



# ACI Asia-Pacific & Middle East

YEAR IN REVIEW 2024



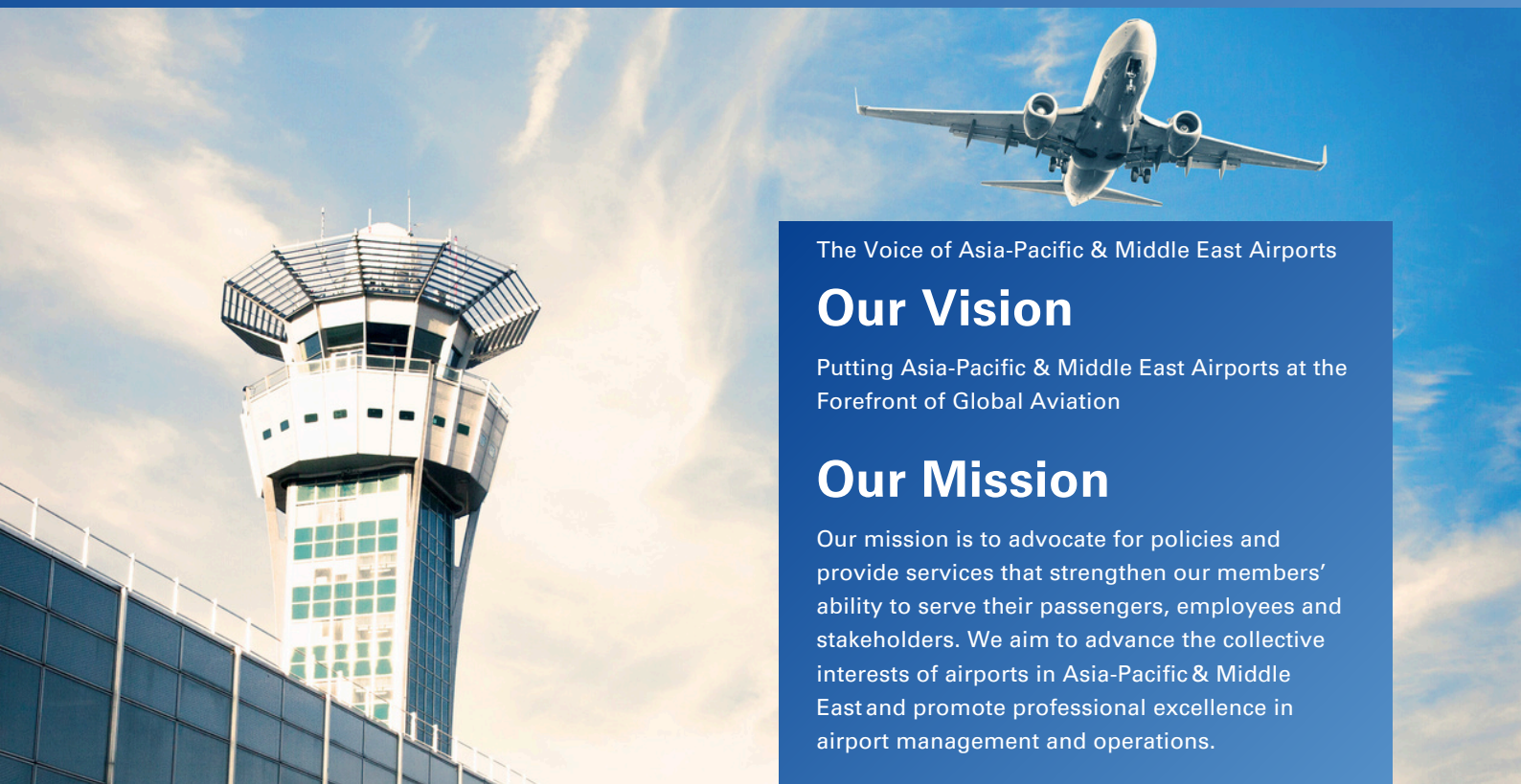


# TABLE OF CONTENTS

OUR VISION AND MISSION	01
REPORT FROM THE PRESIDENT	02
REPORT FROM THE DIRECTOR GENERAL	03
ACI ASIA-PACIFIC & MIDDLE EAST BOARD	04-05
BOARD UPDATES	06
KEY MILESTONES	07
KEY FIGURES	08
KEY ADVOCACIES	09
ECONOMICS	10-13
ENVIRONMENT	14-15
OPERATIONAL SAFETY	16-17
AVIATION SECURITY & FACILITATION	18-19
HUMAN RESOURCES	20-21
INNOVATION	22
EVENTS IN A SNAP	23-24
STAKEHOLDERS ENGAGEMENT AND INDUSTRY EVENTS IN A SNAP	25-29
COMMUNICATIONS AND MEDIA	30
WBP ACTIVITIES	31-32
AIRPORT; AFFILIATE; AND ASSOCIATE MEMBERS	33
WORLD BUSINESS PARTNERS	34
ACI ASIA-PACIFIC & MIDDLE EAST TEAM	35



# ACI Asia-Pacific & Middle East



The Voice of Asia-Pacific & Middle East Airports

## Our Vision

Putting Asia-Pacific & Middle East Airports at the Forefront of Global Aviation

## Our Mission

Our mission is to advocate for policies and provide services that strengthen our members' ability to serve their passengers, employees and stakeholders. 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 2024

Copies of this publication are available from  
Airports Council International (ACI) Asia-Pacific & Middle East  
Unit 606A, Tower 1, K11 ATELIER 11 SKIES, 6 Sky City Road East  
Hong Kong International Airport, Chek Lap Kok, Lantau Island, Hong Kong  
Website: <https://www.aci-asiapac.aero/>  
Email: [communications@aci-asiapac.aero](mailto:communications@aci-asiapac.aero)  
Follow Us:  
LinkedIn: ACI Asia-Pacific & Middle East; X @ACIAPACMID

### Disclaimer

No subscriber or other reader should act on the basis of any information contained in this publication without referring to applicable laws and regulations and/or without obtaining appropriate professional advice. Although every effort has been made to ensure accuracy, ACI Asia-Pacific & Middle East shall not be held responsible for loss or damage caused by errors, omission, misprint, or misinterpretation of the contents hereof, including for contributions provided by third parties. Furthermore, ACI Asia-Pacific & Middle East expressly disclaims all and any liability to any person, whether a purchaser of this publication or not, in respect of anything done or omitted, and the consequences of anything done or omitted, by any such person through reliance on the contents of this publication. No part of this publication may be reproduced, recast, translated or transmitted in any form by any means, electronic or mechanical, including photocopying, recording or use of any information storage and retrieval system, without prior written permission of ACI Asia-Pacific & Middle East.

**Copyright 2025** Airports Council International (ACI) Asia-Pacific & Middle East.  
All rights reserved.

# REPORT FROM THE PRESIDENT



## Emmanuel Menanteau

President (2022 to 2024)

ACI Asia-Pacific & Middle East

2024 marks twelve years of my journey with ACI Asia-Pacific & Middle East. Over the past decade, we have witnessed an industry in consistent transformation—navigating economic shifts, overcoming global disruptions addressing sustainability, and pioneering new initiatives. Despite challenges, we have emerged more resilient, connected, and innovative than ever before. 2024 has been remarkable, with passenger traffic returning to pre-pandemic levels, strategic advancements, plans for infrastructure development, and technological progress.

In 2024, ACI Asia-Pacific & Middle East continued to reinforce its leadership role. A defining moment was our contribution to the ICAO MID-Air Transport Strategic Plan 2025-2040, officially endorsed by ICAO Middle East. This achievement is significant for ACI APAC & MID, as we were appointed by ICAO as the co-rapporteur for the working group tasked with drafting the Plan. We contributed comprehensive inputs on air connectivity, taxation and charges, security and facilitation, and environmental considerations, alongside submissions from other stakeholders.

Sustainability remains a fundamental pillar of our work. In 2024, we launched the Net Zero Roadmap pilot programme, endorsed by Airport Carbon Accreditation (ACA), to provide airports with strategic guidance on decarbonization, infrastructure investments, and financing solutions. The initiative was launched with Mactan-Cebu International Airport and Riyadh Airports Company,

setting a benchmark for airports in the region. Our promotion of Airport Carbon Accreditation has also gained momentum, growing from 65 accredited airports in 2022 to 85 in 2023, and reaching 91 in 2024—bringing us closer to the milestone of 100 accredited airports.

Building on our Board's commitment to air connectivity, we introduced the second edition of the Connectivity Rankings, delivering valuable insights to help airports enhance their global reach and strategic positioning.

Recognizing the pivotal role of safety, we introduced the Safety Recognition Award, celebrating airports that demonstrate excellence in safety culture and implement innovative, cost-effective solutions that elevate operational standards.

As we look ahead, ACI Asia-Pacific & Middle East remains steadfast in its mission to empower our members with the tools, knowledge, resources and advocacy they need to navigate the future with confidence and resilience.





# REPORT FROM THE DIRECTOR GENERAL

## Stefano Baronci

Director General

ACI Asia-Pacific & Middle East

The aviation industry reached a key milestone in 2024, with passenger traffic returning to pre-pandemic levels. In Asia-Pacific, an estimated 3.4 billion passengers were served—matching 2019 volumes and showing a 12.5% increase over 2023. The Middle East handled approximately 440 million passengers, reflecting an 8.6% rise compared to 2019 and an 8% year-on-year growth from 2023.

Alongside this recovery, at ACI Asia-Pacific & Middle East we intensified our advocacy efforts. At the ICAO and Regional DGCAs meetings, we called for economic, sustainability and financial resilience as critical components for infrastructure development to support the expected growth in the region's air transport sector. Additionally, as a co-chair we contributed immensely to draft the ICAO MID-Air Transport Strategic Plan 2025-2040 which was officially endorsed by ICAO Middle East.

We were actively engaged with national legislators in several countries including, but not limited to, supporting capacity building in Saudi Arabia, and contributed to the airport charges consultations in New Zealand. In Australia, we coordinated with members on a strategic response to the Aviation White Paper and promoted further liberalization of the skies, while in Bahrain, we engaged policymakers on air connectivity.

Our sustainability efforts targeted long-term impact, launching the Net Zero Roadmap pilot to help airports chart their path to net zero.

We strengthened collaboration with airlines on cabin waste management, Sustainable Aviation Fuel (SAF), and renewable energy, while also advocating eco-friendly alternatives to firefighting foams.

Security remained a priority as we advocated for a coordinated approach to liquid restrictions, promoted One-Stop Security (OSS), and partnered with ICAO to enhance aviation security in developing countries such as Bhutan. Operational advancements included new guidelines on maintenance safety and drone operations, as well as best practices for aerodrome and ANSP cooperation, developed in partnership with CANSO.

Internally, our team continues to expand with a diverse international presence, including employees from the UAE, India, and Malaysia, alongside secondees from Narita Airport, Incheon Airport, and Riyadh Airport, enriching our collective expertise.





