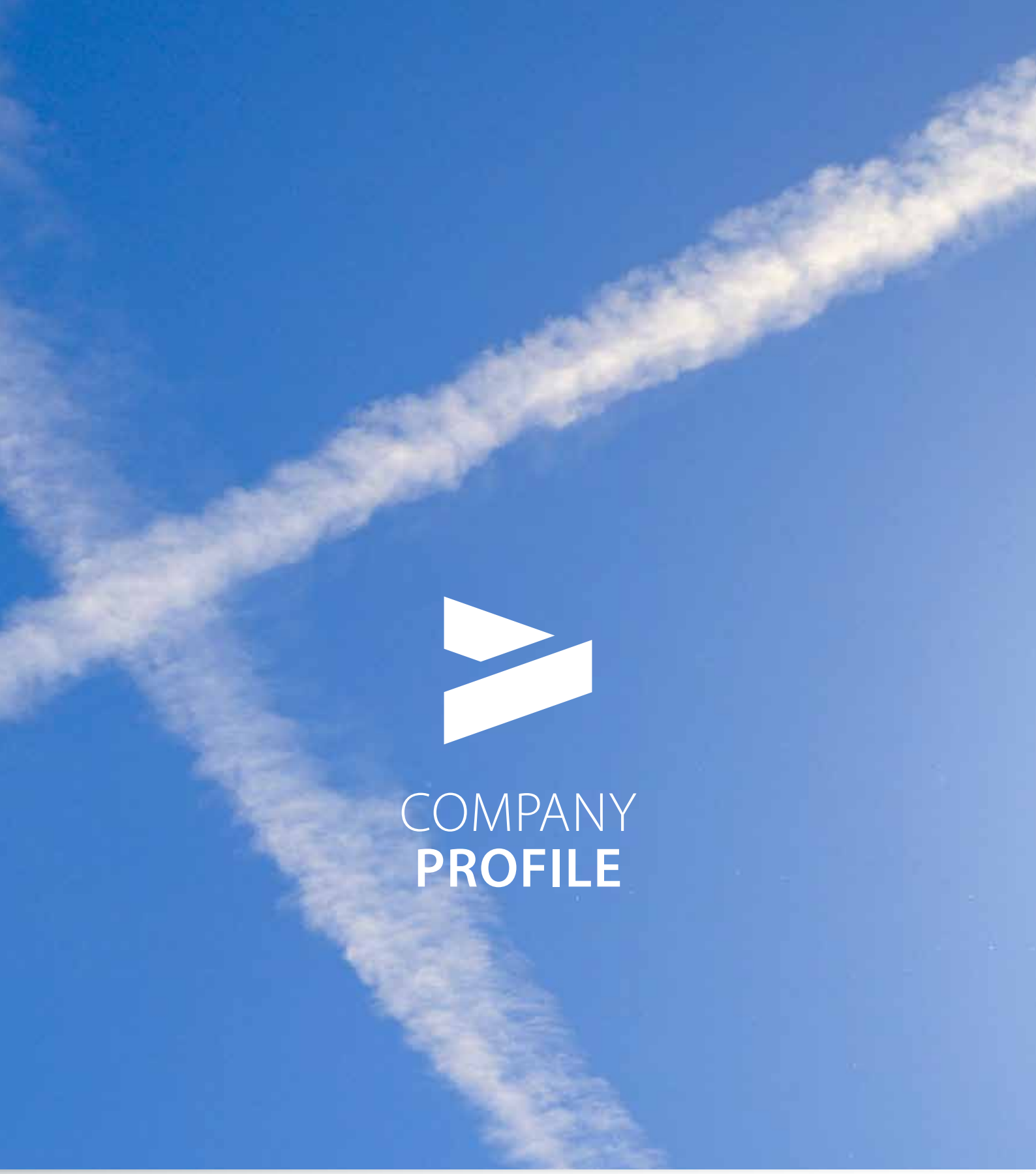
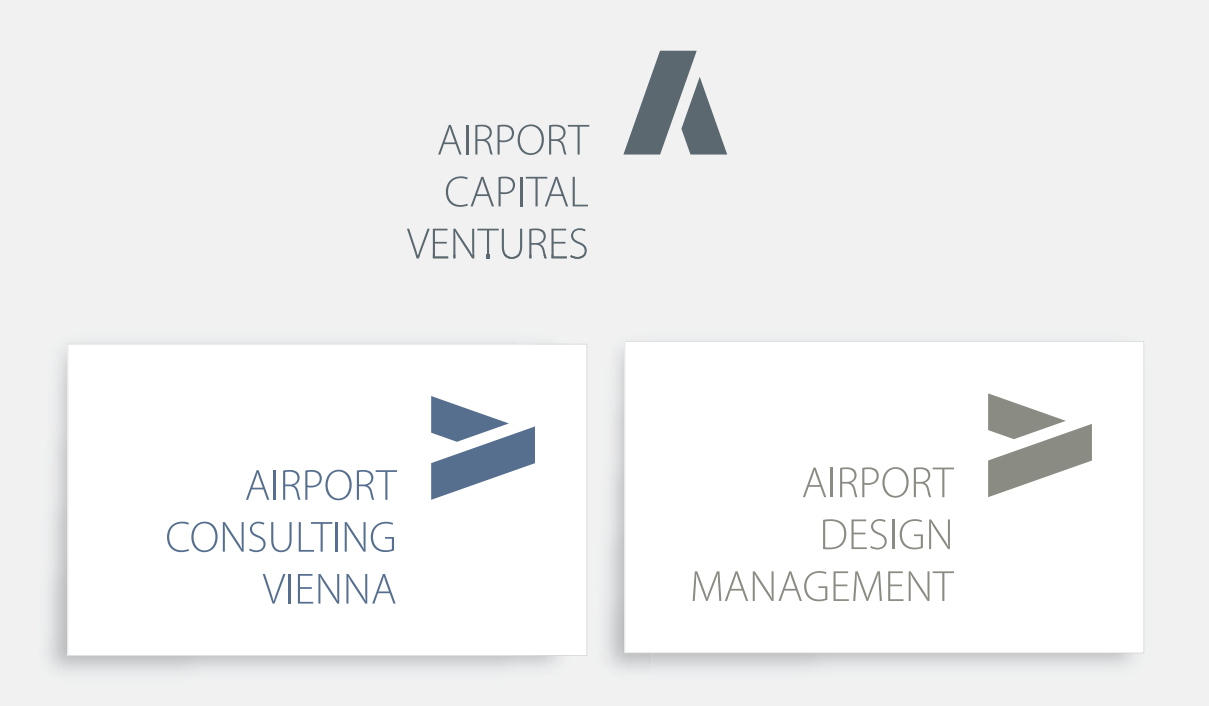


