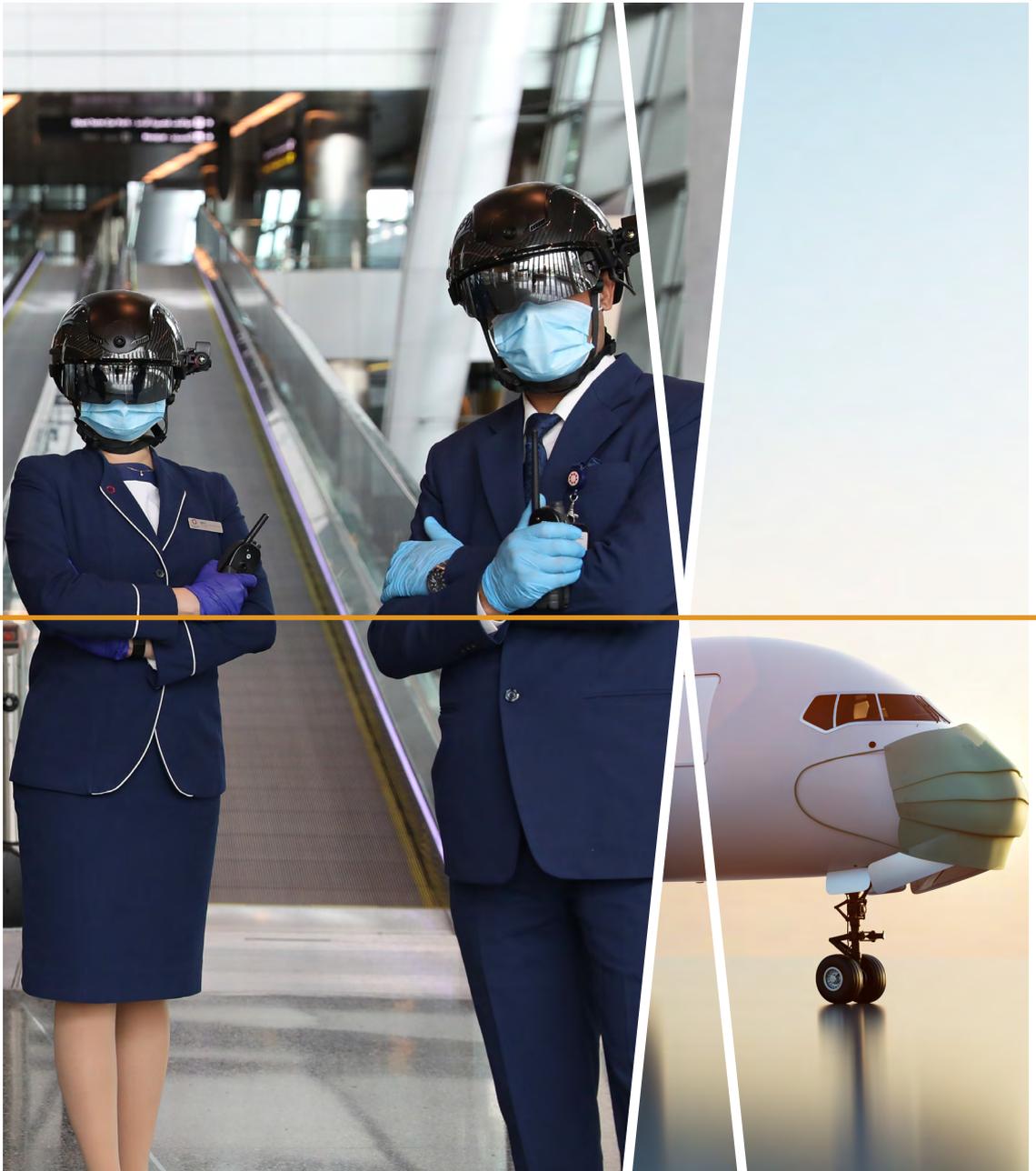




ACI Asia-Pacific Year in Review 2020



ACI Asia-Pacific advances the collective interests of the region's airports with governments and international organizations, and leads, facilitates and promotes professional excellence in airport management and operations.

ACI Asia-Pacific Year in Review 2020

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MESSAGE FROM THE PRESIDENT

For much of 2020, the COVID-19 pandemic impacted most aspects of life. The airport industry's operations and businesses were certainly not spared from the challenges and devastation. Our colleagues at Asia-Pacific's airports were the first to feel the impact of COVID-19, which quickly extended to the Middle East and beyond. By now, we know that recovery will take longer than desired and we must stay agile to survive.

These times of crisis are when the value of associations has become more evident. ACI Asia-Pacific promptly stepped-up pertinent communications and advocacy efforts with regulators and relevant parties on a range of operational and business issues, including frontline facilitation responses at your airports, financial, economic impacts, slot waivers, COVID-testing and vaccines.

Our committees and subject matter experts have also worked harder and gone the extra mile this past year. Not only have they kept up with their respective

roles and responsibilities, they also generously shared knowledge and experiences with one another in fighting the crisis. This Year in Review highlights some of their efforts, for which the ACI community is grateful.

We are thankful for airport members' and World Business Partners' ongoing engagement despite very difficult circumstances at your airports and business settings. Your commitment translates to the Regional Office's ability to continue supporting us.

My thanks to fellow Regional Board Directors for the leadership they have provided. The solidarity, commitment and engagement they have demonstrated will help our industry come out of this stronger and better for the future.

Seow Hiang Lee
President
ACI Asia-Pacific



MESSAGE FROM THE DIRECTOR GENERAL

The year 2020 will go down in history as the grimmest ever faced by the aviation industry.

ACI Asia-Pacific started its 15th anniversary year with an ambitious strategic plan for Asia-Pacific and Middle East airports to shape the future of the aviation industry globally. Within weeks, the strategic plan and the entire industry were in a state of turbulence lasting the entire year.

In the face of plummeting traffic and evaporating revenues, the impact of the pandemic immediately pushed our advocacy efforts into high gear. We rapidly stood up a COVID-19 Task Force to document the impact on our members' operations, using that information to inform our advocacy efforts with global industry associations and national regulators.

In the firm belief that the industry needed to present a united front, we teamed up with regional associations representing airlines, retail, travel and tourism to urge governments to provide relief, open borders

and replace quarantine with testing protocols. We complemented our advocacy with ongoing media outreach to keep the dire state of the industry at the forefront of the public and regulators.

Globally, ACI launched the Airport Health Accreditation programme to demonstrate that airports are taking every measure necessary to create a safe travel environment.

The 2020 Year in Review documents the initiatives and activities across the economics, environment, human resources, safety and security policy areas to represent your interests and to position our sector for recovery.

In this most turbulent of years, we are grateful for your trust in our association.

Stefano Baronci
Director General
ACI Asia-Pacific

REGIONAL BOARD

EXECUTIVE COMMITTEE

President



Seow Hiang LEE *
Changi Airport Group (Singapore) Pte Ltd.
Singapore

First Vice President



Emmanuel MENANTEAU
Cambodia Airports
Cambodia

Second Vice President



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Second Vice President



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Oman Airports Management Company
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Immediate Past President



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GMR Airports Limited
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Bahrain



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Malaysia



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Airports Corporation
of Vietnam
Vietnam



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China



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Videh Kumar
JAIPURIAR
Delhi International Airport Ltd
India



Xue Song LIU *
Beijing Capital International
Airport Co. Ltd
China



Faiz KHAN
Fiji Airports
Fiji

SPECIAL ADVISORS

IN MEMORIAM

* World Governing Board Member

Regional Advisor on World Governing Board

As of December 2020



59
AIRPORTS ACCREDITED

117
REGULAR MEMBERS

ACI ASIA-PACIFIC IN NUMBERS



37
AIRPORTS ACCREDITED

604
AIRPORTS OPERATED



Airport Service Quality

31
MEMBERS AWARDED FOR
2019 ACHIEVEMENTS

49
COUNTRIES / AREAS



Airport Service Quality

84
AWARDS PRESENTED FOR
2019 ACHIEVEMENTS



ICAO

94
VIRTUAL ICAO
MEETINGS ATTENDED



10K+

SOCIAL MEDIA
FOLLOWERS

11K+

SOCIAL MEDIA
ENGAGEMENTS

95
WORLD BUSINESS
PARTNERS

as of December 2020

COVID-19 RESPONSE

In response to the COVID-19 pandemic, ACI Asia-Pacific formed a **COVID-19 Task Force** of 38 airport members and World Business Partners (WBP) with the main mission of developing and sharing operational best practices in the prevention of the spread of communicable diseases at airports and providing updates on latest regulatory directives and international travel restrictions in the region.

