



ACI Asia-Pacific & Middle East Year in Review 2023



ACI Asia-Pacific & Middle East (ACI APAC & MID)

The Voice of Asia-Pacific & Middle East Airports

“ A journey of thousand miles
begins with thousands of
airport smiles.”

Our Vision

Putting Asia-Pacific and Middle East airports at the forefront of global aviation

Our Mission

We aim to advance the collective interests of airports in Asia-Pacific & Middle East and promote professional excellence in airport management and operations.

ACI Asia-Pacific & Middle East Year in Review 2023

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The data is for the year 2023, for any updates, please contact communications@aci-asiapac.aero

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MESSAGE FROM THE PRESIDENT

2023 remains a turnaround year for ACI Asia-Pacific & Middle East.

This period witnessed the strong resurgence of passenger volumes throughout the Asia-Pacific and Middle Eastern regions, signalling a promising recovery for the aviation industry. This resurgence wasn't merely a stroke of luck but the result of targeted actions and meticulous planning.

In the Asia-Pacific region, traffic recovered by nearly 90% of 2019 levels, while the Middle East saw a growth of almost +4%. Looking ahead to 2024, we anticipate even more growth, with the region expected to reach 3.5 billion passengers, surpassing 2019 levels. And by the end of 2025, we could see nearly 3.9 billion passengers traveling through the region. The Middle East is expected to continue its growth from 422 million in 2023 to 466 million in 2024.

We also hit some significant milestones along the way such as: rebranding our association ACI Asia Pacific & Middle East and setting up a new office in Riyadh, Kingdom of Saudi Arabia strengthening our presence and commitment in the region.

Even as the traffic recovers and industry continues to grow, we are delighted to see a stronger commitment of our members towards environmental sustainability. With 83 airports accredited under Airport Carbon Accreditation at the end of 2023 – a significant increase from 65 in 2022 – ACI Asia-Pacific & Middle East is emerging as a region with a strong commitment towards sustainable practices. Our region is proud to have Christchurch International Airport amongst the first global airports to be accredited with Level 5 ACA with net zero CO2 emission.

In a further testament to our environmental commitment, we have approved the workplan

for the pilot of Net Zero Roadmap assistance programme. This initiative is designed to support airports in developing a comprehensive road map towards achieving their net zero emissions objectives.

We take immense pride in the resolution passed by our members, dedicated to promoting, restoring, and developing air connectivity across the Asia-Pacific and the Middle East. Our advocacy to promote connectivity has been acknowledged by the Asian States at the DGCA/58 Conference in Bangladesh and supported by the introduction of a new methodology to measure airport connectivity issued in cooperation with PWC.

The positive dialogue built with some national regulators, such as in Australia, to review the Air Service Agreements with the objective of enhancing the liberalisation of the sky, is evidence of our commitment to drive social and economic development within Asia, while also aligning with the United Nations Sustainable Development Goals.

Adding to our achievements, we welcomed new Board members from diverse backgrounds, including inspiring women leaders. Their fresh perspectives have enriched our decision-making, making our leadership more balanced and representative.

As we look forward, I'm filled with gratitude for our members' trust and support. And to my fellow Board members, thank you for your outstanding leadership and guidance.

Emmanuel Menanteau

President
ACI Asia-Pacific & Middle East

MESSAGE FROM THE DIRECTOR GENERAL

2023 has been a year of transformation, driven by meaningful initiatives for our members across Asia-Pacific and Middle East.

One of the most significant milestones of the year was the rebranding of ACI Asia-Pacific to ACI Asia-Pacific & Middle East, and the inauguration of a subregional office for the Middle East in Riyadh, Kingdom of Saudi Arabia. This move underscores our commitment to effectively engaging with Middle Eastern airports, and offering tailored programmes to meet their unique needs.

We also launched a new vision: “Putting Asia-Pacific and Middle East Airports at the forefront of global aviation.” This complemented by our new value proposition, “A journey of a thousand miles begins with thousands of airport smiles,” which emphasises the importance of customer satisfaction and experience in our endeavors.

Our advocacy efforts have yielded tangible results. Notably, our continuous promotion of One Stop Security (OSS) has garnered increased interest and implementation across Asia-Pacific countries. The proactive promotion of Airport Carbon Accreditation has been another highlight, with a notable increase in airport participation from 65 in 2022 to 83 in 2023. Furthermore, the board’s approval and conceptualisation of our new programme, Net Zero Roadmap, marks a significant step towards helping airports develop a roadmap to achieve net zero.

As thought leaders in the aviation industry, we launched the Air Connectivity Study to measure airports’ ability to provide passengers access to the global air transport network through quality connections.

Our initiatives haven’t stopped there. We initiated a case study on Air Transport Liberalisation, shedding light on its economic impacts in our regions. Additionally, our inaugural Airports Innovate event and Airport Day have provided platforms for showcasing innovative ideas and sharing best practices, benefiting nine Pacific Islands countries.

Lastly, our multiple surveys on technology implementation, human resources, airport economics, and non-aeronautical business have provided valuable insights into various aspects of airport operations and adaptability.

On the membership front, we have 132 airport members from 47 countries/territories, operating 623 airports, while we had 103 World Business Partners at the end of December 2023.

With a new strategic plan in place, we will continue to enhance our services to our members to deliver value to and make members’ experience even better.

Stefano Baronci

Director General
ACI Asia-Pacific & Middle East



ACI ASIA-PACIFIC & MIDDLE EAST BOARD

OFFICERS

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

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

BOARD DIRECTORS



Musad Aldaood

Riyadh Airport Company,
Saudi Arabia
Chief Executive Officer



Lorie Argus

Australia Pacific Airports Corporation (APAC),
Australia
Chief Executive Officer



Muhammad Awaluddin

PT Angkasa Pura II,
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



Carrie Hurihanganui

Auckland International Airport Limited,
New Zealand
Chief Executive Officer

**Nguyen Duc Hung**

Airports Corporation of Vietnam,
Vietnam
Deputy General Director

**Videh Kumar Jaipuria**

Delhi International Airport Ltd.,
India
Chief Executive Officer

**Dr. Kerati Kijmanawat**

Airports of Thailand Plc.,
Thailand
President

**Cheok Kuan Kan**

Macau International Airport Co. Ltd.,
Macau SAR
Executive Director

**Fred Lam****

Airport Authority Hong Kong,
Hong Kong SAR
Chief Executive Officer

**Hag Jae Lee**

Incheon International Airport Corporation,
Republic of Korea
President & Chief Executive Officer

**Dato' Iskandar Mizal Mahmood**

Malaysia Airports Holdings Bhd,
Malaysia
Managing Director

**Yun Qin**

Shanghai Airport Authority,
China
Chairman of the Board of Directors

**Jean-Michel Ratron**

Aéroport de Tahiti,
French Polynesia
Chief Executive Officer

**Akihiko Tamura***

Narita International Airport Corporation,
Japan
President & Chief Executive Officer

World Business Partner Representative

**Chang Yi Wang**

Capital Airports Holding Company,
China
Chairman

**Yoshiyuki Yamaya**

Kansai Airports,
Japan
Representative Director &
Chief Executive Officer

**Hyung Jung Yoon**

Korea Airports Corporation,
Republic of Korea
President & Chief Executive Officer

**Sarah Samuel**

ICM Airport Technics Australia Pty,
Australia
Senior Vice President, Airport &
Airline Operations

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

KEY 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.
- 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 10th anniversary of Regional Office. Inaugurated the Regional Economics Committee.
- 2020** Celebrated 15th 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 CO₂ (-2.6%) through ACA programme.
- 2022**
- Member airports make a commitment through a resolution to achieve net zero carbon emissions by 2050.
 - Extensive engagement with governments saw Hong Kong and Japan reopening borders and relaxing COVID-related restrictions.
 - Board approval to establish a subregional office for Middle East in Riyadh.
- 2023**
- Rebranded as ACI Asia-Pacific & Middle East.
 - Inaugurated new office in Riyadh, Kingdom of Saudi Arabia for Middle East.
 - Announced new vision: Putting Asia-Pacific and Middle East Airports at the forefront of global aviation.
 - Launched new value proposition: A journey of a thousand miles begins with thousands of airport smiles.
 - Commenced Airport Day, a new customised programme for members.
 - Launched Airports Innovate, a dedicated event on innovation.

ACI ASIA-PACIFIC & MIDDLE EAST MEMBERSHIPS

132

REGULAR MEMBERS

47

COUNTRIES / AREAS

623

AIRPORTS OPERATED

103

WORLD BUSINESS PARTNERS

*Figures as of Dec 2023

ACI ASIA-PACIFIC & MIDDLE EAST IN NUMBERS



83

AIRPORTS ACCREDITED

AIRPORTS WITH NET ZERO EMISSION PLEDGE BY 2050

23

AIRPORTS



33

AIRPORTS AWARDED FOR ASQ ACHIEVEMENTS IN 2022



20K+

SOCIAL MEDIA FOLLOWERS

50K+

ENGAGEMENTS

OFFICIAL LAUNCH OF ACI APAC & MID SUBREGIONAL OFFICE

We launched our new Middle East office in in Riyadh, Kingdom of Saudi Arabia. In line with the launch, we rebranded our association as ACI Asia-Pacific & Middle East (ACI APAC & MID).