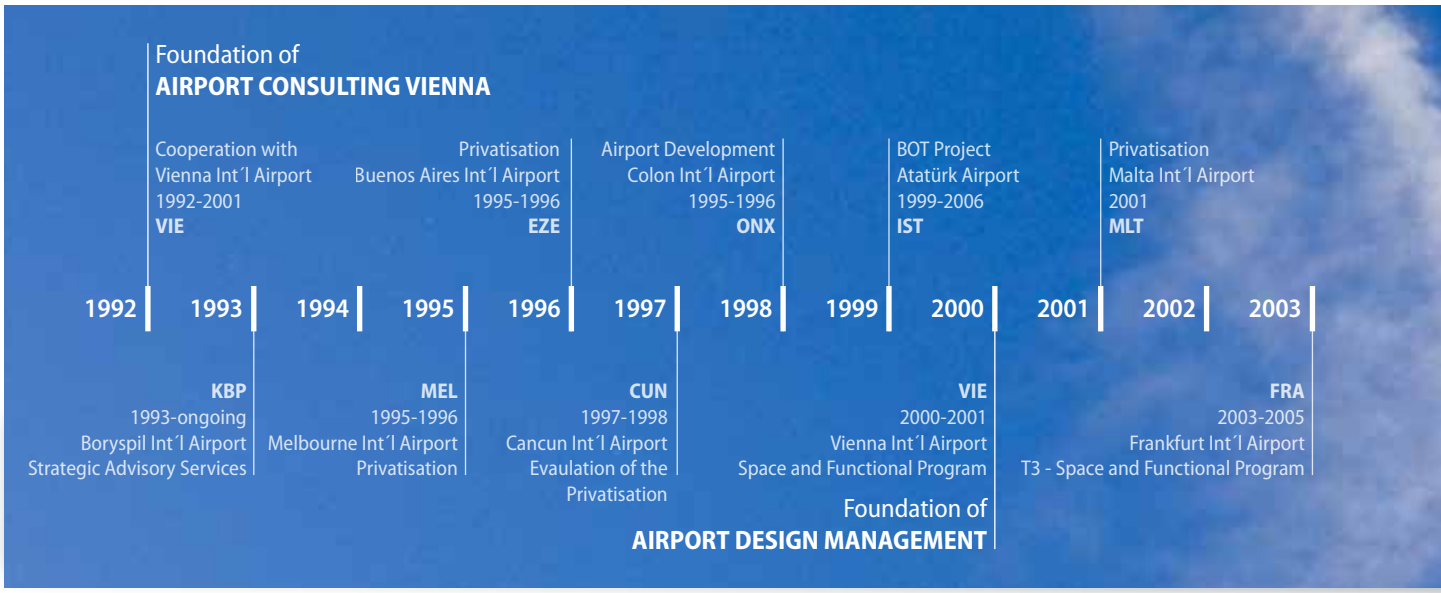
COMPANY **PROFILE**

ABOUT US

Company Structure

AIRPORT COUNSULTING VIENNA and
AIRPORT DESIGN MANAGEMENT are **100% owned**
by AIRPORT CAPITAL VENTURES – a holding company
whose shareholders are the Frank family and
Peter Königshofer.





AIRPORT CONSULTING VIENNA

ACV was founded in 1992 by Johann Frank as one of its founding partners. In its early years, the company was a subsidiary of Vienna International Airport and responsible for the airport's international business activities. ACV became a wholly owned private company once again in 2001.

Today, ACV is a renowned industrial expert and internationally recognised airport know-how provider with exceptional skills in the management and operation of airports, their commercial developments, transactions and the elaboration of an adequate strategy. Besides the expertise, clients value ACV's unsurpassed understanding of the international aviation market.

ACV has a strong track record of major airport projects. Over the past 20 years, ACV successfully completed more than 500 consulting projects all over world and was involved in more than 100 airport transactions (privatisations, PPPs, sales, etc.).

ACV predominantly serves airport operators and airport investors. Our clients seem to agree: no other company has such exceptional global experience in complex airport transactions. With a team of ten full-time employees and a double-digit pool of excellent freelancers and network-partners, ACV is always ready to tackle the most sophisticated project challenges.

AIRPORT DESIGN MANAGEMENT

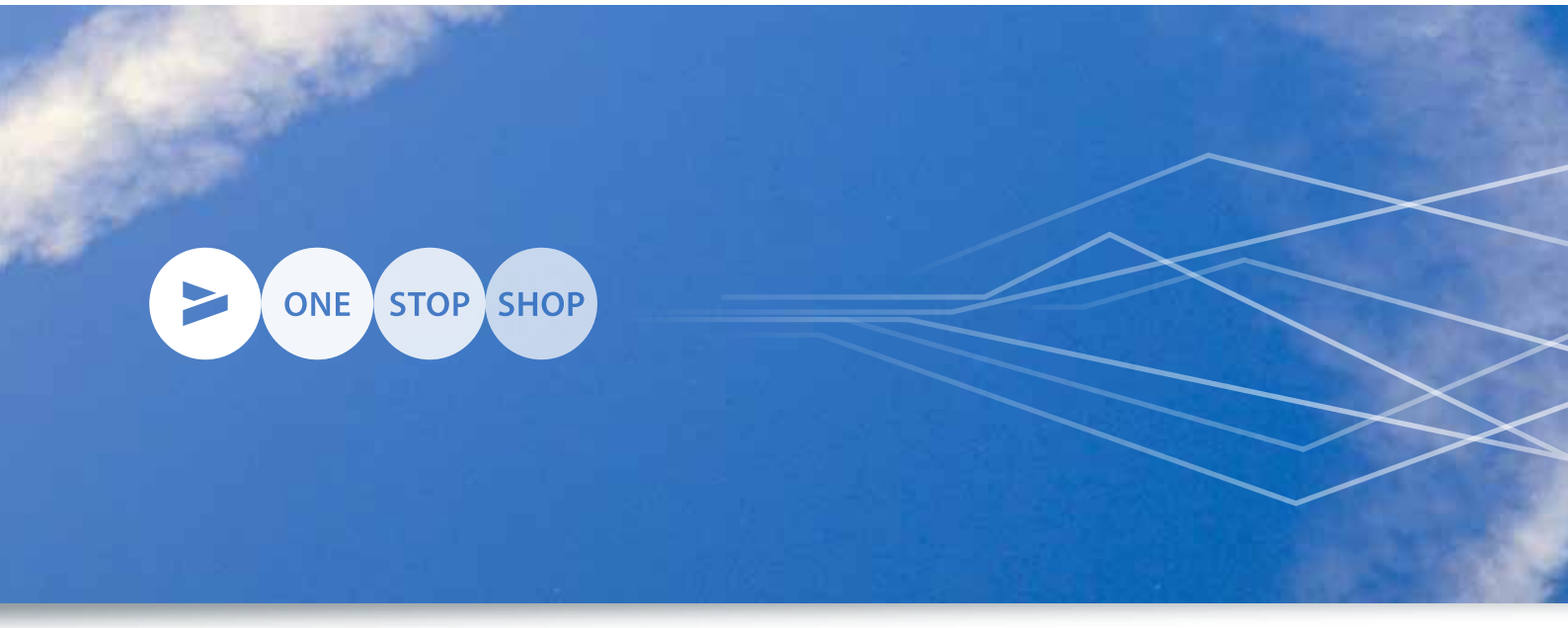
ADM was founded in 2000 by Peter Königshofer, an architect specialised in large-scale projects. His aim was to provide more than just the advice needed: ADM should act at the intersection of operational needs and architects' preoccupations regarding the aesthetics of airport buildings.

Over the past 13 years, ADM has advanced this initial approach and has developed a broad range of tools and methodologies to sustainably streamline airports in terms of:

- AIRPORT DESIGN
  due to a functional development method for efficient airport operation
- DESIGN MANAGEMENT
  through the support to the planning team in handling the challenges of large-scale development programs
- AIRPORT MANAGEMENT
  providing a reliable basis of documentation in order for airport managers to make informed decisions

JOINT **MILESTONES**

INTEGRATED **MODEL**



Since the very early stage of airport transactions, we learned the necessity that all thematic fields of a bid have to be interwoven in one interlinked model in order to achieve the most successful results. Changes at short-notice are very common during the preparation of privatisation bids. The planning model must therefore be robust enough to allow for the right adjustments to be made quickly. Over the past 20 years, we have developed and refined a unique and integrated airport planning model which combines the key parameters for successful airport development.

