![DKMA - Helping airports & investors - Take the right decisions]

Take the decisions that will help your business grow

DKMA Airport Business Advisory Services

DKMA provides research and insight to over 300 airports & investors worldwide

How DKMA can help your business?

- DKMA Business Advisory Services

- DKMA Quality Advisory Services

- Passenger surveys

- Airport process measurements

- Quality audits
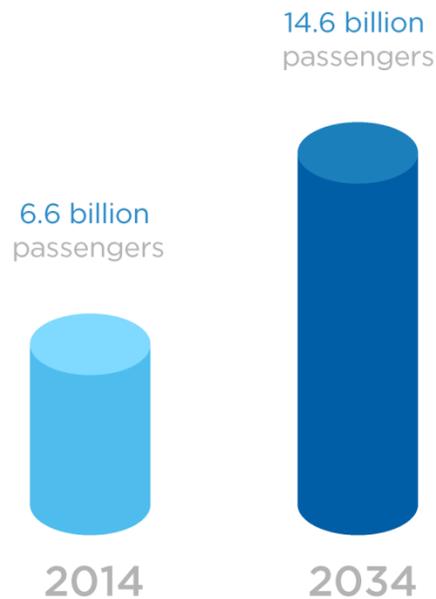
- Training

Key facts

- Based in Switzerland and Canada

- Currently working with over 300 airports & investors worldwide

- Traffic forecasting for airports worldwide

- Founders of the ASQ initiatives

Global passenger traffic is expected to double over the next 20 years, offering many new opportunities for airport & infrastructure development.

The abundance of choice will make picking the right projects to invest in more complex.

14.6 billion passengers

6.6 billion passengers

2014   2034

Source: DKMA

How can you be sure to pick the investments that will help your company grow?

DKMA

DKMA Airport Business Advisory
Minimize risk and pick the investments that will help you grow your business

Information you can trust

We have over 40 years of experience and have performed 180 advisory projects for more than 70 airports worldwide.

Back up your business case & gather support with data and insight from one of the most respected teams in the industry.

Support you can depend on

Our experts have led business planning teams for major projects such as the development of greenfield airports or airport privatizations.

We understand the challenges you are facing and provide the support you need when you need it.

Since 2000 we have helped airports and investors take better decisions
on projects valued in excess of €50 billion

Projects delivered for

Master Planning

Privatization / Tender

Investments

Airport Development

**Working in partnership
with clients to**

- **Deliver** fundamental traffic forecast data for your business case

- **Identify** and **measure** risks associated with investment in airport infrastructure

- **Assess** service quality levels before privatization / take-over

- Support the valuation of an acquisition object by **business and financial planning**

- Provide transaction and due diligence **support**

Three core services to help you take the right decisions

TRAFFIC FORECASTS	AIRPORT QUALITY DUE DILIGENCE	FINANCIAL SERVICES / TRANSACTION SUPPORT

Get world class traffic data to build your business case

Assess service quality levels before privatization / take-over

Get support for planning, valuation and transactions

DKMA

Services we provide to airports, authorities and investors

Traffic Forecasts

- Airport / geographical traffic forecasts
- Airport hub / connectivity strategies
- Busy day / peak hour profiles
- Route development studies
- Airport revenue forecasts
- Economic impact studies

Financial Services

- Business planning and Feasibility studies
- Setting and reviewing airport charges
- Buy-side and sell-side transaction support
- Business valuation
- Financial planning and modeling
- Due diligence support
- Financial investment assessment
- Return on Investment calculations

Airport Quality Due Diligence

Setting passenger service level targets can be a daunting task in privatization processes. In recent years, DKMA has seen a number of cases where authorities have set targets that were too low or investors accepted targets that are too high without any thorough service quality due diligence being performed.

DKMA provides the following support for assessing service quality:

- Supporting governments / authorities in setting passenger service level targets
- Review of concession agreements
- Evaluation of the feasibility / costs of achieving the required service levels
- Assessment of costs to gather service quality data as defined by concession agreements

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SOME OF THE COMPANIES WE WORK WITH

Airports / Civil Authorities

Developers / Master Planners

Financial Institutions / Consortiums

DKMA

AVIALLIANCE

"The traffic forecast is an essential cornerstone of a solid business plan and master plan.

