



# ACI Asia-Pacific YEAR IN REVIEW 2018





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**Lee Seow Hiang**  
**President**  
**ACI Asia-Pacific**

## **MESSAGE FROM THE PRESIDENT**

2018 was quite the productive and rewarding year for Asia-Pacific and the Middle East.

Membership grew to 109 airport members, 5 associate members, 5 affiliate members and 88 World Business Partners. Passenger and airfreight traffic recorded overall growth despite volatile geopolitical tensions, economic uncertainties, and adverse climate changes across the region and the globe at large.

Airport members across the region commissioned new facilities, undertook new expansion projects, enhanced services, and did their utmost to ensure business continuity, while maintaining safe and secure airport operations. Members also stepped up efforts on the corporate social responsibility front, including achievements at varying levels of ACI's Airport Carbon Accreditation program.

As the voice of airports, the Regional Office continued advocating members' interests at numerous events, including ICAO and other industry associations' meetings, heightening industry's awareness of the work of ACI and deepening relationships and networks.

One highlight during the year was the Regional Office's engagement with governments, regulators and counterparts, deliberating on crucial but contentious issues: airport charges, privatization, airport networks and slots allocation. ACI maintained its stance that there is no 'one size fits all' and supported airport members' quests to adopt the model that best suit their communities and needs.

In the spirit of ICAO's "No Country Left Behind" campaign, the Regional Office's capacity building efforts saw to a record-breaking number of training courses and Developing Nations Airport (DNA) Assistance seminars delivered for members' staff in Asia-Pacific.

Much more transpired in 2018 and I hope you will take time to peruse this Year in Review publication, as we reminisce and celebrate the achievements of the year. I would like to thank my fellow Regional Board Directors for your leadership, support, and contributions. I would also like to thank our members and supporters, for your participation and contributions at ACI Asia-Pacific's events, meetings and initiatives. Our achievements in 2018 are the result of your hard work. We look forward to more exciting times and greater opportunities of collaboration in the year ahead.

# OUR MEMBERS

**REGULAR MEMBERS - 109 MEMBERS IN 48 COUNTRIES / AREA  
OPERATING 588 AIRPORTS**

COUNTRY / AREA	MEMBER	AIRPORTS OPERATED	
<b>AMERICAN SAMOA</b>	PAGO PAGO	American Samoa Government	3
<b>AUSTRALIA</b>	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
<b>BAHRAIN</b>	BAHRAIN	Bahrain Airport Company SPC	1
<b>BANGLADESH</b>	DHAKA	Civil Aviation Authority of Bangladesh	1
<b>BHUTAN</b>	PARO	Department of Air Transport, Bhutan	1
<b>BRUNEI</b>	BANDAR SERI BEGAWAN	Department of Civil Aviation (Brunei)	1
<b>DARUSSALAM</b>			
<b>CAMBODIA</b>	PHNOM PENH	Cambodia Airports	3
<b>CHINA</b>	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.	9
	HANGZHOU	Hangzhou Xiaoshan 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	Nanjing Lukou International Airport Co., Ltd.	1
	QINGDAO	Qingdao International Airport Group 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 OPERATED
	SHIJIAZHUANG	Hebei Airport Management Holding Co., Ltd.	3
	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, 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	125
INDONESIA	JAKARTA	PT Angkasa Pura I (Persero)	13
	JAKARTA	PT Angkasa Pura II (Persero)	13
IRAN	QESHM	Qeshm International Airport	1
	TEHRAN	Imam Khomeini Airport City	1
	TEHRAN	Iran Airports & Air Navigation Company	53
IRAQ	ERBIL	Erbil International Airport	1
JAPAN	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
KIRIBATI	TARAWA	Airport Services Kiribati	20
KOREA	INCHEON	Incheon International Airport Corporation	1
	SEOUL	Korea Airports Corporation	14
KUWAIT	KUWAIT	CITY Kuwait International Airport-D.G.C.A	1
MACAU, CHINA	MACAU	CAM-Macau International Airport Co. Ltd.	1

COUNTRY / AREA		MEMBER	AIRPORTS OPERATED
<b>MALAYSIA</b>	KUALA LUMPUR	Malaysia Airports Holdings Berhad	39
<b>MALDIVES</b>	MALE	Maldives Airports Company Limited	1
<b>MARSHALL ISLANDS</b>	MAJURO	RMI Ports Authority	1
<b>MICRONESIA</b> (FEDERATED STATES OF)	POHNPEI	Pohnpei Port Authority	1
<b>MONGOLIA</b>	ULAANBAATAR	Civil Aviation Authority of Mongolia	19
<b>MYANMAR</b>	MANDALAY	MC-Jalux Airport Services Co., Ltd.	1
	NAYPYITAW	Pioneer Aerodrome Services Company Limited	1
	YANGON	Yangon Aerodrome Company Limited	1
<b>NEPAL</b>	KATHMANDU	Tribhuvan International Airport Civil Aviation Office, Kathmandu, Nepal	1
<b>NEW CALEDONIA</b>	NOUMEA	Chambre de Commerce et d'Industrie	1
<b>NEW ZEALAND</b>	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
	WELLINGTON	Wellington International Airport Ltd.	1
<b>NORTHERN MARIANAS</b>	SAIPAN	Commonwealth Ports Authority	3
<b>OMAN</b>	MUSCAT	Oman Airports Management Company	2
<b>PAPUA NEW GUINEA</b>	PORT MORESBY	National Airports Corporation (NAC) - PNG	22
<b>PHILIPPINES</b>	CATICLAN	TransAire Development Holdings Corp.	1
	CEBU	Mactan-Cebu International Airport Authority	1
	CLARK	Clark International Airport Corporation	1
	MANILA	Manila International Airport Authority	1
<b>QATAR</b>	DOHA	Hamad International Airport	1
<b>SAMOA</b>	APIA	Samoa Airport Authority	3
<b>SAUDI ARABIA</b>	JEDDAH	General Authority of Civil Aviation	27
	MEDINA	Tibah Airports Operation Co. Ltd.	1
<b>SINGAPORE</b>	SINGAPORE	Changi Airport Group (Singapore) Pte Ltd.	1
<b>SRI LANKA</b>	COLOMBO	Airport & Aviation Services (Sri Lanka) Ltd.	3
<b>THAILAND</b>	BANGKOK	Airports of Thailand Public Co. Ltd.	6
<b>TONGA</b>	NUKU'ALOFA	Tonga Airports Limited	6
<b>UNITED ARAB EMIRATES</b>	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