On 18 September 2023, the ACI APAC & MID Launch ceremony was successfully held in Riyadh, the Kingdom of Saudi Arabia. The ceremony was graced by the Minister for Transport for the Kingdom of Saudi Arabia, and key airport members from the Middle East, who together opened the doors to the new ACI APAC & MID Office. The decision to open an office in the Middle East and rebrand as ACI APAC & MID was to better reflect the regions that the association serves and allow us to better cater to the needs of our Middle Eastern and Asian members by customising our programmes.



Suleiman AL Bassam, who served as the Board Advisor to ACI APAC & MID & serving as President's Advisor for Governance and Executive Projects, General Authority of Civil Aviation (GACA) Saudi Arabia delivered a warm opening remark at the Ceremony.

ACI APAC & MID Director General Stefano Baronci, emphasised that we will strengthen our ties with small airports along with successful hubs. He said the association is taking a bold step forward to better serve our members in the Middle East. The DG also revealed the new value proposition, "A journey of thousand miles begins with thousands of airport smiles", reiterating the fact that everything we do and every decision we make boils down to one fundamental goal - ensuring a happy passenger experience at airports.





H.E Saleh bin Nasser Al-Jasser, Ministry of Transport and Logistic Services, Kingdom of Saudi Arabia, delivering the key note.



We also had an insightful discussion on Climate Change and how Middle East Airports are addressing the challenge.



Moderated by Dr. Panagiotis Karamanos, Senior Advisor for Airport Carbon Accreditation (ACA) Programme, the speakers shared insights on the measures being adopted to tackle the global concern.

Sheikh Aimen Al Hosni, CEO, Oman Airports,

Mohammed Yusif Al-Binfalah, CEO, Bahrain Airport, and Alpros Mohammad Hamzouq, Quality, Safety and Risk Management Director, Airport International Group (AIG) shared perspectives on environment and its significance for Middle East Airports.



BOARD UPDATES

18th Regional Assembly in Kobe, Japan

Adopts resolution to promote, restore and develop air connectivity

At its 18th Regional Assembly in Kobe, Japan, ACI APAC & MID adopted a resolution to promote, restore and develop air connectivity in Asia-Pacific and the Middle East to ensure social and economic development as well as support the United Nations Sustainable Development Goals.

The resolution emphasises the importance of fully restoring and further developing air connectivity in the region, recognising the essential role that airports, driven by efficient and affordable air connectivity, can play in driving economic growth and social development.

Between 2022 and 2019, there has been a significant drop in the number of direct routes, flight frequencies and available seat capacity in Asia-Pacific as a result of the full-scale global COVID-19 transportation crisis. On the contrary, airports in the Middle East Region have recovered much faster, especially the large international airports.

New members elected

The association appointed four new members into its Board.

- Mr. Musad Abdulaziz Aldaood, CEO, Riyadh Airport Company
- Mr. Nguyen Duc Hung, Deputy General Director, Airports Corporation of Vietnam

- Ms. Sarah Samuel, Senior Vice President, Airport & Airline Operations, ICM Airport Technics (an Amadeus subsidiary), Director for World Business Partner, ACI Asia-Pacific.
- Mr. Hag Jae Lee, President and CEO of Incheon International Airport Corporation filled up the seat left vacant following the resignation of his predecessor Mr. Kyung Wook Kim.

Mr. Fred Lam, CEO, Airport Authority Hong Kong; Hong Kong; Dato' Iskandar Mizal Mahmood, Managing Director, Malaysia Airports Holdings Bhd. (MAHB); and Mr. SGK Kishore, Executive Director of GMR Hyderabad International Airport Ltd were elected to represent ACI Asia-Pacific at the ACI World Governing Board.

Mr. Andrew Perrier, Group Business Development Director, Almusbah International Holdings LLC, was elected to serve as ACI Asia-Pacific World Business Partner (WBP) representative at the ACI World WBP Advisory Board.

Muscat Board Meeting, November 2023

Ms. Carrie Hurihanganui, Chief Executive Officer of Auckland International Airport Limited, New Zealand, and Dr. Kijmanawat Kerati, President of Airports of Thailand Plc., were elected as new board directors.

ACI ASIA-PACIFIC & MIDDLE EAST EVENTS

Most of the restrictions related to COVID-19 have been lifted in Asia Pacific & Middle East countries during the first half of 2023. With rapid recovery in traffic volume, new events were launched to provide more opportunity to interact between ACI and their members community.

18th ACI Asia-Pacific Regional Assembly, Conference and Exhibition

The Regional Office collaborated with other ACI Hosted by Kansai Airports, the 18th ACI Asia-Pacific Regional Assembly, Conference and Exhibition was held from 16th to 18th May in Kobe, Japan. Under the theme “Asia Pacific and Middle East Take-off: From Recovery to Global Leadership”, the events gave excellent insights from panelists and speakers on wide range of topics, looking ahead of rapid recovery from pandemics. The event was well attended with more than 400 delegates from 47 countries and regions, returning to its full potential after a three-year break due to the pandemic.

The Regional Assembly, which took place on the first day of the conference, has made a resolution to promote, restore and develop air connectivity in Asia-Pacific and the Middle East to ensure social and economic development as well as support the United Nations Sustainable Development Goals.

The conference concluded with a number of award ceremonies. First up was the announcement that MAHB's Noor Sabrina was the winner of the Young Executive Award 2023. Not being able to make it to Japan, Malaysia Airports' managing director, Dato' Iskandar Mizal Mahmood, received the honor on her behalf. Delegates then got to celebrate with the 12 airports honored in the Green Airports Recognition 2023 program. Each was recognised for achieving

exceptional results in their efforts to eliminate single-use plastics on campus. The ceremony closed with the accredited airports in our pioneering Airport Carbon Accreditation program.

The Gala Dinner was held at La Suite Kobe Oceans Garden with serene views over Kobe's port.

The next Regional Assembly, Conference and Exhibition will be held in conjunction with ACI World Annual General Assembly (WAGA) from 21st to 23rd May 2024 in Riyadh, Saudi Arabia.



The Trinity Forum 2023

The Trinity Forum has been the industry's most influential airport commercial revenues event, and the 2023 edition, celebrating its 20th Anniversary, was held on 25th to 26th October in Hong Kong SAR, China, hosted by Hong Kong International Airport and jointly organised by The Moodie Davitt Report (TMDR), ACI Asia-Pacific & Middle East and ACI World.

Interviews, panel sessions, presentations with top-class speakers featuring the CEOs of some of the world's leading travel retailers attracted over 400 delegates. ACI Asia-Pacific & Middle East and ACI World moderated and led discussions at Pre-Conference ACI Workshop, which is designed for industry stakeholders who wish to hear the valuable insights and strategies to unleash the potential of non-aeronautical revenues in the evolving airport industry. The two-day event ended with the prestigious Gala Dinner at Rosewood Hong Kong. All the guests were extremely thrilled and excited to the announcement



from Mr. Fred Lam, CEO of Airport Authority Hong Kong, about the giveaway of return tickets with Cathay Pacific to Hong Kong for 50 lucky guests, and furthermore, a return air ticket to Hong Kong for all Gala Dinner guests.

The next Trinity Forum will be hosted by Airports Corporation of Vietnam (ACV) and co-hosted by IPP Travel Retail from 5th to 6th November 2024 in Ho Chi Minh City, Vietnam.

Airports Innovate

ACI Asia-Pacific & Middle East, ACI EUROPE and ACI World kicked off a new event in 2023. Named Airports Innovate, this event seeks out-of-the-box ideas by providing a platform for game-changers, innovators, start-ups and finest tech minds to demonstrate their disruptive ideas and solutions that have the potential to shape the future of airports.

Airports Innovate will be a must-attend event for anyone looking to stay at the forefront of innovation, and be part of shaping the aviation ecosystem.

The memorable first edition took place in Muscat, Oman from 20th to 22nd November, graciously hosted by Oman Airports Management Company, encompassing a wide range of topics critical to the airport industry, including Airport Design, Artificial Intelligence & Big Data, Business Solutions, Green Innovation & Sustainability, Innovation Labs, Customer Experience, Digital Transformation and Infrastructure, eCommerce & Retail, electric Vertical Take Off and Landing (eVTOL) & Advanced Air Mobility, Facilitation & Operations, Future of Workforce, Mobility & Connectivity, Risk Management, Security & Cyber Security, Smart Cities, Metaverse, and Brand Strategy.

One prime panel welcomed Amazon Web Services, Google Cloud, Huawei, Cisco and Idemia to share the stage. The diversity of the program was highlighted as well by architect pioneers Studio Fuksas and Safdie Architects showcasing breath taking airport designs and innovative projects such as the Jewel Changi Airport.

More than 500 delegates from over 40 countries attended this event and enjoyed connecting with industry experts and exploring the potential innovations and groundbreaking technologies that will shape the future of airports worldwide, as well as a spectacular Gala Dinner at Crown Plaza Qurum.

The next Airports Innovate will be hosted by Aeporti di Roma from 26th to 28th November 2024 in Rome, Italy.

