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#### CONTENTS

#### CORPORATE OVERVIEW

- 06. CEO Message
- 07. Histor
- **08** Vision 203
- 10. Aviation Networ
- 11. Air Traffic Statistics
- Airport Operational Capabilities
- 13. Airport Service
- Award
- 15. Financial Highlights

#### GLOBAL FUTURE AIRPORT

- 18. 4th Phase Construction
- 20. Airport Economic Zone
- 22. Mutual Growtl
- 24. Overseas Business

#### CORPORATE HUMANITY

- 28. Fulfilling Social Values
- 30. Social Contribution

#### **GLOBAL PREMIUM AIRPORT**

- 46. Smart Airport
- 48. Smart Service
- **50.** Environment Friendly Airport
- **52.** New Energy Projec
- 54. Incheon International Airport Facilitie

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# Becoming an airport beyond comparison

Incheon Airport has grown into one of 5 major global airports.
Incheon Airport will transcend airports and become a specialized global airport group under the new vision of being a "Leading Value Creator of the global airport industry."

Entering a new era of unparalleled airport beyond comparison.





CORPORATE OVERVIEW INCHEON INTERNATIONAL AIRPORT 0/6 CORPORATE OVERVIEW INCHEON INTERNATIONAL AIRPORT 0/7

#### **CEO MESSAGE**

"Connecting people and cities around the world, Incheon Airport begins anew as a Leading Value Creator of the global airport industry."

With the clear aim of becoming the hub airport of Northeast Asia, Incheon Airport has sustained growth both in quantity and quality in the face of the increasing demand for air travel, successfully joining the ranks of global leading airports.

Over 70,000 airport staff stand front and center as protagonists of this success story, who have invested their hearts and minds to place passengers' safety and convenience as top priority. But there is still a far way to go.

Through the differentiated 4-phase construction for stable expansion of the airport infrastructure, Incheon Airport will mold together attractive services, bringing together nature and cutting-edge technology, in preparation for the pending annual passengers of 100 million.

Moreover, Incheon Airport is striving to expand its role shifting the airport industry paradigm as the first mover for becoming an airport beyond comparison.

By becoming a third-generation airport that serves as the heart of global trade and production, representing the main airport economic zone of Korea by converging aviation, tourism, logistics and smart technology, Incheon Airport will perform its role as the center of global economic activity.

Now, Incheon Airport stands at the starting line for moving beyond the traditional airport, and is running toward becoming the center of industrial convergence and of the national economy.

We look forward to your warm interest and support for Incheon Airport's ceaseless growth and efforts for innovation.

Thank you.

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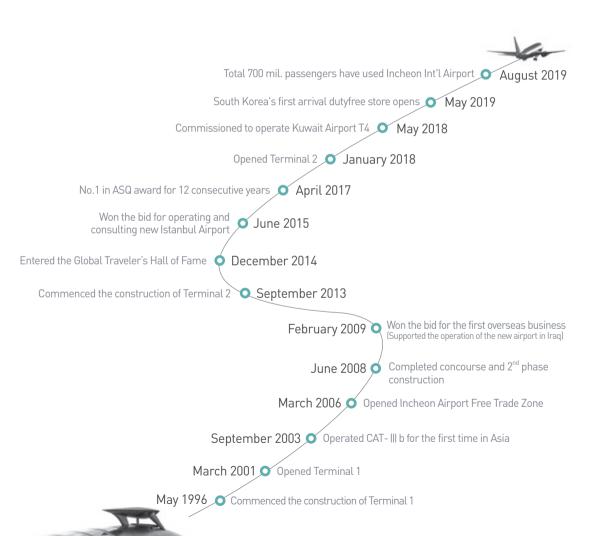
**BON-HWAN KOO** 

President & CEO Incheon International Airport Corporation



#### HISTORY

Having reached stellar achievements since the opening of Terminal 1 in March 2001, Incheon Airport now stands tall as a hub airport for Northeast Asia both in name and in reality. As a global leading airport in the backdrop of a rapidly changing business environment, Incheon Airport will set new standards for world's airports through ceaseless change and innovation.



08 09 CORPORATE OVERVIEW INCHEON INTERNATIONAL AIRPORT CORPORATE OVERVIEW INCHEON INTERNATIONAL AIRPORT

#### **VISION 2030**

Operating with the new vision of 'Leading Value Creator of the Global Airport Industry,' Incheon Airport has established and is steadily implementing its specific strategic goal to grow into a global airport group by 2030. By expanding its role, Incheon Airport will leap forward as the hub for industrial convergence and for the national economy.

#### MISSION



#### **CORE VALUE**



Dedication to taking on continuous challenges with the aim of future growth through creativity and innovation under a rapidly changing management environment

Happiness based on mutual respect for employees and customers, creating an airport beloved by the public and the world







Reinforcement of the organization's competitive edge by establishing a relationship of cooperative trust between various members and stakeholders in the airport ecosystem

Realization of sustainable growth through ethics and transparency as a public enterprise of the people



## **BUSINESS STRATEGIES** SUPPORT STRATEGIES



STRATEGY

GOAL

new growth industries for the future world

through the integration of Industry 4.0

mutual growth

- Forming an airport Enhancing economic bloc
- Taking a leap forward as an aviation industry thinktank based on global R&D
- Diversifying and specializing overseas businesses
- connectivity among airlines and demand for air travel
- · Diversifying the airport access system
- Strategically enhancing airport infrastructure
- Passenger service centered on experience and value
- Future-oriented innovations in airport management
- Developing sophisticated retail businesses
- Establishing a next-generation safety management system
- · Ensuring defectfree airport security Developing cutting-edge airport facility management
- Establishing an innovative business management system · Realizing forward-
- looking social values, establishing an ecosystem for shared growth in the aviation industry
  - · Realizing a lowcarbon and ecofriendly airport

