

出國報告(出國類別：國際會議)

**出席國際機場協會 2013 年會
(ACI 2013 World Annual Congress)
暨
機場服務品質 2012 頒獎典禮
(ASQ 2012 Awards Ceremony)**

服務機關：桃園國際機場股份有限公司

姓名職稱：林鵬良 總經理

許家瑞 處長

派赴國家：土耳其

出國期間：民國 102 年 6 月 8 日至 15 日

報告日期：民國 102 年 9 月 11 日

公務出國報告提要

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內容摘要：

國際機場協會(Airports Council International, ACI)成立於 1991 年，為目前國際機場間唯一的正式官方組織，桃園機場公司自改制以來，即積極參與國際性事務，尤其是 ACI 國際會議，善盡國際會員一份心力，同時也拓展行銷工作，爭取曝光度。此次 ACI 2013 年度會議結合 ASQ 2012 頒獎典禮於 2013 年 6 月 10~12 日於土耳其伊斯坦堡舉行，桃園國際機場在 ACI 所制定的 1500~2500 萬旅客運量分組中，得到第三名的成績，不僅達成公司成立之初所設下三年內重返 ASQ 評比前十名的目標，同時也因為第一航廈改建完成，吸引了國際機場同業對於桃園機場積極提升服務品質的經驗，留下了深刻的印象。展望未來，桃園機場載運量持續成長的同時，也會持續貫徹旅客服務第一的精神，在各面向爭取更好的成績，贏得所有旅客對於桃園機場有更上一層的滿意度。

目 錄

壹、參加會議目的	1
1.1 國際機場協會 Airports Council International	1
1.2 機場服務品質計畫 Airport Service Quality	3
貳、會議過程	5
2.1 ACI 2013 年會	6
2.2 ASQ 2012 頒獎典禮	11
參、心得與建議事項	13

附 件

I、ACI 主席邀請信	16
II、ASQ 2012 年度獎項發布	18
III、ACI ASQ 2012 年度獎項新聞稿	21
IV、ACI 2013 年會手冊	24
V、ACI 主席簡報資料	41
VI、Keynote Speech 1	44
VII、Keynote Speech 2	50

壹、參加會議目的

國際機場協會(Airports Council International, ACI)成立於 1991 年，為目前國際機場間唯一的正式官方組織，桃園國際機場於 1999 年加入會員，為善盡會員責任，積極與其他會員互動，機場公司每年均派員出席 ACI 相關會議。尤其桃園機場自 2008 年加入機場服務品質(Airport Service Quality, ASQ)計畫以來，2012 年得獎係自公司改制以來，首次入選 ACI/ASQ 年度獎項的一年，ACI 主席 Angela Gittens 女士也特地來函邀請桃園機場總經理出席 ACI 2013 年會，並於大會正式晚宴期間，同時舉辦 ASQ 2012 頒獎。

桃園國際機場公司自 2010 年 11 月 1 日改制以來，即致力於提升企業經營體制，積極參與專業國際活動，一方面係與國際專業接軌，藉由多面向的溝通與接觸，提升桃園國際機場的經營與管理技能；另一方面則是希望擴大國際參與，增進桃園國際機場的曝光度。故此次桃園機場公司安排由林鵬良總經理率 ASQ 業務執行單位-企劃暨行銷處許家瑞處長，出席 2013 年 6 月 10 日至 12 日，於土耳其伊斯坦堡舉行的 ACI 2013 年會暨 ASQ 2012 年度頒獎典禮。

以下就 ACI 現況及桃園機場公司執行 ASQ 概況進行說明。

1.1 國際機場協會 Airports Council International

國際機場協會(Airports Council International, ACI)創立於 1991 年，為目前全球機場之間唯一正式官方組織，ACI 的宗旨在於代表全球機場會員，扮演與各國政府，及國際組織(如國際民航組織 International Civil Aviation Organization, ICAO)之間溝通的角色，主要致力的方向包括：機場營運實務的標準、政策制定、安全、服務品質、以及教育訓練的提升；根據 2013 年 9 月最新的統計，ACI 共有 174 個機場會員國，573 個機場會員，經管機場 1751 座，涵蓋超過全球 95%的航空運量；

目前中華民國為 174 個機場會員國之一，桃園國際機場為 573 個機場會員之一，亦為中華民國之唯一代表機場。

ACI 所致力於的目標及其所扮演的角色內容可歸納說明如下：

- 全力發揮由機場所維持及發展出對於整個民用航空體系的貢獻，包括：安全、保安、永續環境及效率等。
- 促進於航空產業各環節及利害關係者的合作，同時也涵蓋了各國政府及國際組織之間的協調。
- 以機場利益及優先考量為基礎的策略，來影響國際或各國的立法、規定、策略或標準制定。
- 強調機場發展之於一般大眾社會經濟需求的重要性來推動航空運輸的發展。
- 最大化機場之間的合作與相互協助。
- 提供會員有關產業知識、建言及幫助，採用專業的機場管理及營運技能。
- 建立 ACI 全球分處的技能與資源，強調有效用及有效率地服務所有會員。

ACI 全球總部位於加拿大蒙特婁，另外有五大洲的分處辦公室，分別是：ACI Africa (摩洛哥)、ACI Asia-Pacific (香港)、ACI Europe (比利時)、ACI Latin America-Caribbean (厄瓜多爾)、ACI North America (美國)。

ACI 每年均舉辦全球年會及各洲年會，全球年會又會輪流與各洲年會一同辦理，2013 年全球年會係與歐洲年會一起舉辦，會議日期為 2013 年 6 月 10~12 日，會議地點為土耳其伊斯坦堡，會議名稱定為：ACI Europe/World Annual Congress and Exhibition 2013。

1.2 機場服務品質計畫 Airport Service Quality

ACI 自 2006 年起，為提升全球機場服務品質，積極推動機場服務品質(Airport Service Quality, ASQ)計畫，依照費用及參與程度，ASQ 計畫依序可分為：

- ASQ Customer Satisfaction Survey
- ASQ Performance Benchmarking
- ASQ Assured Certification
- ASQ Retail Benchmarking

桃園機場自 2008 年起加入第一階段 ASQ 旅客滿意度調查計畫，ASQ 調查著重旅客使用機場一連串系統性的服務評價，包括：聯外交通工具、報到、設施、環境、安檢、證照查驗、海關、購物經驗及整體滿意度等共 9 大類 36 個問卷項目，由第三單位進行旅客訪問，再將問卷交由 ACI 進行分析；桃園國際機場自 2008 年起參與 ASQ 調查計畫，2012 年度共有 200 座機場參加，桃園機場自 2012 年第 3 季起，由於第一航廈逐漸完成區域改善工程，並採階段性開放使用，因航廈內外提升效果顯著，旅客滿意度大為精進，在第 3 季達到第 11 名，緊接著在 2012 年第 4 季達到全球第 10 名的成績。

自 2012 年度成績起，ACI 將原本公布全球排名方式，改為依旅客量分組(分組方式依前一年度客運量決定)方式排名，桃園機場在 2012 年度 1,500 萬~2,500 萬分組中，獲得第三名的成績。ACI ASQ 的 2012 年度成績在 2013 年 2 月 26 日由 ACI 主席 Angela Gittens 女士透過邀請信揭曉，並邀請分組前三名的得獎機場出席 2013 年會與 2012 年度 ASQ 頒獎典禮(詳附件 I)。

ACI 緊接著在次日，2013 年 2 月 27 日寄發正式成績給所有參與 ASQ 調查計畫會員機場(詳附件 II)，桃園機場在 2012 年以旅客量分組的排名中，得到 1,500 萬~2,500 萬分組第三名的成績，同時，ACI 也預先準備了 2012 年度獎項新聞稿，

但要求必須加以保密，直到 2013 年 3 月 11 日加拿大魁北克時間上午 9 時過後才能對外公布(詳附件 III)。

桃園機場公司接獲邀請信後，即刻展開準備作業，除配合時差因素於 3 月 12 日對外以新聞稿方式公布 ASQ 得獎消息外，同時也決定由總經理率 ASQ 業管單位-企劃暨行銷處共同出席 2013 年 6 月 10~12 日於土耳其伊斯坦堡舉行的 ACI 2013 年會暨 ASQ 2012 頒獎典禮。

貳、會議過程

ACI 總部籌備單位隨即自 2013 年 3 月起更新寄發 2013 年大會手冊(詳附件 IV，與會成員名單係更新後之最終版本)，並確認本次年會係與歐洲分會年會共同舉辦，名稱訂為：ACI Europe/World Annual Congress & Exhibition 2013，地點為土耳其伊斯坦堡會展中心(Istanbul Congress Centre)，日期為 2013 年 6 月 10~12 日，共吸引了超過 800 人註冊報名參加；其中 ASQ 2012 頒獎典禮訂於 6 月 11 日晚間 Gala Dinner，於 Ciragan Palace Kempinski 舉行。

桃園機場公司確認行程後，隨即展開出國準備，一方面向 ACI 完成大會註冊，另一方面也行文交通部，取得同意後辦理相關手續。本次出國行程原規劃自 102 年 6 月 8 日出發，配合轉機行程參訪標竿機場，預計 6 月 15 日返國，共計 7 天，後因於出發前不到一週，分別接獲於 6 月 17 日(星期一)上午及 18 日(星期二)分別有國外重要單位來訪會議及參訪桃園機場，因考慮作業準備時間不足，最後於 6 月 11 日接受 ASQ 獎項後，提前於次日 6 月 12 日搭機返國，並於 13 日返回桃園機場，主要行程如下：

日期	地點	主要行程概述
6 月 8~9 日	臺北 - 伊斯坦堡	配合班機時間於倫敦轉機
6 月 10 日	伊斯坦堡	出席 ACI 2013 年會
6 月 11 日	伊斯坦堡	出席 ASQ 2012 頒獎典禮
6 月 12~13 日	伊斯坦堡 - 台北	提前搭機返回台北

2.1 ACI 2013 年會

2.1.1 第一天議程 6 月 10 日

第一天議程上午主要為安全研討會議，由 ACI 總部向與會者分析近年來 ACI 在飛航安全方面所提倡的議題及資料分析，下午為年會會員會議，由 ACI 向會員機場說明 2012 年度 ACI 的事務性報告；傍晚則是大會歡迎酒會，分別由此次二位主辦人：ACI World 主席 Angela Gittens 女士及 ACI Europe 主席 Olivier Janvocek 先生分別致歡迎詞。



隨後本次地主，伊斯坦堡機場 TAV 機場集團 CEO Dr. Sani Sener 及 Director Deniz Aydin 分別致歡迎詞，正式宣告大會活動開始。



由於 2013 全球年會係與歐洲年會合辦，因此在歡迎酒會上同時頒發 ACI Europe Best Airport Awards，依旅客運量分組，得獎機場說明如下，同時機場代表們也於會場上合照留念。

- 500 萬以下：London City Airport
- 500~1000 萬：Edinburgh Airport
- 1000~2500 萬：Hamburg Airport
- 2500 萬以上：Schiphol Airport
- Eco Innovation Award：Manchester Airport



2.1.2 第二天議程 6 月 11 日

本日展開正式議程，首先分別由地主國 TAV 集團 CEO Dr. Sani Sener 致詞，提到土耳其政府即將打造一座全球最大機場，設計容量為 1 億人次的機場，吸引許多人的關心；其次是 ACI World 代表，Governing Board 主席，同時也是希臘雅典機場 CEO Dr. Yiannis Paraschis 致詞，談到機場永續發展的議題，再隨後是 ACI World 主席 Angela Gittens 女士發表演講。



Angela Gittens 主席以數據來總結 2012 年 ACI 會員機場的表現(詳附錄 V)，首先在運量部分，全球平均成長率是 3.9%，中東地區以 13.1% 成長率居全球第一，其次是亞洲及南美洲分別為 7.3% 及 7.2%，非洲為 6.4%，至於歐洲及北美洲則趨於飽和，總結來說，2012 年算是穩定成長的一年；桃園機場在兩岸航線及東南亞航線的持續成長下，2012 也是不錯的表現，成長率超過 10%，高於亞洲的平均值。

其次在營收部分，全球機場的營收增加了 2.4%，淨利則成長 4.9%，代表運量成績表現出色外，機場營收也相對成長，桃園機場的表現更是高於全球平均值，相對於全球仍處於經濟表現疲軟的情勢下，2012 年對絕大部分機場業者而言，算是一個有收穫的產業，也期待未來能夠有更好的表現。

至於在航空收入與非航空收入的分配比例上，2012 年呈現 63%：37%的結果，桃園機場則是約 55%：45%，表示桃園機場在非航空的營收方面還有很大的努力空間，未來無論是既有的營業規模，或規劃中的第三航廈商業計畫，都有待機場公司加以探索，向全球標竿多加學習。

接著由 Angela Gittens 女士主持 Airport Leaders Symposium 的討論，一共邀集 6 位 CEO 針對全球變動環境下，提出他們對於機場經營管理的看法，由於有多位歐洲機場 CEO，因此在討論到歐洲樞紐機場的發展方向上出現有趣的對話，認為發展各自特色，以合作取代競爭才是追求穩定發展的契機，相信歐洲機場的經驗，很值得目前亞洲機場借鏡。



今天的 Keynote Speech，由二位機場的重要夥伴擔綱，第一位是土耳其航空 CEO，Dr. Temel Kotil 發表土耳其航空的發展與未來展望，第二位則是全球旅遊及觀光協會 World Travel & Tourism Council CEO，David Scowsill 分別發表演講。

Dr. Temel Kotil 講話風趣，搭配簡報資料(詳附件 VI)以及生動的肢體語言總是吸引許多聽眾會心一笑，特別是談到土耳其政府即將興建容量達 1 億人次機場時，作為國籍航空也應該有相當規模的企圖，因此土耳其航空依據過

去幾年幾近 20% 的成長率，提出了相當大膽的擴充策略，預計在 2020 年前，訂購約 250 架飛機，經營規模成長近一倍，配合府的機場發展策略，也就不難發現近幾年不論是土耳其機場或航空公司，都深受航空業界的討論，獲是成為研討會上受邀或得獎的常客。

其次 David Scowsill (詳附件 VII) 則是從旅遊觀光發展的角度談到對機場發展的看法，他認為旅遊已成為一種生活型態，利用航空運輸從事旅遊絕對是正面發展，因此呼籲航空運輸業應該有永續經營的信念，同時強調合作以及開放的重要性，該協會與 ACI 秉持一樣的宗旨，希望促進人類從事經濟發展與休閒旅遊的永續性，未來也將持續與 ACI 合作，共同提倡產業間的和平發展與經濟成長。



下午則是進入大會第一個工作討論議程，主題是 **Successful Business Transformation through Dynamic Leadership**，邀請到 4 位 CEO 談及各自如何領導團隊通過嚴峻的環境考驗，其中來自加拿大多倫多的 Howard Eng 原為香港機場營運總監，與桃園機場公司為舊識，約一年前被延聘為多倫多機場集團 CEO，他特別強調繁忙的香港機場帶給他的經驗，讓他現今在多倫多機場有機會展現獨當一面的機會，算是在與談者中相當特殊的談話內容。

2.2 ASQ 2012 頒獎典禮

在一連串的討論及工作會議之後，傍晚就開始移動到 Ciragan Palace Kempinski 舉辦 Gala Dinner，同時也是 ASQ 2012 的頒獎典禮會場，該宮殿位於伯斯普魯斯海峽旁，風景十分美麗宜人，這也說明為何土耳其政府敢提出相當大膽的航空基礎發展規劃，由於有著雄厚的觀光發展後盾，加上位居歐亞交界的文化歷史背景，土耳其極力拓展航空及觀光是正確的發展途徑，也值得我們加以學習。



本次公布之年度獎項，係 ACI 首次改變其模式，將原本僅頒獎給全球前 3 名的方式，變更為以下四個獎項，(1)依區域；(2)依區域(小於 200 萬人次)；(3)依旅客量分組；(4)最佳進步獎，其中依區域及依旅客量分組前 3 名 ACI 均會於會中頒獎。

頒獎典禮依序由各分組分別頒發，2012 年旅客運量 1500~2500 萬分組是由 ACI Europe President，同時也是 London City Airport CEO Mr. Declan Collier 頒發，機場公司林總經理代表上台接受獎牌，並留影紀念。

晚宴頒獎典禮約有 500 多人參加，ACI 主席 Angela Gittens 女士致詞時表示：越來越多的機場致力提供旅客期待的、或甚至超乎期待的服務；能提供優質服務的機場，才能夠從激烈的排名競爭中脫穎而出，旅客服務是機場同業競爭中最重

要區隔因素之一。

桃園機場公司於新聞稿中也表示，將秉持旅客服務至上的精神，尤其是 2013 年進入 2,500 萬~4,000 萬分組，持續與所有駐站單位共同努力，提供最優質的服務與設施，希望所有旅客在桃園機場都能獲得滿意的服務。



參、心得與建議事項

本次參加 ACI 2013 年會與 ASQ 2012 頒獎典禮，一方面係善盡 ACI 會員責任，積極參與國際事務，另一方面也是機場公司改制以來，首次在 ASQ 旅客滿意度調查中得到肯定，不僅實現了公司改制之初訂下三年內重返前 10 名的願景，同時也得到許多機場同業的祝福，這是參與本次會議最大的收穫。

展望未來，藉由此次出席會議，仍然有許多值得參考學習的地方，說明如下：

一、積極為善盡 ACI 國際會員責任而努力

機場公司改制以來，持續對於國際參與與曝光進行努力，以 ACI 為例，ACI Asia-Pacific 已接洽桃園機場，詢問有關主辦亞洲年會的可行性，目前機場公司也在積極評估中，一方面透過參與 ACI 其他會議累積經驗，另一方面則希望在基礎建設更臻成熟的階段時主辦，因此這幾年累積的經驗都可說是為了可預見的將來做準備。

二、持續標竿學習擴大機場合作

桃園機場在第一航廈整建成功的案例已逐漸在國際間受到矚目，加上傳統文化及服務特色，機場公司受到越來越多機場同業的學習邀訪或合作，舉例而言，一般公認表現更好的樟宜機場，近期將近有 50 位包括樟宜機場集團及 CIQS 的代表團前來桃園機場參訪，重點就在於這一年來 ASQ 成績表現的經驗分享，當然桃園機場也會利用這個機會，對於表現較落後的項目向樟宜機場請教，相信這也是機場同業間相互學習的最好範例。

三、ASQ 持續提升旅客滿意度

配合第一航廈逐步完工開放的時機，機場公司就已經啟動「ACI/ASQ 服務評比檢討專案」機制，每週定期舉辦討論會議，結合公司內跨處室同仁，共同集思廣益，針對 36 個項目，逐一檢視旅客意見，並且據以發展出行動方案，加以實施列管。

專案會議訂定 ASQ 專案本身之使命、願景及策略：

使命：創造優質環境、滿足顧客需求；

願景：ASQ 成績持續進步；

策略：(1)36 子項目逐項發展行動方案，持續追蹤；

(2)旅客建議逐項檢討，並研擬因應對策；

(3)擴大機場利害關係人(Stakeholders)參與。

截至 2013 年 9 月，已累計發展出 152 個行動方案，並由各業管單位加以施行；以往來機場地面交通工具為例，共有 10 個行動方案，包括近來民意反應的智慧型運輸資訊系統、乘車雙語環境及提升行車品質等均在推動之中。機場公司對於所有 36 子項目都採取相同檢討方式，行動方案將持續列管及追蹤實施進度。

另根據問卷調查顯示，在 350 份問卷中約有高於二分之一比例的旅客提出對桃園機場寶貴的意見；機場公司十分願意傾聽且重視旅客的聲音，因此配合 ASQ 服務評比檢討專案會議，每週蒐集問卷中旅客所反映或建議之事項，進行分析與討論。

旅客回饋意見其中屬於短期可改善者，優先列為應辦事項，並立即於會議中交由業管單位著手改善；未能於短期改善者，則研擬出行動方案，每週定期更新辦理狀況說明；如屬外部單位或需外部單位配合者，則透過駐站單位管道立即通報，其辦理情形除透過機場公司每週定期專案會議控管外，也定期於每二週舉辦之桃

園機場整體服務推動工作會報中報告。透過機場所有利害關係人(包括：機場公司、航空公司、地勤公司、CIQS 及其他機場服務單位)的參與，使提升 ASQ 服務水準之推動，化為所有機場工作人員的責任與義務，成績之進步，大家與有榮焉。

最後檢視 ASQ 近年的趨勢，除了參與機場數持續成長外，機場的服務水準也日益成長；因此桃園機場絕不能以現況自滿，必須持續精進，保持進步。至 2013 年為止，曾有 24 項目進前 10 名；對於曾經進入前 10 名的項目，代表桃園機場有實力打造完善的基礎建設，展現優質的服務水準；更重要的，針對表現優異的項目更需精益求精，維持好的成績，充分展現桃園機場提供優質服務的承諾，是持續成長，永無止盡。

附件 I
ACI主席邀請信



AIRPORTS COUNCIL INTERNATIONAL

26 February 2013

Mr. Samuel Perng-Liang LIN
President & CEO
Taoyuan International Airport Corporation Ltd.
No. 9 Hangzhan S. Rd., Dayuan Township, Taoyuan County
33758 Taiwan (R.O.C)
Chinese Taipei

Dear Mr. Lin

I am delighted to congratulate you on Taiwan Taoyuan International Airport ranking third in the **Best Airport By Size: 15-25 million passengers** category as part of ACI's 2012 ASQ Awards.

