



BRISBANE AIRPORT CORPORATION

Brisbane Airport Corporation has a long-term vision for Brisbane Airport that is aligned with local, state and national aspirations.

2.1 About Brisbane Airport Corporation

BAC is the operator of Brisbane Airport, the premier gateway to Queensland and the third largest airport in Australia by passenger numbers.

BAC acquired Brisbane Airport from the Australian Government under a 50-year lease (with an option to renew for a further 49 years) for \$1.4 billion in 1997. Since that time, BAC has assumed ultimate responsibility for the operations of Brisbane Airport including all airport infrastructure investment with no government funding.

BAC is a private, non-listed Queensland company, helping employ thousands of Queenslanders and creating economic opportunities of national, state and city importance.

Shareholders are major Australian and international organisations and significant institutional investors representing Australians.

In the 2012/13 financial year the airport registered a record of more than 21 million passengers through its terminals, a figure that equates to a year-on-year growth of approximately 4.6% since 2009.

To meet the growing demand, BAC plans to fund over \$2.5 billion worth of infrastructure over the next 10 years, including a New Parallel Runway (NPR), taxiway and apron expansions, terminal expansions and upgrades, road upgrades and a number of new commercial buildings.

About 21,000 people currently work at the airport precinct every day with this number expected to exceed 50,000 by 2034. Already there are over 430 businesses on site servicing a diverse range of industries, within which tens of thousands of people are either directly or indirectly reliant on airport activity as a source of employment.

As of March 2014, BAC's shareholders are:

- » Citicorp Nominees Pty Limited as Custodian of the Trustee of the Colonial First State Global Diversified Infrastructure Fund
- » Citicorp Nominees Pty Limited as Custodian of the Trustee of the CFS Airport Fund
- » Citicorp Nominees Pty Limited as Custodian for the Trustee for Commonwealth Bank Group Super
- » Gateway Investments Corporation Pty Ltd
- » J.P. Morgan Nominees Australia Ltd as Nominee of the Custodian of the Trustee of IFM Infrastructure Funds
- » Motor Trades Association of Australia Superannuation Fund Pty Ltd as Trustee of the MTAA Superannuation Fund
- » National Asset Management Limited as Trustee for the Brisbane Airport Trust
- » Queensland Investment Corporation Infrastructure Management Pty Ltd as Trustee for the QIC Brisbane Airport Infrastructure Trust
- » Schiphol Australia Pty Ltd
- » Sunsuper Pty Ltd as Trustee of Sunsuper Infrastructure Trust No. 3.

2.2 Vision for Brisbane Airport

BAC's vision for Brisbane Airport is to be world class – a distinctive place that visitors keep coming back to, and the best possible partner for airlines and businesses.

BAC values building collaborative relationships, being proactive and innovative, acting with integrity and commitment and providing service excellence.

The road to achieving this vision is charted in documents such as this Master Plan and the Brisbane Airport Property Master Plan. Through them BAC is:

- » Promoting and evolving Brisbane Airport's role as a major economic engine for Australia
- » Developing Brisbane Airport as a premier gateway airport and a major multimodal transport hub
- » Creating a prosperous airport business community within a sustainable environment

