

### Registration, coffee & catching up

08:00 - 09:00

### GAD World Welcome

09:00 - 09:05  
State of the Industry

### Chair's Opening

09:05 - 09:15  
State of the Industry

### Airport Host's Opening Keynote

09:15 - 09:45  
State of the Industry

### Participants

**Keynote: Daniel Bircher** - Chief International Officer (CIO), Flughafen Zürich AG

### Global Airport Operation: The State of the Industry Panel

09:45 - 10:30  
State of the Industry

With pandemic uncertainties continuing and challenging times ahead forecast with expectations of future pandemics, recession and climate change, what are the strategic priorities for airport operators for the short, medium and long term?

### Participants

**Panellist: Nicolas Notebaert** - President, VINCI Airports

**Panellist: George Casey** - Chair and CEO, Vantage Airport Group

### Post-Pandemic Airline Business Models

10:30 - 11:00  
State of the Industry

Considering the new dynamics of the airline industry and what airline consolidation and alliances, economic models and climate regulation will mean for airport businesses.

### Refreshments & networking

11:00 - 11:30

### 2021 Aviation Market Performance & Financial Review

11:30 - 12:00  
Investing in Airports

### Participants

**Speaker: Andrew Lobbenberg** - European Equity Research Sector Head Transport, HSBC

### Investing in Airports – the Long Haul

12:00 - 12:45  
Investing in Airports

Gauging the appetite for airport investment and demand for new transactions in the current climate; how do we move forward to re-balance public and private interests, deliver ROI for investors and support the recovery for the benefit of all stakeholders?

### Participants

**Panellist: Luke Bugeja** - CEO, Ferrovial Airports

**Panellist: Sundeep Malik** - President Portfolio Management, Zurich Airport International

### Lunch & networking break

12:45 - 14:00

Lunch for all attendees will be served in the exhibition area with tables hosted by different speakers, giving participants the chance to make new connections and share expertise with the table hosts.

### Participants

**Lunch table host: Gerhard Schroeder** - Managing Director, AviAlliance

### Airport Finance 2022: Repairing the balance sheet

14:00 - 14:40  
Investor Strategy & PPPs

Evaluating the lasting impact of the pandemic on airport financial structures; managing liquidity and leveraging for a return to profitability.

### Participants

**Moderator: Ray Gray** - Director, Derryquin Associates

### National Privatization Programmes

14:40 - 15:20  
Investor Strategy & PPPs

With the final phases of the Brazilian national airport privatization process coming to the market, the team behind the strategy will share their experience of strengthening PPP models for future setbacks and for bringing airport concessions to the market.

### Participants

**Moderator: Peter Stonor** - Head of Transport, Infrastructure & Industrials, VTB Capital

**Speaker: Ricardo Fonseca** - Regulatory Policy Director, SAC Brazil

**Speaker: Adriano Miranda** - Head of the Airport Economic Regulation Department, ANAC

**Speaker: Rogerio Teixeira Coimbra** - Director for Regulatory Affairs, Inframerica

### Airport concession models 2022

15:20 - 16:00  
Investor Strategy & PPPs

### Participants

**Panellist: Eric Fleurisson** - Executive Director, Airport Development, Bouygues Bâtiment International

**Panellist: Tiago Pereira** - Director, ANAC

### Refreshments & networking

16:00 - 16:30

### Building ESG into Airport Concession & Financial Models

16:30 - 17:15  
Investing in Airports

Considering the increasing significance of governance and compliance issues and the part ESG will play in future concession models and in winning bids.

# SESSIONS

GAD WORLD 2021 DAY 1 - 30/11/2021

GAD World

30 November - 2 December 2021

The circle  
Zurich

---

## Right-sizing airport development and investment strategy

17:15 - 18:00

Investing in Airports

To what extent has the pandemic changed development strategies? Do capex projects to increase capacity and commercial infrastructure still make financial sense? Will investment balance with revenue expectations and deliver ROI over its lifecycle?

### Participants

**Moderator: Patrick Folley** - Operations Director - Aviation, Jacobs

**Panellist: Amit Rikhy** - President & CEO, CAG Holdings

**Panellist: Christoph Schnellmann** - CEO, Noida International Airport

---

## Networking Reception & Roundtables

18:00 - 19:30

Join a roundtable to catch up with peers, make new connections and share expertise on different hot topics.