Your award confirms the stellar position of your airport in the eyes of your passengers, community members and the entire aviation industry.

I would be thrilled if you could join me at the ASQ Awards Ceremony on Tuesday, 11 June 2013 to personally accept your award onstage as part of a media photo opportunity. The Ceremony will take place in Istanbul, Turkey during the ACI Europe/World Annual Congress and Exhibition 2013.

Please confirm your attendance at the Awards by contacting: Nathalie Zulauf, Manager, Member Service and Events, ACI, telephone: + 1 514 373 1219, email: nzulauf@aci.aero.

We intend to generate a great deal of publicity about the performance of your airport and others that have distinguished themselves. Please find attached the press release that is **embargoed until Monday, 11 March 2013 at 0900 Eastern Standard Time (UTC - 5 hours)**. After that, please feel free to broadcast your success! If your team requires additional materials to help promote your achievement, please contact: Ms. Sevda Fevzi, Marketing Manager, ACI, telephone: + 1 514 373 1232, email: sfevzi@aci.aero.

Once again, please accept my heartfelt congratulations on your outstanding performance. You make us proud.

Sincerely yours,

A handwritten signature in black ink, appearing to read 'Angela Gittens', is written over a white background.

Angela Gittens
Director General

附件 II

ASQ 2012年度獎項發布



Europe	North America	Africa
1. Moscow Sheremetyevo	1. Indianapolis	1. Cape Town
2. Malta	2. Ottawa	2. Durban
3. Edinburgh	3. Tampa	3. Cairo
4. Keflavik	4. Sacramento	4. Mauritius
5. Zurich	5. Jacksonville	5. Johannesburg

Middle East	Asia - Pacific	Latin America - Caribbean
1. Abu Dhabi	1. Seoul Incheon	1. Cancun
2. Dubai	2. Singapore	2. Guayaquil
3. Doha	3. Beijing	3. Montego Bay
4. Tel Aviv	4. New Delhi	4. San José
5. Bahrain	5. Hong Kong	5. Barbados



Regional Awards for airports with fewer than 2 million passengers a year

Europe	North America
1. Skopje	1. Victoria

Africa
1. Upington



Winners of the
2012 ASQ Awards

27th February 2013



Introduction

The Awards are based on annual results of overall satisfaction of departing passengers

- Only airports which have participated in all four quarters of the year and followed the sampling methodology are eligible for an Award and entitled to use the official ASQ Awards logo
- The top three performing airports in each region and size category will receive an Award and the names of the top five performing airports will be published in an ACI press release on 11th March 2013

Awards will be presented on June 11th during the Gala Dinner at the ACI Europe / World Annual Congress & Exhibition 2013 held in Istanbul

The Awards rankings cannot be disclosed before 09:00 EST (13:00 GMT) on the 11th March

Airports winning an Award are kindly requested to inform DKMA before Friday 3rd May if a representative from their organization will attend the Gala Dinner





2 - 5 M.

1. Hohhot
2. Guayaquil
3. Ottawa
4. Chiang Mai
5. Winnipeg

5 - 15 M.

1. Nagoya
2. Hyderabad
3. Tianjin
4. Wuhan
5. Sanya

15 - 25 M.

1. Seoul Gimpo
2. Chongqing
3. Taipei
4. Hangzhou
5. Tampa

25 - 40 M.

1. Seoul Incheon
2. New Delhi
3. Mumbai
4. Tokyo Narita
5. Shanghai Hongqiao

Over 40 M.

1. Singapore
2. Beijing
3. Hong Kong
4. Shanghai Pudong
5. Guangzhou



For airports which have experienced the biggest improvement in ASQ overall satisfaction results between 2011 and 2012 in their region

Europe

1. Faro

North America

1. Winnipeg

Africa

1. Mombasa

Latin America - Caribbean

1. Santo Domingo

Middle East

1. Abu Dhabi

Asia - Pacific

1. Sanya



附件 III

ACI ASQ年度獎項發布新聞稿

ACI Announces Recipients of its 2012 Airport Service Quality Awards

Montréal, Québec, Canada, 11 March 2012 – Airports Council International (ACI) is pleased to announce the recipients of its annual Airport Service Quality (ASQ) Awards for 2012.

ACI World Director General Angela Gittens stated, "This an exciting time for airports. As airports and their operators increasingly accept the positive correlation between passenger satisfaction and airport revenues, we see more and more airports striving to meet, and in some cases exceed, the levels of customer service that their passengers expect from their favoured product and service providers. Airports that deliver superior customer service stand apart from the competition and superior customer service remains one of the most important differentiators in the increasingly competitive airport industry. Highly structured measurement, analytical reporting and open discussion forums are all features that have built the ASQ programme's reputation as the premier airport customer service benchmarking tool in an era where customer loyalty translates into repeat passengers, healthy traffic and an improved financial bottom line. I am delighted to see longstanding favourites take home ASQ awards as it is testament to the growing and accepted wisdom in the airport community that maintaining customer service excellence is central to a winning business strategy. I am equally excited to see other airports rank for the very first time this year, which stands to prove that it is never too late to adopt a winning customer service orientation to which the ASQ programme is fundamental." The ASQ Awards are presented in four categories that include: Best Airport by Region, Best Airport by Region (Fewer than 2 million Passengers per Year), Best Airport by Size, and Best Improvement. At its 2012 World Annual General Assembly in Calgary, Alberta, Canada, ACI announced that it would discontinue the Best Airport Worldwide award category to focus more attention on categories that facilitate comparison, particularly airport size and region.

Best Airport by Size: Millions of Passengers Per year (first place)
Hohhot (2-5m), Nagoya (5-15m), Seoul Gimpo (15-25m), Seoul Incheon (25-40m), Singapore (over 40m).

Best Airport by Region (first place)
Cape Town (Africa), Seoul Incheon (Asia-Pacific), Moscow Sheremetyevo (Europe), Cancun (Latin-America-Caribbean), Abu Dhabi (Middle East), Indianapolis (North America).

Best Airport by Region: airports with fewer than 2 million passengers per year
Upington (Africa), Skopje (Europe), Victoria (North America).

Best Improvement
Momasá (Africa), Sanya (Asia-Pacific), Faro (Europe), Santo Domingo (Latin-America-Caribbean), Abu Dhabi (Middle East), Winnipeg (North America).

ASQ 2012 TOP PERFORMERS

BEST AIRPORT BY REGION		
Africa 1. Cape Town 2. Durban 3. Cairo 5. Johannesburg	Asia-Pacific 1. Seoul Incheon 2. Singapore 3. Beijing 4. New Delhi 5. Hong Kong	Europe 1. Moscow Sheremetyevo 2. Malta 3. Edinburgh 4. Keflavik 5. Zurich
Latin America-Caribbean 1. Cancun 2. Guayaquil 3. Montego Bay 4. San José 5. Barbados	Middle East 1. Abu Dhabi 2. Dubai 3. Doha 4. Tel Aviv 5. Bahrain	North America 1. Indianapolis 2. Ottawa 3. Tampa 4. Sacramento 5. Jacksonville
Africa Upington	Europe Skopje	North America Victoria

Embargoed until 11 March 2013

BEST AIRPORT BY REGION: FEWER THAN 2 MILLION PASSENGERS PER YEAR

BEST AIRPORT BY SIZE	
2 – 5 million passengers 1. Hohhot 2. Guayaquil 3. Ottawa 4. Chiang Mai 5. Winnipeg	5 – 15 million passengers 1. Nagoya 2. Hyderabad 3. Tianjin 4. Wuhan 5. Sanya
15 – 25 million passengers 1. Seoul Gimpo 2. Chongqing 3. Taipei 4. Hangzhou 5. Tampa	
25 – 40 million passengers 1. Seoul Incheon 2. New Delhi 3. Mumbai 4. Tokyo Narita 5. Shanghai Hongqiao	Over 40 million passengers 1. Singapore 2. Beijing 3. Hong Kong 4. Shanghai Pudong 5. Guangzhou
BEST IMPROVEMENT	
Africa Mombasa	Asia-Pacific Sanya
Latin America-Caribbean Santo Domingo	Middle East Abu Dhabi
	Europe Faro
	North America Winnipeg

About the ASQ Awards

Since its creation in 2006, the ASQ Awards have become the world's leading airport passenger satisfaction benchmark with over 275 airports participating. The ASQ Awards recognize and reward the best airports in the world based on ACI's ASQ passenger satisfaction survey and represent an opportunity to celebrate the commitment of airports worldwide to continually improve the passenger experience.

To learn more about the ASQ Awards, please visit:

<http://www.aci.aero/Airport-Service-Quality/ASQ-Awards/2012-Winners>

- ends -

Notes for editors

- (1) **Programme description:** ASQ, which has won industry recognition as a world class benchmarking programme, has grown steadily over the past four years. As of February 2012, ASQ counts 275 airports participated in the ASQ programme. Based on the cumulative results of individual ASQ passenger satisfaction surveys, which are completed every month of the year, the programme has been scientifically designed to ensure statistical accuracy. Programme features include regular quarterly performance reports and ASQ forums for data review and best practice sharing. Survey results are treated on a confidential basis. The aim of the programme is to allow airports to plan improvements and benchmark their customer services against other airports. It is fair to say that all airports involved in the programme have placed a high priority on customer service, having voluntarily and independently decided to join the programme.
- (2) Some of the distinguishing features of the programme include:
 - **Locally relevant.** All airports are able to survey in their own, national language with the choice of over 30 other languages as well.
 - **On-site airport surveying.** Questionnaires are completed with responses from passengers interviewed on the day and at the gate so that their experience is current and immediate.
 - **Consistent.** Every airport uses the same questionnaire.
 - **Statistically reliable.** A minimum of 1,400 passengers per annum are interviewed at each airport.
 - **Audited.** Every year a number of airports are audited by the programme to ensure the accuracy and consistency of the data captured by survey administrators and the ACI management team.
- (3) **Impartiality.** ASQ is not carried out via internet or email. It is limited to any kind of prize or other incentive for the passengers. The survey questionnaire is administered on-site at the departure gate when the full airport experience is still fresh in the passenger's mind.
- (4) The awards ceremony for the 2012 top performers will take place at the ACI Europe / World Annual Congress and Exhibition 2013 in Istanbul Congress Centre, Istanbul, Turkey (10-12 June 2013).
- (5) **Media Contact:**
 Cheryl Marcell
 Director, Communications and Events
 ACI World
 Telephone: +1 514 373 1224
 Email: cmarcell@aci.aero

Emirates

附件 IV
ACI 2013年會手冊

#ACIISTANBUL



ACIEUROPEWORLD ANNUAL CONGRESS & EXHIBITION 2013

10-12 JUNE 2013 | ISTANBUL CONGRESS CENTRE | ISTANBUL

HOSTED BY:
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SHOW GUIDE

“DYNAMIC AIRPORT BUSINESS
TRANSFORMATION”

THE GLOBAL ACI MEETING FOR
AIR TRANSPORT CHIEF EXECUTIVES
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THE ESSENTIAL GLOBAL MEETING FOR ACI MEMBERS



WELCOME TO THE 2013 ACI EUROPE / WORLD ANNUAL CONGRESS AND EXHIBITION

This powerful global meeting of ACI members and air-transport leaders promises to provide an outstanding learning and networking platform for all of you who have journeyed here to Istanbul – one of the world's most exciting and dynamic cities.

Supporting our theme entitled "Dynamic Airport Business Transformation" the conference will bring together an exceptional line-up of CEO speakers and provide a platform for industry stakeholders from around the world. These innovative leaders have taken necessary bold and new approaches to their business activities to counter both industry pressures and competition while delivering improved performance.

In addition to enriching, engaging and educational sessions, this event provides ample opportunities to network with other airports, airlines and other key partners and stakeholders. Our exhibition hall will feature providers of the latest technology; products and services for the aviation industry and we encourage you to take time to visit each exhibiting company and learn how they can support your business objectives.

Alongside this important business meeting, our generous host TAV Airports has planned a remarkable social programme. The Welcome Reception set in the tranquil gardens of the Istanbul Hilton Poolside will provide the opening evening – a memorable night that will formally recognise those European airports that have shown outstanding achievement over the past year with the presentation of the 9th ACI EUROPE Best Airport Awards and Eco-Innovation Award. We can also look forward to an outstanding networking Gala Dinner at the Çırağan Palace – a magnificently restored former home of Ottoman sultans on the banks of the Bosphorus in downtown Istanbul. This luxurious evening will provide first class entertainment, cuisine and memories, as well as the perfect backdrop for the 2012 ACI Airport Service Quality (ASQ) Award winners to receive proper recognition for their outstanding commitment to customer service.

We appreciate your participation, and trust you will find your time with us in Turkey be stimulating, engaging and inspiring for your efforts to facilitate dynamic airport business transformation within your organisation.

Yours sincerely,



Angela Gittens
Director General,
ACI WORLD

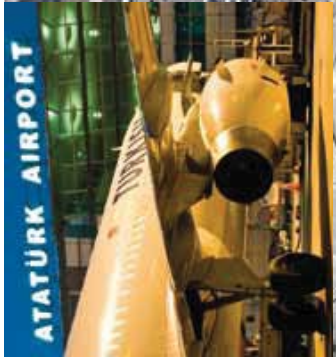
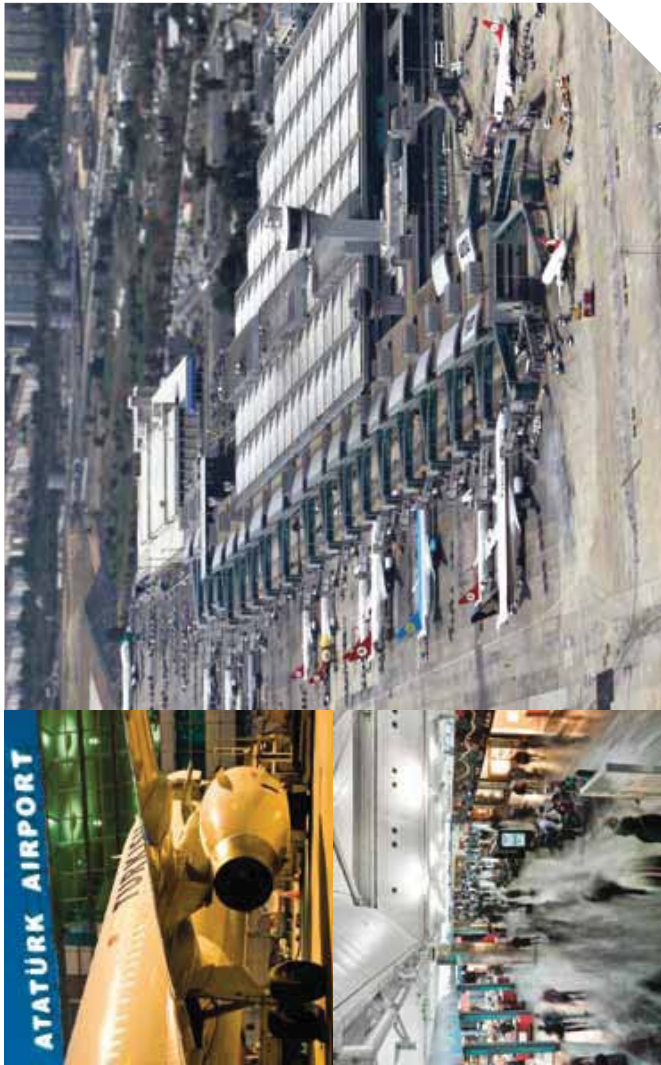


Olivier Jankovec
Director General,
ACI EUROPE



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3



TAV WELCOMES YOU TO ISTANBUL

HOSTED BY:



TAV Airports Holding, an international brand in airport operations, one of the most challenging industries throughout the world, has achieved phenomenal success with its know-how, experience and creativity. TAV's journey in airport operations started in 1997 with the tender for the Istanbul Atatürk Airport International Terminal. TAV has grown to become a global brand name in airport construction projects as well as in airport operations with its considerable know-how, high quality human resources and advanced technology. In line with its objectives, TAV reshaped its organisational structure in 2006, and grouped its "operational" and "construction" activities respectively under TAV Airports Holding and TAV Construction. TAV Construction is among the world's five largest companies in airport construction, taking on projects with a total of more than \$15.5 billion in contract value.

Following this reorganisation TAV Airports Holding was first offered to the public in February 2007. The acquisition of 38% of TAV Airports shares by the Aeroports de Paris Group was finalised in May 2012. As an international brand in airport business operations, TAV Airports is the leading airport operator in Turkey. TAV Airports operates Istanbul Atatürk, Ankara Esenboga, Izmir Adnan Menderes and Antalya Gazipasa airports in Turkey, as well as Tbilisi and Batumi airports in Georgia, Monastir and Enfidha-Hammamet airports in Tunisia, Skopje and Ohrid airports in Macedonia, Medinah Airport in Saudi Arabia and Riga Airport in Latvia. TAV Airports also manages airport operations such as duty-free, catering, ground handling, IT, security and operational services. The company, together with its subsidiaries, provided services for approximately 57,5,000 flights and 72 million passengers in 2012.



DR. SANI SENER
President and CEO,
TAV Airports Holding



"This annual gathering of leaders allows us to chart the path for our sector, to exchange ideas and experiences, and to develop a common approach for the benefit of our global airports industry. This will in turn enable us to overcome many challenges, and to promote our airports so that we may better serve our customers and communities."

On behalf of TAV's family of more than 22,000 employees at 12 airports in 6 countries on 3 continents, we are delighted to welcome you to Istanbul."

4

THE ESSENTIAL GLOBAL MEETING FOR ACI MEMBERS



USEFUL INFORMATION

WELCOME TO ISTANBUL 2013

It is with great pleasure that we welcome you to the ACI EUROPE/WORLD Annual Congress and Exhibition at the Istanbul Congress Centre (ICC), and kindly ask for your attention regarding the following information:

IMPORTANT REQUEST:

Out of respect for the speakers and in order not to disturb your colleagues attending this conference, we would appreciate it if you could SWITCH OFF YOUR MOBILE TELEPHONE while you are inside the conference room.

SPEAKER PRESENTATIONS

These will be available to all registered participants and will be provided on a secure section of the ACI EUROPE Events website after the conference. The secure website will include all speaker presentations that have been authorised for publication by the speaker, along with a full delegate list including contact details.

SOCIAL EVENTS

The Welcome Reception, including the 2013 ACI EUROPE Best Airport Awards, will take place at the Istanbul Hilton Poolside from 19:30 – 21:00 on Monday 10 June 2013. The Gala Dinner, including the ACI ASC Awards Ceremony, will take place at the Cirağan Palace Kempinski from 20:00 – 23:00 on Tuesday 11 June 2013.

- Delegates must wear their delegate badges for access to be granted.

- The dress code for these events is business attire.

TRANSPORT

Transportation will be provided throughout the event for guests staying at the ACI Recommended Hotels. Please refer to the Transport Schedule in your delegate bag for further information.

