AIRPORTS COUNCIL INTERNATIONAL

THE VOICE OF THE WORLD'S AIRPORTS

STATE OF THE AIRPORT INDUSTRY:

Building Resilience for the Growth Ahead

ICAO Seventh Worldwide Air Transport Conference (ATConf/7)



JUSTIN ERBACCI
ACI WORLD DIRECTOR GENERAL
Airports Council International (ACI) World

Montreal, Canada
16 November, 2026

ACI – the Voice of the World's Airports

Airports

2,200 +

Countries

160 +

Passenger Traffic

90%

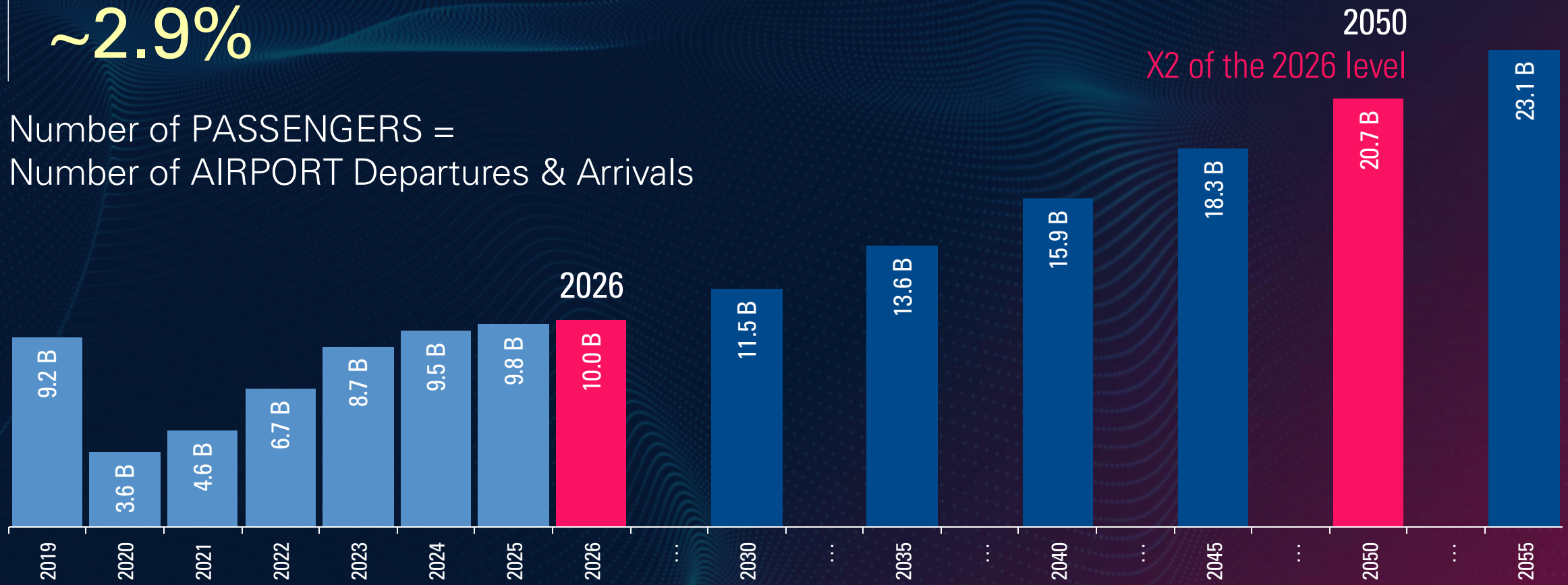


Long-term global passenger demand forecast

CAGR

~2.9%

Number of PASSENGERS =
Number of AIRPORT Departures & Arrivals



Long-term global cargo demand forecast

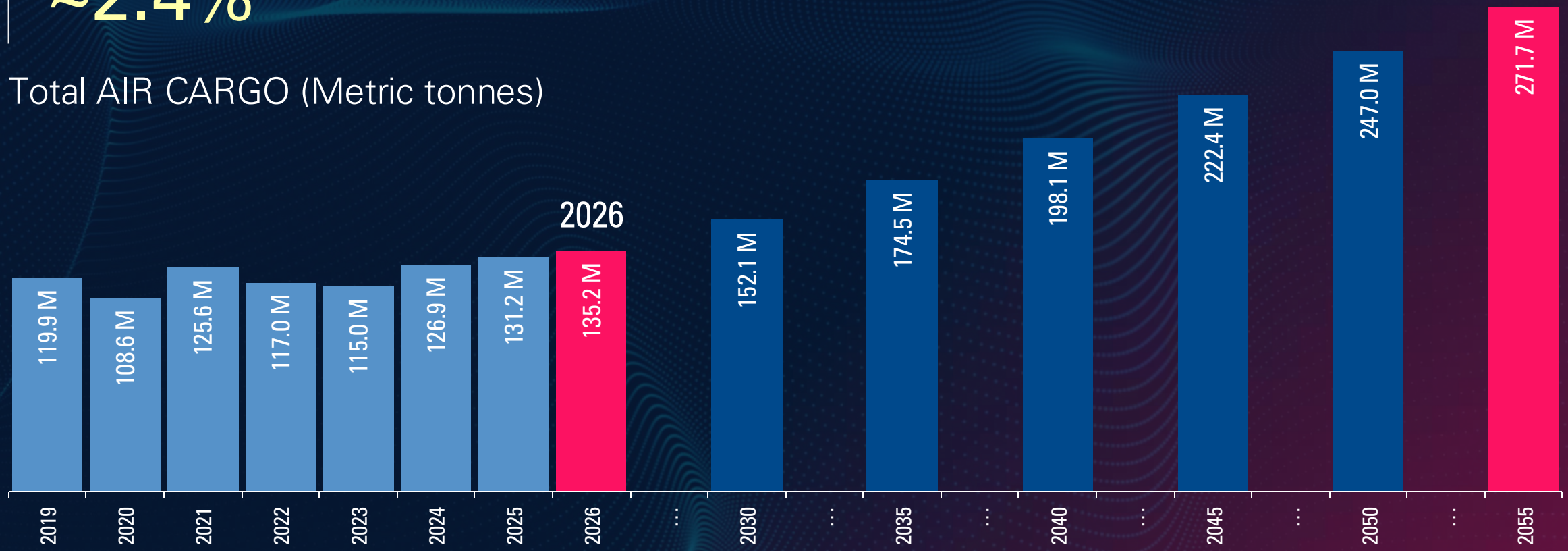