Airport Day

Recognising the need for members to meet various capacity-building requirements to stay competitive in the fast-evolving industry landscape, we launched a unique programme called Airport Day. The first edition of the event took place in Cook Islands, with the programmes focused on the airports in the Pacific Island countries. Hosted by Airport Authority of Cook Islands, the event was held in Rarotonga, and featured a series of engaging workshops focusing on key areas such as route development, airport security & facilitation and environmental sustainability. Nine countries from the Pacific region participated in the event. Nearly 60 participants had the opportunity to gain valuable knowledge and insights from experts. ACI Asia-Pacific & Middle East will continue to host Airport Day in 2024. The objective of the programme is to assist airport members in enhancing their technical knowledge on various topics of interest to them.

Airport Day serves as a valuable tool for airports seeking to expand their knowledge on airport-related matters, foster better communication with national and local governments, and engage with the communities in their respective areas of influence. The programme provides a platform for airports to come together and exchange insights, best practices, and experiences.



COMMUNICATIONS & CAMPAIGNS

Media Outreach

Throughout 2023, the Director General had an extensive media engagement, connecting with influential publications across the region, providing his views on key topics. In addition, the media outreach for various announcements has

been positive, with articles being published in key markets. Overall, the media engagement has been highly successful in helping to raise awareness about the association as well expressing the views of the airport industry.



Diversity & Inclusion

International Women's Day 2023

The Regional Office collaborated with other ACI offices to celebrate International Women's Day 2023 by showcasing a video campaign featuring messages from women across the region. The video included contributions from Ms. Lorie Argus, CEO of Australia Pacific Airports Corporation; Ms. Asma Al-Dhakhri, Director of Security and Facilitation at Oman Airports; and Ms. Hee Jeong Lee, Executive Vice President of Incheon Airport Corporation.



ADVOCACIES



**Airport
Economics**



Environment



**Operational
Safety**



**Aviation Security &
Facilitation**



**Human
Resources**



Airport Economics

2023 was the year that the Asia-Pacific and the Middle East regions turned the page from COVID-19 as we saw international traffic began to improve from the first quarter. Though the region experienced a slower recovery and reopened progress compared to the global average, the Economics Team focused on advocating for actions in anticipation of future development beyond recovery.

2023 passenger traffic and outlook

China's relaxations of travel restrictions in January served as a catalyst for the recovery of air transport, regionally and globally. Nonetheless, macroeconomic factors, such as global inflation, slowdown of GDP, pessimistic business confidence levels, and geopolitical conflicts posed some downside pressure on the recovery. Overall, the full year 2023 results shows that Asia-Pacific's passenger traffic was at -16.2%, compared with 2019. The recovery was lagging the global average of -6.2%. The Middle East, on the other hand, outperformed at +3.3%, achieving the second fastest growth rate globally, behind Latin-America and Caribbean at +5.9%.

ACI estimated that passenger traffic in Asia-Pacific would return to pre-pandemic levels, with a marginal growth by the end of 2024.

Regional Economics Committee

The Regional Economics Committee met twice in 2023. In Kobe, Japan in May and in Muscat, Oman in

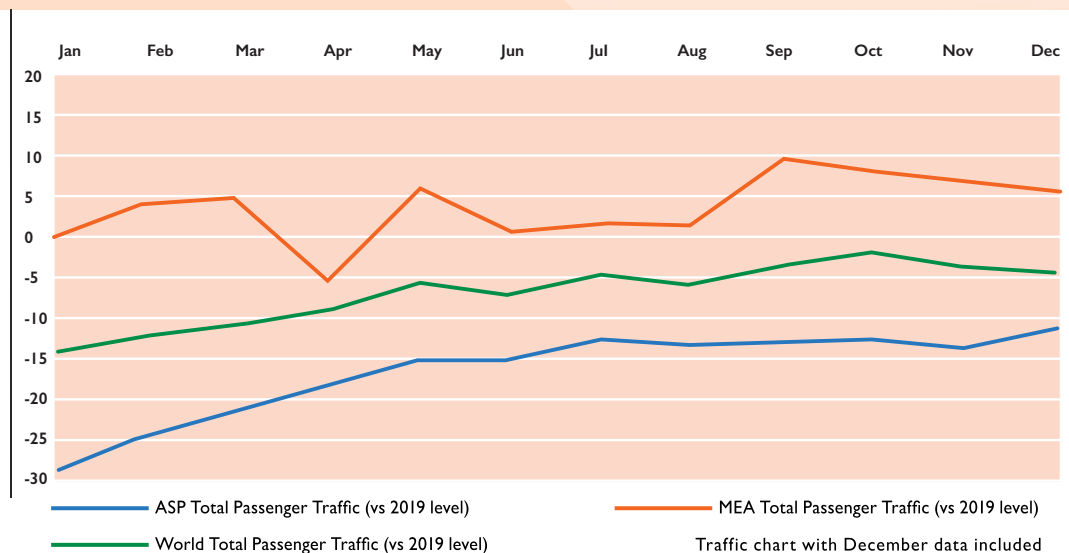
November. The meetings were attended by the aviation economists from airports and World Business Partners in Asia-Pacific and the Middle East.

The Committee focused on the two flagship projects led by the Economics Team: Airport Industry Connectivity Study in Asia-Pacific and the Middle East, and Airfare trends in Asia Pacific and Middle East.

Airport Industry Connectivity Study in Asia-Pacific and the Middle East

This study was jointly conducted with the esteemed consultant, PwC. In particular, the study emphasised that any connectivity index, besides measuring conventional indicators focused on direct and indirect air connectivity such as frequency of flights, seat capacity, and the number of destinations, should offer a comprehensive and consumer-centric approach, that shall include, at a given market, the ability for its passengers to access the global air transport network through quality connections.

As such, the newly developed ACI Asia-Pacific & Middle East Connectivity Index considers the importance of a range of factors that include affordability, options for carrier categories, options for alliances, connection time, and the economic importance of the destinations to the reference market. These factors are not conventionally included in existing measurements of air connectivity.





Airfare trends in Asia Pacific and the Middle East

The comprehensive study, undertaken in collaboration with Flare Aviation Consulting, examined around 36,000 routes in the top 10 aviation markets in Asia-Pacific and the Middle East. This study revealed that airport charges have remained steady since the pandemic, while airfares have soared above pre-pandemic levels as major airlines reap record profits, hampering the recovery of the aviation industry. It was found that international routes have experienced an alarming increase of nearly 30%, and domestic routes have seen moderate hikes, with fares rising by less than 10%.

The study suggested that the rise in airfares was mainly contributed by the lack of competition caused by supply-demand mismatches, which presented major airlines with a chance to capitalise on the situation. In addition, fuel prices and inflation are responsible for a significant portion of the airfare increase. Fuel prices went up 76% in 2022 compared to 2019.

While it has been typically debated that airport charges are attributed to the increase in airfares, the study concluded that airport charges were unlikely to have a major cascading impact on airfares as they account for less than 4% of the airline cost base, and the study demonstrated no correlation between airport charges and airfares.

58th ICAO DGCA APAC

At the 58th Conference of Directors General of Civil Aviation, Asia and Pacific Regions that was held in Dhaka, Bangladesh in October, the Economics Team presented three papers. The first paper – “From our airports to the world – The importance of developing air connectivity”, called for acknowledgement of the importance of restoring and developing air connectivity, and urged States to undertake all applicable measures

to restore and develop air connectivity. The paper also encouraged States to consider further liberalisation of market access policies in terms of traffic rights on a bilateral and multilateral basis in facilitating new routes, higher frequencies, affordable airfares, increased seat capacities, as well as policies to foster higher competition and a better value proposition for air transport in the aviation ecosystem.

The second paper – “Building sustainable airport infrastructure to accommodate future demand for air travel”, invited the States to recognise the imperious need to address capital expenditure needs and decarbonisation challenges to accommodate future demand for air travel and ensure the sustainable development of airports, and that delay in addressing decarbonisation would incur additional costs in the future.

The third paper – “Integrating Advanced Air Mobility (AAM) into existing air transportation system”, encouraged States to acknowledge the need for harmonised standards, certifications, and policy frameworks to regulate the AAM sector that aim at bringing about the highest levels of safety and security, and ensuring fair market access and competition, allowing the AAM sector to thrive and grow. Additionally, the paper called upon States to consider AAM operations in airport master planning.

Advanced Air Mobility (AAM)

ACI APAC&MID supports the development of Advanced Air Mobility (AAM) and electric-powered Vertical Take-off and Landing aircraft (eVTOLs). Besides the paper presentation on this topic at the 58th ICAO DGCA APAC, Mr. Philip Kwok, Senior Manager, Economics, made an insightful presentation at the K-UAM Confex Conference, which took place in Incheon, Republic of Korea in November.

The Conference aimed to serve as a platform for the AAM global industrial ecosystem to discuss and display the latest technologies and trends in the AAM field. The





Conference was a joint effort of over 20 entities, which included Incheon International Airport, Hyundai Motor Group, Korean Air, Ministry of Land, and Transport, Ministry of Trade, Industry and Energy and Ministry of SMEs and startups.

Philip's presentation highlighted the benefits of AAM, particularly, this new way of flying could enhance transportation efficiency, promote smarter use of urban infrastructure, facilitate sustainable travel, and attract a new generation of professionals to join the aviation industry. Nonetheless, the emergence of AAM would have huge implications for airport infrastructure and ground equipment. Philip emphasised that a number of challenges ahead of the path of AAM development, which included, infrastructure, energy and utility constraints, certification, standard and regulation harmonisation, air traffic management, and public acceptance.