ADDITIONAL INFORMATION

Should you require any additional information, please contact the ACI Event Team located at the Event Registration Desk at the Istanbul Congress Centre (ICC) or on one of the following phone numbers:

LAURA BOAKES

Conference Executive
+44 (0) 7743 059 118

ALI LOVING

Conference Executive
+44 (0) 7803 240 883

ANDREA BEVAN

Event Executive
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CATHERINE NOAKES

Exhibition Logistics Manager
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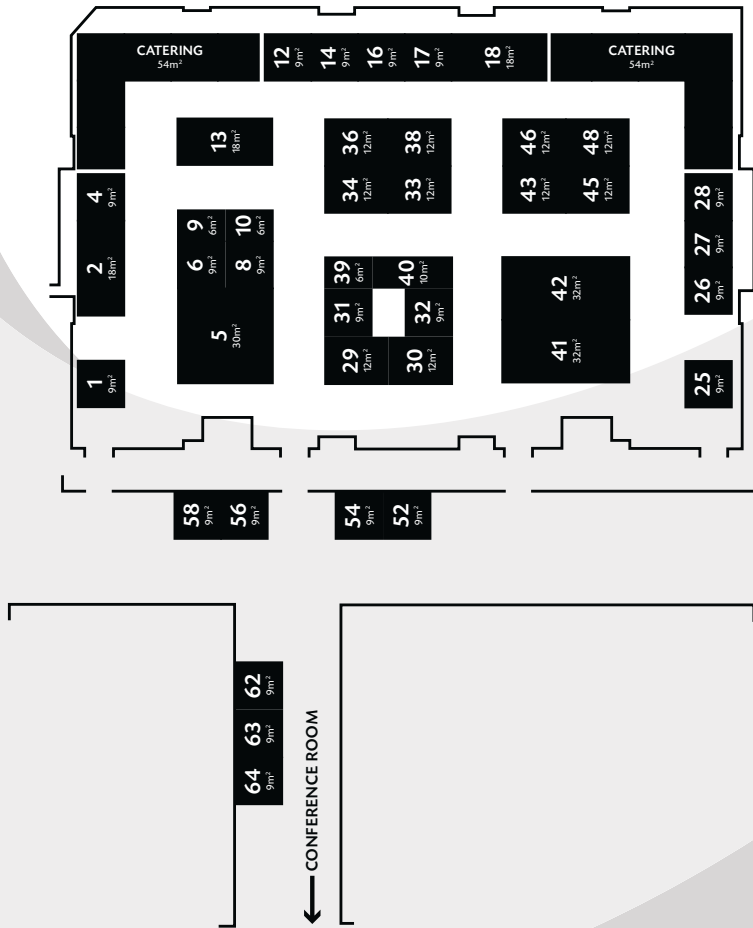
LYNSEY GIDDINGS

Conference Director
+44 (0) 7968 823 616

We wish you an enjoyable and informative event!

The ACI Event Team

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ACIannualcongress
Password:
Istanbul2013

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- 33..... ICF AIRPORTS
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- 62..... SAFESKYS
- 63..... AIRPORTS COUNCIL INTERNATIONAL
- 64..... AMPAP

CONFERENCE PROGRAMME

AIRPORTS COUNCIL INTERNATIONAL EUROPE-WORLD

"DYNAMIC AIRPORT BUSINESS TRANSFORMATION"

MONDAY 10 JUNE 2013

10:00-12:15
SAFETY SYMPOSIUM
 Presented by ACI WORLD
 Location: Istanbul Congress Centre (ICC), Macka Hall

15:00-17:00
ACI WORLD GENERAL ASSEMBLY
 (Open to ACI Members only)
 Immediately followed by
 AMPAP Graduation
 Location: Istanbul Congress Centre (ICC)

17:00-19:00
WORLD BUSINESS PARTNERS MEETING



Sponsored by: **TAV Airports**

For more details, please contact Yulia Plyusina, Programme Development Coordinator, ACI EUROPE, via email: yulia.plyusina@aci-europe.org

19:30-21:00
WELCOME RECEPTION
 Location: Istanbul Hilton Poolside



Hosted by: **TAV Airports**

Incorporating: **ACI EUROPE AWARDS**



The 2013 ACI EUROPE Best Airport Award winners to be announced at the Welcome Reception.

TUESDAY 11 JUNE 2013

Location: Istanbul Congress Centre (ICC)

08:00
 Registration opening and morning coffee

08:30
 Official Exhibition Opening

09:00-09:30
ACI WORLD WELCOME ADDRESSES

Welcome from the Host

- **Dr. Sani Sener**, President and CEO, TAV Airports Holding



Welcome from **ACI WORLD**

- **Dr. Yiannis Paraschis**, CEO, Athens International Airport S.A. and Chair, ACI WORLD Governing Board
- **Angela Gittens**, Director General, ACI WORLD

09:30-10:30
THE AIRPORT LEADERS SYMPOSIUM
 A briefing and discussion by airport leaders on the fundamental issues of the moment, with a focus on how to build financial and operational resilience into an airport company operating in these changing times.

Chairman: **Angela Gittens**, Director General, ACI WORLD

- Panellists:**
- **Jos Nijhuis**, President and CEO, Schiphol Group
 - **Mark Reis**, Managing Director, Seattle-Tacoma International Airport; First Vice-Chair, ACI-NA
 - **Dr. Yiannis Paraschis**, CEO, Athens International Airport S.A. and Chair, ACI WORLD Governing Board
 - **Paul Kehoe**, CEO, Birmingham Airport
 - **Fernando Bosque**, CEO, Grupo Aeroportuario del Pacifico (GAP)
 - **Laurenstius Manurung**, Director of Finance, PT Angkasa Pura II

10:30-11:15
 Networking coffee break in the exhibition

11:15-12:30

ACI EUROPE WELCOME ADDRESSES

State of the Industry Address

- **Olivier Janakovec**, Director General, ACI EUROPE

Address from the **ACI EUROPE President**

- **Declan Collier**, CEO, London City Airport, and President, ACI EUROPE



Industry keynote address:
 THE GLOBAL ACHIEVEMENTS OF A TRANSFORMED TURKISH AIRLINES AND THE STRATEGIC IMPORTANCE OF BUILDING A NEW THIRD INTERNATIONAL AIRPORT FOR ISTANBUL

Dr. Temel Kotil, President and CEO, Turkish Airlines

Keynote address:
 EMERGING TRENDS IN GLOBAL TRAVEL & TOURISM: HOW SHOULD AIRPORTS WORK WITH PRIVATE AND PUBLIC STAKEHOLDERS TO ENSURE THAT TRAVEL AND TOURISM CONTINUES TO MAKE A VITAL AND SUSTAINABLE CONTRIBUTION TO WORLD DEVELOPMENT?

David Scowell, President and Chief Executive Officer, World Travel & Tourism Council

10 | 12:30-13:45

Networking lunch break in the exhibition

13:45-15:15

FIRST WORKING SESSION

SUCCESSFUL BUSINESS TRANSFORMATION THROUGH DYNAMIC LEADERSHIP

- Chairman: **Rick Piccolo**, President and CEO, Sarasota Bradenton International Airport and Vice-Chair, ACI WORLD Governing Board

How did TAV go from a construction company to a leading airport operator with subsidiaries in airport operations that recently sold a major stake to Aeroports de Paris Group? How will they further strengthen their global opportunities?

- Dr. Sani Sener**, President and CEO, TAV Airports Holding

Toronto Pearson's new strategic vision is to become North America's largest international gateway. How will it achieve this bold vision?

- Howard Eng**, President and CEO, Greater Toronto Airports Authority (GTAA)

Business transformation through change in ownership: London Gatwick Airport was sold to new owners in 2009. How hard was it to extract a single airport from a company which had previously centralised many management and commercial and operational systems? How quickly did a clearly distinguishable corporate culture emerge? Did travellers and airlines alike quickly accept Gatwick as a renewed competitor in the London airport system? Has regulation kept up with the requirements of separate ownership?

- Stewart Wingate**, CEO, London Gatwick Airport

Transformation through collaboration: What are the concrete achievements to-date of EUROCONTROL's collaboration with ACI EUROPE? What are the operational and sustainability benefits to Europe's airports of A-CDM and CDO? And what are the next steps in this collaboration?

08:30

Registration opening and morning coffee

09:00-09:30

Day 2 Keynote address:
HOW MUCH MORE BUSINESS TRANSFORMATION DOES THE AIRLINE INDUSTRY NEED TO ENSURE A PROFITABLE FUTURE?

Tony Tyler, Director General, IATA



09:30-10:30

SECOND WORKING SESSION

THE AIRLINE CONVERSATION

Scene setting from the Chairman followed by panel discussion

- Chairman: **Andrew Charlton**, Managing Director, Aviation Advocacy

Panellists:

- Michael Cawley**, COO and Deputy Chief Executive, Ryanair
- Michael Kerkloh**, President and CEO, Munich Airport
- Matthias Ruete**, Director General, DG MOVE, European Commission*
- Faruk Cımeçoğlu**, Chief Marketing Officer and SVP Network, Turkish Airlines*
- Sertaç Haybat**, CEO, Pegasus Airlines*

Questions to consider:

- What could the implications of Gulf carrier growth and their allegiance to alliances be?
- Will network carriers have to become low-cost carriers on short haul in order to survive?
- What will be the repercussions of severe cost cutting by legacy airlines on airports in the long-term?
- Could LCCs feed network carriers for long-haul services in the future? Can airports do more to facilitate transfers between airlines outside of traditional interline partnerships?

Registration opening and morning coffee

- Frank Brenner**, Director General, EUROCONTROL

15:15-16:00

Networking refreshment break in the exhibition

16:00-17:30

ACI EUROPE GENERAL ASSEMBLY (Open to ACI EUROPE Members only)

20:00-23:00

GALA DINNER

Location: Çırağan Palace Kempinski

Hosted by:



Including:



WEDNESDAY 12 JUNE

07:00-09:00

WORLD BUSINESS PARTNERS

BREAKFAST AND CEO ROUNDTABLE

Location: Hilton Istanbul Hotel, Sadirvan Room



Sponsored by:



The panel will be made up of five airport CEOs including:

- Declan Collier**, CEO, London City Airport Limited
- Bogami Maseko**, Acting Managing Director, Airports Company South Africa
- Reg Milley**, President & CEO, Edmonton Regional Airports Authority
- Carlos Trueba**, Airport Director, Cancun International Airport
- Laurensius Manurung**, Director of Finance, PT Angkasa Pura II
- Moderator: **Randy Pope**, Chair, WBP Advisory Board

- Will low-cost long-haul ever be truly successful? Are next generation wide body aircraft the game-changer?
- Is there a successful way for airports to grow traffic with other carriers when your home carrier is rationalising?

10:30-11:15

Networking coffee break in the Exhibition

11:15-12:45

THIRD WORKING SESSION

BUSINESS TRANSFORMATION FROM AN EFFICIENCY, INNOVATION AND PASSENGER EXPERIENCE PERSPECTIVE

Chairman's Presentation

Airports and commercial partners: Evolving partnership models?

- Claus Heinemann**, Co-Owner, Gebr Heinemann

How will the new low-cost carrier terminal "kliaz", which will be the world's largest LCC facility, deliver an enhanced passenger and retail experience and how it is impacting the airport's business model?

- Tan Sri Bashir Ahmad**, Managing Director / CEO, Malaysia Airports and President, ACI/ASA-PACIFIC

Using the example of the Paris Charles de Gaulle Airport 2A/2C and 2F rehabilitation projects describe how Collaborative Decision Making was effectively employed to deliver stakeholder and client expectations, while ensuring the minimum impact on operations during construction.

- Guillaume Sauvé**, Chairman and CEO, ADPI

The Connected Traveller — How do you prevent your airport's social media strategy from becoming a mere vehicle of boastfulness and self-praise, ensuring that it is also a genuinely useful service to the passenger with measurable benefits?

- Shashank Nigam**, CEO, SimpliFlying

16:00-17:00

FIFTH WORKING SESSION

BUSINESS TRANSFORMATION FOR AIRPORTS FROM A SUSTAINABILITY AND CORPORATE SOCIAL RESPONSIBILITY (CSR) PERSPECTIVE

Chairman's presentation:

What does Sustainability and CSR mean in the face of economic upheaval — is a strong commitment in these areas completely justifiable from a business perspective and how can this contribute to improved resilience?

- Dr. Yiannis Paraschis**, CEO, Athens International Airport S.A. and Chair, ACI WORLD Governing Board

Abu Dhabi International Airport was the first airport to become Airport Carbon Accredited in the Asia-Pacific region and supports key social activities that promote community benefit. How far will its efforts in these areas go in future?

- Ahmed Al Haddabi**, COO, ADAC

The ultimate short and long-term role of an airport in a community recovering from a disaster

- Jim Boulton**, CEO, Christchurch International Airport

The FAA is both the funder, and regulator in the United States. How do they regulate sustainability in the airport business environment?

- Christa Fornarotto**, Associate Administrator for Airports, Federal Aviation Administration (FAA)

Unlimited visibility: expanding A-CDM into a multi-airport concept

- John Jarrell**, Head of Airport IT, Amadeus IT Group S.A.

12:45-14:00

Networking lunch break in the Exhibition

14:00-15:30

FOURTH WORKING SESSION

THE INVESTOR CONVERSATION

Panel discussion following a presentation from the Chairman to set the scene

- Chairman: **Michael McCreesh**, Founding Partner, Global Infrastructure Partners

Panellists:

- Nicholas Notebaert**, Chairman, VINCI Airports
- Mauro Maia**, Senior Partner, FZi – SGR
- Jorge Gil**, CEO, Ferrovial Aeroportos
- Philip Iley**, Head of European Transportation and Logistics Coverage Group, Crédit Suisse

Questions to consider:

- How has the airport investment climate evolved in the past year?
- What is the lenders' current attitude to airport investments?
- Have some recent sales been under- or over-priced due to the need of some debt-hidden governments to urgently dispose of state assets? Is there enough privatisation? Or would more airport sales over-supply potential investment partners?
- Which countries or regions of the world offer the most interesting prospect for airport investors?
- Are there barriers to cross-border airport investment/ownership which cause distortion to both the investment climate, and the air transport industry itself?
- Are there any specific lessons or observations to be drawn from the recent sales of Infraera, ANA, London Stansted etc?
- What main attributes should the ideal airport investor have?

15:30-16:00

Networking coffee break in the Exhibition

*Invited



TOUR OF ISTANBUL ATATURK AIRPORT

Tepe Akfen
TAV
Airports

HOSTED BY:

**Thursday 13 June,
10:00-12:00**

Meeting time: 10:00

**Meeting point: Foyer,
Hilton Istanbul Hotel**

TAV Airports is presenting a tour of Istanbul Atatürk Airport for pre-registered delegates, showcasing TAV's efforts and innovations. The detailed airport tour will take in all areas of terminal operations and activities, such as check-in, immigration, security and gates. It will also offer an insight into ground transportation, display systems and building management systems, security operations, duty free and food & beverage services, car parking, and lounge operations.

WELCOME RECEPTION

**Monday 10 June 2013,
19:30-21:00, Istanbul
Hilton Hotel Poolside**

Start networking early and join TAV at the Welcome Reception. Set in the tranquil gardens of the Istanbul Hilton Hotel Poolside, the Welcome Reception is the perfect place to meet new and existing industry friends.

THE GALA DINNER

**Tuesday 11 June 2013,
20:00-23:00,
Çırağan Palace Kempinski**

TAV is set to impress at this year's Gala Dinner, held at the prestigious Çırağan Palace Kempinski. With its grandiose architecture and uncompromised views, delegates will enjoy a truly luxurious evening of entertainment, right on the shores of the breathtaking Bosphorus.

NETWORKING SOCIAL EVENTS



SPEAKER BIOGRAPHIES

TAN SRI BASHIR AHMAD

Managing Director/CEO,
Malaysia Airports Holdings
Berhad's



Tan Sri Bashir Ahmad has been Malaysia Airports Holdings Berhad's Managing Director/CEO since 2003. Malaysia Airports

is a public listed company and operates KL International Airport and 38 other airports in Malaysia.

He began his career with Malaysia Airlines, Malaysia's national carrier. Over a 29 year period, he served as Director of Corporate Planning, Senior Vice-President of Commercial and eventually Executive Vice-President of the airline.

In 2001 Tan Sri Bashir was appointed as the Aviation Advisor to the Ministry of Transport Malaysia and held the position till his appointment as Managing Director/CEO of Malaysia Airports.

Apart from Malaysia Airports' Main Board and Committees, he also sits on the Boards of Hyderabad International Airport, Delhi International Airport (India) and Sabiha Gökçen International Airport (Turkey). He is the current President of Airport Council International's (ACI) Asia-Pacific Region and also sits on the Executive Committee of the ACI World Governing Board.



Fernando Bosque has 34 years of airport sector experience and is an expert in management, financial accounting and strategic planning. Mr. Bosque was appointed Chief Executive Officer of GAP in December 2010.

Mr. Bosque began his career in 1976 at the Federal Aviation and Transportation Department in Spain. Recently, he served as the CEO of MBJ Airports Limited, in Montego Bay, Jamaica. Mr. Bosque has extensive knowledge of the airport industry having previously been Chief Financial Officer of AENA Internacional, one of GAP's strategic partners, together with CMA and Abertis. He was a member of ASUR's Board of Directors, when he was Ferrovial's Concession Director, providing him with a deep understanding of the privatisation structure of Mexican airports. Mr. Bosque is a native of Spain.

Fernando Bosque has a degree in Economics and Business Sciences from the Universidad Autónoma de Madrid.

JIM BOULT

Chief Executive Officer,
Christchurch International
Airport



Jim Boulton has been Chief Executive of Christchurch International Airport since February 2009 and was a crown

appointee to its board for six years before that. In 2010, he was named 'Airport Personality of the Year' by the NZ Airports Association. In 2011, CIAL was awarded the Jim Collins Award for an Outstanding Contribution to Aviation Safety, recognising CIAL's actions before and after the Canterbury earthquakes. He is a former Director and Deputy Chairman of Tourism New Zealand

AHMAD AL HADDABI

Chief Operating Officer –
Airport Operations, Abu Dhabi
Airports Company



UAE national Ahmed Al Haddabi is ADAC's Chief Operating Officer. He is currently responsible for determining the

adequacy of measures in the operations of all ADAC operated airports in respect to compliance, safety, security, environmental performance.

He has more than 25 years of experience in airworthiness, flight operations, safety management, airline operations and airport security, airport certification, aircraft accident, incident prevention and investigation.

His expertise also extends to air transport bilateral negotiations, technical and administrative management of civil aviation. He has sound knowledge of International Civil Aviation Organization (ICAO) methodologies and annexes for regulating international civil aviation, and other various international protocols.

In the past 10 years, Al Haddabi has played a key role in the development of the UAE General Civil Aviation Authority (GCAA). He also contributed to the establishment of ICAO's Continuing Airworthiness Programs in the UAE, setting up of the UAE ICAO headquarters in Canada, strategic preparation for ICAO seat election in 2007, which resulted in UAE nomination and election to the ICAO council.



THE 2013 ACI EUROPE BEST AIRPORT AWARDS will be presented to airports for excellence and achievement across a range of disciplines, including environment, retail, security, operations, facilities and much more. The awards are divided into categories by annual passenger movement and will be presented alongside the 4th ACI EUROPE Eco-Innovation Award at the Welcome Reception.



The annual ACI Airport Service Quality (ASQ) Awards recognise and reward the best airports in the world according to ACI's ASQ passenger satisfaction survey. The award represents the highest possible accolade for airport operators and are an opportunity to celebrate the commitment of airports worldwide to continuously improve the passenger experience.

The ASQ Survey is the only global airport ranking to be based on a measure of the passengers' satisfaction taken while the passenger is still at the gate. Since its creation in 2006, the ASQ Survey has become the world's leading airport passenger satisfaction benchmark programme with over 275 airports participating in more than 50 countries.

Tepe Akfen



HOSTED BY:



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and has been Director, Managing Director and Chairman of several substantial public and private companies. For 16 years, he was the Managing Director of Shotover Jet, which offers one of New Zealand's most famous tourism experiences.

FRANK BRENNER Director General, EUROCONTROL



Frank Brenner has worked in Air Traffic Management for his entire career. He has been Director General of EUROCONTROL since 1 January 2013. Before joining EUROCONTROL as Deputy Director General in November 2012, Frank Brenner was General Manager Operations for FABEC (the largest of the new Functional Airspace Blocks, covering Belgium, France, Germany, Luxembourg, the Netherlands and Switzerland). He was also Vice Chairman of EUROCONTROL's Performance Review Commission and a member of the Performance Review Body.

Most of his career was spent in the German Air Navigation Service Provider, DFS and in its precursor organisation, BFS. Following military service in an air defence unit and a degree course in Administrative Science, he trained as an air traffic controller.

From 2006-2011 he held the position of Director of DFS's Control Centre Business Unit, responsible for the four DFS Control Centres serving en-route and approach in Germany, with more than 2,500 employees (incl. 1,500 controllers), controlling approximately three million civil and military flights. In 2010 he was Chairman of the DFS crisis cell set up to coordinate activities in Germany following the eruption of Eyjafjallajökull.

MICHAEL CAWLEY Chief Operating Officer & Deputy Chief Executive, Ryanair



A Chartered Accountant, Michael has worked in a number of different industries including distribution and manufacturing. He led a management buy-out in Athlone Extrusions in 1991 and prior to joining Ryanair he was the Finance Director of the Gowan Group, one of Ireland's largest private companies.

Since joining Ryanair in February 1997 he was centrally involved in the IPO of the company in May of that year, assumed the additional responsibilities as Commercial Director in September 1997 and has also seen the company secure a listing on the London Stock Exchange in June of 1998. In February 2003 Michael was appointed Chief Operating Officer & Deputy Chief Executive. Since 1997 Ryanair's route network has increased from 12 routes to over 1,500 and its passenger numbers from three million to an expected 80 million in the current fiscal year.

