



Airport investment – the airline perspective

22 March 2017

ACI Airport Economics & Finance

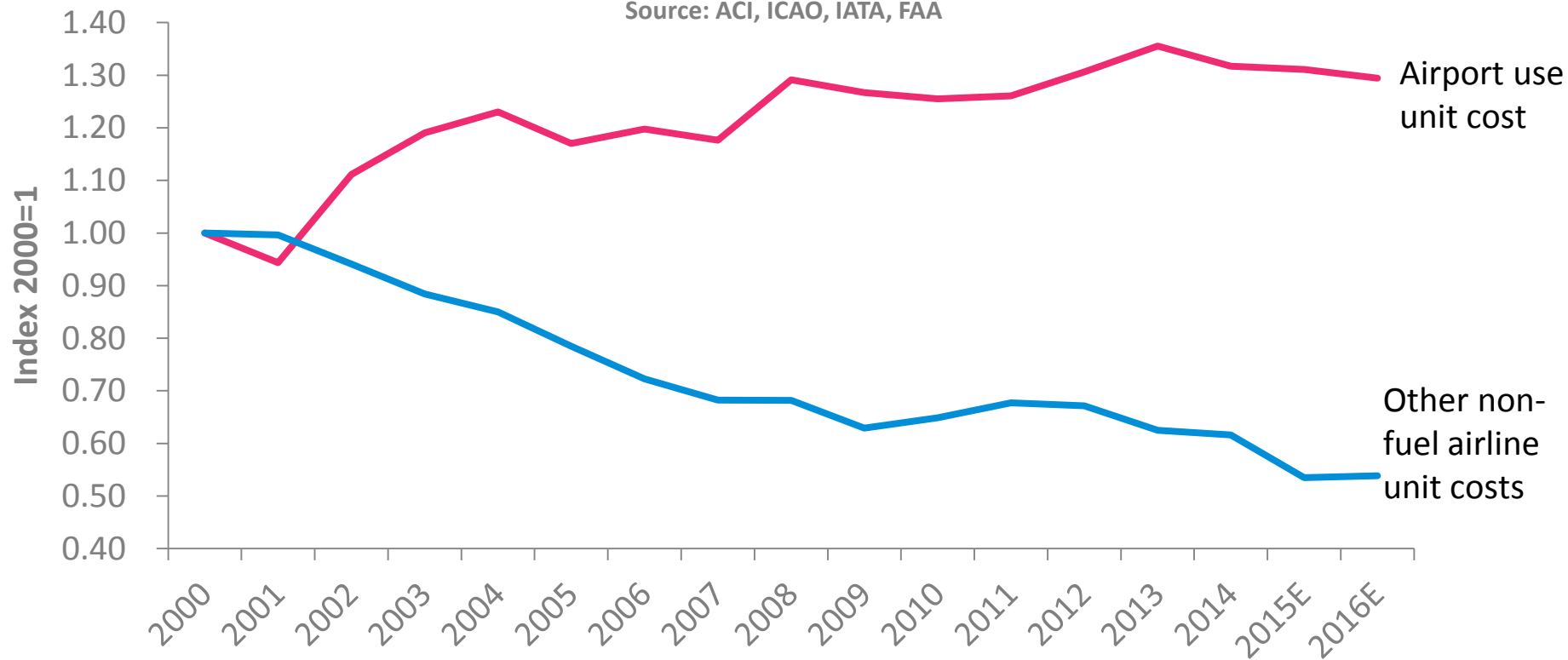
Brian Pearce,
Chief Economist,
IATA

www.iata.org/economics

Rising real unit cost of airport use

Airport and non-fuel expenses per pax (2016 \$)

