

AIRPORT OPERATIONS

Airport privatization & management

Global airport operator SNC-Lavalin has been awarded a six-year contract to manage Angoulême-Cognac Airport in southwest France, starting on 1 January 2012. The contract, awarded by the Syndicat Mixte des Aéroports (Joint Airport Syndicate) of Charente, includes full management of the airport including safety, security and ground support, and will be carried out by a team of 15 staff already on site. Meanwhile, a significant business development effort will be undertaken to grow the business aviation sector and gradually open up regular flight service, SNC-Lavalin said.

Angoulême-Cognac Airport is situated 9.5 km northeast of the city centre in Champniers. The runway can accommodate Boeing 737s, and a new restaurant and shops were added to the terminal in 2008. Air France used to operate a service to Lyon from the airport, but this no longer runs, and Ryanair stopped its Angoulême-Stansted service in 2010. As a result, there are currently no regular flights to and from Angoulême airport. Jean Claude Pingat, Executive Vice President of SNC-Lavalin Group Inc. and president of SNC-Lavalin in Europe, said: "This 12th airport in the SNC-Lavalin network ties in with our development strategy as the number one local airport operator in France. "The Syndicat Mixte and SNC-Lavalin share a desire to adopt a proactive approach to development that meets the needs of businesses and allows the airport to contribute to the region's economic and tourism potential." #911.OPS1

The privatization process for San Juan Luis Muñoz Marin International Airport in Puerto Rico has attracted 12 consortia, including some of the leading names in airport infrastructure and investment worldwide. The privatization is among the first to be launched under a scheme by the U.S. FAA. Bidders include Fraport in association with Goldman Sachs Infrastructure Partners; GMR and Incheon International Airport Corp; Puerto Rico Gateway Group including GE Capital Aviation, Allegheny County Airport Authority, TIAA-CREF, OpTrust and retail concessions developer Airmall; AENA International; TAV Airports Holding; Grupo Aeropuertos Avance (Macquarie with Ferrovial); Agunsa (Agencias Universales); a consortium involving Zürich Airport, PSP Investments, Camargo Correa and Gestion e Ingenieria IDC; Corporación America (operator of key airports in Argentina, Uruguay, Ecuador and Armenia); Mexican airport authority ASUR with Highstar Capital; Mexican airports group OMA; and Advent International. The process has reached the Request for Qualifications (RFQ) stage, and the level of interest has proved highly encouraging according to the government. A short-list will now be drawn up by 31 August 2011, with the chosen companies then making full bids for a contract likely to run for 40-50 years, according to local reports. #911.OPS2

A spokesman for Vietnam's Khanh Hoa Province said representatives of a venture involving Airis International proposed a plan to develop a terminal for low-cost carriers in Cam Ranh Airport. The plan suggested by the venture also includes development of a wind or solar energy plant to supply electricity for operations of the terminal and nearby facilities in the international airport of Khanh Hoa. According to the Civil Aviation Administration of Vietnam (CAAV), the country does not currently have any separate terminal for budget airlines although the country has Jetstar Pacific operating under a low-cost business model. Foreign budget carriers including Tiger Airways, Jetstar Asia and AirAsia currently enplane and disembark their passengers at Tan Son Nhat and Noi Bai – the country's two

biggest international airports. Middle Airports Corp., as the watchdog overseeing all airports in the central region, said Cam Ranh was the country's fourth largest airports in Vietnam after Tan Son Nhat, Noi Bai and Da Nang airports in terms of passengers. Located 35 km from Nha Trang City, the airport registered annual double-digit growth over the past years. #911.OPS3

The state-owned parent of Hainan Airlines Co., China's fourth-biggest airline by revenue, **said on 8 August 2011 it is bidding for Frankfurt-based construction firm Hochtief AG's airport assets, which it believes to be valued at more than EUR 1.0 billion.** The bidding is the latest development in Hainan provincial government-backed HNA Group's push to expand overseas amid falling global asset prices. In July, HNA, which owns a majority stake in Hainan Air, disclosed plans to buy a stake in Turkish air cargo carrier ACT Airlines. Adam Tan, an executive director at HNA Group, said its unit HNA Airport Group is among the four to five bidders that have been short-listed to move to the second round of bidding for Hochtief's airport assets. The assets include stakes in airports in Athens, Budapest, Dusseldorf, Hamburg, Sydney and Tirana, Albania. Sources familiar with the situation said that other bidders for the assets include airport operator Fraport AG and its bidding partner, Deutsche Bank AG's (DB) infrastructure fund RREEF, as well as French construction company Vinci SA. #911.OPS4