Effective communication remains central to our mission—ACI continues to strengthen its role as a strong voice for airports through media engagements and strategic campaigns. With robust advocacy, engagement, external capacity building and communication efforts, ACI Asia-Pacific & Middle East will continue to work towards making the airport industry resilient, competitive and environmentally and economically sustainable.



# ACI Asia-Pacific & Middle East Board

As of 31<sup>st</sup> December 2024

## EXECUTIVE COMMITTEE MEMBERS

PRESIDENT	FIRST VICE PRESIDENT	SECOND VICE PRESIDENT	SECRETARY TREASURER
<b><i>Emmanuel Menanteau</i></b> Cambodia Airports, Cambodia	<b><i>SGK Kishore</i></b> GMR Hyderabad International Airport Limited, India	<b><i>H.E. Ali Salim Al Midfa</i></b> Sharjah Airport Authority, UAE	<b><i>Mohamed Yousif Al-Binfalah</i></b> Bahrain Airport Company SPC, Bahrain
			

## BOARD DIRECTORS

			
<b>Akihiko Tamura</b> Narita International Airport Corporation, Japan	<b>Ayman A. M Aboabah</b> Riyadh Airports Company, Kingdom of Saudi Arabia	<b>Carrie Hurihanganui</b> Auckland International Airport Limited, New Zealand	<b>Chang Yi Wang</b> Capital Airports Holding Company, China

BOARD DIRECTORS



**Cheok Kuan Kan**  
Macau International  
Airport Co Ltd,  
Macau SAR



**Fred Lam**  
Airport Authority  
Hong Kong,  
Hong Kong SAR



**Gert-Jan de Graaff**  
Brisbane Airport  
Corporation PTY Limited,  
Australia



**Hag Jae Lee**  
Incheon International  
Airport Corporation,  
Republic of Korea



**Dr. Kerati Kijmanawat**  
Airports of Thailand Plc.,  
Thailand



**Lorie Argus**  
Australia Pacific Airports,  
Australia



**Nguyen Duc Hung**  
Airports Corporation of  
Vietnam,  
Vietnam



**Nicolas Deviller**  
Airport International  
Group,  
Jordan



**Videh Kumar Jaipuriar**  
Delhi International  
Airport Ltd,  
India



**Yoshiyuki Yamaya**  
Kansai Airports,  
Japan



**Yun Qin**  
Shanghai Airport  
Authority,  
China

WBP REPRESENTATIVE



**Sarah Samuel**  
ICM Airport Technics  
[an Amadeus subsidiary],  
Australia

SPECIAL ADVISOR



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



# Board Updates



## Transition of Leadership

SGK Kishore was elected to lead ACI Asia-Pacific & Middle East Airports Regional Board; Emmanuel Menanteau hands over after driving industry progress

Mr. SGK Kishore, Executive Director and Chief Innovation Officer, GMR Group, was elected as President of Airports Council International Asia-Pacific & Middle East (ACI APAC & MID). Mr. Kishore will succeed Mr. Emmanuel Menanteau, Board Director of Cambodia Airports/Regional Director, VINCI Airports, as President starting 1 January 2025 for a two-year term.



The other newly appointed members of Executive Committee are:

- First Vice President: Mr. Mohamed Yousif Al-Binfalah, CEO, Bahrain Airport Company
- Second Vice President: Mr. Fred Lam, Chairman, Airport Authority Hong Kong
- Second Vice President: Mr. Akihiko Tamura, President & CEO, Narita International Airport
- Secretary Treasurer: Mr. Gert-Jan de Graaff, CEO, Brisbane Airport Corporation

The two-year term of the Executive Committee will commence from 1 January 2025 to 31 December 2026.

The Newly elected Board Directors are:

- Mr. Ali Salim Al-Midfa, Chairman, Sharjah International Airport Authority
- Mr. Cyril Girod, CEO, Cambodia Airports
- Ms. Elena Sorlini, MD & CEO, Abu Dhabi Airports
- Dato' Mohd Izani Ghani, MD, Malaysia Airports Holding Berhad (MAHB)
- Mr. Yam Kum Weng, CEO, Changi Airport Group

The three-year term of the Board Directors will commence from 1 January 2025 to 31 December 2027.





# 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.

2005

- Respective Boards agreed to merge Asia Pacific regions.

2007

- Inaugurated the Regional Aviation Security Committee and introduced Airport Service Coordinator Programme to enhance communication with airport members.

2009

- Regionalised the World Business Partners programme.
- Launched Young Executive Award to recognise outstanding airport talents.

2013

- Inaugurated the Regional Environment Committee.

2020

- Celebrated 15th anniversary of ACI Asia-Pacific Regional Office.
- Created COVID-19 Task Force in response to global pandemic.

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.

2024

- Rolled out Net Zero Roadmap programme
- Launched Safety Recognition Award

2004

- ACI Pacific Regional Office relocated from Vancouver, Canada to Hong Kong SAR

2006

- ACI Asia and ACI Pacific merged to form ACI Asia-Pacific.

2008

- Inaugurated the Regional Operational Safety Committee and Regional Human Resources Committee.

2011

- Expansion of ACI Airport Carbon Accreditation programme to Asia Pacific & the Middle East region.

2015

- Celebrated 10th anniversary of Regional Office. Inaugurated the Regional Economics Committee.

2021

- Airports in Asia-Pacific and Middle East contributed to emissions savings by reducing 73,523 tonnes of CO<sub>2</sub> (-2.6%) through ACA programme.

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.

# Key Figures

**134**

Regular members

**623**

Airports operated

**47**

Countries /Areas

**106**

World Business Partners

**623**

Airports operated as of December 2024

**92**

Airports accredited in Airport Carbon Accreditation (ACA) programme



**23**

Airports with net zero emission pledge by 2050

**2**

Airports joined the pilot project for Net Zero Roadmap, a programme to help establish a comprehensive framework to achieve Net Zero emissions.



Riyadh Airports Company (RAC), which manages and operates Riyadh's King Khalid International Airport (KKIA), has signed an agreement with Airports Council International Asia-Pacific & Middle East for KKIA to strive for net zero carbon emissions by 2050.



ACI Asia-Pacific & Middle East signed a Memorandum of Understanding with Mactan-Cebu International Airport (MCIA) to run a pilot to support the airport establish a comprehensive framework on environmentally sustainable initiatives to achieve its Net Zero emissions goals.

**25K+**

Social media followers

**Passenger Traffic**

3.4 billion passengers in Asia-Pacific  
440 million passengers in Middle East

# Key Advocacies



ECONOMICS



ENVIRONMENT



OPERATIONAL  
SAFETY



SECURITY &  
FACILITATION



HUMAN  
RESOURCES



# Economics

## Competitiveness of Airports in the Middle East

In collaboration with Steer, a comprehensive competitiveness framework for airports in the Middle East was developed. Extensive feedback was gathered from key stakeholders, including all key airports from Gulf Cooperation Council (GCC) markets and Jordan. The study examined seven markets: Bahrain, Kuwait, Oman, Qatar, Saudi Arabia, the United Arab Emirates (UAE), and Jordan, covering twelve major airports.

The Study is aimed at comprehensively evaluating the factors influencing airport competitiveness in the GCC countries and Jordan, develop tailored solutions to address their unique challenges; and provide country-specific recommendations that policymakers and other stakeholders can utilise to improve and develop airport connectivity and overall competitiveness.

### Air Connectivity Study

The PwC-assisted Air Connectivity Study delivered a comprehensive analysis of passenger air connectivity across Asia-Pacific and the Middle East, highlighting key trends and recovery patterns post-pandemic. The study introduced the Air Connectivity Index, which measures direct and indirect flight connections, destination economic importance, and quality factors like frequency and aircraft type. In 2023, Dubai (DXB) remained the most connected airport in the region, maintaining its top position due to robust passenger growth (+18% vs. 2019), high destination coverage, and superior connection quality. Tokyo Haneda (HND) and Guangzhou Baiyun (CAN) followed, benefiting from increased long-haul and domestic connectivity, respectively.

The study also highlighted the growing role of low-cost carriers (LCCs) in driving intra-regional connectivity, with notable increases in seat capacity across key markets.

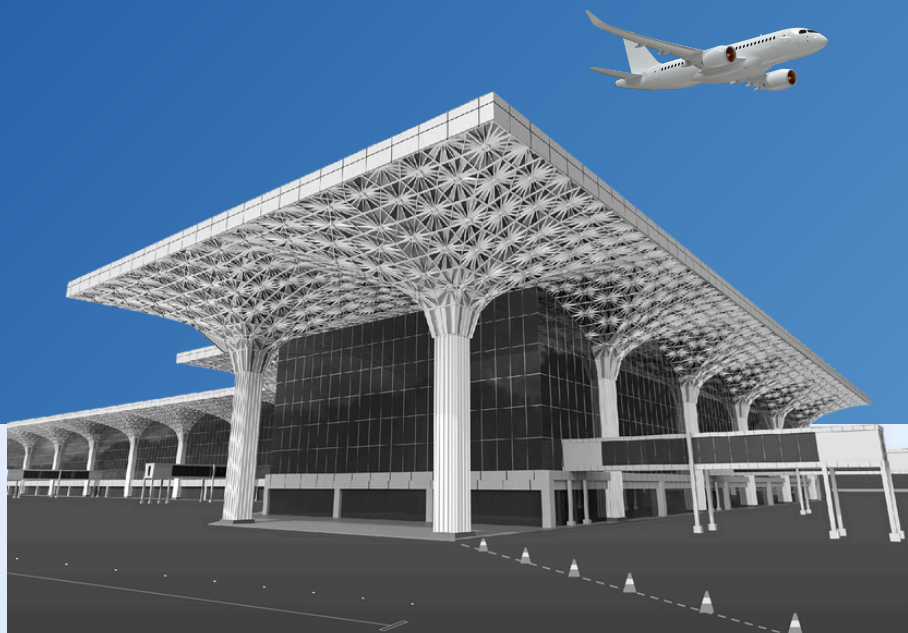
While connectivity recovered strongly in many areas, airports in China and regions reliant on international Chinese traffic experienced slower rebounds due to prolonged COVID-related travel restrictions. The findings emphasised the importance of strategic policy interventions, including liberalisation and targeted investments, to address connectivity gaps and strengthen regional air networks, serving as a vital tool for guiding aviation stakeholders in the evolving post-pandemic landscape.

### Traffic Forecast

In 2024, ACI APAC & MID advanced its strategic focus on supporting members with forward-looking insights through the regional traffic forecast initiative. Leveraging robust data integration and collaborative feedback from members, the project delivered a comprehensive outlook on traffic recovery and future trends, with a specific focus on short-term forecast of passenger and cargo traffic figures. This initiative reinforced ACI's commitment to empowering airports with actionable intelligence to navigate an evolving aviation landscape.

### Airfares and Airport Charges

The study, developed in partnership with Flare Aviation Consulting, provided key insights into the factors influencing airfare trends in the Asia-Pacific and Middle East regions. It identified that rising airfares post-COVID were primarily driven by inflation, significant fuel cost spikes (up 76% in 2022 compared to 2019), and reduced competition on many routes due to supply-demand imbalances. Notably, routes dominated by a single airline experienced airfare increases exceeding 25%, while more



competitive routes saw smaller price hikes. Domestic markets showed a stronger recovery, with fares generally aligning closer to pre-pandemic levels, except in markets such as India and Vietnam, where increases exceeded 30%. International airfares, however, remained 9% above pre-pandemic levels as of mid-2024.

