



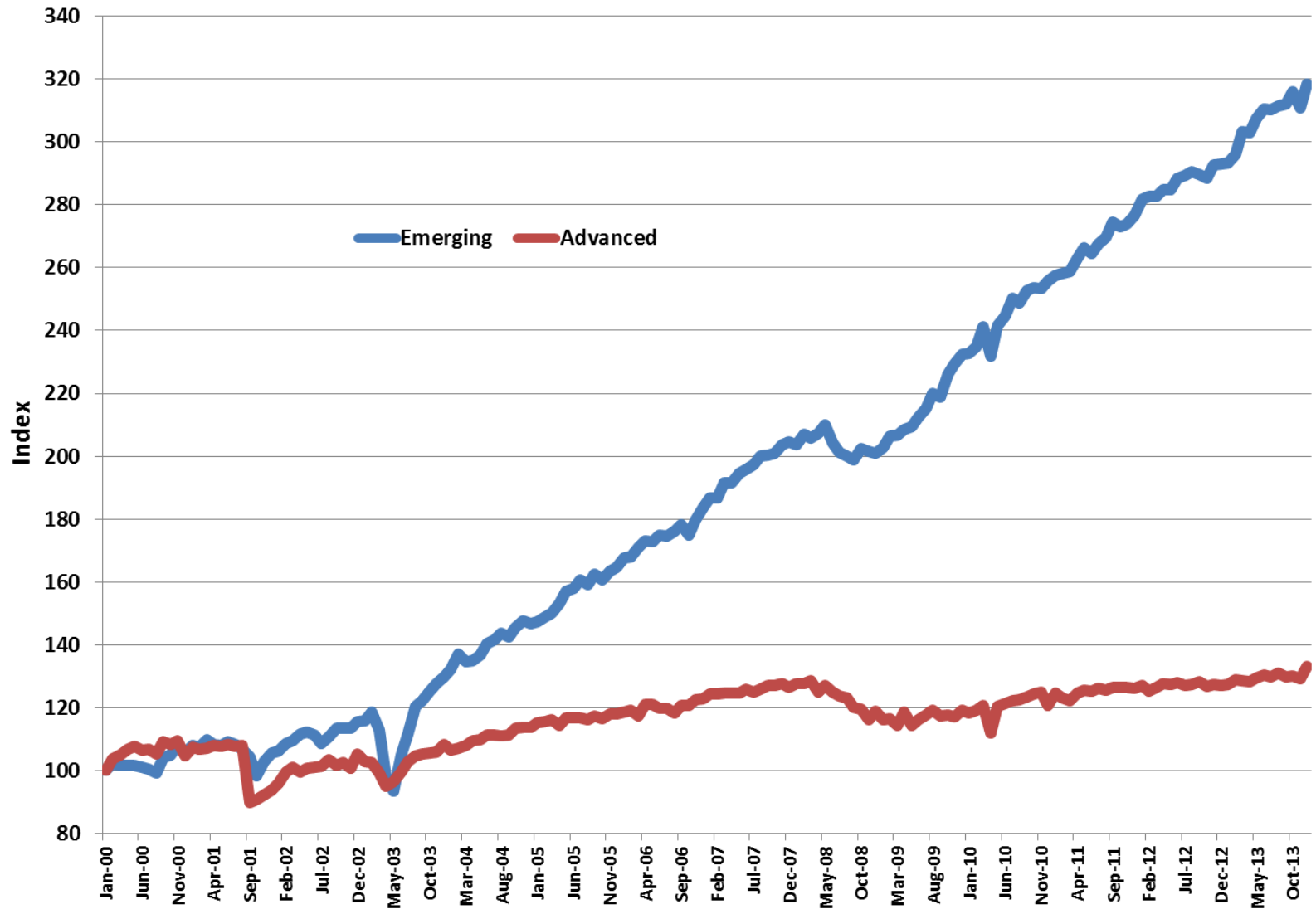
State of Airport Economics

GACS 2014

Rafael Echevarne - ACI

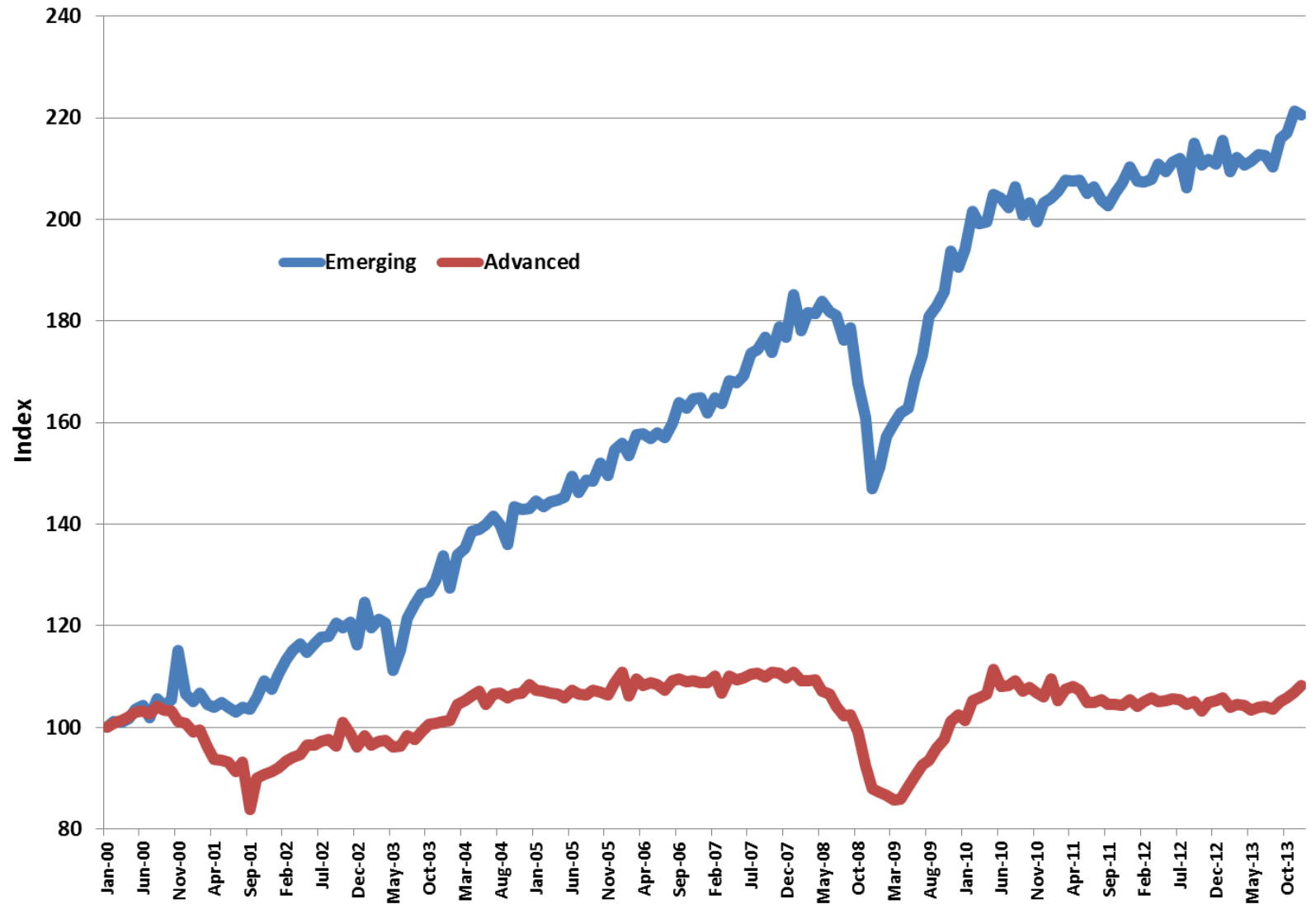


Passenger Growth





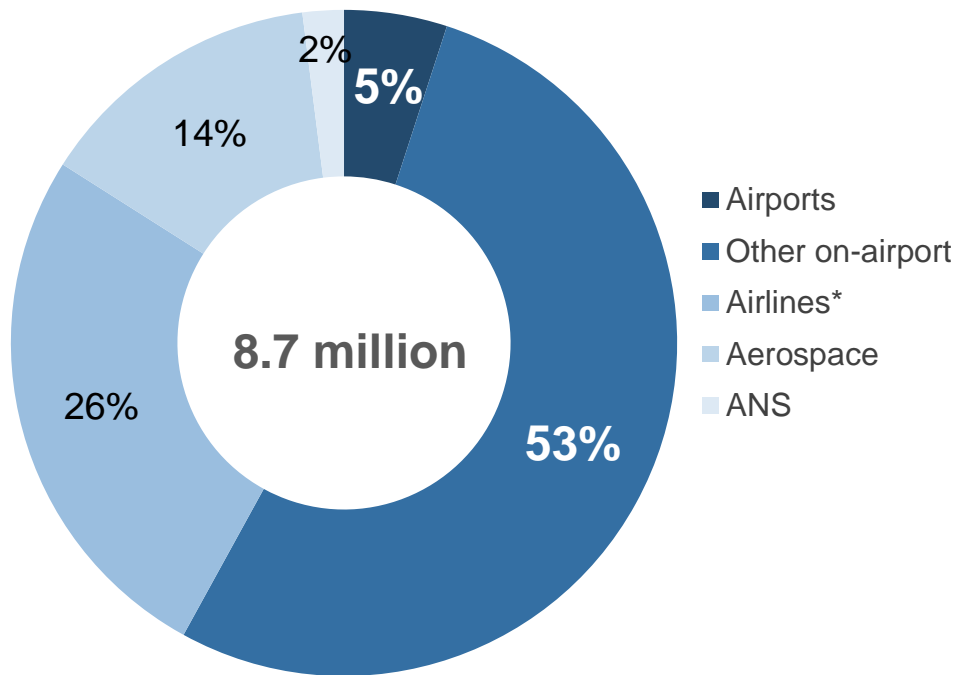
Cargo Growth





Airports & Air Transport Jobs

Direct Jobs



Total Jobs

Direct: 8.7 m

Indirect + Induced: 14.4 m

Catalytic (travel/tourism): 35 m

Total: 58.1 million

Airport-related: 3.5 million (58% of Direct)

