



# ACI Asia-Pacific Year in Review 2022



## Our Vision

# Lead Asian Airports to Shape the Future of the Aviation Industry Globally

## Our Mission

ACI Asia-Pacific serves as the voice of Asia-Pacific airport members, operating 621 airports across 47 countries/territories in Asia-Pacific and the Middle East. Asia-Pacific is the largest civil aviation market in the world in terms of traffic volumes. We represent the collective interests of our airport members to promote professional excellence in management and operations. ACI Asia-Pacific's mission is to advocate for policies and provide services that strengthen its members' ability to serve their passengers, employees and stakeholders.

### ACI Asia-Pacific Year in Review 2022

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## MESSAGE FROM THE PRESIDENT



In many respects, 2022 sparked a fresh lease of life for aviation industry. The year began with the resurgence of COVID-19 cases leading to a reprising wave of restrictions. Nevertheless, the second half of the year saw a positive transformation in policies across the region as countries began to reopen their borders in latter part of 2022 following prolonged closures.

Despite persistent geopolitical concerns and an economic slowdown, Asia-Pacific finished the year 2022 with passenger traffic at -51.8% of 2019 levels. The Middle East, on the other hand, outperformed at -21.6% of pre-pandemic levels. Nonetheless, the region's airport operators' financial health has deteriorated dramatically, with certain sampled airport groups reporting negative EBITDA and negative net profit margins for ten consecutive quarters since Q2 2020. We hope the full reopening of region will add impetus for travel recovery as well as economic sustainability. Our region has tremendous potential and I have no doubt to state that we will build back bolder and stronger.

Despite strong headwinds brought on by the pandemic, our engagement and advocacy efforts remained robust and we are deeply appreciative of our members' continued support and commitment throughout this difficult period. ACI Asia-Pacific continued to work more closely with stakeholders and aviation community in the journey towards recovery and rebuilding. We are pleased to note that our extensive engagement with national authorities as well as our advocacy with national governments paid off as we saw Japan and China gradually relaxing travel curbs.

It is encouraging to see that as we gradually emerge from the crisis and recover in terms of traffic and revenues, we, as an industry, return to our legacy priorities and tackle the new threats and challenges appearing on the horizon.

In terms of advocacy, we have made considerable progress in environment, safety, security, economics and human resources. In particular, we are very encouraged to have secured a consensus among members to voluntarily commit to achieving net zero carbon emissions. It is indeed heartening to note that many airports in our region are taking concrete steps towards net zero CO2 emissions, with plans to further accelerate commitments. As on 31 December 2022, we had 65 major airports actively participating in the ACI Airport Carbon Accreditation

Programme, with three airports from the region achieving Level 4+ status, the top tier of the programme. This is remarkable, and we look forward to seeing more airports make it to the top tier. The ACI Regional Office is working on an action plan to further assist our members in tackling this essential challenge.

The increased involvement of ACI Asia-Pacific in the ASEAN Air Transport Working Group is a great opportunity to create the necessary partnership between industry and institutional stakeholders in our common fight against climate change.

In the areas of safety and security, we have established close ties with ICAO and our work has been acknowledged by the global organisation. We were nominated by ICAO as co-rapporteur of two working groups tasked to draft the Middle East Air Transport Strategic Plan 2025-2040 and the Asia-Pacific Regional Aviation Safety Plan 2023-2025. In addition, we have been serving as vice chair of the ICAO Middle East Regional Aviation Security and Facilitation Implementation Team since 2018.

Our committees and subject matter experts have been working relentlessly to serve the interests of our members and promote excellence in airports operations and management.

We have consistently served our members in the region and now it's time to take one more leap. As you are aware, we will soon launch our new Middle East office in Riyadh to cater to the large base of our Middle East Members. Situated at the crossroads of historical trade routes and different civilizations, Middle East is a very dynamic region in terms of economy and aviation, which is well reflected in its airports.

In terms of our Board composition, I am delighted to observe that we now have fair representation from major markets, which will enable us to achieve significant progress in the future.

Once again, I would like to thank my fellow Board members for demonstrating exceptional leadership in guiding our Association.

Emmanuel Menanteau  
President  
ACI Asia-Pacific

# MESSAGE FROM THE DIRECTOR GENERAL



The ACI Asia-Pacific Year in Review is an excellent opportunity to reflect on the accomplishments of the Association.

As we all know, the COVID-19 pandemic has had a profound impact on our industry. Although there have been some drawbacks, there have also been some bright spots.

After two challenging years, our industry is recovering despite prolonged COVID-related curbs in few key markets of the region, volatile geopolitical tensions and economic uncertainties. In 2022, passenger traffic in Asia-Pacific witnessed -51.8% of 2019 levels, particularly due to prolonged travel restrictions in China, Hong Kong and Japan. Middle East has had a relatively positive year, and are just -21.6% short of 2019 levels.

Our pandemic response taught us to be agile, responsive, creative and innovative and we have used these learnings to enhance our goals for the coming years.

The year 2022 has been a successful and fruitful year for ACI Asia-Pacific. As the pandemic environment evolved, every member of the ACI Asia-Pacific team significantly contributed to our advocacy and engagements.

As the voice of airports, we continued advocating members' interests at numerous forums, particularly ICAO and other industry association meetings, heightening industry's awareness of the work of ACI and deepening relationships and networks.

We were glad our Regional Assembly and Board Meeting were held successfully in Singapore after two years of pandemic-induced break, providing us the strategic directions and goals.

In keeping with our mission to promote excellence in airport management and operations, we worked proactively with our members and institutional stakeholders.

The Airport Economics team stepped up its advocacy efforts to advance a number of economic policy matters on topics including aeronautical charges, economic regulations, slot allocation and the value of airport networks. One of the highlights of the year, is the launch of our Airports Industry Outlook, a quarterly analytical data, designed to keep members updated about the overall trends of airports in terms of traffic and revenues.

Security of passengers and staff remains one of the aviation industry's highest priorities. We continued to extensively promote the adoption of One Stop Security and APEX for

aerodrome safety at various forums, besides launching few guideline documents.

Combating climate change remains a top focus on our environmental sustainability agenda. With an increasing number of states and airports in the region committing to Net Zero Carbon Emissions as their Long-Term Carbon Goal, ACI Asia-Pacific continued its advocacy, capacity building, and best practices sharing efforts to assist airports in facilitating sustainable recovery, operation, and growth. To this effect, we developed a policy paper on decarbonisation to help airports achieve their emission goals.

Our HR Committee, too, was active deliberating on strategies for recruiting and establishing or re-building competences.

Effective communication is one of the fundamentals of the association. As a result of our new communication approach, we have made great strides in terms of member communication as well as media outreach. Our media outreach has increased significantly, and as a result, the association's exposure has widened.

As we emerge from the pandemic, our Events team are gearing up for curating events to provide our members enriching experience.

Despite the limitations of the pandemic, we sought to creatively engage with members through a variety of events. We are now gearing for our inaugural global conference Airports Innovate, hosted by Oman Airports.

We are on the cusp of a major expansion with the opening of a sub-regional office for Middle East in Riyadh. I would like to thank MATARAT Holding for their generosity in supporting the establishment. This provides us an opportunity to envision a positive future, with a focused approach to achieve our goals across the region we represent.

Airport Regular membership grew to 127 in 47 countries/territories, operating 621 airports, while we welcomed sixteen new WBPs to our community.

With a new strategic plan and direction, we will continue to serve our members in line with our new vision to put Asia-Pacific and Middle East airports at the forefront of global aviation.

Stefano Baronci  
Director General  
ACI Asia-Pacific

# ACI ASIA-PACIFIC REGIONAL BOARD

## EXECUTIVE COMMITTEE

President



**Emmanuel Menanteau\***  
Cambodia Airports, Cambodia  
Board Director

First Vice President



**SGK Kishore\***  
GMR Hyderabad International Airport Limited, India  
Executive Director

Second Vice President



**H.E. Ali Salim Al Midfa**  
Sharjah Airport Authority, U.A.E.  
Chairman

## REGIONAL BOARD DIRECTORS



**Lorie Argus**  
Australia Pacific Airports Corporation (APAC),  
Australia  
Chief Executive Officer



**Muhammad Awaluddin**  
PT Angkasa Pura II (Persero),  
Indonesia  
President Director



**Nicolas Claude**  
Airport International Group,  
Jordan  
Chief Executive Officer



**Gert-Jan De GRAAFF**  
Brisbane Airport Corporation Pty Ltd.,  
Australia  
Chief Executive Officer



**Dato' Iskandar Mizal Mahmood**  
Malaysia Airports Holdings Berhad,  
Malaysia  
Managing Director



**Jean-Michel Ratron**  
Aéroport de Tahiti,  
French Polynesia  
Director General



**Yun Qin**  
Shanghai Airport Authority,  
China  
Chairman of the Board of Directors



**Nitinai Sirismatthakarn\***  
Airports of Thailand Public Co. Ltd.,  
Thailand  
President

## SPECIAL ADVISORS



**Suleiman AL Bassam**  
General Authority of Civil Aviation, Saudi Arabia  
EVP of Operations and Acting VP of Airports



**Sheikh Aimen bin Ahmed Al Hosni\***  
Oman Airports Management Company, Oman  
Chief Executive Officer



**Tan Sri Bashir Ahmad Abdul Majid\*\***  
GMR Airports Limited, India  
Advisor

Second Vice President



**Geoff Culbert \***  
Sydney Airport, Australia  
Chief Executive Officer

Secretary-Treasurer



**Mohamed Yousif AL-Binfalah \***  
Bahrain Airport Company SPC, Bahrain  
Chief Executive Officer

Immediate Past President



**Seow Hiang Lee \***  
Changi Airport Group (Singapore) Pte Ltd., Singapore  
Chief Executive Officer



**Videh Kumar Jaipuria**  
Delhi International Airport Ltd.,  
India  
Chief Executive Officer



**Cheok Kuan Kan**  
Macau International Airport Co. Ltd.,  
Macau SAR  
Executive Director



**Kyung Wook Kim**  
Incheon International Airport Corporation,  
Republic of Korea  
President & Chief Executive Officer