Mr. Tony Sewell, General Manager Operations, Perth Airport was appointed Chair of the Task Force.

The Task Force played a very important role in providing timely inputs and insights in backing up ACI Asia-Pacific's advocacy with governments in relation to the pandemic. Advocacy efforts were supplemented with proactive media relations.



Advocacy on adoption of ICAO guidelines

ACI Asia-Pacific partnered with the International Air Transport Association (IATA) in Asia-Pacific and the Middle East. Jointly, they issued letters to governments urging the rapid implementation of ICAO's global guidelines, contained in Takeoff: Guidance for Air Travel through the COVID-19 Public Health Crisis, for restoring air connectivity to ensure the safe and harmonized restart of aviation in the region. The letters were supported by a press release and promulgation on social media channels of both associations.

Advocacy on replacing quarantine with testing

In December 2020, a joint open letter, co-signed by the Association of Asia Pacific Airlines (AAPA), the Asia Pacific Travel Retail Association (APTRA),

IATA and the Pacific Asia Travel Association (PATA) was sent to the Ministers of Transport and Health of 13 countries in the Asia-Pacific region calling for the relaxation of quarantine requirements by adopting the ICAO's recommended risk assessment and testing framework.

ACI Asia-Pacific also supported a Joint Declaration by the Assembly of Presidents of AAPA, along with IATA.

The association made multiple press statements calling for the replacement of quarantine with testing protocols.

Advocacy on border reopening

At regional level, ACI Asia-Pacific collaborated with different regional industry associations to advocate for a safe restart of international air travel when the epidemiological conditions improved.

ACI Asia-Pacific worked closely with the ICAO regional offices to facilitate a closer collaboration between public health and civil aviation authorities in the reopening of borders.

To that end, ACI Asia-Pacific assisted with the organisation of an Asia Pacific ICAO and World Health Organisation (WHO) webinar, the first of its kind in the region. Major obstacles to the full resumption of international air travel were discussed, with more than 400 participants from airports, airlines, civil aviation regulators public health authorities. At the webinar, ACI Asia-Pacific's Director General delivered a presentation advocating a risk-based and harmonized approach to progressively relaxing travel restrictions imposed by states due to COVID-19, and highlighted the key operational challenges when implementing public health measures at the airports while at the same time trying to minimizing the impacts on passenger facilitation.

At national level and in consultation with ACI Asia-Pacific members, a number of letters were sent to the governments of targeted countries throughout the year urging them to consider lifting travel restrictions and replacing quarantine with



Hygiene measure at Airport Corporation of Vietnam airports

alternative risk-based measures, thereby providing much-needed relief to the aviation sector.

Countries contacted included Australia, Cambodia, Fiji, French Polynesia, Hong Kong SAR, India, Japan, Jordan, Malaysia, Maldives, Qatar, Saudi Arabia, Singapore, Thailand, United Arab Emirates and Vietnam.

Publications

The COVID-19 Task Force produced the following reports and documents in 2020:

Technical guidance documents:

- [Common measures implemented at airports in Asia-Pacific to prevent the spread of COVID-19 \(March\)](#)
- [Impact assessment on airport operations due to COVID-19 \(April\)](#)
- [Analysis of Public Health Measures for Protecting Passengers and Rebuilding Confidence \(July\)](#)

Survey report on implementation of public health measures

- In June, the Task Force conducted a survey to keep track of the implementation status of recommended public health measures at airports in Asia-Pacific and the Middle East and the potential impacts of these measures on airport operations.

Survey report on challenges in restart and recovery of airport operations during COVID-19

- In October, the Task Force conducted a survey to understand the major challenges and obstacles that the industry faced in the restart and recovery of air travel. Some of the identified challenges included the myriad of regulations on travel restrictions, quarantine requirements and COVID-19 testing protocols.

Airport Health Accreditation

Launched in July, the Airport Health Accreditation programme assists airports by assessing new health measures and procedures introduced as a result of the COVID-19 pandemic in accordance with ICAO Council Aviation Recovery Task Force recommendations. Areas of assessment for accreditation include cleaning and disinfection, physical distancing (where feasible and practical), staff protection, physical layout, passenger communications and passenger facilities.

First out of the gate in Asia-Pacific was Incheon International Airport in Seoul, Korea, accredited in August. The first airport in the Middle East was Muscat International Airport in Oman, who passed their accreditation in October.

The ICAO-supported Airport Health Accreditation programme has been well received by airport operators in the region and globally. At the end of the year, 37 airports in the region were accredited.

Virtual representation

To reflect the importance of delivering airport industry messages representing airports interests to a broad audience, and the virtual wipe out of in-person events, ACI Asia-Pacific took advantage of the many online industry events taking place. COVID-19-related virtual meetings surpassed 80 over the course of the year.

- Asia-Pacific Aviation-Public Health Experts' Roundtable Discussion
- 8th Meeting of the Collaborative Arrangement for the Prevention and Management of Public Health Events in Civil Aviation Middle East (CAPSCA MID/8).
- 13th Meeting of the Collaborative Arrangement for the Prevention and Management of Public Health Events in Civil Aviation Asia Pacific (CAPSCA APAC/13)
- ICAO APAC COVID-19 Contingency and Recovery Planning Group (ACCRPG) 1-9
 - ICAO ACCRPG Safety Subgroup 1-13
 - ICAO ACCRPG Public Health Subgroup 1-10
- Directorate General Civil Aviation Asia and Pacific Regions 1-3
- Directorate General Civil Aviation Middle East Region 1-3
- ICAO Aviation-Public Health Roundtable
- ICAO Middle East Recovery Plan Task Force 1-20
- ICAO Middle East Recovery Plan Task Force (Airport security and facilitation workstream) 1-20

Members of ACI Asia-Pacific spoke at multiple industry events including International Airport Online Summit, CAPA Live, World Bank, WHO, GCC Round Table Forum and other virtual events.



Hygiene measures at Macau International Airport



15TH ACI ASIA-PACIFIC REGIONAL ASSEMBLY

The pandemic had a devastating effect on in-person meetings and events. ACI Asia-Pacific's very own annual event, the 15th ACI Asia-Pacific Regional Assembly, Conference & Exhibition, was affected too. The event was originally slated for April 2020 hosted by Kansai Airports in Nara, Japan. Ultimately, the event was cancelled and turned into a scaled down virtual Regional Assembly meeting on 11 June 2020.

Virtual assembly

The first-ever virtual assembly was presided over by the President of the ACI Asia-Pacific Regional Board and CEO of Changi Airport Group, Mr. Seow Hiang Lee. During the virtual Regional Assembly, ACI Asia-Pacific's members confirmed new Officers, Directors and Special Advisors to its Regional Board. Comprised of aviation business leaders from across the Asia-Pacific and Middle East region, the Regional Board governs the overall development strategy of ACI Asia-Pacific.

Mr. Lee, who was re-elected to continue in his role for a further two years, commented that it was important, now more than ever, that ACI Asia-Pacific had a broad representation to help navigate the airport industry through these difficult times.

During the virtual assembly, the ACI Asia-Pacific Director General presented the Strategic Plan 2020-2023. He also reported on a wide range

of topics including the state of the air transport industry in the region, the impact of COVID-19 on the aviation industry and updates on the various ACI programmes. The short term Action Plan to address the pandemic was shared with members.