Today, our model is a key element in our advisory work and an important and reliable tool for the transaction business, which includes:

MARKET ASSESSMENT
macroeconomics, competition, airlines, tourism, catchment area, evaluation of demand, etc.

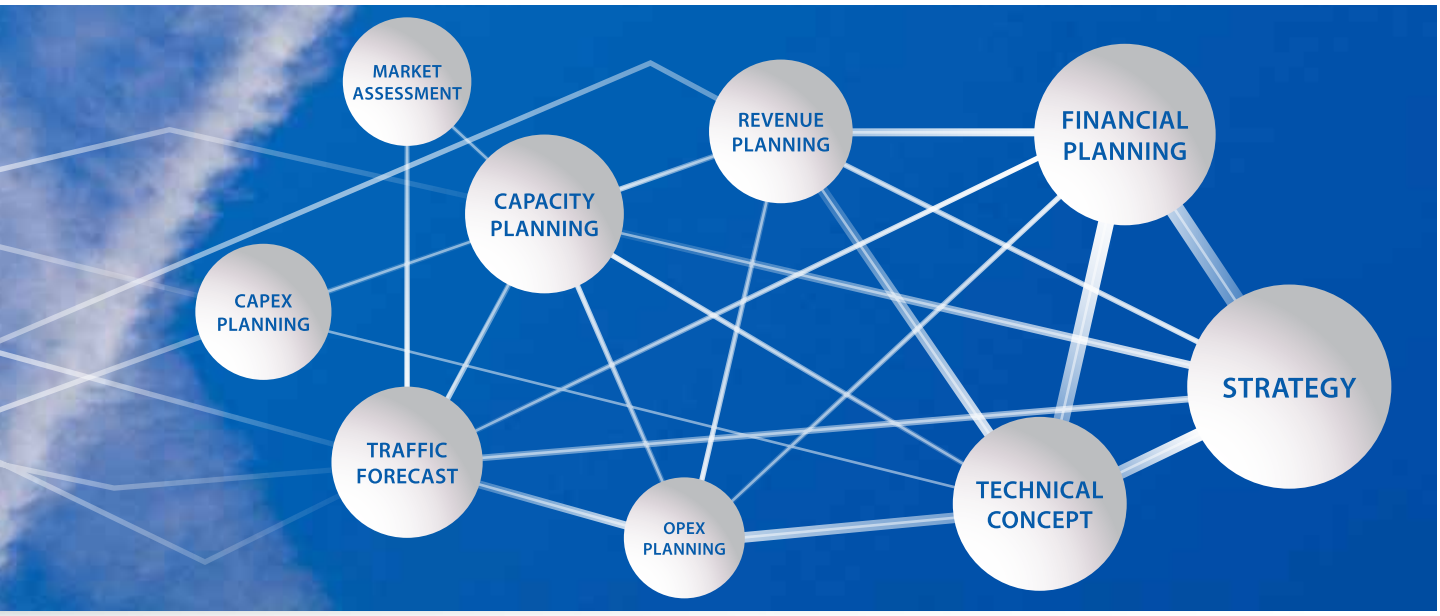
STRATEGY
SWOT analysis, vision, mission statement, positioning, strategic success factors, etc.

TRAFFIC FORECAST
passengers, movements, cargo, routes, aircraft types, peak hours, etc.

CAPACITY PLAN
service levels, phasing, bottlenecks, quantities, passenger flows, dimensioning, etc.

TECHNICAL CONCEPT
master plan, functional design, terminal layout, landside- and airside development, etc.

CAPITAL EXPENDITURE
cost of construction, refurbishments, maintenance, equipment, etc.



REVENUE PLANNING
aeronautical and non-aeronautical revenues, landside revenues, etc.

OPERATIONAL EXPENSES
staff planning, asset related costs, cost of material and services, etc.

BUSINESS / FINANCIAL PLAN
balance sheet, P&L, cash flow, equity and debt financing, ratios, valuations, etc.

TAILOR-MADE **TURNKEY SOLUTIONS**

OUR **COMPETENCES**

STRATEGY
ACV is a pioneer in strategic advisory services for airports. More than 20 years ago, we started providing strategic support to the airports of Salzburg and Kiev. The elaboration of a comprehensive strategy is complex and encompasses various parameters. In terms of airport development, it always requires a sound market understanding of both, regional and international markets.

TRAFFIC FORECAST
The traffic forecast serves as an important quantitative basis for airport planning - in particular for capacity planning, CAPEX planning as well as for aeronautical and non-aeronautical revenue planning. Our traffic forecasts go far beyond mere GDP and IATA forecasts. We take a close look at macroeconomics, the local demand, the catchment area, and the airport's strategy. Besides that, we analyse the realistic upside potential and any possible add-on traffic. The driving factors for the development of air traffic are first, the passenger volumes; and second, the air cargo and airmail volumes. All other projections rely on these - either directly or indirectly.

DUE DILIGENCE
With our exceptional 360° view on airport projects, our integrated planning model and experience in more than 100 airport transactions and 500 airport advisory assignments, we can expertly support our clients in even the most complex and challenging projects. Our one-stop shop approach brings huge advantages to our clients: no additional industrial advisor, technical planner or financial modeller is needed – we provide turnkey solutions from the market assessment to the financial planning all the way through. This saves a considerable amount of time and costs, and facilitates the communication with one single contractor. Our due diligence approach is highly flexible and can be fine-tuned together with the client, depending on the type of project and the client's need. While we can deliver single parts of our integrated model only - if deemed sufficient by the client, it is most interesting for our clients to get a comprehensive overview, which will add to the value of a project. Typically, our clients' assignments are the following: second opinions, reviews, development concepts, comprehensive airport planning (commercial, technical and financial), feasibility studies, benchmarking reports, recommendations, etc.

FEASIBILITY STUDIES
Airport projects trigger high investment volumes. Decisions associated to these investment volumes require a solid base of information.. Our experts therefore accurately

check and analyse the airport's three main feasibility aspects: in particular they define key drivers, development concepts and solutions for each of them. Only if all three feasibility aspects prove positive, will the project be given a go-ahead. Otherwise, more fine-tuning needs to be done and more efforts are required until the project management and its shareholders can give their green light for the development programme to be carried on. To this end, we have developed a unique modelwhich integrates and shows the interrelatedness of all three feasibility aspects:

- the market
- technical requirements
- the financial feasibility

Once our Feasibility Study confirms the project's viability, it also means there is sufficient market potential, all technical requirements will be met and, from a financial perspective, the business case is deemed "robust" enough to proceed.

BUSINESS PLANNING

The identification and weighting of the various airport operation criteria affecting future cash flows are key to assessing the financial feasibility of the proposed investment programme. In line with the motto "structure follows strategy", our Integrated Corporate Planning & Evaluation System (Business Plan) reflects the future strategy thereby encompassing all corresponding key strategic initiatives . All available market data, basic macroeconomic assumptions, the respective air traffic forecast, the capacity plan and all CAPEX figures are then fed into the Investment Planning Model as well as into the Operational & Financial Planning Model. Our Integrated Corporate Planning & Evaluation System is a quantitative model representation of the airport's future strategy; it represents in figures every single airport operation, parameters relating to the development plans, all forecasted revenues and costs, pricing structures, capital expenditure programmes and financing structures. Our business and financial plans were analysed, checked and acknowledged by a number of financial institutions on numerous occasions. We can therefore proudly say that our business plans are bankable documents!

