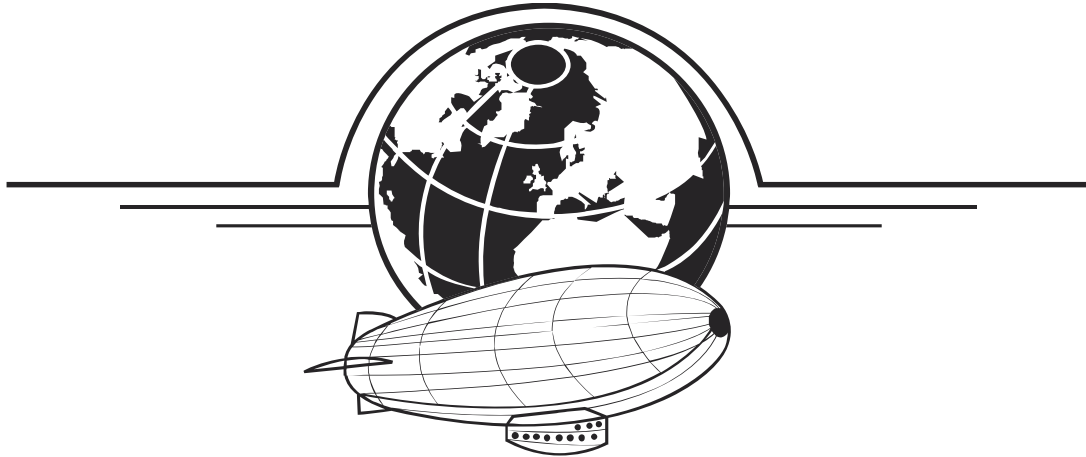




AVIATION STRATEGIES
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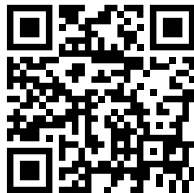
AVIATION STRATEGIES INTERNATIONAL

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ABOUT ASI

Aviation Strategies International (ASI) provides assessment, strategic advisory and competency development services in the field of civil aviation. ASI Clients comprise executive leadership groups of airports, airlines, air navigation service providers and civil aviation authorities.

Founded in 1998, ASI operates under the leadership of its President, Dr. Pierre Coutu, and a senior management team vastly experienced in all facets of the aviation industry. ASI's main offices are located in Montreal, with regional representations in Beijing, Melbourne and Ottawa.

ASI Mission

To accelerate our clients' performance by providing tailored, objective and empowering services capitalizing on international best practices.

ASI Ethics & Values



- We serve and support the needs of our Clients
- We provide a 360-degree vision of civil aviation
- We identify opportunities and help our Clients seize them
- We are fair, transparent and honest
- We are culturally sensitive



SERVICES

Assessment Services: Airport Check-Ups

Airport Check-Ups involve a team of industry leading experts spending one work week on-site assessing the performance of your airport using a proprietary tool box of interviews and assessment of work area outputs, based on best practices, and with the objective to improve performance. Your airport can select *Airport Check-Ups* for:

- ✈ Commercial Facilities and Revenues
- ✈ Competency Building
- ✈ Infrastructure Capacity and Design
- ✈ Infrastructure Maintenance Practices and Systems
- ✈ Operations
- ✈ Passenger Experience
- ✈ Public-Private Partnership Potential
- ✈ Safety
- ✈ Security



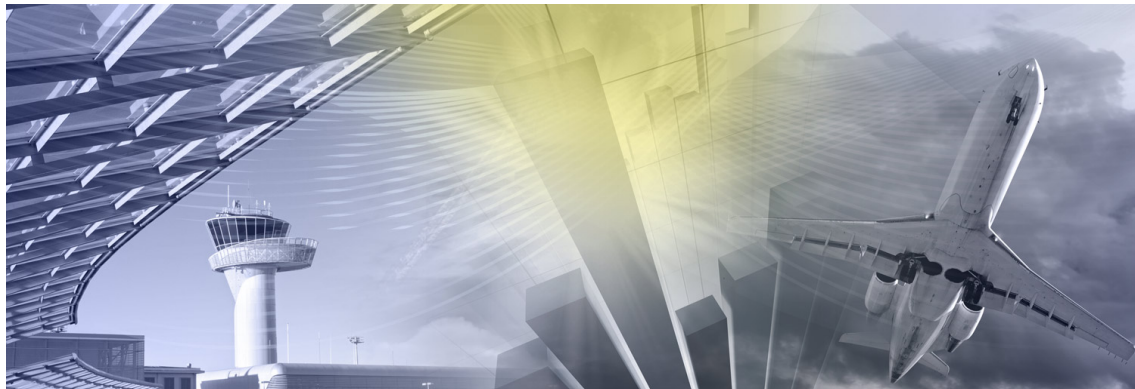
The proven benefits of *Airport Check-Ups* include significantly increased commercial revenues, operating cost reductions, identification of potential safety or security risk areas, successful preparation for certification and capital program cost reduction.

