



WORLD AVIATION CONFERENCE 2025

# Future-driven Mega Hub Airport to Create New Value

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WE CONNECT LIVES, CULTURES AND THE FUTURE



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## Career Summary

### Incheon International Airport Corporation

- | 2019 ~ 2021 : Executive Director of Corporate Partnership Group
  - | 2022 ~ 2023 : Executive Director of Logistics Group
  - | 2024 : Executive Director of Public Relations Group
  - | 2025 ~ : Chief Business Development Officer
- 
- | B.S. in Mechanical Engineering, Korea University
  - | EMBA, Helsinki School of Economics(Aalto University)
  - | Ph.D. in Air Transport, Korea Aerospace University

Terminal 1



# Incheon Airport(ICN) has been leading Korea's economic growth through its global competitiveness



## Volume

- 71 Million Passenger (2024), 4.9 times more than at opening
- 3 Million tons Cargo (2024), 2.5 times more than at opening



## Service

- Ranked No.1 in ASQ (Airport Service Quality) for 12 consecutive years
- World first 5-star rating in ACI Customer Experience Accreditation



## Infrastructure

- World third largest airport with 106 million annual passenger capacity
- First in Asia to obtain CAT-III runway operating grade

## Role in National Economy

4.5% of Korea's GDP  
(direct 2.8% + indirect 1.7%)

37% of Korea's exports  
(case numbers)

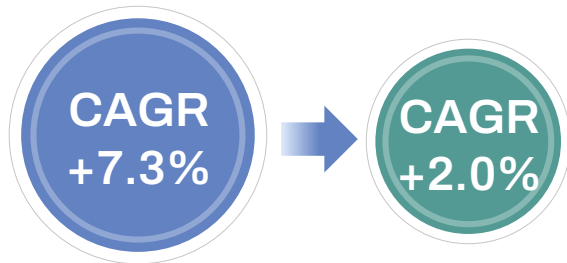
\$200M contribution to the national budget(tax+dividend)

\* Based on 2023 annual data

# However the uncertainty surrounding ICN is growing

## Network

### [ Passenger demand of Korea ]



2015~2019

2025~2050 (Est.)

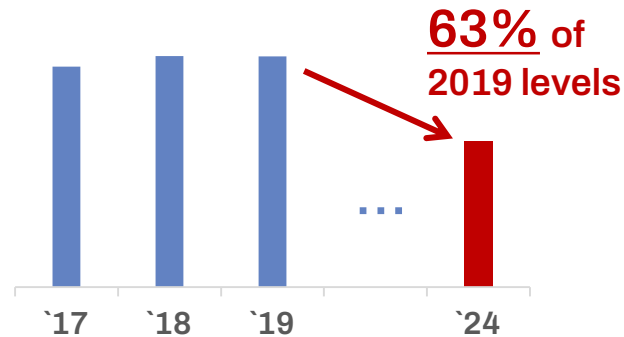
\* Comprehensive Plan for Airport Development (MOLIT, 2021)

Slowdown in  
aviation demand growth

- Limited growth of Korean outbound demand due to population decline
- Fierce hub competition in North-east Asia (especially HND, TPE)

## Revenue

### [ IIAC Revenue from duty free ]

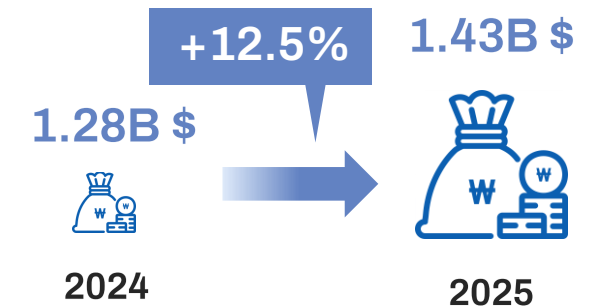


Concession-dependent  
revenue structure (45.8%, 2024)

- High risk in external environment change such as COVID
- Decline of concession sales due to changing trend (e.g. online channel)

## Cost

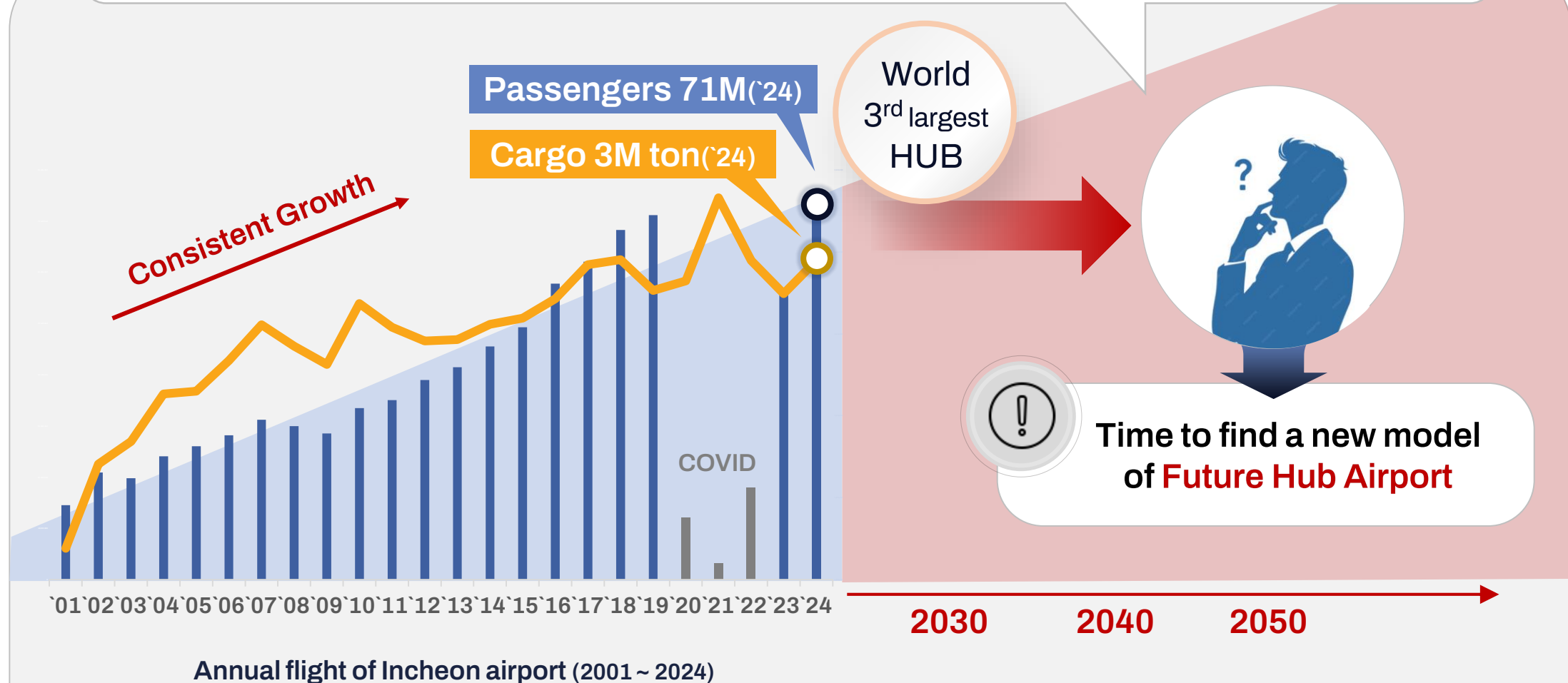
### [ IIAC Operating expenses ]