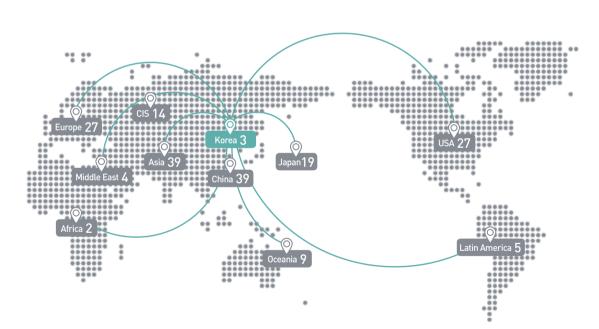
11 CORPORATE OVERVIEW INCHEON INTERNATIONAL AIRPORT 10 CORPORATE OVERVIEW INCHEON INTERNATIONAL AIRPORT

#### AVIATION NETWORK

Incheon Airport is showing growth every year as a global hub airport through which 85 airlines of the world connect to 191 cities in 61 countries. In particular, the close-knit aviation network that connects small and medium-sized cities in China and Japan consolidates the status of Incheon Airport as a hub airport of Northeast Asia.

**AIRLINES** 

COUNTRIES



#### AIR TRAFFIC STATISTICS

In the midst of difficult aviation business environment such as the slowing global economy and competition for becoming a logistics hub, Incheon Airport recorded 67.67 million international passengers and 2.95 million tons of international cargo with its efforts to boost aviation demand, through promoting the expansion of the aviation network and attraction of new airline routes.

Operation

(unit: flight)



2017 2018

387,497

67.676.147

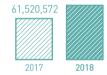
International passengers (unit: person)



Incheon Airport is proactively cooperating with the government's policy to promote aviation talks for acquiring traffic rights, through which Incheon Airport is strengthening its hub competitiveness and expanding its aviation network to boost aviation demand. Last year, Incheon Airport's number of international passengers peaked at 67.67 million persons, up 10% from the previous year.

Incheon Airport has greatly expanded its aviation network through active marketing attracting target airlines and new airline routes. With such efforts, Incheon Airport, in terms of international operations, recorded

about 390,000 flights in 2018, up 7.6% from the previous year.



#### International cargo



Operating with world-class cargo infrastructure, Incheon Airport is sharpening its competitive edge as a cargo hub airport. Through developing its own cargo terminals and making efforts to boost cargo volume such as by attracting global logistics services and improving the logistics process, Incheon Airport transported 2.95 million tons, up 1.0% from the previous year.

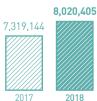


#### Transit

(unit: person)



Transporting transit passengers requires cooperation among various stakeholders including the government, airlines, travel agencies and airports. An unprecedented 8 million transit passengers traveled through Incheon Airport in 2018. This shows that the airport's multifaceted efforts for growing the number of transit passengers, such as expanding the fortransit domestic flights, developing new transit markets, inducing LCCs to carry transit passengers, and developing transit services were effective.



CORPORATE OVERVIEW INCHEON INTERNATIONAL AIRPORT 12 CORPORATE OVERVIEW INCHEON INTERNATIONAL AIRPORT 13

### AIRPORT OPERATIONAL CAPABILITIES

With its high-end technological prowess and outstanding airport operation ability, Incheon Airport guarantees safe air travel. By providing innovative airport services that place top priority on the lives and safety of airport users, Incheon Airport embodies a world-class, flawless and safe airport.

The first airport in Asia to operate with [75m visibility]



Non-stop operation of NAVAIDS system [160k hours]



**CAT IIIb** 

160,000

Zero-accident flight operation [4.48 million flights]



Air transport system errors
(Al-based smart traffic control system)



4,480,000

ZERO

World's lowest number of delayed baggage 3PPM
(3 bags out of every million bags)



Korea's first Airport Collaborative Decision Making (All airlines servicing the airport participate)

3PPM

A-CDM

#### AIRPORT SERVICE

Incheon Airport provides incomparable satisfaction to passengers through not only high-end duty-free shopping and tailored transit services, but also various cultural performances and F&B that appeal to worldly tastes.

High-quality duty-free shopping

Various cultural performances all year round



700  $_{\mathsf{brand}}$ 

brands around the world

No. 1 sales from duty-free shops among airports in the world

Ŭ ITY REE

7.4

times

7,400 times yearly cultural performances

44,000

visitors

Large-scale music festival, 'Sky Festival' every year

F&B to suit everyone's taste

200 / 100,000

A daily average of about 100,000 persons use the services through about 200 stores

Special transfer services and facilities



24 hours

Transfer facilities and free services around the clock

10,000 cases

Transfer guide service in chinese and japanese, 10,000 cases a month in average

14 15 CORPORATE OVERVIEW INCHEON INTERNATIONAL AIRPORT CORPORATE OVERVIEW INCHEON INTERNATIONAL AIRPORT

#### **AWARDS**

Incheon Airport is being acknowledged as the new standard to world's airports with many stellar honors every year. In particular, Incheon Airport has been acclaimed as No.1 in Airport Service Quality (ASQ) for 12 straight years and has been awarded 11 times at the World's Best Airport Awards, which represent major records that will last in the international airport history books.

#### No. 1 in ASQ Survey, 12 consecutive years

(Registered in the Hall of Fame)



\* Airports Council International (ACI)

#### Best Overall Airport, 11 consecutive times



\* Global Traveler (GT)





\* Air Cargo World

#### Best Duty-Free Airport in the World, 5 consecutive years



\* Business Traveler Asia-Pacific

#### World's Best Transit Airport, 5 consecutive years



\* Skytrax

#### FINANCIAL HIGHLIGHTS

In order to be acknowledged as a world-class airport, Incheon Airport continues to work to improve its financial structure and profitability. In 2018, Incheon Airport achieved KRW 2.6 trillion in sales revenue, a 9.1% increase, through business management that focuses on its major priorities.