A native of Cork he is married with four children.

ANDREW CHARLTON Managing Director, Aviation Advocacy



Andrew Charlton is the Managing Director of Aviation Advocacy, an independent strategic and government affairs consultancy. Andrew has wide-ranging experience in the legal, commercial and aero-political aspects of all parts of the aviation industry. Previously, Andrew was the General Counsel of Qantas Airways before being responsible for Government Affairs for IATA and then SITA. In those roles he often advised senior management and regulators on strategic issues. His subscription only Aviation Intelligence Reporter is an increasingly influential monthly critique of developments. Its subscribers include senior regulators; airline, ANSP and airport senior executives; and several trade associations.

FARUK ÇİZMECIOĞLU Chief Marketing Officer and SVP Network, Turkish Airlines



A graduate in Business Administration from Marmara University in Istanbul, Faruk Çizmeçioğlu started his career in the field of contractor logistics in the automotive industry. His experience within Oyak-Renault then led him to work in a number of positions in international trade.

Çizmeçioğlu's career with Turkish Airlines began in 2004, when he took over as Head of Marketing and Sales. As a result of his successful efforts, he was then appointed the airline's Executive Vice President of Marketing and Sales. Since 2004, Turkish Airlines' route network has grown to embrace 227 destinations in 100 countries and passenger numbers have more than tripled in volume from 12 million to 38 million.

DECLAN COLLIER Chief Executive Officer, London City Airport



Declan Collier joined London City Airport as Chief Executive Officer in April 2012. Prior to his appointment, he had been Chief Executive of the Dublin Airport Authority since April 2005.

Before joining DAA, Declan worked with ExxonMobil, where he held a number of senior management positions in Ireland and the UK. In his last role at ExxonMobil, he had responsibility for the management of a number of key global businesses in the alternative fuels sector in addition to the management of the company's European district heating businesses. He is a member of the World and European Boards of Airports Council International (ACI) and President of Airports Council International (Europe).

A native of Dublin, he has a Masters Degree in Economics from Trinity College Dublin.

HOWARD ENG President and CEO, Greater Toronto Airports Authority



Howard Eng is the President and CEO of the Greater Toronto Airports Authority, which managed and operates Toronto Pearson International Airport, Canada's largest airport. He has over 25 years of experience in the airport industry.

He was the Executive Director, Airport Operations of the Airport Authority Hong Kong up to March 2012 and was integral in moving Hong Kong onto the world stage as a global hub. From 1993-1995 Mr. Eng was Vice President of Operations, Edmonton International Airport in Canada. He is a member of the Board of Directors of ACI-NA, Canadian Airports Council and Tourism Toronto.

CHRISTA FORNAROTTO Associate Administrator for Airports, Federal Aviation Administration (FAA)



She oversees a \$3.5 billion annual Federal airport grants program and passenger facility charge collections totaling \$2 billion. She also manages programs for national airport planning and development, including safety standards, design and engineering, certification, environmental processing, and financing.

Previously, she was Deputy Assistant Secretary for Aviation and International Affairs at the U.S. Department of Transportation. In this capacity, Ms. Fornarotto served as the principal advisor to the Secretary on a broad portfolio of responsibilities covering domestic and international aviation, international trade, and other international cooperation and facilitation issues.

Before joining the Office of the Secretary of Transportation, Ms. Fornarotto served as the Legislative Director to Representative Jerry Costello (D-IL) and was professional staff on the House Aviation Subcommittee, which Mr. Costello chaired. She managed the legislative agenda and handled responsibilities related to the House Transportation

and Infrastructure Committee. Ms. Fornarotto received her B.A. from Franklin and Marshall College in Lancaster, Pennsylvania, and her MPP from the George Washington University.

JORGE GIL CEO, Ferrovial Aeroportos



Jorge Gil has been Chief Executive Officer of Ferrovial Aeroportos since December 2012. Jorge joined the Ferrovial group in 2001, as the Structured Finance Director (until 2007) and then the Corporate and Business Development Director (2007-2010) of Cintra. He was a member of the Executive Committee of Cintra and a Board member of various companies (407-ETR, Chicago Skyway, Indiana Toll Road and SH-130).

In November 2010 he joined the financial department of Ferrovial as Capital Markets and Finance Director of Ferrovial, with responsibility for the financing and treasury of the group and for the Investor Relations Department.

Jorge began his career in the banking industry at The Chase Manhattan Bank in Spain, working in Corporate Finance and M&A.

ANGELA GITTENS Director General, ACI WORLD



Angela Gittens was appointed Director General of ACI World in April 2008. With over 25 years of aviation experience, Gittens has extensive knowledge of airport business management, policy issues and contractual frameworks.

Prior to joining ACI, Gittens served as Vice-President of HNTB for Airport Business Services, a leading firm in transportation infrastructure services. She led the firm's practice in business and strategic planning, revenue enhancement, concessions planning and programme implementation, financial analysis and commercial development.

Gittens has held top executive

positions at three of the largest US airport systems. Under her direction, Miami International Airport attained international recognition for its environmental achievements with ISO 14001 certification, the first airport in the US to do so. In addition to a multi-billion capital improvement programme, the business plan that she instigated restored MIA's competitiveness in cargo and passenger markets after years of decline, garnering the participation and support of the airlines, airport management staff and the governing authority.

CLAUS HEINEMANN Co-Owner, Gebr. Heinemann



Born in 1950, Claus Heinemann grew up in Hamburg. After graduation from high school he completed a two-year formation at Deutsche Bank in Hamburg followed by several trainee programmes within the industry and has a degree in Business Studies from the University of Munich. In 1979 he entered Gebr. Heinemann as co-owner and is today member of the Gebr. Heinemann Board. Married, one daughter.

PHILIP ILEY Head of the European Transportation & Logistics Coverage Group, Credit Suisse



Based in London, Philip Iley is Head of the European Transportation & Logistics Coverage Group, Credit Suisse.

He joined the team in 1996. He has advised numerous Governments on airport privatizations – Portugal (ANA Aeroportos de Portugal), City of Chicago (Midway Airport), Puerto Rico (Luiz Munos Marin), Hungary (Budapest Airport trade sale), UK (air traffic control PPP, Royal Mail restructuring), Mexico (Grupo Aeroportuario del Pacifico IPO), Thailand (Airports of Thailand IPO), Oman (airports trade sale); New Zealand and Auckland City Council

(Auckland Airport IPO and follow-on), Canton of Zurich (Zurich Airport IPO), Australian Government (Phase 1 & 2 airport trades sales), Malta (Malta Freeport trade sale), Indonesia (Pelindo III Port trade sale). In addition, he has worked on numerous transport infrastructure financings and regulatory/strategic reviews for government clients around the world. Additionally, he has also led a high number of high profile private sector aviation related transactions, including advising on the sale of a 38% stake in TAV Airports and 49% in TAV Construction for US\$ 923m (2012), advising AIX on the sale of airport stakes in HTAC, NT Airports and Perth to Future Fund (2012), advising GIP on their successful acquisitions of Gatwick (2009) and London City (2006), advising ADO on the acquisition of 49% in ASUR Mexican Airports (2012), Hochtief on their €2bn purchase of Budapest Airport from BAA/Ferrovial (2007), TAV Turkish Airports on its IPO (2007), AS500m hybrid capital raising for Macquarie Airports (2006), CHF500m equity and debt capital raising for Zurich Airport (2006). Mr. Iley has a BA (Hons) in Law & Accountancy from Manchester University.

OLIVIER JANKOVIC

Director General, ACI EUROPE



Olivier Jankovic General of the European Region of the Airports Council International (ACI EUROPE) in September 2006. He first joined ACI EUROPE in March 2006 as Director of Strategy & Communications. Olivier has over 18 years of governmental and lobbying experience, having worked for Alitalia (2002-2006), Air France (2000-2002) and the Air Transport Directorate of the European Commission (1994-2000). Immediately prior to joining ACI EUROPE Olivier was the Director of Institutional Relations for Alitalia where he was in charge of governmental affairs at the national, European and international levels. During this time he was also Chair of the Association of European Airlines Policy Committee.

In 2006 and 2007, he participated

in the EU's High Level Group on the future of aviation regulation in Europe and he is also a member of the Advisory Board of the World Tourism Forum. A French/Croatian national, Olivier speaks fluent English, Italian and Spanish. He is a member of the European Aviation Club.

JOHN JARRELL

Head of Airport IT, Amadeus IT Group S.A.



John Jarrell is the Head of the Airport IT unit at Amadeus IT Group, the global leading travel technology partner for the global travel and tourism industry, where he is responsible for growing Amadeus' proposition for airports and ground handling companies. John holds end-to-end responsibility across the business unit. John has held a number of high profile roles across the airport and aviation technology sectors over many years, including Sales Director for Airport Systems at EDS, Senior Vice President responsible for Airport Services at SITA where he spent 10 years, and Vice President and General Manager of Air Traffic Systems at Sensis Corporation. Most recently, John was Vice President and General Manager of EMS Aviation, responsible for its industry leading satcom avionics and in-cabin communications solutions. In those roles, John's remit has been a global one, having directly led teams generating as much as \$470m annually, with as many as 1,800 staff in up to 140 countries. A former military pilot, John once ran a major US army airfield and was a NASA astronaut finalist.

PAUL KEHOE

CEO, Birmingham Airport



Paul Kehoe started his career in aviation as an air traffic controller in the Royal Air Force, and has worked for a variety of companies in the industry including British Aerospace plc, Sercro Aviation and airports operator, TBI plc.

He worked for airport management company TBI plc from 1997 to 2005, initially as Managing Director for Belfast International Airport. He was then promoted to run the company's European division, and this success was followed by further promotion to Managing Director at London Luton Airport. In November 2001 Paul was also appointed to the main board of TBI plc as Operations Director. After TBI/London Luton Airport, Paul became the CEO of DX Plc, the UK legal mail system, which he sold to Candoover Partners before returning to aviation.

His next position was as Chief Executive of Bristol Airport, before he joined Birmingham Airport in his present role in October 2008. Throughout his career Paul has been an active member of the Airport Operators Association. He is currently a Director and was chair of the organisation from 2004-05.

MICHAEL KERKLOH

CEO, Munich Airport



Munich Airport is one of the most successful airports in Europe and is run by Flughafen München GmbH (FMG). Since 2002, Dr. Michael Kerkloh had led the management team as President and CEO. Born and raised in Ahlen, Germany, he attended university in Göttingen, London and Frankfurt.

His career in aviation began in 1987 while he was in charge of operational planning and coordination of aircraft handling at Frankfurt Airport. In 1995, he was a Managing Director at Hamburg Airport and quickly gained a reputation as a highly competent aviation expert. He is a representative on the Governing Board of ACI WORLD. In July 2009 Kerkloh became president of the Export Club Bayern. E.V and in January 2013 he became president of the German Airports Association (ADV). He is also a member of the Federation of Traffic Industries (BDI) and chairs the traffic board of the Munich Chamber of Commerce (IHK).

DR. TEMEL KOTIL

President and CEO, Turkish Airlines



Born in 1959, Mr. Kotil graduated from Aeronautical Engineering Department at Istanbul Technical University (ITU) in 1983. He received his Ph.D. degree from the University of Michigan, Ann Arbor, in 1991. After founding and managing the Aviation and Advanced Composite Laboratories of ITU, he also served as chair and associate dean of Faculty of Aeronautics and Astronautics Engineering.

He served as the Head of Research Planning and Coordination Department in Metropolitan Municipality of Istanbul. Going to the US for a second time in 2001, he served as guest professor in the University of Illinois, followed by a position of Research Engineer in Advanced Innovative Technologies Inc, in Troy, New York, between 2002 and 2003.

Dr. Kotil started his career with Turkish Airlines in 2003, as the Deputy General Manager in Turkish Technic, Inc. He became the CEO of Turkish Airlines in 2005. Dr. Kotil has served on the Board of Governors of IATA since 2006 and on the Board of Directors of AEA since 2010.

Dr. Kotil has been chosen as Vice Chairman of the Association of European Airlines for 2013, and as Chairman of the Association of European Airlines for 2014 and 2015. Married with four children, he has authored many articles and publications in the aeronautical science journals, and papers in seminars and conferences.

MAURO MAIA

Senior Partner, F2i SGR



Mauro Maia spent 20 years working as an investment banker prior to joining F2i in 2010. After graduating magna cum laude in Economics at Turin University he was hired by Credito Italiano as a financial analyst, followed by an MBA at Fontainebleau in 1990.

In 1992 Mauro joined Mediobanca-Banca de Credito Finanziario. In 2006 he became Managing Director of Coverage and Advisory Activities in the infrastructure sector. He led some landmark transactions in the Italian infrastructure in the last ten years, such as the acquisition of Aeroporti di Roma (ADR) by Gemina Consortium and the sale of 44.3% of ADR to Macquarie Funds.

Since joining in early 2010, Mauro has been responsible for F2i's investment in airport and telecommunication industry: Metroweb, SEA and SAGAT, as well as the divestment of Interporto Rivaltra Scrvia. He is Vice Chairman at Metroweb and Meroweb Italia and Board Member in SEA and Autostrada del Brennero.

DR. LAURENSIUS MANURUNG

Director of Finance, PT Angkasa Pura II



Dr. Laurensius Manurung has more than 37 years' experience in aviation. He began his professional career in aviation in 1976 as a technician and in 1992 transferred to the aviation business department. From there, he was eventually promoted to President Director of Angkasa Pura Schiphol in 2002. He was appointed as Director of Finance at Angkasa Pura I in 2004.

After more than six successful years there he was then designated as Director of Finance Angkasa Pura II in 2010. He earned his B.Sc degree in Management and he obtained his Master's degree in Accounting from University of Indonesia in 1992. He enrolled for Doctor of Philosophy in Strategic Management and Successful graduated from University of Indonesia in 2009.

Dr. Laurensius Manurung is also Member of Board Director Airports Council International (ACI) Asia-Pacific.

MICHAEL MCGHEE

Founding Partner, Global Infrastructure Partners



Michael is a founding partner of Global Infrastructure Partners based in London. He led GIP's acquisition of London City Airport in 2009, London Gatwick Airport in 2006 and Edinburgh Airport in 2012. He was previously Head of Credit Suisse's Global Transportation and Logistics group from 1997 to 2006 and prior to that was Head of Transport Investment Banking at BZW from 1990. He has been the lead advisor on the privatisations of over 25 airports or airport groups and was lead advisor to the UK Government on the Public Private Partnership of NATS in 2001. He has advised on several airline transactions in the UK and globally.

SHASHANK NIGAM

CEO, Simplifying



Shashank Nigam is a globally sought-after consultant, speaker and thought leader on airline marketing. He is the CEO of

Simplifying, the leading consulting firm that has advised over 30 airlines and airports around the world on driving key business goals through superior aviation marketing strategy. Simplifying.com is also one of the Top 2 blogs on aviation, and its Twitter handle @simplifying is one of the Top 5 most influential on airlines.

Nigam is also the youngest winner of the Global Brand Leadership Award and has addressed senior aviation executives globally, from Chile to Canada and from Sydney to San Francisco. Nigam's impassioned, straight-shooting and honest perspectives have found their way to major media outlets, including CNN Travel, CNBC, MSNBC, Bloomberg UTV, NDTV Profit, Mashable and in leading publications like Airline Business, ATW, The Straits Times, Aviation Week, DARE, The Indian Express, and others. Nigam studied Information Systems Management and Business Management at Singapore Management University and Carnegie Mellon University.

Mellon University. Hailing from India, he splits his time between Singapore and Vancouver, among other cities.

JOS NIJHUIS President and CEO, Schiphol Group



Having joined Schiphol Group as a Board member in 2008, Jos A. Nijhuis (55) was appointed President & CEO from 1 January 2009 and re-appointed per 2012. He is also a member of the Board of Aéroports de Paris. Mr Nijhuis started his career as an accountant and worked for many years (1980-2008) at PricewaterhouseCoopers in various management capacities, most recently as Chairman of the Board of Management.

Mr Nijhuis is also active in the social sector as a board member of various foundations, including The Amsterdam Music Theatre.

NICOLAS NOTEBAERT Chairman, VINCI Airports



Born in 1970, Nicolas Notebaert graduated Ecole Polytechnique (X 89), Ecole Nationale des Ponts et Chaussées (IPEF 94) and MBA des

Ponts (95). After a consultancy in the World Bank, his career started in the French Ministry of Public Works and Construction (1995-2002), where he was in charge of designing and heading motorways projects around Paris, before advising the French Minister of Public Works.

Notebaert entered the VINCI group in the Concessions branch in 2002, as head of the Operations Department in Cofiroture. He joined VINCI Concessions in 2004 to develop Public-Private Partnerships in France. Since February 2008, he has been Chairman of VINCI Airports, airport management subsidiary of VINCI Concessions, which manages 23 airports, for a total of 40 million passengers.

Since January 2011, Notebaert has also been Chairman of 'Aéroports du Grand Ouest', subsidiary of VINCI

Professional of the Year and the FAA Southern Region named him Airport Manager of the Year. In 2009, Airport Revenue News announced him the Small Airport CEO of the Year.

MARK REIS Managing Director, Seattle-Tacoma International Airport



Mark Reis is Managing Director of Seattle-Tacoma International Airport, the 16th busiest passenger airport in the United States, providing service to over 33 million passengers in 2012.

He currently serves as a member of ACI's World Governing Board, as Vice-Chair of Airports Council International – North America, and as Chair of its US Government Affairs Steering Committee.

Mark earned a Master of Public Administration degree from the Kennedy School of Government at Harvard University and a Bachelor's degree in environmental studies from Western Washington University.

GUILLAUME SAUVE Chairman and CEO, ADPI



Guillaume Sauvé joined Aéroports de Paris Group in 2002, after seven years spent at French railways and the Ministry of Transport and Infrastructures.

His 12 years of experience in the airport industry was initiated in Dubai, where he was in charge of the Dubai International Airport Terminal 2 design and Emirates Engineering Center construction. Upon successful completion of these projects,

Guillaume then became the Head of Project Management department for ADP in 2008 – acting as Owner's Representative, hence contributing to the Charles de Gaulle Terminal 1 renovation project and the latest state-of-the-art Charles de Gaulle hub tool: the Satellite 4 project. Based on his client representative experience, focused on innovation, added value and time/budget management, Guillaume has led ADP Ingénierie since 2012 down the path

of airport design transformation, which considers future airport users and stakeholders expectations.

DAVID P. SCOWSILL President & CEO, World Travel & Tourism Council



Prior to joining World Travel & Tourism Council in November 2010, David Scowsill worked for six years in private equity and venture capital, completing deals in the technology and travel sectors.

David's earlier career was with British Airways, with a variety of operational and sales roles in US, Europe, Latin America, Gulf States, Africa, and Asia, and in 1991 he moved to American Airlines as Managing Director Sales, Europe Middle East and Africa.

David rejoined British Airways from 1993 to 1997 as Regional General Manager Asia Pacific. He established the Joint Service Agreement and global alliance with Qantas. Later, David joined the board of Hilton International in 1997 as Senior VP Sales, Marketing and IT, leading the brand re-unification programme between the two Hilton shareholder companies.

Between 2002 and 2004, David was CEO of Opodo, a pan-European online travel company, where he was responsible for building the business from a start up to a €500 million transaction turnover, before it was sold to Amadeus IT Group.

STEWART WINGATE Chief Executive Officer, Gatwick Airport



Stewart Wingate joined Gatwick Airport as Chief Executive Officer in December 2009. Stewart joined Gatwick Airport from BAA

Airports Limited, where he spent five years in senior management roles at several airports. He was Managing Director of London's Stansted Airport (2007-2009), Chief Executive Officer of Budapest Airport (2005-2007) and Customer Services Director of Glasgow Airport (2004-2005).

Previously, Stewart spent more than 15 years at Black & Decker, where he had responsibility for a wide range of functions. He was General Manager of a start-up manufacturing plant in the Czech Republic, Operations Director of the company's manufacturing facility at Spennymoor, County Durham, and European Marketing Manager based in Germany.

Stewart holds a masters degree in Business Administration with distinction and a first-class honours degree in electrical and electronic engineering. He is a Chartered Engineer and a Fellow of the Institute of Engineering and Technology.

DR. SANI SENER President and CEO, TAV Airports Holding



Mustafa Sani Sener was appointed as the Executive Board Member, and CEO of TAV Airports Holding in 1997. He has an M.Phil degree in Mechanical Engineering from the University of Sussex, UK.