PRE-BID & POST BID SERVICES

With an unrivalled track record of more than 100 airport transactions, ACV is the best choice for investors and operators aiming to achieve their jointly developed business plan targets. Whenever a project was awarded to one of our clients (the total awarded projects amount to more than 20 billion EUR of investments) we made sure the new owners would achieve their busi-

OUR **COMPETENCES**

ness plan goals. These experiences gained in past operative assignments clearly distinguish us from other consultants in the industry. Our insight into the daily airport business allows us to take an active role and even share risks.
Hence, we are a real partner for the long-term development and the successful realisation of privatisation projects.

CONCESSION MANAGEMENT
Concession management encompasses a definition of the concession concept's core elements (e.g. legal and commercial terms, planning, integration, etc.), the service level agreements, the major differences between the aeronautical and the non-aeronautical business fields, the required management tools, etc., and it identifies potential hurdles which need to be overcome. Concession management is a complex issue which has an important impact on the airport's revenues. However, a tailored concession management concept can be used as a guideline for revenue growth and increased profitability. Typically, it includes revenues from the following areas: terminal retail shops, duty free shops, F&B, in-flight catering, rental cars, advertisement, communication and IT, ground handling, lounges, car parking, landside developments, etc. The right concession management strategy can make a significant contribution to increasing revenues while reducing costs at the same time.

RETAIL CONCEPTS
Non-aeronautical revenues, particularly those derived from the retail business, have become increasingly important parameters to heighten airports' profitability. Often, passenger surveys provide the required understanding of the passengers' behaviour, spending rates and demand thus paving the way for the elaboration of a tailor-made terminal retail concept as well as for overall airport retailing. Not only do we evaluate and enhance existing retail areas and the required layout but we also design new central retail areas, e.g. with food courts, a unique mix of local specialty shops and high-class brands, and more. In doing so, we take a close look at passenger flows and define those magnets which will create a unique shopping experience.

AIRLINE MARKETING
Unbelievably enough there are still airports following the credo:"Let's build it, the airlines will come anyway!" The reality is not as straightforward: hardly any airline will commence operations in an airport which has not undertaken any effort to attract them accordingly.

Our incomparable market understanding ensures the most appropriate solution for even the most complex airport project - in a regional and in an international context. This sets the scene for innovative and practicable solutions. Put into practice, they are the key for smooth operations and they help secure investments in the thriving airport business.

In every project, we face new challenges and opportunities. However, with the right network, tools, and expert skills, no mission is impossible. Having the freedom to work independently and together with strong partners, we add unsurpassed value to what the industry's pipeline still holds in store.

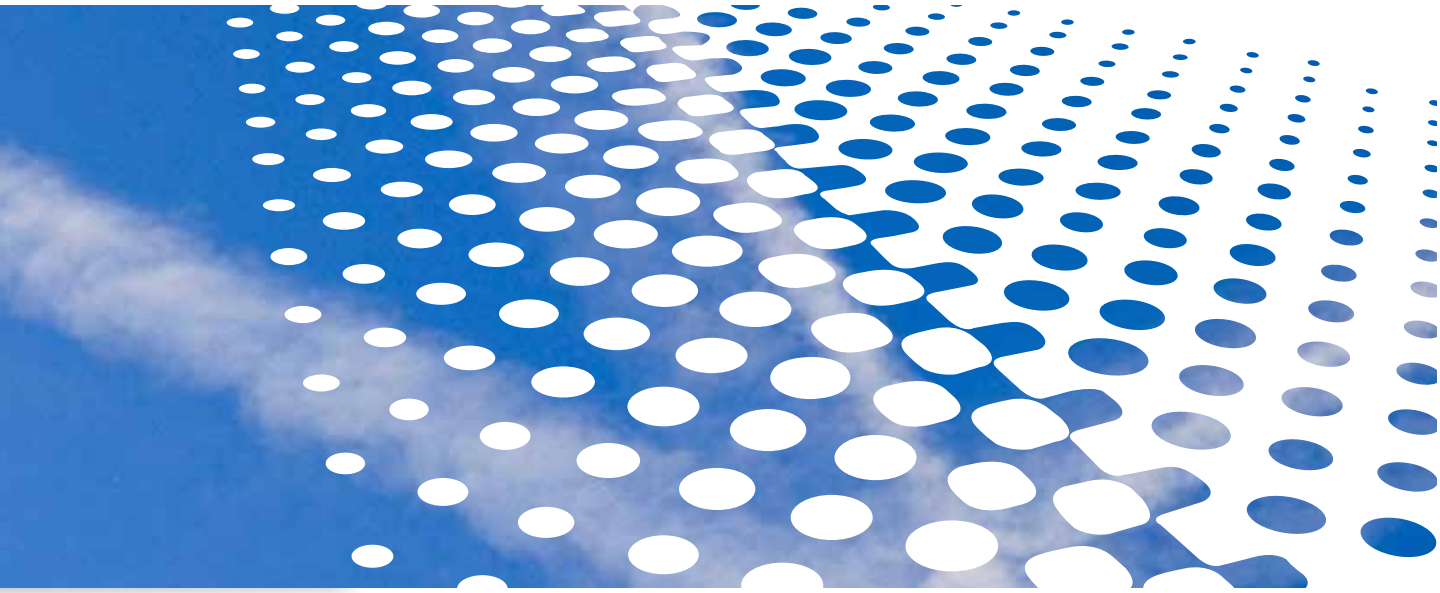
Needless to say that a common ground may only be found provided the negotiated tariff structure and marketing concept meet the airline's strategic objectives. The increasing might of low cost carriers putting pressure on tariff structures and consequently on the airlines' profitability serves as a prime example for one of the airports' major predicaments: airports are forced to attract new carriers with innovative ideas and concepts. Over the past 20 years, we have been active in airline marketing and aviation programmes for a number of major international airports and have carried out smaller assignments as parts of overall projects. Experience shows that a pro-active airline marketing and route development approach, such as ours, proves necessary for airports to identify the right airlines servicing the right destinations and proposing in return the right incentives which will make the difference to convince airlines during bargaining procedures. Our continuous and persistent contact with the world's major airlines is key to securing potential airline customers for our airport clients. We know that convincing airlines to serve a new destination is a most challenging task. Find flexible solutions, think innovative, show professionalism, master the right language toward airlines and airports, provide a well-tested international experience, negotiate on equal footing, and maintain cordial relations with airline decision-makers are but a few key criteria, which need to be met if airline marketing is to succeed.

BENCHMARKING

Not only in our industry is benchmarking a critical issue. Especially if only limited data is available, one is tempted to compare apples with oranges which does not produce reliable results. It does not make sense to benchmark intercontinental hubs against regional airports or tourism destination airports against airports which are mostly used by business travellers. Only same sized airports and within the same range in terms of main business segments can be compared with each other. After more than 20 years in the industry, we have built up an extensive database, which combined with our comprehensive market knowledge, enables us to apply most effective benchmarking methods and models.

TRAINING

With a new corporate strategy as a guideline, airport managers and staff benefit from the significant contributions which our objective-oriented workshops, employee development programmes and coaching procedures adding to their qualification.



OUR **COMPETENCES**

A sound technical development concept is an integral part of the overall planning process. On the one hand, the technical concept must be based on the strategic concept, the market demand and the forecasts made; on the other hand, much will depend on its financial feasibility. Besides that, the technical requirements must match the chosen development strategy.

The intended qualitative/strategic positioning of the airport will determine the level of the future quality standards. In addition, the technical development concept includes a calculation of the capacities required for the various airport functions as well as the resulting capital expenditure programme (functional programme and CAPEX).

The quality standards for the design of the master plan are determined in part by the IATA calculation model and by applying international benchmarks of other airports. These quality standards are a central aspect of the calculation model. It incorporates this data to determine future space requirements (space allocation programme).