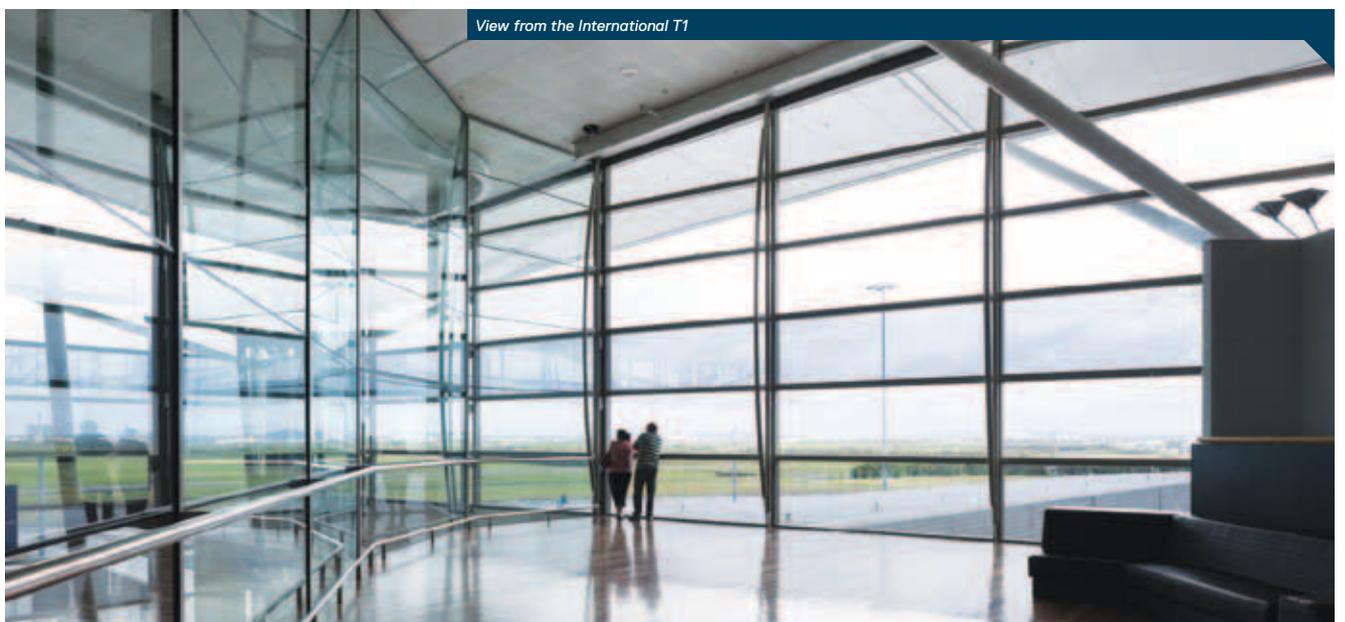
- » Achieving growth and development by balancing economic benefits and environmental impacts.

Testaments to steady progress towards achieving BAC's vision are the awards that have been won in the past financial year including:

- » Skytrax Awards: Third in the world for airports servicing between 20 and 30 million passengers and second overall in the category 'Best Airports in Australia/Pacific'
- » Australian Competition and Consumer Commission: Top ranking in Australia for airport customer service – a position held by Brisbane Airport for nine consecutive years
- » Energex Award for Sustainability in Business 2013 (Lord Mayor's Business Awards).

The long-term vision and underlying principles and values for Brisbane Airport are reflected in the development objectives outlined in this Master Plan.

Through the achievement of these objectives, Brisbane Airport is destined to become a globally recognised and locally valued destination.



Brisbane Airport is Queensland's most important aviation hub and its efficient operation and quality of services contributes to the image of the city and the state.

2.3 Partnership Approach

BAC recognises the contribution of strong relationships with government, industry and the community to the achievement of its vision and the development objectives as outlined in this Master Plan.

From a planning perspective, BAC works closely with Brisbane City Council (BCC), the Queensland State Government and the Australian Government. This approach promotes integration with and understanding of on-airport and off-airport land use planning, road networks, public transport initiatives and environmental management.

Similarly, managing aircraft noise at Brisbane Airport is a responsibility shared by a number of organisations and bodies. Together these groups actively research, plan and implement initiatives to achieve the optimal balance between the safe operation of the airport and minimising noise impacts on the community.

Our partners in managing noise include the International Civil Aviation Organization, Airservices Australia, the Aircraft Noise Ombudsman, the Commonwealth Department of Infrastructure and Regional Development, the Civil Aviation Safety Authority and individual airlines operating through Brisbane Airport.

Community partnerships are equally important to BAC and the operation of Brisbane Airport. BAC actively engages with the community through a range of forums, information exchanges and festivals and works hard to ensure all contact is meaningful, robust and based on a two-way exchange of information.

2.4 Brisbane Airport's Role in a National Context

Australia depends upon a reliable and efficient airport network to maintain economic growth and prosperity. Capital cities and regional centres, separated by huge distances, are connected through the vital passenger and freight network that Australia's airport network represents.

Brisbane Airport, operating 24 hours a day, seven days a week, is an integral part of this national economic infrastructure and is a valuable national asset. It is the third busiest airport in Australia by passenger numbers and the second busiest in terms of aircraft movements.

Australian Government data shows that for the year ending December 2012 the Brisbane to Sydney and Brisbane to Melbourne routes were the second and third busiest in Australia, further underlining the strategic importance of Brisbane Airport in the national transport context.

It plays an equally important role in connecting Australia and Australians to an increasing number of international destinations. In 2012/13 around 29 airlines flying to 42 national and 28 international destinations used Brisbane Airport.

Through BAC's substantial ongoing investment Brisbane Airport has become an important source of employment for the country, and plays a catalytic role in tourism, business and industry growth with benefits being felt across Australia. It has also become a centre for fly-in fly-out workers, servicing the multi-billion dollar mining industry around the country, while also acting as a vital aircraft maintenance hub.