Before his career at TAV Airports, he filled Project Manager and General Manager positions in national and international infrastructure projects. Currently, he is in charge of managing TAV Group, having 24 affiliate companies which operate 12 airports and service companies that provide services in ground handling, duty free, FeB and construction.

TAV Group has 40,000 employees. Sener got executive education on complex systems at Massachusetts Institute of Technology (MIT). He serves as a Member of the Board of Directors of ACI EUROPE.

TONY TYLER Director General, IATA



Tony Tyler became the sixth person to lead the International Air Transport Association (IATA) when he took on the role of Director General and CEO from 1 July 2011.

With over three decades of airline industry experience, Tyler is a strong advocate for a safe, secure, efficient and sustainable global air transport industry.

Prior to joining IATA, Tyler built his career at John Swire & Sons in Hong Kong. He joined the company in 1977 and in 1978 moved within the Swire Group to Cathay Pacific Airways, rising to the position of Chief Executive (2007 to 2011). During that time he served on the IATA Board of Governors, including as its Chairman from June 2009 to June 2010.

DELEGATE LIST

CORRECT AS OF 31/05/2013

LAST NAME	FIRST NAME	JOB TITLE	COMPANY/ORGANISATION	COUNTRY
FLEMMING	ANGELINE	Business Unit Manager Security	Aruba Airport Authority NV	ARUBA
SCANLON	VINCE	Exec GM Airport Operations & Infrastructure	Adelaide Airport Limited	AUSTRALIA
YOUNG	MARK	Managing Director	Adelaide Airport Limited	AUSTRALIA
FORDHAM	JOH	Accompanying Greg Fordham	Airbiz	AUSTRALIA
GANDY	GREG	Managing Director	Airbiz	AUSTRALIA
GANDY	TONI	Accompanying Simon Gandy	Melbourne Airport	AUSTRALIA
HOWARD	VICTOR	Executive General Manager	Perth Airport Pty Ltd	AUSTRALIA
JACOBSON	GREG	Governance and Legal Manager	Perth Airport Pty Ltd	AUSTRALIA
MACEVIC	NED	VP Airport Business Development	SITA	AUSTRALIA
MOORE WILTON	JANEITE	VP Airport Business Development	Sydney Airport	AUSTRALIA
MOORE WILTON	JANEITE	VP Airport Business Development	Sydney Airport	AUSTRALIA
KUNESCH	WOLFGANG	Chairman	AIS	AUSTRALIA
EDLMANN	GEBHARD	Managing Director	AIS Infrastructure Management-Systems GmbH	AUSTRALIA
JAEGER	JULIAN	Vorstandsdirektor	Blue Danube Airport Linz	AUSTRALIA
HOEFERER	MICHAEL	Senior Vice President	Flughafen Wien AG	AUSTRALIA
BONAUDI	FEDERICO	Manager/Facilitation, Parliamentary Affairs & Regional Partners	Vielma International Airport	AUSTRALIA
BOREL	GÉRARD	General Counsel	ACI EUROPE	BELGIUM
CAGNEY	DONAGH	Manager/Economics	ACI EUROPE	BELGIUM
COPPIN	STEPHANIE	Office & Human Resources	ACI EUROPE	BELGIUM
DAMAR	CHRISTELLE	Manager/Environmental	ACI EUROPE	BELGIUM
DELCOURT	NATACHA	Strategy & Intermodality	ACI EUROPE	BELGIUM
ECHINGER	ANDREAS	Accompanying Morgan Foulkes	ACI EUROPE	BELGIUM
ECHINGER	ROGVAR	ATM & Single European Sky	ACI EUROPE	BELGIUM
FOLKES	MORGAN	Deputy Director General	ACI EUROPE	BELGIUM
JANKOVIC	OLIVIER	Director General	ACI EUROPE	BELGIUM
LAVELNE	LUC	Senior Adviser for ATM	ACI EUROPE	BELGIUM
MICHEL	DANIELLE	Director/Membership Services & Events	ACI EUROPE	BELGIUM
OGORMAN	CLAIRE	Domestic Relations Coordinator	ACI EUROPE	BELGIUM
OMENA	ROBERT	Director General	ACI EUROPE	BELGIUM
PYLUSINA	YULIA	Project Development Coordinator	ACI EUROPE	BELGIUM
RYDER	DAVID	Senior Manager/Aviation Security	ACI EUROPE	BELGIUM
ZORBER	TERESA	Economic Research Analyst	ACI EUROPE	BELGIUM
TONDAT	PATRICK	Business Analyst	BSCA	BELGIUM
BAILLEU	ANDRÉ	Business Operations Airport	COFELY Airport Services	BELGIUM
DE GRAUVE	PIET (PIERRE)	Business Development Manager	COFELY Airport Services	BELGIUM
BRENNER	FRANK	Director General	EUROCONTROL	BELGIUM
MAIRE	EMMANUELLE	Head of Internal Aviation	EUROCONTROL	BELGIUM
DETLING-OTT	REGULA	VP EU Affairs	Luftflaha Group	BELGIUM
DUNKEL	ALFRED	Aviation Security	Securitas Aviation Security	BELGIUM
PIESSENS	MARIC	President	Securitas Transpot Aviation Services	BELGIUM
VERSCHUREN	BERT	Business Development Senior Manager	SITA	BELGIUM
GULDEMONT	PHILIPPE	Senior Business Development Manager	Skytanking Holding GmbH	BELGIUM
FRANCKX	DANNY	TCR International	TCR International	BELGIUM
FEST	ARNAUD	CEO	The Brussels Airport Company	BELGIUM
STROOBANTS	JOS	Director Sales & Marketing	The Brussels Airport Company	BELGIUM
MOURSUND	KINN	Hi-Index Products/Runway Safety	Flex-O-Lite, Inc / Potters Industrial Ltd.	BELGIUM
ATLASON	GUDDON	Manager, Airport Safety and Operation	ACI WORLD	CANADA
BARE	MICHELLE	Corporate Secretary	ACI WORLD	CANADA
BRADROOK	CHRIE	Director Security and Facilitation	ACI WORLD	CANADA
CARON	KEVIN	Assistant Spring Craig Bradbrook	ACI WORLD	CANADA
CHAUVEL	REMY	Accompanying Xavier Oh	ACI WORLD	CANADA
ECHÉVARRNE	RAFAEL	Director, Economics and	ACI WORLD	CANADA
FEVZI	SEVDA	Marketing Manager	ACI WORLD	CANADA
GAMPER	DAVID	Director, Safety, Technical and Administration	ACI WORLD	CANADA
GARCIA-ALONSO	ARTURO	Manager, Facilitation and Airport IT	ACI WORLD	CANADA
GITTENS	ANGELA	Director General	ACI WORLD	CANADA
LIENGE	MYRNA	Assistant Director, Finance and HR	ACI WORLD	CANADA
MARCELL	CHERYL	Director of Communications and Events	ACI WORLD	CANADA
OH	XAVIER	Senior Manager Environment	ACI WORLD	CANADA
RAGUSKAS	EDDIE	Senior Manager - Online Learning Centre	ACI WORLD	CANADA
ROACH	JAMES	Manager, Communications	ACI WORLD	CANADA
ROSSELL	MICHAEL	Director, ICAO Relations	ACI WORLD	CANADA
ZAHARIEVA	JOHN	Senior Manager, Global Training	ACI WORLD	CANADA
ZULAFU	NATHALIE	Accompanying Kevin Caron	ACI WORLD	CANADA
BEALLIER	MATHIEU	Manager, Member Services and Events	ACI WORLD	CANADA
SALLIER	CHRISTIANE	Director, International Development	ADM Services	CANADA
BERARDI	SONIA	Vice-President, Public Affairs	Aéroports de Montréal	CANADA
CHERTY	PHILIPPE	Accompanying Partner	Aéroports de Montréal	CANADA
COLAVITA	FEDINANDO	Attache, Office of the President	Aéroports de Montréal	CANADA

CRAIGHEAD	JANE	Accompanying Partner	Aéroports de Montréal	CANADA
FARAOON	CRISTIAN	Assistant Director, Electrical	Aéroports de Montréal	CANADA
GAGNON	PIERRE	Vice President, Legal Affairs and Secretary	Aéroports de Montréal	CANADA
MARCOITTE	ANNE	Director, Communications and Social Responsibility	Aéroports de Montréal	CANADA
RAINVILLE	PHILIPPE	Vice President Finance and Administration and Chief Financial Officer	Aéroports de Montréal	CANADA
GOOCH	DANIEL ROBERT	President	Canadian Airports Council	CANADA
MILLET	MARIEE	Accompanying Reg Milly	Edmonton Airports	CANADA
MILLET	REG	Programme Executive	Edmonton Airports	CANADA
KENNEY	ROBERT W	Director, Operations	Global A/C/O AMRO	CANADA
SCHNEIDER	KRISTINA	Director, Client Services	Global A/C/O AMRO	CANADA
TAL CHEV	MONICA	Programme Registrar and Ed Tech	Global A/C/O AMRO	CANADA
TANZINI	CARA	Coordinator, Admissions and Course Logistics	Global A/C/O AMRO	CANADA
BOHANI	HOWARD	VP Aviation Services	Greater Toronto Airports Authority	CANADA
ENG	HOWARD	Accompanying Howard Eng	Greater Toronto Airports Authority	CANADA
KANWAR	VIJAY	Chairman of the Board of Directors	Greater Toronto Airports Authority	CANADA
BAXTER	PAUL	Vice President Operations	Halifax International Airport Authority	CANADA
RUTH	MICKI	Accompanying Tom Ruth	Halifax International Airport Authority	CANADA
RUTH	TOM	President & CEO	Halifax International Airport Authority	CANADA
DESMARAS BRAZEAU	MARIE-LENE	Director/ATA Consulting	IATA	CANADA
BERGERON	ERIC	President & CEO	Optosecurity	CANADA
GIBSON	CORRINE	Accompanying John Gibson	Prince George Airport Authority	CANADA
GIBSON	JOHN	CEO	Prince George Airport Authority	CANADA
NIGAM	SHASHANK	CEO	Simpliflying	CANADA
DICKSON	PEGGY	Accompanying Geoff Dickson	Victoria Airport Authority	CANADA
BAI	JING	Deputy Director, External Liaison Dept.	China Civil Airports Association	CHINA
ZHANG	WEIWEI	Vice Chief	China Civil Airports Association	CHINA
WANG	WANG	Director	International Airport Sub-Bureau Of Shanghai Security	CHINA
XIANG	YONG	Vice President	Nanjing Lukou International Airport Co. Ltd	CHINA
HUI	YUNWEN	Vice President	Nanjing Lukou International Airport Co. Ltd	CHINA
JING	JUN	Assistant Manager	Shanghai Airport Authority	CHINA
YIMING	YIMING	Vice President	Shanghai Airport Authority	CHINA
GONG	WEIYAN	Assistant Manager	Shanghai Airport Authority Investment Management Company	CHINA
ZHAO	HUA	General Manager	Shanghai Airport Authority Investment Management Company	CHINA
YIN	JIAN	Deputy Director	Shanghai Airport Authority Terminal Management Company	CHINA
LI	QILONG	Vice President	Shanghai Airport Authority Terminal Management Company	CHINA
ATTOUMANE	EL HARBIB	Financial Controller	Yunnan Airport Group Co. Ltd	CHINA
MOHAMED	OMAR	General Manager	AIMPSI	COMOROS
MOHAMED	SITTI	General Manager	AIMPSI	COMOROS
FUTA TSHIBAMBA	VINCENT	Director d'Exploitation	Aéroport International Moroni Prince Said Ibrahim	COMOROS
NEZBA TSHIPADI FUTA ANGELEQUE	ADJOINT	chargé des Aéroports	Régie des Voies Aériennes	CONGO
PEVIC	TONCI	Governing Board Member	Régie des Voies Aériennes	CONGO
LUETIC	PAVICA	Accompanying Frano Luetic	Aéroport Zagreb Ltd.	CROATIA
SUMAN TOLIC	MERI	Accompanying Partner	Dubrovnik Airport Ltd.	CROATIA
TOLIC	ROKO	General Manager	Dubrovnik Airport Ltd.	CROATIA
VLASAK	IBR	Vice Chairman & CFO	Dubrovnik Airport Ltd.	CROATIA
POS	PETI	CEO	Dubrovnik Airport Ltd.	CROATIA
SINCAK	JOZEFF	Senior Executive Director of Business and Corporate Services	Pilip Airport	CZECH REPUBLIC
ESPERSEN	KENT	European Sales & Operations Manager, EMS - Briel & Kjar	Prague Airport	CZECH REPUBLIC
DURIHUUS	KRISTIAN	Vice President, Chief Operating Officer (COO)	Copenhagen Airports A/S	DENMARK
PETER JOERGENSEN	HENRIK	Vice President, Communication	Copenhagen Airports A/S	DENMARK
BANGSBORG	JESPER	Technical Director	Copenhagen Airports A/S	DENMARK
POULSEN	JAN	Sales Director	Copenhagen Airports A/S	DENMARK
NORBERG	PETER MALGARD	Key Account Manager	Lynge Systems A/S	DENMARK
CARRERA DEL RIO	JOSE LUIS	Board President	NavAir	DENMARK
PARKER	PATRICIA	Accompanying Partner	ACI Latin America and Caribbean	ECUADOR
CORDOVA	ANDRÉS	Accompanying Angel Cordova	Autoridad Aeroportaria de Guayaquil	ECUADOR
CORDOVA	MARY	Accompanying Angel Cordova	Autoridad Aeroportaria de Guayaquil	ECUADOR
CORDOVA	ANGEL	CEO	Autoridad Aeroportaria de Guayaquil	ECUADOR
LOKBERG	REIN	Chairman of Management Board	TAGSA	ECUADOR
SUNBELUN	ONAY	Manager	TAGSA	ECUADOR
SAUVÉ	GUILLAUME	Senior Vice President	TAGSA	ECUADOR
ÖZSAN BOZATLI	HANDE	Exp International Development	TAGSA	ECUADOR
GOERGEN	PASCAL	Secretary General	TAGSA	ECUADOR
GUITARD	JEAN-FRANÇOIS	Directeur Relations Extérieures	AER	FRANCE
MONGES	DIDER	Directeur de l'Exploitation	AER	FRANCE
THILLAUD	DOMINIQUE	Président du Directoire	Aéroport de la Côte d'Azur	FRANCE
CHALMOT DE	ALAIN	Operations Manager	Aéroport de la Côte d'Azur	FRANCE

LA MESLIERE SUZANNE Acompañing Jean-Michel Vernhes FRANCE
VERNHES JEAN-MICHEL Aéroport Toulouse Blagnac FRANCE
FLIIP SOFIE Aéroport Toulouse Blagnac FRANCE
HAMON DIDIER Aéroports de la Côte d'Azur FRANCE
MARTEAU JULIEN Aéroports de Paris FRANCE
HARDIE PETER Aéroport de Customer Affairs FRANCE
WOOD STEVE CEO - co-founder FRANCE
BARBIER CHRISTOPH Development Manager FRANCE
GRANDOULIER PATRICK Accompanying Partner FRANCE
REGIS CHRISTINE Comp Airport Marseille Provence FRANCE
REGIS PIERRE Comp Airport Marseille Provence FRANCE
HERRANE PABIANNE Acompañing Eric Herbane FRANCE
HERRANE ERIC Director FRANCE
RAMI JURG EuroAirport FRANCE
RUBICHON FRANCOIS Président FRANCE
RAULINE JEAN-LUC Sales VP Europe Africa & Latin America FRANCE
LAROZE-CERVETTI JEAN-FRANCOIS Manager Network Development FRANCE
CAPPELLO CARLO Vice President FRANCE
CARRU MARIE General Delegate FRANCE
NATCHIA JACQUES Delegate FRANCE
RATRON JEAN-MICHEL Transdev Aéroport Services FRANCE
ALLOTTI PHILIPPE Union des Aéroports Français FRANCE
NOTEBAERT NICOLAS VINCI Airports FRANCE
SANSOVINI MARIE Aéroport de Libreville GABON
SANSOVINI JEAN-MARC Aéroport de Libreville GABON
JATTA SULOJAMAN Director of Human Resources & Administration Gambi Civil Aviation Authority GAMBIA
SCHOEFER MICHAEL Managing Director GERMANY
GARVENS MICHAEL Colgate Bin Airport GERMANY
HESCHMANN KATERYNA Product/Manager Information Systems GERMANY
HESCHMANN MICHAEL Consultant / Business Development GERMANY
HOLZSCHNEIDER MICHAEL General Manager GERMANY
SCHWARZ RAINER CEO I.R. GERMANY
MULLER MARIA ANNA Flughafen GmbH Kassel GERMANY
FUNDEL GEORG Managing Director GERMANY
GRAF KARIN Accompanying Partner GERMANY
AMENT WILLIAM European Liaison Officer GERMANY
for the Executive Board
SYDOW JULIA Senior Manager European GERMANY
and Governmental Affairs
WEIMAR JUTTA Raport AG, Frankfurt Airport GERMANY
DEGNER JENS Senior Executive Manager GERMANY
ETTLIN MARKUS Director Global Business Development GERMANY
HEINEMANN CLAUS Gahr. Heilmann SE & Co. KG GERMANY
KOPFCHEN CHRISTOPH Co-Owner GERMANY
SEIDL FLORIAN Director Business Development Middle East GERMANY
SPANGER RAUOL Director Retail Operations GERMANY
KELLER KARL-HEINZ Executive Director GERMANY
TAM-Coordinator TAM-Heilmann SE & Co. KG GERMANY
KUNSCH CHRISTIAN Chief Executive Director GERMANY
KUNSCH WOLFGANG Director Aviation GERMANY
KESBERGER THOMAS Munich Airport GmbH GERMANY
KALA GÖKHAN President and CEO GERMANY
JESSBERGER THOMAS Director General GERMANY
NERI PIETRILLA Manager Aviation Europe & Middle East GERMANY
VAN ESPEN DANIEL Vice President Business Development GERMANY
MASLING RALF Sales & Project Manager GERMANY
AUBLE OSMAN Director Product and Project Management GERMANY
ENNUSON FRANCIS KUKU Business Travel Consultant GERMANY
OCRAJ CLEOPATRA Administrative Secretary GERMANY
NANA ANA NANA ANA GHANA
SUMAILA HASTYA Sales Officer GHANA
PAPADOPOULOU IOANNA Director, Communications & Marketing GREECE
DRAMITINOVA HARA Athens International Airport GREECE
PARASCHIS YIANNIS Executive Secretary to the CEO, Athens International Airport S.A. GREECE
ALTDOR CHARLES IRENE Autorité Aéroportuaire Nationale HAITI
CHAU PATTI Regional Director HONG KONG
LI YU Assistant HONG KONG
TSE ADA Senior Manager, HONG KONG
Communications and Marketing
FORD ANDREW Vice President, Global Business Development, DFS Group Ltd. HONG KONG
SHRIMAS PRANCOIS President HONG KONG
BALAN SAKTHISIVA CEO (M Operations) INDIA
BORKAR S N Airports Authority of India INDIA
CHANDRAMOULI G GM (Commercial) INDIA
DALAL B S General Manager (IT) INDIA
DHARAMBAJI S Airport Director INDIA
DHOKHE SANTOSH Airports Authority of India INDIA
HEZEKIAH PULLA DGM (OPS) INDIA
KAPUR AJAY KUMAR Joint General Manager CNS INDIA
KUMAR SHEKHAR Manager (Engg Civil) INDIA