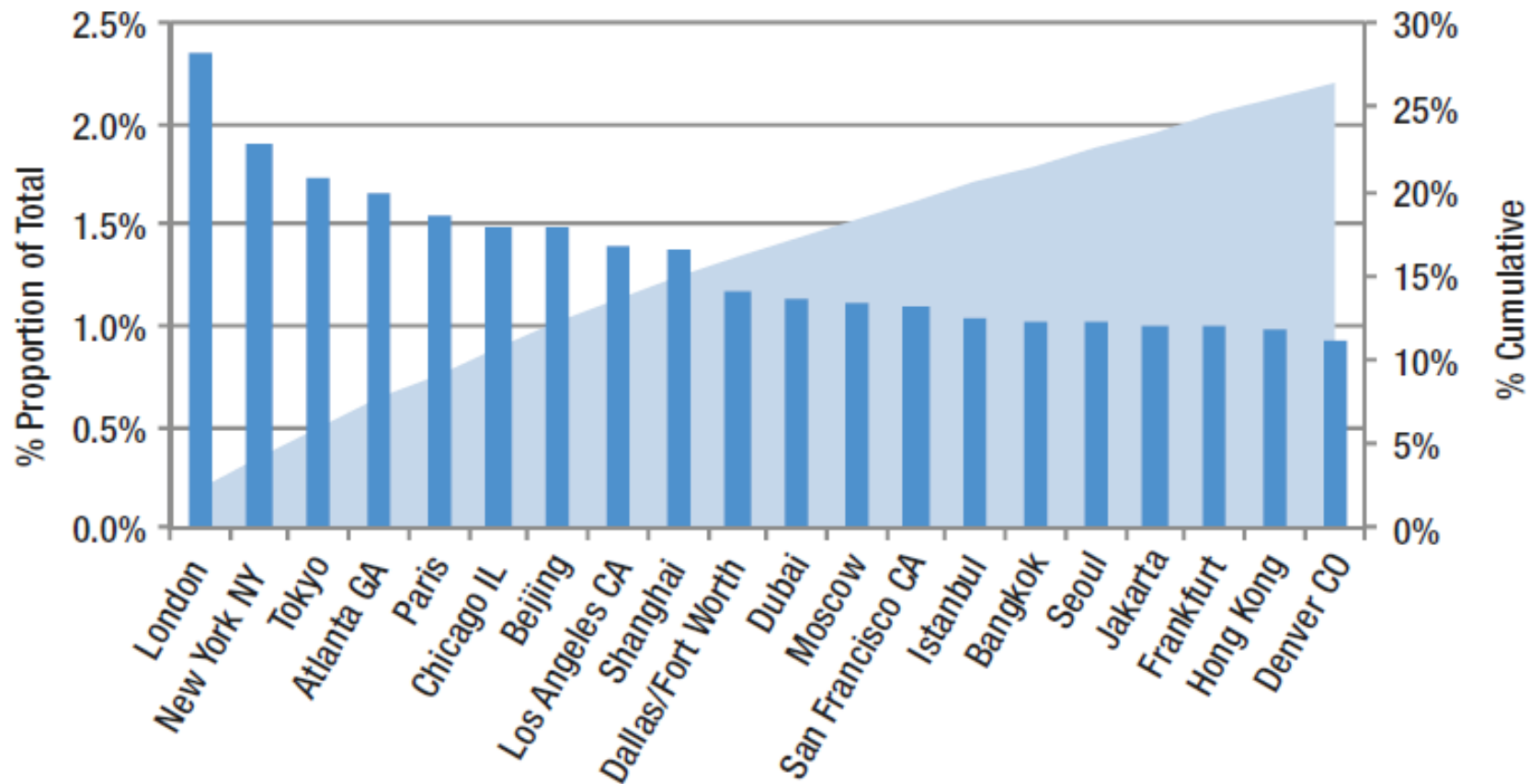


The Challenge

- Airport size (traffic)
- High fixed costs (immovable assets)
- Develop non-aero revenues
- Airport's position in the Cost & Capex cycle

