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## Keio Business School

# Kansai International Airport Co., Ltd.

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sample This case, copyright © 1996 by Keio Business School was prepared by Professor Shoto Fujieda, assisted by a doctoral candidate, Mr. M. Ishikawa, and Keio Alumnus, Mr. H. Murase, as a basis for class discussion rather than to illustrate either effective ar ineffective handling of an administrative situation. The author of this case extends his appreciation to Osaka Prefecture, Izumisano City and Kansai International Airport Co.,Ltd.

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Reference1: Overall view of Kansai International Airport

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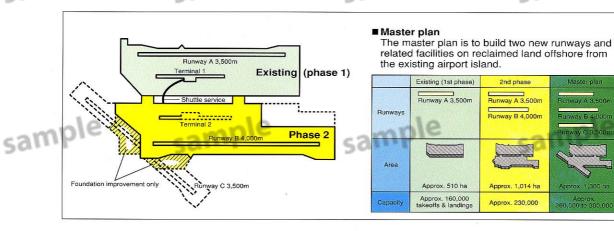


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Reference 2: History of Kansai International Airport

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1968 : The Ministry of Transport (MOT) began surveying eight potential sites for

the new airport - on the Osaka-Wakayama prefectural border near Osaka Port; in the waters off the shores of Sennan, Kishiwada, Nishinomiya,

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Rokko, Port Island and Akashi; and on Awaji Island.

1974 August : The Council for Civil Aviation submitted a report recommending five

kilometers offshore from Senshu as the most suitable location (after a

comparative study on the three areas of Senshu offshore, Kobe offshore, and

Harima Sea).

1978 January : MOT began meteorological and tidal surveys in the Senshu offshore area.

1980 September: The Council for Civil Aviation submitted its plan for the airport (examining

size, air corridors, placement of facilities, construction methods, etc.).

1981 May : MOT presented a set of three proposals (Airport Plan for Kansai

> International Airport, Kansai International Airport Environmental Impact Assessment and Regional Development Plan) to the three prefectural governments (Osaka, Hyogo and Wakayama) concerned to obtain local

support for the airport construction.

1982 July : Osaka Prefecture agreed to the proposals.

> 1984 February : Cabinet meeting on the Kansai International Airport was held (endorsed the

> > first phase of the airport master plan incorporating the phased development

based on the master plan).

October : Kansai International Airport Co., Ltd. (KIAC) was founded to carry out the

first phase of the airport master plan.

1985 December: The Cabinet meeting on the Kansai International Airport approved the

general plan for the construction of the airport facilities.

: The Kansai International Airport Environmental Monitoring Group 1986 February

(consisting of the Osaka governor and the mayors of eight cities and five

towns in Senshu) was established.

April : KIAC entered into a compensation agreement with the Osaka Federation of

Fishermen's Association.

sampleJune : KIAC presented an environmental impact assessment report to the Osaka

government (with this the necessary environmental assessment procedures

were finalized).

December : The Osaka government approved the plan for the development of the airport

site.

1987 January : The governor of Osaka Prefecture licensed KIAC to carry out reclamation

work for construction of the airport.

sampleJanuary : Construction work on the airport began (airport island sea wall).

December : Expenditure for the study into the master plan (\10 million) was approved

for the first time in the fiscal 1988 budget.

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1988 December : The airport sea wall was generally completed and reclamation work began.

: Transportation of the soil and sand used for reclamation from Hannan Hills 1989 January

in Osaka Prefecture began (soil was also transported from Awaji Island, and

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Kata in Wakayama City).

sample : The association for the early realization of the Kansai International Airport June

master plan was established (comprising the heads of local governments and

business leaders in the Kansai region).

1991 December: Reclamation work on the airport island was completed.

1992 November: Control tower was completed.

: The Kansai International Airport Promotion Council was established 1993 April samp

(comprising the heads local governments and business leaders in the Kansai

region, and the president of KIAC.

: Construction of runway, apron and other key facilities was completed.

1994 June : The passenger terminal building was completed.

: Boring surveys began in the proposed new sites under the master plan. August

September 4: The airport was opened.

1995 May : An examination committee in the Kansai International Airport Promotion

Council submitted a report on measures to realize the Kansai International

Airport master plan.

August 24 : The Council for Civil Aviation released its interim report on the 7th 5-year

Airport Development Program (the report noted the urgent need to begin

work on the second phase of the master plan).

December 18: After budget talks between the Finance Minister and Transport Minister, it

was announced that the second phase of the airport master plan would begin in fiscal 1996 (appropriation of funds for design and survey expenditure and

establishment of the corporation to conduct the land reclamation work).

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1996 February 27: Cabinet agreed on the level of funding indicated in the seventh 5-year

airport development plan.

: A bill amending a part of the Kansai International Airport Company Law April 26

was passed be the upper house.

May 9 : The Law Amending the Kansai International Airport Company Law came

into force.

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: The Diet approved the fiscal 1996 budget. May 10

# Reference 3: Kansai International Airport (phase 1)

# Characteristics

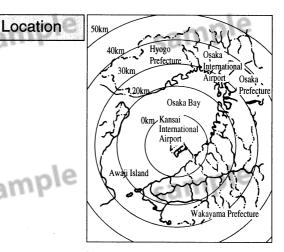
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① Ocean airport that gives full consideration to pollution prevention and the natural environment.

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- ② Japan's first 24-hour airport.
- 3 Ease of transfer between international and domestic flights.
- sample 4 Convenient access with two rail links, expressway and high-speed ferry service.



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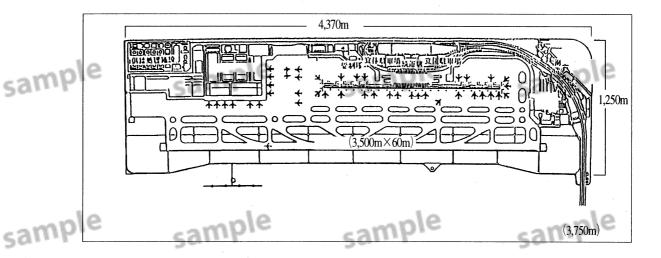
#### Size

- Opened: Sunday, September 4, 1994
- Oconstruction/management: Kansai International Airport Co., Ltd.
- sample O Area: 511 ha (about 1.6 times as large as the 317 ha of Osaka International Airport)
  - O Runway: single runway of 3,500m (Osaka International Airport has two runways, 3,000m and 1,828m)

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- Capacity: about 160,000 takeoffs and landings a year(about 440 a day) (currently about 120,000 a year)
- O Passenger terminal: floor area about 300,000m2; 41 aircraft parking spots (currently 33 being used)
- O Total construction cost: ¥1,458.1 billion (20% national government, 5% regional governments, 5% private sector, remaining 70% raised through loans) sample sample sampi

#### **Facilities**



Reference 4: Regular flights at Kansai and Osaka international airports

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As of April 1, 1996

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# International fights

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#### Kansai International Airport

Classification	Period	Connecting countries and	Flights per week	Airline companies
		cities (passenger flights)	,	
Osaka Airport	1994 summer		194 (28 a day), of which 12	Japanese - 2
before opening of	season,	13 countries, 24 cities	are freight	Foreign - 13
Kansai Airport	Aug. 1 - Sep. 3			
nle	1994 summer	le .	338 (about 48 a day), of	Japanese - 4
On opening	season,	21 countries, 39 cities	which 26 are freight	Foreign - 25
	Sep. 4 - Oct. 29			
1996 summer season	Sep 1-30 1996	34 countries, 60 cities	560 (about 80 a day), of which 70 are freight	Japanese - 5 Foreign - 40

### Osaka International Airport

International flights were all transferred to Kansai Airport on opening. Since then, there
have been no regular or special international flights at Osaka Airport.