During the Regional Assembly, outgoing ACI World Director General Ms. Angela Gittens was thanked for her valuable contributions and members had the opportunity to hear from incoming ACI World Director General Mr. Luis Felipe de Oliveira.

New members

The President welcomed the following new members to the ACI Asia-Pacific community:

- Beijing Daxing International Airport (China)
- Fukuoka International Airport Co., LTD (Japan)
- Palmerston North Airport Limited (New Zealand)
- U-Tapao Rayong-Pattaya International Airport (Thailand)

Meet the Board series

To introduce the Regional Board to the broader membership and public, a 'Meet the Board' series of articles was initiated. In this series, members of the ACI Asia-Pacific Regional Board were interviewed about their leadership style, thoughts on the next generation of leaders and, unavoidably, the impact of the pandemic. The interviews were then featured online and in the association's Bi-weekly Newsletter.

WORLD BUSINESS PARTNERS

The World Business Partners (WBP) Annual Meeting was held virtually on 28 July with over 30 participants. WBP's received an overview of the Board-approved Strategic Plan 2020-2023, an update of virtual engagement opportunities and plans for a revamped event in 2021 geared towards greater participation by WBPs.

New partners

In 2020, ACI Asia-Pacific welcomed nine new WBPs to its community.

Regular:

1. ATvanGarde Pte Ltd
2. CAPA - Centre for Aviation
3. Oshkosh Corporation
4. Ports Projects Management & Development Co.
5. Safe Flight Inc.
6. WAISL Limited
7. WSA Co.

Affiliate:

8. Jacobs U.K. Limited
9. Genetec Asia-Pacific Limited

As of December 2020, the WBP membership stands at 66 Regular and 29 Affiliate members

First virtual roundtable

More than 40 WBP's and guests from around 20 countries attended ACI Asia-Pacific's first virtual roundtable on 29 September. The roundtable provided suppliers from multiple disciplines the opportunity to hear first-hand from airport leaders from Dubai Airport, Kansai Airports and Mumbai International Airport Limited on their perspectives on the COVID-19 recovery.

Connect and engage

Without in-person events this year, ACI Asia-Pacific created new opportunities for WBP's to connect and engage with airport members. Dedicated interviews or articles were featured in the Bi-weekly Newsletter and amplified on social. The launch of the refreshed corporate website created new advertising and marketing opportunities. And a new section "Perspectives" provided further opportunity to provide thoughts, leadership and industry trends to a broader audience.

COMMUNICATIONS

Against the backdrop of digital transformation, 2020 saw Communications embarking on a datamining exercise, transition to a new member and marketing platform, increasing (social) media presence and launching a new website and a Communicators' Network.

Datamining and digital platform

The team carried out a large-scale membership data mining and validation exercise, reviewing 2,000+ individual entries.

Concurrently, the digital events management and registration platform was expanded to include communications, marketing and membership management.

Increased social engagement

Over the course of the year, the association grew its followers to 10,000 on LinkedIn and Twitter combined. The engagements statistics are steadily increasing, demonstrating the interest in the airport industry.

Press releases

The communications team supported the COVID-19 advocacy efforts with press releases to secure media coverage, on occasion partnering with regional associations for even greater impact.

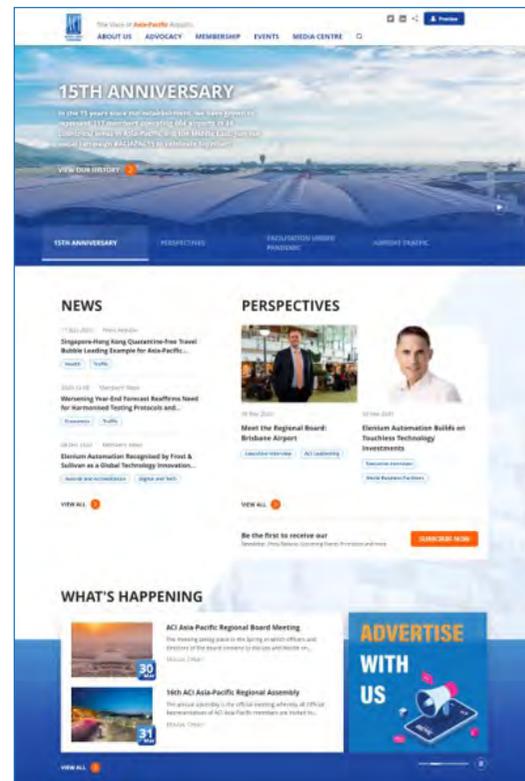
Communicators' Network

The Communicators' Network was established in March 2020 bringing together communications and marketing representatives from 33 airport members across the region. The network offers a platform

to amplify accomplishments and innovations and showcasing the economic and social value airports bring through media relations, content creation, social channels and more.

New website launch

At the tail end of 2020, the new www.aci-asiapac.aero website was launched to showcase the value of airports in the region. Sporting a fresh visual identity, the new website features thematic pages, a dedicated section on news and perspectives, a digital airport and associate member directory and a WBP capability database.



