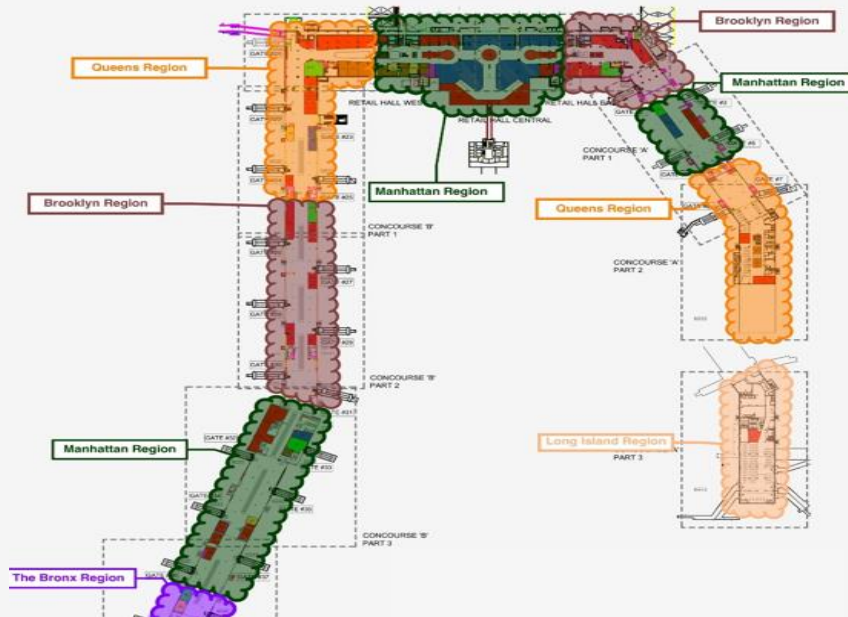
PEOPLE: NY AFICIONADOS
PASSION: SOCIAL & ECONOMIC GOOD
VIBE: PEOPLE POWERED

WE ❤️ NEW YORK

PEOPLE: INSIDE TRACK
PASSION: BOROUGH GEMS
VIBE: ONLY IN NY

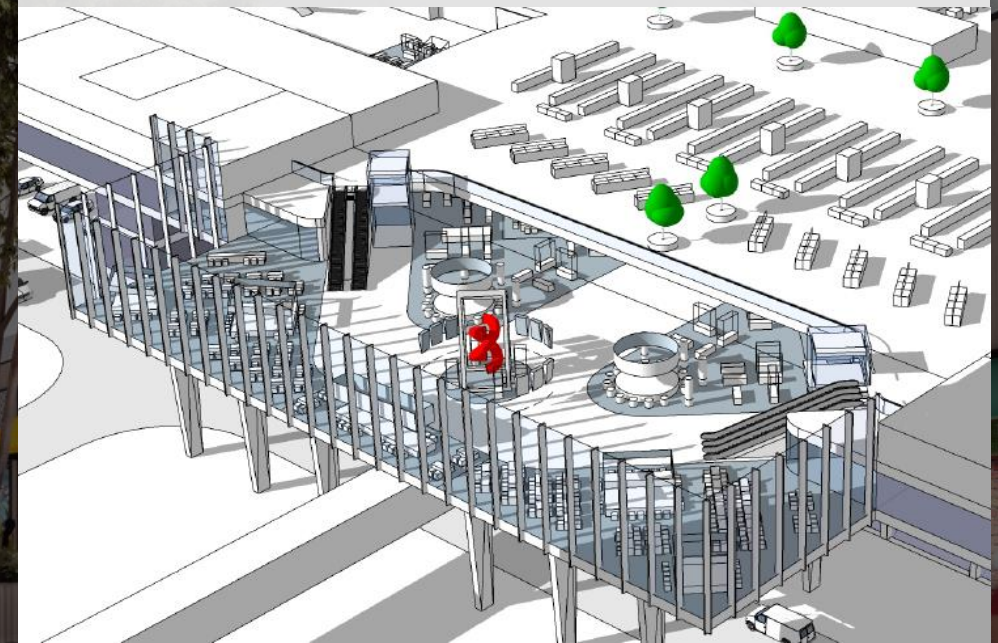
Expanding and rebuilding existent commercial offerings

The New York Experience



Passengers will experience the five New York City boroughs (and 2 NY State regions) throughout different areas of the terminal. Concessions, artwork and finishes will reflect that specific borough.

Headhouse expansion



Level 4 – expanded recompose area (+3,500 sq ft) to improve CX
 Level 3 – expansion (+22,000 sq ft) with mostly double height space
 Approximate concessions area: 15,500 sq ft (façade dedicated to F&B)

Building the commercial proposition



Food & Beverage

- Remove operator exclusivity to drive competition
- Increase footprint in line with growing passenger numbers
- Increase overall seating capacity and provide more options for casual dining in an inspiring atmosphere
- Rebalance of the program with more focus on F&B, local products & concepts



Retail

- Optimize Duty-Free through RFP
- Revamp Specialty Retail by securing the right brands and partners
- Optimize store concepts, balancing technology & staff interaction
- Introduce fully-automated solutions for News & Convenience category



Services

- Add new subcategories like sensory rooms, gaming and sports/gym
- Develop partnerships and inspiring concepts

Create a surprising local ambience, supported by at least 30% MWBE and LBE enterprises

Tailored offerings in line with ever -changing needs – using passenger data and industry benchmarks

Terminal Transformation - Restroom Renovations

Terminal Cleanliness & Restrooms are key elements for improving the Customer Experience and addresses #1 ASQ customer comments. Refurbished (and expanded) restrooms with new durable fixtures and finishes and increase gender neutral and family restroom options.



WE VALUE YOUR **PARTNERSHIP**
& LOOKING FORWARD TO BUILDING
OUR **RELATIONSHIP** FURTHER



THANK YOU!

Q & A