Business Performance (Unit: 100 Million KRW)			
Category	2017	2018	rate of increase and decrease(%)
Sales	24,306	26,511	9.1
Cost of sales	8,115	11,987	47.7
Operating profit	14,532	12,886	▽11.3
Current net profit	11,164	11,181	0.2

Financial Status			(Unit: 100 Million KRW)
Category	2017	2018	rate of increase and decrease(%)
Quick assets	8,556	8,767	2.5
Non-liquid assets	114,197	113,995	▽0.2
Total assets	122,753	122,762	0
Liquid liabilities	11,656	12,148	4.2
Non-liquid liabilities	30,690	22,663	▽26.2
Total liabilities	42,346	34,811	▽17.8
Total capital	80,407	87,951	9.4

Revenue Struct	ure	(Unit: 100 Million KRW)	
Category		2017	2018
Aviation revenue		8,164	8,922
Non-aviation reve	ion revenue 16,142		17,589
(revenue from cor	mmercial facilities)	13,274 14,912	
	Liquid liabilities	33.6	33.7
Ratio(%)	Non-liquid liabilities	66.4	▽66.3
	(commercial facilities)	54.6	56.2



18 19 GLOBAL FUTURE AIRPORT INCHEON INTERNATIONAL AIRPORT GLOBAL FUTURE AIRPORT INCHEON INTERNATIONAL AIRPORT

#### 4<sup>th</sup> PHASE CONSTRUCTION

Incheon Airport is pushing forward with 4<sup>th</sup> phase construction which includes the expansion of Terminal 2 and the fourth runway until 2024, in order to accommodate quickly growing air transport demand in a timely manner and preempt the future aviation market.



1st PHASE CONSTRUCTION (1992~2001) Terminal1, Runway 1 and 2

#### TERMINAL 1

Flights: 330,000, Passengers: 40,000,000, Cargo: 2,700,000t, Passenger Aprons: 60, Cargo Aprons: 24, BHS: 21km



2<sup>nd</sup> PHASE CONSTRUCTION (2002~2008) Concourse, Runway 3

#### CONCOURSE

Flights: 170,000, Passengers: 14,000,000, Cargo: 1,800,000t, Passenger Aprons: 49, Cargo Aprons: 12, BHS: 67km

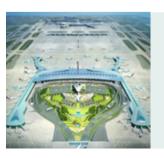


3<sup>rd</sup> PHASE CONSTRUCTION (2009~2017) Terminal 2, Access road, and Railway

#### TERMINAL 2

Passengers: 18,000,000, Cargo: 500,000,

Passenger Aprons: 54, Cargo Aprons: 13, BHS: 42km



4th PHASE CONSTRUCTION (2017~2024)

Period: November 2017 - December 2024

4.8 Trillion KRW

Contents: Expansion of Terminal2(passengers: 28,000,000),

Runway 4(3,780m) and aprons, expansion of access roads, etc.

Total	4 <sup>th</sup> Phase(~2024)	Current		Category
<b>507,000</b> m²	-	507,000 m²	Terminal 1	Site Area
<b>703,000</b> m²	316,000 m²	387,000 m²	Terminal 2	
166,000 m²	-	166,000 m²	Concourse	
100,000,000	28,000,000	72,000,000	Passengers	Capacity
6,300,000 tons	1,300,000 tons	5,000,000 tons	Cargo	
560,000	60,000	Flights 500,000		
4	1 (3,750m x 60m)	2 (3,750m x 60m) 1 (4,000m x 60m)		Runway
236	73	163	Passengers	Apron
62	13	49	Cargo	
179km	49km	130km		BHS

FLIGHTS

560,000

PASSENGERS

100,000,000 6,300,000t

CARGO

GLOBAL FUTURE AIRPORT INCHEON INTERNATIONAL AIRPORT 20 GLOBAL FUTURE AIRPORT INCHEON INTERNATIONAL AIRPORT 21

### AIRPORT ECONOMIC ZONE

By shifting the traditional airport function to the economic activity-boosting, third-generation concept of "trade, production, logistics, and convergence," Incheon Airport is preparing for its rise to a new growth engine for the national economy that combines advanced industries, MICE, and aviation logistics.

#### A New Growth Engine around the Airport Industry - Third-Generation Airport

Incheon Airport is promoting further growth with the Airport Economic Zone embracing a paradigm shift of the airport industry. By utilizing connectivity and accessibility from the airport's aviation network, Incheon Airport plans to create an Airport Economic Zone through nurturing businesses that can be clustered together, such as R&D, tourism, logistics, aviation support and advanced manufacturing. This will lead Incheon Airport's growth to an unparalleled airport by generating enormous industrial spillover effects not only for the regional but the national economy as well.

#### Propulsion background

#### 3rd-generation airport (focused on the airport industry ecosystem)

- 1. An industrial hub based on global accessibility
- A hub for economic activity that has expanded into its hinterland
- 3. Aerotropolis, airport corridor

### Realizing the Incheon Airport economic zone



### Incheon Airport beyond compare





#### Airport Economic Zone Development Strategies



#### An Unparalleled Airport



#### Create Industry Ecosystem

- Create a cluster of related industries for synergy effects
- Create flight demand and economic value

## Vitalize Logistics

- Integrated SCM (Manufacturing + Logistics + Distribution)
- Build economies of scale and reduce costs

### Reinforce Connectivity

- Reduce time and cost for accessing airport
- Increase logistic volume between airport and inland areas

As Korea's new growth hub that boosts the benefits of balanced national development

Promoting the balanced national development through development of islands including Yeongjong-do and serving as the beachhead for a unified Korea GLOBAL FUTURE AIRPORT INCHEON INTERNATIONAL AIRPORT 22 GLOBAL FUTURE AIRPORT INCHEON INTERNATIONAL AIRPORT 23

#### **MUTUAL GROWTH**

By focusing on strengthening the competitiveness of SMEs and small business owners, Incheon International Airport is pursuing a culture of symbiotic cooperation designed to boost the SMEs' competencies and sustainability. We will create an ecosystem that enables harmonious growth among large corporations and SMEs, as well as management and labor that are protagonists in the aviation industry. Furthermore, we plan to move toward an airport technology support center by fostering high-tech R&D centers in aviation industries such as electronics, telecommunications, controls and aviation machinery.