OUR PRIORITIES



Aviation Security



Environment



Operational Safety



Human Resources

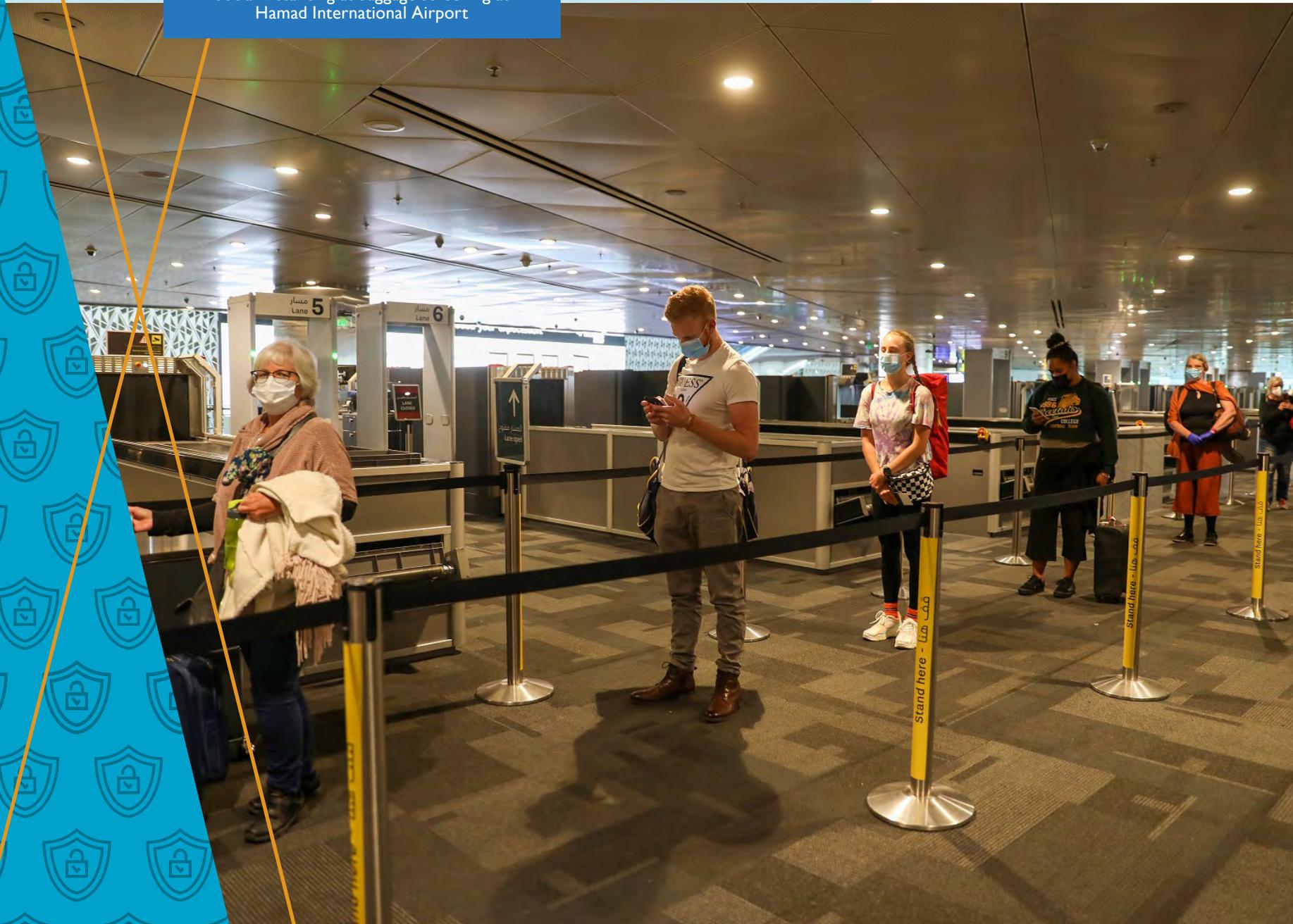


Airport Economics



AVIATION SECURITY

Social distancing at baggage screening at Hamad International Airport



The COVID-19 pandemic will undoubtedly bring substantial changes to the airport industry, particularly in the way air passengers will travel in the future. As passenger traffic starts to resume, one of the key priorities for airport operators is to ensure the health and wellbeing of the passengers and the public while they are at the airport. This is true especially in areas such as the security checkpoint where close interaction between passengers and staff may occur. Airports will need to adapt to the new security operating environment during and after the COVID-19 pandemic.

Survey on COVID-19 security measures

To understand the common measures implemented by airports in the region to minimize the risk of transmission at the security checkpoint, the ACI Asia-Pacific Regional Aviation Security Committee (RASC) conducted a survey in November. The findings included:

- Mandatory wearing of Personal Protective Equipment (PPE) by screeners
- Physical distancing throughout the checkpoint
- Adjustment to current screening procedures to minimize physical contact with passengers
- Installation of plexiglass at the secondary bag search area
- Provision of hand sanitizers for passengers after screening
- Enhanced disinfection of security trays and equipment.



Smiths Detection Checkpoint and Body Scanner at Jeju International Airport.

Security challenges under COVID-19

While minimizing the risk of transmission at the security checkpoint is a priority, it is equally important for airports to maintain the highest level of security at all times. Through the survey, the RASC identified a number of possible challenges for airport security operations going forward especially when traffic gradually returns. These challenges include:

- Budgetary cutbacks on future security investment (such as the deferral or suspension of peoplepower (for example salary reduction or layoff))
- Aviation security resources being diverted to public health screening, for example security screeners being responsible for temperature check
- Possible new security risks due to COVID-19. This could be insider threats due to employee layoff and concealment of prohibited items under PPE suit
- Reduction in handling capacity of security checkpoint. Various simulation analyses run by the ACI Smart Security programme estimate that the passenger handling capacity at the airport security checkpoint could be reduced 30-70%, depending on the airport layout and operational models, if the two-meter social distancing rule is applied.

Advocacy for balanced approach to security

ACI Asia-Pacific presented the survey results at the 8th ICAO Asia and Pacific Regional Aviation Security Coordination Forum (RASCF-APAC/8) held in December to advocate to civil aviation regulators of Asia-Pacific for a balanced approach to aviation security and public health in the restart and recovery phase.

Looking ahead to 2021, ACI Asia-Pacific will continue to assist airports in the recovery of security operations from COVID-19, while refocusing attention to other ongoing security issues, such as security culture and insider threat.

ICAO Annex 17 amendments

In January, the Regional Office participated in an ICAO Annex 17 Working Group meeting hosted by the Singaporean Ministry of Transport. Attended by representatives from 14 states and four international organizations, the attendees discussed a number of potential new or revised Standards and Recommended Practices (SARPs) including security culture, hold baggage screening, and behavioural detection.

The major task of the Working Group is to develop, review and update the SARPs in ICAO Annex 17 on a regular basis. Over the years, many consequential amendments to Annex 17 have been proposed by the group as the security environment has evolved. The Working Group reports to the Aviation Security Panel, an ICAO security policy decision-making body.

The amendments proposed by the Working Group will be reviewed at the next ICAO Aviation Security Panel meeting, which is tentatively scheduled to be held in June 2021.

OUR PRIORITY

OPERATIONAL SAFETY



Over the course of the year, new safety guidelines were published and existing ones translated. The association called for better training on wildlife hazard management and a positive safety culture was promoted at ICAO level and the team contributed to an ICAO mission.

Virtual contribution to ICAO Runway Safety Team mission to Manila

In March, the Regional Office contributed to an ICAO Runway Safety Go-Team mission for Manila Ninoy Aquino International Airport in Manila, the Philippines. The aim of the mission was to help the airport identify gaps in runway safety and share best practices on the topic.

The ICAO Runway Safety Go-Team provides international assistance and partner organizations such as ACI Asia-Pacific for the implementation of effective runway safety programmes. Due to COVID-19 travel restrictions, ACI Asia-Pacific was not able to participate in person.

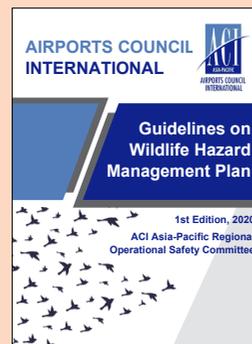
New safety guidelines published

In the face of COVID-19 travel restrictions and the inability to conduct face-to-face meetings, the ACI Asia-Pacific Regional Operational Safety Committee (ROSC) transitioned to online meetings. The ROSC published four sets of new safety guidelines in May on:

- Wildlife Hazard Management Plan
- Runway Inspections
- How to be Innovation in Safety?
- Competency Definitions and Checks for Aerodrome Workers

These guidelines are specifically intended for airport operators in the region taking into account the operating environment, cultural and linguistic diversities in the region.

These guidance materials are available on the ACI Asia-Pacific website for the association's members.



Runway inspection at a Malaysia Airports' airport

Translated Safety Management System handbooks

The 2016 Safety Management System handbook was translated into Chinese and Arabic. Mr. Abdullah Alfalahi, Senior Manager, Aerodrome SMS of Dubai Airports kindly supported the Arabic translation.

The Chinese and Arabic versions are available on the ACI Asia-Pacific website.

Global Reporting Format implementation postponed

The Global Reporting Format (GRF) for Runway Surface Conditions was originally scheduled to become applicable in November 2020 but was postponed for one year because of COVID-19. It is a very topical issue because it is a format that ICAO mandates. It will now become applicable on 4 November 2021.

Promotion of safety culture

The promotion of a positive safety culture amongst regulators and operators was one of the key work areas that the ROSC identified at the end of 2019. A poor safety culture jeopardizes safety because employees are discouraged to openly point out and discuss safety issues. This obviously affects the prevention and investigation of accidents.

ACI Asia-Pacific's call for a better safety culture was heeded at ICAO and a series of meetings on the subject. The recognition culminated in a formal conclusion adopted by the supreme air navigation body of the region's Asia/Pacific Air Navigation Planning and Implementation Regional Work Group (APANPIRG) in December.

Wildlife hazard management training

In 2020, an ACI-sponsored call for better training for wildlife hazard management was agreed to at the same APANPIRG meeting. With this call, ACI Asia-Pacific hopes to complement its effort in providing guidelines on the subject to airport operators with a push for better training especially in states where wildlife hazard is not necessarily always high on the agenda.



OUR PRIORITY

AIRPORT ECONOMICS



ACI Asia-Pacific supported the advancement of economic policy matters through strategic engagement with policy makers, regulators and key stakeholders. In 2020, the focus of the work programme was primarily on COVID-19 related initiatives and paving the way for an economically sustainable recovery of the airport sector.

COVID-19 monitoring and assessment

To understand the impact of COVID-19 on the region, ACI Asia-Pacific, with the support of members, began bi-week tracking of passenger volume from selected airports in mid-March. This monitoring exercise covers around 30% of passenger traffic in Asia-Pacific and the Middle East.

