

Date: 1 September 2015
Ref: ADAC-ANS/GEN/186



TO WHOM IT MAY CONCERN

The Air Navigation Services of Abu Dhabi Airports (ADA) hereby confirms that **Independent Business Group** has conducted a Feasibility Study for implementation of Airport Collaborative Decision Making (A-CDM) at Abu Dhabi International Airport. This included amongst others a technical and procedures gap analysis, cost benefit assessment, KPI setting and project planning guide.

Independent Business Group has successfully delivered the Feasibility Study and met all requirements as required by ADA. They are now engaged with ADA in supporting the implementation of A-CDM at Abu Dhabi International Airport.

This certificate is given without the company incurring any liability towards any third party.

Yours Sincerely,

Name: Nasser Juma
Title: General Manager
Air Navigation Services & Airfield Ground Lighting


Signature / Stamp