#### Promoting Joint R&D for SMEs

Incheon Airport provides infrastructure for SMEs that face high failure risk in R&D and barriers in collecting information, so that they can secure business performance through technology cooperation and marketization of their technology. Notably, the FOD (foreign object debris) detection system, for which Incheon Airport led a 3-year research with three SMEs, blossomed to the successful development of detection sensors and softwares in 2018. Through this joint research project, the SMEs were able to acquire core technology and jobs were generated in the process as well. The project was also selected as an exemplary case supervised by the Ministry of SMEs and Startups (MSS) in which a business investment was made in joint private-government technology development.

#### Promoting Joint Overseas Business Operations

By discovering SMEs that own advanced technology related to aviation industry through open calls, Incheon Airport supports their finding of buyers at home and abroad, as well as joint overseas business partnerships through not only providing basic infrastructure, but also by issuing quality quarantee certificates.

#### Cooperation Strategy System







Develop technologies

Verify/Develop innovative aviation technologies and become the center of technical support



Jointly enter overseas markets with SMEs



Support their PR and marketing

Jointly enter into overseas markets with SMEs that have innovative & high-quality technologies



Serve as an SME incubator



Operate a system for Performance certification



Mutual and Inclusive Growth

(Incheon International Airport + SMEs)

GLOBAL FUTURE AIRPORT INCHEON INTERNATIONAL AIRPORT 24 GLOBAL FUTURE AIRPORT INCHEON INTERNATIONAL AIRPORT 25

#### **OVERSEAS BUSINESS**

Incheon Airport is concentrating on securing future growth engine through the strategic diversification of business. It is continuously expanding the exportation of airport construction and operation expertise, developing the second and the third Incheon Airports around the world.

Overseas orders received

14 Countries

**29** Projects

Accumulated contract amount

**221.56** 

#### Airport, Exported to and Benchmarked by the World

Since Incheon Airport successfully carried out the first project, the operation of New Erbil Airport in Iraq in 2009, we are further developing overseas business around the world. Especially, the Kuwait Airport Terminal 4 operation contract concluded in May 2018 is worth 140 billion won(12.76 billion dollars), which marked our largest single overseas project.



#### Overseas Business History







28 29 CORPORATE HUMANITY INCHEON INTERNATIONAL AIRPORT CORPORATE HUMANITY INCHEON INTERNATIONAL AIRPORT

#### **FULFILLING SOCIAL VALUES**

Incheon Airport works to realize people-oriented social values. With its vision of "growing with the public by opening up the sky way" and having established and implementing four core strategies by 2022 step-by-step, Incheon Airport has already fulfilled of its short-to-mid-term goals, which represents a precious achievement.

Incheon International Airport that grows with the public by opening up the skyway

#### Four Strategies



#### **Key Objectives**

50,000	Social value investment	100 social economy	Global aviation &
new jobs created	ATU 860 bil. won	organizations nurtured	logistics hub

#### Social Value Realization Roadmap



#### Pride of People and Center of Global Aviation Vision Objectives

#### **Human-Oriented** 'Connecting airport and people' Main Goal Creating new jobs for (for 2022) **50.000** persons

Projects to be implemented

1. Creating good jobs 2. Creating a happy

workplace 3. Protecting travelers' human rights

4. Creating 24/7 safety net

Performance (in 2018)

Creating new jobs for **6.088** persons (total 16,073 persons)

**Symbiotic Growth** 'Connecting airport and region'

Main Goal (for 2022)

**860** bil. won in social value investment

implemented

Projects to be 1. Symbiotic development with local community

> 2. Eco-friendly green airport 3. Activating regional

economy

4. Growth shared with SMEs

Performance (in 2018)

**65** bil. Won in social value investment

SOCIAL **VALUES** 

### **Innovative Growth**

#### 'Connecting airport and travel'

### (for 2022) Projects to be

Main Goal

- Nurturing 100 social economy rganizations
- 1. The fair travel platform 2. Realizing smart airport implemented
  - 3. Boosting public participation and communication with the public
  - 4. Sound organizational culture

#### Performance (in 2018)

Nurturing 12 social economy rganizations

#### **Global Competition** 'Connecting airport and world'

Focusing on global Main Goal aviation & logistics Soaring to global **Top 5** 

Projects to be implemented

1. Expanding the global network

2. Nurturing global aviation professionals

3. Selling know-how overseas

4. Hub of Northeast Asian aviation logistics

Performance (in 2018)

Global **Top 5** in international passengers CORPORATE HUMANITY INCHEON INTERNATIONAL AIRPORT 30 CORPORATE HUMANITY INCHEON INTERNATIONAL AIRPORT 31

### SOCIAL CONTRIBUTION

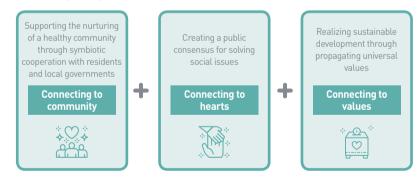
For another leap forward towards being "an institution loved by the people as a leader of social value creation," Incheon Airport will realize social values through solving local community issues, vitalizing social economic organizations, and spreading consensus on social contribution, along with fulfilling its basic purpose as a public enterprise.

