

CAM 活動報告 2017

ACTIVITY REPORT



January

2017
1月

6 Jan	CAM禮節性拜訪中國民航中南地區管理局，共商民航合作與協調發展 CAM Paid Courtesy Visit to CAAC Central and Southern Regional Administration to Discuss Cooperation and Coordinated Development	28
10 Jan	CAM鄧軍主席禮節性拜訪珠海機場 CAM Chairman Deng Paid Courtesy Visit to Zhuhai Airport	29
11 Jan	CAM鄧軍主席訪澳航，共同推動本地民航發展 CAM Chairman Deng Visited Air Macau Co-Promote Local Civil Aviation Industry	29
13 Jan	CAM 2016年業務總結及2017年工作計劃會議 CAM 2016 Business Summary and 2017 Work Plan	30
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19 Jan	出席治安警察局出入境事務廳機場邊境站年度會議 Attended Public Security Police Force Airport Immigration Office Annual Meeting	39
Jan	CAM鄧主席赴華東民航交流，促進行業發展 CAM Chairman Deng Jun Spring Visit to East China Aviation Entities, Advancing Industrial Development	39
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February

2017
2月

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2017
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4月 April

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5月 May

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July 2017 7月

Jul	關注澳門國際機場官微·夏日贏大獎 Follow Macau International Airport Official WeChat Account and Win Giveaway	76
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2017 9月 September

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2017 10月 October

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17-18 Oct	澳門國際機場代表參與《第四屆中國低成本航空高峰會議2017》 Macau International Airport Representatives Participated in the China Low Cost Carriers Summit 2017	106



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November

2017
11月

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16-19 Nov	澳門國際機場展列格蘭披治三級方程式賽車和電單車 Macau Grand Prix Race Cars Showcasing at MIA	112
21 Nov	澳門機場代表參加2017國際航協日 MIA Representatives Attended the 2017 IATA Day	113
28 Nov	澳門國際機場專營股份有限公司全力支持澳門日報讀者公益基金會捐款響應「公益金百萬行」 CAM Supports Walk for a Million Organized by The Charity Fund from the Readers of Macao Daily News	114
28 Nov	亞洲航空開通『澳門 - 馬來西亞新山』航線 Macau - Malaysia (Johor Bahru) Route of Air Asia Inaugurates	115
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December

2017
12月

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員工活動 Staff Activity

2017

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29 MAY	2017 CAM員工保齡球賽 CAM Staff Bowling Contest 2017	131
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14 NOV	澳門國際機場管理者受專業資格認證 MIA Senior Management Staff Certified Airport Manager's Professional Qualification	136
27 Nov-8 DEC	參加IATA的機場戰略管理及業務模擬培訓課程 CAM Representatives Attended IATA Airport Strategic Management with Business Simulation	137
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2017



知足常樂的陳真真 Always in Contentment: Susana Tan	Ms. Susana Lua Tan
一閃一閃陳星星 The Flashing Star-Maribell Chan	Ms. Maribell Lua Tan
在Windows 10/8/7中更改iTunes備份位置 Changing iTunes Backup Location in Windows 10/8/7	Mr. Terry Hoi
日本旅行 Travel in Japan	Ms. Vince Cheong
緩步跑 Jogging	Mr. Stanley Sam
哈薩克斯坦 Kazakhstan	Ms. Mandy Sio
遠離煩囂的小島 Free from Disturbance	Ms. Belle Kuong
美食分享 Food Sharing	Mr. Den Ao
香料熱紅酒配方 Mulled Wine Recipe	Ms. Agnes Lee



2017
1月

January

難忘的2016年裡，澳門國際機場喜報頻傳。對於一個地域狹小僅30.5平方公里面積，人口為62萬，竟然在設計最大容積600萬人次的候機樓裡，達到全年運輸旅客662萬人次，年增長達到13.7%的最新紀錄；航機升降也突破5.6萬架次；貨物運輸量由跌幅轉成上升，達到3.2萬公噸，成長達到9.4%的新高；特別是MIA全年總收入預期將突破45億澳門元，而CAM總收入也增長達到8.7%，其中航空收入增到5.1%，非航收入達到11.4%。全年有近六十個基建發展項目在建設和升級系統。對此，我僅代表澳門國際機場向全體員工、合作伙伴、特別行政區政府表達最崇高的敬意，感謝大家的精誠合作和努力奮鬥，讓我們的澳門國際機場不斷地發展壯大。

2017年已經來到，CAM已經確定了我們的策略：「目標明確、組織嚴謹、程序清晰、實施有方。」，牢固樹立公司“安全、效率、效益”宗旨，將企業的發展由線型發展的模式向螺旋型發展模式轉移，從單向變化模式向多向變化模式轉移，由未交集變化向交集的變化轉移，從被動式變化向主動式變化轉移，由點與點相連向點與面相連轉移，從靜態變化向動態變化轉移。總之，企業的可持續發展模式，必須與環境的變化相符相成，從而獲得更大的資源，有利於突破傳統的發展思維與條條框框，破舊立新才能不斷地進步。

祝 新年快樂！

Macau International Airport (MIA) reported good news frequently in the unforgettable year of 2016. In such a small area of 30.5 km² with 620 thousands population, its airport terminal building of designed accommodation 6 million passengers/year can transport 6.62 million passengers now in 2016, a new record of 13.7% increase recorded. Flight movement surpassed 56 thousands while cargo transport recovered to reach 32 thousand tonnes, another high growth of 9.4%. Especially the revenue of MIA is expected to break through 4.5 billion (MOP). Meanwhile, CAM's total revenue will increase to 8.7%, of which the aeronautical revenue is up by 5.1% and non-aeronautical revenues by 11.4%. Over the year, about 60 infrastructure development projects were carried out and enhanced. For these, I represent MIA to express the highest gratitude to all the staff, cooperation partners and SAR Government, for the sincere cooperation and hard work that allow MIA continue to develop and grow.

2017 has already arrived. CAM has confirmed the strategy: "Clear Goals, Rigorous Organization, Orderly Procedures and Tactful Implementation", affirming the establishment of company's mission "Safety, Efficiency and Effectiveness". The company strategy can be shifted from linear development model to spiral development, from one-way change model to multi-direction change model, from non-intersection to intersection change, from passive to active change, from point to point connected to point to face connected, from static to dynamic change. In short, the sustainable development mode of a company must be consistent with the changes in the environment, so as to gain more resources, which is conducive to break the traditional development thinking and rules, innovate for continual progress.

February 2017
2月

孫子兵法在勢篇第五中寫道：激水之疾，至於漂石者，勢也；鷲鳥之疾，至於毀折者，節也。是故善戰者，其勢險，其節短。勢如彊弩，節如發機。

【譯文】湍急的流水飛快地奔瀉，以至於能漂動大石，這是借助了強大的水勢；鷲鳥飛速凶猛，以致能迅速捕殺鳥獸，是因為它掌握了急促的節奏。所以善於作戰的指揮者，他所造成的態勢是險峻的，進攻的節奏是短促的。他們所造成的態勢就如同拉滿弓弩一樣險峻，他們進攻的節奏就如同搏動弩機那樣，瞬間即發。

祝各位雞年大吉！

It was stated in the fifth chapter on "Momentum" of Sun Zi's Art of War: when a torrent rolls stones along in its course, it is because of its momentum (Shi, 勢). When a falcon strikes and destroys its victim, it is because of its perfect timing. Therefore when a good fighter attacks, it is with an irresistible momentum, and when he charges, it is with lightning speed. The momentum may be likened to the bending of a crossbow; the speed, to the releasing of a trigger.

Wish you all good luck in the Year of the Rooster.

March 2017
3月

企業的領導人都懂得，員工投入度低落，代表公司損失了價值。這顯然是他們想補救的事情，但大都不知道如何著手，只是漫無章法地提供福利，希望能產生顯著的效果。

著名的經濟學、心理學與管理學教授保羅·札克 (Paul J. Zak) 通過研究發現，建立信任的文化，才能創造明顯的效果。與在低信任組織工作的人相比，高信任組織的員工生產力較高，工作更有活力、與同事合作較佳，而且在組織任職的時間較久。他們承受的長期壓力較輕，生活比較快樂，而這些因素又讓他們績效變得更好。

透過各種實驗與調查，保羅·札克教授發現有助於培養信任的管理行為。這些行為可以衡量，也可以用來提升績效。1. 認可卓越表現；2. 激發「挑戰壓力」；3. 給員工處理工作的自主權；4. 容許打造職務；5. 廣泛分享資訊；6. 刻意建立關係；7. 協助全人成長；8. 示弱。

Managers have tried various strategies and perks to boost employee engagement—all with little impact on long-term retention and performance.

A famous economics, psychology and management Professor Paul J. Zak found that building a culture of trust is what makes a meaningful difference. Employees in high-trust organizations are more productive, have more energy at work, collaborate better with their colleagues, and stay with their employers longer than people working at low-trust companies. They also suffer less chronic stress and are happier with their lives, and these factors fuel stronger performance.

Through the experiments and the surveys, Professor Paul J. Zak identified eight management behaviors that foster trust. These behaviors are measurable and can be managed to improve performance: 1. Recognize excellence, 2. Induce "challenge stress", 3. Give people discretion in how they do their work, 4. Enable job



信任度高的工作場所，可以協助員工在個人及專業層面的發展。眾多研究顯示，光是取得新工作技能還不夠，如果在作為一個人上沒有成長，你的績效會受影響。高信任度公司對人才培養，採取一種成長的心態。高信任度工作場所的領導人，不會只指揮員工做事，也會向他們尋求協助。尋求協助是一個訊號，顯示他是有安全感的領導人，會動員每個人來達成目標。要培養信任感，就得設定一個清楚的方向，供應員工完成任務所需的配備，然後放手不妨礙他們。這並不是要寬鬆對待員工，或是對他們抱持的期待較低。信任度高的公司對待員工權責分明，但不用微觀管理來拘束，而是把他們視為負責任的成年人。

保羅·札克教授是神經經濟學研究中心 (Center For Neuroeconomics Studies) 創始所長，著有《信任因子：創造高績效公司的科學》(Trust Factor: The Science of Creating High-Performance Companies (AMACOM, 2017))。

祝各位身體健康！

crafting, 5. Share information broadly, 6. Intentionally build relationships, 7. Facilitate whole-person growth, 8. Show vulnerability.

High-trust workplaces help people develop personally as well as professionally. Numerous studies show that acquiring new work skills isn't enough; if you're not growing as a human being, your performance will suffer. High-trust companies adopt a growth mindset when developing talent. Leaders in high-trust workplaces ask for help from colleagues instead of just telling them to do things. Asking for help is a sign of a secure leader—one who engages everyone to reach goals. You cultivate trust by setting a clear direction, giving people what they need to see it through, and getting out of their way. It's not about being easy on your employees or expecting less from them. High-trust companies hold people accountable but without micromanaging them. They treat people like responsible adults.

Paul J. Zak is the founding director of the Center for Neuroeconomics Studies. He is the author of Trust Factor: The Science of Creating High-Performance Companies (AMACOM, 2017).

Wish you all good health.

2017
4月

April

孫子兵法計篇第一

【原文】故校之以計，而索其情。曰：主孰有道？將孰有能？天地孰得？法令孰行？兵眾孰強？士卒孰練？賞罰孰明？吾以此知勝負矣。

【譯文】所以，必須得進行考察分析，掌握實際情況，並據此加以比較，從而來預測戰爭勝負的情形。也就是說，要了解敵我雙方哪一方的政治清明，

Sun Zi's Art of War – Laying Plans

Therefore, in your deliberations, when seeking to determine the military Conditions, let them be made the basis of a comparison, in this wise: (1) Which of the two sovereigns is imbued with the Moral Law? (2) Which of the two generals has greater ability? (3) With whom lie the advantages derived from Heaven and Earth? (4) On which side is discipline more rigorously enforced?



君主能得民心？哪一方的將領更有能力？哪一方占有天時地利？哪一方的法規、法令更能嚴格執行？哪一方的兵力更強大？哪一方的軍隊體質強健，士卒訓練更加有素？哪一方的賞罰更公正嚴明？我根據這些加以分析比較就可以判明戰爭結局的勝負了。

(5) Which army is better armed? (6) Which side is better trained? (7) In which army is there the greater constancy both in reward and punishment? By means of these seven considerations I can forecast victory or defeat.

May

2017
5月

市場和產業結構當它發展到一定階段時，商業環境就會發生變化，或者新技術就會出現，從而誘發整個市場或產業結構性的變革，然後就會出現一個全新的市場格局，而且速度很快。這種現象就像江海中的波浪一樣，一浪接一浪。面對新浪潮來臨的時候，企業不得有所反應，把握這種變化，按照新浪潮的規則，構建企業的競爭力。而沉浸企業過去的成功，不承認變化，繼續按照以往做事方式地領導企業，注定會給企業帶來災難乃至滅亡。因此，對戰略轉折機遇應對不周而喪失領導地位。所以當某一個戰略轉折點來臨時，越成功的企業受到的威脅越大，對變化的適應性也就越差，因此產生和市場變動中蘊藏著擊敗領導者，挑戰者成為領導者，從而實現跨越的重要機遇。

When the market and industrial structure develop to a certain stage, there is change in business environment or new technology will emerge. Thus, it triggers changes in the entire market or industrial structure, and then a brand new market structure comes up quickly. This phenomenon is like the waves after waves in rivers and seas. Facing the time of new waves, companies should not respond but grasp this change to build up its competitiveness according to the rules of the new waves. Immersing in the past success, not recognizing changes and continuing the method before to lead will be destined to bring disaster and even an end to an enterprise. As a result, one will lose his leadership due to the poor strategic management to opportunities. So when a strategic turning point comes, the more successful an enterprise is, the greater the threat, and the poorer the adaptability to change. Leaders will be defeated in market change, the challenger becomes leader, to achieve leaping important opportunity.

摘自《企業戰略轉移理論的研究》

From the "Corporate Strategy Transfer Theory Research"

June

2017
6月

來自美國哈佛商學院約瑟夫·鮑爾教授(Joseph L. Bower)和琳思·派恩教授(Lynn S. Paine)研究提出另一種公司治理的模式，把核心放在追求企業健全，而不是股東短期報酬。這個新模式，能讓公司關注在創新、策略更新，以及對未來的投資。

Professor Joseph L. Bower and Professor Lynn S. Paine from Harvard Business School of the U.S. submitted a better model after research, which would have at its core the health of the enterprise rather than near-term returns to its shareholders. In this new model, the enterprise could be more attentive to innovation, strategic renewal, and investment in the future.



一個廣為流傳的信念，認為「股東價值最大化」是公司董事會和經理人的首要責任。但這混淆了公司法、誤導了主管的行為，還內含嚴重的問責問題。研究解決方案，公司的管理者，應該以企業的健全為最主要考慮，而不是股東的財富。這個改變看似微小，卻能保護企業較不易受到行動派投資人的破壞，經理人也更能專注在長期。為了強化顧客的習慣，產品創新必須是延續既有品牌，而不是與過去斷絕關係。

經濟體系的健全，有賴於導正股東權利的角色。完成以股東為中心的代理人模式，不但基本假設有缺陷，在法律上也造成混淆，在實務上甚至有破壞性。更好的模式，應承認股東的角色很重要，也要正視企業是獨立實體，要符合多重目的，法律也賦予它永續經營的可能性。較好的模式，能體現受到認同的法律原則，要求董事和經理人不僅對股東有義務，也對公司負有義務。換句話說，較好的模式，應該更以公司為中心。

約瑟夫·鮑爾教授和琳思·派思教授的研究，轉向以公司為重心的模式，提出了八項論點：1.公司是複雜的組織，若要有效運作，必須仰賴有才能的領導人和經理人；2.唯有能學習、適應、經常自我改造的公司，才能長保榮景；3.公司在社會裡具備多重功能；4.公司各有不同的目標，且有不同策略來達成那些目標；5.公司必須為多方利害關係人創造價值；6.公司必須有一些倫理道德的標準，作為與所有利害關係人互動的準則，包括與股東和整個社會的互動。7.公司建立在政治和社經體系之中，這個體系的健全，是公司永續經營的關鍵；8.公司利益，與任何特定股東或利害關係人群體的利益不同。上述八項論點強調，治理方法必須正視公司是社會的一個機構，著重公司的長期表現。

如果公司為重心的治理模式得到採納，投機者就較難有機會把著眼於長期的企業，變成短期較高盈餘和股價的來源，進而從中獲利。我們甚至能想像，會出現一種新類型的投資人和資產經理人，把焦點明確放在長期投資。

摘自 “The Error at the Heart of Corporate Leadership”

It has been widely adopted that “maximizing shareholder value” is the top responsibility of the boards and managers. This is legally confused and involves serious accountability problem. The solution is the managers of enterprise should take the health of the enterprise as the most important consideration rather than returns to its shareholders. This change seems small, but can protect the enterprise less vulnerable to active investor and managers can be more focused on the long term. In order to strengthen the customer's habits, product innovation must extend the existing brand, not sever relations with the past.

But the health of the economic system depends on getting the role of shareholders right. The agency model's extreme version of shareholder centrality is flawed in its assumptions, confused as a matter of law, and damaging in practice. A better model would recognize the critical role of shareholders but also take seriously the idea that corporations are independent entities serving multiple purposes and endowed by law with the potential to endure over time. And it would acknowledge accepted legal principles holding that directors and managers have duties to the corporation as well as to shareholders. In other words, a better model would be more company centered.

The research of Prof. Bower and Prof. Plaine changes toward a company-centered model and offers eight propositions: 1. Corporations are complex organizations whose effective functioning depends on talented leaders and managers, 2. Corporations can prosper over the long term only if they're able to learn, adapt, and regularly transform themselves, 3. Corporations perform many functions in society, 4. Corporations have differing objectives and differing strategies for achieving them, 5. Corporations must create value for multiple constituencies, 6. Corporations must have ethical standards to guide interactions with all their constituencies, including shareholders and society at large, 7. Corporations are embedded in a political and



socioeconomic system whose health is vital to their sustainability, 8. the interests of the corporation are distinct from the interests of any particular shareholder or constituency group. These propositions underscore the need for an approach to governance that takes the corporation seriously as an institution in society and centers on the sustained performance of the enterprise.

If our model were accepted, speculators would have less opportunity to profit by transforming long-term players into sources of higher earnings and share prices in the short term. The legitimizing argument for attacks by unaccountable parties with opaque holdings would lose its force. We can even imagine a new breed of investors and asset managers who would focus explicitly on long-term investing.

Extract from "The Error at the Heart of Corporate Leadership"

July

2017
7月

夏日南亭懷辛大

(唐·孟浩然，公元689-740年。)

山光忽西落，池月漸東昇。
散發乘夕涼，開軒臥閑敞。
荷風送香氣，竹露滴清響。
欲取鳴琴彈，恨無知音賞。
感此懷故人，終宵勞夢想。

IN SUMMER AT THE SOUTH PAVILION THINKING OF XING

(Meng Haoran, Tang Dynasty, AD689-740 Years)

The mountain-light suddenly fails in the west,
In the east from the lake the slow moon rises.
I loosen my hair to enjoy the evening coolness
And open my window and lie down in peace.
The wind brings me odours of lotuses,
And bamboo-leaves drip with a music of dew....
I would take up my lute and I would play,
But, who here would understand?
And so I think of you, old friend,
Over my midnight dreams!

August

2017
8月

俗話說得好，“山不在高有仙則名，水不在深有龍則靈。”

七月二十五日，世界著名的低成本航空公司亞洲航空公司代表來訪本公司，雙方代表進行了業務交流活動。亞洲航空公司代表，澳門及香港地區行政總裁劉小媛感謝澳門國際機場多年來的支持和合作，並

There is an old saying: no matter how high is the mountain, if there is a fairy living inside it will become famous, no matter how deep is the water, if there is dragon hidden inside it will become sacred.

On 25th July 2017, representatives from the world famous Low Cost Carrier (LCC) Air Asia have visited CAM,



就“亞洲航空”在澳門市場的未來的航線發展計劃作出介紹，更表示“亞洲航空”對澳門發展充滿信心，將進一步投放更多資源，創造更多澳門連接至國際的新航線，努力打造亞航成為澳門虛擬始發站，利用現有的空中網絡，透過澳門國際機場把旅客帶到世界各地。根據本公司的數據統計，“亞航”已經成為澳門國際機場運輸旅客和飛機升降的第二大航空公司。澳門國際機場將與“亞航”保持密切聯繫和溝通，協調未來的航班安排，為居民及訪澳旅客提供多元化及更豐富的旅遊產品。

七月二十八日，本司邀請澳門大學法學院蔣朝陽副教授，就「灣區建設與澳門航權發展」的相關議題進行專題演講。蔣副教授就澳門如何發揮自身優勢，借助國家“一帶一路”的戰略發展，深化珠三角合作，打造粵港澳大灣區的議題作出深入淺出的講解，並且詳細分析了澳門民航業就大灣區發展將面對的機遇和挑戰。蔣副教授指出，澳門國際機場應邁向“航線多元化”，以配合澳門“經濟適度多元化”的發展目標，吸引更多航空公司開拓澳門市場，鼓勵他們拓展國際航線。他表示，低成本航空運輸已成為現今出行的主要趨勢，因此，發展低成本航空有助吸納珠三角的低成本客源，配合澳門國際機場推出的“直通快線”服務，為過境旅客提供省時及輕鬆的旅程。他亦提到第五航權對澳門民航業發展之重要性不容忽視，透過運用本澳的第五航權，外地航空公司可經停澳門再飛往第三地，既彌補直航客源不足的問題，同時豐富居民、遊客的外遊選擇，激勵本地發周邊地區居民更多使用澳門國際機場出遊。

積雨輞川莊作

積雨空林煙火遲，蒸藜炊黍餉東菑。
漠漠水田飛白鷺，陰陰夏木嘯黃鸝。
山中習靜觀朝槿，松下清齋折露葵。
野老與人爭席罷，海鷗何事更相疑。

王維

祝各位秋安！

business communications conducted between both parties. The CEO of Macau & Hong Kong of Air Asia, Ms. Celia Lao expressed thanks for the support of MIA over the years. Moreover Air Asia is full of confidence in the development of Macau. Air Asia will invest more resources to create more new routes connecting Macau to the new international route. Air Asia will strive to build Macau to become their virtual point of origin and make the best use of MIA's existing air network to bring passengers around the world. According to the statistics from CAM, Air Asia is the second large airline in MIA in terms of their passenger numbers and aircraft movement. MIA will communicate closely with Air Asia, to coordinate future flight arrangements, and to provide diversified tourism products for the Macau resident and passengers.

On 28th July 2017, CAM has invited Prof. Jiang Chaoyang from Faculty of Law of the University of Macau to deliver a seminar about the topic of "Cooperation of the Bay Area and Development of Macau's Freedom rights" Prof. Jiang briefly explained how Macau should facilitate its own advantages, with the aid of "One Belt One Road" strategic development from the Central Government, to deepen the cooperation in the Pearl River Delta Region, and to enhance the development of the Bay Area. Detailed analysis was made regarding the opportunities and challenges that will be faced by the Macau aviation industry in the development of the Bay Area. Prof. Jiang stated that Macau International Airport (MIA) should go towards "route diversification" as to match with the target development of Macau's diversified economics, to attract airlines into Macau's market and encourage them to develop international routes. Besides, Low Cost Carrier (LCC) becomes the trends of travel nowadays; therefore, developing LCC helps to attract passengers in PRD Region, with the "Express Link" service provided by MIA to provide time saving and comfortable travel experience to tourists. Besides, he has mentioned about the Fifth Freedom Right is important for Macau's aviation industry, which allows airline from one destination to stop at Macau, and then fly to the third country. It helps



to solve the problems of passenger shortage, and provides more choices of destinations for local citizens and tourists, which stimulates more people to use MIA.

Verses on Wangchuan Village on Rainy Days

It has been raining for days and smoke from stoves is slow to rise. Meals have been made and taken to the fields on the east. Egrets fly above watery fields, in the shade of summer orioles chirped in the green. I've been in the mountains in search of tranquility and admiring hibiscus in the morn, eating light vegetarian meals and picking okra leaves under pine trees. I'm now a man retired from my job, not competing for anyone's seat, why do shearwaters doubt my goodwill and keep the distance from me?

by Wang Wei

Wish you all peace in Autumn!

September

2017
9月

在研究戰略的過程中，邁克爾·波特教授提出的三種一般競爭戰略，即低成本戰略、差異化戰略及專一化戰略。低成本戰略，它要求積極建立達到有效規模的生產設施，在經驗基礎上全力以赴降低成本，抓緊成本管理費用控制，最大限度減少研究費用，銷售等方面的成本費用，提高效率性；差異化戰略，它要求選擇有別於競爭對手的特色，並使溢價超過追求差異化成本。同時，培育消費者品牌忠誠度，降低價格敏感度，提高收益，提升進入壁壘；專一化戰略，它要求對一系列行動進行整合，專一化戰略的整體，盡量滿足某一特定的目標群體服務。可用來對替代品最低抵抗力或競爭對手最弱之處作為公司的戰略目標。由此形成了最引人注目的競爭分析模型、通用戰略的設定及企業價值鏈。但是，邁克爾·波特教授並沒有將他的這種一般競爭戰略劃分歸屬於那一種類型作出詳細的描述。筆者所提出的以維來分類的觀點，對這些不同的戰略應該將它們劃歸一種人們比較容易認識的戰略類別。例如，差異化戰略強調的是異質，它應該歸屬於同質與異質這種類型之維；而專一化戰略主張是集中，它應該歸納在寬幅與窄幅這種類型之維；低成本戰略主張是成本，在六維的戰略分類中它劃分在產品低成本與高質量這種類型之維。所以，除了六維的戰略分類，我們仍然可以探討像同質與異質、寬幅與窄幅這種類型的維，使戰略的分類表達更加清

In the course of the research strategy, Prof. Michael Potter proposed three general competitive strategies, namely, low cost strategy, differentiation strategy and specialization strategy. Low cost strategy, which requires the active establishment of effective production facilities. On the basis of experience, cost will be at its lowest with control on the management cost and minimizing research costs, sales and other aspects of costs so as to improve efficiency. Differentiation strategy, it requires the choice of different characteristics of competitors, and makes the premium more than the pursuit of differentiated costs. At the same time, consumer brand loyalty should be cultivated to reduce price sensitivity, increase revenue and enhance barriers to entry. Specialization strategy, it requires integration of a series of actions, and specialization strategy of the whole, as far as possible to meet a specific target group services. The minimum resistance to alternatives or the weakest point of competitors will be the company's strategic objectives. These form the most compelling competitive analysis model, general strategy setting and enterprise value keys. However, Prof. Michael Potter did not give a detailed description of which type is this general competitive strategy attributable to. The author



晰。所以，用維(dimension)的方式對戰略進行分類，使戰略的分類可以給人不但有高度、闊度、且有深度的感覺。

戰略管理可以提高企業的效率，但更重要的是它可以使企業經營更富有成效。儘管戰略管理不能保證企業的成功，但戰略管理會使一些企業在管理思想和觀念上發生巨大的轉變，戰略製造者們必須能夠預見將要出現的新問題，並對這些問題作出積極的反應。

摘自《企業戰略轉移理論的研究》

brings up the view to make classification by “dimension”. These different strategies should be classified as category of relatively easy for understanding. For example, the differentiation strategy emphasizes on heterogeneity, so it should be attributed to the dimension of homogeneity and heterogeneity. The proposition of specialization strategy is concentration, it should be summarized in the dimension of wide and narrow range. Low cost strategy stands for the cost, which is in the product of low cost and high quality type of the six-dimensional strategic classification. Therefore, in addition to the six-dimensional strategic classification, we can still explore other types of dimension such as homogeneity and heterogeneity, wide and narrow range, etc. So, classifying strategies by dimensions can give people a feeling with height, width and depth.

Strategic management can improve the efficiency of an enterprise, but more importantly, it can make the business more productive. While strategic management cannot guarantee the success of the business, strategic management will make a number of enterprises have a huge change in management ideas and concepts. Strategic makers must be able to foresee new problems to be emerging and respond positively to these issues.

Extract from the “Corporate Strategy Transfer Theory Research”

2017
10月

October

哈佛商學院教授馬可·顏西提和卡林·拉哈尼教授在<<管理數位超級強權>>文章中提及，已變成「樞紐公司」的數位超級強權，能夠接觸到數十億名行動消費者，在全球經濟創造的價值中，取得不成比例的一大部份，加劇經濟不均。在這樣的年代，我們必須有一套策略、倫理規範，以及網路競爭法則。

企業必須在多個樞紐上提供產品和服務，以免受制於一個強勢樞紐。集體行動對維持數位經濟的

Prof. Marco Iansiti and Prof. Karim R. Lakhani from Business Administration at Harvard Business School, mentioned in the article “Managing Our Hub Economy”, the digital superpowers that become the hub firms, reached billions of mobile customers. They occupied the disproportionate share of value in the global economy, which intensified the inequality of the economy. In the century like this, we should have a set of strategic, ethical specification, and the rules of network competition.



平衡，會愈來愈重要。隨著各個經濟產業融入各種網路，以及強大的樞紐繼續形成，其他利害關係人必須合作，以確保樞紐照顧到所有網路成員的利益。對圍繞著樞紐運作的競爭對手來說，合作會變得更重要；其實，非樞紐公司的策略性聯合行動，可能是制衡樞紐公司日益強大勢力的最佳方法。

大眾也針對隱私，線上追蹤，網路安全和資料聚合，提出擔心的問題。已提出的解決方案，包括要求提供社群網路和資料可攜性，就像電信監理機關要求電話號碼可攜性一樣，後者是為了促進電話服務公司之間的競爭。

其實，如果樞紐公司不維護網絡中許多公司和個人的健康與永續性，其他力量必定介入。政府和監理機構將愈來愈積極促進競爭，保護消費者的福祉，以及維持經濟穩定。數位化的集中力量，短期內並不會減弱。強大的樞紐公司無疑已經崛起，而全球經濟的健康，也確實受到威脅。無論是出於策略還是道德理由，經濟中的所有成員，尤其是樞紐公司本身，必須致力維繫整個生態系統，並奉行新原則。若非如此，我們全部將面臨極大的麻煩。

(摘自 “Managing Our Hub Economy”, HBR, September-October, 2017)

Enterprises should provide products and services in different hubs, to avoid the control of one powerful hub. Collective action will be increasingly crucial to sustaining balance in the digital economy. As economic sectors coalesce into networks and as powerful hubs continue to form, other stakeholders will need to work together to ensure that hubs look after the interests of all network members. Cooperation will become more important for the rivals that orbit hubs; indeed, strategic joint action by companies that are not hubs may be the best competitive antidote to the rising power of hub firms.

The public is also raising concerns about privacy, online tracking, cybersecurity, and data aggregation. Solutions being suggested include requirements for social network and data portability similar to the requirements for phone number portability that telecommunications regulators instituted to increase competition among phone service providers.

Indeed, if hubs do not promote the health and sustainability of the many firms and individuals in their networks, other forces will undoubtedly step in. Governments and regulators will increasingly act to encourage competition, protect consumer welfare, and foster economic stability. The centralizing forces of digitization are not going to slow down anytime soon. The emergence of powerful hub firms is well underway, and the threats to global economic well-being are unmistakable. All actors in the economy-but particularly the hub firms themselves- should work to sustain the entire ecosystem and observe new principles, for both strategic and ethical reasons. Otherwise, we are all in serious trouble.

(Quote from “Managing our Hub Economy” HBR, September- October 2017)



2017
11月

November

夜歸鹿門山歌

山寺鐘鳴晝已昏，魚梁渡頭爭渡喧。

人隨沙岸向江村，余亦乘舟歸鹿門。

鹿門月照開烟樹，忽到龐公棲隱處。

岩扉松徑長寂寥，唯有幽人自來去。

(唐·孟浩然，公元689- 740年)

RETURNING AT NIGHT TO LUMEN MOUNTAIN

A bell in the mountain-temple sounds the coming of night.

I hear people at the fishing-town stumble aboard the ferry

While others follow the sand-bank to their homes along the river.

...I also take a boat and am bound for Lumen Mountain.

And soon the Lumen moonlight is piercing misty trees.

I have come, before I know it, upon an ancient hermitage,

The thatch door, the piney path, the solitude, the quiet,

Where a hermit lives and moves, never needing a companion.

(by Meng Haoran, AD 689-740)

2017
12月

December

釐清轉型的五大追尋目標與三大陷阱，是領導變革的階段。執行不力，只是問題的冰山一角。在煩惱執行力之前，管理團隊必須先推敲要執行哪些變革，尤其是優先推動哪一項變革。要達成這些，領導人必須理解三件事：轉型的催化因素、組織的基本追尋目標、完成轉型過程所需的領導能力。

瑞士洛桑管理學院(IMD)教授阿南德先生(N. Anand)和該學院資深研究員尚路易·巴梭先生(Jean-Louis Barsoux)研究分析的結果發現，如果不檢視、調和這三個因素，會大幅度降低長期維持變革成果的機率。轉型的催化因素：追求價值。所有的企業轉型的觸發力量，都是想要追求價值。理想上，這需要改善效率(透過精簡作業和削減成本)，以及再投資於追求成長。但許多轉型計劃出錯的原因，就在於焦點過度狹隘，只著眼於其中之一。有關變革催化因素的更重要的關鍵：在致力追求成長時，透過治

To clarify the 5 major quests and 3 major traps of transformation is the stage of Change Management. Poor execution is only part of the problem. Before worrying about how to change, executive teams need to figure out what to change—in particular, what to change first. They can do this by fully understanding three things: the catalyst for transformation, the organization's underlying quest, and the leadership capabilities needed to see it through.

Mr. N. Anand, the shell professor of Global Leadership and the dean of faculty and R&D at International Institute for Management Development, Lausanne (IMD) and Mr. Jean-Louis Barsoux a senior research fellow at IMD had conducted certain research and discovered that failing to examine and align these factors drastically reduces the odds of producing lasting change. The Catalyst: Pursuing



理、衡量指標和其他控制機制的有紀律做法，能讓企業在選定方向之後，保持正確運作。若沒有這類控制機制，企業容易迷失方向。發生這種迷失的情況，常是因為倉促進行價格過高或整合困難的「轉型收購」；這類收購案，原意是想要調整策略方向，最後卻耗盡企業價值。轉型的基本追尋目標：選擇方向。組織必須找出能創造更高價值的具體追尋目標。研究和分析顯示，大部份企業轉型計劃追尋的目標，都可以歸納為以下五項原型目標的延伸或混合：1.全球佈局：擴張市場領域，在領導、創新、人才流動、能力和最佳實務等層面，提升國際化程度。2.顧客導向：了解顧客需求，提升見解、經驗或成果(整合式解決方案)，而不是只提供產品和服務。3.靈活性：加快流程，或簡化工作方式，以提升策略、營運和文化上靈活性。4.創新：融合來自公司內外部新來源的構想和做法，以拓展組織開發新機會的選擇。5.永續性：在企業定位與執行方面，更追求環保，承擔更多社會責任。每一項追尋目標各有焦點、促進因素和阻礙因素，也都需要企業在營運模式、顧客、合作夥伴、內部流程或資源等方面投入更多，或嘗試不同的做法。轉型所需能力：培養領導人。企業為了支持追尋選定的目標，必須培養能全程推動變革的領導人。是否能持續推動轉型，就取決於這一點。培養領導人的行動與尋求轉型的行動，這兩者若無法契合搭配，就一定會損害價值創造。為了保證組織朝想要的方向前進，各層級的高階主管和經理人都必須理解，哪些心態和行為有助於組織達到那個目標，然後致力以身作則，展現那些心態和行為，讓員工知道在新環境裡該如何行動。

祝各位新年愉快！

Value. The trigger for any corporate transformation is the pursuit of value. Ideally, that entails both improving efficiency (through streamlining and cost cutting) and reinvesting in growth. But many transformation efforts derail because they focus too narrowly on one or the other. The largest point about catalysts for change: While you're striving for growth, discipline—through governance, metrics, and other controls—allows you to stay on track later on, after you have chosen your journey's direction. Without such controls in place, your company can easily lose its way. This often happens through the hasty purchase of an overpriced or tough-to-integrate "transformative acquisition" that is meant to redirect the strategy but just ends up sucking value out of the corporation. The basic quest of transformation: Choosing your direction. The organization must identify the specific quest that will lead to greater value generation. Studies and analysis that we have conducted show that most corporate transformation efforts are either derivatives or combinations of five prototypical quests: 1. Global presence: extending market reach and becoming more international in terms of leadership, innovation, talent flows, capabilities, and best practices. 2. Customer focus: understanding your customers' needs and providing enhanced insights, experiences, or outcomes (integrated solutions) rather than just products or services. 3. Nimbleness: accelerating processes or simplifying how work gets done to become more strategically, operationally, and culturally agile. 4. Innovation: incorporating ideas and approaches from fresh sources, both internal and external, to expand the organization's options for exploiting new opportunities. 5. Sustainability: becoming greener and more socially responsible in positioning and execution. Each quest has its own focus, enablers, and derailleurs, and each requires the company to do something more or different with its operating model, customers, partners, internal processes, or resources. The Capabilities: Developing Leaders. To support the chosen quest, the company must develop leaders who can see it through. Sustained transformation



depends on this. Any mismatch between the leadership-development effort and the transformation quest is bound to impair value generation. In order to keep an organization moving in the desired direction, executives and managers at all levels must understand which mindsets and behaviors will take the company there and then take care to model them so that employees know how to act in the new context.

Wish all of you Happy New Year!



執行委員會辦公室
Executive Committee Office



財務暨行政部
Finance and Administration Department



計劃暨商務拓展部
Planning and Commercial Development Department



上海代表處
Shanghai Representative Office



北京代表處
Beijing Representative Office



市場部
Marketing Department



法律事務部
Legal Department



基建發展部
Infrastructure Development Department



物流暨通用航空發展部
Logistics and General Aviation Development Department



CAM禮節性拜訪中國民航中南地區管理局，共商民航合作與協調發展

6 JAN

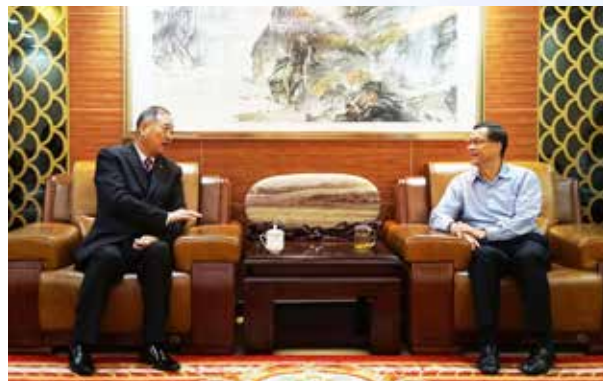
CAM Paid Courtesy Visit to CAAC Central and Southern Regional Administration to Discuss Cooperation and Coordinated Development

2017年1月6日，澳門國際機場專營股份有限公司（CAM）執行委員會主席鄧軍博士攜代表團前往中國民航中南地區管理局，拜訪局長周毅州先生，雙方共商珠三角民航合作與協調發展。

鄧軍主席向周毅州局長介紹了澳門國際機場2016年營運情況及2017年的發展計劃，感謝中南地區管理局對澳門國際機場協調發展的支持，珠三角五大機場都在全面快速地提升，保持有序運行，與民航產業協調發展和機場群協同運行分不開。澳門國際機場將一如既往高度重視並加強溝通配合，更好地促進珠三角地區社會經濟發展。

周局長表示，過去一年，行業呈現中高速增長勢頭，2016年珠三角的國際旅客增長達24%，同時，廣州白雲國際機場與深圳寶安國際機場安全運輸旅客共突破1億人次，未來將繼續為珠三角民航協調發展和機場群協同運行提供有力支持。

參與此次會面的代表有：CAM——執行委員會辦公室總監羅頌儀女士、企業傳訊暨政策研究室主任毛燕麗女士、企業傳訊暨政策研究室專員寇宇女士；中國民航中南地區管理局——機場管理局處長李梓光先生、人事科教處副處長吳燦明先生及辦公室秘書胡開元先生。



Dr. Deng Jun – Chairman of the Executive Committee of Macau International Airport Company Limited (CAM) led a delegation to pay a courtesy visit to Civil Aviation Administration of China (CAAC) Central and Southern Regional Administration on 6th Jan, 2017, had an in depth communication with Mr. Zhou Yizhou – Director of CAAC Central and Southern Regional Administration about civil aviation industry in Pearl River Delta Region.

Chairman Deng Jun briefed Macau International Airport (MIA)'s performance in 2016 and development planning of 2017, expressed gratitude for the support of CAAC Central and Southern Regional Administration. The orderly operation of airports in PRD region and rapid growth was inseparable from harmonious development of civil aviation industry. MIA will continue to enhance communication and cooperation to further strengthen mutual cooperation which could facilitate stronger growth of economy development of PRD region.

Director Zhou noted the high speed growth in the trend of civil aviation was showed in 2016. International passengers in the Pearl River Delta region increased by 24%. At the same time, Guangzhou-Baiyun International Airport and Shenzhen Bao'an International Airport totaled over 100 million passenger traffic volume. The CAAC Central and Southern Regional Administration would continue supporting the coordinated development and operation of the civil aviation system in the PRD region.

Other CAM's representatives in the visit are Ms. Katy Lo – Director of Executive Committee Office, Ms. Vicki Mou – Chief of Corporate Communication & Policy Research Office (CPO), Ms. Miley Kou – Assistant Manager of CPO. Other GAA's representatives in the meeting are Mr. Li Ziguang – Division Chief in Division of Airport Management, Mr. Wu Canming – Deputy Division Chief in Division of Personnel, Science and Education and Mr. Hu Kaiyuan – Secretary of the Bureau Office.



CAM鄧軍主席禮節性拜訪珠海機場

10 JAN

CAM Chairman Deng Paid Courtesy Visit to Zhuhai Airport



2017年1月10日，澳門國際機場專營股份有限公司(CAM)執行委員會主席鄧軍博士率團到訪珠海機場集團公司，珠海機場集團公司董事長萬景平等人的熱情接待，雙方交流機場運營狀況和管理經驗，及時互通兩地民航行情。

雙方在會上交流兩地機場2016年業績，分享各自管理和經營經驗。澳門作為“一國兩制”成功實踐的熱土，澳門與珠海的機制及營運模式截然不同，雙方都表示立足本地資源協調發展，加強兩地民航產業的溝通協作，有利於推動珠三角民航事業發展。對於即將落成的港珠澳大橋，雙方也交換了意見，探討將來在營運上的機遇，冀促進三地民航區域發展。

參與此次會面的代表有：CAM——執行委員會辦公室總監羅頌儀女士、企業傳訊暨政策研究室主任毛燕麗女士、企業傳訊暨政策研究室專員寇宇女士；珠海機場集團公司——副總經理蔡志鵬先生，副總經濟師張海濤先生，綜合事務部主任鄭志堅先生，機場事務部副總監梁濱先生。

Dr. Deng Jun - Chairman of the Executive Committee of Macau International Airport Company Limited (CAM) led a delegation to pay a courtesy visit to Zhuhai Airport on 10th Jan 2017, warmly received by Mr. Wan Jingping - Chairman of the Board of Zhuhai Airport Group Corp., Both sides exchanged on the operation situation and management of two airports.