COUNTRY / AREA	MEMBER	AIRPORTS OPERATED	
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 -  
5 MEMBERS IN 3 COUNTRIES / AREA OPERATING 11 AIRPORTS**

COUNTRY / AREA	MEMBER	AIRPORTS OPERATED
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

**ASSOCIATE MEMBERS -  
5 MEMBERS IN 5 COUNTRIES / AREA**

COUNTRY / AREA	MEMBER
AUSTRALIA	Australian Airports Association Ltd
CHINA	China Civil Airports Association
HONG KONG, CHINA	Civil Aviation Department - Hong Kong
MALAYSIA	Malaysian Aviation Commission
SINGAPORE	Civil Aviation Authority of Singapore



(As of December 31, 2018)

# OUR WORLD BUSINESS PARTNERS MEMBERS

63 Regular  25 Affiliate

## Consulting and Management 28

AC Nielsen AMER	
ADK International	
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	
Brüel & Kjær	
Ceventas Pty Ltd.	
DRB-HICOM Environmental Services Sdn. Bhd.	
Dyland Lianne Market Research & Consultant Co,	
GeneraCycle Inc.	
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.	
Mindflow Partners	
Munich Airport International	
Redwater Consulting Group	

Strategic Fire Solutions GbR	
To70 Aviation Australia	
Tourism Futures International	


## Equipment 8

Arconas Corporation	
Elenium Automation	
KONE	
Rapiscan Systems Pte. Ltd.	
RATE (Australia) Pty Ltd.	
Smiths Detection (Asia Pacific) Pte. Ltd.	
Suzuoka Co. Ltd.	
UFL Group Ltd.	

## Handling and Airfield 6

Daifuku Co., Ltd. (Japan)	
Glidepath Limited	
Global Oil Services	
Ground Handling Logistics	
Toyo Kanetsu Solutions K.K.	
Vanderlande Industries BV	

## IT and Communication 17

Amadeus IT Group SA	
Cherryicks Limited	
Digital Images International	





## Dubai Technology Partners LLC (DTP)

Esri	●
Feeyo Technology Company Limited	
Fiplan GmbH	
Frogparking Limited	
Harris Orthogon GmbH	●
ICM Airport Technics Australia Pty Ltd.	
IER Pte Ltd.	●
NEC Corporation	
OAG Aviation Worldwide Limited	●
ProDIGIQ	●
Rockwell Collins	●
SITA	●
Travelsky Technology Limited	

## Planning and Construction

8

AECOM Asia Company Ltd.	●
Arup	●
COFELY BESIX	●
Lead 8	
NIPPON KOEI Co., Ltd.	
Ports Projects Management & Development Co (PPMDC)	
Shanghai Ying Xing Assets Management Co., Ltd.	
Surbana Jurong Consultants Pte Ltd.	

## Retail and Commercial

15

Concession Planning International (Australia) Pty Ltd.	
DFS Group Limited	
EMCATERING (Asia) Pte Ltd.	
Emirates Leisure Retail	
Filtr Pte Ltd.	
Flemingo International Ltd.	
Heinemann Asia Pacific Pte. Ltd.	
JT International S.A.	●
Lite Bite Foods Pvt. Ltd.	
National Parking Company (Mawgif)	
Paccaya Resources Ltd.	
Plaza Premium Group	
PVH Asia Ltd.	
Subway	●
The More International Group	

## Security

6

Certis CISCO Security Pte Ltd.	
FISCAN - Beijing Zhongdun Anmin Analysis Technology Co Ltd.	
ISS Facility Services	
Nuctech Company Limited	
Scarabee Systems & Technology B.V.	●
SNP Security	

(As of December 31, 2018)

# REGIONAL BOARD



**President**  
**Seow Hiang LEE**  
Changi Airport Group  
(Singapore) Pte Ltd.  
*Singapore*



**First Vice President**  
**Emmanuel MENANTEAU**  
Kansai Airports  
*Japan*



**Second Vice President**  
**Kjeld BINGER**  
Airport International Group  
*Jordan*



**Second Vice President**  
**Fred LAM**  
Airport Authority Hong Kong  
*Hong Kong*



**Secretary-Treasurer**  
**Sheikh Aimen bin Ahmed  
AL HOSNI**  
Oman Airports Management Company  
*Oman*



**Immediate Past President**  
**Tan Sri Bashir Ahmad  
ABDUL MAJID**  
GMR Airports Limited  
*India*



**Regional Board Director**  
**Badr Mohammed  
AL-MEER**  
Hamad International Airport  
*Qatar*



**Regional Board Director**  
**H.E. Ali Salim AL MIDFA**  
Sharjah Airport Authority  
*U.A.E.*



**Regional Board Director**  
**Gholam Hossein BAGHERIAN**  
Iran Airports &  
Air Navigation Company  
*Iran*



**Regional Board Director**  
**Wen-Jong CHI**  
Taoyuan International  
Airport Corporation  
*Chinese Taipei*



**Regional Board Director**  
**Il-Young CHUNG**  
 Incheon International  
 Airport Corporation  
 Korea



**Regional Board Director**  
**Geoff CULBERT**  
 Sydney Airpat  
 Australia



**Regional Board Director**  
**Eric DELOBEL**  
 Cambodia Airports  
 Cambodia



**Regional Board Director**  
**Faiz KHAN**  
 Fiji Airports  
 Fiji



**Regional Board Director**  
**Xue Song LIU**  
 Beijing Capital  
 International Airport Co. Ltd.  
 China



**Regional Board Director**  
**Pedro Roy MARTINEZ**  
 A.B. Won Pat  
 Int'l Airport Authority  
 Guam



**Regional Board Director**  
**Guruprasad MOHAPATRA**  
 Airports Authority of India  
 India



**Regional Board Director**  
**A.C.K. NAIR**  
 Cochin International  
 Airport Limited  
 India



**Regional Board Director**  
**Futoshi OSADA**  
 Narita International  
 Airport Corporation  
 Japan



**Regional Board Director**  
**Yun QIN**  
 Shanghai Airport Authority  
 China



**Regional Board Director**  
**Sasisubha SUKONTASAP**  
 Airports of Thailand  
 Public Co., Ltd.  
 Thailand



**Regional Board Director**  
**Kejian ZHANG**  
 Guangdong Airport Authority  
 China



**Regional Board Director (WBP)**  
**Greg FORDHAM**  
 Airbiz Aviation Strategies Pty Ltd.  
 Australia



**Special Advisor**  
**Mohamed Yousif  
 AL-BINFALAH**  
 Bahrain Airport Company SPC  
 Bahrain



**Special Advisor**  
**SGK KISHORE**  
 GMR Hyderabad  
 International Airport Limited  
 India

(As of December 31, 2018)

