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Pre-conference of the Seventh Worldwide Air Transport Conference (ATConf/7)

ICAO-ACI Global Aviation Infrastructure Investor Forum

(Sunday, 15 November 2026)

PRELIMINARY PROGRAMME

Strategic Importance: The ATConf/7 Pre-Conference on ICAO-ACI Global Aviation Infrastructure Investor Forum will provide a platform to advance aviation infrastructure investment and long-term financing by bringing together key stakeholders across aviation and investment communities to exchange perspectives, identify challenges and explore solutions.

Alignment with ICAO Strategic Goal: “The Economic Development of Air Transport Assures the Delivery of Economic Prosperity and Societal Well-Being for All”. It fosters development of an economically viable aviation system delivering prosperity for all.

Time	Session
11:30 – 13:00	Registration & Networking Coffee
13:00 – 13:30	Opening Remarks - Secretary General of ICAO, Mr. Juan Carlos Salazar - Director General of ACI, Mr. Justin Erbacci
13:30 – 14:00	Setting the Scene – Global aviation growth and infrastructure investment needs
14:00 – 15:30	Panel 1 – Aviation Infrastructure Investment: Lessons Learned, Best Practices, and Hindering Factors
15:30 – 16:00	Coffee Break
16:00 – 17:30	Panel 2 – Enabling Investment for Aviation Infrastructure: Policy, Regulation, Financing, Taxation, and User Charges
17:30 – 18:00	Recap of Key Messages & Inputs for ICAO ATConf/7 and Closing Remarks
18:00 – 19:00	Cocktail Reception & Networking

Moderators of the Panel Sessions:

- Secretary General of ICAO, **Mr. Juan Carlos Salazar**
- Director General of ACI, **Mr. Justin Erbacci**



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CONCEPT NOTES BY AGENDA

OPENING REMARKS (13:00–13:30)

Concept

The opening session will be delivered jointly by the ICAO Secretary General, the ACI World Director General, and a representative of the global investment community, demonstrating a shared commitment to strengthening aviation infrastructure investment through enhanced cooperation between governments, industry, and investors.

The session will establish the strategic context for the ICAO–ACI Global Infrastructure Investor Forum and its contribution to the objectives of the Seventh Worldwide Air Transport Conference (ATConf/7). It will emphasize that achieving long-term aviation growth and resilience, and optimized global connectivity require substantial and sustained investment in the infrastructure of air transport service providers, supported by enabling policy and regulatory frameworks.

Expected Outcomes

- Establish a common strategic vision for the Forum.
- Reinforce the importance of and foster a shared understanding of the pivotal role of infrastructure investment in advancing global connectivity and economic development.
- Position the Forum as a key contribution to the deliberations of ATConf/7.

SETTING THE SCENE – GLOBAL AVIATION GROWTH AND INFRASTRUCTURE INVESTMENT NEEDS (13:30–14:00)

Concept

This scene-setting session will provide an evidence-based overview of the global aviation outlook, highlighting long-term passenger and cargo traffic growth, the infrastructure requirements of air transport service providers, and the scale of future investment needed to support sustainable aviation development and connectivity.

Presentations will examine global traffic forecasts, airport and air navigation infrastructure CAPEX requirements, infrastructure financing gaps, investment drivers, and the broader economic contribution of aviation. Attention will be given to the importance of long-term planning, investment readiness, and resilient infrastructure capable of supporting future aviation needs.

The session will establish a common analytical foundation for the Forum and frame the discussions within the broader objectives of ICAO's Strategic Plan 2026-2050 and ATConf/7.

Expected Outcomes

- Develop a shared understanding of global aviation investment needs.
- Underscore aviation infrastructure financing as a strategic priority for sustainable development of air transport.
- Establish the evidence base for subsequent panel discussions.



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PANEL 1 – AVIATION INFRASTRUCTURE INVESTMENT: LESSONS LEARNED, BEST PRACTICES, AND HINDERING FACTORS (14:00–15:30)

Concept

This panel will bring together infrastructure investors, airport operators, air navigation services providers, concessionaires, financial institutions, and government representatives to share practical experience in financing aviation infrastructure.

Discussions will examine successful investment models, concession structures, public-private partnerships, governance arrangements, project preparation, risk allocation, investment readiness and investor expectations. Panelists will also identify the principal barriers that continue to limit aviation infrastructure investment, including regulatory uncertainty, political risk, financing constraints, project bankability, and institutional capacity.

The objective is to identify practical lessons and best practices that can help governments create more attractive investment environments while addressing existing barriers and improving the delivery of aviation infrastructure projects.

Expected Outcomes

- Identify best practices for aviation infrastructure investment.
- Highlight common barriers and investment risks as well as policy and financing solutions to address them.
- Develop practical recommendations for improving project delivery and investor confidence.

PANEL 2 – ENABLING INVESTMENT FOR AVIATION INFRASTRUCTURE: POLICY, REGULATION, FINANCING, TAXATION, AND USER CHARGES (16:00–17:30)

Concept

Building on the lessons identified during the first panel, this discussion will examine the policy and regulatory environment necessary to mobilize long-term private and public investment in aviation infrastructure.

Attention will be given to how stable policy frameworks, transparent economic regulation, effective consultation, and sound financing mechanisms can strengthen investor confidence, mobilize investment, and ultimately enhance global air connectivity while supporting sustainable aviation development.

Expected Outcomes

- Identify policy and regulatory recommendations that support the mobilization of long-term private and public investment in aviation infrastructure
- Highlight financing mechanisms that support infrastructure modernization.



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RECAP OF KEY MESSAGES & INPUTS FOR ICAO ATCONF/7 (17:30–18:00)

Concept

The closing session will summarize the principal conclusions emerging from the Forum and identify the key policy messages to be transmitted to ATConf/7.

The session will consolidate recommendations to advance aviation infrastructure investment, including financing mechanisms, regulatory modernization, investor engagement, and international cooperation. It will also identify practical actions that ICAO, ACI, governments, financial institutions, investors and industry stakeholders can undertake to strengthen investment in global aviation infrastructure.

The session will conclude with closing remarks emphasizing the importance of continued collaboration beyond the Forum.

Expected Outcomes

- Establish a continued collaboration on aviation infrastructure investment and long-term financing.
- Highlight financing mechanisms that support infrastructure modernization

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