Philip concluded the presentation by stressing the importance of standardised certifications and policy frameworks to regulate the AAM sector, and invited the Conference to undertake continuous, inclusive, and pragmatic dialogue between stakeholders of the AAM sector, conventional air transport, and local communities, to provide safe, secure, efficient, and sustainable mobility solutions for all.

Airport Slot Allocation and Capacity Management

In an era characterised by rapid changes and unprecedented challenges within the aviation industry, ACI APAC & MID has been instrumental in leading initiatives aimed at enhancing capacity management through airport slot allocation and management. Airport slot allocation and management insights gathered through a dedicated survey of congested airports revealed a nuanced landscape of practices and challenges across airports in Asia-Pacific and Middle East. The survey was prepared with the support of APAC&MID Regional Slot Allocation Task Force that have been re-activated, and its summary highlighted the existence of Coordination Committees at numerous airports, which play a crucial role in overseeing slot coordination, while also noting a significant gap in the form of absent Slot Performance Committees at most airports. This gap underscores a broader need for dedicated oversight mechanisms focused on slot performance assessment.

The insights gathered shed light on the varied dynamics of

slot allocation and the impact of external factors like the COVID-19 pandemic, which has significantly influenced airline operations and slot utilisation patterns. The discussions around capacity management, monitoring of slot performance, and the need for greater transparency and accountability in slot allocation practices further emphasise the complex interplay of strategic, regulatory, and operational considerations that airports must navigate.

ACI APAC & MID also engaged in ACI World Expert Group on Slots (EGS), providing key insights into slot allocation practices tailored to the two respective regions to its members. This offered a unique perspective on the challenges and opportunities faced by airports in the region within a broader global context.

ACI's involvement in industry events, notably the IATA Slot Conference, has further cemented its role as a key advocate for fair, efficient, and transparent slot allocation. By distributing the new edition of the WASG to attended airports and engaging in dialogue with various stakeholders, ACI has demonstrated its commitment to leading by example. The organisation's proactive outreach, including communicating with airports to collect feedback on the WASG and encouraging participation in surveys, exemplifies its dedication to community engagement and consensus-building. Through these activities, ACI not only contributes to the immediate improvement of slot management practices but also lays the groundwork for a more sustainable and adaptable future for the aviation industry.

In sum, ACI's efforts over the past year, from compiling comprehensive insights into airport slot allocation and management to spearheading initiatives for engagement in dialogues with stakeholders during the Slot Conference, highlight its pivotal role in addressing the current and future needs of the global aviation community. Through continuous engagement, advocacy, and innovation, ACI is shaping a future where airport slot allocation and management are more aligned with the principles of equity, efficiency, and flexibility, ensuring that the aviation industry can thrive in an ever-changing global landscape.

Airport Charges and Economic Regulation

Throughout the year, numerous airport operators within Asia-Pacific and the Middle East have consistently sought assistance from ACI Asia-Pacific & Middle East in their

interactions with regulatory bodies regarding airport charges and economic regulation. This engagement has become a cornerstone of ACI's support for its members, bridging the gap between global economic policies on airport charges and their practical application at the local level.

ACI champions a market-driven approach to determining airport charges, underlining the importance of competition as a fundamental component of the airport business model. The organisation advocates for economic oversight tailored to the specific market conditions of airports, promoting light-handed regulatory models akin to those successfully adopted in Australia and New Zealand. Such models offer airports the flexibility to set charges that support sustainable operations and development, aligning with market demands and operational realities.

The discourse on airport charges extends beyond the impact on airlines and consumers to encompass the broader benefits to the traveling public and the socio-economic advantages stemming from infrastructure development. ACI's approach focuses on enhancing connectivity, providing a broader range of flight options through incentives and modulated charges, and ensuring high service quality. This strategy is designed to improve the overall travel experience by reducing wait times, enhancing amenities, and facilitating a seamless journey, thereby fostering competition and innovation within the aviation sector.

According to ACI, while passenger-related and airline-related charges constituted up to 54% of total airport revenues in 2019, these charges represented only a small fraction of the base airfare and ancillary fees. ICAO data further underscores the relative stability of landing and other airport charges as a percentage of total airline operating expenses over the years, highlighting their modest impact on the cost structure of airlines.

Moreover, ACI suggests that revising air service agreements to increase the number of international destinations and available seats on international routes could offer

more significant benefits to consumers than merely adjusting airport charges. This perspective underscores the importance of a holistic approach to aviation policy, one that considers the myriad factors contributing to the growth and development of the industry.

Air Transport Liberalisation: Aeropolitics in Focus

ACI also accomplished by the end of 2023 a comprehensive study on air transport liberalisation, in partnership with PwC, to illuminate the critical role of liberalisation in the aviation sector's growth and its broader economic implications. This study revitalises a topic that had seen little progress in preceding years, marking a renewed commitment by ACI to actively champion the cause of liberalisation. By addressing the stagnation in policy evolution, ACI is setting the stage for a dynamic period ahead, with a strong focus on advocating for the modernisation of policies that currently constrict the potential for enhanced routes, frequencies, and capacities.

Furthermore, the study elucidates the benefits of air transport liberalisation, including economic growth, trade and tourism promotion, job creation, and improved efficiency across the aviation sector. It highlights successful examples of liberalisation, such as in Singapore and the UAE, which have reaped the benefits of more open skies, including lower airfares, increased passenger volumes, and robust economic development.

ACI is adopting a bottom-up approach, encouraging the International Civil Aviation Organisation (ICAO) to revisit and overhaul the outdated global aeropolitical framework for market access. This strategic direction not only seeks to enhance operational flexibility and market responsiveness for airlines but also aims to broaden service offerings for passengers, ultimately fostering a more competitive and economically vibrant aviation ecosystem.

The dedication to this cause reflects ACI's commitment to spearheading initiatives that promote sustainable growth and development within the global aviation industry, advocating for policies that reflect the modern realities of air transport and support the long-term interests of airports, airlines, and passengers alike.





Environment

2023 has been a fruitful year, in terms of airports' achievements in combating climate change. We witnessed more States and airports in the region stepping up – declaring their commitment to Net Zero Carbon Emissions as their Long-Term Carbon Goal. One airport in our region achieved Airport Carbon Accreditation Level 5 during the inception of the new level at the COP28, a prestigious Global Climate Change event, increasing the number of Airport Carbon Accredited airports in the region to 83.

Airport Carbon Accreditation

Airports in the Asia-Pacific and the Middle East regions have advanced their dedication to sustainability, showcasing resilience in the face of climate challenges. Notably, a drastic increase in the number of accredited airports of 18 to 83 mainly contributed by airports in India. 4 airports have upgraded to the top levels of Airport Carbon Accreditation, including Level 4 (Transformation), Level 4+ (Transition) and Level 5. Christchurch International Airport (New Zealand) became the inaugural airport in the Asia-Pacific

and the Middle East to attain Level 5 accreditation. This new level certifies airports for reaching and maintaining a net zero carbon balance for emissions under their control (Scope 1 and 2), and extending mapping, influencing, and reporting requirements for all other emissions (Scope 3). These advancements underscore their proactive approach in striving towards net zero carbon objectives.

Advocacy and new initiatives for Aviation Decarbonisation

In 2023, a notable cohort of 30 airports that have publicly declared their commitment, taken strategic actions, or developed roadmaps toward this objective. These airports demonstrated a strong commitment to sustainability by obtaining various accreditation levels in Airport Carbon Accreditation, signifying their dedication to reducing carbon emissions throughout their operations. The ACI APAC & MID continued advocating and sharing airports decarbonisation efforts in meetings of ICAO Asia-Pacific, ICAO Middle East,



GAR 2023 Award Ceremony



ASEAN and European Aviation Safety Agency (EASA) as well as other bilateral regulatory engagements and forums.

An interactive pre-Conference Workshop on “Airports’ approach to Net Zero in Asia Pacific & Middle East” was arranged in Kobe, Japan in May 2023 to explore how airports should set airport net zero carbon goal, produce airport roadmap to reach net zero carbon emission, address Scope 3 emission (both upstream and downstream) and obtain state and green finance for airport decarbonisation, the workshop was well attended by airport members with over 100 participants.

To help airports on this front, in October 2023, the ACI APAC & MID Board approved a new service designed to support airports in charting their path towards achieving Net Zero emissions. This initiative, known as the “Net Zero Roadmap-- Decarbonise your airport,” endorsed by Airport Carbon Accreditation, will formulate comprehensive tailored roadmaps compliant with ACI World and ACI Europe guidelines, with a support expert team (WBP) at member airports, and connect with national and financial institutions for a Net Zero funding programme with the support of ACI APAC & MID. Pilots are in the pipeline for 2024 aiming to have the full launch of the service in 2025.

A large portion of airport energy sources is electricity, for airports without green electricity supplies, they would need to produce green electricity themselves for their decarbonisation endeavour. This year, the ACI APAC & MID Regional Environment Committee produced the Airport



Solar PV Implementation Guidance Document that intends to help airports in the region determine the technical & economic feasibility and smooth implementation of solar PV projects within their airport.

Green Airports Recognition

The Green Airports Recognition (GAR) promotes environmental best practices to minimise aviation’s impact on the environment and recognises ACI Asia Pacific & Middle East’s members for outstanding accomplishments in their environmental projects.

