

ACI World AIRPORT DEVELOPMENT NEWS

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Focus on Southern Europe

ITALY

In 2017, Naples Airport processed just under 8.58 million passengers, a 27% rise over 2016, making it the fastest growing airport in Italy. "I believe that Naples Airport, the city and the region it serves are finally seeing the traffic volumes and the touristic flows they deserve," commented Armando Brunini, CEO of Naples International Airport. "We had an unexploited potential and we triggered growth with a well thought out and convincing marketing proposition to airlines." Connectivity is a powerful stimulus of demand and having, in just four years, doubled direct routes and attracted both EasyJet and Ryanair to establish bases at the airport, helps Europeans discover this surprising and authentic city, while Neapolitans are learning that flying direct to many European cities is affordable.

Naples Airport is undoubtedly set on a path of success in the forthcoming years, with EasyJet and Ryanair the main drivers of growth, while the airport has already been presented with clear opportunities from a wide range of airlines, including hub carriers, to increase frequencies and also launch new direct routes. "Specifically, in terms of hub connectivity, there will be two new important services: Air Italy (formerly Meridiana, now with Qatar Airways as relevant shareholder) has just announced its new strategy focused on Milan-Malpensa as a hub for intercontinental services with two feeding flights from Naples, and Aeroflot will start a daily service to Moscow from mid-summer." **Overall, the airport is hoping to reach the 100-route target by next summer.** Brunini explains: "We will still be focusing on the network of European destinations with six new routes: Belfast, Kefalonia, Granada, Faro, Sharm el-Sheikh, and Tenerife, our first service ever to the Canary Islands. Our domestic network will see the addition of Alghero in Sardinia, bringing the total to 15 Italian routes. For 2019 and onwards, we are targeting one or two strategic intercontinental direct routes where we have passenger data showing a well-established traffic demand."

As an airport business, Naples Airport is naturally counting on the long-term development of incoming tourism flows, while also playing an important role in enhancing the international connectivity of the region. The airport is, therefore, actively engaging with both the local government and the private sector in order to improve destination marketing and management. "We continuously contribute with strategic input; we had a key role in the preparation of the 'Naples Strategic Plan for Tourism', recently adopted by the Municipality, and our management is often the author of newspaper articles or is involved in speaking in conferences on tourism. At the same time, we understand the importance of showcasing updated best practices for local tourism development, and we have delivered specific digital and social marketing campaigns. One is on air right now in France, the U.K., and Germany. We are also a founding partner of the Naples Convention Bureau, which aims to promote Naples as a MICE (Meetings, Incentives, Conventions, and Events) destination. Overall, we are considered a credible and respected stakeholder by all parties and we will consistently be engaged in this area, well aware that the rewards of our efforts are in the long term."

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MALTA

A EUR 100 million master plan has been granted approval by the Planning Authority of Malta for Malta International Airport. In February 2018, the Planning Authority officially gave the go-ahead for the project, which will see three additional SkyPark blocks being built. Echoing the style of the existing SkyParks, one of these blocks will be replacing the McDonald's restaurant and drive-through currently in place. Another will be replacing the petrol station and carpark which are currently located just outside the fast-food establishment. The new buildings will be used for offices, shops, catering, entertainment venues, and a hotel. The site, having an area of approximately 173,000 m², consists of the Malta International Airport (MIA) grounds in Vjal I-Avjazzjoni in Luqa. The site falls within the boundary of the previously approved Master Plan for the MIA issued on 31 July 1997.

The massive project will be rolled out in three major stages, with today's PA approval giving the green light to proceed to the initial planning stages. In the last quarter of 2018, works will start on a multi-storey parking garage which will provide more than 1,300 parking spaces. **Malta International Airport's infrastructure has benefitted from an expenditure of more than EUR 110 million, including** the Terminal Reconfiguration Project and the development of the SkyParks Business Centre. The company's master plan was subjected to a Traffic Impact Assessment (TIA) and an Environmental Impact Assessment (EIA), as part of which a public consultation period gave local stakeholders, environmental NGOs, and Government authorities the opportunity to review the master plan and submit their observations. "Through this sizeable investment, we expect to solidify Malta International Airport's important role in the local economy, as we unlock its potential to welcome more tourists and generate further employment opportunities. We also envisage that this programme will build on the successes of past investments and go on to grow the airport campus into a go-to destination for business and leisure," said MIA CEO Alan Borg.