Airpark Regionális Logisztikai, Kereskedelmi és Fejlesztési Zrt has put up for sale its properties at the Szentkirályszabadja Airport in west Hungary for HUF 300 million. Airpark is also selling a 27.4% share in trading, services and industrial company Multitech Kereskedelmi, Szolgáltató, Ipari Kft, which has been in liquidation since October 2007, for HUF 14 million. Airpark was set up in 2004 to build an industrial park and logistics centre at the airport of Szentkirályszabadja, but the project was halted after the local government failed to find enough tenants. The company eventually defaulted on hundreds of millions of forints in bank loans and was put into liquidation in 2007. #911.OPS5

The European Commission (EC) has approved the Bulgarian Transport Ministry's plan to award a concession to revamp and develop Sofia Airport, but has insisted that any private investor would need to be vetted by the Commission. The news was announced by Deputy Transport Minister Kamen Kichev at the signing of a contract for the construction of a new control tower at the airport between state-run enterprise Air Traffic Control and local construction firm Glavbolgarstroy. However, it was not clear whether the entire airport or only parts of it will be given under concession. The reason that the airport concession needs EC approval is that the construction of the airport's second passenger terminal was funded in part with EUR 50 million from the EU's pre-accession programme ISPA. The terminal's construction was also financed by loans from the European Investment Bank and Kuwait Fund for Arab Economic Development. Any future private investor will have to pay off the loans for Terminal 2. An economic analysis on the benefits of a potential concession is currently underway and the final decision will be made once the analysis is complete.

State company Airport Sofia, which is the current manager of the airport, plans to upgrade the existing two terminals and the adjacent infrastructure with its own funds. However, a private investor is needed to build new terminals. Bulgaria's two major Black Sea airports at Varna and Bourgas are being managed by a joint venture between Fraport and a local firm, owned by industrial

conglomerate Chimimport. The Transport Ministry has so far made abortive efforts to pick concessionaires for the other airports in Rousse, Gorna Oryahovitsa and part of the Plovdiv airport. #911.OPS6

A major – but currently unidentified - Nigerian Airline is currently negotiating with the Federal Government to acquire the Port Harcourt International Airport, Omagwa as core investor. If the plan becomes successful, the airline would use the airport as its operational base, even as it has plans to also acquire stakes in other airports in Nigeria. As the largest airline in the country, the management of the national carrier has made its interest known since government indicated interest to concession the airports and many industry operators said that with such a large fleet it is pertinent for the airline to have controlling stakes in the airport, which it could use as operational and maintenance base. The airline, which intended to build its own maintenance hangar, may take over the one built by the Rivers state government at the Port Harcourt airport, which has remained unutilized since its completion. For the past three years, the Federal Government had announced that it would concession many of Nigeria's airports through public-private partnerships (PPP) as it could no longer effectively maintain the airports. Since that announcement and the successful concessioning of the domestic terminal at the Murtala Muhammed International Airport, Lagos (MMA2), the government has continued to prevaricate over further concession of airport facilities. Nigeria's Aviation Minister, Stella Oduah, who promised to urgently improve facilities at some airports in the country, said that government would bring in investors that would plough their money into some of the airports to modernise them and make them more viable. #911.OPS7

The ground-handling scene

ASIG has renewed aircraft refueling agreements with American Airlines and its regional carrier, American Eagle, at 15 airports in the U.S. Among the airports included in the agreement are Hartsfield-Jackson Atlanta International Airport (ATL), Las Vegas McCarran International Airport (LAS), Orlando International Airport (MCO) and Tampa International Airport (TPA). ASIG fuels nearly 7000 flights a month for American and American Eagle at these airports. Tim Ramsey, ASIG Senior Vice President, Sales and Marketing, remarked: "Our valued relationship with American Airlines spans several decades and we fuel 235 000 flights a year on their behalf at more than 20 airports in the U.S. We are very pleased that American has elected to renew these agreements with ASIG and we look forward to the opportunity to continue to provide them with safe, reliable service across our network." #911.OPS8