The Economics Team also contributed to ACI World's five COVID-19 economic impact assessments on airports released in March, April, May, August and December.

ACI Asia-Pacific actively monitored relevant policy developments and relief measures throughout the year, and contributed to advocacy campaigns at regional and global level calling for government support measures and financial relief for the sector.

2020 traffic trending

Overall, in 2020, ACI Asia-Pacific observed that the year-on-year (YOY) decline of passenger traffic commenced in late January. The situation deteriorated rapidly and bottomed out around -95% in mid-April. The trend showed some improvements in early May, driven by the resumption of domestic travel in China and the Republic of Korea. The YOY decline slowly improved to around -70% in November. However, the trend deteriorated yet again from December and into the first few weeks of 2021 due to the resurgence of new COVID-19 cases in many countries.

Slot allocation

The newly-created ACI Asia-Pacific Regional Task Force on Slot Allocation was activated in February. The first task at hand was supporting global discussions in response to COVID-19. Addressing

aggressive lobbying by airlines for a blanket waiver of the 80/20 usage requirements for the Winter 2020 season, ACI Asia-Pacific worked with ACI World to advocate for a conditional waiver, reaching out to policy-makers in 11 countries and making substantial inroads in several markets where the debate was previously dominated by airlines. In December, ACI worked together with Sydney Airport in Australia on a submission to local government suggesting that slot rules would need to be tailored for the circumstances that are unique to individual airports.

At the global level, the new governance structure of the Worldwide Airport Slot Guidelines (WASG) commenced in January 2020. Under this new structure, the Worldwide Airport Slot Board (WASB), consisting of representatives from airports, airlines and slot coordinators, is the body that discusses, reviews and approves policy and

implementation of WASG issues at global level. In the slot waiver discussion for the Summer 2021 season, the WASB was able to reach a global recommendation in November that was adopted by a number of jurisdictions in the region. On the other hand, there were also some countries that opted to tailor the policy decision based on local market conditions.



The data was collected prior to the outbreak of COVID-19 and findings provide an indication of the dynamics of airport charges and airfares before the advent of COVID-19.

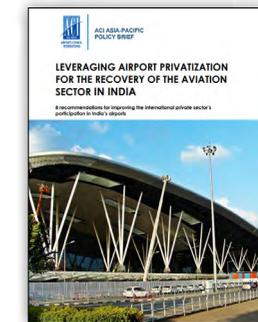
Assessing the financial burden of public health measures

The Committee established a working group in the third quarter to assess the cost burden of implementing a common set of 28 public health measures at airports. Given that many airports were operating at limited/ partial capacity, the financial burden was shown to be insignificant. The working group will continue to monitor the developments.

Privatization and infrastructure development post-COVID-19

To assist policy makers in preparing for the next wave of airport privatization in India, ACI Asia-Pacific finalized a policy brief on privatization in India in August 2020. The policy brief provided eight recommendations for improving the international private sector's participation in India's airport sector.

In anticipation of the need for more private funding to support airport infrastructure development post-COVID-19, the Committee proposed to establish a working group on privatization in 2021 with the aim to develop recommendations to reform concession model/ privatization framework.



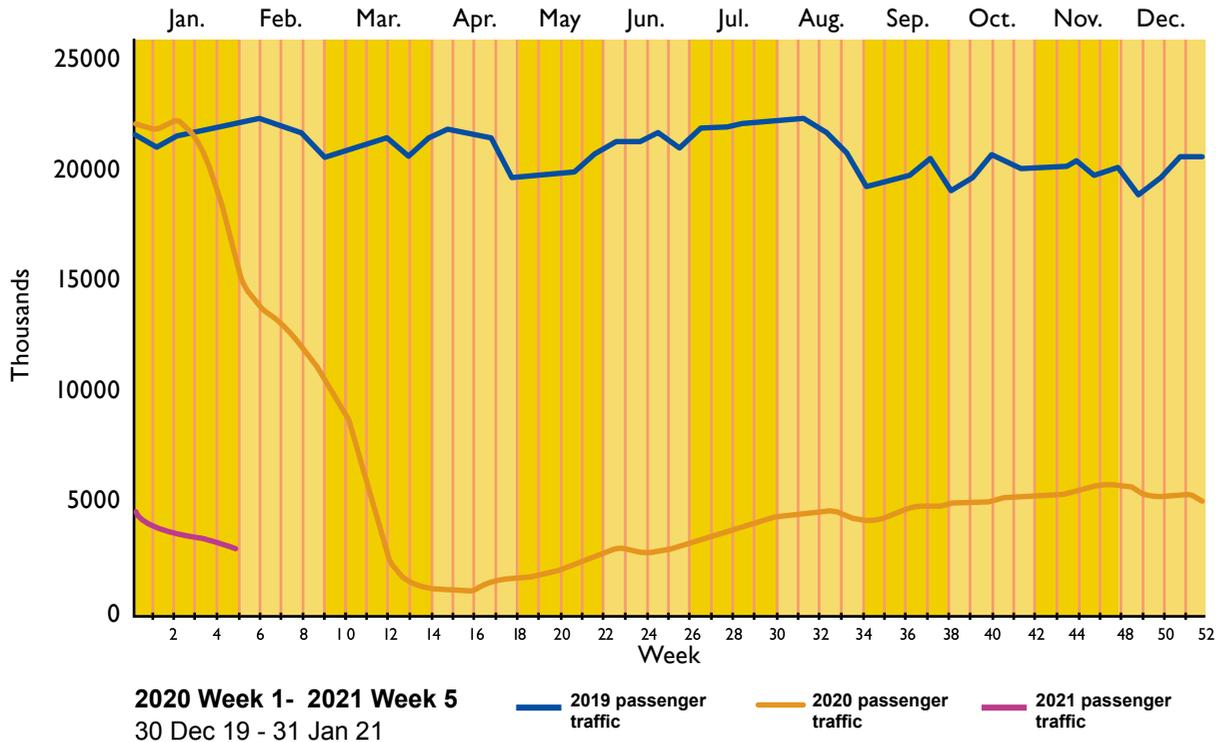
Support to ACI World

Throughout 2020, the Committee supported a number of global level studies led by ACI World including the Capital Expenditures Needs Study and the Value Creation by Airport Groups Study.

Committee leadership

We would like to thank outgoing Chair Mr. Gregory Jamet of Kansai Airports for his tenure and leadership of the Regional Economics Committee. He served as Chair from 2019-2020, and as Vice Chair from 2017-2019.

TOTAL AIRPORT PASSENGER TRAFFIC (COVID-19): SELECTED AIRPORTS IN ASIA-PACIFIC AND THE MIDDLE EAST



Regional Economics Committee

The Regional Economics Committee adjusted its work programme to support COVID-19 related initiatives and pave the way for the recovery.

Regional study on airport charges and airfares

A regional study analysing airport charges and airfares was finalized in the second quarter. The study was a response to advocacy efforts by airlines around the world calling on governments to step up regulation on airport charges, claiming that airports have monopoly power resulting in higher airport charges.

As the COVID-19 recovery will be slower than originally expected, airlines around the world are being aggressive in asking airports to forego charges as evident in their active lobbying efforts. The findings of this study will help provide the proper context for the airport charges discussions before policy makers and serve as discussion tools for ACI and members.

The key findings of the study are:

- Airport charges represent a relatively small share of airlines' costs.
- Airport charges have been mostly flat or decreasing over the past decade.
- Airport charges play a relatively small role in determining the price of an air ticket.

OUR PRIORITY

ENVIRONMENT

Despite the ramifications of the pandemic, ACI Asia-Pacific continued promoting and raising environmental awareness in the region through virtual platforms and encouraged members to continuously mitigate the environmental impact caused by operations or expansion at airports. Climate change mitigation has become a topic of increasing interest in the region. Many airports believe the sector's capacity to tackle climate change and have a sustainable business model will improve public confidence during the COVID-19 recovery.