### Participants

**Roundtable Host: James Campbell** - PPP Project Director, Bermuda Airport Authority

**Roundtable Host: Rigas Doganis** - Chairman, European Aviation Club

# SCHEDULE

GAD WORLD 2021 DAY 1 - 30/11/2021

GAD World

30 November - 2 December 2021

The circle  
Zurich

| TIME  | INVESTING IN AIRPORTS  | INVESTOR STRATEGY & PPPS   | STATE OF THE INDUSTRY   |
|-------|--|--|---|
| 08:00 | 08:00 - Registration, coffee & catching up   | 08:00 - Registration, coffee & catching up   | 08:00 - Registration, coffee & catching up  |
| 09:00 |  |  | 09:00 - GAD World Welcome<br>09:05 - Chair's Opening<br>09:15 - Airport Host's Opening Keynote<br>09:45 - Global Airport Operation: The State of the Industry Panel |
| 10:00 |  |  | 10:30 - Post-Pandemic Airline Business Models   |
| 11:00 | 11:00 - Refreshments & networking<br>11:30 - 2021 Aviation Market Performance & Financial Review     | 11:00 - Refreshments & networking  | 11:00 - Refreshments & networking   |
| 12:00 | 12:00 - Investing in Airports – the Long Haul<br>12:45 - Lunch & networking break                    | 12:45 - Lunch & networking break   | 12:45 - Lunch & networking break  |
| 13:00 |  |  |   |
| 14:00 |  | 14:00 - Airport Finance 2022: Repairing the balance sheet<br>14:40 - National Privatization Programmes |   |
| 15:00 |  | 15:20 - Airport concession models 2022   |   |
| 16:00 | 16:00 - Refreshments & networking<br>16:30 - Building ESG into Airport Concession & Financial Models | 16:00 - Refreshments & networking  | 16:00 - Refreshments & networking   |
| 17:00 | 17:15 - Right-sizing airport development and investment strategy                                     |  |   |
| 18:00 | 18:00 - Networking Reception & Roundtables   | 18:00 - Networking Reception & Roundtables   | 18:00 - Networking Reception & Roundtables  |

### Registration, networking, refreshments & exhibition

08:30 - 09:00

### CEO Strategy & Leadership in Turbulent Times

09:00 - 09:45

Winning Airport Management & Strategy

How are airport business leaders defining and implementing new strategies and developing new cultures in readiness for the return to full service?

#### Participants

**Panellist: Tobias Markert** - CEO, Zurich Airport Latin America

**Panellist: Yiannis Paraschis** - CEO, Athens International Airport

**Panellist: Stewart Steeves** - Chief Operating Officer, Vantage Airport Group

### Can The Industry's Sustainability Challenges Be Met In Time

09:45 - 10:30

Winning Airport Management & Strategy

Interpreting and acting on COP targets: how far have we come and to what extent can airports accelerate their own de-carbonisation as well as support / drive changes beyond their own operations?

#### Participants

**Panellist: Tom Ruth** - President & CEO, Edmonton International Airport

### Refreshments, exhibition & networking

10:30 - 11:00

### Air traffic and route dynamics: the 5-year horizon

11:00 - 11:30

Aviation Deep Dive

What will the global route network look like in 2022 and how will the industry re-balance supply and demand, continuing regulatory uncertainty and new post-pandemic passenger behaviour?

#### Participants

**Moderator: Rigas Doganis** - Chairman, European Aviation Club

**Panellist: Chris Tarry** - CEO, CTAIRA

### Global fleet and aircraft landscape

11:30 - 12:00

Aviation Deep Dive

Examining the impact of right-sizing and aircraft asset financing on fleets, the future for narrow body aircraft and the long haul towards sustainable aircraft.

### Cargo Strategic Update

12:00 - 12:30

Aviation Deep Dive

- Cargo business current and expectations of future performance
- Regional cargo routes and services development
- Developing winning airport cargo projects: strategy, technology, sustainability, investment and finance models

### Is Business Travel in the Balance?

12:30 - 13:00

Aviation Deep Dive

Analysing the future prospects for business travel and the implications for airport business, operations and facilities.

### Lunch & networking break

13:00 - 14:00

### Aiding airport sector recovery

14:00 - 14:30

Regulation & Charging

Understanding national and EU regulatory frameworks and benchmarks determining aid packages and compensation. How will the sector be supported to manage ongoing travel restrictions with the need to keep fundamental aviation infrastructure open.