KUMAR RAJU RAGHWENDRA Airport Director INDIA
MAHALINGAM R Airport Director INDIA
PATTAH C Airport Director INDIA
PURWAR S K General Manager (NOC) INDIA
SHARMA K L GM Engineering INDIA
SHINDE RAJESH N Airport Director INDIA
SURESH M Airport Director INDIA
VARSHNEY ALOK Airport Director INDIA
Manager (Commercial) INDIA
VIAJ Airports Authority of India INDIA
VINGARGAMOORTHY S Airports Authority of India INDIA
WASTINS ANM (Engine-Electrical) Airports Authority of India INDIA
MARTINS CANDICE Airports Authority of India INDIA
PATRA R K Editor in Chief INDIA
SHAIKH NAHIDA Senior Correspondent INDIA
BURHANUDDIN SUSTI SUSANTIA PT Angkasa Pura II INDONESIA
RACHMAN RADI PT Angkasa Pura II INDONESIA
RADEN PANJOHARI, Deputy Director of HR and General Affairs PT Angkasa Pura II INDONESIA
EVIYANTI PT Angkasa Pura II INDONESIA
KRISTANTO DIDI Head of IT PT Angkasa Pura II INDONESIA
MANURUNG LAURENSIUS Director of Finance PT Angkasa Pura II INDONESIA
PALAMANI SITI PT Angkasa Pura II INDONESIA
RAHMAH ENDANG PT Angkasa Pura II INDONESIA
SILABAN IDA ROHANI Secretary of Finance Director PT Angkasa Pura II INDONESIA
SILABAN EVI MARIA Secretary of Finance Director PT Angkasa Pura II INDONESIA
SURAWANDARI INDAH Deputy Director of HR Management PT Angkasa Pura II INDONESIA
SYAHRIIL BUDHY PT Angkasa Pura II INDONESIA
TALAR ANDREW General Director IRAQ
JONES KEVIN Adviser Ebil International Airport IRAQ
HARRISON VINCENT Group Head of Consultancy Dublin International Airport IRELAND
HILLIARD ROBERT Director of Strategy, Regulation & B2B Dublin Airport Authority IRELAND
MORAN COLM COO Dublin Airport Authority IRELAND
MORSEY KEVIN Chief Asset & Development Officer Dublin Airport Authority IRELAND
TERBI TERRY Year IRELAND
STABDI PAOLO Director ITALY
NAZARENO Aeroporto Friuli Venezia Giulia ITALY
BASSETTI CARME Aeroporto G. Marconi di Bologna Spa ITALY
COTONE SABINA Aeroporto V. Catullo di Verona Villafranca ITALY
BARONCI STEFANO Accompanying Partner Assaseroporti ITALY
MAIA MAURO Senior Partner F2 SGR ITALY
MASCARDI FABIO Consultant on Internationals & Institutional Relations, Communication MASERATI ITALY
BRUNINI ARMANDO CEO G.E.S.A. C. Sp.A. - Naples International Airport ITALY
RICCHIZZI CONCETTA CEO G.E.S.A. C. Sp.A. - Naples International Airport ITALY
WITTELER DANIEL JOHN CEO SAGAT Spa ITALY
FIN ROBERTO Business Development Trueter Group S.P.A. ITALY
HAMANO KEIICHI President & CEO New Kansai International Airport Co. Ltd JAPAN
HANO KOJI Senior Director New Kansai International Airport Co. Ltd JAPAN
YAMAGUCHI KATSUHIRO Executive Officer New Kansai International Airport Co. Ltd JAPAN
DAUD RULA Quality Management Section Head Airport International Group JORDAN
GAMMOH FATINA Quality Management Senior Officer Airport International Group JORDAN
CHONDE PATRICK Manager Management Accounts Kenya Airports Authority KENYA
GICHUKI ENG STEPHEN Managing Director Kenya Airports Authority KENYA
JUDY Manager Human Resource Services Kenya Airports Authority KENYA
JUNG YOUNG Manager KOREA SOUTH
BOUERI JIHAD VP 2 Business Management IIC KOREA SOUTH
LEBANON STA KOREA SOUTH
ANDRIAMHAFY HERISON Airports de Madagascar MADAGASCAR
KAFUMBA STEVE Company Secretary Airports de Madagascar MALAWI
ABU BAKAR YAKUB Managing Director Malaysia Airports Holdings Berhad MALAYSIA
BASHIR AHMAD TAN SRI Managing Director Malaysia Airports Holdings Berhad MALAYSIA
KU SHARI MOHD SHUKRI Senior Manager Malaysia Airports Holdings Berhad MALAYSIA
MOHD MEERAH MOHD ZUBIR Senior Manager Malaysia Airports Holdings Berhad MALAYSIA
MOHD SAID HASBI Operations Manager Malaysia Airports Holdings Berhad MALAYSIA
OTHMAN ABDUL HALIM Airport Manager Malaysia Airports Holdings Berhad MALAYSIA
SAMAKE COLONEL BLONKOR President Directeur General Paritrim Aéroports du Mali MALI
KANE BRAHIM Directeur General Société des Aéroports de Mauritanie MAURITANIA
TRUEDA CARLOS Director Asur-Cancun International Airport MEXICO
VON HAUSKE LETICIA Accompanying Carlos Trueta Asur-Cancun International Airport MEXICO
BOSQUE FERNANDO CEO Grupo Aeroportuario del Pacifico (GAP) MEXICO
TOUNSI ALI Assistant Director Airports of Montenegro MONTENEGRO
CASPANBERA VICTORIA Regional Secretary ACI Africa MOROCCO
CHAVES EMANUEL Chief of Training Aéroports de Mocambique EP MOZAMBIQUE
MAGALHÃES EMANUEL Chairman of the Board Aéroports de Mocambique EP MOZAMBIQUE
OTTO BRIGIT Director Airport Operations Amsterdam Airport Schiphol NETHERLANDS
GODIN YUNNAN Managing Director Avivaor BV NETHERLANDS
POOLE JEFF Account Manager Avivaor BV NETHERLANDS
GORK HAKAN FEHMI Director General CANCO NETHERLANDS
KAGZMAN ERMAN Sales LST Logistics NETHERLANDS
NIJHUIS JOS Sales LST Logistics NETHERLANDS
PEL NIKOLAAS President and CEO Schiphol Group NETHERLANDS
SNOERWANG MIRIAM Manager Public Affairs Schiphol Group NETHERLANDS
OSTERWIJK ANTONIUS Director Business Development Schiphol Group NETHERLANDS
LANGEVELD PETER Director Int. Sales & Marketing ServiceTec Airport Services International Ltd NETHERLANDS

VAN SCHINDEL ANTOINETTE Sharco Interior Projects NETHERLANDS
ANDRY SIMON Accompanying Partner NETHERLANDS
JONGBLOETS JAN Area Sales and Marketing Director NETHERLANDS
VAN LUINEN JOLANDA Sales Assistant NETHERLANDS
BOULT JIM CEO NEW ZEALAND
LANSLAND THOMAS Avior - Kristiansand Airport Ltd. NORWAY
NISEN INGRANICOLA Oslo Airport NORWAY
KRZOWSKI DARIUSZ Lubin Airport POLAND
MUSZYSKI GRZEGORZ Lubin Airport POLAND
BYKOWSKI GRZEGORZ Poznan Lawica Airport Ltd. POLAND
SEBASTIAN FRANCISCO ANA - Aeroportos de Portugal PORTUGAL
MENDES ANTONIO ANA SA (Faro Airport) PORTUGAL
OLIVEIRA GIL CGI PORTUGAL
PREKAS DIMITRIOS Akrot Qatar WLL QATAR
JOHN MCELWANEY MICHAEL Doha International Airport QATAR
SURI SUJATA KUMAR Doha International Airport QATAR
GHAFARI RABIH Ghafari Associates QATAR
CICEO DAVID Middle East Operations Manager ROMANIA
ADRIAN DUMITRESCU GABRIEL Cluj-Napoca International Airport ROMANIA
DONCIU BOGDAN Deputy Director General for ROMANIA
DUMITRU CIMPUERU VALENTIN Romata ROMANIA
MARIAN FRANCU ALEODOR Romata ROMANIA
SAMA CAMELIA Sibiu International Airport ROMANIA
SAVA AUGUSTIN Sibiu International Airport ROMANIA
MUKHAMMETHSHINA EVDIRA Northern Capital Gateway LLC. RUSSIA
ABORHABAH ABDULAZIZ General Authority of Civil Aviation SAUDI ARABIA
AKURDI MAYSOON International Organization Affairs, SAUDI ARABIA
ALI AHMAD AHMAD RAFIDI International Organization Affairs, SAUDI ARABIA
HASHEM SAUD General Authority of Civil Aviation SAUDI ARABIA
SAUD SAUD General Authority of Civil Aviation SAUDI ARABIA
LOW KRIS Director, International Bodies Affairs SINGAPORE
THENG KHUAN Manager SINGAPORE
TRHILUK SENIOR MANAGER, AIRPORT OPERATIONS PLANNING SINGAPORE
IWAN Chairman of the Board of Directors & CEO SINGAPORE
TSHOMBA KITENGE Above and Beyond Training SOUTH AFRICA
ESMARALDA Airport Manager SOUTH AFRICA
DEON Airports Company South Africa SOUTH AFRICA
CLOETE Non Executive Director - Chairperson: ACSA SOUTH AFRICA
MABUZA BUSHWE CASA CFE (Non-Executive Director) SOUTH AFRICA
MORAR ROSHAN Regional Sales Manager SPAIN
NIERO DENIS ADDELTE Airport Technologies SLU SPAIN
ROUINET HENRI Commercial Sales Manager SPAIN
SANCHEZ JAIME ADDELTE Airport Technologies SLU SPAIN
ELDRER KARY Regional Sales Manager SPAIN
SANCHEZ ALEJANDRA Head of Finance and HR SPAIN
STARCK ADAM CTO SPAIN
BEUNDAUDEAU WANNICK Commercial Director Airport Solutions SPAIN
BRISAOLA GIADA Global Corporate Communication Manager SPAIN
CASTAGNETTA STEPHAN Commercial Manager SPAIN
COZENS ANTHONY Head of Ground Operations SPAIN
DE LUCAS MARGARITA Airport IT Product Management SPAIN
DELY JULIEN Head of Airport IT Product Management SPAIN
FELIX FABIAN Head of Airport IT Business Development SPAIN
IVAD YAD Head of Airport IT Business Development SPAIN
HIRNER STEPHAN Head of Passenger Systems Airport SPAIN
JARELL PAULLETTE Accompanying John Jarrell SPAIN
JOHAR JOHN Head of Airport IT SPAIN
JONES CARLOS Commercial Manager SPAIN
CHRISTOPHER CARLOS Airport IT Marketing Executive SPAIN
JUETTUNG HANNES Airport IT Product Manager SPAIN
NESPOLI CARLOS Head of Airport IT SPAIN
RAOUX BERNARD Operations & Implementation SPAIN
WESLEY TIMOTHY Manager Business Strategy SPAIN
CASERO MARIA Airport IT Product Manager SPAIN
GIL JORGE HR Director SPAIN
ALANIS SIDORO CEO and CIO SPAIN
MONTERO BEATRIZ President and CEO SPAIN
PELAEZ JOSE M New Markets Director SPAIN
CREPO BARREIRO JAVIER Project Manager SPAIN
ORTIGO IVAN ThyssenKrupp Airport Systems SPAIN
FERNANDO WDFG Strategy & Corporate SPAIN
ZARZA GARCIA ISABEL Development Director Europe SPAIN
SALLAM MUHANA SALAHEDIN Strategic Corporate Development Director, WDFG SPAIN
DODD HALDANE Khartoum International Airport SUDAN
CHARITON ANDREW Air Transport Action Group, Geneva SWITZERLAND
KOBEL DAMIEN Aviation Advocacy SWITZERLAND
FELDMAN DAVID Director SWITZERLAND
DELLON ROBERT Exambella SWITZERLAND
GERMAIN PIERRE Managing Partner SWITZERLAND
TYLER TONY CFO & COO SWITZERLAND
Director General INTA SWITZERLAND

DUPLAY BENOIT Product Director SWITZERLAND
BAKKER DAVE President Europe SWITZERLAND
BELARDINI ANDREA The Nuance Group AG SWITZERLAND
CEPCZAKA WOLFGANG Vice President Business Development SWITZERLAND
PAMPAINA MICHELE The Nuance Group AG SWITZERLAND
DOBBIE LEONIE WSP Environmental Agency SWITZERLAND
ETZOLD RALF WSP Environmental Agency SWITZERLAND
STRAHL DANIELLA Zurich Airport (Flughafen Zurich AG) SWITZERLAND
ALEXANDER Honorary Member SWITZERLAND
PETER YAW GUANG Director Kaohsiung International Airport TAIWAN
HU General Manager Taiwan Taoyuan International Airport TAIWAN
CHU LIU CEO Taiwan Taoyuan International Airport TAIWAN
KOWU PASCAL Conseiller Du Directeur General TOGO
HARRIT Assitant General Manager Societe Aeroporuaire de Lome - Tokoin (SAH) TOGO
KOTHENE AHMET Director - Business Development TURKEY
CAGLAYAN SELIN Corporate Communications Specialist TURKEY
ISMAILOV NECLA Responsible of Cleaning ATU Duty Free TURKEY
POLATDEMIR BURCU Sales Representative & Stand Hostess ATU Duty Free TURKEY
YILDIRIM ALCAN Corporate Communications ATU Duty Free TURKEY
ERCAN ERKAN Asst. General Manager ATU Unifree TURKEY
CEMUR SADETTIN General Manager BTA Catering TURKEY
DEMIR IBRAHIM As. General Manager BTA Catering TURKEY
KOC ILVAY DHMI TURKEY
SORGUNLU GOKHAN DHMI TURKEY
YAKUPOGULLARI BAHADIR DHMI TURKEY
ALPJOY CENK GMR Turkey TURKEY
YUCEL MUJDAT Board Member HAVAS TURKEY
CECEN SERHAT Board Member ICF Airports TURKEY
DIPOVA MELUH Asst. General Manager ICF Airports TURKEY
DONGEL MASAR Board Member ICF Airports TURKEY
CEREN ESSEL Operation Planning Chief ICF Airports TURKEY
GUNGOREN MUSA Quality Manager ICF Airports TURKEY
KELES ABDULLAH Board Member ICF Airports TURKEY
SCHUSZTARA DIRK General Manager ICF Airports TURKEY
SOGUKPINAR SERHAT Asst. General Manager ICF Airports TURKEY
BUGDAY GOKHAN CEO Istanbul Sabiha Gokcen International Airport TURKEY
KHASANOVA ASIYAT Commercial Director Aviation Istanbul Sabiha Gokcen International Airport TURKEY
BARUT TARIK Film Crew Marshall Arts International TURKEY
ESKIERLI TUNCA Marshall Arts International TURKEY
SARI OSMAN Vice President Monument TURKEY
YURDUSEVER AHYAN Aviation Segment Leader Turkey SDI TURKEY
OZDEMIR SEKKIN Country President Securitas Turkey TURKEY
KOSERISOGLU EMIR MURAT Securitas Turkey TURKEY
MESE ZAFER Head of Aviation Marketing & Business Development in Europe TAV Airports TURKEY
AYDIN DENIZ Director - North Africa Region TAV Airports Holding TURKEY
BILGI HALUK Director-HR TAV Airports Holding TURKEY
DUMAN YIGIT DOGUZ Director-Foreign Affairs TAV Airports Holding TURKEY
ERDOGAN MEHMET CO TAV Airports Holding TURKEY
GERIS BURCU Director-Investor Relations TAV Airports Holding TURKEY
UGEN SUZSEL Director-Business Development TAV Airports Holding TURKEY
KORALCAN ALTUN Director-Internal Audit TAV Airports Holding TURKEY
ORNEKOL MURAT COO TAV Airports Holding TURKEY
SENER SANI Deputy CEO TAV Airports Holding TURKEY
TARAC DAVID OLIVIER Director-Corporate Communications TAV Airports Holding TURKEY
VARGUL BENGI Director-Gulf Region TAV Airports Holding TURKEY
YOUSSEF WALEED General Secretary TAV Airports Holding TURKEY
YUCEL ERSAGUN Coordinator TAV Aviation Minds TURKEY
KADIOGLU EZGI General Manager TAV Construction TURKEY
KAZAK UMIT Sales & Marketing Manager TAV Information Technologies TURKEY
AKSOY ILKER Corporate Communications Responsible TAV Information Technologies TURKEY
GOK BASAK General Manager TAV Information Technologies TURKEY
GOLYUZ ONARAN BINNUR Software Development Assistant Manager TAV Information Technologies TURKEY
KURVENZIEVA MURAT IT Manager TAV Information Technologies TURKEY
KUVENDZIEVA SLAVICA Software Development Manager TAV Information Technologies TURKEY
OZTURK HAKAN Assistant Sales & Marketing Specialist TAV Information Technologies TURKEY
TASKIN MELTEM PWO & Management Systems Coordinator TAV Information Technologies TURKEY
TUTUNDCU SUAT SAYGIN PWO & Management Systems Coordinator TAV Information Technologies TURKEY
ARGUL ERKEM As. General Manager TAV Istanbul TURKEY
AKTASU BURAK General Manager TAV Istanbul TURKEY
UNLU KEMAL As. General Manager TAV Istanbul TURKEY
TER BERRIN As. General Manager TAV Istanbul TURKEY
KURUK BERRIN As. General Manager TAV Istanbul TURKEY
ONARAN BINNUR General Manager TAV IT TURKEY
BILDIRICIOGLU BOBA As. General Manager TAV OM TURKEY
IBRAHIM BOBA As. General Manager TAV OM TURKEY
SAHAN TURGAY General Manager TAV Security TURKEY
OZCELIK BAYRAM TGS TURKEY
CIZMEOGLU FARUK Executive Vice President Turkish Airlines TURKEY
KOTIL TEMEL Turkish Airlines TURKEY
SOMA AYUB President and CEO Turkish Airlines TURKEY
..... Manager Aerodromes Maintenance Civil Aviation Authority UGANDA

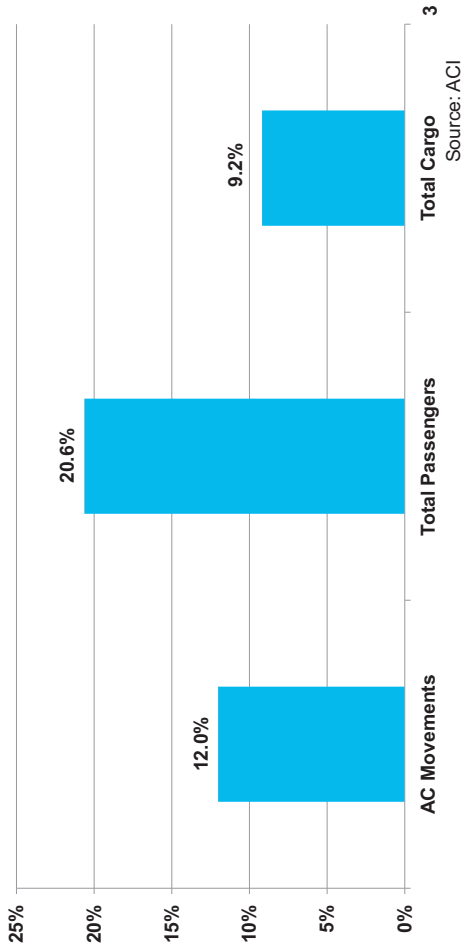
BLEWIS	LEW	Executive Director	Asheville Regional Airport	UNITED STATES
BONO TUR	MIGUEL	Director of Operations	Aviation Research Corporation	UNITED STATES
CHONG	HANA	Engineer	Aviation Research Corporation	UNITED STATES
ROMI SINGH	K	President	Aviation Research Corporation	UNITED STATES
POPE	RANDY	Senior Vice President	Burns & McDonnell Engineering Co. Inc.	UNITED STATES
SOUTHWELL	MIGUEL	Aviation Deputy General Manager	City of Atlanta Department of Aviation	UNITED STATES
AMES	MONICA	Accompanying Frank Miller	City of San Antonio Aviation Dept	UNITED STATES
MILLER	ZOE	Accompanying Frank Miller	City of San Antonio Aviation Dept	UNITED STATES
MILLER	FRANK	Aviation Director	City of San Antonio Aviation Dept	UNITED STATES
GARGIULO	PETER	Director, Strategy Management	Detroit Metropolitan Wayne County Airport	UNITED STATES
JAGER	JON	Mr. Air Service Development	DFW International Airport	UNITED STATES
MONTOYA	REGINA	DFW Board Member	DFW International Airport	UNITED STATES
PERZ	LUIS	VP - Air Service Development	DFW International Airport	UNITED STATES
PONSATTE	CHRIS	CFO	DFW International Airport	UNITED STATES
RANSOM	CURTIS	DFW Board Member	DFW International Airport	UNITED STATES
ITTER	PHILIP	EVP - Government & Stakeholder Relations	DFW International Airport	UNITED STATES
RICE	SELMIN	Global Sales	Emis-Flint	UNITED STATES
BILLS	TERRY	Transportation Industry Manager	Eri	UNITED STATES
KOPEL	IAN	Business Development Manager	Eri	UNITED STATES
FORNAROTTO	CHRISTA	Associate Administrator for Airports	Federal Aviation Administration	UNITED STATES
BOEGER	MICHAEL	Global Commercial Director	Flex-O-Lite, Inc / Potters Industries	UNITED STATES
SHEKELI	SAM	Middle East Export Manager	Flex-O-Lite, Inc / Potters Industries	UNITED STATES
KOKKINO	E. ANGELO	President	Ghafari Associates	UNITED STATES
SOLAKUBASI	ALI	COO	Ghafari Associates	UNITED STATES
EDWARDS	DAVID	Accompanying David Edwards	GSP Airport District	UNITED STATES
EDWARDS	DAVID	President & CEO	GSP Airport District	UNITED STATES
MCKEELY	JOHN	President	H-Lite Global Corporation	UNITED STATES
ZAKI	ADIL	Middle East & Africa Director	H-Lite Global Corporation	UNITED STATES
WARNER DOOLEY	SUSAN	VP, Nat'l Dir Aviation Strategic Business & Financial Planning	HNTB	UNITED STATES
WADSWORTH	TAMARA	Accompanying Ian Wadsworth	Houston Airport System	UNITED STATES
WADSWORTH	IAN	CCO	Houston Airport System	UNITED STATES
CASSOTIS	CHRISTINA	Vice President	ICF SHP	UNITED STATES
MARK	BRANDON	Manager - Airport Properties	Oakland International Airport - Port of Oakland	UNITED STATES
EVANS	GINGER	Senior Vice President	Parsons	UNITED STATES
BOGGUS	RODDY	Global Aviation Market Leader	Parsons Brinckerhoff Inc.	UNITED STATES
JOHNSON	CHRISTOPHER	Business Development Aviation	Parsons Corporation	UNITED STATES
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SHARMA	JAY	Accompanying Jo Lary	Pavement Consultants Inc	UNITED STATES
ANDREWS	DONALD	Vice President	RS&H	UNITED STATES
REED	BRIAN	CEO	RS&H	UNITED STATES
RILEY	MAUREEN	Executive Director	Salt Lake City Dept of Airports	UNITED STATES
WELCH	JAMES	Accompanying Partner	Salt Lake City Dept of Airports	UNITED STATES
BECKEN	THELLA	President & CEO	Sandiego County Regional Airport Authority	UNITED STATES
PICCOLI	THOMAS	Accompanying Rick Piccolo	Sarasota Bradenton International Airport	UNITED STATES
PICCOLI	RICK	President and CEO	Sarasota Bradenton International Airport	UNITED STATES
PICCOLI	SALLY	Accompanying Rick Piccolo	Sarasota Bradenton International Airport	UNITED STATES
BALKUNAS	LISA	Accompanying Partner	Savannah Airport Commission	UNITED STATES
JAMES	ROBERT	Accompanying Shirley James	Savannah Airport Commission	UNITED STATES
KELLY	SHIRLEY	Commissioner	Savannah Airport Commission	UNITED STATES
LANGSTON	GREG	Assistant Executive Director	Savannah Airport Commission	UNITED STATES
WOOTEN	ANN	Commissioner	Savannah Airport Commission	UNITED STATES
HALAC	YILMAZ	Safety and Security Executive	Savannah Airport Commission	UNITED STATES
MOSCINSKI	MARK	Vice President Safety and Security	SDI	UNITED STATES
MAYER	MARK	Managing Director	SDI	UNITED STATES
REED	CATHERINE	Vice President	Seattle - Tacoma International Airport	UNITED STATES
LOPANO	RON	Director Portfolio Marketing	STA	UNITED STATES
MINNER	JOSEPH	CEO	Tampa International Airport	UNITED STATES
TILACOS	JOHN	Vice President of Marketing and Customer Service	Tampa International Airport	UNITED STATES
RINCON	DIEGO	Vice President - Global Aviation Director	The Louis Berger Group, Inc.	UNITED STATES
HOURI	OLIVER	President Global Transportation	Unisys Corporation	UNITED STATES
DENVER	NC	Executive Vice President	World Health Networks	UNITED STATES
DUMONT	DAVID	North American Operations	World Health Networks	UNITED STATES
FIELDS-VON HURWITZ TERREA	PETER	Director of Global Airport Relations	World Health Networks	UNITED STATES
VAN DER POLL	PETER	Managing Director International Platform Development	World Health Networks	UNITED STATES
VON HURWITZ	LON	Co-Founder & CEO	World Health Networks	UNITED STATES
HEAD	DAVID	Regional Director	Zodiac Aerospace - ESCO	UNITED STATES
VARDARSUYU	ORAH	EMAS Representative	Zodiac Aerospace - ESCO	UNITED STATES
MUMBI	JOSEPH	Airport Manager	National Airports Corporation Limited	ZAMBIA