Both sides exchanged the performance of each airport in 2016 and shared their management experience. As the typical practice of “One Country and Two Systems”, the different culture and operation mode existed in the two neighboring regions. Coordinate development on the base of local resource condition would help to strengthen promoting development and cooperation of civil aviation of Pearl River Delta. Both sides exchanged ideas and explored opportunities boost the civil aviation and regional development of three regions.

Other CAM's representatives in the visit are Ms. Katy Lo - Director of Executive Committee Office, Ms. Vicki Mou - Chief of Corporate Communication & Policy Research Office (CPO), Ms. Miley Kou - Assistant Manager of CPO. Other representatives of Zhuhai Airport Group Corp. are Mr. Kenney Tsai - Deputy President, Mr. Zhang Haitao - Vice Chief Economist, Mr. Zheng Zhijian - Director of General Affairs Department and Mr. Liang Bin - Vice General Manager of Airport Affairs Department.

CAM鄧軍主席訪澳航，共同推動本地民航發展

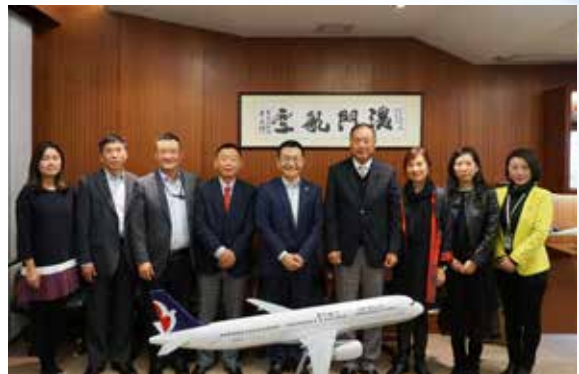
11 JAN

CAM Chairman Deng Visited Air Macau Co-Promote Local Civil Aviation Industry

澳門國際機場專營股份有限公司(CAM)執行委員會主席鄧軍博士一行於2017年1月11日到訪澳門唯一基地航空公司——澳門航空股份有限公司，與執行董事會主席兼總經理陳洪先生等繼續商討行業發展趨勢，攜手推出更多優惠政策，便利澳門人出遊。



在會談上，陳洪總經理首先恭賀澳門國際機場2016年發展迅速，刷新記錄取得超過662萬旅客人次，當中澳門航空占市場份額越四成。對此，鄧主席提到去年航空公司普遍客座率均有提升，其中澳門航空公司除積極發掘航點外，亦有研究市場走勢，作出各種優惠政策，擴大客源，刺激客運量。在發展市場的同時，澳門航空特別提到注重培養本地航空專才，策劃各種優才政策，包括去年推行的「澳門本地飛行學員計劃」，吸引更多本地人才加入行業。



參加會議的其他人員包括：澳門國際機場管理有限公司董事局主席及澳門保安有限公司董事總經理劉蘇寧博士、CAM執行委員會辦公室總監羅頌儀女士、機場信息管理技術有限公司董事總經理王秀瑜女士及CAM企業傳訊暨政策研究室主任毛燕麗女士；澳門航空副總經理廖寒西先生、副總經理吳曉明先生及副總經理吳學良先生。



Dr. Deng Jun - Chairman of the Executive Committee of Macau International Airport Company Limited (CAM) led a delegation to pay a courtesy visit to Air Macau Company Ltd. on 11th Jan 2017, and had a discussion with the President of Executive Committee cum CEO Mr. Chen Hong on the continual development trend of the industry, to hand in hand introduce more preferential policies to facilitate Macao citizens' travel.

In the conversation, Mr. Chen congratulated Macao International Airport (MIA) on the rapid development in 2016, breaking records to obtain more than 6.62 million passengers, of which Air Macau accounted for over 40% of the market share. Chairman Deng mentioned that the airlines' generally were having load factor increased in the past year. In addition to the active exploration of routes, Air Macau also studied the market trends and made various preferential policies to expand passenger sources and hence increased the passenger traffic. While developing the market, Air Macau highlighted the importance of fostering local aviation professionals and planning various talent development policies, including the "Macao Local Cadet Pilot Program" attracting more local talents to join the industry.

Other participants in the meeting include: Chairman of the Board of Directors of Administration of Airport Ltd. (ADA) cum Managing Director of SEMAC Security Company Dr. Suning Liu, Director of Executive Committee Office of CAM Ms. Katy Lo, Managing Director of Airport Information Management Solutions (AIMS) Ms. Sharon Wang and Chief of Corporate Communication & Policy Research Office Ms. Vicki Mou; the Vice Presidents of Air Macau: Mr. Liao Hanxi, Mr. Wu Xiaoming and Mr. Wu Xueliang.

CAM 2016年業務總結及2017年工作計劃會議

13 JAN

CAM 2016 Business Summary and 2017 Work Plan

澳門國際機場專營股份有限公司(CAM)於2016年1月13日舉行2016年業務總結及2017年工作計劃會議。CAM董事局主席馬有恆先生、執行委員會主席鄧軍博士及執行董事吳福先生帶領全體員工出席，系統總結去年業務成效並對新一年業務重點工作制訂規劃。



馬主席在致詞中總結了澳門國際機場於2016年的優異業績，創造出機場營運21年的新紀錄，為澳門開拓國際客源，推動經濟適度多元發展，取得如此優秀成績，除了得到澳門特區政府的大力支持外，同時亦感謝機場各營運單位的配合和同事的努力。

2016年，澳門國際機場在全球經濟大氣候深度調整期的逆境中穩步前進，持續取得優秀的成績，突破660萬人次，創開港以來新高，錄得超過5萬6千架次的航班升降，同比分別上升14%及2%；貨運量超過32,000噸，同比上升9.4%。去年引進了5間新航空公司，開通了3個新航點。現時共有27家航空公司經營國內外42條航線。

會議上，各部門總監就財務、商務營運、客貨運市場、基礎建設、法律事務、執行委員會辦公室、企業傳訊及政策研究等方面作出總結和展望，2017年將帶領同事朝公司策略目標工作，宏觀國際環境、區域和自身的因素，預計2017年航班升降架次60,500架次、貨運量34,000公噸、旅客運輸量685萬人次的新目標。預計今年下半年完成北面擴建工程並投入營運，屆時澳門國際機場接待能力將提升至每年750至780萬旅客人次。

會議結尾，鄧主席講話中的諄諄教誨發人深思，教導員工在公司和工作上要學會珍惜的同時，並提出殷切期望，教誨大家在公司先做好定位，再提升自己，表現出自身價值。面對2017年的年度策略目標“目標明確、組織嚴謹、程序清晰、實施有方”，冀望員工提升專業水平，勇於面對挑戰，使公司越來越強大。

Macau International Airport Company Limited (CAM) 2016 Business Summary and 2017 Work Plan meeting was held in CAM Office Building on 13th Jan, 2017. Chairman of the Board of Directors Mr. Ma Iao Hang, Chairman of the Executive Committee Dr. Deng Jun led all staff to attend the meeting, listened to the reports of previous year's business summary and prospects for business development and core business plan in 2017.

Mr. Ma reviewed the excellent performance of Macau International Airport (MIA) in 2016 in his speech, made a new high record since its 21 years operation, which expanded its international travel market and promoted the diversified development at an appropriate level. The full support from the Government, the coordination of operation units and the efforts of staff pulled MIA into successful achievement.





During the global economic adjustment period, MIA made steady progress in adversity. In retrospect to 2016, the 6.6 million passenger traffic and 56,000 aircraft movements recorded, 14% and 2% increase compared to 2015 respectively; 32,000 tonnes of cargo was transported with 9.4% increase year on year; 5 new airlines were introduced into the market and 3 new routes added, summing up to 27 airlines now operating 42 routes to the world from Macau.

All Department Directors summarized on finance, commercial operation, market of passenger and cargo, infrastructure, legal affairs, executive committee office, corporate communication and policy research of previous year. Prospect to the year of 2017 with the global environment, regional and self factors, CAM proposed new targets of 60,500 flight movements, 34,000 tonnes of cargo and 6.85 million passenger traffic in 2017. The entire North Extension project is expected to be completed and put into operation in the 2nd half year of 2017, the designed passenger handling capacity is expected to be increased to around 7.5 - 7.8 million.

Finally, Dr. Deng's thought-provoking inculcation of learning to cherish at work, and showed the ardent expectations of getting improving based on finding their own position in consequence of showing the values. Towards the new development with new strategy "Clear Goals, Rigorous Organization, Orderly Procedures and Tactful Implementation" in 2017, looking forward to improving staff's professional, facing challenges bravely and making the company stronger and stronger.



CAM鄧軍主席訪民航局，促進機場規劃發展

CAM Chairman Deng Visited AACM, Promote Airport Planning and Development

16 JAN

2017年1月16日，澳門國際機場專營股份有限公司(CAM)執行委員會主席鄧軍博士一行到澳門特別行政區民航局進行年度拜訪活動，與局長陳穎雄先生會談，加強溝通冀促進機場及業界發展。

雙方在會議上交流了近期區內民航發展，及時更新資訊，亦認為2017年為重要一年，將有幾項大型建設項目在澳門機場啟動，如候機樓北面擴建及跑道路面重鋪工程，需要各營運單位及航空公司密切配合，才能順利有序及安全地執行。陳局長亦提到「澳門國際機場整體規劃」日前獲得通過，未來將與CAM加強溝通，各施其職，各盡其責，逐漸同步推行規劃實行，為建設世界旅遊休閒中心打造一個美好的國際口岸。

會議上其他人員包括：澳門國際機場管理有限公司董事局主席及澳門保安有限公司董事總經理劉蘇寧博士、CAM執行委員會辦公室總監羅頌儀女士、機場信息管理技術有限公司董事總經理王秀瑜女士及CAM企業傳訊暨政策研究室主任毛燕麗女士；民航局機場規劃暨航行部代總監林達明先生及機場規劃暨航行助理安全主任(機場規劃)Melinda Ho女士。





On 16th Jan 2017, Dr. Deng Jun, the Chairman of Executive Committee of Macau International Airport Company Limited (CAM) led a delegation to pay a visit to Civil Aviation Authority of Macau (AACM). In the meeting with the Director of AACM Mr. Simon Chan, communication is expected to be strengthened for the future development of the airport and the industry.

Both sides exchanged views on the recent development of the civil aviation industry in the region and updated the information. The year of 2017 is considered as an important year for several large-scale construction projects will be launched at the Macau International Airport (MIA), such as the north extension of terminal building and the runway overlay project. Close cooperation and coordination with the operating units and airlines are necessary for the smooth, orderly and safe implementation. Director Chan noted about that the “Macau International Airport Master Plan” has been approved. Communication with CAM will strengthened in the future for carrying out each other’s responsibilities, to gradually implement the plan and help building a good international port for this “World Center of Tourism and Leisure”.

Other participants in the meeting include: Chairman of the Board of Directors of Administration of Airport Ltd. (ADA) cum Managing Director of SEMAC Security Company Dr. Suning Liu, Director of Executive Committee Office of CAM Ms. Katy Lo, Managing Director of Airport Information Management Solutions (AIMS) Ms. Sharon Wang and Chief of Corporate Communication & Policy Research Office Ms. Vicki Mou; AACM: Acting Director of Airport Infrastructure and Air Navigation Mr. Taft Lam, Assistant Safety Officer (Aerodrome Infrastructure) of Airport Infrastructure & Air Navigation Ms. Melinda Ho.

出席日本關西機場第二航廈(國際線)開幕式

18 JAN

KIX Terminal 2 International Building Grand Opening

本公司於2017年1月18日派出執行委員會辦公室總監羅頌儀女士代表出席日本關西機場第二航廈(國際線)開幕式及歡迎晚宴。日本關西機場第二航廈(國際線)主要是為低成本航空公司服務並為低成本航空公司提供簡約設計概念以節省營運成本。此行亦安排參觀了第二航廈並了解該機場以「智能保安系統」及「免稅店佈局設計概念」。

CAM sent out the Director of Executive Committee Office Ms. Katy Lo to represent at the Grand Opening Ceremony of KIX Terminal 2 International Building and Welcome Dinner. KIX Terminal 2 International is a low cost carrier terminal designed to minimize operating costs. The representative has also taken this opportunity to visit the newly “Smart Security System” and “Walk Through Duty Free” concept of Terminal 2.





2017澳門國際機場丁酉雞年傳媒春茗，與傳媒好友共迎新歲

MIA 2017 Media Spring Dinner Celebrating CNY with Media

18 JAN



2017年1月18日，澳門國際機場(MIA)2017丁酉雞年傳媒春茗於君悅酒店舉行，與傳媒好友共迎新歲。澳門作為“一國兩制”成功實踐的熱土，機場緊跟住澳門特區政府的發展策略，在小舞台演大戲，成為多功能中小型國際機場範例，為澳門特區帶來經濟及旅遊效益。所取得的優異成績有賴特區政府和公司管理機關的指引和媒體朋友的大力支持。

澳門國際機場專營股份有限公司(CAM)董事局主席馬有恆先生致辭表示，機場去年創造出機場營運21年的新紀錄，2016年機場旅客運輸量超過660萬人次，持續帶來本地人口的十倍旅客人次，在中國是絕無僅有的，比2015年上升了14%；機場貨運量為3萬2千噸，較2015上升9.4%；機場航班升降架次超過5萬6千次，比2015年上升了2%；澳門國際機場的營運商總收入預計將突破45億澳門元，比2015年上升2%，有見航空旅遊業發展迅速，澳門機場從2013年起對擴建進行研究並於2014年開始工程，2016年CAM投資2.48億澳門元於基礎建設上，在有限的土地資源上提升接待能力。

展望2017年，隨著幾個大型基建項目相繼落成，如公務機庫將會由固定基地運營者為公務機提供服務，候機樓北面擴建裝修正在進行中，投入使用後每年將可容納750萬旅客人次，創造空間助本地航空業發展。縱觀周邊環境及行業變化，預計2017年旅客運輸量685萬人次、貨運量34,000公噸、航班升降架次60,500架次。希望在新的一年里能繼續與傳媒緊密聯繫及在各項發展工作上都能獲得傳媒的支持。

澳門特區政府民航局於日前推出「澳門國際機場整體發展規劃」，制定2017至2040年的擴展規劃，社會上一片支持聲音，CAM將會全力配合特區政府規劃，將組成專責小組制定未來的業務計劃、具體實施方案及財務融資安排，讓這座“澳門人的機場”，利用自由港的優勢，跟隨著「世界旅遊休閒中心」定位，朝向更國際化，更多元化的發展。繼續為澳門人帶到世界各地，從服務到設施，繼續保持這富有澳門特色的機場。

澳門國際機場在晚宴上的領導層：澳門國際機場專營股份有限公司(CAM)董事局主席馬有恆先生、執行委員會主席鄧軍博士、執行董事梁少培先生、財務暨行政部總監鄭淑群女士、商務拓展部總監徐文玲女士、市場部總監方曉健先生、法律事務部總監余懷恩先生、基建發展部總監高岸聲先生、企業傳訊暨政策研究室主任毛燕麗女士、物流暨通用航空發展部署理總監胡漢新先生；機場管理有限公司(ADA)董事會主席及澳門保安有限公司(SEMAC)董事總經理劉蘇寧博士、ADA行政總裁王錦濤先生、機場總監包祿仕先生；機場信息管理技術有限公司(AIMS)董事總經理王秀瑜女士、副總經理蘇德培先生；SEMACE副總經理王瑜玲女士、副總經理楊振江先生、副總經理鄭華先生及總經理助理臧向軍先生。

Macau International Airport (MIA) hosted the 2017 Media Spring Dinner at Grand Hyatt Macau on 18th Jan 2017. As the typical practice of “One Country and Two Systems”, MIA always keeps step with the development strategy of government, becoming into an outstanding example of multi-function sample of small and medium-sized international airport. The excellent performance relies much on the support of the MSAR Government, company management authority, all walks of life and all media friends.

Chairman of the Board of Directors of Macau International Airport Company Limited (CAM) Mr. Ma lao Hang noted in his welcome speech, MIA made a new high record since its 21 years operation, recorded over 6.6 million passenger traffic volume, a 14% increase over 2015, 10 times of the number of local residents, which is unique in China. Cargo



transportation is over 32,000 tonnes, a 9.4% increase over 2015; aircraft movements surpassed 56,000, a 2% increase over 2015. The operating units of MIA is estimated to achieve revenues of over MOP 4.5 billion, a 2% increase over 2015. In view of the rapid development of air travel, CAM invested 2.48 hundred million into infrastructure, to enhance reception capacity on limited land resources.

Looking forward to 2017, the completion of several large-scale infrastructure projects, such as the business jet hangar will be having fixed-base operator (FBO) providing service and the terminal building will be adding up to accommodate 7.5 million passengers as a whole after the north extension project. With our creation to help the development of the local aviation industry and consideration of the surrounding environment and industrial changes, the passenger traffic in 2017 is expected to be 6.85 million, 34,000 tonnes of cargo transport and 60,500 flight movements.

The Civil Aviation Authority of Macau (AACM) recently launched the “Macau International Airport Master Plan” sets up the expansion plan from 2017 to 2040 and gained great support from the community. CAM will fully cooperate with the SAR Government to formulate a task force for the development of the future business plan, specific implementation plans and financing arrangements, so that this “Macao people’s Airport” will be taking its advantage as a free port to a more internationalized and diversified direction with the positioning of “World Centre of Tourism and Leisure”.

Management of MIA in the dinner are: Chairman of the Board of Directors of CAM Mr. Ma lao Hang, Chairman of the Executive Committee Dr. Deng Jun, Executive Director of CAM Mr. Leong Sio Pui, Director of Finance and Administration Department Ms. Grace Cheang, Director of Commercial Development Department Ms. Winnie Hsu, Director of Marketing Department, Mr. Eric Fong, Director of Legal Affairs Department Mr. Anthony U, Director of Infrastructure Development Department Mr. Sandro Kou, Chief of Corporate Communication & Policy Research Office Ms. Vicki Mou, Acting Director of Logistics and General Aviation Development Department Mr. Frank Wu; President of the Board of Directors of Administration of Airports Ltd. (ADA) cum Managing Director of SEMAC Security Company Dr. Suning Liu, CEO of ADA Mr. Patrick Ong, Airport Director Mr. Antonio Barros; Managing Director of Airport Information Management Solutions (AIMS) Ms. Sharon Wang, Deputy General Manager Mr. Patrick So; Deputy General Managers of SEMAC Ms. Gigi Wong, Mr. William Yeung and Mr. Zheng Hua, Assistant to General Manager Mr. Zang Xiangjun.





“澳門國際機場市場及基建發展——新聞發佈會” 順利召開 18 JAN

Press Conference - Marketing and Infrastructure Development of Macau International Airport



澳門國際機場專營股份有限公司（CAM）於2017年1月18日下午假君悅酒店召開“澳門國際機場市場及基建發展——新聞發佈會”，向出席發佈會的多家媒體記者介紹機場近年的市場及基建發展，並回答記者相關提問。

發佈會上，市場部總監方曉健先生及基建發展部總監高岸聲先生分別介紹澳門國際機場市場及基建的發展情況及未來方向。在航線發展方面，澳門國際機場一直鼓勵航空公司在有潛力的市場中加頻加密，共同開發新航點；對於中長航線發展，與航空公司積極研究發展潛在市場的可行性，積極推動航空公司利用

第五航權發展中長途包機服務，例如俄羅斯等的包機服務，為本澳居民和遊客帶來越來越豐富的出行目的地選擇。2016年使用澳門國際機場出行的旅客中，本澳居民使用澳門國際機場人次增長17%，顯示更多的澳門人選擇從澳門機場便利出遊，乘坐傳統航空公司旅客及低成本航空公司旅客分別增長16%和9%。

2017年，澳門國際機場計劃增設澳門-哈爾濱、澳門-台中航線、澳門-蜆港、暹粒-澳門包機服務及澳門-河內航線，並於今年5月重啟澳門-莫斯科航線服務。未來澳門機場將繼續擔當澳門連接世界的空中橋樑，在市場發展方面將會全力發展長航線，以增加及改變現時旅客的市場結構，從而吸引更多的國際旅客及本地居民使用澳門國際機場出遊。

為配合市場發展需求，CAM一路積極尋找方法，多年來利用機場自身條件改善機場軟硬件設備，在公司股東的全力支持下，2016年共投資2.48億澳門元於基礎建設上。2017年機場的多項建設將相應落成，如公務機庫將會由固定基地運營者為公務機提供服務，候機樓北面擴建裝修正在進行中，投入使用後每年將可容納750萬旅客人次，創造空間助本地航空業發展。2016年根據我司中短期總體規劃，持續推進南面擴建研究規劃。南停機坪優化工程去年已經完成，今年將開始優化東停機坪，計劃最終由原來總共24個停機位增加至25個客機位及15個公務機位，從而配合航空市場發展需求，讓航空公司有更多發展空間。跑道重鋪工程將於今年展開，道面由剛性改為軟性，有效地再提高跑道的承載力和安全性能；為提升營運效率，機場已完成2個遠程登機口，今年預計完成4個，幫助提升疏導旅客流量能力。

根據澳門特區政府民航局於日前推出的2017至2040年的「澳門國際機場整體發展規劃」，CAM未來將會全力配合特區政府規劃，跟隨著「世界旅遊休閒中心」定位，從服務到設施，繼續保持這富有澳門特色的機場。





The press conference about “Marketing and Infrastructure Development of Macau International Airport” was held by Macau International Airport Company Limited (CAM) at Grand Hyatt Macau on 18th Jan 2017. Relevant information on marketing and infrastructure development was briefed, and in relevant comments to reporters.



Director of Marketing Department Mr. Eric Fong and Director of Infrastructure Development Department Mr. Sandro Kou represented to introduce the development situation and future directions of marketing and infrastructure of MIA respectively. In terms of airlines development, MIA always encourages airlines to increase frequencies in the potential market and launch new destinations, especially on mid and long haul routes. Last year, MIA used the 5th freedom right to develop mid-long haul destinations such as charter flight service to Russia, which brings more choices and convenience to local residents and travelers. Passenger volume of Macau residents were recorded increased by 17% which means more Macau people choose to travel from MIA. Passengers travel with conventional and low cost airlines increased by 16% and 9% respectively.

In 2017, MIA is planning to launch the routes: Macau-Harbin, Macau-Taichung, Macau-DaNang, Siem Reap-Macau and Macau-Hanoi, and the route to Moscow will be re-launched in May. In the future, MIA will continue to serve as the air bridge connecting Macau to the world, fully develop long-haul route, aiming to increase and change the current passenger market structure, thus attracting more international and local travelers flying to and from MIA.

To meet the needs of the market development, CAM has been using its own conditions to improve hardware equipment for many years. With the full support of shareholders in the company; 2.48 hundred million was invested into infrastructure development in 2016. Looking forward to 2017, the completion of several large-scale infrastructure projects, such as the business jet hangar will be having fixed-base operator (FBO) providing service and the terminal building will be adding up to accommodate 7.5 million passengers as a whole after the north extension project. According to the company’s plan for short to medium term, CAM will continue to start with the research on south extension. The optimization project of south parking apron was finished last year, and the optimizing on the east parking apron will begin this year. The original 24 parking stands will be optimized to 25 for passenger aircrafts and 15 for business aircrafts to meet the needs of the local aviation market development and provide more space to airlines. The runway overlay project is expected to be launched this year to enhance the bearing capacity and the safety performance of the runway. Meanwhile, 2 remote boarding gates have been created and is scheduled to have 4 more this year to help in the ability to ease the passenger flow.

According to the “Macau International Airport Master Plan” launched by the Civil Aviation Authority of Macau (AACM) will be carried out from 2017 to 2040. CAM will fully cooperate to implement with the planning of the SAR Government, follow the positioning of the “World Tourism and Leisure Center” from service to facilities to maintain this airport rich with Macau characteristics.





香港生產力促進局來訪澳門國際機場

Hong Kong Productivity Council visits Macau International Airport

19 JAN



香港生產力促進局主席林宣武先生及總裁麥鄧碧儀女士一行日前來訪澳門國際機場專營股份有限公司 (CAM) 進行業務交流，並由執行董事徐偉坤先生及物流暨通用航空發展部署理總監胡漢新先生一行陪同參觀了機場貨運站、停機坪及公務機機庫。

徐偉坤先生首先向代表團介紹了澳門國際機場的歷史及發展前景，表示澳門國際機場一直以「安全、效率、效益」為營運宗旨，為機場的持續發展制定策略，積極向國際航空界宣傳及推廣，配合特區政府打造澳門

成為世界旅遊休閒中心。為了更好地滿足社會對空中交通日漸增長的需求，澳門國際機場未來將繼續致力完善客運及貨運設施，以保持國際級的服務水準。胡漢新先生接著介紹了澳門國際機場航空貨運情況，表示為了配合中國內地電商市場的快速發展，機場近年不斷完善各個物流環節，積極推動全貨機和智慧物流的發展，而高新科技和創新型人才在物流環節過程中起著開源節流、做大做強的關鍵作用，能有效為傳統物流業的不足進行互補及過渡轉型，期望雙方未來促進更多的合作空間。

林宣武先生表示生產力促進局擁有多元化的專業技術知識，為企業提供創新科技的技術轉移、顧問、培訓等服務。他期望未來與澳門機場在航空貨運甚至其他專案上有合作的可能。

其他出席人員包括：CAM企業傳訊暨政策研究室主任毛燕麗女士、物流暨通用航空發展部副總監梁家豪先生及助理經理曾永珊女士；香港生產力促進局企業管理部副總裁老少聰先生、環境管理部總經理方湛梁先生、企業傳訊及市務部高級經理周永邦先生及經理徐豔薇女士；澳門付貨人協會理事長鄧君方先生及常務副會長廖玉麟先生。

Mr. Willy Lin, SBS, JP, Chairman of Hong Kong Productivity Council (HKPC) and Mrs. Agnes Mak Tang Pik-Yee, MH, JP, Executive Director have paid a visit to Macau International Airport Company Limited (CAM) for business communications on 19th Jan 2017. They also visited the airport cargo terminal, apron and general aviation hangar in accompany with Mr. Jackson Tsui, Executive Director of CAM and Mr. Frank Wu, Acting Director of Logistics and General Aviation Development Department of CAM and his team.



Mr. Jackson Tsui introduced the history and prospect of Macau International Airport (MIA) to HKPC's delegation. He expressed that "Safety, efficiency and effectiveness" is the operating principle of MIA. We formulate strategies for sustainable development and actively promote the Airport in international aviation industry in line with the Government's objective to build Macau as a world tourism and leisure center. Also, to meet with the public's increasing demand for the air transport, CAM will continue to improve the passenger's and cargo's facilities to meet





the international standard. Mr. Frank Wu introduced the current air logistics development status to the delegation. He said that Airport has been enhancing each logistics sector in recent years and actively promoting freighter service and intelligent logistics. New technology and innovative talents are critical in enhancing logistics sectors and transforming the traditional logistics. He looked forward to the cooperation with HKPC in future.

Mr. Willy Lin, SBS, JP expressed that HKPC promotes productivity excellence through the provision of integrated support. They provide a multitude of services in technology transfer, consultancy, training and other services. He is expecting the cooperation with MIA in future in developing the air logistics even other projects.

Other participants in the meeting include: CAM: Ms. Vicki Mou, Chief of Corporate Communication & Policy Research Office, Mr. Jim Leung, Deputy Director of Logistics and General Aviation Development Department (LGD) and Ms. Cherie Chang, Assistant Manager of LGD. HKPC: Mr. Gordon Lo, Director of Business Management Branch, Dr. Raymond Fong, General Manager of Environmental Management Division, Mr. James Chow, Senior Manager of Corporate Communication and Marketing and Ms. Jenny Tsui, Manager of Corporate Communication and Marketing. Macau Shipper's Association: Mr. Frank Tang, Executive Vice President and Mr. David Liu, Chairman of Board of Directors.

出席治安警察局出入境事務廳機場邊境站年度會議

19 JAN

Attended Public Security Police Force Airport Immigration Office Annual Meeting



澳門國際機場專營股份有限公司(CAM)市場部代表於2017年1月19日應邀出席治安警察局出入境事務廳機場邊境站舉辦的年度會議。為加強航空公司對澳門出入境法例的了解，是次會議重點探討航空公司因運載不符合法例規定之入境旅客而被科處罰款的議題。會議詳細說明澳門出入境法例的需求，有助避免觸犯法例，同時提高澳門國際機場服務質素。

On behalf of Macau International Airport Company Limited (CAM) representatives from Marketing Department attended an annual meeting convened by the Public Security Police Force Airport Immigration Office (CPSP) on the 19th January 2017. In order to strengthen airlines' understanding of Macau immigration laws, the content of the meeting discussed on the situation when airlines carry inadmissible passengers and being fined. The meeting thoroughly explained the requirements and laws for entering Macau, avoiding violating the law, and at the same time enhancing service quality at Macau International Airport.

CAM鄧主席赴華東民航交流，促進行業發展

JAN

CAM Chairman Deng Jun Spring Visit to East China Aviation Entities, Advancing Industrial Development

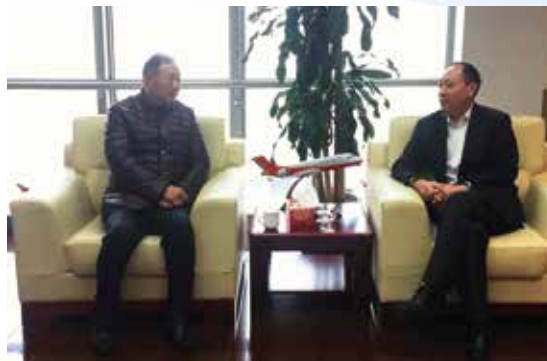
到中國民航華東地區管理局進行春節拜訪

2017年1月底，CAM執行委員會主席鄧軍博士一行新春到訪中國民航華東地區管理局，並受到局長蔣懷宇先生等人的熱情接待。蔣局長闡述現時華東地區的民航發展佈局需要更有效的管理，才能提升區內營運效率。現時上海客運日益增長，當局有意建設第三機場，以作出適當的分流。鄧主席報告2016年澳門國際機場客運量超過660萬人次，超過候機樓設計容量，其中華東地區客運量也上升10%，可見兩地區旅客外遊意欲增，將來應繼續加強合作發展，以提供更方便之出遊選擇予大眾。



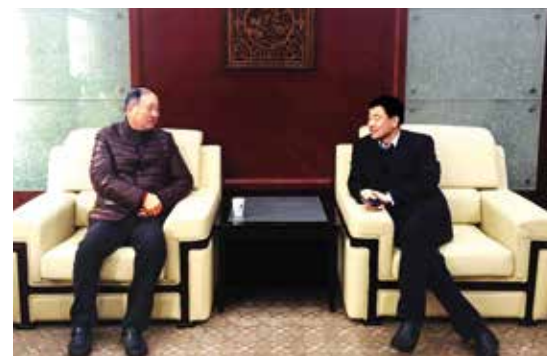
Visit to CAAC East China Regional Administration

Dr. Deng Jun – Chairman of Executive Committee of Macau International Airport Company Limited (CAM) paid a spring visit to East China Regional Administration of the Civil Aviation Administration of China (CAAC) in late January and the delegation was warmly received by the Director Mr. Jiang Huaiyu. In the conversation, Mr. Jiang briefed that a more effective management is required for the present civil aviation development layout of the East China region in order to get upgrade the regional operational efficiency. The air passenger traffic keeps on growing and there is intention to have the third airport for appropriate diversions. Dr. Deng reported that the passenger traffic of Macau International Airport (MIA) has surpassed 6.6 million in 2016, which exceeded the designed capacity of the passenger terminal building. Of which, the traffic of East China region increased by 10% as well, showing the stronger intention of outbound travelers of two regions. Cooperation needs to be strengthened to provide convenient travel option for the public.



到中國民航華東空中交通管理局進行春節拜訪

2017年1月底，CAM執行委員會主席鄧軍博士一行新春到訪中國民航華東地區空中交通管理局，並受到局長張建先生等領導層的熱情接待。隨著市場需求擴大，華東地區空中交通越發繁忙和複雜，需要系統化管理並利用資源優化流程，以支持地區民航發展。鄧主席也提到澳門國際機場隨著旅客量上升，各項設施都正在擴建階段，包括候機樓先北後南的擴建、跑道重鋪、登機口增加等，都為了日後發展作出鋪墊。



Visit to CAAC East China Air Traffic Management Bureau (ATMB)

Dr. Deng Jun paid a spring visit to CAAC East China ATMB in late January and the delegation was warmly received by the Director Mr. Zhang Jian and other leaders. With the expanding market demand, the air traffic of East China region is busier and more complicated than before, which needs systematic management and procedure optimization to further advocate the industrial development of the region. Dr. Deng mentioned that the infrastructure facilities of MIA are under expansion with the increasing passenger traffic, including terminal building extension to the north and the south, runway overlay, new boarding gates and so on, preparing for the future development.





到上海機場集團公司進行春節拜訪

2017年1月底，CAM執行委員會主席鄧軍博士一行新春到訪上海機場(集團)有限公司，並受到總裁景逸鳴先生等人的熱情接待。在會面中雙方更新了兩地民航及相關發展動向，近年長三角地區民航發展速度迅速，為珠三角機場的學習榜樣，兩地區機場有共識將加強於發展策略上的交流，共同為壯大中國民航事業努力。雙方並提出機場為一個城市向世界化發展必需的基礎建設，提供通向世界獨一無二的橋樑，同時機場是一個社區，隨著兩地機場旅客人次增長，管理人員培養和航班管理皆非常重要。

CAM其他參與拜訪的代表有：上海代表處葉洪先生、企業傳訊暨政策研究室主任毛燕麗女士、執行委員會主席助理潘小鳳女士、上海代表辦事處經理彭雲風先生。

Visit to Shanghai Airport Authority

Dr. Deng Jun paid a spring visit to Shanghai Airport Authority (SAA) in late January and the delegation was warmly received by the CEO Mr. Jing Yiming and other representatives. In the meeting, both sides updated and exchanged the development trend of civil aviation and related situations. In recent years, the civil aviation of Yangtze River Delta is growing so rapidly that becomes the learning model of airports of the Pearl River Delta. Airports reached consensus to push more communications on development strategies to reach the goal to strengthen China's civil aviation industry. It was pointed out that airport is an essential infrastructure for the development of urbanization, providing a unique bridge connecting to the world. At the same time, airport is also a community, the training of management personnel and flight management are very important with the increasing passenger traffic.

CAM delegation also includes: Mr. Ye Hong, Chief of Shanghai Representative Office. Ms. Vicki Mou, Chief of Corporate Communication & Policy Research Office. Ms. Fiona Pun, Assistant to the Chairman of Executive Committee and Mr. Peng Yunfeng, Manager of Shanghai Representative Office.

CAM鄧軍主席禮節性拜訪 中國民用航空華北地區空中交通管制中心

31 JAN

CAM Chairman Deng Jun paid Courtesy Visit to CAAC North China Regional Air Traffic Management Bureau

2017年1月31日，澳門國際機場專營股份有限公司（CAM）執行委員會主席鄧軍博士前往中國民用航空華北地區空中交通管制中心，拜訪副局長慕陽先生，並獲得副局長等人熱情接待。

鄧軍主席向慕陽副局長致以節日祝福，並介紹了澳門國際機場2016年的主要業績及2017年的發展方向，同時感謝華北空管局對澳門國際機場發展的支持。隨著澳門旅遊業的迅速發展對澳門國際機場的需求相應增加，澳門國際機場將在跑道、雷達、通訊、導航設備等方面進行改善和提升，並希望能夠與華北空管局進一步加強民航產業的溝通合作。

慕陽副局長表示，澳門國際機場在2016年旅客吞吐量超過660萬人次創開港以來新高，成績和進步有目共睹，從數字上可見旅客出行的需求呈現高速增長，未來將繼續為華北地區的民航發展及運行提供大力的支持，以應對不斷增加的旅客數量。



隨後，鄧主席一行參觀了華北空管局交通管制中心工作區，中心工作人員細緻講解了設備的具體運作流程及強大的工作能力。

參與是次會面的代表還有CAM——北京代表處首席代表苑衛芳女士及北京代表處辦公室秘書宋玥女士。

Dr. Deng Jun – Chairman of the Executive Committee of Macau International Airport Company Limited (CAM) paid a courtesy visit to Civil Aviation Administration of China (CAAC) North China Regional Air Traffic Management Bureau (ATMB) on 31st Jan, 2017, and warmly received by Mr. Mu Yang – Deputy Director of CAAC North China Regional Administration.



Chairman Deng Jun expressed the warmest New Year blessing to Mr. Mu Yang, and gave a short briefing about Macau International Airport (MIA)'s performance in 2016 and development planning of 2017, at the same time, expressed our gratitude for the support of CAAC North Regional ATMB to the development of MIA. Due to the rapid development of the tourism industry in Macau, the demand for the usage of MIA has increased simultaneously; therefore, MIA is planning to improve and upgrade its hardware and software, for example: runway, radar, communication and navigation equipment, and hoping to strengthen the mutual corporation and communication in the field of aviation industry with CCAC North China Regional ATMB.

Deputy Director Mu noted the passenger volume of MIA in 2016 had reached 6.6 million, which created a new record since MIA's opening, the improvement and development of MIA is remarkable. From the above figure, it showed the great increase on the demand of travel, and CCAC North China Regional Administration will continue to support the aviation operation and development in North China region as to deal with the increasing number of tourists.

After the meeting, Dr. Deng visited the operation area of CCAC North China Regional ATMB, and the staffs precisely explained operation logistics of its equipment and their function.

Other CAM's representatives in the visit are Ms. Yuan Weifang, Chief of Beijing Representative Office and Ms. Song Yue, Secretary of Beijing Representative Office.

澳門國際機場旅客量破紀錄，再創新起點

JAN

MIA Passenger Volume Hit Record High Creating a New Starting Point

2016年澳門國際機場旅客量再創新紀錄，為機場開啟新的起點。2016年全年機場旅客量突破660萬人次，創造出機場營運21年的新紀錄，航班量超過5.6萬架次，分別比去年同期增加14%和2%。而12月份更是聖誕節及新年前夕的旅遊高峰期，航線遍佈中國內地、中國臺灣、東南亞及北亞地區等41個航點，吸引了更多本地及國際旅客。

對於澳門國際機場在2016年創下的新紀錄，主要基於機場各營運單位共同努力以及緊密合作，配合澳門特區政府打造澳門成為世界旅遊休閒中心的政策以及充分利用機場自身優勢。2016年澳門國際機場繼續引入新航空公司，本年度合共有7間新的航空公司的加入，包括：AirExplore SRO、越捷航空、遠東航空、首爾航空、印尼獅子航空、俄羅斯皇家航空及泰國皇雀航空。同時，澳門國際機場與航空公司積極研究發展潛在市場的可

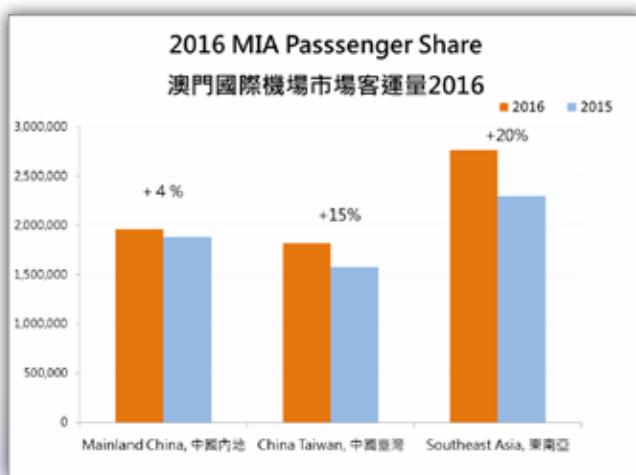


行性，首度利用第五航權發展俄羅斯到澳門的中長途包機服務。新航線方面，2016年澳門國際機場新增3個航點，分別是中國貴陽、印尼美拉多及日本福岡。新航空公司的加入及航線的開通為本地居民和旅客出行帶來更多選擇和便利。根據數據顯示，中國內地市場上升4%，中國臺灣市場同比上升15%，而東南亞及北亞市場則上升超20%，升幅最為明顯，其中搭乘傳統航空公司及低成本航空公司旅客分別增長16%及9%。

澳門國際機場2016年旅客量的突破為2017年創造了新的起點，2017年將繼續擔當澳門連接世界的空中橋樑，在市場發展方面將會全力發展長航線，以增加及改變現時旅客的市場結構，從而吸引更多的國際及本地旅客使用澳門國際機場。為配合市場發展需求，機場多年來利用自身條件改善機場軟硬件設備，2017年機場的多項建設將相應落成，例如候機樓北面擴建工程，屆時旅客接待能力將提升到750萬旅客人次；為配合公務機的發展，2017年將完成公務機機庫設施吸引更多高端旅客，使旅客組成更多元化；優化機場跑道，道面由剛性改為柔性，有效地再提高跑道的乘載力和安全性能。2017年機場與各營運單位一與既往緊密合作，全力以優質、安全、高效的服務，為旅客提供優質化的服務，讓旅客在澳門國際機場享受愉快的旅途體驗。



In 2016, Macau International Airport (MIA) recorded over 6.6 million passenger traffic volume, with over 56,000 aircraft movements, representing a 14% and 2% increase respectively comparing to last year. This made a new high record since its 21 years operation. In December, it was the peak season for travel during Christmas and New Year's Eve holiday, MIA connects to 41 destinations covering area in mainland China, China Taiwan, Southeast Asia and North Asia attracted more local and international travelers.



MIA hit a new passenger traffic volume record in 2016, the successful achievement came from the joint efforts and close cooperation among each of our business partners, to cope with Macao SAR Government policy to building up Macau into a World Center of Tourism and Leisure and making full use of the airport advantages.

