

LEVERAGING ON ASIA PACIFIC'S GROWTH

The Asia-Pacific aviation industry is experiencing green shoots of recovery with re-building passenger capacity in many parts in this region.

Global airport passenger traffic in 2022 amounted to 83% of 2019 levels. While Asia Pacific projects the slowest recovery of any region, upturn for this region to 2019 levels is expected by the end of 2024.

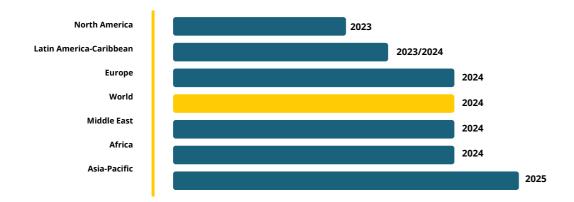
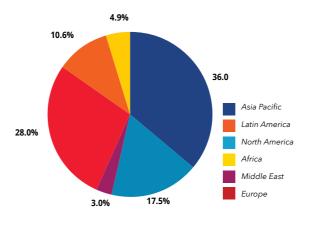


Chart 1: Expected timeline of full-year recovery to 2019 levels by region

To meet future air passenger growth for the next 20 years, ACI World forecasted a capital need of USD 1.3 trillion for the Asia Pacific region to develop new greenfield airports and invest to modernize and expand existing ones. This will account for 54% of the global capital requirement.

ASIA PACIFIC LEADS THE WAY

As of January 2023, there are 425 known projects across existing airports globally, of which, 155 known projects (36%) are in the Asia Pacific region, with current committed investment of USD 209 billion. This puts Asia Pacific at the forefront, leading the way in the number of projects and the investment committed to existing and new airports.



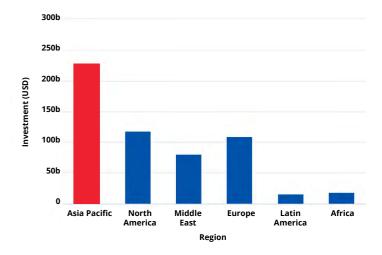


Chart 2: The ratio of projects by region

Chart 3: The investment value of projects

With the growing importance of the Asia Pacific region, the inter airport Southeast Asia team has put together some of the new and existing airport projects in this region, with the goal to help you understand where the opportunities lie, and how you can be a part of it. We hope this guide serves as a useful reference.

Sources: Moodie Davitt Report, CAPA, ACI



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The Big List 2022: Airport Projects in Asia

CAMBODIA



TECHO TAKHMAU INTERNATIONAL AIRPORT

City: Phnom Penh

Investment: USD 1.5 billion Estimated Year of Completion: 2025

Built over 2,600 hectares of land in Kandal and Takeo provinces, the 4F class airport is about 20 km south of Phnom Penh.

Cambodia Airport Investment Co Ltd, a joint-venture between a local conglomerate OCIC owned by Oknha Pung Kheivse, and the government's State Secretariat of Civil Aviation, will be responsible for building the 4F class airport.

According to the master plan, the new airport will handle 13 million passengers a year in the first phase, 30 million passengers in the second phase in 2030, and up to 50 million passengers in 2050 in the third phase. HIA has released its preliminary draft major development plan, which outlines specific details, such as equipping existing check-in hall with additional self-service kiosks and bag drop points.

Some of the existing check-in counters will also be replaced with automated bag drop points.

Additionally, the existing security screening point will be expanded from two lanes to four.

Reference: <u>khmertimeskh.com</u> Last Updated: 15 June 2022

MONDULKIRI PROVINCE NEW AIRPORT

City: Mondulkiri Investment: USD 60 million

The Cambodian government has announced plans to build a new airport in the northeastern province of Mondulkiri.

The project is included in a master plan that aims to establish new tourism products in the Northeast, a region known for its eco-tourism offer, according to the Ministry of Tourism.

Cambodia now has three international airports - Phnom Penh, Siem Reap, and Preah Sihanouk. Another international airport, operated by a Chinese company, is being built in Koh Kong province's Botum Sakor district.

Last year, the three international airports handled 10.5 million passengers, a 20 percent year-on-year increase.

Reference: khmertimeskh.com, phnompenhpost.com Last Updated: 5 July 2022

SIHANOUKVILLE INTERNATIONAL AIRPORT

City: Sihanoukville

French airport developer VINCI Airports plans to expand and upgrade the Sihanoukville International Airport on a large scale said a senior official of the Cambodia Airports.

The move follows after the company's representatives met Prime Minister Hun Sen during the latter's visit to Europe to co-chair the first-ever EU-ASEAN commemorative summit in Brussels on December 14, 2022. During the meeting in France, Prime Minister Hun Sen and Nicolas Notebaert, Chief Executive Officer of VIN-CI Concessions & Chairman of VINCI Airports, discussed the partnership in the investment between the company and government, said a release by the Ministry of Foreign Affairs and International Cooperation (MFAIC).

Communication and PR director of Cambodia Airports (SCA) Norinda Khek did not elaborate on what the large-scale expansion of Sihanoukville International Airport would be, how long the expansion will take to be completed, the salient features of the plan and the procedures that the company expected to follow with SSCA or the government. "In parallel, ground consolidation works have continued, paving the way for further major expansions. We are thrilled to start the next phase of the development and construction program," said Norinda, adding, "The Royal Government of Cambodia has agreed to participate in a joint ground-breaking event" to be held in 2023.

A master plan has been developed and revised based on the changing situation to upgrade Sihanoukville International Airport to 4E grade.

Reference: Albatross Last Updated: 21 December 2022



HONG KONG



HONG KONG INTERNATIONAL AIRPORT

City: Hong Kong

Investment: USD 5.14 billion (HKD 40 billion)

Estimated Year of Completion: 2030

In addition to the third runway, which launched operation in 2022, the development work will include a new concourse and an expansion of Terminal 2, to be completed in 2024. There is also a 10-year road map for transforming HKIA into an autonomous operation.

HKIA will become one of the few airports with full 5G coverage, bringing ultra-high-speed connectivity to passengers as well as to workers and operators on-site.

There are also plans to introduce an autonomous vehicle system that will eventually link Airport City to the nearby Tung Chung town centre and the Hong Kong-Zhuhai-Macau Bridge Boundary Crossing Facilities.

Reference: Albatross, <u>scmp.com</u> Last Updated: 4 July 2022



INDIA



NOIDA INTERNATIONAL AIRPORT

City: New Delhi Investment: USD 2 billion (Rs 15,754 crores) Estimated Year of Completion: 2024

Noida International Airport (NIA) in India is to begin constructing its main terminal building and runway, reports the Times of India. The initial terminal building will cover 102,000m2 and the second will be about three times the size, with a projected capacity for the airport of 12 million passengers annually.

