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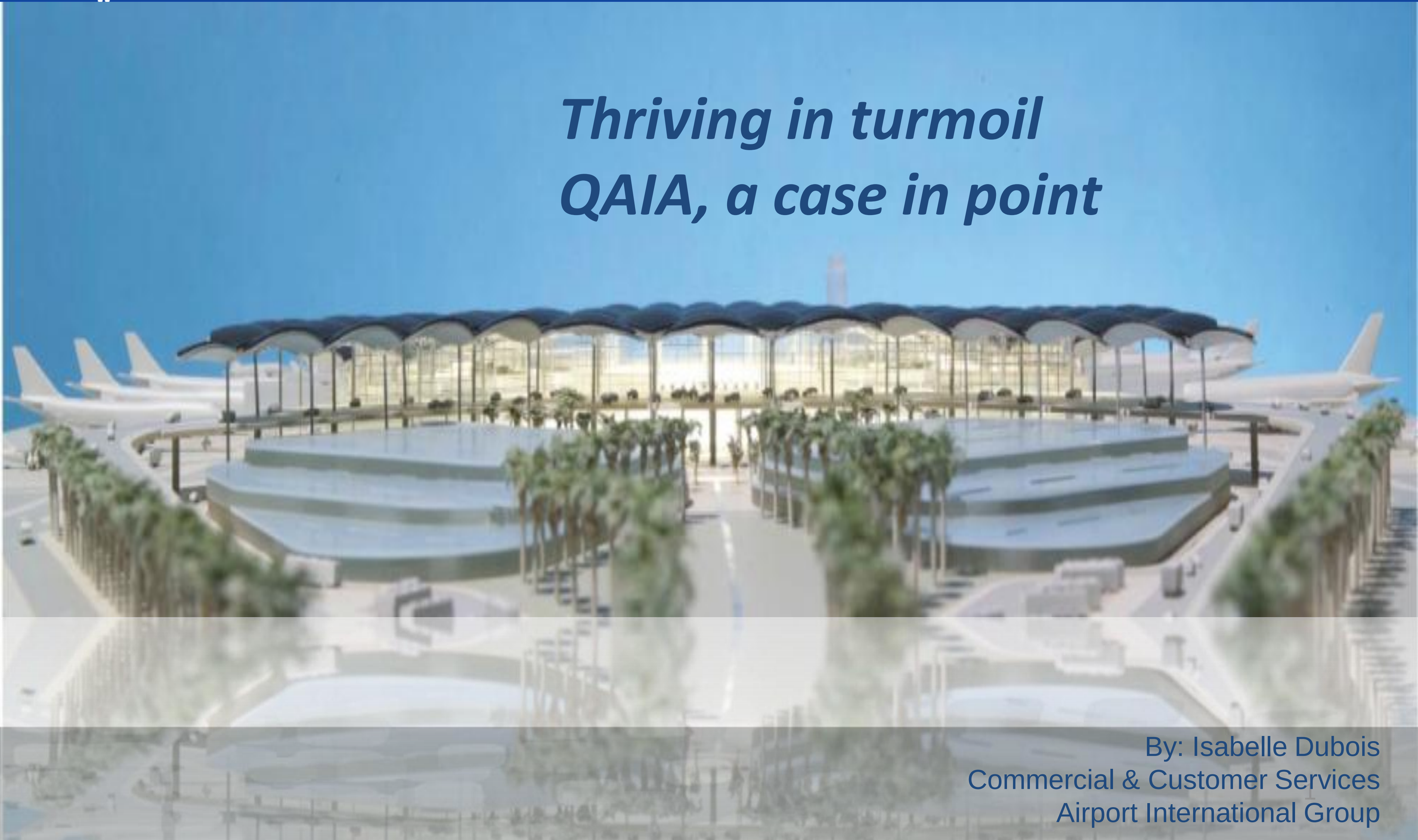

# *Thriving in turmoil*
# *QAIA, a case in point*

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# *Amman Airport – AIG contract*

**On 19 May 2007,**
**the Hashemite Kingdom of Jordan**
**awarded a 25-year concession to**
**Airport international Group (AIG) to**
**manage, operate and develop the Queen**
**Alia International Airport (QAIA) .**