CONCEPTUAL PLANNING
The Conceptual planning of an airport facility covers all relevant parts of that particular facility. As a comprehensive planning approach, it also considers all restrictions and limitations. The development is based on the ultimate vision - i.e. the airport's maximum development stage at the end of the development period - which it reflects in individual development phases (phased concept). This ensures the right capacity and efficient functionality (e.g. in terms of passenger flows) at the lowest possible investment costs for each specific development phase.

CAPEX PLANNING
A feasible development plan corresponds with a streamlined investment concept and thus ensures an optimised CAPEX programme which perfectly fits the business plan. The CAPEX calculation is carried out per development phase and is based on both the capacity model and the requirements book. It includes construction costs, equipment costs, asset-related costs (OPEX), etc., and defines design and construction periods for the various projects of a development concept.

FUNCTIONAL DESIGN
A preliminary design for an airport facility (e.g. terminal) covers all relevant parts of that particular facility. As a comprehensive and detailed planning step, it uses the conceptual design, which, in turn, is based on the ultimate vision, reflecting it in individual development phases. The preliminary design includes the architectural- and structural concept, the mechanical- and electrical concept, rough material specifications, and more.

MASTER PLANNING
An airport development plan (master plan) is a conceptual plan, which covers all relevant parts of an airport (i.e. airside, terminal, landside, landside access system). As it derives from an unconstrained development concept, it is a comprehensive planning approach which takes all restrictions and limitations into account. The development is based on the ultimate vision - i.e. the maximum development stage at the end of the development period - which it reflects in individual development phases (phased concept), thus ensuring the right capacity at the lowest possible investment costs for each specific development phase.

REQUIREMENTS MANAGEMENT
The requirements book ensures the "balance of systems". It is based on the draft space and allocation

programme and the definition of those quality standards that were determined in interviews and hearings with users. One of the major challenges is to cope with often competing and contradictory requirements of different stakeholders. An analysis or mediation process, involving all stakeholders as well as authorities can help solve the problem. This will lead to the most efficient solution because it integrates all relevant aspects.

CAPACITY PLANNING

Capacity planning is an essential component and a precondition for serious airport development concepts. It considers current and future constraints as well as any limitations. It is key to all further steps, such as conceptual planning, the phasing concept and investment planning (CAPEX, business plan, etc.).

TECHNICAL FEASIBILITY

The technical feasibility study consists of two major parts, the technical airport development plan and the capital expenditure calculation for the whole development period. Our integrated airport planning system interlinks these two parts, making a combined impact analysis of all technical and financial aspects possible. It optimises and streamlines the master plan and the financial concept, thus adding to the transparency of all interdependencies. As a part of the comprehensive planning approach it is based on the ultimate vision - i.e. the airport's maximum development stage at the end of the development period - which it reflects in individual development phases. A crosscheck with the business plan ensures that the right capacities will be provided at the lowest possible investment costs.

PROGRAMME MANAGEMENT

The master plan gives rise to a large number of different yet interrelated projects, which are combined in so-called programmes. However, programme management goes far beyond a parallel processing of these different projects. It is the task of programme management to structure the entire project, to outline the interdependencies of spatial, chronological, capacity-related and financial factors, and to define the overall objectives and general framework. A detailed focus on an individual project is much less important; what really matters in programme management is a careful fine-tuning of an accurate account of these interdependencies and all influencing factors.

SERVICES OVERVIEW

FEASIBILITY STUDIES, MASTER PLANNING & STRATEGIC DEVELOPMENT CONCEPTS

MARKET ASSESSMENT
STRATEGY
TRAFFIC FORECAST
CAPACITY PLANNING
CAPITAL EXPENDITURE
TECHNICAL CONCEPT
BUSINESS PLAN
FINANCIAL PLAN
BANKABLE DOCUMENTS

PRE-BID SERVICES

DUE DILIGENCE
PROJECT EVALUATION
(PRE-) FEASIBILITY STUDIES,
SECOND OPINION STUDIES
BID MANAGEMENT
CONSORTIUM STRUCTURING
PROJECT FINANCING &
EQUITY PARTICIPATION
STRATEGIC DEVELOPMENT CONCEPTS
MARKETING CONCEPTS &
ACTION PROGRAMS
TRANSITION PHASE PLANNING

DUE DILIGENCE & SECOND OPINION

QUICK CHECKS
REVIEWS
STRATEGY
TRAFFIC FORECASTS
TECHNICAL CONCEPT
REVENUE AND COST PLANNING
FINANCING
VALUATION

PROGRAM MANAGEMENT

REQUIREMENT MANAGEMENT
TIME/COST SCHEDULE
INTERFACES MANAGEMENT
PROJECT DEPENDENCIES
RELIABLE DECISION MAKING BASIS
DEFINITION QUALITY STANDARDS
USER/STAKEHOLDER INTERVIEWS
DEMAND ANALYSIS
COLLATION PLANNING VS. REQUIREMENTS
ITERATED MEDIATION
FINAL COMPILATION
REQUIREMENTS BOOK

POST-BID & TURNAROUND MANAGEMENT

- OPERATIONAL READINESS PROGRAMS
- TRANSITION PHASE MANAGEMENT
- PROJECT MANAGEMENT, CONTROL AND MONITORING
- CONSTRUCTION & PROCUREMENT MANAGEMENT
- NON-AERONAUTICAL REVENUE INCREASE
- TECHNICAL SERVICES AGREEMENTS
- MANAGEMENT CONTRACTS
- STRATEGIC MANAGEMENT
- TOTAL QUALITY MANAGEMENT - TQM
- FINANCIAL & COST ACCOUNTING
- CONTROLLING

KNOW-HOW TRANSFERS

- AIRPORT BRANDING AND PUBLIC RELATIONS
- AIRLINE/TOURISM MARKETING
- ADVERTISING AND PROMOTIONS
- MANAGEMENT OF SYNERGIES
- CONCESSIONS MANAGEMENT
- FINANCIAL MANAGEMENT/CONTROLLING
- BEST PRACTICES FOR QUALITY
- SAFETY AND SECURITY MANAGEMENT
- HR MANAGEMENT
- REAL ESTATE & PROPERTY MANAGEMENT
- MASTER PLANNING
- SPECIAL AIRPORT OPERATIONS

CONCEPTUAL PLANNING

- STRATEGIC CONCEPT
- DEMAND/CONSTRAINTS ANALYSIS
- ELABORATION DESIGN PARAMETER
- PHASING CONCEPT / ULTIMATE VISION
- FUNCTIONAL LAYOUT
- COMPREHENSIVE CAPACITY MODEL - SPACE REQUIREMENT
- TECHNICAL SPECIFICATIONS

AIRLINE MARKETING & ROUTE DEVELOPMENT

- MARKET SURVEYS
- MARKET POTENTIAL
- NEW ROUTES/DESTINATIONS/AIRLINES
- JOINT MARKETING PROGRAMS

OUR **CLIENTS**

500 PROJECTS
50 COUNTRIES
5 CONTINENTS
100 TRANSACTIONS
23 BEST OFFERS
20 BN EUR INVESTMENTS

ANGOLA
AUSTRALIA
AUSTRIA
BELARUS
BELGIUM
BRAZIL
BIH
CAMBODIA
CHILE
CHINA
CÔTE D'IVOIRE
CROATIA
CYPRUS
CZECH REP.
DOM. REP.
ECUADOR
ESTONIA
GEORGIA
GERMANY
GREECE
HUNGARY
INDIA
ITALY
JORDAN
KAZAKHSTAN
KUWAIT
LATVIA
LEBANON
LITHUANIA
FYR MACEDONIA
MALTA
MEXICO
MOLDOVA
NIGERIA
PANAMA

PERU
POLAND
ROMANIA
RUSSIAN FED.
SAUDI ARABIA
SLOVAKIA
SLOVENIA
SOUTH AFRICA
SPAIN
SUDAN
TAJIKISTAN
THAILAND
TURKEY
UKRAINE
UNITED ARAB EMIRATES
UNITED KINGDOM
UNITED STATES OF AMERICA
URUGUAY
UZBEKISTAN
VENEZUELA
ZIMBABWE

GLOBAL
AIRPORT
COMPETENCE

SUCCESS **STORIES**

GRU
GUARULHOS INT´L AIRPORT

ACV entered the Brazilian market in 2011 - almost too late for the first round of privatisations, which were scheduled for the end of 2011. However, as one of the world's leading airport transaction advisors, ACV quickly joined forces with Investimentos e Participacões em Infrastructura S.A. (Invepar), Brazil's leading infrastructure fund, headquartered in Río de Janeiro. Invepar was already involved in several large-scale projects, such as the Metro Río and numerous highway concessions.

We took the lead as the airport know-how provider in Invepar's consulting team and advised Invepar in the bids for the three airports: Guarulhos, Viracopos and Brasília. Together with ADM, we reviewed existing documents, reports and calculations and prepared the required due diligence report for Invepar's top management and the management board.

Special attention was paid to the strategic concept, a review of earlier due diligence documents and the traffic forecast, the development of a new operational concept, a review of the capacity planning, the development of a functional plan for the terminal, the CAPEX review, and the development of a comprehensive model for non-aeronautical revenues and OPEX planning.

Gustavo Rocha, CEO of Invepar, later said: **"ACV's experience, comprehensive work and professional attitude was crucial in order to determine the right price for this complex project and eventually to win."**

The consortium led by Invepar and the South African airport operator ACSA won the contract to overhaul São Paulo"s Guarulhos International Airport with a BRL 16.2bn (EUR 7.17bn) bid – an amount which is five times the minimum value set by the Brazilian Government. During the course of the project, we were able to establish and enjoy a very successful cooperation with Invepar.

Thereafter, we also supported Invepar in the second round of privatisations in Brazil. Unfortunately, Invepar's consortium did not win due to unfavourable tender terms relative to the participation of first round winners.

Today, we are still working together with Invepar as their long-term airport industry experts.
The successful cooperation lead to the award of acontract to carry out the Master Plan Study as well as the Conceptual Planning for GRU's new terminal 3. The concept of renovation and revaluation of the existing terminals TPS 1 and TPS2 was part of the development concept. Since the new terminal 3 has to be in operation in 2014 meeting deadlines plus securing the long term airside capacity were the biggest challenges of this project. Due to the limited space in the location, the short period of time for construction works as well as the authority's requirements – all functions had to be located optimally so that the continuous operation of the airport would not be affected.

The position of the new terminal 3 is based on a One-Roof-Concept. The new international terminal 3 is located in immediate proximity to the existing terminal 3 . This terminal is dedicated to international passenger processing and consists of the passenger processing part, a pier and a satellite. The design offers the possibility to convert the terminal into a mixed operation terminal (also allowing domestic flights) at a later date. The possibility to dispatch domestic as well as international flights at one terminal offers the possibility to use the terminal for a Home Carrier or as an Alliance Terminal. Short ways, short

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connecting times will support the market position of the São Paulo Guarulhos Int'l airport in the future. Furthermore, we were responsible for the retail concept of the new terminal including amongst others the following services:

- Analysis of the existing outlets
- SWOT Analysis and improvement program
- Development of retail strategy based traffic forecasts and passenger segmentation for the quality and price positioning of the shops, catering units and passenger units driven by magnet functions of strong brands
- Assessment of areas and zones and elaboration of traffic estimates
- Development of the ideal product-outlet mix with optimised locations
- Review of existing contracts (core tenants)
- Assessment of turnover potential
- Definition of a target concession fee
- Implementation of the concession management tools (contract, POS and inventory management systems, passenger surveys, etc.)
- Preparation of a Real Estate Landside Development Concept
- Review and adjustment of existing contracts
- Analysis of price policy and concession planning
- Advertisement potential analysis
- Review and optimisation of the existing passenger services (ticket counters, baggage wrapping, ATMs, banks, rental cars, public transportation, baggage trolley, porter services, lounges, etc.)
- Concept for retail, catering and passenger service units and the space allocation based on the future traffic potential of the new Passenger Terminal (including functional plan and space optimisation).

T3
OPENING
IN MAY 2014

SUCCESS **STORIES**

AER

SOCHI INT´L AIRPORT

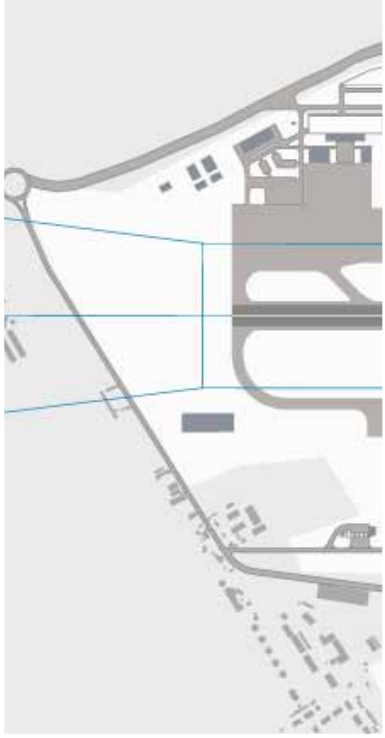
Sochi is a well-known Russian tourism location and the venue of the 2014 Olympic Games. The Sochi Airport is located on the shore of the Black Sea and is one of Russia's largest tourism destination. A Russian company acquired four regional airports around 2004 – including Sochi. The airport was significantly underdeveloped and the passenger terminal had to undergo total refurbishment. The airport was a loss-making business and lacked the management experience to achieve the turnaround. The main driver for growth was the increasing number of domestic and international summer and winter tourists.

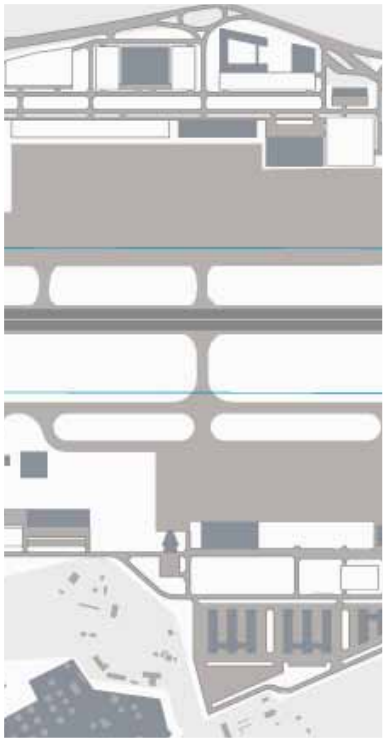
In 2006, the airport operator engaged us to support the turnaround process. We developed a unique strategic airport development plan, including the master plan, an airline marketing concept and a concept for ground handling services and retailing. In addition, we provided know-how transfers to the top management over a period of about 7 years. Sochi Airport required significant equity injections until it completed its turnaround in 2012. At the time, the Airport accounted for more than 2.0 million passengers p.a. Thus, Sochi Airport had turned from a loss making business into a profitable and well-managed infrastructure asset.