In the short term, the company's focus will be the completion of its terminal reconfiguration project, which has already delivered a number of improvements within the building. In parallel with this, the airport company and its consultants will be working on drafting design plans for a lateral expansion of the terminal. The company will also continue evolving the surrounding airport campus into a business and leisure complex.

Malta International Airport has presented its traffic forecast for 2018, revealing that it expects to register further growth in the coming year to reach a total of 6.5 million passengers. This forecast came hot on the heels of MIA's announcement that it had reached its 6 millionth passenger milestone, thus breaking all previous traffic records. 2017 was brought to a close with 6,014,548 passenger movements, translating into an impressive upturn of 17.5% over 2016, and establishing 2017 as the fastest-growing year. Thriving passenger numbers were observed in parallel with an increase of 15% in aircraft movements and an 18% growth in seat capacity. In spite of this increase in the number of seats available, the seat load factor (SLF) for the year still stood at a healthy 82.4%, in line with the observed European trend.

Malta International Airport's top drivers of traffic for 2017 were the United Kingdom (+8.9%), Italy (+14.8%), Germany (+20.9%), France (+20.6%), and Belgium (+109.2%).

CEO Alan Borg commented: "While our performance in 2017 may appear difficult to top, our forecast indicates that we can look ahead to another promising year, provided that hard work, investment, and service excellence continue to shape the way. I would like to thank all the team working at the airport and our stakeholders for their contribution to the airport's success story so far and invite further co-operation in the writing of yet another exciting chapter." In 2017, all months achieved double-digit growth for the first time in the airport's history, auguring well for the strategy developed by Malta International Airport, the Ministry for Tourism, and the Malta Tourism Authority to promote Malta as a year-round tourist destination. Borg went on to say that the airport's summer schedule for 2018 features no less than 16 new routes, bringing the airport's destination network up to 100. Moreover, this schedule introduces for the first time flights to Portugal, a long sought-after destination. This development stems

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from the recent efforts of the traffic development team at the airport and the respective Government entities to establish a link with this previously unserved destination. Beyond traffic projections, 2018 promises to be a busy year in terms of infrastructure developments, as it will mark the completion of MIA's EUR 12 million Terminal Reconfiguration Project. While most of the terminal improvements falling within Phase 1 of this project have been delivered, the focus has now shifted to the Check-In Hall, which will be equipped with eight additional check-in desks and a new Baggage Handling System (BHS) by summer 2018. In the coming year, MIA will be investing another EUR 8.8 million in terminal and airfield improvements, airport operations and security, and a new cargo village.

GREECE

A year after Fraport Greece took over 14 of the country's regional airports in April 2017, the German-Greek consortium is still struggling to meet the expectations of local communities and Greek tourism in general. As it enters its second year of airport operation, it will be unable to offer passengers any additional terminal space, as the works on the new buildings will not begin in earnest before the end of the busy 2018 summer months. At the same time, however, there are major changes taking place, albeit slowly: **The number of passengers using the airports is growing by an annual rate of 10%; all studies, plans and licenses are in place; and, most importantly, 121 air companies are poised to connect the country's 14 regional airports with 244 destinations in 44 other countries.**

Fraport Greece has finalized development plans for the 14 regional airports that take into consideration the specific needs of each location. The development plans foresee the modernization, development and/or expansion of the airports' infrastructure as the case may be, which include works from the refurbishment of existing terminals to the construction of new landside and airside facilities. Although the main construction work is set to begin after September 2018 in order to avoid creating problems for passengers during the summer season, the aim is to have seven of the 14 airports ready in 2019. The head of Fraport Greece and of parent company Fraport AG, Dr Stefan Schulte, recently said that the timetable provides for the airports of Zakynthos, Kavala, and Chania to be ready before the summer of 2019, while those of Argostoli on Kefalonia, of Aktio/Preveza, of Samos, and of Skiathos follow after the summer of 2019. For 2020, Fraport is planning the completion of work at Mytilini Airport on Lesbos, and at Kos, Rhodes and Santorini, while Fraport aims to complete work at the airports of Thessaloniki, Corfu and Mykonos by the summer of 2021.