Regional Environment Committee

Under the leadership of the Chair, Ir. Khairiah Salleh, General Manager, Engineering of Malaysia Airports Holdings Berhad and Vice Chair Mr. M. Muthukrishnan, Delhi International Airport Ltd., the Regional Environment Committee (REC) decided to enhance and focus resources addressing important and emerging environmental issues. Throughout the year, the REC continued organizing and inviting experts to webinars to keep members updated on different environmental and sustainability topics. Eight webinars addressed a multitude of topics including the Long-Term Carbon Goal study, the new *Airport Carbon Accreditation* levels, circular economy for Asia-Pacific airports and climate change adaptation.

Aircraft noise survey

At the beginning of 2020, the Aircraft Noise Management Working Group launched the first ACI Asia-Pacific Aircraft Noise Management Survey. The survey provided insights for the REC to seek opportunity on advocacy and guidance document development as part of the ICAO Balanced Approach to Aircraft Noise Management framework.

Advocacy

At ICAO's Fourth Meeting of the Aerodromes Operations and Planning Sub-Group (AOP/SG/4), ACI Asia-Pacific presented the 2019 Environmental Survey and Green Airports Recognition 2020. The focus of the latter was on water management to promote airports' water management efforts.

To highlight airports' use of renewable energy, ACI Asia-Pacific addressed participants at a workshop on Solarization of International Airports organised by the International Solar Alliance. The presentation outlined ACI's response to the Paris Agreement, explained the new *Airport Carbon Accreditation* levels 4/4+ and described an ongoing Long-Term Carbon Goal study aiming to provide recommendation of goals and pathways to net zero carbon.



Airport Carbon Accreditation

By the end of 2020, there were 59 accredited airports in Asia-Pacific and the Middle East region, representing 40.3% of the region's air passenger traffic.

In November, the *Airport Carbon Accreditation* programme announced two new levels to align with the Paris Agreement: Level 4 (Transformation) and 4+ (Transition). The new levels are intended to encourage airports to reduce their emissions in line with the latest scientific and political developments and meet growing public and stakeholder expectations.

Two airports from the region were among the first in the world to level up: Christchurch International Airport and Indira Gandhi International Airport reached Level 4 (Transformation) and 4+ (Transition) respectively.

Green Airports Recognition

The 2020 *Green Airports Recognition* programme recognised nine airports on World Environment Day for submissions on water management which documented approaches to waste water treatment, water harvesting, water recycling and water reduction. The summaries of the case studies are available in the *Green Airports Recognition 2020* publication, available on the ACI Asia-Pacific website. Many of these outstanding best practices have also been nominated for case studies publication for the ICAO Eco-Airport Toolkit e-collection.

The Green Airports Recognition promotes environmental best practices to minimize aviation's impact on the environment and recognizes ACI Asia-Pacific's members for outstanding accomplishments in their environmental projects.

Celebrating its fifth anniversary, Green Airport Recognition 2021 was launched with the theme of "Air Quality Management".

Long-Term Carbon Goal study

The ACI World Governing Board (WGB) has stated that the airport sector needs to lead the debate and develop an action plan on how the aviation industry can reach net zero carbon and continue creating economic and societal value.

Airport members also want to take ownership and signify their commitment in addressing societal challenges. As such, the WGB commissioned, in October 2019, a comprehensive study to determine the emission baseline, pathways and feasibility for airports to achieve net zero in the long



term. The study is conducted under the leadership of the ACI World Environment Standing Committee.

The airport Long-Term Carbon Goal study has fully engaged with the Asia-Pacific region members through:

- 17 interviews with high-level airport executives and sustainability leaders
- A region-specific workshop
- Airport members' survey
- Four progress briefings to Asia-Pacific airports environmental experts
- Briefing to the Regional Board.

Due to the diversity and uniqueness of the Asia-Pacific and Middle East region, airports are at different points of their decarbonization journey depending on their geography, climate differences and availability of renewable energy sources.

Bearing in mind the long-term rapid growth of traffic in our region, the related CO2 emissions and despite the COVID-19 pandemic, Asia-Pacific airports will need to prepare for the climate change mitigation challenge ahead and be aware of the opportunities in renewable energy for cost saving.





Suffice it to say, members of the Regional Human Resources (HR) Committee were caught up in the response to the pandemic crisis for much of 2020. As airport members across Asia-Pacific and the Middle East grappled with the impact of the pandemic, their HR departments also struggled to manage and respond to the wellbeing and needs of its workforce. Drops in passenger traffic and evolving operational needs, saw HR departments supporting respective departments adapt work schedules and rosters, develop contingency plans, step up communications and make other arrangements to ensure the health and safety of the workforce. Where possible, employees were allowed to work remotely, though acknowledging many challenges remained for such arrangements to be effective and conducive to productivity.

Committee leadership

With travel restrictions, cancellation of in-person meetings and other challenges arising from the pandemic, the Regional HR Committee transitioned to meet virtually on 15 July and 14 December.

During the July meeting, the Committee shared their appreciation for the contributions of outgoing representatives from Taoyuan International Airport Corporation and Incheon International Airport Corporation, Messrs Vincent Hsu and Dong Hwa Shin, respectively. Members welcomed their respective replacements, Messrs Yuan Hung Ting and Jeong Whey Kim.

ACI Asia-Pacific Director General met virtually with the Committee and shared his Board-approved vision and Strategic Plan, as well as the latest impacts and observations arising from the pandemic.

Committee members shared stories with one another on initiatives from HR departments and airport colleagues to cope with the challenges of the pandemic. Initiatives ranged from stepped up communications, provision of health and hygiene facilities, COVID testing, and flexible work arrangements for the workforce.

Members were reminded of the plethora of ACI online training and webinar opportunities available for

members, to ensure continuous staff development and capacity building endeavours.

Due to persisting challenges, the December meeting too was held virtually. Arising from the retirement and reassignment of representatives Ms. Wanporn Buasri from Airports of Thailand and Mr. Sanjay Jain of Airports Authority of India, the Committee welcomed their replacements, Ms. Panit Stientape and Captain Raj K Malik, respectively.

Committee Chair Ms. Justina Tan of Changi Airport Group updated members on the report to the ACI Asia-Pacific Regional Board. Besides highlighting the Committee's collective mission and objectives to network and sharing best practices and industry knowledge with one another, members recollected how previous years' focus on HR Digitization and the transformative needs thereto actually served as their foundation and better equipped them to cope with the COVID-19 pandemic.

Based on members' sharing throughout the year and in view of the diverse range of responses and undertakings, the Committee prepared a publication featuring case studies and high-level guidelines on preparing the airport workforce and workplace for the 'new normal' post-COVID-19 to share with the broader ACI Asia-Pacific membership.

The Regional HR Committee continued under the leadership of its Chair and Vice Chairs, Ms. Tan of Changi Airport Group, Ms. Florence Chung of Airport Authority Hong Kong, and Ms. Hind Mahmood of Bahrain Airport Company.

Young Executive of the Year Award

ACI Asia-Pacific's signature HR programme, the Young Executive of the Year Award was developed with an aim to encourage young talent development at airports in the region and stimulate professional excellence amongst future leaders. Introduced in 2009, the award is an annual research paper competition to encourage young talents in the region to contribute innovative solutions to current aviation industry issues.

The 2020 Young Executive of the Year Award topic was "Future of Airport Security".

Mr. Masahito Nakashima, Assistant Manager at Central Japan International Airport Co. Ltd. was selected as 2020 Young Executive of the Year. Cargo Manager Mr. Naveen Raja Kannamala of GMR Hyderabad International Airport Ltd. and Security Executive Mr. Abhishek Kumar of Mumbai International Airport Ltd. received honourable mentions.