In 2016, MIA successfully attracted 7 new Airlines flying to Macau namely AirExplore SRO, Vietjet Air, Far Eastern Air Transport, Air Seoul, PT Lion Mentari Airlines, JSC Royal Flight Airlines and Nok Air. MIA always encourages airlines to increase frequencies in the potential market, especially on long haul routes. For the first time MIA used the 5th freedom right to develop mid-long haul destinations such as charter flight service to Russia. We increased three new

international routes namely Guiyang of China, Manado of Indonesia and Fukuoka of Japan. The addition of new carriers and new routes bringing more choices and conveniences to travelers. In 2016, Mainland China market increased by 4%, China Taiwan and Southeast Asia market increased by 15% and 20% respectively. There was a growth of 16% and 9% in passengers taking legacy and low cost airlines.

The break-through passenger volume in 2016 created a new starting point of 2017, MIA will continue to serve as the air bridge connecting Macau to the world. In the aspect of market development, we will fully develop long-haul route, aiming to increase and change the current passenger market structure, thus attracting more international and local travelers flying to and from MIA. With the development of the market demand, the airport keeps upgrading the conditions of its hardware and software. In 2017, a number of infrastructure projects is expected to be completed which include the north terminal building expansion project, upon completion, the airport capacity will increase to 7.5 million passengers per annual. In line with the development of general aviation business, the business jets hangar construction project will be completed in 2017, the new facilities will help to attract more high-end travelers, enriching the market diversification. The airport runway will be optimized by overlaying to further enhance the carrying capacity and safety performance of the runway effectively.

In 2017, MIA will continue close cooperation with all business partners providing high-quality, safe and efficient services for passengers, letting them enjoy a pleasant journey at MIA.

澳門機場運營企業總結2016，規劃2017年工作

7 FEB

2016 Result Evaluation and 2017 Work Plan of MIA Operating Companies

2017年2月7日，澳門國際機場專營股份有限公司（CAM）三間全資及合資公司：機場管理有限公司（ADA）、機場信息管理技術有限公司（AIMS）及澳門保安有限公司（SEMAC）管理層在機場專營公司辦公大樓，分別就各公司2016年及2017年的工作進行總結和規劃。三家公司分別以2016年所訂下的發展策略“超越競爭對手，展示卓越執行能力”為導向，為公司整體發展規劃以至服務水平上都作出進一步的提升。



機場管理有限公司（ADA）行政總裁王錦濤先生就2016年機場安全及保安、營運、工程、設施及環境、旅客服務方面進行了總結。2016年ADA與機場各營運單位緊密溝通，相互合作，提升機場的國際形象以及顧客滿意度，並在營運表現及成本控制方面都有顯著的成績。除日常的機場營運及設施維修管理外，ADA亦著重環境及品質方面工作，執行了多項節能計劃，減少碳排放，並順利獲得機場碳排放認證及國際標準證書ISO9001及ISO14001認證續期；同時，亦進行了3項保安演習，以應對突發情況及恐襲威脅。在2017年，隨著機場北翼擴建完工，新登機橋投入運作以及新機庫落成，ADA將繼續與機場各營運單位保持密切聯繫，加強監察，令機場各項政策及設施能有序地執行及投入運作。

機場信息管理技術有限公司（AIMS）實現連續六年盈利，收入錄得滿意增長，董事總經理王秀瑜女士表示，AIMS在2016年採取穩中有序，穩健進取的理念，一方面保障主營業務收入，另一方面開拓項目，控制成本。除了繼續進行機場信息科技支援和維護工作，亦對虛擬化機場建設不斷優化，推陳出新，以配合現今社會的發展趨勢，為居民及旅客出行提供便利。另外，AIMS亦一如既往，積極開發不同的智慧手機App軟體，編寫程式設計以及推動電子商務發展。在2017年，AIMS將繼續深化各方面的工作，包括：維護和技術支援、機場營運IT項目、商務項目、網站和社交媒體等，以配合機場的發展，提高運營效率，優化各項客戶服務，以提供優質的旅客體驗。



澳門保安有限公司(SEMAC)副總經理楊振江先生表示，2016年在客流量及航班架次明顯增長的情況下，機場保安工作充滿挑戰，並成功保障航班安全5.6萬餘架次、保障旅客達662萬餘人次，檢查貨物及郵件量上升15%，檢獲違禁品、危險品和液體等數量比2015年上升8%。此外，SEMAC通過加強員工培訓及技術交流，提升員工的安保知識及整體服務質素，以提高旅客滿意度；同時，亦更換了部份硬件設備，增強前線執行效率。2017年，SEMAC將繼續一系列的硬件及軟件優化工作，更新標準運作程序和操作手則，完善員工培訓計劃，加強質量監察；並計劃進一步擴大工作團隊，保證機場安保工作順利進行。

參加此次會議的領導層有：澳門國際機場專營股份有限公司(CAM)執行委員會主席鄧軍博士、公司秘書林笑雲大律師；機場管理有限公司(ADA)董事會主席及澳門保安有限公司(SEMAC)董事總經理劉蘇寧博士、機場總監包祿仕先生；機場信息管理技術有限公司(AIMS)副總經理蘇德培先生；澳門保安有限公司(SEMAC)副總經理王瑜玲女士、鄭華先生及各公司其他管理級同事。

On 7th February, 2017, three subsidiaries of Macau International Airport Company Limited (CAM), which include: Administration of Airports Limited (ADA), Airport Information Management Solutions (AIMS) and Macau International Airport Security (SEMAC) held the presentation of "2016 Result Evaluation and 2017 Work Plan" at CAM Office Building respectively. The 3 subsidiaries followed the guidance of the development strategy in 2016 "Beyond the competitors and showing executive ability", to enhance the general development and service standard of the companies.

Mr. Patrick Ong - Chief Executive Officer of ADA concluded their works of 2016 in different aspects: security & safety, operation, engineering, facility, environment and customer service etc. ADA has worked and communicated closely with all the operation entities in MIA, to enhance the international image of the airport and the standard of customers' satisfaction, in terms of operating performance and cost control, ADA has remarkable achievement. Aside from the daily operation of MIA and facilities maintenance, ADA also emphasized on environmental protection and quality assurance, lots of energy saving plan have been implemented, to diminish carbon emission, as a result, renewal of Airport Carbon Accreditation Certificate and International standard of ISO9001, ISO 14001 have acquired smoothly. Meanwhile, 3 security drills have carried out as to tackle for any emergency issue and threat of terrorist attack. In 2017, with the completion of North Terminal extension, new boarding bridge and new hangar, ADA will continue to work and communicate with all the airport entities, strengthen supervision, as to ensure different policies and facilities in MIA are executed and operated efficiently.

Airport Information Management Solutions (AIMS) achieved consecutive profit for six years and recorded a satisfactory increase about the income of 2016. Ms. Sharon Wang – Managing Director stated that AIMS adopted the concept of working orderly in stable manner and be aggressive in stability, to ensure the income of the main operating business, in the other hand, develop new projects and control cost. Aside from focusing in airport information technology support and maintenance work, optimization and innovation of the Virtual Airport will be continued, as to match the development trend of nowadays society, and provide convenience travel experience for residents and passengers.



Besides, AIMS has developed different APP for smart phones, program design and promoted the e- commercial development. In 2017, AIMS will continue to intensify different categories of work, which include: Maintenance and technical support, IT project of airport operation, commercial project, website and social media as to match the development of MIA, increase operation efficiency, optimize different customer service and provide the best travel experience to travelers.

Mr. William Yeung – Deputy General Manager of Macau Security Co, Ltd. (SEMAC) stated that with obvious increase of passenger volume and aircraft movements in 2016, security work in MIA was full of challenge, however, SEMAC was able to ensure the safety of over 56,000 flights, 6.62 million passengers, 15% increase of cargo and mail volume inspection and 8% increase of contrabands, dangerous goods and liquid were seized out compare to the year of 2015. Besides, SEMAC have strengthened the security and safety knowledge, increased the general service standard of staffs through different trainings and technical exchange. At the same time, some hardware facilities have replaced, as to increase executive efficiency of the front line. In 2017, SEMAC will continue to uphold a series of hardware and software, revise the standard operating procedure, to perfect the staff training program, strengthen quality supervision, and to expand the working teams, as to ensure the security and safety works in MIA will be carried out smoothly.

The Management team attended the meeting include: CAM – Chairman of the Executive Committee Dr. Deng Jun, Company Secretary Dra. Paula Ling; President of the Board of Directors of Administration of Airports (ADA) cum Managing Director of SEMAC Security Company Dr. Suning Liu and Airport Director Mr. Antonio Barros of ADA; AIMS – Deputy General Manager Mr. Patrick So; SEMAC – Deputy General Manager Ms. Gigi Wong, Mr. Zheng Hua and other management staff.

CAM鄧軍主席一行拜訪深圳機場加強區內民航業交流

15 FEB

CAM Chairman Deng Jun Led Delegation to Visit Shenzhen Airport, Strengthen Regional Civil Aviation Exchange

澳門國際機場專營股份有限公司(CAM)執行委員會主席鄧軍博士帶同代表團於2017年2月15日禮節性拜訪深圳市機場(集團)有限公司，受到董事長羅育德先生等人的接待。會上雙方就區內五大機場協同合作發展做了探討，設定加強區內行業發展為共同目標。



就珠三角民航事業發展，雙方代表均進行討論，指出珠三角為世界最大的機場群，各大機場應按照既定定位做好分工，各施其職，倡導五大機場在自我優勢上發展，才能發揮區內行業的最大生產值。另外，雙方也就兩家機場營運、空管、保安等範疇作出交流，希望在提升機場效率的同時，優化服務水平和旅客體驗。

參與是次會面的代表有：澳門國際機場機場管理有限公司(ADA)董事局主席及澳門保安有限公司董事總經理劉蘇寧博士、CAM執行委員會辦公室總監羅頌儀女士、CAM企業傳訊暨政策研究室主任毛燕麗女士、ADA董事局主席辦公室主任及澳門保安有限公司董事總經理秘書陳健婷女士；深圳機場集團總經理陳金祖先生、副總經理秦里鍾先生、戰略規劃與投資部總經理王炳然先生及集團辦公室主任鄔俏鈞先生。



Chairman of the Executive Committee of Macau International Airport Company Limited (CAM) Dr. Deng Jun led a delegation to pay a courtesy visit to Shenzhen Airport Group and was warmly received by the Board Chairman Mr. Luo Yude and other representatives. The two sides discussed about the cooperation and development of the five major airports in the PRD region, and had consensus on strengthening regional civil aviation development as the mutual goal.



Representatives of both sides had discussion on the civil aviation development of the PRD region which is believed the world's largest airport group. The airports should have good job division in accordance with the established positioning and implement their duties on their self-advantage, so as to have largest production value of the industry in the region. In addition, ideas and experience on aspects on airport operation, air traffic control, security and other areas were exchanged in the meeting as well, in the hope to enhance the airport efficiency, and optimize the level of service and passenger experience at the same time.

Other representatives in the meeting are: President of the Board of Directors of Administration of Airports Ltd. (ADA) and Managing Director of SEMAC Security Company Dr. Suning Liu, Director of Executive Committee Office of CAM Ms. Katy Lo, Chief of Corporate Communication & Policy Research Office Ms. Vicki Mou, Chief of President of the Board of Directors Office of ADA and Secretary to Managing Director of SEMAC Security Company Ms. Karen Chan; Shenzhen Airport Group: General Manager Mr. Chen Jinzu, Deputy General Manager Mr. Qin Lizhong, General Manager of Strategic Planning Department Mr. Wang Bingran and Director of Administration Mr. Wu Qiaojun.

CAM接待SERVAIR一行來訪

CAM Received SERVAIR Delegation

21 FEB



2017年2月21日CAM執行委員會主席鄧軍博士與相關部門總監接見澳門航空食品供應股份有限公司(MCS)及其股東之一SERVAIR一行。會上雙方就SERVAIR公司的改組情況及澳門機場發展前景進行交流，相互配合邁步向前。

中國海航集團(HNA)已於2016年12月11日成功收購“Gategroup”。同日，法國航空(Air France)與“Gategroup”達成協議，前者向後者出售其持有的SERVAIR股權(49.99%)和轉移SERVAIR之營運控制權。基於SERVAIR

與“Gategroup”的專業及佈有的網絡，今後的新組合將創見一個“空前的機遇”，擁有超過200處設施，將近39,000名員工為300多間航空公司提供最佳的服務。MCS已於澳門國際機場提供航空食品供應服務超過廿載，一直保持優質出品，與航空公司合作無間。

CAM其他參會代表：商務拓展部總監徐文玲女士、執行委員會辦公室總監羅頌儀女士、法律事務部總監余懷恩先生、企業傳訊暨政策研究室主任毛燕麗女士。來訪代表有：SERVAIR執行副主席Mrs. Diane Laurent-Jubin、佳美航空膳食香港有限公司總經理韋伯先生、Gategroup亞太區業務發展總監江慧雲女士、MCS總經理Mr. Frederic Libaud及財務經理林宗寧先生。



Dr. Deng Jun – Chairman of Executive Committee of CAM and relative department directors received the delegation of MCS - Macau Catering Services Co. Ltd (MCS) and one of its shareholders SERVAIR on 21st Feb 2017. In the meeting, both sides had more in depth understanding into the restructure situation of SERVAIR and discussion on the development prospect of Macau International Airport (MIA), in a hope to move forward with each other.

HNA Group has successfully acquired “Gategroup” on 11th December 2016. On the same day, Air France came into an agreement with the “Gategroup” to sell its SERVAIR equity (49.99%) and transfer the operational control of SERVAIR to the “Gategroup”. Based on the combined professional network of SERVAIR and “Gategroup”, the company is confident to create an “unprecedented opportunity” with more than 200 facilities and nearly 39,000 employees providing the best possible service for more than 300 airlines. MCS has provided aircraft catering services at Macau International Airport for more than 20 years, and has maintained a high quality product working closely with airlines.

Other CAM representatives in the meeting: Ms. Winnie Hsu – Director of Commercial Development Department, Ms. Katy Lo – Director of Executive Committee Office, Mr. Anthony U – Director of Legal Department, Ms. Vicki Mou – Chief of Corporate Communication & Policy Research Office. SERVAIR representatives in the meeting: Mrs. Diane Laurent-Jubin – Executive Vice President France Asia of Servair, Mr. Andreas Weber – General Manager of Gate Gourmet Hong Kong Limited, Mrs. Judy Kang – Director of Network Strategy Business Development, Asia Pacific, Gategroup, Mr. Frederic Libaud – General Manager of MCS and Mr. Jonathan Lam – Finance Manager of MCS.

CAM接待明捷澳門一行來訪

7 MAR

CAM Received Menzies Macau Delegation

CAM執行委員會主席鄧軍博士與相關部門總監接見明捷澳門機場服務有限公司董事總經理盧偉明先生一行於2017年3月7日到訪。機場近年迅速發展，作為面向世界的重要門戶，明捷澳門希望能在服務上作出配合進行提升。

明捷澳門現時在澳門國際機場提供客運及航務、地勤、貨運、飛機維修及工程、地勤器材維修等服務。



Dr. Deng Jun – Chairman of Executive Committee of CAM and relative department directors received the delegation of Menzies Macau Airport Services Ltd. led by the Managing Director Mr. Raymond Lo on 7th Mar 2017. The Macau International Airport (MIA) is rapidly developing in recent years, Menzies Macau would like to cooperate well in enhancing services provided at this important gateway to the world.

Menzies Macau is now providing services at MIA, including: passenger services and operations control, ramp handling, cargo handling, aircraft maintenance and engineering and GSE maintenance.



柬埔寨吳哥航空開通澳門 - 西哈努克港航線首航儀式

8 MAR

Cambodia Angkor Air Macau - Sihanoukville Inaugural Flight Ceremony

柬埔寨吳哥航空(Angkor Air)於2017年3月8日首次飛抵澳門，運營每週兩班澳門至柬埔寨西哈努克港包機航線。為慶祝航線投入服務，柬埔寨吳哥航空於澳門國際機場舉行慶祝活動。

澳門國際機場專營股份有限公司(CAM)市場部副總監關學明先生代表參加是次儀式。澳門國際機場希望隨著新航點的開通，進一步加強澳門的航線網絡，為兩地經濟文化合作、貿易往來架起空中橋樑，推動兩地旅遊開發，幫助社會各界開闢廣闊的合作空間。



The first flight of Cambodia Angkor Air landed at Macau International Airport (MIA) on 8th March 2017, providing twice weekly charter services between Macau and Sihanoukville. To commemorate the official launch of this new route, Cambodia Angkor Air held an inaugural flight ceremony at Macau International Airport (MIA).

Mr. Franco Kwan, Deputy Director of Marketing Department, from Macau International Airport Company Limited (CAM), extended a very warm welcome to Cambodia Angkor Air new flight services in MIA. With the new destination added to the MIA network, the airport hopes that the new route service will further enhances economic integration and promote cultural exchange of both cities. And at the same time promote tourism development of Macau and Sihanoukville, enhance closer co-operation between the two cities.

JC(柬埔寨)國際航空開通澳門 - 暹粒航線

17 MAR

JC (Cambodia) International Airlines Launches Macau - Siem Reap Service

JC(柬埔寨)國際航空公司於2017年3月17日開通暹粒來往澳門一周兩班定期航線的直航服務，為熱愛旅遊人士增添度假地的選擇。來往澳門及暹粒的航班逢星期一及星期五下午6時35分到達澳門，於當地時間晚間9時10分抵達暹粒，每程的飛行時間約為2小時30分鐘。

JC(柬埔寨)國際航空公司於2014年成立，是首家由本地人創辦和控股100%股份的航空公司，以金邊國際機場為基地。2017年3月17日開通澳門 - 暹粒航線服務，為該公司開通的第一條國際航線，更計劃於本年4月9日增加澳門 - 西哈努克港服務。JC(柬埔寨)國際航空公司採用全新A320客機，為統一經濟艙設計，共180個座位。



澳門國際機場一直致力協助特區政府把澳門打造成世界旅遊休閒中心，隨著柬埔寨航線的增開，兩地空中交通進一步擴大，旅客量大幅增長，顯示澳門與柬埔寨之間的互動愈來愈緊密。澳門國際機場將繼續與航空公司緊密合作，共同尋找機遇加強合作關係，為澳門開闢更多航點。



JC (Cambodia) International Airlines commenced flight service between Macau and Siem Reap on the 17th March 2017, which enriches holiday planners with more travel options. The new flight service provides twice weekly services every Mondays, and Fridays, landing Macau at approximately 6:35pm, and arriving Siem Reap at local time 9:10pm; each flight durations about 2 hour 30 minutes.

JC (Cambodia) International Airlines was found in 2014; shareholder is structured and owned 100% shares by Cambodian investor, and based in Phnom Penh Cambodia. On 17th March 2017, JC (Cambodia) International Airlines launched its first international service, servicing between Macau and Siem Reap, and planned to commence Macau – Sihanoukville service on 9th April 2017. JC (Cambodia) International Airlines operates two brand new Airbus aircrafts A320, single class with the capacity of 180 seats.

Macau International Airport (MIA), as always, strives to incorporate with the objectives of the government's policy to build Macau as a "World Tourism and Leisure Center", with JC (Cambodia) International Airlines commence services between Macau and Cambodia, it marked a further step in expanding air transportation between both regions, and along with the expedite growth of travelers, it enhanced closer co-operation between the two places. MIA will continue working with airlines, to explore opportunities and strengthen co-operation, and further expands Macau air service networks.

澳門國際機場參加在沖繩舉行的亞洲航線發展論壇

19-21 MAR

Macau International Airport Representatives Participated in the Route Development Forum for Asia Held in Okinawa

由英國博聞集團主辦，沖繩縣政府和沖繩會議及旅遊局承辦的亞洲航線發展論壇於2017年3月19日至21日在日本沖繩舉行。澳門國際機場專營股份有限公司(CAM)市場部總監方曉健先生及經理林敬湘先生代表出席是次會議。為期三天的航線論壇吸引了來自世界各地超過930名航線發展專業人士參加，來自超過110家航空公司、170個機場、20多個國家旅遊機構等。亞洲區域航線發展論壇作為民用航空最重要的商務發展活動之一，提供一個專業、務實的行業平臺給世界各地航空業者交流尋求合作，促進發展。



論壇中澳門國際機場代表參加二十多個會議，與多家具市場潛力的航空公司會面，包括來自北美、澳大利亞、東南亞、印度等地區對澳門市場感興趣的航空公司、機場和旅遊機構。今年預計開通名古屋、馬來西亞亞庇、印度尼西亞耶加達和巴厘島等新航點。澳門國際機場望充份利用現在航權的優勢，發展多元化航線組合。

The 15th Routes Asia Forum organized by United Business Media Group and hosted by Okinawa Prefectural Government and Okinawa Convention & Visitors Bureau took place in Okinawa, Japan from 19th – 21st March, 2017. Representatives from Macau International Airport Company Limited (CAM), Mr. Eric Fong, Director of Marketing Department and Mr. Daniel Lam, Manager of Marketing Department participated in the forum. The three-day forum attracted 930 route development professionals from 110 airlines, 170 airports and 20 tourism authorities. Routes Asia is one of the most important events in civil aviation industry, providing a professional and pragmatic platform for airports and airlines to seek cooperation for future route development.



CAM representatives had participated in over 20 meetings and met with various prospective airlines, airports and tourism organizations from North America, Australia, Southeast Asia and India who were interested in the Macau market. This year, new routes are expected to launch to Nagoya, Kota Kinabalu, Jakarta and Bali. Macau International Airport will fully utilize the advantage of the aviation right and develop more routes in order to diversify routes combination.

台灣虎航開通澳門 - 台中航線首航儀式

29 MAR

Tigerair Taiwan Inaugural Flight Ceremony for Macau - Taichung Service



台灣虎航(Tigerair Taiwan)於2017年3月29日正式營運來往澳門至台中航線，並於開航當天在澳門國際機場舉行首航儀式，藉著台灣虎航開通台中航線後，台澳往返的航網將更完整，除了提供台島北、中、南三地的旅客便捷的往返澳門外，亦可便利澳門及珠江三角洲地區的旅客前往台灣，滿足接下來4月份復活節假期旅遊旺季的旅客市場需要。

澳門國際機場專營股份有限公司(CAM)執行董事徐偉坤先生及市場部總監方曉健先生代表參加首航儀式。方總監在致辭中表示，多年來台灣居民外遊數字穩步上升，成為澳門其中一個重要客源，亦是澳門居民熱門旅遊地點之一。根據數據顯示，2016年全年澳門國際機場的台灣市場旅客比2015年上升15%，目前除了澳門的基地航空公司已經有3間來自台灣的航空公司，分別營運台北、台中及高雄到澳門航線。這條航線會為旅客提供更優質的航空服務，同時也為兩地的文化、經貿等活動架起空中橋樑。澳門國際機場將一如既往地與航空公司及旅遊當局保持緊密的合作，共同開拓更多新的航點。

台灣虎航總部位於台北，是一家華航全資擁有的台灣本土低成本航空公司。台灣虎航採用全新的空中巴士A320型客機營運，台灣虎航機隊現有10架空中巴士A320，平均機齡約2年，大幅提升服務品質。目前航線網絡包含東北亞的日本、韓國，大中華的澳門及東南亞的泰國等4個國家地區。台灣虎航是中國台灣航空市場載客量最大及市佔率最高的低成本航空，2016年的載客量達到141萬人次，市佔率也達20%。

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Tigerair Taiwan commenced regular flight service between Macau and Taichung on 29th March 2017, offering daily flight service between the two cities. An inaugural flight ceremony was held at Macau International Airport (MIA). Through Tigerair Taiwan inaugurate regular daily flight to Taichung, the route network between China Taiwan and Macau will be more integrated. In addition to providing China Taiwan visitors more convenient channel to reach Macau from the northern, middle and southern island of China Taiwan, it will also benefit the resident of Macau and tourists from the Pearl River Delta region travelling to Taiwan. The inauguration of this Taichung services is in time to satisfy the Easter Holiday peak season for travel in coming April.

Executive Director of Macau International Airport Company Limited (CAM) Mr. Jackson Tsui and Director of Marketing Department Mr. Eric Fong represented to attend the ceremony. Mr. Fong extended a very warm welcome to Tigerair Taiwan's new air service in the ceremony on behalf of CAM. He expressed that China Taiwan is an important source market of Macau with the growth of Taiwan residents' outbound travel and is also a popular destination among local residents. According to statistics, the Taiwan passenger of MIA posted a year growth of 15% in 2016. There are 1 Macau

based and 3 Taiwan airlines operating flights services between Taipei, Taichung, Kaohsiung and Macau. MIA will continue to work in close relation with airlines to explore with new route opportunity.

Tigerair Taiwan is an airline with its head office in Taipei. It is a Taiwan-based low cost carrier (LCC) wholly owned by China Airlines. Tigerair Taiwan operates with a fleet of 10 brand new Airbus A320 aircrafts with average less than 2 years of services. It has significantly improved the service quality to passenger. Tigerair Taiwan has a network strategy that focuses on Southeast and Northeast Asia. The current route network of Tigerair Taiwan includes four countries and regions such as Japan and South Korea in Northeast Asia, Macau in Greater China and Thailand in Southeast Asia. Tigerair Taiwan is the Taiwan-based low cost carrier with the largest passenger volume and market shares in China's Taiwan aviation market. In 2016, Tigerair Taiwan had uplifted 1.41 million passengers which accounted for 20% of overall market share.



澳門物流業界拜訪香港貨運物流業協會

29 MAR

Macau Logistics Industry Visits Hong Kong Association of Freight Forwarding And Logistics

澳門國際機場專營股份有限公司(CAM)物流暨通用航空發展部署理總監胡漢新先生、澳門空運物流業協會(MAFFA)理事長陳智良先生帶同業界代表於2017年3月29日到訪香港貨運物流業協會(HAFFA)，共同分析行業形勢，尋求合作商機，研究在港珠澳大橋落成後兩地航空貨運發展的機遇及其他方面進行意見交流。

會上各方代表分別發言，CAM胡漢新先生於會上提到，港澳兩地同屬自由港，同樣受惠於國家政策，“一帶一路”沿線國家產品市場開拓、粵港澳大灣區城市群發展規劃及即將投入使用的港珠澳大橋都為未來港澳物流業界帶來巨大商機，兩地業界加強溝通合作將為珠三角地區物流業創造互補多贏，其中香港高度國際化的對外聯繫功能可使之成為大灣區商貿中介的“超級聯繫人”，繼續以“超級航空物流中心”為發展方向；而澳門憑著經濟適度多元以及對葡語國家獨特優勢可使之成為大灣區中小企業的“精確聯繫人”，帶動澳門品牌走出去，同時把葡語國家產品市場引進來，經澳門推廣至中國內地，以“精確物流門戶”為創新發展模式尋求合作。

香港貨運物流業協會主席史立夫先生於會上表示，是次會議是首次兩地物流業界的市場合作會面，物流業作為香港最重要的四大支柱產業之一，全方位推動金融服務業、貿易和旅遊業的發展，期待兩地政府及業界能設立專案小組協調港珠澳大橋落成後的物流業合作方案，盡快規劃未來的合作計劃。

其他出席人員包括：CAM物流暨通用航空發展部副總監梁家豪先生、明捷澳門機場服務有限公司貨運拓展經理畢廣標先生、MAFFA理事會成員。



Mr. Frank Wu, Acting Director of Logistics and General Aviation Development Department of CAM and Mr. Chris Chan, Chairman of Macau Air Freight Forwarding (Logistics) Association (MAFFA) paid a visit to Hong Kong Association of Freight Forwarding And Logistics (HAFFA) on 29 March 2017. Both sides analyzed the form of industry, seeking cooperation opportunities, studying the air cargo logistics development opportunities after the completion of Hong Kong-Zhuhai-Macau Bridge as well as exchange the views in other aspects.

Mr. Frank Wu of CAM mentioned that Hong Kong and Macau are both free ports and benefit from the policy of the Central Government. Guangdong, Hong Kong and Macau Bay area city group development, the Belt and Road initiative and completion of Hong Kong-Zhuhai-Macau Bridge will bring a huge opportunity for logistics industries. Strengthening the cooperation between Hong Kong and Macau will lead the logistics development to win-win situation. Hong Kong's positioning in Guangdong, Hong Kong and Macau Bay area city group development as a "Super-Connector" with its highly internationalized advantage, continues the development as "The Super Airfreight Center". Macau should act as "Precise-Connector" helping the small and medium enterprises developed business by the moderate diversification of Macau economy and the unique advantage with the Portuguese-Speaking countries. Facilitating local products in Macau to move out to the world as well as act as a platform for promoting the Portuguese-Speaking Countries products to Mainland China.

Mr. Cliff Sullivan, Chairman of HAFFA said that it's the first Hong Kong and Macau logistics industry cooperation meeting. The logistics industry is one of the four pillar industries in Hong Kong to assist the development of financial, trade and tourism in all directions. HAFFA is expecting Macau and Hong Kong Government setup a task force to plan the future logistics cooperation program in order to meet the demand before the completion of Hong Kong-Zhuhai-Macau Bridge.

Other participants in the meeting include: CAM: Mr. Jim Leung, Deputy Director of Logistics and General Aviation Development Department (LGD). Menzies Macau: Mr. Bill Pat, Cargo Development Manager. MAFFA: the members of Board of Committee.





澳門國際機場專營股份有限公司召開年度(2017年) 股東大會暨董事局會議

30 MAR

CAM Holds Its Annual General Assembly Ordinary Meeting and Board Meeting (2017)



2017年3月30日，澳門國際機場專營股份有限公司(CAM)於專營公司辦公大樓召開了年度股東大會平常會議及董事局會議，會上通過了由董事會通過的2016年《工作報告》、《資產負債表》和《帳目》及監事會的《意見書》，通過對公司2016年度盈餘運用之建議書，完成監事會成員選舉及其他與公司業務有關事項。

2016年，機場整體營運收入方面保持增長，澳門國際機場總收入約45.1億澳門元，按年增長2.7%，當中，本公司(CAM)的收入達13.3億澳門元，按年增長8.9%。CAM的股東對機場的發展一直作出支持，公司會繼續執行股東大會決議的償還股東借款方案，於2017年進行第三期的分期還款。CAM在2016營業年度除股息前利潤為3.99億澳門元，計入應派發年度優先股息準備後，除稅息後淨利潤為3.02億澳門元。

2017年本公司訂定“目標明確、組織嚴謹、程序清晰、實施有方”為策略目標，預計達到60,500航班升降架次，較去年成績提升8%；貨運量34,000公噸，較去年升6.3%；旅客人次685萬，提升3.8%。預計今年下半年完成候機樓北面擴建工程並投入營運，屆時澳門國際機場接待能力將提升至每年750萬旅客人次。

作為“一帶一路”建設的基礎交通支撐，民航業在“一帶一路”的國際化建設進程中將起到“帶路”作用。CAM將不斷加強各單位的統籌行動和協同效應，力求配合國家“一帶一路”的發展契機，繼續配合特區政府推進“世界旅遊休閒中心”和“中國與葡語系國家商貿合作服務平台”的建設。

Macau International Airport Company Limited (CAM) held the Annual General Assembly Ordinary Meeting on 30th March 2017, approval was gained for the resolution of the 2016 Annual Report, Accounts and Audited Financial Statement, Balance Sheet and Supervisory Committee Report, proposal of 2016 Profit Appropriation as well as the election of the members for the Supervisory Committee and other issues related to the business of CAM.

Macau International Airport (MIA) has achieved a total income of 4.51 billion (patacas, same below), increased of 2.7% compared to last year, in which, the total income of CAM has reached 1.33 billion, with an increase of 8.9%. With the continual support of the shareholders, CAM will proceed the loan repayment plan to shareholders, and move into the third phase of installment repayment. CAM has earned a profit of 399 million before the distribution of preference share dividends in 2016; the final net profit of CAM will be 302 million after tax and preferred dividends.

With the strategic goal this year “Clear Goals, Rigorous Organization, Orderly Procedures and Tactful Implementation”, CAM’s new target of air service performance in 2017 is: 60,500 flight movements with an increase of 8%, 34,000 tonnes of cargo with an increase of 6.3% and 6.85 million passenger traffic with an increase of 3.8%. The entire North Extension project of passenger terminal building is expected to be completed and put into operation in the 2nd half year of 2017, the designed passenger handling capacity is expected to be increased to 7.5 million.



As the basis transportation support of “One Belt And One Road”, aviation industry will lead the way during the internationalization process of construction. CAM will continue strengthening cooperation among entities to go hand in hand with the development of “One Belt And One Road”, and coordinate with the MSAR Government to promote the building of “Centre for World Tourism and Leisure” and “Service platform for economic and trade cooperation between China and Portuguese Speaking Countries”.

“機場消防工作新聞發佈會” 介紹機場消防安全工作

30 MAR

Press Conference of Airport Fire Service and Safety Works

澳門國際機場專營股份有限公司（CAM）於2017年3月30日召開“機場消防工作新聞發佈會”，邀請消防局向出席發佈會的多家媒體記者介紹消防局機場處工作，並於發佈會結束後安排記者參觀模擬機火警演練，加強對機場消防安全工作的了解。

消防局機場處承擔著機場範圍周邊以及跑道向外伸延1000公呎以內的海陸區域的拯救及滅火工作，要求熟練操縱滅火設施並熟悉常用飛機的結構特點，隨時處於戒備狀態，按照國際民航組織規定，消防車在接到警報後，不超過三分鐘到達每個跑道的盡頭或者其他飛機活動區。

發佈會上，消防局機場處處長陳國棠副消防總長對機場內消防設施、日常訓練工作進行講解。消防局機場處定期進行應急救援實戰演習，切實提高部門之間協同作戰和處置突發性事件的反應能力，以迅速及有效率地處理任何機場事故。講解之餘，消防局研究及策劃廳代廳長林曉帆副消防總長一同回答記者提問。發佈會結束後安排記者至機場模擬訓練中心，現場模擬撲救飛機意外火警，消防員入機艙成功救出被困旅客，通過參觀提高大眾對機場消防安全工作的瞭解，同時加強民眾安全消防意識。

The press conference about “Airport Fire Service and Safety Works” was held by Macau International Airport Company Limited (CAM) at Macau International Airport on 30th Mar 2017. Corpo de Bombeiros (CB) was invited to brief fire service and safety works at airport to media. After the press conference, a fire drill of simulator was demonstrated to strengthen the understanding of fire service.

CB airport station is responsible for the rescue and firefighting work of sea and land area surrounding the scope of the airport and runway stretch within 1000 meters, which requires manipulating the firefighting facilities proficiently and be familiar with the structural characteristics of aircrafts. According to the regulations of the International Civil Aviation Organization (ICAO), fire trucks will get to the end of each runway or other movement area within 3 minutes after receiving the alarm.

Chefe-ajudante Chan Kuok Tong - Chefe da Divisão do Aeroporto do CB introduced the equipment and their daily training. Emergency rescue drill was held regularly to improve the cooperative and reaction capacity of emergency





disposal, and to handle accidents quickly and efficiently. Chefe-ajudante Lam lo Fan - Chefe Substituto do Departamento de Estudo e Planeamento do CB, replied media's questions together afterwards. Following with the press conference, media were arranged to watch a simulator fire drill at the simulation training center, and firefighters rescued trapped passengers from the aircraft. The practice aims to improve public understanding of the airport fire safety work and strengthen the consciousness of public fire safety awareness.

澳門國際機場首季增長平穩 航線持續多元化

MAR

MIA Records Stable Traffic Growth in the First Quarter of 2017 and Continues Diversification of Routes



澳門國際機場2017年第一季度旅客運輸量同比增長1%，航班量超過1萬3千多架次，同比下降5%。

現時澳門國際機場的候機樓客容量已經飽和，為滿足將來客流量的增加及提供優質的服務水平，機場正在擴建中，而航線的發展也會逐步增加。第一季新增兩間航空公司及兩個新航點，分別為柬埔寨吳哥航空及JC柬埔寨國際航空公司，提供由西哈努克港及暹粒直航至澳門的新熱點。現時澳門國際機場開通直航到東南亞及東北亞的城市共19個，約佔整體航線的一半。同時，東南亞及東北亞航線的旅客佔機場旅客43%，每週提供超過360個往返航班給旅客。台灣虎航於

3月29日開通澳門至台中航線，為旅客提供更方便的出行選擇。

展望第二季度，澳門國際機場已經與多間新航空公司接洽，於4月中開通澳門至峇里的航線，同時也積極開拓印尼的航線，有望於10月開通雅加達到澳門的直航服務。與此同時，多間日本的低成本航空也積極與澳門國際機場接洽，有意向拓展市場到澳門。

在過去的復活節假期，機場錄得1.5%的旅客增長。澳門國際機場將會繼續把握現時的優勢並配合特區政府的旅遊發展方向，積極開拓更多國際航點，為澳門居民及旅客提供安全，多元化，優質出行的選擇。

In the first quarter of 2017, MIA has 1% year-on-year increase on the passenger volume and has recorded 13,000 flight movements indicating year-on-year decrease of 5%.

At present, the capacity of the Passenger Terminal of MIA is already saturated. To meet the future increase in traffic and provide quality passenger service levels, the airport has been expanding and the development of routes will gradually increase. In the first quarter, MIA has added two new airlines and two new destinations. They are Cambodia Angkor Airlines and JC Cambodia International Airlines, which mainly provide direct flights with the new hot spots



from Sihanohkville and Siem Reap to Macau. Currently MIA has offered 19 direct flights to Southeast and Northeast Asia which accounting for about half of the route distribution. At the same time, Southeast Asia and Northeast Asia routes accounted for 43% of airport passengers, providing more than 360 round-trip flights per week to visitors. On March 29 Tigerair Taiwan had inaugurated daily direct flights from Macau to Taichung, providing passengers with more convenient and travel options.

Looking ahead in the second quarter, MIA had contacted with a number of new airlines and the Macau to Bali route will be launched in the mid of April, MIA actively explore the route to Indonesia and is expected to open Macau to Jakarta direct flights in October. At the same time, a number of low-cost airlines in Japan are also actively engaged with the Macau International Airport, as they are interested to expand their market to Macau.

During the Easter holiday, MIA recorded 1.5% increase of passenger growth compared with the same period of last year. Macau International Airport will continue to grasp the current advantages, and fit with the Macau SAR Government tourism development direction to actively explore more international destinations, and provide safe, diversified and high-quality travel options for the Macau resident and passengers.

澳門國際機場出席亞洲公務航空展 尋找公務機發展機遇

11-13 APR

CAM Attended ABACE 2017 to Look for Development Opportunities of Business Aviation



年度亞洲公務航空會議及展覽會(ABACE)於2017年4月11 - 13日於上海虹橋機場霍克太平洋航空服務中心舉行。澳門國際機場專營股份有限公司(CAM)上海代表處首席代表葉洪先生、物流暨通用航空發展部副總監唐瑤女士與上海代表處經理彭雲風先生代表參加此次盛會。

今年亞洲公務航空會議及展覽會的其中一項重點是「CAAC公務航空發展論壇」，演講嘉賓有各個地區和國家的航空界領導，包括中國民用航空華東地區管理局局長蔣懷宇先生、歐洲航空安全局代表Javier Vicedo先生等。嘉賓們共同探討了中國新興公務航空業發展等多項議題。

澳門國際機場此次參會主要與國內通用航空業界進行交流，尋求開拓航空高端產業市場的合作機遇。中國是未來公務機發展最大的市場之一，而發展通用航空亦是澳門國際機場未來策略中的重要一環，雙方合作可以互補長短，達到雙贏局面。

受1月份假期因素所帶動，澳門國際機場今年首季公務機錄得747架次，與去年同期相比大幅增長23.27%。唐瑤副總監表示對未來公務航空的發展前景樂觀，澳門國際機場將繼續完善公務機配套設施，同時致力尋求與本地及內地公務航空公司合作，共同推廣公務機市場，透過發展澳門成為亞太公務航空中心，把珠三角與長三角的區域連接網絡搭建起來，以配合特區政府推動“一帶一路”以及發展“一中心一平台”的長期目標。

Asian Business Aviation Conference & Exhibition 2017 (ABACE 2017) was successfully held at Shanghai Hawker Pacific Business Aviation Service Centre from 11 to 13 April 2017. The delegation of CAM including Mr. Ye Hong – Chief Representative of Shanghai Representative Office (SRO), Ms. Emma Tang – Deputy Director of Logistics and General Aviation Development Department (LGD) and Mr. Jerry Pang – Manager of SRO attended this event.



“CAAC Business Aviation Development Forum” was one of the focus in the event. During which some issues like “continuing development of China’s emerging business aviation industry” were discussed by the leaders of aviation industry from different regions and countries, including Captain Huaiyu Jiang, the Head of CAAC East China Regional Administration and Mr. Javier Vicedo, Representative of European Aviation Safety Agency, China and North Asia, etc.

The prime purpose of attending this event is to exchange views and look for the cooperation opportunities with mainland’s aviation industries in order to explore high-end aviation market mutually. China will be one of the most rapid-developing market of business aviation while business aviation is also an important part of the future development of MIA. Both can complement each other and reach win-win situation by having cooperation.

The movement of business aviation in MIA records 747 in the first quarter, representing year-on-year increases of 23.27%. The growth was attributed to the holiday factor in January. Ms. Emma Tang expressed that she is optimistic about the prospect of business aviation development. MIA will continue to optimize the facilities of business aviation, and join hand with local and mainland’s business aviation companies to promote business aviation market together. Also, comply with the long-term goal of Macao S.A.R. to foster the “Belt and Road” Initiative and the “Centre and Platform” Policy, MIA will strive to build up network with Pearl River Delta and Yangtze River Delta area and develop Macao as a business aviation hub of Asia Pacific.

工程及科技學會香港分會青年會員部(澳門學生支部) 參觀澳門國際機場

12 APR

The Institution of Engineering and Technology Hong Kong (Macau Student Section) Visited in MIA

澳門國際機場多年來積極推動工程及科技發展並鼓勵青少年擴闊視野，一直與澳門工程及科技業界不同學生團體組織機場參觀活動，介紹民航相關工程、技術及營運知識。2017年4月12日，工程及科技學會香港分會青年會員部(澳門學生支部)參觀澳門國際機場。

澳門國際機場專營股份有限公司(CAM)聯同機場管理有限公司(ADA)、機場信息管理技術有限公司(AIMS)帶領學生參觀了值機櫃檯、登機橋、行李處理區及控制室、技術支援處理中心等，並詳細講解有關：值機系統的機場信息管理技術、行李輸送帶系統的運作流程及原理、登機橋機械結構和多個航空通訊、導航和監測系統的功能等。兩小時的參觀及講解，讓學生們體驗課堂以外的學習樂趣，由工程和技術的角度瞭解澳門國際機場的運作，從而認識航空及工程營運和信息管理專業知識，協助推動澳門學生工程專業範疇的未來發展。



MIA has promoted the development of engineering and technology over the years by coordinating with different student unions from engineering, to organize airport tours for aviation engineering, technology and operation in order to encourage young people to widen their horizon in developing prospect. An airport tour was arranged the students from the Institution of Engineering and Technology Hong Kong (Macau Student Section) on 12th April 2017.