The company's four-year plan also provides for the creation of five new terminals in Thessaloniki, Kos, Corfu, Kefalonia, and Mytilini, as well as much-needed development and upgrading projects for all the airports. These include increasing the number of check-in booths, screening and security points, and luggage conveyor belts, while extensive upgrades will also be made in regard to airport safety, such as renewing the runway overlays, installing HBS inline screening systems for luggage monitoring, and constructing or renovating fire stations. In total, the surface of the terminals in all 14 airports will expand by about 100,000 m², thereby considerably strengthening their capacity.

After taking over the 14 airport, Fraport Greece has activated an investment programme of EUR 415 million. The first step was taken in late 2017 with work at the airports of Mykonos and Kefalonia. On Mykonos, one of the world's most popular tourism destinations, Fraport completed the reconstruction of the runway. The old runway, which had exceeded its official lifespan, was replaced with a new, stronger strip that will be able to support the Cycladic island airport's passenger traffic for the next 20 years. Kefalonia Airport is also receiving upgrades, as Fraport is repairing its ATC tower and the central terminal building of the Ionian island. Among the other interventions currently being implemented at Argostoli's 'Anna Pollatou Airport' is the cleaning of the main trench drains in the restricted-access area, as well as upgrading of the main runway, whose lifespan has also expired.

Another airport that has been getting special attention is that on the south-eastern Aegean island of Kos. The runway has been upgraded, while construction on a new terminal is set to start. Once finished, it will cover a surface area of 23,106 m² and replace the existing – and far smaller – building. Fraport Greece plans for the development of the Kos Airport also include: A new fire station; Refurbishment/expansion of

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the Waste Water Treatment Plant (WWTP); a 75% increase in the number of check-in stations (from 16 to 28); and a 125% increase in the number of security lanes (from 4 to 9). Alexander Zinell, CEO of Fraport Regional Airports of Greece Management Company S. A., commented: "Our plan for the **massive overhaul of Kos Airport** has begun. The safety of our passengers is a top priority for us, and for this reason, the reconstruction of the runway and apron pavement has been scheduled during the off-season. Kos Airport will welcome the summer season with a brand-new infrastructure serving the growing tourism business on the island."

The next airport to undergo an infrastructure facelift will be that of Zakynthos in the Ionian Sea. Works at 'Dionysios Solomos Airport' will begin in the coming weeks and will mainly concern its modernization. This is set to include the expansion and reorganization of the terminal building, an increase in the number of parking spaces, and the upgrading of the biological waste treatment unit. A new fire station will also be constructed and a state-of-the-art system for managing and screening luggage will be installed. **The concession of all airports will have a period of 40 years** starting from the date of transfer of operations on 11 April 2017. According the timetable of Fraport Greece – which paid EUR 1.234 billion to obtain control of the 14 airports and has already launched an investment of another EUR 415 million – all of the work being planned will have been completed by 2021.

The leadership of Greece's privatization agency, the Hellenic Republic Asset Development Fund (HRADF), has been in Brussels as part of efforts to overcome the Commission's bureaucratic hurdles concerning an extension to the concession for Athens International Airport (AIA). HRADF and the management of AIA agreed to a 20-year extension of the concession in September 2017, which would extend the current administration to 2046. The agreement is worth EUR 600 million (including VAT), with the net benefit for the privatization fund being EUR 483.87 million. However, the extension contract has remained stalled in the EU's 'cogwheels' for the past four months, with another four to five months still necessary for the Union's Competition and Transport Directorate to approve the deal. Beyond the hole left in the agency's revenues ledger, the delay has also bumped back the start of a process to sell off 30% of the shares held by HRADF in the airport's holding company. The latter prospect was set to begin in March 2018, although delayed approval for the concession extension has affected the sale of the shares.

CYPRUS

Hermes Airports has celebrated the success of Larnaka and Pafos airports, which for the first time in their history managed to surpass the ten million total passenger traffic mark. This is a unique milestone in the life of the two airports, which also confirms the continual progress and stable development of air transport in Cyprus. Through the implementation of its strategy and in co-operation with the airlines, Hermes Airports has managed to maintain and strengthen existing markets, penetrate new ones, thus contributing to the efforts of stimulating the tourism industry of the country.

