



Date: 18 October 2017
Ref: ADAC-ANS/GEN/10/2017/274

TO WHOM IT MAY CONCERN

The Abu Dhabi Airports (ADA) Air Navigation Services (ANS) department hereby confirms that the Independent Business Group (IBG) have completed successfully the third contract to provide Airport Collaborative Decision Making (A-CDM) expertise to the Airport Stakeholders here in Abu Dhabi International Airport.

The expertise provided by Caroline Schmeits, Dave Hogg and Jean-Louis Raoul has been excellent, consistently meeting all required tasks and deliverables in a professional manner.

We would fully recommend IBG's worldwide experience to any airport striving to implement A-CDM locally at their airport.

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

Yours Sincerely,

Name: **Asim Rizwan**
Title : **Head – Head ATM Planning & Performance**
ADAC

Company Stamp:

