

OPENING KEYNOTE

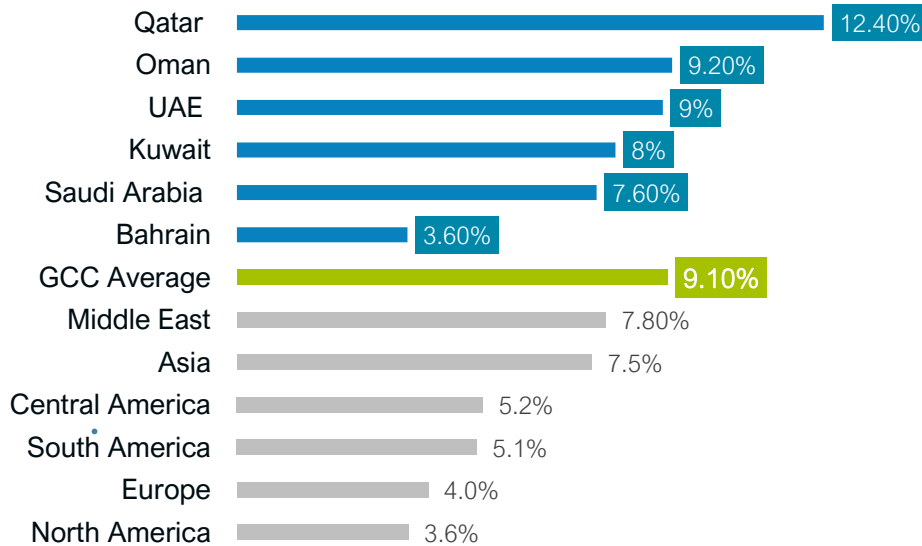
The Changing Global Regulatory Landscape: Leadership Role of GCC Airports

WALA XIV Annual Conference | Manama, Bahrain | May 30, 2024

GCC as evolved into an authoritative player in global aviation

GCC v. other regions | Business model innovation | Customer experience | Adoption of new technologies

Annual growth (CAGR), number of seats, per origin country and region, domestic & international (2004-2019)



Source: Innovate Airline Schedule Data via Diio Mii

ArabianBusiness

Bahrain opens new airport terminal, hails new era for aviation sector

GDN

A new vision for Gulf Air, national carrier of Bahrain

FUTURE TRAVEL EXPERIENCE

Riyadh Air signs strategic partnership with Artefact to innovate with cutting-edge cloud and AI technologies



Reuters

Dubai announces \$35bn construction of world's largest airport terminal

MUSCAT DAILY

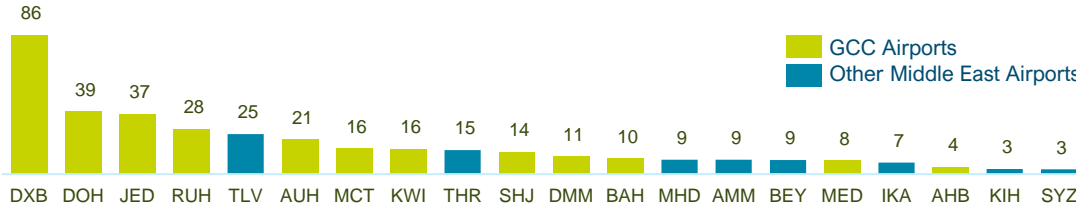
AN APEX MEDIA PUBLICATION

Oman's Civil Aviation Authority plans six new airports

Leaders, trends, and clusters in the GCC aviation landscape

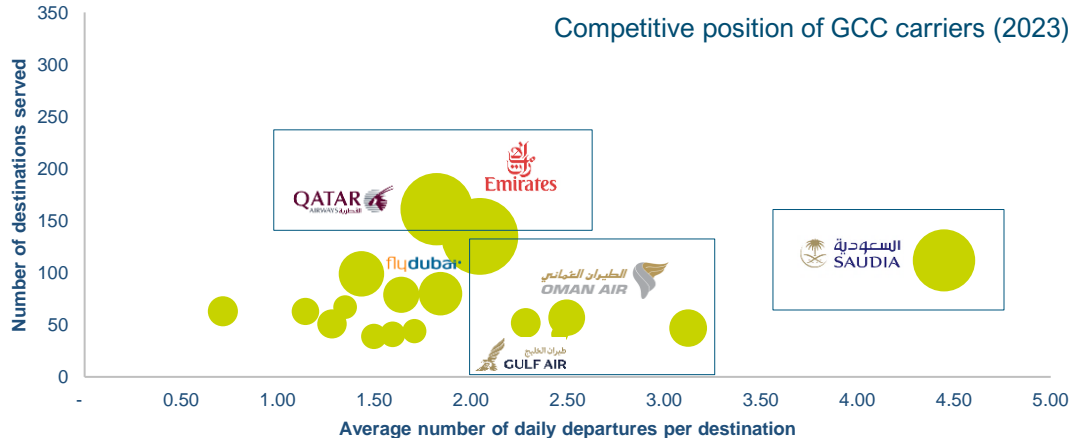
GCC airports are leaders in the Middle East region | Passenger volumes supported by strong airlines

Top 20 airports in the Middle East region by passenger volume (in millions, 2019)



78% of passengers carried by the top 20 airports in the Middle East region use one of GCC's airports

Competitive position of GCC carriers (2023)