Source: ACI, ICAO, IATA, FAA



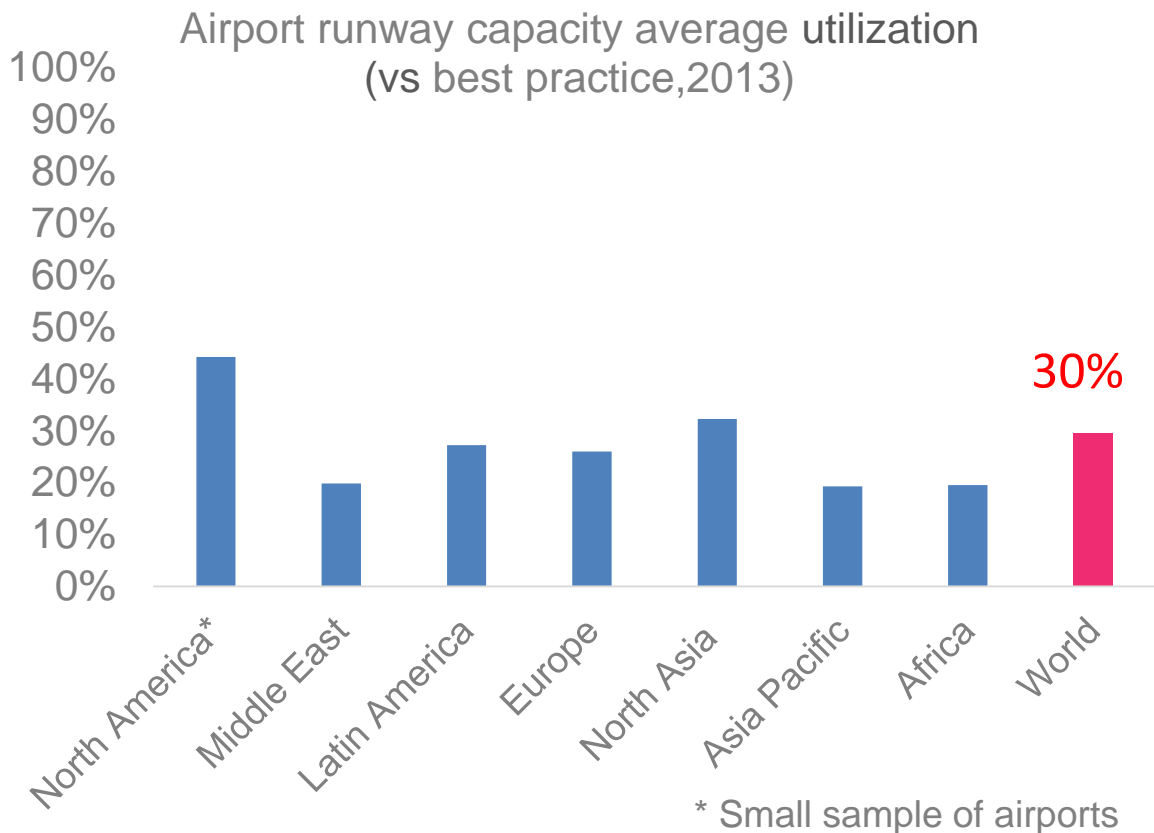
Investment often where consumers don't want it



Ciudad Real Airport, Spain



Mirabel Airport, Canada

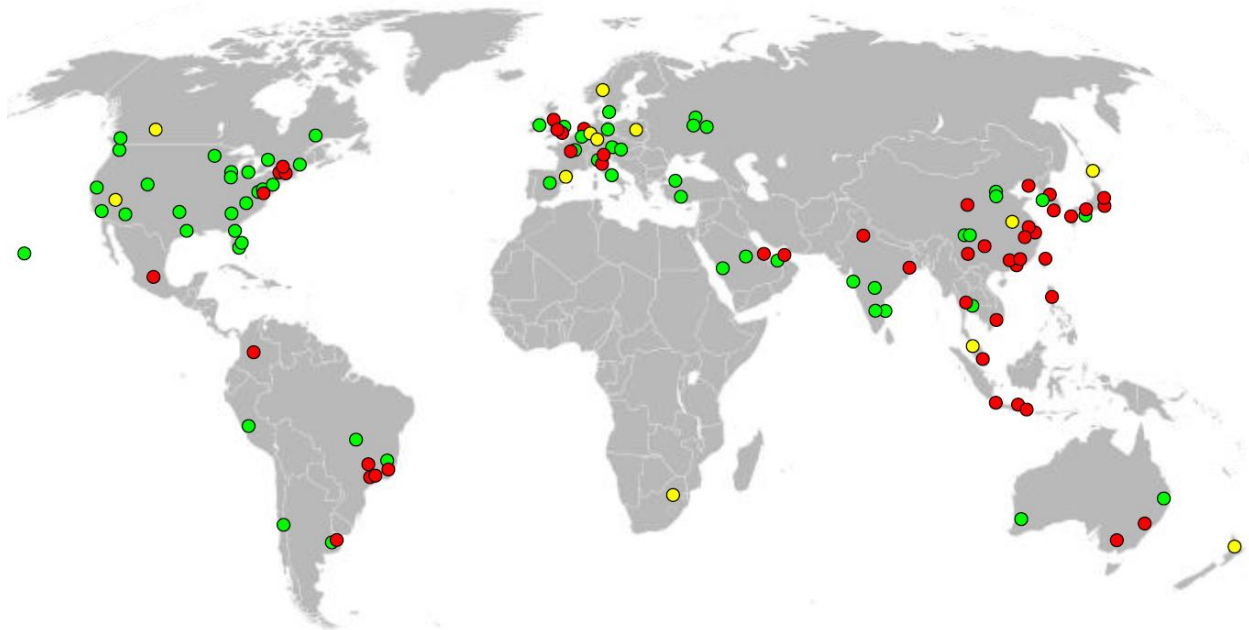
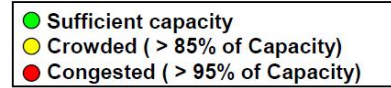