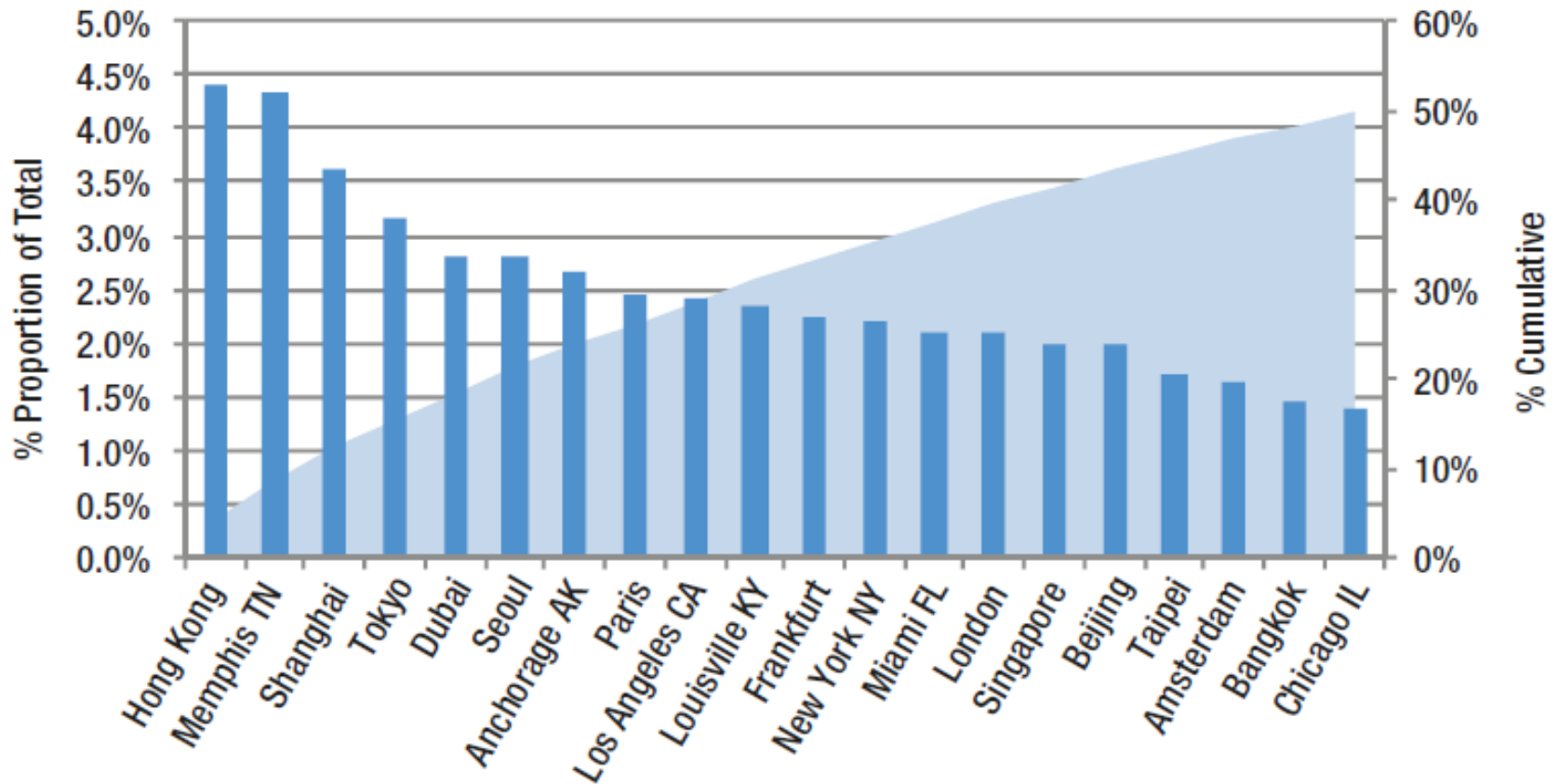


Passenger Traffic Concentration



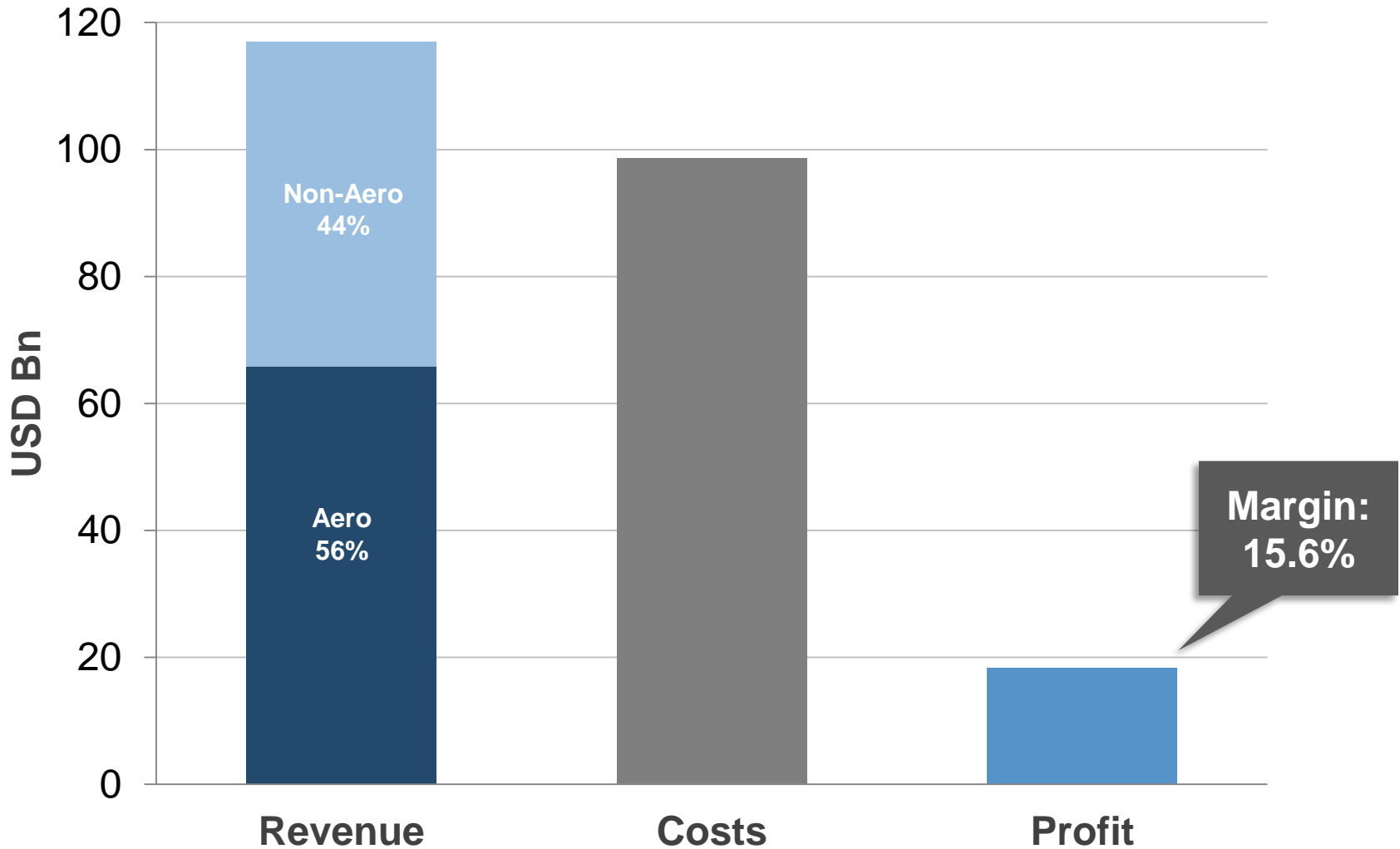


Cargo Traffic Concentration





Airport Industry Financial Results





Individual Airport Financial Results

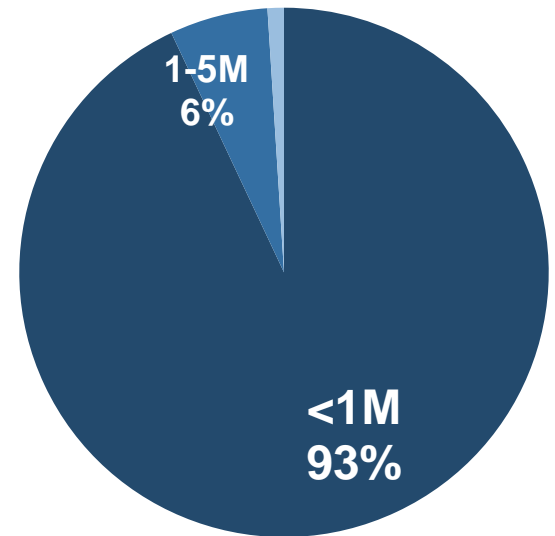
Financial Performance (% airports)