As part of the celebrations at Larnaka Airport, Hermes Airports honoured a departing passenger, who according to Hermes' calculations, was recorded as the passenger No. 10 million. In his speech, Marios Dimitriadis, Minister of Transport, Communications and Works, expressed his satisfaction for this great achievement. "I wish to congratulate both Hermes Airports and all those who contributed to this tremendous success. What is needed now is to avoid complacency, to continue the good teamwork and the positive results". During his address, Panayiotis Hadjipantelis, Chairman of the Board of Directors of Hermes Airports, stressed that "as much work has been required to increase the passenger traffic, equivalent work is needed to maintain and increase it. The immediate tackle of the structural problems and malfunctions of the tourism sector must become an irreversible goal, along with the repositioning of our tourist identity. The challenge is there, in the same way that prospects are there too. Cyprus has several comparative advantages that makes the island an attractive tourist destination. It's our obligation to build on them with professionalism and in a methodical manner, so that we can achieve our goals." In her address, Ms Eleni Kaloyirou, Chief Executive Officer of Hermes Airports, said that "the company does not perceive the prospect of developing the two airports through a mathematical approach. On the

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contrary, we are particularly interested in quality and it is precisely for this reason that alongside our efforts to increase the passenger traffic we have also undertaken specific initiatives, have invested substantial amounts and have given special emphasis to the efforts of improving our services." According to Hermes Airports' estimations, the 2017 annual passenger traffic saw an increase of about 14% at both airports, compared with the total passenger traffic recorder in 2016.

TURKEY

The first runway at the Istanbul New Airport (INA) is ready for take-offs and landings and a major milestone was reached with turning on the lights of the 3,750-m Runway 1 for the first time. INA is installing the world's biggest and most sophisticated Airfield Ground Lighting (AGL), featuring 34,183 LED fixtures. Intelligent lighting makes the visual guiding process easier, improving situational awareness by switching lights on and off according to information shared by airfield surveillance and aircraft tracking systems. This allows for optimized aircraft routing to and from gates, a more efficient traffic flow, and an increase in safety.

Some 80% of the initial phase of the INA, which is due to open on 29 October 2018 marking Turkey's 95th Republic Day, is now completed. "We are working day and night on this project that will put Turkey's stamp on the history of aviation," says Yusuf Akçayoğlu, CEO of İGA Airports Construction. "We have recently finished the baggage system, which constitutes our airport's core. And now, Runway 1 is ready for take-off and landing – with all the equipment required and in compliance with the relevant global standards. We are looking forward to delivering Istanbul Airport in its entirety in October." The airport will not start operating immediately on 29 October. The official opening ceremony will be held on that day and only the President and other VIP guests will fly to and from the airport. As 29 October is a Monday, airline companies, especially Turkish Airlines (THY), hoping to take advantage of the three-day holiday along with Saturday and Sunday, want to make the transition from Atatürk Airport to Istanbul New Airport on 30 and 31 October instead of 29 October. The State Airports Authority (DHMİ) has reached an agreement with airline companies and ground services to prevent any delays in terms of transfers in addition to the opening ceremony. **All details of the transfer from Atatürk Airport to the new airport, which is expected to be completed in 48 hours, have been worked out.**

According to the plan, foreign airlines will not fly to Istanbul for two days (30 & 31 October). Aiming to make the transition easier by temporarily reducing air traffic, this arrangement will be announced to foreign airline companies that fly to Istanbul. The companies in question will cancel their flights to Istanbul and will not book tickets for the two days. Only private airline companies, such as Onur Air and AtlasGlobal, that use Atatürk Airport as a main hub will fly for the first 12 hours. Meanwhile, THY plans to not fly for at least the first 18 hours of the transition. THY, which will not sell tickets during this time, will schedule take offs from Atatürk Airport and landings at Istanbul New Airport. Ground Support Vehicles (GSE) will be transported to the new airport by road. At the end of the 48-hour transition, Istanbul New Airport will host 35 landings and 35 departures per hour. Atatürk Airport will allow flights with five landings and five departures per hour, including VIP and business flights. Some individual cargo aircraft will also continue to use Atatürk Airport for a while. Atatürk Airport's transfer to the new airport has been cleared in general terms in Operational Readiness and Airport Transfer (ORAT) meetings. Turkish Airlines (TK) and Munich Airport had signed a long-term consulting service contract under which Munich Airport will support the Turkish flag carrier and hub carrier of the current Istanbul-Atatürk Airport in preparing a smooth relocation of its operations to the Istanbul New Airport. Starting at 1 a.m. on Oct. 30, there will be intense road and air traffic from Yeşilköy to the Black Sea side of Istanbul on European side.