**Fred Lam\*\***  
Airport Authority Hong Kong,  
Hong Kong SAR  
Chief Executive Officer



**Akihiko Tamura\***  
Narita International Airport Corporation,  
Japan  
President & Chief Executive Officer



**Yoshiyuki Yamaya**  
Kansai Airports,  
Japan  
Representative Director &  
Chief Executive Officer



**Quoc Phuong Nguyen**  
Airports Corporation of Vietnam  
Vietnam  
Vice President

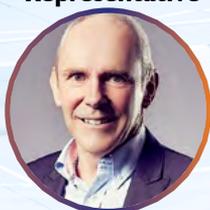


**Chang Yi Wang**  
Capital Airports Holding Company,  
China  
Chairman

**World Business Partner  
Representative**



**Hyung Jung Yoon**  
Korea Airports Corporation,  
Republic of Korea  
President & Chief Executive Officer



**Greg Fordham**  
Airbiz Aviation Strategies Pty Ltd.,  
Australia  
Managing Director

\*World Governing Board (WGB) Member

\*\*Regional Advisor at WGB

# ACI ASIA-PACIFIC MILESTONES

- 1991** Airport Operators Council International (AOCI) and International Civil Airports Association (ICAA) merged to form Airports Council International (ACI), headquartered in Geneva, Switzerland.
- 2004** ACI Pacific Regional Office relocated from Vancouver, Canada to Hong Kong SAR.
- 2005** Respective Boards agreed to merge Asia and Pacific regions.
- 2006** ACI Asia and ACI Pacific merged to form ACI Asia-Pacific.
- 2007** Inaugurated the Regional Aviation Security Committee and introduced Airport Service Coordinator Programme to enhance communication with airport members.
- 2008** Inaugurated the Regional Operational Safety Committee and Regional Human Resources Committee.
- 2009** Regionalised the World Business Partners programme. Launched Young Executive Award to recognise outstanding airport talents.
- 2011** Expansion of ACI Airport Carbon Accreditation programme to Asia-Pacific & the Middle East region.
- 2013** Inaugurated the Regional Environment Committee
- 2015** Celebrated 10<sup>th</sup> anniversary of Regional Office. Inaugurated the Regional Economics Committee.
- 2020** Celebrated 15<sup>th</sup> anniversary of ACI Asia-Pacific Regional Office. Created COVID-19 Task Force in response to global pandemic.
- 2021** Airports in Asia-Pacific and Middle East contributed to emissions savings by reducing 73,523 tonnes of CO<sub>2</sub> (-2.6%)
- 2022** Member airports make a commitment through a resolution to achieve net zero carbon emissions by 2050. ACI Asia-Pacific's extensive engagement with governments saw Hong Kong and Japan reopening borders and relaxing COVID-related restrictions. Board approval to establish a sub-regional office for Middle East in Riyadh

# ACI ASIA-PACIFIC MEMBERSHIPS

**127**

REGULAR MEMBERS

**47**

COUNTRIES / TERRITORIES

**621**

AIRPORTS OPERATED

**98**

WORLD BUSINESS PARTNERS

# ACI ASIA-PACIFIC IN NUMBERS



**65**

AIRPORTS ACCREDITED

**AIRPORTS WITH NET ZERO EMISSION PLEDGE BY 2050**

**23**

AIRPORTS



**26**

AIRPORTS



Airport Service Quality

**29**

AIRPORTS AWARDED FOR ASQ ACHIEVEMENTS IN 2022



**17K+**

SOCIAL MEDIA FOLLOWERS

**40K+**

SOCIAL MEDIA TRAFFICS

**20K+**

ENGAGEMENTS

# BOARD UPDATES

## 17<sup>th</sup> ACI Asia-Pacific Regional Assembly

At the 17<sup>th</sup> ACI Asia-Pacific Regional Assembly in Singapore in May 2022, Mr. Emmanuel Menanteau was appointed as the new President. Mr. Menanteau, who succeeded Mr. Seow Hiang Lee, CEO of Changi Airport Group, will serve as the president until end of 2024.



Mr. Emmanuel Menanteau (right) with Mr. Seow Hiang Lee, CEO of Changi Airport Group.

Mr. Menanteau, who served ACI Asia-Pacific as the First Vice President, represents Cambodia Airports, operated by VINCI Airports. Four new Regional Board Directors were also named at the Board Meeting for a three-year term, commencing June 2022.

The new Regional Board Directors are:

- Dato' Iskandar Mizal Bin Mahmood, Managing Director of Malaysia Airports Holdings Berhad
- Mr. Kyung Wook Kim, President & CEO of Incheon International Airport Corporation
- Mr. Cheok Kuan Kan, Executive Director of Macau International Airport Company Limited
- Mr. Hyeong Jung Yoon, President & CEO of Korea Airports Corporation

The Assembly witnessed the coming together of over 100 airports' representatives and World Business Partners, including almost 20 Board members, from Asia-Pacific and the Middle East to



deliberate on important decisions and discuss the latest business trends. It was the first in-person meeting since the outbreak of the COVID-19 pandemic in 2020.

The WGB is currently led by Mr. Aimen Al Hosni (Oman Airports), who continues to engage with Asia-Pacific Board as special advisor.

### **ACI Asia-Pacific Appoints Three New Members into its Board**

The ACI Asia-Pacific appointed three new members into its Board at its 34<sup>th</sup> Board Meeting in Muscat, hosted by Oman Airports in Muscat.

The three members to join the 27-member board are Ms. Lorie Argus from Australia, Mr. Muhammad Awaluddin from Indonesia and Mr. Chang Yi Wang from China. Ms. Lorie currently

serves as the CEO of Australia Pacific Airports Corporation (APAC), which manages and operates Melbourne and Launceston Airports. While Mr. Awaluddin serves as the President Director of PT Angkasa Pura II, a state-owned enterprise under the Indonesian Department of Transport overseeing airports in Western Indonesia, Mr. Wang serves as the Chairman of Capital Airports Holding Limited & Beijing Capital International Airport Co. Ltd.

The Board, comprising aviation business leaders from across the Asia-Pacific and Middle East region, provides strategic direction for ACI Asia-Pacific in its advocacy efforts, programmes and activities within the region.



## Media Spotlights

In order to raise awareness on our advocacy programmes, the ACI Asia-Pacific Communications Team has been actively engaging with media. Here are some snapshots of our media coverage.



## Exclusive Media Interviews



## Collaboration with Aviation Stakeholders

### Net Zero

Reaffirming our commitment towards decarbonisation, we partnered with ATAG, calling for government support to adopt a long-term climate goal for the sector to achieve Net Zero by 2050.

### International Women's Day

To showcase the gender diversity within the industry, ACI Asia-Pacific published a series of articles of women aviation leaders from the region.

### Website

ACI Asia-Pacific Corporate website won the 28<sup>th</sup> Annual Communicator Award of Distinction from the Academy of Interactive and Visual Arts

With an objective to promote the advancement of our aviation industry and provide more visibility to airport members, our corporate website was refreshed in 2020.

# ACI ASIA-PACIFIC EVENTS

Despite the limitations of the pandemic, the ACI Asia-Pacific sought to creatively engage with members through a variety of events, communication campaigns and meetings.

## 17<sup>th</sup> ACI Asia-Pacific Regional Assembly

Hosted by Changi Airport Group, the 17<sup>th</sup> ACI Asia-Pacific Regional Assembly was held on 18<sup>th</sup> May. In light of the evolving events landscape and persisting challenge to travel, airport members and World Business Partners could interact in-person for the first time after two years of pandemic.

Due to the restricted health measures, the Assembly was scaled down to 100 persons in attendance, with priority given to Airport Members with voting rights and it was sought to be different from the usual annual gathering.

The Regional Assembly included an expanded agenda with dedicated session on Leaders' Forum and two panel discussions on decarbonisation and non-aeronautical concession agreements and revenue, aimed at sharing best practices amongst Airport members and WBPs.