Commercial aspects

Dubai Duty Free (DDF) will part-finance development of a new concourse and terminal as part of the expansion of Dubai International Airport, Colm McLoughlin, Executive Vice Chairman of Dubai Duty Free, has said. This would be the first major investment by Dubai Duty Free in a large infrastructure project following the construction of its USD 136 million headquarters and central storage at Al Ramool. In July 2002, the Dubai Government unveiled a USD 7.8 billion plan to expand its airport that will add a fourth concourse and a terminal at Dubai International Airport's existing 14 km² site to boost its capacity to 90 million passengers per annum by 2018. Dubai Duty Free, which reported sales revenues for 2010 of USD 1.27 billion, operates on 18 000 m² of space at Dubai International. It will

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launch operations at Dubai World Central - Al Maktoum International Airport (DWC-AMIA) - when commercial passenger flights begin operations. It has set up a 2500-m² duty free operation at DWC-AMIA. "We will add a further 8000 m² of retail space in Concourse 3 when it opens in 2013 and a further 8000 to 9000 m² of space at Concourse 4, that will more than double the size of our current operations," McLaughlin said. "At the DWC-AMIA, our operations will occupy 64 000 m² of space across two mega terminals and five concourses, when completed," he said. -- Dubai Duty Free, the sole operator of duty free travel retail within the emirate of Dubai, was set up by the Department of Civil Aviation (DCA) with the help of a group of Irish travel retail consultants from Shannon Airport in 1983. Colm McLoughlin was the leading member of the Irish team. #911.OPS9

On 5 August 2011, Dufry signed and concluded several acquisitions in Emerging Markets. The businesses were acquired by Dufry in four separate transactions and are comprised of Interbaires, the leading airport retailer in Argentina, airport retail operations in Uruguay, Ecuador, Armenia and Martinique, as well as a wholesale platform. The new businesses add 21 shops in ten airports with a total retail space of around 13 500 m² to Dufry's portfolio. In the twelve months ending May 2011, combined turnover was USD 395 million and EBITDA was USD 96.5 million. Dufry said that the acquired businesses all have long-term concession contracts, and more than 90% of sales are generated based on contracts with durations of more than 10 years. Dufry paid a combined purchase price for all four transactions of USD 957 million, of which USD 285 million was paid as consideration for Interbaires. All transactions have been fully debt financed and Dufry structured an additional credit facility of USD 1 billion.

In the first transaction, Dufry acquired Interbaires, the leading travel retailer in Argentina. The company operates duty free shops in five main Argentinean airports, including Ezeiza and Aeroparque airports in Buenos Aires, as well as airports in Bariloche, Cordoba and Mendoza. It operates retail space of 8000 m², and in 2010 generated a turnover of approximately USD 250 million. **The operations of the second transaction are located at Montevideo and Punta del Este Airports in Uruguay; in Ecuador at Guayaquil Airport; and in Armenia at Yerevan Airport.** The total retail space in these operations is more than 5500 m², and the turnover is approximately USD 85 million. **Dufry also acquired two shops at the international airport in Martinique with a total space of 250 m².** #911.OPS10

Lagardère Services and Aelia have reached an agreement to buy out all of the shares of The Nuance Group in Duty Free Paris, the Paris airports fashion retail joint venture between Nuance and Aéroports de Paris - although the deal is still subject to approval by the European Commission competition unit. This follows the successful conclusion of a two-month exclusive renewable negotiation period between Lagardère/Aelia. Lagardère/Aelia originally submitted its offer to buy Nuance's shares on March 23 to buy out Nuance's holding in Duty Free Paris. Subject to regulatory approval being given, this will open the way for Aéroports de Paris (ADP) and Aelia to merge Duty Free Paris (DFP) into their successful joint venture company - Société de Distribution Aéroportuaire (SDA). Aéroports de Paris (ADP) has been very enthusiastic about the successful outcome of this deal from the outset, saying it will potentially allow ADP and Lagardère/Aelia to pool resources, work on common development projects and opportunities and create additional sales and synergies on costs. #911.OPS11