AL KHAZRAJI	SALEM MOHAMMED	Head of Airside Support	Abu Dhabi Airport Services	UNITED ARAB EMIRATES
AL HADDABI	AHMAD	Abu Dhabi Airports Company	Abu Dhabi Airports Company	UNITED ARAB EMIRATES
AL HADITHI	HALA	Team Leader Architect and Building Services	ADAC	UNITED ARAB EMIRATES
AL HARTHI	SAIF	VP of Materials Management & Logistics	ADAC	UNITED ARAB EMIRATES
AL HASHEMI	HAMED	Vice President - Information and Communication Systems	ADAC	UNITED ARAB EMIRATES
AL HOUSAINI	IBRAHIM	Legal Counsel	ADAC	UNITED ARAB EMIRATES
AL MAZROUEI	KHALID	Head of ICS Operations	ADAC	UNITED ARAB EMIRATES
AL MUALLA	SHK. MOHAMMED	Director of Stakeholder Management	ADAC	UNITED ARAB EMIRATES
HANNOUCHE	GEORGES	CEO	Bayan Airports Engineering and Supplies LLC	UNITED ARAB EMIRATES
MIKATI	ABDUL RAZZAK	Managing Director	KPI Aviation Marketing Solutions	UNITED ARAB EMIRATES
KARAMANOS	GEORGE	Managing Director	KPI Aviation Marketing Solutions	UNITED ARAB EMIRATES
EDWARDS	PHODRI	Operations Director	Aeroparker	UNITED KINGDOM
KEEFE	JON	CEO	Aeroparker	UNITED KINGDOM
CAPLAN	DARRIN	Chief Executive	Airport Operators Association	UNITED KINGDOM
COOK	CAROLINE	Staff Writer	Airports International	UNITED KINGDOM
BATES	JOE	Editorial Director	Aviation Media	UNITED KINGDOM
GRINER	ALISON	Commercial Director	Aviation Media	UNITED KINGDOM
HAZLET	ANDREW	Managing Director	Aviation Media	UNITED KINGDOM
LEE	JONATHAN	Conference & Exhibition Sales Manager	Birmingham Airport	UNITED KINGDOM
VADHER	PAUL	CEO	Bristol Airport	UNITED KINGDOM
KEHOE	LUKE	Client Director	CGI	UNITED KINGDOM
GRIGGS	TIM	Head of Transport Group	Credit Suisse	UNITED KINGDOM
ILEY	PHILIP	Partner	Global Infrastructure Partners	UNITED KINGDOM
MCGHEE	MICHAEL	Senior Public Affairs Manager	Heathrow Airport Limited	UNITED KINGDOM
ELLIOTT	GRAEME	Director of Policy & Political Relations	Heathrow Airport Limited	UNITED KINGDOM
MILTON	NGEL	Global Head of Infrastructure	HSBC Bank plc	UNITED KINGDOM
RECO	ANTUO	Vice President	ICF SHP	UNITED KINGDOM
MORRIS	MARK	President	Leghifisher	UNITED KINGDOM
LUNSFORD	MARK	Business Development	Leghifisher	UNITED KINGDOM
THOMPSON	JANE	Business Development	Leghifisher	UNITED KINGDOM
LIGHTFOOT	PETER	Consultant - BMEA Aviation Practice	Lightfast Marketing Communications Ltd	UNITED KINGDOM
COLLIER	DECLAN	CEO	London City Airport	UNITED KINGDOM
COULTER	JAN	Accompanying Declan Collier	London City Airport	UNITED KINGDOM
LAVELLE	BERNARD	Sales Director	London City Airport	UNITED KINGDOM
WINGATE	STEWART	CEO	London Gatwick Airport	UNITED KINGDOM
MARSHALL	PETER	Interviewer, Producer & Director	Marshall Arts International	UNITED KINGDOM
BARBOUR	ABIGAIL	Aviation Account Manager	Met Office	UNITED KINGDOM
DRINKWATER	PAUL	Project Director	Met Office	UNITED KINGDOM
CHINN	RICHARD	Aviation Business Development Manager	Mott MacDonald	UNITED KINGDOM
COOK	GREGORY	Aviation Development Director	Mott MacDonald	UNITED KINGDOM
FOLLEY	PATRICK	Technical Director Aviation Economics	Mott MacDonald	UNITED KINGDOM
HARTSHORNE	ROBERT	Associate	Mott MacDonald	UNITED KINGDOM
TAYLOR	ALEX	Principal Aviation Investment and Transaction Adviser	Mott MacDonald	UNITED KINGDOM
CAMPBELL	PAUL	Head European Business	NATS	UNITED KINGDOM
BOITON	GRAHAM	Director, Europe Aviation Business Leader	Ove Arup & Partners Ltd	UNITED KINGDOM
NEWBOLD	ALAN	Associate Director IT & Comms	Ove Arup & Partners Ltd	UNITED KINGDOM
BEVANS	ANDREA	Conference Executive	PPS Publications	UNITED KINGDOM
BOUKA	LAURA	Conference Executive	PPS Publications	UNITED KINGDOM
COLLMAN	DANIEL	Event Director	PPS Publications	UNITED KINGDOM
PALOMER	ROS	Managing Editor	PPS Publications	UNITED KINGDOM
HOGAN	ROSEY	Managing Editor	PPS Publications	UNITED KINGDOM
HOWSON	JAMES	Managing & Exhibition Manager	PPS Publications	UNITED KINGDOM
LOVING	AL	Conference Executive	PPS Publications	UNITED KINGDOM
NOAKES	CATHERINE	Exhibition & Publications Manager	PPS Publications	UNITED KINGDOM
GRAY	MARK	Sales Director	Routes	UNITED KINGDOM
MAYES	NIGEL	VP Commercial	Routes	UNITED KINGDOM
STROUD	DAVID	EVP	Routes	UNITED KINGDOM
TODD	DAVID	Account Director	Routes	UNITED KINGDOM
BARBER	SHIRLEY	Marketing Director	Safesky Ltd	UNITED KINGDOM
GOS	SALLY	Marketing Manager	Safesky Ltd	UNITED KINGDOM
MCCARTHY	JOHN	Vice President Cyber Security	ServiceTec	UNITED KINGDOM
MCULLLEN	DAVID	Vice President	Simplify'ing	UNITED KINGDOM
KHINDEY	DAVID	Events Manager	SITA	UNITED KINGDOM
PLENTY	RICHARD	Director	This is	UNITED KINGDOM
FLANNERY	GRAHAM	Director Business Development	Travelix	UNITED KINGDOM
ODONOVAN	STEPHEN	Corporate and Business Development Director	Travelix	UNITED KINGDOM
WAGERMAN	ANTHONY	Deputy CEO	Travelix	UNITED KINGDOM
UPTON	ELLEN	Sustainability and Climate Change	WSP Environment and Energy	UNITED KINGDOM
HAMMETT	TOM	Sales	Zoetrig Ltd	UNITED KINGDOM
RICH	MAX	Sales Director	Zoetrig Ltd	UNITED KINGDOM
MCNAMIS	CEO	Head of Infrastructure	Zoetrig Ltd	UNITED KINGDOM
MELLIOT	DEBORAH	Executive Vice President, Policy & External Affairs	ACNA	UNITED STATES
PRINCIPATO	GREG	President	ACNA	UNITED STATES
ZIMINI	NANCY	Senior Vice President, Administration and Operations	ACNA	UNITED STATES
OFORI	WGBE	SVP Global Operations	ADC & HAS Airports Worldwide	UNITED STATES
SMITH	LOREN	Executive VP Global Aviation	AECOM	UNITED STATES
DEIHL III	JOHN DOUGLAS	Sr. Director, Business Development	Analogic Corporation	UNITED STATES
BLEWIS	KATHY	Accompanying Law Blewels	Asheville Regional Airport	UNITED STATES

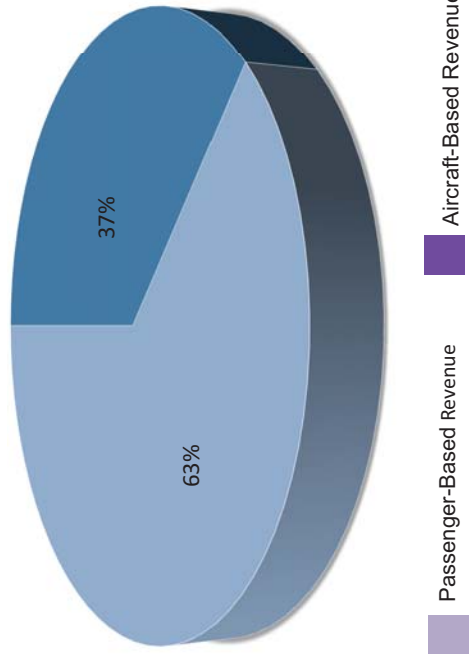
附件 V

ACI主席簡報資料

Atatürk International Airport (IST) Traffic Growth - 2012



2012 Passenger vs. Aircraft Based Revenue

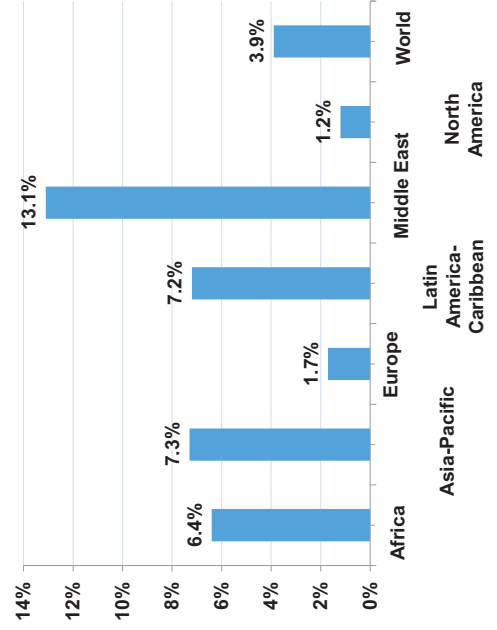


ACI WORLD WELCOME ADDRESS

ANGELA GITTENS
DIRECTOR GENERAL
ACI WORLD

11 JUNE 2013
ISTANBUL, TURKEY

Year-Over-Year Passenger Growth 2012/2011



2.4%

increase in
airport income

4.9%

increase in
net profit



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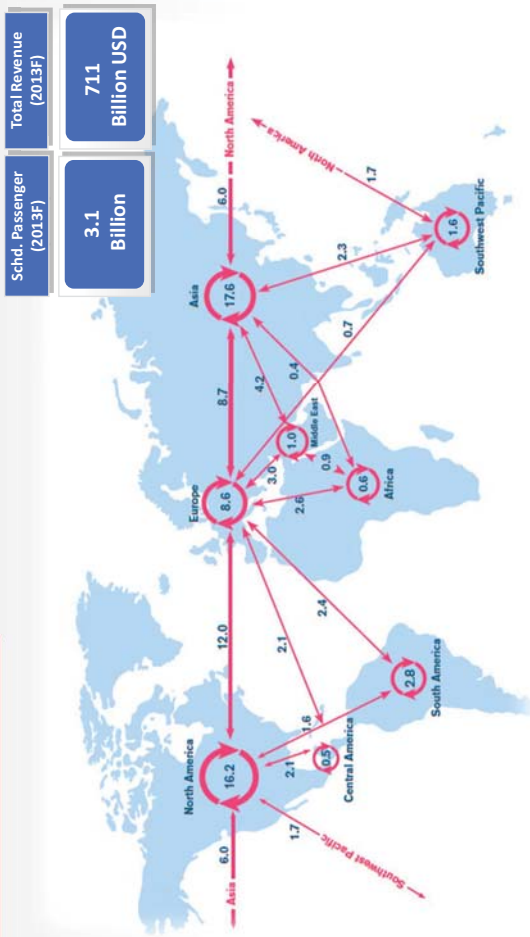
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附件 VI

Keynote Speech 1

IATA Traffic Flows Between Regions

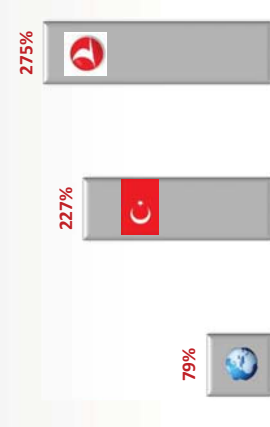


Percentage of Total Scheduled Revenue Passenger-Kilometres
 Sources: IATA Watts (published in 2012), IATA Financial Forecast June 2013



Aviation Market

2002 – 2012 Passenger Growth Rates

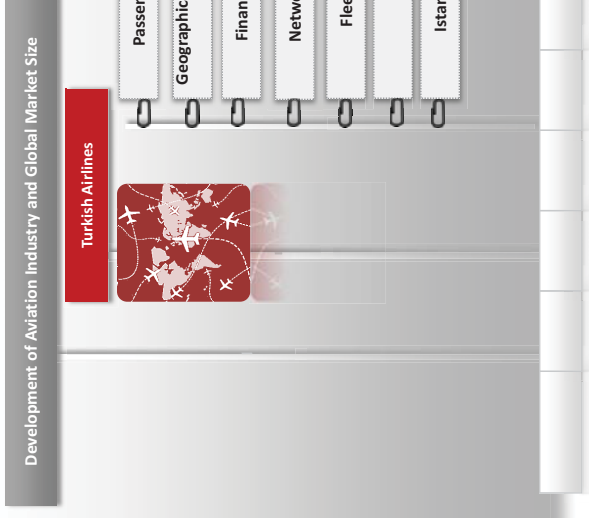


Next 20 years,
 ➤ world passenger traffic (RPK) growth rate **%4.7**
 ➤ population growth rate **%0.9**

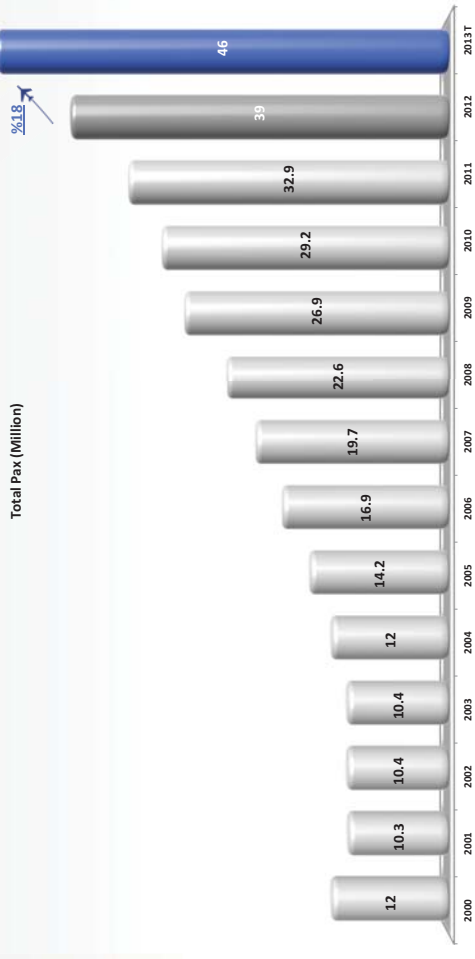
Source: IATA Financial Forecast, ICAO 2011, Airbus GMF 2012



Overview Presentation



Passenger Number



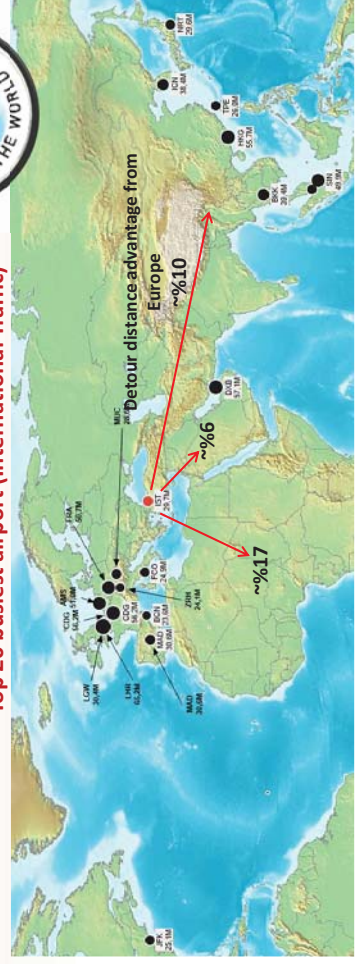
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Advantages / Geographical Location

The advantage is to become a global hub of Istanbul

Istanbul is in the middle of Europe, Middle East and Asia regions with high volume of traffic and growth rate.