# AIG - Our Vision

*“**For QAIA to become the airport of choice in the region, building strong global connections** for Jordan, and serving as a source of prosperity and pride for all Jordanians”*

# QAIA - Open Skies

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*Two major evolutions in the traffic, yet to reach ultimate benefit:*

*- A comprehensive European Community "Open Skies" Agreement, including Euro-Med & ECAA countries has been signed and ratified by the EC in Dec-10;*

*- Royal Jordanian exclusivity on routes originating in Jordan expired in Feb-10 opening the door for launch of local affiliates*

# AIG Routes' improvement

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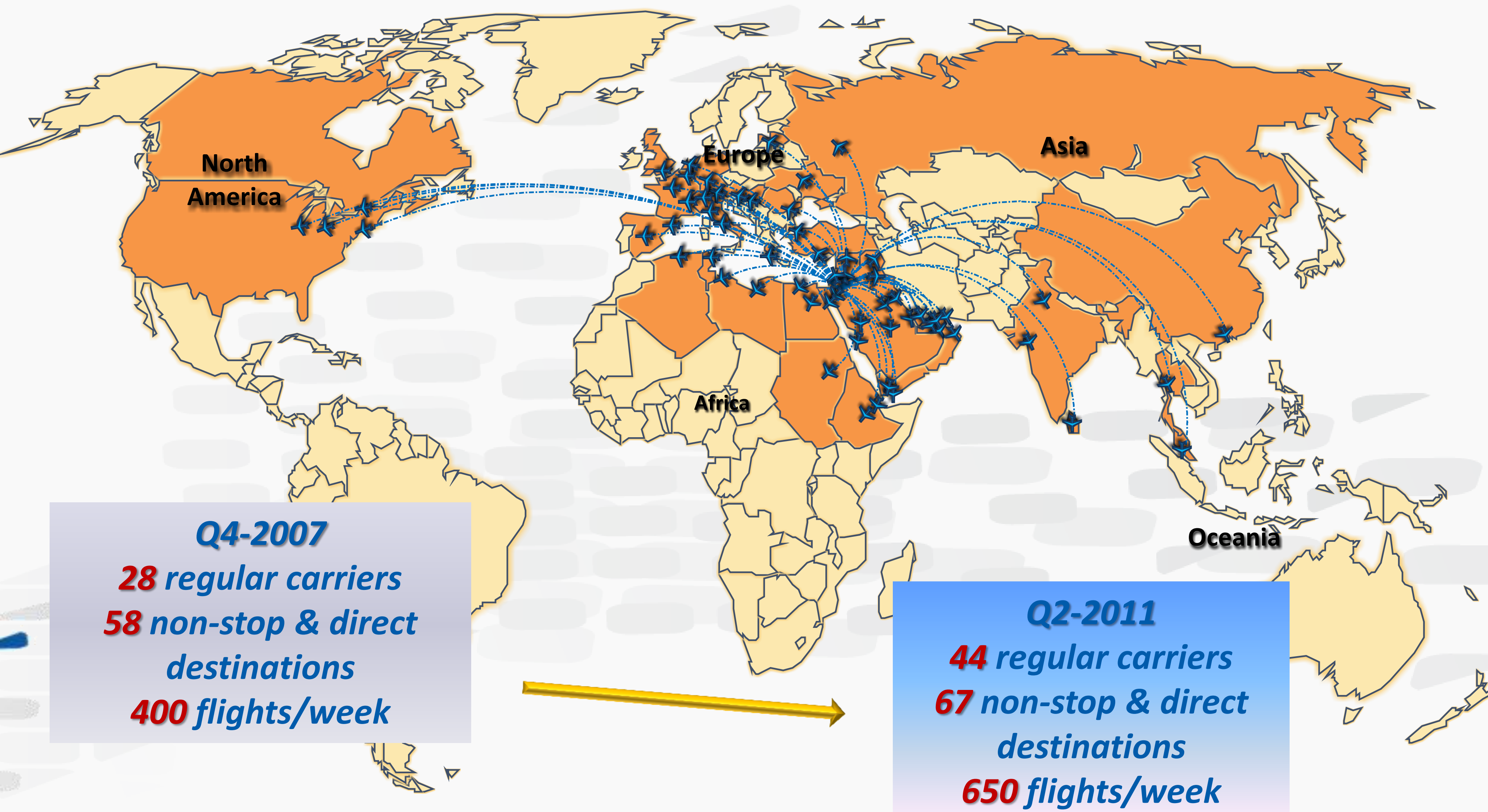