Canadian airport duty free sales surged by 12% year-on-year in the first six months of 2011, hitting CAD 108 million. In the same period, land border sales grew marginally (+0.4%) to CAD 57 million. That's according to figures from the Canadian Border Services Agency, released by the Frontier Duty Free Association. In June 2011 alone, airport duty free sales climbed by +14% to CAD 20 million while land border sales rose by +3.6% to CAD 12.6 million. In the first six months, the best-performing product categories in the airport duty free business were Jewellery, Watches & Clocks, which posted +32.2% year-on-year growth, with Electronics also showing good growth at +17.5%. Fragrances & cosmetics, the biggest category by value in this channel (with CAD 33.3 million in H1 sales), posted +15.4% growth in the half. Liquor, the second biggest category (with sales of CAD 24.6 million) posted +13.4% growth, while tobacco in third place posted sales of CAD 23.4 million, up by +9% year-on-year. In land border shops, Jewellery, Watches & Clocks was also the fastest growing category in the half, posting +16.4% growth. Liquor, the biggest product sector in this channel, showed a -4% decline to CAD 20.7 million in the period while tobacco in second place grew by +3.8% to CAD 17.8 million. With sales of CAD 8 million, the beauty category (the third biggest by value) posted an increase of 6%. #911.OPS12

Aldeasa-DF has opened a new 1400-m² store in the recently refurbished commercial area in Pier C at Palma de Mallorca Airport. The store is open-plan, without walls, "making it easier to enter the store while bringing the products closer to the passengers", the retailer said. The terminal is the regional hub for Air Berlin. Beauty and liquor are among the key categories that enjoy strong displays in the store, said Aldeasa-WDF. "Another important range of products is the beverage section, including a tasting bar, where international brands [can] organise tasting events and product launches," the company said.

'Thinking Mallorca' is the destination merchandise section, featuring strong local and regional representation. Local suppliers include Licores of Herbals, Túnel, Inlima, Dos perellons, B. Cañellas Gin and Xoriguer. Local wine companies present include JL Ferrer, Macia Batle, Pere Seda, Anima Negra, Vinicola Biniagual, Jaume Mesquida and Antonio Nadal. Aldeasa Regional Director for the Balearic Islands, Rosa Gallagher, said the new store "is a modern and innovative establishment in line with the terminal's new commercial area." -- Aldeasa has been present at Palma de Mallorca Airport since 1976. It operates ten stores in the Balearic Islands. #911.OPS13

Operating aspects

Global Logistic Properties Ltd has started construction of new logistics facilities with a gross floor area (GFA) of about 128 000 m² at GLP Park Beijing Capital Airport. The new developments, which are scheduled to be completed by August 2012, will serve as a logistics hub for non-bonded air-cargo handling and logistics operations at the Beijing Capital International Airport. Kent Yang, Managing Director of GLP China said: "Currently, the stabilized properties of GLP Park Beijing Capital Airport are 100% leased. These new developments mark a significant enhancement for airside cargo handling and logistics operations at BCIA."

The new developments are strategically located beside BCIA Runway 2 and are approximately 500 m south of GLP Park Beijing Airport. The completed properties in GLP Park Beijing Airport are fully occupied; while the developments previously in process, prior to commencing this 128 000 m² of development, have been 100% pre-leased and are scheduled to be completed in September 2011. Victor Mok,

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Executive Vice President, DHL North Asia said: "GLP is a multi-location partner of DHL. We are impressed by the excellent location of GLP Park Beijing Capital Airport and pleased to see GLP providing non-bonded logistics facilities to meet the increasing demand in this area." #911.OPS14

The new environmental permit requires that Finland's main airport shall restrict its night-time traffic, noise and emissions to water. However, following the stipulations of the permit will not affect the airport's service capacity in routes between Europe and Asia. "Following the stipulations requires that Finavia takes extensive action and investment," said Samuli Haapasalo, CEO of Finavia. However, the restrictions for night traffic will not cause major difficulties for transit flights between Europe and Asia, as most of them take place during the afternoon. Without transit flight passengers, the connections from Finland to Europe would only be 50% of the existing offering. According to the decision, the noisiest aircraft are not allowed to fly at night between 12:30 a.m. and 5:30 a.m. In practice, this applies to widebodied aircraft used for long-distance flights. Jets transporting cargo are also forbidden to fly during the aforementioned period. In addition, the number of landings shall not increase during the period. The restrictions will take effect in 2013.