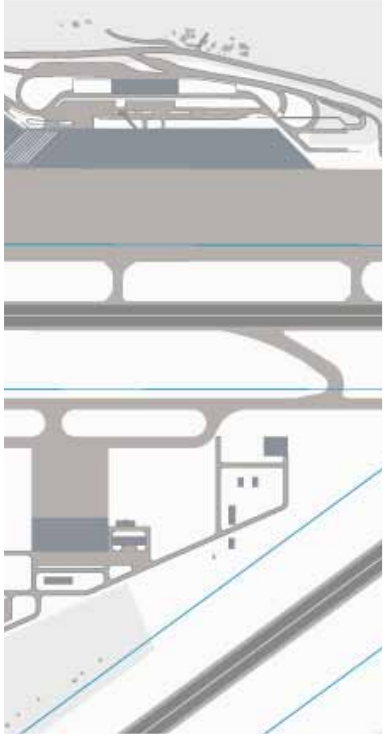
In 2012, 50% of the four regional airports were acquired by Singapore's Changi Airport and the Russian Sberbank.

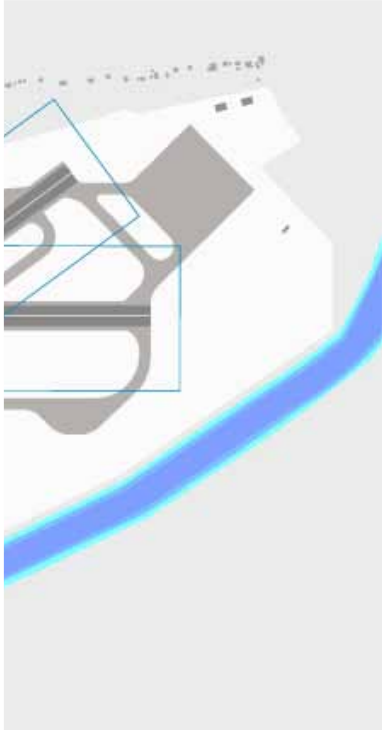
For the last Olympic Winter Games in Sochi, the existing master plans for the airports in Sochi, Krasnodar, Anapa and Gelendzhik required the checking and verification of their technical and financial feasibility.

The adaption of the existing plans was completed on the basis of a new traffic forecasts. The primary focus laid on the construction mea-









surements in order to optimise the balance between financial affordability and technical benefit.

In the case of the Sochi International Airport, a clearly structured concept was prepared based on a detailed analysis of the existing facilities and those currently under construction. This was caused primarily by a spatial and organisational separation of the main passenger terminal, the VIP/GA terminal and cargo areas. Reorganisation of these building programs enabled a significant improvement in terms of aircraft park positioning and overall planning. For the landside development, a new programmatic concept focused on the usage of the Olympic facilities after the Games was also a major issue which needed to be addressed.

READY
FOR THE
OLYMPICS

SUCCESS **STORIES**

KBP

BORYSPIL INTERNATIONAL AIRPORT

Kiev's Boryspil Airport is Ukraine's capital city airport, serving about 8.0 million passengers annually. The Boryspil Airport is one of our oldest clients. The successful cooperation dates back to 1992.

Over the years, we have significantly contributed to both, the airport's international recognition and to Boryspil's positioning as a successful airport operation in Ukraine. Amongst others, the following assignments were completed:

- Master plan and master plan updates, using our integrated airport planning model
- Traffic forecast (including the analysis of the market, tourism traffic and competing airports)
- Business plan (including CAPEX, OPEX, EBITDA, cash flow projections and financial requirements), using our integrated airport planning model
- Organisation of commercial facilities at the Airport
- Hub development concept
- Strategic advisory services
- General aviation development concept
- Passenger terminal refurbishment programme
- Implementation of the new financial cost accounting system
- Planning, design and tendering of the new runway equipment
- Further activities included: a new strategic management concept and business plan, new management system as well as ground handling trainings

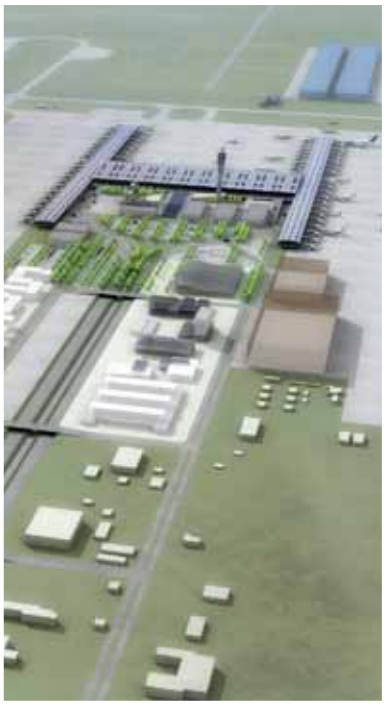
In 2004, we provided a tailor-made update of the Airport's national master plan to strategically position the Airport in Ukraine and in the region in which it is located in line with the already liberalised aviation industry of the country. This master plan is still revised on a regular basis, taking into account the current situation and future developments.

Due to changes in the fundamental conditions, the master plan was reworked in 2008 – to take into account the newly available airport areas and transport forecasts. As a result, the planned technical development concept was adapted based on the following: a detailed analysis of the market sector and a more comprehensive strategic concept (to maximise the airport's new potential), as well as a traffic forecast extending to all relevant segments of the airport through the next 30 years.

The technical development programme had to take into account the relevant economic and capacity framework, and furthermore encompassed a tailor-made financing concept.

In 2013 we have successfully delivered our last master plan update for this airport.

LONG-TERM **CLIENT**



SUCCESS **STORIES**

IST
ATATÜRK INTERNATIONAL AIRPORT

One of our most successful undertakings ever was the Istanbul Airport BOT Project. Today, the Atatürk International Airport serves approximately 45 million passengers p.a. It is by far the largest airport in Turkey.

From the beginning of the 1990s, the Turkish government (via the Civil Aviation Authority DHMI) had tried to privatise the international passenger terminal of the Airport through a build-operate-transfer (BOT) contract. However, for a number of reasons (such as formal mistakes, bidders' objections, political intervention, etc.), the first five attempts failed. In 1998, the sixth attempt was launched. ACV (at that time as a 50% subsidiary of Vienna International Airport - VIE) established the TAV consortium (Tepe-Akfen-Vienna), comprising VIE and two Turkish construction companies, Tepe and Akfen.

The TAV consortium delivered its technical and financial bid alongside 11 other bidders in mid-1998. The primary selection criterion was a non-pecuniary investment: the shortest operational period after the construction was completed. The TAV consortium committed itself to investing USD 306 million for the construction of the terminal and offered an operation period of 4 years, 8 months and 20 days. Based on our advice, the TAV consortium won the concession.

The concession agreement was signed in the summer of 1998 and after 18 months, the turnkey construction was completed. On 10th January 2000 the terminal was officially opened.

Throughout the project, we provided key input for positioning the Atatürk International Airport as a successful and leading airport in Turkey. The ACV team was highly commended for its professionalism and the outstanding results achieved. We succeeded in establishing an excellent mutual understanding with TAV during the course of the BOT project for the design, the development and the construction of the new 14 million passenger capacity terminal and the multi-storey car park. Additionally, we implemented the Terminal Operations Manual, which we developed in line with the Airport's particular needs . We later duplicated the success of the terminal operations concept in form of an Integrated Management Information System.

After the award of the BOT project for the new International Passenger Terminal in Istanbul we negotiated a tailor-made Technical Services Agreement (TSA), with a predominant focus on a performance-driven success fee, with our Turkish partners. The TSA included a VIE know-how transfer via ACV to a local company. The know-how transfer commenced during the construction phase of the terminal with the recruitment and training of the new airport company's staff .