Persistent increase  
in fixed costs

- Increasing expenses such as labor costs due to economic inflation
- High construction fee and operation costs by expansion of infrastructure

“ Is it possible to keep sustainable growth of ICN also in future? ”



# The future mega hub must go beyond conventional transportation function to become a platform for cultural and value exchange.

## Core Function of Airport

Node of aviation network (Hub and Spoke)

Physical facility for transportation

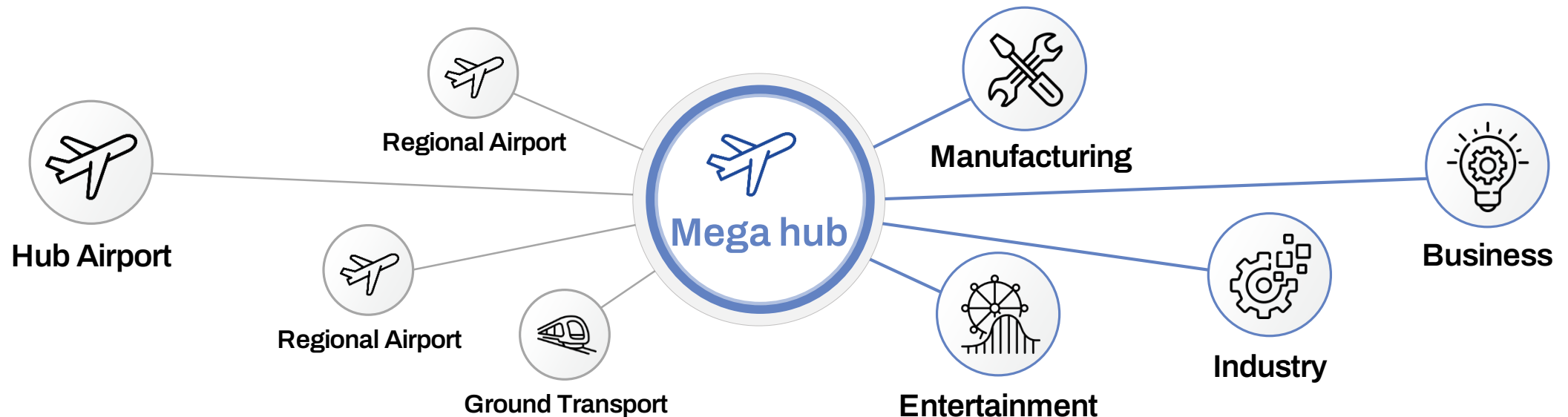
Handling existing aviation demand

## Future role of Mega Hub

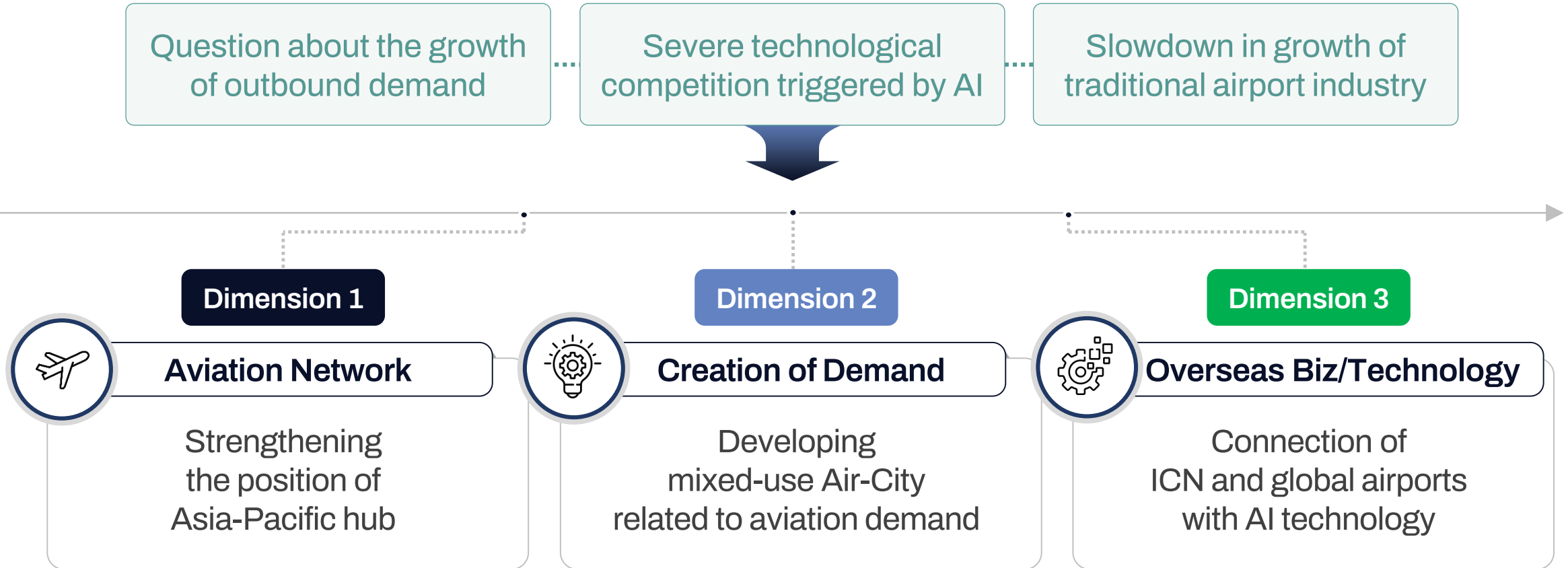
Node of cultures and value

Place in where diverse people interact

Generating demand by organizing ecosystem

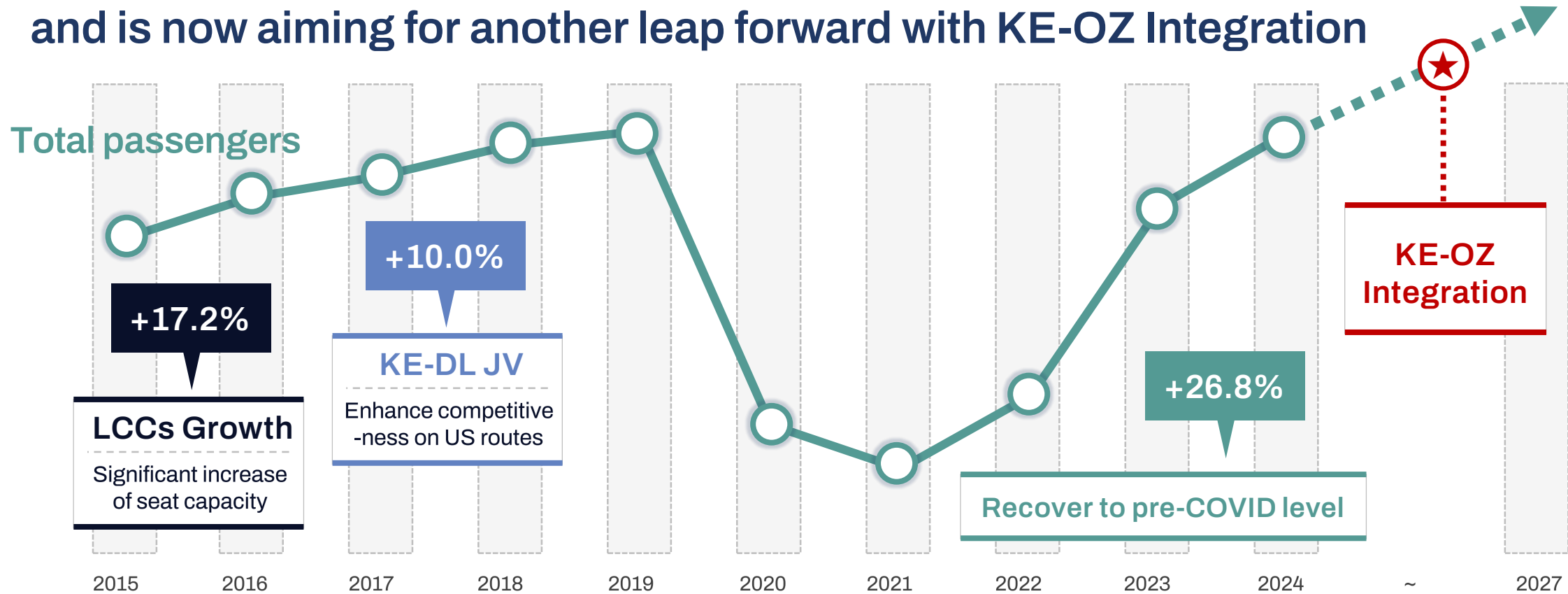


ICN suggests three dimensions to realize the future mega hub model, in order to become the world's best airport.



## • Dimension 1. Aviation network

ICN has leveraged turning points to accelerate traffic growth, and is now aiming for another leap forward with KE-OZ Integration