Noida International Airport at Jewar, Uttar Pradesh is being developed by Flughafen Zürich AG (Zurich Airport) south of Greater Noida with a 4 phase master plan to handle 60 million passengers per annum in the future. The project's final phase envisions 2 runways and 4 terminals - making it the largest airport in India. Phase-1 of the Noida International Airport is likely to become functional by 2024.

Once completed, Noida International Airport will not only become India's largest and the world's fourth largest airport, but also Asia-Pacific's largest transit hub

Reference: Albatross, passengerterminaltoday.com Last Updated: 28 July 2022

CHENNAI SECOND AIRPORT

City: Chennai Investment: USD 5 billion (Rs 40,000 crore) Estimated Year of Completion: 2028

Plans for a second Chennai airport has been in the pipeline for more than 10 years with a view to reduce the load on the current airport at Meenambakkam. It has recently been finalised that the new airport will be located in Parandur, 69 kilometres from Chennai. The project will commence early September this year and would be completed by 2028.

The new airport, built on 4,700 acres, will be set up with two runways, aprons, terminal buildings, and taxiways. It is likely to operate flights up to eight international destinations and is also expected to provide employment to at least 1.5 lakh persons in the next eight years.

Reference: Albatross, thefederal.com, swarajya.com Last Updated: 23 August 2022

BAGDOGRA AIRPORT REVAMP TENDER

City: Bengal

Investment: USD 170 million (Rs 1,300 crore) Estimated Year of Completion: 2025

The Airports Authority of India (AAI) invited bids on April 4 seeking architectural and engineering consultancy for preparing a master plan keeping in mind the requirement at Bagdogra in the next 30 years and executing the first phase.

AAI said a time-frame of 39 months had been set for the execution of the first phase.

Aircraft parking bays, link taxiways, terminal, fire station, apron control tower, security cabins, watchtowers, navigation aids building, car parking space, residential accommodation for AAI and CISF personnel, guest rooms, retiring rooms, fuel hydrant facilities, sewerage system, sewerage treatment plant, approach road and internal roads are planned as part of the project.

Reference: <u>telegraphindia.com</u> Last Updated: 10 April 2022

DHOLERA AIRPORT

City: Gujarat Investment: USD 170 milli

Investment: USD 170 million (Rs 987 crore) Estimated Year of Completion: 2026

The Dholera Airport in Gujarat is to get both, passenger as well as cargo traffic from Dholera Special Investment Region (DSIR). Thus, it is likely to turn into a major cargo hub to serve the industrial region. The Dholera Airport will also cater to the nearby region as well as serve as a second airport to the city of Ahmedabad.

The initial estimated passenger traffic is 3 lakh passengers per annum and is expected to grow to 23 lakh passengers over a period of 20 years. Also, the annual cargo traffic, from the year 2025-26, is estimated at 20,000 tonne, which over a period of 20 years, would increase to 2,73,000 tonne.

Reference: Albatross, financialexpress.com
Last Updated: 20 June 2022

NAVI MUMBAI AIRPORT

City: Bengal

Investment: USD 2.5 billion (Rs 16,700 crore) Estimated Year of Completion: 2024

The Maharashtra government's town planning authority, the City and Industrial Development Corporation (CIDCO), has handed over the entire 2,866 acres of land to Adani Enterprises, the concessionaire for the development of greenfield Navi Mumbai International Airport.

CIDCO is developing the international airport project on an area of or over 2,866 acres (1160 hectares), and the construction entails a H-shaped five-level terminal building on a total area of 523,000m². The terminal comprises two concourses, 78 contact airport positions, 29 remote aircraft positions, and more than 350 check-in counters. The terminal will have a provision for online check-in and an integrated baggage handling system on an area of 13,290m².

The terminal building, upon completion, is expected to support a total capacity of 60 million passengers per year.

Reference: Albatross, <u>constructionreviewonline.com</u> Last Updated: 12 July 2022

GWALIOR AIRPORT EXPANSION PROJECT TENDER

City: Madhya Pradesh Investment: USD 35 million (Rs 274.45 crore) Estimated Year of Completion: 2024

Airports Authority of India (AAI) has taken up the work for "Expansion of Civil Enclave at Gwalior Airport". It includes construction of New Terminal Building of area 20,000 sqm to handle 1400 peak hour passengers, ancillary buildings, car parking, city side development & other associated works at Gwalior Airport.

This includes a tender for the construction of apron and link taxi including associated works for parking of 09 Nos AB-321 type of aircraft at Gwalior Airport with a projected date of completion by June 2023.

Reference: Indiatimes Last Updated: 25 March 2022

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CHENNAI AIRPORT EXPANSION

City: Chennai Estimated Year of Completion: 2024

Authority of India (AAI) is planning to further expand Chennai airport by building a satellite terminal on the Northern side of the main runway and by expanding the airside by taking over the AAI colony and Air India colony near GST Road.

The work is likely to be taken up after the ongoing expansion of the terminals are completed to boost the passenger capacity to 35 million a year. A new terminal is ready for opening and an extension of the new one will be completed by end of 2024.

AAI chairman Sanjiv Kumar said that in addition to building one more terminal, which will be completed by end of 2024, the authority was also planning to increase the airside capacity by reconfiguring the communication and navigational equipment and by taking over the AAI colony and the Air India colony so that the capacity of the airport can be increased to 50 million passengers a year.

An official said that the new approach road will come from the Tambaram bypass road. AAI had been keeping a few options ready for a few years to add more capacity to the existing airport because the second airport may take time.

The existing airport and the new one at Parandur will be used together, said Union Minister of Civil Aviation Jyotiradiya Scindia.

Reference: <u>b2bchief.com</u> Last Updated: 5 February 2023

MYSORE AIRPORT RUNWAY EXPANSION

City: Karnataka

Investment: USD 420 million (Rs 3,480 crore) Estimated Year of Completion: 2027

The project involves the expansion of the runway from 1,740m to 2,750m. It includes the construction and rehabilitation of the runway, parallel taxiway, exit taxiway pavement, drainage systems, and the installation of airfield lighting including the runway centre-line lights.

Karnataka State Small Industries Development Corporation is the nodal agency to oversee the transfer of land to AAI and the expansion works.

The purpose of the project is to facilitate the landing of more long aircraft and to cater to the rising demands of tourists every year.