The seventh edition of GAR, themed “Elimination of Single-Use Plastic”, Chhatrapati Shivaji Maharaj International Airport, Kempegowda International Airport, Central Japan International Airport, and Mangaluru International Airport were recognised for their exceptional improvements and contribution to airport environmental sustainability



Christchurch International Airport
Less than 8 mppa Gold



Kempegowda International Airport 15-35 mppa Platinum



Central Japan International Airport
8-15 mppa Platinum



Hong Kong International Airport
Over 35 mppa Gold



Hyderabad International Airport 15-35 mppa Platinum

in their respective passenger traffic categories. A complimentary publication on Green Airports Recognition 2023 was launched to showcase the outstanding projects, ranging from alternative material replacement, single-use plastic banning policy & guidance, plastic waste reuse, recycling & circularity, procurement environmental obligations, and marine plastic waste recovery.

Preserving biodiversity has become crucial for the aviation industry, ACI APAC & MID has chosen "Biodiversity and Nature-Based Solutions" as the theme for the Green Airports Recognition 2024. Airports can contribute to local and regional biodiversity conservation while maintaining efficient and safe operations. This approach aligns with broader goals of sustainability and environmental progress in the aviation industry. Submissions from 30 airport operators in Asia-Pacific and the Middle East were received, demonstrating airports' active efforts to conserving biodiversity over the past 5 years.



Sustainable Aviation Fuel (SAF) and Hydrogen fuel for aircraft and infrastructure needed at airports.

Environmental Survey

The biennial Environmental Survey, an initiative of the Regional Environment Committee, serves to develop an environmental activity database of airport members and help environmental managers learn from the experiences of other airports. Survey questions are related to the ten core environmental aspects and emerging issues that airports need to manage: 1. Environmental policy and management, 2. Noise, 3. Air quality, 4. Waste, 5. Water, 6. Energy, 7. Carbon, 8. Biodiversity, 9. Ground transportation, 10. Land and water contamination. The Environmental Survey 2023 was the 5th biennial survey which gathered data from 132 participating airports from 27 countries and territories, handling about 42% of Asia-Pacific and Middle East airport passenger traffic. Participating airports will receive a customised report to benchmark themselves with aggregated data.

First Post COVID APEX in Environment – Bahrain Airport

An Airport Excellence Programme (APEX) Environment review was successfully conducted at the Bahrain International Airport (BAH) from 3-7 December, hosted by Bahrain Airport Company in Bahrain. The first one in the region post pandemic.

The review teams consisted of environmental sustainability experts from Istanbul Airport, Queen Alia Airport, Zurich Airport, and ACI Asia-Pacific and Middle East.

APEX in Environment can help airports identify their status, blind spots and gaps. The programme gives recommendations to build on current programmes and infrastructure to assist airports in achieving higher environmental maturity level. The programme can be customised to the size and structure of the airport. The Review is conducted on-site by a team of industry experts that focuses on the best practices of key environmental areas.

Regional Environment Committee (REC)

ACI Asia-Pacific & Middle East's Regional Environment Committee (currently 35 airport members from 20 countries in the region) collectively promotes best practice sharing and addresses airport environmental issues through face-to face, virtual meetings and webinar sessions. The last face-to-face meeting in Kobe, Japan in May witness the first joint meeting of ACI Asia-Pacific & Middle East Regional Environment Committee, Operational and Safety Committee, with constructive outcomes for actions in airport climate change adaptation, and waste water management. External guest speakers from Airbus Japan and IATA Asia-Pacific spoke on advanced topics such as Aircraft





Aviation Security & Facilitation

ACI Asia-Pacific & Middle East sees aviation security as one of its key priorities, with a goal to help airports in the region achieve a better security outcome. In 2023, the regional office continued to serve with the purpose of providing an avenue for airports in the region to share best practices and encourage priority issues pertaining to aviation security.

One of the most important avenues was the ACI Asia-Pacific Regional Aviation Security Committee (RASC), a group that consists of over 30 security experts from airport operators in Asia-Pacific and the Middle East region.

The RASC convened two meetings in 2023 in Osaka in May and in Bangkok in November, both with a record-breaking number of attendees from airports and World Business Partners (WBP), signifying the importance of improving aviation security in the region.

In the two meetings, a number of key issues that have been top priorities for airports in recent years were thoroughly discussed, including the impacts of security screener shortages, the use of artificial intelligence in security screening, the protection of landside areas of airports, the incorporation of security considerations in airport master planning, countermeasures for emerging security threats, and more. The committee also took the opportunity to finalise the workplan for

2024 and agreed that certain emerging security topics should remain a priority in the airport's security strategy and should continue to be discussed in future RASC meetings, such as drones, insider threats and cybersecurity.

Besides, the RASC published a guidance document to provide practical examples that can make airport security operations more sustainable from environmental, social, and economic perspectives. The document aims to assist airport security managers in considering ways in which the security function can actively contribute to the broader sustainability objectives of the airport, without compromising security performance and compliance.



31st ACI Asia-Pacific & Middle East RASC meeting in Bangkok





APEX in Security review in Yogyakarta

ACI Asia-Pacific & Middle East continues to put great emphasis on capacity building in aviation security by providing technical assistance to airports in need. As the region started to emerge from the COVID-19 pandemic, a number of APEX in Security reviews were physically conducted within the region in 2023, including the two reviews at Yogyakarta International Airport (YIA) and Lombok International Airport (LOP), hosted by PT Angkasa Pura I as well as one review at Tan Son Nhat International Airport (SGN), hosted by Airports Corporation of Vietnam (ACV). APEX in Security is a peer-to-peer assessment that aims to help airports improve compliance with ICAO regulations and increase adoption of international best practices. Over 40 APEX in Security reviews have already been conducted globally since its launch in 2017.

Moreover, a three-hour workshop on aviation security was conducted as part of the agenda of the Airport Day for the Pacific Islands in Cook Islands in November. The workshop was specially designed for small and regional airports, and was attended by over 30 participants from the airports in the Pacific Islands.

In addition, ACI Asia-Pacific & Middle East is committed to advocating for better international security policies

and regulations in the interest of airports. For example, a working paper was submitted to the ICAO Asia-Pacific 58th DGCA Conference in Bangladesh, urging regulators to note the importance of innovation and technology in addressing the operational challenges caused by the security staff shortage and encouraging States to adopt an outcome-focused regulatory framework that would facilitate the trial and use of innovative technologies at airports.

Besides, the regional office continued to work on the promotion of One-stop Security (OSS), which is the 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 Middle East region. Therefore, a paper was submitted at the 3rd meeting of the ICAO Middle East Regional Aviation Security and Facilitation Group (MID-RASFG/3) to reiterate the importance of OSS and encouraged Middle East States to share challenges and difficulties in implementation. Apart from the advocacy efforts on specific issues, ACI Asia-Pacific & Middle East continued to maintain a close relationship 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 Team (RAFIT), the Asia-Pacific Regional Security Coordination Forum (RASCF) and the Cooperative Aviation Security Programme – Asia-Pacific (CASP-AP).

Last but not least, the regional office was invited to speak at a number of security events in 2023, organised by key stakeholders in the region, such as the virtual 11th Asia Pacific Aviation Security Heads of Regulators (HOR) meeting, co-hosted by Singapore and Japan. Taking the opportunity, ACI Asia-Pacific & Middle East delivered a presentation to emphasise human-related difficulties in airport security, and urged regional



APEX in Security review in Ho Chi Minh City

governments to work together with the airports to tackle such challenges and enable a smooth recovery of the industry.

In the area of facilitation, despite the subsidence of the pandemic, ACI Asia-Pacific & Middle East continued to see the importance of engaging policy makers both in the civil aviation and public health sectors to improve preparedness planning and response to public health events in the future. For example, ACI Asia-Pacific & Middle East participated at the ICAO joint Europe and Middle East 10th meeting of the Collaborative Arrangement for the Prevention and Management of Public Health Events in Civil Aviation (CAPSCA EUR-MID/10) in Bahrain to propose a number of recommendations that could help the industry better prepare for future pandemics, including the introduction of universally accepted digital health credentials.



The 11th Asia Pacific Aviation Security HOR meeting



The ICAO Asia-Pacific CAPSCA-AP meeting in Bangkok



The ICAO CAPSCA EUR-MID/10 in Bahrain



The ICAO MID RASFG meeting in Muscat



Operational Safety

Engagement with Partners and Members in Enhancing Safety

The reopening of all international borders in 2023 in the region allowed ACI Asia-Pacific & Middle East to resume in person engagement at full throttle with its members and partner organisations, notably the Association of Asia-Pacific Airlines (AAPA), Civil Air Navigation Services Organisation (CANSO), Flight Safety Foundation (FSF) and International Civil Aviation Organisation (ICAO). These efforts resulted in the production of safety guidance materials tailored to the needs of airport members in the region and closer collaboration with other organisations.