CAM coordinated with Administration of Airports (ADA) and Airport Information Management Solution (AIMS) have introduced the students about the Check-in counter, Passenger Loading Bridge, Baggage Handling System and Control Room, Technical Control Desk. We also introduced the followings aviation technology to students which include: Airport Information Technology of Check-in System, Passenger Terminal Building, Baggage Handling System Procedure, Passenger Boarding Bridge, and Communication, Navigation and Surveillance (CNS) etc. After 2 hours visit at MIA, the students experienced the fun of learning outside the classroom by enhancing their knowledge on engineering area from airport operation. Therefore, to strengthen their knowledge on aviation and engineering, and also promote the future development of Macau engineering students.

CAM代表參加“中國民航帶您看山西·大同站”主題活動 26 APR

CAM Representative Attended Theme Event - China Civil Aviation Take You to See Shanxi Datong

2017年4月26日，澳門國際機場專營股份有限公司（CAM）受邀參加北方機場航空市場戰略聯盟第十八屆航班洽談會暨“中國民航帶您看山西·大同站”大型主題活動，CAM北京代表處首席代表苑衛芳女士代表參加。

此次活動上，“航空+旅遊”的發展模式成為焦點話題，民航與旅遊發展的緊密聯繫、相互依存的合作態勢以及航空業的發展影響著旅遊業的發展，旅遊業的發展又促進航空旅行人數、旅遊機場、旅遊航線的不斷增加，兩者相互依存。參會代表都深切體會到只有加快“旅遊+民航”融合發展的步伐，才能更好實現互利共贏、共同發展的雙贏目標。

此外，機場與航空公司代表對航班航線時刻、密度等問題展開了一對一的洽談，促進相互了解和交流。



Ms. Yuan Weifang – Chief Representative of Beijing Representative Office of CAM represented to attend the 18th Flight Fair of North Airport Aviation Market Strategic Alliance – China Civil Aviation Take You to See Shanxi Datong on 20th Apr 2017.

“Aviation + Tourism” becomes a hot topic on the event, there are close relations and interdependence cooperation between civil aviation and tourism development. The development of the aviation industry affects tourism industry while the development of tourism promotes the number of air travel, tourist airports and tourist routes. A win-win situation of mutual benefit and common development goal could be achieved only to accelerate the development of “Aviation + Tourism”.

Representatives of airports and airlines had one-on-one talks about flights time and density, enhance understanding of both sides.

澳門國際機場拜訪英國范保羅機場

28 APR

MIA Visited Farnborough Airport U.K.

4月28日，澳門國際機場專營股份公司(CAM)派員參觀了英國范保羅機場，受到范保羅機場董事總經理 Brandon O'Reilly先生的熱情接待。作為姊妹機場，雙方多年來保持著友好聯繫。此次受邀前往參觀，除了吸收對方先進的管理經驗，更為澳門國際機場即將迎來的新機庫航空維護、檢測、修理服務供應商(MRO)、公務機服務的固定基地營運商(FBO)的管理工作吸取經驗，學習有成效的公務機運營模式。

英國范保羅機場前身始建於二十世紀初，在這裡進行了英國第一次動力飛行。目前是一座專門提供公務機高端配套服務的航空站，在歐洲以其超前的建築設計理念，優質的個人化服務領先於業界。在倫敦多達七個公務機場激烈競爭下，多年來一直保持極強的競爭優勢。范保羅機場去年的公務機架次達27,115。Brandon O'Reilly先生介紹說：使用范保羅機場的公務機乘客可事先安排安檢，以便乘客自駕汽車到飛機門口直接登機，對於特別重視個人私隱的貴客，這項服務為他們帶來更多便利。”由於倫敦機場眾多，空域使用協調也是范保羅機場的重要工作。同時，為了爭取社區支持，范保羅機場還非常重視和他們的溝通，令機場的擴建擴容工作可以得到社會大眾的支持。機場旁設有公務機模擬訓練設施，候機樓有機組專屬休息室，提供機場自有輕奢型酒店服務，保障安全飛行的同時，也考量到優質服務對機長制定飛行計劃的正面影響。

作為公務機專屬機場，英國范保羅機庫的FBO、MRO皆採取自主經營的模式，以求保持可控的優質服務水準。與之不同，澳門國際機場作為客貨公共運輸和公務機運輸共同發展的綜合性機場，公務機業務發展具有自身的特點，公務機相關設施和服務的監管，將面臨更大的挑戰。CAM物流暨通用航空發展部總監胡漢新先生介紹了澳門國際機場公務機發展情況，指出發展公務機不僅是市場的迫切需要，也是配合國家“一帶一路”建設為公務機消費帶來的新機遇，利用澳門得天獨厚的優勢，發展公務機運營、維修等系列產業鏈，建成輻射珠三角、服務大中華地區的優質公務機平臺。澳門國際機場2017年首季度公務機起降達747架次，同比上升約23%。

澳門國際機場代表團還包括CAM物流暨通用航空發展部副總監唐瑤女士，澳門國際機場管理公司土木機電科科長劉一楠先生。

CAM sent representatives to visit Farnborough Airport, U.K. on 28th April 2017 and was warmly welcomed by Mr. Brandon O'Reilly – Chief Executive Director of Farnborough Airport U.K. As sister airports, the two parties have maintained friendly relations for years. During this visit, the delegation expects not only to absorb advanced management experience, but also learn from the effective business aviation operating pattern of Farnborough Airport so as to help with upcoming maintenance, repair and operation (MRO) service of aircraft and management skill as fixed base operator (FBO) of new hangar.



The predecessor of Farnborough Airport was found in the early 20th century, and the first UK powered flight was conducted there. At present, it's an aviation station offering exclusive high-end supplementary services for business jets, taking a leading position in business aviation industry in Europe for its cutting-edge architectural design insights and quality tailored services. Under fierce competition among 7 business jet airports in London, Farnborough Airport has maintained its strong competitiveness. The movements of business jets last year recorded 27,115 in Farnborough Airport. Mr. Brandon O'Reilly says, "Our business jet customers can be offered advance security check so that customers can drive directly to the aircraft for boarding. That service brings convenience for those distinguished guests who care about privacy." The coordination on the usage of airspace among several airports in London is also especially significant for Farnborough Airport. Meanwhile, Farnborough Airport values the communication with the community, which is the reason they could rally support from them on the expansion of Airport. They have simulated training facilities and provide crew with intimate services. For instance, there is a designated lounge for crew where they can enjoy slightly luxury hotel services. Besides safety, Farnborough Airport also concerns the impress of quality services to the captain, who decides the flight plan.

Being a business aviation airport, Farnborough Airport manages the FBO and MRO business independently to ensure services quality. On the contrary, MIA as a comprehensive airport develops transport of both passengers and cargoes as



well as business aviation. It faces greater challenges to monitor the related facilities and services of business aviation as business aviation has its own characteristics differing from other sections. Mr. Frank Wu, Director of the Logistics and General Aviation Development Department (LGD) of CAM introduced the current status of Macao business aviation development. He pointed out that developing business aviation does not only meet the accelerating demand of market, also complies with the "Belt and Road" initiative which brought opportunities to business aviation. By utilizing the advantages of Macao to develop business aviation industry including operation and maintenance and so forth, MIA is expected to grow as a business aviation hub among the Pearl River Delta and the Greater China regions. The business aviation movement of MIA increased by 23% to 747 in the first quarter of 2017.

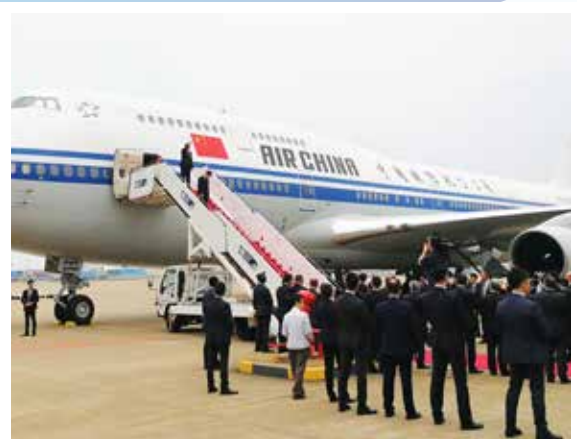
Other delegates of MIA include Ms. Emma Tang, Deputy Director of LGD of CAM; Mr. Aubrey Liu, Head of Civil, Mechanical and Electrical Service of the Administration of Airports Ltd. (ADA).

澳門國際機場熱烈歡迎及歡送 全國人大常委會委員長張德江先生

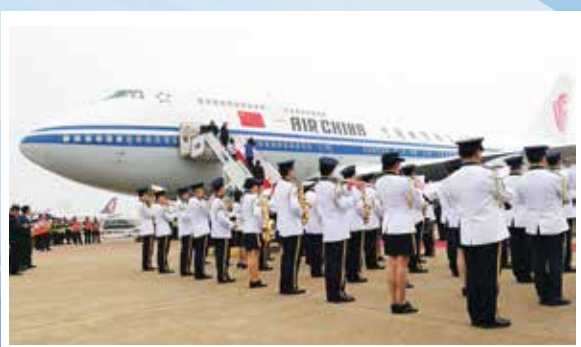
8-10 MAY

Macau International Airport (MIA) Welcomes and Sees off National People's Congress Chairman Mr. Zhang Dejiang to Macau.

歡迎張德江委員長抵達澳門
Welcome Mr. Zhang Dejiang to Macau



歡送張德江委員長離開澳門
See Off Mr. Zhang Dejiang



澳門國際機場代表參加第七屆機場建設與發展(上海)國際峰會

Macau International Airport Participated in the 7th Airport Construction Summit

11-12 MAY

由上海市航空學會主辦的「第七屆機場建設與發展(上海)國際峰會」於2017年5月11-12日期間舉行，澳門民航學會常務副會長、澳門機場管理有限公司董事局主席劉蘇寧博士率澳門國際機場代表參加會議，包括澳門民航學會會員、澳門國際機場專營股份有限公司資訊系統顧問薛華成教授，澳門國際機場專營股份有限公司上海辦事處首席代表葉洪先生，澳門民航學會會員、澳門機場管理有限公司董事局主席辦公室主任陳健婷女士等。



薛華成教授在會上發表了題為「戰略轉移，虛擬化，互聯網+IT化，使澳門機場持續向智慧化機場發展」的演說，向參會嘉賓介紹了澳門機場十多年來虛擬化發展的過程，包括起源、概念、發展策略、實施過程，以及和互聯網+的對接等，引領澳門機場突破小機場的時空限制，持續發展，總結了澳門機場信息化發展之路；以及關於虛擬化的概念拓寬，虛擬化概念總體架構，開發實施的策略和過程，旅客體驗和商務拓展項目的創新等。

會議期間，舉行了「2017年度機場合作伙伴頒獎典禮」，澳門國際機場獲頒「年度最具創新活力機場獎」，由澳門國際機場專營股份有限公司上海辦事處首席代表葉洪先生領取獎項。

本屆「機場建設與發展(上海)國際峰會」以「尋找交通節點價值與城市功能價值的平衡點」為主題，來自航空業界的代表分享了最新的機場建設現狀、機場快速發展面臨的挑戰、如何實現機場的智能化與信息化建設、機場持續發展的解決方案等。

The 7th Airport Construction Summit (ACS) organized by Shanghai Society of Aeronautics was held in Shanghai on 11-12 May 2017. Delegation from Macau International Airport (MIA) participated in this Summit. The MIA delegation was led by Dr. Liu Suning - Executive Vice President of Institute of Macao Civil Aviation (IMCA) and President of the Board of Directors of ADA-Administration of Airports Ltd. Other MIA delegates included: Professor Xue Huacheng - Member of IMCA and Consultant of CAM-Macau International Airport Company Limited, Mr. Ye Hong - Chief Representative of Shanghai Representative Office of CAM, and Ms. Karen Chan - Member of IMCA and Chief of President of the Board of Directors Office of ADA.

In the Summit, Professor Xue Huacheng delivered a presentation with topic "Strategy Transformation, Virtualization, Internet+ IT - Macau International Airport's sustainable development towards Smart Airport", in which, Pro. Xue focus in introducing and summarizing the virtualization process of Macau International Airport in recent 10 years, including the initiatives, concepts, development strategy, implementation process and the connection with "Internet+", how these have led Macau International Airport to break the limit of time and space to achieve sustainable development. He also explained the concepts of virtualization enhancement, the general frame of virtualization and its practices, passenger experience improvement and innovations in commercial projects, etc.

During the Summit, Macau International Airport was awarded with the "Annual Best Innovative and Dynamic Airport Award 2017". Mr. Ye Hong - Chief Representative of Shanghai Representative Office of CAM received the award on behalf on MIA.



澳門國際機場直通快線“兩關一檢”推介會

11-12 MAY

Macau International Airport Launched Promotion of Express Link's Service
'Two Customs, One Check Point'

澳門國際機場專營股份有限公司(CAM)與澳門機場快線有限公司、澳門明捷地勤公司、澳門航空及亞洲航空公司一起組織澳門國際機場業務及直通快線“兩關一檢”的推介會，於2017年5月11-12日分別前往廣東江門、廣州地區，誠邀了當地的旅遊業界進行業務交流。通過這次推介會，加強了澳門國際機場與當地業界的溝通及合作，同時加強對“兩關一檢”的宣傳，使業界對該服務更加了解，希望吸引更多珠三角的旅客前來使用澳門國際機場提供的“兩關一檢”出行服務，以最短時間、最舒適的途徑通過兩個關檢，享受優質及多元化服務。

在業務交流推介會，各個單位的代表分別向旅遊業界介紹各自的服務範疇，為業界提供一個優質的服務平台，同時機場快線公司在會上介紹“兩關一檢”的操作流程，會後大家廣泛交流資訊和意見，並與有意使用澳門機場快線服務的旅遊業界分別進行了會談，為下一步的合作打好基礎。

澳門國際機場將一如既往遵循特區政府的施政方針，不斷完善機場的各項服務設施，配合澳門旅遊市場的整體發展。



Macau International Airport Company Limited (CAM) has launched a promotion of “Two Customs, One Check Point” in collaboration with Air Link Express, Menzies Macau, Air Macau and Air Asia, targeting to the travel agencies in Jiangmen and Guangzhou on 11th -12th May 2017. Through this promotion campaign, it helped to strengthen communication and cooperation between Macau International Airport (MIA) and the local travel industry while strengthen the “Two Customs, One Check Point” promotional activities. The local travel industry

can have a better understanding of the service. This promotion will certainly help to attract numerous passengers from PRD region to use the MIA Express Link's “Two Customs, One Check Point” service for travel, exempted from double immigration procedures, enjoy the quality and diversified services.

During the promotion meeting in Jiangmen and Guangzhou, each representative introduced their respective service areas to the local tourism industry in this meeting. This meeting can help to establish a quality service platform for the industry. During the promotion meeting, Air Link Express Company introduced the passenger flow of MIA Express Link Service to the local tourism participants, some of tourism industry was interested in using this service and they were sharing their ideas and comments. It helps to establish strong foundation for further cooperation.

And as always, MIA incorporates with the objectives of the Macau SAR Government tourism policy, providing quality service and functional facilities to passengers, and enhance the overall development of the tourism industry in Macau.

The Theme of this year's Summit is "Find the Balancing Point of Transport Value and City Function Value". Participants from and related to the aviation industry gathered to share the existing status of airport construction and the challenges they are facing in this fast-growing industry, the road to construct smart and intelligent airports, solutions to sustainable airport development, etc.



澳門國際機場碳排放量減少23.6% 連續四年取得「機場碳排放認可計劃」二級減排認證

MAY

Macau International Airport Carbon Emissions Reduced by 23.6%,
the Fourth-consecutive Year Awarded ACI Airport Carbon Accreditation at Level 2 "Reduction"

澳門國際機場一直致力推動環境保護工作，2016年的機場碳排放量較2012年基準水平同比大幅減少23.6%（按每航班起降架次計算）。並且剛剛得到國際機場協會(ACI)確認，澳門國際機場連續第四年成功取得「機場碳排放認可計劃」的二級減排認證。以表揚及鼓勵澳門國際機場在實現減少機場碳排放所作出的努力。

自2014年起，澳門國際機場推行「五年環保管理計劃」，從綠色計劃、能源效益、水質及節水處理、廢物回收管理、以及空氣質量和碳排放等五個方面實行“綠色機場”的政策方針。計劃推行後規範了機場的環保管理工作，特別在減少機場碳排放方面成效顯著，提早於2016年實現了“2018年的碳排放量比2012年基準水平減少20%(按每航班起降架次計算)”的減排目標。2016年每架次碳排放量減至0.3745噸(二氧化碳當量)，較2012年基準水平同比大幅減少23.6%。



除此之外，澳門國際機場通過落實執行多個節能項目從而減少電力用量，包括更換具節能效益的機場設備，如機場室內辦公區域、行李處理區、客運大樓外圍等不同地方更換為發光二極管(LED)燈具；逐步替換營運車隊為環保車輛；根據實際需要優化設備的運營時間等等。因此根據統計，澳門國際機場2016年的電力用量比2015年減少8.63%，節省大約澳門幣三百萬元的電費支出。

「五年環保管理計劃」的環保目標還包括：“2018年節能措施及設備減少用電量達2,800,000千瓦時(相等於每年節省3.7百萬元電費支出)”；“每年廢物循環再造／再用量達51,900公斤(比2012年再造／再用量增加180%)”。為了實現環保計劃，澳門國際機場近年引入廚餘分解設備(即廚餘機)，未來亦會逐步更換機場不同區域的燈具為發光二極管(LED)、優化客運大樓冷氣系統、研究太陽能光伏系統等，透過更換節能的機場設備，節省電力，從而降低碳排放，全面實現“綠色機場”。



Macau International Airport (MIA) has been offering resources to implement environmental projects, we are able to reduce our greenhouse gas (GHG) emissions per aircraft movement to 0.3745 (tonnes of CO₂ equivalent) in 2016, a reduction of 23.6% as compared to that of 2012. ACI announced that it was the fourth-consecutive year to accomplish ACI Airport Carbon Accreditation at Level 2 "Reduction", to recognize the great effort on the carbon reduction in MIA.

The 5-year Environmental Management Plan (2014-2018) launched from 2014 covers five aspects including green plan, energy efficiency, water quality and saving, waste management, air quality and carbon emission. It aims to realize our management strategies of "Green Airport". The plan promotes environmental management of the airport, especially on the significant reduction of airport carbon emissions. We are very pleased to share with you encouraging news that MIA has exceeded its target of "reducing carbon emissions per aircraft movement by 20% from 2012 level".

On the other hand, we continued the implementation of energy saving projects, such as replacement of lighting with LED in various areas of the airport (offices, baggage make-up area, arrival curbside, etc.), replacement of our fleet with environment-friendly vehicles, taking good housekeeping measures by optimizing the operating schedule of equipment based on actual needs, etc. The airport electricity consumption in 2016 decreased by 8.63% compared to that of 2015 as well as saved around MOP3,000,000.

The remaining targets of 5-year Environmental Management Plan are "Reduce power consumption of 2,800,000 kWh per year (equivalent to MOP3.7 million per year)" and "Annual waste recycled and treated reaches 51,900 kg per year in 2018 (Increase by 180% compared to 2012 level)". In order to achieve these targets, we have acquired the food waste treatment equipment (food waste composter) as well as the upcoming energy saving projects which will gradually replace the lighting at various areas of the airport with LED lighting, optimization of air-conditioning system, feasibility study of the solar photovoltaic systems. Through the replacement of energy-efficient equipment in the airport, we save electricity, thereby reducing carbon emissions for building our "Green Airport".



廚餘分解設備(即廚餘機)

Waste treatment equipment
(food waste composter)



環保工作車

Environment-friendly vehicle

俄羅斯皇家航空開通澳門 - 莫斯科航線復航儀式

17 MAY

Royal Flight Airlines Flight Re-launch Ceremony for Macau - Moscow Service



俄羅斯皇家航空(Royal Flight)於2017年5月17日再次飛抵澳門，運營每週一班 澳門至莫斯科包機航線，並計劃夏季加至每週兩班。俄羅斯皇家航空於澳門國際機場舉行了簡單而隆重的復航儀式，標誌著來往澳門至莫斯科航班正式恢復服務，而首班每位乘客獲贈精美紀念品，共同慶祝這特別時刻。澳門國際機場專營股份有限公司(CAM)市場部總監方曉健先生代表參加是次儀式。

CAM方曉健先生在致辭中表示：多年來澳門國際機場一直致力爭取開通俄羅斯市場，今次俄羅斯皇家航空恢復澳門至莫斯科服務，實現了澳門國際機場對發展中長航線的承諾。俄羅斯近年經濟增長迅速，旅遊業發



展十分蓬勃。2012年俄羅斯與澳門特別行政區實行的免簽證旅遊政策，為兩地旅遊業發展帶來更多動力，前往澳門的俄羅斯遊客數量明顯增加。根據澳門旅遊局數據顯示，2016年來自俄羅斯的訪澳旅客較去年上升10%。相信重開莫斯科直航服務將進一步拉近俄羅斯與澳門的經濟、旅遊、文化的聯繫，推動兩地開闊廣闊的合作空間，亦為兩地居民打通了便捷的空中橋樑。

莫斯科是俄羅斯首都亦是最大城市之一，有著歐洲最大都會區之稱，更是全球發展增長最快的旅遊目的地。澳門至莫斯科直航服務恢復後，將為旅客提供更多出遊選擇。為迎接暑假出遊旺季，澳門國際機場將繼續與航空公司緊密合作，加密航班班次，致力為旅客提供安全、舒適、方便和愉快的旅程。

Royal Flight Airlines once again arrived Macau on the 17th May 2017, offering weekly charter service between Macau and Moscow, and planned to increase twice weekly service during summer. Royal Flight Airlines held a flight re-launch ceremony at Macau International Airport (MIA), marking the formal resumption of flights between Macau and Moscow; passengers taking the first flight to Moscow were given souvenirs from the airport to celebrate this special moment. Mr. Eric Fong, Director of Marketing Department of Macau International Airport Company Limited (CAM) represented to attend the ceremony.

Mr. Eric Fong extended a very warm welcome to Royal Flight for the resume services in MIA. He expressed in his speech, "MIA has been longing for opportunities to launch Russian market for many years, flight resumed between Macau and Moscow complied our long-term commitment to grow mid-long haul services of MIA. In recent years, Russia's economy has been rapidly expanding, and tourism vastly boomed. Since 2012 Russia and Macau signed agreement on mutual visa exemption, numbers of Russian tourists to Macau has increased significantly. Accordingly to the statistics from Macau Government Tourism Office, visitors from Russia to Macau in 2016 rose 10% compared to last year. And believe the reopening of Moscow direct service will bring closer business, tourism, and culture development as well as enhance closer co-operation between the two cities.

Moscow is the capital and largest city of Russia; it is also the largest metropolitan area in Europe, and one of the fastest growing tourist destinations in the world. With resuming flight service between Macau - Moscow, it provides more travel options to passengers. To meet with the travel peak season in summer, MIA will continue our close cooperation with airlines to strengthen frequency of existing routes, and continue provide safe, comfort, and hassle free journey to travelers.

鄧軍主席率團參加2017中國民航發展論壇

25-26 MAY

Chairman Deng Jun Invited to Attend 2017 China Civil Aviation Development Forum

澳門國際機場專營股份有限公司(CAM)執行委員會主席鄧軍博士領代表團應邀出席由中國民用航空局主辦、中國民航管理幹部學院承辦的「2017中國民航發展論壇」。

本年會議於2017年5月25-26日在北京舉行，主題為“互聯網時代的城市群和機場群：全球航空業發展的新聯通”，中國國家主席習近平先生在第二屆和第三屆世界互聯網大會上分別提出了“互聯互通、共享共治”和“深化網絡空間國際合作，攜手構建網絡空間命運共同體”的戰略願景和發展構想。互聯網發展深刻改變了全球經濟社會發展格局，也為世界航空運輸發展帶來新機遇。

交通運輸部部長李小鵬先生出席論壇並發表了致辭。民航局局長馮正霖在論壇上發表了主旨演講，民航局副局長董志毅、王志清、拉美民航委員會秘書長奧斯皮納、中國航空運輸協會理事長李軍分別主持了論壇，民航局副局長董志毅擔任大會主席，致開幕詞和閉幕詞。



李小鵬部長在致辭時指出，至2016年底，中國民航機場有218個，其中年吞吐量達到千萬人次以上的樞紐機場有28個。“十三五”期間，預計交通運輸投資總規模將達15萬億。到2020年，國家將要達成安全、便捷、高效、綠色的現代交通運輸系統，鐵路、高速公路和民航運輸機場將基本覆蓋常住人口20萬以上的城市。

會議上中國民用航空局局長馮正霖先生在演講中表示：如何在互聯網時代把握“一帶一路”發展機遇，以沿線城市為支撐，推動陸上、海上、天上、網上四位一體，加快地區經濟社會發展是沿線和相關地區城市管理者、民航業者、互聯網業者是需要共同思考的問題。京津冀、長三角、珠三角地區也形成了三大機場群，2016年，三大機場群完成旅客吞吐量4.73億人次，占全國的46.5%，貨郵吞吐量1469萬噸，占全國74.7%。其中珠三角之廣州、深圳、澳門機場，近年業務量也增長迅速。可以說三個地區機場群已經具備世界級城市群和機場群的基本形態。機場群建設將大幅度提高區域機場體系的整體容量，對中小機場發展具有強勁的帶動作用，從而有力地製成我國新型城鎮化的建設。另外，合理的分工定位是打造世界級機場群的前提是機場群協同發展的關鍵，不可能所有的機場都是大型國際樞紐機場，也不可能所有的機場都是門對門、點對點式的目的地機場。因此要積極探索區域機場群管理模式，建立全面系統的運行協調與融合發展機制，大力完善綜合交通運輸體系，以及著力改善通關政策環境，便利的通關環境有助於打造國際一流航空樞紐。

董志毅副局長致開幕詞介紹：為期兩天的論壇共安排四個演講專場、六個討論會和一個平行研討會，演講和討論會分別研討了互聯網時代民航業發展的新機遇、城市群與機場群的新協同、面向機場群的城市新聯通和面向機場群的資源配置新方式等方面內容。共有來自全球近20個國家（國際組織）和地區的395名代表出席了論壇。

中國民航中南地區管理局局長周毅州先生以「適應城市群發展的珠三角機場群合理分工與協調」為題演講中點出珠三角地區經濟總量實現生產總值（GDP）超過6.4萬億元，在全國城市群中位列第二。周局長點出在珠三角機場群的合力分工與協調的三方面思考，包括從優化珠三角空域環境入題破局、在綜合交通體系下謀求發展定位，與區域社會經濟發展緊密結合。但是珠三角空域資源短缺及其結構複雜，在150公里的直線距離內，分佈着七個民用機場，12條跑道縱橫交錯、相互交叉，航班運行衝突風險較高，機場群密度居全國首位。因此機場群分工定位是區域社會經濟分工的延續，機場群與區域經濟的緊密結合是社會發展的必然要求。

國際民航組織（ICAO）秘書長柳芳、俄羅斯聯邦航空運輸署署長涅拉濟科、捷克交通部副部長卡米爾·盧德萊茨基、美國貿易發展署代理署長艾龐、美國交通運輸部航空國際事務代理助理部長蘇珊·麥克德莫特、美國聯邦航空局助理局長所羅門、歐盟委員會運輸移動總司副總司長鮑德溫、歐洲民航會議主席舍費爾斯、國際民航組織亞太地區辦公室主任米什拉、來自巴西、新加坡、墨西哥民航局領導以及來自國內外重量級的地區政府、航空公司、機場、服務保障單位、行業協會、航空製造企業的高層領導和民航行業管理部門領導等73位嘉賓參與了演講與討論。





中國民航發展論壇是經國務院批准，由中國民用航空局主辦的最高層次官方論壇，已成功舉辦九屆。由於論壇演講嘉賓的高層次性，演講內容的前瞻性、針對性，演講形式的多樣化，論壇的吸引力和影響力不斷增強，已經成為中國民航乃至世界民航界的重要交流平臺。

其他參與代表包括澳門機場管理有限公司董事局主席劉蘇寧博士、CAM北京代表處首席代表苑衛芳女士、企業傳訊暨政策研究室主任毛燕麗女士、執行委員會主席秘書陳榮惠女士及北京代表處首席代表秘書宋玥女士。

Dr. Deng Jun – Chairman of the Executive Committee of Macau International Airport Company Limited (CAM) was invited and led a delegation to attend the China Civil Aviation Development Forum (CCADF) hosted by Civil Aviation Administration of China (CAAC) and organised by Civil Aviation Management Institute of China.

This year is organized in Beijing on 25th-26th May, and the theme is “The City Clusters and the Multi-Airport Systems in the Internet Era: New Links for the Global Aviation Development”. At the 2nd and 3rd World Internet Conferences, President Xi proposed separately a strategic vision and a development concept – “Interconnection, Shared Governance” and “Deepening International Cooperation in Cyberspace to build a Community for Common Future”. The development of the internet has profoundly changed the pattern of global economic and social development, and also brought new opportunities for the global aviation.

Mr. Li Xiaopeng - Minister of the Ministry of Transport attended and gave a speech at the Forum. Mr. Feng Zhenglin - Administrator of Civil Aviation Administration of China (CAAC) delivered a keynote speech, Deputy Administrator of CAAC Mr. Dong Zhiyi and Mr. Wang Zhiqing, Mr. Marco Ospina - Secretary-General of Latin American Civil Aviation Committee, Mr. Li Jun - President of China Air Transport Association (CATA) hosted the Forum respectively. Mr. Dong hosted the Forum, delivered opening and closing speech separately.

Ministry Li pointed out in his speech that by the end of 2016, there were 218 civil airports in China, of which 28 hub airports reached tens millions passenger transportation annually. During the “13th Five Year Plan” period, the investment on transportation will reach 1.5 trillion dollars. By 2020, China will achieve safe, convenient, efficient and green modern transportation system. Railways, highways and civil airport will basically cover cities with more than 200 thousands permanent population.

Mr. FENG Zhenglin delivered the speech: how to grasp the development opportunities of One Belt And One Road in the age of Internet, they are supported by the cities along the railway, promoting the quaternity of land, sea and sky, It is an important consideration for speeding up regional economic and social development is along the city managers and related areas, the civil aviation industry, Internet industry. Beijing-Tianjin-Hebei, Yangtze River Delta and PRD regions formed three major airport clusters. In 2016, the three major airport clusters finished transportation of 473 millions passengers, 14.69 million tonnes of cargo, accounted 46.5% and 74.7% of the whole China's volume. Of which, the performance of Guangzhou, Shenzhen and Macau airports enhanced rapidly in the past years. It can be believed that the airport clusters of the three regions consist of the basic requirement for world graded city clusters and airport clusters. The construction of airport clusters will increase drastically the overall capacity of the regional airport systems. It acts leading function to small size airports, thus satisfying the construction of a new style city. Besides, A reasonable positioning division is the premise of world-class multi-airport system, which is the key to the coordinated development. It can't be possible that all airports are big international hubs or point-to-point destination airports either. Therefore, we should actively explore the management model for regional airport group, establish a comprehensive system to run a coordinated and integrated development mechanism, vigorously improve the comprehensive transport system and improve the policy environment for customs clearance, which helps to build the international first-class aviation hub.



Mr. Dong Zhiyi - Deputy Administrator of CAAC made an opening speech: four lectures, six discussions and a parallel seminar will be held during the two-day forum. The lectures and discussions base on the topics: New opportunity of civil aviation development in internet era, new collaboration between city clusters and multi-airport system, new links and resources allocation methods based on city clusters and multi-airport systems. Total 395 delegates from nearly 20 countries (international organizations) and regions in the world attended the Forum.

Mr. Zhou Yizhou - Director General of CAAC Central & Southern Regional Administration stated in his speech of topic "Coordination of Roles of the Multi-airport System in the Pearl River Delta Region" that the GDP of PRD region exceeded 6.4 trillion dollars, ranking second among the domestic urban clusters. Director Zhou considered on three aspects on the proper orientation and coordination of the airport cluster in PRD region: ice-breaking via improvement of airspace environment in PRD region, seeking right position in development of integrated transportation system, deep integration with development of regional society. However, under the shortage of available airspace resources and considerable complexity of airspace structure as the 7 airports with 150 km linear distance, the airport density and air routes from 12 runways impose high risks in terms of flight operation. Therefore, the orientation of each airport's functions among the cluster is the continuation of the regional economy's division of labour. The close combination of airport cluster and regional economy is the natural requirement of social development.

Dr. Liu Fang, Secretary General of International Civil Aviation Organization (ICAO); Mr. Alexander V. NERADKO, Director General of Russian Federal Air Transport Agency; Ms. Enoch T. EBONG, Acting Director of U.S Trade and Development Agency; Ms. Susan MCDERMOTT, Acting Assistant Secretary for Aviation and International Affairs U. S. Department of Transportation; Ms. Jennifer SOLOMON, Assistant Administrator of U.S. federal Aviation Administration; Mr. Matthew BALDWIN, Deputy Director General of Directorate General for Mobility and Transport, European Commission; Ms. Ingrid CHERFILS, President of European Civil Aviation Conference; Mr. Arun MISHRA, Regional Director of ICAO Asia and Pacific Office, other civil aviation administration leaders from Brazil, Singapore, Mexico and the most important regional government both from local and international, airlines, airport, service unit, industry association, the aviation manufacturing enterprise senior leaders and leaders of the Civil Aviation Industry management departments, etc. 73 guests took part in the presentation and discussion.

CCADF is approved by the state council, and the highest level official forum, hosted by the Civil Aviation Administration of China, has been held successfully for the ninth consecutive year. Due to the high level speakers, the foresight of speech content, targeted and speech form of diversification, to enhance the attraction and influence of the Forum, has become the most important communication platform of China's Civil Aviation and even the world Civil Aviation.

Other MIA delegates attended the Forum include: Dr. Suning Liu - Chairman of the Board of Directors of Administration of Airports Ltd., Ms. Yuan Weifang - Chief Representative of Beijing Representative Office, Ms. Vicki Mou - Chief of Corporate Communication & Policy Research Office, Ms. Stella Chan - Secretary to the Chairman of Executive Committee, Ms. Song Yue - Secretary of Chief Representative of Beijing Representative Office.

澳門國際機場代表團參加第16屆東亞機場聯盟工作組會議 25 MAY

MIA Delegation participated in the 16th EAAA Coordinator and Working Group Meeting

第16屆東亞機場聯盟工作組會議於2017年5月24至25日在東京成田機場希爾頓酒店舉行。機場管理有限公司(ADA)客戶服務部總監安杰澳先生、澳門國際機場專營股份有限公司(CAM)企業傳訊暨政策研究室專員何尚芬女士及葉天恩女士代表參加此次會議。此次會議以《提倡旅客增長及加強顧客便利性》為主題，由安杰澳先生代表澳門國際機場發表演講，各成員機場代表就機場配套、客戶服務，以致機場交通方面作出深入淺出的探討，分享了不同意見。



各代表於會上講述機場作為每個國家／城市的重要交通樞紐，扮演著舉足輕重的角色，如何發揮機場自身的優勢，提升便捷度從而帶動旅客增長。而澳門國際機場作為多功能中小型國際機場，二十年來一直致力在客戶服務方面著手，務求提升旅客在澳門國際機場的體驗。同時，積極擴展國內外航線，為旅客及本地市民帶來更多出行選擇。另外，澳門國際機場為更好地發揮「城市中的機場」優勢，不斷推陳出新，為旅客提供最便利及省時的出行配套，如「兩關一檢」、「虛擬化機場」等服務，從而解決旅客出行時的交通問題，提升旅客體驗，促進旅客增長。

第16屆東亞機場聯盟年度會議將於十一月舉行，屆時各成員機場高層將再次聚首，交流各機場最新發展動向。

東亞機場聯盟的十三個成員機場包括：中國——首都機場集團公司、上海機場（集團）有限公司、廣東省機場管理集團有限公司、香港國際機場、澳門國際機場專營股份有限公司和大連國際機場；日本——中部國際空港、成田國際機場、日本機場候機室公司、關西國際空港株式會社和羽田國際機場候機室公司；韓國——仁川國際機場和韓國機場集團。

The 16th EAAA Preparatory Meeting was held from 24th to 25th May 2017 at Hilton Hotel, Narita, Tokyo. Customers Services Director of Administration of Airports Limited (ADA) – Mr. João Antunes, Manager of Corporate Communication and Policy Research Office from Macau International Airport Company Limited (CAM) – Ms. Adrina Ho and Officer – Ms. Grace Ip participated in the meeting. The theme of this year was “Initiatives aimed at Stimulating Tourism Demand as Airports and Improving Customer Convenience”, Mr. Antunes has given out his speech on behalf of Macau International Airport. Representatives from each member airports shared different views about the airport facilities, customer services, and airport transportation network.

Each representative in the meeting claimed that airport as a major traffic hub in the cities/ countries, played a very important roll, as to how to maximize the self-advantages, and to improve the level of convenience and enhance the growth of tourism demand. Macau International Airport (MIA) as a small-medium sized multifunctional international airport always emphasis on the customer service throughout the past 20 years, as to uplift the travel experience of each travelers. Besides, MIA has vigorously expanded the inbound and outbound routes, as to provide more destination choices for the travelers. And to better facilitate MIA as an “Airport in the City”, different travelling products are pushed out and improved, as to provide a more convenience and time saving travelling experience to the travelers, for example: “Express Link Service – Two Customs, One Check Point” and “Virtual Airport” as to solve travelers’ problems





on transportation, uplift travelling experience and enhance tourism demand.

The 16th EAAA Annual Meeting will be held in November this year when the management executives of all member airports will gather again to exchange and update information on the latest development of each airport.

EAAA members include: China's Beijing Capital Airports Holding Company, Shanghai Airport Authority, Guangdong Airport Authority, Airport Authority Hong Kong, Macau International Airport Company Limited and Dalian International Airport; Japan's Central Japan International Airport Co., Ltd., Narita International Airport Corporation, Japan Airport Terminal Co., Ltd., Kansai Airports and Tokyo International Air Terminal Corporation; South Korea's Incheon International Airport Corporation and Korea Airport Corporation.

澳門國際機場代表接待深圳機場考察團

14 JUN

Macau International Airport Received Shenzhen Airport Delegation

2017年6月14日，深圳機場航空城運營管理有限公司董事長兼總經理謝元良先生一行五人來訪澳門國際機場專營股份有限公司(CAM)進行業務交流，並由計劃暨商務拓展部總監徐文玲女士一行陪同進行座談會及參觀澳門國際機場候機樓。雙方就機場商業活動，包括免稅零售、餐飲、廣告、貴賓服務等其他服務，交流意見及分享各自機場經驗。



其他出席人員包括：深圳市機場(集團)有限公司經營促進部總經理歐陽堅先生；深圳機場航空城運營管理有限公司常務副總經理劉慧女士、副總經理林元深先生；深圳市機場股份有限公司商業開發分公司總經理謝昊杰先生；CAM計劃暨商務拓展部副總監羅子健先生及助理經理黃嘉冠先生；澳門機場管理公司旅客服務部總監安杰澳先生及旅客服務主任馬凱先生。

Mr. Xie Yuanliang, Chairman and General Manager of Shenzhen Airport Aerotropolis Operation Management Co., Ltd and his delegates made a business visit to Macau International Airport Company Limited (CAM). Accompanied by Ms. Winnie Hsu, Director of Planning and Commercial Development Department and other representatives, a site visit at the Macau International Airport Passenger Terminal Building was arranged to exchange experiences and ideas on the airport commercial activities including duty free, F&B, advertising, CIP service and other services.

Other participants in the meeting include: Shenzhen Airport (Group) Co., Ltd: Mr. Ouyang Jian, General Manager of Management and Promotion Department; Shenzhen Airport Aerotropolis Operation Management Co., Ltd: Ms. Liu Hui, Administrative Deputy General Manager, and Mr. Lin Yuanshen, Deputy General Manager; Shenzhen Airport Co., Ltd Business Development Branch: Mr. Xie Haojie, General Manager; CAM: Mr. Simon Law, Deputy Director, and Mr. Kim Wong, Assistant Manager of Planning and Commercial Development Department; Administration of Airports Ltd.: Mr. João Antunes, Customer Services Director, and Mr. Kyle Ma, Customer Services Office.





CAM支持中國民用機場協會，整合推進行業發展

15-16 JUN

CAM Supports CCAA to Promote Industry Development



中國民用機場協會於2017年6月15-16日在北京舉行換屆選舉大會，澳門國際機場專營股份有限公司（CAM）執行委員會主席鄧軍博士作為協會顧問帶團參加。CAM作為第三屆理事會理事單位及續任第四屆理事會理事單位，參加的會議內容包括：第三屆理事會第五次會議暨第四屆換屆大會籌備會議、第四屆會員代表大會第一次會議。

在第三屆理事會（2014-2016年）工作報告中總結出，截至2016年12月，機場協會共有會員單位240家，比2014年增加了100家，增長率42%；其中機場會員180家，非機場會員60家。

中國民航局副局長董志毅先生在會上首先為順利換屆及第四屆理事會的成立表示祝賀，對於第三屆理事會的工作予以肯定和表揚。機場協會是機場業界唯一的社團組織，希望第四屆理事會成員帶領協會成為政府與企業之間的紐帶，搭建橋樑作用，提高各機場的使命感，大型機場的樞紐作用和中小機場的通達作用，促進機場群的發展，並應該使用創新科學技術，發揮民航帶動地方經濟的效果。

參加會員的會員代表以投票形式，全票通過第四屆理事會成員，理事長王瑞萍女士在履新講話時提到協會以“共同參與、共同分享、共同發展”的三個宗旨，加強法人治理，服務會員，堅持自律；加強服務品質，真情服務，幫助中小機場發展；加強國內外聯繫，與行業進行交流。

新一屆理事會工作目標，實施“一帶一路、京津冀一體化、長江經濟帶”三大發展戰略，着力提高發展質量和效益，協會拓展業務、自律發展面臨新形勢。預測民航“十三五”期末全國運輸機場數量將達到260個左右，通用機場將增加500個左右。民航將以推進京津冀、長三角和珠三角世界級機場群建設，提升區域樞紐機場功能、完善中小機場功能、推進現代物流轉運中心功能的項目建設、形成以樞紐機場為核心、帶動其機場協調發展的機場網絡的思路，成為協會服務會員、服務行業、服務社會的新任務。以建設民航強國為主綫和形成以樞紐機場為核心、帶動其他機場協調發展的機場網絡為目標，強化機場協會服務功能，努力推動佈局合理、功能完善、安全高效的機場網絡建設，預計到2020年，協會機場會員的覆蓋率將達到90%以上，非機場會員的數量將達到會員總數的三分之一。

CAM其他參會的代表有北京代表處首席代表苑衛芳女士和企業傳訊暨政策研究室主任毛燕麗女士。

Dr. Deng Jun - Chairman of the Executive Committee of Macau International Airport Company Limited (CAM) attended the General Election Meeting of China Civil Aviation Association (CCAA) on 15th-16th Jun 2017 in Beijing. As Director Member of the third and fourth term Director Council in the Association, CAM representative has to attend the meetings including the fifth Meeting of the third term Director Council and General Election Meeting of the fourth term Director Council, first Meeting of the fourth term Member Congress.