The permit decision requires that the noise measurement system is to be expanded in Nurmijärvi and Espoo, the municipalities to the north and to the west of the airport. Finavia will replace the aircraft track and noise keeping system, which has been in use since 1997. The new system will also show aircraft routes and instantaneous noise levels on the Internet. #911.OPS15

Cuba Travel Services Inc. (CTS) has received landing permission by the government of Cuba to begin flights from three new airports in the U.S.: Luis Muñoz Marín International Airport in San Juan, Puerto Rico (SJU), Fort Lauderdale International Airport (FLL) and Houston Intercontinental Airport (IAH) to authorized airports in Cuba. According to Michael Zuccato, General Manager of CTS, non-stop service is expected to commence soon and will charter Airbus, Boeing 737, MD-80 as well as ATR-72 aircraft to operate these flights. CTS is currently under negotiations with several premier air carriers to operate this highly anticipated service. Cuba Travel Services currently operates 3 routes to Cuba from the United States: Miami-Havana-Miami, Miami-Cienfuegos-Miami and Los Angeles-Havana-Los Angeles.

Cuba Travel Services recognizes that there is large Cuban-American population in Puerto Rico and anticipates strong interest in the direct flights. Due to recent changes of the restrictions, Cuban Americans are authorized to visit family members as often as they like under a general license. Universities, religious organizations, academic institutions, journalists and others may also qualify for specific or general licenses. For additional information on the recent expansion of authorized travel to Cuba, visit the Cuba Travel Services website at www.CubaTravelServices.com #911.OPS16

Reported larcenies at New York's John F. Kennedy Airport rose by 30% in the first half of 2011 compared with the same period last year, officials say. But the 299 complaints this year have led to only 28 arrests, a 9% arrest rate, according to a Press report. The report said the items stolen most frequently are laptops and iPads. The larcenies include thefts from baggage carousels, unattended property and thefts by baggage handlers and Transportation Security Administration (TSA) employees. Excluded are thefts by pickpockets, shoplifting and thefts from cars in airport parking lots. An unidentified

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source said that Port Authority police face pressure from supervisors to reduce the value of stolen properties, which means that they are reported as petty larcenies. #911.OPS17

Financial & traffic news

The World Airport Traffic Report 2010, published by ACI, reported that Turkey's Sabiha Gökçen Airport in Istanbul is currently the world's fastest growing airport. A total of 1300 airports in 157 countries around the world were studied, revealing that the airport had increased in performance by 75% in 2010. The Brazilian Campinas Airport came second in the list, with Rio de Janeiro in third. Belgium's Charleroi Airport was fourth and Sheremetyevo in Moscow was fifth. The report showed overall that global air travel numbers had passed the five billion mark for the first time, thanks to a 6.6% growth in traffic through the world's airports. Early figures for this year show that global passenger traffic has grown by 6% again. "Once again, our industry has shown its resiliency in recovering from a downturn and resuming its historical trajectory of impressive growth," said Angela Gittens, Director General of ACI. Latin America and the Caribbean (13.2%) exhibited the fastest growth, followed by the Middle East with a 12% increase. The Asia-Pacific region was third (11.3%), then Africa (9.5%), Europe (4.3%) and North America (2.5%). Atlanta Hartsfield-Jackson in the USA was named in the report as the world's busiest airport overall, with Beijing and Chicago in second and third respectively. #911.OPS18

Passenger traffic at Denver International Airport (DEN) has continued to move in the right direction for the first half of 2011. Year-to-date passenger traffic through June 2011 was 25 621 310 travellers, an increase of 641 479, or 2.6% more than the same six-month period last year. In June 2011, a total of 4 863 158 passengers were recorded at DEN, a 1.5% increase from the 4 790 182 travellers who used the airport during the same month last year. Flight operations in June increased 2.9% from 54 385 in 2010, to 55 953 in 2011. #911.OPS19

Aéroports de Paris (ADP) has reported that passenger traffic increased by 7.4% to 41.9 million between January and June 2011, while traffic in the month of June rose by 4.6% to 7.8 million compared to June 2010, with a total of 7.9 million passengers - including 5.4 million at Paris Charles de Gaulle (+3.2%) and 2.5 million at Paris Orly (+7.9%). International traffic in June (excluding Europe) was still affected by geopolitical unrest in some parts of Africa and the Middle East, but registering an increase of 0.9%. On African and Middle-Eastern routes, traffic fell respectively by 5.8% and 5.5%. However, all other destinations improved, with French Overseas Departments and Territories +8.4%; Asia/Pacific +6.5%; South America +6.4% and North America +3.9%. Still in June, European traffic (excluding France) was up 7.1%, driven by Schengen countries (+7.8%). However, traffic to and from the U.K. and Ireland was flat, while traffic within France increased by 6.3%. Passenger traffic between January to June 2011 saw Paris-CDG record 28.8 million (+6.3%) passengers, while Paris Orly rose by 9.9% to 13.1 million. #911.OPS20