The panel of judges, chaired by Sheikh Aimen bin Ahmed Al-Hosni, CEO of Oman Airports and Secretary Treasurer of ACI Asia-Pacific Regional Board, also comprised:

- Mr. Manjit Singh, Deputy Regional Director of Asia and Pacific Office, ICAO
- Mr. Achim Czerny, Associate Professor of the Department of Logistics and Maritime Studies, Hong Kong Polytechnic University
- Ms. Justina Tan, Managing Director, People, Changi Airport Group
- Ms. Ada Tse, Deputy Director General, ACI Asia-Pacific

The panel of judges concluded that Mr. Nakashima's submission demonstrated substantial research effort and provided thoughtful recommendations on understanding and fulfilling passengers' needs in the context of airports.

Capacity Building

With the coronavirus outbreak early in the year developing into a full-blown pandemic, ACI's Developing Nations' Airports Assistance Programme was not able to proceed as planned. Likewise, members' participation in other ACI global training programmes were limited.

Airport member, Pohnpei International Airport, was able to attend training early in the year and still make use of the Regional Office's subsidy provision through the Small Airports Assistance Programme. Members from Bhutan, Myanmar and Vanuatu made use of the regional Online Learning Centre Scholarship during the year.

“I firmly believe that the role of this programme has become increasingly important as a platform to create excellent innovative ideas. I would truly recommend that talented young people with high aspirations who long for further development of the airport industry participate in this programme.”

**Masahito Nakashima, Assistant Manager,
Central Japan International Airport Co.**

OUR MEMBERS

117

MEMBERS

49

COUNTRIES / AREAS

604

AIRPORTS

* NEW MEMBER

COUNTRY / AREA	MEMBER	AIRPORTS
AMERICAN SAMOA		
PAGO PAGO	American Samoa Government	3
AUSTRALIA		
ADELAIDE	Adelaide Airport Limited	2
BRISBANE	Brisbane Airport Corporation Pty Limited	1
CAIRNS	North Queensland Airports Operations Pty Ltd	2
CANBERRA	Canberra Airport	1
CASUARINA	Northern Territory Airports Pty Ltd	3
GOLD COAST	Queensland Airports Limited	4
HOBART	Hobart International Airport Pty Ltd	1
MELBOURNE	Australia Pacific Airports Corporation Limited	2
NEWCASTLE	Newcastle Airport Pty Ltd	1
PERTH	Perth Airport Pty Ltd	1
SUNSHINE COAST	Sunshine Coast Airport Pty Ltd	1
SYDNEY	Sydney Airport	1
BAHRAIN		
BAHRAIN	Bahrain Airport Company SPC	1
BANGLADESH		
DHAKA	Civil Aviation Authority of Bangladesh	1
BHUTAN		
PARO	Department of Air Transport, Bhutan	1
BRUNEI DARUSSALAM		
BANDAR SERI BEGAWAN	Department of Civil Aviation (Brunei)	1
CAMBODIA		
PHNOM PENH	Cambodia Airports	3
CHINA		
BEIJING	Beijing Capital International Airport Co., Ltd.	1
* BEIJING	Beijing Daxing International Airport	1
CHANGCHUN	Jilin Civil Airport Group Company	3
CHANGSHA	Hunan Airport Co., Ltd. Changsha Huanghua International Airport Branch	1
CHENGDU	Sichuan Province Airport Group Co., Ltd.	5
CHONGQING	Chongqing Airport Group Co., Ltd.	1
GUANGZHOU	Guangdong Airport Authority	5
HAINAN	HNA Airport Group Co., Ltd.	10
HANGZHOU	Hangzhou International Airport Co. Ltd.	1
HARBIN	Heilongjiang Airports Management Group Co., Ltd.	12
HOHHOT	Inner Mongolia Autonomous Region Civil Airports Group Co., Ltd. Hohhot Branch	1
KUNMING	Yunnan Aviation Industry Investment Group Company of Limited Liability	12
NANCHANG	Jiangxi Airports Group Company	6
NANJING	Eastern Airports Co., Ltd.	1
SHANGHAI	Shanghai Airport Authority	2
SHENYANG	Shenyang Taoxian Int'l Airport Co., Ltd.	1
SHENZHEN	Shenzhen Airport Co., Ltd.	1

COUNTRY / AREA	MEMBER	AIRPORTS
SHIJIAZHUANG	Hebei Airport Management Holding Co., Ltd.	4
TIANJIN	Tianjin Binhai International Airport Company Limited	1
WUHAN	Hubei Airports Group Company	4
XI'AN	China West Airport Group	14
XIAMEN	Xiamen International Airport Group Co., Ltd.	4
ZHENGZHOU	Henan Province Airport Group Co., Ltd.	1
CHINESE TAIPEI		
KAOHSIUNG	Kaohsiung International Airport, CAA	1
TAIPEI	Taoyuan International Airport Corporation Ltd.	1
COOK ISLANDS		
RAROTONGA	Airport Authority Cook Islands	2
FIJI		
NADI	Fiji Airports	2
FRENCH POLYNESIA		
PAPEETE	Airport of Tahiti	4
GUAM		
AGANA	A. B. Won Pat International Airport, Guam	1
HONG KONG SAR, CHINA		
HONG KONG	Airport Authority Hong Kong	1
INDIA		
* AHMEDABAD	Adani Ahmedabad International Airport Limited	1
BENGALURU	Bangalore International Airport Limited	1
COCHIN	Cochin International Airport Limited	1
HYDERABAD	GMR Hyderabad International Airport Limited	1
* LUCKNOW	Adani Lucknow International Airport Limited	1
* MANGALURU	Adani Mangaluru International Airport Limited	1
MUMBAI	Mumbai International Airport Ltd	1
NEW DELHI	Delhi International Airport Ltd	1
NEW DELHI	Airports Authority of India	121
INDONESIA		
JAKARTA	PT Angkasa Pura I (Persero)	15
JAKARTA	PT Angkasa Pura II (Persero)	14
IRAN		
QESHM	Qeshm International Airport	1
TEHRAN	Imam Khomeini Airport City	1
TEHRAN	Iran Airports & Air Navigation Company	59
IRAQ		
ERBIL	Erbil International Airport	1
JAPAN		
FUKUOKA	Fukuoka International Airport Co., Ltd.	1
NAGOYA	Central Japan International Airport Co. Ltd.	1
OSAKA	Kansai Airports	3
TOKYO	Japan Airport Terminal Co., Ltd.	1
TOKYO	Narita International Airport Corporation	1
JORDAN		
AMMAN	Airport International Group	1
AMMAN	Jordan Airports Company PSC	1
KAZAKHSTAN		
ALMATY	Almaty International Airport JSC	1
NUR-SULTAN	Nursultan Nazarbayev International Airport	1

COUNTRY / AREA	MEMBER	AIRPORTS
KIRIBATI		
TARAWA	Airport Kiribati Authority	20
KOREA		
INCHEON	Incheon International Airport Corporation	1
SEOUL	Korea Airports Corporation	14
KUWAIT		
KUWAIT CITY	Kuwait International Airport-D.G.C.A	1
MACAU SAR, CHINA		
MACAU	CAM-Macau International Airport Co. Ltd.	1
MALAYSIA		
KUALA LUMPUR	Malaysia Airports Holdings Berhad	39
MALDIVES		
MALE	Maldives Airports Company Limited	1
MARSHALL ISLANDS		
MAJURO	RMI Ports Authority	1
MICRONESIA (FEDERATED STATES OF)		
POHNPEI	Pohnpei Port Authority	1
MONGOLIA		
ULAANBAATAR	Civil Aviation Authority of Mongolia	19
MYANMAR		
MANDALAY	MC-Jalux Airport Services Co., Ltd.	1
NAYPYITAW	Pioneer Aerodrome Services Company Limited	1
YANGON	Yangon Aerodrome Company Limited	1
NEPAL		
KATHMANDU	Tribhuvan International Airport Civil Aviation Office, Kathmandu, Nepal	1
NEW CALEDONIA		
NOUMEA	Chambre de Commerce et d'Industrie	1
NEW ZEALAND		
AUCKLAND	Auckland International Airport Ltd.	1
CHRISTCHURCH	Christchurch International Airport Ltd.	1
DUNEDIN	Dunedin International Airport Ltd.	1
NAPIER	Hawke's Bay Airport Ltd	1
PALMERSTON	Palmerston North Airport Limited	1
WELLINGTON	Wellington International Airport Ltd.	1
NORTHERN MARIANAS		
SAIPAN	Commonwealth Ports Authority	3
OMAN		
MUSCAT	Oman Airports Management Company	3
PAPUA NEW GUINEA		
PORT MORESBY	National Airports Corporation (NAC) – PNG	22
PHILIPPINES		
CATICLAN	TransAire Development Holdings Corp.	1
CEBU	Mactan-Cebu International Airport Authority	1
CLARK	Luzon International Premier Airport Development Corporation	1
MANILA	Manila International Airport Authority	1
QATAR		
DOHA	Hamad International Airport	1
SAMOA		
APIA	Samoa Airport Authority	3

