

JFK International Airport New Terminal One, New York, United States

KONE innovation streamlines construction at 21st century global gateway

52

KONE TransitMaster™
220 escalators



Construction of an terminal intended to be the first U.S. gateway to offer international travellers a world-class experience is a uniquely challenging undertaking. At New York's John F. Kennedy International Airport, KONE innovation is delivering impressive efficiencies that cascade throughout the entire construction project.

As the largest international gateway to the U.S.¹, JFK's Terminal One will be constructed in two phases with the first phase operational in 2026. Fourteen new gates in Phase A will serve several airlines.

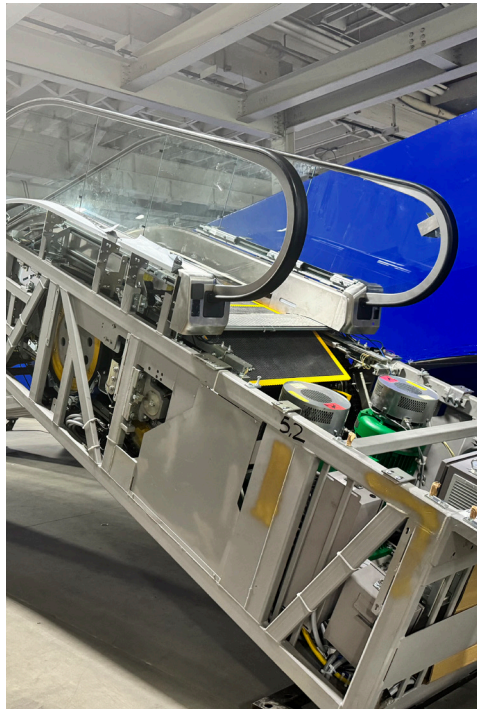
Prioritizing accessibility, convenience and the ultimate passenger experience, the 2.6-million square feet facility is expected to meet sustainability standards and serve as a catalyst for regional economic growth with hospitality-like amenities.

In the first phase of construction, KONE will install 64 elevators, 52 escalators and eight autowalks. Dedicated to ensuring smooth People Flow™, KONE uses proven technology to meet the needs of a demanding airport environment.

8

KONE TransitMaster™
265 autowalks

Safe and efficient installation methods save costs – and give peace of mind

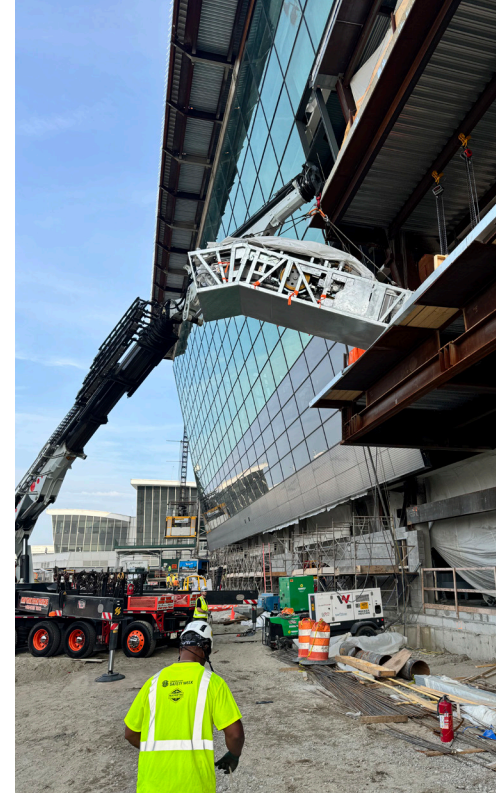


CHALLENGES

- Crane coordination in tightly confined spaces
- Need for construction efficiencies in uniquely complex environment

KONE SOLUTIONS

- KONE TransitMaster™ 220 heavy-duty public transportation escalators constructed and assembled in offsite warehouse
- Escalators delivered for installation as the terminal's steel structure was being built, utilizing onsite crane and eliminating disruption of component delivery through congested concourses
- Streamlined construction schedule, providing optimal build environment and on-time delivery



64

KONE MonoSpace®
700 elevators

FAST FACTS

- Welcoming 34 million international travellers in 2025, New York's John F. Kennedy International Airport is uniquely positioned as America's front door to the world
- Terminal One will be the largest standalone international terminal in the U.S. and will be the largest terminal at JFK
- The \$9.5 billion project will be conducted in two phases: Phase A will be completed in 2026



That kind of synergy is huge. We saved a tremendous amount of time, and it was easier for our workforce. During escalator construction, our crews worked in the same place for a year, in a controlled temperature and with the units at eye level.

