



2025 YEAR IN REVIEW

ACI Asia-Pacific & Middle East



TABLE OF CONTENTS

Message from the President	4
Report from the Director General	5
ACI Asia-Pacific & Middle East Board	6-7
ACI Asia-Pacific & Middle East Milestones	8
ACI Asia-Pacific & Middle East Memberships	9
ACI Asia-Pacific & Middle East in Numbers	10
Board Updates	11
Key Advocacies	12-13
Economics	14-15
Environment	16-19
Operational Safety	20-21
Security & Facilitation	22-23
Human Resources	24-25
Innovation	25
Strategic engagements across the region	26-29
Events and World Business Partners Updates	30-33
Communications & Media	34-35
Our Members and World Business Partners	36-38
Our Team	39

ACI ASIA-PACIFIC & MIDDLE EAST

The Voice of Asia-Pacific & Middle East Airports

Our Vision

Putting Asia-Pacific and Middle East airports at the forefront of global aviation by promoting environmental, social and economic development.

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.

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

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.

MESSAGE FROM THE PRESIDENT



SGK Kishore

President,
ACI Asia-Pacific & Middle East

Airports in the Asia-Pacific and Middle East regions are entering a new phase of growth. With passenger traffic expected to rise exponentially over the next 30 years-- and our region projected to account for nearly 50% of global traffic-- Asia-Pacific and the Middle East will be at the centre of global aviation growth.

As we enter this critical juncture, ACI Asia-Pacific & Middle East is focused on ensuring airports remain prepared, competitive, and future-ready. In 2025, we strengthened our vision to reflect the evolving role of airports, positioning them at the forefront of global aviation by advancing environmental, social, and economic development, and aligning our advocacy, programmes, and partnerships with long-term priorities.

At the 2nd Regional Assembly in New Delhi, members adopted a resolution to optimise existing capacity and develop new infrastructure on the ground and in the skies, while advancing decarbonisation, improving operations, easing congestion, enabling forward-looking regulation, diversifying financing, ensuring light-handed oversight, and strengthening air traffic management.

Sustainability remains central, with progress on decarbonisation through the Net Zero Roadmap pilot and a new Climate Adaptation and Resilience Study to strengthen preparedness for extreme weather. In times of crisis, the industry also demonstrated solidarity, mobilizing support and contributing US\$50,000 following the Myanmar earthquake—reflecting its commitment to communities in need.

Building on our Board's commitment to air connectivity, we introduced the first-ever Connectivity Conference Rankings, recognizing airports that have made significant efforts to improve connectivity.

As we moved into 2026, the operating environment became increasingly complex, particularly in the Middle East. Despite this, airports across the region have demonstrated strong professionalism and resilience, working closely with industry stakeholders and authorities to adapt quickly while maintaining a clear focus on safety, security, and the travelling public.

As we look ahead, ACI Asia-Pacific & Middle East will continue to deliver value to our members through advocacy, capacity-building, and technical expertise to further strengthen airports as engines of economic and social development.

REPORT FROM THE DIRECTOR GENERAL



Stefano Baronci

Director General,
ACI Asia-Pacific & Middle East

In 2025, our focus was on strengthening the policy environment, connectivity, and long-term development of airports across the region. Through research, industry engagement, and advocacy, we continued to provide members with practical insights, data, and opportunities to exchange experiences and address common challenges.

The year opened with the Middle East Airport Competitiveness Study, highlighting liberalisation, regulatory flexibility, and modernised governance, alongside a CEO workshop in Abu Dhabi to identify practical measures. Air connectivity remained a priority, with the inaugural Conference and Awards in Shanghai fostering dialogue and recognising top-performing airports. We also launched a 10-year CAPEX assessment, identifying around US\$240 billion in planned investments to support evidence-based infrastructure planning across the region.

A key capacity-building milestone was the second Airport Day in Auckland, which convened nearly 75 participants from 13 Pacific countries, representing about 80% of the region's airports, to strengthen resilience and operational performance, with a focus on environment, safety, and security.

Sustainability efforts also advanced through the Net Zero Roadmap programme, working with three airports to establish a road map to achieve net zero goals. In parallel, the Climate Adaptation and Resilience Study, involving more than 60 operators representing 224 airports, will provide practical tools to address climate risks.

Several ACI APAC & MID policy recommendations were also endorsed at the ICAO DGCA Conference in Sendai, reinforcing the association's role in representing airport interests on aerodrome standards, climate resilience, aviation security, and barriers to air travel.

Just as the industry approached cruising altitude, it encountered fresh turbulence in 2026, driven by geopolitical tensions in the Middle East, resulting in connectivity disruptions and wider economic pressures. Yet airports across the region have shown remarkable resilience and adaptability. The commitment of airport staff deserves appreciation for ensuring business continuity under uncertainty.

ACI APAC & MID remain committed to working with members, regulators, and stakeholders to safeguard operations and sustain connectivity.

ACI ASIA-PACIFIC & MIDDLE EAST BOARD

Served in 2025

Officers



SGK KISHORE
President
Executive Director & CIO,
GMR Hyderabad
International Airport Limited
& GMR Airports, India



FRED LAM
Second Vice President
Chairman,
Airport Authority
Hong Kong,
Hong Kong SAR



AKIHIKO TAMURA
Second Vice President
Senior Executive Advisor,
Narita International Airport
Corporation,
Japan



GERT-JAN DE GRAFF
Secretary Treasurer
CEO,
Brisbane Airport Corporation
PTY Limited,
Australia



EMMANUEL MENANTEAU
Past President
Board Director,
Cambodia Airports,
Cambodia

Board Directors



H.E. ALI SALIM ALMIDFA
Chairman,
Sharjah Airport Authority,
U.A.E.



AYMAN A. M ABOABAH
CEO,
Riyadh Airports Company,
Kingdom of Saudi Arabia



CARRIE HURIHANGANUI
CEO,
Auckland International Airport
Limited, New Zealand



CHEOK KUAN KAN
Executive Director,
Macau International Airport,
Macau



CYRIL GIROT
CEO,
Cambodia Airports,
Cambodia



NGUYEN DUC HUNG
Deputy General Director,
Airports Corporation of Vietnam,
Vietnam



HAG JAE LEE
President & CEO,
Incheon International Airport
Corporation,
Republic of Korea



KUN SONG
Chairman of Board,
Beijing Capital International Airport
Company Limited & Capital Airport
Holding Company,
China

Board Directors



LORIE ARGUS
CEO,
Australia Pacific Airports,
Australia



DATO' MOHD IZANI GHANI
MD,
Malaysia Airports Holding Berhad,
Malaysia



NICOLAS DEVILLER
CEO,
Airport International Group,
Jordan



PAWEENA JARIYATHITIPONG
President,
Airports of Thailand,
Thailand



VIDEH KUMAR JAIPURIAR
CEO,
Delhi International Airport,
India



YOSHIYUKI YAMAYA
Representative Director
& CEO,
Kansai Airports,
Japan



YAM KUM WENG
CEO,
Changi Airport Group,
Singapore



YUN QIN
Official Representative,
Shanghai Airport Authority,
China

Special Advisor



SARAH SAMUEL
(World Business Partner)
Senior Vice President,
ICM Airport Technics
(an Amadeus subsidiary), Australia



**TAN SRI BASHIR AHMAD
ABDUL MAJID**
CEO,
GMR Airports Limited,
India

Board Members who Served Until 2025



MOHAMED YOUSIF AL BINFALAH
Secretary Treasurer
CEO,
Bahrain International Airport,
Bahrain



CHANG YI WANG
Board Director
Chairman,
Capital Airports Holding Company,
China



KERATI KIJMANAWAT
Board Director
President,
Airports of Thailand,
Thailand



ELENA SORLINI
Board Director
MD & CEO,
Abu Dhabi Airports,
UAE

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 pilot
- 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 CO₂ (-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.

2025

- Launched Air Connectivity Conference and Awards.
- Launched a 10-year capital expenditure assessment for key airports in the region.
- Delivered the Net Zero Roadmap programme across Riyadh, Bahrain, Mactan-Cebu International Airports

ACI ASIA-PACIFIC & MIDDLE EAST MEMBERSHIPS

131

**Regular
Airport members**

600+

Airports operated

44

Countries / Areas

114

World Business Partners

Numbers are collected as of December 2025

ACI ASIA-PACIFIC & MIDDLE EAST IN NUMBERS



115

Airports under Airport Carbon Accreditation

23

Airports pledged to achieve net zero emissions by 2050



3

Airports joined the pilot project for Net Zero Roadmap



39

Airports recognised for Airport Service Quality

29K+

Social media engagements

3.4 Billion

Passengers in Asia-Pacific 440 million
passengers in Middle East

BOARD UPDATES

The Board of ACI Asia-Pacific & Middle East convened twice in 2025, in New Delhi and Busan.

