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CAM

活動報告
ACTIVITY REPORT

2018

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13 Jan	CAM 2017年業務總結及2018年工作計劃會議 CAM 2017 Business Summary and 2018 Work Plan	29
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18 Jan	CAM鄧軍主席接待中美泛珠三角機場建設技術交流代表團 Chairman Deng Jun of CAM Welcomed The Delegation from the U.S - Pan Pearl River Delta Airport Construction Roadshow	31
22 Jan	MIA代表拜訪民航局加強溝通緊密合作 CAM Chairman Deng Jun's Delegation Visited AACM	32
29 Jan	CAM代表出席中國中小機場航線航班行銷工作座談會及航線行銷與 中小機場管理專業委員會會議 CAM Representatives Participated in the Airport Routes Marketing Seminar	33
30 Jan	2018 MIA傳媒春茗晚宴迎新年 MIA 2018 Media Spring Dinner Celebrating CNY with Media	34
Jan	CAM領導層密切關注機場候機樓北面擴建工程 CAM Management Inspected North Expansion Project of MIA	36

2 Feb	MIA運營企業總結2017，規劃2018年工作 2017 Result Evaluation and 2018 Work Plan of MIA Operating Companies	37
10 Feb	MIA首隻吉祥物"高高(GOGO)"誕生 MIA Unveils First Mascot - GOGO	40
10 Feb	MIA北面擴建即將啟用，簡介設施優化 MIA Open Soon - Brief Introduction of Facilities Optimization	42
Feb	CAM 執行委員會主席鄧軍博士一行對業界單位進行新年拜訪 Chairman of the Executive Committee of CAM Dr. Deng Jun Led a Delegation to Have New Year Visit to Entities of the Civil Aviation Industry.	43
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21 Feb	第PTB201804FB號公開招標公告MIA餐飲服務之轉特許公開招標 Request for Proposal – No. PTB201804FB – Food and Beverage Subconcession at MIA	48
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27-28 Feb	MIA代表參與新加坡2018亞洲航空節 MIA Representatives Participated in the Aviation Festival Asia 2018	49

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18-20 Mar	MIA代表參與2018亞洲航線發展論壇 MIA Representatives Participated in the Routes Asia Conference 2018	55
20 Mar	參加澳門旅遊局"台灣旅遊業者春節酒會及洽談會" Participated Spring Festival Promotional Events in Taipei	56
24 Mar	MIA支持國際青年商會中國澳門總會主辦的「施零築夢」籌款活動 MIA Supports "Change for Changes" Kick off Ceremony Organized by Junior Chamber International Macao, China (JCI)	57
26-29 Mar	澳門國際機場代表參與2018年兩岸暨港澳民航高層交流座談活動 CAM Representative Participated in 2018 Symposium on Civil Aviation Industry Exchanges among Mainland, Taiwan, Hong Kong and Macau of China	58
29 Mar	CAM召開2018年度股東大會普通會議暨董事局會議，抓住機遇穩步發展 CAM Holds Annual General Assembly Ordinary Meeting and Board Meeting (2018), Grasps Opportunity for Stable Development	59
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12-13 Apr	MIA拜訪廣州及江門的旅行社 MIA Visits Travel Agencies in Guangzhou and Jiangmen	64
17-19 Apr	澳門國際機場代表出席亞洲公務航空展，與業界共論公務航空未來 CAM Attends ABACE 2018 to Discuss the Future of Business Aviation with the Industry	65
21-23 Apr	MIA代表參加第二十一屆國際機場協會亞太地區運營安全委員會會議 MIA Representative Attended the 21st ACI Asia-Pacific Regional Operational Safety Committee (ROSC) Meeting	66
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16 May	MIA榮獲2018亞洲貨運物流和供應鏈"亞洲最佳機場" MIA Awarded "Best Airport - Asia" by Asia Cargo News	70
18 May	CAM鄧軍主席與氣象局譚偉文局長討論合作展望 CAM Chairman Deng Jun Prospects Cooperation with SMG Director Tam Vai Man	71

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28 Oct	CAM機場營運部足球隊參與“2018盛世之友運動同樂日慈善足球賽”共籌善款 捐予澳門特殊奧運會 CAM Airport Operations Department Football Team Participated at the “CESL Asia and Friends Sport Fun Day 2018 Charity Football Tournament” Raised Funds for Macau Special Olympics	122
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5 Nov	亞洲航空開通『澳門 - 馬來西亞沙巴(亞庇) - 澳門』航線 AirAsia Inaugural Flight Ceremony for Macau - Malaysia (Kota Kinabalu) Service	128
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20 Nov	MIA南停車場入口改道事宜 Diversion of Entrance to the South Parking Lot of MIA	134
20 Nov	CAM全力支持澳門日報讀者公益基金會，捐款十萬響應「公益金百萬行」 CAM Supports Walk for a Million Organized by the Charity Fund from the Readers of Macao Daily News	134
20 Nov	CAM向科技大學優異生頒發獎學金 CAM Donates Scholarship to MUST	135
21 Nov	MIA參加第八屆"亞洲物流及航運會議" MIA Join the Eighth Asian Logistics and Maritime Conference Completing Next Year for Capacity Upgrade	136
21-23 Nov	MIA代表參加國際民航組織亞太區空管自動化發展論壇及萊斯空管用戶大會 MIA Representatives Attended ICAO ATM Automation Symposium and LES ATM Users Meeting in Nanjing	137
22 Nov	MIA迎來首條『西安-澳門』航線 MIA Welcomes the First Direct Flight for Xian-Macau	138
22 Nov	MIA代表參加2018民航傳播峰會，打造航空品牌全球化 MIA Representatives Attended 2018 Civil Aviation Communications Summit to Build Civil Aviation Global Branding	139
22 Nov	CAM代表禮節性拜訪台灣各航空公司探討未來航線發展 CAM's Representatives Paid Courtesy Visit to Airlines in Taipei	139
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29 Nov	CAM鄧軍主席接待廈門航空一行來訪 Chairman Deng Jun of CAM Received the Delegation of Xiamen Airline	141
1 Dec	亞洲航空開通『澳門－泰國喀比』航線 Macau – Thailand (Krabi) Route of AirAsia Inaugurates	142
3 Dec	濟州航空開通『澳門－韓國大邱』航線 Inaugural Flight Commenced Macau - Taegu Service	143
3 Dec	MIA客運大樓北面擴建應用建築信息模型(BIM) Application of BIM for MIA Passenger Terminal Building North Extension	143
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9 Dec	MIA隊伍參與公益金百萬行2018 MIA Participation in Walk for Millions 2018	148
12-14 Dec	代表參加第二次國際民航組織下一代航空專業人才全球峰會 MIA Representatives Participated in the Second ICAO Next Generation of Aviation Professionals Global Summit	149

18 Dec	中國東方航空開通『澳門-昆明』航線開航儀式 China Eastern Airline Macau – Kunming Service Launching Ceremony	150
18 Dec - 8 Jan	MIA聖誕出遊7日泊車半價優惠 MIA 7 Days Parking with 50% Discount During Christmas	151
31 Dec	本月MIA新增 4 航線 MIA Will Introduce 4 New Routes this Month	151
31 Dec	MIA 2018年旅客量再創佳績突破820萬人次 MIA Breaks 8.2 Million Passenger in 2018	152

員工活動 Staff Activities P/154

1 Mar	CAM 春茗晚宴2018 CAM Spring Dinner 2018	154
11 Apr	MIA考察團參觀港珠澳大橋澳門口岸邊檢大樓 Delegation of MIA Visit the Boarder Inspection Building of Macau Artificial Island of the Hong Kong–Zhuhai–Macau Bridge (HZMB)	160
19 Apr	MIA員工參觀澳門首屆國家安全教育展 MIA Staff Visits to Macao's First National Security Education Exhibition	160
26-27 Apr	迎新課程－澳門民航業簡介 Staff Orientation - Introduction to Aviation in Macau	161
6 May	MIA足球隊參與2018公共機構體育競技大會足球賽 MIA Football Team participates at the Sports Festival for Public Entities 2018–7-A-Side Football Competition	162
23 May	CAM舉辦防火講座加強員工防火應變意識 CAM Held the Fire Safety Seminar to Enhance Staffs' Fire Precaution Knowledge	162
30 May	MIA員工齊心響應世界挑戰日 MIA Join the World Challenge Day on 30 May 2018	163
18 Jul	CAM舉辦領事保護講座增強員工對領事服務的認識 CAM Held the Consular Protection Seminar to Enhance Staffs' Acknowledgement on Consular Service	164
6 Sep	MIA九論機場虛擬化，回評虛擬化的道路 The 9th Seminar of Virtual Airport Review on MIA's Virtualization Progress	165
22-26 Oct	CAM組織機場客運大樓規劃與設計課程 CAM Organized Airport Terminal Planning and Design Course	166
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員工鬆一鬆 Staff Zone P/170

生日派對 Birthday Party P/173

1月 Jan

朝辭白帝彩雲間，
千里江陵一日還。
兩岸猿聲啼不住，
輕舟已過萬重山。

李白·唐朝

In the midst of clouds all glowing, Baidi, I left you at dawn. By evening I'll be home a Jiangling, a thousand miles I've gone. While on cliffs of the Yangtze Gorges, gibbons ceaselessly cry, Ten thousands folds of mountains, my skiff has slipped them by.

by Li Bai, Tang Dynasty

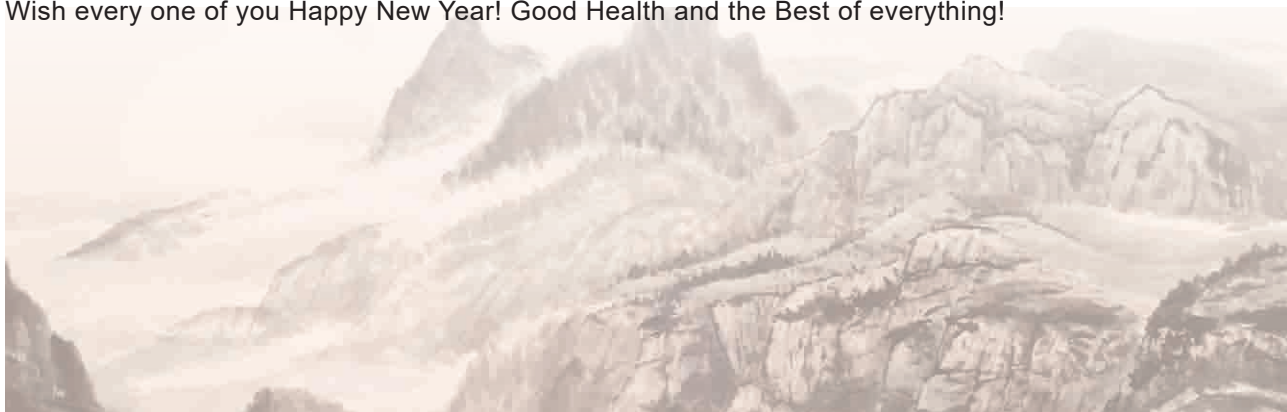
根據公司2017年的統計數據，澳門國際機場運輸旅客人數達到7,165,807人次，較去年相比增長8.1%；運輸貨物量37,499噸，增幅達到14%；航機升降架次達到58,520架次，增長2.8%；澳門國際機場整體收入達到49億澳門元，增長9.2%。公司制定的"目標明確，組織嚴謹，程序清晰，實施有方。"的策略，在董事會、執行委員會領導之下，以及政府各個機構的指導和合作之下，通過全體機場員工的努力奮鬥，克服各種各樣極限的挑戰，特別是戰勝六十年一遇的超級台風"天鵝"，取得的成績都是令人非常的鼓舞。

展望2018年度的各項目標和新的挑戰，公司全體員工將以"只有自己尊重自己，才能贏得別人對你的尊重"作為勵志的策略目標，做好本職各項工作和任務，完成公務機機庫的建設，完成北擴候機樓的交接，完成南擴候機樓的招標，完成停機坪的改建，完成新系統的升級改造等各項基建工作，為新市場的開拓和發展增加容積，為新商務的創新增添契機，為祖國和特區進入新時代，跟上快速發展的潮流。無論甚麼時刻，"安全、效率、效益"都指導我們澳門國際機場不斷地發展壯大的宗旨。

祝各位春節快樂！身體健康！萬事順意！

the construction of the new business jet hangar, to ensure smooth hand over of the north extension of the terminal building, to finish the tender for the south extension of the terminal building, to finish the reconstruction of the apron, and to complete the upgrade of new system, etc., as to increase the airport capacity to cope with the development and open of new market, to increase new business opportunities, and to catch up the rapid development trend for the entrance of new era of Mainland China and SAR government. No matter when, "Safety, Efficiency and Effectiveness" are always the core value that lead MIA to constant development.

Wish every one of you Happy New Year! Good Health and the Best of everything!



對於研究戰略轉移理論有重要貢獻的布格爾曼(Burgehman)和葛洛夫(Glove)在1996年提出的 "戰略轉折點"(Strategic Inflection Point)管理理論，其主要內容有：

- 一.企業在環境變化劇烈中，環境變化的不可預測性會使企業戰略意圖和戰略行動之間產生不一致，從而產生"戰略矛盾"(Strategic Dissonance)，這種矛盾將阻礙產生企業轉型。
- 二.企業"戰略轉折點"是來自五種動態的力量作用的結果：1.產業內競爭優勢的基礎；2.企業核心競爭力；3.公司名譽戰略；4.戰略行為；5.公司的內部選擇環境。
- 三."戰略轉折點"的管理要經過"戰略認知"和"戰略轉型"兩個時期。
- 四.學習型組織的企業，最善於面對"戰略轉折點"。

當一間企業主管開始意識到情況和過去不同，或者事情有些不對勁了，那麼就表示企業正處於向上提升或向下沉淪的轉折點上，而轉折點出現之處，正是舊的經營環境消失，新的環境取而代之。若企業能懂得及時掌握機會，向新高點爬升，企業就會成長。反之，若無法順利通過轉折點，則企業便在越過高峰之後，往下滑落。"戰略轉折點"源於六種力量的因素發生巨幅轉變，它們分別是現存競爭者的力量、科技的力量、客戶的力量、供應商的力量、協力業者的力量以及營運規範的力量。

摘自《企業戰略轉移理論的研究》

祝新春愉快！



Mr. Burgehman and Mr. Glove who have significant contribution in the study of strategic transfer theory put forward the "Strategic Inflection Point" management theory in 1996, which mainly includes:

1. Enterprises in the environment with dramatic changes will have inconsistencies between strategic intent and strategic behaviour affected by the unpredictability of environmental change, resulting in "Strategic Dissonance".
2. The dissonance will prevent enterprises from restructuring.
The "strategic turning point" of an enterprise is the result of five dynamic forces:
i. The basis for the competitive advantage in the industry; ii. The core competitiveness of the company; iii. Company reputation strategy; iv. Strategic behaviour; v. Internal selection environment for the enterprise.
3. The management of "strategic turning point" goes through two periods of "strategic awareness" and "strategic transformation."
4. Learning organizational enterprises can best face the "strategic turning point".

When an enterprise business executive begins to realize that the situation is different from the past, or something is wrong, it means that the enterprise is on the turning point of upward ascension or downward sinking, and the turning point appears exactly where the old operating environment disappears, replaced by the new environment instead. If enterprises know how to grasp the opportunity to climb to a new high, the enterprise will grow. On the other hand, if the turning point cannot be successfully passed, the enterprise will slide down after the peak. The "strategic turning point" originates from a huge change in the factors of the six forces. They are the power of the existing competitors, the power of science and technology, the power of customers, the power of suppliers and the power of operation specification.

From the 《Enterprise Strategic Transfer Theory Research》

Wish you all a Happy Chinese New Year!

3月 Mar

上元節後登鄉山，
紅棉花開迎春朝。
霧散雲開喧鵲歡，
萬物始生驚蟄蘇。

2018.03.03 創作

Going to the countryside after the Lantern Festival,
Red kapok blossoms to welcome the Spring. Mist
and clouds dispersed, birds tweets and chirps, All
living things and insects start to awaken and grow.

Composed on 3rd March 2018

4月 Apr

著名的學者雷利•唐恩斯(Larry Downes)和保羅•努恩斯(Paul Nunes)在《啟動 第二波創新》一書中闡述，技術日新月異，產品往往迅速走紅又火速過時，在宛如大爆炸的破壞式創新之後，該如何生存下來，甚至再次成功？他們提出，揮別七大惡習，擁抱四大作為。

在研究那些面臨第二波創新危機的公司時，他們發現導致企業早夭的主因，竟然是因為管理高層熱切採用最新的管理概念。以「設計思維」、「精實」、「敏捷開發」等概念的名義，把資源和創意全部用來盡量改進第一代產品，努力為每個使用者追求更優越的顧客體驗，甚至是更「愉悅」的體驗。但是在這個過程中，把公司的資產只投注在完成單一任務的必要措施上。當然，即使在大爆炸式破壞的時代，經理人還是必須專注於企業的根本要務，包括謹慎管理固定成本、資本資產、產品庫存、人力資源等。但執迷於單一產品或單一顧客區隔，往往導致第二波創新危機。

學者研究找出七種常見的錯誤：1. 公司太精實。盲從精實原則的企業可能見樹不見林，只專注在現有顧客的「樹」，而忽略了市場的「林」。2. 公司的資本結構注定失敗。深度槓桿化的資本結構，只有在大幅成長時期才有效。萬一市場萎縮，即使只是稍微萎縮，傳統的債權人都會很快陷入焦慮，並且在企業正需要投資創新以求生存和未來擴張的時刻，鼓勵公司緊縮，甚至強迫公司緊縮。3. 公司失去領導人。新創公司的投資人，通常也會提供資金給創辦人的下一個新事業，所以對投資人來說，有遠見的創業者離開公司，可能只是換個地址。但是對於創辦人離開的那家公司來說，開創第二波創新的問題會變得很嚴重。為了因應競爭對手，公司可能加倍投資在既有的政策上，那也增加了市場繼續演變時，公司陷入窠臼的風險。4. 公司過度迎合投資人。投資大眾和提供他們建議的分析師，可能比債權人更加保守。受到喜愛的新創企業在股票公司上市後，往往發現公司發展受到投資人的阻礙。投資人表示想要看到更多的破壞式創新，但當獲利不夠快時，又抨擊公司的股價和管理高層。5. 公司鴻運當頭。這些「獨角獸企業」的價格，似乎不是根據投

Famous scholars Mr. Larry Downes and Paul Nunes described in the “Finding Your Company’s Second Act” that products are rapidly becoming popular and outdated with technology changing with each passing day. After a destructive innovation like a big bang, how do you survive and even succeed? They pointed out to say goodbye to seven bad habits and start four major actions.

In studying companies that faced second-act crises, we found that the leading cause of premature death was, ironically, that their executives had enthusiastically embraced the latest management ideas. In the name of concepts such as “design thinking,” “lean,” and “agile” development, they focused resources and creativity on making first-generation products as compelling as possible—on delivering a superior if not “delightful” customer experience for each user. But in the process, they ended up limiting the assets of the organization to those necessary to complete a single mission. To be sure, even in the era of big-bang disruption, managers need to stay focused on business fundamentals, including careful management of fixed costs, capital assets, product inventory, and human resources. But an inflexible obsession with a single product or a single customer segment leads more often than not to a second-act crisis.

The researchers have identified seven common errors. 1. The company is too lean. It isn’t just strict adherents of the lean philosophy that risk missing the market forest owing to an obsession with customer trees. 2. The company’s capital structure is built to fail. A deeply leveraged capital structure works only during times of extraordinary growth. If markets contract even modestly, traditional creditors quickly become anxious, encouraging or even forcing retrenchment at the precise moment when investment in innovation is critical to survival and future expansion. 3. The company has lost its

資的基本面來估算的，而只是根據早期使用者的熱切支持及未來營收的潛力，這正是「近乎完美的市場資訊」導致贏家通吃的結果。6.公司遭監管機關牽制。新創公司為了因應這些管制，必須比以前更早徵詢法律顧問的意見，把原本要用來打造公司的稀少資源，改用來應付市議會、公用事業委員會、立法聽證會等。他們可能很快會開始依賴那些牽制既有業者監管機構。有了法律顧問以後，他們的行事更為謹慎。7.公司預期的顧客並不存在。堅信鐘型曲線的經理人，預期未來會有更多的顧客和新的市場區隔，因此，把昂貴的資源投注在擴充生產及配銷上，以因應未來的銷售，但那些銷售始終沒有出現。

光是避免上述的陷阱，還不足以讓企業脫穎而出。企業的生死關鍵時刻，往往就在突然衰退之前，也就是當迅速成長的市場突然轉向之際。研究學者提出可以學習以下四個採用的技巧：在熱門產品退燒以前先放棄；打造平台，而不是產品；把最初的产品轉變成服務；投資或收購新興的破壞者。

head. Investors in a start-up frequently fund the founder's next venture, so for them the departure of the visionary may mean little more than a change of address. In response, the company doubles down on its existing strategy, increasing its chances of being stranded when the market moves on. 4. The company is overserving investors. Public investors and the research analysts who advise them can be even more conservative than creditors. Beloved start-ups that cash in on IPOs find themselves stymied by investors who say they want more disruption but pummel the company's stock price and management when profits don't show up fast enough. Second acts are postponed as managers respond to investors' demands. 5. The company won the lottery. These "unicorn" prices seem based not on any investing fundamentals but simply on early-user fervor and the promise of revenues to follow—the result of near-perfect market information generating winner-take-all success. 6. The company is held captive by regulators. In response, start-ups must now engage legal counsel much sooner than was ever before thought necessary, diverting scarce resources from building the company to dealing with city councils, public utility commissions, and legislative hearings. They can quickly develop the same dependency on regulators that stalls incumbents. Having legal advisers makes them newly cautious. 7. The company anticipates customers who don't exist. Anticipating more customers and new market segments, managers conditioned to the bell curve commit costly resources to expanded production and distribution for follow-on sales that never come.

Just avoiding the pitfalls described above is not enough to separate the standouts from the burnouts. Timing the shift from one shark fin to the next is equally critical. In the era of big-bang disruption, the life-or-death moment for any enterprise comes well before sudden decline—when a fast-growing market abruptly shifts course. The researchers proposed to learn from some of the four tactics of perennial disrupters: Abandon the successful product before it runs out of steam. Build a platform, not a product. Turn your initial product into a service. Invest in or acquire nascent disrupters.



當今市場需求表現是需求的個性化和需求的快速變化兩個特徵。標準化產品已無法滿足愈來愈挑剔顧客的需求，從而也標誌著單一品種大批量生產規模經濟時代的結束。由於市場機會瞬息萬變，企業必須時刻準備著警覺快速反應抓住稍縱即逝的機會。也就是說未來的競爭不是規模大的企業吞併規模小的企業，而是反應快的企業戰勝反應慢的企業。在市場上，“大魚吃小魚”的概念已經被“快魚吃慢魚”新規律所取代。企業的競爭越來越多是時間競爭，除了質量之外，決定產品成敗的關鍵因素是開發時間。信息技術和距離的作用發生改變，空間的重要性在降低，時間的重要性在增大。這根本上改變了企業的遊戲規則：快速與創造性比規模和市場佔有率更重要。

正如人們所經常看到的那樣，企業家們信奉的是規模效益和成本領先的經營思想。而規模經濟是以犧牲需求的差異為代價的。規模經濟的實踐表現為標準，即產品的同一性。它的兩大弊端：

1. 缺乏靈活性，對市場變化反應遲鈍；
2. 犧牲顧客需求的差異化，個性需求沒有得到滿足。

隨著需求的個性化發展，人們越來越追求定制化(Customized)產品而非標準化(Standardized)產品。在相當長的時間內，企業一直在尋求規模與個性產品之間的融合，從而出現了大量定制化(Mass customization)、靈捷製造(agile manufacturing)和柔性組合(flexible organization)等概念。

傳統的企業競爭方式是成本與規模競爭，而現代的企業競爭方式通過靈活製造、快速反應、多品種與創新來贏得競爭優勢。虛擬企業是通過虛擬聯盟的方式用市場契約的方式利用社會資源來實現規模效應，同時由於契約的短期性可使企業根據市場的需求的變化變更合作夥伴，靈敏地跟蹤顧客的需求。可以說虛擬組織是企業通過網絡把社會資源靈活組合與分解以實現規模效益與快速滿足顧客的個性需求。

虛擬組織是一種擁有核心競爭能力為依托的堅固內核，以網絡、市場契約等關聯利用社會資源構建的柔性的外殼，外部邊界模糊的組織。它能夠經常保持一種連續變動狀態的能力，迅速從一種形態轉變為另一種形態；它依靠信息技術通過一種網路式的聯盟，以實現經營目標的契約組織方式。它採用一種基於信息的知識管理、需求拉動的管理，建立靈活多變的網絡，把用戶定制、柔性生產和高效率有機地結合起來。虛擬企業的內核與外界聯盟單元的關係不是傳統企業母子企業關係，而是以最終

The performance of market demand today is characterized by the personalization of demand and the rapid changes in demand. Standardized products can no longer meet the increasingly demanding needs of customers, which also marks the end of the economic era of single-variety mass production. As market opportunities change rapidly, companies must be prepared to vigilantly respond quickly to catch fleeting opportunities. In other words, future competition is not a large-scale enterprise merging a small-scale enterprise, but a fast-reacting enterprise that defeats a slow one. In the market, the concept of “big fish eating small fish” has been replaced by the new law of “fast fish eating slow fish”. The competition of enterprises is more about time competition, in addition to quality, the key factor that determines the success or failure of products is development time. The role of information technology and distance has changed, the importance of space is decreasing, and the importance of time is increasing. This fundamentally changed the game rules of an enterprise: Faster speed and more creativity is more important than size and market share.

As people often see, entrepreneurs believe in the business philosophy of scale efficiency and cost leadership. The economy of scale comes at the expense of the difference in demand. The practice of economies of scale manifests itself in standards, namely the identity of products. Its two major drawbacks:

1. Lack of flexibility and unresponsiveness to market changes;
2. At the expense of customer demand differentiation, individual needs are not met.

With the personalized development of demand, people are increasingly pursuing customized products rather than standardized products. For a long period of time, companies have been looking for a convergence between scale and individual products, resulting in a number of concepts such as mass customization, agile manufacturing, and flexible organization.

The traditional way of enterprise competition is cost and scale competition, while the modern enterprise competition mode wins competitive advantage through flexible manufacturing, rapid response, multiple varieties and innovation. Virtual enterprises

產品為紐帶的合同和信譽關係，體現為企業間的一種契約關係、利益關係。

在綜合運輸系統中，航空運輸是處於該系統中領先的地位，並且是一個有很高技術含量的行為，儘管鐵路和公路的系統也在不斷改造和革新，但在超過1000公里以上運輸範圍具競爭優勢仍然在航空運輸企業，航空運輸的經濟效益主要來自於它更具安全性、快捷性、便行性。澳門國際機場若以信息技術為基礎，通過網絡經濟方式將各種生產要素都轉變成信息，並使它們在網上流動，即用信息流代替了人員流、物質流、能量流、資金流、知識流等等在網上進行“擬實的”(Virtual)生產、流通及交換等經濟活動，從而對各種實際的生產要素進行組合並運行。

摘自《企業戰略轉移理論的研究》

alliance. It adopts an information-based knowledge management and demand-driven management, establishes a flexible network, and integrates user customization, flexible production, and high efficiency organically. The relationship between the core of the virtual enterprise and the external alliance unit is not the relationship between the parent and child traditional enterprises, but the relationship between the contract and reputation based on the final product, which is embodied as a contractual relationship and interest relationship between the enterprises.

In the integrated transportation system, air transportation is in the leading position in this system, and it is a highly technical activity. Although the system of railways and highways are also being constantly reformed and innovated, the transportation range over 1,000 kilometers is still having competitive advantage in the air transport enterprises. The economic benefits of air transport mainly come from the fact that it is more secure, faster, and more convenient. If MIA is based on information technology, various factors of production will be transformed into information through the Internet economy, and they will flow on the Internet. That is, information flow replaces the flow of people, material flow, energy flow, capital flow, and knowledge flow to conduct “virtual” production, circulation, exchange, and other economic activities on the Internet to combine and operate various actual factors of production.

Extract from the “Corporate Strategy Transfer Theory Research”

use social resources to achieve scale efficiency by the way of virtual alliances. At the same time, due to the short-term nature of contracts, companies can change partners according to changes in market demand, and sensitively track customer needs. It can be said that the virtual organization is the enterprise’s flexible combination and decomposition of social resources through the network in order to achieve scale efficiency and quickly meet the individual needs of customers.

Virtual organization is a kind of firm core with the core competitiveness as the backing, a flexible shell built with social resources based on network and market contracts, and an organization of blurred boundary. It can constantly maintain the ability to continuously change the status, quickly change from one form to another. it relies on information technology to achieve business objectives of a contractual organization through an Internet-style



6月Jun

庚申乙酉亂雲飛，
夜色催更風雨疾。
撥云見月群星璨，
辛酉日出碧藍天。

Clouds was dancing at an evening, The night was deep with strong wind and rain, as if it were calling for daylight. The bright moon could be seen with stars shining around when clouds dispersed, Sky came to vivid blue after sunrise on the other day.

7月Jul

傳統組織變為敏捷組織的第一步，就是高層團隊先轉型為敏捷團隊。因為以敏捷法領導的高階領導團隊，很快就會看到組織裡較低層級開始仿效這些做法。貝恩公司合夥人安迪•諾伯 (Andy Noble) 和艾瑞克•加頓 (Eric Garton) 曾發表文章，告訴實施敏捷法的高階領導團隊，行事上有什麼不同。

許多企業都想快速調整，從階層式結構轉為敏捷(agile)工作環境，好讓營運速度跟得上目前競爭如此激烈的市場。有的企業已明白宣示致力實施敏捷原則，像是澳洲銀行業巨擘澳盛銀行(ANZ)，而有的企業正走在組織轉型最尖端，像是捷步(Zappos)。從階層組織(hierarchy)到全體共治(holacracy)，這兩個極端之間的連續區間，還有很多種組織形式。要成功轉型為敏捷組織，企業必須慎重選擇要在哪些領域實行敏捷法，以及實施的方式。他們必須決定，在哪些單位採行敏捷的原則和心態；在哪些環節運用敏捷的問題解決方法，以便動態地因應策略和組織的挑戰；在哪些領域正式建置完成整的敏捷模式，包括自我管理的團隊。

做法1

把企業優先事項，當成列管的待執行工作

把企業層次的所有專案都視為待執行工作(backlog)，就像軟體開發人員把未來的所有產品特色當成一份待辦工作項目。把你的領導團隊看成一支敏捷Scrum團隊，依據重要性來排定待執行工作的優先順序，接著按照順序逐一解決，直到完成為止。有新專案加入時，重新排定企業待執行工作的優先順序。這麼做有助於維持焦點和速度，同時防止專案蔓延增加。擁有525名員工的軟體公司Systematic，在2005年開始採用敏捷法。隨著他們把這套方法推行到所有軟體開發團隊，執行長暨共同創辦人麥可•霍姆(Michael Holm)開始擔心，他的領導團隊會成為進步的絆腳石。於是2010年，霍姆決定把他的九人高階主管團隊變成敏捷團隊。一開始，這支團隊每週一開一小時或兩個小時的會，但後來覺得決策速度太慢。於是，團隊開始在每天早上8點40分站著開會二十分鐘，討論各人在前一天做了什麼、當天要做什麼，以及需要什麼協助。

The leaders of organizations that are working through a complicated transition from a traditional to an agile enterprise, and that is to become agile at the top. Senior leadership teams that lead in an agile manner will see these behaviors mimicked at lower levels in the organization. Partners in Bain & Company Mr. Andy Noble and Mr. Eric Garton had an article telling the difference of management by the senior leadership teams that implement agile principle.

Many companies are attempting a radical — and often rapid — shift from hierarchical structures to more agile environments, in order to operate at the speed required by today's competitive marketplace. Companies like ANZ, the Australian-based banking giant, have made explicit commitments to adopt agile principles, while others like Zappos, are on the bleeding edge of organizational transformation. Many stopping points exist along the continuum from hierarchy to holacracy. To successfully transform to a more agile enterprise, companies must make conscious choices about where and how to become agile. They have to decide where to adopt agile principles and mindsets, where to use agile problem-solving methodologies to dynamically address strategic and organizational challenges, and where to more formally deploy the full agile model, including self-managed teams.

Way 1

Treat your enterprise priorities as a managed backlog

At the enterprise level, think of all of your corporate initiatives as a backlog, just like software developers think of future product features as a backlog. See your leadership team as an agile Scrum that prioritizes the backlog based on importance, then tackles them in sequence until completed. Reprioritize your enterprise backlog when new initiatives are added. This helps maintain focus and velocity while stopping initiative proliferation. Systematic Inc., a

想採用這項做法的高階主管團隊，必須專注在較少的事項，並改變規劃畫流程，從以行事曆為基礎，轉變為以議題事項為基礎的規劃流程。

做法2

建立人才濟濟的小型團隊，讓它們在組織層級外運作，負責處理最重要事項。

允許這些團隊運用敏捷法和流程，在經常會耗盡能量、速度緩慢的傳統流程和決策層級之外運作。像是Airbnb、Spotify、Google、亞馬遜(Amazon)和微軟(Microsoft)等許多頂尖企業，都已經採用敏捷法，用來管理創新和產品開發。這類組織模式最明顯的特色，就是層級和官僚作風都不多的自我管理團隊。

百威英博集團(AB InBev)有一支高階管理團隊，就是用比較敏捷的方式運作，雖然團隊成員在採取這種工作方式之前，可能並沒有研究過Scrum；這種工作方式是他們領導風格和文化的固有內涵。執行長和他的領導團隊共用一張桌子。任何事項都可以在一個較不正式、較不官僚的環境裡，跨職能快速處理。這表示，沒有人需要召開特別會議，各項事務不必在不同職能的封閉單位裡輪流處理，然後再呈送上層重新整合。這種管理類型能提升決策速度。

做法3

依「時間箱」工作，並廣泛運用「測試—學習」技巧

把工作時間劃分為一些為時不長的專門時段，通常是一到四週，這麼做也能提高決策速度，並加快企業整體的新陳代謝。當你從以行事曆為基礎的規劃流程，轉變為持續的規劃流程，這種做法就能發揮優異成效。在與顧客及內部利害關係人往來時，企業若運用「測試—學習」(test-and-learn)技巧，就能採取最低程度可行的解決方案，並迅速反覆修正，捨棄較差的解決方案，選擇較優良的方案。這種強調快速、注重假設的即時測試，能在工作週期之初就給團隊帶來有建設性的回饋意見，加速開發解決方案。

最能展現這種高度專注於速的企業，就是亞馬遜，這家公司每天的實務運作都在落實這些概念。亞馬遜廣泛運用白皮書，協助管理團隊聚集在關鍵決策。會議一開始，會先讓與會者有一段時間默讀白皮書，然後詳盡討論提案的優點。不是所有決策都受到同等對待。用執行長傑夫·貝佐斯(Jeff Bezos)的話來說，「許多決策都是可逆轉的雙向門，可採用較簡便的流程。這類決策就算做錯了，又有什麼關係？」

525-employee software company, began applying agile methodologies in 2005. As they spread to all its software development teams, Michael Holm, the company's CEO and cofounder, began to worry that his leadership team was hindering progress. So in 2010, Holm decided to run his nine-member executive group as an agile team. The group started by meeting every Monday for an hour or two, but found the pace of decision making too slow. So it began having daily 20-minute stand-ups at 8:40 a.m. to discuss what members had done the day before, what they would do that day, and where they needed help.

Executive teams looking to adopt this practice need to focus on fewer things and move from a calendar-based planning process to continuous issue-based planning.

Way 2

Create small, talent-rich teams working outside the hierarchy to address your most important priorities.

These teams are given permission to use Agile methods and processes and to work outside of the often energy-draining and slower-moving traditional processes and decision hierarchies. Many leading companies such as Airbnb, Spotify, Google, Amazon and Microsoft have adopted Agile as a way of managing innovation and product development. Self-managed teams with limited hierarchy and bureaucracy are explicit features of such organizational models.

AB InBev has an executive team that works in a more agile way, though the members probably did not study Scrum before adopting this way of working; it is inherent to their leadership style and culture. The CEO and his leadership team share a joint table. Issues are worked on quickly and cross-functionally in a less formal, less bureaucratic environment. This means no one has to call a special meeting, and issues do not have to be worked through different functional silos and then reintegrated at the top. This type of management boosts the velocity of decision making.

Way 3

Time-box your work and make extensive use of test-and-learn techniques.

Working in smaller increments of focused time, typically one to four weeks, also accelerates

主席寄語Chairman's Message

decision velocity and the overall corporate metabolism. This works well when you have moved from a calendar-based to a continuous planning process. Using test-and-learn techniques with both customers and internal stakeholders allows companies to take minimum viable solutions and iterate on them quickly, abandoning weaker solutions for better ones. This rapid, hypothesis-focused, real-time testing creates early constructive feedback for the team and accelerates the development of solutions.

No company demonstrates this intense focus on speed better than Amazon, which puts these concepts into practice every day. Amazon makes extensive use of well-researched white papers to help focus the management team on critical decisions. At the outset of a meeting, individuals are given time to read the white papers in silence before thoroughly discussing the merits of a proposal. Not all decisions are treated equally. In the words of CEO Jeff Bezos, "Many decisions are reversible, two-way doors. Those decisions can use a light-weight process. For those, so what if you're wrong?"



8月 Aug

渭水自縈秦塞曲，
黃山舊繞漢宮斜。
鑾輿迴出千門柳，
閣道回看上苑花。

王維·唐朝

根據澳門國際機場航空交通流量數據統計，2018年首七個月旅客運輸量達4,747,012人次，同比增長18.11%；航機升降數量達37,351架次，同比增長12.53%，其中公務機升降數量達1,820架次，同比增長6.25%；貨物運輸量達22,000噸，同比增長8.98%；CAM總收入也超出預期，同比增長達8%，其中非航收入仍占54%。目前，在澳門國際機場營運的航空公司總數已達到30家，共執飛50個航點。其中市場占有率為，中國內地旅客占36%，中國台灣地區旅客占22%，來自東亞和東南亞地區及其他地區旅客占42%。

在本公司"安全、效率、效益。"宗旨的指引

Round a turn of the Qin Fortress winds the Wei River, And Yellow Mountain foot-hills enclose the Court of China; Past the South Gate willows comes the Car of Many Bells; On the upper Palace-Garden Road-a solid length of blossom; A Forbidden City roof holds two phoenixes in cloud; The foliage of spring shelters multitudes from rain; And now, when the heavens are propitious for action, Here is our Emperor ready-no wasteful wanderer.

by Wang Wei, Tang Dynasty

According to the statistics of air traffic flow data of Macao International Airport, the passenger traffic volume in the first seven months of 2018 reached 4,747,012, an increase of 18.11% over the same period of last year; the number of aircraft movements increased by 12.53% to 37,351; of which 1,820 are business jet movement, year on year growth of 6.25%; cargo transportation volume reached 22,000 tonnes, an increase of 8.98% year-

下，全體員工認真落實2018年度公司制定的策略目標和計劃，克服困難，群策群力，充分發揮學習型組織的作用，順利地完成了上半年的階段性任務。例如，將機場管理公司成為機場營運部、候機樓北擴14,000m²工程竣工並且交付使用、新公務機庫8000m²工程竣工、東停機坪改造工程第一階段交付使用、機場應急三組備份發電機交付使用、完成舊貨運倉庫頂蓋防水工程等多項工作。雖然，我們已經取得了令人鼓舞的業績，但是，我們更應該清楚我們面對機場營運安全和安保的嚴峻挑戰，堵塞漏洞，明細職責，加強培訓，嚴格執行各項規章制度。確保澳門國際機場的可持續發展，並且順利地完成2018年度公司制定的總目標。

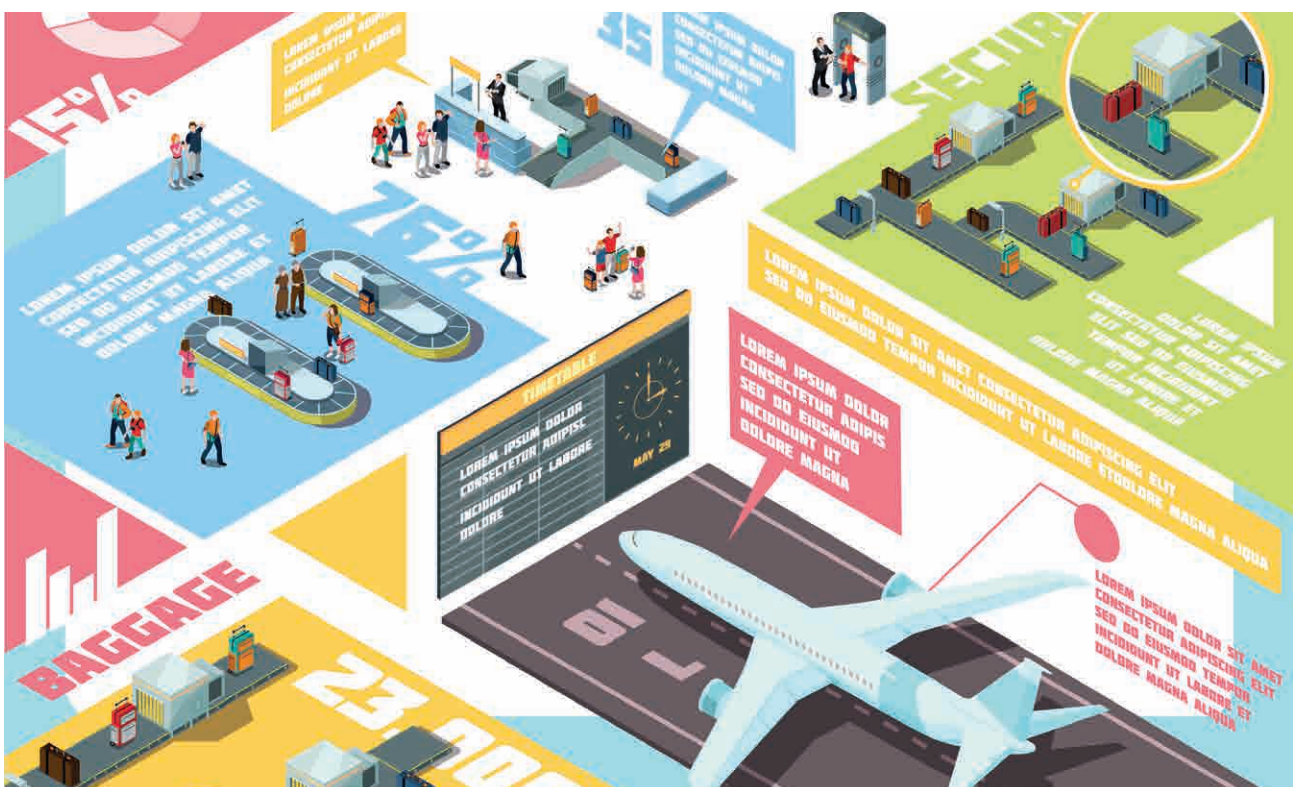
祝 立秋愉快！

Limited (ADA) joins in as Airport Operations Department, airport terminal building 14,000 m² expansion completed and put into use, the construction of 8,000m² new business jet hangar completed, first phase of east apron optimization finished for use, 3 sets of the airport emergency backup generator put into use, completed the waterproofing of the roof of the old cargo warehouse, etc. Although we have achieved encouraging results, we should be more aware of the serious challenges we face in the safety and security of airport operations. We should plug the loopholes, detail the responsibilities, strengthen training and strictly implement various rules and regulations. We have to ensure the sustainable development of the MIA and successfully complete the overall goals set by the company in 2018.

Wish you happy at the beginning of Autumn.

on-year. The total revenue of CAM also exceeded expectations, with an increase of 8% year-on-year, of which non-aviation revenue still accounted for 54%. At present, 30 airlines operating service at MIA to 50 destinations. The market share is 36% of passengers from Mainland China, 22% in China Taiwan, and 42% from East Asia and Southeast Asia and other regions.

Under the guidance of the company's purpose "Safety, Efficiency, Effectiveness", all staff earnestly implemented the strategic goals and plans formulated by the company in 2018, overcoming difficulties, pooling efforts, giving full play to the role of learning organizations, and successfully completed the phased works in the first half of the year. For example, Administration of Airports



9月 Sep

詹姆士•威爾遜(H. James Wilson)和保羅•道格提(Paul R. Daugherty)兩位學者在《人+AI：智慧協作時代》一文中指出：「機器能幫人，人也能幫機器。」

績效改善最顯著的時候，就是人機一起工作，強化彼此強項時。人類必須訓練機器、解釋機器的產出、確保妥善使用機器。機器可提供資訊、協助互動、從事需要體力的勞動。而若想從人工智慧獲得最高效益，就要重新設計營運流程。

人工智慧正在改造企業；而且若是用它來擴增人類的能力，而非取代人力，最能發揮最大的影響力。人類與智慧型機器協同工作時，公司績效改善最大。公司需要人來訓練機器、解釋機器的產出、確保負責任地使用機器。另一方面，人工智慧可提升人類認知技能與創意，讓人們免於從事低階任務，並拓展他們的身體能力。公司應重新設想本身的企業流程，聚焦在以人工智慧達成更高營運彈性或速度、更大的規模、更好的決策，或是提升產品與服務的個人化程度。

現在，人工智慧(AI)變得擅長從事「人類的」許多工作，像是診斷疾病、翻譯、提供顧客服務，而且進步快速。因此，有人擔憂，整個經濟中的人力終將全部被人工智慧取代，這種擔憂是有道理的。不過，這並非不可避免、甚至也不是最可能的結果。目前，數位工具對我們的回應程度很高，遠超過以往，而我們對自己的工具也是一樣。雖然人工智慧會徹底改變工作進行的方式，以及由誰從事那些工作，但科技更重大的影響，將在於輔助與擴增人的能力，而不是取而代之。

祝 各位秋安!

According to the article <Collaborative Intelligence: Humans and AI are Joining Forces> which is written by Mr. H. James Wilson and Mr. Paul R. Daugherty. In the article it mentioned that machines and humans can assist each other.

The most significant performance improvements are humans and machines work together, and enhance each other's complementary strengths. Humans must train machines to perform certain tasks, explain the outcomes of those tasks, and to ensure the responsible use of machines. Machines can provide information, interaction and embody human skills to extend our physical capabilities. If you want to get the most value from Artificial Intelligence (AI), operations logistics need to be redesigned.

AI is transforming the enterprises, if it is used to augment human capabilities, rather than replace human, it can best exert its greatest influence. When humans and machines work collaboratively, the firms achieve the most significant performance improvements. The firms need human to train the machines, explain the outcomes and ensure the responsible use of machines. Meanwhile, AI can boost our analytic abilities and heighten creativity, free people from low level tasks, and extend humans physical capabilities. Enterprises should redesign operations logistics, focusing on achieving greater operational flexibility or speed with AI, greater scale, better decision making, or increased personalization of products and services.

Artificial Intelligence is becoming good at many "human" jobs—diagnosing disease, translating languages, providing customer service—and it's improving fast. This is raising reasonable fears that AI will ultimately replace human workers throughout the economy. But that's not the inevitable, or even most likely, outcome. Never before have digital tools been so responsive to us, nor we to our tools. While AI will radically alter how work gets done and who does it, the technology's larger impact will be in complementing and augmenting human capabilities, not replacing them.

Wish you all peace in Autumn!



10月 Oct

秋日登吳公臺上寺遠眺

古臺搖落後，秋入望鄉心。
野寺來人少，雲峰隔水深。
夕陽依舊壘，寒磬滿空林。
惆悵南朝事，長江獨自今。

劉長卿·唐朝

CLIMBING IN AUTUMN FOR A VIEW FROM THE TEMPLE ON THE TERRACE OF GENERAL WU

So autumn breaks my homesick heart....Few pilgrims venture climbing to a temple so wild, Up from the lake, in the mountain clouds. ...Sunset clings in the old defenses, A stone gong shivers through the empty woods. ...Of the Southern Dynasty, what remains? Nothing but the great Yangtze River.

by Liu Changqing of the Tang Dynasty

11月 Nov

在當今全球化經濟發展的時代裡，新知識和信息網絡的迅速發展日新日異，企業隨時可能面臨戰略轉移點。一個企業的成功取決於它適應變化，超越變化的能力。優秀的企業總是在尋找變化，抓住變化所帶來的機遇，及時開展行動，不給競爭對手創造機會。

研究表明，通常會有若干戰略轉折點，它們改變了行業或市場的遊戲規則，造就了重大的創新，使企業上升到一個新的高度。

預料之外的突發事件，它可以是企業把握重要的一個戰略轉折點，在很多情況下它的出現難以察覺。善於通過突發事件獲得成功，從突發事件的失敗和突發事件的外在事件中發現機遇，是許多公司迅速成長的秘密，一些企業利用這種機遇實現了戰略轉移，並且在行業中成為佼佼者。突發事件能使人們跳出常規、假設以及確定之事，非常有利於創新，並使自己與眾不同。例如，2003年初，澳門鄰近地區中國內地、香港、台灣以及其它地區、國家都發生了嚴重的“非典疫症”(SARS)流行，迫使大多數的旅行者放棄利用公共交通工具，避免受到病毒的傳染。這種突發事件令亞太地區的航空運輸業受到了極大的影響。雖然澳門不是疫症流行區域，但澳門國際機場亦遭受到旅客流量急劇下降的嚴重影響，有時一天僅有一架航班升降，旅客最少時僅有20多位。針對當時這種突發的事件，澳門國際機場開始以更加積極的行動發展航空貨運。首先建立

In today's era of global economic development, the rapid development of new knowledge and information networks is changing day by day, and enterprises may face strategic transfer points at any time. The success of an enterprise depends on its ability to adapt to change and transcend change. Good enterprises are always looking for change, seizing the opportunities brought about by change, and acting in a timely manner without creating opportunities for competitors.

Studies have shown that there are usually a number of strategic turning points that change the rules of the game in the industry or market, creating significant innovations that will take an enterprise to a new level.

Unexpected emergencies, it can be a strategic turning point for the enterprise to grasp, and in many cases its appearance is difficult to be detected. Being good at success through emergencies, discovering opportunities from emergencies of unexpected events and outer events is the secret of many enterprises' rapid growth. Some enterprises have used this opportunity to achieve strategic shifts and become the leader in the industry. Incidents can make people jump out of routines, assumptions, and certain things, which is very beneficial to



由上海航空公司、台灣長榮航空公司、泛納班拿超級貨運公司共同合作的模式。開展航空全貨機的營運，以澳門為基地對兩岸三地、歐美的貨運進行輻射發展，並且成效顯著，2003年航空貨運吞吐量快速增長到14萬噸，2004年澳門國際機場航空貨物吞吐量超過了22萬噸，增幅達到56%，創下歷史上最好記錄，機場貨運的全貨機載貨比例也達到80%的高比例。此結果，不僅使本地航空公司樹立起開拓航空貨運的信心，加強對貨運發展的投入，增加澳門國際貨運航班和航線，而且吸引國際和兩岸三地更多的貨物在澳門國際機場進行中轉。由於澳門國際機場長期以兩岸中轉旅客為主，當非典疫症在鄰近地區爆發流行時，它能夠妥當處理突發事件，成功把握戰略轉折點，令澳門國際機場在相當短的時間內，成功建立了與物流發展相配合的體系。此舉被業內人士稱為創建了兩岸四地具有代表性的機場物流模式。

摘自《企業戰略轉移理論的研究》

of MIA exceeded 220,000 tons, an increase of 56%, which is the best record in history and the cargo freight rate also reached a high proportion of 80%. This result not only enables local airlines to establish confidence in developing air cargo, enhances investment in freight development, increases MIA cargo flights and routes, but also attracts more international and cross-strait cargo to transit at MIA. Since MIA has long been a transit for passenger of the strait, it was able to properly handle emergencies when the SARS epidemic broke out in the vicinity, and successfully grasp the strategic turning point, so that MIA successfully established a system that is compatible with the development of logistics in a relatively short period of time. This action was named in the industry a representative cross-strait airport logistics model.

From the 《Enterprise Strategic Transfer Theory Research》

12月 Dec

元旦

爆竹聲中一歲除，春風送暖入屠蘇。
千家萬戶曠曠日，總把新桃換舊符。

王安石·北宋

難忘的二〇一八年即將過去了，當我們回顧令人熱血沸騰、激情燃燒的歲月的時候，有那麼一種難分難捨的情懷。首先，澳門國際機場旅客年度吞吐量首次突破八百萬人次的大關，這對一個僅有六十五萬人口的澳門，的確是一件非常了不起的喜訊。這其中有多少的酸甜苦辣，只有那些忘我工作的機場同事們才深知其味。其二，是機場管理有限公司人員轉入機場專營股份有限公司，成立機場營運部。近四百多人的機場營運部，擔負著機場營運，安全保障和保安系統的監督，每天約有二萬五

innovation and makes them different. For example, in early 2003, a serious SARS epidemic occurred in Mainland China, Hong Kong, Taiwan, and other regions and countries in the vicinity of Macao, forcing most travellers to abandon the use of public transport and avoid viruses infection. This kind of emergency has greatly affected the air transport industry in the Asia Pacific region. Although Macao is not an epidemic area, MIA has also been seriously affected by the sharp drop in passenger traffic. Sometimes there is only one flight flying in a day, and the least passengers were 20 only. In response to such a sudden incident at the time, MIA began to develop air cargo more actively. First, establish a model of cooperation among Shanghai Airlines, Taiwan Eva Air, and Panalpina Super Cargo. Carrying out the operation of freighter with base in Macao, radiating the development of freight to cross strait three regions, Europe and the United States, and achieving remarkable results. In 2003, the air cargo throughput increased rapidly to 140,000 tons. In 2004, the cargo throughput

New Year's Day

One year has passed in the sounds of delight firecracker, Spring wind is sending the warm to the Tusu drink. Thousands and thousands families are bathed in the bright sunlight, They are always changing the old peach wood charms, to be new ones by their doors...

by Wang Anshi, North Song Dynasty

The unforgettable year of 2018 is about to pass. That is such a difficult feeling to part from this passionate and unforgettable time. First, the annual throughput of passengers of MIA exceeded the mark of 8 million for the first time. This is indeed a great

仟名旅客進出機場，近二百架次航機升降，確保旅客的生命安全和航機的平安升降也是一件責任重大的工作。也因為這種整合，令機場專營公司所履行的投資、市場及基建三大工作範圍發生了根本的變化，從一個投資者的角色，向投資經營者的角色發生了轉變。其三，是澳門國際機場的整體收入，也達到了歷史性的突破，總收入將超過五十億澳門元，按計劃繼續向股東和政府償還借貸。在二〇〇三年時，整個機場的收入僅有十一億元，折舊、還貸及營運費用的壓力不堪重負。在特區行政長官和政府的支持之下，公司管理層和全體員工的勤奮努力，制定了一系列有效的戰略和策略，使澳門國際機場作為中小型機場的範例，風生水起地一路高歌前進。

難忘的二〇一八年過去了。二〇一九年我們將迎接澳門回歸祖國並且特區成立二十周年的喜慶日子。飲水思源，由於祖國的繁榮昌盛的快速發展和強大，澳門國際機場"立足澳門，背靠祖國，面向世界"的方針和政策得到了更多的體現。目前，澳門國際機場市場劃分為，中國內地旅客量佔37%，中國台灣旅客量佔22%，其他來自於東南亞，東北亞國家的旅客量佔41%。澳門國際機場將在未來的發展過程中，繼續堅持虛擬化機場的發展思路，結合信息技術和人工智能的進步，利用高科技來改善未來發展的空間和時間，彌補物理空間的不足和人力資源的短缺現狀。

讓我們鼓起精神，克服各種艱難困苦，以嶄新的姿態，更加優異的成績，迎接澳門回歸祖國二十周年。

news for Macau which has only 650 thousands of population. The ups and downs throughout this year can only be known by colleagues working selflessly at the airport. Second, ADA staffs were transferred to CAM to set up the Airport Operation Department. This nearly 400 people department is responsible for the operation and supervision of safety and security systems of the airport. Every day, there are about 25 thousand passengers going in and out the airport, 200 aircrafts landing and taking off. Ensuring safety of passengers and aircrafts landing is also a major task of great responsibility. Because of this integration, the three major areas of investment, marketing and infrastructure work performed by CAM have undergone fundamental changes, from the role of an investor to the role of investment operators. Third, the overall income of MIA has also reached a historic breakthrough; the total revenue will be over MOP 5 billion and continue to repay debts from the Government and shareholders according to the plan. Whilst in 2003, the revenue of the airport was over MOP 1.1 billion, and the pressure of depreciation, repayment and operating expenses was overwhelmed. With the support of the Macau SAR Chief Executive and the Government, the management of the company and all the staff worked diligently to develop a series of effective strategies and tactics, to make MIA as a model of small and medium size airport and continue to develop.

