ACI Asia-Pacific
Year in Review 2019

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

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MESSAGE FROM THE PRESIDENT

2019 was a fruitful year for Asia-Pacific and the Middle East. The Regional Office continued to work in close collaboration with the many stakeholders of the airports and aviation community. At the end of the decade, we grew to 113 airport members, 6 Associate members and 5 Affiliate members. This represents a 20% increase in members and a 30% increase in airports managed. We also grew our World Business Partners programme by more than 150% to a total of 92.

Against a backdrop of sustained geopolitical tensions across the globe and amid economic uncertainties, passenger traffic managed nominal growth while airfreight traffic landed in negative territory. This is testament to how the aviation industry is closely intertwined with the peaks and valleys of the global economic climate at large.

Speaking of climate, the past year sparked a storm of activities in connection with the climate change crisis and the consequent "flight shame" movement which made headline news worldwide. One key advocacy work we continue to focus on is the engagement with regulators and industry players to promote airport environmental sustainability. Our region maintained its focus on the task at hand of reducing carbon emissions through the Airport Carbon Accreditation and Green Airports Recognition programmes which promote sharing of best practices.

In the face of turbulent headwinds, many airports are operating near, at, or beyond design capacities after years of air traffic growth. To support the growth trajectory and fulfil anticipated demand in the long run, both Asia-Pacific and the Middle East are continuing to actively invest in airport infrastructure.

Our industry's success rests with our most important resources – our people. One notable change this year was the departure of Regional Director Patti Chau and arrival of Stefano Baronci, the new Director General for ACI Asia-Pacific. I am confident that Stefano will continue to lead the Regional Office's engagement with governments, regulators and counterparts, deliberating on crucial and sometimes contentious issues like airport charges, privatization, airport networks and slots allocation. We encourage you to work alongside him with your utmost support.

As outlined in this Year in Review, our committees and subject matter experts are functioning at a high order of productivity to represent members' interests and promote excellence in airport management and operations. Clearly 2019 was a demanding year for all of us in the industry and there is no doubt that we will continue to be challenged in the years to come.

Once again, I would like to thank my fellow Regional Board Directors for the leadership they have provided – it is an immense source of strength.

Lee Seow Hiang
President
ACI Asia-Pacific

MESSAGE FROM THE DIRECTOR GENERAL

The Year in Review publication is a timely opportunity to look back on the annual accomplishments of ACI Asia-Pacific, reflecting on our progress to advance the collective interest of our airport members in Asia-Pacific and the Middle East and promoting professional excellence in airport management and operations.

There are several achievements that stand out for their collective impact on airports in the region, regardless of size, traffic volume or business models. These set the foundation for our work in the coming year, against a backdrop of geopolitical, economic, and environmental tensions and challenges regionally and globally.

Throughout the year, ACI Asia-Pacific stayed close to policy makers to represent the interests of the airport community. The Airport Economics team stepped up its advocacy efforts to advance a number of economic policy matters on topics including aeronautical charges, economic regulations, slot allocation and the value of airport networks.

The threat of cybersecurity is rising. Our airport community is not immune from such attacks. Arguably, as a high-profile industry, we are more at risk. The Regional Aviation Security Committee acted decisively to publish a Cybersecurity Handbook for Airport Executives and a Cybersecurity Implementation Handbook to arm the community with guidance and best practices.

Building capacity and exchanging knowledge are key to unleash the value that airports can create. For this reason, we remain firmly committed to providing assistance and training opportunities to small airports and airports in developing nations, training over a hundred airport professionals through the Developing Nations' Airports Assistance Programme and providing funding through the Small Airports Assistance Program.

Throughout the year, ACI Asia-Pacific provided our growing World Business Partners community the opportunity to engage with airport CEOs from all five ACI regions and hosted a select group on a multi-airport tour in Vietnam.

The end of 2019 marked a transition in leadership for ACI Asia-Pacific with my tenure as Director General of ACI Asia-Pacific starting at the tail end of 2019. I would be remiss not to express the gratitude of the entire Regional Office for Patti Chau's leadership, contributions and achievements over the years.

As we enter the new decade, it is our commitment to lead and serve our members in in the areas that matter most with a far-reaching vision and a new strategic direction to benefit the economy, environment and society as a whole.

Stefano Baronci
Director General
ACI Asia-Pacific

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*World Governing Board Member   # Regional Advisor on World Governing Board   As of December 2019

ACI ASIA-PACIFIC IN NUMBERS

113 REGULAR MEMBERS
20% increase from 2009 to 2019

602 AIRPORTS OPERATED
30% increase from 2009 to 2019

49 COUNTRIES / AREAS

92 WORLD BUSINESS PARTNERS
115% increase from 2009 to 2019
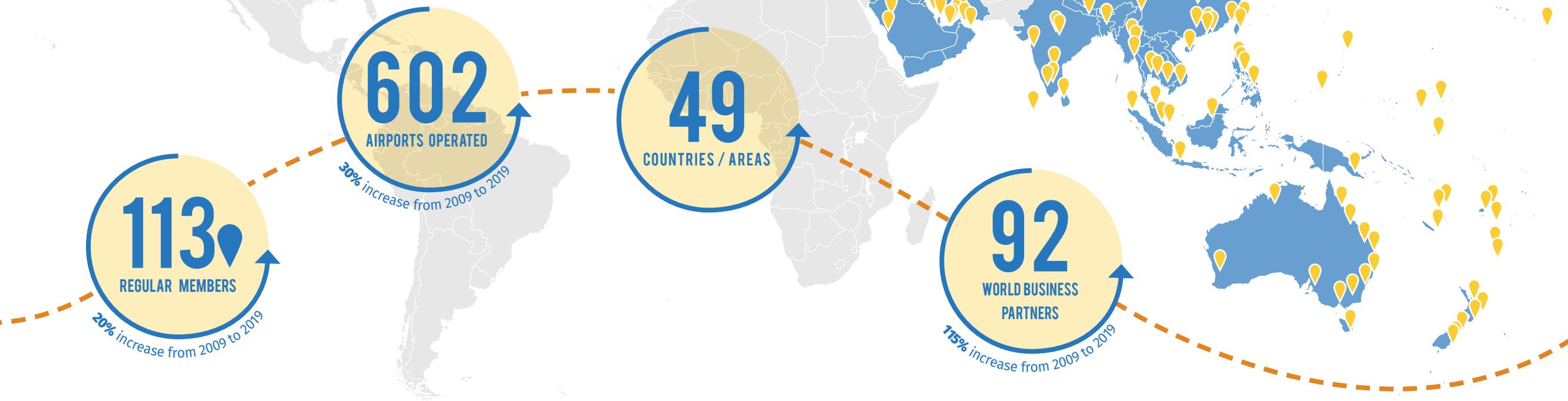
APEX
11
APEX IN SAFETY AND SECURITY REVIEWS CONDUCTED