# ACI ASIA-PACIFIC IN NUMBERS

**Airport  
Members**



109

**Airports  
Enrolled**



118

**Reviews  
Hosted**



11

**Airports  
Accredited**



47

**ICAO  
Meetings  
Attended**



22

**Attendees  
at Regional  
Events**



1,743

**Airports  
Visited**



51

**Countries  
Visited**



35

**External  
Speaking  
Engagements**



17

**DNA  
Workshops  
Conducted**



5

# REGIONAL ACTIVITIES HIGHLIGHTS

Events and meetings ACI Asia-Pacific organized or participated in throughout the year.

2018

► Year Start  
Regional Office Greetings



JAN

► Jan 22 - Jan 26

ACI-DNA Training on Aerodrome Certification Compliance and Auditing



► Jan 31 - Feb 1

1<sup>st</sup> ICAO Asia Pacific Ministerial Conference on Civil Aviation



FEB

► Feb 6 - Feb 8  
37<sup>th</sup> ACI World Safety & Technical Standing Committee Meeting

MAR

► Mar 2  
ACI Expert Group on Slots (EGS) Meeting

► Mar 29  
3<sup>rd</sup> China Civil Airports Association (CCAA) Airport Customer Service Conference

APR

▶ **Apr 9 - Apr 11**

ACI 10<sup>th</sup> Annual Airport Economics & Finance Conference & Exhibition



▶ **Apr 16 - Apr 18**

ICAO Regional Seminars on the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA)

▶ **Apr 30 - May 4**

APEX in Safety Review at Mandalay Airport

▶ **Apr 23 - Apr 25**

13<sup>th</sup> ACI Asia-Pacific Regional Assembly, Conference & Exhibition



► May 7 - May 8

Tax Free World Association (TFWA) Asia Pacific Conference



► May 15 - May 16

ICAO Cybersecurity Symposium



MAY

JUN

► Jun 18 - Jun 20

28<sup>th</sup> ACI World Annual General Assembly



JUL

► Jul 19

Green Airports Recognition 2018 Report



AUG

► Aug 21 - Aug 24

2018 World Business Partners Airport Tour



► Jul 30

- ACI Asia-Pacific Economic Review 2017
- World Day against Trafficking in Persons



SEP

- ▶ Sep 5 - Sep 7  
ICAO Air Cargo Development Forum
- ▶ Sep 10 - Sep 13  
1<sup>st</sup> ACI Customer Excellence  
Global Summit



- ▶ Sep 12 - Sep 13  
2<sup>nd</sup> China Civil Airports Association  
China Airport Development Forum



- ▶ Sep 19  
1<sup>st</sup> ACI Asia-Pacific  
webinar on Climate Change  
Adaptation for Airports

- ▶ Sep 20 - Sep 21  
Conference: Central Asia -  
In the System of International  
Transport Corridors

- ▶ Sep 24 - Sep 26  
ICAO Middle East Regional Aviation  
Security and Facilitation Group  
(MID-RASFG) Inaugural Meeting





▶ Oct 10 - Oct 12

Small and Emerging Airports Seminar



▶ Nov 27 - Nov 29

Airport Exchange



▶ Oct 22 - Oct 26

- 55<sup>th</sup> ICAO Conference of Directors General of Civil Aviation (DGCA) Asia and Pacific Meeting
- 1<sup>st</sup> APEX in Security Review in China at Haikou Airport



▶ Oct 31 - Nov 1

The Trinity Forum



▶ Dec 12 - Dec 14

Second ICAO Next Generation Aviation Professional Global Summit



# 13<sup>TH</sup> ACI ASIA-PACIFIC REGIONAL ASSEMBLY, CONFERENCE & EXHIBITION

## Conference and Exhibition

Hosted by Narita International Airport Corporation (NAA), the 13<sup>th</sup> ACI Asia-Pacific Regional Assembly, Conference & Exhibition was held from April 23 - 25 in Narita, Japan. The event welcomed over 500 delegates from over 40 countries, featured 50 speakers from all over the world, and covered a wide range of topics on airport business and operations.

The conference was officially opened by Mr. Kazuo Yana, Parliamentary Vice-Minister of Land, Infrastructure, Transport and Tourism of Japan, Mr. Wataru Takahashi, Chiba Prefectural Vice-Governor, Mr. Makoto Natsume, President & CEO of Narita International Airport Corporation and Mr. Seow Hiang Lee, President of ACI Asia-Pacific.

Mr. Natsume expressed that it was a timely opportunity for NAA to host the assembly, which precluded Narita Airport's 40<sup>th</sup> anniversary in the following month. Delegates had the opportunity to experience the four pillar concepts of Narita International Airport:

- 1. Applying the cutting-edge technology;*
- 2. Preparing for hosting of the 2020 Tokyo Olympics and Paralympics games;*
- 3. Supporting promotion of inbound tourism; and*
- 4. Strengthening Narita Airport's competitive advantage and role.*

Mr. Lee thanked NAA for their gracious hospitality and support. He also thanked delegates for their support in establishing the event as one of the signature events in the region, in which airports, airlines, regulators and industry associations gather from around the world.

Commenting how Asia-Pacific and the Middle East, characterized by its diversity, are the fastest growing regions. Mr. Lee affirmed that ACI remained committed to maintaining and enhancing aviation safety and security, and would work closely with ICAO, regulators and industry stakeholders to address the challenges that lay ahead.

The exhibition held alongside the conference drew a record-breaking number of exhibitors, ranging from world-class airports, to leading service providers and suppliers, featuring the latest products, services and technologies offered in the airport industry.



## Assembly

Also taking place in Narita, Japan on April 24, the 13<sup>th</sup> ACI Asia-Pacific Regional Assembly took a unified stance to empower airports' economics and environmental efforts by adopting two resolutions.