... of which

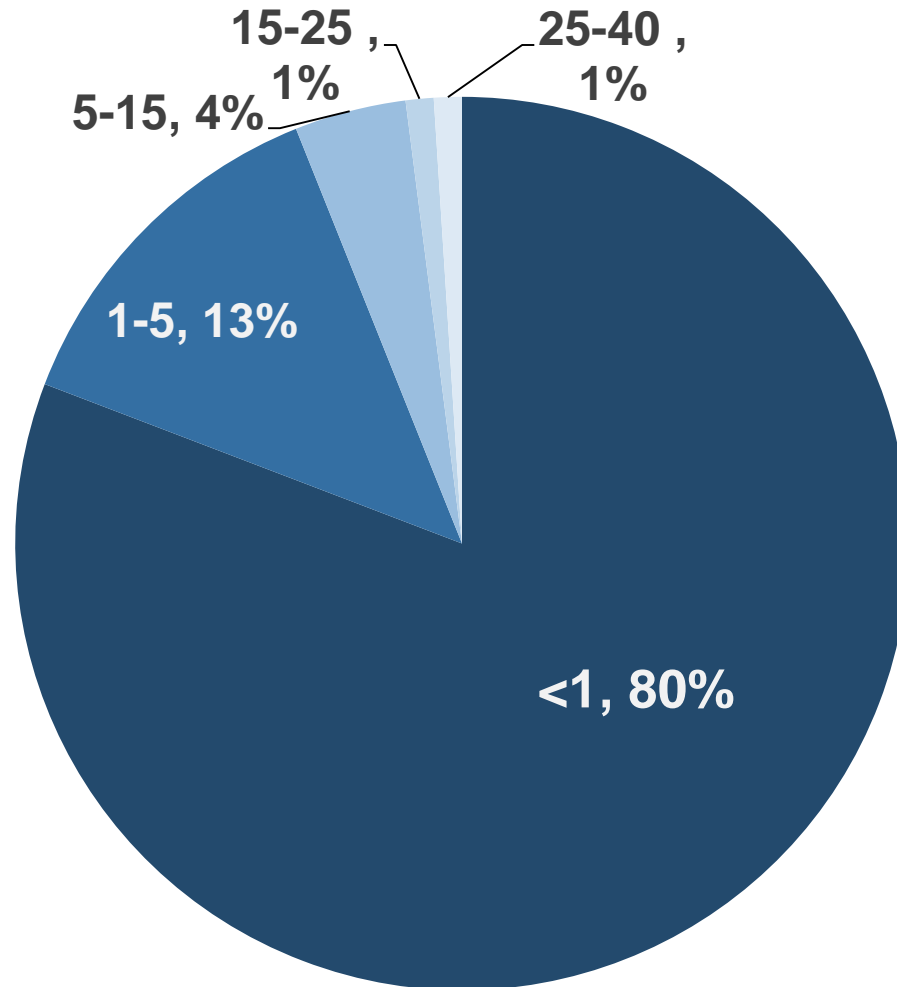


Airport Size



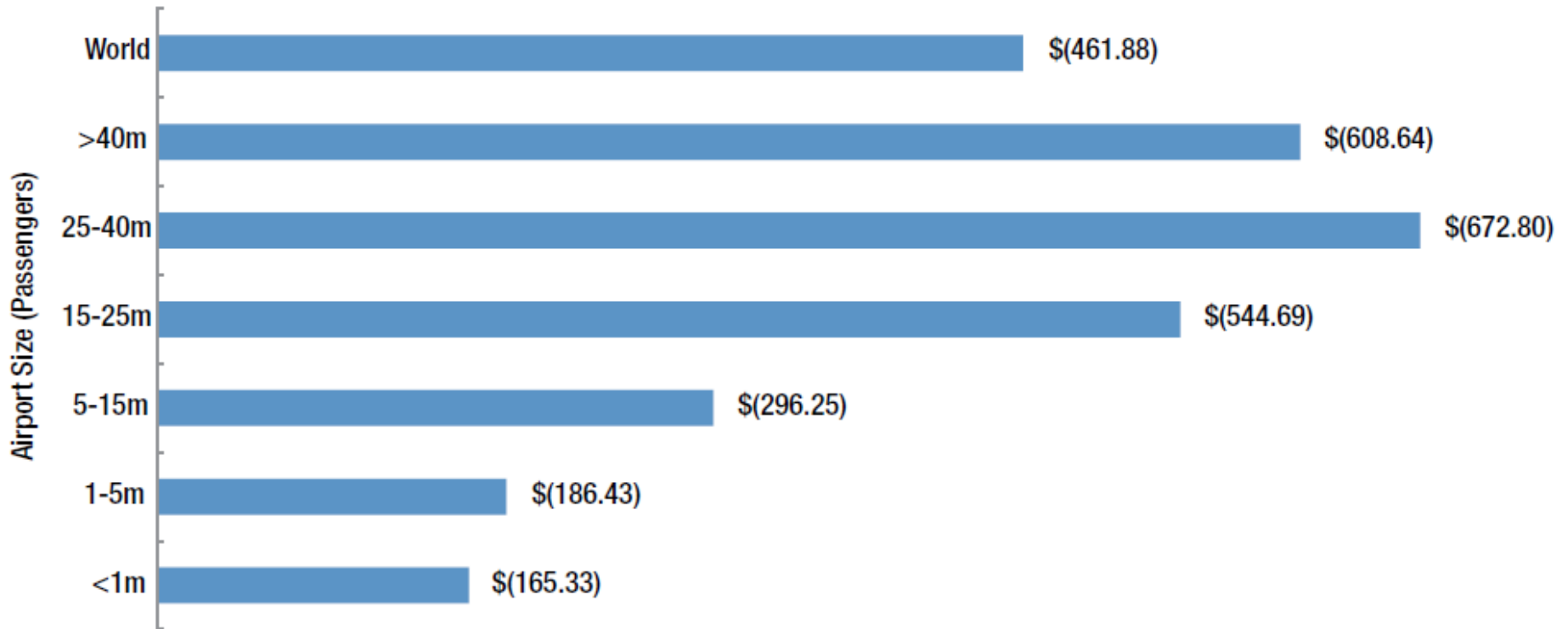


The World's Airports By Size (m)