ASQ Airport Service Quality
82
MEMBERS AWARDED FOR 2018 ACHIEVEMENTS

airport carbon accreditation
54
AIRPORTS ACCREDITED

DNA
5
DNA SEMINARS CONDUCTED

ICAO · OACI · ИКАО
17
ICAO MEETING / CONFERENCE ATTENDED

2.5K+
ATTENDED REGIONAL EVENTS

8K+
SOCIAL MEDIA ENGAGEMENTS

REGIONAL HIGHLIGHTS 2019

15-16 JAN
MoCA's Inaugural Global
Aviation Summit 2019
Mumbai, India

12-14 MAR
ACI 11th Annual Airport Economics &
Finance Conference & Exhibition
London, United Kingdom

2-4 APR
2019 ACI Asia-Pacific / World Annual
General Assembly, Conference & Exhibition
Hong Kong SAR, China

16-17 MAY
2019 China Civil Aviation Development Forum
Beijing, China

10-12 JUNE
DNA Seminar on Aerodrome Certification
Haikou, China

2019

14-16 MAY
Aerodrome Workshop on
"Transforming Pacific Island Nation
Aviation Industry through Innovative
Learning and Excellence"
Koror, Palau

27-31 MAY
APEX in Security Review -
Brisbane Airport
Brisbane, Australia

15–17 JUL
Routes Silk Road 2019
Nur-sultan, Kazakhstan

2–5 SEP
2nd ACI Customer Experience Global Summit
Bali, Indonesia

16–18 OCT
Taoyuan Airport Forum 2019
Taoyuan, Chinese Taipei

30–31 OCT
Trinity Forum 2019
Doha, Qatar

4–6 NOV
ICAO 5th Meeting of Directors General of Civil Aviation - Middle East Region
Kuwait, Kuwait

25–27 NOV
Airport Exchange 2019
Abu Dhabi, U.A.E

2020

19–23 AUG
56th Conference of Asia Pacific Directors General of Civil Aviation (Asia and Pacific Region) - ICAO
Kathmandu, Nepal

16–19 SEP
WBP Tour 2019 - Vietnam
Ho Chi Minh City, Nha Trang and Hanoi, Vietnam

19–20 OCT
ACI World Governing Board meeting
Bogota, Colombia

4–6 NOV
Beijing CEO Forum
Beijing, China

9 DEC
Stefano Baronci Joins as New Director General
Hong Kong SAR, China

2019 ACI ASIA-PACIFIC/ WORLD ANNUAL GENERAL ASSEMBLY, CONFERENCE & EXHIBITION

Conference and Exhibition

The 2019 ACI Asia-Pacific/ World Annual General Assembly, Conference & Exhibition (WAGA 2019) was held in Hong Kong SAR from 2 - 4 April under the theme "What's next for aviation? The future starts now". The event combined the 29th ACI World Annual General Assembly and the 14th ACI Asia-Pacific Regional Assembly and was hosted by Hong Kong International Airport. Around 1,000 aviation leaders from around the world were welcomed by the Honourable Carrie Lam Cheng Yuet-Ngor, Chief Executive of Hong Kong SAR Government, host Mr. Fred Lam, Chief Executive Officer of Airport Authority Hong Kong, and keynote speaker Dr. Fang Liu, Secretary General of ICAO.

The pre-conference programme featured a seminar on the Digitization of Human Resources, workshops on airport slots and the economics of airports and forums on environmental topics and cargo.

Mr. Lee Seow Hiang, President of ACI Asia-Pacific and Chief Executive Officer of Changi Airport Group said the event provided a unique opportunity to address and explore the challenges for the future of airports and aviation as economic and social engines.

Sixteen sponsors, eighty-four exhibitors and eight media partners added significantly to the success of the event by showcasing diverse perspectives, products and services.

Mr. Lam thanked ACI for choosing Hong Kong as the venue for this important event and said it was a pleasure and honour to host the aviation industry's flagship event to facilitate exchange of ideas and knowledge among airport operators and partners. During the conference, World Business Partners (WBP) had the opportunity to engage with airport CEOs from Africa, Asia, Europe, Latin American/ Caribbean, the Middle East, and North America at an exclusive breakfast meeting. Delegates were treated to a spectacular dinner at Gala in the Sky on the 100th floor of the tallest building in Hong Kong.

ACI World
Annual General Assembly

ACI members from all five regions participated in the 29th ACI World Annual General Assembly and unanimously approved the following four resolutions.

Resolution No 1: Affirming Airports' Commitment to Accessibility of their Facilities for Passengers with Disabilities

The Resolution recognized the increased efforts airports are making and encouraged practitioners to draw from the 2018 ACI Airports and Persons with Disabilities Handbook. The recommendations in this handbook are intended to help airports effectively assist persons with disabilities when designing and renovating facilities.

Resolution No 2: Encouraging Continued Engagement with ICAO on Policy Development and Capacity Building

The Assembly confirmed the importance of aligning ACI with ICAO's objectives to further a safe, secure, and sustainable air transportation system. The Resolution recognized the value of working directly with regulators and policy makers to influence decisions at the ICAO level. Furthermore, the Resolution affirmed ACI's position as the voice of airports on the global stage.

Resolution No 3: Urging Member Airports to Take Measures to Protect Themselves against Unwanted Drones

The Resolution stated that industry needs to take measures to protect themselves from unwanted drones and encouraged national authorities and local law enforcement agencies to take responsibility for the preparation and enforcement of anti-drone measures.

It provided a basis for airport action and appealed for coordinated measures together with governments and other concerned parties. The Resolution also made recommendations for good practices.