The unforgettable year of 2018 will be passed. In 2019, we will celebrate for the 20th anniversary of the return of Macao SAR to the motherland. We have to be gratitude for blessings and the well-spring. Because of the rapid development and strength along with the motherland's prosperity, MIA's policies of "Base on Macao, Back by Motherland, Facing the World" have been more reflected. At present, the market of MIA is divided into 37% of Mainland China, 22% of China Taiwan and 41% from Southeast and Northeast Asia. In the future development process, Macao International Airport will continue to adhere to the development ideas of "Virtual Airport", combine the advancement of information technology and artificial intelligence, use high technology to improve the space and time of future development, make up for the shortage of physical space and human resources.

Let us raise our spirits, overcome all kinds of hardships and difficulties, and take on a new attitude and even better achievements to welcome the 20th anniversary of Macao's return to the motherland.





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



企業傳訊暨政策研究室
Corporate Communication & Policy Research Office



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



機場營運部
Airport Operations Department

8 JAN

亞洲航空開通 『澳門 – 泰國布吉』航線

Macau – Thailand (Phuket) Route of Air Asia Inaugurates

亞洲航空於2018年1月8日，開通『澳門 – 泰國布吉』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四條泰國航線，也是亞洲航空集團從澳門出發的第七條國際航線。

澳門國際機場旅遊數字穩步上升，根據數據顯示，2017年整體旅客首次突破710萬人次，當中來自東南亞航線旅客上升10%。澳門國際機場一直致力與航空公司共同拓展航線網絡，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旅遊雙邊經濟的互動，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”，隨著泰國布吉航線的增開，兩地空中交通進一步擴大，旅客量估計將穩步增長，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 Thailand (Phuket) - Macau flight of “Air Asia” landed at MIA on 8th January 2018, to commemorate the official launch of this new route, “Air Asia” held an inaugural flight ceremony at MIA. The new Macau to Phuket route with daily direct flights will mark the airline’s fourth Thailand route and seventh international destinations from Macau.

The volume of air passengers of MIA continued to show steady according to statistics. In 2017, MIA’s passenger was over 7 million, reaching a new high over the past years. Passengers of the Southeast Asia Market posted a year-on-year growth of 10% in 2017. MIA 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.

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 Thailand (Phuket), it marked a further step in



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CAM 2017年業務總結及 2018年工作計劃會議

CAM 2017 Business Summary and 2018 Work Plan

澳門國際機場專營股份有限公司(CAM)於2018年1月13日舉行2017年業務總結及2018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公司秘書林笑雲大律師帶領全體員工出席，各部門總監及兩辦事處首席代表分別報告去年業務成效及對新一年業務發展方向作出展望及行動規劃。

馬主席在致詞中總結澳門國際機場在2017年持續取得優秀成績，有賴全體同事貫徹“目標明確、組織嚴謹、程式清晰、實施有方”的年度戰略目標，迎難而上，方能持續取得如此優秀的成績，實在得來不易。

全年機場旅客量突破716萬人次，較去年增長8%，其中低成本航空運輸旅客量同比增加32%。全年旅客量創造出機場營運22年的新紀錄，也是本地人口的十一倍之多；機場內錄得超過5萬8千架次的航班升降，同比上升2.8%；貨運量超過3萬7千噸，同比上升14%；機場公務機升降架次為3,078架次，同比上升12.71%；機場整體收入預計達49億澳門元，比2016年上升9.2%。現時澳門國際機場共有29家航空公司經營國內外46條航線，包括2017年新引進4間航空公司，開通6個新航點。

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，2018年將帶領同事朝公司策略目標工作，“只有自己尊重自己，才會贏得別人對你的尊重”，宏觀國際環境、區域和自身的因素，預計今年的新目標為：航班升降架次超6萬架次、貨運量39,000公噸、公務機升降3,170架次及旅客運輸量738萬人次。預計今年第一季度北面擴建工程驗收後將正式投入營運，並於上半年開始南面擴建招標工作；今年內將完成東機坪優化工程，並全面升級安保設



CAM 2017 Business Summary and 2018 Work Plan meeting was held in CAM Office Building on 13th Jan, 2018. Chairman of the Board of Directors Mr. Ma Lao Hang, Chairman of the Executive Committee Dr. Deng Jun and Secretary of CAM Dra. Paula Ling led all staff to attend the meeting, listened to the reports of all Department Directors and Office Chief Representatives on previous year's business summary and prospects for business development and plan in 2018.

Mr. Ma reviewed the excellent performance of MIA in 2017 in his speech, depended on the strategy “Clear Goals, Rigorous Organization, Orderly Procedures and Tactful Implementation” carried out by all staff, which pulled MIA into successful achievement.

MIA welcomed 7.16 million passengers 2017, which is an increase of 8.1% and the highest passenger traffic MIA has achieved in a year since its 22 years of operation, accomplished over 11 times of the local population, including an increase of 36% of



施，以確保機場更加良性、安全運營；城市候機樓計劃將進一步加快，為旅客提供更加便捷多元化的服務。

鄧主席在總結發言中透過月刊上的「主席寄語」回顧公司2003、2008、2014和2017年的發展歷程，以及2017中國民航發展的成績，澳門國際機場曾多次成功克服重重困難，在逆境中成長。展望未來，“虛擬”、“共用”、“自由”的概念成為影響社會發展趨勢，亦將影響企業走向。所謂“山不在高有仙則神，水不在深有龍則靈。”冀望員工在2018年迎難而上，充分提高並發揮自身價值，助公司和機場競爭力愈發強大。

low cost carriers passenger volume. Over 58,000 aircraft movements were handled, representing an increase of 2.8%. Total volume of 37,000 tonnes of cargo was transported with 14% increase year on year. Business jets movements recorded 3,078, yearly increase of 29.15%. MIA operators are estimated to achieve 4.9 billion (patacas, same below), 9.2% increasing compared to 2016. Last year, 4 new airlines were introduced into MIA and 6 new routes added, summing up to 29 airlines now operating 46 routes to the world from Macau.

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 2018 with the global environment, regional and self-factors, to carry out CAM's strategic target of 2018 “You will get the respect from others only if you respect yourself”. CAM proposed new targets of 60,000 flight movements, 39,000 tonnes of cargo, 3,170 business jets and 7.35 million passenger traffic in 2018. The entire North Extension project and East apron optimization project are expected to be completed and put into operation. South Extension project will be phased out and starting with open tender in first half year. Security facilities will be upgraded this year in order to make sure safe operation of airport. The process of city check-in service will be further speeded up to provide more convenient and diversified services.

Dr. Deng reviewed the development history in 2003, 2008, 2014 and 2017 with reference to “Chairman messages” on CAM Bulletin, and the development achievement of China civil aviation in the concluding remarks. MIA had successfully overcome difficulties many times, and grew up in adversity. As we look to the future, the concept of virtuality, sharing and freedom will become a social development trend, and affect the direction of enterprises. It is said “Mountains are famous for living saints and waters gains miraculous for residing dragons.” In 2018, all staffs are hoped to improving and playing their true value, to face challenges bravely and enable the company and MIA stronger and stronger.



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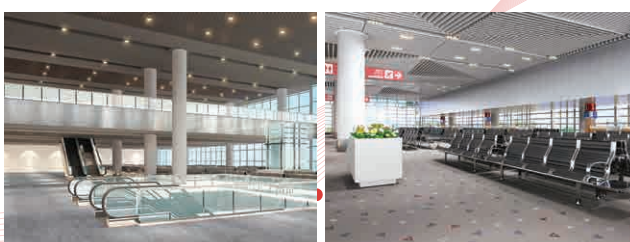
MIA場北面擴建離境禁區 商鋪招標項目

Project for MIA North Extension Airside Commercial Area

澳門國際機場候機場北面擴建商業區域五個商鋪現正進行公開招標，旨在支持澳門本地企業及文化產業企業發展品牌、提升競爭力及促進業務升級轉型，而向符合條件的企業開放招標，共建雙贏的業務關係，共同為澳門國際機場使用者提供優質的服務。詳細內容請於澳門國際機場專營股份有限公司(CAM) 網頁<http://www.camacau.com>瀏覽。



CAM is launching the Request for Proposal for 5 commercial spaces at the North Extension of MIA Passenger Terminal Building. Our objective is to support Macau Local Enterprise as well as Macau Cultural Industry Enterprise for brand development, enhance competitiveness and promote business renovation and transformation by offering the Request for Proposal to qualified enterprises. We hope to achieve a win-win business relationship with our business partners by providing outstanding services to passengers and airport users at MIA. For details, please visit our company website at <http://www.camacau.com>.



18 JAN

CAM鄧軍主席接待中美泛 珠三角機場建設技術交流 代表團

Chairman Deng Jun of CAM Welcomed The Delegation from the U.S - Pan Pearl River Delta Airport Construction Roadshow

2018年1月18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、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接待了澳門美國商會主席謝思訓先生、美國駐香港總領事館商務專員李嘉賢女士帶領之代表團一行。澳門國際機場作為是次泛珠三角機場建設技術交流會的其中一站，透過會面，加深對方了解澳門國際機場的基建發展及未來計劃的了解，促進彼此之間的技術交流，尋找合作商機。

會上，CAM執行委員會主席鄧軍博士對謝思訓主席及代表團一行來訪交流表示歡迎，並簡介了澳門國際機場與美資企業合作的長遠歷史。同時提及澳門國際機場面對澳門旅遊業近年的快速發展，積極於基建發展上作出配合，一直秉持“安全、效率、效益”的核心發展理念，配合特區政府推進“世

Chairman of the Executive Committee of CAM Dr. Deng Jun, 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 the delegation led by Chairman of the American Chamber of Commerce in Macau, Mr. Paul Tse and Commercial Specialist from the U.S Consulate General of Hong Kong & Macau, Ms. Kimmy Lee on 18th January 2018. MIA as one of the stop for this U.S- Pan Pearl River Delta Airport Construction Roadshow, we hope to deepen the understanding of the delegation to the infrastructure development and future planning of MIA, enhances the technical exchange of both parties, and to seek for business opportunities.

In the meeting, Dr. Deng extended a very warm welcome to Mr. Paul Tse and the delegation for their visit to CAM and briefly introduced the long history of corporation between MIA and the U.S funded enterprises. Dr. Deng also mentioned to cope with the rapid growth of Macau tourism industry; MIA has actively corporate on the infrastructure development. And always uphold the “Safety, Efficiency and Effectiveness” as the core value of development and coordinate with the MSAR Government to promote the policy of “Centre

界旅遊休閒中心"的發展政策。謝思訓主席對澳門國際機場的業績、經營管理理念加以肯定，認為是次交流除了讓CAM加深了解美資企業在機場建設發展方面的技術水平外，亦讓代表團認識到澳門國際機場的發展情況及技術需要，透過交流會加深彼此的了解，進一步尋找合作的契機。

參加此次活動的代表還有：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(AIMS)董事總經理王秀瑜女士、CAM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、明捷澳門機場服務有限公司董事總經理盧偉明先生以及澳門保安有限公司副總經理楊振江先生。



for World Tourism and Leisure". Mr. Paul Tse expressed recognition to MIA's performance and operation principle, he claimed that in this meeting, aside from deepen the understanding of CAM to the technical standard of airport infrastructure provided by the U.S enterprises, it also provided opportunities for the delegation to know more about MIA's infrastructure development and it's technical support. Through this meeting, we know more about each other, and to go further for the business opportunities.

Other representatives included: CAM - Director of Executive Committee Office Ms. Katy Lo, Managing Director of Airport Information Management Solutions (AIMS) Ms. Sharon Wang, Director of Infrastructure Development Department Mr. Sandro Kou, Chief of Corporate Communication & Policy Research Office Ms. Vicki Mou, Managing Director of Menzies Macau Airport Service Co. Ltd, Mr. Raymond Lo and Deputy General Manager of SEMAC Security Company, Mr. William Yeung.



22 JAN

MIA代表拜訪民航局加強溝通緊密合作

CAM Chairman Deng Jun's Delegation Visited AACM

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2018年1月22日年度拜訪澳門民航局局長陳穎雄先生，雙方在會面時談及預期春節期間澳門國際機場將迎來出遊高峰，民航局在航班審批及機場在旅客接待和安排做出相互的

Dr. Deng Jun – Chairman of Executive Committee of CAM led a delegation to Civil Aviation Authority of Macau (AACM) on 22nd Jan 2018, had a business exchange with the Director Mr. Simon Chan. In the meeting, both sides talked about peak travel season is expected at MIA during the Chinese New Year. Assistance and deployment will be conducted between AACM and MIA in aspects of flights approval and reception at airport, enhancing the efficiency and attach great attention to service quality at the same time. In addition, discussions and views exchange were carried out on security

協助和調配，在提高效率同時也重視服務質量；並且在安保管理、協同決策系統(CDM)、以及近期空域管理等事宜作出討論和交流，加強溝通以保障民航工作效率。

其他與會代表有：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、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、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高級安全主任羅榮東先生。



management, the collaborative decision-making system (CDM), the recent airspace management and other matters, in order to secure the work efficiency of local civil aviation.

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



29 JAN

CAM代表出席中國中小機場航線航班行銷工作座談會及航線行銷與中小機場管理專業委員會會議

CAM Representatives Participated in the Airport Routes Marketing Seminar

由中國民用機場協會主辦的"中小機場航線航班行銷工作座談會及航線行銷與中小機場管理專業委員會會議"於1月29日在昆明召開。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與市場部總監方曉健先生一同參加了此次會議。

本次會議邀請了全國一百多家機場參加，人數眾多，會議宗旨在於更好地貫徹落實中國民航局下發的《關於2018年夏航季換季航班時刻協調集中

The Airport Routes Marketing Seminar organized by the China Civil Airport Association took place in Kunming on 29th January, 2018. Ms. Yuan Weifang, Chief Representative of Beijing Office, and Mr. Eric Fong, Director of Marketing Department of CAM represented to participate in this seminar.

The seminar invited more than 100 airports in Mainland China. The purpose of the seminar further put into practice on the regulation issued by the Civil Aviation Administration of China (CAAC) "Centralization of 2018 Summer Schedule Announcement". By making full advantage on organizing flight schedule via central processing unit, it provides greater efficiency between airport members and regional authorities, and at the same time strengthen cooperation, and promote sustained growth of the air transport operations.

In the seminar, Capital Airport Holding Company, Shanghai Airport Authority, Yunnan Airport Group Co., Ltd., Xinjiang Airport Group Ltd., and Zhuhai

辦公的通知》，充分利用局方組織的航班時刻協調集中辦公的有利時機，幫助各會員機場與各地區管理局、航空公司密切聯繫，加強合作，促進機場航空運輸業務的持續增長。

會上，首都機場集團公司、上海機場(集團)有限公司、雲南機場集團公司、新疆機場集團、珠海機場分別介紹了各自機場航線航班行銷工作的經驗。最後，會議組委會對2017年度的行銷工作進行總結，並對如何有效地開展2018年的行銷工作提出意見和建議。

此次大會的召開，與會代表一致認為是一個很好的平臺，為各會員機場提供了寶貴的溝通交流的機會，分享了成功的經驗和舉措，建立起機場與局方的良好溝通管道，充分體現了中國民用機場協會領導、組織、協調的作用，為各地機場行銷工作的開展起到了積極的推動作用。



Airport introduced their marketing and routing strategies. At the end of the seminar, the organizing committee concluded the annual 2017 marketing and sales efforts and brought out views and suggestions on how to carry out effective sales and marketing strategies in 2018.

The seminar provides an excellent platform to exchange thoughts and strengthen cooperation between aviation partners. It also established a good communication channel between airports and the aviation authorities for experience sharing, and fully reflected the role of China Civil Airport Association in leadership, organization and coordination, driving airports on better sales and marketing strategy.



30 JAN

2018MIA傳媒春茗晚宴 迎新年

MIA 2018 Media Spring Dinner
Celebrating CNY with Media

2018年1月30日，澳門國際機場(MIA)舉行2018傳媒春茗晚宴，與傳媒好友共迎新歲。過去一年，澳門國際機場面對困難和挑戰重重，有賴特區政府和公司管理機關正確指引，全體員工迎難而上，以及新聞界朋友的關注和指導。

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，去年澳門國際機場旅客突破710萬人次，同比增長8.1%，機場內錄得超過5萬8千架次的航班升降，同比上升2.8%；貨運量超過3萬7千噸，同比上升14%；機場整體收入達到

MIA hosted the 2018 Media Spring Dinner on 30th Jan 2018. Looking back over the past year, MIA faced different kinds of difficulties and challenges, with the strong support from the SAR Government and the correct guidance from the corporate management, the team of MIA worked together to overcome all kinds of difficulties and challenges, and all the concern and guidance from media friends.

Chairman of the Board of Directors of CAM Mr. Ma lao Hang noted in his welcome speech, In 2017, MIA has reached the passenger over 7.1 million, an 8.1% increase compared to last year, recorded over 58,000 aircraft movements, representing a 2.8% increase, and total volume of 37,000 tonnes of cargo was transported with 14% increase year on year. The total income of MIA achieved MOP 4.9 billion, which increased by 9.2% compared to



49億澳門元，比2016年上升9.2%。澳門國際機場2017年的客運量已達本地人口的11.1倍，比例之高已躋身世界第九位。2017年澳門人經澳門國際機場出遊超過91萬人次，比2016年上升近一成。

澳門國際機場於基建發展上積極配合本澳經濟及旅遊業迅速發展，2017年CAM投資2.1億澳門元於基礎建設，希望在有限的土地資源上提升接待能力，並已著手研究進一步的擴容計劃，以加大機場的實質處理量。2018年，隨著候機樓北面第一季度投入使用，客容量提升至每年750萬人，北擴區域商店及餐飲區域招標已公開進行中，屆時可提供更多具有澳門本地特色的餐飲及購物選擇；候機樓南面擴建亦計劃於上半年公開招標，擴建後，客容量將提升至1,000萬人。縱觀周邊環境及行業變化，預計今年旅客運輸量可達738萬人次、貨運量3萬9千公噸、航班升降達6萬架次。

CAM將繼續秉持“安全、效率、效益”的核心理念，並且在資訊、安保、服務、環保、創新等方面上全面應用，實現2018年度公司策略目標“只有自己尊重自己，才會贏得別人對你的尊重”，配合特區政府推進“世界旅遊休閒中心”的發展政策，並會全力配合民航局推出的「澳門國際機場整體發展規劃」。晚宴的短片中強調，MIA在追求有限空間的增長幅度同時，更加注重是質量的提高，安全系統變得更加流暢、人與環境變得更加和諧、品質與效

2016。The passenger volume of the MIA in 2017 has reached 11.1 times of the local population, MIA ranked ninth in the world in passenger traffic volume compared with the local population. In 2017, more than 910,000 Macau citizen passengers traveled through the MIA, nearly 10% increase from 2016, creating a convenient travel trip for the residents of Macau.

In view of the rapid development of Macau's tourism industry, MIA has actively worked on the infrastructure development. In 2017, CAM has put investment of around MOP 210 million on infrastructure construction to enhance reception capacity on limited land resources, and further research on the expansion projects are on-going, as to increase the capacity of the airport. Looking forward to 2018, upon the completion of the north extension project in the 1st quarter, the terminal building will be adding up to accommodate 7.5 million passengers as a whole. The open tender for stores and restaurants in the north extension area has started, more local signature dining and shopping will be introduced to passengers. The south extension of the passenger terminal building will be ready for public bidding in the first half year of 2018, the reception capacity will be raised to 10 million passengers per year upon the completion. With consideration of the surrounding environment and industrial changes, the passenger traffic in 2018 is expected to be 7.38 million, 39,000 tonnes of cargo transport and 60,000 flight movements.

CAM always upholds the “Safety, Efficiency and Effectiveness” as the core value of development, and fully applied to aspects of IT, security, services, environmental protection and innovation. With CAM's strategic target of 2018 “You will get the respect from others only if you respect yourself”, CAM will coordinate with the MSAR Government



益變得更好提升。處於核心競爭力的人才，變得更加成熟，並且富有創意和想像力。

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、計劃暨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、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；機場信息管理技術有限公司(AIMS)董事總經理王秀瑜女士；SEMAC副總經理王瑜玲女士。



of the Board of Directors of Administration of Airports Ltd. (ADA) cum Managing Director of SEMAC Security Company Dr. Suning Liu; Managing Director of Airport Information Management Solutions (AIMS) Ms. Sharon Wang; Deputy General Manager of SEMAC Ms. Gigi Wong.

to promote the policy of “Centre for World Tourism and Leisure”, and coordinate with the Civil Aviation Authority of Macau (AACM) regarding the “MIA Master Plan”. In the short video clip broadcasted at the dinner, MIA, while pursuing the growth margin of limited space, pays more attention to the improvement of quality, the smoother safety system, the harmony between man and the environment, the better quality and efficiency. Talents at the core competencies become more mature, creative and imaginative.

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 Planning and Commercial Development Department Ms. Winnie Hsu, Director of Executive Committee Office Ms. Katy Lo, Director of Legal Department Mr. Anthony U, Director of Infrastructure Development Department Mr. Sandro Kou, Chief of Corporate Communication & Policy Research Office Ms. Vicki Mou, Director of Logistics and General Aviation Development Department Mr. Frank Wu; President

JAN

CAM領導層密切關注機場候機樓北面擴建工程

CAM Management Inspected North Expansion Project of MIA

澳門國際機場2015年底在現有的土地資源上，開始候機樓北面擴建工程，以應對可預見的旅客增長。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、執行董事徐偉坤先生及執行董事梁少培先生在北面擴建工程接近完成和投入使用後，分別前往澳門國際機場，實地視察開展情況，檢查督導安全生產工作。視察中詳細詢問工程進度、現場管理、施工質量等情況，提出優化建議，並叮囑相關負責部門保證施工安全、工程質量，投入使用後前線員工務必做到無縫銜接，提供更多空間便利旅客出行。

In order to cope with the predictable growth of passengers, CAM started the north expansion project of MIA Passenger Terminal Building on the current land resources in late 2015. Chairman of Board of Directors Mr. Ma lao Hang, Chairman of the Executive Committee Dr. Deng Jun, Executive Director Mr. Tsui Wai Kwan and Executive Director Mr. Leong Sio Pui of CAM site visited to the north expansion when it was nearing completion and after it was in use, to inspect and supervise production safety, asked about the progress of the project in detail, field management, construction quality and so on, proposed optimization suggestions, instructed the responsible departments to guarantee construction safety and engineering quality, the frontline staff will inter-coordinate after it is in use, to provide more space and convenience to passengers.



2 FEB MIA運營企業總結2017， 規劃2018年工作

2017 Result Evaluation and 2018 Work Plan of MIA Operating Companies

2018年2月2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，分別就各公司於2017的工作進行總結並為2018年制訂工作規劃。三家公司分別就2017年所訂下的發展策略"目標明確、組織嚴謹、程序清晰、實施有方"，對公司各項政策及發展作進一步檢視及優化，並取得令人鼓舞的成績。

機場管理有限公司(ADA)行政總裁王錦濤先生於會上就2017年機場的營運概況進行總結，並分享了機場於安全及保安、營運、工程、設施及環境、旅客服務等各方面的工作成果。2017年ADA與機場各營運單位緊密溝通，相互合作，秉持「安全、效率、效益」的核心價值去完成每項工作，增加顧客滿意度，提升機場的國際形象。而過去一年，ADA除了在營運表現及成本控制方面都有顯著的成績外，亦著重環境及品質方面工作，推行了多項節能減排措施，更換了候機樓內的照明設備，減省電費開支，並持續減少碳排放，順利獲得機場碳

On 2nd February, 2017, three subsidiaries of CAM, which include: Administration of Airports Limited (ADA), Airport Information Management Solutions (AIMS) and SEMAC Security Company (SEMAC) held the presentation of "2017 Result Evaluation and 2018 Work Plan" at CAM Office Building respectively. The 3 subsidiaries followed the guidance of the company development strategy in 2017 "Clear Goals, Rigorous Organization, Orderly Procedures and Tactful Implementation", to review and optimize different policies and development of the companies, and obtained an excellent result.

Mr. Patrick Ong - Chief Executive Officer of ADA concluded the airport operation situation of 2017 and share the results in different aspects, which include: security & safety, operation, engineering, facility, environment and customer service etc. ADA has worked and communicated closely with all the operation entities in MIA, and uphold the core value of the company "Safety, Efficiency and Effectiveness" to finish every tasks, to increase the satisfaction of customers and enhance the international image of the airport. In the past year, ADA has remarkable achievement in terms of operating performance and cost control, ADA also emphasized on environmental protection and quality assurance, lots of energy saving plan have been implemented, and to change the lighting system in the Terminal



排放認證。同時，亦進行了3項保安演習，以應對突發情況及恐襲威脅。另外，會上亦提及8.23風災為機場帶來的破壞及影響，以及災後的搶修工作及進度。在2018年，機場北面擴建將於第一季投入使用，新登機橋投入運作，以應對日益增加的旅客。ADA將繼續秉持公司的核心價值，做好每項工作，並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)於2017年持續取得優秀成績，收入錄得滿意增長，董事總經理王秀瑜女士表示，AIMS在2017年除了繼續進行機場信息科技支援和維護工作，優化機場現有系統，同時亦投放大量資源用於開發項目，利用創新科技，提升機場各方面的營運效率，應對機場日漸增加的航班及工作量。配合現今社會的發展趨勢，AIMS亦對虛擬化機場建設不斷優化，推陳出新，為居民及旅客出行提供更便利及多元化服務，積極推動電子商務發展。此外，AIMS亦著重品質服務，於2017年成功完成質量管理系統的改版工作並取得ISO9001:2015認證。在2018年，AIMS將繼續深化各方面的工作，緊守公司的策略目標「只有自己尊重自己，才能贏得別人對你的尊重」，認真及有效率地應付每項工作，以配合機場的發展，提高運營效率，並繼續加大力度優化各項客戶服務及虛擬化機場建設，以提供更優質的旅客體驗。

building, to reduce electricity cost, and to diminish carbon emission, as a result, renewal of Airport Carbon Accreditation Certificate have acquired smoothly. Meanwhile, 3 security drills have carried out as to tackle for any emergency issue and threat of terrorist attack. Besides, as mentioned in the meeting, the super typhoon "Hato" on 23rd August have brought serious damages and effects to MIA and the repair work and progress. In 2018, the North Terminal extension and new boarding bridge will be in operation at the 1st quarter, to tackle the increasing number of tourists. ADA will continue to upload the core value, to complete each assigned job 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 excellent result in 2017 and recorded a satisfactory increase on the income. Ms. Sharon Wang – Managing Director stated that in 2017, aside from focusing on the airport information technology support and maintenance work, to optimize the existing system and contribute lots of resources on project development, to make use of innovation technology, to increase the operation efficiency of the airport, as to due with



澳門保安有限公司(SEMAC)副總經理楊振江先生表示，2017年的機場保安工作充滿挑戰，隨著機場的客流量、航班架次及貨運量不斷增加，對機場保安人員的工作帶來一定壓力，但公司整體員工堅守公司使命「確保安全，優質服務」，成功保障航班安全5.8萬餘架次、保障旅客達716萬餘人次，檢查貨物及郵件量上升19%，檢獲違禁品、危險品和液體等數量比2016年上升22.4%。由此證明，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，以提高機場的保安水平及旅客滿意度；同時，亦更換了部份硬件設備，增強前線執行效率。SEMAC亦重視員工的個人發展，為豐富員工業餘生活，提高綜合質素，舉行了不同的康體活動，及舉辦攝影、徵文、書畫、才藝方面的比賽，營造公司人文氛圍。2018年，SEMAC將繼續一系列的硬件及軟件優化工作，優化安檢程序及人力部署，提高工作效率以應對機場發展。因應航空保安新形勢，為員工及業內人士提供適時培訓，加強質量監察，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)董事會主席馬有恆先生、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、張小兵先生及各公司其他管理級同事。

figure proved that SEMAC have strengthened the security and safety knowledge, increased the general service standard of staffs through different trainings and technical exchange, which increase the level of security standard in the airport and also the passengers satisfaction level. At the same time, some hardware facilities have replaced, as to increase efficiency of the front line. SEMAC also emphasis on the personnel development of the staffs, as to enrich their amateur life, different sport activities and competition were hosted which include : photography, writing, drawing and talent, as to create a better atmosphere in the company. In 2018, SEMAC will continue to optimize a series of hardware and software, review on the procedures of security control and manpower allocation, as to increase the efficiency of staffs for the airport development. Besides, as to catch up the trend of aviation security, training programs will be provided for staffs and professionals in aviation industry, to strengthen quality supervision, 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 Board of Directors Mr. Ma lao Hang, 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; AIMS – Deputy General Manager Mr. Patrick So; SEMAC – Deputy General Manager Ms. Gigi Wong, Mr. Zheng Hua, Mr. Zhang Xizo Bing and other management staff of respective companies.

the increasing number of flights and workload. As to catch up with the development trend nowadays, AIMS will continue to make optimization and innovation on the Virtual Airport, to provide more convenience and scope of services for passengers and local residents. Besides, AIMS also emphasis on quality service, in 2017 AIMS has successfully renew the OMS and certified in ISO9001:2015. In 2018, AIMS will continue to intensify different aspects of work, always remember the strategic target of the company “You will get the respect from others only if you respect yourself”, to deal with every task seriously and effectively, as to cope with the development of the airport, increase the operation efficiency, and intensify the development of customer service and virtual airport, as to provide best travel experience to passengers.

Mr. William Yeung – Deputy General Manager of SEMAC Security Company, stated that airport security control was full of challenge in 2017, due to the increase number of passengers, flights and cargos which brought certain pressure for the security staff in MIA. However, every staffs in the company never forget their mission ‘Ensure safety, Quality service’, SEMAC was able to ensure the safety of over 58,000 flights, 7.16 million passengers, 19% increase of cargo and mail volume inspection and 22.4% increase of contrabands, dangerous goods and liquid were seized out compare to the year of 2016. The above

10 FEB

MIA首隻吉祥物 "高高(GOGO)"誕生

MIA Unveils First Mascot - GOGO

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”頒獎禮於2018年2月10日假澳門國際機場離境大樓舉行，現場氣氛熱鬧，“高高(GOGO)”在陳慧敏的歌聲下首次出場，配合生動可愛的舞姿，展現“高高(GOGO)”活力親切的一面。其後更與在場觀眾互動、搶答問題、拍照留念及贈送紀念品。



吉祥物以高高為名，代表上升、躍進；英文諧音為GOGO，意指前行、有帶領的意思。

高高採用了小鳥和飛機師為主要形象設定，並用上商標顏色，體現出他可愛有活力的一面；而頭上的羽毛是由澳門國際機場的商標演變而成，以達至親善的代言效果。

為了讓全澳門市民一同了解GOGO認識GOGO，特意設計了一系列可愛的GOGO表情圖，現在就下載，追上潮流，用新表情包和朋友打招呼吧！

整個比賽共收到162份參賽作品，水準之高，作品都各有特色，經過由主辦及協辦單位代表組成



Literally, “GOGO” means to rise and leap forward in Chinese, while its homonym in English represents to lead and advance.

The design of GOGO contains images of bird and airplane pilot, and is colored in MIA's logo fashion to deliver its energetic and lovely character. The feather-shape decoration on GOGO's head is inspired by and reshaped from MIA's logo, endorsing its role as the goodwill ambassador of MIA.

To introduce GOGO to Macau citizens, MIA has specially designed a series of GOGO emoticons and is available for download now. Let's catch up



with the trend and say hello to your friends with the new emoticons!

The Mascot Design Competition has received 162 entries with high quality and characteristics. 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, Secondary School Groups and the top 3 most popular entries from online polling were selected out. (see below lists). In conformity with the long-term development of the airport in the future, the organizers selected “GOGO” as the first mascot of the MIA to lead the advance and promote MIA's role as a vital gateway of Macau, the World Centre of Tourism and Leisure, which grows with Macau and connects the city with the world all the way.

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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，名單見下圖。而為更好配合機場日後的長遠發展，主辦單位推選以"高高(GOGO)"為澳門國際機場首隻吉祥物，在未來的日子裡帶領我們高飛、前進，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。

Institution, Secondary School Groups and the top 3 most popular entries from online polling were selected out. (see below lists). In conformity with the long-term development of the airport in the future, the organizers selected "GOGO" as the first mascot of the MIA to lead the advance and promote MIA's role as a vital gateway of Macau, the World Centre of Tourism and Leisure, which grows with Macau and connects the city with the world all the way.



公開組冠軍得獎者合照。
The Champion of Open.



大專組冠軍得獎者合照。
The Champion of Tertiary Institution.



中學組冠軍得獎者合照。
The Champion of Secondary School Groups.



網上投票 – 最具人氣作品獎一名得獎者合照。
The NO.1 of Online Polling.



10 FEB

MIA北面擴建即將啟用， 簡介設施優化

MIA Open Soon - Brief Introduction of Facilities Optimization

澳門國際機場(MIA)北面擴建部分在機場各營運單位努力下，以及特區政府相關部門的指引及協作下，將於2018年2月12日開始啟用。2月10日，澳門國際機場專營股份有限公司(CAM)於澳門國際機場舉行了澳門國際機場候機樓優化簡介會，向二十多家參加發佈會之媒體向媒體介紹機場候機樓於2017年優化工作、北面擴建部分所提供之服務及春節期間旅客高峰之準備措施，並安排參觀北面擴建部分，讓媒體一睹為快。

澳門國際機場候機樓北面擴建樓面面積達14,000平方米，使用後候機樓每年可容納旅客780萬人次，新增一條登機橋、四個遠程登機口。機場候機樓2017年所完成的翻新工作，包括更換離境大堂遮陽貼膜，增加1/3覆蓋範圍，以嶄新的面貌迎接新年的同時可以更有效阻擋紫外光，節省耗電；另外離境大堂重新設計了登機櫃檯，增加通道，以提升登機效率；到達層新的行李輸送系統可使旅客更快捷取得行李；到達層禁區更換的天花及地板則向旅客提供更舒適、具空間感的環境。

預計春節年初一至年初五客運量每天平均將超過2萬人次，比平日上升5%。面對春節高峰期，澳門國際機場升級多項服務舉措保障市民出行，例如加開安檢通道，增加5%前線安檢人員，靈活支援安檢工作，加快旅客流通。為了不耽誤出遊行程，呼籲廣大市民和旅客，春節期間至少提前兩個小時到澳門國際機場辦理登機，盡早通過安檢進入禁區候機。

簡介會結束後，機場工作人員帶領記者朋友參觀候機樓北面擴建部分，同時解答記者提問，更細緻講解優化設施。

With the joint effort from respective departments of MIA, and the guidance and coordination from the related entities of the S.A.R Government, the north extension of MIA will officially operate on 12th February, 2018. CAM has hosted a briefing session of airport terminal optimization in MIA on 10th February, 2018, and introduce to the media about the terminal optimization in 2017, services provided in the north extension area and the precaution to the travelers who will travel in the peak period during the Lunar new year. And a site visit of north extension was arranged to the media.

The total area of the north extension area is 14,000 m², with the operation of the north extension area, the terminal capacity will increase to 7.8 millions, with an additional boarding bridge, and 4 remote boarding gates. The optimization projects of the terminal building which have completed in 2017 included : changing of sun control window films in the departure lounge, which increased 1/3 of the coverage, it provided a brand new image to welcome the new year, at the same time, it helps to block the UV light more efficiently, and save more electricity. Besides, additional boarding counters have installed in front of the boarding gate, which increase the boarding efficiency of the passengers. The new baggage handling system in the arrival hall helps the passenger to obtain their luggage in a shorter period of time, and the new ceiling and floor design, provides passengers a more comfortable and spacious environment.

During the first 5 days of Chinese New Year, we estimated that the daily passenger volume will reach around 20 thousands, a 5% increase compare to normal weekdays. To tackle with the peak season, MIA will increase the security check channel, and additional 5% security staff will support the security control, to ease the traffic. To avoid any delay of your itinerary, we call the attention of the passengers, to



arrive MIA for the check in procedure at least 2 hours before the flight departure, and to go through the security control as early as you can.

After the briefing session, a site visit in the north extension area is arranged to media friends, to answer media enquiries, and to introduce the optimization projects more in details.

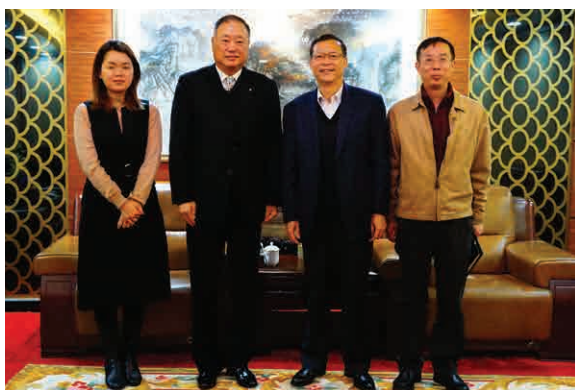


FEB

CAM執行委員會主席鄧軍博士一行對業界單位進行新年拜訪

Chairman of the Executive Committee of CAM Dr. Deng Jun Led a Delegation to Have New Year Visit to Entities of the Civil Aviation Industry

新春拜訪中國民航中南地區管理局



2018年2月，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，新春拜訪局長周毅州先生，共商珠三角民航協調發展，交流民航業消息。

鄧軍主席介紹了澳門國際機場2017年的成績及候機樓擴建計劃，雙方交流道：中國民航在去年

Courtesy Visit to CAAC Central and Southern Regional Administration

Dr. Deng Jun – Chairman of the Executive Committee of 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.

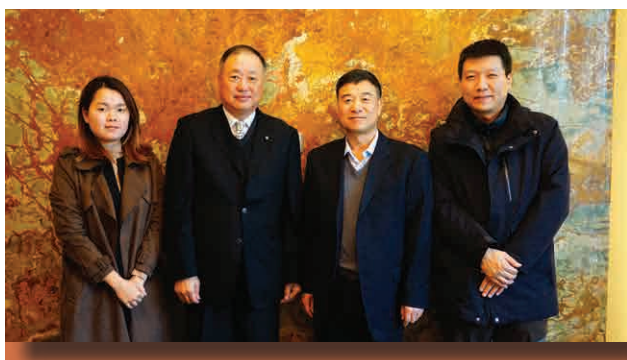
Chairman Deng Jun briefed MIA's performance in 2017 and expansion project of passenger terminal building. China's civil aviation has created new record last year. The traffic volume of the five airports in Pearl River Delta showed an increasing trend, there is an ever – growing demand from society for civil aviation. MIA maintained reasonable, efficient and effective growth, which demonstrates the effectiveness of delicacy management.

Other CAM's representatives in the visit are Ms. Vicki Mou – Chief of Corporate Communication & Policy Research Office (CPO), Ms. Miley Kou – Manager of CPO. Other GAA's representatives in the meeting are Mr. Yuan Yongdan - Deputy director of Division of Transport and Mr. Hu Kaiyuan – Secretary of the Bureau Office.

創造了新高，珠三角五大機場去年運輸量都呈增長趨勢，社會對民航需求也日益增長。澳門國際機場保持合理且高效率、高效益的增長，顯示精細化管理帶來的好成績。

其他與會人員包括：CAM——企業傳訊暨政策研究室主任毛燕麗女士及專員寇宇女士；中國民航中南地區管理局運輸處副處長袁勇丹先生、辦公室秘書胡開元先生。

新春拜訪中國民航中南空管局



2018年2月，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用航空中南空中交通管理局(簡稱"中南空管局")，與當局局長張建先生交流行內消息，及時更新並且引進最新空管技術促進澳門民航業發展。

鄧軍主席向張建局長介紹了澳門國際機場2017年營運情況及今年的發展計劃，感謝中南空管局對澳門國際機場協調發展的支持。張建局長介紹到現已運行航班協同決策系統(簡稱CDM系統)的機場的航班正常率和運行效率均得到有效提升，而航班放行正常率直接影響旅客航空出行體驗。澳門國際機場經過研究和分析，準備引進中南地區CDM系統，從而改善民航服務質量，並增加旅客體驗和滿意度。

其他與會人員包括：CAM——企業傳訊暨政策研究室主任毛燕麗女士及專員寇宇女士；中南空管局辦公室副主任戴昶先生。

新春拜訪中國民用航空華北地區空中交通管制中心

2018年2月，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理局(間稱"華北空管局")空中交通管制中心，副局長慕陽先生熱情接待。

CNY Visit to CAAC Southern China ATMB

In February 2018, Chairman of Executive Committee of CAM – Dr. Deng Jun led a delegation to pay Chinese New Year courtesy visit and had business information exchange with the Mr. Zhang Jian – Director of Civil Aviation Administration of China (CAAC) Central and Southern China Air Traffic Management Bureau (ATMB). Both sides updated and introduced the latest air traffic technology to step up the development of Macao civil aviation industry.

Dr. Deng expressed his gratitude of the long term support from CAAC Central and Southern China ATMB and briefed MIA's performance in 2017 and development planning of this year. Director Zhang Jian noted that arrival punctuality directly affects passenger air travel experience, and the arrival punctuality and operating efficiency significantly improved of which airports had introduced the Collaborative Decision Making (CDM) System. Through research and analysis, MIA is ready to introduce CDM system from Southern China ATMB, in order to improve service quality and increase passengers' experience and satisfaction.

Other CAM representatives in the visit are Ms. Vicki Mou – Chief of Corporate Communication & Policy Research Office (CPO), Ms. Miley Kou – Manager of CPO. Mr. Dai Chang - Deputy Chief of Office of CAAC Central and Southern China ATMB.

CNY Visited to CAAC North China Air Traffic Management Bureau

In February 2018, Dr. Deng Jun paid a visit to the CAAC North China Air Traffic Management Bureau (ATMB) Air Traffic Control Center and was warmly received by the Deputy Director General Mr. Mu Yang.

Chairman Deng expressed the Spring Festival blessing to Deputy Director General Mu Yang and thanked the North China ATMB for its support to the development of MIA. Mr. Mu led the representatives to visit the air traffic control center. It was introduced that the daily flights in Beijing Capital Airport is more than 1900 at its peak, almost one movement every 45 seconds; and the daily flights are more than 1700. Flights



鄧軍主席向慕陽副局長致以節日祝福，並感謝華北空管局對澳門國際機場發展的支持。在慕陽副局長的帶領下，澳門國際機場代表參觀了空中交通管制中心，據介紹北京首都機場每天的航班最高峰已經超過1900架次，相當於45秒起降一架飛機，日均航班也已經超過1700架次，保障首都機場航班在最短時間起飛、降落已經優化到極限。

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，澳門國際機場候機樓北擴已正式投入使用，南擴招標工作上半年開始，未來將在跑道、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。

參觀結束後，恰遇華北空管家園"送春"活動，培訓中心書記高峰先生現場揮墨為澳門國際機場書寫春聯。

此次會面的代表還有：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、專員寇宇女士及北京代表處辦公室秘書宋玥女士；華北空管局副總工程師赫強先生、空管建設指揮部項目管理處負責人沈光先生、女職委主任趙培新女士。

新春拜訪廣東省機場管理集團有限公司

2018年二月初到訪廣東省管理集團有限公司，與董事長張克儉先生等管理層會面。雙方就大灣區內民航發展進行討論和信息交流，現時省機場集團正在積極發展其成員小型機場，包括揭陽潮汕機場、湛江機場、梅縣機場及惠州機場。區內也開始實現軍民融合，展開試驗空域管理，取得了初步成效。而澳門國際機場在現有基礎設施容積飽和受限情況下，積極挖掘潛力，提升效率，充分發揮中小型機場的優勢，獲得了較好的經營效益。雙方冀

takeoff and landing at Capital Airport are secured and optimized in the shortest time.

With the rapid development of Macao tourism and the growing demand for MIA, the North expansion of passenger terminal building of MIA has been officially put into use. The south expansion is going to start with open tender in the first half year. In the future, upgrade will be carried out on runway, radar, communication, navigation equipment. It is hoped to be able to further strengthen communication and cooperation in the aviation industry with the North China ATMB.

After the visit, the delegation came across the festive activity, and the Secretary of the Training Center wrote couplets and presented to MIA on site.

Other representatives in the meeting: CAM---Chief Representative of Beijing Representative Office (BRO) Ms. Yuan Weifang, Chief of Corporate Communication and Policy Research Office Ms. Vicki Mou and Manager Ms. Miley Kou, Secretary of SRO Ms. Song Yue; North China ATMB Deputy Chief Engineer Mr. He Qiang, Head of Project Management Department of Air Traffic Control Department Mr. Shen Kuang, Director of Women's Office Ms. Zhao Peixin.

CNY Visit to Guangdong Airport Authority (GAA)

CAM delegation paid a visit to Guangdong Airport Authority (GAA) in early February of 2018 and had meeting with Chairman of the Board of Directors Mr. Zhang Kejian and other management.

Representatives discussed and had information exchange on the civil aviation industry development in the Guangdong-Hong Kong-Macao Greater Bay Area. Last year, the Baiyun Airport had remarkable improvement on service and well recognized by the passengers. The GAA is currently driving the development of Jieyang Chaoshan Airport, Zhanjiang Airport, Meixian Airport and Huizhou Airport.

Integration of military and civil with trial airspace management was started in the region and

加強交流學習，各取長處，全面加強區內民航建設發展。

其他參與會面代表：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。廣東機場集團---總經濟師鮑軼琳女士、經營管理部部長翁玉麟先生及業務經理江水女士。



initial success was achieved. Under the existing limited capacity of its existing infrastructure, MIA has actively tapped its potentials to enhance its efficiency and give full play to the advantages of small and medium-sized airports and achieved good operating results. Both sides hope to strengthen exchanges and learn from each other's strengths and comprehensively enhance the development and construction of civil aviation in the region.

Other representatives in the meeting: CAM --- Director of Executive Committee Office Ms. Katy Lo, Chief of Corporate Communication & Policy Research Office Ms. Vicki Mou. The GAA --- Chief Economist Ms. Bao Yilin, Director of Business Development Department Mr. Alan Weng and Senior Manager of Business Development Department Ms. Iris Jiang.



15 FEB - 5 MAR

MIA新春輕鬆出遊7日泊車半價優惠

MIA Chinese New Year 7 Days Parking with 50% Discount



為迎接狗年並與旅客歡度喜氣洋洋的新春佳節，由2018年2月15日至3月5日，凡於澳門國際機場出遊的旅客可享最多連續7日的半價泊車優惠，優惠適用於澳門國際機場南面及北面停車場。旅客無需預約登記，只需從澳門國際機場出發，並保留來回程登機證，於繳費處出示其本人之有效旅行證件、來回登機證及泊車票，即可獲得半價泊車優惠。停車位數量有限，優惠先到先得。

**優惠受條款及細則限制，請於澳門國際機場網站瀏覽詳情<http://www.macau-airport.com/>

To welcome the year of dog, and to celebrate the festive season with travelers, start from 15th February to 5th March, 2018 travelers can enjoy a maximum 7 days 50% parking fee discount at MIA. The parking offer is only applicable at MIA South and North Parking Lot (hours base parking lot). To redeem the offer, no advance booking is needed, travelers require to embark and disembark in/to MIA, and present the parking voucher, valid travel identification documents with original copies of both departure & returning boarding passes to

the Shroff Office upon redeeming the special discount offer. Parking space is subject to availability and will be processed on first-come first-served basis.

**Terms and conditions apply. For more information, please visit the MIA website for details <http://www.macau-airport.com/>

16-20 FEB

新春期間MIA旅客增18%

MIA Reports 18% Growth in Passenger Traffic in CNY



澳門國際機場於2018年春節由年初一至年初五(即2月16至20日)，客運量錄得超過12萬人次，較去年春節同期上升了18%，航班升降超過9百架次，同比增長14%。

2018年初澳門國際機場引入兩家新航空公司包括菲律賓Royal Air Charter Service和柬埔寨的小星球航空 (Small Planet Airlines)，新增三個航點，分別是菲律賓卡利博、柬埔寨暹粒和印尼峇里島。同時春節期間加班機較去年增長一倍。

為了讓旅客感受濃濃的節日氣氛，澳門國際機場在新春期間為機場客運大樓換上亮麗的節日新裝，洋溢著新年的歡樂氣氛。同時於澳門國際機場客運大樓安排了一連串的賀年活動，包括財神向旅客派發賀年糖果等，讓旅客在澳門國際機場感受新春喜氣洋洋的節日氣氛，共度佳節。

澳門國際機場將繼續配合特區政府旅遊發展的方針，積極與相關的機構及營運伙伴合作，開拓有潛力及多元化的旅遊產品及旅客。澳門國際機場會以「安全、效率、效益」為營運宗旨，為旅客提供舒適及方便的出行，續創佳績，保證機場營運順暢，同時開拓有潛力及多元化的旅遊產品為旅客大眾服務。

澳門國際機場恭祝全澳市民新春快樂、狗年吉祥，新年進步！

MIA had a busy Chinese New Year in 2018. During the holidays from 16th to 20th February 2018 (1st to 5th day of Lunar Year), MIA welcomed 120,000 passengers and handled over 900 flight movements, grew by 18% and 14% respectively comparing to the traffic of 2017 CNY.

In respect of the new air services, MIA has successfully attracted 2 new Airlines flying to Macau in early 2018 including the Royal Air Charter Service of the Philippines and Small Planet Airlines of Cambodia. MIA has expanded our air network by adding 3 new international routes, including Kalibo of Philippines, Siem Reap of Cambodia and Bali of Indonesia. At the same time the extra flights during CNY was doubled over last year.

To enrich the seasonal atmosphere, MIA embellished the terminal building with festive CNY decorations, and also arranged a series of CNY themed activities at the terminal; including God of Fortune blessings, distributing candies in the terminal, and etc., adding to the joyful festive spirit at MIA.

MIA will continue to incorporate the tourism objectives of the Macau SAR government's policy, maintaining close cooperation with the airport's operating partners, and expanding air services network, aiming to provide passengers more traveling options. MIA will continue upholding the mission of "Safety, Efficiency, and Effectiveness", to provide passengers with comfortable and convenient travel experience, and to achieve further accomplishment in the future. As always, MIA actively cooperates with relevant organizations and operational partners to ensure smooth run of the airport; and expand our route network to offer passengers with more travel options.

MIA wishes you all good luck and great success in the Year of Dog.

21 FEB

第PTB201804FB號公開招標公告MIA餐飲服務之轉特許公開招標

Request for Proposal –
No. PTB201804FB – Food and Beverage
Subconcession at Macau International
Airport

澳門國際機場專營股份有限公司(CAM)於二零一八年二月廿一日起展開編號為PTB201804FB機場餐飲服務之公開招標。是次招標(RFP)是為選擇一營運商在澳門國際機場客運大樓閣樓層禁區內(Shop A&B商舖)及閣樓層非禁區內(D商舖)，為旅客提供餐飲服務。

有關RFP文件及其他相關資料可在CAM網頁www.camacau.com內免費下載。刊登期由二零一八年二月廿一日至二零一八年四月九日中午十二時正為止(澳門當地時間)。

The Open Tender No. PTB201804FB for Food and Beverage Subconcession at MIA will be launched on 21 February 2018. This Request for Proposal (RFP) intends to select ONE bidder to provide food and beverage services to MIA passengers for two separate shops, which are referred to as 'Shop A&B' located at the Airside Mezzanine Level and 'Shop D' located at the Landside Mezzanine Level of the Passenger Terminal Building of MIA.

The RFP documents and other pertinent information are available on the following website : www.camacau.com, within the period from 21 February 2018 to 12:00 noon, 9 April 2018 (Macau local time).



26 FEB

CAM鄧軍主席訪澳航管理層，把握時機促發展

CAM Chairman Deng Jun Visited Air
Macau Managements Seize Opportunity to
Promote 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一行於2018年2月26日到訪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公司管理層人員交流本澳以及大灣區的民航業發展趨勢，並且共同商量在客、貨運上怎麼善用澳門的航空資源以「改質增量」，攜手於港珠澳大橋開通之時善用時機和市場策略吸引潛質客戶來澳。

根據有關數據統計，使用珠海機場的旅客有超過四百萬人次之目的地為澳門，由此證明澳門旅遊具備吸引力，但相關旅遊配套需要再升級，而澳門航空今年將以「改質增量」為原則，面對快速增長的客運量的同時也提高服務質量，以保持穩步增長。雙方也提出港珠澳大橋正在逐步驗收，將在不久的未來投入使用，澳門國際機場將一如既往支持澳門航空公司在增加客、貨運的運力所需要的配套設施，利用技術把辦理登機和其他可預訂的服務在「虛擬化候機樓」平台上實現。候機樓北擴部分於

Dr. Deng Jun, Chairman of Executive Committee of CAM visited Air Macau Company Limited on 26th February 2018 and exchanged views on the local civil aviation development trend and in the Greater Bay Area with Mr. Chen Hong, Chairman of the Board of Executive Directors and General Manager of Air Macau and the other management staff. They jointly discussed how to make good use of resources in Air Macau for passenger and freight transport to enhance the quality and timeliness of market strategies in connection with the opening of the Hong Kong-Zhuhai-Macao Bridge.

According to the statistics, over 4 million passengers using Zhuhai Airport are destined for Macau. This proves that tourism in Macau is attractive but the relevant tourism packages need to be upgraded. This year, Air Macau will adopt the "upgrading quality and increase quantity" principle, to improve the quality of service in the face of rapidly growing passenger traffic in order to maintain steady growth. The two sides also pointed out that the Hong Kong-Zhuhai-Macao Bridge is in acceptance procedure and will be put into operation in the near future. MIA will continue to support on facilities required by Air Macau to increase passenger and cargo capacity. Check in and other service that can be

春節前投入使用，開放更多空間予旅客休息，接下來會繼續與相關單位跟進，按步推出其他硬件的使用，包括登機口和到達時的通關設施等。

參加會議的其他人員包括：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、CAM企業傳訊暨政策研究室主任毛燕麗女士及物暨通用航空發展部總監胡漢新先生；澳門航空副總經理廖寒西先生、副總經理吳曉明先生、副總經理曾華良先生及公共關係部總經理趙洪先生。



pre-reserved can be implemented on the Virtual Terminal. The North Extension of the terminal has been put into operation before the Spring Festival, with more spaces opened for passengers to take a rest. Next, the airport will continue to follow up with the relevant units and launch other hardware facilities, including boarding gates and clearance facilities upon arrival.