### **Domestic flights**

#### Kansai International Airport

	Classification	Period	Routes	Flights per day	Airline companies	Remarks
	0	S 4 20 1004	24	67	6	Jet - 65
	On opening	Sep. 4-30 1994	24	67	0	Propeller - 2
sam	1002	g 1.061006	22	erenius a	-	Jet - about 77
30.	September 1996	Sep 1-26 1996	33	84	/	Propeller - 3

#### Osaka International Airport

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	Classification	Period	Routes	Flights per day	Airline companies	Remarks
	Before opening of	Aug. 1 - Sep. 3 1994	38	148	5	Jet - 125
	Kansai Airport	Aug. 1 - bep. 5 1774	30	140		Propeller - 23
- 0.0	Before opening of	G 4 20 1004	2.1	101	e .	Jet - 100
san	Kansai Airport	Sep. 4 - 30 1994	31	salany	3	Propeller - 21
	G1006	S 1 27 1007	20	114		Jet - 100
	September 1996	Sep. 1-26 1996	29	114	3	Propeller - 14

# Reference 5: Flight and transportation data at Kansai International Airport

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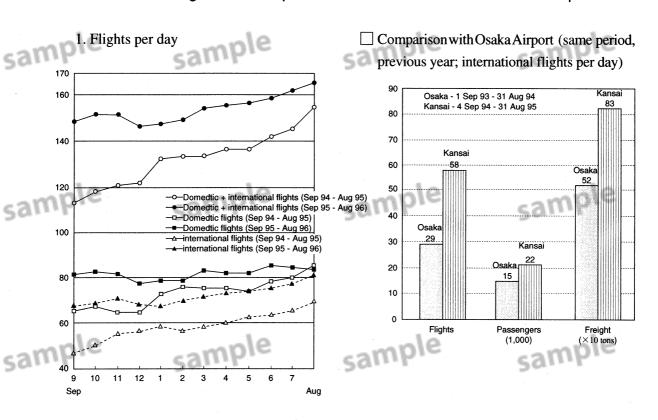
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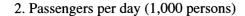
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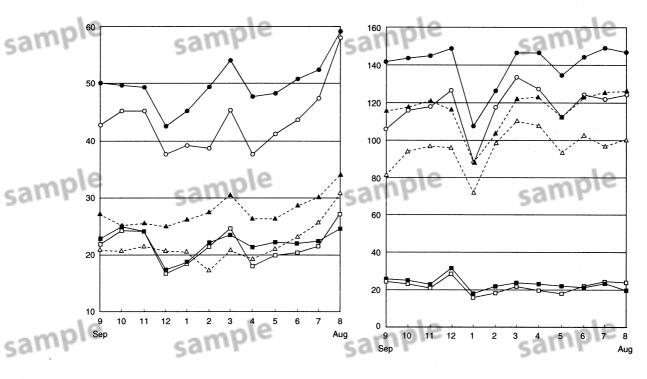
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#### 3. Freight handled per day ( $\times$ 10 tons)



Note: Figures include special flights. International freight data are customs figures, other data are KIAC figures.

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Reference 6: Countries and cities connected with Kansai and Narita international airports (April 1996 flight schedule)

• Countries and cities connected by regular direct passenger flights both ways.

Countries and cities connected by regular direct (one-way) or non-direct passenger flights.

		A = : =		
		Asia		
	Countries	Cities	Kansai	Narita
	/regions			
	South Korea			
		Pusan	•	
		Cheju		0
	-	Kwangju	0	
-00	nle	Taegu	0	
sam	China	Beijing	●2	
		Dalian		
		Shanghai		
		Qingdao		
		Guangzhou		
	Taiwan	Taipei	•	•
		Kaohsiung	0	
	Hong Kong	Hong Kong	•	
	Mongolia	Ulan Bator		
- n m	Philippines	Manila	•	101
sam		Cebu	20	•
	Vietnam	Ho Chi -	•	
	Victimani	Minh City		
	Thailand	Bangkok	•	
	Thanana	Phuket		
		Chenmai		
	Malaysia	Kuala Lumpur		
	wiaiaysia	Penang		
	2/0	Langkawi	00	
sam	Pic	Kuching		ım
30		- 1	20	
	Cinconoro	Kota Kinabalu		
	Singapore	Singapore		
	Brunei	Bandar		
		Seri		
	Indo	Begawan		
	Indonesia	Jakarta		
	ODI. I I I	Denpasar	0	$\vdash$
	The Union	_	•	. 199
Salli	of Myanmar		52	$m_i$
	India	Delhi		
		Bombay		$\bigcirc$
		Calcutta		0
	Nepal	Kathmandu		
	Sri Lanka	Colombo		
-	Bangladesh			$\bigcirc$
	Pakistan	Islamabad		0
	-la	Karachi		$\cup$
sam	Kansai Air	-	62	m
2011	15 countrie		29 citi	es
	Narita Airp			
	13 countrie	es/regions;	28 citi	es

,								
North/South America								
Countries	Cities	Kansai	Narita					
/regions								
USA	Honolulu							
	Seattle	•						
	Los Angeles	• • •						
	San Francisco							
le.	Detroit	•						
	New York	an						
	Washington		•					
	Chicago							
	Atlanta							
	Minneapolis		•••••••					
	Dallas							
	San Jose							
	Portland							
	Kona		0					
Canada	Vancouver	-90	•					
	Toronto	Ct.						
	Calgary							
Brazil	SanPaulo	0						
	Rio de Janeiro		0					
Mexico	Mexico City		0					
Peru	Lima		0					
Kansai A	irport;							
3 countr	ies; 7 cities							
Narita Ai	rport;	- 19	010					
5 countr	ies; 21 cities	all	11/2					

	Countries	Cities	Kansai	Narita
	/regions			
	UK	London	•	•
	Germany	Frankfurt	•	•
	Ĭ	Munich		
	Netherlands	Amsterdam	•	•
0	France	Paris	•	9
, -	Switzerland		•	•
	Italy	Rome		•
		Milan		•
	Austria	Vienna	•	•
	Sweden	Stockholm	•	•
	Denmark	Copenhagen	•	•
	Finland	Helsinki	•	•
	Russia	Moscow	•	•
0	Belgium	Brussels		•
ľ	Spain	Madrid	IUU,	0
	Kansai Ai	rport;		10
	11 counti	ries; 13 citie	S	
	Narita Ai	rport;		
	13 counti	ries; 14 citie	s	

Europe

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	Oceania		
Countries /regions	Cities	Kansai	Narita
Australia	Cairns	0	•
	Brisbane		•
	Sydney	0	
	Melbourne	0	0
le	Darwin		0
	Perth	an	•
New Zealand	Auckland	•	•
	Christchurch	0	0
Fiji	Nadi	•	•
(USA)	Guam	•	•
	Saipan		•
(France)	Noumea		•
	Papeete		•
Kansai A	irport;		
4 countri	es; 9 cities	an	uЬ

Middle East							
Countries /regions	Cities	Kansai	Narita				
Turkey	Istanbul	•	•				
Egypt	Cairo	•					
Iran							
Kansai A	irport;		16				
2 countri	es; 2 cities_	-00	nle				
Narita Airport;							
3 countri	es; 3 cities						
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Total
Kansai Airport;
34 countries/regions; 60 cities
Narita Airport;
38 countries/regions; 79 cities

Narita Airport; 5 countries; 13 cities

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Projected domestic takeoffs and landings sample sample sample Projected total takeoffs and landings GDP growth rate: 2.5% (-2010), 2.0% (2010 -) Exchange rate : ¥90 per dollar (fixed) Reference 7: Takeoffs and landings based on projections in the 7th 5-year airport development plan samp samp 2010 International flights Domestic flights Fiscal year 6th airport development plan domestic takeoffs and landings sample samp 50000 - (Aug 95) Approv.