* **The IGA consortium of Turkish companies Cengiz, Kolin, Limak, Mapa, and Kalyon – won the contract to build the airport in 2013.** Multiple local and international construction companies are involved with the four-phased project, and its stakeholders include Arcadis, which provided earthworks design services; Arup, which delivered the master plan and airfield planning; and Aecom U.K., which worked with Deltatürk on airside design for the project. Phase 1 of the project will feature a terminal spanning 102.2 hectares and serve 90 million passengers each year. Following the completion of all four phases – which includes the construction of six runways and eight ATC towers – Istanbul New Airport will

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boast an annual capacity of 200 million passengers. On completion, Istanbul New Airport will become the world's new aviation hub with 350 destinations in passenger and cargo transport and serving an approximate 100 airlines.

Istanbul New Airport will strengthen Istanbul's position as a transfer hub and boost the Turkish economy with a nearly 4.9% contribution to the country's gross domestic product by 2025. It will be **Turkey's window to the world when completed and has caused other major airports in Europe to increase their competitive measures.** The project will affect not only Turkey's airspace, but it will also have a huge impact on Europe's airspace. One of the most striking articles about the Istanbul New Airport project in German media was published in the *Frankfurter Allgemeine Zeitung*. The newspaper commented that when Istanbul New Airport is opened, Frankfurt Airport will significantly be reduced in importance. In this context, it is seen that some major airports have taken new measures and further tightened their existing measures. Heathrow Airport in London has begun work on capacity building and decided to build a third runway. Frankfurt Airport, on the other hand, aims to include a third terminal. It was recently reported that the completion of Section G of the third terminal was brought three years forward from 2023 to 2020. Speaking to Anadolu Agency (AA) regarding the issue, Christian Engel, the spokesperson of Frankfurt Airport's operator Fraport's Infrastructure and Terminal 3 Project, confirmed the news. Engel said that the first construction phase of Terminal 3, which includes sections H and J and is designed to provide capacity for 14 million passengers, continues as planned. "This first stage of Terminal 3, our premium product, is planned to be opened in 2023," Engel said. He noted that Fraport decided to accelerate the construction of Section G, which focuses on the low-cost segment in response to high passenger growth. "Section G was envisaged as the second stage in the construction of the new Terminal 3; however, it is now being implemented three years ahead of schedule," Engel said. "Based on the existing plans, the first construction phase of Section G will be completed in 2020." He stressed that the entire expansion project of T3 was a strategic decision to maintain Frankfurt Airport's position as one of pioneering hubs of Europe, adding that the early opening of Section G is a decision made in line with high passenger growth at Frankfurt Airport. Istanbul New Airport, the world's largest airport project constructed from scratch, will have 143 passenger boarding bridges, 13 check-in islands, 468 counters, 114 self-check-in points, 228 passport check-in points, 51 baggage delivery units and e-passport entries, which will enable flights to more than 350 destinations.

Groupe ADP announced that TAV Airports signed an agreement to buy 49% in ICF Antalya, the joint venture with Fraport managing Antalya International Airport. TAV Airports and Fraport (which will still own 51% of the shares once the deal is closed) would co-control ICF with equal rights. This airport welcomed 26.3 million passengers in 2017 and is the gateway to the Antalya area, one of the most popular and dynamic touristic destinations in Turkey, with 500 km of coastlines and more than 600,000 guest beds. This operation is following on Groupe ADP and TAV Airports developments, proving the capacity of TAV Airports to seize opportunities to create long-term value and find growth-drivers for years to come. TAV Airports maintains its leading position in the airport operations sector in Turkey operating four out of five airports located on the Turkish Riviera.

The number of passengers handled at Istanbul's 'Sabiha Gökçen International Airport' has exceeded 30 million per year for the first time in its history. According to a statement by the airport, which saw 29.6 million passengers in 2016, it welcomed its 31 millionth passenger in late December 2017 with a special ceremony. The ceremony was attended by Ersel Göral, CEO of ISG, the operator of Sabiha Gökçen International Airport, and ISG board member Dato Che Azmi bin Murad. -- Since the Malaysian Airport operator MAHB, the main partner of ISG, the company operating the Sabiha Gökçen Airport Terminal, has claimed that some of its own franchise rights will soon be sold to the main partner of the company, this is very likely to be of interest to TAV Airports after Istanbul Atatürk closes to commercial traffic (TAV originally offered to buy a stake in the airport in 2014).