Reference: airport-technology.com Last Updated: 13 February 2023

SARDAR VALLABHBHAI PATEL INTERNATIONAL AIRPORT EXPANSION

City: Ahmedabad

Investment: USD 2.4 billion (Rs 18,000 crore) Estimated Year of Completion: 2026

Ahmedabad International Airport, a subsidiary of Adani Airport Holdings, is undertaking the expansion of Sardar Vallabhbhai Patel International Airport.

The project involves the expansion of a 400,000m2 airport to handle 40.33 million passengers per annum.

It includes the construction of a cargo terminal on 5.7 hectares of land to handle 1 million tonnes per annum, a new integrated terminal building, waiting for lounges, parking and related facilities, and the installation of elevators, safety and security systems.

In July 2022, the groundbreaking ceremony was held and construction works commenced. It is estimated that the project will be completed in 2026.

Reference: airport-technology.com Last Updated: 13 February 2023

SHIRDI INTERNATIONAL AIRPORT NEW **TERMINAL**

City: Maharashtra Investment: USD 63 million (Rs 527 crore) Estimated Year of Completion: 2025

The Maharashtra Airports Development Company Limited (MADC) has announced plans to construct a new integrated, two-storey passenger terminal building at the Shirdi international airport at a cost of Rs 527 crore.

The existing terminal, commissioned in October 2017, is unable to handle the large number of passengers it receives each day. The proposed new 55,000sqm terminal will have a capacity to handle 1,200 passengers per hour. The ground level will have the check-in hall, passenger screening and remote secure hold areas (SHA) and the baggage handling system.

The terminal will be designed with the future growth of the airport in mind and will feature separations of domestic and international passengers, as well as boarding bridges, escalators/elevators, and a central air-conditioning system.

The tender for the project has been floated, and the successful bidder will have a deadline of two years to complete the project with all amenities. The new terminal will also have provisions for the implementation of the Digi-Yatra system, a platform that facilitates contactless passenger identification at airports.

Reference: Albatross Last Updated: 7 March 2023



INDONESIA



SOEKARNO-HATTA INTERNATIONAL AIRPORT II

City: Jakarta

Investment: USD 7 billion (Rp 100 trillion) Estimated Year of Completion: 2028

Indonesia is planning to invest IDR100 trillion (\$7bn) in the construction of a greenfield airport in Jakarta to support the growing demand for air travel in the country.

Construction of the new Soekarno-Hatta International Airport II in Karawang, West Java, is expected to commence in 2028, according to the local administration.

The new airport would cover a 3,000-hectare plot of land in Ciampel and Pangkalan districts, making it larger than the original Soekarno-Hatta International Airport in Cengkareng, Banten.

Preconstruction planning, including a detailed engineering design study, would kick off in 2027, with construction expected to begin in 2028.

It is estimated that the number of passengers at the airport would reach 100 million annually by 2025, while the capacity of the existing airport was only 60 million.

Reference: Albatross, thejakartapost.com Last Updated: 12 December 2019

MANDAILING NATAL (MADINA) AIRPORT

City: Mandailing Natal

Investment: USD 19 million (Rp 270 billion) Estimated Year of Completion: 2024

The Mandailing Natal (Madina) Airport construction project is going according to the planned schedule, and is expected to be completed in 2024

The new airport is located in Sodojadi village in Bukit Malintang subdistrict and is planned to improve accessibility for locals and North Sumatrans in general.

After completion, the airport will have a 1800m runway and the terminals are expected to accommodate up to 500,000 passengers every

Reference: Albatross, <u>TheIndonesia.id</u> Last Updated: 24 August 2022

KUALA NAMU AIRPORT

City: Medan

Investment: USD 800 million (Rp 12 trillion) Estimated Year of Completion: 2024

GMR Airports Limited (GAL) has signed two agreements with Angkasa Pura II (AP II) to develop and run Indonesia's Kualanamu International Airport. The scope of the project covers operation, development, and extension of the airport over a period of 25 years.

The "3E- project" includes Expansion of the traffic (increasing international aviation traffic), Expertise sharing (sharing expertise in managing world-class airports), and Equity partnership (meeting funding needs quickly through strategic partnerships).

The projects includes increasing the passenger capacity from the current 9 million pax/year to 17 million pax/year (Phase I), 30 million pax/year (Phase II), and 42 million pax/year (Stage III).

The Phase I development requires capital expenditure (capital expenditure / capex) of around Rp 3 trillion, of which 49 percent or around Rp 1.4 trillion is the obligation of strategic partners. For the total up to Phase III, the capital expenditure needed for development is Rp 12 trillion.

In addition to expanding terminal capacity, the development of Kualanamu Airport also leads to the Aerotropolis concept with various commercial buildings on 200 hectares of land, including theme parks, logistics parks, factory outlets, maintenance repair & overhaul (MRO) facilities, and trade complexes.

Reference: Albatross, airport-technology.com Last Updated: 27 December 2021

The Big List 2023: Airport Projects in Asia

MALAYSIA



KOTA KINABALU INTERNATIONAL AIRPORT

City: Sabah

Investment: USD 800 million (RM 3.5 billion) Estimated Year of Completion: 2024

Sabah state government's strategic investment arm Qhazanah Sabah Bhd (QSB) has signed a memorandum of understanding (MoU) with Berjaya Land Bhd to explore the possible relocation of Kota Kinabalu International Airport (KKIA) to Kimanis.

The MoU covers the relocation of KKIA involving the construction and development of a new international airport in Kimanis, as well as a sustainable development plan to be undertaken within Kimanis or on any other land deemed suitable by the Sabah state government.

The current KKIA is unlikely to be able to expand further in operational terms due to limited land area. A relocation of KKIA to Kimanis could result in the airport having more than one terminal building and runway.

Sabah will then be able to leverage its geographically central location in Southeast Asia to explore becoming an air travel hub within the East Asian region.

Reference: Albatross Last Updated: 1 July 2022

LAWAS AIRPORT

City: Sarawak

Estimated year of completion: 2026

The construction work for the proposed new airport in Lawas is expected to start by the first quarter of 2023 while its completion is expected to be by the end of 2026.

Sarawak Deputy Premier Datuk Amar Awang Tengah Ali Hasan said Lawas needed a bigger airport to accommodate the influx of both business and leisure tourists to the town to participate in its economic and tourism activities.

Lawas is currently served by the existing Short Take-Off and Landing Airport (STOLport) which has been in operation since 1961.

The Transport Ministry had recommended a new airport with a runway length of 1,500 meters which can accommodate ATR 72-500 aircraft to be developed.

A value assessment will be carried out to optimise the project design and cost.