Resolution No 4: Airports and Emergency Humanitarian Response

The Resolution encouraged airports to plan their role in the recovery of a disaster-affected area and to work with governmental agencies and other relevant entities. Airports are well positioned to provide support through additional surge capacity such as the ability to handle larger aircraft, overflow areas for aircraft parking, storage space for goods, security measures, personnel, equipment and logistics capability.

Ceremonies

The event in Hong Kong also witnessed a variety of celebrations and firsts.

The *Airport Carbon Accreditation* programme celebrated ten years since its launch.

More airports demonstrated their commitment to combat wildlife trafficking by signing the United for Wildlife (UFW) Transport Taskforce Buckingham Palace Declaration. The illegal wildlife trade threatens the future existence of many of the world's most iconic species and is one of the five most lucrative global crimes. The declaration is a landmark agreement which forms an action plan to strengthen and coordinate action against trafficking. More than 100 transport sector companies have confirmed their support for the initiative since 2016.

Delegates witnessed the ceremony of the ACI-ICAO AMPAP graduates.

Launches

During the event, ACI released several key products and services to promote airport excellence in the areas of security, facilitation and services, and customer experience. The overall aim is to help ACI member airports address current and emerging issues, offer ACI best practices, and to contribute to the sustainable growth of the industry.

- **Cybersecurity for Airport Executives Handbook**, which highlights critical actions that need to be taken at an airports board level to address cybersecurity.
- **Airport Business Continuity Handbook**, which provides airport operators with useful actions to create a robust business continuity management plan in order to prepare for, respond to, mitigate, and recover from potential events that may disrupt normal business operations.
- **Addressing Insider Threat Handbook**, offering a range of best practices that can be combined to form a robust multi-layered system, and which are in line with ACI's risk-based approach to security.
- **The ASQ Customer Experience Accreditation** programme, a new multilevel accreditation developed through ACI's globally-established Airport Service Quality (ASQ) programme which helps airports assess their levels of maturity regarding management of customer experience and service quality.

ACI Asia-Pacific General Assembly

Regional Assembly

The 14th ACI Asia-Pacific Regional Assembly elected three new Regional Board Directors for a three-year term commencing in 2019:
- Mr. Mohamed Yousif Al-Binfalah, Chief Executive Officer of Bahrain Airport Company SPC
- Mr. Futoshi Osada, Senior Executive Vice President of Narita International Airport Corporation
- Mr. Ming-Teh Wang, Chairman of Taoyuan International Airport Corporation

Awards

During the Regional Assembly, awards were presented for the region's Young Executive of the Year, HR Excellence Recognition and Green Airports Recognition programmes.

2020 Host

The 15th ACI Asia-Pacific Regional Assembly, Conference & Exhibition will be hosted by Kansai Airports in Nara, Japan.

2019 ACI Asia-Pacific / World
Annual General Assembly, Conference & Exhibition

OUR PRIORITIES

01 Aviation Security

04 Environment

02 Operational Safety

05 Human Resources

03 Airport Economics

01 AVIATION SECURITY

Aviation security is one of the Regional Office's key priority areas to help airports achieve a better security outcome. The Regional Office's accomplishments in aviation security range from advocating for One-Stop Security and a risk-based Prohibited Items List, to providing guidance material on cybersecurity and delivering key messages at industry workshops.

Committee leadership
The Regional Aviation Security Committee ("RASC") is chaired by Mr. Alan Xavier Tan, Changi Airport Group. The vice chair is Mr. Philip Jonathan Bamber, Hamad International Airport.

Guidance materials on cybersecurity
Developing and sharing best practices in aviation security among airport members is an important area of work for the RASC. With rising numbers and levels of sophistication in cyberattacks against civil aviation globally, it is of paramount importance to further enhance cybersecurity awareness among all airport staff, especially those working in job functions that manage and operate multiple critical technology systems. In this regard, the RASC published in September the Guidance Document on Cybersecurity for Airport Security Managers, which sets out the principles of protecting airport security systems from cyberattacks.

Guidance Document on Cybersecurity for Airport Security Managers

1st edition, September 2019

By ACI Asia-Pacific Regional Aviation Security Committee (RASC)

Advocacy
ACI Asia-Pacific continues to play an active role in representing and promoting airport's interest through ICAO. In July, the Regional Office submitted two advocacy papers to the 7th ICAO Asia & Pacific Regional Aviation Security Coordination Forum (RASCF-APAC/7) in Bali, Indonesia, an annual ICAO security meeting for civil aviation regulators in Asia-Pacific and industry partners.

Risk-based Prohibited Items List
The first paper centered on the Prohibited Items List (PIL) in the ICAO Aviation Security Manual (Doc 8973). In an aviation security context, prohibited items are articles that must never be carried in the cabin of an aircraft and/ or taken into the Security Restricted Area of an airport. Over time, many items have been added to the PIL but no item has been removed from the list. Based on changes in global security threat levels, some items, such as slingshots and baseball bats, no longer pose a significant threat to civil aviation. Therefore, the paper advocated for regular risk-based reviews of the PIL in Doc 8973 and encouraged ICAO to assess the relevance of each individual item based on the evolution of threat and risk.

One-Stop Security
The second ACI paper advocated for a wider adoption of One-Stop Security (OSS), a concept that principally aims to expedite the flow of transfer passengers and baggage to onward destinations by eliminating the unnecessary duplication of security controls at transfer airports. The paper also encouraged States to reference the mutual assessments of equivalency of airport security measures conducted by airports for future consideration of OSS implementation.

Both papers were well received by the regulators and are also planned to be presented to the 2nd ICAO Middle East Regional Aviation Security and Facilitation Group (MID-RASFG) in Muscat, Oman in March 2020.

Cyber resilience workshop
The Regional Office presented at the 3rd Aviation Cyber Resilience Workshop, organized by the Association of Asia Pacific Airlines in Kuala Lumpur, Malaysia in June. With a diverse audience from regulators, airlines, airports to industry associations, the Regional Office shared airports' best practices in addressing cyber threats and stressed the importance of collaboration between all stakeholders in enhancing cyber resilience.

Airport Excellence in Security

Interest for ACI's core capacity building initiative, Airport Excellence (APEX) in Security, continued growing. In 2019, six reviews were held in Asia-Pacific, namely Muscat International Airport, Brisbane Airport, Port Vila Airport, as well as Ahmad Yani International Airport in Semarang, Juanda International Airport in Surabaya and Sultan Hasanuddin International Airport in Makassar, all located in Indonesia. Since its launch in 2017, 28 APEX reviews have been conducted across the region.