Other participants in the meeting include: Director of Finance & Administration Department Ms. Grace Cheang, Director of Planning and Commercial Development Department Ms. Winnie Hsu, Chief of Corporate Communication & Policy Research Office Ms. Vicki Mou and Director of Logistic & General Aviation Mr. Frank Wu the Vice Presidents of Air Macau: Mr. Liao Hanxi, Mr. Wu Xiaoming and Mr. Zeng Hualiang, and General Manager of Public Relations Department Mr. Zhao Hong.

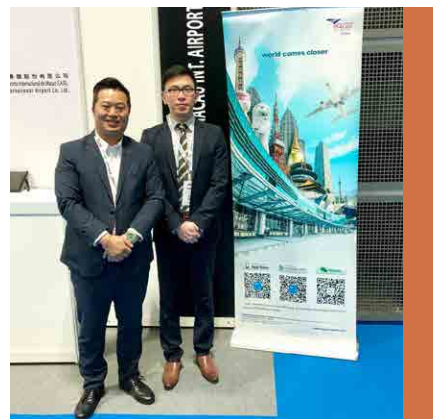


27-28 FEB MIA代表參與新加坡2018 亞洲航空節

MIA Representatives Participated in the
Aviation Festival Asia 2018

2018亞洲航空節於2月27日至28日在新加坡舉行。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活動，與多間航空公司和機場會面，探索新的合作機會。與更多國際航空公司溝通，促進澳門市場多元化，並為乘客提供更多旅遊選擇。

為期兩天的會議吸引了超過2000多名來自亞洲地區的航空業機構、200個業界領導代表演講並展出超過100個展位，是亞洲地區以商業為重點，最大的航空會議之一，它為航空公司和機場管理人士提供一個專業平台，圍繞行業面臨的問題展開高層次的討論，包括從未來市場前景到乘客體驗及營銷和數字化的革新。本次會議不但提供了一個高效



The Aviation Festival Asia 2018 took place at Singapore from 27th -28th February, 2018. Representatives from CAM, Mr. Eric Fong, Director of Marketing Department and Mr. Daniel Lam, Manager of Marketing Department attended this event and met with various airlines and airports to explore new business opportunities. Meeting with more international carriers to diversify the Macau market and providing passengers with more travel options.

的航空平台，同時也加強了澳門國際機場與航空公司的聯繫，尋求商機擴大航空網絡。



The two-day conference attracted over 2,000 attendees from the region's aviation community, 200 industry leading speakers and featured over 100 exhibition booths. It is one of the largest commercially-focused aviation event in Asia, providing a professional platform for airline and airport executives in high-level, business-focused discussions built around the big issues facing the industry – ranging from future market outlook to passenger experience, marketing and digital innovation. This conference is not only provided a useful platform, also strengthened the connections with other airports and airlines, sought business opportunities to expand Macau's aviation network.

1 MAR

CAM鄧軍主席訪珠海機場 萬景平董事長，交流發展 動態和計劃

CAM Chairman Deng Jun Visited Zhuhai Airport Chairman Wan Jingping Exchange Development Trends and Plans



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2018年3月初到訪珠海機場集團公司董事長萬景平等管理層人員。在民航發展日漸迅速的新時代，粵港澳大灣區對民航發展需求頻繁，雙方及時更新相互發展態勢，以提高區內的民航接待能力和效率。兩機場管理層亦在客、貨運上進行交流，了解市場結構和發展方向。

根據珠海機場方面資料顯示，CDM系統自2017年底試運行以來，機場航班放行正常率大幅度提高，提升旅客在珠海機場的航空出行體驗。另外，2018年2月初正式啓用東指廊，每年可容納1,200萬旅客人次。

根據相關統計，2017年澳門國際機場大部分的航班是經過香港飛行情報區，在自身空域有限的情况下，航班準點率在區內表現較好。2018年澳門將會增開歐洲定期航班，空運物流也會再度發展，在港珠澳大橋的落成使用之時，澳門國際機場所提供的條件和環境相信將會吸引更多的全貨機落於澳門。「天鴿」颱風期間候機樓外圍的上層玻璃被雜物撞裂，經過一系列的保險查詢、玻璃材料和安裝報價等審批程序，特殊材質的玻璃製造和交貨期需時，預計在今年第三季度將會完成安裝，恢復原貌。

Dr. Deng Jun, Chairman of Executive Committee of CAM led a delegation to visit Mr. Wan Jingping, Chairman of BOD of Zhuhai Airport Group Corp. and other management personnel in early March 2018. In the new era of rapid development of civil aviation, the demand for civil aviation development in Guangdong, Hong Kong, and Macau Bay Area is frequent. Both sides promptly update each other's development trend so as to enhance the civil aviation reception capacity and efficiency in the region. The two airport management also had on passenger and freight exchanges to understand the market structure and development direction.

According to the information of Zhuhai Airport, the CDM system has greatly improved the release rate of airport flights since it was put into trial operation in late 2017, enhancing the passenger's air travel experience at Zhuhai Airport. In addition, the East Point Corridor was officially opened in early February 2018 which allows Zhuhai Airport to accommodate 12 million passengers a year.

According to relevant statistics, most of the MIA flight in 2017 passes the Hong Kong flight information region (FIR). In the case of limited airspace, the

參加會議的其他人員包括：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；珠海機場集團公司總經理李冬鵬先生、副總經理劉國濤先生、副總經濟師張海濤先生、機場事務部副總監梁濱先生。



Other participants in the meeting include: Ms. Katy Lo - Director of Executive Committee Office, Ms. Vicki Mou - Chief of Corporate Communication & Policy Research Office. Other representatives of Zhuhai Airport Group Corp. are Mr. Peter Lee – General Manager, Mr. Liu Guotao – Deputy General Manager, Mr. Zhang Haitao - Vice Chief Economist, and Mr. Liang Bin - Vice General Manager of Airport Affairs Department.

5 MAR

CAM鄧軍主席接待澳門國際銀行焦雲迪總經理一行 新年業務交流

CAM Chairman Deng Jun Received LUSO Bank General Manager Jiao Yundi's New Year Visit

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連同相關部門代表於2018年3月5日接待澳門國際銀行總經理焦雲迪先生一行到訪公司進行新年業務交流，雙方就去年各自業務進行更新，並就合作空間進行談討。

雙方進行業務交流，認為澳門作為世界旅遊休閒中心，澳門國際機場作為唯一的國際門戶的地位無可取代，而澳門土地資源有限，機場完成候機樓北擴並投入使用後，即將開始南擴工程。同時，在港珠澳大橋開通之際，將為澳門經濟、運輸等行業帶來另一機遇，支持澳門適度多元化發展。

參加會議的其他人員包括：CAM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、財務暨行政部副總監阮白殷女士；澳門國際銀行副總經理陳偉成先生、副總經理吳斯亮先生、分行行長黃則祺先生、企業客戶二部總經理孫正女女士。

flights punctuality rate of MIA performed better in the area. In 2018, Macau will launch scheduled flights to Europe. Air cargo will be re-established to attract more full-fledged aircrafts to Macau when the Hong Kong-Zhuhai-Macao Bridge is completed and used. During the Typhoon "Hato", the upper outer layer of glass of the passenger terminal building was damaged. After a series of insurance examination, glass materials and installation quotation and approval procedures, the special glass is on delivery period which is expected to take longer period of time. Installation is expected to be completed to restore in the third quarter this year.

Other participants in the meeting include: Ms. Katy Lo - Director of Executive Committee Office, Ms. Vicki Mou - Chief of Corporate Communication &

Dr. Deng Jun, Chairman of Executive Committee of CAM and respective department representatives received the delegation of LUSO International Banking Ltd. led by the General Manager Mr. Jiao Yundi to have new year business visit on 5th Mar 2018. The two sides updated their respective businesses last year and discussed potential cooperation opportunity.

The two sides conducted business exchanges and believed that Macau, as a world tourism and leisure center, has no substitute for the status of the MIA as the only international gateway. However, Macau's land resources are limited. After the airport has completed the expansion of the terminal building and was put into use before CNY, the south expansion project will soon begin. At the same time, when the Hong Kong-Zhuhai-Macao Bridge is opened, it will provide another opportunity for Macao's economy, transportation and other industries to support moderate diversified development in Macau.

Other participants in the meeting include: Ms. Grace Cheang - Director of Finance & Administration Department (FAD), MS. Katy Lo - Director of Executive Committee Office, Ms. Vicki Mou - Chief of Corporate Communication & Policy Research Office, Ms. Lilian Un - Deputy Director of FAD. Other



representatives of LUSO Bank are Mr. Raymond W.S. Chan - Deputy General Manager, Mr. Wu Si Liang - Deputy General Manager, Mr. CK Vong - Branch General Manager and Ms. Cherry Sun - General Manager of Corporate Banking Dept. II.

6-7 MAR

MIA可持續發展研討會

MIA Sustainable Development Seminar

2018年3月6-7日，澳門國際機場專營股份有限公司(CAM)特邀中國航空集團公司副總經理曹建雄先生、中國民航管理幹部學院鄒建軍教授及澳門大學法學院蔣朝陽副教授就「澳門國際機場可持續發展」的相關議題進行專題演講，為全體員工、及其子公司澳門機場管理有限公司(ADA)、機場信息管理技術有限公司(AIMS)及澳門保安有限公司(SEMAC)管理層帶來專家學者的專業意見及最新行業信息，帶領大家從宏觀的層面觀察行業發展，交流經驗。CAM執行委員會主席鄧軍博士向演講嘉賓贈送紀念品表示感謝。

澳門國際機場可持續發展要求在追求自我生存和永續發展的過程中，既要考慮機場經營目標的實現，也要保持持續發展的能力提高和自負盈虧。

會上，曹建雄先生循循善誘，深入淺出地與在座各同事分享對「可持續發展」的看法，並通過自身在管理上的豐富經驗和專業知識，舉出實例加深一眾同事對民航管理方面的瞭解，並對「發展」的定義作進一步反思。曹先生開場時引述中共十九大報告中提及中國經濟已由高速增長階段轉向高質量發展階段，以建設現代化經濟體系為發展目標，並提及中央經濟工作會議的三大任務，包括：防範化解重大風險、精準脫貧及污染防治等，借助國家的宏觀政策，啟發同事們的思考，「發展」不是一朝一夕的事，需要周長的部署，更全面地瞭解周邊環境，審時度勢，評估風險，把握機遇。十九大報告中，習近平主席亦提到奮發有為，繼續推動澳門走經濟適度多元化道路，因此要放眼世界、放眼祖國、放眼未來、放眼長遠。澳門被定位為「世界旅遊休閒中心」及「中國與葡語國家多元合作服務平臺」，在整個粵港澳大灣區的發展中，可以發揮著「一國兩制」、國際貿易自由港、國際聯繫網絡較為廣泛等優勢，與其他灣區城市進行優勢互補，在物流信息流、投資、貿易、創新科技，以及人文交

CAM invited Mr. Cao Jianxiong – Vice President of China National Aviation Holding Company, Prof. Zou Jianjun from Civil Aviation Management Institute of China and Associate Prof. Jiang Chaoyang from Faculty of Law of the University of Macau to deliver a seminar on the topic of MIA Sustainable Development to staff of CAM, managements of Administration of Airports Ltd. (ADA), Airport Information Management Solutions (AIMS) and SEMAC Security Company, delivered professional advice and latest industry information and guided staff to observe the aviation industry development from a higher level. Chairman Deng Jun presented souvenirs to each speaker to express gratitude.

The sustainable development of MIA is in the process of pursuing self-survival and sustainable development, should not only consider the realization of airport business objectives, but also improve the capability of sustainable development and self-financing.

In the seminar, Mr. Cao has shared his point of view about “Sustainable Development” with all the colleagues patiently. With his expertise and experience in management, he deepened the understanding of aviation management of all the participants and further reflected on the definition of “development”. When the seminar began, Mr. Cao quoted the saying in the report of the 19th National Congress of the Communist Party of China. China’s economy has been transitioning from a phase of rapid growth to a stage of high-quality development; to build a modernized economy is their development target. He also mentioned the 3 major tasks of the Central Economic Work conference, which include, taking tough steps to forestall and defuse major risks, carry out targeted poverty alleviation, and prevent and control pollution.

流方面實行互聯互通，建立互利共贏的合作模式。把道理應用在「可持續發展」上，管理者需清楚企業的定位，瞭解目標旅客及他們的需求，才能更有效地運用資源，發揮自身優勢，把整體發展規劃做得更完善更細緻。同時，曹先生對於機場的「可持續發展」特別提到有關飽和性、選擇性、相容性及流動性幾方面的考慮。以單一跑道每小時可升降的航班為依據，繼續發展航班數量。在有限的資源下，集中旅客群，寧缺勿濫。另外，需留意系統的相容性，與國際接軌，提升旅客便利，以及持續不間斷的流動，不只是旅客流，同時也要考慮行李流及員工流，是機場運作的重要環節。在管理方面，考慮與利益相關方之間的利益平衡，與他們一同追求共同的價值，達致共識、共詢、共研、共行、共善，才能發展長遠及和諧的合作關係，共同邁向高質量的發展。

鄒教授在粵港澳大灣區規劃的背景下，分享了他對澳門機場發展策略的思考。在資源全球化配置時代，灣區不僅是區域經濟發展的重要增長極，也是國家參與全球競爭的橋頭堡。十九大報告中提出，"支持香港、澳門融入國家發展大局，以粵港澳大灣區建設、粵港澳合作、泛珠三角區域合作等為重點。"國家始終非常重視澳門的發展，可見大灣區有著優越的發展條件，但從航空服務的角度看，輻射力與吸引仍然有待提升。灣區內機場數量眾多，空域資源緊張致使競爭激烈，因此應主動提出聯合發展戰略，提升稀缺資源配置權重，堅持區域協調與錯位發展，推動建立融合發展機制並確保灣區機場的適度競爭。

With the help of country's macroeconomic policy, to inspire colleague's thinking, "Development" will not happen overnight, it involves comprehensive arrangement, good understanding of the surrounding environment, judge the situation, evaluate the risk and grab the chance. In the report of the 19th National Congress of the Communist Party of China, President Xi Jinping has mentioned to work hard and continue to support Macau to develop its economic diversification. Therefore, we have to adopt a global, nationwide, future-oriented and long-term perspective. Macau being positioned as "The World Tourism and Leisure Center" and "commercial and trade cooperation service platform between China and Portuguese-speaking countries", in the overall development of the Great Bay Area, we can maximize the advantages of "One Country Two systems", free port for international trade and extensive international connection network, be complementary with other Bay Area cities, and to exchange the information flow in logistics, investment, trade, innovation and technology, and humanities, to establish a mutually beneficial and win-win cooperation model. To apply the theory into the "Sustainable Development", management should be very clear about the position of the enterprise, who is your target customer and their needs, it helps to allocate resources more efficiently, to maximize self-advantages, and to make the overall development plan more complete and precise. Also, Mr. Cao particularly mentioned



蔣教授以“新時代澳門機場發展機遇”為題進行演講，提出新時代澳門民航業發展的政治角色、經濟角色及區域角色，分別為：把澳門民航業發展放在國家基本發展方略中看待，把澳門民航業發展放在建設“交通強國”戰略中看待，以及澳門民航業發展要融入國家發展大局。在澳門經濟結構的轉型，兼顧博彩客群的同時，澳門國際機場應配合澳門經濟“適度多元化”的發展目標，結合自身區位優勢吸引更多航空公司開辟多元的航線，邁向“航線多元化”；其次應繼續大力發展低成本航空運輸及公務機服務，錯位發展，加強澳珠機場合作，利用雙方優勢進行互補；充分利用澳門第五航權和延遠權的優勢大力拓展國際航線。

專家演講結束後，CAM內部管理層綜合三位專家學者的演講分析，分為三組從澳門國際機場的市場、基建及學習型組織、制度進行深入分析討論，並派代表匯報討論成果。鄧軍主席在總結中提出“知己知彼者，百戰不殆”，並引用詩句“欲窮千里目，更上一層樓”鼓勵同事要有不凡的胸襟抱負和積極向上的進取精神，勇敢地迎難而上，站得更高方能看得更遠。

參加講座的有：CAM執行委員會主席鄧軍博士攜所有員工、ADA董事會局主席及SEMAC董事總經理劉蘇寧博士攜兩司代表，以及AIMS代表。

Kong and Macau in integrating their own development into the overall development of the Country. We will give priority to the development of the Guangdong-Hong Kong-Macao Greater Bay Area, cooperation between Guangdong, Hong Kong, and Macau, and regional cooperation in the pan-Pearl River Delta.” the 19th National Congress of the Communist Party of China stated. The country has always attached great importance to the development of Macau, showing the bay area has excellent development conditions. But from the perspective of aviation, its radiation and attraction still need to be improved. There were lots of airports in the area with intense airspace competition, therefore, the joint development strategy should be proposed, in order to increase the allocation of scarce resources, and should adhere to regional coordination and dislocation development, to promote the establishment of integrated development mechanism and ensure the moderate competition of bay area airports.

Pro. Jiang gave a speech on “Development opportunities of Macao airport in the new era”, put forward the political role, economic role and regional role of Macau civil aviation industry in the new era, which

the aspects of saturation, selectivity, compatibility and mobility in the “sustainable development” of airports. Continue to increase the number of flights base on the maximum flight capacity of a single runway. With limitation on resources, concentrate on the particular group of passengers, put quality before quantity. Besides, we have to pay attention on compatibility of the system, being connected with the world and increase passengers’ convenience. Besides, the continuous mobility, not only the passenger flow, but luggage flow and employee flow are very critical factors for airport operation. In management, consider the balance of benefits with stakeholders; pursue common value with them, to reach consensus, common target, joint research, corporation and completion, the five factors helps to develop long-term and harmonious cooperative relations and move forward to high quality development.

Pro. Zou shared his thoughts on the development strategy of MIA under the background of Guangdong-Hong Kong-Macao Greater Bay Area planning. During the era of resource globalization, the bay area is not only an important growth pole for regional economic development, but also a bridgehead for the country to take part in global competition.” We will continue to support Hong



respectively were: The development of Macau civil aviation industry should be seen in the basic development strategy of the state, should be seen in the strategy of building a “transportation power”, and should be integrated into the overall development of the country. In the period of transformation of Macau’s economic structure balancing gambling customers, MIA should cooperate with the development goal of Macau’s economy moderate diversification, to attract more airlines to open multiple routes combining with its own regional advantages towards “Route diversification”. Secondly, MIA should continue to develop low cost air transportation and business jet services, to take the dislocation development and strengthen cooperation with Zhuhai airport with the advantages of both sides to complement each other. Moreover, MIA should make full use of the advantages of Macau’s fifth navigation rights and extended rights to expand international routes.

After the experts’ speeches, CAM’s internal managements integrated and analyzed the market, infrastructure and learning organization and system of MIA, and sent representatives to point out their results. Chairman Deng quoted “Know the enemy and know yourself, and you can fight a hundred battles with no danger of defeat.” and “Ascend Another Storey to Have a Further Sight retrospect and prospect.” In order to encourage the colleague to have extraordinary mind and ambition, bravely rise to the challenges and stand higher to look further.

Attendees of the seminar included: Chairman Deng Jun 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, and representatives from ADA, SEMAC and Airport Information Management Solutions (AIMS).

18-20 MAR

MIA場代表參與2018 亞洲航線發展論壇

MIA Representatives Participated in the
Routes Asia Conference 2018

2018年3月18日至20日，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馮穎茜女士代表公司出席了在澳洲布里斯本舉行的「亞洲航線發展論壇」，為期三天的航線論壇吸引了800多名來自亞洲各地區的航空公司、機場和旅遊部門及供應商的代表參加。該會議不但讓澳門國際機場開拓國際視野，加強與航空業界商務聯繫，尋求合作的機遇，同時亦有助鞏固和拓展澳門國際機場的國際航線網絡。

澳門國際機場近年積極發展新航線服務，現時共有29家航空公司及47條航線，每周超過1100個往返航班，機場希望透過此會議能引進更多國外航空公司開通澳門市場，帶給旅客更多出遊選擇。會議期間，本公司代表通過一對一的配對見面，介紹了澳門國際機場航空業務的發展概況，共同探討合作的可能性。同時亦向航空公司介紹第五航權的運用，也與航空公司洽談包機的可能性。多間航空公司分別表達了開通澳門航線的意向，預計今年將開

The 2018 Routes Asia Development Forum took place in Brisbane, Australia during the 18th to 20th March 2018. The forum gathered aviation professionals from around Asia Pacific, bringing together the largest range of civil aviation representatives, over 800 delegates from airlines, airports, tourism authorities, and suppliers attended the event. Representatives from MIA Company Ltd. (CAM), Mr. Eric Fong, Director and Ms. Fiona Fong, Manager of Marketing Department participated in the forum. The 3 days conference not only broadened the international perspective of MIA, but also strengthened connections with airlines, seek for opportunities and further consolidate and expand the flight service network of MIA.

Currently there are 29 airlines serving 47 routes in MIA, bringing over 1,100 flight movements per week. The airport has always proactively seek for opportunities to launch new flight services; and is hoped by attending the subject forum will bring in more international airlines to the Macau market, providing passengers with more travel options. In the Forum, one to one meetings were arranged with various airlines to explore business opportunities and introduced the overview of MIA. Besides, the

通沙巴、寧波及名古屋等航線服務。同時澳門國際機場分別與日本關西國際機場、名古屋中部國際機場及澳洲黃金海岸機場代表交流意見和想法，積極探討更多航線合作發展的空間。



airport also presented the use of fifth freedom, and discussed the possibility to launch charter services. A number of airlines showed intention to operate flight service in Macau, and is expected to launch flight services to Kota Kinabalu, Ningbo, and Nagoya this year. In addition, meetings were also carried out with Kansai International Airport, Central Japan International Airport, and Gold Coast Airport representatives to explore routes cooperation opportunities.



20 MAR

參加澳門旅遊局「台灣旅遊業者春節酒會及洽談會」

Participated Spring Festival Promotional Events in Taipei

澳門國際機場專營股份有限公司(CAM)代表於2018年3月20日參加了由澳門特別行政區政府旅遊局在台北主辦的台灣旅遊業者春節酒會及洽談會宣傳活動，旅遊局駐台首席顧問聯同超過20多家澳門旅遊業界代表赴台出席。活動內容包括於台北舉行之媒體午宴及與業界洽談會等活動。CAM出席代表有市場部副總監關學明先生及市場部經理林敬湘先生。

台灣是本澳的第三大客源市場，目前澳門有三家航空公司提供台北、台中、高雄的直航服務。2018年1-2月份澳門國際機場台灣市場旅客人數超過二十九萬人次，比去年同期增加12%。其中，台灣虎航借助強大的日本航線網絡和時刻優勢，吸引澳門旅客經台北飛往東京成田、大阪、東京羽田、仙台、岡山、小松、茨城、花卷、函館、名古屋、沖繩、福岡、旭川等地休閒度假；長榮航空亦大力推廣澳門旅客經台北中轉北美及歐洲航點，有效帶動了澳門國際機場台灣航線市場可持續增長的發展趨勢。



Representatives from CAM participated in the Spring Festival promotional events in Taipei on 20th March 2018. The events were organized by MGTO, the program included one media luncheon, one travel mart and other activities at Taipei, with over 20 Macau travel trade delegates joined the events. Mr. Franco Kwan, Deputy Director of Marketing Department and Mr. Daniel Lam, Manager of Marketing Department of CAM participated in the events.

Taiwan market is the third largest source of visitors to Macau. There are three airlines operating Taipei,

在台北活動當中，CAM代表分別與澳門航空、長榮航空、台灣虎航、中華航空、華信航空、香港航空及國泰航空等航空公司會面，並進行了資訊交流。

澳門國際機場配合特區政府旅遊發展的方針，積極與相關的機構及營運夥伴合作，開拓有潛力及多元化的旅遊產品為旅客大眾服務。

leisure. EVA Air also proactively promotes Macau passengers to transit via Taipei to North America and European destinations, which significantly increased the sustainable growth of Taiwan market traffic of MIA effectively.

Taking the opportunity of these two days' events, CAM representatives have connected base with Air Macau, EVA Air, Tigerair Taiwan, China Airlines, Mandarin Airlines, Hong Kong Airlines, Cathay Pacific Airways and other airlines and exchanged information among each other.

MIA always incorporates Macau SAR Government's policy of tourism development, and actively cooperates with relevant institutions and business partners aiming to develop more potential and diversify tourism products to passengers.

Taichung and Kaohsiung cities direct flight services, MIA recorded passenger traffic volume over 290,000 for the month of January and February in 2018, compared to the same period last year there was an increase by 12%. Taking the advantages of strong Japanese route network and slot advantages, Tigerair Taiwan attracted passengers transfer through Taipei to Japan cities, including Tokyo Narita, Osaka, Haneda, Sendai, Okayama, Komatsu, Ibaraki, Hanamaki, Hakodate, Nagoya, Okinawa, Fukuoka, Asahikawa and other places for

24 MAR

MIA支持國際青年商會中國澳門總會主辦的「施零築夢」籌款活動

MIA Supports "Change for Changes" Kick off Ceremony Organized by Junior Chamber International Macao, China (JCI)

由國際青年商會中國澳門總會主辦的「施零築夢」籌款活動啟動儀式於2018年3月24日假澳門國際機場離境層順利舉行。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代表擔任啟動儀式的主禮嘉賓。

CAM市場部總監方曉健先生表示，澳門國際機場一直以來推動本澳文化、經貿，發展並積極履行社會企業責任。藉著這次施零築夢活動，於澳門國際機場禁區範圍設置捐款箱，將旅客於旅遊時剩餘的零錢收集，集腋成裘，幫助到更多有需要的人仕。澳門國際機場將繼續與慈善團體緊密合作，為公益事業共獻愛心，同出分力，為本地經濟發展繼續貢獻力量。

出席活動之其他主禮嘉賓包括國際青年商會中國澳門總會會長羅頌輝先生、教育暨青年局駿菁活



The launching ceremony of the fundraising campaign "Change for Changes" organized by the Junior Chamber International Macao, China (JCI) took place on 24th March, 2018 at the departure hall of the MIA. Representatives from CAM Mr. Eric Fong – Director of Marketing Department (MKD) represented to this launching ceremony as officiating guest.

Mr. Eric Fong, Director of Marketing Department of CAM, said, "MIA has been promoting the development of Macau's culture, economy and trade, and fulfilled corporate responsibility to the society. Through this "Change for Changes" activity, a donation box will be set up at the restricted area of the MIA. It will collect the remaining changes of passenger to help more people in need. MIA will continue to work closely with charity organizations to contribute to the public welfare and the development of the local economy."

動中心主任張子軒先生、新濠博亞娛樂社區關係總監李勁源先生以及「施零築夢」活動籌委會主席盧頌勤先生。



Other participants in the launching ceremony included: Mr. Jonathan Lo – 2018 National President of Junior Chamber International Macao, China (JCI), Mr. Luis Gomes – Director of Center of Education and Youth Affairs Bureau (DSEJ), Mr. Raymond Lei – Director of Community Relations of Melco Resorts & Entertainment and Mr. Leo Lou – Chairman of the Organizing Committee of “Change for Changes” of JCI.

26-29 MAR

MIA代表參與2018年兩岸暨港澳民航高層交流座談活動

CAM Representative Participated in 2018 Symposium on Civil Aviation Industry Exchanges among Mainland, Taiwan, Hong Kong and Macau of China

2018年3月26日至29日，澳門國際機場專營股份有限公司(CAM)基建發展部總監高岸聲先生代表公司參與了由中國民用航空局主辦在江西省上饒市舉行的「兩岸暨港澳民航高層交流座談活動」，為期三天的座談及交流活動吸引了來自兩岸暨港澳民航主管部門、航空公司、機場和行業協會的近130名高層管理人員參與。活動以“共擔共享，互利互惠”為主題，中國民用航空局副局長王志清先生在活動中發表講話，希望兩岸暨港澳民航業界的合作發展要把握歷史機遇，夯實發展基礎，創新合作模式，協力發展共榮。

在交流座談中，兩岸暨港澳民航業者圍繞主題，總結過去一年當地民航業發展情況、結合當前兩岸暨港澳航空運輸發展形勢，暢所欲言，建言獻策。其中王志清副局長表示，過去一年兩岸暨港澳民航發展形勢可喜可賀，主要表現在飛行安全鞏固強化、運輸體量穩步增大、運行品質不斷提升、國際影響穩步擴大等多個方面。王副局長更強調，今年是國家邁入新時代的開局之年，兩岸暨港澳民航合作發展要把握歷史機遇，積極融入國家發展戰略，找准自身定位，在合作共贏中實現發展壯大。

From 26th to 29th March 2018, the Director of Infrastructure Development Department, Mr. Sandro Kou represented CAM to participate in the “2018 Symposium on Civil Aviation Industry Exchanges between China, Taiwan, Hong Kong and Macau” organized by the Civil Aviation Administration of China in Shangrao City, Jiangxi Province. The three-days seminar and exchange activities attracted nearly 130 senior management personnel from Civil Aviation Authorities, airlines, airports and industry associations in the Mainland, Taiwan, Hong Kong and Macau of China. The symposium is theme of “Sharing Together and Benefiting each other”. Deputy Administrator of the Civil Aviation Administration of China (CAAC), Mr. Wang Zhiqing delivered a speech at the event that he hoped the cooperation development among the Mainland, Taiwan, Hong Kong and Macau of China in the civil aviation industry could grasp the historical opportunities, lay a solid foundation of development, innovate the cooperation models, and work together for prosperity.

In the seminar, civil aviation companies revolved around the theme, summed up the development of the civil aviation industry in the past year, combined with the current situation in the Mainland, Taiwan, Hong Kong and Macau of China the air transport development, spoke freely and provided advice and suggestions. Among the sharing, Mr. Wang Zhiqing stated that the development of civil aviation in the Mainland, Taiwan, Hong Kong and Macau of China in the past year is gratifying, mainly in terms of consolidating and strengthening flight

澳門國際機場代表在參與活動過程中與中國內地、中國台灣及中國香港的民航業界充分交流、加深認識，並介紹了澳門國際機場航空業務的發展概況，共同探討合作的可能性。活動還安排了考察江西省上饒市機場及當地民航設施，讓參與者了解對當地民航業發展情況。



safety, increasing transport volume, continuous improvement in operation quality, and to expand international influence. Mr. Wang emphasized that this year marks the beginning of a new era for our country's development. The development of cross-strait four regions civil aviation cooperation must capture the opportunities, actively integrate into national development strategies, identify its own position, and achieve development and growth in win-win cooperation.

CAM's representative has exchanged idea and experience with the representatives from the Mainland, Taiwan and Hong Kong of China. By introducing the aviation business at the Macau International Airport, he deepened their understanding and to explore the opportunity of cooperation. The activity also included inspection of the Sanqingshan Airport and local civil aviation facilities in Shangrao City, which helped the participants to understand more about the development of the local civil aviation industry.

29 MAR

CAM召開2018年度股東大會普通會議暨董事局會議 抓住機遇穩步發展

CAM Holds Annual General Assembly Ordinary Meeting and Board Meeting (2018), Grasps Opportunity for Stable Development

2018年3月29日，澳門國際機場專營股份有限公司(CAM)順利召開了股東大會普通會議，會上通過了由董事局提交的2017年《工作報告》、《資產負債表》和《帳目》及監事會的《意見書》，並通過對公司2017年度盈餘運用之建議書，亦委任了2018年度之監事會成員及其他與公司業務有關事項。

股東大會後的新聞發佈會上，CAM股東大會主席盧景昭先生表示，2017年澳門國際機場主要營運商營業總收入突破49.5億澳門元(下同)，按年上升9.6%。當中，CAM收入達14.06億，按年增長5.5%，其中航空收入6.02億，非航空收入8.04億，分別占總收入的42.8%及57.2%。CAM在2017營業年度除股息前利潤為4.51億，計入應派發年度優先股息準備後，除稅息後淨利潤為3.54億。CAM的股東對機場的發展一直作出支持，自2012年公司轉

CAM held the Annual General Assembly Ordinary Meeting on 29th March 2018, approval was gained for the resolution of the 2017 Annual Report, Accounts and Audited Financial Statement, Balance Sheet and Supervisory Committee Report, proposal of 2017 Profit Appropriation as well as appointment of the members for the Supervisory Committee of 2018 and other issues related to the business of CAM.

Mr. Charles Lo Keng Chio - Chairman of the General Assembly of CAM expressed in the press conference after the General Assembly, MIA has achieved a total income of 4.95 billion (patacas, same below), increased of 9.6%, in which, the total income of CAM has reached 1.4 billion, increased of 5.5% compared to 2016. Aeronautical revenue reached 602 million, while non-aeronautical revenue reached 804 million, accounted for 42.8% and 57.2% of total revenue respectively. CAM has earned a profit of 451 million before the distribution of preference share dividends in 2017, the final net profit of CAM will be 354 million after tax and preferred dividends. CAM's shareholders had always been supportive to the development of MIA. Since the company turned to earn a profit in 2012, the loan to airport at its commencement



虧為盈後，除應付機場營運及發展所需，還通過了對機場開業時股東借款的還款方案。公司會繼續執行2015年股東大會決議的償還股東借款方案，於2018年進行第四期的分期還款並繼續向可贖回優先股股東(包括政府股東)派發股息，截止2018年第四期的分期還款完成後，累計償還借款3.44億。

2018年，本司將以“只有自己尊重自己，才會贏得別人對你的尊重”為策略目標，時刻應用在工作中，在努力向前邁進的同時，也提高航空營運商和對旅客的服務質量。2018年新的航空交通運量目標為：旅客運輸量738萬人次、航班升降6萬架次、貨運量39,000公噸及公務機升降3,170架次。

現時澳門國際機場航點有47個，主要劃分為，中國內地、中國臺灣、東南亞及以外等地區，市場佔有額分別佔36%、22%及42%。港珠澳大橋的通車將使市民的出行更加便利，將為旅客提供更多出行模式選擇，為粵港澳大灣區的民航業帶來更大市場。因此，澳門機場在國際市場上引進了多間航空公司，漸漸鞏固起澳門國際機場航線的密度並拓展航線，航空公司亦開始為發展中長航線作出週期性包機。今年將於四月、五月陸續開通澳門至沙巴及澳門至莫斯科的定期航班。未來將會爭取更多中長線的包機航點，與航空公司聯合推廣航線、加強區域合作提升對海外遊客的吸引力。

澳門國際機場於基建發展上積極配合本澳經濟及旅遊業迅速發展，希望在有限的土地資源上提升接待能力，已著手研究進一步的擴容計劃。過去五年，CAM每年投資2至3億澳門元於基礎建設。今年上半年將開始候機樓南面擴建招標工作，同時今年將完成東停機坪優化工程，並全面升級安保設施，以確保機場更加良性、安全運營。

2018年澳門國際機場貨運業務迎來新的突破，第一季度已開通了“澳門 - 吉隆坡”及“澳門 - 澳洲悉尼”的定期全貨機航班，標誌著客機腹倉運輸已經不是澳門國際機場唯一貨物運輸方式，未來還有大量空間發展全貨機業務，計劃將有來往歐洲的定期全貨機航班。以上市場發展將為機場作出鋪墊，為港珠澳大橋開通後做好準備。

was scheduled to have repayment plan to shareholders, after the needs for airport operations and development. CAM will proceed with the loan repayment plan to shareholders, and move into the fourth phase of installment repayment and pay dividends to the redeemable preferred stock shareholders (including the government) in 2018. After the fourth installment of 2018, the loan will have been repaid by 344 million in total.

CAM will carry out the strategic target of 2018 “You will get the respect from others only if you respect yourself”, to improve the service quality while moving forward. CAM proposed new targets of 7.38 million passenger traffic, 60,000 flight movements, 39,000 tonnes of cargo and 3,170 business jet movements in 2018.

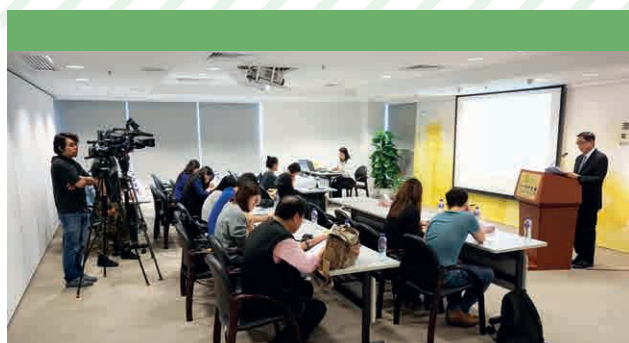
The airlines operating at MIA connects Macau to 47 destinations covering area in mainland China, China Taiwan, Southeast Asia and other areas, which account for 36%, 22% and 42% of the total passenger volume of the airport respectively. The opening of the Hong Kong-Zhuhai-Macao Bridge will make it easier for people to travel, provide more travel mode choices for passengers, and bring greater market to the civil aviation industry in the bay area. Therefore, MIA has introduced many international airlines, encourages airlines to increase frequencies in the potential market and expand routes. The airlines also begin to launch cyclical charter services in order to develop mid to long haul destinations. Scheduled flights of Macau-Sabah and Macau-Moscow will be launched in the coming April and May. CAM will work to have more mid-long haul charter flights, promote routes with airlines and enhance regional cooperation attract overseas visitors.

In view of the rapid development of Macau's tourism industry, MIA has actively worked on the infrastructure development to enhance reception



4月1日起，CAM將成立「機場營運部」。CAM作為機場的業權公司，原本主要負責機場發展、財務安排以及市場拓展和推廣，而委託其全資附屬公司ADA-機場管理有限公司負責機場日常營運。是次改組後，ADA屬下有關單位、部門及員工將轉入CAM的「機場營運部」，繼續維持及致力優化機場管理服務，與機場其他營運夥伴保持良好協作關係。為順利過渡並且不影響旅客使用機場，CAM與ADA事前做了一系列的準備工作，在特區政府、民航局和其他相關部門的指引和支持下，以及機場其他營運夥伴的合作下，經過多次謹慎研討，相信在營運上做到無縫連接，並且不影響接下來的復活節出遊安排。

CAM將繼續配合特區政府建設澳門為“世界旅遊休閒中心”，並拓展區域合作，力求配合國家“一帶一路”的發展契機，堅持維繫中葡合作平臺。作為國際機場協會(ACI)、東亞機場聯盟(EAAA)以及大珠三角地區五大機場(A5)的成員，CAM將充分運用民航業界的對外交往平臺，擴大在國際社會的影響和作用，加強與世界各地優秀的民航業機構的交流與合作。作為社會企業，CAM會繼續承擔責任，培養本地民航專才，積極發展民航事業。



capacity on limited land resources, and further research on the expansion projects are on-going, as to increase the capacity of the airport. CAM had yearly investment of 2-3 billion on infrastructure development in the past five years. The south extension of the passenger terminal building will be ready for public bidding in the first half year of 2018. The east apron optimization project is expected to be completed and put into operation within this year. Security facilities will be upgraded this year in order to make sure safe operation of airport. The process of city check-in service will be further speeded up to provide more convenient and diversified services.

Regular air freighter flights of Macau-Kuala Lumpur and Macau-Sydney have launched in the first quarter of 2018, which is a new breakthrough in MIA cargo business, and marks that belly cargo is not the only way for freight transport from MIA. It is expected to have more development opportunity for air freighter in the future, and regular air freighter will be launched between Macau and Europe. All of these are good foundation for the opening of Hong Kong-Zhuhai-Macao Bridge.

CAM will set up “Airport Operations Department” from 1st April 2018. As the holding company of MIA, CAM was originally responsible for MIA's development, financial arrangement and market expansion and promotion and entrusts its wholly-owned subsidiary company ADA - Administration of Airports Ltd. to be in charge of airport daily operation. After the reorganization, all subordinate units, departments and staff of ADA will transfer to Airport Operations Department of CAM, continue to optimize airport management services and maintain good collaboration with other operating partners. For having a smooth transition without affecting passengers' use of the airport, CAM and ADA have made a series of preparations, under the guidance and support of the MSAR Government, Macau Civil Aviation Authority and other relevant departments, after many careful deliberation. It is believed that seamless connection will take place in operation, with no effect to the upcoming Easter holidays travel arrangements.

CAM will continue to coordinate with the MSAR Government to build Macau into a “World Center of Tourism and Leisure”, explore regional cooperation, strives to cooperate with the development

opportunities in “One Belt One Road”, as well as insists on maintaining Sino-Portuguese cooperation platform. As the member of Airport Council International (ACI), East Asia Airports Alliance (EAAA) and Five Airports of the Greater Pearl River Delta (A5), CAM will make full use of the external communication platform, expand the impact and role of the international community, and strengthen exchanges and cooperation with excellent civil aviation organizations around the world. CAM will uphold its corporate responsibility, to nurture civil aviation professionals and actively develop the industry.

31 MAR

MIA首季度旅客增20%

MIA Passenger Recorded 20% increase in Q1 of 2018



澳門國際機場於2018第一季度客運量錄得超過200萬人次，同比增長20%。第一季度每日旅客平均運輸量達到2萬2千人次，航班升降平均每日達160架次。總航班運輸量超過1萬5千架次，同比增長14%。復活節四日公眾假期與去年同期相比增長12%，共有超過9萬人次使用澳門國際機場出行。隨著新航空公司加入市場，新航線的持續增加和客座率的提升，中國內地、東南亞、中國臺灣航線的旅客與去年同期相比分別錄得33%、19%和7%的增長。乘坐傳統航空公司旅客及低成本航空公司旅客分別增長23%及17%，整體表現良好。

展望第二季度，澳門國際機場將繼續發展多元化的航空市場，預料旅客增長保持整體穩定發展的態勢。除了今年5月復航與俄羅斯的直接包機服務，未來將進一步與航企合作，發展開拓具有潛力的中長包機航線，以配合特區政府打造澳門作為世界旅遊休閒中心，由於每日旅客平均運輸量已達到2萬2千人次，澳門國際機場未來會加快步伐改善機場設施，積極配合航空市場環境的轉變，隨着港珠澳大橋即將投入使用帶來的機遇，將積極增加相關設施，為旅客提供舒適及方便的出行模式，澳門國際機場會以「安全、效率、效益」為營運宗旨，保證機場營運順暢，同時開拓有潛力及多元化的旅遊產品為旅客大眾服務。

In the first quarter of 2018, MIA has handled more than 2 million passengers representing year-on-year growth of 20%. During the first quarter of 2018, the daily average traffic of MIA reaches 22,000 passengers and 160 flight movements. During the first three months, flight movements at MIA recorded year-on-year increase of 14% to over 15,000. During the 4 days Easter holiday, MIA handled over 90,000 passengers, registered 12% increase compare to the same period of last year. With continuous increase of routes and load factor accompanied by new airlines entering the market, Mainland China, Southeast Asia and China Taiwan markets recorded increase of 33%, 19% and 7% respectively compared to same period of last year. Passengers travel with conventional and low cost airlines increased by 23% and 17% respectively. The overall performance is good.

Looking into the second quarter of 2018, as the new airlines joining the market, MIA will continue to develop a diversified aviation market, and it is expected to further drive the growth of passenger traffic of MIA and maintain the trend of growth. In addition to the direct charter flight service between China and Russia resumed in May this year, MIA will cooperate with airline companies to develop other potential medium and long-haul charter routes in tandem with the Macau SAR government to develop Macau as a “World tourism and leisure center”. As the average daily passenger traffic has reached 22,000 passengers, MIA will accelerate the pace of improvement of airport facilities in the future. 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-Macau Bridge, MIA will actively increase related facilities to provide passengers with comfortable and convenient travel mode. MIA will continue upholding the mission of “Safety, Efficiency, and Effectiveness”, to ensure the smooth operation of the airport and expand our route network to offer passengers with more travel options.

11-12 APR

MIA參加第四屆 民航服務峰會

MIA Representative Participated in CAPSE
2018 Civil Aviation Service Summit

2018年4月11日至12日，澳門國際機場專營股份有限公司(CAM)市場部副總監張美斯女士及機場信息管理技術有限公司商務暨市場部總監邱茂先生代表參加由航聯傳播旗下民航旅客服務測評(CAPSE)舉辦的第四屆民航服務峰會。

澳門國際機場代表在參與峰會過程中與業內人士及各方專家交流了信息，加深認識，並在專家的分享中獲益匪淺。

峰會在上海舉行，以“全球競爭下服務新視野”為主題，話題圍繞新形勢下航企效率提升、大資料精準行銷、空地互聯時代航空服務優化、智慧科技在民航服務中的應用等展開討論，涵蓋主題演講、互動座談、創新服務展示等多個環節。為期兩天的峰會有來自民航局、中航協、機場協會、國內外航空公司、機場、服務供應商等100多家民航單位，超過300位行業人士參加。

峰會邀請了中國民航局運輸司綜合業務處孫霞峰副處長對新出臺的《關於進一步提升民航服務品質的指導意見》進行現場解讀，促進全行業學習落實。航聯傳播及飛友科技行政總裁鄭洪峰先生則分享了航企效率提升帶來更好的服務體驗。

峰會還探討了旅客服務產品如何依托大數據進行精準營銷，以及隨著飛機上使用手機限制的解除，移動互聯對客艙服務模式帶來了甚麼樣的變革？中國空地互聯網產業發展的現狀如何，面臨的挑戰有哪些？峰會更邀請到多家機上WiFi提供商和空地互聯專家共同探討移動互聯時代航空服務如何優化。



From 11th – 12th April 2018, the Deputy Director of Marketing Department of CAM Ms. Elizabeth Cheong and Mr. Paul Qiu – Director of Business and Marketing Department of AIMS-Airport Information Management Solutions represented the company to participate in the CAPSE 2018 Civil Aviation Service Summit organized by Hefei Hanglian Culture Communication Co., Ltd.

Taking the opportunity of these two days' events, representatives of the MIA exchanged information with the industry members and experts and benefited greatly among the sharing.

The summit was held in Shanghai with the theme of “New Horizons in Service under Global Competition”. The topics were discussed in the light of the new situation, the efficiency of flight companies, the accurate marketing of big data, the optimization of aviation services in the era of open space, and the application of smart technologies in civil aviation services. , covering topics such as keynote speeches, interactive seminars, and innovative service presentations. The two-days summit include more than 100 civil aviation units from the Civil Aviation Administration, China Aviation Industry and Airport Associations, domestic and foreign airlines, airports, and service providers. More than 300 industry elites participated in the summit.

The summit invited Mr. Sun Xiaofeng, Deputy Director, General Service Department, Transportation Division, Civil Aviation Administration of China to carry out an on-site interpretation of the recently issued Guidance on Further Enhancing the Quality of Civil Aviation Services and promote the implementation of learning across the industry. Mr. Zheng Hongfeng, CEO of Hefei Hanglian Culture Communication Co., Ltd. and Hefei Feeyo Network Technology Co., Ltd. shared his thoughts on the improvement of airline efficiency leads to a better service experience.

The summit discussed how customer service products rely on big data for accurate marketing. Several in-flight WiFi providers and air-ground interconnect experts were invited to discuss how



airline services in the era of mobile Internet are optimized. What changes have brought to the cabin service model by mobile internet? What is the current status of air-ground interconnection industry and what are the challenges?

12-13 APR

MIA拜訪廣州及江門的旅行社

MIA Visits Travel Agencies in Guangzhou and Jiangmen

澳門國際機場專營股份有限公司(CAM)市場部於4月12至13日組織機場相關營運單位拜訪廣州和江門的旅行社，包括澳門機場快線有限公司、明捷澳門機場服務有限公司、澳門航空及亞洲航空公司，與當地旅遊業界進行業務交流及探討未來發展方向，並進一步向業界介紹機場相關的服務及新航線的起動時間，同時也介紹如何加大直通快線於大灣區的部署及新的概念，更加方便灣區旅客利用澳門國際機場出行，也計劃將來在當地適當的位置設立澳門國際機場服務中心。

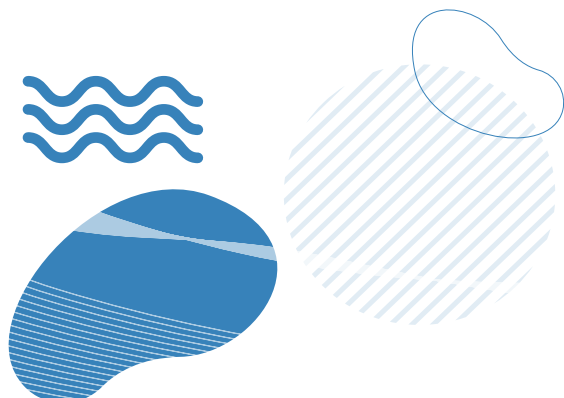
這次訪問加強了澳門國際機場與當地業界的溝通及合作，拜訪期間，與會代表分別向旅遊業界介紹各自的服務範疇，並跟有興趣合作的旅遊業界進行了會談，為將來合作打好基礎。

澳門國際機場將一如既往配合澳門特區政府的施政方針，不斷完善機場的各項服務設施，擴大航線網絡及加快中長航線的發展，繼續提高澳門國際機場服務質素，配合澳門旅遊市場的整體發展。

The Marketing Department of CAM has organized with Air Link Express, Menzies Macau, Air Macau and Air Asia, to visit and exchange ideas with the travel agencies in Guangzhou and Jiangmen on 12th - 13th April. During the visit, MIA delegation has further introduced the current environment to and discussed with the tour operators and travel agents as well as update them the launching time of new routes. At the same time, MIA team also introduced how to enlarge the Express Link Services in the Greater Bay Area with new concept. It is mainly to facilitate passenger in Greater Bay Area to travel using the MIA, and also planning to set up "The MIA Service Center" in the suitable location in the near future.

Through this visit, we have strengthened communication and cooperation between MIA and the local tour operators and travel agents in Guangzhou and Jiangmen. Each representative from the delegation introduced their respective service areas to the local tourism industry and held talks with the tourism industry intended to cooperate with MIA, in which can help to establish strong foundation for further cooperation.

MIA will corporate with the objectives of the Macau SAR Government tourism policy, continue to provide quality service and functional facilities to passengers, enlarge the air service networks and working closely to develop mid-long haul service to Macau, so as to enhance the overall development of the tourism industry in Macau.





17-19 APR

澳門國際機場代表出席亞洲公務航空展，與業界共論公務航空未來

CAM attends ABACE 2018 to discuss the future of business aviation with the industry

2018年4月17-19日，年度亞洲公務航空會議及展覽會(ABACE)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高級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一項核心議題是「亞太地區公務航空發展」，演講嘉賓有各個地區和國家的航空界領導以及政府官員，包括中國民用航空華東地區管理局局長蔣懷宇先生、美國駐上海總領事譚森(Sean Stein)、加拿大駐上海總領事艾偉敦(Weldon Epp)等。嘉賓們集中討論了中國公務航空業的市場前景以及行業未來的發展趨勢。

在此次行業盛會上，澳門國際機場與國內業界交流溝通，掌握行業趨勢，推廣澳門國際機場公務機服務，尋求合作機會。在過去的2017年，中國公務機市場快速發展，並取得了多項成績：新增通航機場5個，通航企業達到56家，通用航空器達到2,272架次等。中國民航總局(CAAC)華東管理局局長蔣懷宇在開幕大會上指出，在中國政府的領導下，中國民航總局將致力於中國公務航空的積極發展。法國、加拿大、及美國領館都重申將繼續與中國密切合作，以促進公務航空的長足發展。

澳門國際機場今年首季公務機錄得777架次，比去年同期增長4%，增幅平穩。另一方面，在此

Asian Business Aviation Conference & Exhibition 2018 (ABACE 2018) was held at Shanghai Hawker Pacific Business Aviation Service Centre from 17th to 19th April 2018. 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 – Senior Manager of SRO attend this event.

This year's ABACE highlights the core topic — Development of Business Aviation in Asia-Pacific Region. Speakers are leaders of Aviation industry and the authorities from different regions and countries, including Mr. Jiang Huaiyu, the Head of CAAC East China Regional Administration, Mr. Sean Stein, Consul General of Consulate General of the United States in Shanghai, Mr. Weldon Epp, Consul General of Consulate General of Canada in Shanghai, etc.... Guests and speakers have a focused discussion on the outlook of China's business aviation and the future trend of business aviation development.

In this event, Representatives from MIA exchanges opinions with the industry, acquire future trend in business aviation (BA), promote business aviation services in MIA and seek for potential cooperative opportunity. In 2017, China's business aviation market saw a rapid development with several achievements being made: 5 new general aviation airports; 56 general aviation enterprises; 2,272 general aviation aircrafts, etc.... Mr. Jiang Huaiyu spoke at the opening session stated that under the leadership of China's government, Civil Aviation Administration of China will help foster the development of China's business aviation. Consulate General of France, Consulate General



次盛會上，政府方面釋放出積極訊息，強調發展公務航空的承諾。國內政策的支持以及基礎設施的逐步完善等利好因素將促進國內公務航空的繁榮，進而對澳門國際機場與國內各地區間建立通航網路、完善客制化通航服務以及吸引公務機抵澳等均有裨益。澳門國際機場未來將繼續把發展公務航空服務作為規劃重點，完善公務航空基礎設施建設，提升公務航空維修水準，持續加強澳門公務航空保障能力，促進公務機業務健康發展。

21-23 APR

MIA代表參加第二十一屆國際機場協會亞太地區運營安全委員會會議

MIA Representative Attended the 21st ACI Asia-Pacific Regional Operational Safety Committee (ROSC) Meeting

"國際機場協會(ACI)亞太地區運營安全委員會"於2018年4月21日至23日在日本成田舉行第21屆會議。澳門國際機場專營股份有限公司(CAM)委派了自2013年已是該委員會成員的安全辦公室經理馬祖思先生出席了會議。

在本屆會議期間，國際機場協會將在未來國際民航組織會議上採取的立場獲得批准，以及草擬了事故調查指南，根本原因分析和跑道安全隊。修正了供成員使用的安全數據共享表格，製作了空側工作人員能力的草擬，以提交給國際民航組織相關工作組。

會議期間，運營安全委員會與國際機場協會亞太人力資源委員會舉行了聯合會議，主要討論對從業人員的培訓和提高能力等事宜。

of Canada and Consulate General of the United States all bolster their commitment to continue close cooperation with China and encourage the development of business aviation.

The movement of business aviation in MIA records 777 in the first quarter of 2018, representing a steady year-on-year growth of 4%. In addition, the authority of China released a positive signal to BA industry by reinforcing the commitment to help develop BA in this event. Domestic policy support and gradually improvement of infrastructure in China contribute to domestic BA prosperity, which in turn help MIA connect business aviation network with other regions in China, perfect customized BA services, and attract business aircrafts to Macau. MIA will continue to put BA service improvement as a major area in future planning of MIA, enhance infrastructure construction and upgrade support capacity for BA so as to encourage health development of BA business.