#### Social Contribution System

#### **TARGET**



#### Main Goal (brand)







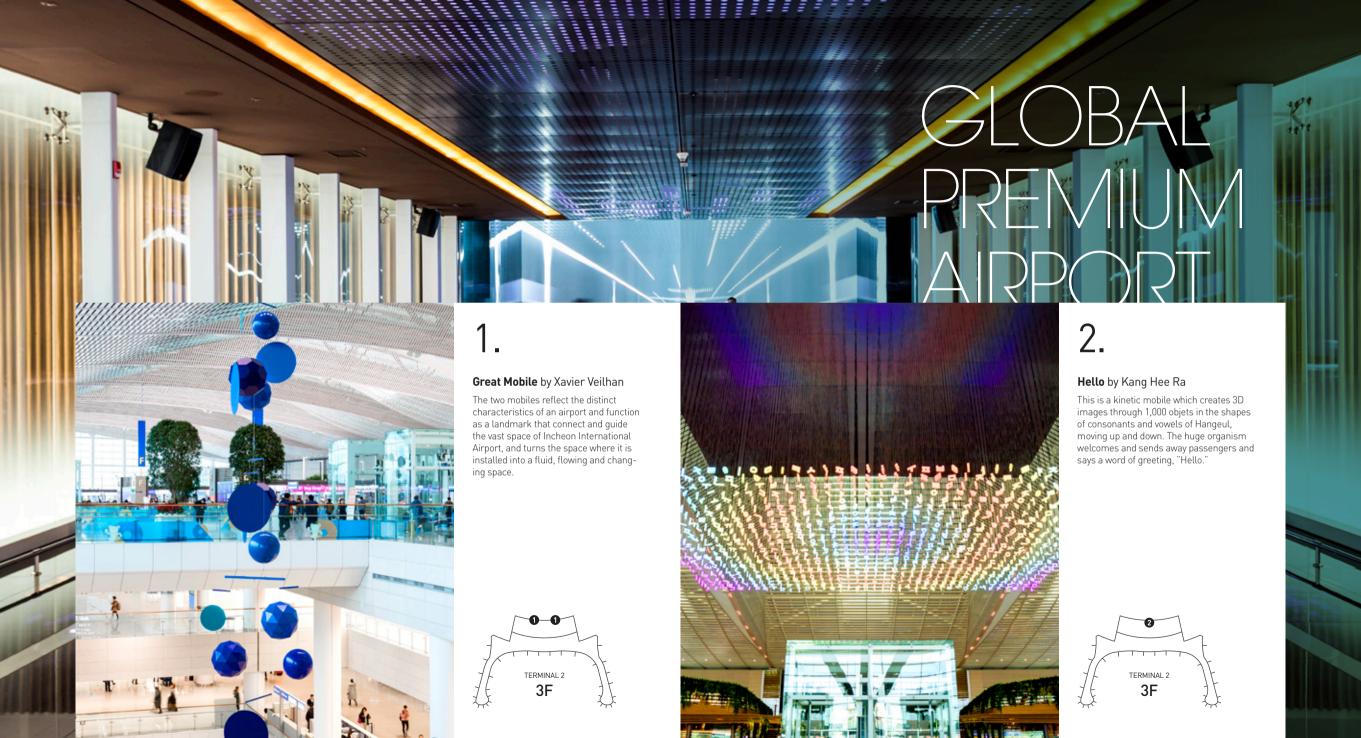


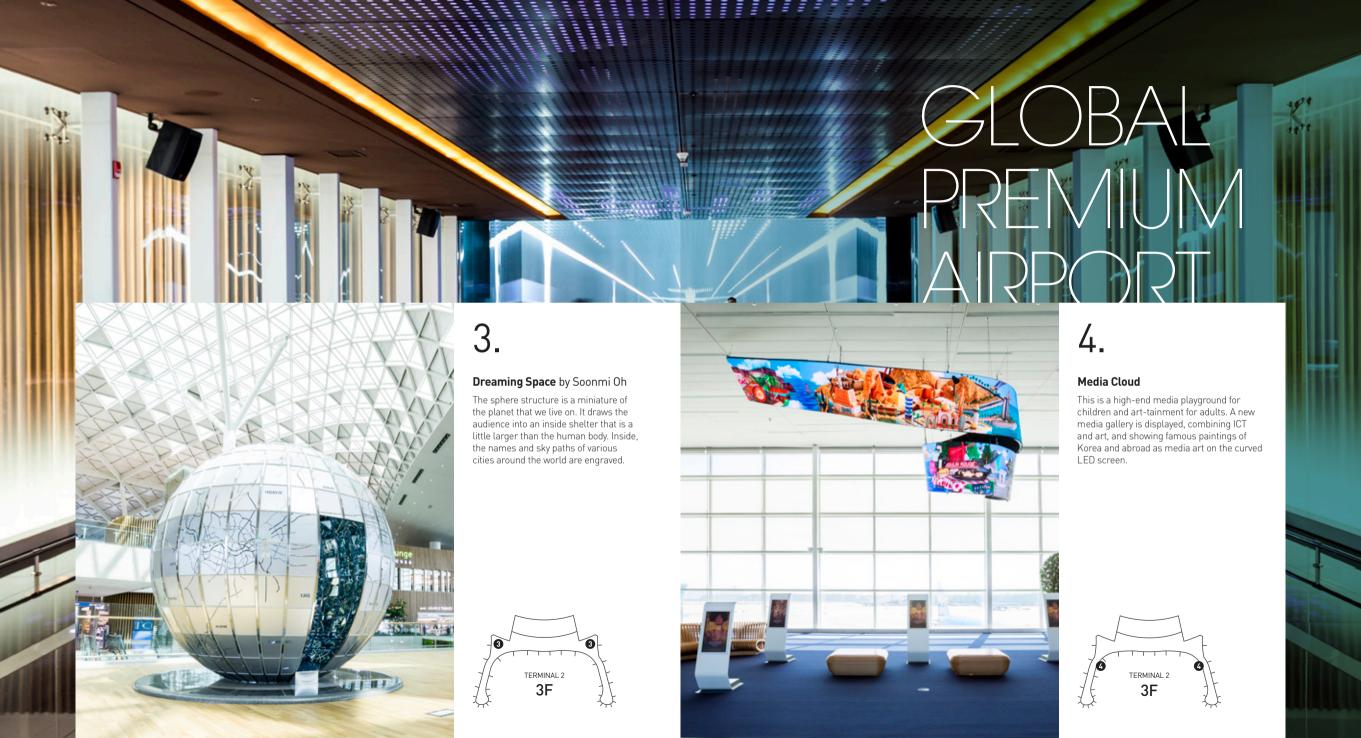




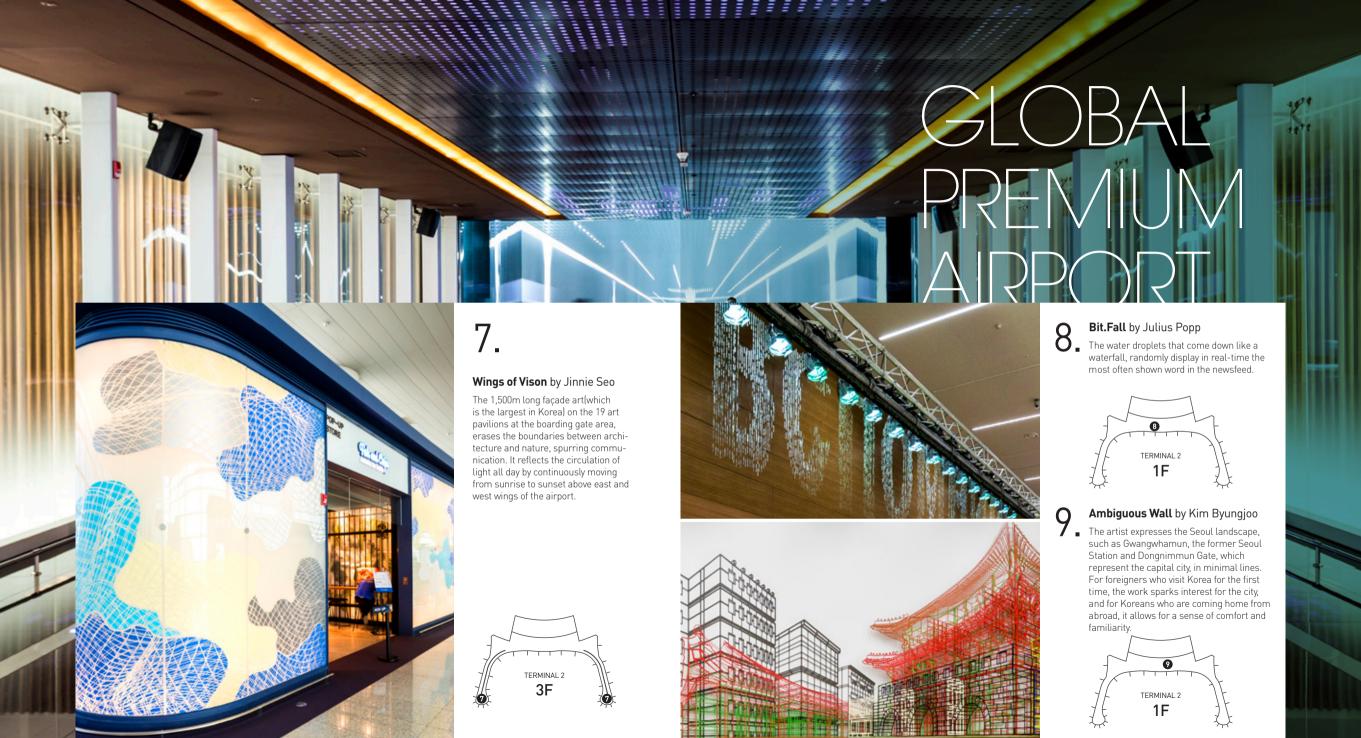






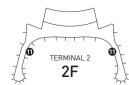


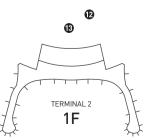






TERMINAL 2 2F





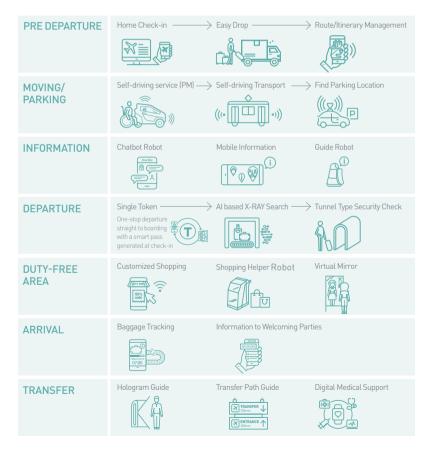


GLOBAL PREMIUM AIRPORT INCHEON INTERNATIONAL AIRPORT 46 GLOBAL PREMIUM AIRPORT INCHEON INTERNATIONAL AIRPORT 47

#### **SMART AIRPORT**

As a future-oriented airport that stays a step ahead of others, Incheon Airport embraces ceaseless enhancement efforts and innovations to grow into the world's best airport. By implementing its smart airport roadmap and 100 tasks for smart airport by 2023, Incheon Airport will become a smart airport that fully accommodates solo travelers, boasts punctuality, and provides joy to its users as the most convenient airport in the world.