Resolution Adopted at Delhi Assembly

At the 2nd ACI Asia-Pacific & Middle East Regional Assembly of Airport Members in New Delhi, airport leaders from both Asia-Pacific and Middle East regions came together to take decisive action for the future of aviation.

A landmark resolution was adopted to optimise existing capacity and accelerate the development of next-generation infrastructure — both on the ground and in the skies.

Recognising airports as engines of socio-economic growth, this commitment reflects the vital role Asia-Pacific and the Middle East play, representing 58% of the global aviation market and home to 9 of the world's 10 fastest-growing aviation markets.

Airports across the region are not just preparing for growth — they are committed to leading it with responsibility, sustainability, and a greater focus on innovation.



Board meeting held in Busan, Republic of Korea

At the Board meeting held in Busan, Republic of Korea in November 2025. Chaired by SGK Kishore, President of ACI APAC & MID, the Board reviewed our activities and expressed appreciation for our work, which continue to deliver positive outcomes for members. It also discussed the successful initiatives for 2025 and forward-looking projects for 2026, centred on the theme of airports as engines of socio-economic growth.



With focus on strategic objectives aligned with member priorities, the Board also addressed various topics, including airport charges, pressing need for modernising slot allocation processes, climate adaptation and emerging travel trends.

Support Our Community

The airport community stood united in supporting relief efforts in Myanmar following the recent devastating earthquake. The airports of Asia-Pacific and Middle East supported the contribution of US\$50,000 to Airlink, Inc., a disaster logistics non-profit organisation, to aid in the delivery of critical relief supplies and support affected communities.



A ceremonial cheque was presented by SGK Kishore, President of ACI Asia-Pacific & Middle East, and Stefano Baronci, Director General, ACI Asia-Pacific & Middle East, in the presence of the Vumlunmang Vualnam, Secretary, Civil Aviation, Ministry of Civil Aviation, Government of India, in May 2025. We extend our sincere gratitude to our members for their commitment to humanitarian action and solidarity in times of need.

KEY ADVOCACIES



ECONOMICS



ENVIRONMENT



OPERATIONAL SAFETY



SECURITY & FACILITATION



HUMAN RESOURCES



ECONOMICS

Traffic Performance Context (YTD 2025 vs YTD 2024)

Against a broadly supportive demand backdrop, both Asia-Pacific and the Middle East regions recorded solid year-to-date growth in 2025. Based on YTD estimates for October 2025, passenger volumes rose by +4.9 percent in APAC and by +6.5 percent in MID. Cargo performance was more varied, with APAC up by +5.2 percent and MID up by a modest +1.8 percent. Aircraft movements increased by +1.8 percent in APAC and by +6.5 percent in MID, underscoring the Middle East’s continued capacity deployment and network expansion momentum.

Connectivity Study – Third Edition and Connectivity Conference in Shanghai

The third edition of the Air Connectivity Study marked a further maturation of our analytical toolkit, refining how we capture network quality, frequency depth, and hub intensity across markets at different stages of maturity. The inaugural ACI Asia-Pacific & Middle East Connectivity Conference 2025, held in Shanghai, translated findings into an applied policy and strategy dialogue under the theme “Winning Strategies for Connectivity in a Competitive Era,” convening airports, authorities, and industry partners around the practical levers that sustain and expand connectivity.

Policy Leadership – Pre-Funding of Airport Infrastructure

A major milestone was the development of policy paper on pre-funding of airport infrastructure, which articulated the economic logic of forward-looking capital recovery in a manner that is rigorous yet deployable in stakeholder dialogue. The paper clarified how pre-funding can reduce financing risk, stabilise long-term user charges, and support intergenerational equity; it also strengthened the conceptual bridge between investment timing, capacity outcomes, and the cost of capital.

Monitoring of Airfares vs Airport Charges

In 2025, we continued monitoring of airfare dynamics relative to airport charges, addressing recurring claims regarding cost pressures and pass-through. The analytical focus remained on preserving clarity in public discourse: disentangling airline commercial pricing behaviour from airport cost recovery and ensuring that infrastructure financing advocacy remains evidence-led, consistent, and credible.

GCC Aviation Integration and Regulatory Harmonisation

The Department continued advancing analytical inputs related to enhanced aviation market integration within the GCC, including risk framing and airport-level impact considerations. The policy logic remained anchored in measurable economic gains from harmonisation initiatives, including facilitation improvements, interoperability measures, and more integrated market outcomes, with connectivity positioned as both an aviation objective and a broader competitiveness instrument.



2025 Air Connectivity Report Asia-Pacific and Middle East

Competitiveness of Middle East Airports – Study Delivery and CEO Workshop

The “Competitiveness of Middle East Airports” workstream culminated in a structured analytical framework linking competitiveness drivers to measurable outcomes, supporting both benchmarking and policy dialogue. Importantly, the year began with a high-level workshop for Middle East airport CEOs and key industry leaders, convened to shape the agenda and align priorities for the competitiveness work. With representation covering over 90 percent of the region’s air traffic, discussions focused on liberalization, sustainability, technological innovation, and policy streamlining as enabling conditions for durable competitiveness, setting a practical tone that informed the subsequent analytical direction of the study.



CAPEX Needs Assessment – Foundations for the 2026 Study

The year included substantial groundwork for a landmark long-term CAPEX needs study for 2026 and beyond. An in-house study was conducted in early 2025 to get an overall sense of CAPEX needs at major airports, pointing to the USD 240 billion in the next ten years. It was decided to further continue the study at a more comprehensive, in-depth level and longer time horizon. Conceptually, the preparatory phase advanced a dual-axis CAPEX taxonomy, clarified allocation rules for enabling investments (digital, sustainability, resilience), and began to frame financing gaps in a disciplined manner, including early reflections on risk-adjusted returns and WACC–ROIC dynamics.

Travel Retail and Passenger Behaviour Study

In collaboration with Steer and Auran, we advanced a forward-looking study on travel retail economics and passenger behavioural change. The work moved beyond recovery tracking and examined structural shifts in passenger engagement, generational spending patterns, and the evolving economics of non-aeronautical revenues. This agenda is strategically important for airports facing binding CAPEX needs and tighter aeronautical yield constraints, where commercial performance increasingly determines financial resilience and investment headroom.

ICAO-Related Engagement and Global Policy Alignment

Throughout 2025, the Department contributed to ICAO-related discussions where airport economics, capacity planning, and infrastructure financing intersect with global policy frameworks. The emphasis remained on ensuring that regional positions are coherent, technically defensible, and aligned with established principles on cost recovery and long-term sustainability, while also supporting emerging work on long-term airport capacity vision and the wider policy narrative around infrastructure delivery.



Regional Economics Committee and Governance Engagement

Two Regional Economics Committee meetings were held in Shanghai and Bahrain. Discussions moved beyond cyclical recovery narratives to focus on structural capacity constraints, financing models, inflation dynamics, and long-term infrastructure sustainability. The Shanghai session, in particular, sharpened the collective position that Asia's core challenge is capacity constraints at major gateways, which builds a coherent foundation for subsequent policy direction.





ENVIRONMENT

In 2025, ACI Asia-Pacific & Middle East advanced into the implementation phase of new initiatives, notably the Net Zero Roadmap and the Climate Adaptation Approach study for APAC & MID airports. These projects are designed to support airports in addressing and mitigating the impacts of climate change and ensure airports sustainability.

Regional Environment Committee (REC)

ACI APAC & MID's Regional Environment Committee continued to expand, with more airport representatives growing to 37 airport members from 20 countries. The Committee collectively promotes best practice sharing and addresses airport environmental issues through both in-person and online discussions. During the year, the Committee focused on critical review of the Study on Climate Adaptation Approach for APAC & MID Airports and Net Zero Roadmap project. The members also explored the role of Carbon Dioxide Removal technologies and practical options for airport application.

Airport Carbon Accreditation

Across the Asia-Pacific and Middle East, airports continued to advance along credible pathways toward net zero carbon emissions, reflecting a growing shift from ambition to implementation. In parallel, ACI APAC & MID intensified the advocacy efforts for airport decarbonisation through sustained engagement with key international and regional stakeholders, including International Civil Aviation Organization regional office, Association of Southeast Asian Nations, China Civil Airports Association, the Asian Infrastructure Investment Bank, the World Bank, and national authorities across Asia-Pacific and the Middle East, reinforcing airports' role in driving the global aviation decarbonisation agenda.