02 OPERATIONAL SAFETY

Over the course of 2019, the Regional Operational Safety Committee ("ROSC") produced guidance materials, set out a long-term strategy, conducted a safety culture survey and started a new initiative under the "No Airport Left Behind" campaign.

Committee leadership

The ROSC is the standing body for developing best practices and collective positions on aerodrome safety, a group of aerodrome safety and operations managers from airports in the region. After the retirement of former Chair, Mr. Cheng Ling Perng, Malaysia Airports Holdings Berhad at the end of 2018, the Vice Chair of the ROSC, Mr. Narayanasamy Venkatachalapathy, GMR Hyderabad International Airport Limited was elected to Chair effective January for a two-year term. At the same time, Mr. José Marçal, Macau International Airport was elected Vice Chair, also for a two-year term.

Guidance materials

The ROSC published two sets of guidance materials on aerodrome safety. The first, Guidance on Runway Safety Team, provided guidance on the set up and management of runway safety teams. Runway safety teams are a multi-stakeholder forum, consisting of key players such as the airport operator, air traffic control and pilots to maintain the safety of aircraft landings and take-offs. The effort was made in response to the resolution adopted at the 11th Regional Assembly in Gold Coast, Australia in April 2016 urging airports to create runway safety teams.

The second publication, Guidelines on Accident Investigation and Root Cause Analysis, provided guidance to airport operators how to conduct investigations in order to find the root causes of accidents and prevent them from happening again.
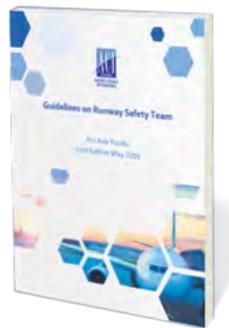
In 2019, the ROSC selected and began drafting four new guidelines on aerodrome safety to be published in 2020:
• Wildlife hazard management plan
• Runway pavement inspection
• Aerodrome operational personnel competency requirements
• Innovation in safety

Following the completion of the guidelines mentioned above, the ROSC will begin work on four new guideline topics for 2020 to help airports maintain safe and smooth aircraft operations. These topics are:
• Staffing requirements for airfield operations
• Removal of disabled aircraft
• Implementation guide on Global Reporting Format
• Safety hazard identification

Four-point strategy

The ROSC mapped out the long-term strategy for the region at the October meeting in Macau SAR. The ROSC agreed on a four-point strategy for the upcoming ACI Asia-Pacific three-year planning period of 2021-2023 with areas of work on:
• Continued e ngagement with ICAO Asia and Pacific and Middle East
• Continued production of guidance materials
• Promotion of safety culture
• Campaign to assist airports in developing countries named "No Airport Left Behind".

The strategy will be incorporated into the overarching document laying down the Regional Office's roadmap for 2021-2023.

Safety culture survey

To promote a safety culture, the Regional Office, in collaboration with the Association of Asia Pacific Airlines and Arab Air Carriers Organization, conducted a survey amongst airport employees. The survey revealed that the overall perception of safety culture has not changed significantly since the last time a similar study was conducted in 2014 and 2015. Another important finding is that employee training and a rigorous process of hazard identification and follow up are both key determinants in the perception of safety culture.

Remote participation

The ROSC initiated a programme for ACI Asia-Pacific members to share unresolved safety issues at their airports with the committee. The programme forms part of the "No Airport Left Behind" campaign and helps airports who are not able to attend ACI safety meetings be able to seek advice from fellow members of the association.

Airport Excellence in Safety

The year kicked off in January with a historic global milestone for the 100th Safety Review at Abu Dhabi Airport. The team conducted seven Airport Excellence (APEX) in Safety Reviews in the region.

03 AIRPORT ECONOMICS

ACI Asia-Pacific supported the advancement of economic policy matters through strategic engagement with policy makers, regulators and key stakeholders. In 2019, significant progress was made in addressing airport charges, economic regulation, airport slot allocation, strategic engagements, research and in-house analytical capabilities.

Committee leadership

The Regional Economics Committee welcomed new leadership -- Mr. Gregory Jamet from Kansai Airports as Chair and Mr. Muhammad Fariz-Qisti Mohd Takwir from Malaysia Airports Holdings Berhad as Vice Chair.

Airport charges and economic regulation

Australia

ACI's participation in the consultation process of the Productivity Commission's review of the economic regulation framework for airports, together with the active lobbying efforts by the airport community in Australia, yielded fruitful results evident in the positive outcome of the Productivity's Commission's final report in October and the Government's response in December concluding that the existing light-handed economic regulation framework for airports remains fit for purpose. The Regional Office issued a press release commending the Productivity Commission's findings.

Malaysia

ACI continued its efforts in Malaysia to help shape the development of a comprehensive economic regulation framework for airports by attending a series of consultation meetings in June and filing a submission in July to the Malaysian Aviation Commission (MAVCOM). ACI stressed that the competitiveness of airports should be measured not only in terms of level of charges, but also in terms of quality of customer service. Any charging scheme should ensure recovery of all costs at the airport network level while providing for long-term economic sustainability within the network. After nurturing a culture of dialogue and transparency between the parties involved, a gradual transition to a dual-till system should be contemplated for the second regulatory period. The Regional Office issued a press release calling for the urgent reform of the aeronautical charges regulatory framework in Malaysia to provide a stable perspective to the airport operator.

Regional study

In response to mounting debates on airport charges in selected markets claiming that airports have monopoly power that result in high airport charges, ACI Asia-Pacific, under the guidance of the Regional Economics Committee, is developing the region's first study analyzing airport charges and airfares. The insights and findings of the analysis will guide the region's advocacy efforts on this topic. The study will be completed in early 2020.

Slot allocation

The Regional Office facilitated regional coordination and actively participated in the comprehensive strategic review of the Worldwide Slot Guidelines (WSG) and related taskforce meetings throughout 2019. ACI signed a Memorandum of Understanding (MOU) with the International Air Transport Association (IATA) and the Worldwide Airport Coordinators Group (WWACG) in June that represented a paradigm shift: for the first time since the establishment of the WSG in 1974, airport operators are acknowledged to be equal partners alongside airlines and coordinators in developing slot allocation policies at global level.