***Q4-2007***
***28 regular carriers***
***58 non-stop & direct destinations***
***400 flights/week***

***Q2-2011***
***44 regular carriers***
***67 non-stop & direct destinations***
***650 flights/week***

# Destinations from Amman

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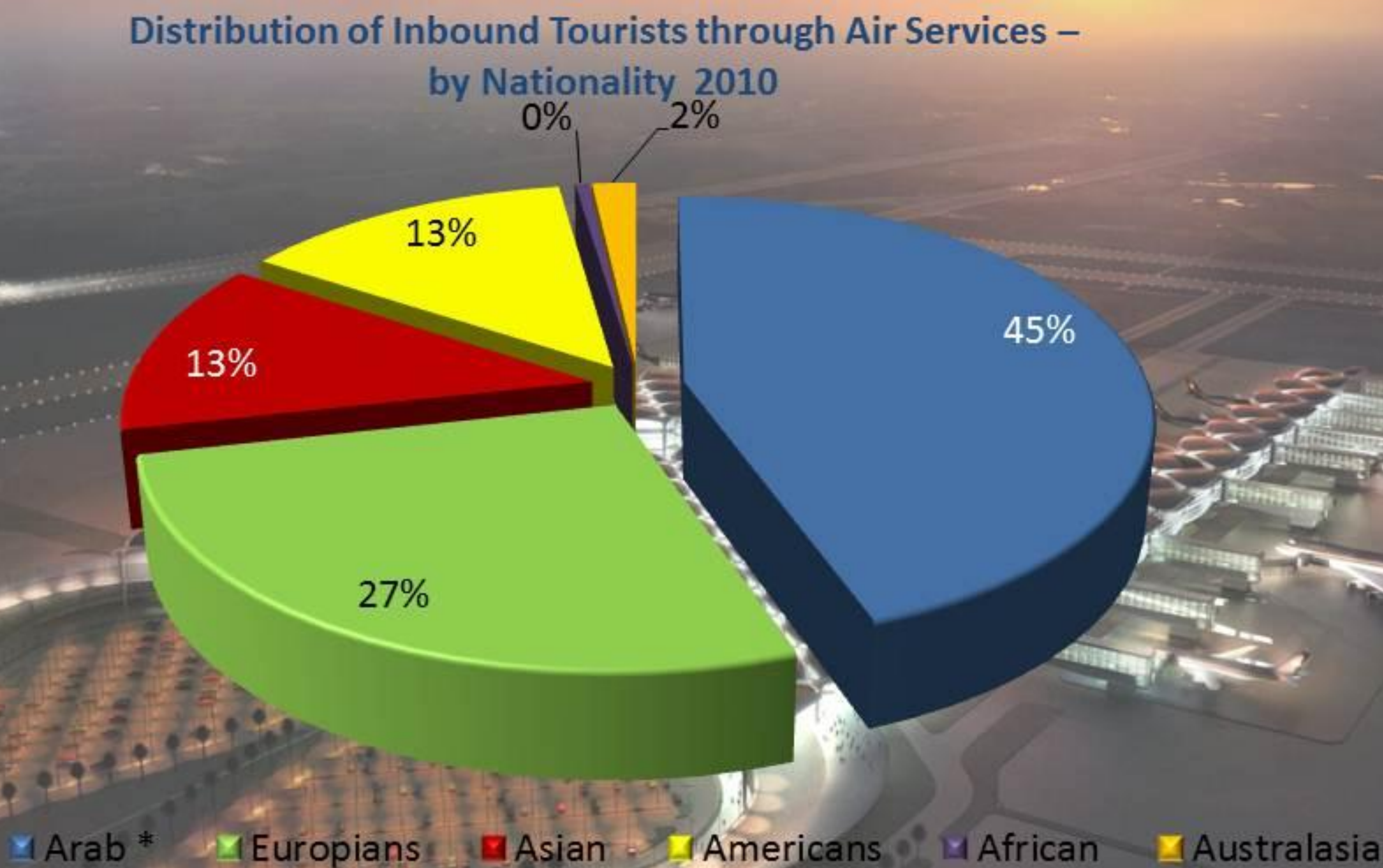
# Jordan inbound tourism