2024-2025

Airports in Asia-Pacific & Middle East under *Airport Carbon Accreditation* have reduced **357,605** tonnes of CO_{2e}.
This is equivalent to producing about **89,600** tonnes of chocolate

airport carbon accreditation | ACI AIRPORTS COUNCIL INTERNATIONAL | www.airportcarbonaccreditation.org

Airports across the Asia-Pacific and Middle East regions continued to demonstrate strong leadership in sustainability, with the number of Airport Carbon Accreditation accredited airports increasing from 91 to 98. Of these, 4 airports progressed to the highest level (Level 5), reflecting their commitment to climate objectives. They are Hyderabad Airport, Adelaide Airport, Parafield Airport, and Mumbai International Airport achieving top tier of the accreditation, underscoring their dedication to achieving net zero emissions. Level 5 certification recognises airports that have achieved and sustained a net zero carbon balance for Scope 1 and 2 emissions, while strengthening their efforts to map, influence, and report on Scope 3 emissions. These achievements highlight the region's continued commitment to sustainable aviation and its role in advancing global progress toward net zero carbon goals.



Net Zero Roadmap

To support airports in advancing toward decarbonisation, the on-demand Net Zero Roadmap programme was conducted as a pilot to enable the development of tailored, long-term net zero strategies. The inaugural pilot phase has progressed strongly, with King Khalid International Airport, Mactan-Cebu International Airport, and Bahrain International Airport reaching the final reporting stage of their respective milestone. Across the three airports, comprehensive gap assessments and on-site reviews have been completed, emission sources have been mapped and coordinated action plans are being consolidated into long-term net zero roadmaps, with final deliverables scheduled between late 2025 and early 2026. This pilot phase demonstrates the practical value of the Net Zero Roadmap in supporting airports across the Asia-Pacific and Middle East regions in translating climate commitments into structured, actionable strategies. ACI APAC & MID is set to leverage lessons learnt from pilots to improve the programme and aim for full scale at the next ACI APAC & MID Assembly in Bangkok.



APEX in Environment

The Airport Excellence (APEX) in Environment review was successfully conducted at King Abdulaziz International Airport from 16-20 February 2025, hosted by Jeddah Airports Company, marking the Middle East region's first APEX review dedicated to environmental sustainability. Delivered in collaboration with environmental experts from Queen Alia International Airport, Athens International Airport, Helsinki Airport, and ACI APAC & MID, the on-site review assessed environmental performance, regulatory compliance, risks, and improvement opportunities.

Through the exchange of global best practices, the programme delivered tailored recommendations aligned with the airport's scale and operations, supporting the enhancement of environmental management systems, infrastructure, and long-term sustainability outcomes across critical environmental domains.



Green Airports Recognition

The Green Airports Recognition (GAR) continued to make strong impact promoting environmental best practices to minimise aviation's environmental footprint, and by recognising airport members' outstanding accomplishments.

The ninth edition of GAR, themed "Sustainable Energy at Airports", honoured Singapore Changi Airport, Kansai Airport, Christchurch International Airport, and Hubballi Airport recognised with Platinum Award. These airports were recognised for their innovative environmental sustainability initiatives to promote solar energy generation and sustainable aviation fuel, collectively contributing to carbon emission reductions and advancing decarbonisation efforts. A complimentary publication on Green Airports Recognition 2025 was launched to showcase the outstanding projects, ranging from Solar Power Generation, Solar Power Purchase Agreements (PPA) Procurement, Sustainable Ground Operations, Sustainable Aviation Fuel (SAF) initiatives, Net Zero Strategies, Green & Zero-Energy Buildings, and Energy Optimisation Initiatives.

In response to the growing requests from member airports for guidance on climate resilience, ACI APAC & MID initiated the Study on Climate Adaptation Approach to provide climate risk assessment guidelines and tools. Building on this work, and with the endorsement of the Regional Environment Committee (REC), the theme for Green Airports Recognition 2026 has been selected as Climate Change Adaptation.



ACA Mentorship Programme

The ACA mentorship programme, a voluntary framework designed to assist airports overcome the Airport Carbon Accreditation obstacles when entering the ACA programme or while applying for a higher level of accreditation. This programme aims to encourage peer support by providing a framework, outlining that identifies where guidance and information sharing can be useful and helping airports' "pair up" with experienced peers by creating and maintaining a pool of potential mentors. To date, 9 airport pairs have been matched, and these airports have successfully entered Airport Carbon Accreditation or upgraded to higher level.

ACA Incentive Programme

In 2025, the Board of ACI APAC & MID has approved the concept for ACA Incentive Programme, a targeted initiative designed to support small, non-accredited airports in developing economies to achieve their first Airport Carbon Accreditation (ACA). This should provide selected airports with assistance to attain ACA Level 1, aiming to strengthen regional progress toward inclusive and scalable airport decarbonisation.



Study on Climate Change Adaptation Approach for APAC & MID Airports

In 2025, marking a significant step toward safeguarding the region's aviation infrastructure against cascading climate risks, ACI APAC & MID, in collaboration with AECOM, successfully advanced the 'Study on Climate Adaptation Approach' throughout 2025. This member-driven initiative produced a robust suite of sector-specific resources, including the Climate Risk Assessment Guideline, the Maturity Check Tool, and the Climate Risk Assessment Tool designed to help airports benchmark their readiness and align with global reporting standards. The study witnessed extensive engagement, with 60 airport operators registering interest and 47 airports from 20 countries participating in the study. Preliminary findings from the climate maturity tool revealed a pivotal insight: climate maturity is not correlated with airport size, underscoring the urgent need for adaptive frameworks across all operational scales.

A focused group of 17 airports are currently refining the climate risk assessment tool. Backed by the unanimous endorsement of the Regional Environment Committee, the project is on track to deliver its Final Report and Monitoring Dashboard in Q1 2026, establishing a standardised approach for climate resilience across the Asia-Pacific and Middle East.

Biennial Environment Survey 2025 for APAC & MID Airports

The Biennial Environmental Survey 2025 set a benchmark for regional engagement, with participation of 115 airports across 24 countries. The 2025 edition expanded its scope to include Sustainable Aviation Fuel (SAF) and established 'Climate Adaptation' as the eleventh core environmental aspect. Preliminary results as of 2025, highlight a maturing industry: 77% of responding airports now enforce a written environmental policy, while the number of airports obtaining ESG ratings has doubled since the previous cycle. Notably, Climate Change Adaptation was identified as the top emerging sustainability issue by 66% of respondents, overtaking other priorities and underscoring the region's urgent shift towards operational resilience.





OPERATIONAL SAFETY

Safety Recognition Award – Promote Innovation in Safety

In April 2025, the Safety Recognition Awards celebrated outstanding initiatives under the theme “Airport Safety Promotion”. Dubai Airports received the Diamond Award; Kempegowda International Airport was honored with the Gold Award, and Narita International Airport earned the Silver Award.



The airports demonstrated innovative and practical approaches to advancing safety culture and operational excellence across airport environments. Entries were rigorously evaluated by a distinguished panel comprising the Regional Directors of the International Civil Aviation Organization (Asia-Pacific and the Middle East) and the Director General of ACI Asia-Pacific & Middle East.

Enhancing Operational Safety Through Guidance and Best Practices

The dedicated efforts of the safety experts in the Regional Operational Safety Committee (ROSC) continued to strengthen safety standards across the region through the development of practical, easy-to-understand guidance materials. By translating technical expertise into clear and accessible resources, the Committee supported airports in effectively addressing operational risks and enhancing day-to-day safety management.

In 2025 the Committee drafted and published four guidelines on:



These publications reflect the Committee’s commitment to promoting a strong safety culture and promoting harmonised best practices among member airports.

Strengthening Regional Collaboration Through Strategic Industry Partnerships

ACIAPAC & MID continued to strengthen its strategic partnership with the International Civil Aviation Organization (ICAO) in Asia-Pacific and the Middle East. Through collaboration with States and industry stakeholders, the Regional Office advanced a coordinated approach to safety and operational excellence.

During the year, ACI APAC & MID delivered a range of joint projects with ICAO, National Civil Aviation Authorities States, and other industry organisations, including CANSO, IATA, and airsight.

The following projects were completed in collaboration with these partners:

- ICAO Safety Management Seminar – Panel speaker: Safety Intelligence Development, Learning Culture & Informed Culture;
- Workshop on Transposition of Annex 14 SARPs into National Aerodrome Standards – Moderator - Safety Risk Assessment/ Aeronautical Studies (From State Regulator’s Perspective) session.
- ICAO Middle East 7th Meeting of Aerodrome Safety Planning Implementation Group (ASPIG/7) - presented three (3) papers; Transposition of Annex 14 SARPs, Alphanumeric Callsigns, ACR – PCR Implementation in the Asia-Pacific Region.
- Workshop Wildlife Hazard Management - Moderator Preface to the Global and National Aviation Hazard Management: Need of Perspective Changes Transforming Approaches to Wildlife Hazard Management in Aerodrome Operations Co-existence with Wildlife, WHMP and Its Importance

Safety Webinar

- In July and October 2025, a Safety Webinar – Amendment to Annex 14 Obstacle Limitation Surface (OLS) was organised in collaboration with air sight, a world business partner and ICAO Middle East. The webinar focusses on providing clarity on expected changes and insights towards preparation for the implementation by 21 November 2030. The webinar attended by more than 200 participants from all regions of ACI.