Changes created **momentum**, and led to the double-digit **passenger growth**



## • Dimension 1. Aviation network

We pursue a better hub  
by strengthening airport network and attracting more passengers

“ Prepare to be more **connected** with **airlines** and **passengers** ”



KE-OZ  
network

### Benefiting from economies of scale

- Cooperate for a soft landing of KE-OZ merger
- Further develop long-haul network



Promote  
interlining

### From interlining to code-sharing

- New incentive program to boost interlining
- Joint marketing promotion with airlines



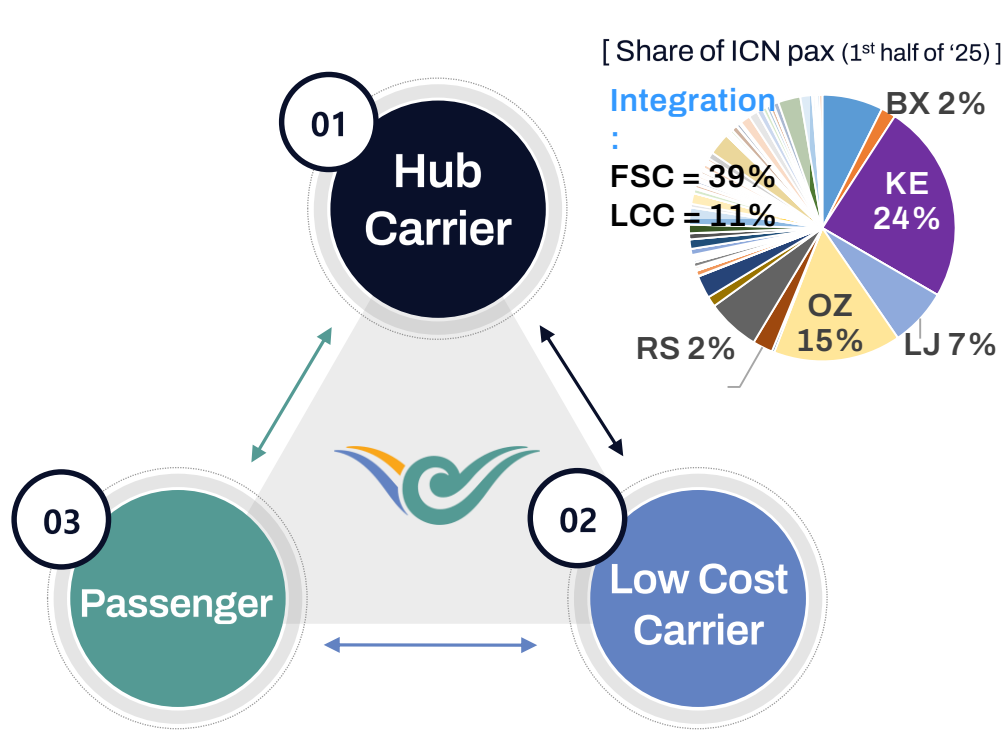
New Media  
marketing

### Reaching out to potential passenger

- Leveraging social media to attract passenger
- Working together with online travel agency

## • Dimension 1. Aviation network

Network expansion will be the backbone of Mega-Hub, maintaining the airports' core functional competitiveness