In 2023, the Regional Operational Safety Committee (ROSC) published two new sets of safety guidelines on Aerodrome Operations Under Lightning and Manning Requirements. The Guidelines on Operations Under Lightning are written to help its members establish protocols to determine when to scale down or suspend aerodrome operations during a thunderstorm and safely resume operations once the lightning is determined to be easing. The Guidelines on Manning Requirements for Aerodrome Operations provide a framework to estimate manning requirements for aerodrome operations. The Committee also finalised two new sets of safety guidelines on drones and airfield maintenance. All these are available for free to ACI Asia-Pacific & Middle East members here. The Committee picked four new topics for the drafting of regional safety guidelines for publication in the next few years: fuel spillage, passenger loading bridge operations, resolution of conflicts during aircraft turnaround, and safety management systems as part of an integrated management system.

The first face-to-face session of the ROSC held in Kobe, May 2023, after the COVID-19 pandemic gave ACI the opportunity to meet with its fellow association for air navigation services providers, CANSO, to discuss and agree to work on three collaborative actions to enhance runway safety until at least 2025, i.e. to:

- Promote safety culture, e.g. by organising seminars and presenting joint papers on the subject at relevant forums;
- Cross review each other's guidance materials, e.g. on driver training and the enhancement of cooperation between ANSP and airports; and
- Cross review training materials.

ACI also resumed cooperation with AAPA by working on a joint ICAO paper on risk-based runway closure to lobby for more efficient use of the runway while maintaining the highest standards of safety.

In an effort to engage with the FSF and other members of the international aviation safety community, ACI represented aerodrome operators in a session on runway safety at the Asia-Pacific Summit for Aviation Safety held in Singapore, March 2023. After this successful summit, with FSF and other partners ACI already started planning the next safety conference to be held in mid-2024.

At ICAO Asia-Pacific, a working group that ACI, co-chaired with USA and India, completed the update of the Asia-Pacific Regional Operational Safety Plan for the 2023 to 2025 triennium.

ACI's lobbying for a more risk-based and cost-effective approach to the adoption of ICAO Annex 14 Recommended Practice met with a positive response at ICAO Asia-Pacific. Several follow up actions have been agreed to as a result to promote better use of limited manpower and financial resources at airports while enhancing safety. These include the drafting of related guidance materials by the end of 2024 and organising two workshops on the topic in 2025.

Internally, the ROSC met with its fellow Regional Environment Committee in Kobe, May 2023, to discuss the potential environmental issues caused by airport operations, notably the runoff of firefighting foams and water quality. The two committees agreed to follow up actions and meet in the future.





Human Resources

While the topic of sustainability has been discussed in various circles, especially with a strong emphasis on the environment, we are now at a time where we need to make actionable changes on Sustainability in ESG. And the importance of moving these conversations into reality has not escaped the world of work. Instead, they have fuelled HR leaders to become a significant partner in creating and implementing sustainability strategies within their organisations.

What is more, to drive a culture of success, HR is responsible for promoting, fostering, and collaborating with the end goal of an innovative culture. To promote innovation, business leaders should establish procedures and policies that encourage creativity and risk-taking.

Promoting innovation can be supported by HR's efforts to foster a culture for it. Employees can feel empowered and supported when they are given the floor to explore new ideas and discuss different perspectives without bias, thus encouraging diversity and inclusivity in the workplace.

Committee

The Regional HR Committee continued under the leadership of its Chair, Ms. Justina Tan of Changi Airport Group; 1st Vice Chair, Ms. Florence Chung of Airport Authority Hong Kong; 2nd Vice Chair, Mr. Mr. Yuan-Hung Ting of Taoyuan International Airport Corporation.

The year 2023 brought back our in-person meetings, and our first was hosted by Kansai Airports in May. The ACI Asia-Pacific Regional Human Resources Committee gathered in Kobe, Japan where airport HR leaders discussed sustainability and its implications for human resources practices and development. HR has been at the forefront when it comes to policies, business continuity, and employee safety and productivity, and has played a significant role in guiding organisation through the pandemic. Looking forward, HR is becoming more important for leading and/or coordinating environmental, social, and corporate governance (ESG) goals in their organisations.

Special thanks to Shintaro Kitano at Mercer Japan and Masako Taguchi at Universal Studios Japan (USJ LLC) for being guest speakers and share insights on sustainability trends and practices from the HR perspective. We also thank you all committee members for sharing best practices in employee engagement, DEI, and how the "S" in ESG have heightened importance in the sustainability strategy.

Airport Human Resources leaders gathered in November for their 2nd meeting in Muscat, Oman to discuss the role of HR in Driving Innovation at Airports. The workshop and meeting were graciously hosted by Oman Airports Management Company.

We had the privilege of inviting award-winning Professor Cyril Bouquet, Professor of Strategy and Innovation at IMD Business School to conduct a workshop on "How can Human Resources help organisations thrive in today's

organisation". Special thanks to Professor Cyril for conducting this valuable and interactive workshop.

We also thank all committee members for sharing best practices for the 2 meetings conducted this year.

Survey

With a view to better understanding the impact of the workforce shortage at airports, a follow up survey was conducted in Q2 2023. ACI Asia-Pacific's airport members include larger hubs as well as many smaller, regional airports handling different scales of workforce. Airport Members have identified 3 key findings:

- More than 75% of airport operators experience a lack of workforce in their companies;
- Ground Handling and Security are the most affected;
- National authorities could support airports to address this challenge, particularly by adapting their regulatory framework to innovation, and by relaxing immigration policies, and by facilitating cross-border mobility of aviation workers.

Young Executive Award

ACI Asia-Pacific & Middle East's signature HR programme, the 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 to encourage young talents in the region to contribute innovative solutions to current aviation industry issues.

The winner of the Young Executive Award 2023, is Ms. Noor Sabrina, of Malaysia Airports Holding Berhad. Based on her paper entitled "The Future of Airport Workforce".. Honourable Mentions awarded to Mr. Sami Abu Hmeidan, of Airport International Group, and Mr. Shoichi Higuchi of Narita International Airport Corporation.

Capacity Building

As airport HR professionals put training and staff development for reskilling/upskilling as one of their top priorities for recovery, ACI Asia-Pacific continued to support members' organisational development needs. The Global Safety Network (GSN) Diploma Programme continues to be an important training component for airports to develop, implement, and operating effective Safety Management Systems (SMS) at their airports. We also see huge demand on training on developing Customer Service Culture at Airports. The ACI Fund also continued supporting members in developing nations through training scholarships and capacity building programmes.

ACI APAC & MID Advocates for Diversity, Equity, and Inclusion ICAO Conference

At the 58th Asia-Pacific Directors General of Civil Aviation Conference held in Dhaka, Bangladesh, from 15 to 19 October 2023, ACI's recommendations promotion of diversity, equity, and inclusion at airports, especially within the workforce of airports, was accepted and included in the meeting report for follow up in the future.

ENGAGEMENTS WITH INDUSTRY STAKEHOLDERS

During the course of 2023, ACI Asia-Pacific & Middle East has had an extensive engagement with industry stakeholders and government officials to strengthen our advocacy.



Reconnecting China

ACI Asia-Pacific & Middle East and China Civil Airports Association Sign MoU to Strengthen Cooperation

ACI APAC & MID and the China Civil Airports Association (CCAA) signed a Memorandum of Understanding in Beijing, China to strengthen cooperation and promote excellence in airport operations and management. The MoU is to enhance the synergy between ACI APAC & MID and CCAA to promote regular exchanges of information and economic data, assessment of airport service quality, customer service best practices and capacity building initiatives through establishing communication mechanisms.



Australia

Engagement with Australian Members & Regulators

As part of our commitment to serve our members in Australia, our DG Stefano Baronci engaged in dialogues with regulators, and Australian Members of Parliament, including the Office of the Honourable Catherine King MP – Minister for Transport, Infrastructure, Regional Development and Local Government, Marisa Purvis-Smith of the DoT among others. The ACI APAC & MID engagement in Canberra was aimed at providing an international perspective to the Australian Government's Aviation Green Paper on two existential items for the country: decarbonisation of the air transport sector and international connectivity. With respect to the latter, liberalising the air transport sector in Australia holds tremendous potential to bring enormous benefits to the nation, enabling superior air connectivity, traffic growth, economic development, and employment creation conducive to more affordable airfares.



A SNAP SHOT OF OUR ENGAGEMENTS

Q1



Routes Asia 2023 , Chiang Mai, Thailand

Speaking at the Routes Asia 2023 hosted by Airports of Thailand, ACI Asia-Pacific & Middle East Director General Mr. Stefano Baronci presented the recovery trends of traffic and cargo in the Asia-Pacific and Middle East region in the Powerhouse Panel: State of the Industry.



CAPA India Aviation Summit, New Delhi, India

At the CAPA India Aviation Summit in New Delhi, the DG delivered a keynote address. Speaking about the role of India in the recovery of the Asia-Pacific Region, the DG shared insights on how India will contribute in helping Asia-Pacific region regain leadership at global level in the aviation sector.



Q2



Guangzhou Aviation Hub High-Quality Development Conference, Guangzhou, China

The DG had the honour of delivering opening remarks at the Guangzhou Aviation Hub High-Quality Development Conference in Guangzhou, China on the 8 June 2023. Emphasising the importance of Chinese airports in improving global air connectivity, commerce, and economic contribution, the DG spoke about the potential long-term growth in passengers traffic in China over two decades.