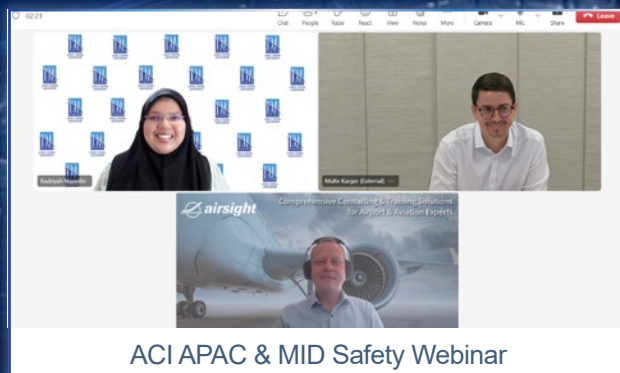
ICAO APAC Safety Management Seminar



ICAO APAC Wildlife Hazard Management Workshop and Meeting



ICAO MID Aerodrome Safety Planning Implementation Group Meeting



ACI APAC & MID Safety Webinar



AVIATION SECURITY & FACILITATION

ACI APAC & MID sees aviation security as one of its key priorities, with a goal to assist airports in the region in enhancing their security standards. Throughout 2025, the regional office played a crucial role by facilitating a platform for airports to share best practices and address key issues related to aviation security. One significant avenue for these discussions was the ACI Asia-Pacific & Middle East Regional Aviation Security Committee (RASC), a technical group that has expanded over the years with 44 official airport members.

This year, the RASC held two meetings in May in Delhi and in November in Singapore both of which saw record-breaking attendance from airports and World Business Partners (WBP). This high turnout underscores the importance of advancing aviation security in the region.



35th ACI APAC & MID RASC meeting in Singapore



Ms. Emma Boulby finishes her 2-year term as the Chair of the RASC at the end of 2025

During the meetings, several pressing issues were discussed, including the screening of lithium batteries in hold baggage, quality control in security processes, rising security threats in air cargo, the implementation of one-stop security, and evolving human factors in security. The committee also took the opportunity to finalize the work plan for 2026, outlining its framework and objectives for the upcoming year.

By doing so, future airport operations can be more effective, cost-efficient, and resilient, reducing the need for disruptive retrofits. Additionally, ACI APAC & MID have extensively advocated for state regulators to adopt a balanced approach to technology deployment at airports, cautioning against prioritizing checkpoint technologies at the expense of other critical security areas, which are vital for overall security and efficiency.



34th ACI APAC & MID RASC meeting in Delhi

Furthermore, ACI APAC & MID participated in several ICAO regional forums to share airports' priorities and challenges in airport security operations, including compliance to national regulations, addressing cyber and insider threats as well as smart technology implementation. Notable events included the inaugural Seminar on Aviation Cybersecurity in Bangkok and the Awareness Seminar on the Global Aviation Security Plan (GASeP) in Cairo hosted by the ICAO APAC and ICAO MID office respectively.

In addition, there will be a leadership transition within the committee next year. Mr. Nuno Sampaio Nunes from Macau Airport, the current Vice-Chair, will succeed Ms. Emma Boulby from Adelaide Airport as the new Chair of the RASC for the period from 2026 to 2027.



13th ICAO APAC Regional Aviation Security Coordination Forum in Singapore

ACI APAC & MID remains dedicated to advocating for improved international security policies and regulations that benefit airports. For example, a working paper was submitted to the 13th ICAO APAC Regional Aviation Security Coordination Forum (RASCF-APAC/13) to call for State regulators to work closely with airports to ensure security considerations are integrated into the upfront design of new airport infrastructure.



Inaugural ICAO APAC Regional Seminar on Aviation Cybersecurity in Bangkok



ACI APAC & MID at the AAPA's security meeting for airlines in Kuala Lumpur

Apart from advocacy, capacity building is a key priority for the region. A 3-hour workshop on aviation security was conducted as part of the agenda of the ACI Airport Day in Auckland, New Zealand in September. The workshop was specially designed for small and regional airports and well attended by over 60 participants from the airports in New Zealand and the Pacific Islands.

ACI APAC & MID remains dedicated to advocating for improved international security policies and regulations that benefit airports. For example, a working paper was submitted to the 13th ICAO APAC Regional Aviation Security Coordination Forum (RASCF-APAC/13) to call for State regulators.

Also, throughout 2025, ACI APAC & MID collaborated with various regional associations to assist small and less developed airports to improve security. For example, the regional office engaged with European Civil Aviation Conference (ECAC), the Arab Civil Aviation Organization (ACAO) and the African Civil Aviation Commission (AFCAC) in organizing technical workshops in Riyadh, Morocco and Colombo over the year. These three workshops in total attracted over 300 security professionals from state regulators, airports, airlines, and other stakeholders.



2025 Global Aviation Security Seminar hosted by Incheon Airport in Seoul

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 2025 Global Aviation Security Seminar, hosted by Incheon International Airport Corporation (IIAC) in November in Seoul, to share insights on the future trends of aviation security development and ways in addressing current challenges in operations. The seminar saw participation from over 100 participants from government bodies, airports, academia, and airlines.



ICAO MID Awareness Seminar on the Global Aviation Security Plan in Cairo

In the area of facilitation, ACI APAC & MID is dedicated to helping airports optimise passenger processing and advocating with pertinent government agencies to enhance passenger facilitation at both national and regional levels. During the inaugural ICAO Regional Facilitation Forum in Ulaanbaatar, the regional office emphasized the growing adoption of automated technologies across various airport touchpoints, aiming to create a more seamless and stress-free travel experience. It was also underscored that effective collaboration among all stakeholders in the ecosystem—including airports, airlines, and immigration authorities—is essential for delivering a seamless end-to-end travel experience.

Moreover, for the first time ever, the regional office was invited as a guest speaker to the security committee meeting of the Association of Asia Pacific Airlines (AAPA) in Kuala Lumpur to share airports' security priorities to the airline community. The two associations agreed to collaborate further in 2027 to advocate topics that are of common interest to both airports and airlines at the regional level.



ACI's engagement in capacity building workshops organized by ECAC, ACAO and AFCAC in Riyadh and Colombo



ICAO APAC Regional Facilitation Forum in Ulaanbaatar



HUMAN RESOURCES

In 2025, the ACI Asia-Pacific & Middle East Human Resources Committee advanced its mission to strengthen people development across the airport community. As the aviation industry continued its transformation, the Committee centred its first gathering in New Delhi on employee experience and wellness under the theme “Employee Experience: To grow and glow for great performance,” affirming the importance of a differentiated employee journey to airport excellence. The deliberations examined contemporary performance management trends. Members reflected on evolving evaluation practices, with a shift away from rigid bell curve distributions towards more holistic, evidence-based assessments aligned with broader HR processes.

Employee wellness remained a critical priority, particularly fatigue management in the airport environment and the role of HR in recognising “functional” or “smiling” depression and fostering psychologically safe, flourishing workplaces.

At the 2nd meeting in Busan, the Committee examined AI’s growing role in HR management, especially personnel selection across industries like aviation, where tools streamline screening and predict performance for greater efficiency. While offering consistency, AI risks bias and ethical issues, lacking guaranteed validity. It highlights pitfalls from real-world cases, urging rigorous evaluation, validity testing, transparency, and alignment with science to responsibly complement human judgment in HR decisions.

Key initiatives included knowledge sharing on future ready skills, leadership development, digital HR transformation, and collaboration with regional airports and partners on diversity, equity, and inclusion. Looking ahead, the Committee remains committed to innovative HR strategies that ensure airports are not only centres of connectivity but also vibrant, sustainable workplaces.



Committee Leadership

ACI APAC & MID is pleased to announce the new leadership elected for the Regional Human Resources Committee. Mr. Tim Yuanhung Ting, Director of Human Resources at Taoyuan International Airport Corporation, has been appointed as Chair. Joining him are Ms. Hwai Kar Goh, Senior Vice President of People Services & Rewards at Changi Airport Group, as First Vice Chair, and Mr. Nasser Alqahtani, Executive Vice President of Human Capital at Cluster2 Airports Company, as Second Vice Chair. Their collective expertise and leadership will further strengthen the committee’s efforts in advancing HR excellence and collaboration across the region’s airport community.