To better coordinate regional slot issues, and prepare for the way forward to implement the new governance of the WSG (to be renamed the Worldwide Airport Slot Guidelines), the Regional Office will establish a Regional Taskforce on Slot Allocation in early 2020 to strengthen engagement with members.

Strategic engagement

ACI strategically engaged with key stakeholders to pave the way for more effective advocacy efforts on topics such as airport networks, privatization and taxation.

India

In January, ACI was invited by the Ministry of Civil Aviation as a presenting partner and participated in two panel discussions at the inaugural Global Aviation Summit held in Mumbai.

South Korea

In May, ACI engaged with the Ministry of Land, Infrastructure and Transport to discuss topics including airport networks and airport slots.

10th ACI Asia-Pacific Economics Committee Meeting, Bahrain (Nov 2019)

China

In November, ACI moderated a roundtable at the Beijing Global Friends CEO Forum and shared findings of the updated Policy Brief on Airport Networks. At the meeting, members supported the proposal to explore a way forward to develop a new phase of the study that will expand the scope of work to focus on values created by global airport groups. Further work will be conducted in 2020.

Research and analytical capabilities

Throughout 2019, the Regional Office continued to lay groundwork and strengthen in-house analytical capabilities. The annual ACI Asia-Pacific 2018 Economic Review (Issue 4) was released in August under the guidance of the Regional Economics Committee. The review included a focused discussion on airport networks to update members on the latest developments in advance of the ICAO Airport Economics Panel on this subject, and a special update on how airports in the region are meeting the capacity challenge.
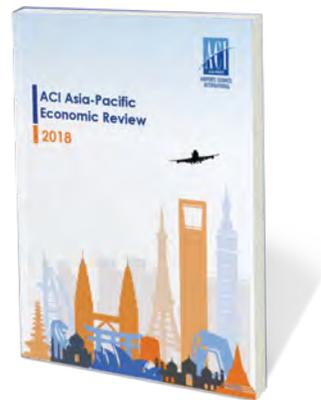
04

OUR PRIORITY

ENVIRONMENT

In 2019, environmental awareness was continuously nurtured within the region through sharing best practices and communication. Environmental topics such as mitigating and adapting to climate change affecting airports globally were deliberated between the ACI World Environment Standing Committee, Regional Environment Committee ("REC") and airport members.

Committee leadership

Under the leadership of Ir. Khairiah Salleh, General Manager, Engineering of Malaysia Airports Holdings Berhad and Vice Chair Dr. M. Muthukrishnan, Delhi International Airport (P) Ltd., the REC decided to enhance and focus resources to address important and emerging environmental issues. The Aircraft Noise Management and Climate Change Adaptation Working Groups were created to develop guidance for airports in Asia-Pacific. The Strategic Steering Group was formed to look into regional environmental issues and align with REC objectives, drive discussion and put the strategic plan into actions.

> *"[The Regional Environment Committee] is a good forum for sharing environmental best practices and learning from one another. The meeting provides a platform for sharing of knowledge and updating on the happenings in the aviation industry."*

Mr. Jakrapop Charatsri, Vice President (Environment),
Airports of Thailand PLC.

Advocacy

The Regional Office presented at the Cooperative Development of Operational Safety and Continuing Airworthiness Programme (COSCAP) - South East Asia workshop on Airport Environmental Management System (EMS) in February in Bangkok, Thailand.

The workshop covered airport EMS and climate change mitigation for airports in the ASEAN region. The Regional Office shared with attendees ACI's approach to an environmental management system, showcasing the environmental activity database of its airport members, and the results of the biennial environmental survey. It also showed successful examples of EMS implementation by Airport Authority Hong Kong and Malaysia Airports Holdings Berhad.

COSCAP is an ICAO programme. The workshop was organised in partnership with the European Union Aviation Safety Agency.

Environmental survey

Building on the success of the previous environmental survey, the Regional Office launched the biennial Environmental Survey in July to all airport members.

77 submissions were received, a dramatic increase of almost 80% compared to the last survey. This showed more airports are willing to share their best practices through this initiative. The airports participating in the survey collectively handled more than 35.4% of passenger traffic in Asia-Pacific and the Middle East. The Regional Office will distribute a customized report for each participant in the first quarter of 2020 so they can compare their own results with their peers. A summary of the survey will be published for the general public to convey the core environmental issues airports need to manage.

Green Airports Recognition

The Green Airport Recognition 2019 attracted 19 airport submissions documenting green airport infrastructure projects. These airport members, representing 17% of the total passenger traffic in Asia-Pacific and the Middle East, have outstanding accomplishments, making continual improvements to their environmental endeavours while catering to growing air traffic demand. Airport members shared quality infrastructure designs and innovative ideas for operations. They demonstrated the positive environmental benefits in the expansion of the green building design, renewable energy station, energy efficiency and water efficiency improvements for infrastructure. The panel of judges praised all submissions and recognized nine airports in three passenger traffic categories. All submissions were documented in the **Green Airports Recognition 2019** publication.
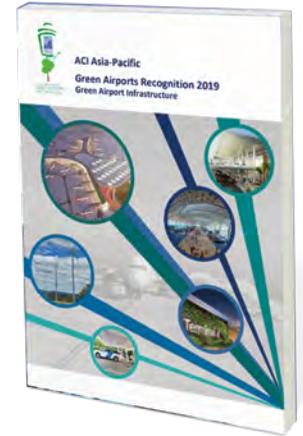
Airport Carbon Accreditation

During the WAGA 2019, ACI reported tremendous progress and the latest developments on *Airport Carbon Accreditation* programme, whilst celebrating the programme's 10th anniversary.

As of December, there were 293 accredited airports globally handling 42.8% of the world's passenger traffic. In Asia-Pacific and the Middle East, there were 54 accredited airports, covering 42.6% of the region's air passenger traffic.

Airport Excellence (APEX) in Environment

The Regional Office attended the 3rd ICAO Asia-Pacific Aerodrome Operations and Planning Sub-Group Meeting (AOP/SG/3) in June in Bangkok, Thailand and presented the outcome of the 2018 "Pilot APEX in Environment Review" that took place at Adi Soemarmo International Airport in Surakarta, Indonesia. The audience was keenly interested in topics such as noise monitoring and carbon emissions for the airport sector.