### Resolution :

#### ***Call for Support and Recognition to Create Fertile Ground for Sustainable Infrastructure Development to Serve and Support the Asia-Pacific Communities***

As one of the most diverse regions in the world, economically and geographically, it is important to recognize that there is no 'one size fits all' solution on how airports should be run. Airports should have the flexibility to determine the most appropriate charging system, ownership and management models to best serve and support their communities.

### Resolution :

#### ***Call for Airports to Adopt Waste Management and Renewable Energy***

Just as important, airports are encouraged to continue engaging in industry-led sustainable development initiatives such as the *Airport Carbon Accreditation* programme, waste management and renewable energy strategies, not just as a means of responsibly protecting the environment but also for achieving cost savings in the long run.



## New Leadership

Members also unanimously elected Mr. Seow Hiang Lee, CEO of Changi Airport Group to be the new President to lead the Regional Board for a two-year term. Mr. Lee has been an active member of the Regional Board since 2008 and brings with him a wealth of international aviation industry experience and expertise. As CEO of one of the most dynamic business and transport hubs connecting the world, Mr. Lee has an excellent knowledge of airport operations, commercial opportunities, regulatory framework, infrastructure and investment requirements.

## Recognitions

In recognising the efforts and achievements of airport members in areas of talent development, environmental best practices and carbon management, awards were also presented to the Young Executive of the Year, Green Airports Recognition and Airport Carbon Accreditation recipients following the Assembly.



# ENGAGEMENT WITH ICAO AND OTHER INDUSTRY ASSOCIATIONS

## ICAO's 2018 Asia Pacific Ministerial Conference

2018 also saw the solemn declaration by the ministers of civil aviation of 39 States in Asia Pacific at the first ICAO Asia Pacific Ministerial Conference held in Beijing, China in February. States committed themselves to the improvement of safety by way of a number of concrete measures such as enhancement of human resources training and development, adoption of data-driven methodology, and certification of all international aerodromes by 2020 as part of the Beijing Declaration. The Regional Office was honored to be part of the ministerial conference and also given the opportunity to promote ACI's capacity building efforts in safety.



## 55<sup>th</sup> Conference of Directors General of Civil Aviation, Asia and Pacific Region

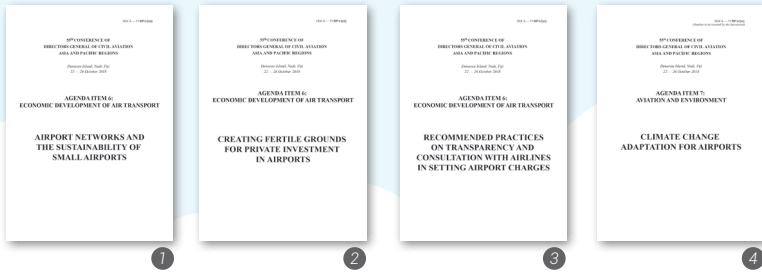


Engagement with ICAO continued with an ACI delegation attending the 55<sup>th</sup> Conference of Directors General of Civil Aviation, Asia and Pacific Region (55<sup>th</sup> DGCA Conference) in Nadi, Fiji on October 22 - 26.

The theme of the 55<sup>th</sup> DGCA Conference was "Collaboration and Harmonisation for Safe, Secure and Sustainable Aviation in the Asia Pacific Region". ICAO's Strategic Objectives are strongly linked to 15 of the 17 United Nations' Sustainable Development Goals (SDGs). Sustainable Aviation is a key driver for economic development, trade and tourism, especially in Asia-Pacific region, which has become one of the biggest aviation markets in the world.

With a view to promogulated the advocacy work of ACI, four Discussion Papers were presented on

1. *Airport Networks and the Sustainability of Small Airports,*
2. *Creating Fertile Grounds for Private Investment in Airports,*
3. *Recommended Practices on Transparency and Consultation with Airlines in Setting Airport Charges; and*
4. *Climate Change Adaptation for Airports.*



ACI also submitted two Information Papers on ACI APEX in Security Programme and Capacity Building Initiatives.

## Training and Capacity Building

The Second ICAO Next Generation of Aviation Professionals (NGAP) Global Summit was held on December 12 - 14 in Shenzhen, China. Given the pace of growth of the industry, it has been anticipated that there will be a shortage of skilled aviation professionals in the near future. To address this important issue, ICAO launched the NGAP initiative to ensure that enough qualified and competent aviation professionals are available to operate, manage and maintain the international air transport system.

The Summit united the aviation community, education and labour sectors to address strategies and actions for engaging, educating and retaining the next generation of aviation professionals, and to establish partnerships for the implementation of these actions. ACI Asia-Pacific was invited to speak on the challenges of the potential future skills shortage poses to airports and highlighted the need for greater employer branding to attract young professionals and more women to the aviation industry.

In addressing the issue on gender equality, ACI World, together IATA, Aerospace Industries Association (AIA), International Aviation Women's Association (IAWA) and Korn Ferry, developed a survey on gender equality to determine how the aviation and aerospace industry can more effectively recruit and advance women into leadership roles. Airport members were invited to take part in the survey "Soaring through the Glass Ceiling" to reflect their views on the issue. Results of the survey are expected to deliver in 2019.



# BUILDING CONNECTIONS AND MEMBERS' ENGAGEMENT

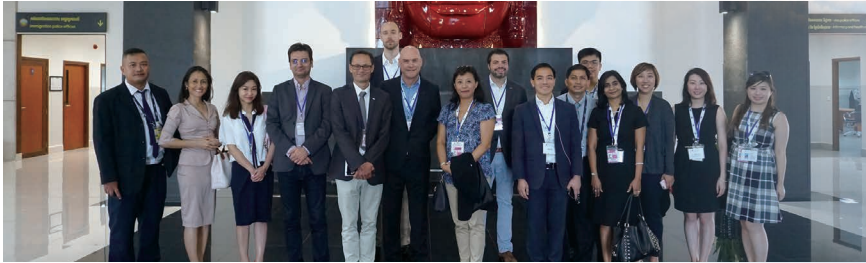
## World Business Partners

ACI Asia-Pacific values its World Business Partners (WBP) members, as well as its airports' members. The WBP programme is a network of specialists, goods and services providers vital to airport operations.

During the year, ACI Asia-Pacific was keen on expanding membership and recruited 22 new WBP members. As of December, the number of WBP stood at 63 regular members and 25 affiliate members. Affiliate members are those who have already joined the programme in other ACI regions.