### 1 Airport connectivity will more than double

- In 2024, KE & OZ processed more than 80% of ICN's connecting pax

### 2 New route & schedule options will be created

- ICN's new interline initiative will support airlines to be connected

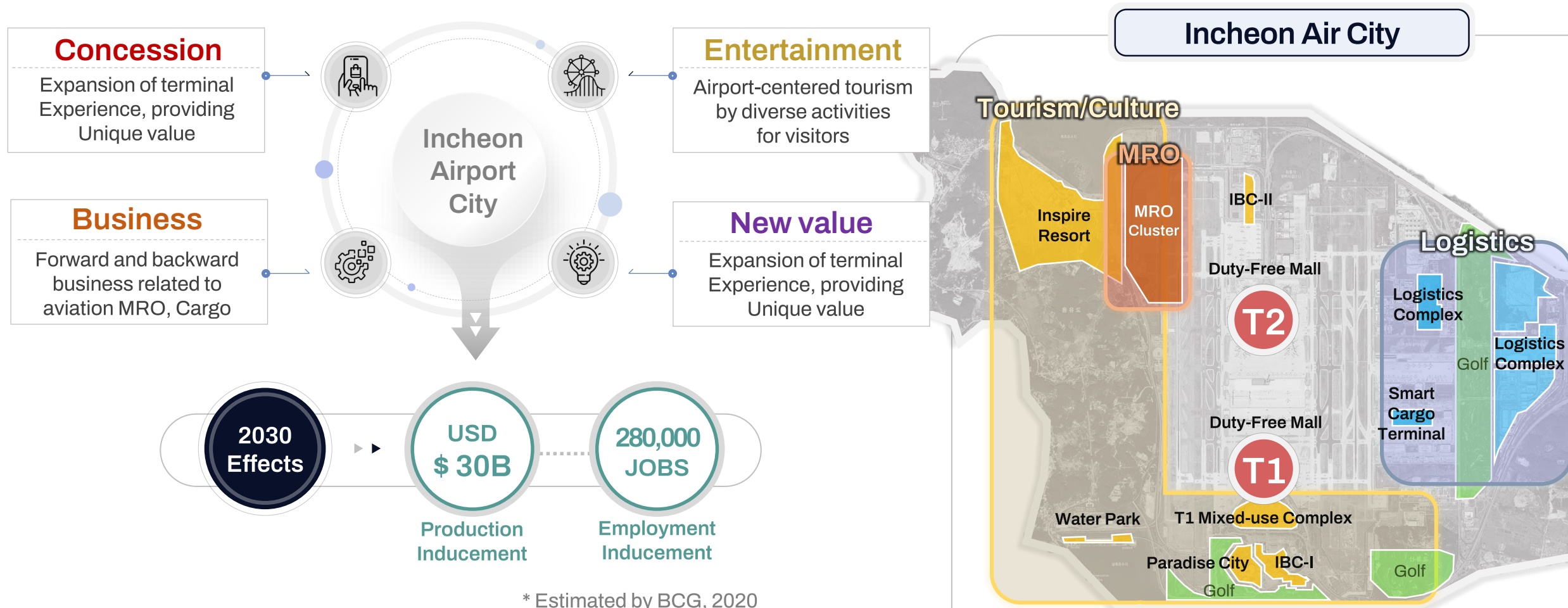
### 3 More personalized approach will be available

- Leverage digital platforms to gather feedback and engage with pax

“ We aim to *create new value* for airport, airlines and passengers ”

## Dimension 2. Creation of Demand

ICN aims to create new demand by building a multi-functional city that integrates aviation networks with key industries





## Dimension 2. Creation of Demand

Airport-centered tourism theme provides diverse experiences through world-class duty-free shops and integrated resorts

### Terminal Concession



World-class duty free shops “Airstar”

- New Experience for enhance the appeal for users



Membership  
Service



Experiential  
Space



New  
Technology

### Entertainment



Inspire Resort



Paradise Resort

- 5 Star-hotel 1,275 rooms
- Investment 1.5B \$
- 5 Star-hotel 711 rooms
- Investment 2.5B \$

Massive integrated resorts equipped with  
concert arena, casino, convention, spa



## Dimension 2. Creation of Demand

High value industrial clusters and new airport projects are being driven to provide wider value

### Aviation Business



Cargo & Logistics (FTZ)

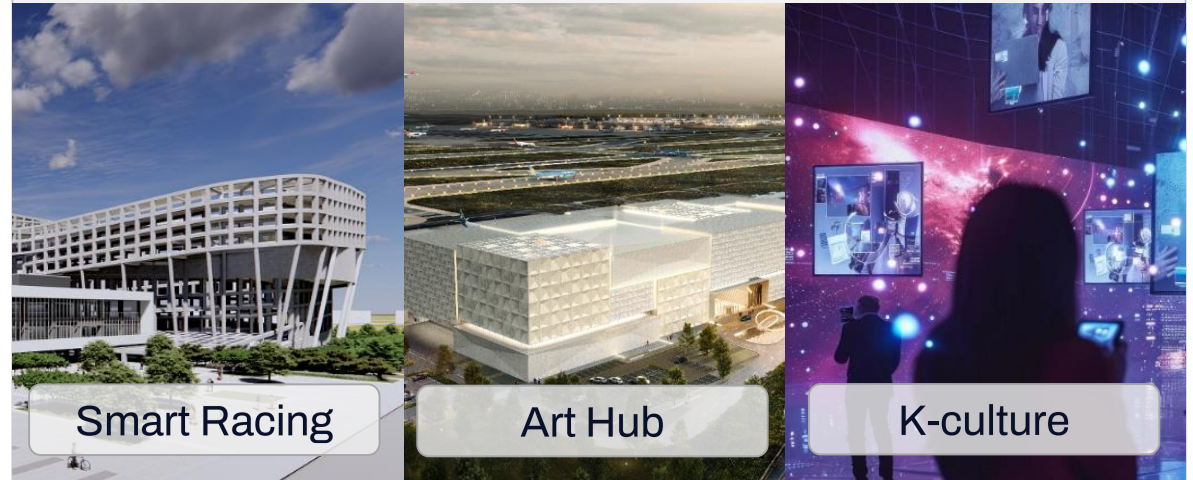
- Cargo Terminal 122ha (KE, OZ, DHL, FedEx)
- Logistics Complex 197ha

MRO Cluster

- High-tech MRO 235ha (IAI, T'way)
- Cargo Maintenance 46ha

Massive dedicated cluster to support cargo network(world 3<sup>rd</sup> in '24) and foster aviation business

### New Value



Smart Racing

- ICT based futuristic racing theme park

Art Hub

- Hub of art culture (storage, art fairs, auction)