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Rize-Artvin Airport, the country's second airport and the world's third to be constructed on reclaimed land, will be 8 to 10 meters deeper, marking a new record, Transport, Maritime Affairs and Communications Minister Ahmet Arslan said. While conducting on-site examinations at the airport construction site where efforts are on-going, Minister Arslan said the airport is one of the most important projects in Turkey. Stressing that the airport being built will be a conventional one, Arslan said that the airport with a 3,000-m by 45-m runway will have the capacity to accommodate three wide-body aircraft and one narrow-body aircraft. He noted that the airport will be one that is worthy of the region, adding that a terminal with the capacity to accommodate 3 million people annually will be built. Minister Arslan said: "We built the Ordu-Giresun Airport on reclaimed land too, but this airport is 8 to 10 m deeper, which is a record in itself." Highlighting that officials aim to complete the airport quickly and to put it into service for the entire region as well as Rize and Artvin specifically, Arslan said the people of these two prominent Turkish cities will benefit from the construction of the airport, adding that it will allow visitors to come to the region which is famous for tableland tourism in the summer and winter seasons, adding that they will have the chance to see the beauty of the eastern Black Sea region, as well. Arslan recalled that they signed a deal with the contractor for the projected 2022 completion of the airport, stressing that both the contractor and the General Directorate of Infrastructure Investments will do their best to complete the project as soon as possible. "We aim to finish this airport in roughly three years, on 29 October 2020, and put it into the service quickly because the people of the region are looking forward to its completion," he said, adding: "So, we will hopefully finish it in three years."

Turkey's airports operated by at DHMI (49 out of a total of 55) handled 193 million passengers (+11%) in 2017 – a new best-ever year for Turkey (making it Europe's 5th biggest air transport country, just behind France). "The new growth is very joyful for us," said Funda Ocak, appointed the DHMI Director General in October 2016. "2017 was the year of rehabilitation – the changes of the last two years have been very rapid, but equally DHMI has proved that we are very fast at adjusting and taking action. Now, in 2018, we are predicting that we will maintain these improvements, and traffic will exceed 210 million passengers." -- Ocak believes the growth trend in aviation is linked to Turkey being a global aviation connecting centre and a transit hub, also the growth in economics is linked with the aviation sector and is acting as the main dynamo, and DHMI is at the core of this sector. **The top Turkish airports in 2017** were: Istanbul-Atatürk up 6% to 63.73 million passengers; Istanbul-Sabiha Gökçen up 6.1% to 31.39 million; Antalya up 38% to 25.93 million; Ankara-Esenboga up 22% to 15.85 million; and Izmir up 7.3% to 12.82 million.

Other Regions

SAUDI ARABIA

The Government is working on SAR 14.6 billion (USD 3.89 billion) worth of development projects, including a new airport near Souk Okaz City as well as the industrial city project in a live and transparent bid process that took less than six months, one of the fastest PPP project mandates, and resulted in significant government savings. -- The IFC, a sister organization of the World Bank, is the largest global development institution focused on the private sector in emerging markets. The organization has worked with over 2,000 businesses worldwide, using its capital, expertise, and influence to create markets and opportunities in the toughest areas of the world. In 2017, IFC delivered USD 19.3 billion in long-term financing for developing countries, leveraging the power of the private sector to help end poverty and boost shared prosperity.

PAKISTAN

The long-delayed new international airport for Pakistan's capital, Islamabad, finally opened for operations on 3 May 2018. The new airport with a four-level, 190,370-m² passenger terminal built

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at a cost of PKR 105 billion (USD 908 million), replaces cramped 'Benazir Bhutto International Airport' (ISB), voted the worst airport in the world in 2014 by the "Guide to Sleeping in Airports" website. The new Islamabad International Airport, 30 km from the capital, has been under construction for more than a decade, encountering repeated delays and missing deadlines for opening dating back to 2016. The new opening date itself is a delay from the previous deadline of 20 April 2018. "It has been decided that the operational date of the airport will be 3 May ... not 20 April, as originally announced," said Nadir Shafi Dar, Director of Planning and Development for the Civil Aviation Authority before the airport opened its doors. This gave the CAA more time for system and equipment testing. The operational preparedness was achieved and "flights took off from and landed at the new airport today as scheduled," Pervez George, spokesman for Pakistan's Civil Aviation Authority, told the press on 3 May 2018.