The network remains committed, under the leadership of Mr. Greg Fordham, the representative on the Regional Board. WBP members had opportunities to also meet in Narita, Japan. In order to maximize networking opportunities for the WBPs, airport executives from Australia (Darwin), Hong Kong, Japan (Narita and Kansai), Thailand and Tonga took part in the meeting and CEO breakfast meeting.





## 2018 WBP Airport Tour

Since its inception in 2011, the eighth annual WBP Airport Tour took place over three days on August 21 - 23. 16 delegates from 9 WBPs visited three airports with vibrant developments: Kuala Lumpur International Airport in Malaysia, Bangkok Suvarnabhumi Airport in Thailand and Siem Reap International Airport in Cambodia.

Participants had the opportunity to meet face-to-face with key executives to learn about the airports' development plans. In return, WBPs also had the opportunity to showcase latest products and services, and explore business opportunities. Apart from business meetings, participants also learned about the airport's operations by means of an exclusive airport tour.

The first day's visit was with KLIA. The group was welcomed by Malaysia Airports Holdings Berhad's (MAHB) Chief Strategy Officer Mr. Azli Mohamed who along with his team, gave an overview on KLIA, its achievements to date, and capacity constraints faced. WBPs were also updated on recent development opportunities of the collective KLIA Aeropolis. In the afternoon, the group visited the airside facilities of KLIA, including klia2, the world's largest low-cost carrier terminal.

The second stop was at Suvarnabhumi Airport in Bangkok, Thailand. The group was firstly taken on a guided-tour of the construction site of the west terminal expansion. The group later met with Ms. Sasissubha Sukontasap, Senior Executive Vice President (Corporate Strategy), Airports of Thailand (AOT) and her team, who gave an overview of the status of AOT's ongoing development and expansion projects aimed to ease current capacity constraints and future growth.

Siem Reap International Airport was the final destination. The group was welcomed by Mr. Yannick Aillerie, General Manager and his team from Cambodia Airports, which is managed by Vinci Airports. Mr. Aillerie briefed the group on the growing connectivity opportunities, promoting and attracting Chinese tourists to Cambodia via the three airports under their management; Phnom Penh, Siem Reap, and Sihanoukville. In the afternoon, the group was guided to see terminal facilities and its unique onsite waste water treatment plant and the technologies employed.

ACI Asia-Pacific and all participants were grateful to the three host airports for the invaluable informative meetings and warm hospitality extended.





### Executive Leadership Exchange Programme

In collaboration with ACI World, the Regional Office contributed to the connection of two leading airports, Cincinnati and Changi airports in the Executive Leadership Exchange Programme (ELEP). The programme focuses on developing the leadership and strategic management skills of high potential executive staff. It offers participants advice on strategies to effectively handle leadership responsibilities; provides global, regional and cultural perspectives on airport management; and discusses new development opportunities. Participants also gain access to a global forum networking with peers and other future leaders.

### Environmental Best Practices Sharing

On March 1 - 2, the Regional Office facilitated a two-day interactive workshop on ACI Airport Carbon and Emissions Reporting Tool (ACERT) and Airport Carbon Accreditation in Jakarta, Indonesia, hosted by PT Angkasa Pura I (Persero). At the workshop, a detailed analysis on *Airport Carbon Accreditation* requirements was shared, explanation and hands-on exercises on ACERT, environmental decision-making for climate issues at airports, as well as a short presentation on wildlife management were shared.





# AVIATION SECURITY

Aviation security is one of the key business areas of ACI Asia-Pacific, with a goal to call for a “better security outcome” by:

- Encouraging regulators to adopt a balanced approach to security and facilitation;
- Building the capacity of airports in need by providing training, guidance materials and peer review services; and
- Promoting Smart Security.

During 2018, the Regional Office played an active role in representing and promoting airports' interest through ICAO. At the two annual ICAO regional aviation security meetings: ICAO 6<sup>th</sup> Regional Aviation Security Coordination Forum – Asia and Pacific Regions (RASCF-APAC/6) and ICAO 1<sup>st</sup> Middle East Regional Aviation Security and Facilitation Group Meeting (MID-RASFG/1) held respectively in July and September, ACI Asia-Pacific called for greater transparency in the formulation of security measures and better consultation with industry stakeholders prior to any change in security regulation by State regulator.

This call was the result of a decision by the ACI Asia-Pacific Regional Aviation Security Committee (RASC), in light of some recent security measures unilaterally enforced without thorough consultation with the industry. For example, the personal electronic devices ban imposed in 2017 resulted in adverse operational and commercial consequences for industry stakeholders and travellers.



ACI Asia-Pacific calls for better state-industry consultation on aviation security at both ICAO regional meetings for the Middle East (left) and Asia-Pacific (right) region

During the year, ACI Asia-Pacific also attended the ICAO Working Group on Threat and Risk (WGTR) held in October in Singapore. WGTR is one of the working groups under the ICAO Aviation Security Panel that specializes in identifying and reviewing the latest global security threats and risks to civil aviation.

Normally, WGTR meeting is only attended by State regulators and not industry stakeholders due to the sensitivity of intelligence information for national security. With the need to understand the views from the industry, ICAO invited ACI for the first time to this WGTR meeting to share airports' perspectives on certain potential security risks, including goods and supplies (e.g. duty-free products) available on the airside of airports. ACI emphasized at the meeting that it is not practical nor effective to screen all supplies onsite for many airports, and therefore the adoption of a secure supply chain process should always be considered by States.

Moreover, in light of the rapidly evolving security threats, ACI proposed that the Prohibited Items List (PIL) in ICAO Doc 8973, which details all the forbidden items carried into the security restricted areas, should be risk-based and regularly reviewed accordingly, based on latest risk assessments conducted by the WGTR.

The WGTR expressed appreciation for ACI's presence and accepted most of the industry views at the meeting.



*ACI Asia-Pacific at ICAO WGTR meeting to share airports' perspectives on threat and risk*

## APEX in Security Programme

ACI core capacity building initiative, APEX in Security, attracted growing interest during the year. As a peer-to-peer review programme, it aims to help airports enhance security performance by improving compliance with ICAO Standards and Recommended Practices (SARPs) and adopting industry best practices.