K-culture

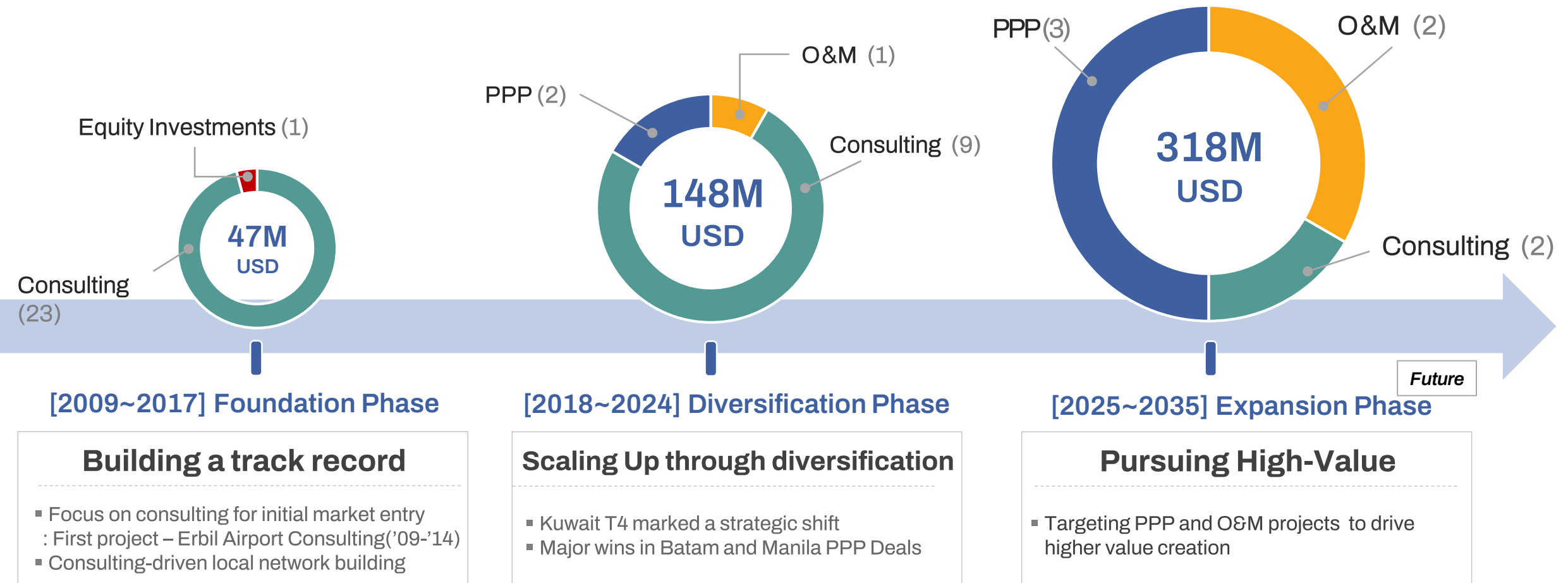
- Showcase of k-culture via digital technology

Providing unique experiential value, exclusively available at Incheon Airport



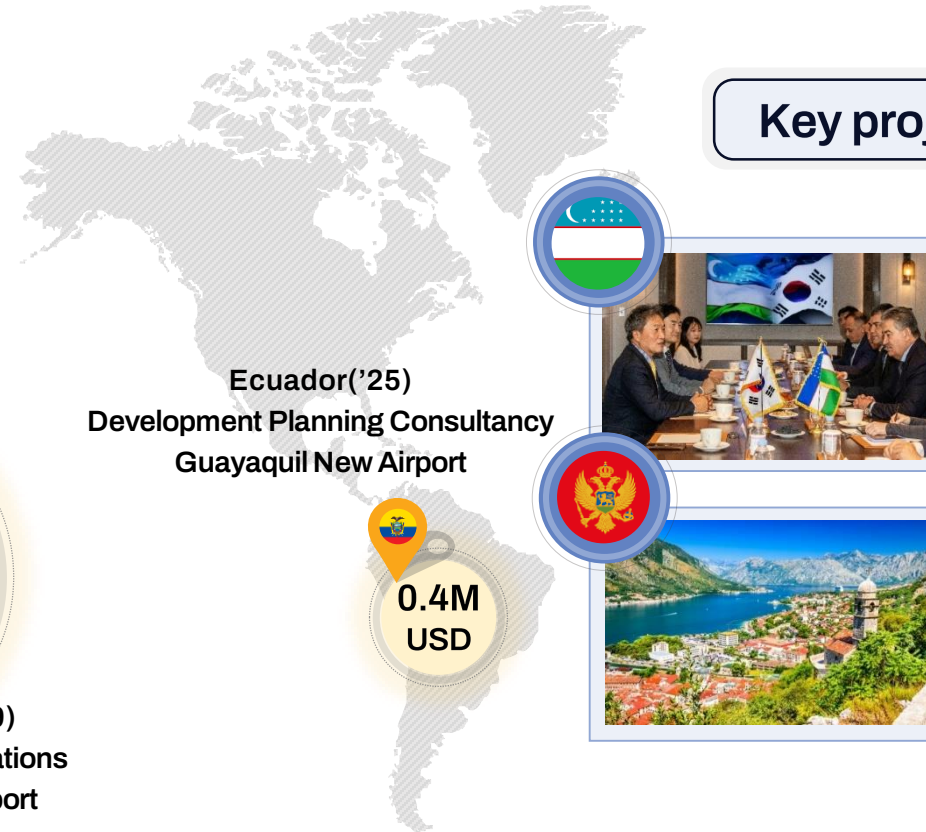
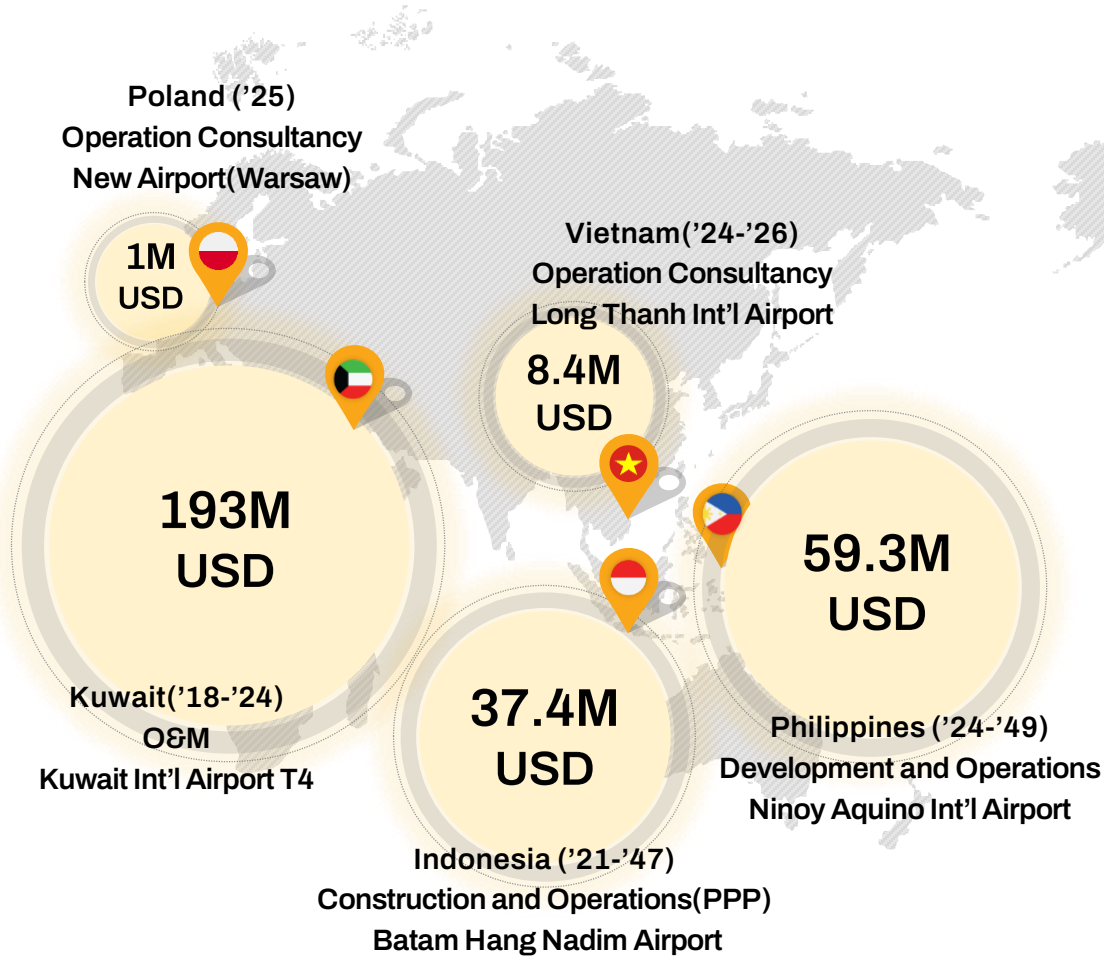
### Dimension 3. Overseas Biz & Technology