Reference: Albatross, theborneopost.com Last Updated: 15 August 2022

KUANTAN INTERNATIONAL AIRPORT

City: Gebeng

Investment: USD 450 million (RM 2 billion) Estimated Year of Completion: 2026

The Kuantan International Airport which will be part of the Pahang aero-space city mixed development project in Gebeng.

The new airport is also part of plans to develop an aero-space city mixed development project involving an area of 5,042 hectares which he described would be a catalyst for Pahang's economic growth involving a gross development value of RM7.5bil per year, equivalent to RM150bil over 20 years.

The state government also aims to capture at least 1% of the Asia-Pacific Maintenance, Repair and Overhaul (MRO) market estimated at RM15tril.

The project component involves 70% for MRO and the remaining 30% is for the operation of the airport itself.

Through this project, Pahang government also aims to increase tourist arrivals to 40.79 million by 2050 and the entry of new investors

Reference: <u>theedgemarkets.com</u> Last Updated: 7 July 2022

MALAYSIA AIRPORTS HOLDINGS BERHAD TO OPERATE AND DEVELOP 39 AIRPORTS

The Government of Malaysia has approved in principle the new material terms for the operating agreements (OA) between the government and Malaysia Airports Holdings Berhad (MAHB) to operate, manage, maintain and develop 39 airports and short take-off and landing ports (STOLports) until 2069.

The government also agreed to the proposal to rebrand KLIA and klia2 to KLIA Terminal 1 and KLIA Terminal 2 to improve their marketability value and effectiveness, in addition to strengthening competition with international airports in the region.

The agreements are intended to benefit the country and stakeholders through better airport service levels and continued development of airport capacity as OA 2023 will provide an opportunity for the company to invest and reinvest in the modernization and development of viable airports.

Reference: passengerterminaltoday.com Last Updated: 13 February 2023

MALDIVES



ALIFUSHI AIRPORT

City: Medan

Investment: USD 29.3 million Estimated Year of Completion: 2024

The Maldives Transport and Contracting Company (MTCC) is preparing to start the dredging operations for the construction of Alifushi Airport.

The value of the contract is MVR 452 million (\$29.3 million), and the project should be completed within 750 days.

A total of 50.5 hectares of land will be dredged for the construction of the airport, including 40.5 hectares for the airport and 105 hectares for housing.

Also, a 2.871-metre area of revetment and a 480-meter groyne will also be constructed.

The airport will have a 1,200-metre runway, taxiway, terminal buildings, security fence, fire station, and service road.

Reference: Albatross Last Updated: 26 May 2022

HANIMAADHOO INTERNATIONAL AIRPORT

City: Northern Maldives Investment: USD 800 million Estimated Year of Completion: 2024

The scope of the project includes major infrastructure and operational upgradation to meet the future growth of traffic to the Maldives and maintain International Civil Aviation Organization ("ICAO") standards. The components of the Master Planning broadly includes the following:

- 1. Airside Infrastructure
- 2. Landside / Cityside Infrastructure
- 3. Passenger Terminal Building, Sea Terminal & Ancillary Buildings

The existing Runway will be extended to 2460 m from the current 1350 m and a total apron of approximate 58,000 Sqm has been designed to cater to operations at the Airport. Two Taxiways have also been proposed with a length of 164M each and width of 34M including 5.5M wide shoulders on each side.

The proposed Two-Level Passenger Terminal Building of modular design will have all modern facilities and amenities to handle peak hour passenger capacity. It will have an area of 10,230 sqm including land/sea side connectivity and passenger facilitation.

The Passenger Terminal is designed to handle Code C aircrafts operations once complete and the proposed multi-level Jetty Terminal Building leads into Jetties for parking for Sea Planes and Anchorage for Ferries.

The scope also includes other facilities like blast pad, airside periphery road, basic strip and grading area, isolation bay, security fencing and watch towers, navigational aids, cargo building, fuel farm, fuel jetty, hangar block, ATC tower, desalination plant, sewage treatment plants, ancillary building, crash gates, and, jetties while no reclamation is proposed for Phase I.

Economic Ministry of Maldives states that with the development of the airport, Airbus A320 and Boeing 737's would also be able to land in the new airport.

Reference: <u>timesofaddu.com</u> Last Updated: 19 January 2023

The Big List 2023: Airport Projects in Asia



NEPAL



BHARATPUR AIRPORT EXPANSION PROJECT

City: Bharatpur

Estimated Year of Completion: 2024

The Nepalese Minister for Culture, Tourism and Civil Aviation Jeevan Ram Shrestha has said the expansion of the Bharatpur Airport would begin in the current fiscal year, 2022/23.

The Nepal Army is ready to provide the land for the project.

"The Ministry has accorded high priority to the project. It requires around 300 meters land for it and a talk to this effect with the Army Chief was positive," he added.

Likewise, the Director General of the Civil Aviation Authority of Nepal (CAAN) Pradip Adhikari said a detailed study report would be carried out soon with budget from the CAAN.

Pledging help for facilitating construction work on the part of the metropolis, metropolis mayor Renu Dahal urged for the construction of the airport soon.

Reference: Albatross Last Updated: 21 July 2022

BIRATNAGAR AIRPORT UPGRADE PROJECT

City: Biratnagar

Investment: USD 116 million (Rs 15 billion) Estimated Year of Completion: 2024

Biratnagar Airport in south-eastern Nepal is getting facelift that will add a new terminal and nearly double the length of the existing runway to upgrade to an international facility.

Chief of Biratnagar airport Utsav Kharel said that as per the master plan, the 1,500-metre runway will be lengthened to 2,500 metres, enabling it to handle narrow-body jets like the Airbus A320 and the Boeing 737.

Reference Albatross Last Updated: 26 Aug 2022

NEPALGUNJ AIRPORT WILL BE DEVELOPED FOR INTERNATIONAL TRAFFIC

Investment: USD 93 million (Rs 12 billion) Estimated Year of Completion: 2040

In the first phase, CAAN will complete land acquisition, build terminal building and apron, and increase length of runway by 200 meters. The airport currently has a 1,500-meter runway.

Works related to road diversion, bridge construction and runway upgradation will take executed in the second phase, according to Civil Aviation Authority of Nepal (CAAN).

Nepalgung Airport currently is a 2000 sq ft terminal. After the expansion, the terminal building will spread over 8,000 sq ft, with a new infrastructure to be built toward eastern side of the airport.

The airport will have security building and cargo terminal by the end of the master plan period in 2040.