Aeronautical Revenue Gap

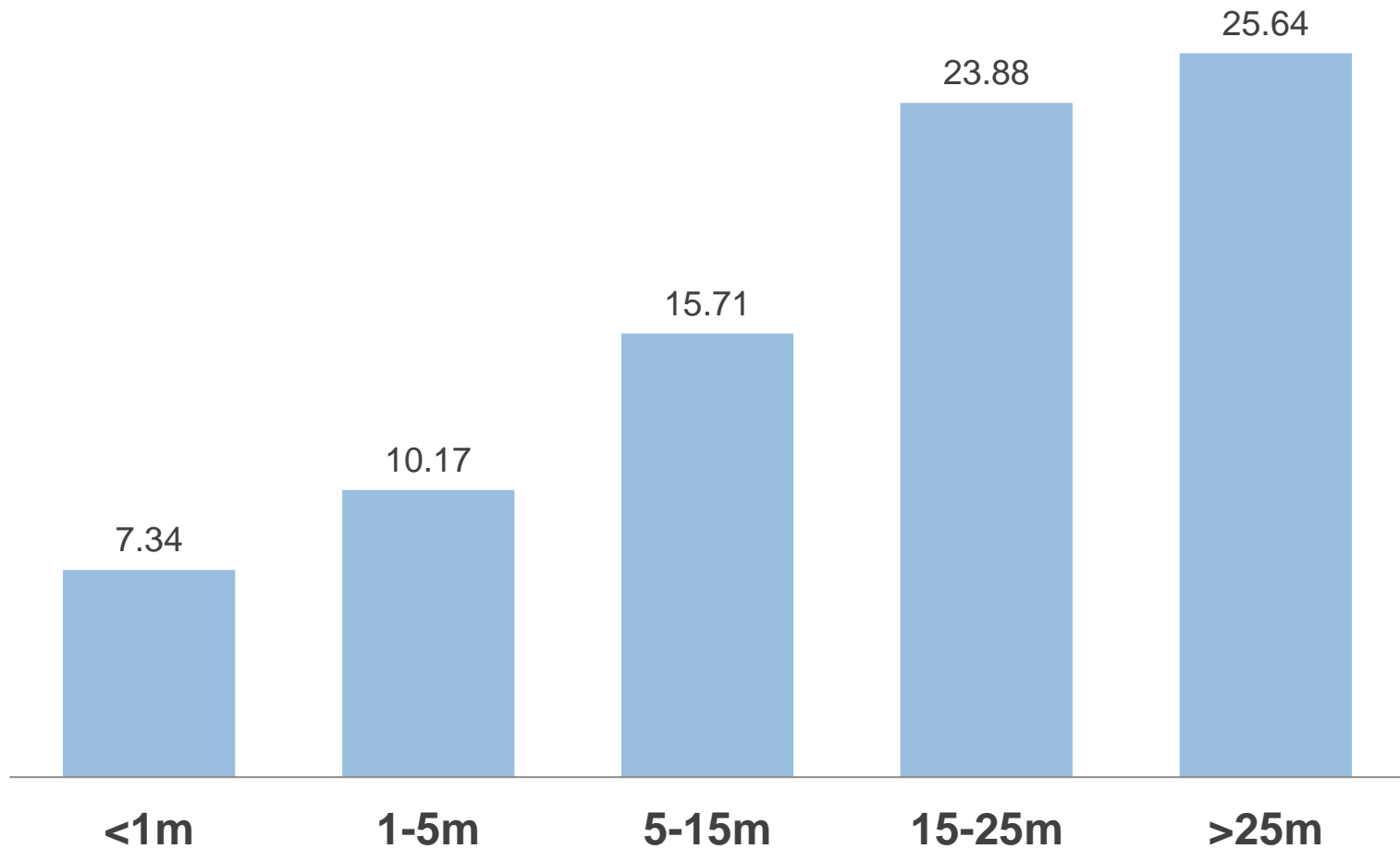


Source: ACI Airport Economics Survey (2013)



