Felisa Pérez-Luengo

STRATEGY · OPERATIONAL EXCELLENCE · AIRPORT TRANSFORMATION

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Senior airport executive with 30 years across six operators in Europe and the Americas. At headquarters: network operations, asset management, acquisitions and business planning (VINCI Airports, Ferrovial). At the airport: COO, CTO, Planning & Development Officer and ORAT Manager (ASUR Mexico, Barcelona T1, El Dorado Bogotá, Tocumen). I have led operational transformation, governance redesign, capacity and investment planning in complex hub and multi-airport environments, with a strong background in concessions. My experience combines corporate and airport perspectives, connecting strategy, planning, investment and operational excellence. I bring an operator's perspective to leadership teams, investors, concession processes and airport projects, from international hubs to regional and smaller airports.

PROFESSIONAL EXPERIENCE

Istmia Advisory & Management — Strategy, Operational Excellence & Airport Transformation — 2024 – present

Advisory mandates, missions for international organizations, executive and interim positions, advisory boards, and senior expert within consulting teams — for airport operators, governments and financial institutions. First mandate: COO Advisor to the leadership of Tocumen International Airport under ICAO contract. *Connect.felisaperezluengo.com*

Tocumen International Airport (AITSA) — COO Advisor. — 2025 – 2026

Panama City. Hub of the Americas · ~24 MPax (2026e) · network of 5 airports · USD +400 M investment program. Full-time, on-site advisory mandate under ICAO contract PAN/03/902 — Principal Advisor in Airport Management (PAAM / COO), member of the Management Committee reporting to the CEO, with a transformation, planning and reorganization scope across the entire airport.

Defined and partially deployed the airport-wide transformation agenda, covering strategy and governance, planning, operational excellence, investments, organization and profitability. More than a year inside the operation and its Management Committee taught me what a complex public airport needs before transformation can start: I identified the barriers and proposed the stages to move forward.

- **Strategy & governance:** redesigned the Board Operations Committee (13 operational-excellence domains) and drove its monthly cadence, presenting or driving most agenda items. Proposed the three-level internal governance model. AITSA counterpart in the CAF-supported PTY short-term master plan, coordinating with the ANSP and Copa Airlines.
- **Investments:** authored the CAPEX Procedure (classification, prioritization, viability concept) and designed the PMO for the USD 400 M PTY 2029 program, producing its TDRs. Architected two transformation initiatives, integral due diligence and commercial strategy, structured for tendering through CAF technical cooperation.
- **Resilience & compliance:** relaunched the aerodrome certification program (investment integration, organizational structure, training by competences), strengthening compliance and change management around it. Produced the ARFF transformation plan: sizing, stations layout and a training field designed as a future regional centre. Drove the integrated wildlife hazard plan and coordinated the perimeter security diagnostic and investment plan. Set the business continuity, emergency and crisis management agenda, starting with the key positions to create, and defined the basics and priority investments.
- **Capacity & operations:** started the creation of the capacity-management unit, from runway to terminal, introducing the IATA-ACI ADRM 12 framework with operations, planning and design; a first pilot to reconfigure T2 departures based on traffic projections, working with the ANSP on the airport declared capacity. Designed the AOCC evolution towards integrated process management, built the operations optimization roadmap and identified ground handling improvement needs. Improved passenger processes in departures, migration and security, and defined the operational model for third-party provision of the Apron Management Service.
- **Organization & profitability:** built the target functional map and staffing roadmap, and benchmarked revenues and OPEX against ACI standards and industry peers, with 14 optimization levers identified. Proposed a step-by-step transformation of the five airports according to their maturity, with a training plan for key people, focused on overstaffing and on the new positions an airport of this size needs.

VINCI Airports — Director, Airport Operations, Headquarters — 2018 – 2024

Paris. Airport acquisitions and concessions: 70 airports · 13 countries · 267 MPax · €2.5 Bn EBITDA (2023).

- Built the Group Directorate of Operations from scratch and rolled out the operational excellence framework across the network, through a functional team of 15+ COOs and a community of 100+ managers.
- Led cross-functional innovation and digitalization programs (GSE pooling, AODB-APOC, Smart Stand, OTP pre-boarding performance, NewGen security checkpoints), alongside the group ground handling strategy and data performance management.
- Contributed to business planning for acquisitions and bids (Brazilian airports, Budapest, OMA Mexico); Board member of Portway, ANA Portugal's ground handling subsidiary (2,000 staff, 60K ATM).