Ryan Kaufman,
Construction Manager



KONE's ability to deliver completely assembled escalators during the steel build created a tremendous benefit for us, the steel and the escalators were complete at the same time, and the escalators were finished and protected."

Jim Durkin
AECOM Tishman Vice President

Synergy creates exceptional efficiency

In a project as complex as a Tier I airport terminal, the ability to streamline construction processes delivers a huge benefit. Construction of heavy-duty public transportation KONE TransitMaster™ 220 escalators is a case in point. At Terminal One, KONE created major installation efficiencies by building and assembling more than half of the terminal's 52 public transportation-class escalators in an offsite warehouse.

By October 2024, 32 of the escalators had been completed offsite, encased in protective materials, and staged in a secure interior space. When the time came for installation, they were trucked to the airport. Instead of leaving space for escalators to be built onsite over an extended period, the contractor set the completed escalators in place as the terminal's steel structure was being constructed.

Experience gained through execution

Building on experience gained in projects at the Allegiant Stadium in Las Vegas and LaGuardia Airport's Central Terminal B, KONE executed a highly successful plan at JFK New Terminal One. The KONE installation will be complete in time for Operational Readiness and Airport Transfer commissioning set to begin later this year.

"The offsite build improved the installation, as well as logistics and delivery, by a large margin," notes Dan Brooks, KONE Director, New Building and Modernization Solutions-Americas. "In terms of installation, escalators are a specialty item. To install that number of units in that time frame, the offsite build creates enormous efficiency. It allows us to get them running in the warehouse and then set in the wellway for the final adjustment. When we come back, there's no project disruption and no craning required."

Logistical challenges were greatly minimized, also creating savings. "Normally, there would have to be an access point for components and a long roller path through the airport," Durkin notes. "Then there'd be the assembly operation, and all the logistics of material storage and getting manpower in. With the offsite build, none of that was needed. It created huge savings."

Attention to detail at every level

Modular construction is an essential component of airport projects today. Project delivery is accelerated; impact on services, operations, and other trades is reduced. In effect, structural work leapfrogs demolition, site and foundation work. But it doesn't happen without rigorous attention to detail.

Involved very early in the project, KONE played a key role in design, dimensions, logistics, conduit runs, and coordination with other trades. That kind of involvement ensures availability of temporary power during phasing, for instance, and permanent power during the adjusting process. "It's a matter of making sure that when they have power, we're ready to go," Brooks says. "KONE excels at this. Thinking about the whole project is something we do really well."

KONE had a very collaborative approach. They came in and discussed what they saw as challenges and suggested solutions. KONE was open and forthright and willing to engage in dialogue with us. I appreciate that kind of extra engagement.”

KONE is up to the challenge

Finding the right warehouse for the offsite build was one of the biggest logistical challenges. The route between the warehouse and the airport could have no bridges or tunnels. If the trailers

used to transport completed escalators exceeded rigid length and height limits, special permits and police escorts would be needed, triggering a costly, complex process. And oversize loads were restricted to a travel window of midnight to 4 a.m.

“The customer was very impressed by our plan for the offsite build and the warehouse,” Brooks says. “They valued the fact that with the number of units involved, that timing and early release would allow the escalators to be put together quickly and remain protected until installation. They were especially pleased that the units would not be hauled through the completed concourses.”

Put our experience to work!

Airport projects are inherently complex. “There was no onsite storage. Everything was conducted in carefully coordinated just-in-time deliveries,” Kaufman says. “Our personnel are transported in and out via 30-minute shuttle transports. And at an airport, once everybody is onsite, manpower and supervisors still have a lot of ground to cover.”

KONE overcomes obstacles with a nimble, adaptable team highly attuned to both the project and the environment. “Our team has repeatedly demonstrated their ability to be flexible and adjust to changes,” says KONE Construction Project Manager Carly Mertens. “Constant communication is essential. Having a project manager and a construction supervisor onsite makes it easy to make decisions on the spot.”

Modular construction offers benefits and challenges in equal measure. Through innovation, collaboration and comprehensive project management, KONE has a proven track record in converting challenges into efficiencies. How can we help optimize your next project?

At KONE, our mission is to improve the flow of urban life. As a global leader in the elevator and escalator industry, KONE provides elevators and escalators as well as solutions for maintenance and modernization to add value to buildings throughout their life cycle. Through more effective People Flow®, we make people’s journeys safe, convenient and reliable, in taller, smarter buildings. In 2025, KONE had annual sales of EUR 11.2 billion, and at the end of the year over 60,000 employees. KONE class B shares are listed on the Nasdaq Helsinki Ltd. in Finland.

¹ Source: U.S. Bureau of Transportation Statistics, [bts.gov](https://www.bts.gov)