Strategic Organisational Survey

During the year, ACI APAC & MID Human Resources Committee launched a comprehensive benchmarking survey aimed at gaining high-level insights into the organisational design, operating models, and performance indicators of airport organisations across the region. This initiative marked an important step toward fostering shared learning and continuous improvement within the airport HR community.

Through this collaborative effort, participating airports were able to exchange knowledge, compare key practices, and explore innovative strategies that contribute to enhanced operational efficiency and organisational effectiveness. The survey not only served as a benchmarking tool but also as a strategic resource, enabling airports to assess their structures and outcomes against industry peers and global standards.

The findings from this initiative provided valuable perspectives on trends, success factors, and opportunities for growth in areas such as workforce optimisation, leadership development, employee engagement, and organisational performance. By sharing these insights, the committee helped advance a culture of continuous improvement and collaboration, strengthening human capital and supporting airports in their mission to deliver safe, sustainable, and high-performing operations throughout the region.

Young Executive Awards

Mr. Naga Satyanarayana Vattipalli of Bangalore International Airport Limited, operator of Kempegowda International Airport Bengaluru, has been adjudged as the ACI Asia-Pacific & Middle East Young Executive Award 2025. The topic of this year's programme is "How Artificial Intelligence will Transform Airports and Customer Experience."

Mr. Vattipalli received the honour at the ACI Asia-Pacific & Middle East Assembly, Conference and Exhibition in New Delhi. In his award-winning paper, he explored the opportunities and challenges associated with airports adopting Artificial Intelligence and related technologies to improve the overall passenger experience and regulatory and ethical considerations, sustainability, and environmental impact.

The panel of judges also awarded Honourable Mention to Mr. Patrick Su from Airport Authority Hong Kong for his research paper entitled "Revolutionising Aviation: The Impact of Artificial Intelligence on Airports and Passenger Experience." His research paper examines the impact of AI on airports and customer experiences.

INNOVATION

Airports Innovate – Pre-Conference Workshop

ACI Asia-Pacific & Middle East and ACI EUROPE jointly organised a pre-conference workshop at the Airports Innovate event in Busan, Republic of Korea in November. The full-day workshop, scheduled on 25 November 2025, focused on essential topics around innovation that included enterprise (airport) 3.0, opportunities and risks of artificial intelligence, autonomous vehicles, robot technologies in airport operations and smart data processing. The agenda of the day included a series of inspiring presentations, panels sessions and breakout group discussions that enabled participants to network and share their experiences.

The workshop was designed to be an interactive and inclusive platform that brings together airport industry professionals, technology providers, regulators, and other stakeholders from different regions. The workshop welcomed hub airports that are successful in the innovation front to share their experiences, but at the same time, encouraged small and emerging airports that are aspired to technological advancements to seek recommendations in addressing their challenges.

The workshop saw over 100 participants from Asia-Pacific, Middle East, Europe and North America, and included experts from airports, start-ups and consultants.



STRATEGIC ENGAGEMENTS ACROSS THE REGION

Airport CEOs Competitiveness Workshop

"Enhancing Airport Competitiveness in the Middle East" | 23 January, Abu Dhabi U.A.E

ACI APAC & MID delivered a study examining the competitiveness of Middle East airports on the 23 January 2025 in Abu Dhabi, U.A.E., setting out priorities to strengthen the region's global position. Key recommendations focused on air service liberalisation, greater regulatory flexibility, targeted tourism investment, and the modernisation of airport operations and governance frameworks. To translate insights into action, ACI APAC & MID convened a high-level CEO workshop in Abu Dhabi, bringing together leaders of major Middle East airports to collectively identify policy, regulatory, and operational levers to enhance competitiveness.



High-level Meetings at a Ministerial Level

3rd Regional Aviation Ministers Meeting | 19-21 March, Fiji 

Our Director General Stefano Baronci had the honour of representing our airport members at the 3rd Regional Aviation Ministers meeting in Fiji and contributing to the Suva Declaration. Addressing the critical issues for the sustainable development of aviation in the Pacific Islands, he urged the Honourable Ministers and authorities to:

- Develop comprehensive national and regional strategies for air connectivity by collaborating with key aviation stakeholders, including airport operators
- Liberalisation of aviation policies to enable market access and competition.
- Collaborate with ACI APAC & MID to implement tailored solutions to the region for capacity building across the aviation value chain, such as in the case of the APEX in security successfully delivered for Fiji Airports Company in 2024
- Partner on technological advancements in security and safety, incentivising digital systems, emerging technologies, and AI.
- Support the ACI Airport Carbon Accreditation programme, the only global standard for carbon management at airports.

ACI APAC & MID assured members that it is committed to working with aviation community in the Pacific Islands to build a safe, secure, efficient, and sustainable aviation future.



ICAO APAC DGCA | 28 July – 1 August, Sendai, Japan

At the ICAO Asia-Pacific DGCA Conference in Sendai, Japan, we successfully advanced airport priorities through four policy papers, reinforcing its leadership in regional advocacy. The Conference endorsed some of ACI APAC & MID's recommendations, encouraging States to implement. ACI APAC & MID advocated for the harmonisation of ICAO Annex 14 SARPs into national regulations to enhance aerodrome safety, the adoption of a regionally consistent climate adaptation framework for airports, and the integration of security-by-design principles into airport infrastructure planning. The association also called for the removal of barriers to air travel, including the non-discriminatory application of taxation and simplified visa regimes to support seamless passenger flows.

We are pleased with the overwhelming support from states on our policy recommendations and the positive conclusions of the conference, which reflect a shared commitment of our industry.



[READ THE FULL PRESS RELEASE](#)



Routes Asia | 25-27 March, Perth, Australia

Speaking at Routes Asia in Perth on the 25-27 March 2025, in Perth, the Director General painted an exciting growth story of aviation in Asia-Pacific and the Middle East. The DG also underscored the urgency of strengthening air connectivity and adopting One Stop Security to enhance efficiency and support this continued growth.



Supporting Infrastructure Expansion: Changi Airport's Terminal 5 Groundbreaking Ceremony

On the 14 May, we had the honour of attending the groundbreaking ceremony for Changi Airport's Terminal 5 in Singapore, demonstrating our support for our members' commitment to infrastructure development.



International Air Transport Cooperation (CIAT 2025) Conference | 25 July, Incheon, Republic of Korea 🇰🇷

Representing airport interests at the Conference on International Air Transport Cooperation (CIAT 2025) in Incheon, Republic of Korea, we called for increased policy support, investment in cargo infrastructure, and process innovation. Speaking on the high-level panel, our Head of Economics & Middle East Office, Mr. Ilia Lioutov, highlighted air cargo as a strategic pillar of economic resilience, technological progress, and consumer convenience.

Mr Lioutov said the future needs to be intelligent, automated, and digitally connected, as the region's airports will add 70 million tonnes of cargo capacity over the next 10 years, equivalent to 14 Hong Kong International Airports.



The 52nd ASEAN Air Transport Working Group and Related Meetings

| 15-18 September, Bangkok, Thailand 🇹🇭

In 2025, we reinforced our strategic engagement in ASEAN, with our Director General addressing the 52nd ASEAN Air Transport Working Group in Bangkok, positioning ASEAN as one of the key global growth engines and advocating deeper State-industry dialogue.



100th anniversary of the establishment and development of aviation in Mongolia 🇮🇲 🇸🇰

We represented the airport community at the International Scientific Conference in Ulaanbaatar, marking the 100th anniversary of civil aviation in Mongolia. The visit also strengthened engagement with Mongolia's civil aviation leadership, reaffirming our commitment to supporting capacity development, connectivity growth, and sustainability initiatives, including Airport Carbon Accreditation and Net Zero Roadmap programmes, as Mongolia advances its next century of aviation development.



EVENTS AND WORLD BUSINESS PARTNERS UPDATES



ACI Asia-Pacific & Middle East Regional Assembly, Conference & Exhibition 2025

Conference Theme – The Hub Race: Transforming Regional Airports into Global Gateways

The 2025 edition was hosted by Delhi International Airport Limited, under the leadership of CEO, Videh Jaipuria, who also serves on the Board of ACI Asia-Pacific & Middle East (ACI APAC & MID). The conference welcomed over 400 delegates and 20 exhibitors. India was the natural destination for this edition after SGK Kishore, Executive Director & Chief Innovation Officer of GMR Airports, took the leadership role of President of our Association.