When we work with DKMA, we can submit these plans to decision-makers and financial backers with confidence, knowing that they are underpinned by the consultancy's great in-depth knowledge, worldwide experience and sophisticated forecast models."

Christian Kunsch

Director Aviation

AviAlliance (prev. Hochtief Airport)

ATHENS
INTERNATIONAL AIRPORT
ELEFTHERIOS VENIZELOS

"DKMA is a valued partner for Athens International Airport in the field for Air Traffic Forecasting. DKMA has prepared in the past a series of traffic forecasts that have been an inherent part of the company's business planning process.

The sound methodology, the thorough analysis of the economy and aviation market, the detailed forecasting results, as well as the comprehensive final report are the major strengths of the DKMA forecasting work. The team's knowledge, quality of work, professionalism and responsiveness are also highly appreciated."

Ioanna Papadopoulou

Director, Communications & Marketing

Athens International Airport

DKMA

Traffic Forecast for Toronto-Pearson International Airport

Demand Forecast in the Southeast Part of South Korea

Traffic Forecast for Auckland International Airport

CDG-Express Rail Link

Airport Development Project, Lima International Airport

Strategy for Optimization of the Family Islands (Bahamas)

DKMA

François Dormoy

François is an aviation specialist with 40 years of experience in transport research studies. During his career, he has managed over one hundred projects covering every world region.

Clients include airports, banks, civil aviation authorities, management companies and airlines.

Previously Head of Air Transport Consultancy at IATA and Chief Airport Consultant at Airclaims, François joined DKMA to lead the Advisory Services. François speaks English, French and Spanish. He has a Masters degree in business from Institut Supérieur du Commerce de Paris and Hofstra University (New York).

Catherine Harmel-Tourneur

Catherine is a career aviation specialist with nearly 20 years of research, consultancy and forecasting experience.

She has led forecast consultancy projects for clients worldwide and was in charge of annual forecast publications at IATA and Bombardier.

Previously senior consultant at IATA and Airclaims, she specializes in consultancy projects and manages the ACI/ DKMA annual forecast report.

Catherine speaks French and English and has a Masters degree in Economics with a specialization in transportation from HEC in Montreal.

Chris Hill

Chris is an aviation specialist with 18 years of aviation-related market research and forecast experience.

Previously Manager of Economic Studies with IATA, he produced market studies, economic impact analyses and forecasts in support of planning and development of airports around the world.

Prior to that, as Senior Economist, with Bombardier Aerospace, Regional Aircraft, he conducted forecasts and market research in support of Bombardier Aerospace's efforts to determine opportunities for new products, extension of product lines and joint ventures.

Chris has an M.A., Economics

Damien Kobel

Damien is a career aviation specialist with 20 years of experience who has focused on market research, forecasting and management consultancy within the airline, cargo, catering, ground handling and in the airport industry.

Damien is a founding member of DKMA (in 2005) where he developed and manages the global 'Airport Service Quality' (ASQ) initiative. In his advisory role at DKMA, Damien specializes in developing business plans for airports.

Before setting up DKMA, Damien worked at Zurich Airport in the international business development team. His roles included Head of Finance & Marketing of the development company for the new Bangalore International Airport in India and Bid Manager for the privatization of Malta Airport for a consortium of investors.

Olivier Kobel

Olivier is an experienced consultant and corporate finance advisor with 16 years' experience in advising corporates, financial investors and entrepreneurs on key strategic decisions and transactions.

Before working jointly with DKMA, Olivier has worked for Monitor Company, a global strategic consultancy, mostly on market entry projects and buy-side transactions; Zetra International, a Swiss boutique M&A and corporate restructuring boutique; and for 3i plc, an international private equity and infrastructure projects investment company.

Olivier is an independent advisor and would join the project team for the purposes of the project, to contribute with significant experience of delivering projects worldwide as well as strong financial modeling / forecasting skills.

Mark Adamson

Mark has 25 years of experience in market research and management consultancy. For the last 12 years he has focused exclusively on the aviation industry and airports in particular.

A founding member of DKMA, he has extensive knowledge and experience of airports around the world. He now specialises in understanding and assessing the passenger experience and how airport ambience effects passenger perceptions.

Previously Mark was Director of Reuters Group market research and head of IATA Aviation Research.

To find out more:

Contact DKMA to request a quote or for more information on how Airport Business Advisory can help you take the decisions that will help your business grow:

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