The airport also plays a central role in Australia's logistics network, from facilitating the distribution of packages and mail across the country and overseas through to the distribution of fresh produce and agricultural products to national and international ports.

Brisbane Airport also has an important social role, connecting individuals, families and communities across the country and the world.

2.5 Brisbane Airport's Role in a Queensland Context

Brisbane Airport is Queensland's most important aviation hub and its efficient operation and quality of services and facilities have a direct bearing on how the city of Brisbane and the State are perceived by national and international visitors.

In essence, people passing through Brisbane Airport to destinations throughout Queensland who experience professional and efficient service and access to high

quality facilities on arrival, will be encouraged to take an optimistic view of what lies ahead as they travel through Queensland.

BAC embraces a leadership role in the management and operation of the airport and through its careful planning, endeavours to provide the type of experience that serves to bolster the city's and the State's reputations as prosperous places to do business and attractive destinations for tourists.

BAC recognises that the airport plays an important role in the achievement of its partners' goals and at the forefront of these is the vision for Brisbane.

BCC's Brisbane Vision 2031 states: *"Our vision for Brisbane is that it will continue to be a safe, vibrant, green and prosperous city. A city valued by all for its friendly, energetic and optimistic character and subtropical outdoor lifestyle. Brisbane will be respected for its strong international relationships, particularly with our Asian neighbours, for its boundless innovation and growing economic prosperity. The main priorities to realise the Brisbane Vision 2031 include:*

- » *Maintain or improve quality of life for the Brisbane community*
- » *Ensure that Brisbane has the services and infrastructure to meet the liveability and sustainability challenges of the future*
- » *Provide an overarching plan of action for Council, its partners and the people of Brisbane for the next 18 years."*

In many ways, BAC's vision for Brisbane Airport and the vision for Brisbane are aligned. Through collaborative planning and ongoing discussion, BAC will work with BCC to help achieve its vision, at the same time contributing to the achievement of longer-term goals for the airport.

Equally, as the premier gateway for Queensland for national and international passengers, Brisbane Airport plays a pivotal role for Queensland.

Improvements to infrastructure, including upgraded road networks, the NPR and the expansion and refurbishment of terminals, will enable the airport to accommodate more passengers and offer a wider choice of routes and airlines, all of which make a significant economic contribution to Queensland and Australia in the form of flow-on expenditure and jobs.

This Master Plan is developed on the premise that BAC will continue to invest in infrastructure, operational efficiencies and aviation-related and non-aviation facilities and services, enhancing the visitor experience and delivering positive economic and social benefits to the city and the state.

2.6 Focus on Planning

Growth in domestic and international passenger numbers and the ongoing expansion of the aviation industry worldwide, including the advent of new and larger aircraft within the world's fleet, are major drivers for future planning at Brisbane Airport.

In addition, Brisbane Airport's large land area and proximity to major road and sea connections have served to make it an ideal location for both aviation and non-aviation related industries and businesses.

Access for aircraft, accessibility for people moving into and out of the airport, associated increases in passenger processing and baggage services, maintaining high security standards, the provision of ancillary services and facilities that enhance the airport experience and the development of the airport as a thriving business location, are planning priorities.

BAC undertakes its planning activities with an eye constantly on the future, as it is these dynamics that will influence the shape of the airport in coming years.

The Master Plan is an integral component in BAC's planning process, providing the framework around which the airport will develop. Inputs to it from BAC's experienced team of planning professionals, extensive research and forecasting and contributions from government, industry and the community, combine to ensure future planning is relevant, goal focused and deliverable.

Since privatisation and as a result of its continued focus on planning, BAC has invested around \$1.3 billion in upgrading and building critical infrastructure.

During the term of the 2009 – 2014 Master Plan over 40 individual projects including terminal upgrades, new roads, new hangars, apron extensions, taxiway upgrades and preliminary works for the NPR were undertaken. In the 2013 financial year alone, major developments valued at more than \$256 million were delivered. Over the next 10 years BAC plans to invest a further \$2.5 billion in capacity related infrastructure.

This level of investment and investor confidence can only be achieved through sound, forward-thinking planning, that focuses on preparing the airport for future growth.

2.7 Focus on Sustainability

Sustainability is the foundation for all airport planning activities and alignment with BAC's principles of sustainability directly influences the management, operation and development of Brisbane Airport.

BAC has adopted a global perspective on sustainability that reaches beyond a risk and compliance perspective. It is committed to the responsible development of an airport that meets the needs of present generations and is viewed with pride by future generations. These principles directly link to the development objectives in Chapter 5.

BAC's strategic focus on sustainability is represented in the four pillars of sustainability and the associated principles listed here.