Sesults on opening (Sep 94)

Results on opening (Sep 94) 6th airport development plan - total takeoffs and landings sample (Aug 95) Approved flights <International + domestic> Takeoffs and landings 200000 250000 -150000

Reference 8: Rail access to airports

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sample		d other basic airport		Express Co. as a	r the tunnel	ntained by the New	tion.	tunnel under the	nt project,	a airport	-line supplementary	nent project.	he road	he Fukuchiyama	p	ansai Airport is	way operator.		ort development	Si	am	ple	h.
sample	Remarks	Rail tunnel constructed under the runway and other basic airport	facilities as a airport development project.	Rail facilities maintained by Narita Express Co. as a	category 3 railway operator, however the tunnel	connecting to Keisei Railway is maintained by the New	Tokyo International Airport Corporation.	Scheduled for fiscal 1999; Construction of the tunnel under the	basic airport facilities as an airport development project,	construction of P-line supplementary tunnel as a airport	development project, and construction of the P-line supplementary	tunnel within the airport as an airport development project.	Infrastructure development assistance from the road	improvement special account. Extension of the Fukuchiyama	Line is also being examined.	Section between Rinku Town and Kansai Airport is	owned by KIAC as a category 3 railway operator.	Assistance for subway development.	Elevated bridge in the airport built as an airport development	project with Miyazaki Prefecture assistance.	am	ple	
samp	Length of line	2.6km Ra	fa	8.7km	2.1km	N.		5.1km Sc	pa	0.8km co	qe	3.2km tu	6.7km In	<u>.Ħ</u>	Li	11.1km	8.8km	3.3km As	1.0km El	pr	9111	, P	
sample	Opening (scheduled) I	Jul 92		Mar 91	Mar 91	m	p	Sep 93	À.	On opening of the east	building	5	Scheduled for Mar 97	m	p	Jun 94	Jun 94	Mar 93	Scheduled for fiscal	1996	am	ple	h.
samports to airports	Railway	JR Hokkaido		JR East	Keisei Railway	m	p	Tokyo Monorail	(phase I)	Tokyo Monorail	(phase II)	Keihin Express	Osaka rapid	transit (monorail)	p	JR West	Nankai Railways	Fukuoka City	JR Kyushu	Si	am	ple	li. r
Reference 8: Rail access to airports	Airport	Shin-Chitose Airport		New Tokyo	International Airport	m	p	Tokyo International	Airport			S	Osaka International	Airport	p	Kansai International	Airport	Fukuoka Airport	Miyazaki	Si	am	ple	4.6

sample sample sample sample Vakkanai 7 Asahikawa 14 Sapporo 74 ample sample Aomori 7 -Akita 7 Hanamaki Yamagata 7 Kansai Airport sample sar Ishigaki 7 Miyako 7 Yonago 7 Reference 9: Domestic air networks of Narita and Kansai international airports san Tsushima 3 Kumamoto C .0 agasaki 18 Sapporo 10 sample ole sample Narita Airport b o o sample samp sa

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2. Based on the May 96 flight schedule (as of approval on Feb 9, 1996)

1. Figures show number of flights a week for each route.

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nple 51 (3) 1. Figures in brackets show number of countries/regions. (other than west coast) Canada Brazil USA (west coast) USA 2. Based on the summer 96 flight schedule p America 101 (5) 22 38 35 16 Excludes cargo flights.
 Excludes cargo flights. New Zealand Australia Oceania Hawaii Saipan Guam Fiji Reference 10: International air network of Kansai Airport (flights per week) Notes: International Airport 480 (34) Kansai D ample sai 265 63 0442 242 2742 119 22 24 24 25 26 27 265 (15) India The union of Myanmar Southeast Asia ample South Korea Hong Kong (Taiwan) Singapore China Tailand Philippines Malaysia Indonesia Vietnam Nepal Mongol Brunei O 63 (13) sample ample Europe, Africa Netherlands Switzerland Denmark Finland Austria Moscow Turkey Sweden Egypt France Germany Itaria 5

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		early2000 an a	98ar 100 year	
sample	sanci	Scheduled early opening  Overall plan  4,743ha  3,780~4	milkon passenryjers a year 50,000 takerika and kandryga ya year 100 milkon passenryjers a year	sample
	South Korea (under construction)		<del></del>	1997 Plan Bha m×2 seemons 380,000 mings a year, 87 mings a year, 87 mings a year
	rea (und	Airport On opening 1,098ha 3,750m×1	Passenger 170,000	Scheduled opening Overall 1,248 and sand sand sand sand sand sand sand
sample	SouthKo	-     <sub>2</sub>	Capacity Capacity Passenger facilities	Hong Kong (under construction)  Airport Chek Lap Kok Airport Scheduled Opening  On opening Overal  Area 1,248ha 1,248  Runway 3,800m×1 3,8000  Capacity Passenger facilities Isolom Internet and Internet
		- 37	~-3	Hong Kong ( Airport Chek Area Runway Capacity Runway Passenger facilities
S <u>o</u>		5 course	2 2	Hong Large Area Area Brunway Capacity Rumway Passenger ta
sample	2000 2000 and and and and and and and and and and			sample
Reference 11: International airport development in neighboring Asian countries China (examination stage)	Scheduled 2000 opening Coverall plan 2,500ha 4,000m × 4		James .	
ppment in neighboring China (examination stage)	Shanghai Pudong International Airport On opening 600ha 4,000m×1		ample	
t in nei	Shanghai Internation On 4,0	Pic	sample	Sample
opmen China (	Area Bunway Capacity Pasumway		olan x4 a a year, lion	
t devel		Scheduled opening	Overall plan 3,200ha 4,000m×4 Passengers a yea 100 million	5
sam lairpor	sami	CO. 1. D.C.	On opening 3,200ha 3,700m×2 Passenger facilities; 30 million	Scheduled early opening 1998 Overall plan 10,000ha 4,000m×5 million passengers a year ito million passengers a year
natione		Thailand (design stage) Airport Bangkok International Airport		Scheduled opening Overall 10,000 4,000m million passen million passen
1: Inten			Area Runway Capacity	Malaysia (under construction)  Airport  Area  Area  1,850ha  10  Runway  4,000m×2  4,000m×2  4,000m×2  4,000m×2  Androgs a year, 25  million parager facilities  landrogs a year, 25  million parager facilities  landrogs a year, 25  million parager facilities  landrogs a year, 25  million parager facilities
sample	sami	pie	sample	Airport Subb Area Runway Capacity Runway Russenger facilities
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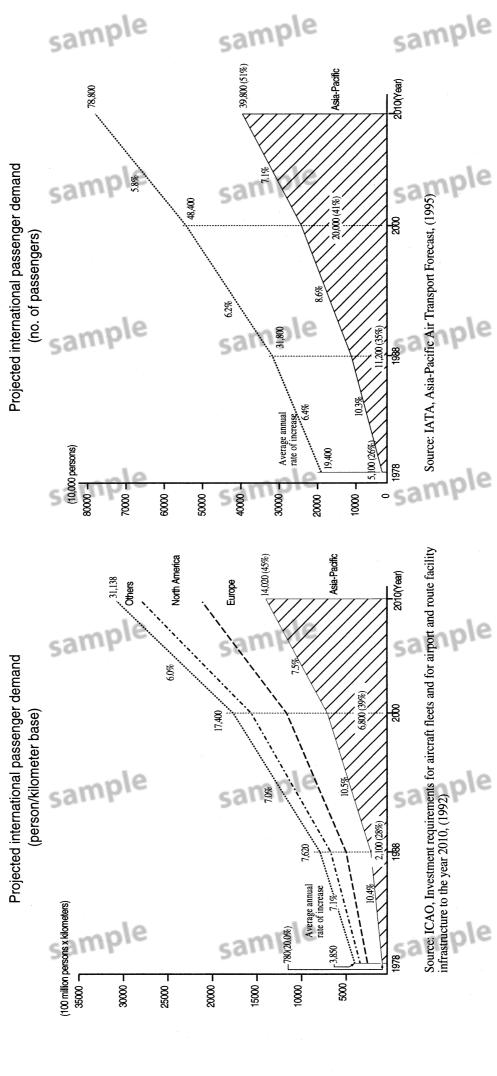
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Reference 12: Growing world demand for international air transportation

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Reference 13: Air freight results and projections

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Fiscal 2005 projection Fiscal 2005 projection 3,050 Áverage annual rate of increase 3.5% 2005 sampl Fiscal 2000 projection Fiscal 2000 projection Average annual rate of increase 2000 Average annual rate of increase 4.0% sample Fiscal 1994 results 1,997 Fiscal 1994 results 1995 sample Fiscal 1993 results Fiscal 1993 results 1990 Fiscal year sample sample 58 1985 International freight sample sample Domestic freight 1980 sample sample 1975 (1,000 tons) sa 200 3,500 3,000 2,500 2,000 1,000 0 1,500

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sample ample res enclosed in the box show werage annual rate of increase ween fiscal 1970 and fiscal 1994.