Held at the Andaz Delhi, the Conference was curated to combine high-level industry dialogue with a rich cultural experience of India. The Welcome Reception opened with a traditional Ganesh Vandana, setting the tone for an engaging and culturally immersive programme. Over two days, members from the aviation community participated in strategic panel discussions addressing key priorities for the region's aviation growth and collaboration.

An evening at the Taj Palace, New Delhi, further strengthened networking opportunities in a distinctive setting. Delegates experienced curated cultural showcases, including live bangle making and pottery demonstrations, followed by a Gala Dinner featuring traditional performances and a refined Indian culinary programme. Cultural Tours and Airport Tour added to the conference experience, including a visit to Safdarjung Tomb, Red Fort, a UNESCO World Heritage Site, and shopping opportunities at the Khan Market.

2025 Connectivity Conference

The first-ever Air Connectivity Conference and Awards was launched in Shanghai, hosted by Shanghai Airport Authority, positioning connectivity as a core driver of regional economic growth. The conference explored emerging challenges and opportunities in route development, market access, and airline partnerships. By convening airports, airlines, regulators, and industry experts, the event created a dedicated platform for sharing strategies and best practices. High-performing airports were recognized through the inaugural Air Connectivity Awards.



ACI APAC & MID issued its annual update on connectivity ranking for airports and presented it at the first-ever Air Connectivity Conference along with Connectivity Awards in Shanghai in May 2025, hosted by Shanghai Airport Authority, positioning connectivity as a core driver of regional economic growth. The conference explored emerging challenges and opportunities in route development, market access, and airline partnerships. By convening airports, airlines, regulators, and industry experts, the event created a dedicated platform for sharing strategies and best practices. High-performing airports were recognized through the inaugural Air Connectivity Awards.

Airport Day: Building Capacity Across Underserved Regions | 18-19 September, Auckland, New Zealand 🇳🇵

The second edition of Airport Day, hosted by Auckland International Airport Limited was held on the 18-19 September 2025 in Auckland, New Zealand. The occasion marked a major milestone in capacity building for the Pacific region. With nearly 75 participants from 13 countries and territories, representing close to 80% of Pacific airports, the event enabled strong regional engagement. Curated around local priorities, the programme focused on environment, safety, security, and deeper engagement with ACI programmes and services. The initiative reinforced ACI Asia-Pacific & Middle East's commitment to support smaller and remote airports, ensuring they are equipped with the knowledge needed to strengthen resilience and performance.



Airports Innovate 2025

The think-tank conference for innovation, Airports Innovate, co-organized by ACI Asia-Pacific & Middle East, ACI EUROPE and ACI World, was hosted by Korea Airports Corporation, under the leadership of Acting CEO Jeong Ki Lee. Over 400 delegates and 20 exhibitors joined the conference at Signiel Busan, an iconic and most stunning hotel on the coastline of Busan. A new initiative introduced to the programme was the creation of the WBP Innovation Showcase, which provided a platform for 10 World Business Partners (WBP) to present their latest solutions to the airport community. This initiative was received positively by delegates, offering greater visibility to our WBP members at an ACI event. For airport delegates, it was an opportunity to discover the latest innovations and services.



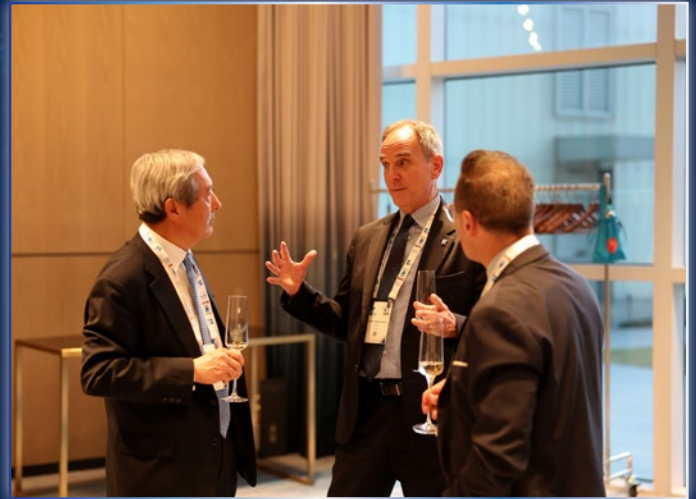
The Welcome Reception featured traditional Korean music and entertainment. The curated Korean and international buffet complemented the evening, providing an ideal setting for vibrant networking and industry exchange. The Gala Dinner took place in Signiel Busan's Grand Ballroom where delegates could experience Korean Acappella on Disney's most classic songs, as well as high flying K-Pop dancers featuring intricate breakdance moves to funk music, providing a musical journey covering two different genres. Post-Conference Tours included in the Gamcheon Culture Village and Lotte Premium Outlet.



WBP Networking Meeting

Held in conjunction with the ACI Asia-Pacific & Middle East Regional Assembly, Conference & Exhibition in New Delhi, and Airports Innovate in Busan, the WBP Networking meetings provided an opportunity for WBPs to keep up to date with latest industry development, as well as networking with industry peers and airport executives.

For the Meeting in New Delhi, we extend our appreciation to representatives from Bangalore International Airport; King Salman International Airport; and Matarat Holding for their insightful sharing on their current projects and airport outlook. For the Meeting in Busan, we likewise extend our appreciation to representatives of Bahrain Airport, Incheon Airport and Narita Airport.



Breakfast with CEOs

The “Breakfast with CEOs” session in New Delhi offered a valuable platform for direct dialogue with airport leaders, providing participants first-hand insights into strategic priorities of airports for the next five years. Discussions covered key themes such as infrastructure expansion, passenger experience innovation, and emerging business and tender opportunities across the region.



The session featured an esteemed panel of speakers, including Mr. Mesake Seavula, CEO of Fiji Airports; Eng. Ali Masrahi, CEO of Cluster2 Airports Company; Mr. Mohamed Yousif Al-Binfalah, CEO of Bahrain Airport Company; and Mr. Videsh Jaipuria, CEO of Delhi International Airport Ltd. The conversation was expertly moderated by Mr. Andrew Perrier, Group Business Development Director at Almusbah Group and Chair of the ACI World Business Partner Advisory Board, representing ACI Asia-Pacific & Middle East.

WBP Bulletin

The newly launched WBP Bulletin serves as communication platform to keep WBPs informed on relevant updates and strategic developments and activities relevant to their membership engagement.

KNOWLEDGE AND BUSINESS EXCHANGE: WBP MEETINGS

Our World Business Partners meeting at Airports Innovate 2025 in Busan, Republic of Korea, was truly rewarding. It was inspiring to exchange ideas on the latest developments shaping airport industry.

Hosted by Mr. Andrew Perrier, Group Business

A small inset photograph showing a man in a dark suit speaking at a podium. He is gesturing with his hands. The background is dark with some lights.

Airport Tour

The 2025 Airport Tour was successfully delivered in the Philippines despite challenges caused by a typhoon and earthquake just weeks before the event. The team's dedication and collaboration ensured a successful and meaningful tour experience.

The tour was made possible through the support and hospitality of three host airports: New NAIA Infra Corp. (NNIC), operator of Ninoy Aquino International Airport in Manila; Aboitiz InfraCapital Laguindingan Airport Corporation, operator of Laguindingan International Airport; and Mactan-Cebu International Airport Authority & Aboitiz InfraCapital Cebu Airport Corporation, operator of Mactan-Cebu International Airport. The Regional Office team members led a group of 17 participants, representing 13 World Business Partners.



Over the course of three days, airport executives presented their masterplans 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 across the world.



COMMUNICATIONS AND MEDIA

Media Engagement and Visibility

In 2025, we continued to significantly strengthen our media footprint, engaging extensively with international and regional outlets to amplify the voice of our airport members. Through coordinated press briefings, targeted media roundtables, and exclusive broadcast interviews, we ensured that members' perspectives and our latest advocacy priorities were clearly articulated across key markets.

Strategic media engagements were conducted in Fiji, India, China, Singapore, and Mongolia, reflecting the breadth of our regional presence. Our messaging revolved around infrastructure development, sustainability priorities, forecasts, airfares, and airport charges.

Notably, the DG had an exclusive interview with CNBC, providing forward-looking insights on regional traffic forecasts, growth momentum, workforce challenges, and supply-side constraints shaping the aviation outlook.

In 2025, communications efforts focused on strengthening the association's voice as a leading advocate for airports across Asia-Pacific and the Middle East. Through media engagement, thought leadership content, and targeted digital outreach, we amplified key industry priorities including infrastructure development, sustainability, air connectivity, and the long-term growth outlook for the region.

Beyond media relations, the team continued to produce thought leadership content, press releases, social media campaigns, and digital communications to showcase members' achievements, and promote the association's policy positions and industry initiatives. These efforts reinforced the association's reputation as a trusted voice for airports in the region.