Source: IATA airport development team modelling www.iata.org/economics

Often constraints where investment is needed

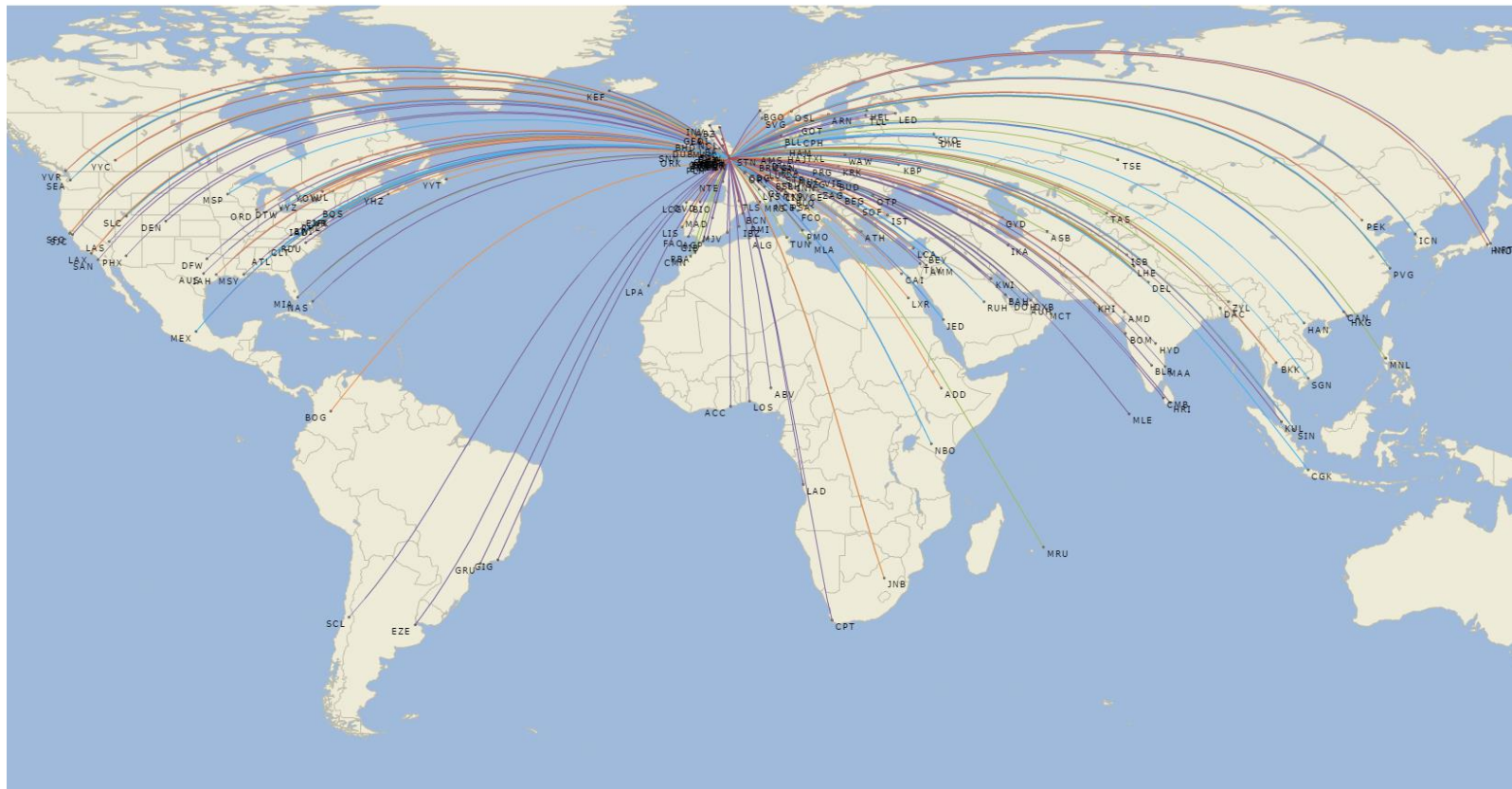
Congestion will expand by 2023

2023 Capacity Estimate (annual)



Airport success dependent on airline network success

● None ● oneworld ● Star Alliance ● SkyTeam Alliance ● Low Cost Carriers



Source: SRS Analyser www.iata.org/economics

We're dependent on each other to succeed

1. **Rising costs:** affordability matters
2. **Low average asset utilization:** consumer choice matters
3. **Metropolitan congestion:** airlines do want investment, in the right places
4. **Airline networks:** mutual success is mutually dependent
5. **Making it work:** consultation with airlines critical