Fiscal year, 1970 - 1994 10.1% 8.7% 6.8% 4.2% 3.4% 42.39 million 7.1% (56.9%) Figures enclosed in the box show the average annual rate of increase between fiscal 1970 and fiscal 1970 and fiscal 1994. 15.28 million (20.5%) (19.15 million (25.7%) (25.57%) Opening of Kansai International Airport (September 4, 1994) 38.53 million (51.7%) 16.88 million (22.6%) 1994 69.58 million (100%) 16.34 million (23.5%) 93 8 14.05 million (21.5%) 65.25 million (100%) 83 sample 87 88 samp 86 43.78 million (100%) 9.91 million (22.6%) 82 8 Passengers using Osaka or Kansai 83 Others sample 81 82 sample 10.13 million (25.0%) 40.42 millon (100%) 8 29 78 Reference 14: Domestic passenger trends 1 Tokyo,Osaka and Kansai airports - 57.67 million (77.4%) Others - 16.88 million (22.6%) Of whom, passengers using 9/ Passengers in fiscal 1994 92 - 74.55 million 74 73 7 2.88 million (18.7%) 5.22 million (33.8%) 1.67 million (10.8%) 2000 - 15.43 million (100%) 5.66 million (36.7%) 3000 saraple - 0009

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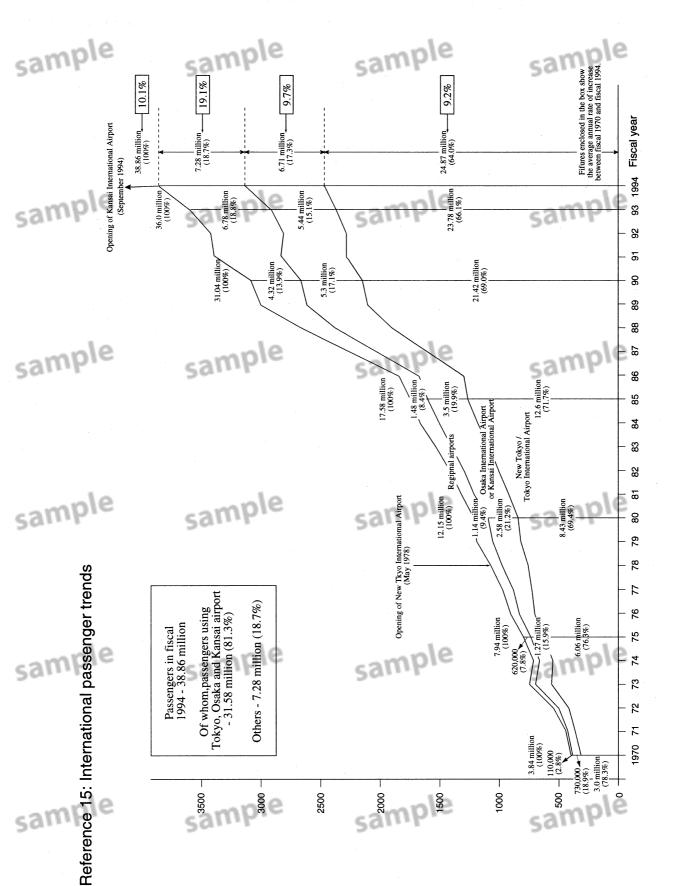
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# Reference 16: Major new airport plans in Asia (construction/extension)

Figures in brackets show specifications on plan completion

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				T			al capacity
-2M	10	Airport	Scheduled opening	Airport area, PTB (floor area of passenger terminal building)	Runway length x number	Takeoffs and	Passengers/freight
Sam	#.		1000		Sami	landings	30
		Seoul	2000(2020)	1,174ha (5,615ha)		170,000 (530,000)	Passengers - 27 million
	_	Metropolitan		PTB - 358,000m2	$(4,000 \text{m} \times 4)$		(100 million)
	3						Freight - 1.7 million
	Construction under way						tons (7 million tons)
	댪	Hong Kong	1998	1,248ha	3,800m ×1	150,000 (370,000)	Passengers - 3.5
	ž	Chek Lap Kok		PTB - 490,000m2	$(3,800m \times 2)$		million
	ď			(1,248ha)			Freight - 3 million tons
-07	¥	Malaysia	1998	1,850ha	4,000m ×2	370,000	Passengers - 25 million
sam	ay	Kuala Lumpur	anir	PTB - 240,000m2	$(4,000m \times 5)$		Freight - 1 million tons
		Thailand	2000(2020)	3,200ha(3,200ha)	$3,700m \times 2$		Passengers - 30 million
		Bangkok			$(4,000 \text{m} \times 4)$		Freight - 1.45 million
		Nong Ngu Hao					tons
		Singapore	Opened 1981	1,663ha	4,000m ×1	1994 - 155,000	No.3 passenger terminal
	EX	Changi		PTB - 500,000m2	3,355m ×1		building is under construction.
	ens	Taiwan	Opened 1979	1,200ha	3,660m × 1	1993 - 70,000	No.2 passenger terminal
	ğ	Chang Kai-shek	Opened 1979	1,200114	3,350m × 1	1993 - 70,000	building is under
	Ĕ	Chang Kar shek		0	2,752m ×1	2	construction (60 million)
cam	Extension under way	China	2002	800ha (1,200ha)	$3,400 \text{m} \times 1$		Passengers - 10-14 million
20.	wa)	Shen	2002	000ma (1,200ma)	(4,000m ×2)	:	Freight - 350,000-
		Fanchin			(1,000		400,000 tons.
		Kansai International	Opened 1994	Phase 1 approx	Phase 1 3,500m ×1	Phase 1 - 160,000	Phase 1
		Airport Phase 2	Phase 2		Phase $2 + 4,000 \text{m} \times 1$	Phase 2 - 180,000-	Passengers - 25 million
		• • • • • • • • • • • • • • • • • • • •	2007-2011	PTB - 290,000m2		230,000 (260,000)	Freight - 1.75 million
	Щ		(not yet fixed)	Phase 2 approx	(13,3001171)	250,000 (200,000)	tons
	ten.		()	. 530 ha			·
	Extension planned	10	1	(1,300ha)	1.		10
-2m	恴	New Tokyo	Opened 1978	700ha (1,065ha)	4,000m ×1	1994 - 120,000	cample
Sam	Ħ	International Airport	(Not fixed)	( , , , , , , , , , , , , , , , , , , ,	$(+2,500m \times 1)$	(180,000-220,000)	Sami
	æ	(Narita)			(+3,200m ×1)	, , ,	
		Indonesia	Opened 1985	1,800ha	3,660m ×1	Jul 93 - Jun 94	Rail access being
		Jakarta	(2013)		3,600m ×1	130,000	planned.
		Soekarno-Hatta			Increase 1 runway in 2003	·	
					Increase 1 runway in 2013		
	Q	China	Target	600ha	4,000m ×1	102,000	Passengers - 20 million
	ons	Shanghai	opening in	PTB - 200,000m2	$(4,000 \text{m} \times 4)$		Freight - 750,000 tons
193	쿹	Pudong	2005	(3,000ha)	lam.	2	elgame
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	βg						
	Construction planned						
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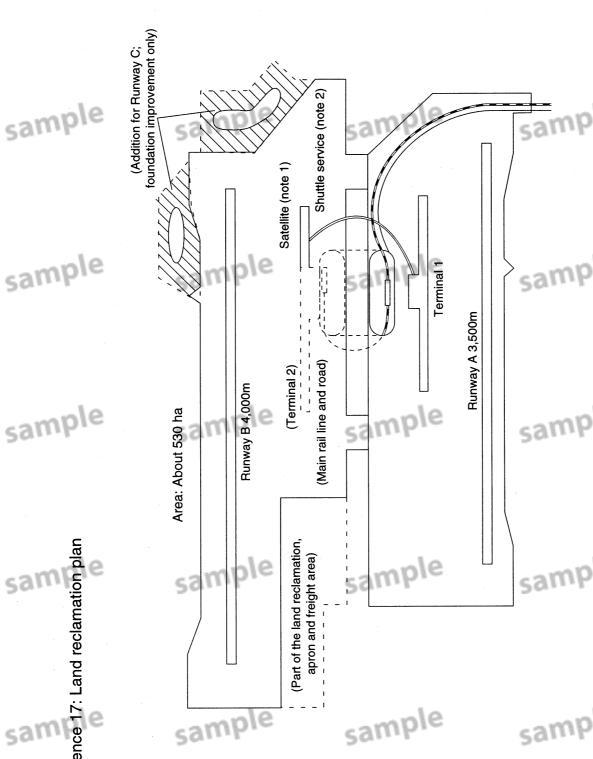
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Reference 17: Land reclamation plan