Airport operator BAA has reported that London Heathrow Airport saw record passenger traffic throughout second quarter of 2011. Passenger traffic was up by 7.1% at 41.4 million, with

9.1% growth at Heathrow. Revenue increased by 12.1%, and adjusted EBITDA was up by 27.1%. This strong financial performance reflects improved underlying traffic, increased revenue per passenger, good cost control and no recurrence of 2010's volcanic ash and strike disruptions. #911.OPS21

During the first six months of 2011 Brussels Airport welcomed a total of 8.6 million passengers. Compared with the 7.7 million passengers who used Brussels Airport during the first half of 2010, this represents growth of 12.1%. Transit traffic at Brussels Airport has received a sizeable boost in the past few months, but inter-European business traffic, low-cost traffic and long-haul flights are rising sharply, too. The driving force behind this growth is largely the development of Brussels Airlines and the hub activity of its partner airlines within Star Alliance, the worldwide alliance of airlines of which it is part. For instance, Thai Airways International has also announced that as of 17 November it will be flying Brussels to Bangkok direct three times a week. The political climate in some Arab and African countries affected a number of routes flown direct out of Brussels Airport, but weighed to a limited extent on the overall result of the airport, as many holiday passengers simply opted for a different destination. While the impact of the earthquake and tsunami in Japan had serious consequences for traffic from, to and within Asia, its effect on Brussels Airport was limited. #911.OPS22

Between January and July 2011, AENA's 49 Spanish airports registered a total traffic of 117 million passengers (+7.9%). In the top 15 airports, those with double-digit growth included Barcelona (+20%); Malaga (+10.8%); Gran Canaria (+11.5%); Tenerife Sur (+19.1%); Lanzarote (+14.1%); Ibiza (+14.1%); Sevilla (+21.8%); and Fuerteventura (+24.7%).-- AENA is currently in the process of privatizing both El Prat and Madrid Barajas, with the government hoping to raise EUR 3.7 billion from the sale of Madrid Airport and EUR 1.6 billion from the sale of Barcelona Airport by the end of 2011 (#909.OPS1). The government is also looking to sell off 49% of Spain's other airports, although this may prove a lot more difficult. #911.OPS23

Amsterdam Airport Schiphol has continued to post healthy cargo growth throughout the first six months of 2011. Overall cargo tonnage handled through the airport stood at 753 073 t, up 5.2% on the same period in 2010. Schiphol has outperformed 2010 in four out of six months so far this year. The latest figures reveal that it has consolidated its third place in the European airports cargo league table. #911.OPS24

The number of passengers at Albania's Tirana International Airport grew by 23% in the first half of 2011. According to airport figures, TIA served 793 984 passengers between January and June 2011, which set a new record for the airport. Air traffic movements and cargo also increased, by 10.6% and 17.7% respectively, compared to the same period last year. Airport officials say the high number of passengers is the direct result of the visa liberalization process. The airlines carrying most passengers to and from Tirana are Belleair (46.2%), Alitalia (9.6%), Albanian Airlines (9.1%), Austrian Airlines (6.1%) and Turkish Airlines (4.2%). Currently, 14 airlines fly in to and out of TIA, connecting directly the Albanian capital city with 35 destinations, including Brussels, Barcelona and Paris, inaugurated this year for the summer season. #911.OPS25

Minsk National Airport in Belarus handled 612 188 passengers in the first six months of 2011, which represents a 21.1% increase over the same period in 2010. In the first half of 2011, the airport handled 5942 flights. Cargo numbers in January to June 2011 were up 22.4% over the figures for the six months in 2010, to a total of 4252.1 t. The airspace of Belarus is used by more than 930 airlines from 92 countries. Their number is growing every year. Minsk National Airport is constantly strengthening its technical capacity, increasing the level of aviation security and improving passenger service quality. The airport complex includes an airfield, airport terminal, cargo terminal, special vehicle fleet, catering, and engineering infrastructure facilities. #911.OPS26

Names

The CEO of Aviation Strategies International (ASI), Dr Pierre Coutu, has announced that **Robert W. Kennedy, IAP, former Interim Deputy General Manager of the world's busiest airport, Hartsfield-Jackson Atlanta International Airport (H-JAIA), has joined ranks with ASI.** With immediate effect, Kennedy will occupy the position of Vice President, Consulting Services for the firm. #911.OPS27

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