Importantly, the study found no significant correlation between airfare increases and airport charges, which remained stable in nominal terms, underscoring that other macroeconomic and market dynamics were the primary drivers of fare adjustments. These findings were shared at WAGA and will continue to inform strategic discussions on regional aviation economics.

## Advocacy and Regulatory Affairs

### MATARAT Regulatory Affairs Project

ACI APAC & MID played a critical role in strengthening MATARAT Holding's capacity to address economic regulation by supporting the establishment of a dedicated Regulatory Affairs Department. As a holding company overseeing key airports such as Jeddah (JED), Riyadh (RUH), Dammam (DMM), and Cluster 2 airports, MATARAT required robust regulatory expertise to align with evolving industry standards. To this end, ACI APAC & MID provided assistance in recruiting a leading expert in economic regulation to head the newly designated department, ensuring MATARAT is equipped with the knowledge and leadership necessary to navigate regulatory complexities effectively.

Key deliverables included the development of a Regulatory Compliance Framework, a two-year implementation roadmap, and advanced dual/hybrid till simulations tailored to MATARAT's specific needs. Capacity-building efforts were further enhanced through benchmarking workshops, conducted in collaboration with Ernst & Young, which focused on essential topics such as airport charges, Weighted Average Cost of Capital (WACC), and asset allocation methodologies.

This multi-stakeholder initiative culminated in the delivery of comprehensive regulatory handbooks and process maps, equipping MATARAT with the tools and expertise to meet regulatory challenges effectively while fostering a transparent and structured approach to economic regulation. These efforts have positioned MATARAT as a leader in regulatory practices within the region.

### ICAO Engagements

ACI APAC & MID demonstrated strong regional representation and thought leadership at key ICAO forums, actively contributing to economic sustainability discussions and strengthening its influence on global aviation policy. ACI engaged robustly in both Middle East and Asia-Pacific Director General of Civil Aviation (DGCA) meetings, ensuring the unique perspectives and challenges faced by airports in these regions were brought to the forefront of ICAO's policy dialogue. This consistent presence underlined

ACI's commitment to advocating for airports' priorities at the highest levels of international aviation governance.

ACI's contributions included the submission of comprehensive position papers addressing critical issues such as capital expenditure (CAPEX) planning, sustainability frameworks, and economic regulation. These papers provided actionable insights and practical recommendations, reinforcing ACI's credibility as a trusted advisor on regulatory and economic matters. Furthermore, ACI's emphasis on Advanced Air Mobility (AAM) and Unmanned Aircraft Systems (UAS) economic surveys showcased its forward-looking approach, positioning the organisation as a thought leader in emerging aviation trends and regulatory policy.

By proactively engaging in these ICAO platforms, ACI APAC & MID not only shaped the discourse on economic sustainability but also amplified the voice of its members, advocating for policies that support the long-term resilience and competitiveness of airports across both regions.

In New Delhi at the 2nd ICAO Asia-Pacific Ministerial Conference, ACI APAC & MID delivered a strong statement emphasising the critical importance of innovation and development of new airport infrastructure to meet future demand and ensure resilience of airports.

### ICAO Workshop on Airport Charges in Doha

The ICAO Workshop on Airport Charges, held in Doha, provided a critical platform for discussing the evolving challenges and opportunities in airport economics and regulation. ACI APAC & MID actively represented the voice of airports in the region, emphasising the need for balanced approaches to economic regulation and cost recovery. During the workshop, ACI highlighted the importance of transparent and fair charging mechanisms that align with ICAO's policies while supporting the financial sustainability of airports. Key topics included inflation adjustment strategies, the role of stakeholder engagement in charge-setting processes, and the impact of economic regulation on infrastructure investment and service quality. ACI's contributions underscored the unique challenges faced by airports in the Asia-Pacific and Middle East regions, advocating for pragmatic regulatory frameworks that balance stakeholder needs and foster sustainable growth in the aviation sector. This representation reaffirmed ACI's leadership in driving meaningful dialogue and collaboration among aviation stakeholders.

### Assistance on Economic Regulation of airports

ACI APAC & MID provided critical support to Auckland Airport during the New Zealand Commerce Commission's review of its 2022–2027 price-setting event. The Regional Office submitted a detailed response addressing key concerns raised by stakeholders, including capital expenditure, pricing strategies, the Weighted Average Cost of Capital (WACC), and stakeholder engagement processes.



ACI emphasised Auckland Airport's alignment with international best practices and its commitment to modernising infrastructure to sustain New Zealand's global aviation competitiveness. The submission highlighted the airport's transparent and inclusive consultation process, which adhered to ICAO principles, and its robust justification for planned investments to meet future passenger demand and operational efficiency needs.

ACI also addressed misconceptions regarding airport charges, clarifying that airfare increases are driven primarily by macroeconomic factors rather than infrastructure costs. This collaboration reinforced the importance of strategic investments in ensuring sustainable growth, enhancing passenger experiences, and maintaining regional economic resilience. Through its advocacy, ACI helped position Auckland Airport's approach as a model of balanced, future-focused airport management.

## White Paper on Inflation Adjustment

ACI APAC & MID's White Paper on inflation adjustment underscored the critical importance of aligning airport charges with inflation to safeguard financial sustainability and operational excellence. The paper highlighted the escalating operational costs faced by airports globally, including rising expenses for labour, energy, maintenance, and capital investments, which are further compounded by inflation. Without appropriate adjustments, airports risk revenue shortfalls, service degradation, and delays in infrastructure development, ultimately undermining passenger experience and long-term resilience.

The paper emphasised the urgent need for structured mechanisms, such as regular tariff reviews and inflation adjustment clauses in concession agreements, to ensure airport charges reflect economic realities. It also advocated for transparent stakeholder engagement, including consultations with airlines and regulatory bodies, to facilitate smoother implementation and build trust.

The White Paper gained significant traction in markets where formal inflation-adjustment mechanisms are absent or underdeveloped. It may serve as a valuable advocacy tool during regional and global forums, potentially influencing discussions on regulatory frameworks and best practices. By presenting actionable recommendations—ranging from adopting sector-specific inflation indices to establishing flexible risk-sharing mechanisms—it can help reinforce ACI's commitment to supporting airports in addressing inflationary pressures and fostering sustainable growth in a dynamic economic environment.

## Connectivity Initiatives

### Bahrain Workshop on Connectivity

Held in December, the Bahrain Workshop on Connectivity brought together a diverse range of aviation stakeholders, including government representatives, airlines, and airport operators, to explore pathways for enhancing Bahrain's air connectivity. Led by experts from PwC, the workshop featured tailored content addressing key regulatory frameworks, market dynamics, and strategic growth opportunities.

Discussions emphasised the importance of liberalisation, stakeholder collaboration, and investment in infrastructure to boost Bahrain's position as a regional aviation hub. Participants engaged in knowledge-sharing sessions on regulatory best practices, network development strategies, and addressing connectivity gaps, with actionable recommendations provided to support Bahrain's long-term aviation objectives. This collaborative effort highlighted the critical role of targeted policies and partnerships in driving sustainable air connectivity and economic growth. This collaborative effort highlighted the critical role of targeted policies and partnerships in driving sustainable air connectivity and economic growth.



## Regional Economics Committee

### Leadership Transition

The committee witnessed a leadership transition as Abdulaziz Al Asker from Riyadh Airports and Leena Faraj from Bahrain Airports stepped into the roles of Chair and Vice Chair, respectively. They succeeded Nagy Abu Zeid of Oman Airports and François Southarewsky of Kansai Airports, who provided exceptional guidance and leadership during their tenure.

ACI APAC & MID extends its heartfelt gratitude to Nagy Abu Zeid and François Southarewsky for their invaluable contributions. Their strategic vision, dedication, and collaborative approach were instrumental in advancing the committee's objectives, fostering meaningful dialogue among stakeholders, and driving initiatives that enhanced the region's airport operations and connectivity.

As Abdulaziz Al Asker and Leena Faraj assume their new roles, the committee is poised to build on the strong legacy established by their predecessors. Their expertise and leadership promise to further the committee's mission of promoting sustainable growth, operational excellence, and innovation across the Asia-Pacific and Middle East regions. ACI looks forward to their stewardship in addressing the evolving challenges and opportunities in the aviation industry.



## Trinity Forum in Ho Chi Minh City, Vietnam

The Trinity Forum, hosted in Ho Chi Minh City, Vietnam, brought together global stakeholders from the aviation, retail, and commercial sectors to explore innovative approaches to non-aeronautical revenue growth. ACI APAC & MID played a pivotal role in ensuring robust representation of airports in this commercially focused event, emphasising the importance of collaboration and innovation to drive sustainable growth in airport revenue streams.

The forum, which integrated the ANARA (Airport Non-Aeronautical Revenue and Activities) and Regional Economics Committee meetings, provided ACI members with a unique platform to discuss critical topics such as commercial strategies, pricing models, and emerging trends in passenger engagement. Through active participation and knowledge-sharing, ACI APAC & MID reinforced its commitment to empowering airports to maximize their commercial potential while balancing economic sustainability.

To encourage broad participation, ACI APAC & MID facilitated complimentary passes and incentives, enabling greater access for airport members across the region. The forum served as a vital opportunity to align regional priorities, foster collaboration among key stakeholders, and position airports as leaders in innovation and commercial excellence within the global aviation ecosystem.

## Looking Ahead

Building on the groundwork laid in 2024, ACI Asia-Pacific & Middle East (ACI APAC & MID) will continue to focus on advancing connectivity, competitiveness, and economic sustainability. As the aviation industry continues to recover and evolve, ACI APAC & MID aims to drive impactful initiatives that align regional and global priorities, shaping the future of airport economics and innovation.

One of the key milestones for 2025 will be the release of the next edition of the connectivity report. This update will feature fully re-established rankings, reflecting a post-COVID aviation landscape no longer distorted by pandemic-induced disruptions. The report will serve as a definitive reference for understanding regional connectivity dynamics, highlighting opportunities for growth and resilience.