### The Airport Charging Debate

14:30 - 15:15

Regulation & Charging

How can the industry continue to work together to weather the storm and balance charging regimes to support both airline and airport recovery, whilst supporting passenger interests & pricing incentives to return to travel?

#### Participants

**Panellist: Giovanni Cavallaro** - VP Strategic Planning & Regulatory, Aeroporti di Roma (ADR)

**Panellist: Adrian Williams** - Senior Advisor, UK CAA

**Panellist: Michael Stanton-Geddes** - Head of Economics & Competition, ACI Europe

### Risk management in airport assets

15:15 - 15:45

Regulation & Charging

How are investors and financiers viewing the heightened risk profile of airports post Covid in addition to increasing climate and regulatory risks?

### Refreshments, exhibition & networking break

15:45 - 16:15

### Developing Urban (UAM) and Advanced Air Mobility (AAM) Infrastructure

16:15 - 17:00

Future Airport Development

An update on the latest regulation, advancements in eVTOL vehicles, development of vertiport infrastructure and operator strategy.

### Future Airport Development Case Study: The Circle Project

17:00 - 17:30

Future Airport Development

Insights into the design and development of this airport city, enhancing the role of the airport beyond the terminal as a destination in the urban landscape.

#### Participants

**Speaker: Stefan Feldman** - Head, The Circle, Flughafen Zürich AG

### Walking Tour of the Circle Complex

17:30 - 18:45

Join our hosts from Zurich Airport as we take a walking tour around the new development with exclusive 'behind the scenes' insights into the project design, strategy and operations of this groundbreaking project.

### Networking drinks reception

18:45 - 19:45

# SCHEDULE

GAD WORLD 2021 DAY 2 - 01/12/2021

GAD World

30 November - 2 December 2021

The circle  
Zurich

| TIME  | AVIATION DEEP DIVE  | FUTURE AIRPORT DEVELOPMENT  | REGULATION & CHARGING  | WINNING AIRPORT MANAGEMENT & STRATEGY   |
|-------|---|---|--|---|
| 08:00 | 08:30 - Registration, networking, refreshments & exhibition   | 08:30 - Registration, networking, refreshments & exhibition   | 08:30 - Registration, networking, refreshments & exhibition                                      | 08:30 - Registration, networking, refreshments & exhibition   |
| 09:00 |   |   |  | 09:00 - CEO Strategy & Leadership in Turbulent Times<br>09:45 - Can The Industry's Sustainability Challenges Be Met In Time |
| 10:00 | 10:30 - Refreshments, exhibition & networking   | 10:30 - Refreshments, exhibition & networking   | 10:30 - Refreshments, exhibition & networking  | 10:30 - Refreshments, exhibition & networking   |
| 11:00 | 11:00 - Air traffic and route dynamics: the 5-year horizon<br>11:30 - Global fleet and aircraft landscape |   |  |   |
| 12:00 | 12:00 - Cargo Strategic Update<br>12:30 - Is Business Travel in the Balance?                              |   |  |   |
| 13:00 | 13:00 - Lunch & networking break  | 13:00 - Lunch & networking break  | 13:00 - Lunch & networking break   | 13:00 - Lunch & networking break  |
| 14:00 |   |   | 14:00 - Aiding airport sector recovery<br>14:30 - The Airport Charging Debate                    |   |
| 15:00 | 15:45 - Refreshments, exhibition & networking break   | 15:45 - Refreshments, exhibition & networking break   | 15:15 - Risk management in airport assets<br>15:45 - Refreshments, exhibition & networking break | 15:45 - Refreshments, exhibition & networking break   |
| 16:00 |   | 16:15 - Developing Urban (UAM) and Advanced Air Mobility (AAM) Infrastructure                                   |  |   |
| 17:00 | 17:30 - Walking Tour of the Circle Complex  | 17:00 - Future Airport Development Case Study: The Circle Project<br>17:30 - Walking Tour of the Circle Complex | 17:30 - Walking Tour of the Circle Complex   | 17:30 - Walking Tour of the Circle Complex  |

# SCHEDULE

GAD WORLD 2021 DAY 2 - 01/12/2021

GAD World

30 November - 2 December 2021

The circle  
Zurich

| <b>TIME</b>  | <b>AVIATION DEEP DIVE</b>           | <b>FUTURE AIRPORT DEVELOPMENT</b>   | <b>REGULATION &amp; CHARGING</b>    | <b>WINNING AIRPORT MANAGEMENT &amp; STRATEGY</b> |
|--------------|-------------------------------------|-------------------------------------|-------------------------------------|--|
| <b>18:00</b> | 18:45 - Networking drinks reception | 18:45 - Networking drinks reception | 18:45 - Networking drinks reception | 18:45 - Networking drinks reception              |

---

### Registration & coffee

08:45 - 09:00

---

### Gearing-up Small and Regional Airport Strategy

09:00 - 10:30

Winning Airport Management & Strategy

This interactive session will look at managing the on-going challenges facing regional airports in the current climate and how to re-define and position themselves for the post-pandemic era.