Reference Albatross, My Republica Last Updated: 26 Aug 2022

PHILIPPINES



NEW MANILA INTERNATIONAL AIRPORT (BULACAN INTERNATIONAL AIRPORT)

Citv: Bulacan

Investment: USD 13.5 billion (PHP 740 billion) Estimated Year of Completion: 2025

Conglomerate San Miguel Corporation (SMC) said the New Manila International Airport (NMIA) construction is in full blast in Bulacan and is on track for completion.

SMC is fully financing and building NMIA. It is the most expensive infrastructure undertaking in the country's history whether by a public or private entity.

The project will rise on an over 2,500-hectare property in Bulakan, Bulacan and will have a total of four parallel runways once completed, two on each side of a sprawling terminal building that will have a total of one million square feet under one massive roof. Other components includes airfield facilities, terminal building, airport and airline support facilities, access roads, parking facilities, utilities, airport city,

At full capacity, the airport will be able to efficiently facilitate the movement of up to 100 million travelers each year in comfort. In contrast, the latest peak capacity of Naiawhile almost exploding at the seams -was 47 million passengers before the outbreak of the pandemic.

Reference: <u>manilastandard.net</u>, <u>airport-technology.com</u> Last Updated: 7 Aug 2022

BUKIDNON AIRPORT

City: Barangay Maraymaray in Don Carlos Investment: USD 32 million (PHP 1.8 billion) Estimated Year of Completion: 2026

The government is spending close to P2 billion to build an airport in Don Carlos town in Bukidnon province.

Once operational, it would cut short the travel time of residents who have to endure long land trips to neighboring regions just to catch a plane.

The airport's runway is expected to be finished in 2022 while its terminal would be completed in 2023. Its feasibility study, however, showed that the airport is projected to be fully completed in

It is about 7.3 kilometers away from the town's highway and sits on a 149-hectare property. Once operational, officials said, the airport will accommodate aircraft such as the ATR-72 and Q400 fleet of competing airlines.

The consortium said they are ready to transform the airport into a premium gateway that can provide an alternative to the congested Ninoy Aquino International Airport.

Reference: Albatross Last Updated: 25 Nov 2021

SANGLEY POINT INTERNATIONAL AIRPORT

City: Manila

Investment: USD 11 billion

Estimated Year of Completion: 2025

The House of Investments (HI), the investment holding and management company of the Yuchengco Group, is one of co-lead Philippine proponents of the consortium behind the Sangley airport project. HI is one of the consortium partners with the status of co-lead Philippine proponent, with Cavitex Holdings as the lead proponent. The holding company will provide equity while its construction arm EEI Corp. will be the lead construction proponent of the airport project.

Aside from HI and Cavitex Holdings Inc., the other local partner MacroAsia Corp., which will provide management and technical services for the aviation support and logistics component of the project.

The provincial government of Cavite and the joint venture partner are aiming to break ground on the airport by the end of the 2022.

Joining them are global companies Samsung C&T Corp. of South Korea, Munich Airport International GmbH, and London-based design and engineering firm Arup Group.

The consortium said they are ready to transform the airport into a premium gateway that can provide an alternative to the congested Ninoy Aquino International Airport.

It intends to develop the SPIA in three phases, with Phase 1A to cost \$2.3 billion, Phase 1B for \$2 billion, and Phase 2 for \$6.6 billion.

Reference: philstar.com Last Updated: 27 June 2022

8 AIRPORT IMPROVEMENT PROJECTS IN THE PHILIPPINES

Investment: USD 45 million (2.5 billion Pesos)

Budget has been allocated to 8 airports in the Philippines under the 2023 General Appropriations Act (GAA) for repair and improvement works.

In a statement, the Department of Budget and Management (DBM) quoted the following airports:

- Laoag International Airport (P758 million)
- Tacloban Airport (P1.42 billion)
- Antique Airport (P500 million)
- Bukidnon Airport (P80 million)
- Ninoy Aquino International Airport (P43 million)
- New Zamboanga International Airport (P200 million)
- Vigan Airport (P50 million)
- M'lang Airport (P15 million)

"This budgetary allocation seeks to support the construction, rehabilitation, and improvement of the country's transportation infrastructure, particularly in the aviation sector. This is in line with the mandate of President Bongbong Marcos to put prime importance in enhancing our country's transportation system," Budget Secretary Amenah Pangandaman said.

Reference: news.abs-cbn.com Last Updated: 19 January 2023



SINGAPORE



CHANGI AIRPORT TERMINAL 5

City: Singapore

Investment: USD 10 billion Estimated Year of Completion: 2030

After a two-year hiatus due to pandemic uncertainties, plans are again underway for the development of a mammoth fifth terminal at Changi Airport, which aims to serve 50 million passengers alone upon completion.

The hiatus provided an opportunity for developers to review the \$10 billion project and enhance its design and sustainability to meet the needs of post-pandemic travel.

The new Changi Airport Terminal 5 will be designed so that it can be split and operated as smaller subterminals when needed, with spaces that can be converted into quarantine or testing facilities during pandemic times.

Passenger touchpoints will also be contactless, and there will be ventilation systems that can be activated to increase fresh air or minimise the mixing of air when there is a threat of airborne disease, said the Ministry of Transport (MOT).

Drawing from the lessons of the Covid-19 pandemic, the features will make the airport more resilient and able to handle future pandemics more nimbly, MOT said.

The new terminal will also be a greener and more energy efficient building. To reduce its carbon footprint, solar panels, smart building management systems, as well as district cooling combined with thermal energy storage, will be deployed in the terminal. It will also be ready for viable alternative fuels including the use of Sustainable Aviation Fuel, and for the provision of fixed ground power and cooling for aircraft parked at the gates.

Construction of T5 is expected to commence in about two to three years with a view to opening the shiny new hub around the mid-2030s.

Set on a 2,668-acre site as part of the Changi East project, T5 will also deliver three extra runways and tunnel systems to the precincts, as well as provide the airport with over 100 additional departure gates. This will go some way to deal with an expected 135 million passengers annually by 2030 – by comparison, in 2019 the airport had a footfall of 68 million passengers.

Reference: Albatross, <u>The Straits Times</u> Last Updated: 21 August 2022

SOUTH KOREA



NEW BUSAN AIRPORT

City: Busan

Investment: USD 11 billion (13.7 trillion won) Estimated Year of Completion: 2035

South Korea plans to build the country's first floating airport in the port city of Busan by 2035. Construction is expected to kick off in 2025.

The National Assembly last year approved a bill to build the new airport on Gadeok Island, Busan's largest island. The government has carried out a preliminary feasibility study on the project.

According to the detailed plan announced by the Ministry of Land on Tuesday, it will be an offshore airport, to be built on a floating structure at sea, which will require a budget of 13.7 trillion won (\$10.97 billion).