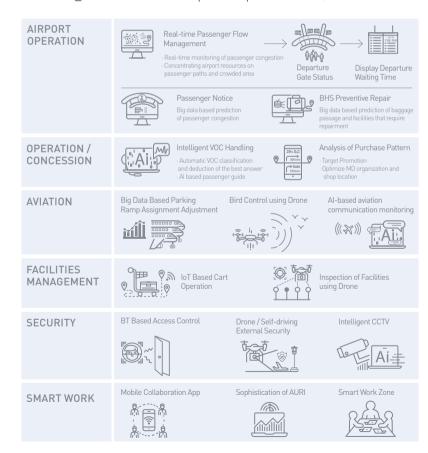
#### PASSENGER Automation · Personalization: Innovation of Service Paradigm







### OPERATOR Data Oriented Predictive Operation: Operational Issues / Technical Innovation



GLOBAL PREMIUM AIRPORT INCHEON INTERNATIONAL AIRPORT 48

#### **SMART SERVICE**

Incheon Airport provides distinctive customer-oriented services. The high-class services that tap into cutting-edge ICT which are encountered throughout the airport open up new horizons for the global airport services.

Self check-In

195 Kiosks

Self bag-drop

**62** Kiosks

Guide robot, 'chatbot' service

**24** Hours

#### Convenient Self Check-In Process

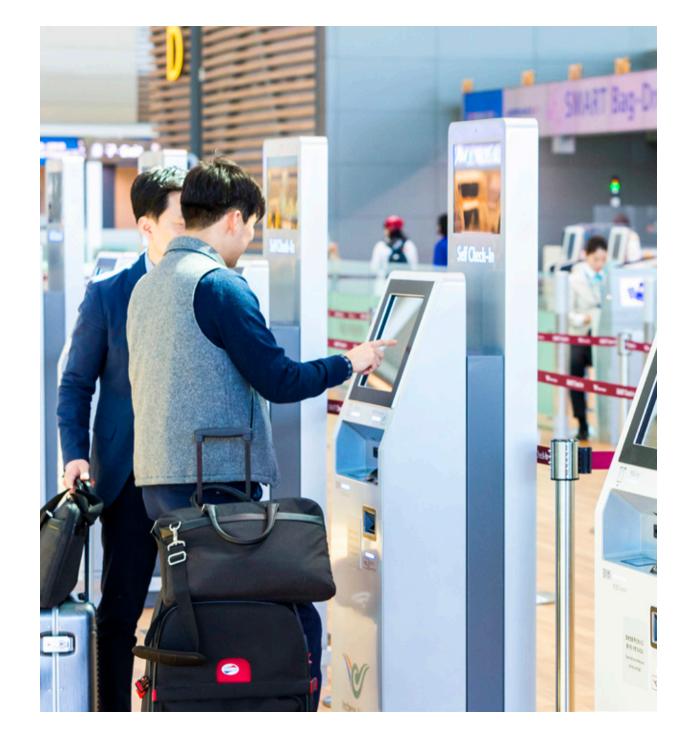
Through continuous innovation of its departure & arrival process, Incheon International Airport leads the future airport services. Creating two Smart Check-in Zones at the center of the departure area, the airport acquired 195 self check-in kiosks, 62 self bagdrop kiosks, and 28 hybrid bagdrop kiosks (manned & unmanned) at T1 C counter, thus supporting flexible passenger handling and maximizing the passengers' convenience through self-service. Also by upgrading the facial recognition feature of the automatic check-in &-out for international travelers, the airport supports the unmanned check-in-&-out process.

#### Establishment of Intelligent Airport Operating System

Incheon International Airport processes a daily average of about 7 million pieces of data by ensuring the real-time data sharing between Passenger Terminal 1 and Passenger Terminal 2 by using big data. Moreover, the airport is converting its general operations such as passenger service, facility operation, and cyber security to cloud through creating the integrated ICT center. AIRPORT 4.0 communications at Incheon International Airport provides more convenient and faster wireless network service for its users.

#### Expansion of Smart Service Customized to Passengers

Incheon Airport is gradually expanding guide services tailored to passengers' needs. These include location-based direction guide in both Terminal 1 and Terminal 2 with sophisticated mobile application, as well as allowing passengers to get the direction and time that takes from their current locations to their destinations just by scanning their boarding passes to the smart signage. Furthermore, the 24/7 Chatbot Service provides provides differentiated smart services.



GLOBAL PREMIUM AIRPORT INCHEON INTERNATIONAL AIRPORT 50

### ENVIRONMENT FRIENDLY AIRPORT

Incheon Airport leads the new paradigm of eco-friendly management as an international airport corporation by operating Greenhouse Gas Reduction and Energy Saving Implementation Committee and Energy Management Team under its vision of being a "global leading low-carbon and eco-friendly airport."

Acquisition of environmental management system certificate

ISO 14001

Certificate of ACI airport carbon accreditation

LEVEL3

#### Construction of Nature-friendly Airport

Incheon Airport aims to be a sustainable, environment-friendly airport. In particular, Terminal 2 that opened in January 2018 introduced the concept of energy conservation and new and renewable energy from the design phase putting the motto of green airport first. Through such efforts, we cut down energy consumption by 39.4% compared to the Terminal 1, and we created green spaces integrated with the building by developing a pine forest in the 1km section across the access road to the terminal, expanding indoor landscaping area by threefold, and introducing pollution-purifying plants and waterscape facilities.