ICN, moved from consulting-led beginnings to a diversified global model, is now entering an expansion phase focused on high-value opportunities



## Dimension 3. Overseas Biz & Technology

# Ongoing projects across six countries: Expanding IIAC's global operations



### Key projects in progress

#### Uzbekistan

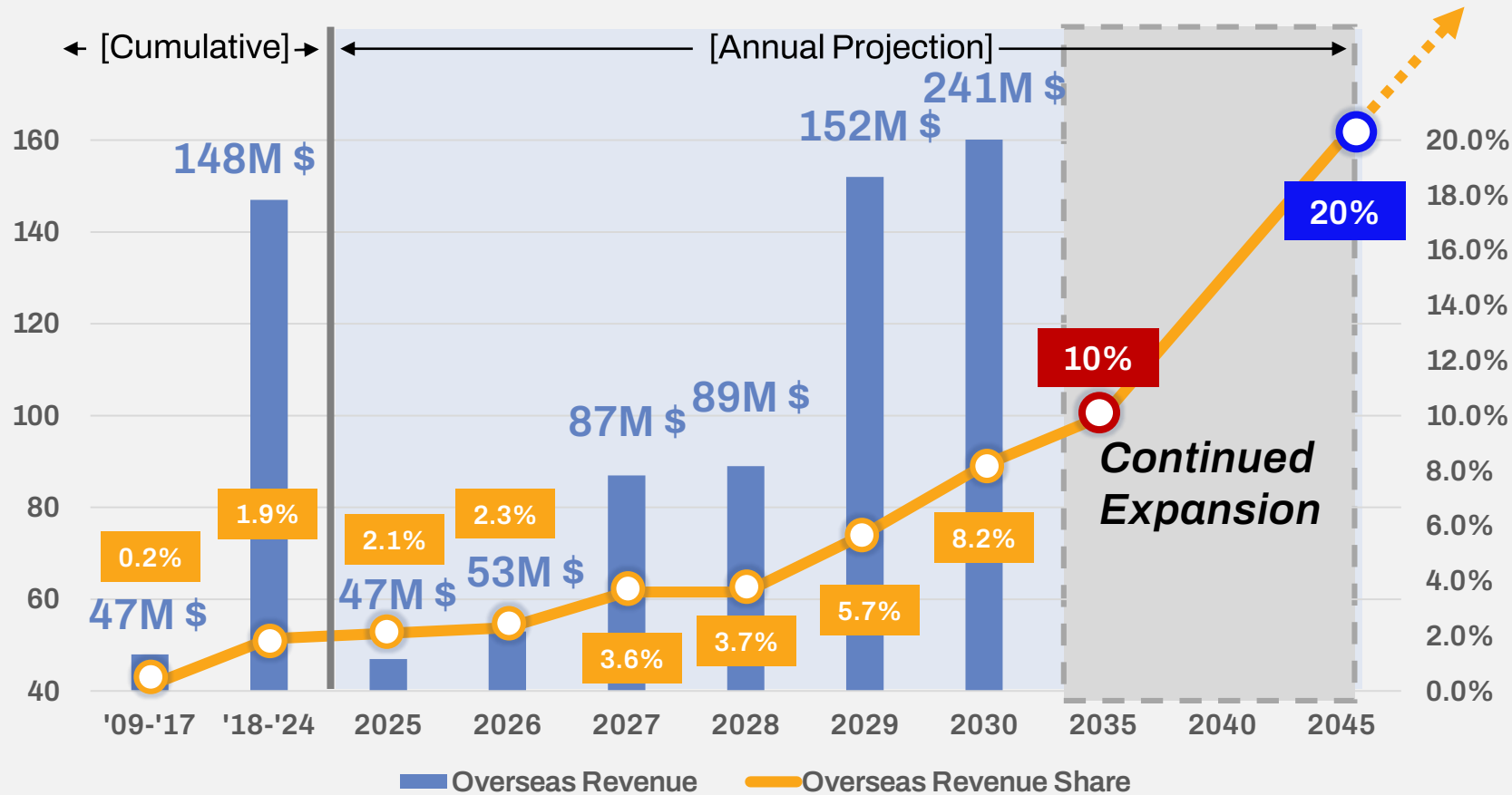
Urgench Int'l Airport  
PPP (Under negotiation)