The new airport has runways and gates capable of handling Airbus A380 jets that had previously not been unable to land in the capital. Fifteen air bridges allow boarding directly from the terminal, instead passengers riding buses to all departing aircraft at the old airport. The airport is capable of handling 9 million passengers and 50,000 tonnes of cargo every year in its first phase. Its ultimate annual capacity will be 25 million passengers by 2025.

Now, virtually everyone is hoping that the impressive new Islamabad International Airport will be Pakistan's ticket to revived global prestige and access, offering an attractive gateway to a scenic, mountainous country that has suffered a steep drop in foreign visitors during the past two decades of conflict. "Airlines are facing heavy taxes in Pakistan, and the authorities are strangling them," Farooq Rahmatullah Khan, a former director of the national Civil Aviation Authority, was quoted by the Washington Post. "Unfortunately, air travel here is seen as a luxury for the rich, when it is a necessity even for commoners," he said, noting that large numbers of Pakistanis work as laborers in the Persian Gulf states and elsewhere abroad. He also said Pakistan needs to build more domestic airports in smaller cities to better connect and develop the country.

INDIA

About 15 profitable airports operated by the Airports Authority of India (AAI) could be put under private management in the first such privatization initiative by the National Democratic Alliance (NDA) as part of the broader Government move to enhance India's aviation infrastructure. Earlier, the United Progressive Alliance (UPA) had privatized facilities at the nation's two biggest aviation hubs - Mumbai and New Delhi - besides the two southern airports in Bangalore and Hyderabad. Among the profitable airports still under the management of the AAI, are Ahmedabad, Chennai, Jaipur, Kolkata, and Lucknow. The Government had earlier decided to award only management contracts at AAI-owned airports to private parties. However, attempts to award contracts for the Jaipur and Ahmedabad airports did not receive encouraging bidding interest. In what would virtually be the second wave of airports privatization in India, one of the world's fastest-expanding aviation markets, think-tanks are working toward **building a model mechanism that would shift management and operating ownership of the auctioned facilities away from the AAI.** The new model concession agreement would take into account all eventualities, including real-estate development on airport land.

Analysts welcomed the move, saying that the latest wave of privatization would drastically improve airport infrastructure in the country. "This, by far, is the best solution to improve airport infrastructure. If the Government does come out with a proper model agreement, I am sure it will receive immense response from many Indian players that have a lot of appetite left," said Sanjay Sethi, Managing Director and CEO at infrastructure advisory firm Nestor Consulting. Sethi, however, added that global players may not be too keen on some of the properties since the airports on offer would include those in relatively smaller cities.

Green Airports

In 2017, GESAC, operator of Naples Airport, implemented several projects to reduce CO2 emissions and launched environmental awareness campaign aimed at reducing energy consumption, sustainable mobility, and waste management. For instance, it is substituting most of the vehicles and equipment operating at the airport with electrical ones, while also encouraging the use of public transport for airport staff. Brunini adds: "We are also active in the research field and we recently announced a joint programme with the University of Naples to explore new sustainable mobility solutions for passengers and operators."

Moreover, **the airport has embarked on a three-year project to create a power generation plant that will bring it to carbon neutrality.** The plant is designed to achieve energetic efficiency using methane gas to produce enough electricity and hot water to serve the passenger terminal, the cargo terminal, and several office buildings in close proximity to the airport. "The reduction of CO2 emissions may be estimated at 900 tonnes per year, and this will help us, with other activities, to reach Level 3+ of ACI Airport Carbon Accreditation. We are now in the final stage of development of the project, as all the preliminary activities are completed, and construction will start this year." **Naples Airport continues to improve the passenger experience to provide a memorable first impression of Naples' authenticity.** 2019 will bring an array of development projects at the airport, including construction of a new cargo building dedicated to DHL, new upgraded car-rental facilities closer to the terminal, and a metro station. The new cargo building project will develop a new logistics area of about 9,000 m², with two hangars and a service area for cargo operations. More than half of the new cargo building will be dedicated to DHL, which only began flying to Naples a few years ago, yet its double-digit growth needs new facilities to continue developing the business and make Naples Airport its gateway to Southern Italy." Another project that is currently under way at the airport is the metro station, which is expected to be complete in the next three to four years. Brunini says: "Our expectations are high: We will be only one stop from the business district, two from the central railway station and three from the centre of town. We hope to be seeing less traffic on the road system to and from the airport and seamless integration with the high-speed train will surely enhance the enlargement of our catchment area and our overall competitive position."