It was concluded in the third term Director Council (2014-2016) that the CCAA has 240 member units until December 2016, increased by 100 units (42%) compared with 2014, of which 180 are airport members while 60 are non-airport members.

Mr. Dong Zhiyi – Deputy Director of the Civil Aviation Administration of China (CAAC) congratulated for the smooth transfer and the establishment of the fourth term Director Council, placed affirmation and praise to the work of the third term Director Council. The Association is the sole community organization in the airport industry, it is hoped that the fourth term Director Council can lead the Association to link up the Government and enterprises and build up the role as a bridge. Airports' missions are expected to enhance, large airports as hubs, small and medium sized airports with accessing functions could promote the development of airport clusters. Moreover, innovative technologies should be applied to play the role of civil aviation of driving regional economy.

Members in the meeting voted and unanimously passed the fourth term Director Council members. The Director General Ms. Wang Ruiping mentioned in her speech that the Association will uphold the objective of "common participation, common sharing and common development" to complete tasks: strengthen corporate governance, serve the members and adhere to self-discipline; strengthen service quality and help small and medium-sized airport development; enhance domestic and international contacts to promote industrial exchanges.

The target of the new term Director Council will be implementation of three major development strategies: "The One Belt and One Road", "Integration of Beijing, Tianjin and Hebei" and "Yangtze River Economic Belt", focus on improving the quality and efficiency of development, the new situation facing at the Association business expansion and self-discipline development. It is forecasted that there will be 260 country's transport airports and 500 general aviation airports by the end of "The thirteenth Five-Year Plan". The core of civil industry will be promotion of construction of Beijing-Tianjin-Hebei, Yangtze River Delta and the Pearl River Delta world-class airport clusters, enhance the regional hub airport functions, improve the function of small and medium-sized airports, promote the construction of modern logistics and transit center and form a hub airport, so as to drive the idea of airport service network coordinating developments. These are all the new tasks of the Association to serve the members, the industry and the society.





The service functions of the Association will be strengthened, striving to promote construction of a rational layout, functional, safe and efficient airport network. It is expected that the member airports will be more than 90% coverage by year 2020, non-airport members will be one third of the total members.

Other representatives from CAM are Ms. Yuan Weifang – Chief Representative of Beijing Representative Office and Ms. Vicki Mou – Chief of Corporate Communication & Policy Research Office.



澳門國際機場八論機場虛擬化 持續向智慧化機場發展

20 JUN

The 8th Seminar of Virtual Airport MIA's Continuous Development of Smart Airport



2017年6月20日，澳門國際機場專營股份有限公司(CAM)邀請著名管理資訊技術專家、CAM資訊系統顧問薛華成教授帶來虛擬化機場講座系列八——“戰略轉移，虛擬化，互聯網+ IT化，使澳門機場持續向智慧化機場發展”。

澳門機場推行戰略轉移和信息化，已經有12年之久，利用虛擬化思想產生虛擬化概念，構建虛擬化機場的概念架構。每個企業達到終極目標以前，都要經過一個豐信息企業階段，越來越多地依靠數據，依靠二次信息運作，走向數治時代，持續向智慧化發展。通過薛教授的講解，希望能讓員工更能理解澳門國際機場在虛擬化道路上的進程，啟發大家在工作中多利用科技融入其中。

CAM執行委員會主席鄧軍博士攜全體員工、機場管理有限公司(ADA)董事會主席暨澳門保安有限公司(SEMAC)董事總經理劉蘇寧博士以及機場信息管理技術有限公司(AIMS)董事總經理王秀瑜女士攜各司代表參加講座。



Well-known expert on information technology management, the information system consultant of Macau International Airport Company Limited (CAM) Prof. Xue Huacheng was invited to deliver a seminar on 20th June 2017 at CAM. The Series Eight seminar topic was "Strategic Shift, Virtualization, Internet+ Information Technology, Continuous Development of Smart Airport".

It has been 12 years Macau International Airport carried out strategic transfer and informatization. The conceptual framework of the virtual airport is using virtualization ideas to create a concept and start construction. Before reaching the ultimate goal, every enterprise goes through a period of abundant information, increasingly relies on data and secondary information operation, enters into the era of digital dominance and develops to a smart enterprise continually.

Attendees of the seminar included: Dr. Deng Jun - Chairman of Executive Committee of CAM and all staff of CAM; Dr. Suning Liu - President of the Board of Directors of Administration of Airports Ltd. (ADA) and Managing Director of SEMAC Security Company, Ms. Sharon Wang - Managing Director of Airport Information Management Solutions (AIMS) and representatives from each company.



台灣虎航於澳門國際機場歡迎第300萬名乘客

21 JUN

Tigerair Taiwan Welcomes Its Three Millionth Passengers Onboard at Macau International Airport

台灣虎航自2014年9月開航至今，將於今年屆滿三週年，第300萬名旅客乘坐台灣虎航IT302航班，於2017年6月21日從澳門國際機場飛往台北。為慶祝台灣虎航達成此極具意義的里程碑，這位幸運兒獲得由台灣虎航董事長張鴻鐘先生送出台灣虎航一年效期無限次數搭乘的免費機票，澳門國際機場專營股份有限公司(CAM)市場部總監方曉健先生代表公司贈送紀念品一份。

台灣虎航董事長張鴻鐘先生表示台灣虎航現有每週42個航班往返台灣與澳門的便捷服務，藉著服務航班數的增加，且暑期台澳之間還會再開加班機，澳門機場與台灣虎航會為旅客提供更優質的航空服務，為兩地的文化、經貿等活動作出更大的貢獻。澳門國際機場將一如既往遵循特區政府的施政方針，不斷完善機場的各項服務設施，配合澳門旅遊市場的整體發展。

Tigerair Taiwan has started its flight to Macau since 26th September 2014 and come to its 3rd anniversary in the coming September of this year. The lucky 3 millionth passenger who took the Tigerair Taiwan IT302 flight from Macau International Airport (MIA) to Taipei Taoyuan International Airport on 21st June 2017 was awarded by the Chairman of Tigerair Taiwan, Mr. Chang Hojo an unlimited flight ticket on Tigerair Taiwan for free during this year, celebrating this



exciting milestone of Tigerair Taiwan. And the Marketing Director of Macau International Airport Company Limited (CAM), Mr. Eric Fong had acted on behalf of the company to present this lucky passenger a special exclusive Macau International Airport commemorative gift set.

Mr. Chang Hojo said, "Tigerair Taiwan has 42 convenient weekly flights service to and from Taiwan and Macau. Tigerair Taiwan has one of the most services between Macau and Taiwan, this benefits many passengers to travel either for business or holiday. We will increase our frequency to Macau during Summer Holiday so that we could provide our service to more people. We are looking forward to provide passengers with better quality air services and make greater contributions to the cultural, economic and trade activities of the two places." And as always, MIA incorporates with the objectives of the Macau SAR Government tourism policy, providing quality service and functional facilities to passengers, and enhance the overall development of the tourism industry in Macau.



關注澳門國際機場官微 · 夏日贏大獎

JUL

Follow Macau International Airport Official WeChat Account and Win Giveaway

為迎接炎炎夏日的來臨，澳門國際機場送給您多重驚喜！由2017年7月1至31日，凡「關注」澳門國際機場官方微信帳戶，即可參加【夏日繽紛刮】有獎遊戲活動，取不同的禮遇。

Gear up for summer and win prizes by joining our "Summer · Scratch and Win" Giveaway! From 1st to 31st July 2017, follow Macau International Airport Official WeChat Account and join in the game to win fabulous prizes.





澳門民航單位代表業務拜訪中南空管局局長 冀共同發展

4 JUL

Macao Civil Aviation Delegation Paid Visit to Director General of Middle South Regional ATMB, Hope for Mutual Development

澳門國際機場專營股份有限公司(CAM)執行委員會主席鄧軍博士、澳門機場管理有限公司(ADA)董事局主席劉蘇寧博士聯同澳門航空有限公司執行董事會主席兼總經理陳洪先生等人組成代表團於2017年7月4日到廣州業務拜訪中國民航中南空管局局長張建先生，會上雙方提出多個促進區內空管交流、升級空管設備的建議，希望促進信息聯通，提升空中交通的效率；以及商討相互考察和培訓安排等事宜，加強人員的專業成績和實際經驗，提升協調指揮的效率。



其他參會的代表包括：民航中南空管局——副局長蘇紅健先生、副局長劉偉先生、空中交通管制部部長王學新先生、空中交通管制部副部長胡慧玲女士、通信導航監視部副部長蔡琪先生、氣象服務部部長謝朴先生以及辦公室主任戈映峰先生；CAM企業傳訊暨政策研究室主任毛燕麗女士、澳門航空副總經理吳曉明先生、運行中心副總經理趙和本先生。

Chairman of Executive Committee of Macau International Airport Company Limited (CAM) Dr. Deng Jun, Chairman of the Board of Directors of Administration of Airports Limited (ADA) Dr. Suning Liu and President of Executive Committee cum CEO Mr. Chen Hong led a delegation to pay a business visit to the Director General of Middle South Regional Air Traffic Management Bureau (ATMB) of Civil Aviation of China Mr. Zhang Jian. At the meeting, both sides put forward a number of proposals to promote air traffic control and upgrade of air traffic control equipment in the district, hoping to boost the information communication and improve the efficiency of air traffic. Arrangement of inspection and training were discussed as well to strengthen the professional achievements and their practical experience, thus enhance the efficiency of coordinated command.

Other representatives attended the meeting included: the Middle South Regional Air Traffic Management Bureau of Civil Aviation of China - Deputy Director General Mr. Su Hongjian, Deputy Director General Mr. Liu Wei, Director of Air Traffic Control Department Mr. Wang Xuexin, Deputy Director of Air Traffic Control Department Ms. Hu Huiling, Deputy Director of CNS Division Mr. Cai Qi, Director of Met Service Division Mr. Xie Pu and Director of Administration Office Mr. Guo Yingfeng; CAM - Chief of Corporate Communication & Policy Research Office Ms. Vicki Mou; Air Macau – Vice President Mr. Wu Xiaoming and Deputy Head of Airline Operation Control Centre Mr. Zhao Heben.





澳門國際機場邀請你一齊 · 夏日玩 “3ree D” !!

11 JUL

Macau International Airport Invites You to Join Our “3ree D” Summer!!



在炎炎夏日之際，為大眾外出旅遊使用澳門國際機場的高峰時期。藉著這個機會澳門國際機場專營股份有限公司（CAM）把夏日暑假的歡樂元素融入機場公共空間內，為機場注入豐富的夏日氣氛。澳門機場作為澳門對外重要交通門戶，希望能讓旅客對澳門留下美好印象。

這次【夏日玩 “3ree D”】三影像展，展期由2017年7月至9月，將設立於澳門國際機場離境大堂非禁區公眾空間內，歡迎市民及遊客，親臨澳門國際機場，一起感受【夏日玩 “3ree D”】帶來的繽紛夏日氣氛。

同時也在7月22日，8月5日及8月19日安排一連串的互動表演，希望這個夏日能為旅客出遊多添一份歡樂，拉近機場與旅客及市民之間的距離。

Summer is one of the peak travel seasons in Macau International Airport (MIA); taking this opportunity to enjoy summer with passengers, Macau International Airport Company Limited (CAM) vivifies the airport public space with joyous elements of summer vacation, creating a rich summer atmosphere for the airport. As an important gateway into Macau, MIA hopes to create more fun and unforgettable memories for our passengers.

This year campaign “3ree D · Summer” features three-dimensional images, will be displayed at the public area of MIA departure hall, from July to September 2017. All guests are welcome to experience the colorful and fun atmosphere of “3ree D · Summer” at MIA.

In addition, on July 22, August 5 and August 19, a series of interactive performances was arranged at MIA, hoping to shorten the distance between the airport and the passengers, making this summer an unforgettable one for our visitors.





CAM鄧軍主席接待中國民航局董志毅副局長一行訪澳門國際機場

Chairman Deng Jun of CAM Received Deputy Administrator of CAAC Mr. Dong Zhiyi and His Delegation at MIA

14 JUL

2017年7月14日，澳門國際機場專營股份有限公司(CAM)執行委員會主席鄧軍博士、執行董事吳福先生及機場管理有限公司(ADA)董事局主席及澳門保安有限公司(SEMAC)董事總經理劉蘇寧博士率公司管理層熱情接待中國民用航空局(CAAC)副局長董志毅先生、CAAC空中交通管理局局長車進軍先生等一行八人。透過是次會面交流，加深CAAC了解澳門國際機場發展動態及未來計劃。

會上，CAM執行委員會主席鄧軍博士及執行董事吳福先生對董志毅副局長一行來訪交流表示歡迎，並通過短片介紹了澳門國際機場21年的成長和未來發展動向。澳門國際機場秉持“安全、效率、效益”的核心發展理念，立足澳門、背靠祖國、面向世界，繼續積極配合國家“一帶一路”的發展策略，配合特區政府推進“世界旅遊休閒中心”及“中葡商貿合作服務平台”的建設。董志毅副局長對澳門機場的業績、經營管理理念加以肯定，澳門機場一路搭建中葡澳民航培訓平臺，在澳門歷史上留下值得書寫的21年，並表示將全力協助未來的發展，成為粵港澳大灣區有特色的機場。

CAM董事局主席馬有恆先生宴請中國民航局代表團，感謝中國民航局對澳門國際機場的支持。

參加此次活動的代表還有：中國民用航空局——人教司副司長曹勝利先生、港澳臺辦公室主任丁明先生、運輸司副司長于彪先生、公安局副局長李岩先生、綜合司局長辦幹部劉亞偉先生及港澳臺辦公室港澳事務處幹部姬秀竹先生。CAM——財務暨行政部總監鄭淑群女士、計劃暨商務拓展部總監徐文玲女士、北京代表處首席代表苑衛芳女士、執行委員會辦公室總監羅頌儀女士、機場信息管理技術有限公司(AIMS)董事總經理王秀瑜女士、法律事務部總監余懷恩先生、基建發展部總監高岸聲先生、企業傳訊暨政策研究室主任毛燕麗女士及物流暨通用航空發展部總監胡漢新先生。

Chairman of the Executive Committee of Macau International Airport Company Limited (CAM) Dr. Deng Jun, Executive Director Mr. Ng Fok and President of the Board of Directors of Administration of Airports (ADA) cum Managing Director of SEMAC Security Company Dr. Suning Liu led company management to welcome Deputy Administrator of Civil Aviation Administration of China (CAAC) Mr. Dong Zhiyi, Director General of Air Traffic Management Bureau of CAAC Mr. Che Jinjun and delegation on 14th July 2017. The visit let CAAC further understand the development and the latest situation of North Extension of Macau International Airport (MIA).

Mr. Deng Jun and Mr. Ng Fok expressed welcome to CAAC delegation and introduced the growth of 21 years and development trends of MIA through a video. MIA has always been upholding "Safety, Efficiency and Effectiveness" as the core value. Based in Macao, on the back of the motherland and facing the world, MIA will continue strengthening cooperation among entities to go hand in hand with the development of "One Belt And One Road", and coordinate with the MSAR Government to promote the building of "Centre for World Tourism and Leisure" and "China-Portugal Business Cooperation Service Platform". Mr. Dong Zhiyi expressed recognition to MIA's performance and operation principle, MIA has always been setting up the civil aviation training platform among Mainland China, Portugal and Macao, which made its mark on Macao's history. CAAC shows fully support to the development of MIA and hopes it become to a distinctive airport among the bay area of Guangdong and Hong Kong and Macao.

Chairman of the Board of Directors of CAM Mr. Ma lao Hang feasted the CAAC delegation to gratitude their support to MIA.

Other representatives included: CAAC – Deputy Director General of Department of Personnel, Science & Technology and Education Mr. Cao Shengli, Director General of Hong Kong, Macao and Taiwan Affairs Office Mr. Ding Ming, Deputy

Director General of Department of Transport Mr. Yu Biao, Deputy Director General of Aviation Security Department Mr. Li Yan, Secretary of Department of General Affairs Mr. Liu Yawei and Mr. Ji Xiuzhu from Hong Kong, Macao and Taiwan Affairs Office; CAM - Director of Finance and Administration Department Ms. Grace Cheang, Director of Planning and Commercial Development Department Ms. Winnie Hsu, Chief Representative of Beijing Representative Office Ms. Yuan Weifang, Director of Executive Committee Office Ms. Katy Lo, Managing Director of Airport Information Management Solutions (AIMS) Ms. Sharon Wang, Director of Legal Affairs Department Mr. Anthony U, Director of Infrastructure Development Department Mr. Sandro Kou, Chief of Corporate Communication & Policy Research Office Ms. Vicki Mou and Director of Logistics and General Aviation Development Department Mr. Frank Wu.





CAM 2017年上半年業務進行順利，下半年續落實擴建

18 JUL

CAM 2017 1st Half Year Performs Smoothly Continues in Expansion the 2nd Half Year



2017年7月18日，澳門國際機場專營股份有限公司(CAM)舉行2017年上半年業務總結及下半年工作計劃會議。董事局主席馬有恆先生、執行委員會主席鄧軍博士率全體員工出席。各部門總監及代表處首席代表分別總結回顧上半年工作成績，安排部署下半年工作任務，進一步推動各項工作在後半程再上新臺階。

挑戰與機遇共存，在澳門特區政府和公司管理層的支持下，全體員工進一步貫徹公司2017年發展策略——“目標明確，組織嚴謹，程序清晰，實施有方”，持續取得卓越成績。董事局主席馬有恆先生在講話中提到：澳門國際機場上半年旅客達335萬人次，同比上升3%；貨運量超過1.7萬噸，同比增長14.7%；而公務機升降達1400架次，同比上升14.89%。取得如此漂亮成績，除了得到特區政府大力支持外，同時感謝機場各營運單位的配合，以及各同事辛勤付出與努力。大家群策群力，充分實踐公司訂下的策略目標，展示澳門機場團隊優秀的一面。

旅客市場中，澳門國際機場上半年新加入2家航空公司，加開2個新航點，現時共27家航空公司經營國內外43條航線。下半年，隨著機場北面擴建工程即將落成，屆時機場接待能力將提升至每年750萬旅客人次，為本地民航及旅遊業創造更大發展空間。

澳門國際機場上半年的業績有目共睹，下半年預計全年旅客人次可達685萬人次，貨物運輸3.4萬噸，升降架次60500架次，公務機升降2900架次。

會議結尾，執行委員會主席鄧軍博士將近期中國民航局董志毅副局長一行來訪澳門國際機場時的講話分享給大家，包括對澳門機場21年業績、經營理念及搭建中葡澳民航培訓平臺的肯定，以鼓勵大家團結一致，加強公司核心競爭力。



Macau International Airport Company Limited (CAM) held her semi-annual review of 2017 at CAM Office Building on 18th July 2017. Chairman of the Board of Directors - Mr. Ma lao Hang, Chairman of the Executive Committee - Dr. Deng Jun led all staff to participate in the meeting. All Department Directors and Chiefs of Representative Offices reported the results evaluation of the 1st half year of 2017 and development direction for the coming 2nd half year.

Facing a range of opportunities and challenges, all staff further carried out the development strategy of CAM in 2017 “Clear Goals, Rigorous Organization, Orderly Procedures and Tactful Implementation”, achieved a degree of success with the support from the Macau SAR Government and the management of CAM. In the speech, Chairman of the Board of Directors - Mr. Ma lao Hang concluded the results of MIA in the 1st half year of 2017: MIA handled more than 3.35 million passengers with a year-on-year increase of 3%; Cargo traffic recorded over 17,000 tons, a year-on-year increase of 14.7%; General aviation recorded over 1,400 aircraft movements, with a year-on-year increase of 14.89%. Except for the support of the SAR government, the cooperation among all operating units and hard work of staff are appreciated. Everyone works together to fully practice the strategy and work out the best of MIA.

As for the passenger market, there were 2 new routes and 2 new airline companies launched in the first half year of 2017. There are 43 routes operated by 27 airlines at MIA so far. The entire North Extension project is expected to be completed and put into operation in the 2nd half year of 2017, the designed passenger handling capacity is expected to be increased to around 7.5 million, providing more development space for local aviation and tourism industries.

The performance of 1st half year of 2017 is remarkable, CAM proposed whole year targets of 60,500 flight movements including 2,900 general aviation aircraft movements, 34,000 tonnes of cargo and 6.85 million of passenger traffic.

Finally, Chairman of the Executive Committee Dr. Deng Jun shared the speech Deputy Administrator of Civil Aviation Administration of China Mr. Dong Zhiyi gave during his delegation’s visit at MIA this month, which expressed recognition to MIA’s performance and operation principle for last 21 years and MIA has always been setting up the civil aviation training platform among Mainland China, Portugal and Macao, in order to encourage staff to unite as one and strengthen the core competitiveness of the company.





澳門國際機場代表接待亞洲航空進行業務交流

25 JUL

MIA Representatives Received Air Asia Delegation for Business Communication



2017年7月25日，澳門國際機場專營股份有限公司(CAM)執行委員會主席鄧軍博士、財務暨行政部總監鄭淑群女士、執行委員會辦公室總監羅頌儀女士及市場部總監方曉健先生等管理層接見『亞洲航空』代表包括：澳門及香港區行政總裁劉小媛女士、港澳地區營運及業務拓展總監吳雙德先生、港澳地區營運及業務拓展總監陳振業先生，印尼亞洲航空機場及監管事務部主管 Mr. Richard Hendrikus Kalumata及印尼亞洲航空企業及宣傳部主管Mr. Baskoro Adiwiyono。在是次會面交流中，『亞洲航空』向澳門國際機場介紹了未來發展計劃。

會上，雙方進行業務洽談及交流，同時更積極探討合作與發展方向，『亞洲航空』澳門及香港地區行政總裁劉小媛感謝澳門國際機場多年來的支持，就『亞洲航空』在澳門市場的未來的航線發展計劃作出介紹，更表示『亞洲航空』對澳門發展充滿信心，將進一步投放更多資源創造更多澳門連接至國際的新航線，努力打造亞航成為澳門虛擬始發點，利用現有的空中網路，透過澳門國際機場把旅客帶到世界各地。下半年的航線計劃內，除8月份新增首條連接澳門至印尼雅加達的新航點後，更陸續推出2個新航點來往澳門及東南亞，明年增加航點一至兩個。澳門國際機場於會上表示為配合政府建設澳門成為“世界旅遊休閒中心”。積極建議對方增加更多有吸引力、新興的旅遊熱點，以鞏固現有航線基礎上用以提升市場競爭力，為未來的發展進行鋪路。澳門國際機場將與亞航保持緊密聯繫和溝通，協調未來的航班安排工作，為居民及訪澳旅客提供多元化及更豐富的旅遊產品。

Chairman of the Executive Committee of Macau International Airport Company Limited (CAM) Dr. Deng Jun led company management – Director of Finance and Administration Department Ms. Grace Cheang, Director of Executive Committee Office Ms. Katy Lo and Director of Marketing Department Mr. Eric Fong, to receive the delegation of Air Asia including: CEO of Macau & Hong Kong Ms. Celia Lao, Head of Operation and Business Development of Macau & Hong Kong Mr. Angus Ng, Head of Airport, Market and Connectivity Development of Macau & Hong Kong Mr. Ricky Chan, PT. Indonesia AirAsia, Head of Airport and Regulatory Affair Mr. Richard Hendrikus Kalumata and PT. Indonesia AirAsia, Head of Corporate Secretary & Communications Mr. Baskoro Adiwiyono and delegation on 25th July 2017. In this meeting, Air Asia introduced their future planning in Macau International Airport (MIA).

At the meeting, both parties had conducted business negotiations and exchanged view on the direction of development which could help to further strengthen mutual cooperation. The CEO of Macau & Hong Kong of Air Asia, Ms. Celia Lao expressed thanks for the support of MIA over the years. Moreover Air Asia is full of confidence in the development

of Macau. Air Asia will invest more resources to create more new routes connecting Macau to the new international route. Air Asia will strive to build Macau to become their virtual point of origin and make the best use of MIA's existing air network to bring passengers around the world. The planned route in the second half year will be the adding of the first new route connecting Macau to Jakarta, Indonesia in August. Air Asia will launch another two new destinations to and from Macau and Southeast Asia in the second half of 2017 and another one to two new destinations in 2018. At the meeting MIA expressed that will continue to work closely with Macau SAR government to build Macau as the "World Tourism and Leisure Center". And CAM actively recommends Air Asia to add more attractive, new tourist hot spots to consolidate the existing routes based on the market to enhance competitiveness and pave the way for future development. MIA will maintain close communication with Air Asia to coordinate future flight arrangements, and to provide diversified and various tourism products for the Macau resident and passengers.

『北京首都航空』開通澳門 - 北京、北京 - 里斯本航線首航儀式 "Beijing Capital Airlines" Macau - Beijing / Beijing - Lisbon Route Inaugural Flight Ceremony

25 JUL

『首都航空』於2017年7月25日飛抵澳門，開通澳門 - 北京航線，同時可以銜接同日啟航的北京 - 里斯本，為慶祝航線投入服務，『首都航空』於澳門國際機場舉行慶祝活動。隨著『首都航空』的加入，澳門至北京從每週21班增至25班，當中『首都航空』之澳門 - 北京的航線每週四班往返，逢星期一、二、四及星期六出發。

其中首都航空北京 - 里斯本之間的航班，每週往返三班，將於2017年7月26日啟航，「由可載客475名乘客的空客A330-200客機提供服務。首都航空北京 - 里斯本航線每週三、五、日出發，飛行時間約13小時。

澳門國際機場專營股份有限公司(CAM)市場部總監方曉健先生代表參加是次儀式。他表示，在各方的共同努力下，首都航空澳門 - 北京這條航線將為旅客提供更多的出遊選擇。對於銜接同日啟航的首都航空北京 - 里斯本航線的開通不但能建立新的空中橋樑，同時也填補了中葡兩國直航空白，相信兩條航線之開通一定會對三地的經濟發展起到非常大的促進作用，同時配合中央政府一帶一路的政策。



The first Beijing - Macau flight of "Beijing Capital Airlines" landed at Macau International Airport (MIA) on 25th July 2017, to commemorate the official launch of this new route, "Beijing Capital Airlines" held an inaugural flight ceremony at Macau International Airport (MIA). Starting from today, there will be 25 flights in a week flying from Macau to Beijing. The joining of "Beijing Capital Airlines" made an addition of 4 flights in a week flying Beijing - Macau on every Monday, Tuesday, Thursday and Saturday. While Beijing - Lisbon services with 3 flights in a week on every Wednesday, Friday



and Sunday. A 13-hour flight that departs Beijing Capital International Airport provides travelers with a comfortable journey on a new Airbus A330 twin-aisle, wide-body aircraft that can accommodate 475 passengers.

Mr. Eric Fong, Director of Marketing Department of Macau International Airport Company Limited (CAM) extended a very warm welcome to “Beijing Capital Airlines” operating flight services in MIA. Mr. Fong expressed that with the joint efforts of all parties, the route Macau – Beijing will provide passengers with more choices. The connection of the Beijing – Lisbon route not only creates new air bridges, at the same time fulfill the direct flight service between China and Portugal. The inauguration of the new routes will certainly play a significant role on prompting the economic and culture exchange among China and Portugal and Macau, at the same time collaborate with the “One Belt One Road” policy from the Central Government.

參加IATA企業傳訊會議，探航空運輸業傳訊新動向

27-28 JUL

Participated in IATA Communicators Seminar to Get the Latest Communication Tendency



2017年7月27-28日，澳門國際機場應邀參加國際航空運輸協會（IATA）組織的2017年國際航空運輸協會企業傳訊會議，澳門國際機場專營股份有限公司（CAM）企業傳訊暨政策研究室專員寇宇女士代表出席會議。

本次座談會面向航空運輸業傳訊工作的同仁，涵蓋航空運輸業傳訊議題的最新動向和資訊，以媒體關係和社交媒體以及危機公關為主題展開座談，並桌面推演如何與危機事件中的其他夥伴展開合作，為一次了解航空運輸業最新傳播實踐的良機。

Macau International Airport Company Limited (CAM) was invited to join the Communicators Seminar organized by International Air Transport Association (IATA) during 27th – 28th July 2017. Ms. Miley Kou – Assistant Manager of Corporate Communication & Policy Research Office of CAM represented to participate in the Seminar.

The seminar invited many communicators from civil aviation industry, covering the latest tendency and information, had discussion with theme of media relations, social media and crisis public relations, and had table top exercise to cooperate with other partners during critical incidents, which was a good opportunity to get the practical communication up to the minute.

CAM舉辦專題講座探討「灣區建設與澳門航權發展」

28 JUL

Seminar Held by CAM to Discuss about “Cooperation of the Bay Area and Development of Macau’s Freedom rights”

2017年7月28日，澳門國際機場專營股份有限公司(CAM)邀請澳門大學法學院蔣朝陽副教授蒞臨，就有關「灣區建設與澳門航權發展」的相關議題進行專題演講。是次講座構建了交流平台，讓員工們更瞭解澳門國際機場在大灣區發展中的角色定位，並裝備好自己以應付將來的機遇和挑戰。此次活動由CAM執行委員會主席鄧軍博士攜全體員工出席。

蔣朝陽副教授就澳門如何發揮自身優勢，借助國家“一帶一路”的戰略發展，深化珠三角合作，打造粵港澳大灣區的議題作出深入淺出的講解，並詳細分析了澳門民航業就大灣區發展將面對的機遇和挑戰。蔣教授指出澳門國際機場應邁向“航線多元化”，以配合澳門經濟“適度多元化”的發展目標，吸引更多航空公司開拓澳門市場，鼓勵他們拓展國際航線。另外，低成本航空運輸已成為現今出行的主要趨勢，因此發展低成本航空有助吸納珠三角的低成本客源，配合澳門機場推出的“直通快線”服務，為過境旅客提供省時及輕鬆的旅程。除此之外，進一步加強與珠三角其它機場的合作，互補優勢，共同發展。另外，會上亦提到第五航權對澳門民航業發展之重要性不容忽視，透過運用本澳的第五航權，外地航空公司可經停澳門再飛往第三地，既彌補直航客源不足的問題，同時豐富居民、遊客的外遊選擇，激勵本地以及周邊地區居民更多使用澳門國際機場出遊。



Macau International Airport Company Limited (CAM) has invited Prof. Jiang Chaoyang from Faculty of Law of the University of Macau to deliver a seminar about the topic of “Cooperation of the Bay Area and Development of Macau’s Freedom rights” on 28th July 2017 at CAM Office Building. This Seminar created a platform to exchange opinions, staffs have clear concept regarding the roll of MIA in the development of the Bay Area and to prepare themselves to face the opportunities and challenges in the future. Dr. Deng Jun, Chairman of the Executive Committee of CAM led all staffs to attend the seminar.



Prof. Jiang briefly explained how Macau should facilitate its own advantages, with the aid of “One Belt One Road” strategic development from the Central Government, to deepen the cooperation between the Pearl River Delta Region, and to enhance the development of the Bay Area. Detailed analysis was made regarding the opportunities and challenges that will be faced by the Macau aviation industry in the development of the Bay Area. Prof. Jiang stated that Macau International Airport (MIA) should go towards “route diversification” as to match with the target development of Macau’s diversified economics, to attract airlines into Macau’s market and encourage them to develop international routes. Besides, Low Cost Carrier (LCC) becomes the trends of travel for nowadays, therefore, to develop LCC helps to attract passengers in PRD Region, with the “Express Link” service provided by MIA, it provides time saving and comfortable travel experience to tourists. Also, MIA has to further strengthen the cooperation between the airports of the PRD regions, supplement each other’s advantages, and develop together. Also, the Fifth Freedom Right is important for Macau’s aviation industry, through the Fifth Freedom Right, it allows airline from one destination to stop in Macau, and then fly to the third country. It helps to solve the problems of passenger shortage, and provides more choices of destinations for local citizens and tourists, which stimulates more people to use MIA.



澳門國際機場吉祥物設計比賽徵件

Macau International Airport Mascot Design Competition Calls for Entries

Jul-Sep

「澳門國際機場吉祥物設計比賽」已於2017年7月10日展開，並至9月8日期間進行公開徵件，比賽旨在鼓勵澳門市民攜手共同創造具澳門特色的澳門國際機場專屬吉祥物，藉此活動推廣澳門國際機場作為本澳旅遊休閒中心的重要門戶角色，一直陪伴澳門成長、連接世界、拉近彼此。

是次活動邀請了本澳專業團體機構擔任評審，包括：澳門國際機場專營股份有限公司、澳門美術協會、澳門設計師協會及澳門民航學會代表組成，按參賽者對作品主題的表達、創意、畫功/技巧與色彩等表現進行評分。分別選出公開組、大專組及中學生組三個比賽組別的冠亞季軍作品。同時，為了讓更多市民參與活動，將於每組別再選出最多20份作品作公眾網上投票，得票最高的前三名將獲得最具人氣作品獎，而參加公眾投票者即可參加電腦隨機抽獎，抽出的10位幸運兒將各獲得澳門機場精美禮品包乙份。

每位參賽者只可提交一件參賽作品，以造型有趣、性格鮮明的吉祥物作為澳門國際機場的親善大使。獲獎的吉祥物設計將可能製作成各類型的宣傳物品，以用作向公眾宣傳澳門國際機場。比賽章程可於是次活動網頁<https://h5.juecn.cn/macao/pc.html>下載。



Macau International Airport (MIA) Mascot Design Competition starting from 10th July to 8th September 2017 and is now inviting the Macau public to design mascots showcasing MIA's role as a vital gateway of Macau, the World Centre of Tourism and Leisure and grows up with Macau and connects the city with the world all the way.

A professional jury formed by representatives of Macau local organizations, including Macau International Airport Company Limited (CAM), Macau Artist Society, Macau Designer Association (MDA) and Institute of Macao Civil Aviation (IMCA), who will shortlist the entries in aspects of theme expression, creativity, painting skills and colouring. The three categories of prizes are Open, Tertiary Institution and Secondary School. Each category will have one champion, one first runner-up and one second runner-up winners respectively. To join hands with the public, 20 entries will also be shortlisted from each category for the public to vote for the winners of the top three favorite mascots online. Voters can also enter a lucky draw for a chance of winning 10 MIA gift packs respectively.

Each entrant may submit a maximum of one design for the competition, stick to the theme with an interesting and characterized mascot as MIA's goodwill ambassador. The awarded design may be applied in a variety of MIA's public promotion materials. Rules and regulations of the competition can be downloaded from the activity webpage at <https://h5.juecn.cn/macao/pc.html>.

澳門機場代表會面杭州蕭山機場一行，進行交流與調研

1 AUG

MIA Received Hangzhou Airport Delegation for Business Communication



2017年8月1日，澳門國際機場專營股份有限公司（CAM）執行委員會主席鄧軍博士接見杭州蕭山國際機場有限公司王敏董事長一行，雙方就兩家機場動向進行充分的交流與調研。

會議中，鄧軍主席表示，杭州機場作為長三角核心機場之一，運輸生產迅猛增長，航線網絡規模龐大。隨後CAM財務暨行政部總監鄭淑群女士代表介紹公司架構與經營模式，市場部總監方曉健先生及基建發展部總監高岸聲分別代表介紹澳門機場的航線市場發展及基建項目。王敏董事長感歎澳門機場“小而精，小而美”，對有限空間的高度運用且創收效益之高值得學習，雙方互相交流經驗。隨後代表團對澳門國際機場進行實地參觀考察，聽取澳門國際機場管理有限公司董事局主席劉蘇寧博士及運營總監耿亞軍先生的簡介，加深對澳門機場在前線管理上的了解。

參加本次研討會代表還有：CAM計劃暨商務拓展部總監徐文玲女士、法律事務部總監余懷恩先生、企業傳訊暨政策研究室主任毛燕麗女士及專員寇宇女士；杭州蕭山國際機場有限公司：總經理鄭向平先生，杭州市金融投資集團有限公司總經理虞利明先生，杭州市蕭山區國有資產經營總公司董事長裘國平先生，副總經理賈步韋先生、副總經理蔣福敏先生及市場拓展部總經理陳明榮先生。



Dr. Deng Jun - Chairman of the Executive Committee of Macau International Airport Company Limited (CAM) received Mr. Wang Min - Board Chairman of Hangzhou International Airport Co., Ltd (HIA) and his delegation on 1st August, 2017, both sides improved mutual understanding and communicated fully about the latest development of the airports.

During the meeting, Chairman Deng Jun expressed that as one of the core airport of Yangtze River Delta, Hangzhou Airport traffic volume has grown rapidly with huge routes network. Ms. Grace Cheang - Director of Finance & Administration Department of CAM introduced the corporate structure and operation management model of Macau International Airport (MIA), Mr. Eric Fong - Director of Marketing Department and Mr. Sandro Kou - Director of Infrastructure Development Department introduced the routes development and construction projects of MIA respectively. Mr. Wang Min appraised MIA as “small but efficient and lovely”, and was impressed and highly recognized the high performance and efficiency with the limited space at MIA, both exchanged their management experience. The delegation paid in inspection at MIA with introduction of Dr. Suning Liu - Chairman of the Board of Directors of Administration of Airport Ltd. (ADA) and Mr. Gary Geng - Operations Director of ADA, as to deepen understanding to MIA.



Other participants in the meeting include: CAM: Ms. Winnie Hsu - Director of Planning and Commercial Development Department, Mr. Anthony U - Director of Legal Affairs Department, Ms. Vicki Mou - Chief of Corporate Communication & Policy Research Office (CPO) and Ms. Miley Kou - Assistant Manager of CPO; HIA: Mr. Zheng Xiangping - Chief Executive Officer, Mr. Yu Liming - General Manager of Hangzhou Financial Investment Group Co., LTD., Mr. Qiu Guoping - Chairman of Hangzhou Xiaoshan State-owned Assets Management Company, Mr. Jia Buwei - Deputy General Manager, Mr. Jiang Fumin - Deputy General Manager and Mr. Chen Mingrong - General Manager of Marketing Department.

CAM及AIMS管理層參觀SEMAC辦公室 業務外的文化交流

CAM and AIMS Management Visited SEMAC Office for Cultural Exchange

4 AUG



CAM執行委員會主席鄧軍博士及AIMS董事總經理王秀瑜女士分別帶領兩家公司管理層於2017年8月4日到SEMAC參觀加入文化元素的辦公室，讓同事們感受剛強的保安人員背後具有各種文化修養的一面。

SEMAC董事總經理劉蘇寧博士首先簡介SEMAC公司結構和近年員工情況，在過去一年多的時間內，公司在人才管理、設施維護、質量檢測、服務品質等方面加強管理，保證工作效率。當中五百多名員工都是公司重要的資產，因此嘗試不同的方式，表現對員工的關懷，從人才招聘、餐飲改善、在職培訓、員工自我價值提升等。SEMAC更在員工辦公環境添加員工的攝影、書法和畫畫的作品，為員工的才藝作品提供展示平台，同時讓員工看到在參加工作和培訓時的神態，讓大家有歸屬感。

鄧主席表示這次的到來充分感覺SEMAC的氛圍與以前不一樣，讓人期待員工在工作上的表現，藉此機會讓CAM和AIMS管理人員親身感受一下其文化藝術氣息，並且相互交流溝通。



Chairman of the Executive Committee of CAM Dr. Deng Jun and Managing Director of AIMS Ms. Sharon Wang led the management of the two companies to visit SEMAC office on 4th August, where cultural elements are added in everywhere, enables colleagues to feel the cultural accomplishment behind the strong security personnel.



Managing Director of SEMAC Dr. Suning Liu first introduced the structure and the recent staff situation. In the past year, SEMAC has strengthened its management in terms of talents, facility maintenance, quality inspection and service quality, ensuring efficiency at work. SEMAC has more than 500 employees which are regarded as important assets of company, so different ways were tried to show the care to staff, from recruitment, improvement in catering, on-the-job training, enhancement on self-value of staff. Around the office, staffs' master pieces of photo taking, calligraphy and painting are demonstrated, showing the employees' natural expression and manner at work and training, create a sense of belonging to staff.

Chairman Deng noted that the atmosphere at SEMAC is totally different from before and create anticipation to the employees' performance at work. Taking the opportunity to let CAM and AIMS management personnel to feel the cultural and artistic atmosphere, and communicate with each other.

印尼亞洲航空開通『澳門 - 印尼雅加達』航線

7 AUG

Macau - Indonesia (Jakarta) Route of Indonesia Air Asia Inaugurates

印尼亞洲航空於2017年8月7日飛抵澳門，開通『澳門 - 印尼雅加達』航線，為慶祝航線投入服務，印尼亞洲航空於澳門國際機場舉行慶祝活動。隨著印尼亞航的加入，開啟首條澳門直飛印尼雅加達航線每週3班往返，逢星期一，五及日出發。航線的開通便利本地旅客前往印尼，滿足8月份暑假旅遊旺季的旅客市場需要。



澳門國際機場專營股份有限公司(CAM) 市場部總監方曉健先生代表參加是次儀式。他表示，多年來東南亞旅遊數字穩步上升，印尼將成為澳門其中一個重要客源，根據數據顯示，2016年全年來自印尼的訪澳旅客上升11.7%。

澳門國際機場一直致力協助特區政府把澳門打造成“世界旅遊休閒中心”，隨著印尼雅加達航線的增開，兩地空中交通進一步擴大，旅客量大幅增長，顯示澳門與印尼之間的互動愈來愈緊密。澳門國際機場將繼續與航空公司緊密合作，共同尋找機遇，加強合作關係，為澳門開闢更多航點。

The first Indonesia (Jakarta) - Macau flight of "Indonesia Air Asia" landed at Macau International Airport (MIA) on 7th August 2017, to commemorate the official launch of this new route, "Indonesia Air Asia" held an inaugural flight ceremony at Macau International Airport (MIA). Starting today, there will be 3 flights in a week flying from Macau to Indonesia (Jakarta) on every Monday, Friday and Sunday. It will benefit the Macau residents travelling to Indonesia. The inauguration of this Jakarta services is in time to satisfy the summer vacation peak season for travel in August.