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Note 1: Satellite: Half of the terminal will serve as a passenger lounge (boarding procedures are done in Terminal 1). Note 2: Shuttle service: Service to transfer people from Terminal 1 to the satellite.

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sample sample sample sample GDP growth rate: 2.5% (-2010), 2.0% (2010-) Projected total takeoffs and landings Exchange rate : ¥90 per dollar (fixed) Runway B opening Reference 18: Takeoffs and landings based on projections in the 7th 5-year airport development plan role sample san (2007)6th airport development plan - total takeoffs and landings sample sam-se (2003) Fiscal year sam sample le sampl le Phase 1 limit (160,000/year) (Nov 95) Approved flights (109,000) sam Results on opening (Sep 94) Takeoffs and landings sample sample sareple 250000 -20000 150000

#### Reference 19: Economic effect

1. Economic effect

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1) About ¥660 billion in first year of operation

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We calculated the economic effect of the first year of operation of the Kansai International Airport using the industrial input-output tables. Reference 1 shows the calculation flow, while the following are the conditions and assumptions on which the calculations were based.

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- We used the "1990 Kinki Industrial Input-Output Tables," the latest edition released last vear.
- (ii) We based the calculations on the outcome of the first year's operation of the Kansai International Airport.
- (iii) The economic effect survey focused on the Kansai region (Osaka, Kyoto, Hyogo, Nara, Wakayama, Shiga and Fukui prefectures).
- (iv) The economic effect in these calculations is from Kansai International Airport alone, and does not include any economic benefit generated from the Osaka (Itami) Airport.
  - (v) We used regional added value output as the primary indicator of regional activities.
  - (vi) We have not included the cost of airport maintenance.

Our calculations indicated that the airport generated ¥657 billion in the region in its first year. This can be broken down into:

- (a) ¥500 billion from the flow of people (commercial activities)
- (b) ¥22 billion from the flow of goods; and
- (c) ¥135 billion from airport-related projects.
- (1) ¥500 billion from commercial activities

The benefit from commercial activities was calculated according to the flow shown in Reference 1, and came to ¥500 billion (added value output within the region).

The following is an outline of the figures used in the calculations.

(i) We calculated that spending by airport users totaled ¥294 billion yen by multiplying the number of airport users for the year (Osaka Immigration Bureau data) by the corresponding spending unit for each category of user.

Airport u	user category	Number (10,000 persons)	Spending unit (¥1,000/person)	Total spending (¥100 million)
International flig	ghts			
Departure	Japanese	303.0	24.84	753
	Foreigners	76.5	134.31	1,028
Arrival	Japanese	300.3	3.76	113
	Foreigners	76.7	2.68	21
Domestic flights			,	
Departure	One way	312.5	5.32	166
	Return	78.1	27.55	215
Arrival		390.6	2.00	78
de v	isitors	937.0	3.93	368
Airpo	ort workers	724.0	2.73	198
		Total		2,940

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(Spending units were obtained from the results of a survey conducted by the Osaka Civil Aviation Bureau of the Ministry of Transport at Osaka (Itami) Airport in September 1986, and taking into account commodity price and transportation fare rises.)

- (ii) We assumed that the spending total of ¥294 billion would be converted into output, equally split among commerce, services and transport.
  - (iii) We obtained the figure of ¥262.1 billion by converting the output of each of the three divisions into added value output using the industrial input-output tables.
  - (iv) The output figure includes ¥159.6 billion in employee income that has been converted back into output by being spent. Income of ¥62.7 billion for 15,400 employees within the services division (employees in government offices, airline companies, aircraft service and maintenance, and passenger services) who are responsible for the maintenance and management of the airport and who are not directly connected with spending by passengers is also converted into spending, which in turn flows on to output. These two lots of income amount to ¥222.3 billion.
  - (v) About 61% of income is spent on consumption, so about ¥135.6 billion of income can ultimately be translated into output. From this we have obtained an added value output figure of ¥237.9 billion using the industrial input-output tables.
  - (vi) We then totaled added value output of ¥262.1 billion obtained at (iii) and ¥237.9 billion obtained at (v) for a total added value output (economic effect) of ¥500 billion.

#### (2) ¥22 billion from the flow of goods

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A total of ¥15.6 billion of spending was generated by the land transportation of freight, and from this we calculated the economic effect (added value output within the region) using the same flow used in commercial activities calculations. The figure came to ¥22 billion.

We used the figures in the table below for our calculations. For freight weight we subtracted the freight that was landed temporarily from the total freight loaded and unloaded at the airport (KIAC data). The basic charges for transporting freight for loading or landed freight between Osaka City and the airport were set using the charges tables of the major forwarding agents.

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Item	Weight (tons)	National average weight per forwarding order (kg)	No. of forwarding orders (1,000)	Average forwarding charge (Vorder)	Total charges (¥100 million)			
Freight for export	138,600	162.7	852	2,800	23.9			
Freight from import		162.7	1,283	5,800	74.4			
Outgoing domestic	39,400	18.7	2,107	950	20.0			
freight	20.500	10.7	2.112	1 900	20.0			
Incoming domestic freight	39,500	18.7	2,112	1,800	38.0			
T o t a l								

<sup>\*</sup> Calculating added value output generated by the air freight itself requires details on the destination and content of the imported or exported freight, so we worked out the economic effect brought about by spending connected with the land transportation of freight that is processed through Kansai International Airport.

# (3) ¥135 billion from airport-related projects

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In the first year of Kansai International Airport's operation, roughly ¥108.5 billion was invested in the major airport-related projects (excluding land purchase).

Using the same method, we calculated that spending in this area resulted in an economic effect (added value output within the region) of ¥135 million.

Airport-related projects	Investment for the year (¥100 million)
Rinku Town	660
World Trade	125
Center building	
Hannan Sky Town	300
Total	1,085

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#### 2) ¥4.597 trillion since construction began

Investment in the airport amounts to ¥3.734 trillion, and we calculate that this has generated a total economic effect of ¥4.597 trillion.

The following table gives a breakdown of investment in the major airport projects (excluding land purchase).