## The Trinity Forum 2022

The Trinity Forum, the world's most influential airport commercial revenues conference, returned to an in-person event in 1-2 November 2022. Jointly organised by The Moodie Davitt Report, ACI Asia-Pacific and ACI World, and hosted by Changi Airport Group, over 300 participants attended the event. Sponsors created specific exhibits that highlighted ideas for recovery and wider industry growth.

The timing on The Trinity Forum held from 1-2 November was perfect as the industry made an encouraging recovery from the impact of the pandemic, buoyed by increasing passenger traffic and hoping to a sustained business growth. The event saw full range of discussions from leaders and industry stakeholders.





# OUR PRIORITIES



**Airport  
Economics**



**Environment**



**Aviation Security  
& Facilitation**



**Operational  
Safety**



**Human  
Resources**



# AIRPORT ECONOMICS

ACI Asia-Pacific's Economics Team has worked relentlessly and diligently throughout 2022 to defend the economic interests of our Airport Members and World Business Partners on national, regional, and international levels.

## 2022 Passenger Traffic and Outlook

After a dismal 2021, passenger traffic in the first half of 2022 was negatively affected by the spread of COVID-19 Omicron variant. Nonetheless, the positive impacts of the border reopening in Q3 and Q4 in the region can be observed, particularly in Japan and the Republic of Korea, where passenger traffic in the key hubs showed clear improvements. Traffic in South East Asian hubs such as Thailand, Malaysia and Singapore were also trending upwards. Overall, Asia-Pacific finished the year 2022 with passenger traffic at -51.8%, compared with 2019, with the recovery lagging behind the global average of -26.3%. The Middle East, on the other hand, outperformed at -21.6%, and approached the pre-pandemic volumes of traffic in Q4.

ACI Asia-Pacific welcomed China's relaxation of

travel restrictions at the beginning of January 2023. China's reopening serves as a positive factor in the recovery of air transport regionally and globally. However, the impacts are slow in being realised due to capacity constraints, industry supply-side bottlenecks and reimplementation of travel restrictions against Chinese travellers in some markets.

ACI estimated that the region's traffic would return to pre-pandemic level by the end of 2024.

## Regional Economics Committee

After meeting online for over two years, the Committee took crucial steps to return to normalcy in 2022. The Committee held two hybrid meetings: in Singapore in May 2022 and in Riyadh, Kingdom of Saudi Arabia in December 2022.

## A New Analytical Product - [Airport Industry Outlook](#)

The key objective of this quarterly analytical product was to move away from relying on traditional datasets that are usually delayed and to conduct fast and high-frequency data collection and analyses,

## 2020-2022 Passenger Traffic Trending - World, Asia-Pacific and Middle East

(Percentage Change VS 2019 Level)





Regional Economics Committee Meeting in Riyadh, Saudi Arabia

which was especially important in the context of the COVID-related crisis of the industry. ACI Asia-Pacific envisioned the Outlook would help our Airport Members and World Business Partners to gain insights on the near to short-term projections.

ACI Asia-Pacific selected Mott MacDonald as the project partner following a Request for Proposal (RFP) was launched in November 2021. Together, we published three editions of the Outlook in 2022, which included a scope that highlighted passenger and cargo traffic, aircraft movement, supply and demand analyses, airport financial performance, and other sector-specific analyses. In addition, the publications covered some key industry topics such as the conflict in eastern Europe, workforce crisis and greenfield airport developments.

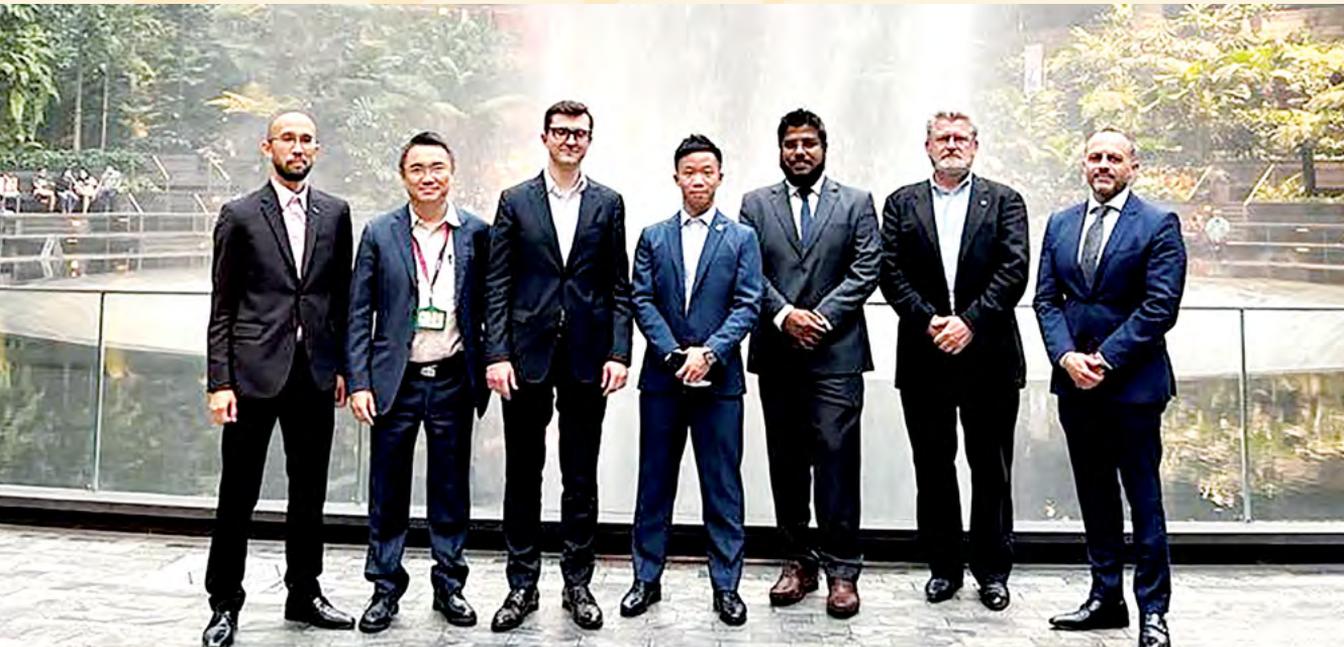
The Economics Team has received positive feedback from Members about Outlook.

### Airport Industry Connectivity Study

As we move past the pandemic, ACI Asia-Pacific is striving to advocate greater connectivity of our Member Airports. The Economics Team recently launched another [RFP](#) to seek to partner with a capable consultant on a study that aims to evaluate the industry connectivity trends before and after the COVID-19 pandemic.

Essentially, the purpose of the study is to examine the impacts of the pandemic on connectivity and the recovery prospects in Asia-Pacific and the Middle East. ACI Asia-Pacific envisions the study will also identify the major connectivity gaps and opportunities in the region and provide insight analyses with respects to the links between connectivity and social and economic impacts on communities.

After careful evaluations, ACI Asia-Pacific selected PwC to partner with on this important initiative.



Regional Economics Committee Meeting in Singapore

## Sustainability and Environmental, social and corporate governance (ESG)

Hardly any discussions about recovery can take place without mentioning sustainability and ESG. Acknowledging the importance of this topic, the Committee is working on a roadmap to enhance the awareness of the latest sustainability and ESG related matters, which include decarbonisation, climate change adaptation, noise management, green financing as well as social and governance components that proved to be vital in building resilience to withstand future shocks.

## New Committee Leadership

The Committee is pleased to announce that Mr. Nagy Abu Zeid, Vice President Corporate Planning, Oman Airports, has been re-elected as the Chair of the Committee for the second successive term, while Mr. François Southarewsky, Chief Commercial Officer, Aero- Kansai Airports, has been unanimously elected a vice chair. Nagy and Francois will lead the Committee for two years, with the term beginning from February 2023.



Mr. Nagy Abu Zeid,  
Vice President Corporate Planning,  
Oman Airports



Mr. Francois Southarewsky,  
Chief Commercial Officer, Aero,  
Kansai Airports

## Contributions to ICAO

ACI Asia-Pacific Member Airports appreciated our efforts in advocating for their economic interest with authorities, regulators and policymakers.

## 2022 APAC DGCA57

In the Conference that was held in Republic of Korea, in July, the Economics Team presented two papers. The first paper — “Crafting Airport Charges Policies That Extend Benefits to Consumers” — called for acknowledgement of the changed competitive landscape of the airport industry over the past decades and the long-term airport infrastructure needs to meet international targets, and the support of ICAO’s Airport Economics and Air Navigation Services Panel (AEP-ANSEP) to conduct a general review of the ICAO policies on charges contained in Doc 9082.

The second paper — “Manpower Shortage at Airports As An Impediment To Traffic Recovery In The Region” — invited the Conference to work closely with the industry stakeholders to identify solution measures aimed at alleviating manpower shortages at airports in the short- and medium-term as well as to develop a roadmap to make airport employment attractive and competitive in the long-term, while ensure proper staffing of airport functions under government purview, such as immigration, customs and security.