Top 20 busiest airport (International Traffic)

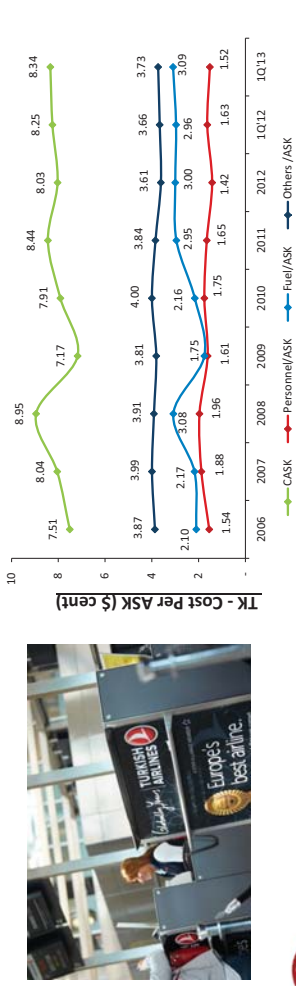
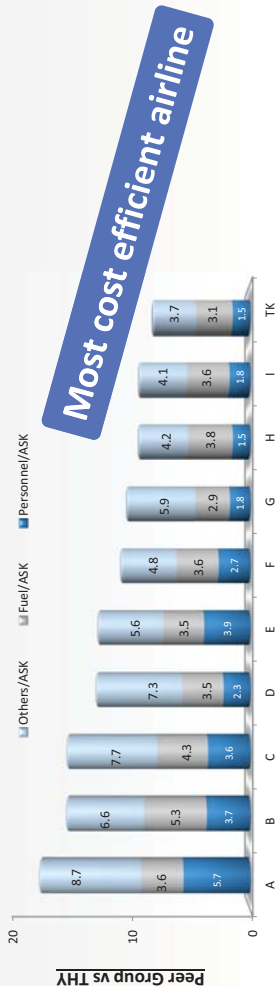


* Size of bubbles shows the traffic volume



6

Financial Development / Expenses

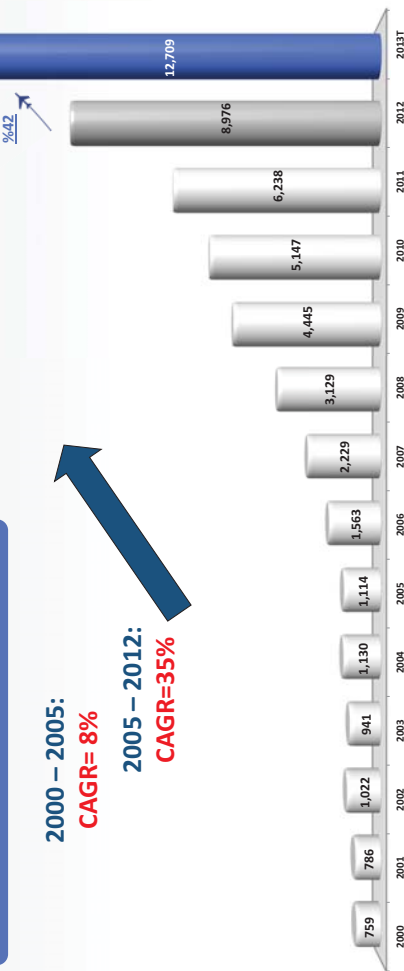


Transfer Passengers

International to international transfer passengers accounted for %62 of international passengers.

2000 – 2005:
CAGR= 8%

2005 – 2012:
CAGR=35%



Global Rankings

1

2

4

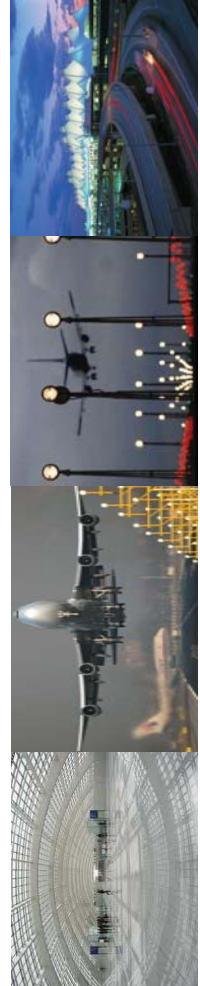
TK is flying to more countries than any other airline in the world

TK is the 2nd airline which flies to maximum international destinations.

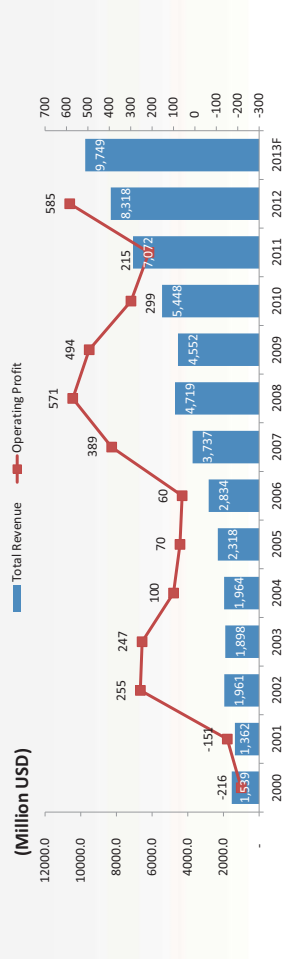
TK is the 4th largest airline in terms of network size

Airline	Domestic	International	Destination
UNITED AIRLINES	229	152	381
DELTA AIRLINES	218	102	320
AMERICAN AIRLINES	169	100	269
TURKISH AIRLINES	39	196	235

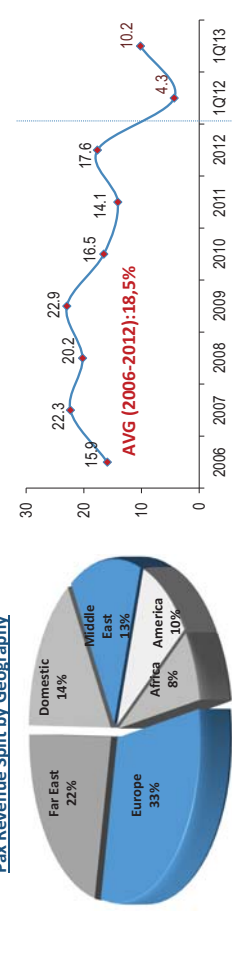
Source: OAG (2013 May)



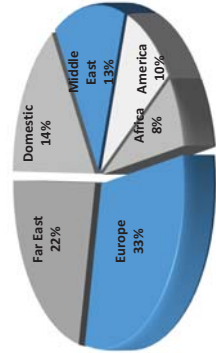
Financial Development / Revenue & Operating Profit



Ebitdar Margin %



Pax Revenue Split by Geography



Global Rankings (Quality)

Catering

The best airline for in-flight food (according to Skyscanner)



Airline of the Year

Winner of Air Transport World Airline of the Year Award 2012

Service Quality

1

Best Airline in Europe

The only 4 star airline in all services

Best Premium Economy Seats in the World



Istanbul, Today



Istanbul is the 10th largest city in terms of international frequencies

Passenger numbers doubled in 5 years!



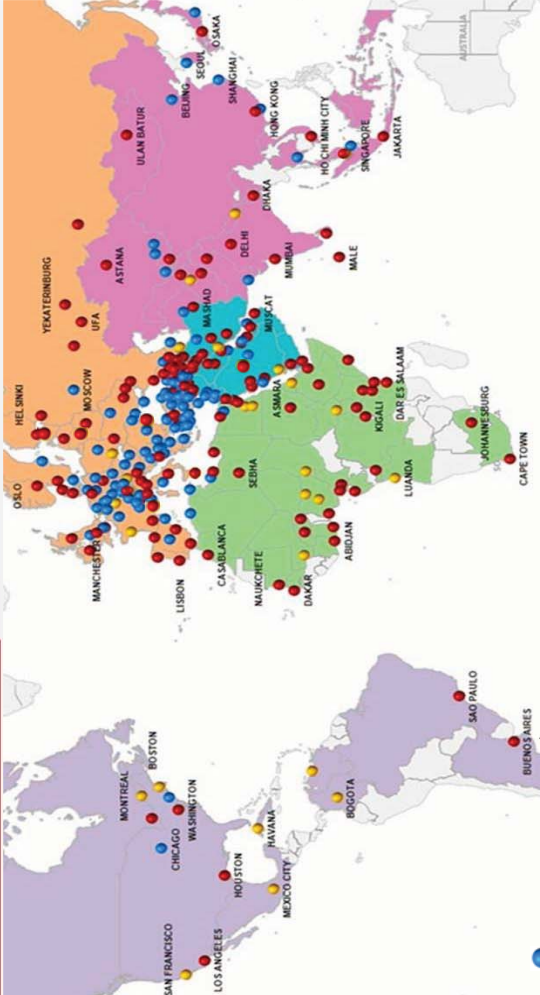
Istanbul Atatürk is the 12th in the world in international passengers.



Source: April 2013 ACI Database, July 2013 OAG

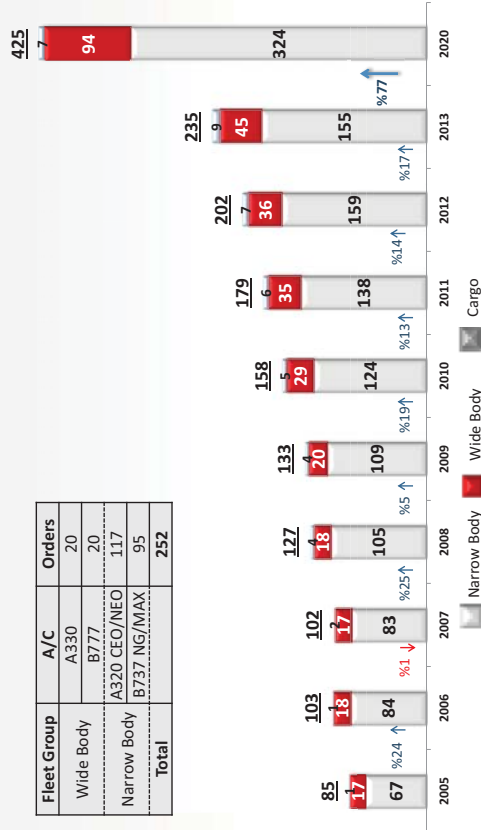


Network Gelişimi



Fleet Development

Fleet Group	A/C	Orders
Wide Body	A330	20
	B/777	20
Narrow Body	A320 CEO/NEO	117
	B737 NG/MAX	95
Total		252



Seat Capacity					
2000	2005	2010	2015	2020	CAGR
12k	15k	28k	53k	80k	10 %

New Airport In Istanbul

3rd Airport in ISTANBUL

76.5 million km²
Area

500

Aircraft Park Positions (Phase 2)

4 parallel + 2 cross
runways

150 million

PASSENGERS CAPACITY (Phase4)

A candidate for

3rd Biggest (After Phase 1)
& Biggest (After Phase 2)
in the World



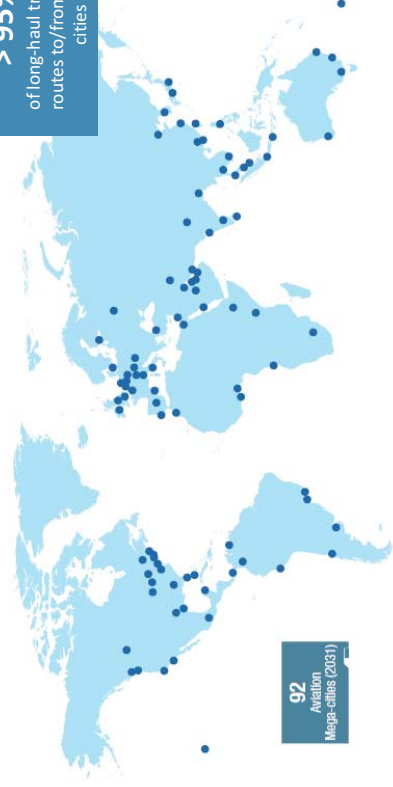
19

Mega-cities in 2031

92 aviation Mega-cities in 2031

2031 cities with more than 10,000 daily round trip long-haul passengers

> 95%
of long-haul traffic on
routes to/from/via 92
cities



92
Aviation
Mega-cities (2031)

Long-haul traffic is concentrated on a few main aviation centres

Source: Airbus Global Market Forecast 2012



17

Touch Point to Customer



Airport plays the major
role in the customers'
first and last impression
about the airline's service



THANK YOU!!!



18

附件 VII

Keynote Speech 2

INTERNATIONAL TOURISM 2012



Arrivals grew 4%

1 billion people

Visitor exports rising 4.7%



OUTPERFORMING OTHER SECTORS



Travel & Tourism grew by 3% in 2012



OUTLOOK FOR 2013



Continues to be positive

Contribution to GDP forecast to grow 3%

Outpacing total global economy



GLOBAL FIGURES 2012



\$6.6 trillion contribution

260 million jobs

1 in 11 jobs



REGIONAL UPDATE 2013

0.8%

4%

2.6%

LEISURE VS BUSINESS 2013

ASIA CONTINUES TO LEAD 2013

- South East Asia +8%
- North East Asia +5%
- Visitor Exports +8%
- Employment +5%

REGIONAL UPDATE 2012

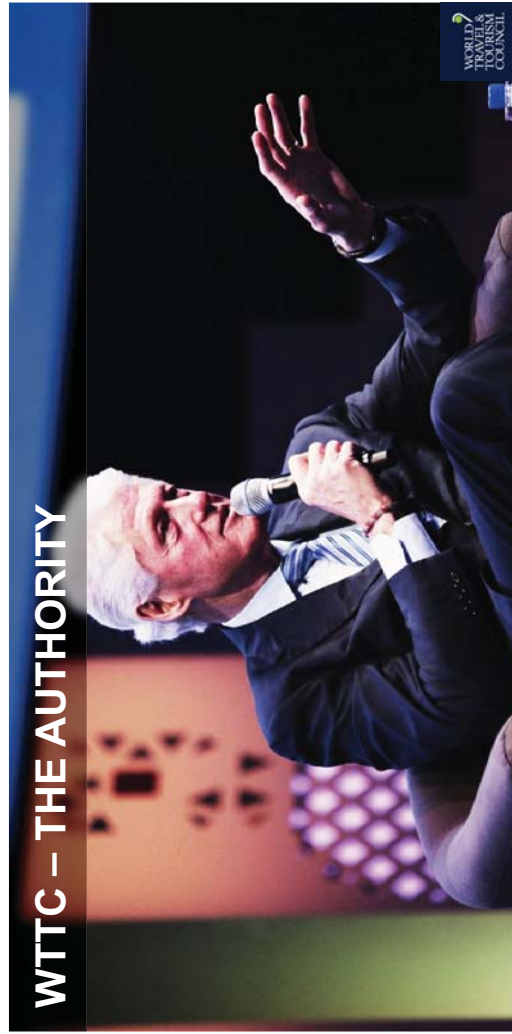
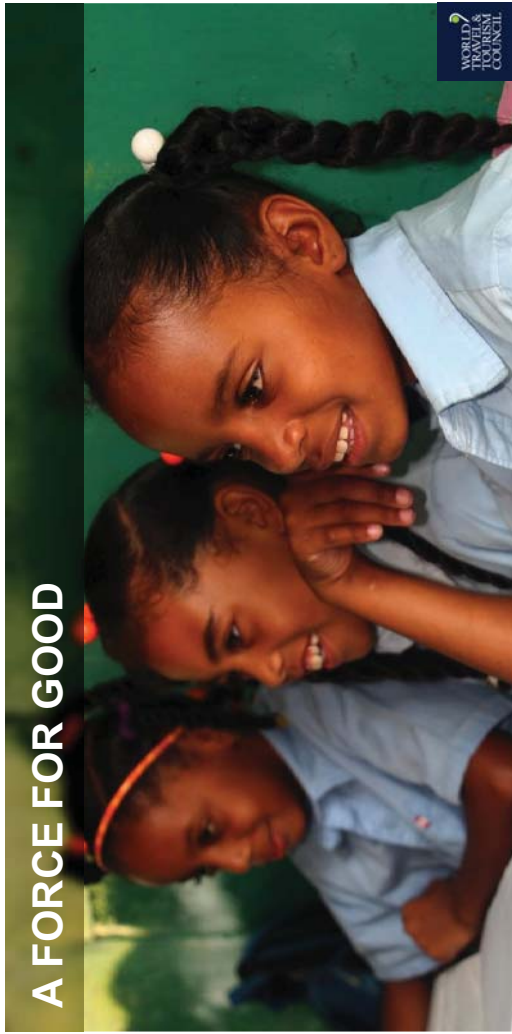
14%

12%

11%

9%

10%



POLICIES FOR GROWTH - TAXATION

Tourists are a revenue generator

Abolition of APD – Generate \$6 billion to UK GDP

Financial Models showing negative impact of taxing travellers



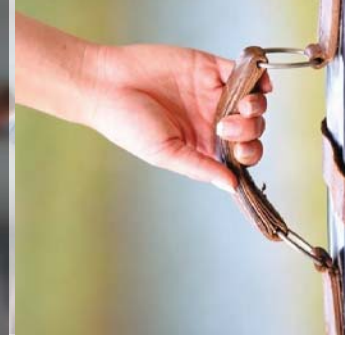
WTTC – THE COUNCIL



POLICIES FOR GROWTH



STRATEGIC PRIORITIES



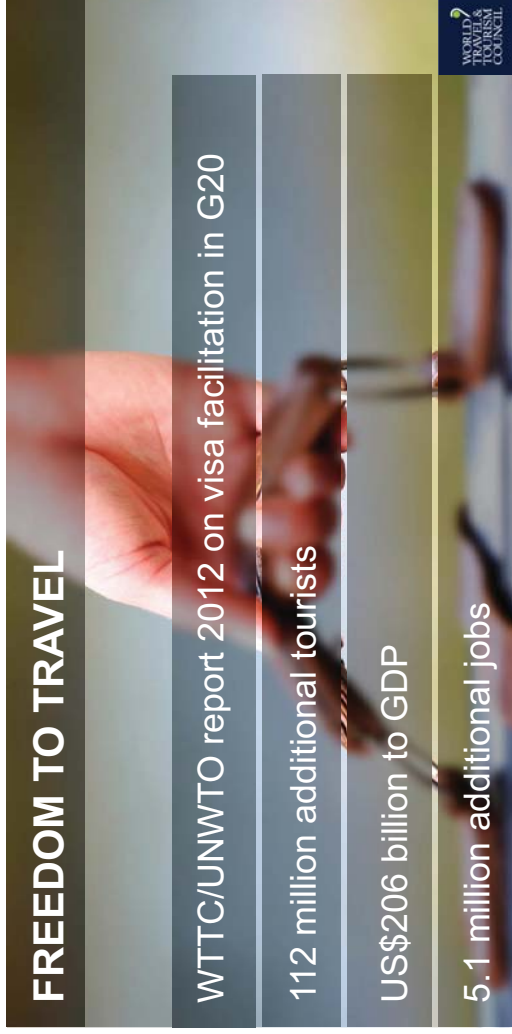
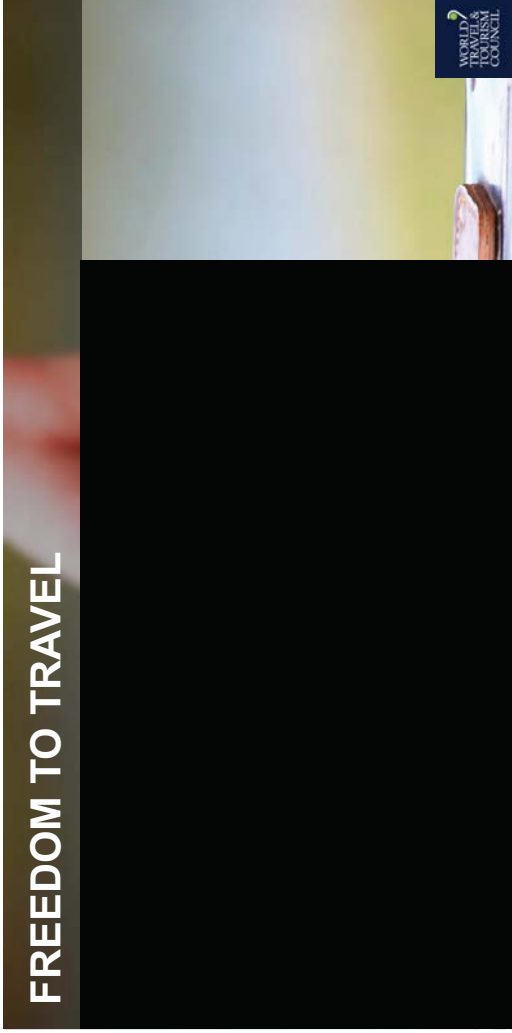
Freedom to Travel



Policies for Growth



Tourism for Tomorrow



A FORCE FOR GOOD



TOURISM FOR TOMORROW



Balancing people, planet and profits

WTTC Members are leading the way

We can encourage change into core business models

FUTURE OF OUR PLANET 2050



9 billion people

3 billion middle class

We are a force for good – but we need to work together