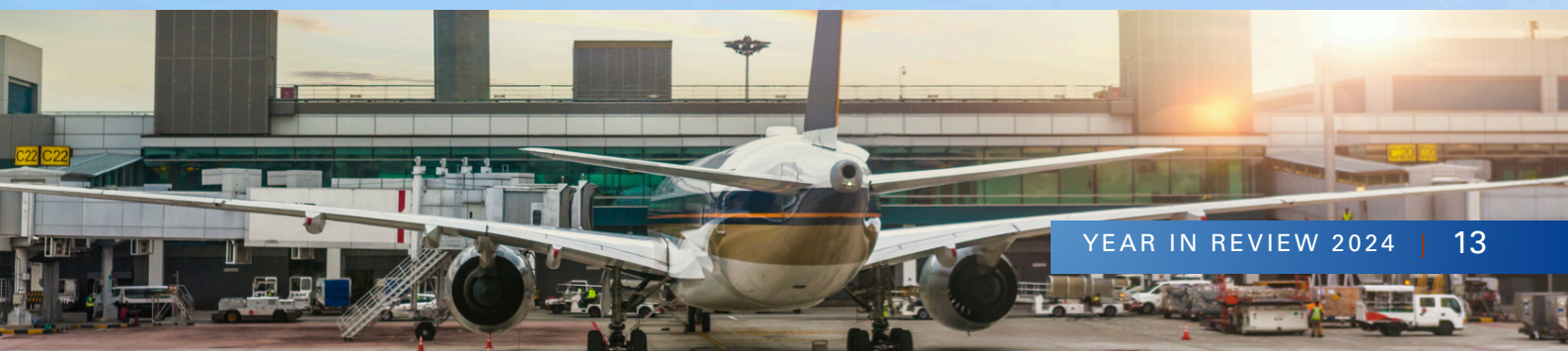
ACI APAC & MID will also continue fostering discourse on enhancing connectivity through strategic aeropolitical reforms. This includes advocating for policies that support liberalization, open skies agreements, and incentives to boost underserved routes, ultimately fostering greater regional integration and accessibility.

A major focus will be the implementation of outcomes from the Middle East Competitiveness Study. ACI will advocate for bold initiatives such as establishing a unified aviation market, introducing a single GCC visa, and implementing one-stop security measures. These efforts aim to unlock the region's full potential by streamlining passenger flows, fostering collaboration among member states, and enhancing the global competitiveness of Middle Eastern airports.

Additionally, ACI APAC & MID will further develop its advocacy for addressing the region's massive capital expenditure (CAPEX) needs. With insights drawn from a designated survey currently underway, ACI will highlight the critical investments required to modernize infrastructure, accommodate future growth, and ensure financial sustainability. This will include engaging with policymakers, investors, and regulators to support a conducive framework for funding and implementing transformative projects.

In the second half of 2025, ACI APAC & MID will conduct a study on commercial revenues. The study aims to provide actionable insights into non-aeronautical revenue streams, with a particular focus on three key areas: a comparative analysis of travel retail performance in 2024 versus 2019, including the impact of Chinese passenger recovery and the rise of new traveller profiles such as bleisure travellers and digital nomads; an examination of domestic and international passenger spending behaviours, including generational preferences and nationality-based patterns; and an assessment of the economic contribution of duty-free sales to overall non-aeronautical revenue across major airports, with attention to the performance of departure, arrival, and online sales channels. By examining data across diverse markets, the study will identify strategies to optimise commercial performance and adapt to evolving passenger preferences. Preliminary findings will be presented at the Trinity Forum in February 2026 in Doha, Qatar, with the final report to follow. This initiative underscores ACI APAC & MID's commitment to supporting airports in maximising their revenue potential and enhancing the passenger experience, while also addressing broader industry challenges such as economic resilience and technological transformation.

Through strategic studies, impactful advocacy, and collaborative initiatives, ACI APAC & MID is committed to shaping the future of aviation in the Asia-Pacific and Middle East, ensuring that airports remain resilient, innovative, and competitive in a rapidly evolving global landscape.



# Environment

2024 has been a successful year for new projects, namely, Net Zero Roadmap and study on Climate Adaptation Approach for APAC & MID Airports. Both projects will assist and facilitate airports to combat climate change. In terms of achievement, two airports in our region achieved Airport Carbon Accreditation Level 5, increasing the number of Airport Carbon Accredited airports in the region to 91 as of 31 December 2024.

## Airport Carbon Accreditation

By the end of 2024, up to 34 airports in the region have demonstrated a strong commitment to net zero carbon emissions while ACI APAC & MID continued advocating and sharing airports decarbonisation efforts in meetings of ICAO Asia-Pacific, ICAO Middle East, Arab Civil Aviation Organization (ACAO), Association of Southeast Asian Nations (ASEAN) and European Aviation Safety Agency (EASA), Association of Asia Pacific Airlines (AAPA), as well as other bilateral regulatory engagements and forums.

Airports in the Asia-Pacific and the Middle East regions continued to demonstrate leadership in sustainability with an increase of accredited airports from 83 to 91. Among these airports, 8 airports upgraded to the highest levels, highlighting their commitment to ambitious climate goals. For instance, Adelaide Airport, Dubai International Airport, Nadi International Airport, and Hamilton Airport achieved Level 4 (Transformation) accreditation, while Wellington International Airport and Queenstown Airport advanced to Level 4+ (Transition). Indira Gandhi International Airport and Kempegowda International Airport reached the pinnacle of Level 5 accreditation, exemplifying their dedication towards net zero emissions. Level 5 certification acknowledges airports that have achieved and maintained a net zero carbon balance for Scope 1 and two emissions while enhancing their efforts in mapping, influencing, and reporting on Scope 3 emissions. These developments emphasise the region's unwavering commitment to achieving sustainable aviation and driving global progress toward net zero carbon goals.

## Net Zero Roadmap— Decarbonise Your Airport



To help airports on this front, the new on-demand service - "Net Zero Roadmap" was piloted to help airports in the region to develop tailor-made net zero roadmaps. So far, King Khalid International Airport (KKIA) has signed an agreement with ACI APAC & MID to participate in the programme and Mactan-Cebu International Airport (MCIA) has signed a Memorandum of Understanding with ACI APAC & MID to establish a collaborative framework to support the implementation of ACA and Net Zero Roadmap. Two more airports in the region are at various stages of agreement negotiation of the programme.



# 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 eighth edition of GAR, themed “Biodiversity and Nature-Based Solutions”, saw Hong Kong International Airport, Kansai Airport, Mactan-Cebu International Airport, and Queenstown Airport were recognised with the platinum category for their exceptional improvements and contributions to airport environmental sustainability in their respective passenger traffic categories. A complimentary publication on [Green Airports Recognition 2024](#) was launched to showcase the outstanding projects, ranging from wetland restoration and creation, balancing wildlife species and airport operation, wildlife trafficking prevention, ecosystems restoration, or carbon removal through Nature-Based solutions.

The meetings these years highlighted the approval of the Study on Climate Adaptation Approach for APAC & MID Airports and Net Zero Roadmap project, agreement to continue working with airlines in the regions in the fields of Cabin Waste Management, SAF and renewable energy for aircraft and exchange views on emerging issues of Greenwashing claims avoidance, ESG and environmentally friendly firefighting foams. Two webinars were successfully organised on the topic of climate change adaptation, and environmentally friendly firefighting foams.

Airports are at the forefront of global efforts to reduce carbon emissions, ACI APAC & MID has chosen “Sustainable Energy at Airports” as the theme for the Green Airports Recognition 2025. Airports could showcase their innovative initiatives in reducing aviation’s carbon footprint and achieving net zero through sustainable energy management. This approach aligns with broader goals of sustainability and environmental progress in the aviation industry. Submissions have been received from across Asia-Pacific and the Middle East to showcase innovative initiatives for sustainable energy management while mitigating the impacts of climate change over the past five years.

## Study on Climate Change Adaptation Approach for APAC & MID airports

To enhance the overall climate resilience of the airport sector and identify key climate risks and adaptation measures in response to a changing climate, the ACI APAC & MID Board approved a new consultation project in May 2024. This project, titled “Study on Climate Adaptation Approach for APAC & MID Airports,” aims to conduct a dedicated study on climate change adaptation. It will provide a framework and a set of tools, developed in collaboration with a WBP, to strengthen the airport sector’s resilience to climate change. The study will establish a high-level, phased process that enables airports to communicate their progress towards resilience both internally and externally. The RFP for bidding was issued in October 2024, and the selected WBP will commence the study in January 2025, and will conclude early 2026.

## Regional Environment Committee (REC)

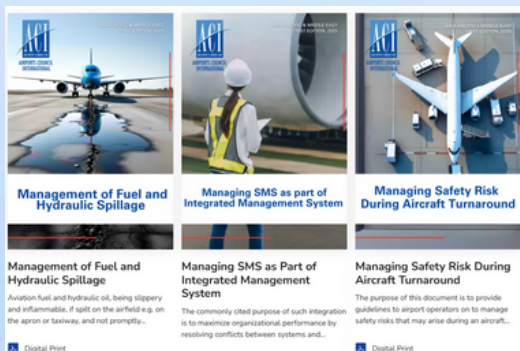
ACI Asia-Pacific & Middle East’s Regional Environment Committee continued to expand with more airport representatives joining (currently 36 airport members from 20 countries in the region) and collectively promotes best practice sharing and addresses airport environmental issues through face-to face and webinar sessions.



# Operational Safety

## First Ever Award Launched to Encourage Innovation in Safety

In July 2024, the Regional Operational Safety Committee launched the first edition of the annual ACI Asia-Pacific & Middle East Safety Award, a programme aimed at “recognising airport operators for their efforts and achievements in promoting safety culture and safety management, and devising innovative, cost-effective solutions to safety problems”. Papers on the annual theme “airport safety promotion” chosen by the Committee were called for by November 2024. The papers were then reviewed by a panel of judges comprising of the Regional Directors of ICAO APAC and ICAO MID, and the Director General of ACI Asia-Pacific & Middle East.



## Sharing Best Practices

As the association of airport operators, ACI is committed to facilitating the discussions and establishment of best practices in dealing with safety issues. In 2024 the Committee drafted and published three guidelines on:

- Safety Applications of Unmanned Aircraft Systems in Aerodrome Operations and Maintenance;
- The Cooperation between Aerodrome Operators and ANSP to Enhance Safety (jointly with CANSO); and
- Safe Execution of Maintenance Works in Manoeuvring Area and Contractor Management.

Several other guidelines are being finalised and are expected to be published in 2025 on the following topics:

- Managing Safety Risks during Aircraft Turnarounds;
- Safety of Passenger Boarding Bridge Operations;
- Managing SMS with Integrated Management System; and
- Management of Fuel and Hydraulic Oil Spillage

## Change of Leadership at the Safety Committee

The Regional Aviation Security Committee saw a leadership transition with Mr. Narayanasamy Venkatachalapathy, Vice President-Head Airside Management, GMR Hyderabad International Airport Limited, stepping down as Chair of the safety committee on 31 December 2024. Mr. Venkatachalapathy joined the Committee in April 2016 and was elected Vice Chair in 2017 before becoming a Chair in 2019. Despite the interruptions caused by the COVID-19 pandemic, the Committee, under his leadership, produced 14 sets of safety guidelines, much to the benefit of members in the region.

Vice Chair, Mr. Mohd Zubir Mohd Meerah of Malaysia Airports Holdings Berhad, was appointed as the Chair on 1 January 2025, with the unanimous support of the Committee members.

Following his appointment as Chair, an election was organised to elect the new Vice Chair to the Committee. Mr. Naushad Mytheen Kannu was voted by the Committee members as the Vice Chair to the Safety Committee, effective 1 January 2025.