While continuing its rapid expansion, Italy's fastest growing airport is also focusing its efforts on catering for its growth. **"We are seeking to create a regional airports system with the airport of Salerno-Amalfi Coast,** which is currently underdeveloped, under the management of one company. This would enable us to accommodate the doubling of traffic foreseen for the next two or three decades, sustainably contributing to the development of our region. The strategic issues we need to face in the near future are to avoid a capacity crunch and manage a sustainable growth of our infrastructure keeping the passenger experience easy and exciting," Brunini concludes.

Fraport AG in Germany is setting new climate protection targets aimed at reducing CO2 emissions for the entire group including Frankfurt Airport (FRA). The goal is to lower emissions across the board by nearly 50% to 125,000 t of CO₂ by 2030. The corresponding emissions in 2017 amounted to 209,668 t. Fraport's new target is based on the national reduction rates agreed to at the United Nations Climate Change Conference in Paris, France, in 2015. Dr Stefan Schulte, Fraport's executive board chairman, said: "Growth and responsibility are not mutually exclusive, but belong together. In the spirit of corporate responsibility, we have firmly embedded climate protection in our group companies to make a positive contribution to this worldwide effort. To achieve our CO₂ goals, we will continue to improve the energy efficiency ratings of our buildings, facilities and processes." In the report, Group CO₂ emissions were included with the non-financial performance indicators – along with figures on the sickness rate and the ratio for women in management positions (in Germany). Other indicators include global passenger satisfaction and baggage connectivity at Frankfurt Airport, as well as group-wide employee satisfaction.

ACI World AIRPORT DEVELOPMENT NEWS

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The Port of Seattle has partnered with 13 airlines to create a work plan to provide access to sustainable aviation fuel (SAF) at Seattle-Tacoma International Airport (SEA), WA.

The partner airlines include Alaska Airlines, Delta Air Lines, Emirates, Horizon Air, Icelandair, and Lufthansa. Increasing use of SAF can help to reduce carbon emissions and other air pollutants, as well as the community and environmental impact of the existing and forecasted growth at the airport.

SAF is a low-carbon and biofuel alternative to jet fuel. The partners will work to achieve the specific sustainable aviation fuel timetable and goals approved by the Port of Seattle Commission in December 2017. They will collaborate to produce at least 10% of sustainable jet fuel locally using sustainable sources within ten years, increasing to 50% by 2050.

Airlines at SEA are expected to use nearly 700 million gal of jet fuel per annum. A 10% reduction would save up to 70 million gal. Port of Seattle commissioner, Courtney Gregoire, said: "Creating a market for sustainable aviation fuel in Washington State will require ground-breaking partnerships in aviation, agriculture, finance and public policy."

The Royal Schiphol Group, Eneco and the municipality of Vianen has formally opened the new Autena wind farm in the Netherlands.

The farm consists of three wind turbines, two of which will supply green energy to the Royal Schiphol Group. The supply provides approximately 20 GWh per year, which is comparable to the annual energy consumption of 17,000 households. Eneco is set to build more wind turbines for the Royal Schiphol Group over the next two years, meaning that by January 2020, all of the power for the airport operating company will come from newly constructed Dutch wind farms. The long-term contract with Royal Schiphol Group enables Eneco to invest in new wind farms, meaning that Amsterdam Schiphol Airport will not be drawing power from the existing sustainable energy network.

Publisher's note: The articles in this special report, compiled for **ACI World**, are edited samples from the biweekly **Momberger Airport Information** newsletter, published since 1973. The newsletter is an advertising-free, global airport news service that consists of 8 modules and allows subscribers to customize their own newsletter package. The items in this **ACI World** report represent only a small sample of the main module (Airport Development) of **Momberger Airport Information**. Additional modules that subscribers can select include: Airport Operations (OPS), Ground Support Equipment (GSE), Air Traffic Services (ATC), Consultant & Contractor (CON), Airport Information Technology (AIT) and Maintenance Base (MRO). An extensive Calendar of Events (CAL) is part of every subscription. For more information and to order an annual subscription, please visit www.mombergerairport.info