Ilia Lioutov, Senior Expert-Economics & ESG, ACI Asia-Pacific at the Routes Asia 2022 in Da Nang, Vietnam

## 2022 MID DGCA

The Economics Team made contributions to two papers under the Air Transport agenda item – “MID Air Transport Strategic objectives 2020–2035” and “Appreciation for State Support during COVID”.

## Routes Asia Conference, Vietnam

Routes Asia Conference 2022 took place in Danang, Vietnam from 6-8 June 2022. ACI Asia-Pacific delivered a keynote address, sharing insights on how the recovery of air transport in Asia-Pacific and Middle East has been accelerating, and suggesting policy directions for governments and industry stakeholders to support the growth.

ACI Asia-Pacific conveyed that the long-term growth trajectory for the two regions remains strong due to economic and demographic fundamentals, despite the slower recovery of some major markets such as China, intensified inflationary pressures and other major downside factors.

ACI Asia-Pacific will continue participating at the Routes Conference to continuously strengthen its dialogue with industry stakeholders and collect insights for its policy agenda. Route development is inseparable from the topic of connectivity, which is one of the priorities for the association and its members.

## Slots

Member Airports in Asia-Pacific and the Middle East remain active in the Expert Group on Slots (EGS) led by ACI World, as well as in the Worldwide Airport Slot Board (WASB).

The change in the EGS leadership ensued Mr. Robert Whitehouse — Vice President, Research at Dubai Airports — taking the role of the EGS Chair. The regional perspective is being also successfully represented by Mr. Jeffrey Ng (Changi Airport Group), Mr. Francois Southarewsky (Kansai Airports), Mr. Chin Leong Teo (Fukuoka International Airport), Mr. Ioannis Metsovitis (Hamad International Airport), Mr. Sachin Deo (Bangalore Airport) and Mr. Uemura Ryusuke (Narita International Airport).

Robert will be also representing Asia-Pacific and Middle East airports in the WASB during the 2022-2025 term.



Mr. Robert Whitehouse,  
Vice-President Research,  
Dubai Airports



# ENVIRONMENT

Combating climate change continued to be the priority on our environment sustainability agenda in 2022, while the aviation industry is well on its way to sustainable recovery following the pandemic.

With more and more States and airports in the region stepping up – declaring commitment to Net Zero Carbon Emissions as their Long-Term Carbon Goal, ACI Asia-Pacific continued its efforts in advocacy, capacity building and best practices sharing to assist airports to facilitate sustainable recovery, operation and growth.

## Advocacy for Aviation Decarbonisation

Riding on the efforts of 2021, ACI Asia-Pacific has been vocal in expressing the need for aviation net zero carbon emission ambition by sharing airports' decarbonisation efforts in the meetings of ICAO Asia-Pacific, ICAO Middle East, G20, ASEAN and ATAG, leading up to the 41st ICAO Assembly's adoption of net-zero carbon emissions by 2050 in October 2022.

ACI Asia-Pacific will continue to streamline its strategy and internal policy paper on decarbonisation for advocacy to States and stakeholders in the region.

## Airport Carbon Accreditation

Despite facing resource challenges, 84 airports globally, from different regions, have entered the Airport Carbon Accreditation programme to reduce carbon emissions in 2022, bringing the total number of airports in the programme to 426. As of December, three more airports have upgraded to the new top levels: Level 4 (Transformation) and Level 4+ (Transition) for their active planning for net zero carbon target. 65 airports in Asia-Pacific and the Middle East (covering 41.6% of the region's air passenger traffic) have been accredited, in recognition of their initiatives and endeavours in carbon emissions reductions.

## Green Airports Recognition

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

Into its sixth year with "Carbon Management" as the theme, Hong Kong International Airport, Kempegowda International Airport, Christchurch International Airport and Hawke's Bay Airport were recognised for

their exceptional improvements and contribution to airport environmental sustainability in their respective passenger traffic categories.

A complimentary [publication](#) on Green Airports Recognition 2022 was launched to showcase the outstanding projects, ranging from equipment & infrastructure, energy management, onsite renewable energy generation or purchase agreements, strategic roadmap for net zero carbon, nature-based carbon sequestration, collaborative approach towards decarbonisation and addressing waste to reduce carbon emissions.

In view of increasing worldwide concern about the impact of single-use plastic pollution, especially within the aviation industry, Green Airports Recognition 2023 was launched with the theme of "Elimination of Single Use Plastic" to invite submissions of innovative projects. Submission from 24 airport operators in Asia-Pacific were received, demonstrating airport's active waste management over the past 5 years.

## Airports Climate Change Resilience

The other side of the climate change battle and equally important is how airports could adapt to climate change. Airports bear a significant risk from changing climate which are likely to become more severe and dangerous in the future.

The negative impacts caused by climate change are disruptive and have serious potential consequences for airport safety, asset management and operational resilience. On this front, the climate change adaptation working group under the Regional Environment Committee produced the Tendering Guideline for Climate Resilience Planning to build on airport operators' understanding of climate risk assessment. This guideline will help identify an airport's sensitivity to adverse impacts and adaptive capacity to climate hazards, which has been widely promoted and highly valued in other regions.

## Regional Environment Committee (REC)

ACI Asia-Pacific's REC continues to expand, with more airport representatives joining (currently 34 airport members from 20 countries in the region) to collectively promote best practice sharing and address airport environmental issues through virtual meetings and webinar sessions.



Kempegowda International Airport



Christchurch Airport



Hawke's Bay Airport



Airport Authority Hong Kong



# AVIATION SECURITY & FACILITATION

ACI Asia-Pacific considers aviation security as one of its key priorities, with a goal to help airports in the region achieve “a better security outcome”. As the civil aviation industry continues to recover from the COVID-19 pandemic, many of the regional meetings in aviation security have gradually resumed to normalcy over the second half of 2022.

One of the most notable meetings that reconvened in-person for the first time in almost 3 years was the 29th ACI Asia-Pacific Regional Aviation Security Committee (RASC) meeting that was held in October in Dubai. Attended by over 30 airport security experts from Asia-Pacific and the Middle East, the two-day meeting focused particularly on potential aviation security threats that could endanger the civil aviation system and their mitigation strategies. Besides, a number of other security issues were also discussed in detail, such as the effectiveness of behaviour detection technique, impacts of screener shortage, changes in ICAO Annex 17 regulations and sustainability in airport security operations.

Moreover, with an aim to assist the RASC members in the adoption of advanced screening technologies, representatives from a number of ACI World Business Partners were invited to the meeting to discuss about latest technological innovations, such as detection methods of explosives and prohibited items, implementation of open architecture concept and the application of artificial intelligence (AI) for automated screening. The RASC will resume meeting two times per year from 2023. The RASC also published a [guidance document](#) to consolidate the competency requirements of

various airport security functions, such as airport security manager, behavioural detection officer, patrol officer and more. The document aims to provide supplementary references for airports in understanding the requirements of the various job functions, and thus being able to make better decisions on recruitment and human resources deployment.

In addition, ACI Asia-Pacific is committed to advocate for better security policies and regulations in the interest of airports. For example, two working papers were submitted to both the ICAO Asia-Pacific DGCA conference in Seoul and the Middle East 6th DGCA conference in Abu Dhabi to call for the implementation of One-stop Security (OSS), which is a concept of removing security screening and controls at the transfer airport. Despite the notable benefits, the implementation of OSS, however, is still very limited worldwide, especially in the Asia-Pacific and the Middle East regions. The lack of implementation could be attributed to potential challenges, including but not limited to political considerations or airport infrastructure limitation. If implemented effectively and appropriately, OSS will not only enhance airport operational efficiency and passenger experience Regional with a smoother transfer process, but also increase overall security standards as resources can be mobilised to other higher-risk areas.

Moreover, ACI Asia-Pacific continued to work closely with the ICAO regional offices and was represented at various ICAO regional security groups over the year, including the Middle East Regional Aviation Security and Facilitation



29th ACI Asia-Pacific Regional Aviation Security Committee (RASC) meeting in Dubai



15<sup>th</sup> meeting of the ICAO Collaborative Arrangement for the Prevention and Management of Public Health Events in Civil Aviation - Asia Pacific (CAPSCAAP/15) in Manila, the Philippines

Implementation Team (RAFIT) and the Asia-Pacific Regional Aviation Security Coordination Forum (RASCF).

Last but not least, the Regional Office was invited to speak at a number of security events in 2022 organised by key State regulators in the region, such as the virtual security culture webinar hosted by Japan, the virtual 10th Asia-Pacific Aviation Security Heads of Regulators (HOR) meeting co-hosted by Singapore and Japan, the 7th Europe-Asia Pacific Aviation Security Forum by Singapore and European Civil Aviation Conference (ECAC), as well as the Aviation Cyber Security Conference by Australia.