Project	Amount invested (¥100 million)	Project	Amount invested (¥100 million)
Airport construction	14,440	Construction of access roads,	12,680
Rinku Town	6,700	rail lines, K-CAT and K-ACT	-ampl
World Trade Center building	1,000	alling	Same
Asia-Pacific Trade Center	1,000		
Hannan Sky Town	1,520	Total	37,340

(Wangan Route of the Hanshin Expressway, No.2 Hanna route, and the Kaisen North route)

#### 3) Economic effect projections

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#### (1) Cumulative economic effect

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Spending by airport users and on the land transportation of freight will continue for the life of the airport, and from the results over the past ten years, we forecast the rate of increase of passengers at 6.8% and freight at 7.6%. We then used these figures to estimate the future economic effect of the airport.

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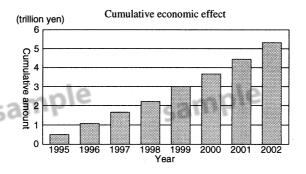
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From our calculations, the economic effect that the airport will generate from the increase in airport-related spending and demand for domestic transportation services alone in 1997 will exceed the airport construction costs of ¥1.444 trillion.



#### (2) International passenger potential of ¥133.8 billion

We divided Japan from Hokkaido to Kyushu into nine regions, and grouped Kanto and the regions north of Kanto into the eastern Japan region and Kinki and those west of Kinki into the western Japan region, while Chubu and Hokuriku regions were generally split down the middle. We then surveyed people departing Narita and Kansai airports on international flights to ascertain the region in which they normally reside, and by comparing figures for the two airports, we were able to estimate the potential demand for Kansai airport.

# (i) Shift from other airports

sample Seventy-eight percent of international passengers living in the eastern Japan region use Narita Airport, while 46% of international passengers living in the western Japan region use Kansai Airport (figures from the New Tokyo International Airport Corporation's November 1993 survey "Change in airport use by international passengers following the opening of the Kansai International Airport"). And there is every reason to be optimistic that the figure for Kansai will eventually rise to roughly the same level as the figure for

The number of international passengers from the western Japan region is about 5,126,000 a year, so a lift in the percentage of users can be expected to bring an extra 1,640,000 passengers a year to Kansai airport.

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(ii) Increase in the ratio of people traveling abroad in the western Japan region

The ratio of people traveling abroad (number who depart the country per 100 population) in the eastern Japan region currently stands at 12.4, compared to 8.8 in the western Japan region.

From these figures, we calculated the increase in international passengers after raising the western Japan ratio to the national average of 10.7. This resulted in a passenger increase of 1,107,000 based on the population of 58,286,000 in the western Japan region.

#### Calculation of economic effect

The combined passenger increase from (i) and (ii) is 2,747,000. As shown in 1) (1) above, the amount spent by each Japanese departing the country is on average \(\frac{\pma}{2}\)24,840, and if we add to this the average of \(\frac{\pma}{3}\),760 that each of those Japanese spends on return, the spending unit for every Japanese traveling abroad comes to \(\frac{\pma}{2}\)28,600. So from this, we calculated that the increase in spending generated by the increase in passengers would be \(\frac{\pma}{7}\)8.6 billion.

From this spending figure and using the method detailed in Reference 1, we calculated an economic effect (added value output) of ¥133.8 billion.

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   |   |  | 9.7   |
| 1993 |                              | 1,38  | 1,66   | 3,74  
   
   | 6  | 4  | 18  
   | 1,56   |   | 17   
  | 19   
  | 1,12  | 9  |  |  
   | 2   | ς.   | 6,799   |
| À    | Passengers to<br>South Korea | 22,549  | 11,063   | 36,735  
   
   | 820  | 1,503  | 996   
   | 11,814   | 422   | 1,603  
  | 1,764  
  | 12,981  | 909  | 934  | 531  
   | 507   | 398  | 70,347  |
|      | Transit percentage           | 6.4   | 14.4   | 9.7   
   
   | 19.3   | 0.4  | 15.5  
   | 7.7  | 0.0   | 0.0  
  | 0.0  
  | 8.6   | 0.0  | 8.9  |  
   | 8.0   | .1   | 8.5   |
| 1991 | Transit passengers           | 1,068   | 1,451  | 2,041   
   
   | 135  | 18   | 141   
   | 704  | 0   | 5  
  | o<br>aľ  
  | 1,028   | ρN   | 24   | 1  
   | e,  | 1  | 4,560   |
|      | Passengers to<br>South Korea | 16,693  | 10,084   | 26,723  
   
   | 669  | 1,348  | 606   
   | 9,156  | 496   | 946  
  | 1,874  
  | 10,503  | 159  | 270  | - 1  
   | 363   | ı  | 53,500  |
| À    | Transit<br>percentage        | 4.9   | 14.8   | 5.9   
   
   | 34.3   | le   | 1:1   
   | 9.6  | 0.0   | 5  
  | a٢   
  | 6.9   | 0.0  | 0.0  |  
   | . 1   | ı  | 6.7   |
| 1989 | Transit<br>passengers        | 822   | 1,641  | 1,278   
   
   | 187  | ı  | 14  
   | 384  | 0   | 1  
  | 1  
  | 663   | 0  | 0  | 1  
   | 1   | 1  | 3,741   |
|      | Passengers to<br>South Korea | 16,659  | 11,054   | 19,734  
   
   | 545  | le   | 1,296   
   | 6,801  | 493   | 5  
  | aľ   
  | 10,009  | 389  | 201  | 1  
   |   | ı  | 47,447  |
|      | Departure airport            | arita   | saka   | egional airports  
   
   | New Chitose  | Sendai   | Niigata   
   | Nagoya   | Komatsu   | Okayama  
  | Hiroshima  
  | Fukuoka   | Kumamoto   | Nagasaki   | Oita   
   | Kagoshima   | Naha   | Total   |
|      |                              | 1989Passengers to<br>South KoreaTransit<br>passengersTransitPassengers to<br>South KoreaTransit<br>passengersPassengers to<br>South KoreaTransit<br>South KoreaPassengers to<br>South Korea | Passengers to South Korea         Transit         Transit         Passengers to Percentage         Transit         Transit         Transit         Passengers to Percentage         Transit         Passengers to Percentage         Transit         Passengers to Percentage         Transit         Passengers to Percentage         Passengers to Pe | South Korea         RSS         RSS <th< td=""><td>parture airport         Transit         Passengers         Percentage         South Korea         passengers         Passeng</td><td>parture airport         Passengers to South Korea         Transit Passengers to Percentage South Korea         Transit Passengers to Transit P</td><td>parture airport         Passengers to South Korea         Transit Passengers to South 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1. Source: Ministry of Transport (fortnight data from sample surveys during peak and off-peak seasons (estimate)). Notes:

Total # 47,447 | 3,741 | 7.2 || 25,500 | 1.000 |

1. Source: Ministry of Transport (fortnight data from sample surveys during peak and off-peak seasons (estimate)).

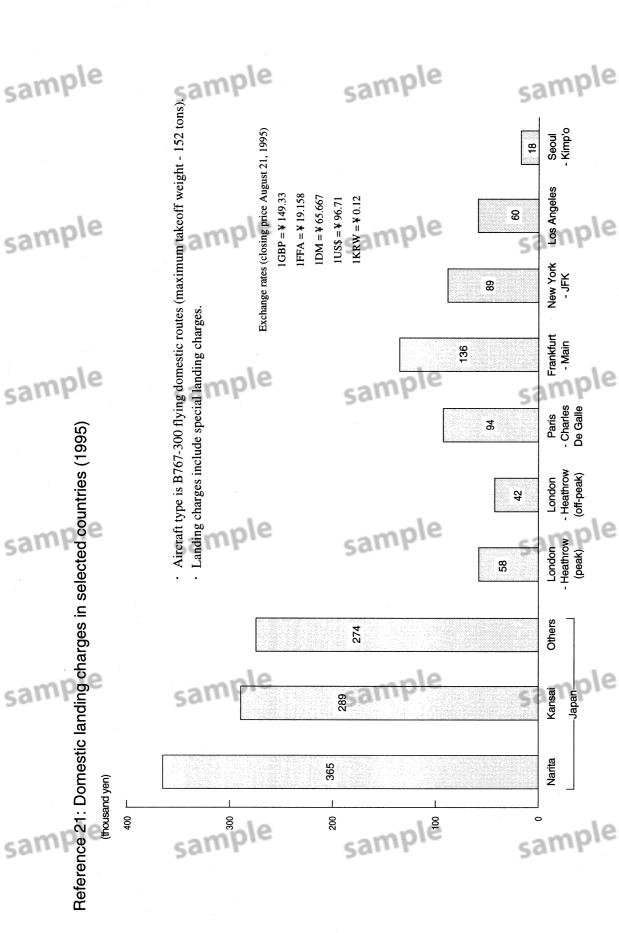
2. "Passengers to South Korea" show the number of Japanese passengers who boarded a flight to Seoul, while "Transit passengers" show the number from among them who passed through South Korea to other overseas destinations.