COUNTRY / AREA	MEMBER	AIRPORTS
SAUDI ARABIA		
JEDDAH	General Authority of Civil Aviation	27
MEDINA	Tibah Airports Operation Co. Ltd.	1
SINGAPORE		
SINGAPORE	Changi Airport Group (Singapore) Pte Ltd	1
SRI LANKA		
COLOMBO	Airport & Aviation Services (Sri Lanka) Limited	3
THAILAND		
BANGKOK	Airports of Thailand Public Co. Ltd.	6
RAYONG	U-Tapao Rayong-Pattaya International Airport	1
TONGA		
NUKU'ALOFA	Tonga Airports Limited	6
UNITED ARAB EMIRATES		
ABU DHABI	Abu Dhabi Airports	5
DUBAI	Dubai Airports	2
FUJAIRAH	Fujairah - Department of Civil Aviation	1
RAS AL KHAIMAH	Ras Al Khaimah International Airport	1
SHARJAH	Sharjah Airport Authority	1
USA		
HONOLULU, HI	Hawaii Department of Transportation	15
VANUATU		
PORT VILA	Airports Vanuatu Limited	3
VIETNAM		
HOCHIMINH CITY	Airports Corporation of Vietnam	21

5 MEMBERS

11 AIRPORTS

3 COUNTRIES/
AREAS

7 MEMBERS

7 COUNTRIES/
AREAS

AFFILIATE MEMBERS

COUNTRY / AREA	MEMBER	AIRPORTS
CANADA	Vancouver Airport Authority	1
ISRAEL	Israel Airports Authority	7
USA	Alaska International Airport System	1
USA	City and County of San Francisco	1
USA	Los Angeles World Airports	1

ASSOCIATE MEMBERS

COUNTRY / AREA	MEMBER
AUSTRALIA	Australian Airports Association Ltd
CHINA	China Civil Airports Association
HONG KONG SAR, CHINA	Civil Aviation Department – Hong Kong
MALAYSIA	Malaysian Aviation Commission
NEW ZEALAND	New Zealand Airports Association Inc.
* PHILIPPINES	Clark International Airport Corporation
SINGAPORE	Civil Aviation Authority of Singapore

As of December 2020

OUR WORLD BUSINESS PARTNERS

95
MEMBERS

66
REGULAR

29
AFFILIATE

CONSULTING AND MANAGEMENT

* AFFILIATE

ADK International	
Aero Enable Co., LTD.	
Aeroscape Services Pte. Ltd.	
Airbiz Aviation Strategies Pty Ltd	
Aviation Research Institute, Inc.	
Aviation Strategies International (ASI)	
Beca Ltd.	
Bradford Aviation Academy	
Cam Ranh International Terminal Joint Stock Company (CRTC)	
CAPA - Centre for Aviation	
Ceventas Pty Ltd	
Dyland Lianne Market Research & Consultant Co,	
Envirosuite Limited	*
GrayMatter Software Services Pvt. Ltd.	
Independent Business Group	
Jurutera Minsar Consult Sdn Bhd	
Keiser Phillips Associates	
L & B Worldwide Australia Pty Ltd	*
Leading Edge Aviation Planning Professionals	
Malaysia Airports Consultancy Services Sdn. Bhd.	
Munich Airport International	*
NACO, Netherlands Airport Consultants	*
Redwater Consulting Group	
Runway Safe Sweden AB	
Strategic Planning Services, Inc. (SPS)	
To70 Aviation Australia	*
WAISL Limited	
Zurich Airport International Asia Sdn Bhd	

EQUIPMENT

Arconas Corporation	*
Elenium Automation	
Foshan Oshujian Furniture Manufacturing Co., Ltd.	
KONE	*
Oshkosh Corporation	
Rapiscan Systems Pte. Ltd.	*
Safe Flight Inc.	
Smiths Detection (Asia Pacific) Pte. Ltd	*
Suzuoka Co. Ltd.	

HANDLING AND AIRFIELD

Daifuku Co., Ltd. (Japan)	
Glidepath Limited	
Global Oil Services	
Ground Handling Logistics	
Toyo Kanetsu K.K.	
Vanderlande Industries Singapore Pte Ltd	*

IT AND COMMUNICATION

Amadeus IT Group SA	*
Apple, Inc.	*
ATvanGarde Pte. Ltd.	
Cherrypicks Limited	
Collins Aerospace	*
Dubai Technology Partners LLC (DTP)	
Esri	*
Feeyo Technology Company Limited	
Fiplan GmbH	
Genetec Asia Pacific Pte Ltd	*
Harris Orthogon GmbH	*
ICM Airport Technics Australia Pty Ltd	
IER Pte Ltd	*
NEC Corporation	
OAG Aviation Worldwide Pte Ltd	*
OneAlpha	
ProDIGIQ	*
SITA	*
Travelsky Technology Limited	

PLANNING AND CONSTRUCTION

AECOM Asia Company Ltd	*
Arup	*
Engie Cofely	*
Jacobs U.K. Limited	*
Lead 8	
NIPPON KOEI Co., Ltd	
Ports Projects Management & Development Co (PPMDC)	
Shanghai Ying Xing Assets Management Co., Ltd.	
Surbana Jurong Consultants Pte Ltd	
Western Sydney Airport	

RETAIL AND COMMERCIAL

Concession Planning International (Australia) Pty Ltd	
DFS Group Limited	
Emirates Leisure Retail	
Greater Group Pty Ltd.	
Heinemann Asia Pacific Pte. Ltd	
JT International S.A.	*
Lotte Duty Free	
National Parking Company (Mawgif)	
Paccaya Resources Ltd	
Plaza Premium Group	
Space is Limited	
Subway	*
The More International Group	

SECURITY

Certis CISCO Aviation Security Pte Ltd	
DroneShield Limited	*
FISCAN - Beijing Zhongdun Anmin Analysis Technology Co Ltd	
ISS Facility Services	
Nuctech Company Ltd	
Scarabee Systems & Technology B.V.	*
Securitas Transport Aviation Security	*
TrackIT Solutions	
Trident Services Australia	
Wanzl GmbH & Co. KGaA	

As of December 2020

OUR TEAM



Stefano BARONCI
Director General



Ada TSE*
Deputy Director General



SL WONG
Head
Technical Affairs, Safety,
Capacity and ATM



Jeannie WONG
Head
Communications and Events



Suzanne TONG
Senior Manager
Economics and Statistics



Ken LAU
Senior Manager
Environment and Airport
Information Technology



Simon HUI*
Manager
Member Services
Development



Cindy CHEE
Manager
Events



Gary LEUNG
Manager
Security and Facilitation



Samantha SOLOMON
Manager
Communications



Natalie TSANG
Manager
Finance and Administration/
PA to Director General



Philip KWOK
Economic Research Analyst



Gabriel LI*
Assistant Manager
Environment



Jeff CHAN*
Assistant Manager
Digital Marketing
and Communications



Connie WONG
Assistant Manager
Events and Communications



May MOK
Office Administrator



Hiroki SHIBATA
Executive Assistant



Yoonhwan AHN*
Executive Assistant



Hygiene measure at Yangon International Airport

* Team member is no longer with the association



Hygiene measure at Hong Kong International Airport

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