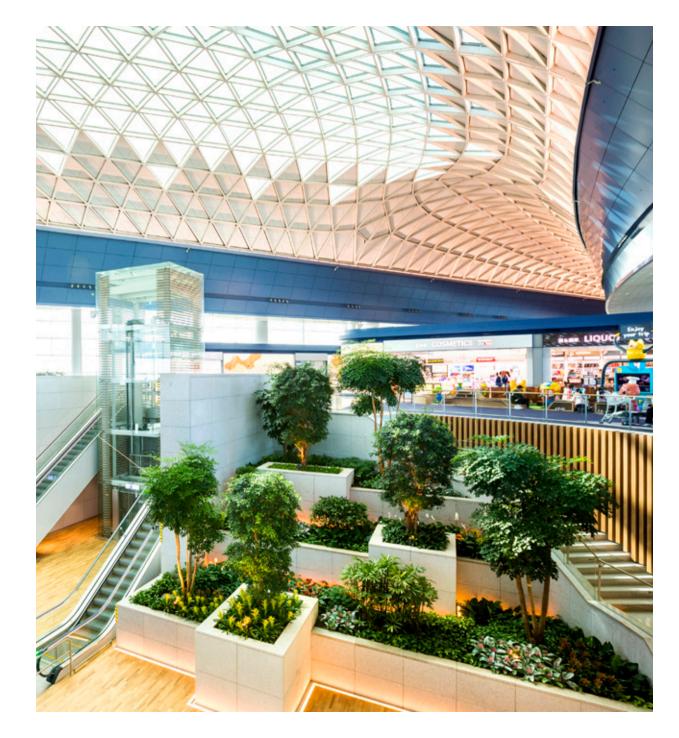
### Establishment of World's Top-notch Environment-friendly Management System

The low carbon management standard, Airport Carbon Accreditation (ACA) provided by Airports Council International (ACI), is applied in 156 airports in 50 countries around the world. It provides carbon emission reduction and operation guide. The Incheon Airport acquired ACA LEVEL3 authentication in 2014 for controlling emission reduction subjects for all carbon emissions in the entire airport area as well as the facilities of the airport and has remained certified, maintaining a top-level environment-friendly management system.









GLOBAL PREMIUM AIRPORT INCHEON INTERNATIONAL AIRPORT 52

#### NEW ENERGY PROJECT

Incheon Airport is actively adopting renewable energy generation facilities such as solar power, geothermal heating and cooling, and fuel-cell facilities. These efforts led to the valued results of the US-based LACP award and ARC Awards Gold, and the UK-based Green World Awards and Green Apple Awards Silver.

Photovoltaic power generation

**5,830**kW

Geothermal power generation

**8,195**kW

Operation of energy management system

ISO 50001

#### Production of New and Renewable Energy

Incheon Airport is evolving from an airport that uses energy into an airport that produces energy. Incheon Airport has been increasing the use of LED lamps since 2009 in order to raise energy consumption efficiency. In particular, Terminal 2 installed 96% of the lighting devices as LED, which cut down 3,471 tons of greenhouse gases. Also, Incheon Airport is aggressively promoting the use of new and renewable energy to prevent the depletion of natural resources and reduce emission of greenhouse gases and is also producing 5,830kW of energy through photovoltaic generation and 8,195kW of energy through geothermal generation.

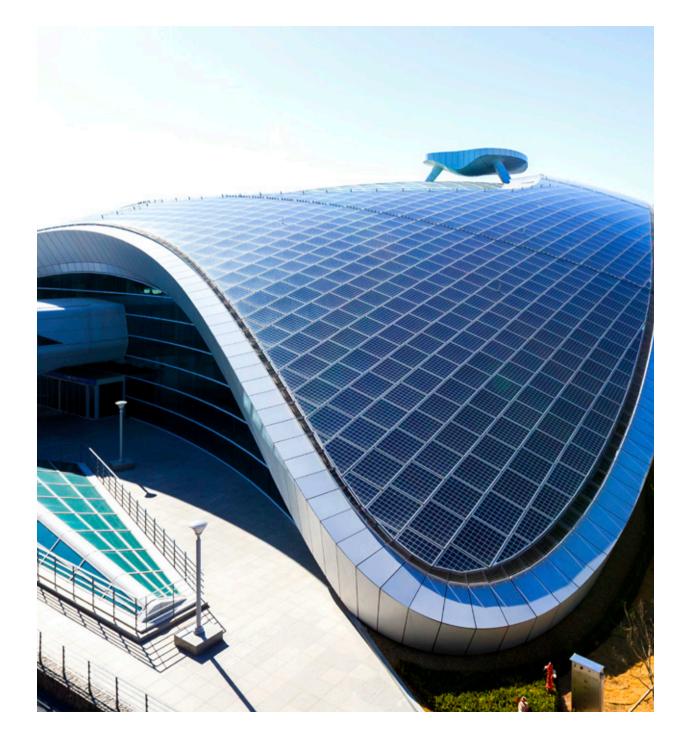
#### Energy Management System (ISO 50001)

Incheon Airport is operating the Energy Management System (ISO 50001) across all airport facilities. Incheon Airport's energy management is certified for the systematic management of energy and the management method, and it provides overall operating system for greenhouse gas energy target management system. The Incheon Airport's Energy Management System (ISO 50001) standard acquired demonstration authentication for Building Field for the first time in the world's airport industry in 2012 and remains certified since the acquisition of official authentication in 2014.











### Incheon International Airport Facilities

- 1 Terminal 2
- 2 Transportation Center 2 5 Concourse
- 3 Terminal 1
- Transportation Center 1 Runway 2
- 6 Runway 1
- Control Tower
  - Catering Facilities
- 13 Cargo Terminal Area International Business Center
- 12 GSE Maintenance Facilities 15 Airport Logis Park

# **Leading** the Value of Airport

Incheon Airport's continued innovations and initiatives make new history and achieve new milestones for the global airport industry.

The "people-oriented" value stands at the center of the all-out effort for building a world-best airport.

Incheon International Airport's hopeful journey continues, staying loyal to the principle of safety and making society a better place.