International Women's Day 2025: #ForAllWomenAndGirls

We celebrated the International Women's Day 2025 highlighting the inspiring leadership of women across our network and wider airport community. Special messages of encouragement were shared by Elena Sorlini, MD & CEO of Abu Dhabi Airports, Kristy Tan, Senior Manager, Climate Resilience, Airport Authority Hong Kong, also the Chair of our Regional Environment Committee & Sarah Samuel, SVP, Airport & Airline Operations at ICM Airport Technics.

 **CAMPAIGN VIDEO 1**

 **CAMPAIGN VIDEO 2**

 **CAMPAIGN VIDEO 3**



  #ForAllWomenAndGirls
#ACIAPACMID  

  #ForAllWomenAndGirls
#ACIAPACMID  

  #ForAllWomenAndGirls
#ACIAPACMID  

Communications Workshop

“Crisis Response & Communication: How to Manage Sustainability Achievements”



ACI APAC & MID organised communications workshop for airport communicators in New Delhi on the 15 April 2025. The workshop aimed to strengthen airports' ability to deliver credible, transparent, and ethical sustainability messaging. Titled “Crisis Management & Communications: How to Manage Sustainability Achievements,” the workshop addressed the growing risks of green claims and equipped members with practical tools to manage scrutiny while building trust with stakeholders.

The inaugural edition of the Communications Workshop successfully gathered over 35 airport communicators and environmental experts coming together to address environmental concerns by developing credible and transparent messaging.



The workshop was well attended by a diverse and dynamic group of participants from across the region, most respected communicators and thought leaders in the field as our speakers, with over 16 airports and airports' operators, and over 10 countries involved, to conduct a meaningful discussion in the afternoon.



Building on that theme, Mr. David Whitely, Managing Director at FTI Consulting Australia navigated the complexities of green claims in a high-stakes environment, in the session entitled: “Practical Strategies for Green Claims”.

The session entitled “Strategies for Credible Environmental Messaging”, delivered by Ms. Zahia Nasan, Director of Communications at Queen Alia International Airport, her presentation shared best practices on how Queen Alia International Airport (QAIA) is delivering a credible and transparent message on sustainable achievements. We also heard the expertise in corporate communications and a strong understanding of the aviation industry's evolving sustainability landscape from Mr. Sridhar L, Assistant Vice President – ESG at Bangalore International Airport Limited. In his presentation, we learnt how Bangalore International Airport's is integrating sustainability into their communications strategies in a credible and compelling way.

The workshop concluded by a presentation from Ms. Desiree Schmucker, Head of External Communications, Dubai Airports on the crisis response tactic from Dubai Airports.



OUR MEMBERS AND WORLD BUSINESS PARTNERS

Regular Members

Members	Country/Region	Members	Country/Region
A. B. Won Pat International Airport, Guam	Guam	Haluoleo Airport	Indonesia
Aboitiz InfraCapital Bohol Airport Corporation	Philippines	Hamad International Airport	Qatar
Aboitiz InfraCapital Laguindingan Airport Corporation	Philippines	Hangzhou International Airport Co. Ltd	China
Abu Dhabi Airports	United Arab Emirates	Hawaii Department of Transportation	United States
Adelaide Airport Ltd	Australia	Hawke's Bay Airport Ltd	New Zealand
ADT - Aéroport de Tahiti	French Polynesia	Hebei Airport Management Holding Co., Ltd	China
Ahmedabad International Airport Ltd	India	Heilongjiang Airports Management Group Co., Ltd	China
Airport & Aviation Services (Sri Lanka) Ltd	Sri Lanka	Henan Province Airport Group Co., Ltd	China
Airport Authority Cook Islands	Cook Islands	Hiroshima International Airport Co. Ltd	Japan
Airport Authority Hong Kong	Hong Kong SAR	Hobart International Airport Pty Ltd	Australia
Airport Development Group Pty	Australia	Hunan Airport Co., Ltd Changsha Huanghua International Airport Branch	China
Airport International Group	Jordan	Imam Khomeini Airport City	Iran
Airport Kiribati Authority	Kiribati	Incheon International Airport Corporation	Republic of Korea
Airports Authority of India	India	Iran Airports & Air Navigation Company	Iran
Airports Corporation of Vietnam	Vietnam	Jaipur International Airport Limited	India
Airports of Thailand Public Co. Ltd	Thailand	Japan Airport Terminal Co., Ltd	Japan
Angkasa Pura Indonesia	Indonesia	Jeddah Airports Company (JEDCO)	Kingdom of Saudi Arabia
Auckland International Airport Ltd	New Zealand	Jiangxi Airport Group Company Limited	China
Australia Pacific Airports Corporation Ltd	Australia	Jilin Province Civil Aviation Airport Corporation	China
Bahrain Airport Company SPC	Bahrain	Jordan Airports Company PSC	Jordan
Bangalore International Airport Ltd	India	Kannur International Airport Ltd.	India
Bangkok Airways Public Company Limited	Thailand	Kansai Airports	Japan
Beijing Capital International Airport Co., Ltd	China	Kaohsiung International Airport, CAA	Chinese Taipei
Beijing Daxing International Airport	China	Korea Airports Corporation	Republic of Korea
Brisbane Airport Corporation PTY Ltd	Australia	Lucknow International Airport Ltd	India
Broome International Airport Group	Australia	Luzon International Premier Airport Development Corporation	Philippines
Cambodia Airports	Cambodia	Maclan-Cebu International Airport Authority	Philippines
CAM-Macau International Airport Co. Ltd	Macao SAR	Malaysia Airports Holdings Berhad	Malaysia
Canberra Airport	Australia	Maldives Airports Company Ltd	Maldives
Central Japan International Airport Co. Ltd	Japan	Mangaluru International Airport Ltd	India
Chambre de Commerce et d'Industrie	New Caledonia	MC-Jalux Airport Services Co., Ltd	Myanmar
Changi Airport Group (Singapore) Pte Ltd	Singapore	Mumbai International Airport Ltd	India
China West Airport Group	China	Narita International Airport Corporation	Japan
Chongqing Airport Group Co., Ltd	China	National Airports Corporation (NAC) - PNG	Papua New Guinea
Christchurch International Airport Ltd	New Zealand	National Civil Aviation Center SOLLIC	Mongolia
Civil Aviation Authority of Bangladesh	Bangladesh	Nelson Airport Ltd	New Zealand
Civil Aviation Directorate of French Polynesia	French Polynesia	New NAIA Infra Corp.	Philippines
Cluster2	Saudi Arabia	New Ulaanbaatar International Airport LLC	Mongolia
Cochin International Airport Ltd	India	Newcastle Airport Pty Ltd	Australia
Commonwealth Ports Authority	Northern Mariana Islands	North Queensland Airports, Cairns Airport Pty Ltd	Australia
Dammam Airports Company (DACO)	Saudi Arabia	Oman Airports Management Company	Oman
Delhi International Airport Ltd	India	Palmerston North Airport Ltd	New Zealand
Department of Air Transport, Bhutan	Bhutan	Papa Rererangi i Puketapu Ltd	New Zealand
Department of Civil Aviation, Brunei	Brunei	Perth Airport Pty Ltd	Australia
Dubai Airports	United Arab Emirates	PHIA Operating Company Pty Ltd	Australia
Dunedin International Airport Ltd	New Zealand	Pioneer Aerodrome Services Company Ltd	Myanmar
Eastern Airports Co., Ltd	China	Pohnpei Port Authority	Micronesia
Erbil International Airport	Iraq	PT Bandara Internasional Batam	Indonesia
Essendon Airport Pty Ltd	Australia	Qeshm International Airport	Iran
Fiji Airports	Fiji	Qingdao International Airport Group Co. Ltd.	China
Fujairah - Department of Civil Aviation	United Arab Emirates	Queensland Airports Ltd	Australia
Fukuoka International Airport Co., Ltd	Japan	Queenstown Airport Corporation	New Zealand
Gladstone Airport Corporation	Australia	Ras Al Khaimah International Airport	United Arab Emirates
GMR Goa International Airport Ltd	India	Riyadh Airports Company	Saudi Arabia
GMR Hyderabad International Airport Ltd	India	RMI Ports Authority	Marshall Islands
Guangdong Airport Authority	China	Shanghai Airport Authority	China
Guwahati International Airport Limited	India	Sharjah Airport Authority	United Arab Emirates
Hainan Airport Infrastructure Co., Ltd.	China	Shenyang Taoxian International Airport Co., Ltd	China