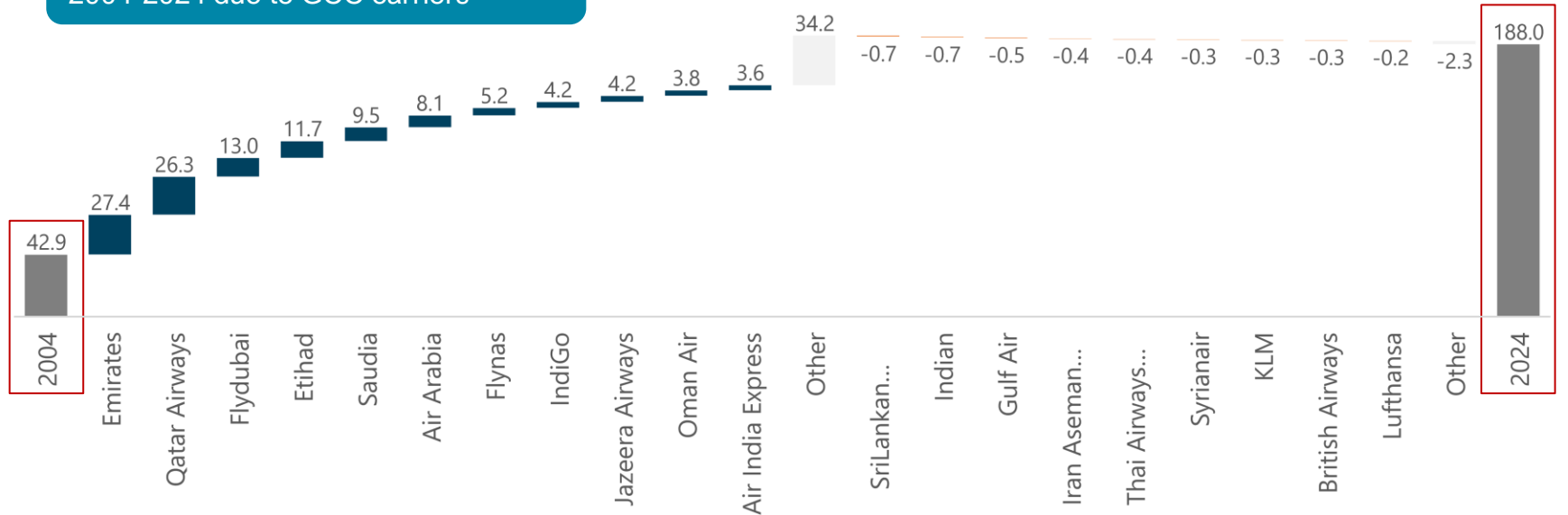
Strong synergetic relationship between national carriers and GCC airports...but there are clusters with their own dynamics

Growth mostly by GCC carriers, foreign carriers reduce capacity

National carriers (and LCCs) linked to GCC airports' success | International tourism still limited | New travel routes

75% of passenger growth between 2004-2024 due to GCC carriers

Seat capacity evolution from and to GCC countries per airline (in millions of seats, 2004-2024, one-way, international)

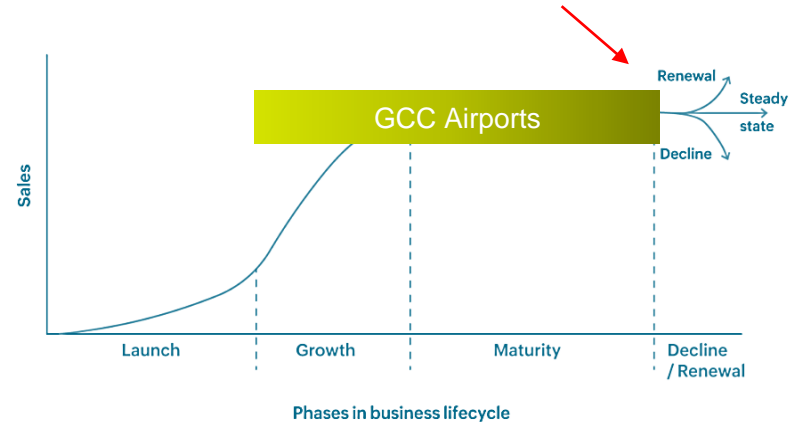


Airport competitiveness and regulatory challenges ahead

National carriers (and LCCs) linked to GCC airports' success | International tourism still limited | New travel routes

Gains in airport competitiveness driven by country national visions and state investments

But airports (and economic regions) are also subject to the typical business life cycle



Synergetic relationship of GCC airports with national carriers likely to remain strong

Synergetic relation with airlines translate into regulatory pressures

Direct, indirect, unforeseen | Regulatory burden on airlines affect airports | Rethink airport-airline relations

- 1 Access to capital
- 2 Costly regulation
- 3 Unilateral government action and regulatory fragmentation
- 4 Taxes, fees, charges
- 5 New Aviation: UAM, Electric & Hybrid

Subject to ESG reporting, financial and reputational risks, funding for long-term sustainability projects

Burdensome/costly regulation affect destination (airport) connectivity, attractiveness, route development

Unpredictable and burdensome doing business environment results in financial & operational pressures

Airports will likely be targeted, effects on future investments, cost recovery and incentives

New untapped markets, commercial opportunities but regulatory hurdles

Leadership Role of GCC Airports Amid Global Instability



NACO

a company of Royal HaskoningDHV

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marcelo.garcia@naco.rhdhv.com