OPAIN — El Dorado International Airport, Bogotá — 2013 – 2018

Colombia. 20-year concession · 31 MPax · 625 staff (2018). Member of the Executive Committee.

Chief Airport Planning & Development Officer — 2015 – 2018

- Led the alternative PPP planning for the Bogotá airport system 2050 being part of the negotiations with the grantor, the CAA and stakeholders; transformed asset management and planning by creating a new directorate and running the change process.
- Defined and implemented the airport performance management system (management KPIs, process times, customer satisfaction); drove EXCOM-level improvements in strategy deployment, customer experience and CAPEX execution; continuous assessment of strategic opportunities (commercial, noise, transit fee, regulatory -handling, slots-).

Chief Technical Officer — 2013 – 2015

- Restructured the Maintenance & Engineering departments and created the Planning Department from scratch (110 staff); ensured execution of contractual works and EPC compliance; supported debt refinancing with traffic forecasting analysis and capacity planning; USD 10 M annual maintenance budget.

Aeroports Públics de Catalunya — Director, Technical & Operations — 2009 – 2013

Barcelona. Public operator for planning, operation and development of regional airports and aerodromes.

- Opening of Lleida greenfield airport; reopening and conversion of La Seu–Andorra aerodrome into a commercial airport; replacement of the ANSP and CNS/ATM service provision.

INECO - AENA — ORAT Manager, Barcelona T1 — 2006 – 2009

Barcelona. Operational readiness and transfer of the new T1 terminal: 33 MPax · 550,000 m².

- Led the on-site ORAT team (15–40 specialists) as counterpart to AENA's transition director: defined the terminal operational model (operations, facilitation, retail/F&B, maintenance, security, HBS) and the airline terminal allocation; ran trials, familiarization and transition to opening.

Ferrovial Airports — 2000 – 2006

Madrid HQ and Mexico. Airport acquisitions and concessions: ASUR Mexico, Antofagasta, Sydney, Bristol, Belfast City; owner of BAA (2006).

Technical & Operations Manager, Headquarters, Madrid — 2003 – 2006

- Asset management and review of existing concessions (Sydney, Bristol, Belfast); traffic, revenue and CAPEX/OPEX inputs to financial models for international tenders and acquisitions, the BAA acquisition (2006) being the main achievement; negotiations with the Mexican government on the 5-year concession CAPEX program and tariffs.

Chief Operating & Infrastructure Officer, ASUR Mexico — EXCOM member — 2000 – 2003

- First group of nine airports privatized in Mexico, operated under a technical service agreement developed jointly with Copenhagen Airports International: implemented international standards to transform the company into a profit- and customer-oriented operator.
- Delivered the USD 134 M five-year CAPEX program (2000) under the Master Development Plan and, jointly with the CFO, negotiated government approval of the second Master Plan and its tariff scheme (dual till, max revenue/pax); remodelling and expansion of Cancún, Mérida and Cozumel with new commercial areas boosting non-aeronautical revenues; managed a team of 28 plus nine airport general managers.

Earlier career — 1992 – 2000

- **Nemesys Consulting — Project Manager (1998–2000):** airport security consulting; deployment of 100% HBS and cargo security regulations and financing, France · **Thorn Europhane / ADB Safegate — Project Engineer (1992–1998):** airfield ground lighting, France.

EDUCATION

- **Advanced master's degree in Airport Management (MASMA)** — ENAC, École Nationale de l'Aviation Civile, France
- **Aeronautical Engineer, Aerial Navigation** — Polytechnic University of Madrid

CERTIFICATIONS & LANGUAGES

- **Certified Chair™** — Advisory Board Centre (ABF101, 2024)
- **Corporate Finance** — IE Business School, Madrid (2024) · **Financial Decision Making** — University of Maryland (2017) · **Public-Private Partnerships** — Inter-American Development Bank (2015)
- **Languages:** Spanish (native) · French (bilingual) · English (fluent) · Arabic (basic).