The decision to build on a floating structure was taken into consideration to reduce noise pollution.

The new airport would only be used for international flights, with the current Gimhae Airport, also located in Busan, being operated as a domestic airport. According to the study, it should handle some 23.36 million passengers and 286,000 tonnes of freight in 2065.

Reference: Albatross Last Updated: 26 April 2022

NEW DAEGU AIRPORT

City: Daegu

Investment: USD 13.5 billion (PHP 740 billion)
Estimated Year of Completion: 2028

Uiseong County and Gunwi County in North Gyeongsang Province reportedly agreed to permit the development of New Daegu Airport at a site on the boundary of the two counties. South Korea's Government plans to shift Daegu International Airport and redevelop it as New Daegu Airport, due to noise pollution issues and land restrictions at the existing airport.

The proposed airport will have a 3.2km-long runway to service mid to long-haul international flights and is expected to open in 2028 and host ten million people annually. It will command an area of 15.3 square meters, twice as wide as Daegu International Airport

Reference: Albatross, <u>pulsenews.co.kr</u> Last Updated: 24 August 2020

INCHEON INTERNATIONAL AIRPORT EXPANSION PLAN

City: Incheon

Investment: USD 5.4 billion (6.4 trillion won) Estimated Year of Completion: 2024

Incheon International Airport Corp. (IIAC)'s planned 6.4 trillion won (\$5.4 billion) investment from this year to 2025 in preemptive readiness for post-pandemic air traffic demand will stay intact regardless of debt surge and reduced revenue from ongoing standstill in passenger travel, according to its CEO Kim Kyung-wook.

The airport operator has allocated 4.8 trillion won on expanding Terminal 2 and adding a new runway. IIAC plans to build systems to keep the gateway virus clean by installing cleanrooms and simplifying customs procedure.

Once the fourth runway becomes operational by 2023, the airport will be able to manage 100 aircraft movements an hour.

Reference: Albatross, <u>pulsenews.co.kr</u> Last Updated: 21 July 2022

SAEMANGEUM AIRPORT

City: Gunsan

Investment: USD 10.97 billion (13.7 trillion won) Estimated Year of Completion: 2028

North Jeolla Province has been pushing for a new airport construction in Saemangeum, a reclaimed coastal area. Despite its low economic feasibility, the Ministry of Land, Infrastructure and Transport that set aside 780 billion won (\$704.5 million) for the project has now been drafting a basic plan to achieve its goal to break ground in 2024 and complete the construction in 2028.

The government will build a 2,500-meter runway, an airport apron that can accommodate five planes, a passenger terminal, a cargo terminal and other related facilities in Saemangeum, a reclaimed area located about 280 kilometers southwest of Seoul.

Reference: <u>ET TravelWorld News</u> Last Updated: 29 June 2022



THAILAND



SUVARNABHUMI INTERNATIONAL AIRPORT

City: Bangkok

Investment: USD 236 million (THB 7.8 billion) Estimated Year of Completion: 2025

The so-called East Expansion project is expected to take around 2 and a half years to complete. Once complete and opened in March 2025, the newly expanded area will mean Suvarnabhumi can handle up to 65 million passengers a year. Current capacity is at 45 million. Saksayam says the 44% increase corresponds with predictions for passenger numbers in 2025.

The project is expected to use up 66,000 square metres of space, housing 108 additional checkin desks, 6 baggage conveyors, and 9 security checkpoints.

IATA predicts that by 2024, Suvarnabhumi will be handling 65 million passengers a year, similar figures to those recorded before the Covid-19 pandemic.

Reference: Albatross, <u>bangkokpost.com</u> Last Updated: 8 July 2022

CHIANG MAI AIRPORT UPGRADE

City: Chiang Mai Investment: USD 451 million (THB 15.8 billion) Estimated Year of Completion: 2026

Airports of Thailand (AOT) announced the upgrade of Chiang Mai Airport with a budget of 15.8 billion baht for the first phase.

Kerati Kijmanawat, AOT's senior executive vice president of engineering and construction, said that AOT has found the number of passengers in the passenger terminal is exceeding its capacity so it had decided to develop the airport. The project study and design represents a budget of 280 million baht for the consulting firm.

AOT is expected to hire the consulting firm soon and work will start in April 2023 to be finished by March 2024. AOT is also undertaking an Environmental Impact Assessment, which is expected to finish in February 2023.

The project is being reviewed by the Office of the National Economic and Social Development Council and will be sent to the Cabinet for approval within October 2023. The bidding and construction process will start in 2024 and the renovated airport will open in 2026.

After the first phase is completed, the airport would be able to welcome 16.5 million passengers per year, double the previous capacity of 8 million passengers per year.

Reference: Albatross Last Updated: 2 October 2022

U-TAPAO INTERNATIONAL AIRPORT

City: Rayong

Investment: USD 9 billion (THB 290 billion) Estimated Year of Completion: 2024

U-Tapao International Airport is undergoing a major upgrade to become one of the most innovative airports and multi-modal transport hubs in the Asia region. It will be Bangkok's third international airport and linked with Don Mueang International Airport and Suvarnabhumi International Airport via high-speed train services.

The development project is a part of Thailand's Eastern Economic Corridor (EEC) Scheme which seeks to develop the country's eastern provinces.

Spanning 1,040ha, the upgrade will enable the airport to handle both passenger and cargo aircraft.

It will also become a "smart" airport equipped with 5G technology. Airport construction will be conducted in collaboration with Thailand's largest mobile services operator, Advanced Info Service (AIS).

U-Tapao's 5G tech will be used to analyse video from closed-circuit cameras for increased safety, relying on artificial intelligence, big data and face-recognition technologies. The smart tech would also help keep passenger queues short.

The development plan will be executed in different phases. To be completed in 2024, phase one will involve the creation of a 3.5km-long second runway, a third passenger terminal of 157,000m², commercial space, parking area, 60 aircraft stands, and a ground transportation centre. It will be capable of accommodating 15.9 million passengers a year.

The second phase will add 16 aircraft stands and 107,000m² passenger terminal building with automated people mover (APM) and automated walkways. Scheduled for completion by 2030, it will increase the passenger capacity to 30 million annually.

The airport's passenger capacity will be further increased to 60 million, upon the completion of the third phase in 2042.

The airport will become part of an Airport City spanning one million square metres, featuring office buildings, exhibition areas, hotels, and shopping centres.

Reference: airport-technology.com, The Nation Thailand Last Updated: 23 August 2022

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SEVEN NEW REGIONAL AIRPORTS IN THAILAND

Investment: USD 1.5 billion (THB 50 billion)

The Thai Department of Airports (DOA) plans to spend 50 billion baht on the development of seven new regional airports in Thailand, in Nakhon Pathom, Bueng Khan, Mukdahan, Kalasin, Phayao, Phatthalung and Satun provinces.