Mr. Eric Fong, Director of Marketing Department of Macau International Airport Company Limited (CAM) extended a warm welcome to "Indonesia Air Asia" operating flight services in MIA. Mr. Fong expressed that Southeast Asia is an important source market of Macau with the growth of air passenger to travel. Indonesia will become a popular destination among local residents. According to statistics, the Indonesia Visitor of Macau posted a year growth of 11.7% in 2016.

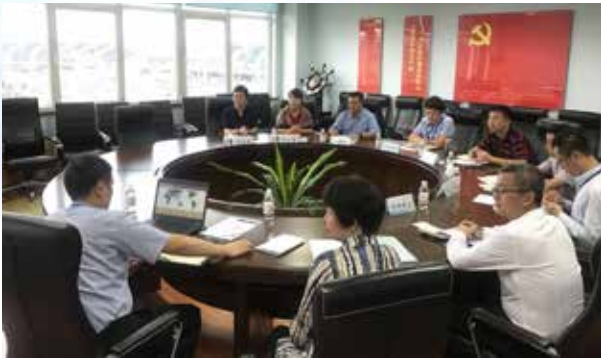
Macau International Airport (MIA), as always, strives to incorporate with the objectives of the government's policy to build Macau as a "World Tourism and Leisure Center", with Indonesia Air Asia commence services between Macau and Indonesia (Jakarta), it marked a further step in expanding air transportation between both regions, and along with the expedite growth of travelers, it enhanced closer co-operation between the two places. MIA will continue working with airlines, to explore opportunities and strengthen co-operation, and further expand Macau air service networks.



CAM代表拜訪青島機場探討航線發展

17-19 AUG

CAM's Representatives Visit Qingdao International Airport



澳門國際機場專營股份有限公司（CAM）北京代表處首席代表苑衛芳女士，聯同市場部總監方曉健先生及市場部副總監張美斯女士於2017年8月17至19日前往山東省青島市『青島流亭國際機場』進行商務拜訪，拜訪團受到青島機場集團規劃發展部董培磊總經理、張源源副總經理及規劃發展部市場營銷楊晨副經理熱情接待，並舉行了座談會，為今後雙方機場更好的相互合作，促進兩地機場航空網絡的發展及就未來澳門至青島市航線發展進行探討。這次拜訪，得到青島機場集團安排，座談會同時邀請來東方

航空、山東航空、青島航空及首都航空代表見面，探討澳門和青島之間開通航線之可行性。

出席座談會之航空公司代表包括中國東方航空山東分公司市場銷售部總經理周翊先生、山東航空青島分公司市場營業部總經理常錚先生、青島航空公司市場營銷部副總經理彭鼎毛先生以及首都航空青島營業部經理盧光新先生。各方就開通兩地航班服務作出意見交流。為支持航線之發展，在會上，方曉健先生分享了現時澳門國際機場之航線網絡分佈、航線發展策略及介紹了通航優惠政策，受到航空公司歡迎。東方航空表示可以考慮加開由青島飛澳門經停上海的航線，而山東航空表示會把澳門至青島航班服務納入2018年市場發展計劃內。

澳門國際機場將繼續充份利用現在航權的優勢，發展多元化的航線組合，為旅客提供更為便利舒適的出行體驗。

Ms. Yuan Weifang - Chief Representative of Beijing Representative Office of Macau International Airport Company Limited (CAM), joined with Mr. Eric Fong – Director of the Marketing Department and Ms. Elizabeth Cheong - Deputy Director of Marketing Department made a business visit to Qingdao International Airport Group Co. Ltd. on 17th – 19th August, 2017. The group was warmly received by Mr. Dong Peilei - General Manager of Planning and Development Department, Ms. Zhang Yuanyuan - Vice General Manager and Mr. Yang Chen - Marketing Manager. A meeting was held to discuss future cooperation between the two airports and explore the future flight service opportunity between Macau and Qingdao. Representatives of China Eastern Airlines, Shangdong Airlines, Qingdao Airlines and Capital Airlines were invited to join the meeting for feasibility of opening up routes between the two places.

The meeting including China Eastern Airlines Mr. Zhou Yi - General Manager of Shandong Branch, Market Sales Department, Shangdong Airlines Mr. Chang Zheng- General Manager of Qingdao Office, Qingdao Airlines Mr. Peng Ding -Vice General Manager of Marketing Department and Capital Airlines Mr. Lu Guangxin - General Manager of Qingdao Business Office, each of the parties exchanged their views on the opening of flight services between Macau and Qingdao. To support the opening of route service for the airlines, Mr. Eric Fong has shared the current network and route development strategy of Macau International Airport, he also introduced the "Incentive Policy" to the airlines. Furthermore, it is glad to know that China Eastern Airlines expressed their ideas which is considering to add the frequency from Qingdao to Macau via Shanghai, Shangdong Airlines expressed that they will put this plan in their 2018 routes development plan.

Macau International Airport has always been making full advantages of the current traffic rights to develop diversified routes combination aiming to provide a more convenient and comfortable travel experience for travelers.

華東民航拜訪 深化業務交流

AUG

Civil Aviation Visit to East China, Deepen Business Exchange

CAM執行委員會主席鄧軍博士攜代表團於2017年8月中旬在上海進行業務拜訪，分別拜訪了中國民航華東空管局局長余波先生一行、上海機場(集團)有限公司董事長吳建融先生一行及吉祥航空股份有限公司總裁趙宏亮先生一行。就兩地民航業的題目進行交流，謀求中國民航發展及突破。

在拜訪余波局長期間，鄧軍主席首先簡單介紹澳門機場的營運情況以及在華東一帶的市場發展策略，余局長認同澳門機場在民航發展的實力以及作為中葡民航合作及交流的平台作用，希望明年能延續長期合作的培訓計劃，為內地及澳門特區的民航業培養專業民航專才。

鄧主席與吳董事長的會面中交流了機場管理的經驗和願景，吳董事長希望履新後能著力提升上海兩機場的航班準點率，提高營運效率。鄧主席認為華東地區各機場的協同管理模式有效推動發展，發揮聯通互利的效果，值得中國各機場群學習。

吉祥航空總裁趙宏亮先生邀請鄧軍主席一行到訪，提出加大合作以滿足市場需求，雙方也會一直尋求更多的合作方案。趙總裁道出吉祥航空會繼續以傳統航空公司模式發展，擴大市場網絡，為網絡中的旅客帶來更多元化的服務。

中國民航華東空管局其他代表有：助理局長孫濤先生。上海機場(集團)有限公司其他代表有：董事會秘書及董事會辦公室主任劉偉國、戰略發展部副部長馬潔華女士及外事經理吳克強先生。吉祥航空其他代表有：黨委副書記華棟先生、營銷副總裁于成吉先生、商務部總經理譚鋒先生、運力網絡部總經理張曉輝先生、監事及綜合管理部總經理朱紅燕女士。參與拜訪活動CAM的代表有：上海代表處葉洪先生、企業傳訊暨政策研究室主任毛燕麗女士、執行委員會主席助理潘小鳳女士及上海代表處高級經理彭雲風先生。



Dr. Deng Jun, Chairman of the Executive Committee of CAM led a delegation to pay business visits at Shanghai in mid August of 2017, had communications on civil aviation industry of two regions and seek for breakthrough for the industry in China with Director of East China Air Traffic Control Bureau (ATMB) of CAAC Mr. Yu Bo, Chairman of the Board of Shanghai Airport Authority (SAA) Mr. Wu Jianrong and CEO of Juneyao Air Co., Ltd. Mr. Zhao Hongliang respectively.

During the visit to Director Yu Bo, Chairman Deng first briefed the operation of Macau International Airport (MIA) and the development strategy in the East China region. Director Yu agreed with the strength of MIA in aviation development and the platform for cooperation and exchange between China and Portuguese speaking countries. Therefore, he expressed the hope to continue the long term cooperation in the training program of professionals for the mainland and the Macao SAR civil aviation industry.



Chairman Deng and Chairman Wu exchanged experience and vision of the airport management in the meeting. Chairman Wu expected to focus on improving the punctuality rate of flights in Shanghai airports to enhance operational efficiency. Chairman Deng believed that the collaborative management model of airports in East China is an effective way to promote the development and play a mutually beneficial effect, which is worth learning for other airport clusters in China.

CEO of Juneyao Air Mr. Zhao Hongliang invited Chairman Deng and his delegation to visit their company, proposing cooperation to meet the market demand. The two sides will seek for more cooperation programs. Mr. Zhao said that Juneyao Air will continue to develop the traditional airline model, expand the market network for the network to bring more diversified services.

Other representative in the meeting at East China ATMB of CAAC include: Deputy Director Mr. Sun Tao. Other representatives in the meeting at SAA include: Secretary of the Board of Directors and Director of the Office of the Board of Directors Mr. Liu Weiguo, Deputy Director of Strategy and Development Department Ms. Ma Jiehua and Foreign Affairs Manager Mr. Wu Keqiang. Other representatives in the meeting at Juneyao Air are: Chief Representative of Shanghai Representative Office Mr. Ye Hong, Chief of Corporate Communications and Policy Research Office Ms. Vicki Mou, Assistant to the Chairman of Executive Committee Ms. Fiona Pun and Senior Manager of Shanghai Representative Office Mr. Jerry Peng.



兩颱風襲澳，機場員工緊守崗位緊急應變

23-27 AUG

Emergency Response of MIA Staff during Typhoons Periods

2017年8月23-27日期間，颱風「天鴿」及颱風「帕卡」相繼吹襲澳門，最終分別於廣東省珠海及廣東省台山登陸，期間造成澳門多處地方受損。

在颱風襲澳前，澳門國際機場提前聯合各營運單位，做好颱風前的防備工作，同時做好航班延誤保障準備，根據天氣變化，及時更新航班動態，確保運行安全和秩序。



2017年8月23日，十號颱風「天鴿」吹襲澳門期間一度電力中斷及供水中斷，澳門國際機場即時動後備電源並採取應急處理方案，候機樓職員向現場旅客提供最新航班消息，同時其他機場職員於環境情況



許可下積極清理停機坪及跑道上雜物，以配合晚上航班起降安排。供水不足曾一度使候機樓產生不同問題，影響餐廳及衛生間的正常運作。機場當時勸喻航空公司與旅客溝通，分批到機場辦理手續。

2017年8月27日，颱風「帕卡」令澳門懸掛八號風球，風暴過後機場亦迅速恢復正常航班升降和旅客接待。

澳門國際機場感謝在兩個颱風期間緊守崗位的前線和後勤員工，他們的專業表現和敬業精神讓機場運作順暢，為旅客提供無間斷的安全環境和服務。其後亦逐步復原機場各項受損設施，確保機場運作正常以支持澳門重建進程。

On 23rd -27th August, 2017, Typhoon Hato and Pakhar have successively struck Macau and landed in cities of Zhuhai and Taishan, Guangdong respectively, bringing massive winds and damages to the city of Macau.

Before the Typhoon Pakhar arrives, Macau International Airport (MIA) has coordinated with all operation units to prepare well for resisting typhoon, ensuring the flight status to be timely refreshed with the latest weather condition, providing well-ordered and safety environment.

On 23rd August, 2017, Typhoon Hato caused a temporary suspension of electricity and water supply, MIA has immediately activated the back-up power supply and deployed contingency plan. Staff are stationed at terminal to deliver latest flight information to passengers, while maintenance staff have actively conducted debris removal works on the runway and apron to allow takeoff and landing of flights at that evening. As inadequate water supply has caused difficulties in terminal operation and hindered the service of restaurants and restrooms, MIA has urged airlines to communicate with and arrange passengers to arrive at airport separately for check in.

On 27th August, 2017, although signal No. 8 of Typhoon Pakhar was hoisted in Macao, the flight operation and services of MIA have soon resumed normal after the storm passed.

MIA is grateful to the frontline and back up staff who have been in the post during the two typhoons. Their professional performances make the airport operation smooth and provide passengers with an uninterrupted safe environment and service. Maintenance of damaged facilities has also been carried out gradually, the resumption of airport operation was believed to be able to support Macao's recovery.





機場八月客運量創新高 暑期同比增9%

AUG

MIA Breaks the monthly New Record in August, Summer increased 9% Compare with Last Year

澳門國際機場八月份錄得機場營運以來最高單月客運量，共處理旅客超過68萬人次，創歷史新高，平均每天進出港旅客達2萬2千人次，比去年同期上升9%。八月份航班量升降超過5千架次，比去年同期上升1%。整個暑假期間（7至8月），澳門國際機場共錄得運輸旅客超過135萬人次，航班升降量超過1萬架次，分別同比增長9%及2.5%。其中東南亞航線的旅客市場表現十分理想，接待旅客人數占整體市場43%，而中國內地航線市場占總量的32%，中國臺灣航線旅客總量占整體市場25%。

由於現時航班及旅客量正穩定增加，加上機場的旅客接待能力已經超出本身設計的上限，所以機場正在積極擴充客運大樓以滿足旅客的需要。截至2017年8月底，澳門國際機場可提供28家航空公司連接澳門飛往世界各地45個城市，每週約1,140個定期航班。現時，機場積極拓展中長航線的發展，例如新增印尼雅加達及保持定期由澳門直飛俄羅斯的包機服務。預計在今年的第四季及明年初將會繼續有新的航企及東南亞航線逐步加入營運。



夏天是旅遊的旺季，澳門國際機場除了保障機場的安全、效率及效益外，在7至8月份把夏日暑假的歡樂元素融入機場公共空間內，於期間安排一連串的互動表演，為旅客多添一份出遊前的歡樂。澳門國際機場將繼續與各機場同業緊密合作，保障機場的安全、保持及提高服務效率等方面的最高水準，確保旅客可以在澳門國際機場享受舒心、愉悅的旅遊體驗。

Macau International Airport (MIA) experienced its busiest month ever in August 2017, in which to reach over the 680,000 passenger movements mark for the first time in the airport's history, and this is a new record as the highest single month passenger traffic with average daily passenger volume over 22,000, gaining 9% compared with last year. There were over 5,000 aircraft movement in August, 1% more than the same period of last year. During the summer vacation (July to August), MIA recorded a total of more than 1.35 million passenger volume and over 10,000 flight movements, increased 9% and 2.5% respectively. In between, passenger market of Southeast Asia routes continue to perform well in August and taking up 43% of the overall market, followed by Mainland China and China Taiwan routes passenger, accounting for 32% and 25% respectively.

As the volume of the current flights and passengers is steadily increasing, the capacity of airport terminal has exceeded the limit of its own design, therefore, MIA is actively expanding the passenger terminal to meet the needs of passengers. Up to the end of August 2017, MIA handles around 1,140 weekly scheduled flights with 28 airlines connecting Macau to 45 cities. Currently, MIA is actively expanding the development of medium and long haul routes, such as the new added Indonesia Jakarta and to keep the seasonal regular charter service directly from Macau to Russia. By the fourth quarter of this year and early next year, it is expected to have new carriers and new routes in Southeast Asia to join the operation.

Summer is a peak season of traveling. Apart from ensuring the safety, efficiency and effectiveness, MIA has vivified the airport public space with joyous elements of summer vacation in July and August. A series of interactive performances



is arranged at MIA in this period, hopes to create more fun and unforgettable memories for our passengers. MIA will continue to cooperate with each airport units to provide safe, high quality and efficient service to passengers in order to ensure our passengers a comfort and pleasant journey.

增加停車位流動性，澳門機場停車場新收費安排

SEP

Enhance Mobility of Parking Space, MIA New Parking Charge Scheme

澳門國際機場停車場將於2017年9月1日起實施新收費安排。調整後，私家車時鐘收費為每小時6元；電單車時鐘收費為每小時2元。所有日泊服務將會取消。

為配合未來發展需要和基建擴容計劃，機場停車位數量將受影響。是次調整為2008年後首次停車場收費調整，並且希望藉此增加車位流動性，讓更多旅客或接送機人士有機會使用停車位。有關上述安排，望公眾支持和諒解。



Macau International Airport (MIA) will implement a new charging scheme for airport car parks on 1st September, 2017. After adjustment, the hourly rate for car will be MOP 6, and the hourly rate for motorcycle will be MOP 2. Daily rate service will be cancelled.

To cope with the future development and Infrastructure extension program, the number of car parks in MIA will be affected. This is the first adjustment of the car park charges since 2008, hoping to increase the mobility of the carpark, allow passengers and greeters in need get more chances to park their cars. We hope the public will support and understand the above arrangement.

澳門國際機場代表參加第二屆世界航空會議

5-7 SEP

Macau International Airport Representatives Participated in the 2nd Annual World Aviation Conference



由韓國仁川國際機場主辦的第二屆世界航空會議於2017年9月5日至7日在韓國仁川舉行。澳門國際機場專營股份有限公司(CAM)市場部副總監關學明先生代表出席是次會議。

為期三天的世界航空會議吸引了來自世界各地超過500名航空專業人士參加。世界航空會議作為民用航空業最重要的航空會議之一，這屆會議主題邁向下一代機場：機遇，挑戰和解決方案。此次會議共分五個專題：空中連通性和機場競爭力、建設巨型樞紐機場和各利益相關者的角色、航空需求和運力擴張、技術創新與未來機場、發展機場城市和推動經濟增長。澳門國際機場代表參加此會議中二十多個專題演講。

第二屆世界航空會議提供一個專業、務實的行業平臺給世界各地航空業者交流尋求合作，共同分享機場發展經驗，探討和展望下一代機場業未來的發展趨勢，為業界樹立新的範例。



The 2nd Annual World Aviation Conference organized by Incheon International Airport Corporation took place in Incheon, Korea from 5th–7th September, 2017. Representatives from Macau International Airport Company Limited (CAM), Mr. Franco Kwan, Deputy Director of Marketing Department participated in the Conference.

The three-days forum attracted over 500 Aviation professionals from airlines, airports and tourism authorities around the world. The 2nd Annual World Aviation Conference is one of the most important events in civil aviation industry. The theme of the conference is “Towards the Next Generation Airport: Opportunities, Challenges & Solutions”. The conference is divided into five sessions: Air Connectivity & Airport Competitiveness; Building Mega Hub Airports & Roles of Stakeholders; Aviation Demand & Capacity Expansion; Technology Innovation & Future Airport; Developing Airport Cities & Driving Economic Growth. CAM representatives had participated in over 20 keynote speeches at this conference.

The 2nd Annual World Aviation Conference is providing a professional and pragmatic platform for worldwide aviation industry to seek cooperation for future development. Discussions on the latest issues of airport/aviation industry and sharing of experiences will allow the participants to come up with new perspectives and solutions for the next-generation airport to make a new paradigm for the aviation industry.

澳門國際機場代表出席 “第六屆北京全球友好機場總裁論壇”

CAM's Representative participated in “Beijing Global Friend Airports CEO Forum”

6 SEP

2017年9月6日，澳門國際機場專營股份有限公司（CAM）北京代表處首席代表苑衛芳女士出席了由北京首都機場主辦的“第六屆北京全球友好機場總裁論壇”，是次論壇的主題為“凝聚共識，創新發展”。會上，國際組織特別代表、國際友好機場、中國重要機場管理機構的總裁、以及主要航空公司的代表，共同分享機場發展經驗，探討和展望未來的發展趨勢。

首都機場集團公司總經理劉雪松先生在開幕式上表示，在經濟全球化的時代，機場是連接世界的紐帶，北京新機場的建設將實現北京雙樞紐模式，對未來雙樞紐提出了四方面的特徵：均衡發展、獨立營運、實力競爭、優勢互補。他相信雙樞紐的營運將提升北京國際樞紐的競爭力和影響力。

為期兩天的論壇中，召開了總裁論壇以及友好機場圓桌會議。今年總裁論壇的三個主題為：“創新合作共同提升全球機場集團競爭力、樞紐機場進行效率提升、共建共享打造一流國際樞紐”。這正是民航業界所關注的領域，通過與業界高層的對話交流，分享彼此的經驗實踐與智慧，共同推動機場之間的友好合作，為全球機場行業發展出謀獻策。而在友好機場圓桌會議上，機場集團分享了他們成功的經驗，擴大彼此之間的密切合作。

On 6th September, 2017, Chief Representative of Beijing Representative Office of Macau International Airport Company Limited (CAM), Ms. Yuan Weifang has participated in the “6th Beijing Global Friend Airports CEO Forum” hosted by Beijing Capital International Airport, the theme of the forum is “Build Consensus, Innovate Development”. In the Forum, special representative from international organization, international airports, CEOs of the major airport authorities in China and representatives from international airlines, share the experience of airport development, exchange view and discuss the future development trend.



In the Opening Ceremony, Chairman of the Beijing Capital International Airport, Mr. Liu Xuesong stated that in the era of economics globalization, airports are the hub to connect the world, the infrastructure of the New Beijing Airport will apply the dual hub format, and the 4 characteristics of dual hub are: Balance Development, Independent Operation, Strength Competition and Complementary Advantages. He believed the operation of dual hub will help to increase Beijing's competitiveness and influence as an international hub.



The CEO forum and Round table conference for friend airports were held during the two days meeting. This year, the three main themes of the CEO forum were: 1.Enhancing the competitiveness of Global Airport Groups through innovative cooperation, 2.Improving operation efficiency of large scale hub airports, 3.Building partnership to develop world class international hub. These tropics are the main concern of the aviation industry, through communication with the top management in aviation industry, by sharing the experience and knowledge to each other, it enhanced the operation between airports and to improve the development of global airport industry. In the Round table conference, airport authorities shared their successful experience, and expand the close operation with one another.

澳門國際機場舉行2017航空公司周年聚會

8 SEP

Macau International Airport held the 2017 Airlines Annual Gathering



2017年9月8日，澳門國際機場專營股份有限公司市場部(CAM)在澳門美高梅酒店宴會廳舉辦了CAM 2017航空公司周年聚會，答謝航空公司多年來對澳門的航空運輸事業的支持和貢獻，邀請在澳門國際機場運營的航空公司代表出席。CAM市場部總監方曉健先生在歡迎辭中對參與活動的貴賓致以親切的問候，並勉勵大家為發展航空旅遊市場繼續努力。

長久以來澳門國際機場深得航空公司的信賴與支持，藉著聚會，向航空公司頒發“長期支持”獎座，感謝他們齊心致力為客戶提供優秀航空服務，同時感謝他們對澳門民航之營運和發展，給予澳門國際機場大力支持和配合。

為穩定澳門民航業之發展，CAM期望能與業界同仁共同努力開創更多元化及完善的航空旅遊市場給本地及海外的旅客。

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周年晚宴設有幸運抽獎環節，各代表在輕鬆愉悅的氣氛中交流言歡，在此再次衷心感謝當晚出席的各位賓客好友。



The Marketing Department of Macau International Airport Company Limited (CAM) hosted the 2017 Airlines Annual Gathering at MGM on 8th September, 2017 and invited all the airlines representatives to participate in the gathering. The gathering event served to express the thankfulness to the airlines' for their continuous support and contribution extended to Macau

Civil Aviation Industry over the years. Mr. Eric Fong, Director of Marketing Department of CAM gave a welcome address and extended his warmly greetings to the airline representatives. He encouraged the airline partners to continue to work for the development of aviation market.

Over the years, MIA is widely trusted and supported by the airlines, CAM took this opportunity by presenting the 2017 Long-Term Support Awards to all airlines, thank them for their commitment to provide excellent air services to travelers while appreciating them for the operation and development of the local aviation industry and their support and cooperation to MIA.

In order to stabilize the development of Macau's civil aviation industry, CAM wishes to work with our industry partners to create a further diversified air travel market for local and overseas visitors.

There was a lucky draw session during the gathering dinner and the airlines representatives shared their happiness in a relaxed and pleasant environment. We would like to extend our heartfelt thanks to all the guests who attended the evening.

CAM鄧軍主席接待亞航集團行政總裁Tony Fernandes先生一行

Chairman Deng Jun of CAM Received Group CEO of Air Asia
Mr. Tony Fernandes and his Delegation

13 SEP

2017年9月13日，澳門國際機場專營股份有限公司(CAM)執行委員會主席鄧軍博士、率領公司管理層熱情接待亞航集團行政總裁Tony Fernandes先生一行。透過是次會面，鄧軍主席對『亞洲航空』十三年來給予澳門國際機場的支持表示感謝，同時雙方就未來的發展動向作深入探討，望能進一步擴寬合作空間。

會上，鄧主席表示，『亞洲航空』自2004年開始與澳門國際機場合作，當時所引入的營運模式突破了傳統框框，為澳門民航業注入了新元素，並且與澳門國際機場相輔相成，共同成長，時至今天『亞洲航空』接載往來澳門的旅客數量，以成為澳門國際機場的第二大航空公司。『亞洲航空』由最初只得兩架飛機營運6條航線，到現在已發展成擁有超過200架飛機的大型機隊，營運280條航線，航線覆蓋20多個國家與地區，截至目前為止，已接載逾4億名旅客人次並且連續九年榮獲“世界最佳低成本航空”稱號。由此可見，『亞洲航空』的成功及過去13年來的迅速發展實在是有目共睹，而澳門國際機場對往後彼此之間的合作充滿信心，定能更進一步。而亞航集團行政總裁Tony Fernandes先生感謝澳門國際機場十多年來的支持及配合，更表示隨著澳門及其區域的大型基建，如：港珠澳大橋、輕軌項目等相繼落成，他對澳門市場的發展充滿信心，將進一步投放

更多資源創造更多澳門連接至國際的新航線，希望利用現有的空中網路，透過澳門國際機場把旅客帶到世界各地。Fernandes先生表示『亞洲航空』計劃逐步擴展更多航點由澳門通往各地，為出行旅客提供更多選擇，藉此帶動旅客增長。

參加此次會議的代表還有：澳門國際機場專營股份有限公司(CAM)執行委員會辦公室總監羅頌儀女士、企業傳訊暨政策研究室主任毛燕麗女士。『亞洲航空』港澳地區行政總裁劉小媛女士、亞洲航空港澳地區機場，市場及網絡拓展總監陳振業先生及亞航集團行政總裁行政助理林炳基先生。



Chairman of the Executive Committee of Macau International Airport Company Limited (CAM), Dr. Deng Jun led the company management to extend a warm welcome to the Group CEO of Air Asia, Mr. Tony Fernandes and his delegation on 13th September, 2017. In the meeting, both sides expressed thankfulness to each other for the continual support throughout the last 13 years. Both parties have in-depth discussion on the future development; hope to enhance the collaboration space.

In the meeting, Dr. Deng Jun stated that Air Asia has established cooperation relationship with MIA since 2004, the operation model introduced by Air Asia breakthrough the traditional and added in new elements to MIA. By then, Air Asia and MIA grow up with complementation of each other. Up to now, Air Asia is the 2nd largest airlines serving in MIA. In the very beginning, Air Asia with only 2 aircrafts operating 6 routes, now they have owned more than 200 aircrafts, operating 280 routes which covered 20 countries and cities and transported around 400 millions of tourists per year, Air Asia was awarded "The Best LCC in the World" for 9 consecutive years. The above figure, showed the success and the rapid development of Air Asia in the last 13 years. MIA has confident on the future cooperation with Air Asia to reach another milestone. Group CEO of Air Asia, Mr. Tony Fernandes expressed his heartfelt gratitude for the support given by MIA throughout the pass years, he stated that upon the completion of the large-scale infrastructure in Macau, for example the HongKong-Zhuhai-Macau Bridge and the Light Rail Transit, he was confident on the development of Macau market, and will input more resources to create more new international routes connecting Macau and worldwide, using MIA's existing air network to bring passengers to different part of the world. Mr. Fernandes also stated that Air Asia is planning to expand the destinations from MIA to different part of the world, provide more options for travelers and stimulate the growth of tourist numbers.

Other participants in the market included: CAM- Ms. Katy Lo, Director of Executive Committee Office, Ms. Vicki Mou, Chief of Corporate Communication & Policy Research Office. Air Asia - Ms. Celia Lao, CEO of Hong Kong and Macau, Mr. Ricky Chan, Head of Airport, Market and Connectivity Development of Macau & Hong Kong and Mr. Lim Ben Jie, Executive Assistant to Group CEO.



澳門國際機場代表參與中國機場新技術 創新與發展大會（2017北京）

20 SEP

MIA Representatives Participated in 2017 Senior Seminar of Civil Aviation
Publicity Held by CARNOC to Improve News Quality

澳門國際機場專營股份有限公司(CAM) 基建發展部副總監馮逸東先生、機場管理有限公司機場營運處經理朱百強先生及機場信息管理有限公司技術服務部經理鄧世傑先生於2017年9月20日在北京出席由中國民用機場協會、國際航空運輸協會及北京航展組委會聯合主辦的《中國機場新技術創新與發展大會(2017北京)》，本次大會主題為「未來機場」。

本年度大會分為三個部份，分別探討為「綠色助建民航」、「智慧引領未來」及「創新推動變革」，在環保、資訊科技、客戶服務、安檢等多方面探討未來的機場發展方向，國內外民用機場專家及管理者分別就三個部份共十六個議題作交流討論。此次大會為中國機場業界提供了良好的交流平台，分享建設綠色機場、智慧機場未來發展的方向及最新科技的應用，使業界能掌握中國民航以至國際民航科技發展的趨勢，並加強行業各單位的訊息溝通與合作。



Mr. Alex Fong – Deputy Director of Infrastructure Development Department of Macau International Airport Company Limited (CAM), Mr. Dicky Chu - Head of Airport Operation Service of Administration of Airports Ltd. (ADA) and Mr. Francis Tang – Manager of Technical Service Department of Airport Information Management Solutions Ltd. Participated in the China Airport Conference: Innovation and Development 2017 Beijing on 20 September 2017, organized by China Civil Airports Association, International Air Transport Association and Organizing Committee of Aviation Expo/China. The subject of the conference is “the Future Airport”.

There were three main sections in the conference which were “Green-Aided to Civil Aviation Industry”, “Smart Leads Future Airports” and “Innovations Drive Changes in Airports”. These involved environmental protection, information technology, customer service, security, etc. Airport specialists and management leaders from China and the world gathered at the conference for discussion of the following topics. The summit has provided a good communication and cooperation channel for different parties working in the civil aviation industry, sharing the latest technologies and directions of building future green and intelligent airports as well as obtaining the technology development trend of aviation industry in China and in the world.

出席澳門大學獎學金頒獎典禮2017

20 SEP

Attended University of Macau Scholarship Presentation Ceremony 2017

澳門國際機場專營股份有限公司(CAM)一直致力支持本澳高等教育事業的發展，作育英才。CAM自2005年起向澳門大學的優異生頒贈獎學金，以鼓勵及表揚同學們努力不懈，勤奮向學。

2017年9月20日，本司財務暨行政部總監鄭淑群女士代表出席澳門大學二零一六至二零一七學年之獎學金頒獎典禮，向成績優異的學生頒發獎學金。



Macau International Airport Company Limited (CAM) has always been supporting the development of higher education in Macau and cultivation of local professionals. Since the year of 2005, CAM has been donating scholarship to the University of Macau (UMAC) for recognition and encouragement to students with excellent academic achievement. Ms. Grace Cheang, Director of Finance & Administration Department, represented CAM to attend University of Macau Scholarship Presentation Ceremony 2016/2017 and presented the scholarship to excellent students on 20th September 2017.



社會責任 Social Responsibilities



輕鬆出遊 - 澳門國際機場推出五日免費泊車

20 SEP

Hassle-Free Travel - MIA Introduces 5 Days Free Parking Offer Program



為使更多的市民體驗到澳門國際機場的最新虛擬化服務以及快捷方便的服務設施，澳門國際機場機場專營股份有限公司(CAM)將於2017年9月20日早上10時起推出澳門居民出遊五日免費泊車優惠，從澳門國際機場出發的澳門居民，請先按以下列表步驟登記泊車優惠，並保留來回程登機牌，五日內回到澳門國際機場，於繳費處出示本人身份證、泊車票、已列印之泊車優惠，以及來回登機證，即可豁免五日以內的停車費。停車位數量有限，優惠先登記先得。

As a promotion to benefit our local resident passengers and to let them experience the convenient virtual airport service, MIA will offer a limited number of free (up to a maximum of five days) car parking spaces starting from 20th September 2017, registration begins same date 10a.m., promotions coupons can be obtained by following the below steps listed. After successful registration, print out the parking confirmation voucher, and present the Macau ID card, departure and returning boarding passes, and the parking voucher at the MIA Shroff Office, a maximum of 5 days parking fee could be waived. Since parking spaces offered are limited, the promotion is on a first come first serve basis.



澳門機場代表參加新聞宣傳研討，關注民航新聞及輿情

22 SEP

MIA Representatives Participated in 2017 Senior Seminar of Civil Aviation
Publicity Held by CARNOC to Improve News Quality



2017年9月22日，澳門國際機場代表參加了由國內訪問量最大的民航門戶網「民航資源網」在貴陽主辦的「2017新聞宣傳骨干高級研討會」，來自全國各地多家民航單位的近百名代表齊聚一堂。此次研討會，以民航發展出發點，重點關注民航新聞寫作以及輿情把控。深度討論如何製作具有吸引力的新媒體內容，新媒體時代的企業新聞寫作與引導技巧，在新聞攝影以及實戰解析。

澳門國際機場參加本次交流研討的代表包括：澳門國際機場專營股份有限公司(CAM)企業傳訊暨政策研究室專員寇宇女士、初級設計師葉天恩女士；機場管理有限公司(ADA)高級公關主任邢春蕊女士、客運大樓管理營運員周凱琳女士；機場資訊管理技術有限公司(AIMS)技術支援部助理經理黃建明先生；澳門保安有限公司(SEMAC)總經理助理臧向軍先生。

Representatives of Macao International Airport (MIA) participated in the 2017 Senior Seminar of Civil Aviation Publicity held by CARNOC (largest civil aviation portal in China) in Guiyang from 20th to 22nd September 2017. It attracted near 100 representatives from civil aviation industry from all over the country to join the event. Civil aviation development is taken as the viewpoint in this seminar, focused on aviation news writing and public opinion. It is discussed how to produce attractive news with social media, skills of news writing, public opinions guidance and news photography.

Representatives of MIA participated in the seminar were: Macau International Airport Company Limited (CAM) – Manager of Corporate Communication & Policy Research Office Ms. Miley Kou, Junior Designer Ms. Ip Tin Ian; Administration of Airports Ltd. (ADA) – Senior Public Relations Supervisor Ms. Erica Ieng, Terminal Management Officer Ms. Olive Chao; Airport Information Management Solutions (AIMS) – Assistant Manager of Technical Support Department Mr. Huang Jianming. SEMAC Security Company (SEMAC) – Assistant of General Manager Mr. Zang Xiangjun.

澳門國際機場派代表出席2017支付寶『全球智慧遊生態峰會』

MIA Participated in the 2017 Global Smart Tourism Ecosystem Summit

26 SEP

2017年9月26日，澳門國際機場代表出席支付寶於北京中國大飯店舉行之『支付寶全球智慧遊生態峰會』。支付寶為中國主要的手機支付平台之一，支付寶與旅遊和零售行業的合作夥伴共同啟動“智慧旅遊”計劃，計劃將幫助遊客在線申請簽證，推薦當地商店和企業以及協助退稅方面發揮作用。此外，根據支付寶的數據，手機支付工具現在可以在30多個國家和地區使用，其中24個通過平台提供退稅服務。

代表澳門國際機場出席活動有澳門國際機場專營股份有限公司北京代表處首席代表苑衛芳女士、市場部副總監張美斯女士以及市場部經理林敬湘先生。



Representatives of CAM - Macau International Airport Company Limited participated in the Alipay “2017 Global Smart Tourism Ecosystem Summit” on 26th September, 2017 in Beijing Shangri-La’s China World Hotel. Alipay is one of China’s major mobile payment platforms, together with partners from the tourism and retail sectors. Alipay unveiled its plans for “smart tourism” with technology expected to play a role in helping tourists apply for visas online, recommending local shops and businesses and assisting with tax refunds. In addition to this, according to data from Alipay, the mobile payment tool can now be used in more than 30 countries and regions, 24 of which offer tax refund services through the platform.

Representatives of MIA participated in the seminar were Ms. Yuan Wei Fang, Chief Representative of Beijing Representative Office of CAM, and Ms. Elizabeth Cheong, Deputy Director of CAM Marketing Department and Mr. Daniel Lam, Manager of CAM Marketing Department.



澳門國際機場出席2017美國公務航空協會年會暨公務航空機展

CAM Attends NBAA-ABAC 2017

10-12 OCT

2017美國公務航空協會年會暨公務航空機展(NBAA-ABAC 2017)於2017年10月10日 - 12日於美國拉斯維加斯會展中心舉行。澳門國際機場專營股份有限公司(CAM)物流暨通用航空發展部總監胡漢新先生及副總監唐瑤女士代表參加此次盛會。

為期三天的展會聚集了一千多個分別來自世界不同國家的公務航空製造商、運行商和管理服務商，在盛會中展示其在駕駛艙、客艙及飛行支持服務等多個領域的創新成果。公務機已成為企業節約時間成本的工具，共用經濟也逐漸滲透到公務機領域。拼機等概念的出現，讓公務機使用價格得以降低，客戶群在不斷擴大。隨著公務航空新業務模式的不斷出現，以及公務出行的普及化，機場如何在安全營運模式下突破空間限制、創造更多效益，成為業界們共同努力的研究課題。本屆參與現場展示的公務機達一百多架，主辦方採用了密集有序的泊位技巧(compact parking)，為國際上最有效提高機場公務機泊位空間的模式。



公務機業務是澳門國際機場多元業務中具發展潛力的項目。此次與世界通用航空業界進行交流，可借鑒業界先進經驗，獲取對澳門公務航空及其設備、運行和管理相關的資訊，致力尋求與公務航空公司建立國際合作網絡，宣傳澳門國際機場同時共同拓展公務機市場，以發展澳門成為亞太公務航空中心為目標而持續努力。





National Business Aviation Association – American Business Conference & Exhibition 2017 (NBAA-ABAC 2017) is held at Las Vegas Convention Centre from 10th to 12th October 2017. Representatives from Macau International Airport Company Limited (CAM) Mr. Frank Wu – Director of Logistic and General Aviation Development Department (LGD) and Ms. Emma Tang – Deputy Director of LGD attended this event.

The 3-day event gathers more than 1,000 world-wide major business aviation manufacturers, operators, management service providers and shows the cutting-edge innovations in diverse research areas, including cockpit, passenger cabin and flight support services. To date, business jet has become a time-saving toolkit for corporates, furthermore, sharing economy is gradually soaking into business aviation industry, enabling the industry to lower the price and expand market share. Likewise, Notions such as jet-pooling emerges out with business jet popularization, business aviation experts are looking for the access to break through space limitation in a sound operating mode for creating more profits. More than 100 business jets are on display in this event. The organizer uses compact parking to ensure a close-spaced yet well-ordered parking condition. Such parking mode is the most efficient way to enhance airport business jet parking space utilization worldwide.

Business aviation is a growing business with great potential amongst diversified businesses run at Macau International Airport (MIA). In this event, CAM has an access to communicate with global industry, draw upon advanced experience, and acquire valuable information for Macau business aviation, its equipment, operation as well as management. Moreover, CAM seeks to link up a global cooperation network with business aviation companies, enhance corporate image of MIA, expand business aviation market, so as to develop Macau as the centre of Asia-Pacific business Aviation.



CAM召開2018年策略目標頭腦風暴會議

13 OCT

CAM's Brainstorm Meeting for Strategic Target of 2018

2017年10月13日，澳門國際機場專營股份有限公司（CAM）董事局主席馬有恆先生、執行委員會主席鄧軍博士率公司管理層，圍繞2018年策略目標——“只有自己尊重自己，才會贏得別人對你的尊重”展開“頭腦風暴”會議，經驗交流不停、思想碰撞不斷，自由聯想和討論，激發創新設想。

會議上，馬有恆主席對於公司完成年度目標充滿希望，並期待再創新高。鄧軍主席對當今經濟環境的變化進行分析，並拋磚引玉，引發在座同事進入思想碰撞的新區域，展開深度的探討和分析。

通過此次頭腦風暴會議中管理層的高效交流，產生更多的新觀點和問題解決方法，2018年策略目標“只有自己尊重自己，才會贏得別人對你的尊重”，無論從做人亦或做事層面都引起深度思考，且將對澳門國際機場明年的發展方向具有顯著的指導意義。

Macau International Airport Company Limited (CAM) held a brainstorming meeting on 13th Oct 2017, Mr. Ma lao Hang – Chairman of the Board of Directors and Dr. Deng Jun – Chairman of the Executive Committee together with company leaderships conducted an in-depth brainstorm meeting around CAM's strategic target of 2018 "You will get the respect from others only if you respect yourself" which triggered off experience exchanges and ideas collision.

In the meeting, Mr. Ma lao Hang was hopeful for the future and expected another new high this year. Everyone expressed their opinions, while Dr. Deng Jun analyzed the change of recent economic environment and started a discussion around the theme.



Through efficient communication during the meeting, more new ideas and problem solutions were generated. The strategic target of 2018 gave great guidance to the development direction of Macau International Airport, and also stimulated reflection from the perspective of conducting oneself and business.



澳門國際機場代表參與《第四屆中國低成本航空高峰會議2017》

Macau International Airport Representatives Participated in the China Low Cost Carriers Summit 2017

17-18 OCT

澳門國際機場專營股份有限公司(CAM)市場部總監方曉健先生及經理林敬湘先生於2017年10月17日至18日在重慶出席由重慶機場集團有限公司作為東道主單位，及上海峰亞商務諮詢有限公司主辦的《第四屆中國低成本航空高峰會議2017》。

本年度峰會主題為“創新的商業模式、技術、觀念推動低成本航空發展”。該平台為澳門國際機場提供了一個好的機會與其他航空公司進行，同時能讓機場業界更加了解中國航空市場的最新技術、創新實踐經驗和發展趨勢，尤其是中國低成本航空帶來的新發展機遇。此次活動吸引了200多名來自全世界的航空公司、機場、旅行服務企業、飛機製造商、解決方案提供商、政府部門及其他持分者的領導代表參加。

The 4th China Low Cost Carriers Summit 2017 organized by Summit Asia Events and hosted by Chongqing Airport Group, took place in Chongqing from 17th – 18th October, 2017. Mr. Eric Fong, Director of Marketing Department, and Mr. Daniel Lam, Manager of Marketing Department of Macau International Airport Company Limited (CAM) represented to attend this event.

The theme of this year's conference focused on "Innovations in business models, technologies and ideas propel LCC growth". This platform provided an excellent opportunity for Macau International Airport to communicate and network with airlines, at the same time to learn the latest technologies, innovative practices and development trends of China's aviation market, especially the new development opportunities that came from low-cost airlines. The event attracted over 200 high-level executives from airlines, airports, travel companies, aircraft manufacturers, solution providers, government departments and other stakeholders from all over the world.