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In this event, Representatives from MIA exchanges

"國際機場協會(ACI)亞太地區運營安全委員會"是一個常設技術機構。此機構的主要職能為:促使機場處於最佳運營狀況,為機場運營商制訂機場安全措施,提供綜合性的定位。"國際機場協會(ACI)亞太地區運營安全委員會"的成員通常由高級機場運營經理或機安全管理經理擔任,每年召開兩次會議。



opinions with the industry, acquire future trend in business aviation (BA), promote business aviation services in MIA and seek for potential cooperative opportunity. In 2017, China's business aviation market saw a rapid development with several achievements being made: 5 new general aviation airports; 56 general aviation enterprises; 2,272 general aviation aircrafts, etc.... Mr. Jiang Huaiyu spoke at the opening session stated that under the leadership of China's government, Civil Aviation Administration of China will help foster the development of China's business aviation. Consulate General of France, Consulate General of Canada and Consulate General of the United States all bolster their commitment to continue close cooperation with China and encourage the development of business aviation.



23-25 APR

CAM代表出席第十三屆國際機場協會亞太區會員大會

CAM Representatives Participated the 13th ACI Asia-Pacific Regional Assembly

第十三屆國際機場協會亞太區會員大會(ACI - Airport Council International Asia Pacific Regional Assembly)、年會及展覽會於2018年4月23日至25日期間在日本東京舉行,來自世界各地的機場成員及航空公司代表出席,而澳門國際機場專營股份有限公司作為ACI亞太區的會員,由執行委員會辦公室總監羅頌儀女士及秘書馮佩怡女士代表出席了上述各個會議。

The 13th ACI Asia Pacific Regional Assembly, Conference and Exhibition was held in Tokyo, Japan from 23th to 25th April 2018. Airport members and airline representatives worldwide have attended the event and CAM, as a member of the ACI Asia Pacific Region, have sent representatives Ms. Katy Lo - Director of the Executive Committee Office and Ms. Eunice Fong - Secretary to Director of the Executive Committee Office to attend the meetings.

At the Asia-Pacific Regional Assembly, the Regional Director of ACI - Ms. Patti Chau have reported on the status and activities of the aviation industry in the Asia Pacific Region, cooperation with International Civil Aviation Organization (ICAO) and other industry association in the past year. She has also reported on various on-going projects such as training with International Air Transport Association

會員大會上，國際機場協會亞太區區域總監周影華女士報告了過去一年亞太區航空業務的狀況、亞太區委員會的活動、國際機場協會與國際民航組織 (ICAO) 及其他行業協會的合作，以及國際機場協會正在進行的各項計劃如培訓、機場碳排放認可、機場服務質素，世界業務合作夥伴等。另外，是次展覽會共有40間航空相關範疇的公司參展，提供了互相交流的平台，從而增加日後彼此的合作機會。小組討論會議中，並對2020年的機場行業發展、機場是否私有化、亞洲機場擴容計劃及國際航空運輸的影響、機場運營技術創新及影響機場業務新趨勢等議題交換意見。



(IATA), airport carbon emission recognition, airport service quality and world business partners. In addition, there are a total of 40 aviation-related companies participating in the exhibition, providing a platform for mutual exchanges, thereby increasing the opportunities for future cooperation. In addition, through group discussion meetings, the participants have exchange views on issues such as the airport industry in 2020, the privatization of airports, the impact of Asian airport expansion plans and international air transport, airport operations technology innovation, and new trends affecting airport operations.

10 MAY

俄羅斯皇家航空開通 澳門 - 莫斯科定期航線 首航儀式

Royal Flight Airline Inaugural Ceremony for
Macau – Moscow Regular Schedule Service

俄羅斯皇家航空(Royal Flight)於2018年5月10日再次飛抵澳門，運營每週一班澳門至莫斯科航線，並從以往的常態性包機轉為定期航班服務。首航當日，俄羅斯皇家航空於澳門國際機場舉行了簡單而隆重的首航儀式，標誌著來往澳門至莫斯科航班正式恢復服務。澳門國際機場專營股份有限公司(CAM)執行董事梁少培先生及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：俄羅斯皇家航空於2016年首次開通莫斯科包機航線服務，該航線開通以來深受旅客歡迎，客座率均達到95%以上。今年莫斯科航線由常態性包機轉為定期航班服務，可見該航空公司對該航線營運的重視和信心。期望未來與俄羅斯皇家航空擴展合作機會，開闢新航線服務，進一步加強航線版圖，為旅客提供更便捷的出行選擇。

Royal Flight Airlines once again arrived Macau on the 10th May 2018, offering weekly service between Macau and Moscow. Different from previous years, the airline provides regular schedule service to Moscow instead of charter base service. Royal Flight Airlines held an inaugural ceremony at MIA, marking the formal resumption of flights between Macau and Moscow. Mr. Leong Sio Pui, Executive Director, and Mr. Eric Fong, Director of Marketing Department of 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, "Royal Flight Airline commenced Macau - Moscow charter flight service in 2016. Since its beginning operation, the route has been well received by tourists, and passenger load factor reaches more than 95%. Royal Flight Airline has great confident on Macau – Moscow service, where the airline changed from charter base to regular schedule flight service in 2018. MIA look forward to expand cooperation opportunities with Royal Flight, aiming to open up new air services, so

澳門國際機場將繼續與俄羅斯皇家航空攜手合作，共同推廣澳門與莫斯科的觀光交流，創造多贏局面。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。



as to further strengthen the route network providing passengers with more convenient travel options.

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.



15-16 MAY

MIA代表參加「國際民航組織亞太區網絡安全研討會2018」

MIA Representatives Participated in the ICAO Asia Pacific Regional Cybersecurity Symposium 2018

由國際民航組織(ICAO)亞太區辦事處主持的網絡安全研討會於2018年5月15日至16日，在香港民航處總部舉行。澳門國際機場專營股份有限公司(CAM)委派代表陳日升先生-機場營運部工程分部總監、黃佩文女士-機場營運部資訊科技、技術支援及通訊導航監視處經理和陳玉琛女士-機場營運部資訊科技及通訊導航監視工程師出席，同行還有澳門民航局(AACM)代表林達明先生-機場規劃暨航行部總監、張韻詩女士-安全主任(保安)、蘇志華先生-助理安全主任(保安)和劉樂行先生-助理安全主任。

國際民航組織(ICAO)、國際航空運輸協會(IATA)、民用飛航服務組織(CANSO)和14個成員國的代表，就網絡威脅及其對航空交通管理系統和機場服務所帶來的安全風險，作出討論及交流經驗。有別於傳統安全威脅，網絡威脅沒有地域邊界，並可在相當短的時間內，對機場造成有形及無形的損害。儘管科技為航空業帶來運營效率和各種效益，同時亦須注意其相關潛在的風險採取必要的預防措施。為了保障航空界的安全運作，除了現有的標準和建議措施，ICAO正積極制定網絡安全的具體標準和建議措施並將在國際民航組織亞太區CNS會議上與成員國對相關議題作進一步的討論。

A Cybersecurity Symposium chaired by ICAO Asia Pacific Regional Office was held at the Civil Aviation Department Headquarter, Hong Kong, from 15 to 16 May 2018. CAM has appointed representatives Mr. Sammy Chan - Director of Engineering & Maintenance Branch of Airport Operations Department, Ms. Cecil Wong - Head of Information Technology, Technical Support, Communication, NavAids & Surveillance Division of Airport Operations Department and Ms. Kitty Chan - ITC Engineer of Airport Operations Department to participate the symposium along with AACM representatives Mr. Taft Lam - Director of Airport Infrastructure & Air Navigation, Ms. Catherine Cheong - Safety Officer (Security), Mr. Alpha Sou - Assistant Safety Officer (Security) and Mr. Alwin Lao - Assistant Safety Officer.

Representatives from ICAO, IATA, CANSO and 14 Member States discussed and exchanged experiences on cyber threats, safety risks to Air Traffic Management Systems and Airport Services. Unlike traditional security threats, the cyber threats do not have geographical boundary and can cause substantial tangible and intangible damages for airports in a fairly short period of time. While technology brings operations efficiency and various benefits to aviation industry, we shall be mindful with its associating potential risks for necessary precautions. To safeguard the safe operations of aviation community, apart from the existing SARPs, ICAO is actively developing specific SARPs for Cybersecurity. Further elaboration with Member States will be made in the ICAO Asia Pacific Regional CNS Subgroup Meeting.

確保澳門國際機場(MIA)的安全和保安一直是CAM的首要使命，CAM將繼續致力按照國際和地方的標準以實施相應的安全措施為澳門國際機場的持續健康發展提供安全優質的服務。

Ensuring safety and security of MIA is always the paramount mission of CAM in which we shall endeavor to continue with the implementation of corresponding security measures meeting international and local standards to provide safe and quality services for sustainable healthy development of MIA.



ICAO ASIA/PACIFIC REGIONAL CYBERSECURITY SYMPOSIUM 2018
Cybersecurity in Air Navigation and Airport Services
Hong Kong, China 15-16 May 2018



16 MAY

MIA外賣/複合式零售服務商店之轉特許公開招標

MIA Request for Proposal Take-Away / Complex Retail Services Shop Subconcession

澳門國際機場專營股份有限公司(CAM)已於2018年5月16日起展開編號為PTB201805C澳門國際機場外賣/複合式零售服務商店之公開招標。是次招標(RFP)是為選擇一營運商在澳門國際機場客運大樓入境層非禁區的商舖(編號為1058及1059)，為旅客提供餐飲和/或零售的餐飲服務和/或商品。

有關RFP文件及其他相關資料可在CAM網頁 www.camacau.com 內免費下載。刊登期由2018年5月16日至2018年7月11日中午十二時正為止(澳門當地時間)。

The Open Tender No. PTB201805C for Take-Away/Complex Retail Services Shop Subconcession at MIA has been launched on 16 May 2018. This Request for Proposal (RFP) intends to select ONE operator to operate a Take-Away / Complex Retail Services Shop offering a selective range of food and beverage and/or retail products to MIA passengers at the Landside South Arrival Level (Shop no. 1058 & 1059) of the Passenger Terminal Building of MIA.

The RFP documents and other pertinent information are available on the following website: www.camacau.com, within the period from 16 May 2018 to 12:00 noon, 11 July 2018 (Macau local time).



16 MAY

MIA榮獲2018亞洲貨運物流和供應鏈“亞洲最佳機場”

MIA Awarded “Best Airport - Asia” by Asia Cargo News

2018年5月16日，澳門國際機場在Asia Cargo News於上海舉辦的2018年亞洲貨運物流和供應鏈頒獎典禮上，澳門國際機場榮獲“亞洲最佳機場”獎項(一百萬公噸以內的年貨物處理量)。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代表出席並領取獎盃。

這是亞洲運輸及供應鏈行業內具權威性的頒獎典禮，旨在表揚那些在領導能力、服務品質、創新性、客戶關係管理和可靠性等方面表現優秀的企

業。澳門國際機場榮獲“亞洲最佳機場”殊榮，是客戶和業界同仁對澳門國際機場不懈追求優質服務的肯定和極大榮譽。

CAM上海代表處高級經理彭雲風先生也一同參加了頒獎晚宴。



MIA has been awarded the “Best Airport - Asia” (under 1m tonnes) at the 2018 Asian Freight, Logistics & Supply Chain Awards (AFLAS) organized by Asia Cargo News in Shanghai on 16th May 2018. Mr. Ye Hong, Chief Representative of Shanghai Representative Office (SRO) of CAM represented to attend the ceremony.

This is an authoritative awarding ceremony in Asia's transport and supply chain industry which aims to honor the respective winning organizations for demonstrating leadership, consistency in service quality, innovation, customer relationship management and reliability. It is a great pleasure of MIA to receive this prestigious award, and win industry-wide recognition from the air cargo and logistics industry.

Mr. Jerry Peng, Senior Manager of SRO of CAM also represented to attend the ceremony.

18 MAY

CAM鄧軍主席與氣象局譚偉文局長討論合作展望

CAM Chairman Deng Jun Prospects Cooperation with SMG Director Tam Vai Man

為保障機場營運氣象安全，澳門國際機場與地球物理暨氣象局一直推持良好合作機制，其轄下之航空氣象中心讓每個航班都備有充足資訊，安全有效地進行起降。2018年5月18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待地球物理暨氣象局局長譚偉文先生一行，雙方就合作做了回顧，譚偉文局長表示為加強航空飛行安全，氣象局將添置和提升相關設備，以優化航空氣象服務。展望未來合作，氣象局譚局長提出共同研究於機場客運大樓內新增航空氣象多功能室，並需繼續加強人員培訓，豐富航空氣象工作人員儲備。鄧主席表示對氣象局的專業工作表達支持，隨著本地民航業發展迅速，氣象資訊的準確性和獲得之速度成了關鍵，雙方希望繼續提升軟硬件能力，持續優化航空氣象服務。

參與會議的氣象局其他代表有：代副局長鄧耀民先生、航空氣象中心主任梁永權先生、氣象高級技術員陳政豪先生、氣象高級技術員黃巧燕女士。CAM其他代表有：財務暨行政部總監鄭淑群



In order to safeguard the airport's operational meteorological safety, MIA and Macao Meteorological and Geophysical Bureau (SMG) have been maintaining good cooperation mechanism. The aviation meteorological center under SMG's jurisdiction has provided sufficient information for each flight to take off and land safely and effectively. On 18th May 2018, Dr. Deng Jun, Chairman of the Executive Committee of CAM received the delegation led by Mr. Tam Vai Man, Director of SMG and had reviewed the cooperation together. Director Tam expressed that in order to enhance aviation flight safety, SMG will purchase and upgrade related equipment to optimize aviation weather services. Mr. Tam proposed to jointly study for a new aeronautical meteorological function room in the passenger terminal building

女士、執行委員會辦公室總監羅頌儀女士、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、機場營運部總監包祿仕先生、高級空中交通服務處經理胡高宏先生。

of the airport, and it is necessary to continue to strengthen personnel training and enrich the reserve of aviation meteorological staff. Chairman Deng expressed his support for the professional work of SMG. With the rapid development of the local civil aviation industry, the accuracy and the speed to acquire weather information have become

the keys. The two sides hope to continue to upgrade their hardware and software capabilities and continue to optimize aviation weather services.

Other representatives of SMG who participated in the meeting were: Mr. Tang Lu Man - Acting Deputy Director, Mr. Leong Weng Kun - Chief of Aeronautical Meteorological Centre, Mr. Chan Cheng Hou - Meteorologist, and Ms. Wong Hao In - Meteorologist. Other CAM representatives include: Ms. Grace Cheang - Director of the Finance and Administration Department, Ms. Katy Lo - Director of Executive Committee Office, Mr. Sandro Kou - Director of the Infrastructure Development Department, Ms. Vicki Mou - Chief of Corporate Communication and Policy Research Office, Mr. Antonio Barros - Director of Airport Operations Department (AOD), Mr. Hoover Hu - Senior Head of Air Traffic Service Division of AOD.

25 MAY

馬有恆主席及梁少培執行董事出席中國民航局與澳門民航局“空管合作備忘錄”簽署儀式

Chairman Ma lao Hang and Executive Director Leong Sio Pui Attended the “Cooperation of Air Traffic Management MOU” Signing Ceremony between CAAC and AACM

Chairman of the Board of Directors of CAM Mr. Ma lao Hang and Executive Director Mr. Leong Sio Pui attended Memorandum of Understanding for the cooperation between Mainland China and Macao China in support of the expansion of MIA and in enhancing the efficiency of air traffic management” signing ceremony between Civil Aviation Administration of China (CAAC) and Civil Aviation Authority of Macau SAR (AACM) on 25th May, 2018. According to the MOU, both sides will take a proactive attitude to promote the efficiency of the use of airspace in the Big Bay Area in order to enhance the expansion of the airports in the Area, promote the application of the new navigation technology in the flight procedures

2018年5月25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、執行董事梁少培先生出席中國民航局與澳門民航局“支持澳門國際機場建設，提升空中交通管理效率，內地與澳門民航空管合作備忘錄”簽署儀式。合作備忘錄提出雙方積極推動粵港澳大灣區空域使用的效率，促進粵港澳大灣區機場群擴容；推動新導航技術在粵港澳大灣區機場群飛行政程序的應用；加強安全管理工作，共享粵港澳大灣區內空域規劃和飛行政程序設計所需的技術數據；以及加強航空學術交流，增加航空專業培訓合作等。

備忘錄簽署儀式於下午三時在民航局辦事處舉行，由運輸工務司司長羅立文先生和中國民航局副局長李健先生為主禮嘉賓見證簽署，簽署代表分別是中國民航局空管局局長車進軍先生和澳門特別行政區民航局局長陳穎雄先生。



in the Big Bay Area, enhance aviation safety management by sharing the technical data required for airspace planning and flight procedure design in the Big Bay Area, and strengthen the exchange of aviation academics and professional training.

The MOU signing ceremony was convened in the AACM headquarter at 3:00pm. The Secretary for Transport and Public Works, Mr. Raimundo do Rosário and the Deputy Administrator of CAAC, Mr. Li Jian presided at the signing ceremony as the guests of honour. The signatories representing both sides were the Director General of ATMB, Mr. Che JinJun and the President of AACM, Mr. Chan Weng Hong.

26 MAY

CAM接待中國民航局李健副局長一行參觀訪問澳門國際機場

CAM Received Deputy Administrator of CAAC Mr. Li Jian and his Delegation at MIA

2018年5月26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、執行董事吳福先生及執行董事梁少培先生率公司管理層熱情接待中國民用航空局(CAAC)副局長李健先生、中南地區管理局局長周毅州先生、空中交通管理局局長車進軍先生等一行十五人，並參觀澳門國際機場，透過是次參觀交流活動，加深CAAC了解澳門國際機場航空安全及未來發展。

鄧軍主席對李副局長一行到來表示歡迎，並簡要介紹了澳門國際機場的近況和未來發展動向。在鄧軍主席的陪同下，李副局長一行參觀澳門國際機場空中交通管制塔，通過相關負責人的介紹及講解，加深對澳門國際機場空域和對其管理的了解，李副局長表示澳門國際機場發展潛力巨大，管理水平較高，在航空安全、航班正點率等方面都付出辛勤勞動，取得了明顯成效，並表示將全力配合未來的發展。

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：CAAC——飛行標準司司長胡振江先生、適航審定司司長徐超群先生、港澳臺辦公室主任丁明先生、飛行標準司綜合處副處長陳曦光先生及港澳臺辦公室副主任科員姬秀竹先生。CAAC空中交通管理局——國際合作部



Chairman of the Board of Directors of CAM Mr. Ma Iao Hang, Chairman of the Executive Committee Dr. Deng Jun, Executive Director Mr. Ng Fok and Executive Director Mr. Leong Sio Pui led company management to welcome Deputy Administrator of Civil Aviation Administration of China (CAAC) Mr. Li Jian, Director General of Central and Southern Regional Management Bureau Mr. Zhou Yizhou, Director General of Air Traffic Management Bureau of CAAC Mr. Che Jinjun and delegation on 26th May 2018. The visit let CAAC further understand the development and aviation safety of MIA.

Mr. Deng Jun expressed welcome to CAAC delegation and introduced the recent situation and development trends of MIA. Accompanied by Chairman Deng, the delegation visited Air Traffic Control Tower of MIA. Through introduction and interpretation by the relevant representatives of MIA, visitors learnt more about air control situation of MIA, Mr. Li Jian expressed recognition to the huge potential, high level management, great efforts to aviation safety and flight punctuality of MIA, and CAAC will fully support the development of MIA.

部長田方先生、港澳臺事務處副處長董本東先生、政策研究室助理陳早先生、運行管理中心副主任蔣立功先生、空域中心副主任諸小鷹先生、運行管理中心工程師耿芳女士、空域中心空域管理室副主任楊超任先生；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、執行委員會辦公室總監羅頌儀女士、北京代表處首席代表苑衛芳女士、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總監胡漢新先生及機場營運部總監包祿仕先生；機場信息管理技術有限公司(AIMS)董事總經理王秀瑜女士；澳門保安有限公司(SEMAC)副總經理王瑜玲女士。

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 – Director of Department of Flight Standard Mr. Hu Zhenjiang, Director of Department of Aircraft Airworthiness Certification Mr. Xu Chaoqun, Director General of Hong Kong, Macao and Taiwan Affairs Office Mr. Ding Ming, Deputy Division Chief of Department of Flight Standard Mr. Chen Xiguang, Deputy Director Section Officer Mr. Ji Xiuzhu from Hong Kong, Macao and Taiwan Affairs Office; Air Traffic

Management Bureau of CAAC – Director of International Cooperation Division Mr. Tian Fang, Deputy Division Chief of Department of Hong Kong, Macao and Taiwan Affairs Mr. Dong Bendong, Assistant of General Office Mr. Chen Zao, Deputy Director of Operation Management Center Mr. Jiang Ligong, Deputy Director of Airspace Management Center Mr. Zhu Xiaoying, Supervisor of Operation Management Center Ms. Geng Fang and Deputy Director of Airspace Management Office of AMC Mr. Yang Chao; CAM - Director of Finance and Administration Department Ms. Grace Cheang, Director of Planning and Commercial Development Department Ms. Winnie Hsu, Director of Executive Committee Office Ms. Katy Lo, Chief Representative of Beijing Representative Office Ms. Yuan Wei Fang, 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, Director of Logistics and General Aviation Development Department Mr. Frank Wu, Director of Airport Operations Department Mr. Antonio Barros; Managing Director of Airport Information Management Solutions (AIMS) Ms. Sharon Wang; Deputy General Manager of SEMAC Security Company Ms. Gigi Wong.



29-31 MAY

澳門國際機場代表出席歐洲公務航空會議及展覽

CAM Attends EBACE 2018

2018年5月29-31日，年度歐洲公務航空會議及展覽(EBACE)於瑞士日內瓦國際機場Palexpo展覽及貿易中心舉行。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副總監唐瑤女士與主任周小涵女士代表參加此次盛會。本屆EBACE共有逾400家公司，55架新型公務機，約13,000名業界專家參展。各國公務機製造商也藉此機會展示他們的最新發動機和先進航空技術。行業代表及與會嘉賓共同交流行業精神及未來發展機遇，並舉辦年度就業日，為年輕人提供瞭解公務航空的平台。

經過公開招標程序，CAM已與TAG亞洲宇航(澳門)有限公司(TAG澳門)正式達成為期六年的商用或通用航空固定基地運營商(FBO)服務轉特許經營協定。展會期間，CAM代表與TAG AVIATION代表 - 行政總裁鐘旋女士、TAG澳門責任經理Erturk Yildiz先生、運營總監Ray Wilson先生、地面服務經理 Ilias Ziragachi先生以及業務發展及包機銷售經理張卓一女士就公務航空發展趨勢、未來合作及亞洲公務航空發展前景等問題進行深入交流，並與Erturk Yildiz先生一同實地考察TAG AVIATION位於日內瓦總部的FBO設施，了解其運營模式，交流行業經驗，增進互信。

CAM代表亦與多家參展公司進行交流，了解行業發展趨勢，探討合作可能。港珠澳大橋開通後，搭配澳門國際機場(MIA)優越的地理位置和時刻資源優勢，澳門有望成為珠三角地區公務航空集散中心。隨著第二家FBO服務運營商入駐，未來MIA將繼續致力於為乘客提供多元化服務體驗，提升公務機維修水準，保障澳門公務航空市場健康發展。



The European Business Aviation Convention & Exhibition 2018 (EBACE 2018) was held at Palexpo Exhibition & Trade Centre, Geneva International Airport, Switzerland from 29th to 31th May 2018. The delegation of CAM including Ms. Emma Tang – Deputy Director of Logistics and General Aviation Development Department (LGD) and Ms. Emma Zhou – Officer of LGD attend this event. Over 400 companies, 55 state-of-art business jets and around 13,000 aviation professionals exhibit in this year's EBACE. Global business manufacturers also take this chance to present the up-to-date engines and cutting-edge aviation technologies. Industry leaders and exhibitors exchange opinions about business aviation spirits and future trends with Annual Careers being held for young people to learn about what business aviation is like.

After the process of open tender, CAM has officially agreed to a six-year business/general aviation (FBO) sub-concession agreement with TAG AVATION ASIA (MACAU) LIMITED (TAG MACAU). During this event, CAM take this opportunity to have further discussion on trends of business aviation development, future cooperation and Asian business aviation prospects with representatives from TAG AVIATION - Chief Executive Officer Ms. Jolie Howard, Accountable Manager of TAG MACAU Mr. Ertürk YILDIZ, Director of Operations Mr. Ray Wilson, Handling Manager Mr. Ilias Ziragachi, and Manager Business Development & Charter Sales, North Asia Ms. Betty Zhang. Meanwhile, CAM representatives have a site visit with Mr. Ertürk YILDIZ at TAG AVIAION's FBO facility located in their Geneva headquarter, learn about their operation mode, exchange industry experience and enhance mutual trust.

CAM representatives also exchange views with various exhibitors, see the latest trends and seek for cooperation possibilities. After Hong Kong-Zhuhai-Macao Bridge is opened for operation, with superior geographic location and sufficient slot resources, Macau is expected to become the business aviation distribution centre in the Pearl River Delta. With the move-in of 2nd FBO operator, MIA will continue to aim at provide diversified services for customers, upgrade maintenance capability for business jets and guarantee a healthy development of Macau business aviation market.

30-31 MAY

年度監督審核

Annual Surveillance Audit

澳門國際機場專營股份有限公司(CAM)的機場營運部的綜合管理系統(ISO9001質量管理系統及ISO14001環境管理系統)於2018年5月30日及31日接受認證機構-香港通用檢測認證有限公司(SGS)的年度監督審核。

此次定期監督審核範圍，涵蓋機場營運部大多數分部門，包括質量及環境管理處、營運安全及標準科、機場營運科、安全辦公室、公關處、土木及機電處、航空情報科、空中交通控制科、財務處、人事處、培訓處、客運大樓管理科、總務科、法律事務辦公室及保安辦公室。審核小組對機場營運部的綜合管理系統之成效表示滿意，而且，他們對以下幾點做法印象尤為深刻：

- 管理層對推行綜合管理系統的高度參與
- 有組織及全面透徹的管理評審
- 提供給新員工所需工作技能的全面培訓
- 有效的定期能力測試確保員工勝任工作崗位的所有要求
- 清楚辨識及控制相關的法例法規要求
- 嚴格遵守與落實本地、保安、航空方面的法規法例，保障航空、乘客及員工之安全

為期兩天之密集審核，結果顯示機場營運部的綜合管理系統得到適當維護及持續改善，同時符合ISO9001及ISO14001標準的所有要求，沒有任何不符合項。通過審核後，機場營運部將獲頒發新的ISO9001及ISO14001證書。

衷心感謝所有員工的參與，這是對CAM團隊精神及追求卓越的確認。

On 30 and 31 May 2018, the annual surveillance audit to the integrated Management System (ISO9001 Quality Management System and ISO14001 Environmental Management System) of Airport Operations Department (AOD) of CAM, was performed by the certification body - SGS Hong Kong.

Although it was a regular surveillance audit, most of the AOD units were covered. These included Q&E, OSS, OPS, SAF, PRL, CME, AIC, ATC, FIN, PER, TNG, TMS, GSS, LEG and SEC. The Audit Team expressed their satisfaction on the efficiency and efficacy of the integrated Management System. Moreover, they remarked that they were very impressed about the following:

- commitment of top management to the implementation of the integrated Management System;
- well-structured and thorough Management Review;
- comprehensiveness of trainings provided to new staff aiming to equip them with necessary working skills;
- effectiveness of the regular competence checks to ensure staff competency;
- clear identification and control of applicable legislative and regulatory requirements;
- strict compliance and fulfillment to local, security and aviation laws and regulations to safeguard the aviation safety, as well as passengers' and staff's safety.

The result of the two-day audit showed that the integrated Management System is properly





31 MAY - 1 JUN

MIA代表參加第17屆東亞機場聯盟工作組會議

MIA Delegation Participated in the 17th EAAA Coordinator and Working Group Meeting

第17屆東亞機場聯盟工作組會議於2018年5月31至6月1日在首爾仁川百樂達斯城舉行。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主任毛燕麗女士及專員何尚芬女士代表參加此次會議。此次會議以《機場擴建及優化》為主題，各成員機場代表分別就機場的短期及長期發展規劃作出介紹，分享在擴建機場的同時，如何把環保節能、科技、人性化、美觀及實用等原素融合，以設計出更具持續性的機場建設。

各代表於會上講述機場作為每個國家／城市的空中門戶，候機樓是城市給予旅客的第一印象，因此，機場扮演著舉足輕重的角色。隨著出行旅客日漸增加，機場客運量逐漸增長，部份機場現有的候機樓已接近飽和，擴建或在現有資源上進行優化已經是勢在必行。擴建既要考慮到機場客流的增長空間，也要考慮到客流的增長上限。澳門國際機場雖不時提高效益，但因應本澳及至區內旅遊業和民航業迅速發展，仍積極在有限的土地資源上提升接待能力，並已著手研究進一步的擴容計劃，以加大機場的實質處理量。隨著候機樓北面第一季度投入使用，客容量提升至每年780萬人，屆時可提供更多具有澳門本地特色的餐飲及購物選擇；候機樓南面擴建亦即將進行公開招標，擴建後，客容量將提升至1,000萬人。同時在設備之功能及科技應用進行翻新，給旅客創造更大空間和舒適度。

第17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。

maintained and continuously improved. It also complies with all requirements of the ISO9001 and ISO14001 standards without any non-conformity. After this audit, new ISO9001 and ISO14001 certificates will be issued to the AOD soon.

We would like to express sincere gratitude to all staff members. This is the recognition of teamwork striving for excellence.

The 17th EAAA Preparatory Meeting was held from 31st May to 1st June, 2018 at Paradise City, Incheon, Seoul. Chief of Corporate Communication and Policy Research Office from CAM – Ms. Vicki Mou and Manager – Ms. Adrina Ho participated in the meeting. The theme of this year was “Airport Expansion and Renovation”. Representatives from each member airports introduced the short and long term development of their respective airports. Sharing how they integrate factors of energy saving, science and technology, humanization, beauty and practicality into the expansion of airport and to design a more sustainable airport construction.

Each representative in the meeting claimed that airport as a major traffic hub in the cities/ countries, played a very important roll, the terminal building give the first impression of the city. As passengers are increasing year by year, traffic in the airports become much heavier than before, some of the airports have reached its capacity and need to further expand and renovate as to create more spaces. Expansion has to consider the rate of increase of the passengers. MIA has always increase its efficiency, however, due to the rapid development of Macau's tourism industry and aviation industry, MIA still actively worked on the infrastructure development, to enhance reception capacity on limited land resources, and further research on the expansion projects are on-going, as to increase the capacity of the airport. Upon the completion of the north extension project, the terminal building will be adding up to accommodate 7.8 million passengers as a whole, more local signature dinning and shopping will be introduced to passengers. The south extension of the passenger terminal building will be ready for open tender very soon; the reception capacity will be raised to 10 million passengers per year upon the completion.

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。



At the same time, MIA has upgraded the functions of facilities and technologies, as to create more spacious and comfortable environment to the tourists.

The 17th 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, MIA Co., Ltd. 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.

1 JUN

MIA新免稅零售店經營商進駐候機樓離境層南翼

New Operator of Duty Free Services at the South Departure Airside in MIA



commencing 1 June 2018 onwards with China Duty Free (Macau) Limited for the Operation of Duty Free at the South Departure Airside of the Passenger Terminal Building.

MIA warmly welcomes the new duty free operator which will bring new duty free shopping experience to MIA passengers.

澳門國際機場專營股份有限公司(CAM)經過機場免稅零售服務編號為PTB201702R之公開招標程序，CAM已與中國免稅品(澳門)有限公司簽定為期五年的免稅店服務轉特許合同。新經營商於2018年6月1日起，在澳門國際機場客運大樓南面離境層禁區內，為旅客提供多元化免稅購物新體驗。

澳門國際機場熱烈歡迎新免稅零售店經營商的加入，為澳門國際機場旅客帶來煥然一新的免稅購物感受。

After the process of the Open Tender No. PTB201702R for Duty Free Service Subconcession at MIA, we are glad to announce that CAM has entered into a five-year Subconcession Contract

14-15 JUN

CAM代表訪深圳推廣澳門物流服務

CAM Representative Visits Shenzhen and Promotes Macao Logistics Services

2018年6月14至15日，澳門國際機場專營股份有限公司物流暨通用航空發展部總監胡漢新先生聯同澳門物流業界及航空公司組成代表團到訪深圳，共同推廣澳門國際機場的貨運業務。

代表團於當地參觀了順豐快遞的貨運處理中心，並與多家業內翹楚交流，從而掌握行業發展趨勢，尋求拓展澳門及深圳之間在航空物流上進一步的合作空間，以迎接未來粵港澳大灣區對優質物流服務的殷切需求。代表團藉此機會舉辦了以“澳門：連接世界的橋樑”為主題的交流晚宴，向當地業界介紹了澳門發展航空物流的各種優勢，包括自由港、中國與葡語國家商貿合作服務平台、透明度高的規管制度、優越的地理位置等。兩地業界在晚宴中進行了深入的交流和溝通，氣氛融洽。

澳門國際機場今年首五個月貨運量錄得超過16,000噸，比去年同期增長約13%，增幅強勁。澳門國際機場將會繼續改善與國內外的通航網路、完善航空貨運基礎設施，提升貨物處理水平，促進航空貨運業務的健康發展。

regulatory regime and superior geographical location. Both sides had a in-depth exchange and fruitful discussion during the dinner.

MIA recorded over 16,000 tons of cargo volume in the first 5 months of 2018, a growth of 13% year on year. MIA will continue to improve the network and cargo-related infrastructure, as well as to improve the level of cargo handling and promote the healthy development of air logistics.

16-18 JUN

MIA與旅客共度端陽佳節

Festive Joy at MIA for the Dragon Boat Festival

澳門國際機場端午節日活動會從2018年6月16-18日在客運大樓舉行，誠邀旅客一起共度佳節。

澳門國際機場吉祥物GOGO已準備在端午節期間與各位見面，旅客可以於6月16-18日期間，每天上午10時至12時30分在客運大樓與GOGO拍照



The Director of Logistics and General Aviation Development Department of CAM, Mr. Frank Wu headed an industry and airlines delegation to visit Shenzhen from 14th to 15th June 2018, aims to promote the logistics business of MIA(MIA).

The delegation visited the logistics centre of SF Express and met local industrial leaders to learn more about development trend and seek further cooperation between Macao and Shenzhen, in order to face the strong demand for excellent logistics services from Guangdong-Hong Kong-Macao Greater Bay Area. By taking this opportunity welcome dinner with its theme “Macao – Connection to the World” was held at that night. The delegation presented the advantages of developing air logistics in Macao, such as being a free port, the role of service platform between China and Portuguese-speaking Countries, its high transparency of

Travelling via MIA this June. The Airport has made available a number of festive events for those who travel during the Dragon Boat Festival period, from 16th to 18th June, 2018.

During these three days, GOGO, the mascot of MIA will be at the Airport Terminal to greet and have snapshots with the passengers from 10:00 a.m. to 12:30 p.m. What's more, the Airport Ambassadors in traditional Chinese costumes have unique souvenirs to distribute to passengers. These teeny

留念。另外，穿著傳統服裝的機場大使亦會向在場的旅客派發祝福錦囊，在這特別的日子送上機場節日紀念品，祝願旅客全年平安如意。

五月瑞陽，快樂端午。在此祈望每位途經澳門國際機場的旅客能愉快及舒適地出行。



sachets are the Airport's speciality for this Dragon Boat Festival, representing the sincere blessing to passengers throughout the year.

MIA always wishes passengers have a joyful and relaxed experience when travelling through.

20 JUN

CAM鄧軍主席到消防局機場處作年度工作交流

CAM Chairman Deng Jun Visited Fire Services Department Airport Station

2018年6月20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公司代表到訪機場消防站與澳門特別行政區政府消防局局長梁毓森消防總監等進行年度工作交流，了解消防局機場處的工作及環境情況，雙方在會上對現有的消防裝備及站內建設作出探討，並將繼續加強交流合作，持續為機場消防站的各項設備及配置作出完善和提升，以支持機場處消防員的消防安全工作。

消防局機場處擔當著機場應急救援的重任，當發生緊急事故時更是分秒必爭。因此，消防站內的相關設備及救援車輛發揮著非常關鍵的作用，在會議中，雙方談及消防設備及救援車輛的新舊補替方案，以協助機場處的隊員更有效率地進行救援工作。會後更到訪消防隊員工作、休息、訓練和健身場所，檢視去年會議後的工作落實情況及已更換的新設備，如：儲物櫃、休憩設備、健身器材、照明系統、辦公室設備等。希望透過持續優化隊員的培訓及工作環境，能進一步提高機場消防工作的效率和效益。

參加此次會議的還有：CAM——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、基建發展部副總監蕭浩敏女士、企業傳訊暨政策研究室專員何尚芬女士。消防局——研究暨策劃廳代廳長張智宏副消防總長、法律輔助處處長勞杰志一等消防區長、機場處代處長張建華一等消防區長、機場處張燕寧一等消防區長。

On 20th June, 2018, Chairman of the Executive Committee of CAM Dr. Deng Jun led a delegation to meet with Commissioner of Fire Services Department (CB) Chefe-Mor Leung Lok Sam at the fire station in MIA, to talk about the operational and environmental situation there, both parties have further discussed and exchanged views on the existing firefighting equipment and infrastructure of the Airport Station of CB and will continue to strengthen communication and cooperation, to further improve and upgrade the equipment and configuration of the airport fire station as to support the fire safety work at the airport.

Fire Services Department Airport Station undertakes the responsibility of emergency rescue at MIA, when an emergency occurs, it is a matter of second. Therefore, the relevant equipment and rescue vehicles in the fire station played a key role. During the meeting, both parties discussed the replacement of the fire equipment and rescue vehicles, as to help the firefighter in the airport to perform more efficiently. After the meeting, they visited the firefighters' dormitory, training and fitness facilities, to review the implementation of the work after the meeting last year and the new equipment that had been replaced, such as: lockers, facilities in office, facilities for rest, fitness equipment, lighting systems. Through continued optimization of the training and living environment of the firefighters, we hope to further improve the efficiency and effectiveness of airport firefighting work.

Participants at the meeting also includes: CAM - Director of Finance and Administration Department Ms. Grace Cheang, Director of Executive Committee Office Ms. Katy Lo, Chief of Corporate Communication & Policy Research Office (CPO) Ms. Vicki Mou, Deputy Director of Infrastructure Development Department Ms. Mandy Sio, and Manager of CPO Ms. Adrina Ho. CB - Chefe

Ajudante Mr. Cheong Chi Wang, Chefe de Primeira Mr. Lou Kit Chi, Chefe de Primeira Mr. Cheong Kin Wa, Chefe de Primeira Mr. Cheong In Neng.



20-22 JUN

MIA旅客服務委員會參訪新加坡樟宜機場及馬來西亞新山士乃國際機場

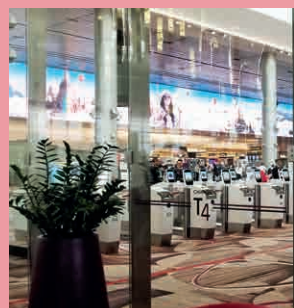
Customer Service Committee Visits Singapore Changi Airport and Johor Bahru Senai International Airport

隨著澳門國際機場的旅客不斷增加，旅客對航空服務需求日漸擴大。越來越多機場推出旅客自助登機系統，讓旅客可以輕便及快捷便可完成辦理登機手續，減少排隊的時間。為提升旅客服務體驗，澳門國際機場旅客服務委員會於2018年6月20至22日到訪新加坡樟宜機場全新四號航站樓及馬來西亞新山士乃國際機場，進行參訪及交流。分別體驗兩地機場對自助的登機系統及離境系統對旅客出外時的便捷性，使代表團一行留下深刻印象。雙方在交流會議中，探討自助登機系統的營運模式、安全性、市場定向等問題。透過這次參訪活動，澳門國際機場吸收了寶貴經驗，對澳門國際機場的旅客服務及長遠的規劃發展提供正面的參考。

With technological development, airports and airlines in Asia embrace the capacity and technology to improve the experience of passengers on the ground. Meanwhile, passengers have had higher expectations to air services with the increase in travel demand. With an effort to elevate passengers' experience, MIA Customer Service Committee made a familiarization tour to Singapore Changi Airport (T4) and Johor Bahru Senai International Airport from 20th to 22nd of June 2018.

The team was truly impressed with the new technology which used in the medium and large airports which would definitely help passengers to reduce their waiting time for travelling. At the meeting, both sides discussed and exchanged views on various areas such as self-check-in operations, aviation safety, marketing orientation, etc. The MIA delegates believed that the meeting was effective and the delegation gained valuable experiences, which would facilitate advancement in MIA customer service and future planning and

參與此次活動的代表包括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、副總監張美斯女士及副總監李偉達先生、基建發展部總監高岸聲先生、經理余智倫先生、機場營運部營運分部總監耿亞軍先生、機場營運部旅客服務分部總監安杰澳先生、機場信息管理技術有限公司董事總經理王秀瑜女士及副總經理蘇德培先生、澳門保安有限公司副總經理王瑜玲女士、明捷澳門機場服務有限公司客運服務副經理何永康先生及黃永良先生、客戶服務當值經理雷潔盈女士、營運控制監督Mr. Lopes Dos Santos Calicas、地勤服務副總經理伍忠宇先生。



development of airport.

Delegates include: CAM – Director of Marketing Department (MKD), Mr. Eric Fong, Deputy Directors of MKD Ms. Elizabeth Cheong and Mr. Edman Lee. Director of Infrastructure Development Department (IFD), Mr. Sandro Kou, Manager of IFD Mr. Allen U. Director of Operations Branch of AOD, Mr. Gary Geng. Director of Customer Services Branch of AOD, Mr. Nolasco Lamas Costa Antunes Joao Maria. Managing Director of Airport Information Management Solutions (AIMS), Ms. Sharon Wang, Deputy General Manager of AIMS, Mr. Patrick So. Deputy General Manager of MIA Security (SEMAC), Ms. Gigi Wong. Deputy Passenger Operations Managers of Menzies Macau Airport Services, Mr. Patrick Ho and Mr. Tony Vong. Customer Services Duty Manager of Menzies Macau Airport Services, Ms. Chris Loi. Operation Control Center Superintendent of Menzies Macau Airport Services, Mr. Lopes Dos Santos Calicas. Deputy Ramp Operations Manager of Menzies Macau Airport Services, Mr. Ng Chong U participated at the familiarization tour.



29 JUN

MIA舉行2018航空公司周年聚會

MIA Held the 2018 Airlines Annual Gathering

2018年6月29日，澳門國際機場專營股份有限公司(CAM)市場部舉辦了CAM2018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，邀請於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宴會中對參與當晚活動的貴賓致以熱烈的歡迎，並衷心感謝他們在百忙中抽空蒞臨指導，同時向航空公司介紹了

On June 29, 2018, the Marketing Department of the CAM held its CAM 2018 Airlines Annual Gathering, taking the opportunities to extend thankfulness to the airlines for their support and contribution to Macau Civil Aviation Industry over the years. Representatives of airlines operating at the MIA were invited to attend.

Mr. Eric Fong, Director of Marketing Department of CAM, warmly welcomed the airline representatives participating in the event during the banquet, Mr. Fong introduced the performances of the first half year of 2018 to the airlines, both passenger volume and aircraft movements has increased by 20%

2018年上半年的業績，旅客量及航班升降分別比同期增長約20%及12%。盼望繼續與航空公司保持緊密合作，並致力拓展中長航線，為航空市場的發展而努力；配合澳門特區政府的旅遊方針，為旅客提供優質的服務，讓旅客在澳門國際機場享受愉快及輕鬆的旅程體驗。

2017年在與航空公司共同的努力下，相關政府單位及營運商支持下，澳門國際機場旅客量再創佳績，全年機場旅客量突破716萬人次，創造出機場營運22年的新紀錄，航班量超過5.8萬架次，分別比去年同期增加8%和2.8%。新增了六個航點，分別是中國常州、柬埔寨西哈努克港、柬埔寨暹粒、印尼雅加達及馬來西亞新山，同時首創澳門經北京中轉往葡萄牙里斯本新航點，進一步擴展澳門國際機場的航空網絡。2017年澳門國際機場亦繼續引入新航空公司，共有五家新加入的航空公司，包括：瀾湄航空、印尼亞洲航空、北京首都航空、JC柬埔寨國際航空及俄羅斯皇家航空。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。

周年晚宴設有幸運大抽獎環節，為整個晚宴帶來歡樂的氣氛，各出席者滿載而歸，CAM市場部全人代表公司向到場賓客獻上最真誠的謝意！

welcomed 7.16 million arriving and departing passengers and handled over 58,000 aircraft movements, representing an increase of 8% and 2.8% respectively. It is the highest passenger traffic MIA has achieved in a year since its 22 years of operation. The airport newly launched 6 new international routes, including Changzhou of China, Sihanoukville of Cambodia, Siem Reap of Cambodia, Jakarta of Indonesia and Johor Bahru of Malaysia, at the same time, the inauguration of regular transit flight from Macau to Lisbon via Beijing. It helps to further expand the air network at MIA. The Airport also successfully attracted 5 additional airlines flying to Macau namely Lanmei Airlines, Indonesia Air Asia, Beijing Capital Airlines, JC Cambodia International Airlines and JSC Royal Flight Airlines. The addition of new carriers and new routes bringing more choices and conveniences to travelers.

There was a lucky draw session which brings a joyful atmosphere to the entire dinner party. CAM Marketing Department colleagues represented the company to present their sincere thanks to the guests who attended the evening.



and 12% respectively over the same period. He expressed that CAM is looking forward to continuing to work closely with airlines in the future, CAM will strive to expand mid - long haul routes aiming to strengthen the development of the aviation market. CAM will cope with the Macau SAR Government's tourism policy to provide passengers with quality services and to enable passengers to enjoy a pleasant and relaxing journey experience at MIA.

In 2017, under the efforts of airlines, with the support of relevant government departments and operators, the number of passengers at the MIA last year achieved great results. In 2017 MIA



30 JUN

MIA首半年 客運量增長20%

MIA Recorded Passenger Growth of 20%
in First Half of 2018

澳門國際機場2018年首半年錄得顯著的旅客量增長，處理總客運量達到400萬人次，較去年同期上升20%；飛機起降量超過3萬1千架次，同比上升12%。澳門國際機場三個主要市場包括中國內地、中國台灣及東南亞市場旅客人數較同期分別增長37%、4%及16%。澳門國際機場每天平均約有2萬2千人次進出。在今年首六個月目的地旅客增長22%，而澳門國際機場亦成功減少依賴中轉旅客約1.6%。其中搭乘傳統航空公司旅客亦顯著增長約26%，同時低成本航空公司也保持9%增長。預期澳門國際機場下半年的客運量及飛機起降量將保持平穩增長。

澳門國際機場6月單月接待旅客超過66萬人次，較去年同期上升19%，飛機起降量也較去年同期增長14%至超過5,100架次。主要由於旅客往來中國內地及東南亞航線的人數上升帶動，兩者分別較去年同月上升41%及13%，而中國台灣市場旅客亦略有3%增長。截至2018年6月底，澳門國際機場提供約29家航空公司，航線遍佈中國內地、中國台灣、東南亞及北亞地區等49個城市。

2018年上半年澳門國際機場共引入三間新航空公司開展航空服務。分別是菲律賓Royal Air Charter Service、小星球航空(Small Planet)及俄羅斯皇家航空(Royal Flight)。俄羅斯皇家航空於2018年5月初再次飛抵澳門，運營每週一班澳門至莫斯科航線，並從以往的常態性包機轉為定期航班服務。剛踏入下半年，海南航空將會於7月初開通每周兩班澳門至三亞航線。柬埔寨航空也將於7月開通澳門至金邊、暹粒和西哈努克航線，七至八月暑假期間，相關航空公司將配合市場需要加密航班，另加開日本名古屋等包機航班為市民和遊客假期出遊提供更多選擇。預計在今年的第三季及第四季將會繼續有新的航企及航線逐步加入營運。

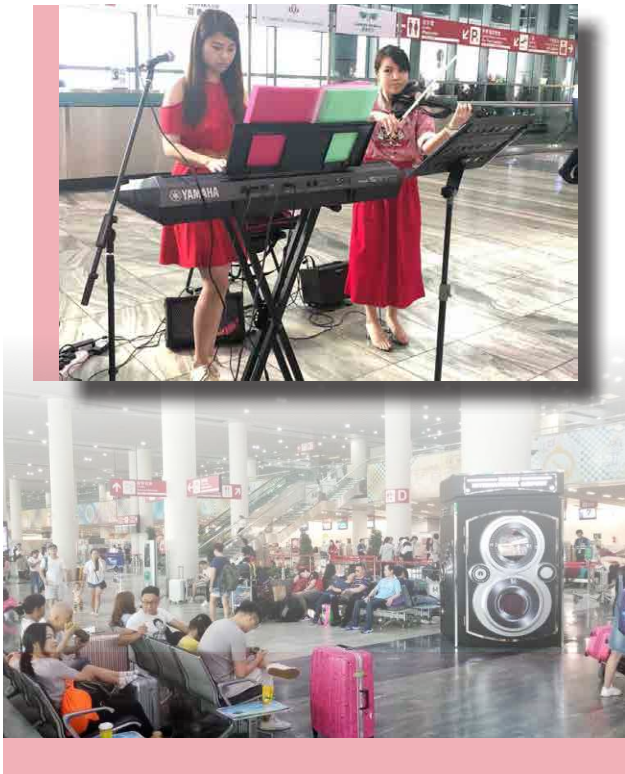
隨著暑假旅遊旺季的來臨，澳門國際機場除了保持機場的營運宗旨『安全、效率及效益』外，同時也在7至8月份在機場安排一連串的表演、演唱和樂器表演，為旅客出遊前多添一份歡樂，給機場注入夏日的氣氛，為旅客製造愉快的夏日回憶。

因應旅客量持續穩步上升，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、保持及運作服務效率等方面的最高水平，確保旅客可以在澳門國際機場享受舒心、愉悅的旅遊體驗。

MIA recorded significant passenger growth in first half of 2018. MIA handled 4 million passengers, an increase of 20% compared to the corresponding period in 2017. Flight movements increased by 12% to over 31,000 landings and takeoffs compared to the same period last year. In the first half of 2018, the passenger traffic from the three major markets of MIA including Mainland China, China Taiwan and Southeast Asia, which recorded growth of 37%, 4% and 16% respectively over the same period last year. MIA has an average of 22,000 passengers per day. In the first six months of this year, destination passengers increased by 22%, while MIA reduced relying on the number of transit passengers by about 1.6%. Passengers travel with conventional and low cost airlines increased by 26% and 9% respectively.

MIA handled over 660,000 passengers in June, representing year-on-year increases of 19%. Flight movements increased 14% to over 5,100 compared to the same period in 2017. This is mainly attributable to the increase in the number of visitors to and from the routes of Mainland China and Southeast Asia, which increased by 41% and 13% respectively compared with the same month last year. China Taiwan market reports slightly increase of 3%. Up to the end of June 2018, there are 29 airlines operate at MIA connecting Macau to some 49 destinations covering area in Mainland China, China Taiwan, Southeast Asia and Northeast Asia. The passenger traffic and flight movements of MIA are expected to grow steadily in the second half of 2018.

In the first half year of 2018, MIA successfully attracted three new airlines flying to Macau namely Royal Air Charter Service, Small Planet Airlines and Royal Flight Airlines. Royal Flight Airlines once again arrived Macau at the beginning of May 2018, offering weekly service between Macau and Moscow. Different from previous years, the airline provides regular schedule service to Moscow instead of charter base service. Just entering the second half of the year, Hainan Airlines is planning to launch two weekly flights from Macau to Sanya in early July. Cambodia Airways will establish regular service from Macau to Phnom Penh, Siem Reap and Sihanoukville in July. In order to provide more holiday destination options for Macau residents and travelers, some airlines will add schedule flight frequency during the summer holiday, as well as charter flights to Nagoya of Japan is expected to



enrich the travel options for passengers. In the third and fourth quarter of this year, it is expected that MIA will continue to have new carriers gradually adding new routes and operations to Macau.

The summer travel high season is approaching. In addition to ensuring the implementation of its core value of "Safety, Efficiency and Effectiveness", MIA has arranged a series of interactive, singing and musical instruments performance at the airport in July and August. MIA hopes to inject summer atmosphere into the airport and create a joyful, pleasant and unforgettable summer memories for the passenger before each trip.

In response to the steady increase in the number of 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 comfortable and pleasant journey at MIA.

3-5 JUL

MIA代表出席《2018中國中小機場發展論壇》

MIA Representatives Attended 2018 China Small and Medium-sized Airports Development Forum

由中國民用機場協會(CCAA)主辦的《2018中國中小機場發展論壇》於2018年7月3日至5日於中國宜昌舉行。此次論壇以「開放、融合、轉型、共贏」為主題，來自中國民航局、中國民用機場協會、宜昌市人民政府、中小機場、航空公司及相關企事業單位領導、專家和學者代表，共聚一堂，共同探尋促進中小機場發展之路。澳門國際機場專營股份有限公司(CAM)作為中國民用機場協會理事單位受邀為此次論壇擔任演講嘉賓。其財務暨行政部總監鄭淑群女士以「澳門國際機場運營管理模式」為主題，從特許專營制度、營運管理模式及管治特點機制方面介紹和分享，總結了澳門國際機場二十多年來的運營發展過程、經營理念與策略。

論壇在嘉賓致歡迎辭後開始，主要分為四個篇章環節：行業引領、政策支持、互聯互通、轉型發展，智慧機場、通達未來，及觀點碰撞。各嘉賓講者圍繞中小機場的發展現況與趨勢，集中針對機場經營模式與發展策略等主題作深入探討。綜合會議內容，講述近半世紀以來，中國民用航空業發展

2018 China Small and Medium-sized Airports Development Forum was held by China Civil Airports Association (CCAA) from 3rd July to 5th July 2018 in Yichang, China. The theme of forum was "Openness, Integration, Transformation, Win-Win". Aviation specialists, management and scholar from Civil Aviation Administration of China (CAAC), CCAA, Yichang Municipal People's Government, small and medium sized airports, airlines and the related sectors were invited to the forum for discussion and exchange of the road of small and medium sized airport development.

CAM, as a Director Member of CCAA, was invited as one of the guest speakers of the forum. Ms. Grace Cheang – Director of Finance and Administration Department delivered a speech in the theme of "Operation and Management Mode of MIA" as representative from CAM, to share the concession system and the mode of operation management as well as the governance mechanisms of MIA, which concluded the 20 years operation of MIA and its core of business theory and development strategies.

The forum was started by welcomed speeches of honorable guests and presentations were sectional into 4 main topics as Industry Guidance and Policies



迅速，各機場客運量日益增長的良好態勢；中小機場發展之路與規模有關，評價中小機場，不是單算小賬看其盈虧，而是看有沒有達到合理收益能力，從經濟、軍事、政治、服務民生的意義上算大賬。關於中小機場改革與發展的思考，要走出短板的誤區。目前內地的大多數機場基礎設施項目依靠政府投資補助政策，而拓寬航線網路是維持機場發展的「血脈」，機場實現自身價值的主要載體；嘗試管理轉型、服務外包合作等模式，可降低營運成本。

此次論壇提供予業界一個良好交流平臺，增進其對中小機場與地區經濟協同發展的瞭解。參會人士共同探尋民航業所面臨的機遇和挑戰，以期加強行業各單位的溝通與合作，為中小機場利好發展提供助力。本司其他與會人員還包括北京代表處首席代表苑衛芳女士、財務暨行政部主任李保瑩女士。



Support, Interconnection and Transformation, Smart Airport and Future Approach, Collisions of Views. Centered on the status and trend of small and medium sized airport development, the speakers expressed opinions and conducted in-depth discussion on the aspect of operation mode of airport and development strategies with the audiences.