The session will consider the market framework for regional airports, strategic route re-development, local / regional competition.

#### Participants

**Working Group Leader: Glyn Jones** - CEO, London Southend Airport

---

### Asset Management & Capital Prioritization in the light of Covid

09:00 - 10:30

Future Airport Development

What is the status of airport development projects around the world since the pandemic, the positive and negative and what new ways of thinking about development are evolving. This session will consider how to develop and finance airport projects in an uncertain environment for the short and long term.

#### Participants

**Panellist: Nazareno Ventola** - CEO & Managing Director, Aeroporto G. Marconi Di Bologna

---

### Refreshments & Networking Break

10:30 - 11:00

---

### Non-Aeronautical Revenues: is it time for a fundamental review of airport commercial strategy?

11:00 - 12:00

Winning Airport Management & Strategy

With established airport revenue streams already called into question pre-Covid, the last 2 years have seen an acceleration of these trends and airports forced to re-consider their commercial offerings in order to create and future proof revenue streams. This session will examine the pillars of airport commercial revenues and their performance, and consider how to identify, define and deliver the right commercial strategy for your airport.

---

### Investing in Digital Transformation - Strategy & Practice

11:00 - 12:00

Future Airport Development

This session will analyse the current landscape of the digitalization of airports around the world and the difference between shorter term digital projects and longer-term full digitalization of airport businesses. Examining the latest big data strategies, whether now is the time for Blockchain, how to approach investment in Start-Up technology and ensure that innovation is revenue generating.

---

### Health care as a service

12:00 - 13:00

Winning Airport Management & Strategy

This interactive session will examine how onsite health & safety requirements are being managed and the increasing role of technology in delivery. What are the long term strategic priorities for incorporating health care as a service into operational models and how are / should operators be prioritizing investment in touchless and other technologies?

#### Participants

**Working Group Leader: Fethi Chebil** - Airport PPP Project Expert, formerly ICAO

---

### Future Air Mobility Deep Dive

12:00 - 13:00

Future Airport Development

This session will go into detail on building UAM / AAM networks, the role of airports within, strategic partnerships and alignments among other key issues.

#### Participants

**Working Group Leader: Darrell Swanson** - Electric Aviation Strategic Advisor, Swanson Aviation Consultancy

**Working Group Leader: Mar Beltran** - Board Director, Globalvia

---

### Lunch & networking break

13:00 - 14:00

---

### Zurich Airport & City Tour

14:00 - 15:30

# SCHEDULE

GAD WORLD 2021 DAY 3 - 02/12/2021

GAD World

30 November - 2 December 2021

The circle  
Zurich

| <b>TIME</b>  | <b>FUTURE AIRPORT DEVELOPMENT</b>  | <b>WINNING AIRPORT MANAGEMENT &amp; STRATEGY</b>  |
|--------------|--|---|
| <b>08:00</b> | <b>08:45</b> - Registration & coffee   | <b>08:45</b> - Registration & coffee  |
| <b>09:00</b> | <b>09:00</b> - Asset Management & Capital Prioritization in the light of Covid | <b>09:00</b> - Gearing-up Small and Regional Airport Strategy   |
| <b>10:00</b> | <b>10:30</b> - Refreshments & Networking Break                                 | <b>10:30</b> - Refreshments & Networking Break  |
| <b>11:00</b> | <b>11:00</b> - Investing in Digital Transformation - Strategy & Practice       | <b>11:00</b> - Non-Aeronautical Revenues: is it time for a fundamental review of airport commercial strategy? |
| <b>12:00</b> | <b>12:00</b> - Future Air Mobility Deep Dive                                   | <b>12:00</b> - Health care as a service   |
| <b>13:00</b> | <b>13:00</b> - Lunch & networking break  | <b>13:00</b> - Lunch & networking break   |
| <b>14:00</b> | <b>14:00</b> - Zurich Airport & City Tour                                      | <b>14:00</b> - Zurich Airport & City Tour   |