### COVID-19 Responses

ACI Asia-Pacific continued to advocate for border reopening and relaxation of COVID-19 related travel restrictions. The regional office engaged with a number of airports and regulators especially in the first half of 2022 to provide the latest state of the industry in light of the pandemic. Also, various joint communication initiatives with other international associations, such as the World Travel and Tourism Council (WTTTC) and Asia Pacific Travel Retail Association (APTRA), were conducted to urge governments in the region to withdraw COVID-related curbs on international travel.

In addition, ACI Asia-Pacific attended the 15th meeting of the ICAO Collaborative Arrangement for the Prevention and Management of Public Health Events in Civil Aviation - Asia Pacific (CAPSCAAP/15) in Manila. At the meeting, the ACI Asia-Pacific proposed a number of recommendations that could help the industry better prepare for future pandemic, including the introduction of a universally accepted digital health credentials and to adopt a balanced approach when implementing additional health measures at airports, if required, to minimise unnecessary interference on operations.



The 3<sup>rd</sup> meeting of ICAO MID RAFIT



The 6<sup>th</sup> ICAO MID DGCA conference in Abu Dhabi





# OPERATIONAL SAFETY

## ACI Asia-Pacific Steps Up Engagement with ICAO in Asia-Pacific and Middle East and Other Partners with Gradual Reopening of Borders

With the progressive reopening of borders in 2022, ACI Asia-Pacific intensified its efforts in working with ICAO Asia-Pacific and Middle East in the area of aerodrome safety and operations although some of the meetings and activities were still held online in virtual settings.

Throughout 2022, ACI Asia-Pacific led an ICAO task force consisting of States and international organisations to update the Regional Aviation Safety Plan for the next triennium i.e. 2023 to 2025.

A seminar on the application of alphanumeric aircraft callsigns was organised with CANSO and ICAO to discuss benefits of this method in enhancing flight safety and its implementation.

ACI Asia-Pacific organised a seminar on Global Reporting Format (GRF) for runway surface conditions, aimed at enhancing aircraft landing and takeoff safety, especially under rainy or snowy weather.

ACI Asia-Pacific discussed and agreed with CANSO, the association of Air Navigation Service Providers, on working on three runway safety priority issues from 2023 to 2025, i.e. the running of runway safety team, runway maintenance, and the sharing of runway safety occurrences.

A template that ACI Asia-Pacific, other international organisations and States had developed for the implementation wildlife hazard management programme was approved by the supreme body of air navigation in the region, APANPIRG at its 33rd session in Bali, and is expected to be applied in the next few years.

## ACI Asia-Pacific Safety Committee Renews Workplan and Published Safety Guidelines

The workhorse of producing airport safety materials in the region, ACI Asia-Pacific Regional Operational Safety Committee, published a new set of guidelines on the identification of airport safety hazards and completed drafting of two other sets of guidelines on “Aerodrome Operations Under Lightning” and “Aerodrome Operations Manning Requirements”.

The Committee updated its workplan for the next three years, i.e. 2023 to 2025 at its 29th meeting held in October 2022. The new workplan will focus on the development of safety guidance materials, engagement with ICAO Asia-Pacific and Middle East, safety promotion including the development of a new safety recognition programme, and continuation of the policy “No Airport Left Behind”. The policy of “No Airport Left Behind” is aimed at offering technical assistance to small airports in developing countries, including non-ACI member airports, in the spirit of solidarity between members of the international airport community.



خطيران المدني  
GENERAL CIVIL AVIATION



Mr. SL Wong, Director, Technical & Administrative Affairs (left) and Mr. Gary Leung, Manager, Security and Facilitation attended the 6th ICAO Middle East DGCA Conference in Abu Dhabi



# HUMAN RESOURCES

Airport members in Asia-Pacific and the Middle East confront a number of obstacles as they continue to support industry recovery.

Airports must often adapt to the schedule of border reopening and train airport personnel to keep the infrastructure ready for operations in a short period of time. Human Resources leaders and experts have been at the forefront of preparing the airport workforce for the reopening of air travel.

Aviation is a resilient industry. Despite repeated setbacks over the previous several decades, ranging from 9/11 to COVID-19, aviation has always been able to recover, rebuild and emerge stronger. The COVID-19 pandemic, on the other hand, provided an opportunity for the industry to reinvent and deliberate initiatives to correct its trajectory and develop the workforce of the future.

## Committee Leadership

The ACI Asia-Pacific HR Committee continued to serve its members under the leadership of its Chair and Vice Chairs, Ms. Justina Tan of Changi Airport Group and Ms. Florence Chung of Airport Authority Hong Kong, respectively. Mr. Yuan-Hung Ting of Taoyuan International Airport Corporation has been elected as 2nd Vice Chair of the HR Committee.

The pandemic's effects changed the global economy, resulting in labour reallocation. During 2022, the personnel in the aviation sector has been a significant issue of concern. The Committee hosted an online meeting in June with the topic of "Race to Re-hire for Recovery".

Members of the committee discussed current recovery circumstances at their airports, as well as strategies for recruiting and establishing or re-building competences. Hamad International Airport also offered their knowledge on preparing for the FIFA World Cup in 2022.

The Committee also deliberated over industry trends such as Sustainability from the People Perspective where topics such as building and managing a diverse and inclusive workforce; incorporating sustainability into corporate culture.

## Survey on Staff Shortage

With an objective to better understand the impact on workforce shortage at airports, a short survey was conducted in Q2 2022. ACI Asia-Pacific's airport members include larger hubs as well as many smaller, regional airports handling different scale of workforce. Airport Members have identified three top priorities to implement to address manpower constraints:

- Enhance training and staff development for reskilling/upskilling;
- Make airports more attractive place for long-term career;
- Redeployment of manpower for more critical functions.

## Young Executive Award

ACI Asia-Pacific's HR programme, [Young Executive Award](#) was developed with an aim to encourage young talent development at airports in the region and stimulate professional excellence amongst future leaders. The programme is an annual research paper competition, designed to inspire the region's young talent to provide new solutions to current aviation industry concerns.

The winner of the Young Executive Award 2022, is Mr. Rekitabuddin Ahmed, Manager – Environment, of Delhi International Airport Limited, India. Based on his paper "Adapting Airports to a Changing Climate in the Asia Pacific Region", the panel of judges concluded that Mr. Ahmed demonstrated and proposed a number of innovative solutions for risk mitigation and sustainable adaptation with a comprehensive and keen understanding of the needs of the airports in the region.

Mr. Rekitabuddin Ahmed, Manager – Environment, of Delhi International Airport Limited, India. Based on his paper "Adapting Airports to a Changing Climate in the Asia Pacific Region", the panel



Mr. Rekitabuddin Ahmed, Manager – Environment, Delhi International Airport Limited, India, Winner of Young Executive Award 2022

of judges concluded that Mr. Ahmed demonstrated and proposed a number of innovative solutions for risk mitigation and sustainable adaptation with a comprehensive and keen understanding of the needs of the airports in the region.

Ms. Emily Chan Assistant Manager – Standards & Service Delivery, of Airport Authority Hong Kong was bestowed with a Honourable Mention for her submission in the Young Executive Award 2022.

## Capacity Building

As airport HR professionals prioritise skilling/upskilling of workforce as one of their top goal to aid recovery of the industry, ACI Asia-Pacific continued to support members' organisational development needs.

The Global Safety Network (GSN) Diploma Programme continue to be an important training component for airports to developing, implementing and operating effective Safety Management Systems (SMS) at their airports.

There is also a huge demand on training on developing Customer Service Culture at Airports. The ACI Fund also continued supporting members in developing nations through scholarships and capacity building programmes.

# OUR ENGAGEMENTS IN THE REGION

During the course of 2022, ACI Asia-Pacific has had an extensive engagements with industry stakeholders and government officials to strengthen our advocacy.

## Indonesia

### Participation in the G20 Aviation Dialogue in Bali, Indonesia

The ACI Asia-Pacific Director General Stefano Baronci had the privilege of participating in the G20 Aviation Dialogue in Bali. Speaking on “Recovery Impacts From the Aviation Industries to Build Back Better for Future Resilience”, the DG delivered an impactful message to the conference audience.

He urged the G20 States to take the lead and work through the World Health Organisation and The International Civil Aviation Organisation on a rulebook for future responses to possible rebounds of COVID-19 and other pandemics. The DG also said the industry must work together and lead the development of appropriate roadmaps and related policy/regulatory actions at a global level to implement and deliver on the long-term aspirational goal to achieve netzero carbon emission without prejudice to the infrastructure development needed to meet the demand of the future.



## Singapore

### ACI World, ACI Asia-Pacific and CAAS sign joint MoU to conduct research & develop training programmes

ACI Asia-Pacific, Airports Council International World (ACI World) and the Civil Aviation Authority of Singapore (CAAS) signed a MoU to conduct research and studies, develop and deliver training for aviation professionals. The training will equip aviation professionals with knowledge and skills to help rebuild the sectors which has been negatively impacted by the COVID-19 pandemic. The signing of this MOU will forge a stronger working relationship with the Civil Aviation Authority of Singapore towards enhancing the aviation standards in the country. This partnership is vital to strengthen the existing programmes, as well as enhance collaboration on sustainability, aviation safety, security, and airport management.