During the meeting, the speakers expounded that the rapid growth of China civil aviation industry and upward trend of passenger traffic has been sustained in recent decades. It is concluded that the growth of small and medium sized airport is correlated with its scale. It is emphasised that not only assess an airport solely by profitability, but also balance its revenue generating capability with benefits brought on the economics, military, politics and livelihood. Regarding the approach of the reform and development of airport, the participated experts expatiated the weaknesses should the small and medium sized airport be overcome. Aside from that, most of the infrastructure projects of airports in the Mainland relied on the government subsidies; meanwhile, expansion of routes is the key of maintaining the airport development, which also demonstrated the value of the airport. The attempt of management mode transformation and sub-concession of certain airport services, which is worth deeply pondering, for lowering the operation cost.

This forum provided a platform for aviation industries to enhance their insights of mutual development of small and medium sized airports and regional economy. Through this event, attendees discussed opportunities and challenges facing by civil aviation industry, expecting to tighten internal communication and cooperation among the industries to support the growth of small and medium airports.

Other representatives from CAM included: Chief of Beijing Representative Office – Ms. Yuan Weifang and Officer of Finance and Administration Department – Ms. Agnes Lee.

9 JUL

MIA碳排放量減少28.7% 續五年獲取「機場碳排放 認可計劃」認證

MIA Carbon Emissions Reduced by 28.7%
Receives ACI Airport Carbon Accreditation
for the Fifth-Consecutive Year

為了實踐綠色機場策略，澳門國際機場自2014年起參與了由國際機場協會(ACI)發起的「機場碳排放認可計劃」，並且剛剛連續第五年更新了該計劃的第二級「減少」級別認證。

「機場碳排放認可計劃」是唯一獲機構認可適用於全球機場的碳排放管理認證計劃。按計劃要求，澳門國際機場制定了五年(2014年至2018年)碳管理計劃覆蓋能源效益、燃油效益、廢棄物管理等多個領域。具體目標是「2018年每起降架次之碳排放量較2012年水平減少20%」。

澳門國際機場已提早達成設定目標，與2012年相比，去年每起降架次之碳排放量大幅減少了28.7%。取得此減排成果主要由於過去幾年實施了一系列環境保護改善項目包括：大規模把機場客運大樓內多個區域及飛行區上的傳統照明燈具替換為發光二極管；逐步替換機場車隊為環保車輛；升級行李輸送系統以減少耗電量；安裝綠化牆；通過全面的能源審核，找出節能之方案，回收廚餘等等。

環保減排是澳門國際機場的長遠承諾，機場在不久將來將制定一份新的碳管理計劃。

To realize the Green Airport strategy, MIA has joined the Airport Carbon Accreditation (ACA) Programme launched by Airports Council International (ACI) since 2014 and MIA has just renewed its accreditation at Level 2 “Reduction” for the fifth-consecutive year.

ACA Programme is the only institutionally endorsed carbon management certification standard for airports world-wide. Under this Programme, MIA has set up a 5-year Carbon Management Plan (2014 – 2018) covering the areas of energy efficiency, fuel efficiency, waste management with the specific target of “Reduce Carbon Emissions per Aircraft Movement by 20% in 2018 from 2012 Level”.

MIA had exceeded its target and was able to cut its carbon emissions by 28.7% last year as compared to 2012. Such achievement was mostly attributed to the implementation of improvement projects in the past few years, including massive replacement of conventional lighting units with LED in various areas of passenger terminal and airfield; replacement of fleet with environmentally-friendly vehicles; upgrade of the baggage handling system; installation of green walls; finding opportunities to reduce electricity consumption by performing thorough energy audit; recycling of food wastes etc.

It is a long term commitment of MIA to tackle and reduce its impact to the environment. Another Carbon Management Plan will be set up soon.

CERTIFICATE of ACCREDITATION

21 May 2018 - 20 May 2019

This is to certify that Airport Carbon Accreditation, under the administration of WSP, confirms that the carbon management processes at

MACAU INTERNATIONAL AIRPORT

owned by CAM - Macau International Airport Co. Ltd.



have earned the accreditation level of **REDUCTION**, in recognition of the airport's actions to manage and reduce its CO₂ emissions, as part of the Global airport industry's response to the challenge of Climate Change.

Patti Chau
Mrs Patti Chau
Regional Director
ACI Asia-Pacific

Simon Clouston
Simon Clouston
Director
WSP



10 JUL

機場營運部召開會議，採取措施應對夏季旅遊高峰

Airport Operation Department Convened Meeting to Take Measure for the Peak Travel Season

澳門國際機場上半年錄得20%之旅客增長，同時澳門民航局批覆了183班額外旅客班機，於2018年7月1日至8月31日期間執飛。澳門國際機場專營股份有限公司(CAM)機場營運部在7月10日召開了機場營運會議，以確保機場於接下來夏季出遊高峰安全和順暢地運作。

為確保正在開始的夏季出遊高峰，CAM機場營運部召集各航空公司和機場安保及營運各保障單位，並由營運分部總監耿亞軍先生主持，共同探討優化及提升效率的措施，包括要求各單位在有需要時靈活調派資源，以服務旅客為先；並且在繁忙時段增加通道予旅客通關使用，希望加快效率，減少旅客等候時間；在天氣惡劣時遇有航班延誤或取消，要求航空公司必須及時更新航班資訊，與相關單位緊密協作，確保旅客得到相關訊息和相應的安排。

最後，機場營運分部聯同CAM基建發展部同事向各與會單位介紹了這段旅遊旺季在機場所實施的翻新改善工程，希望各單位在日常營運上可多加注意。

澳門國際機場提醒大家，在出發到機場前，可先留意市內交通消息以及機場網站www.macao-airport.com 上了解航班資訊，以更好掌握行程安排和時間。

MIA has recorded 20% passenger growth in the first half of 2018; meanwhile, the Civil Aviation Authority of Macao SAR Government (AACM) has approved 183 additional flights from the period of 1st July to 31st August, 2018. As to ensure safety and smooth arrangement of MIA on the coming peak season, the Airport Operation Department (AOD) of CAM has convened an airport operation meeting.

In order to ensure the peak of summer travel, AOD convened a meeting with respective airlines, airport security and various operation units hosted by the Director of Operations Branch, Mr. Gary Geng, to discuss about measures to optimize and increase efficiency, which included: flexible allocation of resources from all units when necessary, passenger service is the priority; increase security check channels for passengers to ease passenger traffic in peak hours, hoping to increase efficiency and reduce passenger's waiting time; in case of flight delay or cancellation during adverse weather, airlines are required to update flight information in a timely manner and work closely with relevant units to ensure that passengers receive relevant information and corresponding arrangements.

Lastly, AOD together with the colleague from the Infrastructure Development Department (IFD) of CAM introduced the airport's renovation project during the peak season to the meeting participants, hoping the respective operation units will draw more attention on their daily operations.

MIA would like to remind all the passengers, before they depart to the airport, please beware of the traffic situation in the city and obtain the latest flight information from MIA website: www.macao-airport.com, which helps to better control the itinerary and time.



12 JUL

救援船西灣號將投入運作 支持機場附近海面救援

Rescue Boat "Sai Van" To Operate to
Support Sea Rescue near the Airport

2018年7月12日下午三時，海事及水務局為轄下的新救援船“西灣號”在政府船塢進行祈福儀式，儀式由運輸工務司司長羅立文及海事局局長黃穗文主禮。澳門國際機場專營股份有限公司執行委員會主席鄧軍博士應邀出席是次儀式。據報導，“西灣號”正式投入運作後將負責澳門國際機場附近海面的戒備和搜救工作。

根據海事局資料，救援船“西灣號”為鋁合金雙體船，長25.5米，型寬7.8米、滿載排水量88噸、抗風能力達蒲氏風級8級；採用噴水推進方式，船速達30節，可實現低速原地回轉和平移，操縱靈活、使用安全。“西灣號”配備先進的搜救設備，包括熱能夜視系統、大型泛光燈、醫療室、救生筏、擔架床升降平台及直升機吊運區，將有效強化海事局的船隊力量，進一步提升澳門管理海域的海上搜救能力。

The Maritime and Water Affairs Bureau conducted a blessing ceremony at the Government Dock for the new rescue boat “Sai Van” under the jurisdiction of Secretary for Transport and Public Works Mr. Raimundo Arrais do Rosário and the Director of the Maritime Bureau, Huang Suiwen on 12th July 2018 at 3pm. Dr. Deng Jun, Chairman of the Executive Committee of MIA Company Limited was invited to attend the ceremony. According to reports, the “Sai Van” will be responsible for the security and search and rescue work of the sea near MIA.

According to the Maritime and Water Affairs Bureau, the rescue boat “Sai Van” is an aluminum alloy catamaran with a length of 25.5 meters, width of 7.8 meters, full-load displacement of 88 tons, and wind-resistant capacity of 8 grades. The water-jet propulsion method is adopted. With a speed of 30 knots, it can realize low-speed in-situ rotation and translation, flexible operation and safe use. The “Sai Van” is equipped with advanced search and rescue equipment, including thermal night vision system, large floodlights, medical room, life raft, stretcher bed lifting platform and helicopter lifting area, which will effectively strengthen the fleet strength of the Maritime and Water Affairs Bureau and further enhance the maritime search and rescue capabilities of the sea managed in Macau.



13 JUL

CAM2018年上半年取得 優異成績下半年繼續提升 旅客體驗

CAM 2018 1st Half Year Performs
Remarkable Continues Customer
Experience Improvement in H2

2018年7月13日，澳門國際機場專營股份有限公司(CAM)舉行2018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。

當前經濟形勢複雜多變，各種極端天氣及災害又頻頻發生，影響世界經濟的同時亦對民航業有著影響。面對著各種逆境，全體員工在澳門特區政府和公司管理層的支持下，進一步貫徹公司2018年發展策略——“只有自己尊重自己，才會贏得別人對你的尊重”，持續取得優異成績。董事局主席馬有恆先生在講話中講到：澳門國際機場2018年上半年旅客達400萬人次，同比上升20%；航班升降超3萬1千架次，同比上升12%；貨運量超1.89萬噸，同比增長9.32%；而公務機升降達1554架次，同比上升6%。隨著4月份機場營運部的建立，進一步提升了機場管理方面的工作效率，更好地發揮機場「安全、效率、效益」的核心理念。他感謝機場各營運單位及員工的配合，大家團結一致，群策群力，展示了澳門機場團隊優秀的一面，更強調未來應高度重視機場營運安全及安保安全，各職能部門盡責做好本部門工作。



CAM held semi-annual review of 2018 at CAM Office Building on 13th July 2018. 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 2018 and development direction for the 2nd half year.

The current economic situation is complex and fast changing, different extreme weather and disaster have occurred frequently in recent years, all these hit the world economy and affect the civil aviation industry. Facing a range of opportunities and challenges, all staff further carried out the development strategy of CAM in 2018 “You will get respect from others only if you respect yourself”, 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 2018: the passenger volume of MIA has reached 4 million, an increase of 20% compared to the corresponding period in 2017.



澳門國際機場上半年新加入3家航空公司，加開了莫斯科、菲律賓土格加勞、沙巴亞庇及布吉4個新航點，現時共29家航空公司經營國內外49條航線。根據統計，上半年機場旅客意見回饋較去年同期相比，表揚增加40.5%，投訴下降4.5%。隨著機場北面擴建已於上半年投入使用，創造了更大的空間助本地民航及旅遊業發展。南面擴建計劃分為三階段進行，分別為“空側擴建”、“陸側擴建”及“停車場大樓建設”，下半年將全面推進第一階段。北面停車場重整工程將於第三季度完成，屆時將提供更多泊車位。另外，機場將發展自助值機及行李系統，完善手機及網上預辦值機系統，多方面提升顧客體驗。

澳門國際機場上半年的業績有目共睹，縱觀各方面形勢，市場預計2018全年旅客人次將超過八百萬人次，貨物運輸3.9萬噸，航班升降超六萬架次，公務機升降3100架次。

透過總結會議，在回顧上半年的工作的基礎上，明確了下一步的思路和措施，CAM每位員工將繼續以專業及嚴謹的態度對待工作，建立良好的及正面的價值觀。在「粵港澳大灣區」的發展中，澳門國際機場將積極發揮其平台角色，配合政府政策，融入國家發展大局。共同推進「粵港澳大灣區」建設，為促進澳門經濟適度多元發展、保持澳門長期繁榮穩定作出更大貢獻。

Flight movements increased by 12% to over 31,000 landings and takeoffs compared to the same period last year. Cargo volume has exceeded 18,900 tones, which has 9.32% year on year increase. Flight movements of business jet is 1554, an increase of 6% over the same period in 2017. With the establishment of Airport Operation Department in April, the efficiency of airport management has been further improved, which better elaborate the core value of the airport “Safety, Efficiency, Effectiveness”. He expressed thankfulness for the cooperation of respective airport operating units and employees, as everyone is united and show the excellence of MIA team. Emphasizing on the importance of airport safety and security, he expressed expectation to all functional departments to take their responsibilities and do their work well.

There were 4 new routes (Moscow, Tuguegarao, Kota Kinabalu and Phuket) launched and 3 new airline companies joined MIA in the first half year of 2018. Total 49 routes operated by 29 airlines at MIA so far. According to statistics, passenger feedbacks showed 40.5% increase of compliments while 4.5% decrease of complaints. The north expansion of the airport has been put in use in the first half of the year, which had created more space for the development of local civil aviation industry and tourism industry. The south expansion comprised three phases, “South Airside Extension”, “South Landside Extension” and “Car Park Building

Construction”, the 1st phase will be carried out comprehensively in the next half year. North Car Park reforming project will be complete in Q3 with more parking spaces provided at the moment. Besides, Self-Check-In Kiosk and Baggage Drop system would be installed at MIA, Mobile and online pre-check-in system would be optimized, in order to meet various service requirements in all dimensions.

The performance of 1st half year of 2018 was remarkable and looking to the situation at all aspects, the market development prospect of 2018 is newly estimated to have over 8 million of passenger traffic, 39,000 tonnes of cargo, over 60,000 flight movements and 3,100 general aviation aircraft movements.

Through the meeting, on the basis of reviewing the work of the first half year, the ideas and measures of next step had been clarified. Staff of CAM will continue to contribute their knowledge and strength, to handle jobs professionally and rigorously, establish a positive value. In the development of Guangdong-Hong Kong-Macao Greater Bay Area, MIA will actively play the role as a platform, to cope with the government policies, and integrate into the overall development of the country. Jointly promote the construction of the Bay Area, to contribute for the moderate diversification of Macao's economy and for the long-term prosperity and stability of Macao.

16-20 JUL

MIA表參加「第22屆亞太航空規劃及實施區域組織 (APANPIRG)之通訊、導航及監視分組會議」

MIA Representatives Participated in the 22nd Meeting of the Communications, Navigation and Surveillance Sub-group of Asia Pacific Air Navigation Planning and Implementation Regional Group (APANPIRG)

第22屆亞太航空規劃及實施區域組織 (APANPIRG)之通訊、導航及監視分組會議(CNS SG/22)於2018年7月16日至20日在泰國曼谷國際民航組織亞洲和太平洋地區的辦事處舉行。澳門國際機場專營股份有限公司(CAM)委派代表陳日升先生-機場營運部工程分部總監、黃佩文女士-機場營運部資訊科技、技術支援及通訊導航監視處經理及曹希和先生-機場營運部副安全經理與澳門民航局代表一起參加會議。

出席會議有來自亞太區內28個國家及地區的代表，國際航空運輸協會(IATA)和宇航工業協會國際協調理事會(ICCAIA)。在會議期間，代表們就有關通訊、導航和監視(CNS)系統應用先進技術以提高安全性和性能標準進行了廣泛而深入的建設性討論。這次會議取得了豐碩成果並促進了成員國對CNS改進項目的規劃及實施。在這方面，CAM與國際民航組織的區域實施目標保持一致並正在規劃對航空交通服務電報處理系統/航空電訊網絡(AMHS/ATN)進行升級和安裝共同航空區域專用網絡(CRV)。

CAM與國際民航組織及航空業界的合作夥伴擁有著共同的安全目標並致力推動CNS系統設備的持續優化，進一步提高安全性，服務效率和質量以支持航空業的穩定發展。

The 22nd Meeting of the Communications, Navigation and Surveillance Sub-group (CNS SG/22) of Asia Pacific Air Navigation Planning and Implementation Regional Group (APANPIRG) was held at the ICAO Asia and Pacific Office, Bangkok, Thailand, from 16th to 20th July 2018. CAM appointed representatives Mr. Sammy Chan - Director of Engineering & Maintenance Branch of Airport Operations Department, Ms. Cecil Wong - Head of Information Technology, Technical Support, Communication, NavAids & Surveillance Division of Airport Operations Department and Mr. Orlando Chou - Deputy Safety Manager of Airport Operations Department to participate in the meeting along with AACM representatives.

Representatives from 28 ICAO Member States/ Administrations in the Asia Pacific region, IATA and ICCAIA had participated the meeting. During the meeting, representatives had broad and in depth constructive discussions over applying of advance technology on CNS systems to enhance safety and performance standards. The meeting is fruitful and facilitated Member States on the planning and implementation of CNS systems improvements. In this connection, CAM is planning for implementation of ATS Message Handling System / Aeronautical Telecommunication Network (AMHS/ATN) upgrade and Common Regional Aeronautical Virtual Private Network (CRV) installation aligning with ICAO's regional implementation target.

CAM shares the common safety goal with ICAO and aviation stakeholders to drive a continuing development on CNS systems in further enhancing safety, services efficiency and quality to support the steady growth of aviation industry.



18 JUL

MIA公務航空推介會在北京順利舉行

MIA Business Aviation Promotion Seminar Held Successfully in Beijing

2018年7月18日，由澳門國際機場專營股份有限公司(CAM)主辦的主題為“飛向粵港澳的最佳選擇-澳門國際機場”商務航空業務推介會在北京順利舉行。通過此次推介會，增進了機場與內地公務機公司的交流，讓內地業界進一步認識和了解澳門國際機場的通航業務。同時，也了解到業界的需求，為制定有針對性的通用航空發展戰略提供寶貴經驗。

此次推介會由CAM代表主持。會上，CAM代表通過簡報、互動問答等形式，向與會嘉賓們介紹了澳門國際機場(MIA)商務航空業務發展、通用航空地面保障設施建設情況、FBO運營狀況，未來通用航空發展規劃、地理位置及接駁優勢等，並與嘉賓們共同探討了未來合作可能、澳門作為內地公務機中轉站的資源優勢以及如何進一步提升機場公務機維修能力等主題。

此次會議得到公務機業界的高度重視，金鹿航空、東方公務航空、南山公務機、漢華公務機、國都航空、吉美航空都派出總裁及總經理參加此次會議，與會業界代表還有中國航空器擁有者及駕駛員協會、亞洲商務航空、北京航空、中一太客、耀萊通用航空、漢能公務航空。

CAM參會代表有北京代表處首席代表苑衛芳女士、物流暨通用航空發展部副總監唐瑤女士與主任周小涵女士參加會議。

On July 18, 2018, the business aviation (BA) promotion seminar in the theme of “Best Choice for flying to PRD – MIA” was held successfully by CAM in Beijing. The promotion seminar strengthens communication between MIA and local business jet enterprises, deepens the knowledge of industry in mainland about general aviation services in MIA and enhances faith and intent of Mainland business jet to select MIA. MIA also learns the demand of the industry and acquires valuable experience to make targeted GA development strategies.

The event was hosted by CAM. During this seminar, CAM representatives introduced BA development, General Aviation (GA) infrastructure construction, FBO operations in MIA, future planning on GA development, geographic and connecting advantages of MIA. Meanwhile, CAM representatives also take this opportunity to discuss with the guests on following topics include: future cooperation possibilities, resource superiority of Macau as Mainland Business Jet transfer station and how to enhance business jet maintenance abilities of MIA.

This seminar has been attached great importance by BA industry, so presidents and general managers of president and general managers of Deer Jet, Eastern Jet, Nanshan Jet, Hanhwa Business Jet Airlines, Good Jet, Perfection Business Aviation Services attended this event. Other attendees includes Aircraft Owners and Pilots Association of China, Brilliant Jet, Beijing Airlines, ZYB Lily Jet, Sparkle Roll Jet, Hanergy Business Aviation.

Representatives of CAM included Ms. Yuan Weifang - Chief of Beijing Representative Office, Ms. Emma Tang - Deputy Director of Logistics and General Aviation Development Department (LGD) and Ms. Emma Zhou - Officer of LGD attended this seminar.



19 JUL

CAM代表拜訪 中國航空運輸協會

CAM Representatives Paid a Visit to China Air Transport Association

2018年7月19日，澳門國際機場專營股份有限公司(CAM)代表拜訪了中國航空運輸協會(CATA)，受到CATA理事長李軍先生親切接見。李軍理事長介紹，協會所屬通航分會有80多個會員單位，目前內地通用航空發展情況平穩。他認為空域、時刻、通航機場建設等因素限制內地通用航空發展，並表示澳門通用航空未來潛力巨大。雙方亦就澳門通用航空業務和未來發展契機等問題交換意見。

澳門國際機場上半年公務機起降達到1554架次，同比增長6%。未來機場將繼續支持通用航空發展，增強機場通用航空地面保障能力，提升通用航空服務質量。

CAM與會代表包括 — 物流暨通用航空發展部副總監唐瑤女士與主任周小涵女士。



On 19th July 2018, representatives of CAM paid a visit to China Air Transport Association (CATA) and was given a cordial welcome by Chairman of CATA - Mr. Li Jun. Mr. Li Jun introduced that the affiliate of CATA - General Aviation Branch has over 80 members and the development of general aviation in Mainland China is stable. He stated that limited airspace, shortage of slot resources and lack of general aviation airport infrastructure limit the development of Mainland general aviation industry. He then expressed a positive attitude of Macau general aviation development. The two parties also exchanged views on general aviation services and future opportunities.

The flight movement of business jet of MIA in the 1st half year of 2018 reached 1554, a year-on-year increase of 6%. MIA will continue to support the development of general aviation industry, increase ground handling abilities for general aviation aircrafts and enhance general aviation services in the future.

CAM representatives in the visit include Ms. Emma Tang - Deputy Director of Logistic and General Aviation Development Department (LGD) and Ms. Emma Zhou - Officer of LGD.



23 - 24 JUL

體驗暑假，感受澳門

Experience Macau Heritage this Summer

澳門國際機場暑假為旅客帶來一個全新體驗—虛擬實境探索澳門歷史城區。旅客於7月23日至8月24日期間，可以到位於客運大樓出境禁區的虛擬實境體驗空間，來一次五分鐘的飛行旅程，沉醉在虛擬的境界發掘澳門世界遺產獨特富麗的美景。澳門歷史城區保留至今，見證了400多年來東西文化在澳門融合，和諧共存。請不要錯過澳門國際機場的新熱點！



This summer, MIA proudly presents a brand new experience to passengers - exploring the truly unique Historic Centre of Macau in Virtual Reality (VR) flight. For those travelling from 23rd July to 24th August 2018 have the opportunity to engage in a VR experience at the passenger terminal departure restricted area, after passport control, where the experience booth is located. It's a five-minute journey where the passengers will immerse themselves in a new reality and discover Macau Heritage's uniqueness. This Heritage, stands today, as living testimony to the integration and co-existence of eastern and western cultures over a unique chapter of Macau's history. Don't miss out this new hit at MIA.

25-28 JUL

MIA代表參與《澳門管理專業協會-杭州科創管理考察團》

MIA Representatives Participated Study Visit "Science and Technology in Hangzhou"



2018年7月25-28日，由澳門管理專業協會(MMA)屬下的年青行政人員俱樂部組織代表團至杭州進行科創管理考察，澳門國際機場專營股份有限公司(CAM)財務暨行政部何明生先生代表參加。是次活動旨在深化本澳年青管理人員與杭州科技企業管理者們的交流，透過參觀、學習及實地考察，拓展年青管理人的眼界及思維。

此次考察，通過參觀智慧e谷、網易、新華三集團、海康威視、遙望、人工智能小鎮和夢想小鎮等多個杭州著名科技企業和孵化中心，了解杭州作為智慧城市與其高新科技的發展現況。此參觀活動體現企業對資訊科技的渴求：營運者運用各種創新科技和通過資源的投放，分析實時的數據，使用各種圖表讓管理者掌握企業的營運狀況，促使行業內的競爭和企業之間的優勢互補。

The Young Managers' Club of Macau Management Association organized study visit "Science and Technology in Hangzhou" from 25th July to 28th July 2018, Mr. Nicki Ho of Finance & Administration Department of CAM has participated in the trip. This visit provided participants a valuable exchange platform with various technology entrepreneurs in Hangzhou, through visits and site inspection to widen their sight and inspire the ideas.

Through the arranged site visits to the well-known enterprises and incubators, namely, Intelligent e-Valley, NetEase, H3C, HIKVision, YoWant, China Artificial Intelligence Town and Dream Town, participants were allowed to deeply explore and learn the situation of Hangzhou as a smart city and its development in the field of information technology. With the eagerness of the industry on the growth of information technology, business runners could obtain the real time data to tightly grasp the operation status with innovations employed and rational resource allocation. These could also catalyze the competition among the industry to further promote advanced technologies innovation while forming the superiority complementary between technology enterprises.





30 JUL - 3 AUG

國際民航組織亞太地區空中交通管理第6次會議

Sixth Meeting of the Air Traffic Management Sub-Group (ATM/SG/6) of APANPIRG of ICAO



國際民航組織(ICAO)亞太地區空中交通管理第6次會議於2018年7月30日至8月3日在中國香港的民航處總部大廈舉行，共有來自亞太地區27個國家，2個特別行政區及6個國際組織的107名代表參加此次會議。澳門國際機場股份有限公司(CAM)營運部高級空中交通服務處經理胡高宏作為澳門特區空中交通管理服務提供者代表與澳門民航局代表一起參加此次會議。

The Sixth Meeting of Air Traffic Management Sub-Group for ICAO Asia Pacific Region was held at the Headquarter of Civil Aviation Department of Hong Kong, China, from 30th July to 3rd August 2018, with a total of 107 representatives from 27 countries in the Asia Pacific Region, 2 special administrative regions and 6 international organizations. Mr. Hu Gaohong, Hoover, Senior Head of ATS Division of AOD of CAM participated in the meeting as representative of the Macao SAR Air Traffic Service Provider together with the representative from AACM.

The air traffic management meeting is one of the most important meetings in the aviation industry. It plays a great guiding role on the efficiency of the airport operation as well as the management of aviation safety. The meeting focuses on the endorsement for the establishment of the airways, proposals for the improvement of air traffic management, flow management, flight separation, emergency search and rescue, equipment monitoring and surveillance, aviation weather and other related requirements and standards. The information obtained from the meeting has a positive impact on the development



空中交通管理會議是航空界最重要的會議之一。會議審議通過的關於航路設置、空管運行、流量管理、飛行間隔、應急搜救、設備監控、航空氣象等等相關要求及標準建立，對機場運作效率和航空安全管理有著巨大的指導作用。通過此次會議所獲得的信息對澳門民航業的發展有著積極影響。參加此類會議能夠確保澳門空管和航空業緊跟國際民航組織的發展要求和指引，積極拓展澳門民航業務。

of the local aviation industry. Participation in such meetings is essential to ensure that Macao's air traffic control and aviation industry follow closely the development requirements and guidelines of the International Civil Aviation Organization (ICAO) and actively expand Macao's aviation business.

31 JUL

7月客運創新高 破74萬人次

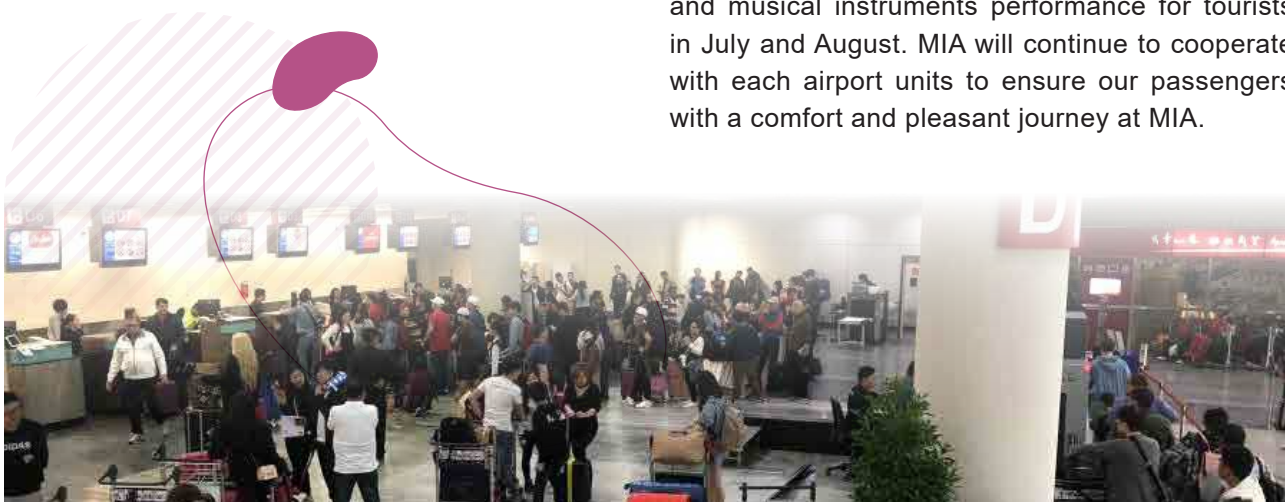
Passenger Traffic Reaches a New Record High in July, Exceeded 740 Thousand Passengers

澳門國際機場7月份錄得機場營運以來最繁忙單月客運量，共服務旅客超過74萬人次，創歷史新高，平均每天進出港旅客達2萬3千人次，比去年同期上升超過11%，同時七月份航班量升降超過5千7百架次，也創歷史新高，比去年同期上升12%。7月份中國內地航線市場表現十分理想，接待旅客人數占整體市場36%，而東南亞航線占總量的41%，中國台灣航線占整體市場22%。預期澳門國際機場八月份暑假期間的客運量及飛機起降量將表現十分理想，迎接另一新突破。

截至2018年7月底，澳門國際機場提供約30家航空公司，航線連接澳門飛往中國內地、中國台灣、東南亞及北亞地區等50個城市。暑假期間是旅遊的旺季，澳門國際機場除了保障機場的安全、效率及效益外，同時也在7至8月份安排一系列互動表演、演唱和樂器表演，為旅客出遊前多添一份歡樂。澳門國際機場將繼續與各機場同業緊密合作，確保旅客享受舒心、愉悅的旅遊體驗。

MIA experienced its busiest month ever in July 2018, in which to cross the 740 thousand passenger movements mark for the first time in the airport's history. This is the new monthly record of the highest single month passenger traffic with average daily passenger traffic over 23,000, gaining 11% comparing with the last year. There were over 5,700 aircraft movement in July, 12% more than the same period of last year. Which set a new monthly record for aircraft movement in July 2018. Mainland China routes continue to perform well in July and taking up 36% of the overall passenger market, followed by Southeast Asia and China Taiwan, accounting for 41% and 22% respectively. The passenger traffic and flight movements of MIA are expected to grow even more and should make another new breakthrough during the peak summer vacation season in August.

Up to the end of July 2018, there are 30 airlines operate at MIA connecting Macau to 50 destinations covering area in Mainland China, China Taiwan, Southeast Asia and Northeast Asia. Summer holiday is the peak season of traveling in Macau. Apart from ensuring the safety, efficiency and effectiveness, MIA has arranged a series of interactive, singing and musical instruments performance for tourists in July and August. MIA will continue to cooperate with each airport units to ensure our passengers with a comfort and pleasant journey at MIA.



7 AUG

16號跑道公共RNP AR飛行程序校驗

Aircraft Validation for the Designed
Runway 16 Public RNP AR Flight
Procedures for MIA

澳門國際機場16號跑道公共RNP AR飛行程序飛行校驗於2018年8月7日早上7時正式展開，由中國民用航空飛行校驗中心的灣流450型B8099號校驗飛機進行現場實際飛行校驗。經過近一小時的飛行驗證，三項預先計劃的校驗程序得到完整驗證。8月8日，校驗中心向澳門國際機場專營股份有限公司(CAM)營運部提交正式校驗報告，校驗結果顯示相關的設計程序完全符合國際民航組織9906文件上的規範要求，全程雷達覆蓋，航跡準確，飛行員易於操作，飛行傾斜坡度大大小於規範要求，無任何障礙物超標告警，程序具高度可飛行性，完全達到設計指標。

由歐洲空中客車所屬公司NAVBLUE設計的澳門國際機場16號跑道公共RNP AR飛行程序於今年2月在北京華澳空客培訓中心的飛行模擬機進行了成功驗證，隨著本次現場實際飛行的成功校驗，標誌著自2016年3月開始的機場16號跑道公共RNP AR飛行程序設計項目已進入收尾階段。機場營運部將於下週向澳門民航局提交相關程序批准申請，預計該程序在批准後於9月底或10月初進行正式對外公佈，明年年初正式使用。



The aircraft validation for the designed Runway 16 public RNP AR flight procedures for MIA was formally launched in the morning of 7th August 2018 at 7:00 am. Such on-site validation was performed by the G450 (Gulf Stream) of B8099 from China Civil Aviation Administration Flight Inspection Centre. After nearly one hour flight verification and validation, three pre-planned scenario of the designed procedures had been fully verified and validated. On August 8th, the Flight Inspection Center submitted an official validation report to the Airport Operation Department (AOD) of the CAM. The validation results showed that the related design procedures were fully met the standard requirements on the ICAO 9906 Document. The validation aircraft was under the full Radar coverage during the whole process in the air, the flight track was accurate, the pilot was easy to follow the procedure and control the aircraft, and the flight banking angle was much less than that from the designed specification. There was no terrain warning and alerts (TAWS). The fly-ability for the designed procedures was very high and completely met the design objectives.

The Runway 16 public RNP AR flight Procedures at MIA, designed by NAVBLUE of an Airbus owned Company, was successfully validated at the flight simulator of the Hua-ao Airbus Training Center in Beijing in February this year. Followed the successful aircraft validation on-site this time, the Runway 16 public RNP AR Procedure Design Project, which began in March 2016, was marked to the end phrase. AOD will submit the whole package of the RNP AR Procedures to AACM for approval next week. We hope that such procedure can be approved and published by the end of September or the beginning of October. The effective date for such procedure will be estimated at the beginning of next year.



可以期待，隨著機場16號跑道公共RNP AR進近程序的正式使用，現有16號跑道的運行天氣標準將降低一半，大大提高機場16號跑道的運行效率，相關的飛行復飛將減少90%以上，飛行安全水平亦將進一步提高。

We believe that with the official use of the Runway 16 Public RNP AR Procedure at the airport, the operating weather minimum for Runway 16 will be reduced by half, greatly improving the operating efficiency for Runway 16. Meanwhile, the related missed approaches from Runway 16 will be reduced by more than 90%, and the flight safety level will also be improved further.

7-9 AUG

MIA代表參加中國民用機場協會的A-CDM培訓

MIA Representatives Attended China Civil Aviation Association (CCAA) – A-CDM Training

由中國民用機場協會主辦，並由國際航空運輸協會IATA協辦之《機場和地面運行A-CDM》培訓課程於2018年8月7-9日在北京中國民航管理幹部學院舉行，澳門國際機場專營股份有限公司(CAM)委派基建發展部副總監馮逸東先生、機場營運部機場營運處經理朱百強先生，以及機場信息管理技術有限公司(AIMS)技術服務部副總監黃建明先生參與有關培訓課程。

隨著近年澳門國際機場的業務日漸增長，對機場的營運效率和資源配置的利用提出了更高要求。而“機場協同決策(A-CDM: Airport Collaborative Decision Making)”就是一種將機場、空管、航空公司等相關方集成至統一平台，實現機場營運管理資源共享和信息交互的聯合協作運行的機制及系統。A-CDM將能有效提升機場的營運效能，因此澳門國際機場將計劃建立有關機制及建設A-CDM系統。

The “Airport and Ground Operation A-CDM” course organized by China Civil Aviation Association (CCAA), and supported by International Air Transport Association (IATA), took place at Civil Aviation Management Institute of China, from 7th to 9th August 2018 in Beijing. Mr. Alex Fong, Deputy Director of Infrastructure Development Department, Mr. Dicky Chu, Head of Airport Operations Division of Airport Operation Department of CAM and Mr. Ming Huang, Deputy Director of Technical Service Department of Airport Information Management Solutions Limited (AIMS) participated the training.

With the growing business of the MIA in recent years, higher requirements have been placed on the operational efficiency of the airport and the utilization of resource allocation. A-CDM: Airport Collaborative Decision Making is a mechanism and system that integrates airports, air traffic control, airlines and other related parties into a unified platform to realize joint operation of airport operation management in resource sharing and information interaction. The A-CDM will effectively improve the operational efficiency of the airport, thus MIA will plan to establish relevant mechanisms and build an A-CDM system.

The three-day training course was lectured by IATA's instructor – Mr. Velissarios Eleftheriou,



為期三天的培訓課程由國際航空運輸協會IATA講師Velissarios Eleftheriou先生擔任主講，並吸引來自國內16個機場代表和3家相關企業共46人參與課程。課程介紹了制定高效的機場和地面運行流程、與A-CDM相關的主要問題、建立機場合作方之間的互信、A-CDM業務案例、制定有效的A-CDM實施項目、當前和未來的決策工具等等。同時，澳門國際機場代表與參加培訓的機場業界代表交流及分享機場建設和使用A-CDM的經驗。

and attracted 46 participants from 16 domestic airports and 3 related companies. The course introduces how to formulate efficient airport and ground operation procedures, the major problems related to A-CDM, building trust between airport stakeholders, A-CDM business case study, effective A-CDM implementation, existing and future decision making tools, etc. Moreover, experience on A-CDM development and implementation were shared between the participants.

22 AUG

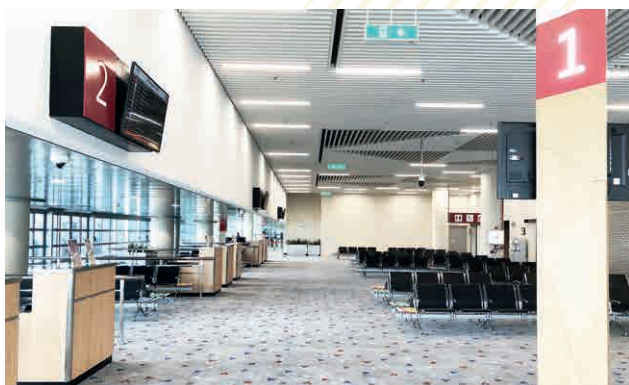
MIA新登機閘口啟用

MIA's New Boarding Gates in Service

2018年澳門國際機場旅客量預計將超越八百萬人次，機場為配合大幅度上升的客量，於過去數年開展了一系列的擴建及設施優化工程。客運大樓新北翼已於2018年陸續開放給旅客使用，新北翼大樓內設有6個新的登機閘口將於8月22日啟用，客運大樓內所有登機閘口將重新編號。

澳門國際機場提醒旅客登機閘口將啟用新編號，位於機場客運大樓內值機區、詢問處及各登機區的指示牌亦將更新，旅客可依指示找出自己所搭航班的登機閘口。另外，在新登機閘口啟用初期，為使旅客方便，由8月22日起機場地勤人員會向辦理登機手續的旅客派發位置圖。若旅客找尋登機閘口時仍感困難，亦可以向機場工作人員求助。

出境禁區內的登機閘口，包括設於地面層的1至5號閘口，乘客可以從7號登機閘口附近的扶手電梯或樓梯抵達。6至12號閘口設於出境一樓，包括五個接連登機橋的閘口，旅客可以直接登機。



In 2018, over 8 million of passengers are estimated for MIA. To meet its traffic growth, the Airport has been undergoing a series of expansion and facility enhancement during the past few years. The North area of the Terminal was consecutively opened to passengers in 2018, served as a major highlight of MIA's short term expansion plan. With six new boarding gates made available at this new premise, MIA launched a new array of numbers to all its boarding gates at the passenger terminal on 22 August 2018.

MIA reminds passengers that the gates have been renumbered and they may locate their respective gates by using the updated wayfinding signage, displayed at the departures of the terminal such as the check in zones, information counter and boarding areas. Also, to make it more intuitive for passengers during this introductory phase, check-in passengers shall receive a flyer regarding the new boarding gate locations from 22 August 2018 onwards. Nevertheless, passengers are welcome to approach the airport staff for any assistance which may be required.

Among the boarding gates at the departure restricted area, remote Gate No. 1 to 5 locate on Level 0 of the North Terminal, where passengers can access through escalators/staircase near Boarding Gate No. 7. Others, including Boarding Gate No. 6 to 12, situate on Level 1 at departure, five of which are connected with loading bridges where passengers can conveniently arrive to the aircraft.



23 AUG

MIA客運大樓南面擴建設計及建造工程(RFQ-245)公開招標

Design & Build of Passenger Terminal Building South Extension at MIA (RFQ-245) Open Tender Notice

澳門國際機場專營股份有限公司(CAM)於2018年8月23日起正式開展編號為RFQ-245"澳門國際機場客運大樓南面擴建設計及建造工程"之公開招標。

澳門國際機場近年旅客量持續上升，為配合機場未來的發展，本年初已落成並正式啟用機場客運大樓新北翼，使得機場客運大樓的接待容量由以往每年600萬旅客人次提升至每年780萬旅客人次，登機橋數量由4條增加至5條。2018年首半年錄得顯著的旅客量增長，處理總客運量達到400萬人次，較去年同期上升20%。為保持機場的可持續發展，是次招標是為挑選富有經驗之公司開展有關設計及建造工程，內容包括對現有客運大樓的南面進行三層樓面面積約17,100平方米的空間延伸工程(包括結構工程、建築工程、機電系統設備安裝、室內裝修等)，以增加客運大樓的旅客候機空間、辦公室、商業餐飲區、貴賓室等設施，並新建3條登機橋，工程落成後將擴展澳門國際機場整體客運大樓的接待容量至每年1,000萬旅客人次。

有關招標文件及其他相關資料可在CAM網頁 www.camacau.com 內免費下載。招標期由2018年8月23日至2018年9月26日中午十二時整為止(澳門時間)，歡迎合資格的公司於招標期限內提交投標文件。

CAM officially launched the public bidding for RFQ-245 "Design & Build of Passenger Terminal Building South Extension at MIA" on 23rd August 2018.

The number of passengers in the MIA has continued to rise in recent years. In line with the future development of MIA, the north area of MIA Passenger Terminal Building was completed and officially commenced at the beginning of this year. The capacity of the airport passenger terminal has been raised from 6 million to 7.8 million passengers per year, and the number of boarding bridges has been increased from 4 to 5. A significant increase was recorded in passenger volume in the first half of 2018, with a total volume of 4 million passengers, an increase of 20% over the same period of last year. In order to maintain the sustainable development of the airport, the tender is for the selection of experienced companies to carry out the design and build works, including a three-storey space extension of approximately 17,100 square meters on the south side of the existing passenger terminal (including structural engineering, construction, electromechanical system equipment installation, interior decoration etc.) to increase the passenger terminal space of the terminal building, offices, commercial catering area, VIP room and other facilities, and build 3 new boarding bridges after the completion of the project. The capacity of the overall passenger terminal of MIA will be expanded up to 10 million passengers per year.

The tender documents and other relevant materials can be downloaded free of charge on the CAM Website (www.camacau.com). The tender period is from 23rd August 2018 to 12:00 noon of September



將於機場南面停車場空間進行客運大樓南面擴建工程
Extend the MIA Passenger Terminal Building
in South Car Park Area

26, 2018 (Macau Local Time). Welcome the eligible companies to submit tender proposals within tender period!



機場於本年初落成並正式啟用客運大樓北面擴建
The north extension of MIA Passenger Terminal Building was completed and officially commenced at the beginning of this year.

28-30 AUG

CAM代表出席亞太航空貨運協會年會

CAM Representative Attends
FAPAA Meeting



2018年8月28至30日，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梁家豪先生聯同澳門空運暨物流業協會出席"亞太航空貨運協會年會"，共同推廣澳門國際機場的貨運業務。

出席亞太航空貨運協會年會期間，CAM代表與香港、東盟各國及澳大利亞與會代表會面，就航空貨運發展趨勢、未來合作及亞太區航空貨運發展前景等問題進行深入交流，並藉此機會介紹港珠澳大橋及粵港澳大灣區為澳門物流業帶來的商機，提議亞太區業界應充分利用澳門作為平台發揮航空物流的各種優勢，其中包括：《內地與澳門關於建立更緊密經貿關係的安排》、《中國與葡語國家商貿合作服務平台》等方面來發展中國市場。

The Director of Logistics and General Aviation Development Department (LGD) of CAM, Mr. Frank Wu and deputy director, Mr. Jim Leung jointly with MAFFA attended the 45th Executive Council Meeting hosted by the Federation of Asia Pacific Air cargo Associations (FAPAA) from 28 to 30 August 2018, aims to promote the logistics business of MIA.

CAM and MAFFA took this opportunity to exchange views with the representative of Hong Kong, ASEAN and Australia, gains the latest trends, seek for cooperation in the future and discuss the logistics prospect in Asia-Pacific region. CAM and MAFFA introduced the business opportunity brought by the upcoming launch of the Hong Kong-Zhuhai-Macau Bridge and the development of Guangdong-Hong Kong-Macau Greater Bay Area, suggesting industries to fully utilize the various advantages in Macau to enter into the logistics market of China, included "the role of service platform between China and Portuguese-speaking Countries" and "CEPA".

CAM and MAFFA also visited TILOG LOGISTIX 2018, this is the largest and comprehensive logistics event in South-Asia. The exhibitors showcased the latest and advanced technologies in the fields of logistics equipment, services and software, attracting the professional buyers from all over the world to visit and purchase.

CAM與澳門物流業界代表同時參觀了"泰國國際運輸、物流暨倉儲設備展覽會"，此盛會是東南亞地區規模最大和最全面的國際物流貿易展覽會，各參展商展示了最新及最先進的物流設備、服務及軟件等領域的技術，吸引來自世界各地的專業買家前來參觀採購。

澳門國際機場今年首七個月貨運量錄得超過22,055噸，比去年同期增長約9%。澳門國際機場將會繼續改善國內外的航空網路、完善航空貨運基礎設施，提升貨物處理水平，促進航空貨運業務的健康發展。

MIA recorded over 22,055 tons of cargo volume over the first seven months of 2018, approximately a growth of 9% year on year. MIA will continue to improve the network and cargo-related infrastructure, as well as to improve the level of cargo handling and promote the healthy development of air logistics.



29 AUG

澳門航空開通青島航線

Air Macau Launched Qingdao Flight Service

澳門航空於2018年8月29日開通運營每週四班澳門至青島航線服務，首航當日，澳門航空於澳門國際機場舉行了簡單而隆重的首航儀式，標誌著來往澳門至青島航班正式投入服務。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對新航線的開通表示衷心祝賀。同時表示今年經澳門國際機場到訪澳門的旅客量同比增長17%，國內航線旅客市場增長30%，顯示澳門民航業在發展及推動澳門旅遊業貢獻良多。澳門國際機場將繼續配合澳門特區政府參與粵港澳大灣區建設，配合澳門航空積極發展國內航線服務，透過澳門航空航線網絡連接東南亞航線。期望未來繼續與澳門航空及旅遊界合作，開闢新航線服務，進一步加強航線版圖，為旅客提供更便捷的出行選擇。

Air Macau commenced flight service between Macau and Qingdao on the 29th August 2018. The new flight service provides four weekly services on every Monday, Wednesday, Friday, and Sunday. Air Macau held an inaugural ceremony at MIA, marking the formal launch of flights between Macau and Qingdao. Mr. Eric Fong, Director of Marketing Department of CAM represented to attend the ceremony

Mr. Eric Fong extended a very warm welcome to Air Macau new service in MIA. He expressed in his speech, "The number of passengers visiting Macau via MIA increased by 17% year to date, and Mainland China market grew by 30%. Hence, the aviation industry has made valuable contribution to the development of Macau's tourism industry. MIA will continue cope with the Macau SAR Government to integrate the infrastructure facilities in the Greater Bay Area, and also work closely with Air Macau to expand Mainland China air services, connecting passengers to Southeast Asia routes service with Air Macau network. MIA look forward to



expand cooperation opportunities with Air Macau, aiming to open up new air services, so as to further strengthen the route network providing passengers with more convenient travel options.

5 SEP

MIA會面珠海機場一行進行交流與業務考察

MIA Received Zhuhai Airport Delegation for Business Communication

2018年9月5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珠海航空城發展集團有限公司總經理李冬鵬先生一行前來進行業務考察之代表團，雙方介紹兩家機場動態，充分交流溝通，相互學習取經。

會議中，鄧軍主席講道，澳、珠兩機場多年來在珠三角地區五大機場(A5)的合作基礎上，將要融入到大灣區的合作共贏。澳門國際機場一路堅持「安全、效率、效益」的營運宗旨，以信息技術為發展基礎，選擇建設虛擬化機場為戰略轉折點，從根本上改變澳門國際機場的發展空間，鄧主席亦表示希望雙方機場繼續大灣區建設中的合作。李總經理介紹道，為進一步推動珠海機場發展，珠海機場計劃建設二號航站樓，實施空港升級改造工程，打造機場綜合交通樞紐。會上，CAM計劃暨商務拓展部總監徐文玲女士、基建發展部總監高岸聲先生及物流暨通用航空發展部總監胡漢新先生分別對澳門國際機場的非航業務、基建發展以及航空貨運方面進行簡介；珠海航空城物流有限公司總經理薛建美先生介紹對大灣區物流發展之設想，珠港機場管理有限公司副總經理張海濤先生介紹珠海機場客、貨運發展情況，雙方代表介紹近況及業務發展情況，相互取經。會後代表團對澳門國際機場進行實地參觀考察，加深對澳門國際機場業務上的瞭解。

參加本次研討會代表還有：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、基建發展部副總監蕭浩敏女士、物流暨通用航空發展部副總監梁家豪先生、計劃暨商務拓展部經理曾詠雯女士、企業傳訊暨政策研究室專員寇宇女士等；來訪的其他客人包括：環宇國際旅運有限公司總經理戴錦超先生、珠海航空城集團機場事務部副總監梁濱先生、珠海航空城物流有限

Dr. Deng Jun - Chairman of the Executive Committee of CAM received Mr. Li Dongpeng – General Manager of Zhuhai Airport Group Corp. and his delegation on 5th Sep, 2018, both sides improved mutual understanding and communicated fully about the latest development of the airports.

During the meeting, Chairman Deng Jun expressed that MIA and Zhuhai Airport are integrating into the win-win cooperation in Greater Bay Area on the basis of the cooperation of Five Airports of the Greater Pearl River Delta (A5). MIA is always upholding the core value of the company “Safety, Efficiency and Effectiveness” in operation. With base on the development of information technology, taking the construction of virtual airport as the strategic turning point, in order to change the development space of MIA fundamentally. Mr. Li introduced that for T2 Terminal Building is in the plan, airport upgrading and renovation project of Zhuhai Airport would be carried out to turn into an airport comprehensive transportation hub for its further development. Director of Planning and Commercial Development Department Ms. Winnie Hsu, Director of Infrastructure Development Department Mr. Sandro Kou and Director of Logistics and General Aviation Development Department Mr. Frank Wu introduced the non-aviation business, infrastructure and logistic development of MIA; General Manager of Zhuhai Aviation City Logistics Co, Ltd Mr. Xue Jianmei introduced his conceive of logistics development in Greater Bay Area, Deputy General Manager of Hong Kong – Zhuhai Airport Management Company Limited Mr. Zhang Haitao introduced the passenger and cargo development of Zhuhai Airport. Representatives from both sides introduced the latest situation and business development and learned from each other's experience. The delegation paid in inspection at MIA as to deepen understanding to MIA.



公司常務副總經理劉凱先生、廣州薛航物流公司公共事務部副總經理李湘香女士、珠海航空城集團工程建設部科員張建強先生、珠海薛航物流有限公司副總經理宋紅豔女士、珠海航空城物流有限公司綜合部科員卞惠蕾女士。

Other participants in the meeting include: CAM: Director of Executive Committee Office Ms. Katy Lo, Chief of Corporate Communication & Policy Research Office (CPO) Ms. Vicki Mou, Deputy Director of Infrastructure Development Department Ms. Mandy Sio, Deputy Director of Logistics and General Aviation Development Department Mr. Jim Leong, Manager of Planning and Commercial Development Department Ms. Carolina Chang and Manager of CPO Ms. Miley Kou. General Manager of Huan Yu Group Mr. Chris Tai, Deputy Director of Airport Affairs of Zhuhai Airport Group Corp. Mr. Liang Bin, Deputy General Manager of Zhuhai Aviation City Logistics Co, Ltd Mr. Liu Kai and P.R. Department Vice General Manager of Guangzhou Xue Hang Logistics Co., Ltd, Officer of Construction Department of Zhuhai Aviation Group Corp. Mr. Zhang Jianqiang, Deputy GM of Zhuhai Xue Hang Logistics CO.,LTD and Officer of General Business Department of Zhuhai Aviation City Logistics Co, Ltd Ms. Bian Huilei.



7 SEP

柬埔寨國際航空開通 澳門-西哈努克港航線

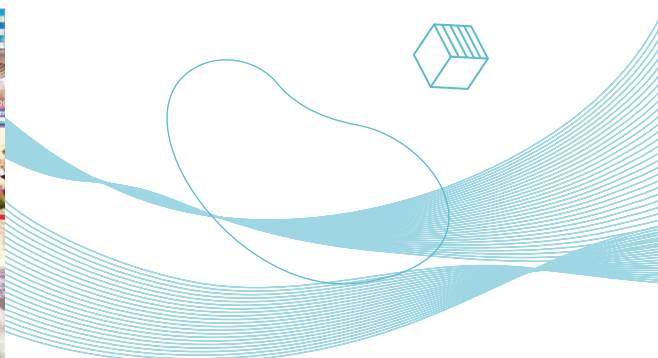
KC International Airlines Commenced
Macau - Sihanoukville Service

柬埔寨國際航空於2018年9月7日開通每天一班澳門至西哈努克港航線服務，首航當日，柬埔寨國際航空於澳門國際機場舉行了簡單的慶祝活動，標誌著柬埔寨國際航空正式投入服務。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活動。

CAM方曉健先生對迎來的新航空公司表示衷心祝賀。今年暑假期間，澳門國際機場旅客量錄得12%增長，航班升降對比去年七、八月增長14%，中國內地、中國台灣及東南亞等客源市場增幅理想。其中中國內地航線旅客上升超過20%，東南亞航線上升8%，中國台灣旅客上升2%。隨著新航空公司加入，澳門國際機場期望柬埔寨國際航空積極運用第五航權的優勢，開闢更多航線服務，為旅客提供更便捷的出行選擇。

KC International Airlines commenced daily flight service between Macau and Sihanoukville on the 7th September 2018. The airline held an inaugural celebration at MIA, marking the official launch of flights between Macau and Sihanoukville. Mr. Eric Fong, Director of Marketing Department of CAM represented to attend the activity.