Nakhon Pathom Airport

Half of the DOA's budget will be spent on the construction of an airport in the Nakhon Pathom province of central Thailand. Feasibility studies are already complete.

The airport will be built on 3,500 rai of land in Bang Len district and Nakhon Chai Sri district, around 50 kilometres away from Bangkok. The airport will sport a 45 x 2,500 metre runway.

The department has completed feasibility studies and is finishing additional Environmental Impact Assessment (EIA) reports before construction begins.

Bueng Kan Airport

The DOA completed the feasibility studies for the construction of a 3.1 billion baht airport on 2,500 rai of land in Pong Puea and Wisist subdistricts, Mueang district, Bueng Kan province, northeast Thailand.

The airport will be located around 12 kilometres and a 15 minute drive from the city.

Design is underway for a $45 \times 2,500$ metre runway, and EIA reports and procurement plans are underway. Construction is expected to begin in 2025 and the airport could be open for service by 2027.

Mukdahan Airport

The DOA plans to spend 5 billion baht on the construction of an airport in Kham Pa Lai subdistrict, Mueang District, Mukdahan province, on around 2,000 rai of land 20 kilometres away from Mukdahan City.

EIAs and design plans for the runway and passenger terminals are underway. Construction is expected to begin in 2025 and the airport is expected to open for service in 2027.

Satun Airport

Feasibility studies are complete for the construction of a 4.1 billion baht airport in Satun Province in southern Thailand. The DOA found a suitable location to the northwest of the city covering 2,797 rai of land in the Chebilang subdistrict in the Mueang district.

The procurement process and EIA reports are underway. Construction is planned to start in 2026 and the airport could be open for service in 2028.

Kalasin, Phayao and Phatthalung Airports

Feasibility studies are underway for three more airports - Kalasin in northeast Thailand, Phayao in northern Thailand and Phatthalung in southern Thailand.

Locals requested that the 2 billion baht airport be called "Sarasin" because it will service both Kalasin and Maha Sarakham provinces.

The DOA set a budget of 4.4 billion baht for the construction of Phayao airport in Dok Kham Tai district, around 18 kilometres from the city, with a $45 \times 2,500$ metre runway. Finally, the department set a tentative budget of

3.075 billion baht for the construction of Phatthalung Airport but is still looking for a suitable location for construction. One possible site is nearby Phatthalung Rice Research Centre by Songkhla Lake in Mueang district, about 10 kilometres from Phatthalung City.

Reference: Albatross Last Updated: 22 March 2023



VIETNAM



CAM RANH INTERNATIONAL AIRPORT

City: Khanh Hoa

Investment: USD 1.7 billion (VND 39,376 billion) Estimated Year of Completion: 2030

Under the Civil Aviation Authority of Vietnam (CAAV) proposal, Cam Ranh International Airport will have an annual capacity of 25 million passengers and 55,000 tons of goods a year in the period until 2030, and 75 aircraft parking slots designed to receive advanced planes.

Besides the existing terminal T2 with a capacity of four million passengers a year, the CAAV proposed a construction project of the terminal T1 that can serve 21 million passengers a year, including 8.5 million domestic travelers and 12.5 million international arrivals in the 2021-2030 period. It is expected to be capable of welcoming 36 million passengers and 100,000 tons of goods a year by 2050, and have 102 aircraft parking spaces.

It is expected to be capable of welcoming 36 million passengers and 100,000 tons of goods a year by 2050, and have 102 aircraft parking spaces.

Cam Ranh International Airport is expected to receive 5.5 million passengers a year by 2020 and 8 million travelers by 2030.

Reference: Albatross Last Updated: 6 July 2022

LONG THANH INTERNATIONAL AIRPORT

City: Dong Nai

Investment: USD 14.5 billion (VND 336.63 trillion)

Estimated Year of Completion: 2025

Covering more than 5,580 hectares, the Long Thanh International Airport will spread across six communes in Long Thanh district in Dong Nai province. The airport's construction is divided into three phases.

In the first phase, a runway and one passenger terminal, along with other supporting facilities, will be built to serve 25 million passengers and 1.2 million tonnes of cargo each year. This phase is scheduled to be completed in 2025.

Once fully completed in 2050, the airport will be able to handle 100 million passengers and 5 million tonnes of cargo annually.

Located 40km to the east of HCM City, the airport is expected to relieve overloading at the southern metropolis's Tan Son Nhat International Airport, which is currently the largest in Vietnam.

Reference: Albatross Last Updated: 2 January 2023

TAN SON NHAT INTERNATIONAL AIRPORT

City: Ho Chi Minh

Investment: USD 470 million (VND 11 trillion) Estimated Year of Completion: 2024

The construction of the third terminal at Tan Son Nhat International Airport is expected to be completed within 24 months and run pilot operations in late 2024.

The state-owned Airports Corporation of Vietnam (ACV) organised the groundbreaking ceremony for the T3 Terminal at Tan Son Nhat International Airport in Ho Chi Minh City on December 24. The project has a total investment capital of \$474 million, of which ACV contributes 70 % and 30 % comes from commercial loans.

At the groundbreaking ceremony, Prime Minister Pham Minh Chinh said that transport infrastructure development - including freight transport infrastructure - is one of three strategic breakthroughs for the country's sustainable socioeconomic development.

"The diversification of transport modes is an important factor in boosting the improvement of the transportation network and regional links," he said.

Once completed, the third terminal will handle 90 % of domestic flights and 10 % of international flights with a total of 20 million passengers annually. The new terminal will help to resolve the overload for the existing terminals, which are receiving nearly double the number of passengers compared to their designed capacities.

Reference: Albatross Last Updated: 20 May 2022

NOI BAI INTERNATIONAL AIRPORT

City: Hanoi

Investment: USD 218.5 million (VND 4.98 trillion) Estimated Year of Completion: 2024

Under the project, the terminal will be expanded by some 61,100 square meters. Work on the project is expected to start in 2022 and be completed in the third quarter of 2024.

The Noi Bai International Airport currently has the 115,000-square-meter T1 domestic passenger terminal, which can serve 15 million guests per year. The T2 international passenger terminal is a four-story building with a floor area of over 139,200 square meters.

The T2 terminal was designed to serve 10 million passengers per year in the 2015-2020 period and welcome 15 million passengers in the next decade.