05 HUMAN RESOURCES

The Regional Human Resources Committee ("RHRC") activities in 2019 focused on strengthening the engagement of Human Resources professionals among members, celebrating the 10-year anniversary of the Young Executive of the Year Award, Human Resources Excellence Recognition programme and continuing its commitment to support the region's small and emerging airports in developing nations.

Committee leadership

The RHRC Spring (April) and Fall (November) meetings of 2019 took place in Hong Kong, SAR and New Delhi, India respectively with the kind support of the hosts, Airport Authority Hong Kong and the Airports Authority of India.

The 2019 overarching theme was "HR Digitalization". The spring meeting was themed "Creating Better Employee Experience Through Digitalization of HR Tools" with focus on practical issues such as HR systems, and the fall meeting was themed "HR Readiness for Future Airports" and focused more on futuristic implications of digitalization.

Both meetings were well-attended by committee members, their colleagues, as well as employees from host airports. Ms. Justina Tan, Chair of the committee and Managing Director, People of Changi Airport Group opened the meeting on both occasions and reminded members that digitalization for airport HR professionals have to make "business sense" and provide real value for the organisation.

Young Executive of the Year Award

Celebrating its tenth anniversary, the Young Executive of the Year Award is an annual research paper competition which encourages young talents in Asia-Pacific and the Middle East to contribute innovative solutions to current aviation industry issues. In 2019, candidates were asked to contribute on the topic "How can airports understand and capitalize on their passengers' needs

to advance their strategic visions?"
The submissions were reviewed by a panel of judges, chaired by Sheikh Aimen bin Ahmed Al-Hosni, CEO of Oman Airports and Secretary Treasurer of the ACI Asia-Pacific Board. The panel named Mr. Tasneem Ejaz of GMR Hyderabad International Airport Young Executive of the Year 2019 having demonstrated substantial research effort and provided thoughtful recommendations on understanding and fulfilling passengers' needs in the context of airports.

The panel unanimously gave honorable mentions to Ms. Zaina Al Nahar of Airport International Group and Mr. Ashish Kumar of Mumbai International Airport Limited.

Their submissions were comprehensive and shared unique insights on the topic. The award recipients were recognised during the Regional Assembly at WAGA and given the opportunity to present to the Regional Assembly.

"Winning the ACI Asia-Pacific Young Executive of the Year is a great honor and a privilege, so thank you ACI for this platform and global recognition. I would truly recommend this program to all those passionate and enthusiastic young aviation professionals who want to contribute to the growth of the aviation industry and fast-track their career."

Mr. Tasneem Ejaz of GMR Hyderabad International Airport

Human Resources Excellence Recognition Program

Introduced in 2014, the Human Resources Excellence Recognition Program is a research paper competition that acknowledges outstanding achievements in Human Resources management at Asia-Pacific airports. The program aims to encourage continual exchange of best practices in HR to support the development of member airports through people.

The theme for 2019 was Change Management. Thirteen submissions were received, demonstrating the region's commitment to investing in HR. The papers were reviewed by a panel of judges chaired by Mr. Dennis Chant, Chairman of Sunshine Coast Airport Pty Ltd. After deliberation, judges awarded the Gold, Silver, and Bronze Recognitions to Airport Authority Hong Kong, Changi Airport Group (Singapore) Pte Ltd and GMR Hyderabad International Airport Limited respectively for the outstanding work showcasing their experience of Change Management and strategic foresights exemplified.

The winning airports were celebrated at the Regional Assembly in Hong Kong.

Developing Nations' Airports Assistance Programme

ACI's Developing Nations' Airports (DNA) Assistance Programme continues to attract interest. The Programme's objective is to support member airports in developing countries. It does so by aiding airport

initiatives that are sustainable, have an impact, and bring results to those airport members.
In collaboration with respective host airports and WBPs, the year saw the successful delivery of five DNA seminars in Asia-Pacific covering crucial topics and achieving commendable participation from over 90 airport professionals representing more than 30 airport members.

In 2019, the following DNA seminars were held:
- Management of Airport Security (Airport Authority Hong Kong)
- Aerodrome Certification (Haikou Meilan International Airport)
- Airport Customer Experience Management (Ngurah Rai International Airport, Denpasar)
- Safety Management Systems (Beca Group, Auckland)
- Airport Non-Aeronautical Revenues (Airports of Thailand Ltd, Bangkok)

"After successfully course completing the course on Safety Management System, I organized a training for all the staffs who have responsibility to ensure safety at our airport. Sharing my knownledge with my employees was very effective."

Mr. Erdene-ochir Damdinjav, Deputy director of Industrial Affairs, Chinggis Khaan International Airport

Small Airports Assistance Programme and Online Learning Centre Scholarship

In 2019, the Regional Office supported members from Chinggis Khaan International Airport, Fiji Airports, Mandalay International Airport, Nursultan Nazarbayev International Airport, Paro International Airport and Pohnpei Port Authority to attend a variety of ACI Global Training courses.

The Small Airports Assistance Programme and Online Learning Centre Scholarship are designed to assist eligible members through a subsidy to participate in ACI training courses and initiatives that encourage knowledge exchange amongst airports in the region.

The Regional Office also facilitated members' requests for in-house training courses to develop airport staff and management talents in areas such as airport safety, security, and economics.

ENGAGEMENT WITH ICAO AND INDUSTRY ASSOCIATIONS

On behalf of its airport members, ACI Asia-Pacific continuously engaged with ICAO on capacity building and policy building to further a safe, secure and sustainable air transportation system.

Safety policy
ACI contributed papers on safety to ICAO throughout the year. In April, ACI Asia-Pacific presented a paper on the region's safety strategy at the Seventh Meeting of the ICAO Middle East Regional Aviation Safety Group. A paper promoting the use of ACI's peer review program, APEX in Safety was submitted to the annual summit of Directors General of Civil Aviation Conference in Nepal in August.

Capacity building
The Regional Office spent considerable time working with ICAO Asia and Pacific defining competency and training requirements for aerodrome operational personnel. The Regional Operational Safety Committee's inputs on the subject were largely incorporated into an ICAO regional guidance document, expected to be published in 2020/ 2021.

Security assistance to airports in need

The Philippines

In alignment with ICAO's "No Country Left Behind" initiative, ACI Asia-Pacific contributes to the enhancement of aviation security within the region.