ECONOMIC SUSTAINABILITY:

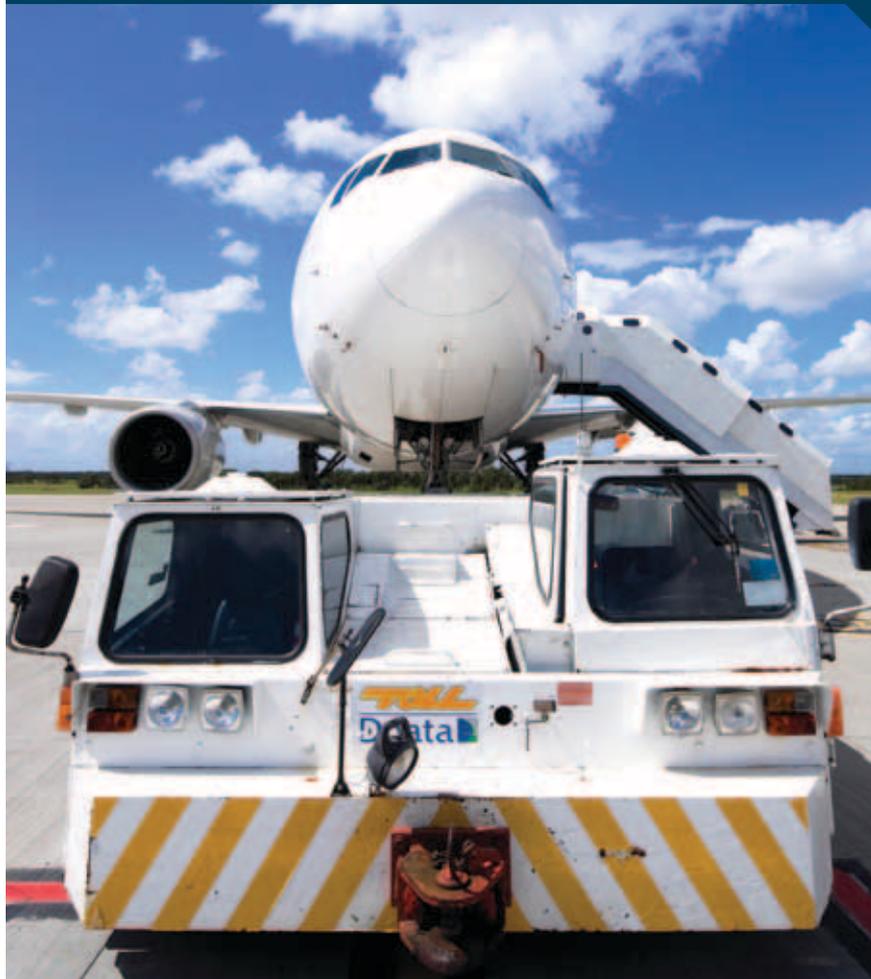
Brisbane Airport is Queensland's busiest hub airport and a significant component of the national transport network. BAC is committed to continuing its track record of building infrastructure for the future and delivering strong financial results. In doing so, Brisbane Airport will continue to support broader economic development and jobs growth for Brisbane, Queensland and Australia. The pathways to deliver strong financial growth BAC adopts include selective and timely development, diverse revenue streams and efficient use of financial and operational resources.

OPERATIONAL SUSTAINABILITY:

The safe, secure and continuous operation of the airport is both a goal and a necessity for Queensland's busiest aviation hub. For Brisbane Airport, business continuity is tied to ensuring that the necessary capacity and critical assets are available to operate and expand the airport and maintaining regulatory compliance. BAC strives to maintain excellence in service delivery in terminals and across the airport.



Airside operations at Brisbane Airport



ENVIRONMENTAL SUSTAINABILITY:

Managing and protecting environmental features of Brisbane Airport is a cornerstone of BAC's operational and development philosophy. To this end, BAC's sustainability goals are to maximise energy, water and waste efficiencies, manage noise impacts, balance the built environment and biodiversity values and achieve best practice in urban and built design.

SOCIAL SUSTAINABILITY:

BAC is the custodian of Brisbane Airport and is committed to supporting and engaging with the local community to build pride in the airport and encourage a sense of co-ownership. Brisbane Airport is a part of the greater landscape of Brisbane, and in this, acts as a host, an ambassador for Brisbane as a new world city and a showcase for the best of Brisbane.

BAC has adopted a global perspective on sustainability that reaches beyond a risk and compliance perspective.

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1 The red-bellied black snake has habitat at Brisbane Airport.

2 Main runway overlay works completed in October 2013.

3 BAC fosters the arts through community sponsorships.

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