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Reference: Number of Japanese passengers to South Korea - 1,610,000 (fiscal 1993)



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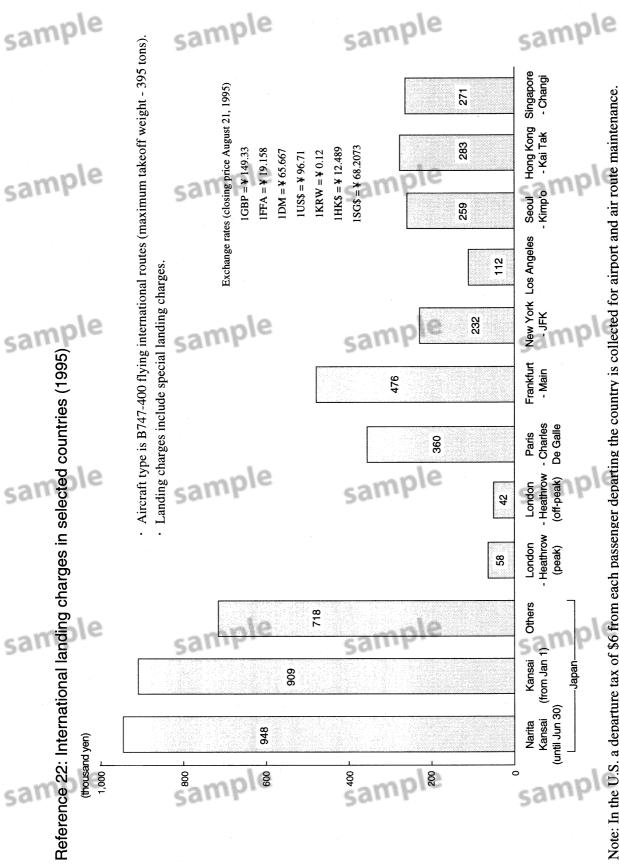
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Note: In the U.S. a ticket tax of 10% of the domestic air fare is collected for airport and air route maintenance.



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Note: In the U.S. a departure tax of \$6 from each passenger departing the country is collected for airport and air route maintenance.

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oort Master Plan Realization Committee)	(Phase 3)	Stage 3	2031 (fiscal 2016-2030)	mple sample	approx. 1,300 ha	<ul> <li>Completion of all reclamation work</li> <li>Construction of runway C</li> <li>Construction of the remainder of Terminal 2</li> </ul>
(from the report by the Kansai International Airport Master Plan Realization Committee)	se 2	Stage 2	2016 (fiscal 2007-2015)		approx. 1,200 ha	<ul> <li>All land reclamation and construction of all sea walls in the area facing the area developed under phase 1</li> <li>Construction of half of Terminal 2</li> <li>Development of the south side taxiway</li> </ul>
Reference 23: Process of phased development	Phase 2	Stage 1	2007 (fiscal 1996-2006)		approx. 1,100 ha	<ul> <li>Construction of all sea walls except the southern sea wall facing the area developed under phase 1</li> <li>Construction of runway B</li> <li>Foundation improvement for the areas where reclamation work has not been completed</li> <li>Development of the north side taxiway</li> <li>Development of the satellite and freight area</li> </ul>
Reference 23: Proces	Phase	Stage	Opening (Development period)	General plan	Reclaimed area	Development plan

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### Reference 24: Outline of phase 2 development work

· Phase 2 development work on the Kansai International Airport (December 18, 1995, preliminary discussions between the Ministers of Finance and Transport)

Phase 2 development work on the Kansai International Airport

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1. The fiscal 1996 budget for development of the Kansai International Airport shall contain funding for work to begin on phase 2 development, for which the developer of airport facilities and the developer carrying out land reclamation work are to be separate entities (separating work above and below sea level), for the necessary construction survey expenditure, and for the establishment of a land development company.

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- 2. The funding plan for phase 2 development shall be as follows:
- (1) Total project cost ¥1.56 trillion.

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- (2) Percentage of funds for airport facilities (above sea level) that are interest-free 30%
- (3) Percentage of funds for land reclamation (below sea level) that are interest-free 55%.
- 3. The national and local governments shall share the burden of interest-free funds for the second phase construction on a two to one ratio.
- 4. Further examinations are to be carried out on future Kansai International Airport demand trends and securing the operational soundness of Kansai International Airport Co., Ltd. by the time construction work begins (scheduled for fiscal 1998).

December 18, 1995

Masayoshi Takemura: Minister of Finance Takeo Hiranuma: Minister of Transport

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-am	Outline of phase 2 d	evelopment e
Sami	Item	Details
samr	Development details	<ul> <li>Start of use of runway B (4,000m), enabling 180,000 takeoffs and landing a year.</li> <li>Construction of the satellite corresponding to one side of the terminal wing (construction of passenger terminal 2 will be examined in the future in the light of demand trends)</li> <li>Development of access facilities (trunk roads and railway lines) and shuttle service between Terminal 1 and the satellite built under phase 2.</li> <li>2011</li> <li>Begin use of facilities that can handle 230,000 takeoffs and landing a year ∃ the remaining 30,000 to take the airport to full planned capacity will be examined in the future in the light of demand trends.</li> </ul>
	2. Area of reclamation	About 530 ha (as well as about 70 ha of foundation improvement)  Reclamation work will not begin on the land for the cross-wind runway, only foundation improvement work.
samp	3. Project costs	¥1.56 trillion Above sea level - ¥420 billion Below sea level - ¥1.14 trillion
	4. Percentage of	Above sea level - 30% (investment)
	interest-free funds	Below sea level - 55% (investment 30%; interest-free loans 25%)

# Reference 25: Local government share of expenditure in phase 2 development

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1. Amount to be borne by local governments

Of the phase 2 development cost of ¥1.56 trillion, the amount local government share of investment and interest-free loans for the ¥1.14 trillion cost of land reclamation work, and investment for the ¥500 million cost of setting up the land reclamation company is as follows:

(1) Investment

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sample

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¥114 billion

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(2) Interest-free loans

(3) Investment in setting up the land reclamation company

2. Proportion to be borne by local governments

The proportion of phase 2 investment local governments are expected to contribute is as follows, and takes into account the proportion contributed in phase 1, and geographical sample considerations.

- (1) The twelve local governments concerned will contribute the same proportion of investment in KIAC that they contributed during phase 1.
- (2) As for interest-free loans to KIAC:

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- the twelve local governments will contribute one quarter of the funds for the loans at the same rate as in phase 1; and
- (ii) Osaka Prefecture and Osaka City, in view of the close links they have with the airport, will contribute three quarters of the funds for interest-free loans at the same rate as in phase 1.