機場十月客運量增20%

OCT

MIA Reports 20% Growth in Passenger Traffic in October

澳門國際機場十月份客運量保持快速增長，客運量較去年同月上升20%至61萬人次，航班量增加16%至超過5,100架次。十月份東南亞航線市場表現相對理想，接待旅客人數占整體市場43%；而中國內地航線市場占總量的32%，中國臺灣航線旅客總量占整體市場25%；三大市場分別錄得與去年同期相比26%、24%及4%的增幅。

今年截至10月，澳門國際機場的客運量增長6.5%至約為586萬人次，航班升降量保持平穩至約48,100多架次。中國內地航線的客運量增長12%，其次是東南亞和中國台灣航線，分別增長8%及下降2.7%。低成本航空客運量佔整體客運量的36%，與去年同期相比增長33%。



截至2017年10月，澳門國際機場共有30家航空公司、1,100多個往返定期航班連接47多個城市。目前正積極拓展航線發展，其中瀾湄航空於9月份開通澳門至西哈努克航線；菲律賓皇家航空將計劃於12月份開通澳門至菲律賓長灘島航線；澳門航空將於12月開通澳門至江蘇省常州航線；為了繼續拓展東南亞市場，亞洲航空將於11月及明年1月開通澳門至新山和澳門至布吉航線，同時亞航也將一些特定的航線改用寬體客機。為配合航空市場環境的轉變，迎接港珠澳大橋即將投入使用帶來的機遇，澳門國際機場正積極鼓勵航空公司引入寬體客機開發中長途航線，

延長旅客平均留澳時間，同時已經陸續與新的航企洽談明年航線發展的安排，加強第五航權的運用，進一步加強航空旅客的發展及多元化。

隨著航班量的逐年遞增，澳門國際機場將加強對航空公司運營效率、準點率的管理，致力研究引入更多便捷旅客出行的措施，確保旅客享受到舒心、愉悅的旅遊體驗，配合特區政府打造澳門成為「一中心、一平台」及為經濟適度多元可持續發展作出貢獻。

Macau International Airport (MIA) handled 610,000 passengers in October 2017, an increase of 20% year-on-year. Aircraft landings and takeoffs also rose by 16% to 5,100. Southeast Asia routes continue to perform well in October and taking up 43% of the overall market, followed by Mainland China and China Taiwan, accounting for 32% and 25% respectively. The mentioned three major market recorded 26%, 24%, and 4% increase respectively comparing with the same period last year.

From January to October in 2017, 5.86 million passengers travelled through MIA, 6.5% increased comparing with the same period of last year. Aircraft movements also remained stable growth to 48,100 for the year to date. The growth rate of passenger traffic in Mainland China routes had increased by 12%, followed closely by Southeast Asia routes and China Taiwan routes, an increase of 8% and decrease of 2.7% respectively. Air passenger traffic with LCC accounted for 36% of total passenger traffic at MIA, increased by 33% compared with the same period last year.

In October of 2017, there were 30 airlines operating at MIA, connecting Macau to 47 cities with around 1,100 weekly scheduled flights. MIA is now actively expanding routes development, including Lanmei Airlines from the Cambodian which launched new service from Macau to Krong Preah Sihanouk in September, the Philippine Royal Air is planning



to operate new route between Boracay and Macau in December 2017, Air Macau will commence regular flight services between Macau and Jiangsu Province, Changzhou in December, 2017. In order to continue to expand the Southeast and North Asia market, Air Asia will launch new regular air services from Macau to Johor Bahru and Phuket in November and January next year. At the same time Air Asia will deploy wide-body aircraft in a number of specific routes. In line with the changes in the aviation market environment and seize the golden opportunities resulting from the commencement of operations of the Hong Kong-Zhuhai-Macao Bridge, MIA is actively encouraging airlines to introduce wide-body aircraft to develop medium and long-haul routes to extend the total visitors length of stay(day) in Macau. MIA has been gradually negotiating with new carriers for the arrangement of their route development next year with the goal to strengthen the use of the fifth freedom right to further enhance and diversify the development of air passengers.

As the volume of the current flights movement is steadily increasing, MIA will strengthen the management of airline operational efficiency and on-time performance. MIA is committed to study the introduction of more convenient travel arrangements for passengers in order to ensure our passengers a comfort and pleasant journey at MIA. MIA will work in tandem with the Macau SAR government to contribute to the development of Macau as a “One Centre, One Platform” and a moderately diversified and sustainable economy.

澳門國際機場代表團參加第16屆東亞機場聯盟年度會議

MIA Delegation Participated in the 16th EAAA Executive Meeting

1-2 NOV

第16屆東亞機場聯盟會議於2017年11月1至2日在東京成田機場希爾頓酒店舉行。今屆會議由成田國際機場輪值主辦，東亞機場聯盟共十三個成員機場領導均列席會議。澳門國際機場專營股份有限公司(CAM)執行委員會主席鄧軍博士率團參與是次年會。

此次會議以《探討機場推動旅遊業之舉措》為主題，各機場領導或代表就機場的定位、市場策略、旅客配套、以致各城市的旅遊發展方向作出多方面的探討，分享了不同意見。

澳門國際機場代表於會上講述機場作為每個國家／城市的重要交通樞紐，是連接外界的重要橋樑，對推動旅遊業發展扮演著舉足輕重的角色。因此，澳門國際機場作為多功能中小型國際機場範例，一直尋求差異化發展，積極擴展國內外航線，務求帶動更多旅客，自2007年起，澳門國際機場每年接待的旅客人數為澳門人口的10倍。除此之外，為了給旅客提供最便利及省時的出行配套，澳門機場在服務上不斷推陳出新，如「直通快線」提供無縫接駁車服務，帶動旅客直接通往本地各大口岸，方便旅客從不同口岸進澳後直接到機場；澳門國際機場建立手機程式(APP)及虛擬化機場平台，提供酒店預訂，貴賓車預訂及購買免稅品服務，讓旅客可以在網絡無限大的空間享受澳門國際機場的服務，不再局限於實體的面積內。同時，積極配合及支持澳門旅遊業的發展方向，努力協助特區政府打造澳門成為「世界旅遊休閒中心」。

各成員機場領導亦分別對機場如何推動旅遊業發展作出簡介，並加以討論交流，加深了解旅客的出遊習慣及機場相關配套。成田國際機場更安排各機場領導到新勝寺參拜，祈求航空交通安全。會議上確定了明年將由仁川國際機場在首爾輪值主辦。

CAM代表團其他參會代表包括：上海代表處首席代表葉洪先生、企業傳訊暨政策研究室主任毛燕麗女士、執行委員會主席秘書陳榮惠女士以及企業傳訊暨政策研究室專員何尚芬女士。



東亞機場聯盟的十三個成員機場包括：中國——首都機場集團公司、上海機場（集團）有限公司、廣東省機場管理集團有限公司、香港國際機場、澳門國際機場專營股份有限公司和大連國際機場；日本——中部國際空港、成田國際機場、日本機場候機室公司、關西國際空港株式會社和羽田國際機場候機室公司；韓國——仁川國際機場和韓國機場集團。



The 16th EAAA Executive Meeting hosted by Narita International Airport Corporation was held from 1st to 2nd November 2017 at Hilton Hotel, Narita, Tokyo, executives from 13 EAAA member airports have presented in this occasion. Dr. Deng Jun – Chairman of the Executive Committee of Macau International Airport Company Limited (CAM) led a delegation to attend the meeting.

The theme of this year was “Airport Initiatives to Promote Tourism”, representatives from each member airports shared different views on the field of airport’s positioning, market strategy, tourists support, and the trend of tourism development in different cities.

In the meeting, representative from MIA claimed that airport as a major traffic hub in the cities / countries, is a bridge connecting the city to the world, therefore, airport played a very important roll to promote the tourism industry. Macau International Airport (MIA) as the example of small-medium sized multifunctional international airport, always seek for differentiated development and vigorously expanded the inbound and outbound routes, as to provide more destination choices for the travelers, Start from 2007, the number of tourists handled by MIA is 10 times of the local population. Aside from this, as to provide a more convenience and time saving travelling experience to the travelers, MIA has pushed out different kinds of travelling products: Express link service provides seamless shuttle service, to drive the tourists to different major border of Macau, to facilitate tourists entered Macau from different borders and arrive MIA directly. MIA has established mobile APP and virtual terminal platform, to provide hotel reservation, limousine reservation and duty free purchase, which enable tourists to enjoy the MIA’s service through the unlimited space on the internet instead of being limited by physical space. Besides, MIA will always support and cope with the development trend of tourism industry, to assist the SAR government to build up Macau as a “world center of tourism and leisure”.

Every executive from different airports gave a short briefing on their ideas of airport initiatives to promote tourism. Through discussion and exchange of experience, everyone have more understanding on the travelling trend of the travelers nowadays, and the support provided by the airports. Executives are organized to have a visit to Shinshoji Temple, to pray for the air traffic safety. In the coordinator meeting, Incheon International Airport was selected as the host for the meeting of next year.

Other representatives from CAM included: Chief of Shanghai Representative Office – Mr. Ye Hong, Chief of Corporate Communication and Policy Research Office – Ms. Vicki Mou, Secretary to the Chairman of the Executive Committee Office- Ms. Stella Chan and Manager of Corporate Communication and Policy Research Office – Ms. Adrina Ho.

EAAA members include: China's Beijing Capital Airports Holding Company, Shanghai Airport Authority, Guangdong Airport Authority, Airport Authority Hong Kong, Macau International Airport Company Limited and Dalian International Airport; Japan's Central Japan International Airport Co., Ltd., Narita International Airport Corporation, Japan Airport Terminal Co., Ltd., Kansai Airports and Tokyo International Air Terminal Corporation; South Korea's Incheon International Airport Corporation and Korea Airport Corporation.



2017 A5主席會議召開，推進粵港澳大灣區世界級機場群的建設

The 2017 A5 of GPRD Chairman Meeting Held in Shenzhen to Build World-class Airport Cluster in Guangdong, Hong Kong and Macao Bay Area

9 NOV

2017年大珠三角地區五大機場主席會議於11月9日在深圳召開，澳門國際機場專營股份有限公司(CAM)執行委員會主席鄧軍博士率團參加。今屆會議由深圳市機場（集團）有限公司輪值主辦，以“加強合作，共建粵港澳大灣區世界級機場群”為題。珠三角地區五大機場領導齊聚一堂探尋機場群協同合作路徑，加強大珠三角地區航空產業發展實力，以及機場群的競爭力。



主席論壇上，五大機場領導分別發言，鄧軍主席介紹了澳門特區政府對於粵港澳大灣區城市群發展規劃的建議和圍繞兩大角色、三個定位、八項重點的初步計劃。澳門國際機場緊跟特區政府規劃，相信積極參與粵港澳大灣區世界級機場群的建設發展必將推動地區經濟的長足進步。十九大中亦提及要支持港澳融入國家發展大局，包括粵港澳大灣區建設、泛珠三角區域合作等，以及制定完善政策措施，便利港澳居民在內地發展。

深圳機場集團就共建粵港澳大灣區世界級機場群提出三點建議：一是政府層面建立粵港澳大灣區世界級機場群發展協調機構；二是以滿足區域城市發展需求為核心，優化空域管理、優化資源配置，提升機場群整體服務能力；三是構建以機場為核心的粵港澳大灣區綜合交通體系，提升區域綜合交通服務能力。本次會議亦邀請到多位民航界領導及中外專家進行演講，為在座參會者帶來新時代科技對民航發展的啟發和思考。

會上五大機場簽訂了會議備忘錄，堅持“共商、共建、共享”原則，建立機場群建設、空域精細化管理等方面的多方溝通交流機制，並將持續加強智慧機場建設方面的研究合作。

CAM代表團其他參會代表包括：執行委員會辦公室副總監毛燕麗女士及企業傳訊暨政策研究室專員寇宇女士。



The Chairman's meeting of Five Airports of the Greater Pearl River Delta (A5) was held in Shenzhen on 9th Nov 2017. Chairman of the Executive Committee of Macau International Airport Company Limited (CAM) - Dr. Deng Jun led a delegation to attend the meeting. The A5 Chairman Meeting was rotated to be organized by Shenzhen International Airport this year, with the theme of "Building World-class airport cluster in Guangdong, Hong Kong and Macao Bay Area through strengthening cooperation".

A5 Chairmen delivered speeches respectively during the meeting, Chairman Deng Jun introduced a preliminary plan of "The Guangdong, Hong Kong and Macao Bay Area Development" prepared by Macau SAR Government about 2 roles, 3 orientations and 8 key points. Macau International Airport will follow the SAR Government's plan, and actively participate in the construction and development of world-class airport cluster in Guangdong, Hong Kong and Macao Bay Area, which will definitely promote the great progress of the regional economy. It was mentioned in the 19th National Congress to support integration of Hong Kong and Macao into the national development plan, including the construction in the bay area of Guangdong, Hong Kong and Macao, cooperation among the Pearl River Delta, formulation of policy measures for the convenience of residents in Hong Kong and Macao to develop in the mainland.

Shenzhen International Airport raised three proposals: 1. To establish coordinating body at government level for building world-class airport cluster in Guangdong, Hong Kong and Macao Bay Area; 2. To optimize the airspace management and allocation of resources, enhance the overall service capacity of the airport cluster with the development needs of regional cities as the central task; 3. To build a comprehensive transportation system of Guangdong, Hong Kong and Macao bay area with airports as the core, enhance the capacity of regional comprehensive transportation service. Besides, many leaders of civil aviation industry, national and foreign experts were invited to give a speech during the meeting, which brought about new thinking and inspiration to the audience.

Representatives of the Five Airports signed a Memorandum at the meeting for building airport cluster construction and airspace refinement management, and continual development of smart airports research.

Other representatives of CAM included: Deputy Director of Executive Committee Office – Ms. Vicki Mou and Manager of Corporate Communication and Policy Research Office – Ms. Miley Kou.





CAM向科技大學優異生頒發獎學金

13 NOV

CAM Donates Scholarship to MUST

澳門國際機場專營股份有限公司(CAM)一向重視本澳高等教育事業發展，支持本地教育機構培養未來的社會棟樑。自2005學年開始，機場專營公司(CAM)一直向澳門科技大學捐贈獎學金，以表揚優異的學生勤奮向學並鼓勵他們奮發努力。

CAM執行委員會辦公室總監羅頌儀女士於2017年11月13日代表出席澳門科技大學機構獎助學金頒獎典禮，向五名優異學生分別頒發澳門幣壹萬元的獎學金。

Macau International Airport Company Limited (CAM) always supports the development of higher education in Macau and cultivation of local professionals. CAM has donated scholarships to Macau University of Science and Technology (MUST) since 2005, as recognition to students with excellent academic achievement also encouragement for their future performance.

Ms. Katy Lo – Director of the Executive Committee Office, on behalf of CAM, attended the “Scholarship and Grant Awards Presentation Ceremony” on 13th November 2017, presented MOP10,000 scholarships for each of the five outstanding students.



Social Responsibilities



澳門國際機場展列格蘭披治三級方程式賽車和電單車

16-19 NOV

Macau Grand Prix Race Cars Showcasing at MIA

第64屆澳門格蘭披治大賽車將於2017年11月16至19日在澳門舉行，澳門國際機場專營股份有限公司再一次聯同澳門旅遊局及澳門格蘭披治大賽車委員會在機場候機樓展示曾在澳門創下佳績的三級方程式賽車和電單車，讓車迷、本澳市民及訪澳旅客在澳門國際機場也能近距離欣賞奪冠戰車，感受這項世界知名的賽車盛事。

澳門格蘭披治大賽車是澳門一年一度的盛事，每年賽事吸引無數的世界頂尖車手雲集澳門，全城洋溢著緊張刺激的氣氛。這次在機場展出的是西班牙車手真卡迪拿(Daniel Juncadella)在2011年參加澳門格蘭披治三級方程式大賽榮獲冠軍時駕駛的戰車，以及英國車手米高路達 (Michael Rutter)在2003年勇奪澳門格蘭披治電單車大賽冠軍的座駕。



這次展覽分別在澳門國際機場離境大堂展示，展期為2017年11月6至20日。在此期間，歡迎市民及遊客親臨澳門國際機場，一起感受澳門格蘭披治大賽車帶來的熾熱氣氛。



In align with the 64th Macau Grand Prix which takes place during 16th – 19th November 2017, Macau International Airport Company Limited (CAM) once again cooperates with the Macau Government Tourist Office and the Macau Grand Prix Committee displaying a Formula 3 racing car and a motor bike in the passenger terminal building of Macau International Airport (MIA). The exhibition offers car enthusiasts, residents and travelers a close-up view of the race cars, and enables travelers to experience the world renowned racing event.



The Macau Grand Prix is an annual event in Macau, it attracts world's top car racers gather in Macau, filling the city with excitement. The displayed Formula 3 racing car was the championship of the 2011 Formula 3 Cup Race driven by a Spanish renowned racer Daniel Juncadella. The motor bike was driven by Michael Rutter a British racer who won in the 2003 Macau Grand Prix motorcycle race.

The racing cars will be displayed at the departure hall, from 6th to 20th November 2017. Welcome to experience the dynamism of Macau Grand Prix race cars at MIA.

澳門機場代表參加2017國際航協日

21 NOV

MIA Representatives Attended the 2017 IATA Day

國際航空運輸協會(IATA)北亞地區辦事處於2017年11月21日在深圳舉行一年一度的國際航協日會議，澳門國際機場專營股份有限公司(CAM)財務暨行政部總監鄭淑群女士率團參加。



IATA北亞地區副總裁張保健先生首先致歡迎詞，對2017年度行業發展現狀進行了分析，並提出了對未來的展望，希望簡化機場安檢手續，節省旅客時間。本次會議圍繞實時結算、機場未來發展方向等項目展開，並就IATA 2017年工作做彙報。IATA代表剖析了民航快速發展與基礎設施建設的矛盾及市場需求與服務結構的矛盾。會上分析的機場發展趨勢帶來啟發，未來民航業提供服務的時間和空間界限將越來越模糊，產品愈發趨向整合，並有越來越多的航空和非航空服務產品的融合；航空相關企業專家及供應商分享了多項促進正常而經濟高效的航空運輸解決方案，讓現有技術系統充分發揮作用從而使顧客和航空企業雙方滿意。



此次參會的澳門機場代表還有：機場信息管理技術有限公司董事總經理王秀瑜女士、CAM市場部副總監關學明先生、企業傳訊暨政策研究室專員寇宇女士、物流暨通用航空發展部行政助理周小涵女士。



International Air Transport Association (IATA) held its annual event - IATA Day at Shenzhen on 21st November, 2017. Director of Finance and Administration Department of Macau International Airport Company Limited (CAM) - Ms. Grace Cheang lead a delegation of Macau International Airport (MIA) to attend the meeting.

Regional Vice President for North Asia – Mr. Zhang Baojian gave a welcome speech, conducted an analysis of aviation industry development status and the prospect of the future is presented. It is expected to simplify the airport security procedures which may result in saving of time for passengers. The meeting was centered on real time settlement and the future trending of the airport development. The representative from IATA analyzed conflicts between rapid development of civil aviation and infrastructure construction, and the contradiction between market demand and service structure. Other speakers shared inspiration from the development tendency, the borders of time and space of services provided by civil aviation enterprises would become more and more blurred, and products would tend to be more integrated along with the combination between aviation and non-aviation service products. Some aviation experts and supplier shared a number of solutions which promote smooth operation and efficient air transportation, in order to make existing technical system function fully to satisfy both passengers and aviation enterprise.

Other representatives from MIA: Managing Director of Airport Information Management Solutions (AIMS) - Ms. Sharon Wang, Deputy Director of Marketing Department of CAM – Mr. Franco Kwan, Manager of Corporate Communication & Policy Research Office – Ms. Miley Kou and Administration Assistant of Logistics and General Aviation Development Department – Ms. Emma Zhou.

澳門國際機場專營股份有限公司全力支持澳門日報讀者公益基金會捐款響應「公益金百萬行」

28 NOV

CAM Supports Walk for a Million Organized by The Charity Fund from the Readers of Macao Daily News

澳門國際機場專營股份有限公司（CAM）作為一家社會企業，一直以來熱心參與公益活動，對每屆的公益金百萬行都予以大力支持，今年更再接再勵，於2017年11月28日CAM執行委員會主席鄧軍博士率領代表親臨澳門日報讀者公益基金會，遞交本年度支持百萬行活動的十萬元澳門幣善款，並由澳門日報讀者公益基金會會長賀定一女士、理事長黃國勝先生、理事鄭嘉麟先生、李志恆先生等代表接受。

CAM一直秉承回饋社會的理念，積極履行社會責任，幫助弱勢群體，為澳門的公益事業貢獻力量。今年CAM將聯同各機場有關單位，組成澳門國際機場隊伍參與12月10日舉行的百萬行活動，共襄善舉。

CAM其他出席代表包括：財務暨行政部總監鄭淑群女士、執行委員會辦公室總監羅頌儀女士、企業傳訊暨政策研究室主任毛燕麗女士及企業傳訊暨政策研究室專員何尚芬女士。

Macau International Airport Company Limited (CAM) as a social enterprise, has always been enthusiastic to participate in charity events, and devoted a great support to “Walk for a Million” every year. On 28th Nov, 2017, Chairman of The Executive Committee – Dr. Deng Jun had led a delegation to visit the Charity Fund from the Readers of Macao Daily News and donated MOP 100,000. President of the Charity Fund – Ms. Ho Teng lat, President of Directive Council - Mr. Vong Kok Seng and Directors – Mr. Carlos Cheang and Mr. Lei Chi Hang have received the cheque.



社會責任 Social Responsibilities



CAM always adheres the concept of giving back to the community it serves, devotes the greatest effort in contributing to the society, helps disadvantaged groups, constantly fulfills social responsibility and contributes to public welfare activities. CAM will organize the airport authorities as a team of MIA to participate in the charity walk on 10th December.

Other CAM participants included: Director of Finance and & Administration Department (FAD) - Ms. Grace Cheang, Director of Executive Committee Office (ECO) - Ms. Katy Lo, Chief of Corporate Communication & Policy Research Office (CPO) - Ms. Vicki Mou, and Manager of CPO - Ms. Adrina Ho.

亞洲航空開通『澳門 - 馬來西亞新山』航線

28 NOV

Macau - Malaysia (Johor Bahru) Route of Air Asia Inaugurates

亞洲航空於2017年11月28日，開通『澳門 - 馬來西亞新山』航線，為慶祝航線投入服務，亞洲航空於澳門國際機場舉行慶祝活動。這條全新的直飛航線每天一班，是亞洲航空澳門航站第二條馬來西亞航線，也是亞洲航空集團從澳門出發的第七條國際航線。

澳門國際機場專營股份有限公司(CAM)市場部總監方曉健先生代表參加是次儀式。他表示，多年來東南亞旅遊數字穩步上升，根據數據顯示，2017年首3季來自東南亞航線旅客上升9%。澳門國際機場一直致力拓展航線網絡，相信新航線將會受到本澳及珠三角旅客的歡迎，同時也可以藉此帶動雙邊經濟的互動有助旅遊業的推廣。



澳門國際機場一直致力協助特區政府把澳門打造成“世界旅遊休閒中心”，隨著馬來西亞新山航線的增開，兩地空中交通進一步擴大，旅客量大幅增長，顯示澳門與馬來西亞之間的互動愈來愈緊密。澳門國際機場將繼續與航空公司緊密合作，共同尋找機遇，加強合作關係，為澳門開闢更多航點，同時進一步提升旅客的出行便捷。

The first Malaysia (Johor Bahru) - Macau flight of "Air Asia" landed at Macau International Airport (MIA) on 28th November 2017, to commemorate the official launch of this new route, "Air Asia" held an inaugural flight ceremony at Macau International Airport (MIA). The new Macau to Johor Bahru route with daily direct flights will mark the airline's second Malaysian route and seventh international destinations from Macau.

Mr. Eric Fong, Director of Marketing Department of Macau International Airport Company Limited (CAM) extended a warm welcome to "Air Asia" operating flight services in MIA. Mr. Fong expressed that Southeast Asia is an important source market of Macau with the growth of air passenger to travel. According to statistics, passengers of the Southeast Asia Market posted a year-on-year growth of 9% in the first three quarters of 2017. Macau International Airport is always looking for opportunity in providing better connectivity to the World, and believe this new route is set to be another popular destination for the travellers from Macau and Pearl River Delta region. It could promote the economic growth of both parties and create a conducive environment for the tourism industry.

Macau International Airport (MIA), as always, strives to incorporate with the objectives of the government's policy to build Macau as a "World Tourism and Leisure Center", with Air Asia commence services between Macau and Malaysia (Johor Bahru), it marked a further step in expanding air transportation between both regions, and along with the expedite growth of travelers, it enhanced closer co-operation between the two places. MIA will continue working with airlines, to explore opportunities and strengthen co-operation, and further expand Macau air service networks, at the same time to increase the convenience of the travellers.

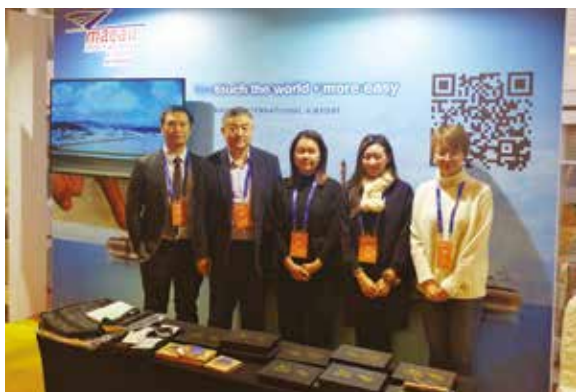
澳門機場代表參加2017民航傳播峰會提升民航品牌力建設 29 NOV

MIA Representatives Attended 2017 Civil Aviation Communications Summit to Improve the Brand Building of Civil Aviation



2017年11月29-30日，由航聯傳媒主辦的2017民航傳播峰會於北京召開，澳門國際機場代表團參加此次會議。通過本次峰會洞察民航傳播的新趨勢，群策群力為航空營銷、品牌建設、傳播建言獻策，共同促進民航業發展。

民航品牌日益成為影響國際消費選擇的重要因素，企業戰略高度推動著品牌建設。本屆峰會以“變革與洞察”為主題，分為品牌建設、營銷傳播、航空營銷三個專場。會議上對圍繞“航空公司品牌戰略變革”、“互聯+時代航空企業營銷傳播”、“航空企業品牌力提升”、“航空服務營銷新趨勢”等話題展開分享與圓桌討論，為民航業的品牌傳播搭建了一個很好的平臺，起到了積極的促進作用。



澳門國際機場參加本次峰會的代表包括：CAM企業傳訊暨政策研究室主任毛燕麗女士、企業傳訊暨政策研究室專員寇宇女士、機場管理有限公司(ADA)客運大樓管理營運員周凱琳女士、機場信息管理技術有限公司(AIMS)技術服務部助理經理黃建明先生；澳門保安有限公司(SEMAC)總經理助理臧向軍先生。



2017 Civil Aviation Communications Summit was held in Beijing on 29th-30th November 2017. An MIA delegation participated in the Summit to have an insight into the new trend of civil aviation communication, and offer advice to aviation marketing and brand building.

Aviation branding has been becoming into an important factors that affect the choice of international consumption, the corporate strategic has been promoting brand building. The theme of the Summit was “Change and Insight” this year, divided into three special fields: brand building, marketing communication and aviation marketing. The meeting was centered around “Airline brand strategy”, “Aviation enterprise marketing communication of Internet+ era”, “Aviation enterprise brand image promotion” and “New trends in aviation services marketing”. The exchanges and communication on the summit built a good platform of brand communication services and marketing innovation of civil aviation.

Representatives of MIA participated in the seminar were: CAM: Chief of Corporate Communication & Policy Research Office (CPO) – Ms. Vicki Mou, Manager of CPO of CAM - Ms. Miley Kou, Terminal Management Officer of Administration of Airports Ltd. (ADA) - Ms. Olive Chao; Assistant Manager of Technical Support Department of Airport Information Management Solutions (AIMS) - Mr. Huang Jianming; Assistant of General Manager of SEMAC Security Company (SEMAC) - Mr. Zang Xiangjun.

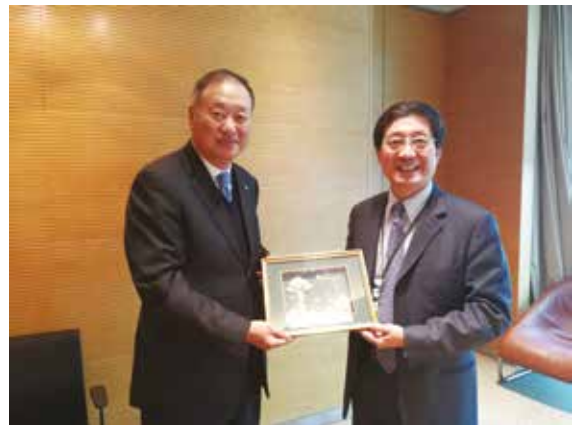
CAM鄧軍主席一行到訪香港機管局林天福總裁

6 DEC

CAM Chairman Deng Jun's Delegation Visited CEO Fred Lam of HK Airport Authority

2017年12月6日，澳門國際機場專營股份有限公司(CAM)執行委員會主席鄧軍博士一行到訪香港機場管理局，與總裁林天福先生等動業務交流，通過交流了解雙方的合作空間，珠三角區內民航運輸發展快速，雙方同意積極相互協作整合資源，以強化區內整體民航運輸發展為目標。

其他與會代表有：機場信息管理技術有限公司董事總經理王秀瑜女士、CAM市場部總監方曉健先生、CAM基建發展部總監高岸聲先生、CAM企業傳訊暨政策研究室主任毛燕麗女士；香港機管理機場業界協作部總經理馬耀文先生。



Dr. Deng Jun – Chairman of Executive Committee of Macau International Airport Company Limited (CAM) led a delegation to Airport Authority of Hong Kong on 6th December 2017, had a business exchange with the CEO Mr. Fred Lam, learning more about the cooperation opportunities between the two parties. As the civil aviation development in the Pearl River Delta regions is growing rapidly, the two sides agreed to actively cooperate with each other to integrate resources and strengthen the overall industrial development in the region.



Other representatives in the meeting include: Ms. Sharon Wang - Management Director of Airport Information Management Solutions (AIMS), Mr. Eric Fong – Director of Marketing Department, Mr. Sandro Kou – Director of Infrastructure Development Department, Ms. Vicki Mou – Chief of Corporate Communication & Policy Research Office; Mr. Henry Ma - General Manager of Market and Connectivity Development Airport Authority of Hong Kong.



澳門國際機場隊伍參與公益金百萬行2017

10 DEC

Macau International Airport Participation in Walk for Millions 2017

由澳門日報讀者基金會主辦之第三十四屆公益金百萬行於2017年12月10日舉行。為善最樂，澳門國際機場專營股份有限公司(CAM)代表早前向主辦單位捐款澳門幣十萬元，並組織由CAM及下屬營運單位包括機場管理有限公司(ADA)、機場信息管理技術有限公司(AIMS)及澳門機場保安有限公司(SEMAC)組成逾百人的澳門國際機場隊伍參與慈善活動，共襄善舉，身體力行以表對社會公益事業的支持。

是次百萬行的籌備工作從尋找合適的集合點、組織運送隊伍旗幟及物資，以至安排參與者享用早茶，都由各單位分工合作完成，充分體現機場全體人員緊密合作的團隊精神。澳門國際機場隊伍約於上午十一時十分在科學館前地起步，沿孫逸仙大馬路緩步至終點媽閣廟前地，最終以一百二十分鐘行畢約四公里的全程。

The 34th Walk for Millions organized by Macau Daily Readers Charity Fund was held on 10th December 2017. Macau International Airport Company Limited (CAM) contribute MOP100,000 to the Charity Fund with forming a MIA Team of over 100 staff from CAM and its subsidiaries, namely, Administration of Airports Ltd. (ADA), Airport Information Management Solutions (AIMS) and Macau International Airport Security Company (SEMAC) to participate in the event to show sincere support to charity industry.

All entities of MIA Team cooperated in preparation works such as searching for suitable gathering spot, conveying the banner and materials as well as arranging breakfast for participants. These demonstrated the strong cohesion and team spirit among CAM and other airport operation entities. MIA Team departed from Macao Science Center at 11:10am then walked through Avenida Sun Yat-sen to the destination at A-Ma Temple to complete the trip of approximately 4 kilometers in 120 minutes.





澳門機場吉祥物設計比賽賽果公佈

13 DEC

MIA Mascot Design Competition Result Announcement

由澳門國際機場專營股份有限公司(CAM)主辦，澳門美術協會、澳門設計師協會及澳門民航學會協辦之“澳門國際機場吉祥物設計比賽”於2017年7月10日至9月8日共徵集到200多份作品。經過由主辦及協辦單位代表組成的專業評審團按參賽者對作品主題的表達、創意、畫功/技巧與色彩等表現進行評分後，公開組、大專組及中學組三個組別之冠軍、亞軍、季軍及入圍作品已順利誕生，並於2017年9月24-30日由公眾於網上投票選出三名最具人氣作品，隨後亦電腦隨機抽出10位參與公眾網上投票的幸運兒。得獎者將會有專人通知有關領獎詳情。歡迎瀏覽以下網址<https://business.facebook.com/camacau>觀看優勝作品。

CAM舉辦是次比賽旨在鼓勵澳門市民攜手共同創造具澳門特色的澳門國際機場專屬吉祥物，藉此活動推廣澳門國際機場作為本澳旅遊休閒中心的重要門戶角色，一直陪伴澳門成長、連接世界、拉近彼此。

Hosted by Macau International Airport Company Limited (CAM) and co-organized by Macau Artist Society, Macau Designer Association (MDA) and Institute of Macao Civil Aviation (IMCA), the Macau International Airport (MIA) Mascot Design Competition has received more than 200 entries during 10th July to 8th September 2017. After the jury composed by organizer and co-organizers who shortlist the entries in aspects of theme expression, creativity, painting skills and colouring, the top three and awarded entries of Open, Tertiary Institution and Secondary School Groups were selected out. The top 3 most popular entries from online polling and 10 lucky awardees joined the online polling were drawn out finally. Winners will be contacted shortly regarding prize fulfillment. For awarded entries, please visit : <http://business.facebook.com/camacau>



Organizing this activity, CAM aims at inviting the Macau public to design mascots showcasing MIA's role as a vital gateway of Macau, the World Centre of Tourism and Leisure and grows up with Macau and connects the city with the world all the way.





澳門國際機場吉祥物設計比賽-入圍作品名單

作品名稱：高高 作者：賴婉琪	作品名稱：飛兒 作者：譚子彬
作品名稱：馬交塔 作者：麥沅清	作品名稱：小米亞(Mia) 作者：伍文燕
作品名稱：A寶 作者：蔡培聰	作品名稱：雞翔仔 作者：雷惠茵
作品名稱：機翼仔 作者：梁景庭	作品名稱：米亞 (Mia) 作者：劉美盈
作品名稱：飛雞祥 作者：林健涵	作品名稱：菁菁 作者：梁錦瑤
作品名稱：MIA 美亞 作者：龐凱文	作品名稱：澳雲仔 作者：王惠琪
作品名稱：Lovely Momo 作者：黃嘉順	作品名稱：YOYO 作者：鄭惠珍
作品名稱：露娜小姐 (Miss Lotus) 作者：張國斌	作品名稱：飛飛、揚揚 作者：鄧慧欣
作品名稱：白樂熊 作者：羅嘉琪	作品名稱：Machi 麻吉&麻雀仔 作者：何嘉怡
作品名稱：阿蘇 Azul 作者：張家傑	作品名稱：M超人 作者：何東俊
作品名稱：菲菲 作者：梁綺嘉	作品名稱：MFM仔 作者：鄧雅衡
作品名稱：小雲 作者：卓雪妮	作品名稱：Travion 作者：蕭曉藍
作品名稱：小鸞 作者：羅恩桐	作品名稱：澳翔·萊特 作者：李衡
作品名稱：Wonder Bear 奇蹟小熊 作者：關靜宜	作品名稱：小寶 作者：余華增
作品名稱：輝輝(男)/ 菲菲(女) "FaiFai" 作者：周王瑜	作品名稱：Marco 作者：戴吳均
作品名稱：帕莎 Pesa 作者：吳千恩	作品名稱：空熊 作者：盧穎華
作品名稱：藍藍 作者：陳曉怡	作品名稱：飛蜂蜂 作者：林中燕
作品名稱：蓮花仔 作者：梁以心	作品名稱：快樂小狗 作者：黃玟希
作品名稱：遊澳熊 作者：何宇華	作品名稱：背後的牛仔 作者：黃安琪
作品名稱：澳翔 作者：梁泳彤	

澳門國際機場吉祥物設計比賽-投票幸運用戶

鄧焯煒 131****3108	鄭楚玉 65****00
Wong chi weng 63****00	黃嘉欣 63****61
陳嘉寶 66****57	張杰 133****0231
陸欣榮 132****2072	梁滔 62****00
楊安瑜 62****98	年雅愛 130****6373

注意事項：

1. 恭喜各組別獲獎之參賽者，相關頒獎禮日期及地點稍後將有專人聯絡及電郵通知。
2. 所有入圍作品將獲得獎狀及精美紀念品乙份，頒獎日期及地點稍後將有專人聯絡及電郵通知。所有入圍作品亦將展示於澳門國際機場專營股份有限公司FB專頁。
3. 參加公眾投票者即可參加電腦隨機抽獎，抽出的10位幸運兒將各獲得精美禮品包乙份。頒獎日期及地點稍後將有專人聯絡通知。

主辦單位：
Organizer:



協辦單位：
Co-organizer:





關注澳門國際機場官微 · 聖誕贏大獎

20-23 DEC

Follow Macau International Airport Official WeChat Account and Win Giveaway

今個聖誕澳門國際機場送給您多重驚喜，與您一同分享聖誕的喜悅！由2017年12月20至23日，凡「關注」澳門國際機場官方微信帳戶，即可參加【聖誕繽紛刮】有獎遊戲活動，取更多優惠。

Celebrate the festive season with Macau International Airport (MIA) special surprises! From 20th to 23rd December, 2017 follow the Macau International Airport Official WeChat Account and join in the "Christmas • Scratch and Win" game to win more offers.



澳門國際機場載客量突破700萬人次 歡慶聖誕

DEC

MIA Passenger Traffic Hit 7 Million on Christmas Eve

澳門國際機場2017年旅客輸送量在12月24日平安夜當日已突破700萬人次大關，達到歷年來的新高點。澳門國際機場客運發展迅速，2017年單日航班量和客運輸送量均保持穩定的增長，全年起降航班預計超過58000架次，同比增長2%；旅客輸送量也保持較快增長，全年旅客輸送量估計超過710萬人次，同比增長達8%。

在聖誕節期間，澳門國際機場安排向出發的旅客們派發聖誕小禮物，送上澳門國際機場對他們的美好祝福。

In 2017, Macau International Airport's (MIA) passenger throughput recorded over 7 million passengers on Christmas Eve, reaching a new high over the years. With rapid development of passenger transport at MIA, the daily movement and passenger volume maintained steady growth this year. By the end of the year, it is estimated that more than 58,000 aircraft movements, an increase of 2% over the same period of the previous year. Passenger throughput also increase respectively. Annual passenger throughput is estimated at more than 7.1 million passengers, with an increase of 8%.

During the Christmas season, MIA arranged Christmas gifts for departing passengers and blessing them with good wishes at MIA.



CAM春茗晚宴2017

27 DEC

CAM Spring Dinner 2017



CAM春茗晚宴在2017年2月10日於澳門君悅酒店舉行，股東大會主席盧景昭先生、董事局主席馬有恆先生、執行委員會主席鄧軍博士一同出席，與全體員工同賀新歲。晚宴由股東大會主席盧景昭先生以及董事局主席馬有恆先生作歡迎致辭，向公司全體工作團隊致謝，表揚員工團結一致、在逆境中堅持不懈，使澳門國際機場取得驕人成績。並鼓勵團隊繼續攜手並肩，貫徹實踐公司2017年的發展策略“目標明確、組織嚴謹、程序清晰、實施有方”，再創佳績。

晚宴上公司除了以一席佳餚酬謝員工，更向各部門頒發了功績獎狀，以表彰全體員工於2016年度所作的貢獻；並向一眾表現傑出的員工頒贈長期服務獎、優秀員工獎、最佳合作夥伴獎及安全駕駛獎等獎項，以肯定和表揚員工出色的工作表現。

席間，公司不僅為員工安排有獎互動遊戲，三位主席更盛情贊助當晚的抽獎活動，務求讓員工都有意外收獲、滿載而歸！藉著新年共聚之際，所有出席人仕一起在晚宴尾聲中拍照留影，使晚宴在溫馨的氣氛中圓滿結束。

Chairman of the General Assembly Mr. Charles Lo Keng Chio, Chairman of the Board of Directors Mr. Ma lao Hang, Chairman of the Executive Committee Dr. Deng Jun and all staff of CAM gathered at CAM Spring Dinner which was held on 10th February 2017 at Grand Hyatt to celebrate Lunar New Year of Rooster. Dinner was started by the welcome speeches of Mr. Charles Lo Keng Chio and Mr. Ma lao Hang, which they expressed appreciation to the persistent effort of all staff to make remarkable achievements for Macau International Airport and CAM in the challenging year with global economic slowdown. They also encouraged CAM staff striving together with company management and adhering to cooperate with the development strategy of CAM in 2017 “Clear Goals, Rigorous Organization, Orderly Procedures and Tactful Implementation” for new height and greater accomplishments.

All participants were enjoying the delectable cuisine while all departments were granted with the commendation certificates as compliment to staff's contributions in year 2016 during the Spring Dinner. Moreover, well-performed staffs were selected to be granted with, namely, Staff Loyalty Awards, Staff of Excellence Awards, Recognition of Collaboration and Team Work Awards and Safe Driving Awards, which demonstrated CAM's recognition and encouragement to the outstanding staffs.

The interactive games excited staff with large variety of prizes, the evening event was also enlightened with the unexpected sponsorship to staff lucky draws from high management. Eventually, dinner was warmly end after the group photo shooting in festival atmosphere and warm wishes.