#### Montenegro

Podgorica&Tivat Airport  
PPP (Under evalutaion)

### Dimension 3. Overseas Biz & Technology

## Overseas revenue: Historical performance and future projection (2009-2045)



Our Strategies to  
achieve the Target



Global  
Expansion



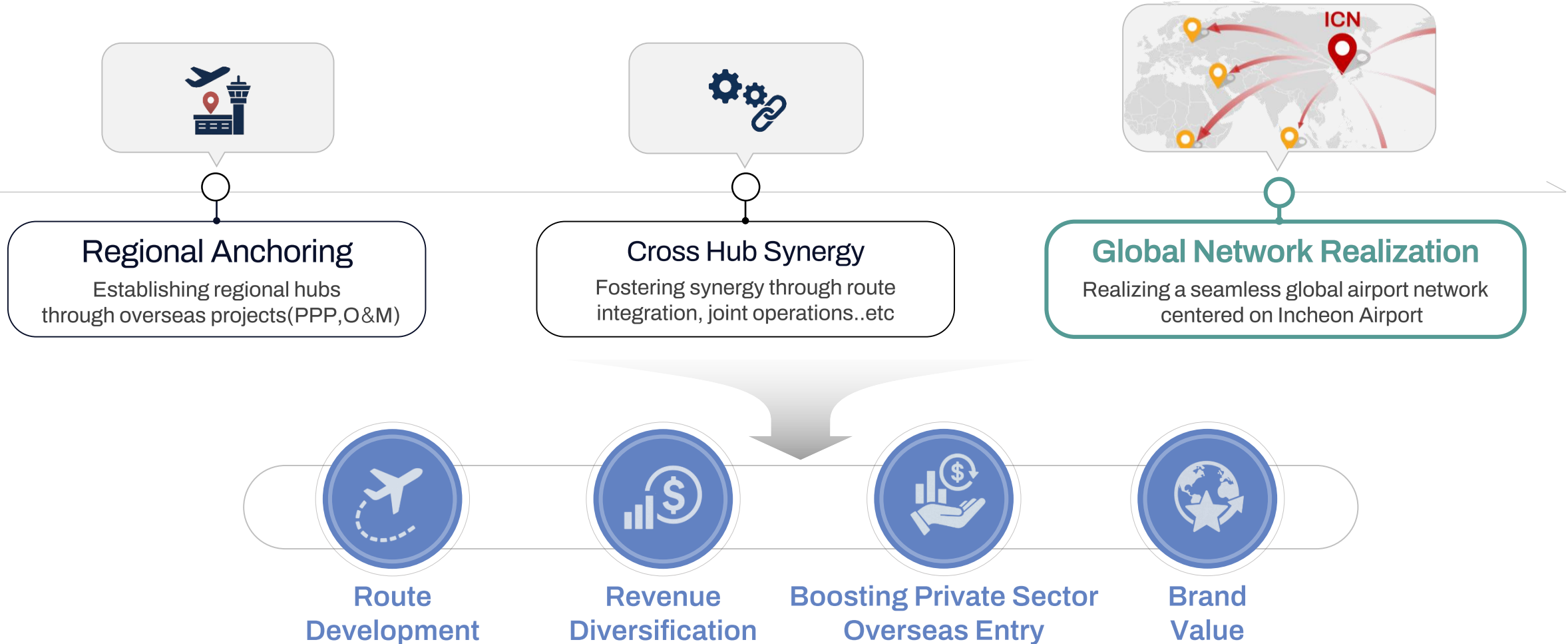
Smart  
Integration



Winning  
Capacity

### Dimension 3. Overseas Biz & Technology

Expanding connectivity through strategic integration with overseas projects, positioning ICN as the core of the connected global airport network