In January, the Regional Office spoke at the Aviation Security Partners Coordination Meeting in Manila, jointly organized by ICAO Asia and Pacific and the Office for Transportation Security (OTS) of the Philippine government.

The meeting was convened with the aim of enhancing security in the Philippines by giving the regulator, airlines and airports in the country a better understanding of the various capacity building activities on security offered by different regions, stakeholders and regulators. The regional parties in attendance included Australia, Canada, New Zealand, the US, the UK and associations IATA and ACI Asia-Pacific.

Among the local participants at the meeting were security representatives from Manila Ninoy Aquino International Airport, Clark International Airport and Mactan-Cebu International Airport. In a presentation, the Regional Office highlighted ACI's security capacity building initiatives available to airport members in the Philippines, such as APEX in Security, DNA Assistance Programme as well as ACI's library of guidance materials.

The Regional Office also spoke at an aviation security workshop in Manila. Jointly organized by ICAO and IATA for the local airports, airlines and ground handling agencies, the one-day workshop focused on best practices sharing on aviation security operations. In view of the security incidents concerning trusted insiders, the Regional Office delivered a presentation on what airport security managers should do to address this emerging threat, based on the insider threat guidance document.

Nepal

At ICAO's invitation, the Regional Office participated in a Combined Action Team (CAT) mission in November, hosted by the Civil Aviation Authority of Nepal (CAAN) in Kathmandu, Nepal.

The ICAO CAT missions provide technical assistance to States in Asia-Pacific to help them improve aviation security standards towards the targets set out in the Global Aviation Security Plan (GASeP). Through this mission, ACI Asia-Pacific became the first and only industry association to have attended a CAT mission, as participation is normally restricted to ICAO experts.

During the mission, the CAT team worked with CAAN in the development of corrective action plans to address findings identified in a recent ICAO security audit. The team also conducted an on-site visit at Gautam Buddha Airport and provided inputs on security-related subjects to be incorporated into the design of its new terminal.

BUILDING CONNECTIONS

As of December, the number of World Business Partners stood at 65 regular members and 27 affiliate members, a total of 92. Over the course of the decade, the Regional Office grew its WBP programme by more than 150%.

During the year, WBP's actively participated in the ongoing efforts of imparting industry insights and networking opportunities at ACI events. In addition, WBPs had the opportunity to engage with airport CEOs from all five regions during a Breakfast Briefing in Hong Kong during WAGA.

WBP's E-Business Solutions Limited (EBSL), a Hong Kong-based software technology company specializing in Internet of Thing (IoT), Radio Frequency Identification (RFID) and mobility solutions and Plaza Premium, a global airport hospitality solutions provider operating in over 160 locations of 44 international airports, were featured in the ACI World Insights Blog.
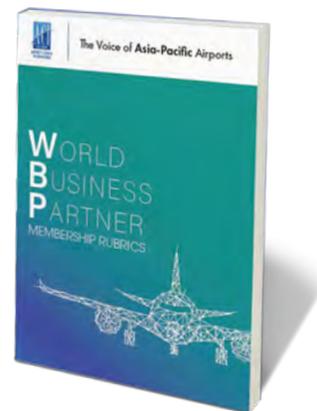
2019 Airport Tour

The much-anticipated annual WBP Airport Tour took place in September. Regional Office team members accompanied a group of 12 participants representing 10 companies. They visited Tan Son Nhat, Cam Ranh, and Noi Bai International Airports and were graciously hosted by Airports Corporation of Vietnam.

WBP delegates were warmly received by Mr. Nguyen Nam Tien, Deputy Director of Tan Son Nhat International Airport, Mr Nguyen Ba Quan, Director of Camranh International Airport and Mr. Hung Nguyen, Director of Noibai International Airport.

Over the course of three days, airport executives learned about the WBPs' latest services, systems' technologies, and products offerings, including references to where some of these solutions are already deployed in other airports across the world.

OUR MEMBERS

113
REGULAR MEMBERS

602
AIRPORTS OPERATED

49
COUNTRIES / AREAS

WORLD BUSINESS PARTNER

During the tour, delegates witnessed first-hand some of the newly-expanded facilities in the respective terminals, as well as a behind-the-scenes look into the baggage halls, airport operations control centres, and security monitoring facilities. Executives who accompanied and engaged with the WBP delegates included directors and managers from airport operations centers, security, technology and planning departments.

Delegates appreciated airport executives' candid sharing on challenges faced when dealing with capacity and budget constraints, due in part to the booming tourism opportunities. It was interesting to learn that for some ACV airports, domestic passenger traffic has multiplied at staggering rates while for the others, it was the international passenger traffic that has exceeded expectations.

ACV gave delegates a sneak peek into all three airports' exciting expansion plans and master planning works in progress to cope with the growth, which translate into collaboration opportunities down the road.

WBPs (both Regular and Affiliate members) represented include Airbiz, Amadeus, E-Business Solutions Ltd, Elenium Automation, Harris Ortogon, KONE, Nuctech Company Ltd, ProDIGIQ, Rapiscan Systems, and SITA.

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

COUNTRY / AREA	MEMBER	AIRPORTS
SHIJIAZHUANG	Hebei Airport Management Holding Co., Ltd	4
TIANJIN	Tianjin Binhai International Airport	1
WUHAN	Hubei Airports Group Company	4
XI'AN	China West Airport Group	14
XIAMEN	Xiamen International Airport Group Co., Ltd.	4
ZHENGZHOU	Henan Province Airport Group Co., Ltd	1
CHINESE TAIPEI		
KAOHSIUNG	Kaohsiung International Airport, CAA	1
TAIPEI	Taoyuan International Airport Corporation Ltd.	1
COOK ISLANDS		
RAROTONGA	Airport Authority Cook Islands	2
FIJI		
NADI	Fiji Airports	2
FRENCH POLYNESIA		
PAPEETE	Airport of Tahiti	4
GUAM		
AGANA	A. B. Won Pat International Airport, Guam	1
HONG KONG SAR, CHINA		
HONG KONG	Airport Authority Hong Kong	1
INDIA		
BENGALURU	Bangalore International Airport Limited	1
COCHIN	Cochin International Airport Limited	1
HYDERABAD	GMR Hyderabad International Airport Limited	1
MUMBAI	Mumbai International Airport Ltd	1
NEW DELHI	Delhi International Airport Ltd	1
NEW DELHI	Airports Authority of India	124
INDONESIA		
JAKARTA	PT Angkasa Pura I (Persero)	15
JAKARTA	PT Angkasa Pura II (Persero)	14
IRAN		
QESHM	Qeshm International Airport	1
TEHRAN	Imam Khomeini Airport City	1
TEHRAN	Iran Airports & Air Navigation Company	59
IRAQ		
ERBIL	Erbil International Airport	1
JAPAN		
FUKUOKA	Fukuoka International Airport Co., Ltd	1
NAGOYA	Central Japan International Airport Co. Ltd.	1
OSAKA	Kansai Airports	3
TOKYO	Japan Airport Terminal Co., Ltd.	1
TOKYO	Narita International Airport Corporation	1
JORDAN		
AMMAN	Airport International Group	1
AMMAN	Jordan Airports Company PSC	1
KAZAKHSTAN		
ALMATY	Almaty International Airport JSC	1
NUR-SULTAN	Astana International Airport	1
KIRIBATI		
TARAWA	Airport Services Kiribati	20