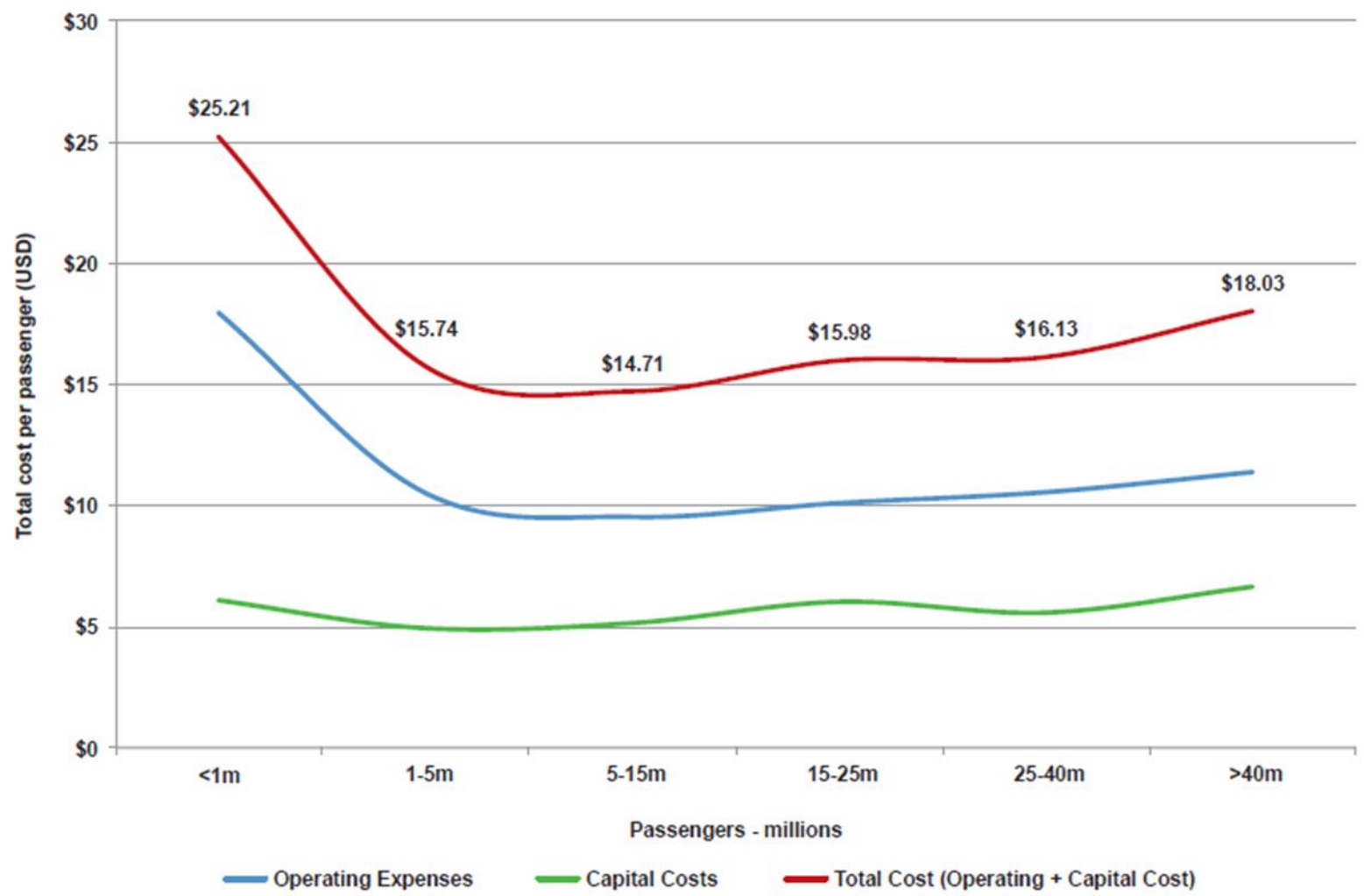
Unit Total Income (Asia-Pac)

(FY 2012, USD/Pax)