## Dimension 3. Overseas Biz & Technology

# ICN needs continuous internal innovation through DX(Digital Transformation) centered on AI

### [ Current Airport ]

Time-consuming waiting



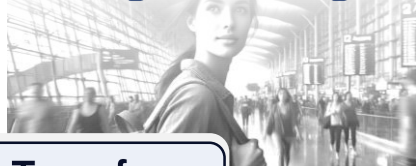
CIQ

Disconnected shopping



Concession

Waiting in front of gate



Transfer



### Digital Transformation

No waiting with AI reservation



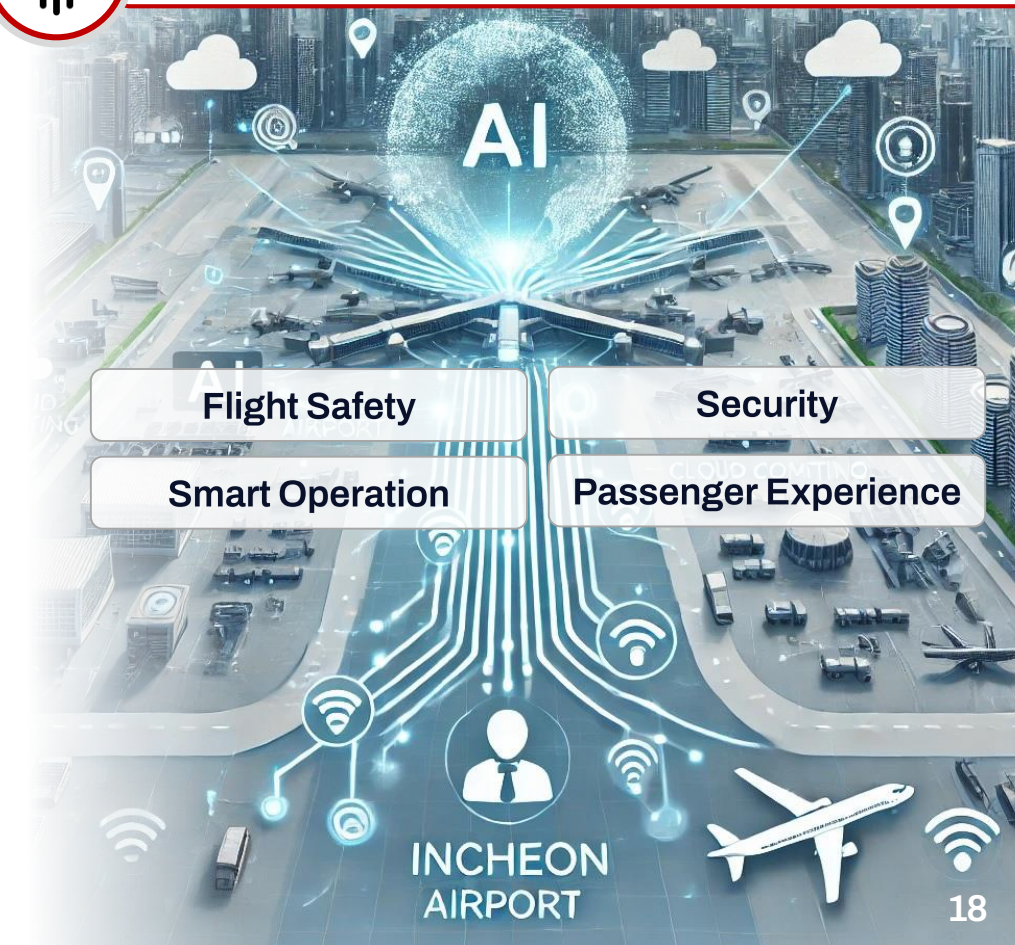
Seamless shopping with AI assistant



Culture Experiences via digital



### AI Revolution



INCHEON  
AIRPORT



## Dimension 3. Overseas Biz & Technology

# We aim to develop an AI ecosystem centered on AI data centers



### Expansive Land

- 5,400ha of airport area for limitless development of AI infrastructure



### Power Infra.

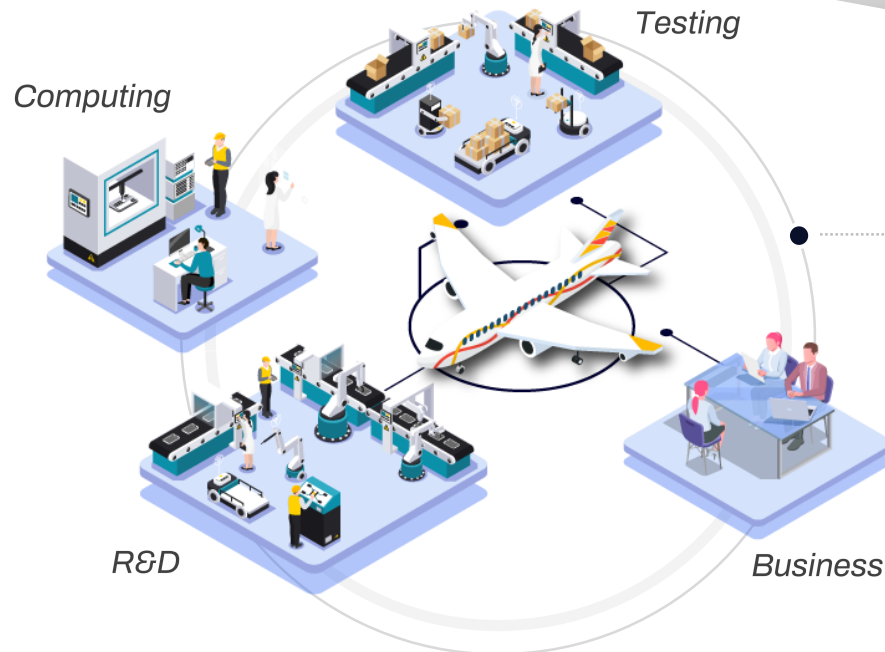
- Dedicated electricity power company in the airport



### Living Environment

- Fully developed new city near airport with affordable housing option

**ICN is ready to shape *Asia's Silicon Valley* for AI & Tech Hub Cluster**



### AI Data Center

Provide High-performance computing infra.



### Global Biz Center

Attract global Tech giants and startups

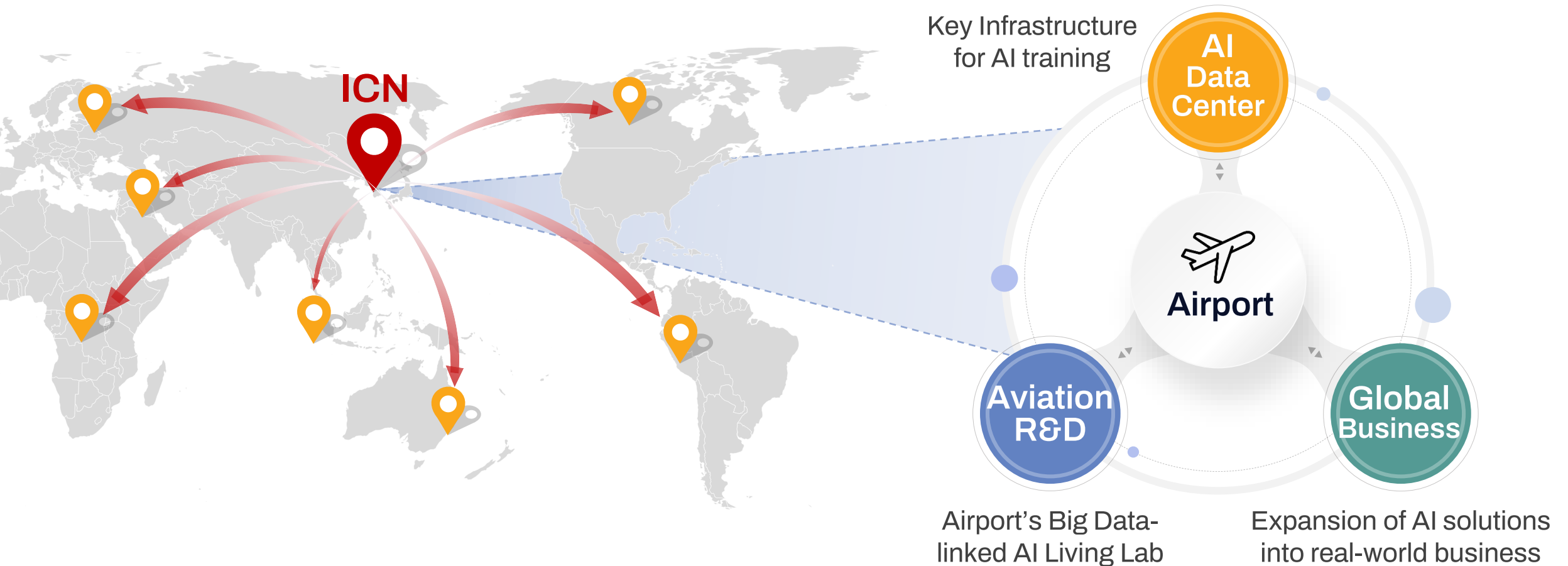


### R&D Center

Leverage IT talent and accelerate AI adoption in aviation

### Dimension 3. Overseas Biz & Technology

The AI Innovation hub will redefine the role of airports by creating a global leading model for applying AI to the aviation sector



“

# ICN creates new value

”

## by establishing future model of airport as new mega hub



Thank you for listening