* Excluding Jordanians
Source: Ministry of Tourism & Antiquities

# *Traffic Performance 2008-2011 …*

**Great effort in route development!:**
**The number of passengers grew by 40% since AIG took over QAIA**

*Passengers (PAX) & Aircraft Movements (ACM) – YTD Sept 11*

| | 2007 | 2008 | 2009 | 2010 | YTD 2011 | CAGR (2008-2010) |
|---|---|---|---|---|---|---|
| ***Total PAX*** | ***3,857,000*** | ***4,477,000*** | ***4,770,000*** | ***5,420,000*** | ***4,110,952*** | ***12%*** |
| *PAX Growth (%)* | *10.1%* | *16.0%* | *6.5%* | *13.7%* | *0.8%* | |
| ***Total ACM*** | ***44,700*** | ***51,300*** | ***57,760*** | ***62,860*** | ***47,611*** | ***12%*** |
| *ACM Growth (%)* | *10.9%* | *14.8%* | *12.6%* | *8.8%* | *1.2%* | |

# AMM Growth vs. Jordanian GDP

*(2001-2010)*

# Development – Low Cost Carriers

- *Currently, a total of seven (7) Regular Scheduled LCCs serve QAIA, including:*

- *Air Arabia (UAE)*
- *Air Arabia (Egypt)*
- *Fly Dubai (UAE)*
- *NAS (Saudi Arabia)*
- *Jazeera (Kuwait)*
- *Bahrain Air (Bahrain)*
- *Easy Jet (UK)*

# Development – London route success story

**A low  cost carrier has open the Amman London route**

- 31% growth in 2011 compared to the same period in 2010 (6 months)
- The new comer has contributed to the development of the route (reaches 17% share of the route) while  both former  regular carriers have also improve their  business  (respectively +11% and +4%);
- A strategy that helped AIG maintain a good segment of passengers opting for LCC due to economic downturn;
- **An interesting impact on commercial activities and notably a significant increase on F&B commercial activities**