## India

### ACI Asia-Pacific meets Indian aviation regulators in New Delhi

ACI Asia-Pacific Director General met with key aviation regulators in India, including Secretary of



ACI Asia-Pacific DG Stefano Baronci at the Bali G20 Aviation Dialogue



ACI Asia-Pacific DG Stefano Baronci, ACI World Director General Luis Felipe de Oliveira and Director General of CAAS Han Kok Juan during the signing ceremony in the presence of S. Iswaran, Minister for Transport, Singapore

Civil Aviation Civil Aviation, Directorate General of Civil Aviation, Airports Authority of India and Airport Economic Regulatory Authority in June 2022. He provided an overview of ACI Asia-Pacific, its programmes and activities. During his meeting with AERA, the DG provided an overview of industry's recovery, challenges and economic regulatory best practices adopted across the world.



## Japan

### Multiple engagements with Japan to relax travel restrictions

ACI Asia-Pacific recommended the Government of Japan for a complete removal of international air travel restrictions, indicating that the industry cannot fully recover amid curbs. The government was provided evidence based on study by Oxera and Edge Health, commissioned by ACI Asia-Pacific, which revealed that travel restrictions such as quarantine and testing would be ineffective in mitigating the spread of COVID-19.

In another attempt, ACI Asia-Pacific, together with ACI World and World Travel & Tourism Council (WTTC) wrote a joint letter to the Prime Minister of Japan, requesting him to remove all restrictions and restore the travel privileges to enable smooth recovery of the industry in the region.



## Republic of Korea

ACI Asia-Pacific Director General Stefano Baronci met Mr. Kyung Wook Kim, President & CEO of Incheon International Airport Corporation and Mr. Hyung Jung Yoon, President & CEO of Korea Airports Corporation, who also serve as one of our Board Directors, to exchange views on recovery of industry and opportunities to strengthen cooperation during his visit to Incheon in July 2022.

### Dialogues with National Authorities to Restore Air Traffic

In March 2022, ACI Asia-Pacific joined force with Asia-Pacific Travel Retail Association (APTRA), urging governments and policymakers to enact a simpler, harmonised approach for travel health checks and regulations to encourage passenger confidence to fly again as borders progressively reopen.

A study of the effectiveness of travel restrictions in Japan

Prepared for ACI Asia-Pacific  
Oxera and Edge Health



ACI Asia-Pacific DG with Mr. Kyung Wook Kim, President & CEO of Incheon International Airport Corporation



ACI Asia-Pacific DG with Mr. Hyung Jung Yoon, President & CEO of Korea Airports Corporation

# TRADE EVENTS IN A SNAP SHOT

## APRIL



### Wings India 2022

ACI Asia-Pacific's Senior Expert, Economics & ESG, Mr. Iliia Lioutov, participated in the panel on the airport perspective with respect to the future of travel. Mr. Lioutov shared the stage with several airport and industry leader and discussed the level of technology adoption at different airports and future trends.



ACI Asia-Pacific's Senior Expert, Economics & ESG, Mr. Iliia Lioutov, participated in the panel on the airport perspective with respect to the future of travel



### ASEAN States in the Air Transport Working Group (ATWG) meeting

The ACI Asia-Pacific DG provided the ASEAN States in the Air Transport Working Group (ATWG) an overview on the traffic recovery, state of industry and the challenges faced by the industry.



ACI Asia-Pacific DG at the ASEAN ATWG meeting with Daniel Ng, Deputy Director-General at Civil Aviation Authority of Singapore (Right) and Mohamad Radzuan Bin Mazlan, Under Secretary of the Ministry of Transport of Malaysia (Left)

## MAY



### Future Aviation Forum in Riyadh, Saudi Arabia

At the Future Aviation Forum in Riyadh, Saudi Arabia, the ACI Asia-Pacific DG debated on global regulatory framework, develop policies and guidance that are harmonised, promote cooperation and provide solutions to emerging challenges of global importance at the forum panel "The Global Policy Hour".



### FIFA World Cup Qatar 2022, Peer Review Meeting in Qatar

ACI Asia-Pacific was one among the international experts to participate in the FIFA World Cup Qatar 2022, Peer Review Meeting in Qatar to assess Doha Airports' readiness to welcome passengers for the global event. The DG provided his expertise to help the operators of Doha Airports to plan and prepare to host fans from around the world visiting Doha to witness FIFA World Cup.



International experts meet for FIFA World Cup 2022 Peer Review Meeting in Doha

## JUNE

### **UNWTO Ministerial Roundtable on Tourism Resilience through Innovation and Digitalisation in Asia and the Pacific in Maldives**

The DG spoke at the World Tourism Organisation (UNWTO) Ministerial Roundtable on Tourism Resilience through Innovation and Digitalisation in Asia and the Pacific, on the occasion of the 34th Joint Meeting of the UNWTO Commission for East Asia and the Pacific. He shared his views on the importance of technology to accelerate the recovery of tourism in Asia.



ACI Asia-Pacific DG at UNWTO Ministerial Roundtable on Tourism Resilience through Innovation and Digitalisation in Asia and the Pacific in Maldives

### **Malaysian Aviation Commission Forum “Charting A New Frontier: Aviation Consumer Protection Needs Today and Beyond”**

Speaking at the MAVCOM panel “Defining the Future of Travel: Elevating Travel Experiences Vis-à-Vis Accelerated Pace of Digitalisation”, the DG spoke about the challenges faced by the aviation industry during COVID-19, and the need for digital innovations to enhance passenger experiences.



ACI Asia-Pacific DG at the Malaysian Aviation Commission Forum, moderated by Tan Sri Bashir Ahmad Abdul Majid, ACI Asia-Pacific Special Advisor

## JULY

### **ICAO’s 57<sup>th</sup> Conference of Directors General of Civil Aviation for Asia and Pacific Regions in Incheon, Republic of Korea**

In July, ACI Asia-Pacific called for flexible regulatory policies, innovative procedures, greater efficiency and a better passenger experience as part of its long-term approach to help airports make a sustainable recovery at the ICAO’s 57<sup>th</sup> Conference of Directors General of Civil Aviation for Asia and Pacific Regions in Incheon, Republic of Korea.

ACI Asia-Pacific has made several recommendations related to ACI’s approach to airports decarbonisation; need for responsive and flexible regulatory framework; adoption of One-Stop Security; addressing manpower crisis at airports; smooth operational recovery from pandemic; Role of APEX in aerodrome certification.



ACI Asia-Pacific Team at the ICAO’s 57th Conference of Directors General of Civil Aviation for Asia and Pacific Regions in Incheon

### **The High-level Panel at the ICAO’s 57<sup>th</sup> DGCA Conference**

The Ministry of Land, Infrastructure and Transport, Republic of Korea and the International Civil Aviation Organisation (ICAO) jointly hosted the ICAO’s 57<sup>th</sup> Conference of Directors General of Civil Aviation for Asia and Pacific Regions in Incheon, Korea. During the Conference, the DG participate in the panel “Strengthening Regional Cooperation for the Restoration of Air Network with No Country Left Behind”.



### **Conference on International Air Transport Cooperation 2022 in Seoul, Republic of Korea**

In Seoul, the DG spoke at CIAT 2022 on “Air Transport - Restarting Global Aviation”. Speaking on the topic “Never Let a Good Crisis Go to Waste - The Airports’ Perspective”, he addressed how the industry can better equip themselves under the crisis.

# SEPTEMBER



## The 7<sup>th</sup> China Airport Service Conference in Beijing, China

The DG had the honour of virtually participating in the 7<sup>th</sup> China Airport Services Conference on “Boosting the industry’s confidence starting from the trends in the global aviation market in the post-epidemic era”. The DG spoke about the state of aviation industry, how airports have reinvented themselves post pandemic by adopting innovative technologies to continuously provide superior passenger experience.



## World Aviation Conference in Incheon, Republic of Korea

ACI Asia-Pacific participated in the World Aviation Conference 2022 in Incheon, Republic of Korea. The DG gave an overview of traffic recovery trend pointing at how the region is losing its position as top civil aviation market. He also shared insights of the ACI Asia-Pacific Survey conducted with airport operators, as well as giving an update on current operational challenges indicated in the ACI Asia-Pacific survey.



ACI Asia-Pacific DG shared the stage with eminent speakers

# OCTOBER



## G20 Aviation Dialogue in Bali, Indonesia

Speaking on “Recovery Impacts From the Aviation Industries to Build Back Better for Future Resilience” at the G20 Aviation Dialogue in Bali, the DG delivered an impactful message to the conference audience. He urged the G20 States to take the lead and work through the World Health Organization and The International Civil Aviation Organization on a rulebook for future responses to possible rebounds of COVID-19 and other pandemics.

He also said the industry must work together and lead the development of appropriate roadmaps and related policy/regulatory actions at a global level to implement and deliver on the long-term aspirational goal to achieve net zero carbon emission.