Mr. Eric Fong extended a very warm welcome to the new airline. He expressed, "During the summer holiday this year, passenger traffic volume in MIA recorded 12% increase. Flight movement increased by 14% compare to last year July and August. The three market sources, Mainland China, China Taiwan, and Southeast Asia, recorded continuous growth. Mainland China routes increased 20%, Southeast Asia market increased by 8%, and China Taiwan increase 2%. With the addition of new airlines, MIA encourages KC International Airline to seize the advantage of fifth freedom rights to expand new air services, providing passengers with more convenient travel options."



11-13 SEP

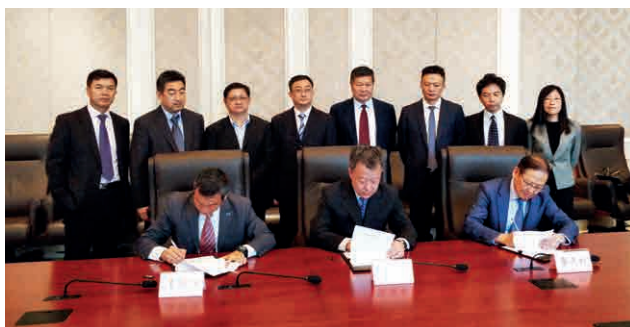
內地及港澳空管高級領導 小組及空域規劃和流量管 理技術組會議召開

Mainland, Hong Kong and Macao ATC
Tripartite High Level Leader and Technical
Group Meeting

2018年9月11日至13日，內地及港澳空管高級領導小組及空域規劃和流量管理技術組會議在黑龍江哈爾濱召開，中國民用航空局空中交通管理局局長車進軍先生、香港民航處處長李天柱先生及澳門民航局局長陳穎雄先生分別帶領代表團參加會議。作為澳門的空中交通服務提供者，澳門國際機場專營股份有限公司(CAM)機場營運分部總監耿亞軍及高級空中交通服務處經理胡高宏代表參加了此次會議。

此次會議回顧了今年前8個月所取得的成績，A599和A470航路的靈活使用，M503航線的北上應用，港澳機場在流量控制時優先放行，這些措施使飛往內地的航班正點率與上年同期相比提高了兩位數，效果令人鼓舞。同時，空域仿真平台建設進展順利，已經完成評估所需要的數據庫，即將展開數據整理和評估工作，並依據評估結果制定具體措施，進一步優化空域和航空交通管理。

會議同意澳門機場航班飛浦東時加入M503北上航線，提高飛行效率，具體實施日期待定；會議決定成立粵港澳大灣區空域規劃和流量管理領導小組，並適時邀請各機場參加，統領大灣區的空域規劃和管理，確保灣區內所有機場整體利益，平穩發展；同時會議建議探討設立管制視頻電話協調機制，提高協調效率。



From September 11 to 13, 2018, the tripartite meeting of high-level leader group of air traffic management of the Mainland, Hong Kong and Macao together with the technical group of Airspace Planning and Flow Management were held in Harbin, Hei Longjiang. The Director-general of the Air Traffic Management Bureau of the Civil Aviation Administration of China (CAAC) Mr. Che Jin Jun, the Director-general of the Civil Aviation Department of Hong Kong, Simon Li, and the President of the Civil Aviation Authority of Macao Simon Chan with their delegates participated the meeting. As the air traffic service provider in Macau, Geng Yajun, Director of the Airport Operations Branch, and Hu Gaohong, Senior Head of Air Traffic Services Division of CAM represented to attend such meeting.

The meeting reviewed the achievements made in the first eight months of this year, including the flexible use of A599 and A470 routes, the northbound application of M503 routes, and the priority of Hong Kong and Macao airports in flow control. All these measures had resulted in double-digit increases in the overall flight punctuality compared with that of the same period for last year, with encouraging results. At the same time, the construction of the airspace simulation platform was progressing smoothly. The database needed for the evaluation has been completed, and the data collation and evaluation work will be started soon. Based on the evaluation results, concrete measures will be formulated to further optimize the airspace and air traffic management.

The meeting agreed that flight from Macao to Pudong could apply to use M503 to improve flight efficiency, though the specific implementation date was yet to be determined. The meeting also decided to set up a leading group on airspace planning and air traffic management in the Great Bay Area of Guangdong, Hong Kong and Macao, all airports in the Great Bay Area will be also invited to join such group in suitable time in order to lead the airspace planning and management in the Great Bay Area. At the same time, the conference recommended to study the possibility of the establishment of a video telephone coordination mechanism to improve ATC operational coordination efficiency.

12-13 SEP

MIA代表參加「第二屆中國機場發展論壇暨機場實施設備展」

MIA Representative Attended 2nd China Airport Development Conference and Exhibition

2018年9月12日-13日，澳門國際機場專營股份有限公司(CAM)作為理事成員委派北京代表處首席代表苑衛芳女士代表公司參加由中國民用機場協會、國際航空運輸協會、長沙市人民政府聯合主辦的"第二屆中國機場發展論壇暨機場實施設備展"，通過此次論壇，探討機場發展新格局，以創新、新技術支撐機場新發展。

本屆大會作為民航局慶祝改革開放40周年活動方案重要內容之一，以"逐夢藍天新時代，共謀機

場新發展"為主題，圍繞"新技術支撐機場新發展"，積極推動行業內外產、學、研交流與合作，推動"平安、綠色、智慧、人文"機場建設。

此外，本屆論壇還舉辦了中國機場改革開放40周年圖片展、播放專題片以及機場設施設備展，集中展示中國民用機場改革開放以來取得的舉世矚目成就。



airports construction of "Safety, green, intelligence and culture".

In addition, the seminar also held an airport photo exhibition, a special feature film as well as an exhibition on airport facilities and equipment, the achievements China's civil airports made since the reform and opening-up have been showcased intensively.

As a member in the board of China Civil Airports Association (CCAA), Ms. Yuan Weifang – Chief Representative of Beijing Representative Office of CAM represented to attend the 2nd China Airport Development Conference and Exhibition, which is held by CCAA, International Air Transport Association (IATA) and people's government of Changsha City. The fresh setup of the airport development was discussed during the seminar, and the new development of the airport would be supported by innovation and new technology.

As one of the important contents of the Civil Aviation Administration of China (CAAC)'s activities to celebrate the 40th anniversary of reform and opening-up, the seminar was themed of seeking new development of the airports, to promote the exchange and cooperation of production, education and research both inside and outside of the industry around "New technologies support new developments of airports", and to promote the

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CAM馬主席現場視察機場抗風準備及應急措施

CAM Chairman Ma Inspected Airport Anti Typhoon Preparation and Emergency Measures

超級颱風"山竹"逐漸靠近本澳，澳門國際機場提前做好準備，CAM董事局主席馬有恆先生及執行委員會主席鄧軍博士於2018年9月14日上午在相關工作的部門負責人陪同下在機場實地視察抗風工作，了解受颱風影響時機場相關單位所準備好的應急措施，以及颱風後恢復運作的計劃，希望能把影響減到最低，並在最大的可能性下以最短的時間恢復正常運作。

團隊在候機樓先聆聽應急方案的解說，其中與餐廳協商好颱風期間繼續營運、準備大型儲水容器、準備足夠的食物以供應受影響滯留在機場的旅客、為門窗及設備做好固定工作等；明捷澳門機場服務有限公司在貨倉也準備好的抗風準備和預案。並且先後到機場警務處、消防局機場處、紅十字會



The typhoon "Mangkhut" is gradually approaching Macao, MIA has been preparing in advance. Mr. Ma lao Hang, Chairman of the Board of Directors, and Dr. Deng Jun, Chairman of the Executive Committee, had an inspection onsite in the morning of 14th September 2018 with the accompany of department head of the relevant works. They were there to understand the emergency measures prepared by the airport-related units and the plan to resume operation after the typhoon, hoping to minimize the impact and recover in the shortest possible time with the greatest possibility.



等相關單位了解情況，在需要時相互配合維持安全和秩序。其他準備工作包括：巡查機場內及周邊位置，要求各營運單位及有工程的單位放置好器具，做好防風工作；檢查機場周邊的圍網、玻璃、發電機及去水渠等設備，同時準備沙包及防風膠紙等；為了颱風過後的正常運作，與其他承建商聯繫，預備在颱風過後急需使用的修復材料，準備一些容易損壞的備件，以便颱風過後作出盡快修復工作；要求所有在建項目的承建商做好防風準備，並要求監理做好監督工作等。

其他參與是次視察活動有：CAM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、機場營運部總監包祿仕先生、財務暨行政部副總監阮白殷女士、機場營運部工程分部總監陳日升先生、機場營運部保安經理梁振邦先生、機場營運部代理機場營運處經理朱百強先生；澳門治安警察局機場警務處副警司陳文標先生、消防局機場處處長張建華先生等。

etc. In order to maintain normal operation after the typhoon, contacted contractors to prepare repair materials that may be urgently needed after the typhoon, prepared some spare parts that are easily damaged so as to repair as soon as possible after the typhoon; requesting all project contractors get prepared for wind protection and required good supervision.

The team first listened to the explanation of the emergency plan in the terminal building, which includes coordinated with the restaurants continue operation during the typhoon, prepared large water storage containers, prepared enough food supply to passengers stranded at the airport, and fixed the doors, windows and equipment, etc. Menzies Macau is also prepared for wind-resistant preparations and plans to be carried out in the cargo warehouse. Afterwards, the team went to the CPSP Airport Station, the Fire Services Bureau Airport Station, the Red Cross and other related units to understand their status, to cooperate with each other to maintain safety and order. Other preparatory work includes: inspection in and around the airport, requiring all operating units and engineering units to place well the equipment and do windproof work; checking the fences around the airport, glasses, generators and drains, and prepare sandbags and windproof adhesive tape,

Chairman of the Board of Directors of CAM Mr. Ma lao Hang, Chairman of the Executive Committee Dr. Deng Jun, Director of Infrastructure Development Department Mr. Sandro Kou, Chief of Corporate Communication & Policy Research Office Ms. Vicki Mou, Deputy Director of Finance and Administration Department Ms. Lilian Un, Director of Engineering & Maintenance Branch of Airport Operations Department Mr. Sammy Chan, Security Manager of Airport Operations Department Mr. Leong Chan Pon, Acting Head of Airport Operation Division of Airport Operations Department Mr. Dicky Chu; Deputy Chief Inspector of Airport Station Mr. Chan Man Pio and Chefe de Primeira of Airport Station Mr. Cheong Kin Wa.



15-18 SEP

MIA參加2018年世界航線發展大會

MIA Representatives Participated in the 24th World Route Development Forum Held in Guangzhou

第二十四屆世界航線發展大會由英國博聞集團主辦，廣東省機場集團承辦，於9月15日-18日在廣州舉辦，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市場部副總監張美斯女士代表出席是次會議。本次世界航線發展大會吸引了來自全球約112個國家的300多家航空公司、700多家機場管理機構、130多家政府及旅遊機構等3500多名業界人士共同推動全球航空業的發展。

澳門國際機場專營股份有限公司每年都會參加在世界各地舉辦的世界航線發展大會。大會期間，通過與航空公司溝通商談，不僅了解各地航空公司對新開澳門航線的需求，也著眼全球，了解航空公司的發展規劃資訊及提升澳門機場在國際的影響力。

世界航線發展大會，是全球唯一由航空公司、機場、政府機構、旅遊局及相關行業的決策者共同參與的盛會，每年舉辦一屆，推動民航企業發展，為航空公司提供了解機場設施服務的機會，同時也為各機場提供了向航空公司推介的良機。CAM代表在此次大會上，包括與華夏航空、昆明航空、四川航空、卡塔爾航空、土耳其航空等多間有意向或計劃開通澳門市場的航空公司進行一對一交談。

會議期間，通過城市配對會議，CAM與多個機場和旅遊機構包括澳洲旅遊局、雪梨機場、仰光國際機場、VINCI機場、中部國際機場(名古屋)、西部機場集團等見面，互相交換了彼此市場的相關



The 24th World Route Development Forum was organized by United Business Media Group and hosted by the Guangdong Airport Group. It was held in Guangzhou from 15th – 18th September 2018. Mr. Eric Fong, Director of Marketing Department of MIA Company Ltd. (CAM) and Ms. Elizabeth Cheong, Deputy Director of the Marketing Department represented to attend the Forum. The World Route Development Forum attracted 3,500 industry professionals, over 300 airlines from 112 countries, 700 airport management executives, 130 government and tourism agencies taking the opportunities to jointly promote the development of the global aviation industry.

CAM participates in the World Route Development Forum which held around the world every year. During the Forum, through communication with airlines, we can understand the needs of foreign airlines for open new routes to Macau, it helps to expand our horizons on the future, allow us to learn about airline development planning information as well as to enhance the airport's international influences.

The World Route Development Forum is the only event that is attended by decision makers from

信息，讓澳門國際機場在航線網絡擴展過程中發揮了戰略性作用。通過今次會議，相信在今年的第四季及明年初將陸續有新航點進入澳門市場，為澳門居民及旅客提供更多出行選擇。

services. On the contrary, it is also an opportunity for airports to promote to airlines. CAM representatives had participated numerous meetings and met with various prospective airlines including China Express Airlines, Kunming Airlines, Sichuan Airlines, Qatar Airways and Turkish Airlines who has intention or has plan to operate flight services to Macau.

Taking advantages of the City pair meetings, we exchanged views with various airports and tourism organizations who were interested in the Macau market including Tourism Australia, Sydney Airport, Yagon International Airport, Cambodia Airports/VINCI Airports, Chubu Centrair International Airport (NGO) and China West Airport Group Co. Ltd. The relevant information has enabled MIA to play a strategic role in the expansion of the route network. CAM believes by participated the World Route Event meetings, it is expected that new destinations will enter into Macau market in the fourth quarter of this year and early next year, providing more travel options for Macau residents and travelers.

airlines, airports, government agencies, tourism bureaus and related industries. It is held once a year and play an important role to promote the development of civil aviation, it provides airlines with an opportunity to learn about airport facilities and

23-25 SEP

MIA與旅客共慶中秋佳節

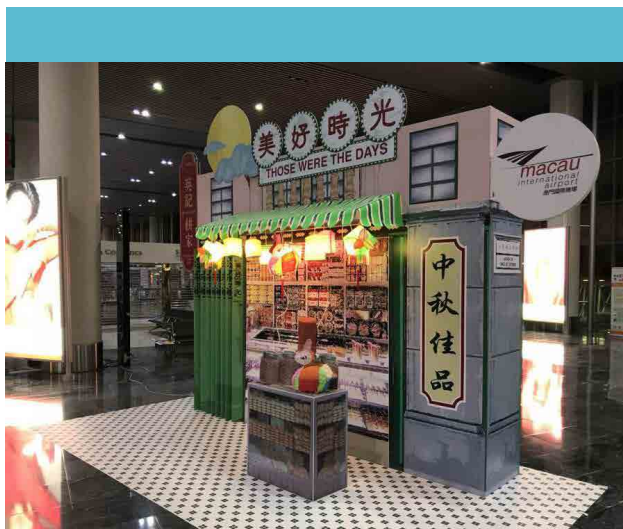
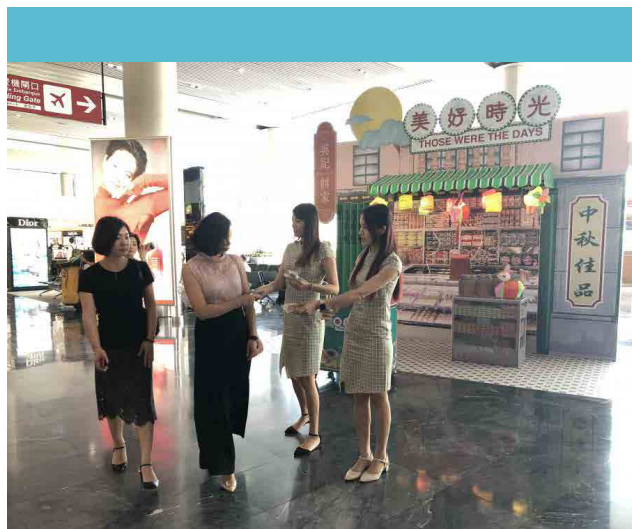
Celebrate the Mid-Autumn Festival at MIA

澳門國際機場(MIA)於2018年9月23日至25日期間在場內舉行中秋節日活動，旅客與美麗的澳門國際機場大使互動，品嚐由英記餅家全力贊助精緻美味的月餅。此外，旅客於一個以澳門舊日時光為主題的閃拍街角捕捉歡樂出行的瞬間及共慶中秋的情懷。英記餅家是澳門國際機場的新合作夥伴，機場內的分店將於近期開幕。敬請期待。

秋風送爽佳節到，中秋月圓心歡暢。澳門國際機場時刻與來自世界各地的旅客分享節日的喜悅。祝各位中秋快樂！

This year, MIA passengers, travelling during 23rd to 25th September 2018, also traveled back in time to celebrate this year's Mid-Autumn Festival were met by our Airport Ambassador and tasted the seasonal delightful mini mooncakes, sponsored by the renowned Yeng Kee Bakery which is opening soon at the Airport. The Airport also set up a snapshot corner themed on Macau's old days, displaying at the departure restricted area during the festive period. Those who love taking snapshots can capture this special mood with their travelling partners.

MIA always shares the festive joy with our passengers from all over the world. The Airport wishes you a Happy Mid-Autumn Festival!



27-28 SEP

MIA通用航空業務推廣活動在蓉順利舉行

MIA General Aviation Promotion Activity Held Successfully in Chengdu

2018年9月27日-28日，由澳門國際機場專營股份有限公司(CAM)主辦的第二屆“飛向粵港澳的最佳選擇—澳門國際機場”通用航空業務推廣活動在成都順利舉行。

9月27日，推介會當日，CAM邀請了西南地區主要公務機公司以及通航企業參加會議。會上，CAM代表通過簡報等形式介紹了澳門國際機場(MIA)通用航空業務發展情況，並與嘉賓們共同探討了川澳兩地通航發展的可持續性。CAM代表提出，港珠澳大橋開通在即，未來珠三角旅客往返澳門或經澳門國際機場接駁世界各地將更便捷。同時，大橋開通亦為澳門通航發展帶來更多契機。隨著客源與機遇增加，為滿足不同旅客需求，未來或可增設通航班次，縮短區內通行時間，完善區內立體交通體系，為旅客提供多樣化選擇，提升澳門國際機場珠三角區域內接駁能力。川內業界代表表示近年川內通航發展迅速，通航業務日趨成熟，亦希望未來川澳兩地就通航領域有機會展開合作。9月28日，CAM代表拜訪了在蓉本地通航企業駝峰通航，與四川省通用航空協會會長、駝峰通航董事長車天發先生交流通航產業經驗，探討未來合作機遇。

此次推廣活動受到西南地區通航業界的高度重視，得到縱橫航空、亞聯成都分公司、美聯華邦、駝峰通航、路正通航等公司的大力支持與積極參與。CAM參加代表有物流暨通用航空發展部副總監唐瑤女士與主任周小涵女士。



On September 27th-28th, 2018, the 2nd business aviation (BA) promotion activity in the theme of “Best Choice for flying to PRD – MIA” was held successfully by CAM in Chengdu.

On September 27, major business jet companies and general aviation enterprises from Southwest China are invited to this seminar. During the seminar, CAM representatives introduced general aviation service development at MIA and the sustainable development of general aviation in Sichuan and Macau. CAM representatives stated that with the Hong Kong-Zhuhai-Macau Bridge (the Bridge) about to open to traffic, tourists travelling to Macau or transferring to other regions through MIA will be more facilitated. Meanwhile, the opening of the Bridge will also bring more opportunities to Macau. With the increase of passengers and opportunities, general aviation intercity flights may be a nice choice to shorten intra-regional commuting time, improve regional 3D traffic network system, provide diversified services for tourists and enhance connectivity of MIA within Pearl-River-Delta region. Industry representatives of Sichuan expressed that general aviation in Sichuan saw a booming development in recent years, business becomes more mature, and they also look forward to future bilateral cooperation between general aviation industries in Sichuan and Macau. On September 28, CAM representatives paid a visit to a local general aviation company - Tuofeng general aviation, exchanged industry experience with Mr. Che Tianfa - president of Sichuan general aviation association and Chairman of Tuofeng general aviation, and had further discussion about cooperative opportunity.

This promotion activity has been attached great importance by industries in Sichuan. The event gained strong support and active participation by Allpoints president and general managers of president and general managers of AAAAAsdsssfjff Jet, BAA aviation Chengdu, Meilianhuabang general aviation, Tuofeng general Aviation and Luzheng general aviation. Representatives of CAM included Ms. Emma Tang - Deputy Director of Logistics and General Aviation Development Department (LGD) and Ms. Emma Zhou - Officer of LGD attended this seminar.

SEP

MIA場第三季表現理想

MIA Recorded Ideal performance in the Third Quarter

澳門國際機場2018年第三季度客運量表現理想，共處理旅客超過215萬人次，航班量升降超過16,800架次，分別比去年同期上升13%。中國內地航線和東南亞航線客運量錄得與去年同期相比34%和6%的增長，中國台灣航線客運量上升0.2%。10月1至7日國慶黃金週期間，澳門國際機場進出港的客運量增長平穩，處理旅客超過15萬人次，航班量升降達到1,300架次，分別比去年同期增加4.5%和6.7%。

截至2018年9月底，澳門國際機場提供31家航空公司，航線連接澳門飛往中國內地、中國台灣、東南亞及北亞地區等50個城市。將繼續積極拓展新航點，計劃於第四季開通：韓國大邱、西安、雲南昆明、泰國蘇梅島、菲律賓宿霧及泰國喀比府。隨著航線的不斷增加，進一步豐富了澳門國際機場的航線網絡，為本地居民及旅客提供更多多元化及便捷的出行選擇，澳門國際機場除了保障機場的安全、效率及效益外，將繼續與各機場同業緊密合作，確保旅客享受舒心、愉悅的旅遊體驗。



MIA recorded ideal performance in both the passenger and aircraft movements in the third quarter of 2018. Passenger movements surpassed 2,150,000, and there was over 16,800 aircraft movement in the third quarter of 2018 both representing 13% increase than the same period of last year. Passenger traffic in Mainland China routes and Southeast Asia routes continue to perform well recorded an increase of 34% and 6% compared with the same period of last year. Passenger traffic in the China Taiwan routes recorded increase of 0.2%. The passenger movement of MIA has increased steadily during Golden week. From 1st to 7th October (the Golden Week), MIA has handled over 150,000 passenger movements and over 1,300 aircraft movements representing a 4.5% and 6.7% increase respectively comparing to same period last year.

Up to the end of September 2018, there are 31 airlines operate at MIA connecting Macau to some 50 destinations covering area in Mainland China, China Taiwan, Southeast Asia and Northeast Asia. MIA has planned to continue to actively expand our air network by adding more new routes in the fourth quarter, including Daegu of South Korea, Xian of China, Kunming of China, Koh Samui of Thailand, Cebu of Philippines and Krabi of Thailand. The addition of new routes is bringing more choices and conveniences to both Macau residents and travelers. The continuous route developments strengthen the route network of MIA and also provide more variety and conveniences services to passengers. MIA will continue to cooperate with each airport units to ensure our passengers with a comfort and pleasant journey.

1 OCT

MIA引入英記餅家，提供澳門特色商品

MIA Introduced Yeng Kee Bakery, Provides Local Specialty Commodity

澳門國際機場候機樓北面擴建商業區域的公開招標旨在推廣及支持澳門本地企業及文化產業企業發展品牌、提升競爭力及促進業務升級轉型。同時，為旅客及使用者介紹更多澳門本地特色商品及購物選擇。

The objectives of the Request for Proposal for the commercial spaces at the North Extension of MIA Passenger Terminal Building are to support the Macau Local Enterprise as well as Macau Cultural Industry Enterprise for brand development, enhance competitiveness and promote business renovation and transformation

The procedure of Open Tender No. NE201802R for the Retail Services Subconcession at MIA has been completed. We are glad to announce that CAM has entered into a five-year Subconcession Contract with Bright Elite Gourmet Company Limited for

經過編號第NE201802R號機場零售服務公開招標程序，澳門國際機場專營股份有限公司(CAM)已與佳英食品有限公司簽定為期五年的零售服務轉特許合同。新經營商以英記餅家的品牌於2018年10月1日起，在澳門國際機場客運大樓北面擴建離境層禁區內開始營業，為旅客提供更多澳門特色的購物體驗。

the Operation of Retail Services at the departure level of the airside of the North Extension of the Passenger Terminal Building.

The new operator has started their operation from 1 October 2018 as the name of Yeng Kee Bakery, which provides more variety of local specialty shopping experiences to the passengers.



5 OCT

CAM榮獲澳門衛生局頒發的“團體捐血推動獎”

CAM was Awarded with “Motivation Award for Organizations” by Macao Health Bureau

“2018年常規捐血者嘉獎典禮”於10月5日晚上架澳門萬豪軒酒樓舉行，以感謝和表彰捐血者和各協助組織捐血活動的機構對保障澳門血液用量的充足和血液安全的貢獻。本公司榮獲“團體捐血推動獎”以接受一直以來與澳門捐血中心在澳門國際機場合辦的員工捐血活動。澳門國際機場專營股份有限公司(CAM)委派機場營運部行政及財務分部總監胡沛明先生及旅客服務分部協調員李嘉欣女士代表出席。

CAM藉此感謝以往曾經參與捐血活動的澳門國際機場及相關單位的同事的無私奉獻及關愛生命的高尚品格。

The 2018 Blood Donor Award Ceremony was held on the evening of 5th October 2018 at Macao Plaza Restaurant. To thank and recognize the blood donors and organizations that help organize blood donation activities in order to maintain the blood supply and blood safety of Macao. Our company was awarded the “Motivation Award for Organizations” to accept the praise for the past coordination of blood donation activities with Macao Blood Transfusion Service at MIA. Mr. Vu Pui Ming, Director of Administration and Finance Branch of Airport Operations Department and Ms. Lei Ka lan, Coordinator of Customer Service Branch of Airport Operations Department, of CAM represented to attend the ceremony.

CAM takes this opportunity to thank grateful to the colleagues of the Macao International Airport and related entities who have participated in the blood donation activities for their selfless dedication and high morality of caring for life of others.



11-12 OCT

參與2018年ACI亞太中小型和新興機場研討會

Participated in the 2018 ACI Asia-Pacific Small and Emerging Airports Seminar

2018年國際機場協會(ACI)亞太中小型和新興機場研討會於10月11-12日在馬來西亞舉行，由馬來西亞機場控股有限公司主辦。澳門國際機場專營股份有限公司(CAM)市場部副總監張美斯女士及李偉達先生代表出席是次會議。

2018年ACI亞太中小型和新興機場研討會已成為促進ACI亞太地區中小型和新興機場之間交流和分享最佳實踐和專業知識的獨特平台。今年的研討會涵蓋了機場安保、安全、環境、非航空業務和網絡安全等全方位的主題，專門用於中小型和新興機場。研討會吸引了來自亞太地區的160多名參與者，代表機場運營商、監管機構和機場行業的服務提供商。

透過參加ACI亞太小型和新興機場研討會CAM代表與航空業界人士和商業夥伴就小型和新興機場面臨的主要挑戰交流了經驗和解決方案。

The 2018 ACI Asia-Pacific Small and Emerging Airports Seminar officially opened on 11th -12th October 2018 held in Malaysia and was hosted by Malaysia Airports Holdings Berhad. Deputy Directors of the Marketing Department of CAM Ms. Elizabeth Cheong and Mr. Edman Lee attended the seminar.

The 2018 ACI Asia-Pacific Small and Emerging Airports Seminar has become a unique platform for promoting the exchange and sharing of best practices and expertise among small and emerging airports of ACI Asia-Pacific. This year the seminar featured a full range of topics from airport security, safety, environment, non-aeronautical business and cybersecurity which dedicated to small and emerging airports. It attracted over 160 participants from across the Asia-Pacific region, representing airport operators, regulators and service providers of the airport industry.

Taking advantages of participated this global seminar, provided an opportunity to meet and exchange of experiences and solutions with fellow aviation colleagues and business partners on key challenges facing small and emerging airports.



11-12 OCT

參與《第五屆中國低成本航空高峰會議2018》

MIA Participated in the China Low Cost Carriers Summit 2018

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2018年10月11日至12日在上海出席《第五屆中國低成本航空高峰會議2018》，主題為“新商業模式、新收益管理、新分銷渠道”。

The 5th China Low Cost Carriers Summit 2018 organized by Summit Asia Events, took place in Shanghai on 11th – 12th October 2018, with the theme of “New Business Models, New Revenues, and New Distribution”. Mr. Eric Fong, Director of Marketing Department, and Mr. Daniel Lam, Manager of Marketing Department of CAM represented to attend this event.

The Summit is one of the largest annual gathering

本屆峰會吸引了來自30多個地區和國家共300多名來自航空公司、機場、旅行社、投資銀行、諮詢公司、技術提供商和其他行業利益相關方的代表出席。更是低成本航空公司、區域航空公司和混合航空公司的領導代表和決策者年度於中國最大的聚會之一，為澳門國際機場提供了與航空公司進行溝通和聯網的絕佳機會。

近年中國航空運輸市場受到低成本航空的影響，正在迅速擴張，但仍落後於世界其他地區。目前在中國，低成本航空市場僅佔其航空市場總量的9%左右。根據行業專家的預測，預計到2020年將增加到15%，到2030年將增加到30%。然而，澳門國際機場對低成本航空的發展和運營提供優勢和潛力。澳門國際機場將抓住中國航空運輸迅速發展的機遇，開拓更多元化市場，同時增加更多高端客戶來澳。



of senior management and decision makers of LCCs, regional airlines and hybrid airlines in China, providing a great opportunity for MIA to communicate and network with airlines. This year, it attracted over 300 delegates from airlines, airports, travel agencies, investment banks, consultancies, technology providers and other industry stakeholders from more than 30 regions and countries.

Low cost carriers have influenced the Chinese air transport market in recent years, although it is expanding rapidly, yet still fall far behind from the rest of the world. Presently in China, the low cost aviation market only accounts for about 9% of its total aviation market. This figure, however, is expected to increase to 15% by 2020 and 30% by 2030, based on the forecast of industry experts. Nevertheless, there are so many advantages and future potentials for LCC to operate at MIA. MIA shall take advantage of the growth of the Chinese air transport market and to develop diversified market; providing quality services, attracting more high value passengers to Macau.

16-18 OCT

出席2018美國公務航空協會年會暨公務航空機展

MIA Representative Attends 2018 NBAA-BACE

2018年10月16-18日，由美國國家公務航空協會(NBAA)主辦的第71屆全球最大規模的公務機展在美國奧蘭多舉行。澳門國際機場物流暨通航發展部副總監唐瑤代表參加了此次盛會。CAM代表亦藉此機會瞭解行業動向，收集最新資訊，提升行業觸覺指數，促使澳門公務機各項保障和服務業務能力始終跟隨世界最新最高水準。是次展會共吸引全球1100多家展商，兩萬五千多名專業觀眾前來，包括公務機製造商、運行商、管理服務等行業巨頭悉數到場，超過100架各類型公務機在奧蘭多機場進行靜態展示。

近期全球金融動盪，中美貿易摩擦不斷，亦為航空業帶來不穩定因素。儘管如此，縱觀本次展會，美國飛機製造商並未對中國等新興市場過分憂

On 16th - 18th October 2018, the 71th world largest business aviation exhibition was held by National Business Aviation Association in Orlando, USA. Deputy Director of Logistic and General Aviation Development Department of CAM – Ms. Emma Tang attended this event. CAM representative and took this opportunity to obtain an in-depth idea on industry trends, acquire latest information, upgrade acuity of vision, ensuring Macau keep the latest and highest criterion of flight support and service ability for business aircrafts. This event attracts over 1,100 exhibitors and 25,000 professionals, including business aircraft manufacturers, operators and management service industry, over 100 business aircrafts on static display at Orlando International Airport.

Recent global financial fluctuation and ongoing Sino-US trade unrest bring instability to aviation industry. Despite that, US aircraft manufacturers seem not be so desperate about emerging markets

慮，並表示已制定相關前瞻性方案抵消可能出現的危機，將繼續擴展亞洲市場並促進與各方合作。三日展會貫穿科技與服務的創新精神，展出涉及服務、設備、保險、電子設備以及相關培訓等產品，並舉辦個各公務航空相關領域論壇，邀請行業領袖分享事業歷程和成功經驗。論壇嘉賓普遍呼籲行業要加強吸納優秀新生代，旨在輸入新鮮血液推動公務航空永續發展。無論是輕型公務機製造商還是大型公務機製造商，地面服務還是飛機工程都在努力嘗試使用新的技術和服務理念，以滿足客戶不斷提升的要求。



like China, and claim that they already set up prospective plan to offset potential crisis and will continue their expansion on Asian markets and boosterism of bilateral cooperation. The 3-day exhibition intermingles technologic innovative spirit with service industry, covering catering, components, insurance, electronic device and relevant training products and holds a series of business aviation forums, inviting industry pioneers to share their career experience and success. The guests urge the business aviation industry to absorb preeminent fresh blood, bringing vitality to enliven sustainable development of business aviation. Sectors of the industry, whether light business aircraft or large business aircraft manufacturers, ground handling or aircraft engineering, dedicated themselves to new technology and service value in order to cope with unceasingly upgrading demands of customers.

17-18 OCT 出席國際機場協會亞太區 環境委員會第十次會議

MIA Participated in 10th Meeting of ACI Asia-Pacific Regional Environment Committee

澳門國際機場(MIA)是國際機場協會(ACI)亞太區環境委員會成員機場之一。澳門國際機場專營股份有限公司(CAM)質量及環境管理處高級經理陳志輝先生作為澳門國際機場代表，出席參加2018年10月17日至18日期間舉行的第十次會議。委員會代表聚首日本大阪關西國際機場就"機場創新環保項目"、"應對氣候變化"、"再生能源"、"飛機噪音

管理"及"販運野生動物"等議題進行討論，藉以分享良好的環保措施及經驗，同時促進亞太區內機場互相學習。

會議期間，委員會介紹該會最新動向，報告2017年ACI亞太區環境調查結果，以及未來數年之策略及工作計劃。最後，與會代表乘搭氫能源巴士參觀主辦機場的環保項目。參與是次會議是澳門國際機場認識、學習區內其他機場之最新環保措施的難得機會。



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Recent global financial fluctuation and ongoing Sino-US trade unrest bring instability to aviation industry. Despite that, US aircraft manufacturers seem not be so desperate about emerging markets like China, and claim that they already set up prospective plan to offset potential crisis and will

17-19 OCT

參加新聞宣傳研討，提升民航新聞素養

MIA Participated in 2018 Civil Aviation Publicity Seminar to Improve Communication Professionalism

2018年10月17-19日，澳門國際機場(MIA)代表參加了由國內訪問量最大的民航門戶網「民航資源網」在雲南騰衝主辦的「2018民航新聞宣傳骨干高級研討會」，通過參加此次研討會，與民航業內新聞宣傳工作者、知名媒體人及新媒體專家相互交流，提升新聞素養和媒介情商，學習新聞攝影能力、借力短視頻等新媒介技術，在融合發展潮流中開創新局面。

MIA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、機場營運部公關主任梁文偉先生及機場信息管理技術有限公司(AIMS)資訊科技工程師葉衍霖先生。

Representatives of MIA participated in the 2018 Civil Aviation Publicity Seminar in Yunnan Tengchong held by CARNOC which is the largest civil aviation portal in China from 17th to 19th October 2018. MIA representatives communicated with news propagandists, well-known media and new media experts in the civil aviation industry to improve communication quality, media emotional quotient and photojournalism skills, learned to create a innovation situation in the trend of integrated development with new media technologies like short video.

Representatives of MIA participated in the seminar were: CAM – Manager of Corporate Communication & Policy Research Office Ms. Miley Kou and Public Relations Supervisor of Airport Operation Department Mr. Wyman Leung; Airport Information Management Solutions (AIMS) - Engineer of Technical Development Department Mr. Elmo Ip.



18 OCT

MIA地勤、飛機維護及貨運服務轉特許公開招標 (招標編號 第MIA201806GH號)

Request for Proposal - No. MIA201806GH - Provision of the "Ground Handling", "Aircraft Maintenance" and "Cargo & Mail" Subconcession Activities at MIA

澳門國際機場專營股份有限公司(CAM)於二零一八年十月十八日起展開編號第MIA201806GH號關於機場地勤、飛機維護及貨運服務之公開招標。是次招標是為選擇一家富有經驗的機場服務公司，通過其優質服務和安全高效運營運作，為澳門國際機場提供卓越的地勤、飛機維護及客貨運服務。

有關招標文件及其他相關資料可在CAM網頁 www.camacau.com 內免費下載。招標期由二零一八年十月十八日至二零一九年三月一日中午十二時正為止(澳門當地時間)。



The open tender No. MIA201806GH for provision of the "Ground Handling", "Aircraft Maintenance" and "Cargo & Mail" Subconcession Activities at MIA is officially launched on 18 October 2018. This Request for Proposal (RFP) intends to select ONE of the experienced aviation services company to deliver excellent services as well as safe and efficient operations to all airlines, including ground handling, aircraft maintenance and passenger & cargo services at MIA.

The RFP documents and other pertinent information are available on CAM website: www.camacau.com, within the period from 18 October 2018 to 12:00 noon, 1 March 2019 (Macau local time).

19 OCT

澳門空管部門與內地、香港緊密合作，確保珠海航展順利進行

Macao ATC Continues Co-operations with Mainland China and Hong Kong to Ensure the Smooth Air Show in Zhuhai



第十二屆中國國際航空航太博覽會將於2018年11月6日至11日在珠海機場舉行，為確保航展期間的飛行表演的順利進行，保障珠江三角洲地區空域內飛行安全，澳門國際機場專營股份有限公司(CAM)營運部營運分部總監耿亞軍先生偕同澳門民航局代表參加了於2018年10月19日在珠海召開的內地、香港和澳門空管部門的三方協調會。

與會代表在總結往年保障工作的基礎上，進一步就禁航日期和時段、航線調整、管制協同等方面進行了認真的討論，達成了一致共識，簽署了內含具體保障協議的會議紀要。航展期間，部分進出澳門國際機場的航線將作出調整，但不會影響航班的營運。

The 12th China International Aviation & Aerospace Exhibition is scheduled to be held from Nov 6 to Nov 11, 2018 in Zhuhai Airport. To ensure the smooth conduct of the acrobatic flights during the airshow as well the flight safety in Pearl River Delta airspace, Mr. Gary Geng, the Operations Director of the Operations Branch under Airport Operations Department of CAM, along with representative from Macao Civil Aviation Authority (AACM) attended an



ATC tripartite co-ordination meeting with counterparts from Mainland China and Hong Kong SAR on Oct 19, 2018 in Zhuhai.

Based on the experience and lessons learnt from the previous years, the participants had further discussions on the topics such as the dates and period of the restrictions, the adjustments of some flight routes and the ATC co-ordination procedures. The meeting reached common consensus and the minutes of the meeting containing the detailed agreement was signed. During the airshow periods, a few flight routes are to be adjusted, but it will not affect the overall operations for MIA.

22-24 OCT

民航局航空保安管理課程

AACM Aviation Security Management Programme

由澳門國際機場專營股份有限公司(CAM)派出5名主管參與民航局於2018年10月22至24日舉辦「航空保安管理課程」，民航局邀請了新加坡民航學院的專業導師來澳向該局人員及本澳航空業界代表教授課程，讓學員了解航空組織的航空保安文化。

該課程要旨為加強對航空保安管理的作業要求、原則規範等，從人資安排、設施配置及安檢流程三要素的結合下，與學員分享實務操作有效實施的管理心得。

Five heads of departments/units of CAM had joined "Aviation security management programme" from 22 to 24 October 2018 in Macao which is organized by The Civil Aviation Authority of Macao SAR (AACM). Principal instructors of Singapore Aviation Academy were invited to lecture training course, with the objective of providing AACM staff and representatives from the local aviation industry with an understanding of the aviation security culture of aviation organization.

The objective of this Training is to enhance the understanding of the requirements and principles with the integration of human resources, facilitation, and work flow procedures to effectively implement aviation security management.



25-27 OCT

拜訪西安『西部機場集團有限公司』探討航線發展

MIA Representatives Visit Xian China West Airport Co., Ltd.

2018年10月25日至27日，澳門國際機場專營股份有限公司(CAM)代表團一行拜訪了西部機場集團有限公司，受到西部機場集團的熱情接待。

此次拜訪就雙方即將開通的由浙江長龍航空執航的『西安』至『澳門』航線合作事項進行會談，進一步明確雙方戰略合作，務求共同推進開通『西安』至『澳門』直達航線等事宜。同時，就新航線優惠政策、推廣宣傳、業務合作等事項與西安機場及長龍航空公司展開探討。

CAM市場部總監方曉健先生對澳門的地理環境進行了分析說明，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客運航班的獎勵政策；今年1月至10月澳門國際機場旅客吞吐量超過670萬人次，同比增長17%；航機升降架次達53,000架次，同比增長12%；澳門國際機場的業績有目共睹，縱觀各方面形勢，市場預計2018全年旅客人次將超過800萬人次。

西安咸陽國際機場作為中國國內幹線重要的航空港和國際定期航班機場，是中國民用航空局規劃建設的八大區域性樞紐機場之一，而澳門國際機場在珠三角地區的航空樞紐中也起到了至關重要的作用，開通此條航線勢必將進一步完善我國西部國際航線網絡結構，對擴大對外開放、拉動雙邊經貿往來都具有重要意義。浙江長龍航空公司將爭取於2018年底開通『西安』至『澳門』定期客運航線，我司將全力配合航空公司做好前期開航工作。



From 25th to 27th October 2018, the delegation of the CAM visited Xian China West Airport Co., Ltd. and was warmly received.

The visit to China West Airport Co., Ltd. was mainly to hold talks on the cooperation between Xi'an to Macau air service routes which would be operated by Zhejiang Loong Airlines Co., Ltd. At the meeting, it also further clarified the strategic cooperation between both sides so as to jointly promote the opening of the Xi'an to Macau direct flight service. There was a discussion with Xi'an Airport and Loong Air on aspects of new route incentives, promotions and business cooperation as well.

Mr. Eric Fong, Director of Marketing Department of CAM analyzed and explained the geographical environment of Macau and shared the current route network distribution, route development strategy and the incentive policy for passenger flights of MIA. MIA passenger throughput from January to October this year reached 670,000, aircraft movements reached 53,000 with an increase of 17% and 12% year-on-year respectively. The performance achieved remarkable success. After reviewing the situation in all aspects, the number of passengers in 2018 is expected to exceed 8 million.

Xi'an Xianyang International Airport is one of the eight major regional hub airports which were planned and constructed by the Civil Aviation Administration of China as an important domestic and international airport. While MIA has always played a vital role in the aviation hub of the Pearl River Delta Region. The opening of Xi'an to Macau route is bound to further improve the network structure of China's western international routes, and is of great significance for expanding the scope of opening-up and stimulating bilateral economic and trade exchanges. Loong Air will strive to open the Xi'an to Macau scheduled flight services at the end of 2018, CAM will fully cooperate with the airlines to prepare for the flight operation.

Representatives attending the meeting included Ms. Yuan Weifang - Chief Representative of Beijing Representative Office of CAM, Mr. Eric Fong - Director of the Marketing Department, Ms. Elizabeth Cheong - Deputy Director of the

參與此次會面的代表有CAM-北京代表處首席代表苑衛芳女士、市場部總監方曉健先生、市場部副總監張美斯女士；西部機場集團有限公司副總經理湯濤先生、西安咸陽機場市場部副總經理李薇女士、市場部營銷主管麻銳先生以及浙江長龍航空有限公司營銷副總監倪海明先生等。

Marketing Department; Mr. Tang Tao, Deputy General Manager of China West Airport Co., Ltd., Xi'an Xianyang Airport Deputy General Manager of Marketing Department Ms. Li Wei, Marketing Director Mr. Ma Rui and Mr. Ni Haiming, Vice Director of Marketing of Loong Air.

28 OCT

CAM機場營運部足球隊參與「2018盛世之友運動同樂日慈善足球賽」共籌善款捐予澳門特殊奧運會

CAM Airport Operations Department Football Team Participated at the "CESL Asia and Friends Sport Fun Day 2018 Charity Football Tournament" Raised Funds for Macau Special Olympics

澳門國際機場專營股份有限公司(CAM)機場營運部足球隊於2018年10月28日在工人體育場參與"2018盛世之友運動同樂日慈善足球賽"，取得季軍。CAM為這次別具意義之活動捐出澳門幣6,000元，機場營運部行政及財務分部總監胡沛明先生代表出席慈善捐款頒贈儀式。連同其他參與運動同樂日之支持單位及贊助機構的鼎力襄助，共籌得澳門幣十萬元善款捐予澳門特殊奧運會，支持其透過體育運動從而改變生命之願景。

今年共有七支足球隊參與競逐賽事，參與單位包括大西洋銀行、中國銀行澳門分行體育協會、Be-1、盛世集團、CAM機場營運部足球隊、財政局康體會及澳門工程師學會。



CAM - Airport Operations Department Football Team participated the "CESL Asia and Friends Sport Fun Day 2018 Charity Football Tournament" at Macau Federation of Trade Unions Workers Stadium on 28th October 2018 and won a Second Runner-Up Trophy in the tournament. CAM donated MOP6,000 to this meaningful event and Mr. Vu Pui Ming, Director of Administration and Finance Branch of Airport Operations Department represented to attend the Charity Cheque Presentation Ceremony. Together with the support of different participating entities and individuals who had participated in the Sport Fun Day, succeeded in raising a total of MOP 100,000 for Macau Special Olympics (MSO) to empower its mission of transforming lives through sports.

This year there were 7 football teams competed in the Tournament, namely Banco Nacional Ultramarino, BOC Macau Branch Sports Association, Be-1, CESL Asia, CAM – Airport Operations Department Football Team, DSF – Financial Service Bureau Wellness Club and The Macau Institution of Engineers.



30 OCT

大橋澳門口岸設值機中心，航線穩步發展

MIA Will Setup Check-in Center at Macau Border of the Hong Kong-Zhuhai-Macau Bridge and Continue to Steadily Develop New Routes

隨着港珠澳大橋開通，三地居民及旅客流動性將不斷增加，為了提供便捷給出行的旅客，澳門國際機場於大橋建造初期向政府預留空間作值機服務中心，相關計劃已經進行，希望於年內於澳門口岸旅檢大樓提供澳門國際機場值機服務，方便大灣區旅客通過港珠澳大橋來澳使用澳門國際機場出行。

機場作為城市中的重要港口，所以大橋的使用正配合澳門國際機場繼續積極拓展新航線，航企也看重澳門國際機場的便捷性及網絡的分佈，將於第四季繼續開通新航點包括：韓國大邱、西安、昆明、宿霧及喀比府等多條新航線配合多元化旅遊配套；同時為配合政府發展澳門成為宜居、方便居民旅客出遊的城市，澳門國際機場除了保障機場的安全、效率及效益外，將繼續與各機場同業緊密合作，發展多元的交通連接，確保旅客在澳門國際機場享受舒心、愉悅的旅遊體驗。



With the opening of the Hong Kong-Zhuhai-Macau Bridge, it is expected that the mobility of residents and passengers in the three places will continue to increase in the future. In order to provide convenient travel to passengers, MIA had reserved space from the Government to setup MIA check-in service center at the beginning of the construction of the Hong Kong-Zhuhai-Macau Bridge. The said plan has been carried out. MIA has planned to provide MIA check-in services at Macau Border Inspection Building of the Hong Kong-Zhuhai-Macau Bridge during this year to facilitate tourists traveling to Macau to use MIA.

The airport serves as an important port in the city, so launching of the Hong Kong-Zhuhai-Macau Bridge is in line with the MIA to continue expand new routes proactively. The airlines also value the convenience of the MIA and the distribution of the network. MIA has planned to continue to expand our air network by adding more new routes in the fourth quarter, including Daegu of South Korea, Xian of China, Kunming of China, Cebu of Philippines and Krabi of Thailand and many other new routes with diversified travel packages. At the same time, in line with the Government to develop Macau as a livable and convenient city for residents and tourists to travel, MIA will continue to cooperate with each airport units, improve the traffic connection to ensure our passengers with a comfort and pleasant journey at MIA.

31 OCT - 2 NOV

MIA代表團參加第17屆東亞機場聯盟年度會議

MIA Delegation participated in the 17th EAAA Executive Meeting

第17屆東亞機場聯盟會議於2018年10月31至11月2日在首爾仁川百樂達斯城舉行。今屆會議由仁川國際機場輪值主辦，東亞機場聯盟其中十二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。

The 17th EAAA Executive Meeting hosted by Incheon International Airport was held from 31st Oct to 1st Nov, 2018 at Paradise City, Incheon, Seoul, executives from 12 EAAA member airports have presented in this occasion. Dr. Deng Jun – Chairman of the Executive Committee of CAM led a delegation to attend the meeting.

The theme of this year was “Airport Expansion and Renovation”, representatives from each member airports introduced the short and long term development of their respective airports. Sharing how they integrate factors of energy saving, science and technology, humanization, beauty and practicality into the expansion of airport and



此次會議以《機場擴建及優化》為主題，各機場領導及代表就機場的短期及長期發展規劃作出介紹，分享在擴建機場的同時，如何把環保節能、科技、人性化、美觀及實用等原素融合，以設計出更具持續性的機場建設。隨著出行旅客日漸增加，機場客運量逐漸增長，部份機場現有的候機樓已接近飽和，擴建或在現有資源上進行優化已經是勢在必行。擴建既要考慮到機場客流的增長空間，也要考慮到客流的增長上限。

CAM基建發展部總監高岸聲先生在主題發言時表示，今年初隨著候機樓北面投入使用，客容量提升至每年780萬人，並引入更多具有澳門本地特色的餐飲及購物選擇；而候機樓南面擴建亦剛完成招標程序，擴建後，客容量將提升至1,000萬人。同時機場亦積極在現有設備之功能及科技應用上進行翻新，引入更多人性化及智能服務，希望提升旅客的便捷度，創造更闊敞及舒適的空間，令旅客在機場有愉快的出行體驗。

各成員機場領導亦分別在機場擴建及優化的議題上作出討論，加深了解彼此在制訂及執行優化方案時遇到的困難和挑戰。仁川國際機場更安排各機場領導到剛落成不久的第二航站樓參觀，介紹航站樓內所運用的智能科技及綠色元素。

會議上確定了明年將由澳門國際機場在澳門輪值主辦，鄧軍主席在發言時指出：澳門國際機場於今年首三季度的出入境旅客已增加11%，中國內地航線上升36%，日本航線旅客上升14%，韓國市場則稍微下降7%。全年客運量預計達820萬人次。面對本澳及至區內旅遊業和民航業迅速發展，以及世界上最長的沉管隧道及世界跨海距離最長的橋隧組合公路——港珠澳大橋於今年10月

to design a more sustainable airport construction. As passengers are increasing year by year, traffic in the airports become much heavier than before, some of the airports have reached its capacity and need to further expand and renovate as to create more spaces. Expansion has to consider the rate of increase of the passengers and the limitation of passenger flow.

Mr. Sandro Kou – Director of Infrastructure Development Department of CAM stated in his presentation, upon the completion of the north extension project at the 1st quarter of 2018, the terminal building has added up to accommodate 7.8 million passengers as a whole, more local signature dining and shopping will be introduced to passengers. The south extension of the passenger terminal building has just finished the tender procedure; the reception capacity will be raised to 10 million passengers per year upon the completion. At the same time, MIA has upgraded the functions of the existing facilities and technologies, to introduce more humanization and smart technology, as to increase passengers' convenience, to create more spacious and comfortable environment and a pleasant journey to each of the passengers.

Every executive from different airports have discussion on the topic of Airport Expansion and Renovation, and have in-depth understandings on the challenges and difficulties during the process of planning and execution. Executives are organized to have a visit to Terminal 2 of Incheon Airport, to introduce the smart technology and green elements that applied in the terminal.

24日開通使用，將進一步促進東西岸的融合，機場需不時提高效益，積極在有限的土地資源上提升接待能力。澳門國際機場自2003年加入東亞機場聯盟，2005年第一次輪值主辦東亞機場會議，相隔十四年後再次主辦東亞機場會議。期待各機場的代表來臨澳門，一同見證澳門國際機場獨特的發展成果。

CAM代表團其他參會代表包括：企業傳訊暨政策研究室主任毛燕麗女士以及專員何尚芬女士。

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。



In the Executive meeting, MIA was confirmed to be rotated as the host for the meeting of next year. Chairman Deng stated in his speech: in the first three quarters of this year, MIA has increased its inbound passengers by 11%, China Mainland routes by 36%, Japan's route by 14%, and the Korean market has slightly dropped by 7%. Passenger traffic is expected to reach 8.2 million passengers throughout the year. To cope with the rapid development of Macau's tourism industry and aviation industry, and the Opening of the world's longest bridge and tunnel combination - the Hong Kong-Zhuhai-Macao Bridge on 24th October this year, which will further promote the integration of the east and west coasts. MIA actively worked on the infrastructure development, to enhance reception capacity on limited land resources. MIA has joined in EAAA since 2003 and has rotated to host the meeting once in 2005. It is the second time MIA is rotated to host the EAAA meeting after 14 years, we look forward to the representatives of various airports coming to Macau to witness the unique development results of MIA.

Other representatives from CAM included: Ms. Vicki Mou - Chief of Corporate Communication and Policy Research Office, and Ms. Adrina Ho - Manager of CPO.

EAAA members include: China's Beijing Capital Airports Holding Company, Shanghai Airport Authority, Guangdong Airport Authority, Airport Authority Hong Kong, MIA Co., Ltd. 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.

1 NOV

MIA 全面更換及升級 CCTV系統

MIA Entirely Replaced and Upgraded CCTV System

為了進一步提升機場的保安系統，澳門國際機場專營股份有限公司(CAM)於2017年開展了澳門國際機場閉路電視監視系統(CCTV)的全面更換及升級工程。在提供24小時不間斷保安監視的前提下，有關工程需要分階段進行，並需逐步從舊系統過渡到新系統，工程最終於近期全面竣工，並得到民航權限實體及機場保安單位的檢驗及試運行後，新CCTV系統現時已正式投入使用。

機場新CCTV系統採用了數碼制式設備配以高清鏡頭，增強了系統的可靠性及傳輸效能；同時更換及增加的監視鏡頭數目達到679支，當中安裝範圍包括客運樓、機庫、貨運站、停車場、跑道及停機坪等位置，大大提升了保安監視範圍；新系統的影像儲存量更由原來的30天增加至45天，方便日後案件跟蹤及事故調查；另外，機場更增設了新的CCTV監控中心，其空間面積為原監控中心的兩倍，可對機場的每一個位置進行集中保安監視。

因應未來對機場保安及反恐的新需求，澳門國際機場將不斷加強對各保安系統的建設及升級工程，包括在新的CCTV系統上進一步加大監視鏡頭的覆蓋範圍，並研究加入智能影像分析或人臉辨識功能，為旅客提供一個安全的機場環境。

To further enhance the security system of the airport, MIA Company Ltd. (CAM) has carried out a comprehensive replacement and upgrade project of close-circuit television monitoring (CCTV) system in 2017. In order to avoid affecting the operation of the airport and providing 24-hour uninterrupted security surveillance, the project needs to be carried out in stages and transit from the old system to the new system gradually. The project has recently completed and tested by the civil aviation authority and the airport security unit. After the trail run, the new CCTV system is now officially put into operation.