During the year, four APEX in Security reviews and follow-up reviews were successfully conducted in the region, namely Queen Alia International Airport in Jordan, Haikou Meilan International Airport in China, Ngurah Rai International Airport and Sultan Aji Muhammad Sulaiman International Airport in Indonesia.



*A team of international security experts share experience and best practices during APEX in Security review in Haikou*





## Regional Aviation Security Committee

To help airport security managers address two emerging security threats of insider threat and cybersecurity, the RASC under the leadership of Mr. Alan Tan of Changi Airport Group worked on developing two guidance documents to be published in 2019.

Working in parallel, the Committee also started drafting another two sets of guidance material on the assessment and promotion of security culture, and competency requirements, assessment and training for airport security personnel.

## Smart Security

Aviation security managers continued dealing with ever-increasing pressure in balancing security and facilitation with the expected traffic growth, especially in Asia-Pacific. The Regional Office recognized the importance in promoting Smart Security, an initiative with a vision to improve the effectiveness and convenience of airport security processes. In April, a half-day Smart Security Information Forum was held during the annual conference in Narita, Japan. Attended by over 100 industry colleagues in the region, the forum provided insights on how Smart Security can help airports strengthen security without compromising the passenger experience.



Security experts shared insights at the Smart Security Information Forum, which was attended by over 100 delegates



# OPERATIONAL SAFETY

ACI Asia-Pacific strives to assist its members in enhancing aerodrome safety principally by providing guidance materials and working with other stakeholders, mainly the States, through ICAO Asia Pacific and the Middle East on safety regulations and plans.

## Regional Operational Safety Committee

The ACI Asia-Pacific Regional Operational Safety Committee (ROSC), chaired by Mr. Narayanasamy Venkatachalapathy, GMR Hyderabad International Airport Limited, is comprised of a group of voluntary, disinterested airfield operations and safety managers, acting as the workhorse behind the effort in drafting safety guidelines for the benefits of airports in the region.

The ROSC published a checklist for change management to guide airports through the thought process in the identification and mitigation of the safety risks associated with physical, procedural and infrastructural changes. The ROSC also completed the drafting of two new sets of guidelines on "Accident Investigation and Root Cause Analysis" and "Runway Safety Team" during the year.

At ICAO's invitation, the ROSC produced competency requirements for apron and runway safety personnel. The competency requirements will be further discussed and reviewed for approval at ICAO Asia Pacific in the coming year.

Other than regulators, the pilot community is also an important group of stakeholders for airports since. After all, they are the ones who are in the cockpit to safely control and navigate a huge, complex piece of machinery through the network of runways and taxiways to the aircraft parking stands, facilities that are provided for and maintained by the airport operator. ACI Asia-Pacific understands the need to listen to the pilots and a meeting was arranged between IFALPA (International Federation of Airlines Pilots Association) and the ROSC in October to exchange views on the design, installation and maintenance of airfield markings and signs and other safety issues.

Looking forward to 2019, three more sets of guidelines on "Runway Inspections", "Wildlife Hazard Management Plan", "Competency Definitions and Checks for Apron Workers" will be produced.



## Engagement with ICAO

ACI's engagement with ICAO on safety at the regional level is aimed at ensuring that ICAO's safety and air navigational policies are implemented with due consideration of views of airport operators.

The year was significant in the sense that ICAO initiated the drafting of the Asia Pacific Regional Aviation Safety Plan and ACI was co-opted into a working group tasked with the drafting work. The plan will spell out the regional safety targets such as accident rates and compliance with ICAO standards such as aerodrome certification. These will cascade down to all the 39 States in Asia Pacific through the respective National Aviation Safety Plan of each Contracting State, and eventually to all regulated entities such as airports and airlines.

ACI Asia-Pacific's further role in the working group is to represent airport operators ensuring targets set out in the regional plan are realistic and effective in promoting safety. An outline of the regional plan was completed and final draft shall be submitted for approval by the end of 2019. A similar plan has been drawn up in the Middle East for the 15 Contracting States of that region.

## APEX in Safety

It was worth noting that six years after the official launch of the ACI aerodrome safety peer review programme, APEX in Safety was finally included in the ICAO Middle East Safety Strategy and recognized as an important tool to enhance aerodrome safety at the 4<sup>th</sup> ICAO Safety Summit in October in Riyadh, Saudi Arabia. During the year, six airports in Asia-Pacific hosted APEX in Safety reviews, namely Paro International Airport in Bhutan, Kualuanamu International Airport and Padang International Airport in Indonesia, Mandalay International Airport and Yangon International Airport in Myanmar and Kathmandu Tribhuvan International Airport.



## Safety Culture

The aviation industry has long recognized the significance of nurturing a positive safety culture amongst its employees. It can be said an organization's success eventually depends on the mindsets of the individuals working in it. Between 2014 and 2015 ACI Asia-Pacific conducted a survey amongst employees of airports, airlines, ground handling and other stakeholders in a bid to gauge the prevalent safety culture and obstacles to achieving a positive culture. The survey will be relaunched in 2019 with the cooperation of two fellow industry associations: the Arab Air Carriers Organization and the Association of Asia Pacific Airlines, to canvass as many members as possible from the general community working at the airport.



# AIRPORT ECONOMICS

## Advocacy and Stakeholder Engagement

ACI Asia-Pacific supported the advancement of a number of significant economic policy matters through stepping up engagement and advocacy efforts with governments, regulators and stakeholders, while strengthening in-house research and analytical capabilities.

In 2018, the Regional Office expanded the scope of stakeholder engagement, spanning over nine countries covering the following major policy areas:

### Airport Networks and Sustainability of Small Airports

#### *Advocated to preserve the Airport Network model*

Facing strong opposition by a number of States that advocated against cross-subsidization among airports within a national airport network, ACI and members successfully prevented negative reference to cross-subsidization from being included in the proposed revision of the relevant provisions in the International Civil Aviation Organization (ICAO) Airport Economics Manual (Doc 9562). Leading up to the ICAO Airport Economics Panel meeting in March 2019, ACI will continue to reach out to members to solicit State's support on this issue.

ACI remained firm on its stance, advocating that States and airport operators should have the freedom and flexibility to decide whether or not to apply cross-subsidization according to local circumstances.