Special training programmes were part of the hands-on technology and know-how transfer and included various aspects of the new passenger terminal and car park management, operation and maintenance . The agreement was later converted into a consultancy-based agreement for the provision of airport operational and management services on-request.
The project was a full success for all parties concerned – for VIE, Tepe, Akfen and ACV!

Extremely satisfied, Mr. Sani Sener, CEO of TAV, stated the following:

"Over the past few years, we have been able to establish a very successful cooperation with ACV. This greatly contributed on the one hand to the international recognition of the Airport and on the other hand to positioning the Atatürk International Airport as a successful and leading airport in Turkey."

We are still working together with TAV – today a well-known international airport operator - on a project-by-project basis.

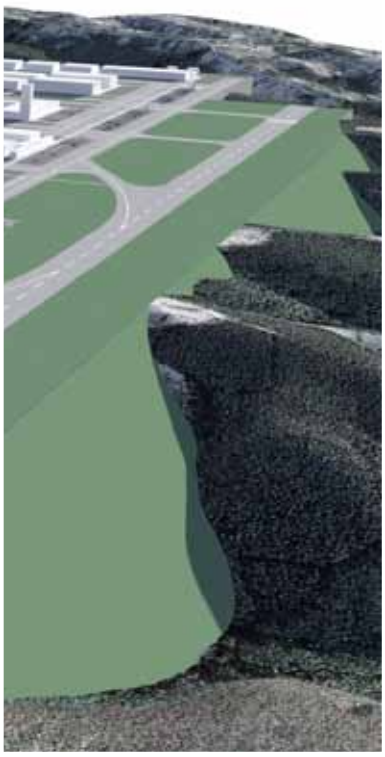
Tepe Akfen TAV Airports

SÃO ROQUE

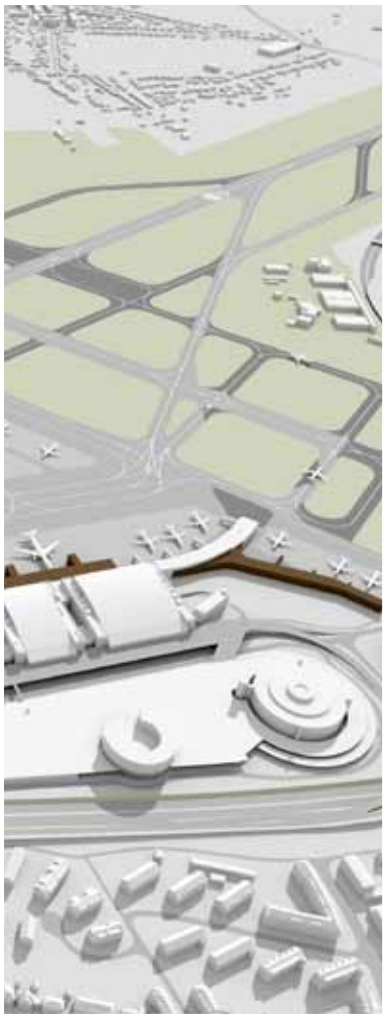
BUSINESS AVIATION AIRPORT

The Client is interested in building a luxury complex (houses, offices, shopping malls, hotels, restaurants, etc.) 40 minutes away from São Paulo city in São Roque. The complex includes also an airport for business aircraft with a heliport under the Project Name "Catarina". ADM prepared a Feasibility Study aiming at evaluating the Catarina project. The following assignments were undertaken:

- Market assessment
- Analysis of the Traffic with executive and business jets as point-to-point traffic from other home based aircrafts and aircrafts based in São Roque
- Analysis of Air taxi and aircraft pooling services
- Business Plan
- Helicopter traffic related with the operations in São Roque and flights carried out independently
- Evaluation of the market for MRO services, FBOs, helicopter flights, fuelling, hangar services
- Evaluation of the repercussion of flights on the MRO services
- Technical Lay-out Plan
- Analysis of competing airports
- Projection of market demand and potential
- Strategic Concept
- Traffic Forecast
- Conceptual Master Plan



SUCCESS **STORIES**



HAM

HAMBURG INT´L AIRPORT

ADM was supporting Hamburg Airport in establishing a new strategic development process. The airport's management team believes that a viable development concept should be conceived as an ongoing, iterative and flexible process, more so than a one-off master plan with a rigid focus. Importantly, this process needed to involve all relevant parties. In response, ADM has established an innovative strategy development process allowing our client's management team to comprehensively reflect on the airport's future – by involving all key employees and vital stakeholders alike. Specifically, ADM has been tasked with analysing all existing air- and landside system capacities, developing and verifying a diversity of strategic options, designing various options and assuming the lead project management role for the entire undertaking.

FRA

FRANKFURT INT´L AIRPORT

We have been working at the Frankfurt Airport since 2003.
In 2003-2004 we carried out a space and functional program and a Development Program for the Terminal 3. The goal of this project was to implement all relevant airport requirements while meeting the precondition of not exceeding 300.000m^2 (while originally, in the competition's first phase, the area was of 500.000m^2). In cooperation with "Foster and Partners" and "NACO", a layout system consisting of different building models was developed for the given building site which was the base of the second phase - the architectural competition. Afterwards ADM continued to support the client through the entire period of the competition. In 2004, an area survey for the Terminals 1 & 2 was undertaken encompassing a functional analysis and a capacity review. Moreover, in 2006, our airport project management team was advising FRAPORT's Real Estate and Facility Management department supporting the FRAPORT development and extension program and specialising in several core areas, including the airport planning, the airport project management, the strategy development and the controlling. Specifically, ADM consolidated quarterly reports, time schedules and cost analyses for diverse building projects. In addition, we provided visualisations for operations procedures and construction progress, conducted risk analyses and improved communication strategies for the Real Estate and Facility Management.

© FRAPORT

CONTACT

JOHANN FRANK
Managing Director

Johann Frank is the founder of Airport Consulting Vienna and has been the Managing Director since 1992.

For more than 30 years, Johann has been active as a top management advisor.

He has a track record of more than 80 airport privatizations/PPPs. In about 20 cases, the consortium he supported has been awarded the project.

Johann has been involved in about 300 complex airport projects and has worked on a truly global scale.

Johann Frank
E: johann.frank@a-c-v.aero
P: +43 1 236 7007
F: +43 1 253 3033 7399

PETER KÖNIGSHOFER
Managing Director

Peter Königshofer is the founding partner of Airport Design Management.

Peter has over 20 years of experience in the field of airport planning as well as urban and regional developments.

Peter´s specialty lies in airport planning and consultancy. He is engaged in various airport infrastructure projects all over the world.

As a transport planner, he is also skilled in all areas of design, operational layouts and capacity management.

He has worked on projects in Europe, Middle East, Far East, Africa and Latin America.

Peter Königshofer
E: peter.koenigshofer@ad-m.com
P: +43 1 513 1040
F: +43 1 513 1040 11

MARKUS FRANK
Head of Business Development

After more than 14 years in the industry, Markus Frank has a strong track record of airport projects.

During his studies of economy and business administration, he focused on airport related topics. His diploma covered the topic »PPPs in the Airport Industry«.

Markus gained extensive project management experience in more than 50 airport projects and was involved in about 20 international airport transactions.

He is responsible for ACV's business development, strategy, marketing and project management.

Markus Frank
E: markus.frank@a-c-v.aero
P: +43 1 236 7007
F: +43 1 253 3033 7399

www.a-c-v.aero
www.ad-m.com

Office Park 1, A-1300 Vienna

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