# NOVEMBER



## The Trinity Forum 2022 “Stronger Together” Panel in Singapore

At the Trinity Forum 2022, the Asia-Pacific DG stressed on the importance on the need for creating a digital airport commerce ecosystem together with other stakeholders. He said the solution would be adding airlines to form a new quaternity of travel retail.



## The AOT Sister Airport CEO Forum 2022 in Bangkok, Thailand

The DG delivered a keynote on “Resilience, Reunion, and Reinventing for Aviation Sustainability”. He provided an overview on the industry’s recovery and the challenges faced, and how advanced technologies help sustainable development of the aviation industry in post-pandemic era.



## The PATA Annual Summit 2022 in Ras Al Khaimah, U.A.E

At the PATA Summit, the DG was part of the three high-level panels-- Destination Sustainability Leadership Forum, Investing in Human Capital and Route to Recovery. He discussed the level of cooperation between aviation stakeholders, route re-establishments, workforce challenges, and sustainable innovation across airlines and airports.



## ACI Asia-Pacific Engages with ASEAN on Climate Change in Singapore

ACI Asia-Pacific presented its efforts in promoting the mitigation of climate change to the 46<sup>th</sup> ASEAN Air Transport Working Group meeting and an associated Sustainability Forum held in Singapore from 12-15 September 2022. The committee discussed the pros and cons of different anti-drone technologies and exchanged insights on their emergency response procedures for drone attacks.



# OUR MEMBERS

COUNTRY / AREA	MEMBER	COUNTRY / AREA	MEMBER
<b>AMERICAN SAMOA</b>			
PAGO PAGO	American Samoa Government	HANGZHOU	Hangzhou International Airport Co. Ltd
<b>AUSTRALIA</b>		HARBIN	Heilongjiang Airports Management Group Co., Ltd
ADELAIDE	Adelaide Airport Limited	HOHHOT	Inner Mongolia Autonomous Region Civil Airports Group Co., Ltd Hohhot Branch
BRISBANE	Brisbane Airport Corporation Pty Limited	KUNMING	Yunnan Aviation Industry Investment Group Company of Limited Liability
BROOME	Broome International Airport Group	NANCHANG	Jiangxi Airports Group Company
CAIRNS	North Queensland Airports	NANJING	Eastern Airports Co., Ltd
CANBERRA	Canberra Airport	QINGDAO	Qingdao International Airport Group Co. Ltd.
CASUARINA	Northern Territory Airports Pty Ltd	SHANGHAI	Shanghai Airport Authority
GOLD COAST	Queensland Airports Limited	SHENYANG	Shenyang Taoxian International Airport Co., Ltd
HOBART	Hobart International Airport Pty Ltd	SHENZHEN	Shenzhen Airport Co., LTD
MELBOURNE	Australia Pacific Airports Corporation Limited	SHIJIAZHUANG	Hebei Airport Management Holding Co., Ltd
NEWCASTLE	Newcastle Airport Pty Ltd	TIANJIN	Tianjin Binhai International Airport Company Ltd
PERTH	Perth Airport Pty Ltd	XI'AN	China West Airport Group
PORT HEDLAND	PHIA Operating Company Pty Ltd	ZHENGZHOU	Henan Province Airport Group Co., Ltd
SUNSHINE COAST	Sunshine Coast Airport Pty Ltd	<b>CHINESE TAIPEI</b>	
SYDNEY	Sydney Airport	KAOSHIUNG	Kaohsiung International Airport, CAA
<b>BAHRAIN</b>		TAIPEI	Taoyuan International Airport Corporation Ltd.
BAHRAIN	Bahrain Airport Company SPC	<b>COOK ISLANDS</b>	
<b>BANGLADESH</b>		RAROTONGA	Airport Authority Cook Islands
DHAKA	Civil Aviation Authority of Bangladesh	<b>FIJI</b>	
<b>BHUTAN</b>		NADI	Fiji Airports
PARO	Department of Air Transport, Bhutan	<b>FRENCH POLYNESIA</b>	
<b>BRUNEI DARUSSALAM</b>		PAPEETE	Airport of Tahiti
BANDAR SERI BEGAWAN	Department of Civil Aviation (Brunei)	<b>GUAM</b>	
<b>CAMBODIA</b>		AGANA	A. B. Won Pat International Airport, Guam
PHNOM PENH	Cambodia Airports	<b>HONG KONG SAR, CHINA</b>	
<b>CHINA</b>		HONG KONG	Airport Authority Hong Kong
BEIJING	Beijing Capital International Airport Co., Ltd	<b>INDIA</b>	
BEIJING	Beijing Daxing International Airport	AHMEDABAD	Ahmedabad International Airport Limited
CHANGCHUN	Jilin Province Civil Aviation Airport Corporation	BENGALURU	Bangalore International Airport Limited
CHANGSHA	Hunan Airport Co., Ltd Changsha Huanghua International Airport Branch	COCHIN	Cochin International Airport Limited
CHENGDU	Sichuan Province Airport Group Co., Ltd	GUWAHATI	Guwahati International Airport Limited
CHONGQING	Chongqing Airport Group Co., Ltd	HYDERABAD	GMR Hyderabad International Airport Limited
GUANGZHOU	Guangdong Airport Authority		
HAINAN	HNA Airport Group Co., Ltd		

COUNTRY / AREA	MEMBER
JAIPUR	Jaipur International Airport Limited
LUCKNOW	Lucknow International Airport Limited
MANGALURU	Mangaluru International Airport Limited
MUMBAI	Mumbai International Airport Ltd
NEW DELHI	Airports Authority of India
NEW DELHI	Delhi International Airport Ltd
THIRUVANANTHAPURAM	TRV (Kerala) International Airport Limited
<b>INDONESIA</b>	
JAKARTA	PT Angkasa Pura I (Persero)
JAKARTA	PT Angkasa Pura II (Persero)
<b>IRAN</b>	
QESHM	Qeshm International Airport
TEHRAN	Imam Khomeini Airport City
TEHRAN	Iran Airports & Air Navigation Company
<b>IRAQ</b>	
ERBIL	Erbil International Airport
<b>JAPAN</b>	
FUKUOKA	Fukuoka International Airport Co., Ltd
NAGOYA	Central Japan International Airport Co. Ltd.
OSAKA	Kansai Airports
TOKYO	Japan Airport Terminal Co., Ltd.
TOKYO	Narita International Airport Corporation
<b>JORDAN</b>	
AMMAN	Airport International Group
AMMAN	Jordan Airports Company PSC
<b>KIRIBATI</b>	
TARAWA	Airport Kiribati Authority
<b>Republic of Korea</b>	
INCHEON	Incheon International Airport Corporation
SEOUL	Korea Airports Corporation
<b>MACAU SAR, CHINA</b>	
MACAU	CAM-Macau International Airport Co. Ltd.
<b>MALAYSIA</b>	
KUALA LUMPUR	Malaysia Airports Holdings Berhad
<b>MALDIVES</b>	
ADDU	Addu International Airport (Pvt) Ltd
MALE	Maldives Airports Company Limited
<b>MARSHALL ISLANDS</b>	
MAJURO	RMI Ports Authority

COUNTRY / AREA	MEMBER
<b>MICRONESIA (FEDERATED STATES OF)</b>	
POHNPEI	Pohnpei Port Authority
<b>MONGOLIA</b>	
ULAANBAATAR	National Civil Aviation Center of Mongolia
<b>MYANMAR</b>	
MANDALAY	MC-Jalux Airport Services Co., Ltd.
NAYPYITAW	Pioneer Aerodrome Services Company Limited
YANGON	Yangon Aerodrome Company Limited
<b>NEPAL</b>	
KATHMANDU	Tribhuvan International Airport Civil Aviation Office, Kathmandu, Nepal
<b>NEW CALEDONIA</b>	
NOUMEA	Chambre de Commerce et d'Industrie
<b>NEW ZEALAND</b>	
AUCKLAND	Auckland International Airport Ltd.
CHRISTCHURCH	Christchurch International Airport Ltd.
DUNEDIN	Dunedin International Airport Ltd.
HAMILTON	Waikato Regional Airport Limited (WRAL)
INVERCARGILL	Invercargill Airport Limited
NAPIER	Hawke's Bay Airport Ltd
NEW PLYMOUTH	Papa Rererangi i Puketapu Limited
PALMERSTON	Palmerston North Airport Limited
WELLINGTON	Wellington International Airport Ltd.
<b>NORTHERN MARIANAS</b>	
SAIPAN	Commonwealth Ports Authority
<b>OMAN</b>	
MUSCAT	Oman Airports Management Company
<b>PAPUA NEW GUINEA</b>	
PORT MORESBY	National Airports Corporation (NAC) – PNG
<b>PHILIPPINES</b>	
CATICLAN	TransAire Development Holdings Corp.
CEBU	Mactan-Cebu International Airport Authority
CLARK	Luzon International Premier Airport Development Corporation
MANILA	Manila International Airport Authority
<b>QATAR</b>	
DOHA	Hamad International Airport
<b>SAMOA</b>	
APIA	Samoa Airport Authority