## Strong Partnership with ICAO Well Recognised

ACI APAC & MID continued its partnership with ICAO in Asia-Pacific and the Middle East. Here is a list of projects that ACI completed with ICAO, States, and other industry organisations such as the Association of Asia-Pacific Airlines, CANSO, Flight Safety Foundation, IATA, IFALFA, and IFATCA during the year:

- A Go Team programme to help States in need to improve Wildlife Hazard Management (WHM) was drafted and approved, following the establishment and approval of a WHM Go Team Methodology in 2023;
- A document to provide States guidelines on the adoption of ICAO Annex 14 (aerodromes) Standards and Recommended Practices was drafted, and a workshop was conducted to promote the document, and its content was organised;
- A list of safety culture indicators, aimed at facilitating the assessment and promotion of safety culture, was adopted at the 59th Directors-General of Civil Aviation Conference held in Cebu, Philippines, in October 2024;
- A paper advocating for the implementation of alphanumeric callsigns to help reduce the chance of callsign confusion was presented to APRAST/21, an ICAO APAC safety meeting, in March 2024;
- In May 2024, a meeting between ICAO MID and the ACI Asia-Pacific & Middle East Regional Operational Safety Committee was held, and an agreement was reached between the parties to, inter alia, submit a paper to encourage a risk-based approach to the adoption of ICAO Annex 14 Recommended Practices at relevant ICAO MID meetings.



## Middle East Air Transport Strategic Plan 2025-2040 Adopted with ACI Inputs

ACI Asia-Pacific & Middle East Regional Office played a lead role in shaping the MID-Air Transport Strategic Plan 2025-2040, which was officially endorsed by ICAO Middle East with the support of member states. As the co-rapporteur of the working group responsible for drafting the plan, ACI APAC & MID actively advocated for policies that enhance air connectivity, liberalisation, and competitiveness in the region. The strategic plan outlines key priorities, including infrastructure development, policy adjustments, and stakeholder consultation, while maintaining the highest standards of safety, security, and environmental protection.

ACI would like to thank Mr. Dana Khidhr from Erbil International Airport (Iraq), Ms. Leena Faraj from Bahrain Airport Company, and Mr. Mohammed Farhaz and Ms. Archana Gautam Narwani from Abu Dhabi Airports, for their valuable contributions towards the draft.



# Aviation Security & Facilitation



33<sup>rd</sup> ACI Asia-Pacific & Middle East RASC meeting in Da Nang

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 2024, the Regional Office continued to create a platform for airports in the region to share best practices and address priority aviation security issues. One of the most important avenues was the ACI Asia-Pacific Regional Aviation Security Committee (RASC), a technical group, that has grown steadily over the years and currently has 37 airport members.

In addition, ACI Asia-Pacific & Middle East continues to put great emphasis on capacity building in aviation security by providing technical assistance to airports in need. The ACI APEX in Security programme has continued to gain traction, and four reviews were physically conducted at airports within the region in 2024, including Kota Kinabalu International Airport (BKI) in Malaysia, Sam Ratulangi International Airport (MDC) in Indonesia, Velana International Airport (MLE) in Maldives and Nadi International Airport (NAN) in Fiji. 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. Around 50 APEX in Security reviews have already been conducted globally since its launch in 2017. Besides, the region office was invited by ICAO to participate in an ICAO security assistance mission in Bhutan in June to assist the country in enhancing security compliance and addressing the findings from the recent ICAO security audit.



## APEX reviews



APEX Security review  
in Kota Kinabalu



APEX Security review  
in Male



APEX Security review  
in Nandi



ICAO-ACI security assistance mission  
in Bhutan



Throughout the year, ACI Asia-Pacific & Middle East was committed to advocating for better international security policies and regulations in the interest of airports. For example, working papers were submitted to the 12<sup>th</sup> ICAO APAC Regional Aviation Security Coordination Forum (RASCF-APAC/12) and the 4<sup>th</sup> ICAO MID Regional Aviation Security and Facilitation Group (MID-RAASFG/4) to call for State regulators to work closely with airports to ensure security considerations are integrated into the upfront design of new airport infrastructure. By getting the design right from the outset, operations will ultimately become more effective and efficient, minimising the need for significant retrofitting in the future. Besides, the regional office was constantly engaged in various regional technical meetings to reflect and share airports' priorities and challenges in security operations among State regulators in the region.

The Regional Office continued to promote the One-stop Security (OSS) initiative, which aims to eliminate security screening and controls at transfer airports. For instance, the Airport Authority of Hong Kong invited the regional office to conduct a briefing session on the latest OSS developments in the Asia-Pacific region, and other parts of the world. Additionally, the office collaborated closely with the Bureau of Civil Aviation Security (BCAS) in India to advocate for the domestic adoption of OSS. Following an initial meeting between the Directors General of both organizations in May, BCAS invited ACI APAC & MID to a virtual technical meeting to further discuss OSS implementation.



The 12<sup>th</sup> the ICAO Asia & Pacific Regional Aviation Security Coordination Forum in Manila



The ICAO 9<sup>th</sup> Annual Technical and Operational Meeting (ATOM) in Vientiane



High-level meeting between ACI APAC & MID and BCAS



One-stop Security briefing session for Hong Kong International Airport

Over the year, the Regional Office also worked closer with individual airport members in support of their security initiatives. ACI APAC & MID was invited to speak at the Global Aviation Security Seminar, hosted by Incheon International Airport Corporation (IIAC) in September in Seoul, to share insights on the future trends of aviation security development, and ways in addressing current challenges in operations. The panel saw participation from over 150 aviation security experts and officials, including key representatives from local government agencies, academic institutions, and airlines.



Incheon Global Aviation Security Seminar in Seoul

In the realm of airport facilitation, ACI Asia-Pacific & Middle East has continued to provide timely updates to its members, supporting improved preparedness planning and response to future public health events, even as the COVID-19 pandemic subsides. For instance, a survey was conducted in August to assess the severity of MPOX transmission via air travel and evaluate the level of preparedness among airports in the region to prevent the spread of the virus.



# Human Resources

The People and Culture function in airports is becoming increasingly prominent. Organisations are investing in building environments that prioritise employee well-being and engagement; stimulate creativity and innovation; promote ethical behaviour and compliance; attract and retain top talents; and accelerate performance and productivity. A strong company culture is crucial for anchoring people to business success. The rise of the People and Culture department presents an exciting opportunity to bridge the gap between business objectives and employee experience, creating more fulfilling work that ultimately drives organisational success.

What is more, to drive a culture of success, HR is responsible for adapting to new technologies to promote and foster a new culture to meet ever-changing employee expectations. For example, shifting from a process-driven experience to a Generative Artificial Intelligence, intent-driven experience.

Artificial intelligence is about to change everything. AI will impact the airport workforce and reshape the HR department. There is a real opportunity to use AI to reinvent roles and culture and improve efficiency.

## Committee

Ms. Justina Tan of Changi Airport Group, who served as the Chair of the ACI APAC & MID Human Resources Committee, has stepped down in May 2024. Ms. Florence Chung of Airport Authority Hong Kong has stepped down as First Vice Chair. The Committee thanked Ms. Tan and Ms. Chung for their leadership and commitment in leading and contributing to ACI Asia-Pacific & Middle East's advocacy and sharing best HR practices among the ACI communities. Ms. Tan has served in the role since 2016.



In May 2024, the Committee elected Mr. Abdulmajeed M. Alqusaibi of Riyadh Airports Company as the Chair, with Mr. Yuan-Hung Ting of Taoyuan International Airport Corporation, and Ms. Hwai-Kar Goh of Changi Airport Group as First and Second Vice Chairs, respectively.

At the Committee meeting held in conjunction with World Annual General Assembly in Riyadh in May 2024, airport HR leaders discussed the importance of organisation culture. The committee acknowledged that Organisational Culture is key to business success. The committee also discussed defining, building, and measuring organisational culture. The members had the pleasure of listening to Phd. Ehssan Abdallah and participating in the workshop.

The Committee gathered again in Chinese Taipei in October, hosted by Taoyuan International Airport Corporation. "AI-Driven Innovation in Human Resources Management" was the central topic of discussion. HR leaders discussed how Artificial Intelligence will impact the airport workforce and reshape the HR department. The committee also examined how HR can be a guiding force through these changes and ensure that AI improves work without compromising human dignity and well-being. Mr. Jackson Kam and his team from Mercer conducted an engaging workshop, providing insights into key trends in adapting AI in the HR environment.



## Trends on Airport Workforce and DEI

The committee continued its effort to assess the airport workforce trend in the region. According to this year's survey on airport workforce, more than 50% of airport operators have less than 5% of workforce shortage at airports, with 43% of airport operators having resolved their shortage in workforce.

Airports are also focusing on looking ahead on their workforce planning to meet future demands and growth in the aviation market. 36% of airport operators are signifying the adoption of automation in certain airport functions and operations as key to bridging the gap in workforce shortage and potentially in future workforce planning. Repackaging and attracting a new generation workforce (29%) and professionalising certain job functions and roles (21%) are also projected as the key strategies for workforce planning.

In promoting diversity and inclusion in the airport workforce, the survey also assesses the current state of promoting DEI initiatives at their respective airports. The top two practices from our members in the region are gender pay equity; and provision of maternity and paternity leave. Airport operators also aim to promote cultural diversity (36%), and gender balance of managers (21%) within their organisation respectively. However, they viewed limited resources (50%) as the main challenge in implementing DEI programmes within the organisation. The committee also contributed ideas to develop an Information Paper on "Promoting Diversity and Inclusion in the Airport Workforce" for the ICAO DGCA59 held in Cebu, Philippines in 2024.



## Young Executive Award

ACI Asia-Pacific & Middle East's signature HR programme, the Young Executive Award, developed with an aim to encourage young talent development at airports in the region and stimulate professional excellence amongst future leaders, continued to add value to our members. 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 2024, was Mr. Manoj Kumar, of Bangalore International Airport Limited for presenting a paper on "The Collaboration of Airport Stakeholders in Promoting Cybersecurity Culture". Mr. Kumar presented his paper at the Asia Pacific & Middle East Regional Assembly/World Annual General Assembly, Exhibition and Conference in Riyadh in May 2024, hosted by Riyadh Airports Company. Honourable Mentions were awarded to Mr. Do Hee Kim, of Korea Airports 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 & Middle East continued supporting members' organisational development needs. The Online Learning Center Scholarship continues to provide support to members in developing nations with access to online courses trained on industry-leading best practices to enhance staff engagement, productivity, and retention. The ACI Fund also continued supporting members in developing nations through training scholarships and capacity-building programmes.



# Innovation



Following the inaugural edition of Airports Innovate event that took place in Muscat, Oman in November 2023, there have been discussions among members about building a platform that is dedicated to exchanging dialogues and best practices for technological and innovative solutions that would improve customer experience, facilitate operation efficiency and enhance resource optimisation.

A key aspect of the discussions was to develop a platform that would include hub airports that are successful in the innovation front to share their experience, but at the same time, enable small and emerging airports that are aspired to technological advancements to seek recommendations in addressing their challenges. There are desires from members for a platform, which is interactive and inclusive in bringing together airport industry professionals, technology providers, regulators, and other stakeholders from different regions.