The MIA's new CCTV system is a digitalize system with high-definition cameras to enhance the reliability and transmission efficiency. At the same time, the total number of replacement and addition cameras has reached 679 units. The monitoring coverage has been enhanced by including passenger terminal building, hangars, cargo warehouses, car park area, runway and apron. The storage capacity of the new system has been increased from 30 days to 45 days which can help to facilitate case tracking and accident investigation in the future. In addition, a new CCTV monitor center which has twice the space of the original monitor center. The new center can provide centralized security monitoring for each location of the airport.

In response to future demand for airport security and counter-terrorism, MIA will continue to strengthen and upgrade the security system, including coverage of surveillance cameras on the new CCTV system, adding intelligent image analysis or face recognition to provide passengers with a safe airport environment.



5 NOV

MIA三組新增備用應急發電機系統正式使用

Three Sets of Backup Emergency Generator System Completed and Put Into Operation in MIA

自去年“天鴿”風災之後，澳門國際機場全面提升了各種設施的應對突發事件能力，其中包括新增三組備用應急發電機系統，以保障機場對重要設備的不間斷供電，日前有關系統已完成驗收並且正式使用。

澳門國際機場依靠三個建設於機場內不同位置的供電站，供電予機場內的重要設備，包括機場控制塔、消防主站、跑道及聯絡橋引導燈(AGL)、航空氣象系統(AWOS)、儀器降落系統(ILS)及甚高頻全向信標與測距儀(DVOR/DME)等，三個供電站均具有應急發電機系統，因此於去年“天鴿”風災澳門市面停電期間，機場仍能依靠自身的發電機系統向重要設備提供不間斷供電。

為進一步提升機場供電的應急能力，並為機場重要設備提供第二級的後備發電機供電，澳門國際機場專營股份有限公司(CAM)於去年底開展了新增應急備份發電機系統的工程項目，令原來已有三組應急發電機增加到六組，以便六組應急發電機能夠交替互相備份運作。即一旦市電出現問題，會由三組應急發電機供電，同時仍有另外三組備用應急發電機作第二級保障供電。有關工程項目已於日前完成全面的政府驗收並且正式使用。

有關工程滿足國際民航組織(ICAO)對機場及航空通訊的相關要求，並符合澳門相關工程規範所設計，應對突發供電事故時各發電機組能於15秒內自動啟動並負載供電，而且新增的故障備用功能可使新舊機組於短時間內完成交替負載，發電機系統的油缸容量可供應72小時不間斷供電，大大提升應急供電效能、確保應急電源的穩定及加強持續性應急供電能力。

a problem with the power supply, it will be powered by three sets of emergency generators accordingly with three more other sets standby for the second-level backup. Relevant projects acceptance by the government has been completed and put into service recently.

The project meets the requirements of the International Civil Aviation Organization (ICAO) for Aerodromes and Aeronautical Communications, which is designed in accordance with relevant engineering regulations in Macau. In response to a sudden power supply accident, each generator set can automatically start and load power within 15 seconds, and the new failsafe backup function enables the new and old units to complete the alternating load in a short time. The diesel cylinder capacity of the generator system can supply 72 hours of uninterrupted power supply, greatly improves the efficiency, ensuring the stability and strengthening the continuous capability of the emergency power supply.



Since the typhoon “Hato” last year, the MIA has comprehensively improved the ability of various facilities to responding to emergencies, including the addition of three sets of backup emergency generator system to ensure uninterrupted power supply to important equipments at the airport. Acceptance inspection has been completed and the system is officially put into use.

MIA relies on three power stations built at different locations in the airport to supply critical equipments, including Airport Control Tower, Main Fire Station, Runway and Taxiway Bridge Airfield Ground Lighting (AGL), Automated Weather Observing System (AWOS), Instrument Landing System (ILS) and Doppler VHF Omnidirectional Range / Distance Measuring Instrument (DVOR/DME), etc. All three power stations are equipped with emergency generator systems separately. Therefore, during the power outage of the “Kato” last year, the airport can still rely on its own generator system to provide uninterrupted power supply to important equipment.

In order to further improve the emergency response capability of the airport and provide the second-level backup generator power supply for the important equipments of the airport, CAM launched a new backup emergency generator system project at the end of last year. Three sets of existing emergency generators have been added to Six sets so that they can alternately back up each other. Once there is

5 NOV

亞洲航空開通『澳門 - 馬來西亞沙巴(亞庇) - 澳門』航線

AirAsia Inaugural Flight Ceremony for Macau - Malaysia (Kota Kinabalu) Service

亞洲航空於2018年11月5日於澳門國際機場舉行慶祝活動，新航線『澳門至馬來西亞-沙巴(亞庇)』航線正式投入服務。這條全新的直飛航線每周一、三、五、日共四個往返航班為旅客提供出遊選擇。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，2018年首3季來自東南亞航線旅客上升11%。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”，隨著馬來西亞沙巴(亞庇)航線的增開，顯示澳門與馬來西亞之間的互動愈來愈緊密。將進一步帶動兩地旅遊發展，旅客量大幅增長。配合港珠澳大橋的開通，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 (Kota Kinabalu) - Macau flight of “Air Asia” held an inaugural flight ceremony at MIA on 5th November 2018, The new Macau to Malaysia (Kota Kinabalu) route that provides 4 weekly direct flights service on every Monday, Wednesday, Friday and Sunday will mark the airline's second Malaysian route and seventh international destinations from Macau.

Mr. Eric Fong, Director of Marketing Department of 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 11% in the first three quarters of 2018. MIA 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 travelers from Macau and Pearl River Delta region, at the same time, it enhances the bilateral economy growth and helps to promote tourism industry.

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 (Kota Kinabalu), 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. To cooperate with the opening of the Hong Kong-Zhuhai-Macau Bridge, 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.



8-9 NOV

2018 A5主席會議召開五大機場依託粵港澳大交通網 建設世界級機場群

The 2018 A5 of GPRD Chairman Meeting Held to Develop World-Class Airport Group with Transportation Network among Guangdong, HK and Macao

2018年大珠三角地區五大機場主席會議於11月8-9日在珠海召開，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。今屆會議由珠海機場集團公司和珠港機場管理有限公司聯合承辦，五大機場以“依託粵港澳大交通網，助推臨空經濟大發展”為主題，簽署合作備忘錄，攜手推進粵港澳大灣區臨空經濟建設及民航業協同發展，打造世界級機場群。

此次會議邀請民航業專家與業界同仁共同分享新時代、新形勢、新機遇下的經營管理理念，探討在粵港澳大灣區大型交通基礎設施及網絡不斷發展和完善的背景下，充分利用並加強協同合作，共同推動區內臨空經濟大發展的經驗和做法，為五大機場及區內臨空經濟的發展帶來新的啟示。

主席論壇上，五大機場領導分別發言，鄧軍主席表示澳門國際機場將積極主動結合澳門發展定位與獨特優勢，落實與國家“十三五”規劃的對接。對於粵港澳大灣區內的區域性差異，以及五大機場體制不同，鄧主席提出利用港珠澳大橋加強物流合作，提供五大機場之間直通快線服務以加強交通聯通，增加相互應急支援機制，加強機場基礎建設、營造營收和運營優化等經驗分享。為實現粵港澳大灣區各機場優勢互補、差異發展，五大機場應強化協同合作、構建面向全球客運航空運輸網絡，確保航空運營持續安全，提升航空服務效率。

The Chairman's meeting of Five Airports of the Greater Pearl River Delta (A5) was held in Zhuhai on 8th - 9th Nov 2018. Chairman of the Executive Committee of CAM - Dr. Deng Jun led a delegation to attend the meeting, which was co-organized by Zhuhai Airport Group Corp. and Hong Kong - Zhuhai Airport Management Company Limited this year, with the theme of “Boost Development of Airport Economy with Transportation Network among Guangdong, HK and Macao”.

Civil aviation experts were invited to give speech in the meeting to share management philosophy in the era with new situation and new opportunities, discussed the experience in promoting the airport economy development under the background of continuous development and perfection of large-scale transportation network in Guangdong-Hong Kong-Macao Greater Bay Area. A5 Chairmen signed a Memorandum at the meeting to jointly promote the development of the airport economy and the civil aviation industry, and build a world-class airport group in Guangdong-Hong Kong-Macao Greater Bay Area.

A5 Chairmen delivered speeches respectively during the meeting, Chairman Deng Jun expressed that MIA will put the 13th Five-Year Plan into practice, with combining Macao's development orientation and unique advantages. Regarding the regional differences in the Guangdong-Hong Kong-Macao Greater Bay Area and the system differences of A5, Chairman Deng put forward some suggestions, such as to strengthen logistics cooperation with Hong Kong-Zhuhai-Macao Bridge, provide direct express service between the five airports to enhance traffic connectivity, create emergency rescue system between A5, increase



會上五大機場圍繞主題達成合作意向，簽訂了會議備忘錄，堅持“共商、共建、共享”原則，建立世界級機場群建設、空域精細化管理等方面的多方溝通交流機制。

CAM代表團參會代表包括：計劃暨商務拓展部總監徐文玲女士、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。



information sharing of experience in airport infrastructure, revenue generation and operation optimization. To realize the complementary advantages and differential development of the airports in Guangdong-Hong Kong-Macao Greater Bay Area, A5 should strengthen collaboration and build a global passenger air transport network, to ensure the continuous safety of aviation operations and improve the efficiency of aviation services.

Representatives of the Five Airports signed a Memorandum at the meeting for building world class airport group construction and airspace refinement management.

Other representatives of CAM included: Director of Planning and Commercial Development Department - Ms. Winnie Hsu, Deputy Director of Executive Committee Office – Ms. Vicki Mou and Manager of Corporate Communication and Policy Research Office – Ms. Miley Kou.

12-13 NOV

鄧軍主席接待中國民用機場協會王瑞萍理事長一行考察MIA

Chairman Deng Jun of CAM Received Chairman Wang Ruiping of China Civil Airports Association (CCAA) and her Delegation at MIA

2018年11月12-13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熱情接見由中國民用機場協會(CCAA)理事長王瑞萍女士帶隊，共16位來自不同機場的代表來訪，對澳門國際機場營運模式、特許經營等相關議題進行充分的交流與調研。

CAM作為CCAA理事會理事單位，十分重視此次交流活動。鄧軍主席向來訪代表表示歡迎，澳門國際機場營運23年始終秉持“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。今年旅客人次預計超過八百萬，澳門國際機場從建立到一路發展，始終離不開中國民航的支持，以及與各個機場間的相互交流合作。王瑞萍理事長在致辭中表示，感謝澳門國際機場對CCAA一路的支持和關心，澳門國際機場先進的管理方法和經驗，以及高質量的發展非常值得借鑒，希望此次交流可以學習到精髓，帶動內地機場發展。

Dr. Deng Jun - Chairman of the Executive Committee of CAM received Ms. Wang Ruiping - President of China Civil Airports Association (CCAA) and her delegation with 16 representatives from different airports on 12-13th November, 2018, both sides had discussed and exchanged ideas about the operation model and Sub-concession operation in MIA.

As the member of CCAA, CAM attached great importance to this exchange activity, Chairman Deng welcomed the visiting representatives. MIA has always been upholding “Safety, Efficiency and Effectiveness” as the core value, and to retain the commitment of “rooted in Macao and backed up by the motherland while facing the world and striving for excellence”. The market development prospect of 2018 is estimated to have over 8 million of passenger traffic. From establishment to development, MIA cannot be separated from the support of civil aviation from China and the cooperation with other airports. President Wang expressed a heartfelt gratitude to the continuous support and concern from MIA, and hoped to learn the essence of advanced management methods and experience, and high-quality development, which could simulate the development of mainland airports.



會議中，CAM財務暨行政部總監鄭淑群女士從公司制度、管理績效到風險管理和企業文化闡述公司整體管理模式；計劃暨商務拓展部總監徐文玲女士在機場非航空業務方面，說明多年來CAM以合約形式，將機場日常運作主要環節委託多家專業公司管理，2018年首三個季度非航空收入占總收入54%；機場信息管理技術有限公司董事總經理王秀瑜女士介紹虛擬化機場發展戰略和歷程，線上線下合縱連橫，對設施進行統籌規劃和功能優化，提升旅客體驗的同時進一步擴容並優化虛擬候機室；市場部總監方曉健先生對航線市場進行分析，亦將配合碼頭、港珠澳大橋及輕軌的多功能交通連接；基建發展部總監高岸聲先生代表介紹機場基建項目，以「小步快跑」方針利用有限的土地資源擴展機場容量，加強應對突發事件能力並滿足民航相關規範及維持高服務水準要求。隨後代表團聽取CAM營運部營運分部總監耿亞軍先生的介紹，並在CAM機場營運部總監包祿仕先生的陪同下在機場進行實地參觀考察，加深對澳門機場在前線管理上的瞭解，並交流參觀感想和意見。

此次參會代表包括：CAM執行委員會辦公室總監羅頌儀女士、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、專員寇宇女士；代表團包括廣東省機場管理集團有限公司總經濟師鮑軼琳女士、大連國際機場副總經理姚雙林先生、瀋陽桃仙國際機場股份有限公司副總經理沈恆德先生、湖南機場股份有限公司張家界荷花國際機場分公司副總經理王盛先生、山東機場集團

During the meeting, Ms. Grace Cheang - Director of Finance & Administration Department of CAM introduced the management model through corporate system, management performance, risk management and corporate culture. Ms. Winnie Hsu - Director of Planning and Commercial Development Department introduced that, in the field of airport's non-aeronautical revenue, major part of the airport's daily operation were entrusted to professional companies for management. Non-aeronautical revenue for the first three quarters of 2018 was 54% of total income. Ms. Sharon Wang - Managing Director of Airport Information Management Solutions (AIMS) introduced the development strategy and process of virtual airport, connected with online and offline services for overall planning and function optimization of facilities, which could help to enhance passenger experience while further expanding capacity and optimizing the virtual terminal. Mr. Eric Fong - Director of Marketing Department introduced the routes development of MIA, and it would also serve as a multi-purpose transport link between the harbor, the Hong Kong-Zhuhai-Macao Bridge and the light rail. Mr. Sandro Kou - Director of Infrastructure Development Department introduced the construction projects, with the strategy of "small steps in fast pace", MIA used limited land resources to expand airport capacity, to strengthen the ability to respond to emergencies and meet the relevant standards of civil aviation and maintain high service standards. After listening to the introduction from Mr. Gary Geng - Director of Operations Branch of Airport Operations Department, the delegation visited MIA with accompany of Mr. Antonio Barros - Macau Airport Director of Airport Operations Department to enhance the understanding of the frontline management and exchange views and opinions.

Other participants in the meeting include: CAM -



建設指揮部總工辦副主任楊磊先生、廣東省機場管理集團有限公司經營管理部部長翁玉麟先生、揭陽潮汕國際機場公司副總經理邱子平先生、惠州機場公司副總經理林偉文先生、廣東省機場管理集團有限公司業務經理辛玲女士、廣州白雲國際機場股份有限公司業務經理吳春燕女士、長沙黃花國際機場分公司客運服務部經理彭勇先生、東部機場集團航展管理部副總經理韓曉菲先生、中國民用機場協會培訓與外聯事務部副部長喬楠女士、中國民用機場協會專業委員會事務部部長楊芬女士、中國民用機場協會專業委員會事務部助理岳鳳元女士。



International Airport Co., Ltd., Mr. Peng Yong – Passenger Service Manager of Changsha Huanghua International Airport, Mr. Han Xiaofei - Secretary of the Party Branch of Passenger Terminal Management Department of Nanjing Lukou International Airport CO., Ltd.; CCAA: Ms. Qiao Nan – Deputy Director of Training and Communications Department, Ms. Yang Fen – Director of Professional Committee Affairs Department and Ms. Yue Fengyuan – Assistant of Professional Committee Affairs Department.

Director of Executive Committee Office Ms. Katy Lo, Chief Representative of Beijing Representative Office Ms. Yuan Weifang, Ms. Vicki Mou - Chief of Corporate Communication & Policy Research Office (CPO) and Ms. Miley Kou – Assistant Manager of CPO. Ms. Bao Yilin - Chief Economist of Guangdong Airport Authority (GAA), Mr. Yao Shuanglin – Vice of Dalian International Airport CO.,Ltd., Mr. Shen Hengde – Deputy General Manager of Shenyang Tao Xian International Airport CO., Ltd., Mr. Yang Lei - Deputy Director of General Work Office of Construction Headquarter of Shandong Airport Group, Mr. Alan Weng – Director of Business Management Department of GAA, Mr. Qiu Ziping – Vice General Manager of Jieyang Chaoshan Airport Co. of GAA, Mr. Lin Weiwen – Vice General Manager of Commission for Discipline Inspection of Huizhou Airport Co., Ltd., Ms. Emma Xin – Deputy Manager of Airline Marketing and Business Management Department of GAA, Ms. Wu Chunyan – Service Enhancement Manager of Service Quality Management Department of Guangzhou Baiyun

15 NOV

澳門機場營運部機場營運處參訪深圳寶安機場

CAM Airport Operations Division Staff Visited Shenzhen Baoan International Airport

隨著粵港澳大灣區的落實與發展，為加強與珠三角各機場相互之間的溝通和合作、提升澳門機場的營運效能和安全水平，澳門國際機場專營股份有限公司(CAM)營運部為機場營運處本年度之進修課程加入參觀機場項目，以便提升相關的知識和技能。

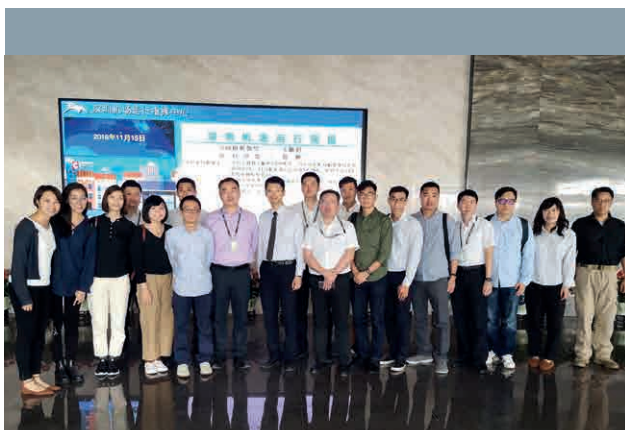
營運處一行13人於2018年11月15日到達深圳寶安國際機場，受到深圳機場運行總監兼運行指揮中心副總經理林俊先生熱情接待，並與深圳機場運行指揮中心、飛行區管理部等代表就業務進行了相互交流和探討。期間參觀了深圳機場AOC指揮大

In order to follow up with the development of the Guangdong-Hong Kong-Macao Greater Bay Area, strengthen the communication and cooperation with airports in the Pearl River Delta, and enhance the operational efficiency and safety in MIA, Airport Operations Division of CAM has arranged an airport visit as part of the refresher course of Airport Operations Division this year to enhance relevant knowledge and skills.

13 members of Airport Operations Division visited Shenzhen Baoan International Airport on November 15, 2018 and a warm welcome was given by Mr. Lin Jun - Operation Director and Deputy General Manager of Airport Operation Command Center in Shenzhen Airport. Representatives of Airport Operations Center (AOC), Airfield Management Department, and Terminal Operations Center from Shenzhen Airport gave brief presentations of the airport, and representatives of both airports shared experience and discussed many topics

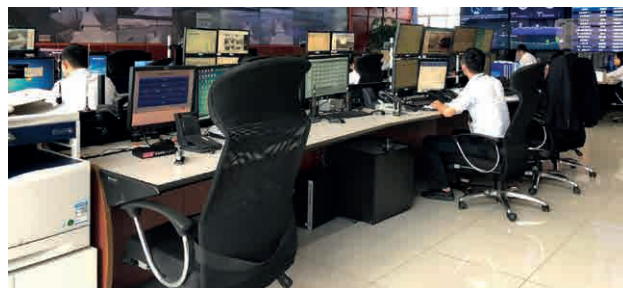
廳、飛行區管理部運行中心、機坪管制中心、流動應急指揮車等機場營運設施。透過與深圳機場人員的充分交流溝通、相互間經驗與技術的分享，營運處各員汲取各方的營運的心得，有助進一步提升澳門機場營運效能和質量。

是次交流活動由代理機場營運科經理林兆聰先生，以及營運安全及標準科經理周政祺先生，帶領機場營運處員工，包括機場營運主任、營運安全協調員、機場營運員等。



about airport operations. After the share, our group visited the airport operations departments such as AOC Command Center, Airfield Management Department Operation Center, Apron Control Center, and Emergency Command Bus. Through the experience and techniques shared by both parties, our representatives gained useful knowledge and thoughts, which are useful for further enhancement on the operational efficiency and quality of MIA.

This visit was led by Mr. Jason Lam - Acting Head of Airport Operations Service and Mr. Niki Chao - Head of Operations Safety and Standard Service. Other participants included Airport Supervisors, Operations Safety Coordinator, and Airport Operations Officers.



15-18 NOV

MIA展列格蘭披治三級方程式賽車

Macau Grand Prix Race Cars Showcasing at MIA

第65屆澳門格蘭披治大賽車將於2018年11月15至18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離境大堂展示曾在澳門創下佳績的三級方程式賽車，展期為11月5日至19日，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。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 65th Macau Grand Prix which takes place during 15th – 18th November 2018, CAM once again cooperates with the Macau Government Tourist Office and the Macau Grand Prix Committee displaying a Formula 3 racing car in the passenger terminal building departure hall of MIA from 5th to 19th November 2018. 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. Welcome to experience the dynamism of Macau Grand Prix race cars at MIA.

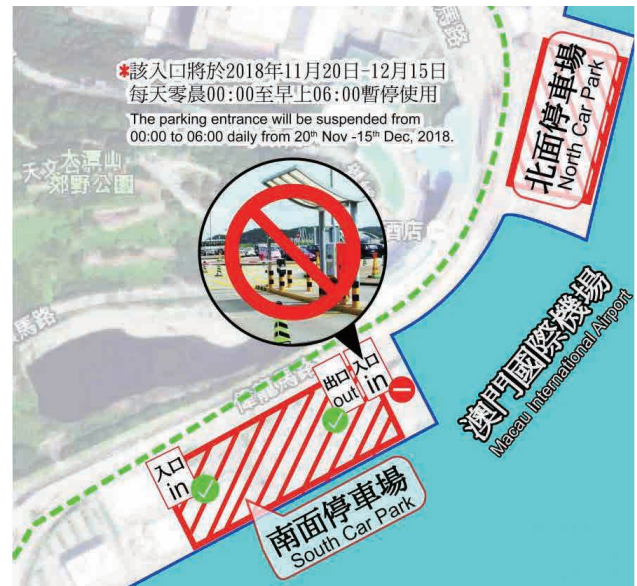
20 NOV

MIA南停車場入口 改道事宜

Diversion of Entrance to the South Parking Lot of MIA

因澳門國際機場客運大樓外之行車天橋有關當局將進行天橋維修工程，由機場客運大樓進入機場南停車場的北邊入口(即靠近客運大樓之入口)將於2018年11月20日至12月15日每天凌晨00:00至早上6:00暫停使用，出口不受影響。為此，車輛往南停車場須經天橋上層之車行道從南邊入口駛入。

Due to the maintenance work to be carried out at the flyover in front of the Passenger Terminal Building of MIA, the north entrance of the South Parking Lot (closest to the Passenger Terminal Building) will be suspended from 00:00 to 06:00 daily from 20th November until 15th December 2018, while the exit from this Parking Lot will not be affected. For this reason, vehicles accessing the South Parking Lot of the Airport will have to make through the Departures roadway (south access).



20 NOV

CAM全力支持澳門日報讀者公益基金會，捐款十萬響應「公益金百萬行」

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

作為一家社會企業，澳門國際機場專營股份有限公司(CAM)一直秉承熱心公益的企業文化，對每屆的公益金百萬行都不遺餘力支持。2018年11月20日CAM一行四位代表向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理事長黃國勝先生、理事孫秀霞女士、理事李志恆先生及理事鄭嘉麟先生代表接受。

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將一如既往，聯同各機場有關單



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 20th Nov, 2018, CAM delegation visited the Charity Fund from the Readers of Macao Daily News and donated MOP 100,000. President of the Charity Fund – President of Directive Council Mr. Vong Kok Seng, Vogal Ms. Shuen Sou Ha, Vogal Mr. Pedro Lei and Vogal Mr. Carlos Cheang received the cheque.

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

位，組成澳門國際機場隊伍參與12月9日舉行的百萬行活動，共襄善舉。

CAM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寇宇女士。

organize the airport authorities as a team of MIA to participate in the charity walk on 9th December.

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



20 NOV

CAM向科技大學優異生頒發獎學金

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，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2018年11月20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。



社會責任

Social Responsibilities

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 and 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 20th November 2018 and presented MOP10,000 scholarships to five outstanding students.



21 NOV

MIA參加第八屆「亞洲物流及航運會議」

MIA Join the Eighth Asian Logistics and Maritime Conference

2018年11月21日，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梁家豪先生聯同澳門空運業界一行參加了在香港舉辦的第八屆「亞洲物流及航運會議」，本次會議邀請了逾70位物流專家擔任演講嘉賓，分享前瞻性的觀點，吸引來自30個國家及地區、超過2,000名業界精英參與，規模是亞洲同類會議中最大。

焦點活動之一是以「新零售時代下的物流及供應鏈管理的變革」為題的會議，討論了電子商貿強勁發展的情況下，物流及供應鏈的配送模式需要作出重大轉變以迎合發展需求，並分析創新科技如何融入物流業界，使業界能捕捉最新的線上線下零售模式的商機。

澳門國際機場代表還參加了「粵港澳大灣區及港珠澳大橋落成之物流和貿易機遇」論壇，見證了港珠澳三地物流業界代表簽署「港珠澳物流聯盟合作協議」的儀式及參加由香港貿易發展局主辦的「粵港澳大灣區物流業合作新機遇圓桌會議」，藉此與粵港澳大灣區物流業界作出更深入交流，探討未來合作機遇。

澳門國際機場至2018年10月份航空貨運量錄得超過32,000噸，比去年同期增長8.5%，增幅穩步上升。當中主要得益於電子商貿貨物的增長及全貨機重返澳門市場，目前卡塔爾航空正營運每週兩班來往澳門-洛杉磯的航線，馬來西亞航空及Aviastar則提供每週一班及十四班來往澳門-吉隆坡的航線。

factor contributing to the increase is the growing volume of e-commerce cargo and the return of freighter services to the local market. Qatar Airways is currently operating two freighters weekly to Los Angeles, while Malaysia Airlines and Aviastar Airlines are offering once a week and fourteen weekly freighter services to Kuala Lumpur separately.

Mr. Frank Wu, Director of Logistic and General Aviation Development Department (LGD) of Macau International Company Limited (CAM) and Mr. Jim Leung, Deputy Director of LGD with Macau Logistic industries joined the eighth Asian Logistics and Maritime Conference (ALMC) at Hong Kong on 21st November, 2018. More than 70 logistic specialists shared their insights during the conference, attracting over 2,000 industry insiders from 30 countries and regions to join this largest event of its kind in Asia.

One of the major conferences at the event was “Reform of Logistics & Supply Chain Management in the Era of New Retail”, focusing on the urgent change of logistics and supply chain distribution models as to meet the strong development need of e-commerce, analyzing how innovative science and technology fit into the logistics industry for enabling industries to capture the latest online-to-offline retail models.

The representatives also attended the forums of “Logistics and Trading Opportunities brought about by the Development of the Greater Bay Area and the Opening of the Hong Kong-Zhuhai-Macau Bridge”, witnessed the signing of the “Hong Kong-Zhuhai-Macau Logistics Alliance Cooperation Framework Agreement”, and attended “Round-table Conference of New Cooperation Opportunities of Logistics Industry in Greater Bay Area” organized by Hong Kong Trade Development Council to discuss further regional logistic collaboration and future development opportunities.

The cargo throughput sees stable growth in MIA, handling 32,000 tons cargo with a year-on-year increase of 8.5% by October, 2018. The main



21-23 NOV

MIA代表參加國際民航組織亞太區空管自動化發展論壇及萊斯空管用戶大會

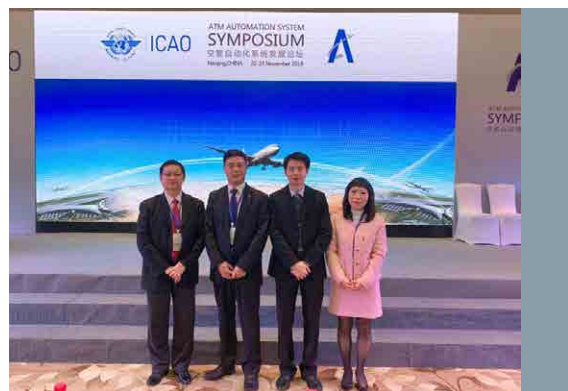
MIA Representatives Attended ICAO ATM Automation Symposium and LES ATM Users Meeting in Nanjing



2018年11月21日至23日，南京萊斯信息技術股份有限公司自動化設備用戶大會及國際民航組織(ICA0)亞太區空管自動化發展論壇在中國南京舉行。來自亞太地區13個國家和地區的89名代表參加此次會議。作為澳門的空中交通服務提供者，澳門國際機場營運部營運分部總監耿亞軍先生，工程分部總監陳日升先生，高級空中交通服務處經理胡高宏先生及資訊科技、技術支援及通訊導航監視處經理黃佩文女士代表公司參加了此次會議。

南京萊斯信息技術股份有限公司是中國內地最大的空管自動化設備生產廠家，它的產品佔據市場份額約70%，主要應用在北京、上海、廣州和青島等航空業發達地區。參加此次用戶大會，參觀該公司生產基地和模擬機設備，對中國內地國產空管自動化設備有了全面深入的了解，為下一步空管自動化設備更新提供更多選擇。

空管自動化系統在保障飛行安全 and 提高運行效率方面扮演一個非常重要的角色，了解該設備的發



From November 21 to 23, 2018, the Conference of Automation Equipment Users of Nanjing LES Information Technology Co., Ltd. and the ICAO Air Traffic Management Automation Symposium were held in Nanjing, China. 89 delegates from 13 countries and regions in the Asia-Pacific, participated in the meeting. As the air traffic service provider in Macau, Mr. Geng Yajun - Director of Operations Branch of Airport Operations Department from CAM, Mr. Sammy Chan - Director of Engineering and Maintenance Branch, Mr. Hoover Hu - Senior Head of Air Traffic Service Division and Ms. Cecil Wong - Head of Information Technology, Technical Support, Communications, NavAids & Surveillance Division attended such meeting.

Nanjing Les Information Technology Co., Ltd. is the largest manufacturer of air traffic control automation equipment in mainland China. Its products occupy about 70% of the market share. They are mainly used in Beijing, Shanghai, Guangzhou and Qingdao airports and ATM units. Participating in this user conference, visiting the company's production base and simulator equipment, we have a comprehensive and in-depth understanding of domestic air traffic control automation equipment in mainland China, and found a new choice for the next update of our air traffic management automation equipment.



展和進展對於設備更換決策有著重要意義。發展論壇會上介紹了數字塔台、集成塔台、遙控塔台等多種新技術的應用和遠景，開拓了視野，豐富了專業知識，收穫頗豐。此次由ICAO亞洲太平洋辦事處和中國民航空中交通管理局在南京聯合主辦的空管自動化設備發展論壇，是國際民航組織在亞太地區首次主辦類似論壇，讓業界有了個交流平台，對促進空管自動化設備的發展起到積極推進作用。

our horizons, enriched our professional knowledge and gained a lot. This Symposium on the development of air traffic management automation equipment, held by ICAO Asia Pacific and ATMB of CAAC in Nanjing, is the first time that ICAO hosts a similar Symposium in the Asia-Pacific region. It provides an excellent exchange platform for the industry and plays a positive role in promoting the development of air traffic management automation equipment.

Air traffic management automation system plays a very important role in ensuring flight safety and improving operational efficiency. Understanding the development and progress of the equipment is of great significance for equipment replacement decision-making. At the Symposium in Nanjing, the application and Prospect of new technologies such as digital tower, integrated tower and remote control tower were introduced, which broadened

22 NOV

MIA迎來首條 『西安-澳門』航線

MIA Welcomes the First Direct Flight for Xian-Macau

2018年11月22日，澳門國際機場迎來『西安-澳門』首條航線，首個航班從西安咸陽國際機場飛抵澳門。這條全新的直飛航線由浙江長龍航空有限公司執飛，每週3班，逢週二、四及日出發。長龍航空於出發前在西安咸陽國際機場舉行了首航儀式，澳門國際機場方面則在首個航班日向抵達及離境旅客派發小禮品表示歡迎。

西安至澳門定期直飛航線的開通是繼2018年10月25日，澳門國際機場專營股份有限公司(CAM)代表團拜訪西安西部機場集團有限公司及與浙江長龍航空就『西安』至『澳門』航線合作事項進行會談後共同努力的成果。目前澳門國際機場有47個航點，當中內地航線網絡達23個，內地航線旅客佔市場37%，東南亞航線旅客佔41%，台灣航線旅客佔22%。未來會繼續努力開闢更多航點擴大航空網開以配合市場發展需要。

On 22nd November 2018, MIA welcomed the first direct flight from Xi'an Xianyang International Airport to Macau. The Xi'an - Macau route is operated by Zhejiang Loong Airlines Co. Ltd., with three flights in a week, flying every Tuesday, Thursday and Sunday. Loong Air held its inaugural flight ceremony at Xi'an Xianyang International Airport before departure. At the Macau side, all arrival and departure passengers flying on the first flight were greeted warmly and were presented a welcome gift by MIA.

The opening of the direct flight service between Macau and Xian was the joint efforts result since MIA delegation visited China West Airport Co. Ltd. in Xian with the presence of Loong Air for the discussion on the cooperation between "Xi'an" to "Macau" air service routes on 25th October, 2018. Currently, there are 47 destinations operated at MIA, of which 23 are in the Mainland China routes; Mainland China shared 37% of the market, Southeast Asia market shared 41% and Taiwan market shared 22%. In the future, MIA will continue to enlarge its network by open up more destinations so as to meet the needs of market development.



22 NOV

MIA代表參加2018民航傳播峰會，打造航空品牌全球化

MIA Representatives Attended 2018 Civil Aviation Communications Summit to Build Civil Aviation Global Branding

2018年11月22日，由民航資源網(CARNOC)主辦的2018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。通過本次峰會共話民航品牌全球化之道，分享民航品牌傳播實戰經驗，並探討國際品牌傳播的創新路徑，共同促進民航業發展。

此次會議以“鏈接無界，賦能航空品牌全球化”為主題，聚焦全球視野下航空品牌發展的新機遇和新挑戰，通過此次會議啟迪民航品牌建設的新思路，解鎖品牌全球化傳播新姿勢，有助加速更多民航品牌國際化進程。

澳門國際機場參加本次峰會的代表包括：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主任毛燕麗女士、市場部副總監李偉達先生、企業傳訊暨政策研究室專員寇宇女士、機場營運部旅客服務主任歐陽芷衡女士、機場信息管理技術有限公司(AIMS)商務暨市場部總監邱茂先生。



2018 Civil Aviation Communications Summit was held in Beijing on 22 November 2018. MIA delegation participated in the summit to have an insight into the new trend of civil aviation communication, shared practical experience of global branding.

The theme of the Summit was “Civil Aviation Global Branding” this year, focused into the new opportunity and new challenge of civil aviation global branding. The summit enlightened new methods and new ways, which helped to build a good platform of global branding of civil aviation.

Representatives of MIA participated in the seminar were: CAM: Chief of Corporate Communication & Policy Research Office (CPO) - Ms. Vicki Mou, Deputy Director of Marketing Department - Mr. Edman Lee, Manager of CPO - Ms. Miley Kou, Customer Services Officer - Ms. Kathering Ouyang; Director of Business and Marketing Department of Airport Information Management Solutions (AIMS) - Mr. Paul Qiu.

22 NOV

CAM代表禮節性拜訪台灣各航空公司探討未來航線發展

CAM's Representatives Paid Courtesy Visit to Airlines in Taipei

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、副總監關學明先生及經理林敬湘先生於2018年11月22日赴台北定期禮節性拜訪台灣航空公司，對未來航線發展方向進行深入探討，相互交流高效的業務合作及港珠澳大橋開通後澳門國際機場市場狀況。

方總監一行受到長榮航空企劃室吳幸錦副總裁、蔡依霖副經理的接見。雙方就長榮航空未來航



Mr. Eric Fong – Director of the Marketing Department of CAM, Mr. Franco Kwan - Deputy Director and Mr. Daniel Lam - Manager had paid a courtesy visit to airlines in Taipei on 22nd November, 2018, to discuss on aspects of future route development, efficient business cooperation and the market

線發展方向、澳門國際機場未來開拓航線策略、港珠澳大橋開通後澳門國際機場市場狀況及機場擴建進程等議題進行交流，並就未來業務合作發展進行深入探討。

同時CAM代表團亦拜訪了台灣虎航於台北的總部，受到張鴻鐘董事長、黃世惠商務長及林巧琬經營發展處協理等相關團隊的接見。雙方就未來台灣虎航會加強澳台的航線發展、港珠澳大橋開通後澳門國際機場市場狀況、機場擴建進程及將在港珠澳大橋設立值機中心等議題等進行交流，同時探討未來與台灣虎航加強業務及宣傳推廣合作，吸引更多旅客。

澳門國際機場未來將繼續充份利用現有航權的優勢，與各航空公司發展更多元化的航線組合，為旅客提供更為便利舒適的出行體驗。



up of Check-in Center in Hong Kong-Zhuhai-Macau Bridge (HZMB). CAM also discussed how to assist Tigerair Taiwan in promotion through different media channel in near future to attract more customers.

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

outlook of MIA after the opening of Hong Kong-Zhuhai-Macau Bridge (HZMB).

Representatives from CAM were greeted by EVA Air, Ms. Sarah Wu – Deputy Junior Vice President of Corporate Planning Division and Mr. Eason Tsai – Deputy Manager of Corporate Planning Division. They exchanged views on the future direction of EVA Air's route development, the future route development strategy of MIA, the market outlook of MIA after the opening of Hong Kong-Zhuhai-Macau Bridge (HZMB) and the progress of expansion of Passenger Terminal Building. They also had discussed how to achieve efficient cooperation in near future.

CAM's marketing delegation had also paid a visit to the headquarters of Tigerair Taiwan in Taipei. The delegation was received by Mr. Ho Jo Chang – Chairman, Ms. Joyce Huang – Chief Commercial Officer, Ms. Ingrid Lin – Director of Business Development Department and other related team members of Tigerair Taiwan. They exchanged opinions on Tigerair Taiwan's vision to strengthen the development of Macau-Taiwan routes, the market outlook of MIA after the opening of Hong Kong-Zhuhai-Macau Bridge (HZMB), the expansion of Passenger Terminal Building and the setting

28-29 NOV

CAM營運部代表到昆明長水國際機場考察交流

CAM Airport Operations Department Visit Kunming Changshui International Airport

為加深澳門與昆明兩地作為姐妹機場在機場管理和空中交通管制服務等方面的交流，澳門國際機場專營股份有限公司(CAM)機場營運部派出機場營運和空中交通服務管理人員於2018年11月28日至29日前往昆明國際機場考察，實地瞭解機場運行指揮中心相關的程式、設施和系統，特別是機場協同決策(A-CDM)系統的實際應用，以便日後在本澳空管、機場與航空公司之間順利實施類似的協同

To strengthen bilateral communication as sister airport relationship between Macau and Kunming in the areas of airport operation and air traffic control services, the Airport Operations Department of CAM has sent Airport Operations and Air Traffic Control Managers to visit the Kunming Changshui International Airport from 28 to 29 November 2018. Software, facilities and systems in relation to the Airport Collaborative Decision Making (A-CDM) system in the Airport Operations Center (AOC) have been introduced for our future implementation on similar systems in MIA between ATC, airport and airlines. During the visit, representatives of Kunming Airport shared their experience in the implementation process of A-CDM, and positively

決策。參觀期間,昆明機場代表分享了建設和使用A-CDM的經驗,正面評價系統自2014年中投入使用以後對安全和運行效率的積極作用,並且逐一介紹運行指揮中心內各服務提供者的日常協作。

參與此次交流的代表有營運分部總監顧問鍾美齡女士、代理機場營運處經理朱百強先生、空中交通控制科經理林偉鈞先生、代理機場營運科經理林兆聰先生、及昆明長水國際機場有限責任公司運行管理部副部長韓明明先生等。



evaluated the system which was put into operation in 2014 has efficiently improved safety and operational efficiency. The daily collaboration between the various service providers in the AOC was discussed.

Representatives participated in the visit included Ms.Christine Chung– Adviser to Director of Operations Branch, Mr.Dicky Chu– Acting Head of Airport Operations Division, Mr. Danny Lam – Head of Air Traffic Control Service; Mr.Jason Lam– Acting Head of Airport Operations Service, and representatives from Kunming Changshui International Airport Co. Ltd. Mr. Han Mingming - Deputy Minister of the Operation Management Department.



29 NOV

CAM鄧軍主席接待廈門航空一行來訪

Chairman Deng Jun of CAM Received the Delegation of Xiamen Airline

澳門國際機場專營有限公司執行委員會主席鄧軍博士於11月29日接待廈門航空客運營銷委員會胡楠副總經理一行。雙方就機場的發展進行交流及經驗分享。在會議中,廈門航空對澳門國際機場一直以來的支持及配合表示感謝。作為長期合作夥伴的航空公司,廈門航空表示將加大對澳門市場的發展,並加強與澳門企業的合作,希望將來對澳門航空業的變化作出更多元化的配合與貢獻。

會議中,鄧主席就廈門航空對澳門市場的長期支持表示感謝,同時也分享了現時澳門國際機場的發展方向及所面對的機遇與挑戰,並介紹了機場的營運情況,基建發展及系統更新的情況。整個會議過程,雙方輕鬆互動表達對澳門國際機場將來發展的看法及方向,並進行多方面溝通。

Dr. Deng Jun – Chairman of the Executive Committee of CAM received Mr. Hu Nan – Vice President of Alliance & Partnership International Pricing & RM and the delegation of Xiamen Airlines on 29th November, 2018. Both sides exchanged and shared experience on the development of airport. During the meeting, Xiamen Airlines expressed their gratitude for the continuous support and cooperation of MIA. Xiamen Airlines hoped to increase the development of the Macau aviation market in the future and strengthen the cooperation with Macau enterprises as a long-term partnership airline, hoping to contribute a more diversified Macau aviation industry through cooperation and contributions in the near future.

During the meeting, Dr. Deng Jun expressed his gratitude to Xiamen Airlines for its long-term support to the Macau aviation. At the same time, he also shared the current development direction, the opportunities and challenges of MIA. Also,

其他參會代表包括：澳門國際機場專營股份有限公司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、廈門航空運行標準部機務審定經理庄林濤先生、計劃財務部企業規劃分部計劃副經理黃立軍先生、客運營銷委員會國際業務部航權與政府事務林婷婷女士、澳門辦事處銷售經理錢莎莎女士及澳門環宇國際旅行社有限公司總經理戴錦超先生等。



introduced the current operation status of MIA, infrastructure development and systems upgrade. Throughout the meeting, both sides interact to express views and directions on the future development on MIA.

Other participants in the meeting included: CAM - Ms. Katy Lo – Director of the Executive Committee Office and Mr. Eric Fong – Director of Marketing Department. Xiamen Airlines: Mr. Ethan Zhuang – Manager (E&M) of OPS Qualification Operations Standards Department, Mr. LiJun Huang – Manager of Planning in Corporate Planning & Strategy Division Planning & Finance Department, Ms. Lyndie Lin – Senior Manager in Government Affairs, Passenger Marketing & Sales Committee, Ms. Sasha Qian – Sales Manager of Macau Office and Mr. Chris Tai – General Manager of Huan Yu Group Holding Company Limited etc.



1 DEC

亞洲航空開通 『澳門－泰國喀比』航線

Macau – Thailand (Krabi) Route of AirAsia Inaugurates

亞洲航空於2018年12月1日開通『澳門－泰國喀比』航線，這條直飛航線逢星期一、二、四及六出發，每週4班往返，每程的飛行時間約為3小時20分鐘。

澳門國際機場專營股份有限公司(CAM)對亞洲航空開通澳門-泰國喀比航線表示祝賀，多年來東南亞旅遊數字穩步上升，泰國市場是澳門其中一個重要客源，除澳門-喀比航線外，亞洲航空目前已在澳門國際機場營運7條直航航線，包括澳門-曼谷、清邁、芭堤雅、布吉、吉隆坡、沙巴亞庇和馬尼拉。航線的開通便利本地旅客前往泰國，滿足12月份旅遊旺季的旅客市場需要。

AirAsia commenced flight service between Macau and Thailand (Krabi) on the 1st December 2018, the new flight service provides 4 weekly services every Mondays, Tuesday, Thursday and Saturday, flight durations will take about 3 hour 20 minutes.

CAM extended a warm welcome to “AirAsia” launching new air services between Macau and Thailand (Krabi) in MIA. Southeast Asia is an important source market of Macau with the growth of air passenger to travel. In Addition, The Airline now operates 7 routes including direct services from Macau – Bangkok, Chiang Mai, Utapao, Phuket, Kuala Lumpur and Kota Kinabalu and Manila. It will benefit the Macau residents travelling to Thailand. The inauguration of this Thailand (Krabi) services is in time to satisfy the vacation peak season for travel in December.

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”，隨著泰國喀比航線的增開，兩地空中交通進一步擴大，希望藉此擴大旅客量，澳門與泰國之間的互動將愈來愈緊密。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，開闢更多航點。

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 AirAsia commence services between Macau and Thailand (Krabi), it marked a further step in expanding air transportation between both regions, and expect to enlarge the market share, it also 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.

3 DEC

濟州航空開通 『澳門-韓國大邱』航線

Inaugural Flight Commenced
Macau - Taegu Service

濟州航空(JEJU AIR)於2018年12月3日開通每周五班來往澳門至韓國大邱航線服務。首航當天，濟州航空於澳門國際機場舉行了簡單的慶祝活動，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、濟州航空代表等參加是次活動。

方曉健先生對濟州航空開通澳門至韓國大邱航線表示衷心祝賀。今年1至11月份，澳門國際機場旅客人次錄得16%增長，中國內地、中國台灣及東南亞等航線客源市場增幅理想。而韓國亦是澳門居民熱門旅遊地點之一，目前已有4間來自韓國的低成本航空分別營運首爾及釜山到澳門航線。本次新開澳門至韓國大邱航點可更好滿足即將到來的12月旅遊高峰的市場需求。

November this year. The three market sources, Mainland China, China Taiwan, and Southeast Asia, recorded continuous growth. Korea becomes an important source market owing to the growth of Korean resident outbound travel, and it is also a popular destination among local residents. There are four Low Cost Airlines from Korea operating flight services between Seoul, Busan and Macau. This new service between Macau and Taegu would be in time to satisfy the Christmas peak season for travel in the coming December.”



JEJU Air commenced flight service between Macau and Taegu on 3rd December 2018, offering 5 weekly flight service between the two cities. The inaugural ceremony was held at MIA with the presence of the guests including: Mr. Eric Fong, Director of Marketing Department of CAM, JEJU Air representatives, etc.

Mr. Eric Fong extended a warm welcome to JEJU Air launching new air services between Macau and Taegu. He expressed, “Passengers traffic volume in MIA recorded 16% increase, from January to

3 DEC

MIA客運大樓北面擴建應用建築信息模型(BIM)

Application of BIM for MIA Passenger Terminal Building North Extension

澳門國際機場近年旅客量持續上升，為配合機場未來的發展，本年初已落成並正式啟用客運大樓北面擴建，使得機場客運大樓的整體接待容量由以往每年600萬旅客人次提升至每年780萬旅客人次，新增客運大樓樓面面積約14,000平方米，登機橋數量增至5條。為優化建造設計及其後的營運維護管理，以創新科技推進工程項目及解決工程問

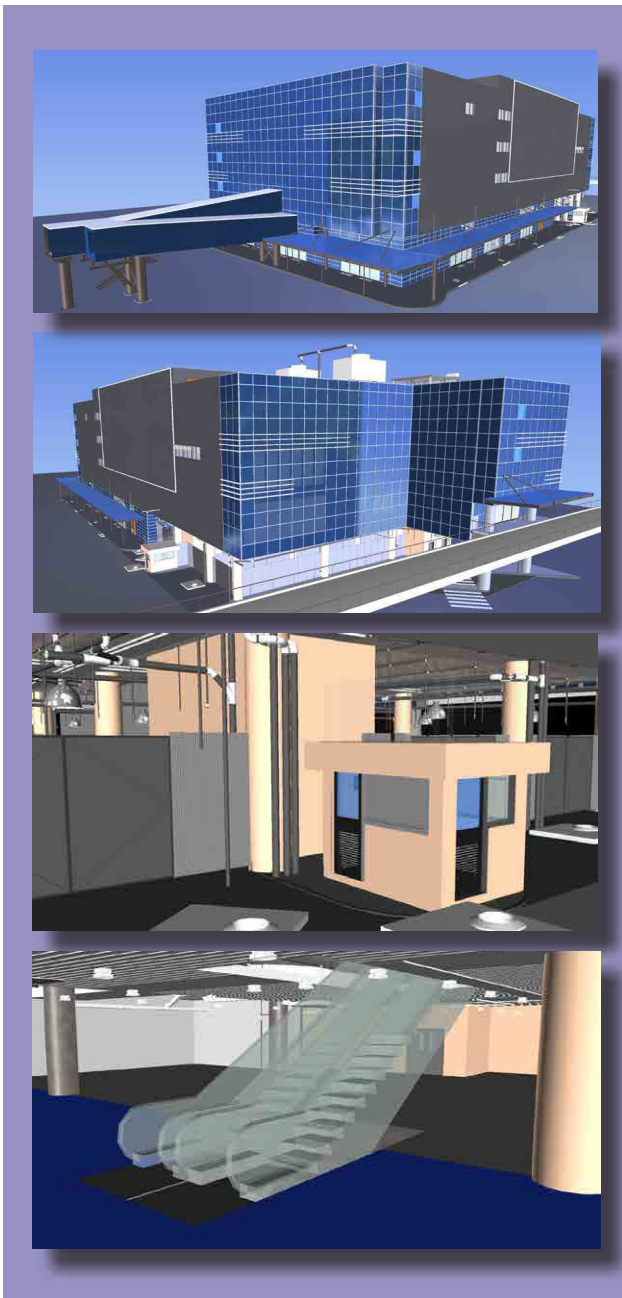
題，是次項目應用了建築信息模型(BIM – Building Information Modeling)，作業內容包括建置客運大樓北面擴建之建築、土建、機電系統、空調系統、消防系統、供排水系統、電梯及扶手梯等的BIM三維模型。

憑藉BIM從二維圖紙轉化為三維模型的技術，工程人員可在虛擬環境中進行設計和了解建造工作，有助工程團隊理解客運大樓複雜的空間位置，以及分析各工程系統的三維位置關係並進行綜合系統管線碰撞檢測，促進跨工程領域的協同作業，使設計和建造細節拿捏得更精準，從而減少日後工程變更及成本變動。客運大樓北面擴建的BIM三維模型日後亦可根據最新營運及維護狀況作出更新，提供虛擬系統快速定位平台，以協助客運大樓營運團隊優化營運維護管理作業模式。

To cope with increasing number of passengers and MIA future development, the Passenger Terminal Building North Extension Project has been completed and put into operation early this year. With an increase of 14,000m² passenger terminal building floor area and a total of 5 passenger loading bridges, the overall design capacity of the passenger terminal building increased from 6 million passengers per year to 7.8 million passengers per year. In order to optimize the design process and subsequent operation & maintenance management process, BIM – Building Information Modeling as an innovative technology has been adopted to enhance project advancement and resolve engineering problems for the Passenger Terminal Building North Extension Project. The BIM 3D model of the Passenger Terminal Building North Extension Project includes architectural details, structural details, mechanical & electrical system, ventilation system, fire services system, plumbing & drainage system, elevators & escalators, etc.

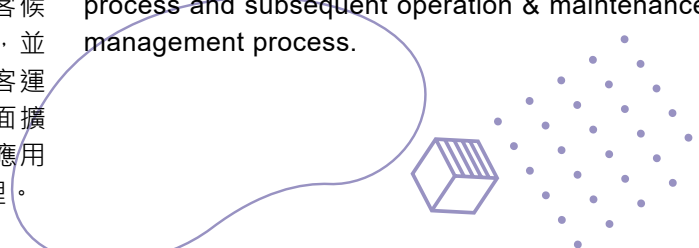
By transforming 2D drawings to 3D models, engineers can develop more precise designs and better understand the passenger terminal building complex spatial elements in a virtual environment. It also assists the project team in analyzing the three-dimensional relationship of all engineering systems for conducting a comprehensive clash detection to promote collaborative work across different engineering disciplines, thus reducing future engineering changes and cost changes. The North Extension BIM 3D model can be updated in the future based on the latest operation & maintenance status, thus providing a virtual platform for rapid engineering systems positioning to assist the passenger terminal building operation & maintenance team in optimizing future operation & maintenance management.

In order to increase MIA's competency and to further increase the capacity of the passenger terminal building, CAM will be launching the Passenger Terminal Building South Extension Design & Build Project in early 2019. The project will occupy a footprint area of 5,700m², with extension of 3 levels from existing passenger terminal building for a total floor area of 17,100m², which includes architectural works, structural works, E&M works, interior fit-out works, etc. Upon completion of the project, the overall design capacity of the passenger terminal building will be increased to 10 million



為持續提升澳門國際機場的競爭力及進一步增加機場客運大樓的接待能力，2019年初將開展澳門國際機場客運大樓南面擴建設計連建造工程。南面擴建項目佔地面積約5,700平方米，工程內容包括進行三層總樓面面積約17,100平方米的客運大樓空間延伸(包括建築工程、結構工程、機電系統設備安裝、室內裝修等)，以增加客運大樓的旅客候機空間、辦公室、商業餐飲區、貴賓室等設施，並新建3條登機橋，工程落成後將提升機場整體客運大樓的接待容量至每年1,000萬旅客人次。南面擴建項目及澳門國際機場未來的大型項目將繼續應用BIM技術以優化建造設計及其後的營運維護管理。

passengers per year with additional departure hall area, office area, commercial area, F&B area, VIP area, additional 3 loading bridges, etc. BIM will be continuously adopted for the Passenger Terminal Building South Extension Project and other MIA future big projects to optimize the design process and subsequent operation & maintenance management process.