ASI brings to each *Airport Check-Up* a team of industry leading experts with hands on experience in each of assessment areas. The team is current on best practices and brings proven results. We can also follow up *Airport Check-Ups* with tailored competency building and mentoring programs should it be the Client's desire.



Strategic Consulting

ASI advises its Clients through working hand in hand with them to find tailored and objective solutions based on best practices. ASI focuses on transmitting the knowledge its Clients would need to deal effectively with similar challenges in the future.



Competency Building: The ASI Institute

The ASI Institute (ASI-I) is the aviation management competency building division of Aviation Strategies International (ASI). ASI-I works closely with its Client to develop a sustainable advantage with a focus on recharging, rethinking and refining their knowledge, skills and abilities.

ASI-I has developed a unique best-in-class Competency Building Needs Assessment model that can systematically identify a performance gap that would call for a Talent Development Master Plan, which would incorporate recommendations for providing the best possible talent development solution. The ASI-I is a Full Member of the International Civil Aviation Organization TRAINAIR *PLUS* Programme.





EXPERTISE – AIR CARGO



Facility Requirements &
Plans

Feasibility Assessment &
Financial Forecasts

Management
Development

Operations Audit

Revenue Development

Safety & Security

Service Development &
Traffic Forecasting

Strategic Market
Development

Third Party Facility
Development - Tenders,
Contracts & Process
Management



EXPERTISE – AIRPORTS



Air Service
Development

Airport
Certification

Airport Operations
Control Centres

Business &
General Aviation

Cargo

Commercialization

Financing

Ground Handling

Information
Technology

Passenger
Experience

Privatization &
Public-Private
Partnerships

Safety & Security

Strategic & Master
Planning

Terminal Planning



EXPERTISE – AIRLINES



Air Cargo

Business & General
Aviation

Commercialization

Confidential
Reporting Systems

Information
Technology

Line Operations

Maintenance

Management &
Reorganization

Passenger Experience

Route Development

Safety & Security

Strategic Business
Planning



EXPERTISE – AIR NAVIGATION SERVICE PROVIDERS



Commercialization

Collaborative
Decision Making

Management &
Operations

Privatization

Safety & Emergency
Preparedness

Strategic Business
Planning



EXPERTISE – CIVIL AVIATION AUTHORITIES



Aviation Law

Aviation Convention
& Regulation

Institutional
Strengthening

Organizational
Restructuring

Oversight Capacity

Privatization &
Public-Private
Partnerships

Program Review

Regulatory vs.
Operational
Functions



EXPERTISE – COMPETENCY BUILDING



Classroom-based
Learning

Collaborative
Learning Strategies

Communities of
Practices

Competency Building
Needs Assessment

Educational
Technology Services

Executive Talent
Development

Know-how Transfer

Online Blended
Learning

Professional
Accreditation
Programs

Quality Management
Systems

Talent Development
Master Plan

Work-based Coaching
& Mentoring



AFFILIATIONS



**ROYAL
AERONAUTICAL
SOCIETY**
CORPORATE PARTNER



GLOBAL
DEVELOPMENT
LEARNING
NETWORK

GDLN



A Member Of
The International Air Cargo Association





CLIENTS

Since 1998, ASI has worked for:

- Airports
- Airlines
- Air navigation services
- Civil aviation authorities, governments and public institutions
- International organizations
- Universities and management institutes

ASI has worked on projects in Aruba, Austria, The Bahamas, Bermuda, Canada, Chad, China, Czech Republic, France, Hong Kong SAR, India, Indonesia, Lebanon, Macau SAR, Morocco, Myanmar, Romania, Saudi Arabia, Singapore, South Africa, Suriname, Switzerland, Thailand and the United States.





SELECTED PROJECTS

Airport Management Excellence Program (AMEP)

PT Angkasa Pura II (Persero), Indonesia - 2014-Present

International Airport Professional Community of Practice (IAP CoP)

2012-Present

Airport Management Professional Accreditation Programme (AMPAP)

International Civil Aviation Organization /
Airports Council International, 2007-Present



Review of Operations and Safety Framework for Ground Service Providers

Changi Airport Group, Singapore, 2016-2017

St-Pierre Airport Development Study

Saint-Pierre-et-Miquelon, France, 2016

King Abdulaziz International Airport Operating Procedures

General Authority of Civil Aviation (GACA), Saudi Arabia, 2015-2016

Billy Bishop Toronto City Airport Concessions Plan

Nieuport, Canada, 2015

Civil Aviation Safety Authority Oversight Capability Assessment

Civil Aviation Safety Authority of Suriname (CASAS), Suriname, 2014

Airport Security Assessment and Training

Airports Company of South Africa (ACSA), South Africa, 2015

World Aviation Governance Forum (WAGF)