CAGR

~2.4%

2055

X2 of the 2026 level

Total AIR CARGO (Metric tonnes)



Global Airport CAPEX Needs 2025-2055*

* Preliminary

Cumulative, 2025-2055

US$4.1 tn

Total airport capital expenditure, in real 2025 prices.

Annual by 2055

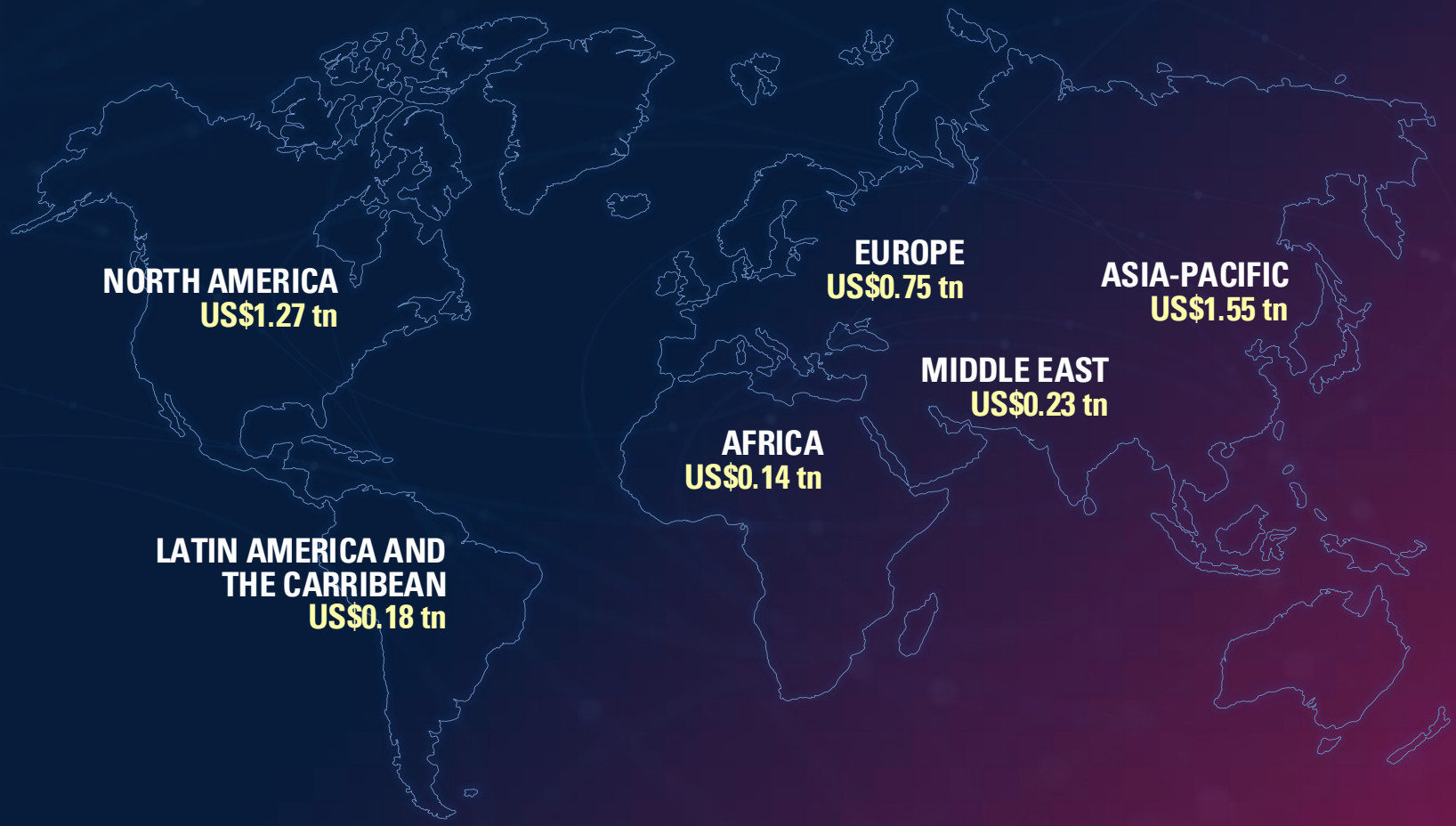
US$191 bn

Up from US$88 bn in 2025 — a 2.2x increase in annual investment.

A year, in real terms by 2055

+2.6%

Annual investment grows by an average of 2.6% between 2025 and 2055.



Key enablers for airport infrastructure investment

01
SMART REGULATION

02
CAPACITY CREATION

03
LONG-TERM INVESTMENT & FINANCING

04
FAIR TAXATION

05
CONNECTIVITY & MARKET ACCESS



Thank you