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(3) The funds for setting up the land reclamation company will be provided by Osaka, Wakayama and Hyogo prefectures and Osaka and Kobe cities at the same rate as in phase 1. sample sample sample

Reference 26: Financial contribution to phase 2 development by the 12 local governments concerned

(¥100 million)

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	10		16	2			4.00	10			( <b>#</b> 100 IIIIII0II)	
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3		Facilities development		L	and rec	lamatior	1		Investn new co		Total	
	Development cost	4,200		11,400					5.0		15,605.0	
	National govt.	840			4	,180			2.	5	5,022.5	
	KIAC	2,940				-			-		2,940	
	Third sector				5	,130			-		5,130	
	Private sector	420				-			-		420	
	Local governments	-	-10	2	2	,090		10	2.	5	2,092.5	
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	·		%	e e	%		%		%			
					70		,,,					
	Osaka Pref.		50.59	576.61	50.59	120.13	66.7	475.00	55.2	1.38	1,173.12	
	Osaka City		25.29	288.31	25.29	60.06	33.3	237.50	26.8	0.67	586.54	
sam	Wakayama Pref.	sam	7.03	80.14	7.03	16.70	$W^{k}$	110	7.2	0.18	97.02	
	Hyogo Pref.		7.03	80.14	7.03	16.70			7.2	0.18	97.02	
	Kobe City		3.51	40.01	3.51	8.34			3.6	0.09	48.44	
	Nara Pref.		0.94	10.72	0.94	2.23					12.95	
	Kyoto Pref.		1.17	13.34	1.17	2.78					16.12	
	Kyoto City		0.70	7.98	0.70	1.66					9.64	
	Shiga Pref.		0.94	10.72	0.94	2.23				• *	12.95	
	Mie Pref.		0.47	5.36	0.47	1.12		10			6.48	
sam	Fukui Pref.	sam	0.47	5.36	0.47	1.12	mp	110			6.48	
30	Tokushima Pref.	30	1.87	21.32	1.87	4.44				1	25.76	

Note: Contributions for land reclamation and interest-free loans are rounded to the nearest million yen, so there are slight variations in the actual amount that each local government contributes.

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# Reference 27: Phase 2 development entity and development cost

(Unit: ¥100 million)

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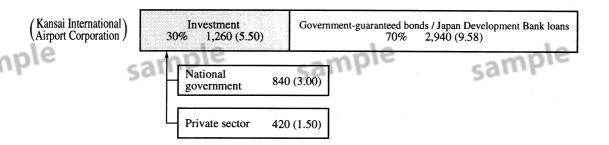
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Airport facilities Figures in brackets are development costs for fiscal 1996

- · Development entity: Kansai International Airport Co., Ltd. (KIAC)
- · Development costs: ¥420 billion (¥1.408 billion)

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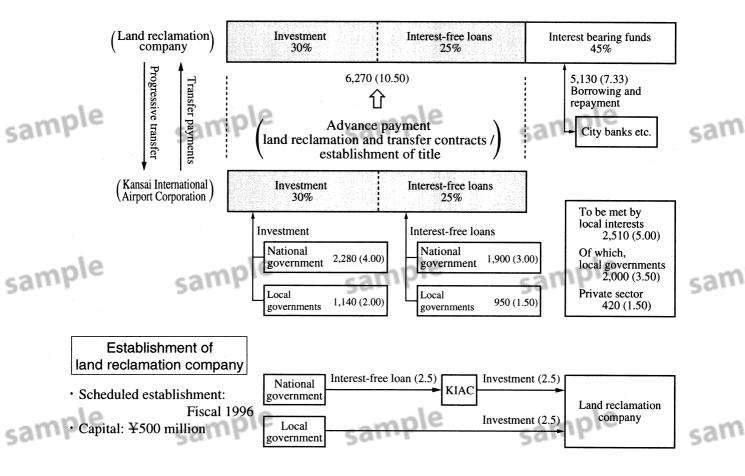
Airport land

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Figures in brackets are development costs for fiscal 1996

- · Development entity: Land reclamation company
- · Development costs: ¥1.14 trillion (¥1.783 billion)



Reference 28: Kansai International Airport phase 2 development schedule

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Fiscal 2001-	eighth sample	vork Facilities  construction
Fiscal 1999 Fiscal 2000	nent Program  tor)  (interim report) development plan Airport construction approval	rveys  Construction  er plan and sea wall construction t methods) gy ons for design ) sy ssment of future Various procedures including environment assessment  Environmental monitoring assessment
nase 2 development schedule	ation with Civil Aviation Council  1 Aviation Council  March: Cabinet agreement on the 7th 5-year airport development plan  Establishment of land reclamation company (third sector)  About November: Civil Aviation Council (interim report)  Cabinet approval of the 7th 5-year airport development plan  Reclamation permit approval	Planning and implementation surveys  • Airport planning survey  (examination of the airport master plan and individual facilities development methods)  • Survey on construction technology  (development of general conditions for design and execution, construction plan)  • Environmental assessment survey  (survey of current situation, assessment of future forecasts)    Various procedures including environment assessment
Reference 28: Kansai International Airport phase 2 development schedule Fiscal 1994   Fiscal 1995   Fiscal 1996   Fiscal 1997   Fiscal 1998	Sixth 5-year Airport Development Program  March: Consultation with Civil Aviation Council  August: Civil Aviation Council (interim report)  March: Cabinet agreement on the 7  Establishment of  Abour	General surveys  Airport planning survey  Survey on construction methods  Soil survey (boring etc.)  Basic environmental  assessment survey  and executi  (developme and executi  remained executi  (developme and executi  forecasts)
Refe	্ৰিত   General developments	Surveys on phase 2 development

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#### Reference 29: Outline of fiscal 1994 accounts statement

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nle	- ale	-nle	(¥100 million)
sample	sampie	Fiscal 1994 (Apr	· 94 - Mar 95)
		December 1994 projections	Outcomes
		(plan on opening) Note 1	Note 2
	Aeronautical revenue	220	227
	Non-aeronautical revenue	360	325
sample	Total revenue (A)	580	552 sample
	Depreciation (D)	190	176
	Operating expenditure	340	262
	Interest payments	320	315
10	Total expenditure (B)	850	753
sample	Non-operating revenue (C)	sample	30
	Profit/loss (A)-(B)+(C)	▲270	▲171
10	Ordinary profit/loss before depreciation A-(B-D)+C	▲80	+5
sample	sample	sample	sample

Note 1: Flight numbers in the airport opening plan were calculated at 50 international and 70 domestic flights a day.

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Note 2: Actual numbers were 54.4 international and 69.5 domestic flights a day.

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Reference 30: Outline of fiscal 1995 accounts statement

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100	a	(¥100 million)	h
sample	sample s	Fiscal 1995 accounts (Note)	,
		(Apr 95 - Mar 96)	
	Aeronautical revenue	461(43%)	
	(e.g. landing/parking charges, fuel facilities		
	charges, PSFC)		
	Non-aeronautical revenue	622(57%)	
. 1.	(e.g. land and building lease charges, toll	.10	
sample	fees for access bridge and roads, revenue	ample sample	in .
50	from directly managed business)	301-1	
	Total revenue (A)	1,083	
	2000 20100 (22)	2,000	
	Depreciation (D)	329	
1.	Operating expanditure	590	
cample	Interest payments	ample 531 sample	il.
Sami	interest payments	331 501-1	
	Total expenditure (B)	1,451	
	Total expenditure (B)	1,731	
	Name and the second (C)	10	
	Non-operating revenue (C)	10	
		4.640	
sample	Ordinary profit/loss (A)-(B)+(C)	ample ▲358	À
Same	501111 5		
	Profit/loss before depreciation A-(B)+(C)+(D)	▲30	

Note: Actual flight numbers (passenger flights and freight flights only) were 64.7 international and 78.8 domestic flights a day.

Remarks: The fiscal 1995 forecast (announced in June 1995 - fiscal 1995 business sample planning base) estimated operating revenue of ¥123.7 billion and an ordinary Samil samil loss of ¥38.8 billion.

(Initial flight forecasts were 64 international and 71 domestic flights a day)

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