COUNTRY / AREA	MEMBER
<b>SAUDI ARABIA</b>	
DAMMAM	Dammam Airports Company (DACO)
JEDDAH	Jeddah Airports Company (JEDCO)
MEDINA	Tibah Airports Operation Co. Ltd.
RIYADH	Riyadh Airports Company (RAC)
RIYADH	Cluster2
RIYADH	General Authority Of Civil Aviation
<b>SINGAPORE</b>	
SINGAPORE	Changi Airport Group (Singapore) Pte Ltd
<b>SRI LANKA</b>	
COLOMBO	Airport & Aviation Services (Sri Lanka) Limited
<b>THAILAND</b>	
BANGKOK	Airports of Thailand Public Co. Ltd.
BANGKOK	Bangkok Airways Public Company Limited
RAYONG	U-Tapao Rayong-Pattaya International Airport
<b>TONGA</b>	
NUKU'ALOFA	Tonga Airports Limited
<b>UNITED ARAB EMIRATES</b>	
ABU DHABI	Abu Dhabi Airports
DUBAI	Dubai Airports
FUJAIRAH	Fujairah - Department of Civil Aviation
RAS AL KHAIMAH	Ras Al Khaimah International Airport
SHARJAH	Sharjah Airport Authority
<b>USA</b>	
HONOLULU, HI	Hawaii Department of Transportation
<b>VANUATU</b>	
PORT VILA	Airports Vanuatu Limited
<b>VIETNAM</b>	
HOCHIMINH CITY	Airports Corporation of Vietnam
VAN DON	Van Don International Airport

**127**  
MEMBERS

**47**  
COUNTRIES / AREA

OPERATING  
**621**  
AIRPORTS

# WBP ACTIVITIES 2022

To increase engagement with more WBPs in the region, the WBP Consultative Panel had invited WBP Regular and Affiliates members to join the bi-monthly virtual meetings. The Consultative Panel currently consists of 12 World Business Partners (WBP) who will meet on a regular basis to share best practices within and beyond the region. Participating WBPs include:

- Airbiz Aviation Strategies Pvt Ltd.
- Amadeus
- Casper B.V.
- GrayMatter Software Services Pvt Ltd
- Marsh Pty Ltd
- Materna IPS GmbH
- McKinsy & Company
- NACO
- National Parking Company
- Paccaya Resources Ltd
- Rapiscan Systems Pte Ltd
- SITA
- Transoft Solutions (Australia) Pty Ltd.

In 2022, four meetings were conducted and the annual meeting was held virtually on 26 September, with ACI Asia-Pacific Director General, Mr. Stefano Baronci welcoming the members and providing industry and association updates.

The DG has committed to work closely with the WBPs to create synergies on new initiatives and projects. WBP members were encouraged to continue supporting and engaging in the endeavours of the association.

## New Partners

In 2022, ACI Asia-Pacific welcomed sixteen new WBPs to its community.

### Regular

- Airport Engineering Services
- Aviation Security Company Limited
- BOC Aviation Limited
- Duy Anh Trading Joint Stock Company (IPP Travel Retail)
- FTI Consulting
- MATARAT Holding
- Signpost India Pvt. Ltd.
- Taiwan Duty Free Association
- The Red Sea International Airport

### Affiliate

- Casper B.V.
- Green Furniture Concept
- Mott MacDonald
- TAV Operation Services
- TAV Technologies
- Travel Sentry
- Xovis

WBP members continued to engage and contribute to the ACI community by sharing blogs, articles and interviews on ACI Asia-Pacific corporate website's "Perspectives" page. Some WBPs also made use of other ACI Asia-Pacific digital channels to promote, market and enhance visibility of their businesses and activities.

# 42

AFFILIATE

# 56

REGULAR

# 98

MEMBERS

# OUR WORLD BUSINESS PARTNERS

## CONSULTING AND MANAGEMENT

\* AFFILIATE

ADB SAFEGATE	*
Aero Enable Co., Ltd	
Airbiz Aviation Strategies Pty Ltd	
Airport Engineering Services	
ALG	*
Alton Aviation Consultancy	
Aviation Strategies International (ASI)	
Beca Ltd	
Cam Ranh International Terminal Joint Stock Company (CRTC)	
CAPA - Centre for Aviation	
Casper B.V.	*
Ceventas Pty Ltd	
Cirium	*
Dyland Lianne Market Research & Consultant Co.	
Envirosuite Limited	*
FTI Consulting	
GrayMatter Software Services Pvt. Ltd	
ICF	*
Independent Business Group	
Jurutera Minsar Consult Sdn Bhd	
Keiser Phillips Associates	
L & B Worldwide Australia Pty Ltd	*
Leading Edge Aviation Planning Professionals	
Marsh Pty Ltd	
MATARAT Holding	
McKinsey & Company	*
Mott MacDonald Limited	*
Munich Airport International	*
NACO, Netherlands Airport Consultants	*
National Firefighting Manufacturing Fzco (NAFFCO)	
Redwater Consulting Group	
Runway Safe Sweden AB	
Strategic Planning Services, Inc. (SPS)	
TAV Operations Services	
The Red Sea International Airport	
To70 aviation Australia	*
WAISL LIMITED	
Xovis	
Yamuna International Airport Private Limited	*

## EQUIPMENT

Arconas	*
Elenium Automation	
Green Furniture Concept	*
KONE	*
Materna IPS GmbH	*
Oshkosh Corporation	
Rapiscan Systems Pte. Ltd	*
Smart Airport Systems	*
Smiths Detection (Asia Pacific) Pte. Ltd	*

## HANDLING AND AIRFIELD

Alstef Group (Glidepath Ltd)	
Aviation Security Company Limited	
GLOBAL OIL SERVICES	
Toyo Kanetsu K.K.	
Vanderlande Industries Singapore Pte Ltd	*

## INVESTMENT

BOC Aviation Limited	
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## INFORMATION AND COMMUNICATIONS TECHNOLOGY

Amadeus GDS Singapore Pte Ltd	*
Cherry picks Ltd	
Collins Aerospace	*
Esri	*
Fiplan GmbH	
Frequentis Orthogon GmbH	*
Genetec Asia Pacific Pte Ltd	*
ICM Airport Technics Australia Pty Ltd	
NEC Corporation	
OAG Aviation Worldwide Pte Ltd	*
OneAlpha	
ProDIGIQ	*
SITA	*
TAV Operation Services	
Veovo	

## MARKETING AND COMMUNICATIONS

Moodie Davitt Report Asia	
Signpost India Pvt. Ltd.	

## PLANNING AND CONSTRUCTION

AECOM Asia Company Ltd	*
Arup	*
Jacobs U.K. Ltd	*
NIPPON KOEI Co., Ltd	
Ports Projects Management & Development Co (PPMDC)	
Skyports Pte. Ltd.	
Surbana Jurong Consultants Pte Ltd	
Transoft Solutions (Australia) Pty Ltd	*
Western Sydney Airport	

## RETAIL AND COMMERCIAL

DFS Group Ltd	
Duy Anh Trading Joint Stock Company (IPP Travel Retail)	
Emirates Leisure Retail	
Heinemann Asia Pacific Pte. Ltd	
JT International S.A.	
National Parking Company (Mawgif)	
Paccaya Resources Ltd	
Plaza Premium Group	
Taiwan Duty Free Association	

## SECURITY

Certis CISCO Aviation Security Pte Ltd	
Everbridge, Inc.	*
FISCAN - Beijing Zhongdun Anmin Analysis Technology Co Ltd	
ISS Facility Services	
Nuctech Company Ltd	
Scarabee Systems & Technology B.V.	*
Travel Sentry	*
Trident Services Australia	
Wanzl GmbH & Co. KGaA	

# ACI ASIA-PACIFIC TEAM



**Stefano Baronci**  
Director General



**Ilia Lioutov**  
Senior Expert  
Economics & ESG



**Ken Lau**  
Senior Manager  
Environment and Airport  
Information Technology



**Philip Kwok**  
Manager  
Economics



**Cindy Chee**  
Manager  
Events



**Yuman Lau**  
Manager  
Communications & Digital  
Brand Marketing



**Connie Wong**  
Assistant Manager  
Events and Member Services



**Maggie Fung**  
Administrative Officer

Team members no longer with ACI Asia-Pacific:  
Jeannie WONG, Head-Communications and Events  
Cecilia LAI, Assistant Manager-Technical Affairs  
May MOK, Office Administrator  
Pamela WONG, Manager/ PA to DG





**SL Wong**  
Director  
Technical & Administrative  
Affairs



**Simon-Alexandre  
Chicoine**  
Head  
Member Services & Events



**Sunil Subbaiah**  
Senior Manager  
Media & Communications



**Agnes Wong**  
Assistant to Director General



**Jacky Wong**  
Manager  
Member Services &  
Business Development



**Gary Leung**  
Manager  
Security and Facilitation



## LATEST UPDATES

**Website**



**LinkedIn**



**Twitter**









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