CIFAL Atlanta, Canada, 2012





SELECTED PROJECTS

Air Cargo Assessment

Macau International Airport Company Limited, Macau SAR, 2012

Advanced Safety and Emerging Management Course for Air Navigation Service Providers

Civil Aviation Authority of China (CAAC), Southwest Air Traffic Management Bureau (SW-ATMB), Canada, 2011

Cargo Terminal Development Assessment

Cluj-Napoca International Airport, Romania, 2010

Strategic Planning

Grossman Jet Service, Czech Republic, 2008

Status Review of the Airport Security Strengthening Program Project

Inter-American Development Bank and Department of Civil Aviation, The Bahamas, 2008

Airport Facilities Management Workshop for Airport Executives

World Bank and Saudi Arabia National Civil Aviation, Saudi Arabia, 2007

Determination of Future Aviation Security Systems

Canadian Air Transport Security Authority (CATSA), Canada, 2006

Southwest Air Traffic Management Bureau (ATMB) Seminars

Civil Aviation Administration of China (CAAC), China, 2005

China Qingdao Airport Strategic Partnership and Investment Plan

Munich Airport, Munich, Germany and Qingdao Airport, China, 2004-2005


Airport Ground Handling Policy Study and Development of Related Financial Model

World Bank, European Union and Ministry of Privatization of Morocco, Morocco, 1999-2000





TEAM

	Dr. Pierre Coutu President		Jean-Marc Trottier Vice Chairman, ASI & Executive Director of the ASI-Institute
	Gordon Hamilton Executive Vice President		Christophe Bouchaud Senior Vice President, Information Technology and Business Operations
	Monica Tai Chew Vice President, Administration and Finance		Fiona Bian Regional Vice President, China
	Dr. David Ze Vice President, Asia-Pacific		Gaetan Danis Regional Vice-President, Philippines
	David Juck Project Coordinator		Jason Poirier Lavoie Manager, Corporate Services
	Reshma Magho Coordinator, Administration and Logistics		



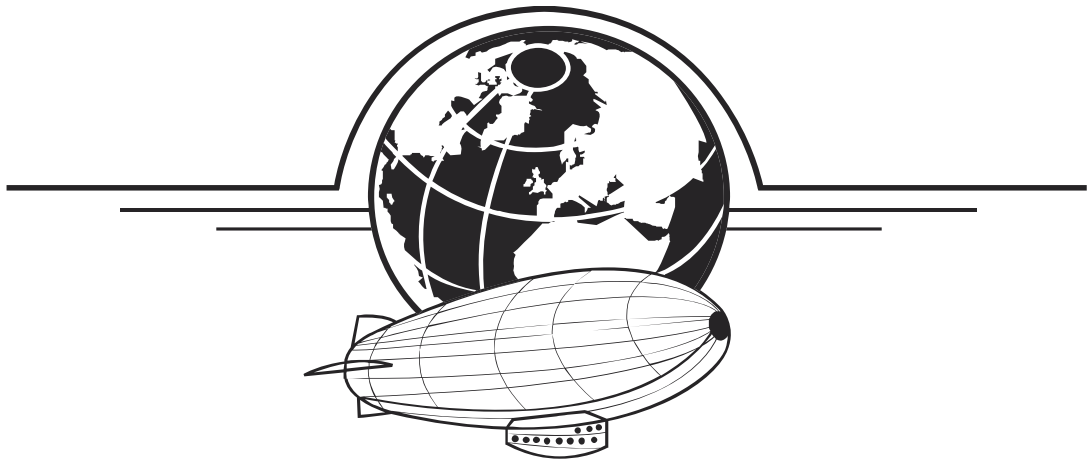
ASSOCIATES & ADVISORS

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	Rhéaume Allard Senior Advisor, Airport Operations		Dr. Mohammed Aziz Senior Practice Executive, Air Transportation Security and Airline Safety
	Mark Ballard Senior Advisor, Aviation Maintenance and Contracts		Paul Behnke Senior Associate, Knowledge and Industry Intelligence
	Stéphane Chennec Senior Associate, Media and Passenger Experience		Gilles Filiatreault Senior Associate, Airline Management
	Richard Fisher Senior Associate, Air Transport Economics and Forecast		Jean Claude Gourgon Senior Associate, Airport Facilities Management
	Louis Haeck Senior Advisor, Aerospace Law and Operational Risk Management		Pierre Jones Senior Advisor, Air Navigation Services
	Mike Kandert Senior Advisor, Airport Commercial Development and Contracts		André Marinier Senior Advisor, Aviation Security



ASSOCIATES & ADVISORS

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	Jean-Luc Paiement Senior Advisor, Air Cargo and Airline Operations Management		Mario Moranelli Senior Advisor, Aviation Enterprise Financial Management
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	Simon Villeneuve Advisor, Air Cargo Operations		Brahim Lakhli Senior Associate, Airport Security and Management
	Russell Goutierez Advisor, Emergency Management and Crisis Response		



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