### Economic Regulation, Airport Charges and Privatization

#### *India: Government proposed to revise regulatory framework to attract investors*

To address the large-scale funding needs to meet the country's infrastructure capacity challenge, the Indian Government identified private investment as a major source of funding in airport development. ACI engaged regularly with policy-makers in 2018 with visits in May and September. Two sets of comments were filed in August to help shape the investment structure to be more conducive for investors. In the Summer the Government took a major step forward proposing to revise the economic regulation framework that, if passed, would significantly reduce regulatory uncertainty in tariff-setting for airport concessions.



Meeting with Minister Prabhu, Ministry of Civil Aviation (September 2018)



Meeting with Secretary Choubey, Ministry of Civil Aviation (September 2018)

ACI was also invited by the Ministry of Civil Aviation to be a presenting partner (together with IATA and CANSO) of the Government's flagship January 2019 event "Global Aviation Summit 2019".

### **Malaysia: Regulator moved forward with Aeronautical Charges Framework**

ACI assisted the Malaysian Aviation Commission (MAVCOM) to develop a comprehensive economic regulatory framework for airports and submitted comments in March and November to its proposed approach, emphasizing that airports operate in a competitive environment, and stressing that either the dual or hybrid till would allow airports to develop and invest in non-aeronautical activities marginal if not without, subsidization of airline activities via commercial revenues.

### **Australia: Productivity Commission reviewed Economic Regulation of Airports**

To assist airport members in Australia counter airlines' unfounded claims against privatization and the current economic regulation framework, ACI met with members of Australian Parliament and key stakeholders in June. Further, in September, ACI filed a submission to the Productivity Commission providing analysis and arguments supporting the case that the current "light-handed" regulatory approach is effective and should be continued.



*ACI and Australian Airports Association delegation meeting with Australian Ministries Officials (June 2018)*

### **Singapore: Pre-funding criticisms from airlines**

In response to IATA's comments against pre-funding and privatization (among other topics) at the Singapore Air Show in February, ACI raised members' awareness of ICAO's guidance on pre-funding, and the ACI position to better equip members to respond to related queries.

### **Counter IATA's campaign against Airport Privatization**

To counter IATA's criticisms against airport privatization with two consultant's reports released in June and December respectively, ACI released the Policy Brief in June -- "Creating fertile ground for private investment in airports" -- providing guidance and key principles for governments, policy makers looking to adopt privatization as one of the possible solutions to fund needed infrastructure development.



## Slot Allocation – Reform the Governance of Slot Allocation Regime

Regarding the current slot allocation regime, ACI and airport members actively advocated airport interests by participating in the strategic review of the IATA Worldwide Slot Guidelines (WSG) and related task force meetings in 2018. ACI conducted scenario analysis and proposed various amendments to provisions of the WSG, under the leadership of the ACI Expert Group on Slots.

At the strategic level, ACI also looked beyond the existing WSG framework and advocated for the need to reform the current governance structure that currently involves only airlines and coordinators to include airports as equal partners as final decision-makers.

## Strengthened In-house Research and Analytical Capabilities

Throughout the year, ACI Asia-Pacific continued to lay ground work and strengthened our research capabilities in Airport Economics. A key project was the development and release of the ACI Asia-Pacific 2017 Economics Review in July 2018 with guidance from the ACI Asia-Pacific Regional Economics Committee – chaired by Mr. Jeffrey Loke, Changi Airport Group.

The annual review aimed to draw high-level insights from the ACI annual economic survey from the regional perspective, and to provide pointers in specific areas for further studies. The current year's review included an in-depth analysis of the sub-regional LCC markets, and special discussions on capital investments in the region and how airports are responding to the capacity challenge.

The Regional Office continued to utilize the annual Economics and Finance Conference, and other ACI Asia-Pacific events as an opportunity to reach out and engage with various regulators and policy makers in the region on relevant topics in Airport Economics.



*ACI Asia-Pacific Economics Committee Meeting, Langkawi, Malaysia (October 2018)*



## ENVIRONMENT

It was a busy year on the environmental front. As airports continued to cope with environmental challenges, the Regional Office correspondingly stepped up efforts to advocate, identify and promote best practices to assist members.

### Regional Environment Committee

The Regional Environment Committee (REC), chaired by Mr. Jakrapop Charatsri, Airports of Thailand, acted as the think tank and driving force for much of the year's efforts. Reports were published, webinars were conducted, and much knowledge was exchanged in collaboration with ACI World Environment Standing Committee, for the benefit of the Asia-Pacific region's airport members.



REC meeting held in Brisbane, Australia in March.

### Environmental Reports

Arising from the region's Environment Survey 2017, 43 customized reports were published for participating airports. These customized reports enabled airports to compare results with their peers. A summary of the survey findings is kept on ACI Asia-Pacific website for the general public to better understand the core environment issues airports need to manage.

Green Airports Recognition 2018 Report was published with the aim to showcase regional airports' waste minimization initiatives. The report highlighted airports' efforts in waste minimization ranging from composters, grass recycling with farmers, waste segregation and recycling, integrated waste management programmes and waste reduction award scheme which served as a good reference for airports looking to improve their waste management. The recognition attracted an overwhelming 19 submissions on waste minimization projects. Outstanding airport projects were recognized at the Green Airports Recognition Ceremony at Annual Conference in Narita, Japan.



## APEX in Environment

This year, Asia-Pacific facilitated the pilot APEX in Environment Peer Review in the region. The review was based on ACI best practices and ICAO Guidance Material and International Environment Management Systems (EMS), combining the mandate for regulatory compliance with airports' actual day-to-day operational needs for minimizing negative environmental impact and support sustainable growth.

An Environmental Review Team consisting of experts from ACI World, the Regional Office, Airport Authority Hong Kong and Brisbane Airport Corporation Pty Ltd. conducted the review on August 26 - 31 at Adi Sumarmo International Airport, Surakarta, Indonesia.

The peer review conducted and best practices exchanged covered the following aspects:

- Aircraft Noise Management
- Biodiversity Management
- Climate Change Mitigation
- Construction Environmental Management
- Energy Management
- Environmental Emergency Management
- Local Air Quality
- Soil Contamination Management
- Water Management
- Waste Management



ACI signed a Declaration of Commitment and Collaboration in Airport Excellence (APEX) in Environment with PT Angkasa Pura I (Persero).



The Environmental Review Team performed peer review on site.

## Climate Change Adaptation for Airports Webinar

On September 19, ACI Asia-Pacific hosted a complimentary webinar on "Climate Change Adaptation for Airports". The webinar, initiated by the Climate Change Adaptation Working Group under the REC was led by Adelaide Airport, Australia. The webinar covered climate risks relevant to airports, legal implications and climate assessment process for Adelaide Airport.