After discussions between ACI Asia-Pacific & Middle East and ACI EUROPE, the two Regional Offices decided to organise a pre-conference workshop at the Airports Innovate event in Rome, Italy in December to deliver the objectives. The full-day workshop, scheduled on 26<sup>th</sup> November focused on essential topics around innovation that included collaboration with start-ups, the use of artificial intelligence and building innovation culture within an organisation.

The workshop welcomed around 60 participants from Asia-Pacific, Middle East, Europe and North America, and included experts from airports, start-ups and consultants. The interactive and engaging workshop included series of inspiring presentations, panels and breakout group discussions that highlighted the opportunities and pain points in innovation.

ACI Asia-Pacific & Middle East would like to express our sincere gratitude to ACI EUROPE and Aeroporti di Roma for the excellent collaboration that led to the successful workshop.



Innovation Forum in  
Rome, Italy





# Events in a Snap



## ACI Asia-Pacific & Middle East / ACI World Annual General Assembly, Conference & Exhibition (WAGA) 2024

### Conference Theme – “The Global Race: How to stand out in a competitive airport ecosystem”

Returning to the Asia-Pacific & Middle East region after a five-year rotation among ACI’s Regional Offices, the joint conference was a resounding success. Hosted by Riyadh Airports Company (RAC) under the leadership of CEO Ayman A. M. Aboabah—an Honorable Board Member of ACI APAC & MID—the event brought together more than 800 delegates and 40 exhibitors. Riyadh served as the ideal host city for WAGA 2024, following the opening of the ACI APAC & MID office in the Kingdom of Saudi Arabia in 2023.

Hosted at the Hilton Riyadh Hotel & Residences, the event immersed delegates in Saudi culture, starting with a lively Welcome Reception featuring an exhilarating swordsmen spectacle. Over two days of high-level panels, airport and airline CEOs took the stage to share insights. Delegates also enjoyed an exclusive Gala Dinner at the prestigious King Abdullah Financial District (KAJD), accompanied by local musicians and a world-class culinary experience. Cultural and airport tours further enriched the conference, including an unforgettable evening visit to the breathtaking Diriyah.





## The Trinity Forum 2024

### Conference Theme – “Driving innovation to remain relevant within an evolving consumer landscape”

The Trinity Forum, the world’s leading airport commercial revenues conference, is co-organized by The Moodie Davitt Report, ACI Asia-Pacific & Middle East, and ACI World. The 2024 edition was jointly hosted by Airports Corporation of Vietnam (ACV) and IPP Travel Retail in the vibrant city of Ho Chi Minh City. Bringing together 400 participants, the conference took place at the GEM Center, while the Welcome Reception at the iconic rooftop of the Rex Hotel immersed guests in the warmth of Vietnamese culture and local delicacies. The Gala Dinner at the GEM Center was a heartfelt occasion, featuring inspiring performances by young artists from Smile Train (NGO) and a mesmerising sand art showcase.

## Airports Innovate 2024

The pioneering Airports Innovate, was co-organised by ACI Asia-Pacific & Middle East, ACI EUROPE and ACI World, was hosted by Aeroporti di Roma. More than 400 delegates gathered at Terminal 5 for insightful discussions, complemented by hands-on workshops at the airport’s Innovation Hub. The Gala Dinner offered a journey through time at the baroque and timeless Palazzo Brancaccio, where delegates mingled in its grand corridors, capturing picture-perfect moments.





# Stakeholders Engagement and Industry Events in a Snap



## Advancing connectivity

### Air Connectivity workshop in Bahrain

The Bahrain Workshop on Air Connectivity, held in December 2024, brought together aviation stakeholders to enhance Bahrain's air connectivity. Led by PwC experts, it covered regulatory frameworks, market dynamics, and growth strategies. Discussions focused on liberalisation, collaboration, and infrastructure investment to strengthen Bahrain as a regional hub. Participants shared insights on best practices, network development, and connectivity gaps, with actionable recommendations for long-term aviation growth.

### Foster Collaborations at 59<sup>th</sup> DGCA Conference in Cebu

ACI Asia-Pacific & Middle East reinforced the need for economic sustainability and financial resilience to support infrastructure development at the 59<sup>th</sup> DGCA Conference in Cebu, Philippines. ACI APAC & MID's recommendations were backed by ICAO, urging states to implement the proposed initiatives.

- **Infrastructure Investment**

The region is growing at 5.8% annually, exceeding the global average of 4.3%, with passenger traffic projected to reach 8.7 billion by 2042. Meeting this demand requires \$1.3 trillion in infrastructure investments, including \$579 billion for new airports.

- **Security by Design**

Emphasised integrating security considerations in the design phase of new airport infrastructure to enhance operational efficiency.

- **Environmental Sustainability**

States were encouraged to support the Net Zero Roadmap, with ACI partnering with Riyadh and Cebu airports to develop sustainability strategies.

- **Safety Culture**

Collaboration with industry associations was highlighted to promote a positive safety culture, urging states to integrate safety indicators into assessments.

- **Diversity and Inclusion**

Presented an information paper highlighting the importance of promoting Diversity and Inclusion in the airport workforce reinforcing that a diverse and socially inclusive workforce will help address shortage of workforce.







## High-level meetings at a Ministerial level

### India

Director General Stefano Baronci met with Civil Aviation Minister Ram Mohan Naidu Kinjarapu and Aviation Secretary, Vumlunmang Vualnam in New Delhi during the ICAO APAC Ministerial Conference. Discussions focused on strengthening cooperation and capacity-building initiatives to enhance operational efficiency at Indian airports. ACI looks forward to continued collaboration to support the sector's growth and sustainability.

### Wings India 2024, Hyderabad, India

At Wings India 2024 in Hyderabad, the Ministry of Civil Aviation hosted a Round Table on "Airports of the Future: Driving Investments & Financing for Multimodal Connectivity." Director General highlighted the need to enhance India's international connectivity and adopt best practices from leading airports in the region and beyond.



## Strengthening Cooperation in Vietnam

Director General Stefano Baronci met with the Civil Aviation Authority of Vietnam (CAAV) and the Airports Corporation of Vietnam (ACV) in Hanoi, laying the foundation for stronger collaboration. Discussions with CAAV Director General Dinh Viet Thang and ACV Deputy General Director Nguyen Duc Hung focused on supporting ACV airports in the Airport Carbon Accreditation program and assisting in developing net zero roadmaps, marking a key step in advancing sustainability efforts.

## 50<sup>th</sup> ASEAN Air Transport Working Group meeting and Sustainability Forum in Chiang Mai, Thailand

At the 50<sup>th</sup> ASEAN Air Transport Working Group meeting and Sustainability Forum in Chiang Mai, ACI APAC & MID highlighted smart airport development and digital transformation. Ken Lau, Head of Sustainability, showcased airports' advancements in cybersecurity, touchless solutions, biometrics, AI, and robotics. He stressed the importance of strong cybersecurity measures alongside new technologies and underscored sustainable airport management as a key aspect of smart airport evolution in aviation sustainability.



The 50<sup>th</sup> ASEAN Air Transport Working Group meeting, Chiang Mai, Thailand

## Routes Asia 2024, Langkawi, Malaysia

Speaking at Routes Asia 2024 in Langkawi, the Director General highlighted that aviation is Politics in the sky, emphasizing the industry's strong ties to policy decisions. He stressed the need for balanced collaboration between regulators and industry players and advocated for greater liberalization in air connectivity to unlock aviation's economic potential. A more open market means increased international traffic and broader benefits for all.





## Asia Pacific Travel Retail Association India Conference 2024, New Delhi, India

Our Director General took the stage at the Asia Pacific Travel Retail Association India Conference 2024 in New Delhi, offering insights into India's promising long-term growth trajectory, also shedding light on spending patterns and critical findings from our non-aeronautical survey.

## The 2024 Taoyuan Airport Forum, Chinese Taipei

At the 2024 Taoyuan Airport Forum, the DG shared insights on the evolving aviation landscape in Asia-Pacific. Despite a global decline in inflation, he said industry faces growing risks, including geopolitical tensions, strict monetary policies, and economic slowdowns.

Our colleague, Mr. Ken Lau, Head-Sustainability, spoke about how airports in our region could support and facilitate the transition to Sustainable Aviation Fuel. He provided glimpses into the findings of our survey on environment and an overview of ACI's environmental programme to help airports become climate resilient and achieve net zero goals.



## The 5<sup>th</sup> ICAO Middle East Safety Summit 2024, Kuwait

ACI APAC & MID was honoured to participate at the 5<sup>th</sup> International Civil Aviation Organization Middle East Safety Summit 2024 in Kuwait, hosted by the Directorate General of Civil Aviation (DGCA) of Kuwait. Representing ACI APAC & MID, Eng. Adeeb Mobaraki, Manager – Environment, delivered insights on the challenges and experiences in establishing and implementing Aerodrome SMS and Aerodrome Certification, and Runway Safety Team Implementation.



## The 2<sup>nd</sup> International Conference on Green Aviation, Chengdu, China

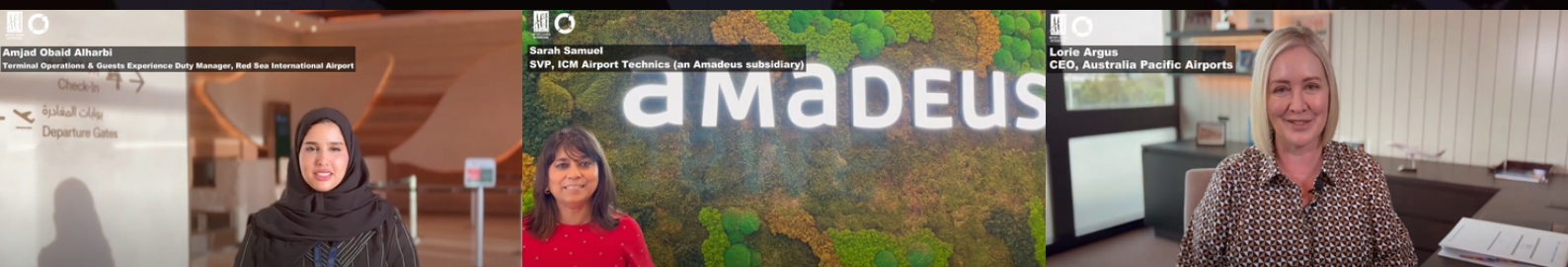
Ken Lau, our Head-Sustainability, presented on the topic “Airports Sustainability in Asia-Pacific & Middle East” in the Plenary Lecture. During the lecture, he emphasised our association’s environmental sustainability’s efforts in strengthening the advocacy in the regions through our flagship programmes: Green Airports Recognition and biennial environmental Survey. He previewed the Net Zero Roadmap project and Study on climate adaptation approach in 2025.



### Legacy of Leadership

SL Wong, our former Director of Technical & Administrative Affairs, was honored with an award of appreciation from ICAO for his exceptional contributions to aviation affairs over the past two decades.