4 DEC

MIA增加全貨機航班，加強澳門空運物流優勢

MIA Adds All-cargo Flights to Enhance Air Cargo Competitiveness of Macau

截至2018年12月4日，澳門國際機場錄得貨運量37,600噸，超過2017年總貨量，同比增長10%。貨運量平穩上升主要得益於電子商貿貨物快速增長及全貨機回歸澳門市場，卡塔爾航空正在營運每週兩班來往澳門-洛杉磯的航線，馬來西亞航空及Aviastar則分別提供每週十四班及一班來往澳門-吉隆坡的航線。

洛杉磯是澳門國際機場全貨機服務近年首個直達北美的航線，卡塔爾航空的專業優質服務將進一步提升澳門國際機場的航空貨運服務水準，使貨物由過去依賴台灣等地中轉，逐步改善至能直達北美。

東盟作為中國其中一個主要貿易合作夥伴，中國企業已經在東盟建立龐大的商業網絡，電子商貿在東盟發展尤其有潛力，而這也是內地企業的強項，澳門國際機場適時引入由馬來西亞航空及Aviastar營運的來往吉隆坡的全貨機服務，相信能在市場上為大灣區及本地企業提供更多貨運進出口選擇。

澳門國際機場專營股份有限公司物流暨通用航空發展部總監胡漢新先生表示："澳門國際機場貨運業務平穩增長離不開本地物流業界及政府相關部門的支持，開通來往北美及吉隆坡的全貨機業務等，新航線將有助促進大灣區內高科技電子產品及零配件、成衣、日用品等產品運輸。澳門國際機場亦借助港珠澳大橋開通的機遇，正繼續與其他航空



By 4 December, 2018, MIA has handled 37,600 tons of cargo throughput, with a year-on-year growth of 10%, exceeding the total volume of cargo during 2017. The increase of cargo volume is mainly due to the fast-growing volume of e-commerce cargo and the return of freighter services to local market. Currently, Qatar Airways is operating two freighters weekly to Los Angeles while Malaysia Airlines and Aviastar-TU Airlines are offering once a week and fourteen weekly freighter services to Kuala Lumpur.

The freighter services to Los Angeles are the first all-cargo service flying directly to North America in recent years. The professional services provided by Qatar Airways will further improve the service capacity of cargo in MIA, enabling direct delivery by air to North America while reducing dependence on transit flights from Taiwan to North America.

As one of China's major trading partners, Association of Southeast Asian Nations (ASEAN) build a platform for China's enterprises to establish a huge business network and develop e-commerce business, which indicates great potential and also being a particular strength of Mainland enterprises. MIA introduces freighter services operated by

公司探討開通來往馬尼拉、新加坡及俄羅斯等地的全貨機航線，期望進一步優化及拓展在大灣區內所提供的服務，未來將繼續與各界通力合作，加強澳門國際機場的整體競爭力。”



Malaysia Airlines and Aviastar-TU Airlines to Kuala Lumpur at this stage will provide more import/export options for cargo enterprises in Macau and Greater Bay Area (GBA).

Mr. Frank Wu - Director of Logistic and General Aviation Development Department of CAM said, “The main contributors of air cargo growth in MIA are support from local cargo industry and the government as well as the launching of all-cargo services flying to North America and Kuala Lumpur. The new routes will be a positive factor for delivery service improvement towards products such as high-tech gadgets, parts, garment and necessities within GBA. MIA will also take the opportunity of the launching of Hong Kong-Zhuhai-Macao Bridge, discussing with airlines about the possibilities of developing new all-cargo routes to Manila, Singapore and Russia. We expect to further optimize and expand MIA's services in GBA. We will also keep close cooperation with all communities and strengthen overall competitiveness of MIA.”

7 DEC

MIA添置新型X光機及爆炸物檢測儀

MIA - Procurement of New X-Ray Screening Machines and Explosive Trace Detectors

為了進一步提升機場的保安系統，以及優化保安流程，澳門國際機場按照海關及機場保安公司的需求採購了相關安全檢查設備，包括更新2台海關使用的新型X光機，以及添置了9台的機場保安使用的爆炸物檢測儀。

澳門國際機場採購的新型X光機是雙視角二維的檢測設備，可利用兩個角度的X射線照射檢測物，並讀取反射物的二維平面透像。相對於單角度的X光機只能對檢測物作一維透像，二維X光機能向檢測人員提供更多更多資訊，減少檢測盲點並提高準確度，從而提升檢測效能。2台新型X光機分別安裝於機場貨運站海關樓及客運大樓入境層海關檢查區，相關的設備調試及人員培訓工作已經完成，並正式投入使用。

機場保安用的爆炸物檢測儀主要功能是透過專用測試紙或吸頭，對檢測物表面進行採樣，快速分析檢測物件是否含有爆炸品成份，幫助檢測人員作

In order to upgrade the security system and flow in MIA, MIA has coordinated with Customs and airport security operator - SEMAC, for the replacement of replacing 2 X-Ray screening machines for Customs operation and procuring 9 sets of explosive trace detectors for airport security.

The new X-Ray screening machine is equipped with two X-Ray generators which can provide 2 dimension images by using the reflection of X-Ray at different angles. Compare to the old X-Ray screening machines with single generator which can only provide 1 dimension image, the new 2 dimension machine can provide more information for increasing the accuracy and decreasing the blind point. As a result, the screening performance can be enhanced. Following the completion of the operator training and machine configuration, the new X-Ray screening machines have been deployed and started to operate at Customs Cargo Office and Passenger Terminal Building Arrival Level Customs Checking Channel.

The function of airport used explosive trace detectors is to rapidly detect and assist operator to classify explosive ingredients by sampling the surface of testing objects with dedicated explosive

出爆炸物的正式判斷。目前澳門國際機場在各個保安檢測站設置有9台的檢測儀，分別對貨物及旅客行李進行檢查。是次新添置設備後，爆炸物檢測儀的數目將增加到18台，大大加快檢測效率及增加檢測佈置點。

因應未來對機場保安及反恐的新需求，澳門國際機場將不斷加強對各保安系統的建設及升級工程。亦會按需要，適時引入其他新型的安檢設備，如可提供三維透像及穿透力更高的電腦斷層行李掃描器(CT)，以及對人體檢測的毫米波安檢設備，務求提高澳門國際機場的安檢水準。



testing papers or sniffer. Currently, 9 explosive trace detectors have been deployed at different location of MIA to check the cargo goods and passenger luggage. Following this procurement, the total units of explosive trace detectors will become 18 which can highly increase the efficiency of security checking and number of explosive checking locations.

In response to the airport future trend for the new requirement on the security standard and counter-terrorism, MIA will continuously put effort to strengthen and upgrade the security system. Furthermore, MIA will continue to introduce any new type of security screening equipment, for example high power computed tomography luggage scanner which can provide 3D images and millimeter wave human body scanner in order to increase security screening standard.

7 DEC

宿霧太平洋航空開通『澳門-宿霧』航線首航儀式

Cebu Pacific Air Cebu – Macau Inaugural Flight Ceremony

宿霧太平洋航空於2018年12月7日開通菲律賓宿霧來往澳門一周四班定期航線的直航服務，為旅客提供更便捷的出行選擇。來往澳門及宿霧的航班逢星期一、三、五及日晚上9時45分到達澳門，於當地時間凌晨1時25分抵達宿霧，每程的飛行時間約為3小時。首航當天，宿霧太平洋航空於澳門國際機場舉行了簡單的慶祝活動，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等參加是次活動。

CAM方曉健先生在致辭中對新航線的開通表示衷心祝賀。繼早前開通菲律賓的馬尼拉、克拉

Cebu Pacific Air commenced flight service between Macau and Cebu on the 7th December 2018, which enriches holiday planners with more travel options. The new flight service provides four weekly services on every Mondays, Wednesday, Fridays, and Sunday, landing Macau at approximately 21:45pm, and arriving Cebu at local time 1:25am; each flight durations approximately 3 hour. The airline held an inaugural celebration at MIA on the same date, marking the official launch of flights between Macau and Cebu. Mr. Eric Fong, Director of Marketing Department of CAM represented to attend the activity.

Mr. Eric Fong extended a very warm welcome to Cebu Pacific Air new service in MIA. He expressed, adding the current flight services to Manila, Clark, and Tuguegarao, the launch of Cebu became MIA

克及土格加努後，宿霧成為澳門國際機場出遊到菲律賓的第四個直達城市。宿霧擁有多個著名海灘及神秘而美麗的海岸線，新航線將提供每周四班定期服務，相信必定為旅遊愛好者帶來更多出遊選擇。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”，隨著菲律賓宿霧航線的開通，兩地空中交通進一步擴大，旅客量大幅增長，顯示澳門與菲律賓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。

澳門國際機場將繼續與宿霧太平洋航空攜手合作，共同推廣澳門與菲律賓的觀光交流，創造多贏局面。為迎接聖誕出遊旺季，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。



fourth direct flight services to the Philippines. With the newly launch of Cebu services, MIA is confident to further diversify passenger profile, bringing in more visitors to this fascinating destination. As always, MIA strives to incorporate with the objectives of the government's policy to build Macau as a "World Tourism and Leisure Center", with Cebu Pacific Air commence services between Macau and Cebu, it marked a further step in expanding air transportation between both regions, and along with the expedite growth of travelers, and 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.

To meet with the travel peak season in Christmas, MIA will continue close cooperation with airlines to strengthen frequency of existing routes, and continue provide safe, comfort, and hassle free journey to travelers.

9 DEC

MIA隊伍參與公益金百萬行2018

MIA Participation in Walk for Millions 2018

由澳門日報讀者基金會主辦之第三十五屆公益金百萬行於2018年12月9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以至組織運送隊伍旗幟及物資，都由各單位分工合作完成；縱然百萬行當日時有陣雨，澳門國際機場隊伍仍團結一致如常起步，充分體現機場全體人員的團隊精神。





The 35th Walk for Millions organized by Macau Daily Readers Charity Fund was held on 9th December 2018. CAM contributed MOP100,000 to the Charity Fund with forming a MIA Team of over 100 staff from CAM and its subsidiaries, namely, Airport Information Management Solutions (AIMS) and MIA 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; MIA Team departed from Macao Science Center as usual even though shower occurred during the walk, these demonstrated the strong cohesion and team spirit among CAM and other airport operation entities.

12-14 DEC

代表參加第二次國際民航組織下一代航空專業人才全球峰會

MIA Representatives Participated in the Second ICAO Next Generation of Aviation Professionals Global Summit

2018年12月12-14日，澳門國際機場(MIA)代表參加了由國際民航組織、深圳市人民政府、中國航空學會及北京航空航天大學，在廣東深圳主辦的「第二屆國際民航組織下一代航空專業人才全球峰會」。此次峰會將航空界、教育界和人力部門聯合起來，制訂戰略及行動方案，吸引、教育和留住下一代航空專業人員。以確保有足夠並俱備相關專業知識的人才來操作，管理和維護未來的國際航空運輸系統。



Representatives of MIA participated in the Second ICAO Next Generation of Aviation Professionals Global Summit in Guangdong Shenzhen hosted by ICAO, the Shenzhen Municipal People's government, The Chinese Society of Aeronautics and Astronautics and Beihang University from 12th to 14th December 2018. The summit united the aviation community, the education circle and the labor sector, to work out strategies and action plan to attract, educate and retain the next generation of aviation professionals. To ensure there have sufficient professionals with corresponding qualification to operate, manage and maintain future international air transportation systems.

During the summit, all the participants, experts and scholar discussed the importance of Next



峰會期間，各與會機構、專家及學者共同探討在不斷變化的空中導航、安全、環境保護及經濟發展的過程中，實施下一代航空專業人才的重要性。MIA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何尚芬女士、機場信息管理技術有限公司(AIMS)技術服務部副總監黃建明先生及澳門保安有限公司培訓導師何炳南先生。

Generation Aviation Professionals in implementing ever evolving global strategies for air navigation, safety, environmental protection and economic development. Representatives of MIA participated in the seminar were: CAM – Manager of Corporate Communication & Policy Research Office Ms. Adrina Ho; Airport Information Management Solutions (AIMS) - Deputy Director of Technical Service Department Mr. Ming Huang and SEMAC Security Company – Aviation Security Instructor Mr. Ho Peng Nam.

18 DEC

中國東方航空開通 『澳門-昆明』航線 開航儀式

China Eastern Airline Macau – Kunming
Service Launching Ceremony

中國東方航空於2018年12月18日開通昆明來往澳門一周三班定期航線的直航服務，為旅客提供更便捷的出行選擇。來往澳門及昆明的航班逢星期二、四及六20:25到達澳門，於當地時間凌晨00:10抵達昆明，每程的飛行時間約為2小時45分。首航當天，中國東方航空於澳門國際機場舉行了簡單的慶祝活動，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活動。

CAM方曉健先生在致辭中對新航線的開通表示衷心祝賀。昆明擁有豐富的歷史文物及世界自然遺產，且昆明四季如春，鮮花輪流綻放，景色優美，因而有「春城」之稱。隨著新航線的開通，旅客可以藉著接下來的春節假期到訪昆明這個精彩的旅遊勝地。伴隨著周邊地區經濟向好的趨勢，澳門國際機場相信，在各位同仁的共同努力之下，將有越來越多的新航線開通飛澳門服務。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，為旅客提供更便捷的出行選擇。

澳門國際機場將繼續與中國東方航空攜手合作，共同推廣觀光交流，創造多贏局面。為迎接聖誕出遊旺季，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。



China Eastern Airline commenced flight service between Macau and Kunming on 18th December 2018, which enriches holiday planners with more travel options. The new flight service provides three weekly services on every Tuesday, Thursday, and Saturday, landing Macau at approximately 20:25, and arriving Kunming at local time 00:10am; each flight durations approximately 2 hour 45 minutes. The airline held an inaugural celebration at MIA on the same date, marking the official launch of flights between Macau and Kunming. Mr. Eric Fong, Director of Marketing Department of CAM represented to attend the activity.

Mr. Eric Fong extended a very warm welcome to China Eastern Airline's new service in MIA. Kunming is famous for its beautiful natural scenery and glorious historical heritages, the city is also known as the 'the City of Eternal Spring' for its pleasant climate and flowers that bloom all year long. With the launch of the new flight service, travelers can take hold of the seasonal festival of the coming Chinese New Year to visit this wonderful tourist attraction. As economic conditions in peripheral regions continue to improve, MIA believes with the joint efforts with business partners, more and more new routes will be opened to serve Macau. As always, MIA will continue to work closely with airlines and tourism authorities to jointly develop

more new destinations and provide passengers with more convenient travel options.

To meet with the travel peak season in Christmas, MIA will continue close cooperation with airlines to strengthen frequency of existing routes, and continue provide safe, comfort, and hassle free journey to travelers.

18 DEC - 8 JAN

MIA聖誕出遊7日泊車半價優惠

MIA 7 Days Parking with 50% Discount During Christmas

為隆重迎接聖誕佳節的來臨，由2018年12月18日至2019年1月8日，凡於澳門國際機場出遊的旅客可享最多連續7日的半價泊車優惠，優惠適用於澳門國際機場南面及北面停車場。旅客無需預約登記，只需從澳門國際機場出發，並保留來回程登機證，於繳費處出示其本人之有效旅行證件、來回登機證及泊車票，即可獲得半價泊車優惠。停車位數量有限，優惠先到先得。

**優惠受條款及細則限制，請於澳門國際機場網站瀏覽詳情<http://www.macau-airport.com/>

parking voucher, valid travel identification documents with original copies of both departure & returning boarding passes to the Shroff Office upon redeeming the special discount offer. Parking space is subject to availability and will be processed on first-come first-served basis.

**Terms and conditions apply. For more information, please visit the MIA website for details <http://www.macau-airport.com/>

31 DEC

本月MIA新增4航線

MIA Will Introduce 4 New Routes this Month

隨著聖誕及新年假期旅遊旺季的來臨，澳門國際機場加強與航空公司配合新增及加密航班，為澳門市民和遊客假期出遊提供更多不同選擇。剛於第四季開通的新航點包括：浙江長龍航空於11月22日開通澳門至西安航線；本月共將開通4條新航線，包括亞洲航空於12月1日開通澳門至泰國喀比航線；韓國濟州航空於12月3日開通來往澳門至韓國大邱航線服務。其後將分別於本月7日及18日，由宿霧太平洋航空開通宿霧至澳門的航班，及中國東方航空開通昆明至澳門的航班。其他航空公司亦將配合市場需要加密至中國台灣及東南亞的航班。



To celebrate the festive season with travelers, starting from 18th December, 2018 to 8th January, 2019, travelers can enjoy a maximum 7 days 50% parking fee discount at MIA. The parking offer is only applicable at MIA South and North Parking Lot (hours base parking lot). To redeem the offer, no advance booking is needed, travelers require to embark and disembark in/to MIA, and present the

With the advent of the Christmas and New Year holiday travel peak season, MIA will continue to cooperate with airlines to strengthen frequency of existing routes and endeavor to expand air services network to provide more travel options for Macau residents and travelers. In the fourth quarter of 2018, MIA has just successfully attracted Zhejiang Loong Airlines to establish direct flights from Xi'an to Macau on 22nd November 2018. MIA will add 4 new routes in December. Among them, Air Asia has already commenced regular flight service between Macau and Thailand (Krabi) on the 1st December 2018. JEJU Air has also commenced regular flight service between Macau and Taegu on

同時也會提供至日本札幌及廣島等包機，為市民和遊客假期出遊提供更多選擇。隨著港珠澳大橋開通，澳門國際機場將不斷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，特別是中長航線方面，積極推動航空公司利用第五航權發展長途航線，為本澳居民和遊客帶來越來越豐富的出遊目的地選擇。



3rd December 2018. Later on the 7th and 18th of this month, Cebu Pacific Air is planning to launch regular flights from Cebu to Macau, and China Eastern Airlines is also planning to inaugurate regular flights from Kunming to Macau. In order to provide more holiday destination options for Macau residents and travelers, some airlines will add schedule flight frequency to China Taiwan and South East Asia during the Christmas holiday, as well as charter flights to Sapporo and Hiroshima of Japan are expected to enrich the travel options for passengers. With the opening of Hong Kong-Zhuhai-Macao Bridge, MIA encourages airlines to increase frequencies in the potential market and launch new destinations together, especially long haul routes. Also, the airport actively promotes the usage of 5th freedom to develop mid-long haul destinations, aiming to offer more travel options to Macau residents and travelers.

31 DEC

MIA2018年旅客量再創佳績突破820萬人次

MIA Breaks 8.2 Million Passenger in 2018

2018年澳門國際機場旅客量再創佳績，全年機場旅客量突破826萬人次，也是本地人口的十二倍之多；航班量超過6.5萬架次，分別比去年同期增加15%和12%。澳門國際機場現有27家航空公司，提供航線遍佈中國內地、中國臺灣、東南亞及北亞地區等51個航點，其中中國內地、東南亞及東北亞航線的旅客佔整個機場旅客量的37%和41%，吸引了更多本地及國際旅客。

澳門國際機場在2018年創下的新航空交通量紀錄，主要基於機場各營運單位共同努力以及緊密合作，配合澳門特區政府融入粵港澳大灣區發展以及打造澳門成為世界旅遊休閒中心的政策和充分利用港珠澳大橋開通的優勢，促使澳門國際機場2018年錄得穩健增長。新航線方面，2018年澳門國際機場新增了十個航點，分別是中國三亞、中國青島、中國西安、中國昆明、泰國布吉、馬來西亞亞庇、菲律賓土格加勞、泰國喀比、韓國大邱及菲律賓宿霧，進一步擴展澳門國際機場的航空網絡。

同時，澳門國際機場與航空公司亦積極研究發展潛在市場的可行性，再度利用第五航權發展俄羅斯到澳門的中長途定期包機服務。2018年澳門國際機場引入六家新航空公司，包括：小星球航空、

MIA registered strong performance last year to achieve new records for passenger traffic in 2018. During the year, MIA welcomed 8.26 million arriving and departing passengers and handled over 65,000 aircraft movements, representing an increase of 15% and 12% respectively. It is the highest passenger traffic MIA has accomplished over 12 times of the local population. There are 27 airlines operate at MIA connecting Macau to some 51 destinations covering area in Mainland China, China Taiwan, Southeast Asia and Northeast Asia attracted more local and international travelers. Among them, the passenger traffic from routes of Mainland China, Southeast Asia and Northeast Asia have accounted for 37% and 41% of the total passenger volume of the airport.

MIA achieves a new passenger traffic volume record in 2018, the successful achievement came from the joint efforts and close cooperation among each of our business partners to cooperate with Macao SAR Government policy to integrate into the development of Guangdong, Hong Kong, Macao Greater Bay Area and to build up Macau into a World Center of Tourism and Leisure. And through making full use of the advantages of the opening of the Hong Kong-Zhuhai-Macao Bridge, MIA recorded steady growth in 2018. In 2018, MIA expanded our air network by adding 10 new international routes, including Sanya of China, Qingdao of China, Xian of

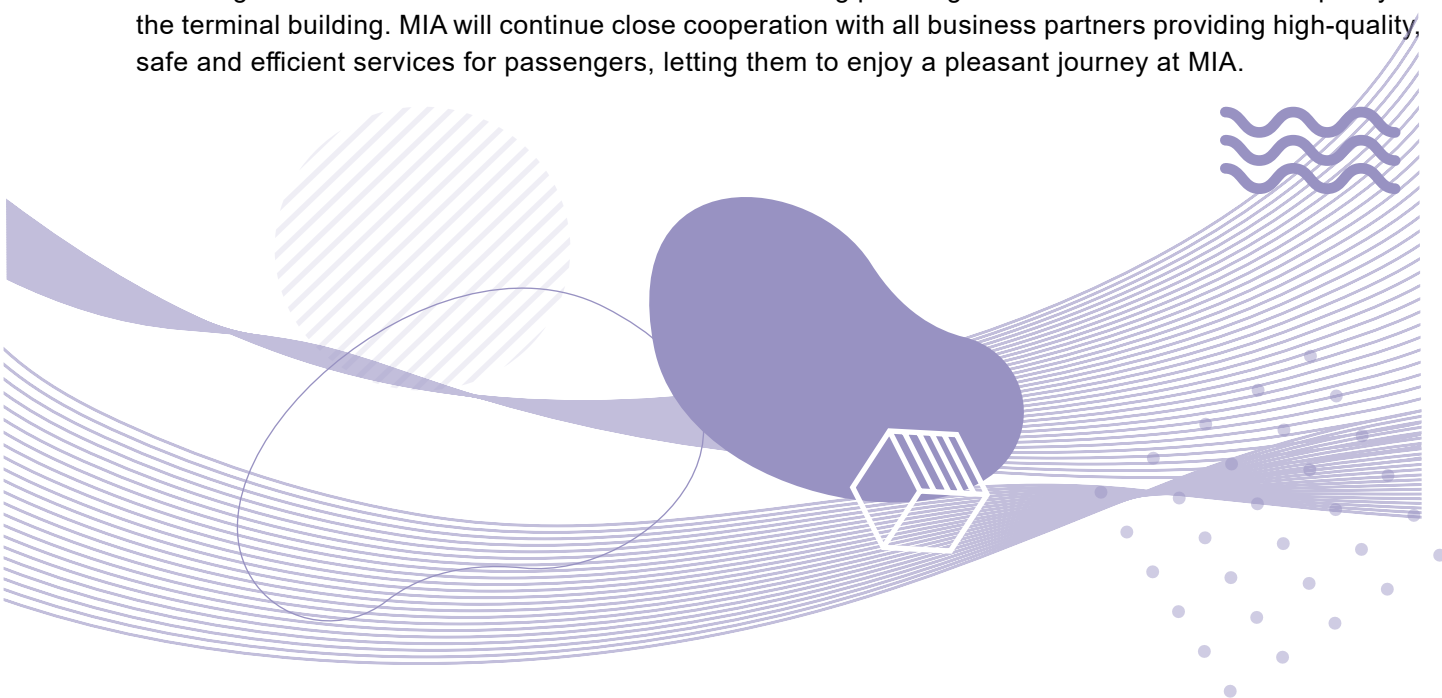
菲律賓Royal Air Charter Service、柬埔寨航空、柬埔寨國際航空、俄羅斯皇家航空及浙江長龍航空。新航空公司的加入及航線的開通為本地居民和旅客出行帶來更多選擇和便利。根據數據顯示，東南亞及北亞市場上升9%，中國臺灣市場保持穩定增長1%，而中國內地市場則上升超過34%；其中搭乘低成本航空公司旅客增長11%，而傳統航空公司則大幅增長18%。

澳門國際機場2018年旅客量及航班量均錄得穩健增長，為2019年拓展機場的航空網絡打下鞏固的基礎，2019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。配合市場發展需求將繼續發展電子商務及虛擬化候機樓的計劃，另外機場多年來利用自身條件改善機場軟硬件設備，為配合機場未來的發展以及旅客量持續上升，澳門國際機場已於2018年底展開客運大樓南面擴建設計及建造工程，以增加客運大樓的旅客候機空間。澳門國際機場將一如既往，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。

China, Kunming of China, Phuket of Thailand, Kota Kinabalu of Malaysia, Tuguegarao of Philippines, Krabi of Thailand, Taegu of South Korea and Cebu of Philippines. It helps to further expand the air network at MIA.

MIA always encourages airlines to increase frequencies in the potential market, especially on long haul routes. MIA once again used the 5th freedom right to develop mid-long haul destinations such as charter flight service to Russia. MIA also successfully attracted 6 new Airlines flying to Macau namely Small Planet Airlines, Royal Air Charter Service, Cambodia Airways, KC International Airlines JSC Royal Flight Airlines and Zhejiang Loong Airlines. The addition of these new carriers and new routes are bringing more choices and conveniences to local resident and travelers. In 2018, China Taiwan market continues to grow steadily by 1% while Southeast Asia market and Mainland China market increased by 9% and 34% respectively. There was a growth of 11% in passengers taking low-cost airlines and a tremendous growth of 18% in passengers taking traditional airlines.

MIA witnessed steady growth in both passenger traffic and aircraft movement in 2018, laying a solid foundation for expanding the airport's air network in 2019. MIA will continue to serve as the air bridge connecting Macau to the world in 2019. In the aspect of market development, we will fully develop long-haul route, aiming to 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 will continue to develop e-commerce and Virtual Terminal. In addition, the airport has kept upgrading the conditions of its hardware and software. In order to maintain the sustainable development of the airport and to cope with the continuous increase in passenger volume, at the end of 2018 MIA has commenced the design and build works of the south side of the existing passenger terminal to increase the capacity of the terminal building. MIA will continue close cooperation with all business partners providing high-quality, safe and efficient services for passengers, letting them to enjoy a pleasant journey at MIA.



1 MAR

CAM 春茗晚宴2018

CAM Spring Dinner 2018

CAM春茗晚宴在2018年3月1日晚上舉行，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、公司秘書林笑雲大律師一同出席，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分別作歡迎致辭，向公司全體工作團隊致謝，表揚員工堅持不懈、積極配合並貫徹實踐公司2017年的發展策略“目標明確、組織嚴謹、程序清晰、實施有方”，使澳門國際機場及公司在各方面的業務取得佳績！

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2017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、安全駕駛獎及勤勞敬業獎等獎項，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，公司機關更為當晚的抽獎活動提供贊助，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, Company Secretary Dra. Paula Ling and all staff of CAM gathered at CAM Spring Dinner which was held on 1st March 2018 to celebrate Lunar New Year. Dinner was started by the welcome speeches of Mr. Charles Lo Keng Chio and Mr. Ma Lao Hang respectively, which they expressed appreciation to the persistent effort to cooperate and adhere to the development strategy of CAM in 2017“Clear Goals, Rigorous Organization, Orderly Procedures and Tactful Implementation”. These made remarkable achievements for MIA and CAM in the challenging year.

All participants were enjoying the delectable cuisine while all departments were granted with the commendation certificates as compliment to staff's contributions for the great accomplishments in year 2017. 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, Safe Driving Awards and Hardworking and Dedication Awards, which demonstrated CAM's recognition and encouragement to the outstanding staffs.

The dinner was full of festival atmosphere while staff was excited with the interactive games. 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 – 10年 Loyalty Award – 10 Years	高岸聲先生 Mr. Kou Ngon Seng, Sandro	基建發展部總監 Director of Infrastructure Development Department
	王秀瑜女士 Ms. Wang Xiuyu, Sharon	機場信息管理技術有限公司董事總經理 General Manager of Airport Information Management Solutions
	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
長期服務獎 – 5年 Loyalty Award – 5 Years	曾永珊女士 Ms. Chang Weng San, Cherie	物流暨通用航空發展部助理經理 Assistant Manager of Logistic and General Aviation Development Department
	黃永順先生 Mr. Wong Weng Son	執行委員會辦公室司機 Driver of Executive Committee Office
	姚遠亭女士 Ms. Io Un Teng, Daisy	法律事務部總監秘書 Secretary to Director of Legal 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



2017年度功績表彰
Accomplishment Certificate of Year 2017:

得獎者 Winners

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

執行委員會辦公室
Executive Committee Office

北京代表處
Beijing Representative Office

機場信息管理技術有限公司
AIMS - Airport Information Management Solutions

市場部
Marketing Department

法律事務部
Legal Department

基建發展部
Infrastructure Development Department

企業傳訊暨政策研究室
Corporate Communication and Policy Research Office

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



優秀員工獎:

Staff of Excellent Award:

得獎者 Winners	職務 Title
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
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 Office
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
汪明昌先生 Mr. Wang Mingchang, Eden	基建發展部經理 Manager of Infrastructure Development Department
龍幗英女士 Ms. Long Kuok Ieng, Lumika	法律事務部助理經理 Assistant Manager of Legal Department
曾永珊女士 Ms. Chang Weng San, Cherie	物流暨通用航空發展部助理經理 Assistant Manager 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
曾詠雯女士 Ms. Chang Carolina	計劃暨商務拓展部經理 Manager of Planning and Commercial Development 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 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
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 Office
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
馮穎茜女士 Ms. Fong Weng Sai, Fiona	市場部經理 Manager of Marketing Department
龍幗英女士 Ms. Long Kuok Ieng, Lumika	法律事務部助理經理 Assistant Manager of Legal Department



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

勤勞敬業獎:
Hard Working & Dedication Award:

得獎者 Winners	職務 Title
鄒淑芳女士 Ms. Chao Sok Fong	財務暨行政部庶務員 Maid of Finance and Administration 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



11 APR

MIA考察團參觀港珠澳大橋澳門口岸邊檢大樓

Delegation of MIA Visit the Boarder Inspection Building of Macau Artificial Island of the Hong Kong-Zhuhai-Macau Bridge (HZMB)

為進一步了解澳門國際機場直通快線服務於港珠澳大橋的邊檢大樓營運空間的詳細位置及佈局，通過澳門民航局(AACM)和澳門保安部隊事務局協調安排，澳門國際機場專營股份有限公司(CAM)組織澳門國際機場相關單位於2018年4月11日赴港珠澳大橋澳門口岸邊檢大樓參觀考察其預留給澳門國際機場直通快線服務的營運空間，期間亦參觀了邊檢大樓通往各口岸的通關設施，是次參觀有利澳門國際機場盡快落實相關設施的配置及預留空間的佈置等。

代表成員包括澳門民航局(AACM)安全主任(保安)張韻詩女士、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、副總監關學明先生、副總監李偉達先生、基建發展部副總監馮逸東先生、機場營運部保安經理梁振邦先生、機場信息管理技術有限公司(AIMS)董事總經理王秀瑜女士、技術支援部經理鄧世傑先生、澳門保安有限公司(SEMAC)副總經理楊振江先生、明捷澳門機場服務有限公司客運服務及配載總監李婉詩女士、客戶服務主任雷潔盈女士及澳門機場快線有限公司總經理黃敬慧女士。

Deputy Director of Infrastructure Development Department (IFD) of CAM, Mr. Leong Chan Pon - Security Manager of Airport Operations Department of CAM, , Ms. Sharon Wang – Managing Director of Airport Information Management Solutions (AIMS), Mr. Francis Tang - Manager of Technical Service Department AIMS, Mr. William Yeung – Deputy General Manager of SEMAC, Ms. Cynthia Lee – Head of Passenger Services & Load Control of Menzies Macau Airport Services Limited (Menzies), Ms. Chris Loi – Customer Success Supervisor of Menzies and Ms. Mandy Huang of General Manager of Air Link Express (Macau) Co. Ltd.



In order to further understand the detailed location and layout of the space reserved for MIA Express Link services in the Boarder Inspection building of Macau artificial island of the Hong Kong-Zhuhai-Macau Bridge, CAM had coordinated with the Civil Aviation Authority of Macau Special Administrative Region (AACM) and the Public Security Forces Affairs Bureau of Macau (DSFSM) to organize the delegation of MIA to pay a visit to the Boarder Inspection Building of Hong Kong-Zhuhai-Macau Bridge (HZMB) on 11 April 2018. During the visit, the delegation also visited the customs clearance facilities leading to various ports. This visit can provide more ideas for MIA to facilitate the necessary equipment in the near future.

The delegation includes Ms. Catherine Cheong – Safety Officer (Security) of AACM, Mr. Eric Fong – Director of Marketing Department of CAM, Mr. Franco Kwan – Deputy Director of MKD, Mr. Edman Lee – Deputy Director of MKD, Mr. Alex Fong –

19 APR

MIA員工參觀澳門首屆國家安全教育展

MIA Staff Visits to Macao's First National Security Education Exhibition

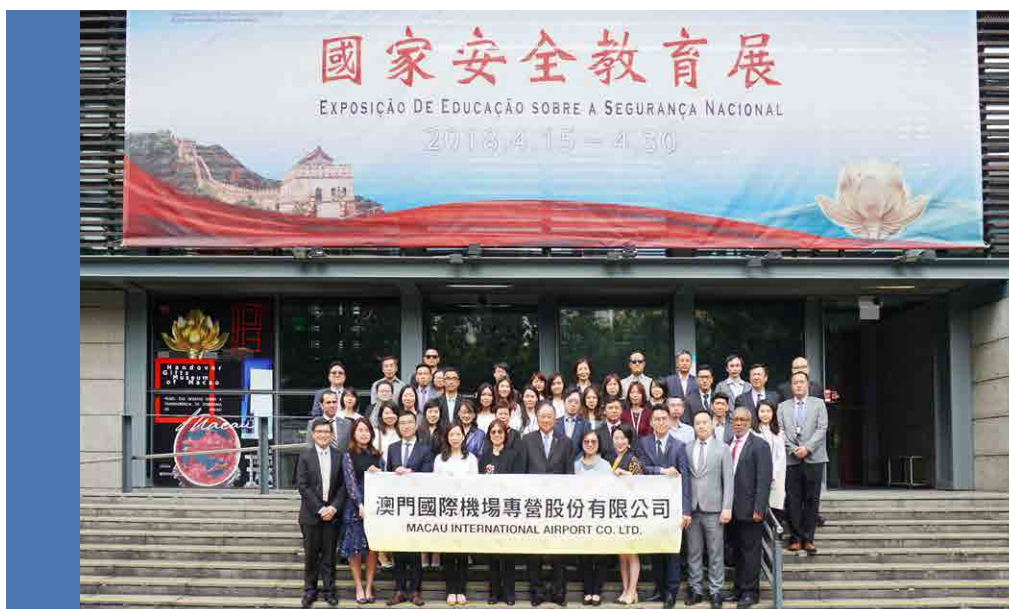
2018年4月19日，澳門國際機場專營股份有限公司(CAM)執行委員會主席鄧軍博士及澳門保安有限公司(SEMAC)董事總經理劉蘇寧博士帶領機場員工代表參觀澳門特區政府與中央政府駐澳門聯絡辦公室聯合舉辦的首個國家安全教育展。通過參觀學習總體國家安全觀，回顧澳門維護國家安全所取得的成就，增強國家安全意識，自覺維護國家主權、安全、發展利益。

來自的CAM、機場信息管理技術有限公司及SEMAC的53位代表參觀了展覽，並觀看了宣傳片《總體國家安全觀》。展覽內容分為四個部分：第一部分介紹總體國家安全觀的時代背景及核心內容；第二部分主要介紹中共十八大以來中國在國家安全立法方面取得的成就；第三部分選擇了傳統安全和非傳統安全的8個重點領域具體介紹；第四部分介紹澳門特區在維護國家安全方面取得的成就。

achievements in safeguarding national security, national security awareness of staff was enhanced, and helped to consciously defend the sovereignty, security and development benefit of state.

There were 53 representatives from CAM, Airport Information Management Solutions (AIMS) and SEMAC visited the exhibition, and watched the promotion video named "Overall national security concept". The exhibition was consisted of four parts, the background and core contents of the overall national security concept; the achievements in national security legislation since the 18th CPC National Congress; Eight key areas of traditional security and non-traditional security; Macao SAR's achievements in safeguarding national security.

Dr. Deng Jun, Chairman of Executive Committee of CAM and Dr. Suning Liu, Managing Director of SEMAC Security Company (SEMAC) led delegation of MIA representatives to visit the first National Security Education Exhibition, which was co-organized by Macao SAR Government and Liaison Office of the Central People's Government in the Macao SAR. By visiting and learning the overall national security concept, and review of Macao's



26-27 APR

迎新課程一

澳門民航業簡介

Staff Orientation - Introduction to Aviation in Macau

為使新同事在入職後能儘快適應、熟悉公司及機場工作環境，CAM機場營運部培訓處每季度向新入職同事提供迎新培訓。

在2018年4月26及27日，培訓處舉辦了2天的迎新培訓，課程內容包括課堂講解和參觀機場，共有9名同事參加。通過此培訓，向學員概述了航空

To enable new colleagues to get familiar with the company and airport working environment as soon as possible after their admission, CAM Airport Operations Department (AOD), Training Division provides orientation to the new comers on quarterly basis.

On 26th & 27th April, another run of 2-day orientation training, which combined with classroom training and airport site visit, was held to allow the participation of 9 new staffs. Through such training, it gives an overview on history and important organizations of aviation industry, introduces Civil Aviation Authority (AACM) and Airport Operators

業的歷史和重要組織，介紹了澳門民航局和機場運營者，以及澳門國際機場安全管理系統、保安系統和機場減排認證計劃等。



as well as Safety Management System and Airport Security program, Airport Carbon Accreditation Program of MIA etc.



6 MAY

MIA足球隊參與2018公共機構體育競技大會足球賽

MIA Football Team participates at the Sports Festival for Public Entities 2018–7-A-Side Football Competition

由澳門體育局舉辦之2018公共機構體育競技大會七人足球賽於五月六日假澳門鮑思高足球場揭幕。本屆賽事由包括澳門國際機場專營股份有限公司(CAM)等21支隊伍參與。

今次是CAM首次以公司名義參加該項賽事。由於球隊成員需要輪班工作，所以大家都很珍惜可以一起練習的時間。雖然球隊最終以一和一負的成績完成本屆賽事，但澳門國際機場足球隊會繼續努力練習為未來其他賽事爭取好成績！

The Sports Festival for Public Entities 2018–7-A-Side Football Competition kicked off on 6th May at Don Bosco Football Stadium. There were 21 Teams participated at this year's competition including CAM.

This is the first time that CAM participated at this Competition. Since team members work in shifts, everyone cherishes the time they can practice together. Although MIA Football Team obtained a draw and a lost result for the Competition this year, but our Football team will keep practicing for a better result on other upcoming Competitions in the future.



23 MAY

CAM舉辦防火講座加強員工防火應變意識

CAM Held the Fire Safety Seminar to Enhance Staffs' Fire Precaution Knowledge

澳門國際機場專營股份有限公司(CAM)為進一步加強員工的消防安全意識，提高員工於面對突發情況時的自我防護及逃生能力。2018年5月23日，CAM邀請到澳門特別行政區消防局(CB)為員工進行了一場防火安全的專題講座。透過是次講座，同事們除了加強有關防火、逃生以及面對颱風的應變措施外，亦對消防員平時的工作情況有更深入的了解，深深體會到消防員的專業能力和精神。

消防局代表在講座中提及消防局一向重視"以防為主"的消防工作理念，望透過平時的社區宣傳推廣工作，提高大家的消防安全意識，從而減少相關意外事故發生的機會。



As to enhance staffs' fire precaution knowledge, and to increase the ability of staffs' self-protection and evacuation technique in emergency situation, CAM has invited Corpo de Bombeiros (CB) to host a seminar about fire safety on 23rd May, 2018. Through this seminar, staffs were able to enhance their knowledge about fire precaution, evacuation and preparation during typhoon season, they also have deeper understanding on fireman's work situation in disaster relief and admire the professionalism of fireman.

Representative of CB mentioned they always emphasized on the importance of "prevention-based" firefighting concept, through community promotional activities, to raise people's awareness of fire safety and reduce the chance of accidents.

30 MAY

MIA員工齊心響應 世界挑戰日

Macau International Airport Join the World Challenge Day on 30 May 2018

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(CAM)召集機場員工連續第11年參與世界挑戰日活動。2018年5月30日上午，澳門國際機場專營股份有限公司、機場信息管理技術有限公司、澳門保安有限公司、明捷澳門機場服務有限公司等員工代表積極支持及響應，參與活動人數超過80人。澳門國際機場吉祥物"高高(GOGO)"更首次陪同員工，在專業舞蹈人員帶領下，一起於機場客運大樓內進行15分鐘運動，同時使到現場旅客亦能感受到運動帶來的樂趣。

"世界挑戰日"是由"國際群眾體育協會"及"亞太群眾體育協會"提倡的其中一項世界性活動，目的是向廣大市民宣傳運動對健康的重要性，鼓勵他們每天最少進行十五分鐘運動。據TAFISA抽籤結果，本年澳門的對賽城市為人口約五十萬人的危地馬拉米斯科。



At the invitation of the Macau Sports Bureau, CAM has convened airport employees for the 11th consecutive year to participate in the World Challenge Day. On 30th May 2018, the activity was held at the departure hall (airside) of MIA, together with various operation companies, including CAM, Airport Information Management Solution Limited (AIMS), Companhia de Segurança de Macau Ltd. (SEMAC) and Menzies Macau Airport Services Ltd. More than 80 employees from MIA participated in the activity. Passengers at the airport also experience the fun of sports. For the first time, MIA mascot "GOGO" accompanied along with the staff, under the leadership of the professional dancers to exercise for 15 minutes at MIA.

The World Challenge Day is a worldwide fitness program organized by the International Mass Sports Association (TAFISA) & the Association of Asia Pacific Group (ASFAA), in which to arouse the public's enthusiasm for physical exercises. The event is categorized according to the population size, whilst drawing lots is used by TAFISA to determine the competitors of participating cities. This year, Macao competed against Irapuato, Mexico with a population of about 500,000.



18 JUL

CAM舉辦領事保護講座增強員工對領事服務的認識

CAM Held the Consular Protection Seminar to Enhance Staffs' Acknowledgement on Consular Service

澳門國際機場專營股份有限公司(CAM)為進一步加強員工對我國領事保護及領事服務的認識，於2018年7月18日，CAM邀請到外交部駐澳門特別行政區特派員公署領事部主任劉玉飛參贊為員工進行了一場預防性領事保護的專題講座。

講座中，劉參贊詳細介紹了中國的領事保護工作，以及中國公民在國外遇到困難時駐當地使領館如何提供協助，以保護中國公民身在國外的合法權益。同時，亦提醒各同事在出遊時必須遵守當地法律，尊重當地宗教禮節和文化等。她透過分享不同的求助個案，使同事們了解預防性領事保護工作的重要性，在國外時需防範各類安全風險和提高防範意識，更好地維護自身安全。並向在座介紹了外交部全球領事保護與服務應急呼叫中心及熱線電話。

透過是次講座，同事們都受益匪淺，不但對我國的領事保護工作有了更全面的認識，亦深感作為中國公民的驕傲和安全感。



As to enhance staffs' acknowledgement on consular protection and consular service, CAM has invited Ms. Liu Yufei, Director of the Consular Affairs Department of the Office of the Commissioner of the Ministry of Foreign Affairs of People Republic of China in MSAR to host a seminar about consular protection on 18th July, 2018.

In the seminar, Ms. Liu has introduced the work of China's Consular Protection, and how the Chinese embassies and consulates provide assistance when Chinese citizens encounter difficulties abroad, as to protect their legitimate rights. Meanwhile, Ms. Liu also reminded our colleagues when travelling; we have to comply with the laws of those countries, and respect the local religious etiquette and culture.

By sharing different cases, it makes our colleagues to aware of the importance of preventive consular protection, to prevent various types of risks and raise the awareness of crisis when travelling aboard, and to better protect their own safety. She also introduced the Global Consular Protection and Service Emergency Call Center from the Ministry of Foreign Affairs and their service hotline.

Through this seminar, colleagues have benefited a lot, not only to gain a more comprehensive understanding of China's consular protection work, but also feel the pride and safety as a Chinese Citizen.



6 SEP

澳門國際機場九論機場虛擬化，回評虛擬化的道路

The 9th Seminar of Virtual Airport Review on MIA's Virtualization Progress

2018年9月6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九，從"趨勢、道路、適應"回評澳門國際機場虛擬化的道路。

今年已是澳門機場推行戰略轉移和信息化的第十三個年頭，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。全信息、全自動、全智能、全時空已成為全世界的願景和需求，虛擬化已是大勢所趨。向虛擬化發展，一條路是創新，另一條路是同質工作虛擬化，簡化，兩條路缺一不可。企業及員工都要不斷學習，去適應快速變革的環境，將任務、工作虛擬化，走向更高層次的虛擬化。

CAM執行委員會主席鄧軍博士攜全體員工、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。



Prof. Xue Huacheng, well-known expert on information technology management, the information system consultant of CAM, was invited to deliver the 9th seminar on 6th September 2018 at CAM, which reviewed MIA's virtualization progress from "trend, method, adaptation".

It has been 13 years MIA carried out strategic transfer and informatization. The conceptual framework of the virtual airport is using virtualization ideas to create a concept and start construction. Full-information, full-automatic, full-intelligence and full-ubiquitous had become the world's perspective and requirements as virtualization had taken hold.

There were two ways towards to virtualization, one was innovation, the other one was to simplify similar works, none was dispensable. Enterprises and employees should keep learning to adapt to the rapidly changing environment, to virtualize tasks and work to a higher level of virtualization.

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



22-26 OCT

CAM組織機場客運大樓規劃與設計課程

CAM Organized Airport Terminal Planning and Design Course

隨著澳門國際機場的北、南擴建項目的整體規劃與展開，2018年10月22至26日，澳門國際機場專營股份有限公司(CAM)與國際航空運輸協會(IATA)合作，於公司辦公大樓多功能廳組織舉辦機場客運大樓規劃與設計課程。此課程由IATA的教員 Joe Sulmona執教，圍繞客運大樓基礎設施的規劃與設計等技術展開，全面地教授學員有關機場客運大樓空間使用的規劃與優化，以滿足機場使用者需求為目的，針對優化機場設施的功、效能以進一步提升便利性及服務水平，使有效規劃從而達致提高旅客體驗。

來自不同部門、涵蓋多個工作範疇包括基建發展、商業規劃和機場運營等共19位員工參與培訓，在學習和共同研討中深入交流，加深了相關知識的理論認知，為今後擴建項目的規劃工作提供指導和參考。

In pace with the planning and implementation of North and South Passenger Terminal Extension Projects in MIA, a 5 days in-house training of "Airport Terminal Planning and Design" was held at multi-function room of CAM Office Building by CAM and International Air Transport Association (IATA) from 22nd to 26th October 2018. Course was delivered by IATA authorized instructor, Mr. Joe Sulmona; and mainly focused on planning and advanced technical design of passenger terminal building. This course provided participants comprehensive knowledge on airport planning and the use of terminal space to aim at meeting the needs of airport users and hence to the optimization of efficiency and performance of airport facilities. By skillful and advanced planning, the convenience and service level for customers could be further enhanced, so that achieving the improvement of passenger convenience.

A total of 19 staff from various departments and functional work aspects, such as infrastructure development, commercial planning and airport operation, etc., had participated this course to exchange ideas through class learning and group

discussion. It has not only enhanced participants the theoretical cognition of related knowledge, but also provided guidance and reference for the future planning assignments of extension and optimizing projects.



14 DEC

CAM 聖誕聯歡派對2018

CAM Christmas Party 2018

CAM聖誕聯歡派對在2018年12月14日於澳門君悅酒店舉行，由董事局主席馬有恆先生作歡迎致辭，歡迎公司管理機關成員、同事及家屬們參加公司的派對，更答謝大家一年來努力不懈、部門間合作融洽，為澳門國際機場的發展作出貢獻，望大家不忘初心，在變動中求發展，求創新。司儀更邀請主桌公司機關管理層一起到台上向所有來賓祝酒。

隨著機場團隊的擴大，是次派對有逾五百位員工與家團出席，一同歡賀聖誕。晚會節目精彩緊湊，不僅安排了遊戲互動環節吸引小朋友及大人投入參與，更邀請員工帶來令人讚歎的歌唱表演，以歌聲帶動台下觀眾應援，令晚會氣氛持續升溫。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，所有工作人員一同上台謝幕，獲得現場來賓報以讚譽的掌聲，更邀請公司機關與全體工作人員上台合照，晚會在熱烈的掌聲中圓滿結束。

CAM Christmas Party was held on 14th December 2018 at Grand Hyatt Macau, which was started with opening speech of Mr. Ma lao Hang, Chairman of the Board of Directors of CAM, welcoming the corporate bodies, staff and their families in the Party, and showed gratitude to staff's persistent effort for the smooth cooperation between departments and contribution to MIA this year, hoping everyone will remain true to their original aspiration, strive for development and innovation in changes. All guests of head table to the stage for toasting with all the participants.

With the expansion of the CAM team, over 500 colleagues and family members attended the party this year. The party schedule is compact with festive atmosphere; not only interactive games were arranged to entertain party guests and children, staffs were also invited to bring the splendid singing performance and interact audience with aural treat, while kept heating up the atmosphere of the party. The long-expected Christmas lucky draw came at the last programme as a rewarding moment for staff's effort in the year. Before the end of the party, all supporting staffs were invited to the stage with warm round of applause from audience while having corporate bodies to be invited for photo taking with all helpers to capture this memorable moment, which put the perfect ending to CAM Christmas Party 2018.

Photo:





"冰城"體驗

The 'Ice City'

一月初的澳門終於有點冬天的感覺。走在街上呼吸著濕濕冷冷的空氣，不禁令我回憶起去年在哈爾濱渡過的那個聖誕節——那可真的是教科書上所描述的真正冬天的樣子呢。

短短幾天的遊歷足已令我看到了這個城市的不同風貌。銀灰的杉木成片地在厚厚的積雪上肅然而立，冷空氣彷彿將整個空間凝固成一幅畫，呈現出一種靜謐的美。與之截然不同的，是這個城市生動活潑的一面——拖著雪橇，在雪地上撒著歡快步伐的哈士奇；穿著厚厚棉服，在步行街上有滋有味地吃著冰糖葫蘆的小孩；跟著音樂的節拍，在廣場中心跳著整齊舞步的阿姨們……這些小片段，都能令我真切地感受到從這個看似高冷的城市散發出的溫度，體會到它的可愛。

在相對溫暖的地區待久了，不妨也到冰天雪地的哈爾濱，體驗一下完全不一樣的冰雪世界。

In early January, it felt more like winter in Macau. Breathing humid, cold air while walking around, I can't help recalling the Christmas that I spent in Harbin last year. The winter there is just as freezing as the description mentioned in the textbooks.

I have seen different features of the city in those few days. Vast stretches of silver-gray China fir stood in the thick snow, and the cold air seems to solidify the whole space into a painting, which left nothing to be desired. At the same time, I saw the lively side of the city. With their sledges, the huskies ran cheerfully in the snow; dressed in warm cotton-padded clothes, the children ate sugar-coated haws while they were walking in the street; following the beat of music, the aunts danced neatly in the center of the square. All of those scenes are so vivid that I could feel the heat and loveliness of the city.

Having stayed in the relatively warm district for a long time, it might be a good idea to go to Harbin and experience a completely different world of ice and snow.



Ms. Chelsea Wu



美麗的春天花園

The Beautiful Spring Garden

春天將至，使我不期然想起荷蘭庫肯霍夫公園的景色。每年春天，庫肯霍夫公園就變成了一場視覺的饗宴，過百萬的鬱金香和其他球莖花卉爭奇鬥豔。雖然開園時間只在每年的三月中旬至五月中旬，但這不到兩個月的時間，已吸引全球各地的人們紛紛到來，一起感受公園內春花的瀾漫氣息和寧靜美。

在公園裏，你就像在浩瀚的花海上飄遊着，處處都是不同顏色、形態和大小的花卉，還有各種主題的花園和展覽館，展現傳統和現代的景觀園藝，使人目不暇給，這些都會使你樂而忘返的！

The spring is approaching, it makes me recall the scenery in Keukenhof of Holland. Every spring, Keukenhof opens its door to reveal a spectacular landscape of vibrant colors and flowery scents, millions of tulips, other flowers and bulbs are blooming a flourish. Although the park only opens from mid-March to mid-May every year, it still attracts millions of visitors in the world to experience the beauty and tranquility of this world-renowned flower park within these two months.

At Keukenhof, you would think you were adrift on a vast sea of flowers, tulips of all colors, shapes and sizes; colorful strips of flower fields are everywhere, gardens and pavilions with various themes showing both traditional and modern style, all of them would make you unforgettable and enjoyable!

Ms. Eunice Fong



一次難忘的日本之遊

A Memorable Trip to Japan

日韓似乎已成為大眾外遊首選，而兩者之間我更偏愛到日本旅遊。當中吸引我到訪的原因，並非單純因為當地只是一個結合食玩買的旅遊聖地，而是那種待客以誠的服務精神。

還記得首次與三五知己到東京自助遊，旅程的首日便在東京站內迷路，我們一直都找不到前往月台的正確方向，而尾班車亦即將開出，我們一夥人只能站在車站的一角，格外顯得無助。此時遠處的站長發現了我們的行蹤，便走上前來問個究竟。正當我們均以為得救時，問題卻來了：我們沒有人能說當地語言，而站長只能說日語。於是站長帶領我們一團人到站長室，拿出一份車站內部地圖供我們查閱，但我們還是未能看得懂這份日語版地圖，這時站長趕忙從身後拿出一份中文版及英文版地圖供我們查閱，很快我們就知道自己身處位置，連聲道謝後便奔向月台乘搭尾班車離開。

是次東京自助遊讓我深深地體會到當地高質素及出眾的服務，這也是我偏愛到訪日本的主要原因。

It seems that Japan and Korea are the most popular travel destination. For me, I am much preferred to travel to Japan. It is not simply Japan is the famous place for travelling, shopping and buying, the main reason is because the high quality services that provide to me.

The first time I went to Tokyo is in self-guide trip with my friend. Still remember that we had lost the way in the Tokyo station in the first day of the trip, we cannot found the correct way to the platform, what's worse was the train stop operating very soon as it was close to mid-night. All of us just stood in the corner and nothing can do. After while, the stationmaster had noticed us, he came and ask whether he could provide any assist to us, we believed that we were very lucky at that time, but later another problem came out – He did not understand Chinese or English, and all of us did not understand Japanese also. Later he led us to the train control room, showed us the station map and pointed out where we were, but still we did not know as the map was in Japanese version! He took another two maps to us - one in Chinese another one in English version. We check our location immediately, then we found out the correct way within short period of time. We sincerely thank you for his assist in a great hurry, and rush to the correct platform to take the last train.

The high quality and out-standing services in Japan was impress me a lot, that's why I am much prefer to choose Japan as my travel destination.

Mr. Eric Chan





生日派對
Birthday Party

Jan



Feb



Mar





生日派對
Birthday Party

Apr



May



Jun





生日派對
Birthday Party

Jul



Aug



Sep





生日派對
Birthday Party

Oct



Nov



Dec





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