## Environmental Advocacy

ACI Asia-Pacific continued being vocal and active in promoting and advocating airports' work in aviation environmental and sustainable initiatives at different levels. The Regional Office presented on "Renewable Energy at Airports" at the ICAO Capacity Building Seminar on Low Emissions Aviation Measures. The seminar was hosted by Civil Aviation Authority of Fiji in Nadi, Fiji on May 23 - 24. The Regional Office also took the opportunity to promote Airport Carbon Accreditation, Green Airports Recognition and the region's resolution on renewable energy.



Participants of ICAO Capacity Building Seminar on Low Emissions Aviation Measures held in Fiji.

The Regional Office presented at the 2<sup>nd</sup> ICAO Asia-Pacific Aerodrome Operations and Planning Sub-Group Meeting (AOP/SG/2), held in ICAO Asia-Pacific Office in Bangkok, Thailand on June 27 - 29. Riding on the provisions of ACI Policy Brief on Resilience and Adaptation to Climate Change and ACI World Resolution in 2018 on "Encouraging Airports to Take Action on Resilience and Adaptation to Climate Change", delegates at the ICAO meeting were called upon to take caution of the impacts of climate change to airports and take action to be resilient thereto.



The Second Meeting of the Aerodromes Operations and Planning Sub-Group (AOP/SG/2)  
ICAO Regional Office, Bangkok, Thailand, 27-29 June 2018





# TRAINING AND CAPACITY BUILDING

Developing the next generation of aviation professionals and driving gender equality in aviation were the key focuses for the year.

## Regional Human Resources Committee

The Regional Human Resources Committee set out a goal to provide a platform facilitating effective collaboration on exchange of information and sharing of best practices among airport members. With this mission in mind, the Committee conducted two informative meetings which allowed airport members across the region to share and learn with two focuses, "Learning and Development" and "Change Management".

The Committee, chaired by Justina Tan, Changi Airport Group, brought together key HR professionals in the region who are passionate about human resources management and who have been vital in contributing to the region's programmes such as the Young Executive of the Year Award (YEA).



## Young Executive of the Year Award

To develop the next generation of aviation professionals, the YEA was established to encourage young talents in the region to contribute innovative solutions for current aviation industry issues by means of submitting research papers on the year's selected topic.

The topic for 2018 was "How do airport commercial offerings maintain competitiveness in the era of E-Commerce?" Nine submissions were received and Mr. Andrew Warrender of Northern Territory Airports Pty Ltd was recognized as the ACI Asia-Pacific Young Executive of the Year 2018 for his substantial research effort and thoughtful recommendations in the paper. Honorable mentions were also given to Mr. Kyoji Fukuda of Narita International Airport and Mr. Manish Agnihotri of GMR Hyderabad International Airport for their comprehensive and insightful papers.

## Developing Nations Airport Assistance (DNA) Programme

The Developing Nations Airport (DNA) Assistance Programme's mandate is to engage in the development of ACI member airports in developing countries, delivering meaningful, sustainable opportunities to help them realize development objectives.

In support of the ICAO "No Country Left Behind" campaign, five DNA seminars were held during the year with overwhelming participation to support capacity building for airport members in developing countries.



The first DNA Seminar delivered in the year was ACI-ICAO "Aerodrome Certification Compliance and Auditing", was hosted by Fiji Airports on January 22 - 26 in Nadi, Fiji. 21 participants representing airports and civil aviation authorities from Cook Islands, Fiji, Kiribati, Nauru, Papua New Guinea, Samoa, Solomon Islands, Tonga and Vanuatu attended the seminar, which covered topics including Safety Management System, Aerodrome Physical Characteristics and Wildlife Hazard Management. Participants also visited Nadi International Airport and applied different tools and techniques on aerodrome certification auditing.



The second DNA seminar on "Airport Security Operations" was hosted by GMR Aviation Academy in New Delhi, India on May 28 - 30. The 3-day seminar was attended by 19 airport representatives from Bhutan, Cambodia, India, Maldives, Myanmar, and the Philippines. Discussions centred around passenger and staff screening, landside security measures, and security culture.

The third DNA Seminar on "Airport Customer Service" was hosted by HNA Airport Group Co., Ltd in Haikou, China on August 30 - 31. The seminar was full with 30 airport representatives from Cambodia, China, India, Maldives and Tonga. Interactive discussions were held on topics such as holistic approach of customer experience management, collaboration with business partners, airport's brand-building, employee engagement and measurement of customer satisfaction.



The fourth DNA Seminar on "Airport Air Service Development" was hosted by Fiji Airports again in Nadi, Fiji on October 29 - 31. The 3-day seminar was well-attended by 19 airport representatives from Cook Islands, Fiji, India, Kiribati, Micronesia, Samoa, Tonga, Vanuatu as well as ACI's partners from Atlanta Airport and CIFAL UNITAR. Interactive discussions were held on Airport Business Models, Aeronautical Revenues, and Airline-Airport Cooperation.



The fifth and last DNA seminar on "Understanding ICAO Annex 14" was hosted by Cambodia Airports on December 4 - 6 in Phnom Penh, Cambodia. 17 airport representatives from Cambodia, Cook Islands, India, Malaysia, and Myanmar participated in the seminar, which covered topics including regulatory requirements, navigation aids and emergency planning as well as an airside visit at Phnom Penh International Airport.



### Small Airports Assistance Programme and Online Learning Centre Scholarship

ACI Asia-Pacific continued to assist airport members which are small in traffic size and with limited budget through the Small Airports Assistance Programme. Assurances included sponsorship to attend ACI training courses and participate in initiatives that encourage knowledge exchange amongst airports in the region.

Through the programme, ACI Asia-Pacific supported members from Bhutan, Fiji, Myanmar, Mongolia, Nepal, the Philippines, Samoa and Tonga participating in numerous ACI Global Training courses and online training courses relevant to their needs.



## ACI Asia-Pacific

ACI Asia-Pacific, one of the five regions of the Airports Council International (ACI), is based in Hong Kong and represents 110 members operating 589 airports in 49 countries / area 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. In 2017, ACI Asia-Pacific airports have handled 3.4 billion passengers and 56.3 million tonnes of cargo.

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