Associate Members

Members	Country/Region
Shenzhen Airport Co., Ltd	China
Sichuan Province Airport Group Co., Ltd	China
Sunshine Coast Airport Pty Ltd	Australia
Sydney Airport	Australia
Taoyuan International Airport Corporation Ltd	Chinese Taipei
The Red Sea International Airport	Kingdom of Saudi Arabia
Tianjin Binhai International Airport Company Ltd	China
Tibah Airports Operation Co. Ltd	Kingdom of Saudi Arabia
Tonga Airports Ltd	Tonga
TransAire Development Holdings Corporation	Philippines
Tribhuvan International Airport Civil Aviation Office, Kathmandu, Nepal	Nepal
TRV (Kerala) International Airport Limited	India
Waikato Regional Airport Ltd (WRAL)	New Zealand
Wellington International Airport Ltd	New Zealand
Yunnan Aviation Industry Investment Group Company of Limited Liability	China

Members	Country/Region
Air Traffic Management Research Institute	Singapore
Australian Airports Association Ltd	Australia
China Civil Airports Association	China
Civil Aviation Authority of Malaysia (CAAM)	Malaysia
Civil Aviation Authority of Singapore	Singapore
Civil Aviation Department - Hong Kong	Hong Kong SAR
Civil Aviation Training Institute	Pakistan
Gadeokdo New Airport Construction Authority	Republic of Korea
General Authority of Civil Aviation	Kingdom of Saudi Arabia
Institute of Air Transport, China Academy of Civil Aviation Science and Technology	China
New Zealand Airports Association Inc.	New Zealand
The Civil Aviation Authority of Thailand	Thailand
The Korea Transport Institute	Republic of Korea

Affiliate Members

Members	Country/Region
City and County of San Francisco	United States
Israel Airports Authority	Israel
Los Angeles World Airports	United States

World Business Partners

Members	Country/Region
Aboitiz InfraCapital Cebu Airport Corporation	Philippines
ADB SAFEGATE	Malaysia
AECOM Asia Company Ltd	Hong Kong SAR
Aerosimple LLC	United States
Airbiz Aviation Strategies Pty Ltd	Australia
Airport Intelligence NV	Belgium
airsight Singapore Pte. Ltd.	Singapore
Almusbah	United Arab Emirates
Alton Aviation Consultancy	Hong Kong SAR
Amadeus GDS Singapore Pte Ltd	Singapore
Artelia Airports	Hong Kong SAR
Arup	Hong Kong SAR
Aviation Security Company Limited	Hong Kong SAR
Beca Ltd	New Zealand
BOC Aviation Limited	Singapore
Calibehr Aviation Solutions Pvt Ltd	India
Cam Ranh International Terminal Joint Stock Company (CRTIC)	Vietnam
Casper B.V.	Netherlands
Certis CISCO Aviation Security Pte Ltd	Singapore
Ceventas Pty Ltd	Australia
Cirium	Singapore
College of Technology & Aviation	Kuwait
Collins Aerospace	Singapore
Customer Centric Consulting Co Pty Ltd	Australia
Da Nang International Terminal Investment and Operation JSC	Vietnam
Data Marketing Korea	Republic of Korea
DFS Group Ltd	Hong Kong SAR
DroneShield Group Pty Ltd	Australia

Members	Country/Region
Eagles Communication Consultancy	United Arab Emirates
EMMA Systems	United States
Envirosuite Limited	Australia
Envisa	France
Esri	United States
Feeyo Technology Co, Ltd	China
Fiplan GmbH	Germany
GMR Airports Limited	India
GrayMatter Software Services Pvt. Ltd	India
Heinemann Asia Pacific Pte. Ltd	Singapore
Hill International, Inc.	United States
HKIA Consultancy Limited	Hong Kong SAR
Hong Kong International Aviation Academy Limited	Hong Kong SAR
Horizon Consumer Science	Australia
Huawei Technologies Co., Ltd.	China
ICF	India
ICM Airport Technics Australia Pty Ltd	Australia
IMPACT	Singapore
ITAérea Aeronautical Business School	Spain
Jacobs U.K. Ltd	United Kingdom
Japan Airport Consultants, Inc.	Japan
JT International S.A.	Switzerland
Jurutera Minsar Consult Sdn Bhd	Malaysia
KCG Consultancies LLC	United Arab Emirates
Keiser Phillips Associates	United States
King Salman International Airport Development Company	Kingdom of Saudi Arabia
KONE	Finland

Members	Country/Region	Members	Country/Region
Lacle Aviation Consultants	Hong Kong SAR	Safe365	New Zealand
Landrum & Brown Worldwide Services, Inc.	Australia	Shanghai Westwell Technology Co., Ltd	China
Marsh Pty Ltd	Australia	SITA	United States
matarat Holding	Kingdom of Saudi Arabia	SKY ICT Public Company Ltd.	Thailand
Materna IPS GmbH	Germany	Skyports Pte. Ltd.	Singapore
McKinsey & Company	Hong Kong SAR	Smiths Detection (Asia Pacific) Pte. Ltd	Singapore
Moodie Davitt Report Asia	Hong Kong SAR	Steer Davis & Gleave Limited	United Kingdom
MSS Security PTY LTD	Australia	Strategic Planning Services, Inc. (SPS)	China
Munich Airport International	Germany	Surbana Jurong Consultants Pte Ltd	Singapore
NACO, Netherlands Airport Consultants	Netherlands	Sustek Ltd.	Chinese Taipei
NATIONAL FIREFIGHTING MANUFACTURING FZCO (NAFFCO)	United Arab Emirates	Taiga Advisory	Australia
NEC Corporation	Japan	TAV Operation Services	Türkiye
NEOM	Kingdom of Saudi Arabia	TAV TECHNOLOGIES	Türkiye
Nuctech Company Ltd	China	To70 aviation Australia	Australia
OAG Aviation Worldwide Pte Ltd	Singapore	Toyo Kanetsu K.K.	Japan
OneReg	New Zealand	TrackIT Solutions FZ LLC	United Arab Emirates
Outsight SA	France	Trade and Transport Group	Australia
PA Consulting Services Ltd	United Kingdom	Transoft Solutions (Australia) Pty Ltd	Australia
Paccaya Ltd	Hong Kong SAR	Travel Sentry	United States
Plaza Premium Group	Hong Kong SAR	tRetail Labs	Australia
Ports Projects Management & Development Co (PPMDC)	Kingdom of Saudi Arabia	TSPTravelretailspaceplanners	Singapore
Premier Marketing and Distribution trading as Renful Premier Technologies	United Kingdom	Vanderlande Industries Singapore Pte Ltd	Singapore
PricewaterhouseCoopers Advisory Services Sdn Bhd	Malaysia	Veovo	United Kingdom
Rapiscan Systems Pte. Ltd	Singapore	WAISL LIMITED	India
Reconova Technologies Co. Ltd	China	Wanzl GmbH & Co. KGaA	Germany
RESET Carbon Limited	Hong Kong SAR	Watad Group Enterprises	Qatar
RESQTEC Zumro	Netherlands	Western Sydney Airport	Australia
Runway Safe Sweden AB	Sweden	Xovis	Switzerland
		Yamuna International Airport Private Limited	India

The members are listed in alphabetical order.

OURTEAM

Director General HR & Finance



Stefano BARONCI
Director General



Agnes WONG
Assistant to DG



Ada SHIH
Senior Manager
Finance

Policy



Iliia LIOUTOV
Head
Economics &
Middle East Office



Ken LAU
Head
Sustainability



Badriyah NOORDIN
Senior Manager
Safety



Gary LEUNG
Senior Manager
Security and Facilitation



Philip KWOK
Senior Manager
Economics



Adeeb MOBARAKI
Manager
Environment



Julian CHAU
Manager
Security and Facilitation



Mohan Sai GURUGUBELLI
Manager
Sustainability



Satya NARAYANA
Analyst,
Airport Traffic, Economics
and Policy
(Joined in 2026)

Memberships & Events



Simon CHICOINE
Head
Member Services
& Events



Cindy CHEE
Senior Manager
Events



Connie WONG
Manager
Events



Jacky WONG
Manager
Membership Services &
Business Development



Taichi HAYASHI
Special Project Officer
(Joined in 2026)

Media & Communications



Ryusuke UEMURA
Special Project Officer



Sunil SUBBIAH
Head
Communications & Brand



Abdulaziz ALSHAMMARI
Manager
Communications



Yuman LAU
Manager
Communications &
Digital Brand



Gidae SHIN
Special Project Officer
(Served until 2025)

Farewell



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

Tel: (852) 2180 9449

Website: <https://www.aci-asiapac.aero/>

Email: communications@aci-asiapac.aero

LinkedIn: ACI Asia-Pacific & Middle East; **X** @ACIAPACMID

© 2026 Airports Council International (ACI) Asia-Pacific & Middle East. All rights reserved.