Reference: Albatross Last Updated: 27 October 2021

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CAT BI INTERNATIONAL AIRPORT EXPANSION PROJECT

City: Hai Phong City Investment: USD 103.44 million (VND 2.4 trillion) Estimated Year of Completion: 2024

Hai Phong's proposal for new int'l airport approved. The expansion project is designed to serve around five million passengers per year. The construction of the project, which also includes some other auxiliary works, is expected to last 18 months from the completion of site clearance that the planning ministry has assigned to the People's Committee of Hai Phong.

Once put into operation, Terminal 2 will be dedicated to domestic passengers while the existing 15,630 sqm Terminal 1, which is now serving both domestic and international services with a capacity of 1,000 passengers per hour and two million people a year, will service international passengers only.

The airport also have an expected capacity of handling 13 million passengers per year by 2030 and the figure will increase to 27.6 million by 2045.

Located in Thanh To Ward, Hai An District, Hai Phong, Cat Bi International Airport is currently an aerodrome with the reference code 4E, which can accommodate aircraft with a reference field length of 1,800 meters and above and a wingspan up to 65 meters

Reference: Albatross Last Updated: 11 July 2022

QUANG TRI AIPORT

City: Quang Tri Investment: USD 254 million (VND 5.82 trillion) Estimated Year of Completion: 2043

Quang Tri Airport would stretch three communes of Gio Quang, Gio Hai, and Gio Mai in Gio Linh District, and has a runway of 4C category of the International Civil Aviation Organization (ICAO). It will be able to handle narrow-body aircraft and a grade II military airport.

In the early phase, the airport is set to handle one million passengers and 3,100 tons of goods per year, eventually reaching over 2.2 million passengers annually by 2046 and 5,600 tons of goods by 2042.

The Government expects to construct the airport in two phases, in which the first would be the construction of basic facilities of the airport to qualify for the 4C category and grade II military airport, with an investment capital of VND2.91 trillion (\$127 million).

In phase two, scheduled to start from 2029, the focus would be on other support facilities and the expansion of the airport terminal, so that the airport will handle up to five million passengers by 2047. A cargo terminal with a capacity of 13,700 tons per year will be completed in 2043 and expanded to handle 25,500 tons in 2059.

The duration for the execution of the two phases is set to be 50 years. It would take 47 years to recover the investment capital.

Reference: Vietnam Investment Review Last Updated: 21 December 2021

NA SAN AIRPORT

City: Son La Investment: USD 12.8 million (VND 3 trillion) Estimated Year of Completion: 2026

The Na San airport project in the northern mountainous province of Son La will be developed under the public-private partnership (PPP) format.

Built in the 1950s, the airport closed in 2004 due to deterioration.

According to the plan, a new airport will be built on 249ha of the former airport site and a 78.5ha expansion is planned. A 45m x 2,600m runway, taxiway, apron, navigation system, weather system, and a 3,000sqm passenger terminal will be built.

The annual passenger handling capacity of the first phase will be 1 million passengers and the cargo handling capacity will be 350 tons, while the second phase will raise them to 2 million passengers and 6,000 tons, respectively.

The total investment is 3.028 trillion VND (approximately 17.2 billion yen), of which 2.5 trillion VND (approximately 14.2 billion yen) in the first phase and 528 billion VND (approximately 3 billion yen) in the second phase. It will be funded by the local budget and the Vietnam Air Traffic Control General Corporation (VATM).

Construction is expected to run from the third guarter of 2023 to the fourth guarter of 2025 and is scheduled to open in 2026.

Reference: Albatross, The Saigon Times Last Updated: 12 August 2022

NINE NEW AIRPORTS PROPOSED FOR VIETNAM

The Civil Aviation Authority (CAA) has proposed the Ministry of Transport add nine airports to the national airport planning for 2030 with a vision to 2050.

The proposed airports are in Ha Giang, Yen Bai, Tuyen Quang, Ha Tinh, Kon Tum, Quang Ngai, Khanh Hoa, Dak Nong and Tay Ninh provinces.

The proposal was raised after the CAA spent a month working directly with ten provinces on the proposal of developing airports in these provinces.

According to the airport planning which the Ministry of Transport submitted to the Government, there will be 28 airports across the country by 2030 and 31 by 2050.

The transport ministry raised six standards for airport development, including cargo transportation demand, socio-economic development demand, national defence and security, emergency and relief response, natural condition, and approach distance.

Pham Huu Son, General Director of TEDI, which was providing consultancy to airport planning, said priority should be given to remote areas and islands or localities with large potential for tourism development. Currently, there are 22 airports in Vietnam, including 12 international and ten domestic ones.

Reference: <u>en.vietnamplus.vn</u> Last Updated: 13 December 2022



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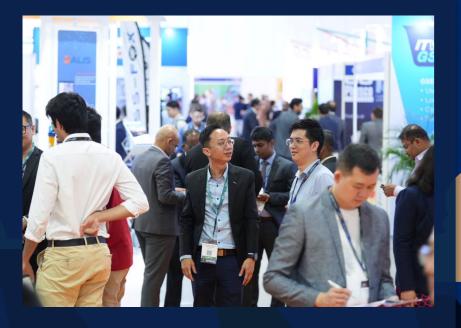








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2023 SPEAKER HIGHLIGHTS

Airports of Thailand Latchida Apaphant Executive Vice President (Corporate Strategy)

- injourney **Rene van Joost** Cargo & Ground Handling Senior Expert **PMO Aviation Services** & Cargo (ASC)

Angkasa Pura I

ARUP Joseph Sweet Aviation Business Leader | Australasia

Beijing Daxing International Airport of Capital Airports Holdings Limited. Company Ma Yin Vice President

Group (Singapore) Pte Ltd Tan Lye Teck **Executive Vice** President Safety & Security

Changi Airport

Changi Airports International **Ng Kuan Luen** Director **Ventures**

Cirium **Piyush Chawla Managing Director** APAC

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Chief Executive Officer Aviation Services (AVS)

SATS Ltd

Maldives Airports Company Limited Ali Mushthaa **Deputy Chief Officer Passenger Services**

Manila International Airport Authority Rafael S. Regular Assistant GM for Operations

Ninoy Aquino International **Airport Terminal 1 Eleuterio A. Torrecampo** Officer-In-Charge Office of the Terminal Manager

Noida International Airport **Anurag Shandilya** Head of Operations

Populus Ben Dawson Principal

Tan Yen LingHead, Sustainability and Strategic Projects

Soekarno Hatta **International Airport Dwi Ananda Executive General** Manager

Surbana Jurong **Private Limited Deputy Director Aviation**

WSP Tim Aldeburgh Technical Director Project Management Consultancy & Advisory