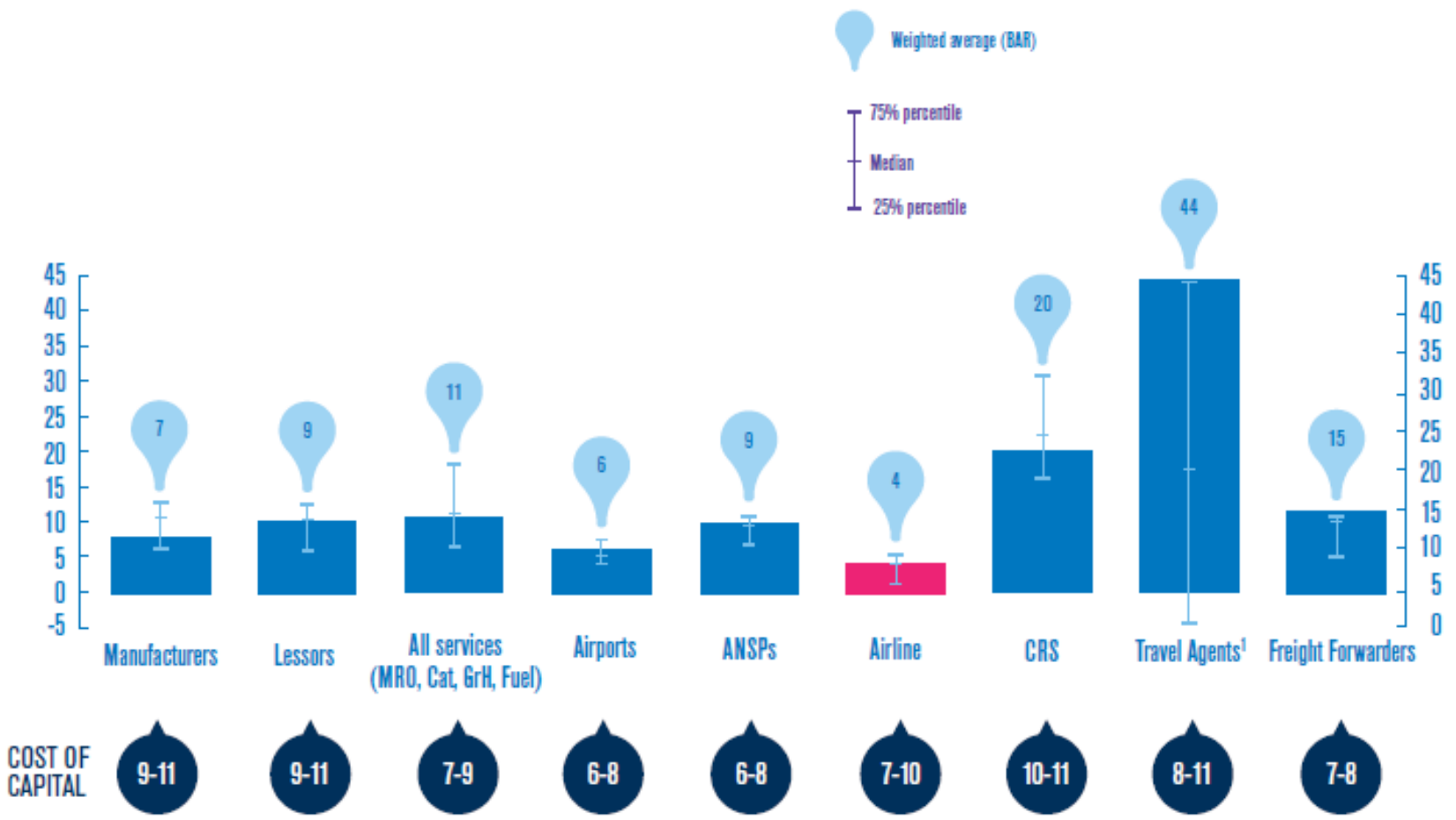


Airport Unit Cost Behavior





ROC Through Value Chain

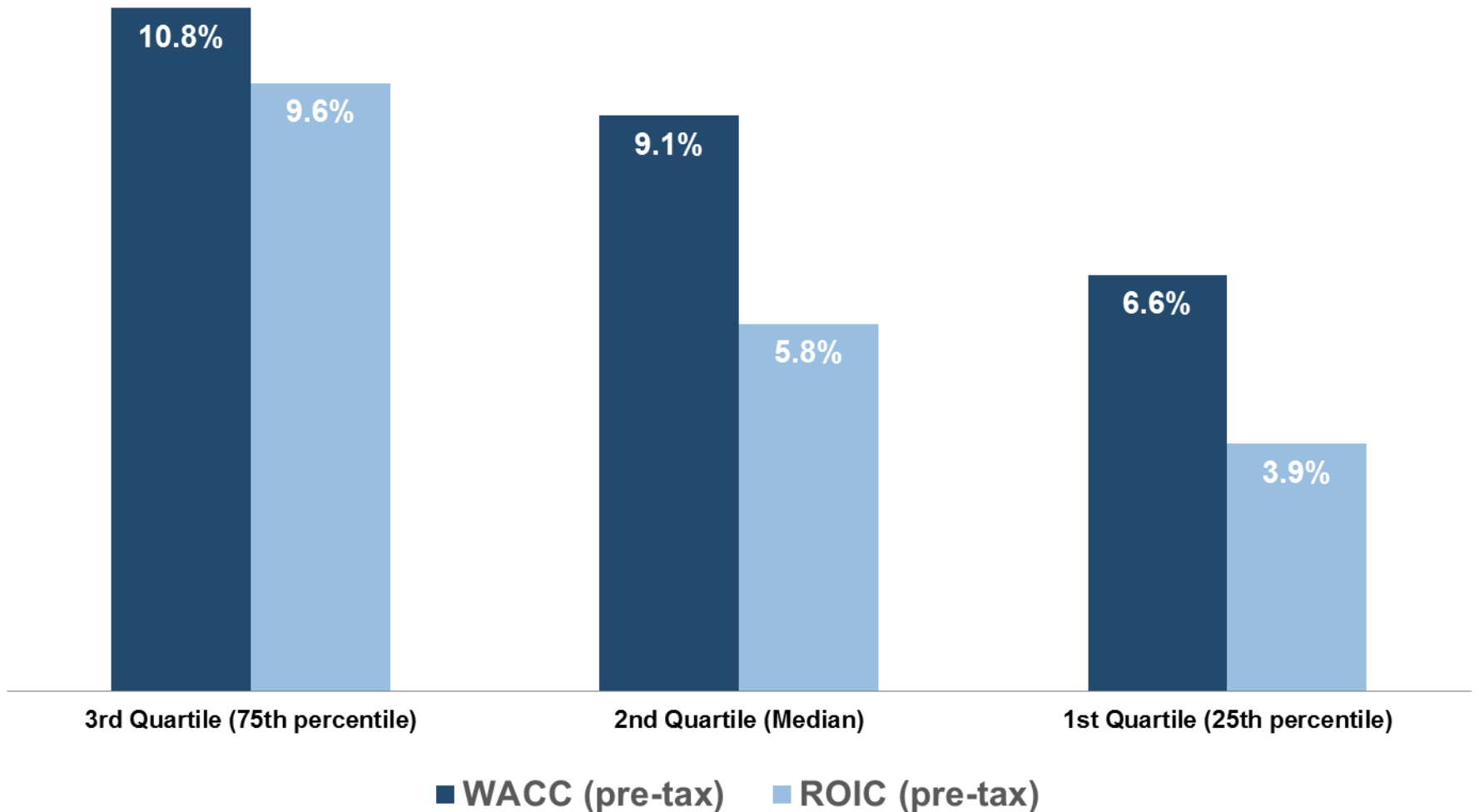


¹ Limited sample

Source: McKinsey & Company for IATA



WACC Vs. ROIC





Airport Economics Solutions

- Attract private equity
- Maximize commercial income
- Traffic development
- Cost control – smart growth



ASBUS - Airports

- Where the journey starts & ends
- Global issue: 2-3 airports always involved
- Efficiencies gained in the air should continue on the ground



ASBUS/Airports: Key Challenges

- Capacity constraints
- Multi-billion dollar investments needed
- Economic sustainability



Proven and Efficient Solutions

- New-generation infrastructure planning
- Proven solutions needed
- Translating ASBUS & CDM into capacity maximization and efficient infrastructure development



The
voice of the
world's
airports.