The award was presented during the ICAO RASG-APAC/14 meeting by Dr. Manjit Singh, Deputy Regional Director of ICAO APAC, with Dato’ Captain Norazman Mahmud, CEO of CAA Malaysia and Chairperson of RASG-APAC, and Dr. Punya Shakya, Regional Officer Aerodrome Ground Aids (AGA), in attendance. Wong retired at the end of 2024.



## Diversity & Inclusion International Women’s Day 2024

To honour the contributions of women in aviation, we celebrated International Women’s Day 2024 with inspiring leaders such as Ms. Lorrie Argus, CEO of Australia Pacific Airports, Ms. Sarah Samuel, SVP of ICM Airport Technics (an Amadeus subsidiary), and Ms. Amjad Obaid Alharbi, Airport Duty Manager at Riyadh Airports Company. Their participation highlights the vital role of women in shaping the future of airports across the region and beyond.



# Communications and Media



## Media engagement on airport infrastructure development

ACI APAC & MID had a successful media engagement in Singapore, featuring a roundtable with leading local and international media. The discussion focused on the critical role of airports as economic drivers, supporting growth and job creation.

ACI APAC & MID emphasized the infrastructure needs in Asia-Pacific, projected to handle 8.7 billion passengers by 2042, with nine of the fastest-growing markets in the region. The engagement also provided an opportunity to clarify the misconception linking airfare increases to airport charges, noting there is no direct correlation. The engagement concluded positively, with media coverage reflecting the region's growth potential and infrastructure requirements.

## Media statement on importance of Airport Charges

The Regional Office issued a media statement from the Director General to emphasize that airfares are not linked to airport charges. We clarified that airport charges make up less than 5% of an airline's cost base, while ticket prices are driven by factors like fuel costs, market demand, and competition. A fair and sustainable charging framework is essential for airports to invest in their future while maintaining economic sustainability. The statement also reinforced that airport charges are a crucial tool for investment and competitiveness in a rapidly evolving industry. The statement was published in more than 20 news publications.





# WBP Activities



Year 2024 continued to be a strong year, whereas ACI Asia-Pacific & Middle East welcomed 13 new World Business Partners to the membership. In addition to our WBP Consultative Panels which we continue to conduct on a regular basis, we have held WBP Networking, Breakfast with CEOs, and welcomed back the highly-popular Airport Tour events exclusively to our World Business Partners.

## WBP Networking Meeting

Held in conjunction with the ACI World Annual General Assembly in Riyadh, the WBP Networking meeting was attended by 30+ business partners. Mr. Andrew Perrier of Almusbah, as Asia-Pacific & Middle East Representative to the WBP Advisory Board of ACI World, welcomed the members with regional updates. WBPs had the chance to hear the current projects and outlook from airports. The meeting was followed by customised networking for attendees to engage directly with the airports.

We extend our gratitude to representatives from Bangalore International Airport; King Salman International Airport; and Matarat Holding.



## Breakfast with CEOs

The popular 'Breakfast with CEOs' offered a different setting for our World Business Partners to network and gather insights from airport executives through a panel discussion. Benefiting from WAGA, we gathered a cross-regions panel to discuss industry trends and topics. Moderated by the Chair of ACI World Business Partner Advisory Board, Ms. Tine Haas of Dornier Group, the panel consisted of Mr. Ayman Aboabah (Riyadh Airports Company); Mr. Ali Al Masrahi (Cluster2); Mr. Videh Jaipurkar (Delhi International Airport Ltd); Ms. Eleni Kaloyirou (Hermes Airports); and Ms. Mpumi Mpofu (Airports Company South Africa).



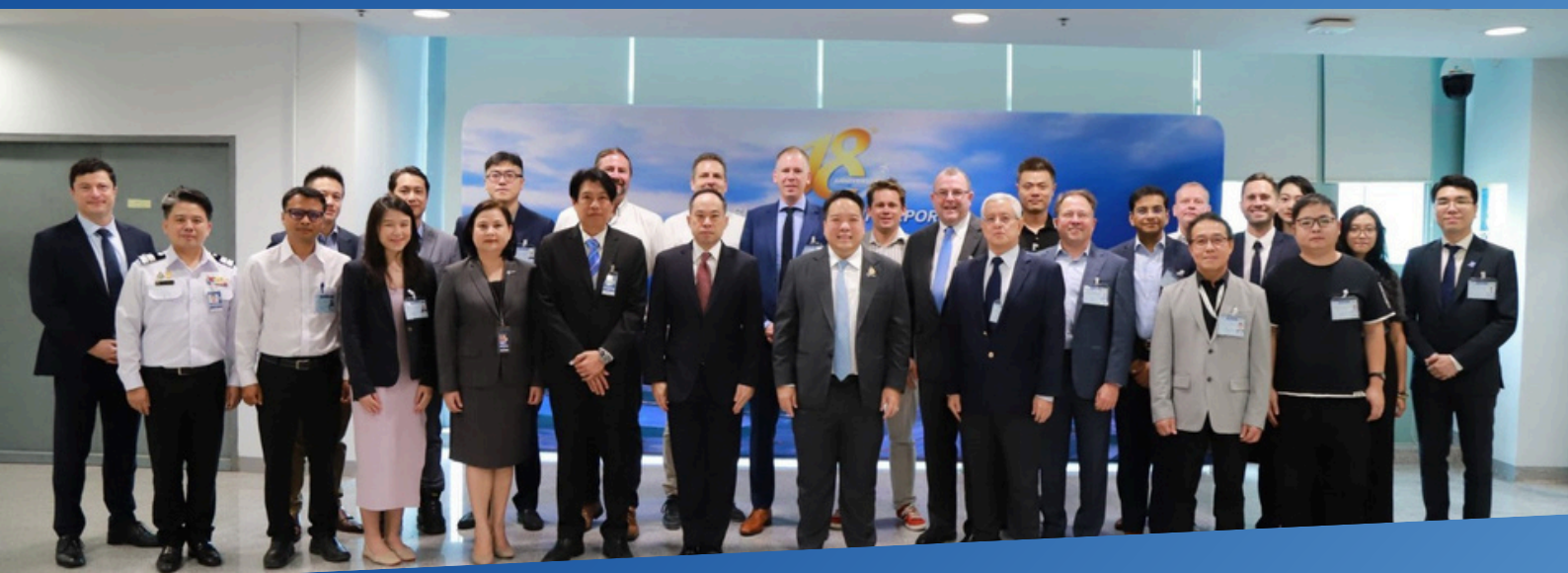


## Airport Tour

In 2024, we welcomed back our highly-popular airport tour, this edition hosted by Airports Of Thailand (AOT) took place in October. The Regional Office led a group of 22 participants representing 13 Business Partners.

The visits include Suvarnabhumi Airport, Don Mueang International Airport and Phuket International Airport. The delegation was warmly received by Dr. Kerati Kijmanawat, President of Airports of Thailand Plc., who is one of the Board Directors at ACI APAC & MID.

Over the course of three days, airport executives presented their master plans and upcoming projects at their respective airports. The airport executives also learned about the WBP's latest services and technologies, including references to where some of these solutions are already deployed in other airports across the world. During the tour, Dr. Kijmanawat presented the future development plans of Suvarnabhumi Airport as well as his vision for Airports of Thailand. It was emphasised that customer experience at the airports is the core value of the organisation and delegates were given the opportunity to witness first-hand some of the newly deployed technologies at the terminals as well as sites that are planned to be developed and for expansion.



## New World Business Partners

In 2024, ACI Asia-Pacific & Middle East welcomed thirteen new WBPs to its community:

- Customer Centric Consulting Co Pty Ltd
- IMPACT
- King Salman International Airport Development Company
- MSS Security Pty Ltd
- OneReg
- Safe365
- Shanghai Westwell Technology Co., Ltd
- Sky ICT Public Company
- Steer Davis & Gleave Limited
- TrackIT Solutions FZ LLC
- tRetail Labs
- WAISL Limited
- Watad Group Enterprises