COUNTRY / AREA	MEMBER	AIRPORTS
KOREA		
INCHEON	Incheon International Airport Corporation	1
SEOUL	Korea Airports Corporation	14
KUWAIT		
KUWAIT CITY	Kuwait International Airport-D.G.C.A	1
MACAU SAR, CHINA		
MACAU	CAM-Macau International Airport Co. Ltd.	1
MALAYSIA		
KUALA LUMPUR	Malaysia Airports Holdings Berhad	39
MALDIVES		
MALE	Maldives Airports Company Limited	1
MARSHALL ISLANDS		
MAJURO	RMI Ports Authority	1
MICRONESIA (FEDERATED STATES OF)		
POHNPEI	Pohnpei Port Authority	1
MONGOLIA		
ULAANBAATAR	Civil Aviation Authority of Mongolia	19
MYANMAR		
MANDALAY	MC-Jalux Airport Services Co., Ltd.	1
NAYPYITAW	Pioneer Aerodrome Services Company Limited	1
YANGON	Yangon Aerodrome Company Limited	1
NEPAL		
KATHMANDU	Tribhuvan International Airport Civil Aviation Office, Kathmandu, Nepal	1
NEW CALEDONIA		
NOUMEA	Chambre de Commerce et d'Industrie	1
NEW ZEALAND		
AUCKLAND	Auckland International Airport Ltd.	1
CHRISTCHURCH	Christchurch International Airport Ltd.	1
DUNEDIN	Dunedin International Airport Ltd.	1
NAPIER	Hawke's Bay Airport Ltd	1
PALMERSTON	Palmerston North Airport Limited	1
WELLINGTON	Wellington International Airport Ltd.	1
NORTHERN MARIANAS		
SAIPAN	Commonwealth Ports Authority	3
OMAN		
MUSCAT	Oman Airports Management Company	2
PAPUA NEW GUINEA		
PORT MORESBY	National Airports Corporation (NAC) – PNG	22
PHILIPPINES		
CATICLAN	TransAire Development Holdings Corp.	1
CEBU	Mactan-Cebu International Airport Authority	1
CLARK	Luzon International Premier Airport Development Corporation	1
MANILA	Manila International Airport Authority	1
QATAR		
DOHA	Hamad International Airport	1
SAMOA		
APIA	Samoa Airport Authority	3

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

AFFILIATE MEMBERS

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

5 MEMBERS

11 AIRPORTS

3 COUNTRIES/ AREAS

ASSOCIATE MEMBERS

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

6 MEMBERS

6 COUNTRIES/ AREAS

As of December 2019

OUR WORLD BUSINESS PARTNERS

92 MEMBERS

65 REGULAR

27 AFFILIATE

CONSULTING AND MANAGEMENT   * AFFILIATE

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

EQUIPMENT

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

HANDLING AND AIRFIELD

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

IT AND COMMUNICATION

Amadeus IT Group SA	*
Apple, Inc.	*
Cherrypicks Limited	
Digital Images International	
Dubai Technology Partners LLC (DTP)	
Esri	*
Feeyo Technology Company Limited	
Fiplan GmbH	
Harris Orthogon GmbH	*
Hexaware Technologies Inc.	
ICM Airport Technics Australia Pty Ltd	
IER Pte Ltd	*
NEC Corporation	
OAG Aviation Worldwide Limited	*
OneAlpha	
ProDIGIQ	*
Rockwell Collins	*
SITA	*
Travelsky Technology Limited	
VEOVO	*

PLANNING AND CONSTRUCTION

AECOM Asia Company Ltd	*
Arup	*
Engie Cofely	*
Lead 8	
NIPPON KOEI Co., Ltd	
Shanghai Ying Xing Assets Management Co., Ltd.	
Surbana Jurong Consultants Pte Ltd	

RETAIL AND COMMERCIAL

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

SECURITY

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

As of December 2019

REGIONAL OFFICE TEAM

Stefano BARONCI	Director General
Ada TSE	Deputy Director General
SL WONG	Head - Technical Affairs, Safety, Capacity and ATM
Jeannie WONG	Head - Communications and Events
Ken LAU	Senior Manager - Environment and Airport IT
Suzanne TONG	Senior Manager - Economics and Statistics
Cindy CHEE	Manager - Events
Simon HUI	Manager - Member Services Development
Gary LEUNG	Manager - Security and Facilitation
Samantha SOLOMON	Manager - Communications
Natalie TSANG	Manager - Finance and Administration / PA to Director General
Jeff CHAN	Assistant Manager - Digital Marketing and Communications
Philip KWOK	Economic Research Analyst
Gabriel LI	Assistant Manager - Environment
May MOK	Office Administrator
Yoonhwan AHN	Executive Assistant
Hiroki SHIBATA	Executive Assistant

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THE VOICE
OF ASIA-PACIFIC
AIRPORTS

ACI Asia-Pacific, one of the five regions of Airports Council International (ACI) and incorporated in Canada, is based in Hong Kong and represents 113 members operating 602 airports in 49 countries/ territories in Asia-Pacific and the Middle-East.

As the only global trade association of the world's airports, ACI represents airports' interests with governments and international organizations, develops standards, policies and recommended practices for airports, and provides information and training opportunities to raise standards around the world.

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