# *Development of non aeronautical businesses*

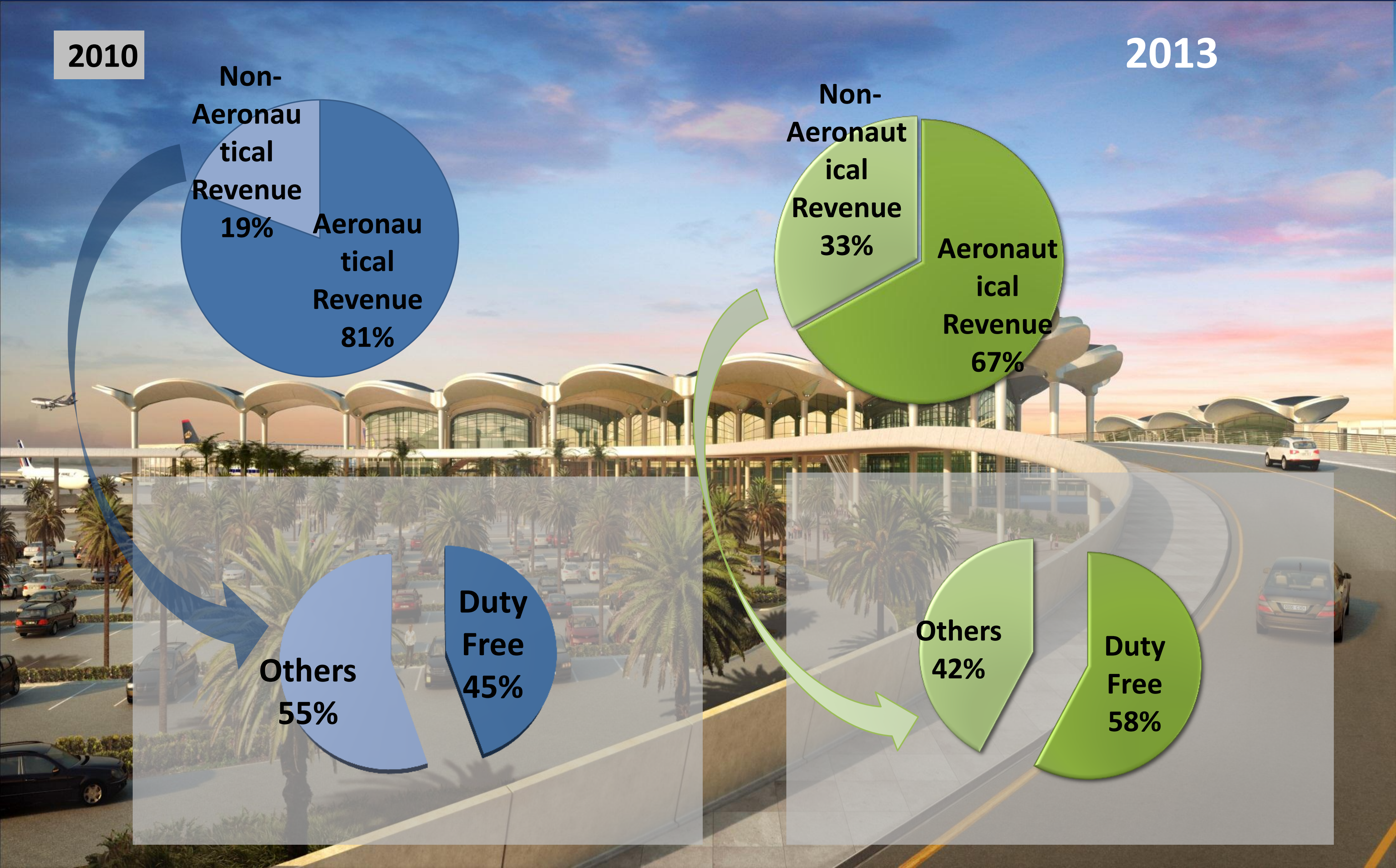
*In the current 'old' terminal, great efforts to develop retail and services:*

*Aldeasa has refurbished "old" terminal outlets for a short period*

| | |
|---|---|
| *F&B opportunities* | *+150% (airport revenue)* |
| *Convenience* | *+90% (")* |
| *Banking* | *+400% (")* |

***…. Although main upside will come from the new terminal business development***

# *Expected growth of non aeronautical*



# New Terminal
# Commercial Perspectives

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Long term  partnership with duty free operator

All other activities  are tendered now

- About  **35 tenders**  undergoing;
- CIP lounges, car parking,  F&B,  advertising under process
- Additional opportunities including  transit hotel, car rental , specialty and services landside, currency, etc.  In the coming weeks.


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# New Terminal – quick facts

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## Existing Terminal Facilities

- 32 aircraft stands, including 8 contact stands
- Area of 58,400 Sq.m
- 46 Check in counters

## New Terminal Facilities

- 14 contact stands further expanding to 18
- PAX Capacity of 7M PAX further expanding to 9M
- Area of 100,000 Sq.m
- 66 Check in counters

## Commercial areas

- 3,500 sqm duty free to begin with
- 4,000 sqm Lounges, hotel, M&A
- 3,200 sqm F&B, retail and services
- 10,000 sqm offices & support

# Capital Investment

*Extensive construction program,*

*investing **over US$800m**, including **new 100,000 m$^2$ state-of-the-art terminal** building assorted airfield rehabilitation and upgrading works …*

*Phase 1a is due for completion in 2012*

***Phase 1b … 9m annual passengers***

***Phase 2 … 12m annual passengers***

## Airport International Group

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