# Airport; Affiliate; and Associate Members

Members	Country/ Region	Members	Country/ Region
Adelaide Airport Ltd	Australia	RMI Ports Authority	Marshall Islands
Brisbane Airport Corporation PTY Ltd	Australia	Pohnpei Port Authority	Micronesia
Canberra Airport	Australia	National Civil Aviation Center of Mongolia	Mongolia
Hobart International Airport Pty Ltd	Australia	Pioneer Aerodrome Services Company Ltd	Myanmar
Newcastle Airport Pty Ltd	Australia	MC-Jalux Airport Services Co., Ltd	Myanmar
Queensland Airports Ltd	Australia	Tribhuvan International Airport Civil Aviation Office, Kathmandu, Nepal	Nepal
North Queensland Airports, Cairns Airport Pty Ltd	Australia	Chambre de Commerce et d'Industrie	New Caledonia
Airport Development Group Pty	Australia	Christchurch International Airport Ltd	New Zealand
PHIA Operating Company Pty Ltd	Australia	Dunedin International Airport Ltd	New Zealand
Australia Pacific Airports Corporation Ltd	Australia	Palmerston North Airport Ltd	New Zealand
Broome International Airport Group	Australia	Wellington International Airport Ltd	New Zealand
Sydney Airport	Australia	Papa Rerangi i Puketapu Ltd	New Zealand
Perth Airport Pty Ltd	Australia	Waikato Regional Airport Ltd (WRAL)	New Zealand
Sunshine Coast Airport Pty Ltd	Australia	Auckland International Airport Ltd	New Zealand
Essendon Airport Pty Ltd	Australia	Invercargill Airport Limited	New Zealand
Bahrain Airport Company SPC	Bahrain	Nelson Airport Ltd	New Zealand
Civil Aviation Authority of Bangladesh	Bangladesh	Queenstown Airport Corporation	New Zealand
Department of Air Transport, Bhutan	Bhutan	Hawke's Bay Airport Ltd	New Zealand
Department of Civil Aviation, Brunei	Brunei	Commonwealth Ports Authority	Northern Mariana Islands
Cambodia Airports	Cambodia	Oman Airports Management Company	Oman
Beijing Daxing International Airport	China	National Airports Corporation (NAC) - PNG	Papua New Guinea
Chongqing Airport Group Co.,Ltd	China	Luzon International Premier Airport Development Corporation	Philippines
Guangdong Airport Authority	China	Mactan-Cebu International Airport Authority	Philippines
Hangzhou International Airport Co. Ltd	China	TransAire Development Holdings Corporation	Philippines
Hebei Airport Management Holding Co., Ltd	China	New NAA Infra Corp.	Philippines
Hainan Airport Infrastructure Co., Ltd.	China	Hamad International Airport	Qatar
Hunan Airport Co., Ltd Changsha Huanghua International Airport Branch	China	Korea Airports Corporation	Republic of Korea
Jiangxi Airports Group Company	China	Incheon International Airport Corporation	Republic of Korea
Jilin Province Civil Aviation Airport Corporation	China	Changi Airport Group (Singapore) Pte Ltd	Singapore
Shenyang Taoxian International Airport Co., Ltd	China	Airport & Aviation Services (Sri Lanka) Ltd	Sri Lanka
Sichuan Province Airport Group Co., Ltd	China	Airports of Thailand Public Co. Ltd	Thailand
Shenzhen Airport Co., Ltd	China	Bangkok Airways Public Company Limited	Thailand
China West Airport Group	China	Tonga Airports Ltd	Tonga
Henan Province Airport Group Co., Ltd	China	Dubai Airports	United Arab Emirates
Beijing Capital International Airport Co., Ltd	China	Fujairah - Department of Civil Aviation	United Arab Emirates
Qingdao International Airport Group Co. Ltd.	China	Sharjah Airport Authority	United Arab Emirates
Yunnan Aviation Industry Investment Group Company of Limited Liability	China	Abu Dhabi Airports	United Arab Emirates
Heilongjiang Airports Management Group Co., Ltd	China	Ras Al Khaimah International Airport	United Arab Emirates
Shanghai Airport Authority	China	Hawaii Department of Transportation	United States
Tianjin Binhai International Airport Company Ltd	China	Airports Corporation of Vietnam	Vietnam
Eastern Airports Co., Ltd	China	Van Don International Airport	Vietnam
Kaohsiung International Airport, CAA	Chinese Taipei	Israel Airports Authority	Israel
Taoyuan International Airport Corporation Ltd	Chinese Taipei	City and County of San Francisco	United States
Airport Authority Cook Islands	Cook Islands	Los Angeles World Airports	United States
Fiji Airports	Fiji	Australian Airports Association Ltd	Australia
ADT - Aéroport de Tahiti	French Polynesia	University of South Australia	Australia
A. B. Won Pat International Airport, Guam	Guam	China Civil Airports Association	China
Airport Authority Hong Kong	Hong Kong SAR	Institute of Air Transport, China Academy of Civil Aviation Science and Technology	China
Airports Authority of India	India	Civil Aviation Department - Hong Kong	Hong Kong SAR
Bangalore International Airport Ltd	India	General Authority of Civil Aviation	Kingdom of Kingdom of Saudi Arabia
Delhi International Airport Ltd	India	New Zealand Airports Association Inc.	New Zealand
GMR Hyderabad International Airport Ltd	India	Clark International Airport Corporation	Philippines
Cochin International Airport Ltd	India	The Korea Transport Institute	Republic of Korea
GMR Goa International Airport Ltd	India	Civil Aviation Authority of Singapore	Singapore
Ahmedabad International Airport Ltd	India	Air Traffic Management Research Institute	Singapore
Guwahati International Airport Limited	India	The Civil Aviation Authority of Thailand	Thailand
Jaipur International Airport Limited	India		
Lucknow International Airport Ltd	India		
Mangaluru International Airport Ltd	India		
Mumbai International Airport Ltd	India		
TRV (Kerala) International Airport Limited	India		
Kannur International Airport Ltd.	India		
PT Bandara Internasional Batam	Indonesia		
Angkasa Pura Indonesia	Indonesia		
Iran Airports & Air Navigation Company	Iran		
Imam Khomeini Airport City	Iran		
Qeshm International Airport	Iran		
Erbil International Airport	Iraq		
Central Japan International Airport Co. Ltd	Japan		
Fukuoka International Airport Co., Ltd	Japan		
Kansai Airports	Japan		
Japan Airport Terminal Co., Ltd	Japan		
Narita International Airport Corporation	Jordan		
Airport International Group	Jordan		
Jordan Airports Company PSC	Jordan		
Tibah Airports Operation Co. Ltd	Kingdom of Saudi Arabia		
Riyadh Airports Company	Kingdom of Saudi Arabia		
The Red Sea International Airport	Kingdom of Saudi Arabia		
Dammam Airports Company (DACO)	Kingdom of Saudi Arabia		
Cluster2	Kingdom of Saudi Arabia		
Jeddah Airports Company (JEDCO)	Kingdom of Saudi Arabia		
Airport Kiribati Authority	Kiribati		
CAM-Macau International Airport Co. Ltd	Macao SAR		
Malaysia Airports Holdings Berhad	Malaysia		
Maldives Airports Company Ltd	Maldives		
Addu International Airport (Pvt) Ltd	Maldives		



# World Business Partners

Members	Country/ Region	Members	Country/ Region
Airbiz Aviation Strategies Pty Ltd	Australia	ADB SAFEGATE	Malaysia
Ceventas Pty Ltd	Australia	Jurutera Minsar Consult Sdn Bhd	Malaysia
Customer Centric Consulting Co Pty Ltd	Australia	PricewaterhouseCoopers Advisory Services Sdn Bhd	Malaysia
Envirosuite Limited	Australia	Casper B.V.	Netherlands
FTI Consulting	Australia	NACO, Netherlands Airport Consultants	Netherlands
Horizon Consumer Science	Australia	Beca Ltd	New Zealand
ICM Airport Technics Australia Pty Ltd	Australia	OneReg	New Zealand
ISS Facility Services	Australia	Safe365	New Zealand
L & B Worldwide Australia Pty Ltd	Australia	Watad Group Enterprises	Qatar
Marsh Pty Ltd	Australia	King Salman International Airport Development Company	Saudi Arabia
MSS Security PTY LTD	Australia	matarat Holding	Saudi Arabia
To70 aviation Australia	Australia	NEOM	Saudi Arabia
Trade and Transport Group	Australia	Ports Projects Management & Development Co (PPMDC)	Saudi Arabia
Transoft Solutions (Australia) Pty Ltd	Australia	airsight Singapore Pte. Ltd.	Singapore
tRetail Labs	Australia	Amadeus GDS Singapore Pte Ltd	Singapore
Trident Services Australia	Australia	BOC Aviation Limited	Singapore
Western Sydney Airport	Australia	Certis CISCO Aviation Security Pte Ltd	Singapore
Feeyo Technology Co, Ltd	China	Cirium	Singapore
Huawei Technologies Co., Ltd.	China	Collins Aerospace	Singapore
Nuctech Company Ltd	China	Genetec Asia Pacific Pte Ltd	Singapore
Reconova Technologies Co. Ltd	China	Heinemann Asia Pacific Pte. Ltd	Singapore
Shanghai Westwell Technology Co., Ltd	China	IMPACT	Singapore
Strategic Planning Services, Inc. (SPS)	China	OAG Aviation Worldwide Pte Ltd	Singapore
Dyland Lianne Market Research & Consultant Co.	Chinese Taipei	Rapiscan Systems Pte. Ltd	Singapore
Sustek Ltd.	Chinese Taipei	Skyports Pte. Ltd.	Singapore
KONE	Finland	Smiths Detection (Asia Pacific) Pte. Ltd	Singapore
Envisa	France	Surbana Jurong Consultants Pte Ltd	Singapore
Fiplan GmbH	Germany	Vanderlande Industries Singapore Pte Ltd	Singapore
Frequents Orthogon GmbH	Germany	Runway Safe Sweden AB	Sweden
Materna IPS GmbH	Germany	JT International S.A.	Switzerland
Munich Airport International	Germany	Xovis	Switzerland
Wanzl GmbH & Co. KGaA	Germany	SKY ICT Public Company Ltd.	Thailand
ADP International	Hong Kong SAR	TAV Operation Services	Türkiye
AECOM Asia Company Ltd	Hong Kong SAR	TAV TECHNOLOGIES	Türkiye
Alton Aviation Consultancy	Hong Kong SAR	Almusbah	United Arab Emirates
Arup	Hong Kong SAR	NATIONAL FIREFIGHTING MANUFACTURING FZCO (NAFFCO)	United Arab Emirates
Aviation Security Company Limited	Hong Kong SAR	TrackIT Solutions FZ LLC	United Kingdom
DFS Group Ltd	Hong Kong SAR	Jacobs U.K. Ltd	United Kingdom
Hong Kong International Aviation Academy Limited	Hong Kong SAR	Steer Davis & Gleave Limited	United Kingdom
Lacle Aviation Consultants	Hong Kong SAR	Veovo	United Kingdom
McKinsey & Company	Hong Kong SAR	WTW	United Kingdom
Moodie Davitt Report Asia	Hong Kong SAR	Airport Engineering Services	United States
Paccaya Resources Ltd	Hong Kong SAR	EMMA Systems	United States
Plaza Premium Group	Hong Kong SAR	Esri	United States
TUV Rheinland (Shanghai) Co., Ltd.	Hong Kong SAR	Keiser Phillips Associates	United States
GrayMatter Software Services Pvt. Ltd	India	SITA	United States
ICF	India	Travel Sentry	United States
WAISL LIMITED	India	Cam Ranh International Terminal Joint Stock Company (CRTC)	Vietnam
YAMUNA INTERNATIONAL AIRPORT PRIVATE LIMITED	India	Da Nang International Terminal Investment and Operation JSC	Vietnam
Japan Airport Consultants, Inc.	Japan	DUY ANH TRADING JOINT STOCK COMPANY (IPP TRAVEL RETAIL)	Vietnam
NEC Corporation	Japan		
Toyo Kanetsu K.K.	Japan		
College of Technology & Aviation	Kuwait		

**134** MEMBERS IN  
**47** COUNTRIES/AREA OPERATING  
**600+** AIRPORTS

# ACI Asia-Pacific & Middle East Team

## DIRECTOR GENERAL



**Stefano BARONCI**  
Director General

## HR & FINANCE



**Ada SHIH**  
Senior Manager  
Finance



**Agnes WONG**  
Assistant to DG

## POLICY



**Iliia LIOUTOV**  
Head Economics &  
Middle East Office



**Ken LAU**  
Head  
Sustainability



**Philip KWOK**  
Senior Manager  
Economics



**Gary LEUNG**  
Senior Manager  
Security and Facilitation



**Badriyah NOORDIN**  
Senior Manager  
Safety



**Mohan Sai GURUGUBELLI**  
Manager Sustainability



**Adeeb MOBARAKI**  
Manager  
Environment



**Gidaei SHIN**  
Special Project Officer

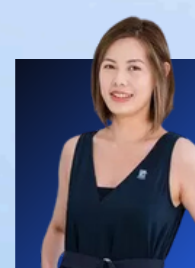
## MEMBERSHIP & EVENTS



**Simon CHICOINE**  
Head Member Services  
& Events



**Cindy CHEE**  
Senior Manager  
Events



**Connie WONG**  
Manager Events



**Jacky WONG**  
Manager  
Membership Services &  
Business Development

## MEDIA AND COMMUNICATIONS



**Ryusuke UEMURA**  
Special Project Officer



**Sunil SUBBIAH**  
Head  
Communications  
& Brand



**Abdulaziz ALSHAMMARI**  
Manager  
Communications



**Yuman LAU**  
Manager  
Communications and  
Digital Brand





### **ACI Asia-Pacific & Middle East**

Unit 606A, Tower I, K11 ATELIER 11 SKIES, 6 Sky City Road East

Hong Kong International Airport, Chek Lap Kok,

Lantau Island, Hong Kong

Tel: (852) 2180 9449

Email: [info@aci-asiapac.aero](mailto:info@aci-asiapac.aero)

Website: [www.aci-asiapac.aero](http://www.aci-asiapac.aero)

© 2025 Airports Council International Asia-Pacific & Middle East.

All rights reserved.