EU-India Aviation Summit, New Delhi, India

ACI Asia-Pacific and ACI EUROPE Call for Comprehensive EU-India Aviation Agreement to Boost Connectivity, Liberalise Traffic Rights and Accelerate Decarbonisation Efforts

On the occasion of the EU-India Aviation Summit in New Delhi, ACI Asia-Pacific & Middle East and ACI EUROPE jointly called on India and the European Union (EU) to establish a comprehensive aviation agreement to liberalise traffic rights and boost regulatory alignment, including the acceleration of decarbonisation policies between the two regions.

Q3



Customer Experience Global Summit, Incheon, Republic of Korea

The DG delivered the opening remarks at the ACI World Customer Experience Summit in Incheon, Republic of Korea in 4-7 September. He highlighted the pressing need to offer world-class airport experience as air travel returns to pre-pandemic levels, indicating a brighter outlook.



China Airport Service Conference, Beijing, China

SL Wong, Director, Technical & Administrative Affairs, represented ACI Asia-Pacific & Middle East, and shared insights into best practices for airports that played a crucial role in helping airports meet the evolving expectations of travelers in the post-pandemic era.



Q4



ICAO DGCA Conference: ACI Asia-Pacific & Middle East Advocates for Sustainable Infrastructure, Innovation, Connectivity, and Gender Equality, Dhaka, Bangladesh

The ACI APAC & MID reaffirmed its commitment to the sustainable growth and development of the airport industry at the ICAO 58th Conference of Director Generals of Civil Aviation for Asia and Pacific Region in Dhaka, Bangladesh.

ACI APAC & MID called for the promotion of sustainable airport infrastructure; diversity, equity and inclusion of the airport workforce, an outcome-based regulatory regime to facilitate the adoption of innovative technologies in aviation security, integration of advanced air mobility into the air transport system, and restoration as well as the development of air connectivity. All our recommendations were acknowledged by the conference.



2023 Taoyuan Airport Forum at Taoyuan International Airport, Chinese Taipei

Our DG had the privilege to speak about the dynamic advancements in technology, the strides made in green energy development, and the industry's commitment to sustainability. He reiterated that success of an airport cannot be measured only by the efficiency of its operations, but by the smiles it creates amongst its passengers.



Q4


AAPA 67th Assembly of Presidents, Singapore

AT the 67th Assembly of Presidents in Singapore, the DG shared his views on restoring air connectivity in the region. The DG also highlighted the role of greater collaboration and coordination in overcoming barriers to air connectivity and facilitating the recovery of the aviation sector in the region.


The Trinity Forum 2023, Hong Kong SAR

ACI Asia-Pacific & Middle East announced the findings of the market research on airport concession business models and non-aeronautical revenues on the occasion of The Trinity Forum 2023, the world's leading conference on airport commercial revenues. ACI APAC & MID was one of the co-organisers of the event, along with The Moodie Davitt Report and ACI World. This survey also highlighted the urgent adaptation of digital and contactless solutions, with a significant share of airports observing their impact post-pandemic in operations, showcasing a rapid move towards technological integration for enhanced safety and efficiency. Furthermore, an overwhelming emphasis on the role of robust data analytics was underscored, with sectors focusing on leveraging demographic information, travel patterns, and purchase history for optimised, customer-centric strategies and services.


New Zealand Airport Conference, Christchurch, New Zealand

ACI APAC & MID Director General Stefano Baronci delivered the keynote address themed “Global Trends, Opportunities, and Challenges for Airports,” highlighting the emerging airfare trends, emphasised the critical role of air connectivity, and stressed the key role of environmental sustainability. The DG also underscored the impressive sustainability efforts in the region, particularly the New Zealand airports.


Dubai Air Show, Dubai, U.A.E

Remote Air Traffic Towers have become a prominent topic of discussion within the aviation community. ACI Asia-Pacific & Middle East had the honour of sharing our perspectives on this matter at the Dubai Airshow. SL Wong, the Director of Technical and Administrative Affairs, had the opportunity to speak on a panel that explored the role of remote towers in the broader landscape of technological advancements in air traffic management. He highlighted the benefits that virtual towers bring to airports. One of the most significant advantages is the reduction in operational and infrastructural investment costs, in particular, for small airports.


Asia-Pacific Region Innovation & Capacity Building Symposium 2023, HKSAR

Speaking at the Asia Pacific region innovation & capacity building symposium 2023 in Hong Kong, SL Wong, Director, Technical & Administrative Affairs, ACI Asia Pacific & Middle East, emphasised the importance of leveraging innovative technologies to drive the aviation industry forward in the post-pandemic era. Mr Wong also reiterated the importance of human-centric amidst the technology era.



OUR MEMBERS AND WORLD BUSINESS PARTNERS

WBP Activities 2023

In 2023, we welcomed back our in-person WBP activities. In addition to our WBP Consultative Panels which we continue to conduct on a regular basis, we have held WBP Networking and Breakfast with CEOs events exclusively for our World Business Partners.

WBP Networking Meeting

Sponsored by JTI, the WBP networking meeting was attended by over 50 business partners. Mr Andrew Perrier, Asia-Pacific & Middle East Representative to the WBP Advisory Board of ACI World, welcomed the members with regional updates. Director General, Mr. Stefano Baronci, also committed to working closely with the WBPs to create synergies on new initiatives and projects as well as provide industry and association updates.

We also thank representatives from Hokkaido Airports; A. B. Won Pat International Airport; Taoyuan International Airport; Oman Airports; and National Civil Aviation Center of Mongolia, for their insightful sharing on their post-pandemic recovery and future outlook.

Breakfast with CEOs

The popular Breakfast with CEOs offered a different platform for our World Business Partners to network and gather insights from airport executives through a panel discussion. Moderated by Regional Board Member (WBP) Mr. Greg Fordham, the panel was comprised of Yoshiyuki Yamaya and Benoit Rulleau (Kansai Airports); SGK Kishore (GMR Hyderabad International Airport); Dato' Iskandar Mizal bin Mahmood (Malaysia Airports); Ralf Schustereder (Ras-Al-Khaimah International Airport).

The panel discussed about the positive outcomes and impacts from the pandemic, and exchanged ideas about the approach to commercial development and activities since the pandemic. The breakfast wrapped up with interesting questions to the CEOs of whom they would like to invite to spend a day at their airport, and what is the one thing to change is to make their respective job more fun.

New Partners

In 2023, ACI Asia-Pacific & Middle East welcomed 17 new WBPs to its community:

Regular

- ADP International
- College of Technology & Aviation
- Da Nang International Terminal Investment and Operation JSC
- Feeyo Technology Co, Ltd.
- Hong Kong International Aviation Academy Limited
- Huawei Technologies Co., Ltd.
- Jet Bridge Consulting W.L.L.
- Lacle Aviation Consultants
- NEOM
- PricewaterhouseCoopers Advisory Services Sdn Bhd
- Reconova Technologies Co. Ltd
- Sustek Ltd.
- Trade and Transport Group

Affiliate

- Airsight Pte. Ltd
- Envisa
- TÜV Rheinland (Shanghai) Co., Ltd.
- WTW

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MEMBERS

63
REGULAR

40
AFFILIATE

ACI ASIA-PACIFIC & MIDDLE EAST MEMBERS

COUNTRY / AREA	MEMBER
AMERICAN SAMOA	
PAGO PAGO	American Samoa Government
AUSTRALIA	
ADELAIDE	Adelaide Airport Limited
BRISBANE	Brisbane Airport Corporation Pty Limited
BROOME	Broome International Airport Group
CAIRNS	North Queensland Airports
CANBERRA	Canberra Airport
CASUARINA	Northern Territory Airports Pty Ltd
GOLD COAST	Queensland Airports Limited
HOBART	Hobart International Airport Pty Ltd
MELBOURNE	Australia Pacific Airports Corporation Limited
NEWCASTLE	Newcastle Airport Pty Ltd
PERTH	Perth Airport Pty Ltd
PORT HEDLAND	PHIA Operating Company Pty Ltd
SUNSHINE COAST	Sunshine Coast Airport Pty Ltd
SYDNEY	Sydney Airport
BAHRAIN	
BAHRAIN	Bahrain Airport Company SPC
BANGLADESH	
DHAKA	Civil Aviation Authority of Bangladesh
BHUTAN	
PARO	Department of Air Transport, Bhutan
BRUNEI	
BRUNEI	Department of Civil Aviation, Brunei
CAMBODIA	
PHNOM PENH	Cambodia Airports
CHINA	
BEIJING	Beijing Capital International Airport Co., Ltd
BEIJING	Beijing Daxing International Airport
CHANGCHUN	Jilin Province Civil Aviation Airport Corporation
CHANGSHA	Hunan Airport Co., Ltd Changsha Huanghua International Airport Branch
CHENGDU	Sichuan Province Airport Group Co., Ltd

