

**ICAO Air Transport Symposium  
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Chair  
ACI World**



**Airports and  
airlines are both  
acutely affected  
by competition  
rules**



Air transport liberalization

Slots

Overall regulatory framework

Taxation



Liberalization generates significant opportunities





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A-E Check-In F-H

जलपान  
Food & Beverages



मुद्रा विनिमय  
Money Exchange



आप्रवासन  
Immigration



किताब की दुकान / डाक घर  
Book Stall / Post Office











Airports should be involved in air services negotiations





...will help to improve efficiency,  
thereby benefitting all stakeholders

20  
32



...are responsible for the efficient  
movement of people and goods





The airport business has become increasingly competitive



Regulation should seek to incentivize investments in airports



When it comes to regulation,  
flexibility is key





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Arbitrary and excessive taxation hurts  
the industry and the economy in general





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