長期服務獎 - Loyalty Award

(按入職日期排序 Order according to entry date):

獎項 Award	得獎者 Winners	職務 Title
長期服務獎 - 20年 Loyalty Award – 20 Years	梁美娟女士 Ms. Leong Mei Kun, Mei	財務暨行政部高級會計 Senior Accountant of Finance and Administration Department
長期服務獎 - 10年 Loyalty Award – 10 Years	潘小鳳女士 Ms. Pun Siu Fong, Fiona	執行委員會主席助理 Assistant to the Chairman of the Executive Committee
	阮白殷女士 Ms. Un Pak Ian, Lilian	財務暨行政部副總監 Deputy Director of Finance and Administration Department





長期服務獎- Loyalty Award

(按入職日期排序 Order according to entry date):

獎項 Award	得獎者 Winners	職務 Title
長期服務獎 - 5年 Loyalty Award – 5 Years	毛燕麗女士 Ms. Mou In Lai, Vicki	執行委員會辦公室副總監 企業傳訊暨政策研究室主任 Deputy Director of the Executive Committee Office Chief of Corporate Communication and Policy Research Office
	柯葉女士 Ms. Ke Ye, Abby	物流暨通用航空發展部主任 Officer of Logistic and General Aviation Development Department
	馬浩先生 Mr. Ma Hao	商務拓展部經理 Manager of Commercial Development Department
	田嘉儀女士 Ms. De Campos Pereira Nunes Olivia	法律事務部副總監 Deputy Director of Legal Department
	簡慧琪女士 Ms. Kan Wai Kei, Annice	財務暨行政部總監秘書 Secretary to Director of Finance and Administration Department
	劉芷筠女士 Ms. Lau Chi Kwan, Shirley	商務拓展部副總監 Deputy Director of Commercial Development Department
	李俊玉女士 Ms. Lee Chon Lok, Cherry	基建發展部助理經理 Assistant Manager of Infrastructure Development Department
	曾詠雯女士 Ms. Chang Carolina	商務拓展部經理 Manager of Commercial Development Department



2016年度功績表彰

Accomplishment Certificate of Year 2016:

得獎者 Winners	職務 Title
財務暨行政部 Finance and Administration Department	收益理財，勤奮務實 Proper management of revenues and cashflow, diligent and pragmatic.
商務拓展部 Commercial Development Department	奮勇進取，貫徹目標 Meeting the targets courageously and aggressively.
上海代表處 Shanghai Representative Office	關係經營，保衛華東 Developing relationship and safeguarding the China Eastern market.
執行委員會辦公室 Executive Committee Office	匯報協調，系統有序 Excellency in execution capability, productivity and efficiency
北京代表處 Beijing Representative Office	信息網羅，準確及時 Strong coordination and proper implementation of work
機場信息管理技術有限公司 AIMS - Airport Information Management Solutions	技術改善，管理有方 Enhancement of operation and innovations in brand new platforms
市場部 Marketing Department	六六突破，主動共贏 Developed new routes and achieved passenger volume to higher level
法律事務部 Legal Department	精誠團結，配合發展 Meticulous and rigorous, solving difficulties and settling disputes
基建發展部 Infrastructure Department Development	小步快跑，積極應對 Strong sense of responsibility, proactive in infra- structure development
企業傳訊暨政策研究室 Corporate Communication and Policy Research Office	傳訊發佈，組織得力 Strategic promotion with dramatic impact
物流暨通用航空發展部 Logistics and General Aviation Development Department	謀劃未來，初見成果 Strategic promotion with dramatic impact



優秀員工獎:

Staff of Excellent Award:

得獎者 Winners	職務 Title
羅子健先生 Mr. Law Tsz Kin Simon	商務拓展部副總監 Deputy Director of Commercial Development Department
何尚芬女士 Ms. Ho Sheung Fan, Adrina	企業傳訊暨政策研究室專員 Manager of Corporate Communication and Policy Research Office
潘小鳳女士 Ms. Pun Siu Fong, Fiona	執行委員會主席助理 Assistant to the Chairman of the Executive Committee
阮白殷女士 Ms. Un Pak Ian, Lilian	財務暨行政部副總監 Deputy Director of Finance and Administration Department
李俊玉女士 Ms. Lee Chon lok, Cherry	基建發展部助理經理 Assistant Manager of Infrastructure Development Department
岑志輝先生 Mr. Sam Chi Fai, Fred	法律事務部副總監 Deputy Director of Legal Department
梁家豪先生 Mr. Leung Ka Hou, Jim	物流暨通用航空發展部副總監 Deputy Director of Logistic and General Aviation Development Department
馮穎茜女士 Ms. Fong Weng Sai, Fiona	市場部經理 Manager of Marketing Department
胡順娣女士 Ms. Wu Son Tai	財務暨行政部庶務員 Maid of Finance and Administration Department
宋玥女士 Ms. Song Yue	北京代表處秘書 Secretary of Beijing Representative Office
彭雲風先生 Mr. Peng Yunfeng	上海代表處高級商務經理員 Senior Business Manager of Shanghai Representative Office



最佳合作夥伴獎：

Recognition of Collaboration & Team Work Award:

得獎者 Winners	職務 Title
岑志輝先生 Mr. Sam Chi Fai, Fred	法律事務部副總監 Deputy Director of Legal Department
梁家豪先生 Mr. Leung Ka Hou, Jim	物流暨通用航空發展部副總監 Deputy Director of Logistic and General Aviation Development Department
簡慧琪女士 Ms. Kan Wai Kei, Annice	財務暨行政部總監秘書 Secretary to Director of Finance and Administration Department
李保瑩女士 Ms. Lee Pou leng, Agnes	財務暨行政部主任 Officer of Finance and Administration Department
陳真真女士 Ms. Chan Chan Chan, Susana	執行委員會辦公室秘書 Secretary of Executive Committee Office
陳榮惠女士 Ms. Chan Weng Wai, Stella	執行委員會主席秘書 Secretary to the Chairman of the Executive Committee



安全駕駛獎:
Safe Driving Award:

得獎者 Winners	職務 Title
吳世光先生 Mr. Ng Sai Kuong	執行委員會辦公室司機 Driver of Executive Committee Office
黃永順先生 Mr. Wong Weng Son	執行委員會辦公室司機 Driver of Executive Committee Office
梁奇偉先生 Mr. Leong Kei Wai, Kelvin	財務暨行政部司機 Driver of Finance and Administration Department
余伯賢先生 Mr. U Pak In, Robert	財務暨行政部司機 Driver of Finance and Administration Department
林紹安先生 Mr. Lam Sio On, Mark	財務暨行政部司機 Driver of Finance and Administration Department





CAM組織機場工程與設施管理工作坊

8-10 FEB

CAM Organized the Engineering & Facility Workshop



2017年2月8至10日，澳門國際機場專營股份有限公司（CAM）高階機場管理培訓項目（CAAMP）之〈機場工程與設施管理工作坊〉在CAM辦公大樓舉行。共23位分別來自CAM、機場管理有限公司（ADA）和機場信息管理技術有限公司（AIMS）的項目管理相關人員參加了此次工作坊。工作坊在研討實際案例的基礎上，明確機場規劃發展計劃、機場工程、設施管理等容，與業務需求息息相關，重視相關業務優化建議和意見，達到將運營需求轉化為機場資本的最終目標。



The Engineering & Facility Workshop of CAAMP training series was organized by Macau International Airport Company Limited (CAM) on 8th - 10th February, 2017. A total of 23 project management related staffs from CAM, Administration of Airports Ltd. (ADA) and Airport Information Management Solutions (AIMS) participated in the workshop. Basing on real case study, this workshop presented how airport planning, engineering works, facilities

management functions tie to operations' requirements. The input of optimized suggestions and comments of relevant operations should be emphasized for the final achievement of meeting operational needs which in turn can be translated into airport capital.

機場迎新培訓 - 澳門民航業簡介

8-10 FEB

Introduction of Aviation in Macau - MIA Orientation Training



2017年2月15至16日，本公司(CAM)安排3位新入職員工參加了機場管理有限公司（ADA）舉辦的關於澳門民航業簡介的迎新培訓活動。通過課堂講解和現場參觀澳門國際機場各運營單位的方式，讓新入職員工更好地了解目前澳門民航業的基本狀況和機場前線運營的日常工作，並初步認識機場管理架構組成以及各個運營商在機場的角色功能。



On 15-16 Feb 2017, 3 newly recruited staffs of CAM attended the Macau International Airport (MIA) Orientation Training activity about "Introduction of Aviation in Macau" which was held by Administration of Airports Limited (ADA). This training course consisted of two parts with classroom lectures and site visit of airport operators for better understanding about Macau civil aviation activities, the daily routines on airport operation, as well as the preliminary knowledge of the MIA management structure and the role of other MIA operators.

CAM組織員工參觀駐澳部隊了解進駐歷史及肩負使命

28 APR

CAM Organized MIA Staff to Visit People's Liberation Army Macau Garrison

2017年4月28日，澳門國際機場專營股份有限公司(CAM)組織本司及下屬營運單位：機場管理有限公司(ADA)、機場信息管理技術有限公司(AIMS)及澳門保安有限公司(SEMAC)的機場員工，參觀中國人民解放軍駐澳門部隊。透過到軍營參觀，員工對中國人民解放軍駐澳門部隊的日常生活及訓練更加了解，同時更好地認識國防知識。

駐澳部隊首先舉行升國旗儀式，並有包括特種兵拳術、電單車駕駛、裝甲車技能訓練及模擬反恐綜合演練等多種表演，贏得陣陣掌聲與喝彩。現場亦設武器裝備展示區，並讓參觀者親身體驗操作及重量。精彩的訓練項目演練，展現軍人英勇風範，軍隊的武器及裝備亦令人大開眼界。



CAM organized MIA staff from CAM and its subsidiaries, namely Administration of Airports Ltd. (ADA), Airport Information Management Solutions (AIMS) and Macau International Airport Security Company (SEMAC) to visit People's Liberation Army Macau Garrison on 28th Apr 2017. The visit enhanced people's understanding to national defense, also the training and daily life of troops.

Flag-raising ceremony was held first, various performances such as special troop's Chinese boxing, motorcycle driving performance, armored vehicles skills and simulation of anti-terrorism drill were well received by visitors. Military weapons and equipment were demonstrated to visitors to experience the weight and usage. The excellent performance showed soldiers brave demeanour, and widened the staff's vision.

2017 CAM員工保齡球賽

29 MAY

CAM Staff Bowling Contest 2017

CAM 員工保齡球賽於 2017 年 5 月 29 日在澳門東亞運動會體育館鄰近之保齡球中心舉行，二十四位員工分成六個隊伍爭奪團隊及個人獎項，同事更組成啦啦隊前往賽場為球員們打氣助威。各參賽者於比賽期間均發揮團隊合作精神並互相鼓勵，在啦啦隊的加油聲中，努力爭取最佳成績。經過緊張的比賽後，保齡球賽的團體及個人冠、亞、季軍順利誕生，並於賽後為各球員及打氣隊伍安排晚餐聚會，予同事們放鬆心情、交流心得。是次活動旨在鼓勵員工在工餘時間多參加康體活動，並藉此加強員工之間的團隊協作能力。

CAM Staff Bowling Contest was held on 29th May 2017 at the Bowling Center adjacent to Macau East Asian Games Dome. A total of 24 contestants formed six teams to compete for the team and individual awards. All contestants encouraged each other while staff of cheerleading was constantly cheering to boost the morale of the contestants who performed excellently during the contest. After a few rounds of exciting games, results were finally released. Afterwards, the gathering dinner was arranged for the contestants and cheering leaders to relax themselves from work and enjoy leisure time together. The bowling contest aimed to encourage staff actively in participating physical exercise while further enhance the capability of team working.



團體獎項 Team Prizes



方曉健先生、潘小鳳女士、
張韻芝女士、許奕強先生

Mr. Eric Fong, Ms. Fiona Pun,
Ms. Vince Cheung, Mr. Terry Hoi



林敬湘先生、馮逸東先生、
汪明昌先生、馮佩怡女士

Mr. Daniel Lam, Mr. Alex Fong,
Mr. Eden Wang, Ms. Eunice Fong



梁家豪先生、李慧欣女士、
何尚芬女士、鄺君雅女士

Mr. Jim Leung, Ms. Yuki Lei,
Ms. Adrina Ho, Ms. Belle Kuong



個人獎項 Individual Prizes



梁家豪先生
Mr. Jim Leung



方曉健先生
Mr. Eric Fong



簡丹尼先生
Mr. Daniel Khan

機場迎新培訓 - 澳門民航業簡介

31 MAY

Introduction of Macau Aviation Industry - MIA Orientation Training

2017年5月31日至6月1日，本公司(CAM)三位新入職員工參加了機場管理有限公司(ADA)今年第二次舉辦的澳門民航業簡介的迎新培訓活動。經過課堂講解，新員工了解目前澳門民航業的基本狀況及機場管理架構組成，以及參觀澳門國際機場各運營單位，認識機場前線運營的日常工作和各個運營商在機場的角色功能。



From 31 May to 01 Jun 2017, CAM's 3 newly recruited staffs attended the Macau International Airport (MIA) Orientation Training activity about "Introduction of Macau's Aviation Industry" which was held the second time this year by Administration of Airports Limited (ADA). The preliminary knowledge of Macau civil aviation activities and MIA management structure were introduced through classroom lectures, and the another part of training activity is the site visit of airport operators to better understand the daily routines on airport operation, as well as the role of other MIA operators.

澳門國際機場員工齊心響應2017世界挑戰日

31 MAY

Macau International Airport Staffs Join the 2017 World Challenge Day

應澳門特別行政區體育局邀請，澳門國際機場專營股份有限公司於2017年5月31日上午召集機場員工連續第10年參與世界挑戰日活動。參加單位包括：澳門國際機場專營股份有限公司(CAM)、澳門機場管理有限公司(ADA)、機場信息管理技術有限公司(AIMS)、澳門保安有限公司(SEMAC)、明捷澳門機場服務有限公司，其員工代表超過80人暫時放下工作，在體育局派出的專業舞蹈人員帶領下，跟著音樂節拍，於機場客運大樓內運動15分鐘，響應這項每年一度全城參與的體育盛會，使同事在伸展筋骨的同時，讓更多旅客能夠感受活動帶來的活力。

『世界挑戰日』是國際群眾體育協會(TAFISA)，亞太群體協會(ASFAA)組織的一項世界性全民健身活動，通過號召市民參加體育鍛煉，推廣“終身體育”的健康生活模式，盡情享受體育運動帶來的樂趣，從而促進全民體育運動的發展。據TAFISA抽籤結果，澳門今年對賽的城市是保加利亞的瓦爾納，人口約為33萬4千人。

On 31st May 2017, Macau International Airport Company Limited (CAM) was invited by the Macau Sports Bureau for the tenth consecutive year to participate in the World Challenge Day. CAM hosted the activity at the departure hall (airside) of Macau International Airport (MIA), where many passengers joined and exercised together with the staffs from CAM, Administration of Airports Ltd. (ADA), Airport Information Management Solutions Ltd. (AIMS), Companhia de Segurança de Macau Ltd. (SEMAC) and Menzies Macau Airport Services Ltd.. More than 80 staffs from MIA participated who put aside their work temporarily and exercise with professional dancing team from the Macau Sports Bureau.

The World Challenge Day is a worldwide fitness program organized by the International Mass Sports Association (TAFISA) & the Association of Asia Pacific Group (ASFAA), which promotes sports through the call for public participation in physical exercise, and "lifelong sports" with the hope for everyone to get into shape and enjoy the fun of sports, thus develop sports and healthy activities in Macau. According to the draw results from TAFISA, Macau will compete with the city of Varna in Bulgaria this year, with a population of about 334,000.



CAM員工健康檢查2017

CAM Staff Health Check 2017

JUL

員工是企业的重要資產，CAM一直關注每位員工的健康狀況，定期為員工安排健康檢查，持續追蹤以保持健康的身體狀況。本年度之身體檢查定於七月及八月進行，並於體檢計劃開始前邀請院方派醫護人員到本司辦公大樓為同事們進行抽血檢驗，以節省員工空腹輪候檢驗的時間。

透過定期體檢安排，員工可瞭解並關注自己的身體狀況，同時提醒員工養成均衡飲食及適當作息與運動的良好習慣，保持工作與生活作息平衡，以保障員工的健康。

CAM always cares about the physical condition of every staff who is an important asset to an enterprise. Consequently, CAM arranges health check for staff regularly to keep track of health status. The Staff Health Check 2017 is taking place from July to August this year, while the blood taking was conducted at CAM Office Building by Kiang Wu Hospital in advance for shortening the waiting time of fasting staff to complete the tests.

The exercise of regular health checks allows staff to better understand and pay close attention to their own health conditions; meanwhile, be reminded to develop healthy habits with proper rest, exercises and balanced diet, thus maintaining a work life balance to safeguard their health.



CAM廉政講座推廣企業廉政文化

19 SEP

CAM Invited CCAC to Promote the Construction of Enterprise Integrity

廉潔一是社會的核心價值，更是社會一項寶貴的無形資產。澳門國際機場專營股份有限公司(CAM)一向著重履行社會責任，為員工建立正面的價值觀，推行企業廉政文化，攜手維護廉潔的社會風氣。2017年9月19日，CAM邀請到澳門特別行政區廉政公署(CCAC)社區推廣及公關處處長梁美明女士為員工進行了一場廉潔意識專題講座，CAM執行委員會主席鄧軍博士攜公司全體員工一同參加。此次講座推動落實廉政建設，建立本司同仁正確法紀觀念，提高拒腐防變能力。

CCAC梁美明處長在講座中結合澳門廉政狀況、相關法律知識及實際案例，提醒大家增強廉潔自律意識，無論處境如何，應擇善固執，堅守正面價值觀，更好的做好本職工作。

Integrity is the core value of the society, it is also an intangible asset that cannot be measured in term of figures. Macau International Airport Company Limited (CAM) emphasizes on social responsibilities, to establish the positive value of staffs, to promote enterprise integrity, and to maintain the integrity atmosphere of society. CAM invited Ms. Leung Mei Meng, Head of Public Relations and Community Outreach Officer of Comissariado contra a Corrupção (CCAC) to give the lecture of integrity on 19th September, 2017. Dr. Deng Jun – Chairman of the Executive Committee Office led all staff to attend the lecture, this lecture aimed to strengthen the building of a clean and honest management, form a correct concept of discipline and emphasize staff's anti-corruption consciousness.



Ms. Leung Mei Meng analyzed the integrity status and relevant laws of Macau and instilled a correct concept of corruption prevention, combining with cases in the lecture. The lecture taught every audience to be wary of bribery and corruption, whatever circumstances you find yourself in, hold fast to what is good and kind, adhere to positive values and uphold the core value of probity and to perform the job in a correct way.

機場迎新培訓 - 澳門民航業簡介

21-22 SEP

Introduction of Macau Aviation Industry - MIA Orientation Training

2017年9月21日至22日，本公司(CAM)五位新入職員工參加了機場管理有限公司(ADA)於今年第三次舉辦的澳門民航業簡介的迎新培訓活動。經過課堂講解以及參觀，新員工了解目前澳門民航業的基本狀況、機場管理架構組成和澳門國際機場的各運營單位，認識機場前線運營的日常工作和各個運營商在機場的角色功能。





From 21 to 22 Sep 2017, CAM's 5 newly recruited staffs attended the Macau International Airport (MIA) Orientation Training activity about "Introduction of Macau's Aviation Industry" which was held the third time this year by Administration of Airports Limited (ADA). The preliminary knowledge of Macau civil aviation activities, MIA management structure and airport operators were introduced through classroom lectures and site visit, to better understand the daily routines on airport operation, as well as the role of other MIA operators.

澳門國際機場管理者受專業資格認證

14 NOV

MIA Senior Management Staff Certified Airport Manager's Professional Qualification



澳門國際機場致力培養人才、主導安排員工參與學習，自2007年國際機場協會（ACI）和國際民用航空組織（ICAO）合作開辦國際機場管理專業認證課程（AMPAP）至今的十年間，澳門國際機場已安排24位高級管理層同事參與了AMPAP的專業課程並獲得IAP認證，當中來自澳門國際機場專營股份有限公司(CAM)和下屬子公司機場管理有限公司（ADA）及機場信息管理技術有限公司(AIMS) 的管理層，培養和提升民航業界機場管理的全方位知識，並創立國際機場專業（IAP）認證系統，對機場管理者作出專業資格認證。本學年亦有五位管理層人員獲頒發由ACI總幹事Angela Gittens及ICAO秘書長柳芳女士簽發之證書。

進修者需於三年內完成課程的所有學科，通過考核以取得認證。通過學習，更深入認識航空業對經濟發展的重要作用，對機場的發展規劃和戰略定位的全面考量，機場商業效益方面的管理理念，安全、安保和高效運營方面最佳運作的認用知識和經驗交流，以及當代熱議話題包括環保、新技術使用和人工智能等的探討。不僅為澳門國際機場高層管理員工提供民航專業管理知識的學習機會，也建立了與國際機場業界的交流平臺，為建設優異績效機場奠定基礎。

Macau International Airport (MIA) is always committed to train talents and encourage the staff to participate the related study. Since the Airport Council International (ACI) and International Civil Aviation Organization (ICAO) co-established Global Airport Management Professional Accreditation Programme (AMPAP) in 2007, there are total of 24 senior management staffs of MIA attended AMPAP training course and got IAP certificate. The staff are from Macau International Airport Company Limited (CAM) and its subsidiaries Administration of Airports Ltd. (ADA) and Airport Information Management Solutions (AIMS). Participants are enhanced in the omnibearing knowledge in the





field of airport management, meanwhile, the International Airport Professional (IAP) also set up for the certification of airport manager's professional qualification. Five management staffs were also issued certificates of the academic year signed by Angela Gittens, Director General of ACI and Ms. Liu Fang, ICAO Secretary-General.

A participant should complete all subjects of the course within three years and pass the examination to obtain the certificate. Through the study, all participants will further recognize the important role of the aviation industry during economic development, the comprehensive consideration of development planning and strategic positioning of the airport, the concept of airport commercial benefits management, the knowledge and experience of the best practices on safety, security and efficient operation, as well as the discussion about contemporary hot topics such as environmental protection, influence of new technologies and artificial intelligence. This kind of learning not only provides aviation professional knowledge, but also builds the international airport industry exchange platform for MIA senior management staffs. It will be benefit to establish the high performance airport in the future.

參加IATA的機場戰略管理及業務模擬培訓課程

27 NOV-8 DEC

CAM Representatives Attended IATA Airport Strategic Management with Business Simulation

澳門國際機場專營股份有限公司(CAM)基建發展部副總監馮逸東先生於2017年11月27日至12月8日參加了國際航空運輸協會(IATA)在其新加坡培訓中心舉辦之機場戰略管理及業務模擬培訓課程。

為期十天的課程由IATA講師George Karamanos 與Giulio Leucci擔任主講。通過課程學習了如何在機場管理方面制定全面的戰略及加以實施，了解機場總體規劃、航空與非航空收入的市場策略、企業傳訊管理、環境管理、資訊科技計劃的重要性等等，同時以模擬軟件進行了機場業務模擬決策，並與參加培訓的航空同業交流及分享機場管理的經驗。

Mr. Alex Fong, Deputy Director of Infrastructure Development Department of Macau International Airport Company Limited (CAM) attended the "Airport Strategic Management with Business Simulation" course organized by IATA Training & Development Institute, Singapore, from 27th November to 8th December 2017.



The 10 days course was instructed by Mr. George Karamanos and Mr. Giulio Leucci, instructors of IATA. Through this course, participants have learnt how to prepare and implement strategic plans of an airport, the marketing strategy for aeronautical and non-aeronautical revenues, the importance of corporate communication management, environmental management, information technology planning, etc. Moreover, airport business decision making was experienced in the process of airport business simulation by software. Experience on airport management was shared between the participants.



CAM 聖誕聯歡派對2017

15 DEC

CAM Christmas Party 2017

CAM聖誕聯歡派對在2017年12月15日於澳門君悅酒店舉行，由執行委員會主席鄧軍博士作開幕致辭，歡迎同事及家屬們參加公司的派對，更答謝大家一年來為澳門國際機場作出的貢獻。

今年的派對銀光閃爍，出席的來賓及同事都精心打扮配合晚會銀色主題。當晚節目緊湊，不僅為晚宴來賓家團安排了精彩的遊戲，讓小朋友們興奮投入互動環節；更舉辦了“2017紅藍歌唱比賽”，由紅藍兩隊長組織同事們並派出實力唱將輪流對戰，帶來一連串精彩的歌唱演出，更邀請所有台下觀眾參與投票，最後兩隊實力相當，難分高下，在熱烈的掌聲下，兩隊雙雙獲得冠軍為比賽環節畫下句號。聖誕聯歡派對上亦設有聖誕幸運大抽獎環節，參與同事都滿載而歸。晚會的尾聲更邀請全體同事上台合照，紀錄公司全人歡聚一堂的溫馨時刻。

CAM Christmas Party was held on 15th December 2017 at Grand Hyatt Macau, which was started with opening speech of Dr. Deng Jun, Chairman of the Executive Committee of CAM, welcoming all staff and their families in the Party, meanwhile, showed gratitude to staff's efforts for their contribution to Macau International Airport (MIA) and CAM this year.

All participants dressed up to cope with the theme of 'Silver Dressing Night' to demonstrate elegant appearance. The party schedule was compacted with festive silver shining atmosphere; not only interactive games were arranged to entertain party guests and children, the '2017 CAM Red & Blue Singing Contest' was held to bring a climax to the party. All the party audiences were invited to participate as jury of the vote, while two staff teams were formed and led by their excellent leaders, to compete with splendid singing performance giving audience a treat for ears. Two teams were running neck and neck in the voting, eventually, both teams won the championship and warm applause from audience.

The Christmas lucky draw being a rewarding moment for staff effort in the year come at the last part. Finally, all staff were invited for a group photo recording the warmest and memorable moment of CAM Christmas Party 2017.







知足常樂的陳真真

Always in Contentment: Susana Tan

“工作了二十四年，時間真是不等人！這麼多年來，CAM給我家庭的感覺，同事給我幫助、相處像家人般，可能就是我能在CAM工作二十四年的吸引力。”

陳真真，1993年加入CAM，擁有多年在不同部門工作的秘書經驗，儘管很多歷任上司已離職，仍然與她保持聯絡，讓她感覺“常在她身邊，很有親切感。”

對入職時看著由零開始建設的澳門國際機場，到今時今日的發展，Susana感歎是非常珍貴又不是人人都能擁有的經歷：“我為在機場工作感到自豪！”

時光飛逝，公司為擁有共同成長的好員工感到自豪！亦希望這個寶貴的退休生活可以繼續幸福快樂，笑容滿載。



“Time really does not wait for people and I have worked for 24 years! Over the years, CAM gave me feeling as a family. Colleagues gave me help and we live like family members. That may be the attraction for me to work in CAM for 24 years.”

Susana Lua Tan, joined to work at CAM in 1993, has excellent secretarial experience in different departments. Although the former bosses have already left the company, still keep in touch with her, let her feel often by her side and very cordial.

Witnessing the construction of Macau International Airport at her joining to the nowadays development, she found the experience very precious and unique, claimed “I am proud of working at the airport!”

Time flies, CAM is proud of having staff grow together and pass along the hope that the treasurable lady to continue a happy retirement life with full of smiles.





一閃一閃陳星星

The Flashing Star-Maribell Tan



在CAM工作23年的陳星星，認為公司部門及同事之間交流溝通多，作為公司接待員，經常獨立處理公司第一線面對來訪客戶、文件等工作，同事對她工作上及生活上的關心和問候，原來是她工作時的推動力。

又是一位見證著機場和公司成長的資深員工，Maribell覺得機場的誕生為澳門市民製造更多就業機會，有助澳門邁向國際化，不僅讓全世界更了解澳門，更把澳門人連到世界各地。因此，她對機場的期望是可以把澳門人帶得更遠，增廣見聞。

退休後她會投放更多時間在家庭上，可能亦會放在自己的興趣上：聽音樂和游泳，享受生活。

公司每個崗位的員工都是十分重要，這位小小的接待員，平日一聲不響地認真工作，原來對機場是懷著大大的夢想和期待！

Worked in CAM for 23 years, Marbell Chan thinks there is much communication among departments and colleagues. As a receptionist of CAM, she often works independently in face with the customers and handling documents. Care and greetings from colleagues on her work and life turned out to be the driving force of her work.

Another senior staff who witnessed the growth of Airport and CAM, Maribell felt that the birth of airport created more employment opportunities for Macao people, not only make the world a better understanding of Macau, but also let Macau people be connected to the worldwide. Her expectation to the airport is to bring Macau people to more distinct places and broaden their knowledge.

After her retirement, she will put more time in her family, and some to her own interests: listening to music and swimming, enjoy her life.

Every employee is equally very important to the company. This receptionist can work seriously and quietly, with big dream and expectations to the airport and company.



在Windows 10/8/7中更改iTunes備份位置

Changing iTunes Backup Location in Windows 10/8/7

默認情況下iTunes會保存iPhone備份文件夾在C:盤上。通常備份文件夾的大小會很大。當PC的C:盤空間不足時，將顯示錯誤。這裡將顯示如何更改iTunes備份位置。

首先，確認iTunes備份文件夾的路徑。對於Windows 7/8/10來說，它通常會在
C:\Users\(\username)\AppData\Roaming\Apple Computer\MobileSync\Backup\

其次，使用Ctrl X（剪下）+ Ctrl V（貼上）將“Backup”文件夾移動到另一個硬盤上。例如D:盤。

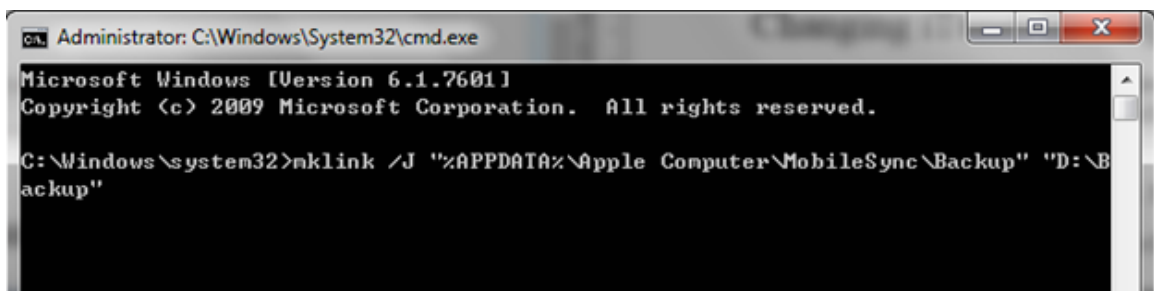
第三，使用管理員權限運行cmd.exe。並使用命令創建文件夾鏈接。命令是
mklink /J “%APPDATA%\Apple Computer\MobileSync\Backup” “D:\Backup”

By default iTunes will save iPhone backup folder on the C: drive. And usually the size of backup folder is large. When PC's space of C: drive is not enough it will show error. Here will show how to change iTunes backup location.

First, confirm the path of iTunes backup folder. For Windows 7/8/10, it usually is
C:\Users\(**username**)\AppData\Roaming\Apple Computer\MobileSync\Backup\

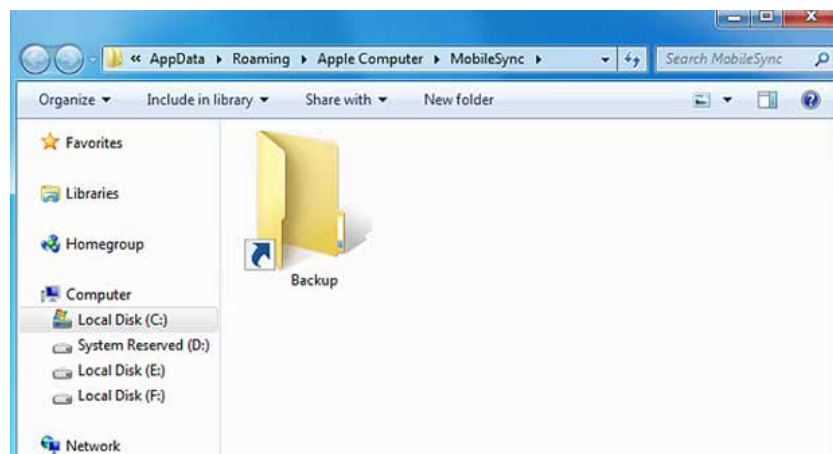
Second, Using Ctrl X (Cut) + Ctrl V (Paste) to move the 'Backup' folder to another drive. For example D: drive.

Third, Open cmd.exe run as Administrator. And using command to create a folder link. The command is
mklink /J "%APPDATA%\Apple Computer\MobileSync\Backup" "D:\Backup"



運行命令後，一個文件夾鏈接將在MobileSync文件夾中創建。所有步驟完成。

After running command, a folder link will be created in MobileSync folder. And all is done.



Mr. Terry Hoi



日本旅行 Travel in Japan

自小便喜歡看漫畫、動畫、玩電子遊戲和看日劇，所以對日本很感興趣。

平常去日本都是選擇去一些大城市，例如：大板、東京等地方。今年3月第一次跟朋友去日本自駕遊十天，由東京駕駛到名古屋。

令我忘懷不是大城市的繁榮，而是比較鄉村的地區，以及設備齊全的小鎮。我特別喜歡輪島的朝市，美味的鰻魚飯，每天在山上與公路上奔馳。更難得是認識到玩音樂遊戲的玩家，雖然大家言語上不通，不過感受到只要有共同興趣還是能突破這障礙。

希望我能再次認識這裡的人和探索新的地方！

Ever since I was a child, I love manga, anime, video games and Japanese drama.

I love going to Japan and usually will travel to bigger cities, like Osaka and Tokyo. This year in March, it was my first time travelling from Tokyo to Nagoya with friends by car.

I love the rural areas and small towns, not as fancy but less crowded than the cities. You can almost everything you need there. The morning market at Wajima and the delicious eel rice was the best of all.

As you may know, arcades are everywhere and one can just be found at the corner the streets. We never imagined meeting the best music games players! Although we speak very little Japanese, we could communication and do not feel like the first time we met each other.

This trip was an amazing experience and we met a lot of amazing people! Hope I can make more friends here and explore new places again!

Ms. Vince Cheong





緩步跑

Travel in Japan

壓力，無論是在家庭，工作，甚至朋友間的相處皆會產生，過量的壓力會帶來負面影響。而我自己舒緩壓力的方法便是做運動，而其中緩步跑則是我最喜歡的，因跑步是一種簡單且易進行的運動鍛煉方式，你可以在任何時間來進行，而且地點也沒有太多的限制。它有不少益處，一來可以舒緩壓力，二來可強身健體，更可在長時間的緩步跑中鍛煉毅力。現在正值炎夏，傍晚會較為舒適，而地點方面，水塘及松山皆是不錯的選擇。

Everyone has different degree of pressure which creates from family, work, even in friendship and so on, once overload, it will affect our life. For myself, I prefer Jogging to release the pressure, as you can jogging in anytime and anywhere, it is easy to exercise. Furthermore, you are able to benefit from jogging, such as relax yourself, keep fit and build up perseverance during the exercise. If you are going to jogging, I suggest in the evening at Reservatorio (水塘) or Guia Municipal Park (松山), that would be more comfortable especially in Summer.

Mr. Stanley Sam





哈薩克斯坦 Kazakhstan

為了一睹本年紅遍大江南北的青年音樂家迪瑪希·庫達依別列根現場表演的風采，我帶着滿腦子問號和一張銀聯卡，不遠萬里，飛越連綿不斷的天山山脈，來到了陌生又美麗的遊牧民族國度——哈薩克斯坦。

這個名為《啟動—Бастай》的演唱會在坐滿了三萬人的阿斯塔納體育場舉行。體育場是哈薩克斯坦新都阿斯塔納總體規劃的其中一座建築物。總體規劃中還有許許多多、帶點後現代主義風格的建築物拔地而起。這些建築物仿佛在向世人展示着哈薩克斯坦邁向現代化經濟發展的啟動力。

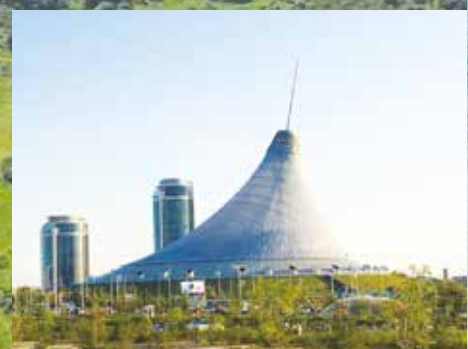
相比之下，我更喜歡繚漫着淡淡前蘇聯情懷的舊都阿拉木圖。喜歡她的閑恬寫意，喜歡她的純樸人情。我與當地俊男美女導遊驅車直進阿拉木圖的大山湖泊，在無際的草原上喝着當地大娘自家製的馬奶酒。感覺就如范仲淹所說：“心曠神怡，寵辱皆忘，把酒臨風，其喜洋洋者矣”。

Over mountains over streams
Kazakhstan, here I be
For him who sings like a nightingale
Without doubt I set out on the unknown trail

Keen edges and smooth curves
Shape the cityscape of modern Astana
Futuristic buildings springing up on the land they serve
What a prosperous transformation of Akmola

Tranquil parks and cozy streets
Untrammelled gorges and endless steppes
Enjoy yourself with a treat of koumiss
Almaty is the best place to escape, perhaps?

Ms. Mandy Sio





遠離煩囂的小島

Free from Disturbance

泰國是我最喜歡的旅遊地點之一，吃喝玩樂一應俱全，而且消費不高，我幾乎每年都會到訪。

今年暑假亦不例外，不過不是去最熱門的曼谷，而是選了一個偏遠的海島 - 麗貝島(Koh - Lipe)。

要到這個地方被稱為泰國馬爾代夫的小島真不簡單，光是交通已經花上大半日時間。島上水清沙幼，民風純樸。島上小貓小狗很多，而且特別愛親近人，非常可愛。在這裡每天都可以與陽光與海灘為伴，享受遠離煩囂的生活。

這個小島絕對是一個令你放慢腳步及放鬆心情的好地方。

Thailand - One of my favorite country to travel. All you can find here for eat, drink and enjoy all the things with cheap prices. I visit Thailand yearly.

There is no exception to this summer. But I did not chose the most popular city Bangkok. I found a remote Island - Koh Lipe.

It needs to take half day from Bangkok to Koh Lipe. All clear water and fine sands are around you. People there are simple and cheerful. Many cats and dogs love to close to you. You can enjoy the good weather and beach anytime. Free from disturbance.

This Island is best place for you to relax and you will forget all vexations.

Ms. Belle Kuong





員工鬆一鬆
Staff Zone

美食分享 Food Sharing

台北是為人熟悉的一個城市，亦是我選擇旅行的首選勝地。寬闊的街道、便利的交通樞紐、百貨林立的商圈，當中不可不提的是台灣的美食，位於中山區的居酒屋(肥前屋)是我每次旅行必經之地，雖然店鋪門前人潮蜂擁，輪候時間較長，但一切美好的事情都是值得等待。特別當進入食堂所看到廚子們認真烹飪的工序，陣陣的香味撲鼻而來，肥美的鰻魚淋上特製的招牌醬汁，配上一碗綿綿的米飯，味道非能以筆墨所形容，而且食材以日本直運為主，不光只有鰻魚飯，其他小食同樣出色，豪華的饗宴配上親民價格，絕對是喜愛鰻魚飯的朋友不可錯過的美食。

Most of People are familiar with Taipei, one of city is wide street, convenient transportation, variety shopping malls, it also is my first choice of travelling. It should be talked about delicious food of Taiwan, when I travel in Taipei, I must go to Japanese style restaurant (Fei Qian Wu), which locate in ZhongShan station. It is worth to wait although it takes much time. Especially for entering the restaurant, the chief cook step by step with special made by unagi sauce and drizzled over perfectly grilled unogi and steamed rice, it is extremely amazing. Moreover not only Unadon, but also other kinds of food are come from Japan, combine with reasonable price, it is absolutely to be try for someone love Unadon(eel rice).



Mr. Den Ao



香料熱紅酒配方

Mulled Wine Recipe

聖誕節又來了，寒冷的冬夜最適合來一杯暖暖的香料熱紅酒(Mulled Wine)，今天想和大家分享這個簡單的聖誕傳統飲品。

"Jingle bells, jingle bells, Jingle all the way!" Winter comes with kids' favourite Christmas. It is glad to share a simple recipe of a Christmas traditional mulled wine and hope you guys enjoy!

Ingredients	
紅酒 (建議選用Cabernet Sauvignon或Merlot) Red Wine (Suggestions: Cabernet Sauvignon or Merlot)	750毫升 750ml
白蘭地酒 Brandy	60毫升 60 ml
蘋果去蒂切片待用 Sliced apple	1 個 One
橙，取果皮，果肉切片待用 Peeled and sliced; keep peel for seasoned	1 個 One
肉桂棒 Cinnamon Stick	3 根 3 pieces
丁香 Clove	4 - 8 顆 4 - 8 pieces
蜂蜜 (可依喜好調整甜度，亦可以白糖代替) Honey (Can be substituted by sugar and feel free to adjust the sweetness)	2 - 3 匙 2 - 3 tablespoon

製法

1. 將材料置入鍋中以低火加熱約10~20分鐘；
2. 適時攪拌直至蜂蜜(或白糖)熔化；
3. 鍋中液體攪拌均勻並煮至微微沸騰即可。

How to make it:

1. Gently warm ingredients on low heat (avoid boiling) for 10 to 20 minutes;
2. Stir occasionally to make sure the honey (or sugar) has melted completely;
3. When the wine is steaming with all ingredients were well blended, it's ready to serve.



Ms. Agnes Lee

BIRTHDAY PARTY

Jan



Happy Birthday

BIRTHDAY PARTY

Feb



BIRTHDAY PARTY

Mar





BIRTHDAY PARTY Jul



Happy Birthday

BIRTHDAY PARTY Aug

方曉健先生
Mr. Eric Fong

毛燕麗女士
Ms. Vicki Mou

曾永珊女士
Ms. Cherie Chang

吳淑恩女士
Ms. Janice Ng

受颱風影響，公司決定取消當月生日會之活動安排。

Affected by typhoon, company decided to cancel the birthday party arrangement this month.

BIRTHDAY PARTY Sep





Happy
Birthday



封面設計概念:

澳門國際機場，不是自成一角遠離市區，也不是一個龐大的機場城，卻擁有國際級別的管理和營運水平。「小而精」是澳門國際機場最佳形容詞。近年來澳門旅遊業和民航業發展迅速，來往澳門的旅客大大增加，使林立在城市中的澳門國際機場份外熱鬧活潑，縱使再繁忙，一絲不苟井井有條的澳門國際機場仍然秉承著“安全、效率、效益”的宗旨，陪伴著大家一同出行。

積木做型表達機場的面積小而可愛，以積木的細節帶出機場精巧細緻，公整的佈置突顯機場人員井井有條的態度，配上多種色彩令整體活潑有活力。



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