COUNTRY / AREA	MEMBER
CHONGQING	Chongqing Airport Group Co.,Ltd
GUANGZHOU	Guangdong Airport Authority
HAINAN	Hainan Airport Infrastructure Co., Ltd.
HANGZHOU	Hangzhou International Airport Co. Ltd
HARBIN	Heilongjiang Airports Management Group Co., Ltd
HOHHOT	Inner Mongolia Autonomous Region Civil Airports Group Co., Ltd Hohhot Branch
KUNMING	Yunnan Aviation Industry Investment Group Company of Limited Liability
NANCHANG	Jiangxi Airports Group Company
NANJING	Eastern Airports Co., Ltd
QINGDAO	Qingdao International Airport Group Co. Ltd.
SHANGHAI	Shanghai Airport Authority
SHENYANG	Shenyang Taoxian International Airport Co., Ltd
SHENZHEN	Shenzhen Airport Co., LTD
SHIJIAZHUANG	Hebei Airport Management Holding Co., Ltd
TIANJIN	Tianjin Binhai International Airport Company Ltd
XI'AN	China West Airport Group
ZHENGZHOU	Henan Province Airport Group Co., Ltd
CHINESE TAIPEI	
KAOSHIUNG	Kaohsiung International Airport, CAA
TAIPEI	Taoyuan International Airport Corporation Ltd.
COOK ISLANDS	
RAROTONGA	Airport Authority Cook Islands
FIJI	
NADI	Fiji Airports
FRENCH POLYNESIA	
PAPEETE	Airport of Tahiti
GUAM	
AGANA	A. B. Won Pat International Airport, Guam
HONG KONG, CHINA	
HONG KONG	Airport Authority Hong Kong

COUNTRY / AREA	MEMBER
INDIA	
AHMEDABAD	Ahmedabad International Airport Limited
BENGALURU	Bangalore International Airport Limited
COCHIN	Cochin International Airport Limited
GOA	GMR Goa International Airport Limited
GUWAHATI	Guwahati International Airport Limited
HYDERABAD	GMR Hyderabad International Airport Limited
JAIPUR	Jaipur International Airport Limited
KANNUR	Kannur 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
INDONESIA THIRUVANANTHAPURAM	
BATAM	PT Bandara Internasional Batam
JAKARTA	PT Angkasa Pura I (Persero)
JAKARTA	PT Angkasa Pura II (Persero)
IRAN	
QESHM	Qeshm International Airport
TEHRAN	Imam Khomeini Airport City
TEHRAN	Iran Airports & Air Navigation Company
IRAQ	
ERBIL	Erbil International Airport
JAPAN	
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
JORDAN	
AMMAN	Airport International Group
AMMAN	Jordan Airports Company PSC
KIRIBATI	
TARAWA	Airport Kiribati Authority

COUNTRY / AREA	MEMBER
Republic of Korea	
INCHEON	Incheon International Airport Corporation
SEOUL	Korea Airports Corporation
MACAU, CHINA	
MACAU	CAM-Macau International Airport Co. Ltd.
MALAYSIA	
KUALA LUMPUR	Malaysia Airports Holdings Berhad
MALDIVES	
ADDU	Addu International Airport (Pvt) Ltd
MALE	Maldives Airports Company Limited
MARSHALL ISLANDS	
MAJURO	RMI Ports Authority
MICRONESIA (FEDERATED STATES OF)	
POHNPEI	Pohnpei Port Authority
MONGOLIA	
ULAANBAATAR	National Civil Aviation Center of Mongolia
MYANMAR	
MANDALAY	MC-Jalux Airport Services Co., Ltd.
NAYPYITAW	Pioneer Aerodrome Services Company Limited
YANGON	Yangon Aerodrome Company Limited
NEPAL	
KATHMANDU	Tribhuvan International Airport Civil Aviation Office, Kathmandu, Nepal
NEW CALEDONIA	
NOUMEA	Chambre de Commerce et d'Industrie
NEW ZEALAND	
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
NELSON	Nelson Airport Ltd
NEW PLYMOUTH	Papa Rererangi i Puketapu Limited
PALMERSTON	Palmerston North Airport Limited
QUEENSTOWN	Wellington International Airport Ltd.
NORTHERN MARIANAS	
SAIPAN	Commonwealth Ports Authority

COUNTRY / AREA	MEMBER
OMAN	
MUSCAT	Oman Airports Management Company
PAPUA NEW GUINEA	
PORT MORESBY	National Airports Corporation (NAC) – PNG
PHILIPPINES	
CATICLAN	TransAire Development Holdings Corp
CEBU	Mactan-Cebu International Airport Authority
CLARK	Luzon International Premier Airport Development Corporation
MANILA	Manila International Airport Authority
QATAR	
DOHA	Hamad International Airport
SAMOA	
APIA	Samoa Airport Authority
SAUDI ARABIA	
DAMMAM	Dammam Airports Company (DACO)
JEDDAH	Jeddah Airports Company (JEDCO)
MEDINA	Tibah Airports Operation Co. Ltd.
RIYADH	Riyadh Airports Company (RAC)
RIYADH	Cluster2
SINGAPORE	
SINGAPORE	Changi Airport Group (Singapore) Pte Ltd

COUNTRY / AREA	MEMBER
SRI LANKA	
COLOMBO	Airport & Aviation Services (Sri Lanka) Limited
THAILAND	
BANGKOK	Airports of Thailand Public Co. Ltd.
BANGKOK	Bangkok Airways Public Company Limited
RAYONG	U-Tapao Rayong-Pattaya International Airport
TONGA	
NUKU'ALOFA	Tonga Airports Limited
UNITED ARAB EMIRATES	
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
USA	
HONOLULU, HI	Hawaii Department of Transportation
VANUATU	
PORT VILA	Airports Vanuatu Limited
VIETNAM	
HOCHIMINH CITY	Airports Corporation of Vietnam
VAN DON	Van Don International Airport

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MEMBERS

47
COUNTRIES / AREA

OPERATING
623
AIRPORTS

WORLD BUSINESS PARTNERS

CONSULTING AND MANAGEMENT

ADB Safegate	*	Keiser Phillips Associates	*
ADP International		L and B Worldwide Australia Pty Ltd	*
Airbiz Aviation Strategies Pty Ltd		Lacle Aviation Consultants	
Airport Engineering Services		Marsh	
airsight Pte. Ltd		Matarat Holding	
Alton Aviation Consultancy		McKinsey and Company	*
Beca Ltd		Mott MacDonald Limited	*
BOC Aviation Limited		Munich Airport International	*
Cam Ranh International Terminal Joint Stock Company (CRTC)		NACO, Netherlands Airport Consultants	*
CAPA - Centre for Aviation		NATIONAL FIREFIGHTING MANUFACTURING FZCO (NAFFCO)	
Casper		PricewaterhouseCoopers Advisory Services Sdn Bhd	
Ceventas Pty Ltd		Runway Safe Sweden AB	
Cirium	*	Strategic Planning Services, Inc. (SPS)	
College of Technology & Aviation		Sustek Ltd.	
Dyland Lianne Market Research & Consultant Co.		TAV Operation Services	*
Envirosuite Limited	*	The Red Sea International Airport	
Envisa		To70 aviation Australia	*
Exergenics Trading Pty Ltd		Trade and Transport Group	
Feeyo Technology Co, Ltd		TUV Rheinland (Shanghai) Co., Ltd.	*
FTI Consulting	*	WTW	*
GrayMatter Software Services Pvt. Ltd		Xovis	
ICF	*	YAMUNA INTERNATIONAL AIRPORT PRIVATE LIMITED	
Jet Bridge Consulting W.L.L			
Jurutera Minsar Consult Sdn Bhd			

EQUIPMENT MANUFACTURERS

Arconas	*
Green Furniture Concept	*
KONE	*
Materna IPS GmbH	*
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	*

INFORMATION AND COMMUNICATIONS TECHNOLOGY

AMADEUS	*
Collins Aerospace	*
Esri	*
Fiplan GmbH	
Frequentis Orthogon GmbH	*
Genetec Asia Pacific Pte Ltd	
ICM Airport Technics Australia Pty Ltd	
NEC Corporation	
OAG Aviation	*
OneAlpha	
Reconova Technologies Co. Ltd	
SITA	*
TAV TECHNOLOGIES	*
Veovo	*
Huawei	

MARKETING AND COMMUNICATIONS

Signpost India Limited	
The Moodie Davitt Report	

PLANNING AND CONSTRUCTION

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

RETAIL AND COMMERCIAL

Almusbah	
DFS Group Ltd	
DUY ANH TRADING JOINT STOCK COMPANY (IPP TRAVEL RETAIL)	
Heinemann Asia Pacific Pte. Ltd	
JT International	*
Paccaya Resources Ltd.	
Plaza Premium Group	

SECURITY

Certis CISCO Aviation Security Pte Ltd	
Ceventas Pty Ltd	
Everbridge	*
ISS Facility Services	
Nuctech Company Ltd	
Scarabee Systems and Technology B.V.	*
Travel Sentry	*
Trident Services Australia	
Wanzl GmbH and Co. KGaA	

TRADE & ASSOCIATION

Da Nang International Terminal Investment and Operation JSC	
Hong Kong International Aviation Academy	
Taiwan Duty Free Association	

ACI ASIA-PACIFIC & MIDDLE EAST TEAM



Stefano BARONCI
Director General



SL WONG
Director Technical & Affairs



Simon CHICOINE
Head
Member Services & Events



Ken LAU
Head
Sustainability



Ilia LIOUTOV
Head
Economics & Middle East Office



Sunil SUBBIAH
Head
Communications & Brand



Ada SHIH
Finance Manager



Agnes WONG
Assistant to DG



Cindy CHEE
Senior Manager
Events



Philip KWOK
Senior Manager
Economics



Gary LEUNG
Senior Manager
Security and Facilitation



Connie WONG
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Jacky WONG
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