



# Airport Privatisations in Europe – A Quarter Century On

Donagh Cagney– Economics Manager, ACI EUROPE

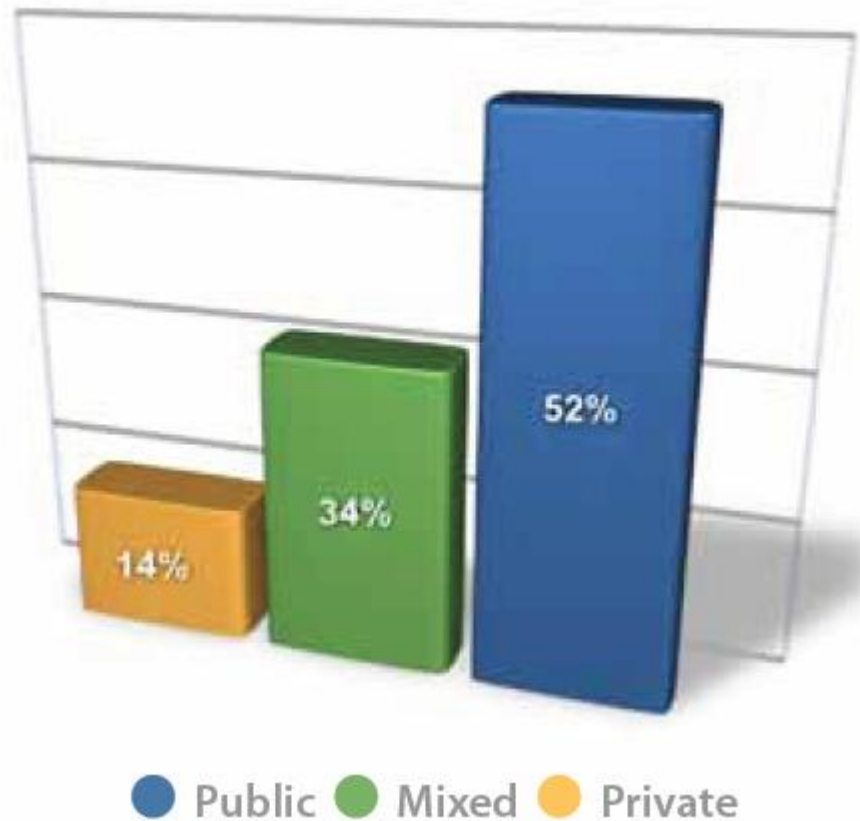
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# → The Current Situation

Traffic representation of different ownership structures



## Trend Since 1987 is Not Black & White

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- Nor is it One Way
  - > Cardiff
  - > Frankfurt Hahn
  - > Stansted
  
- Shift from 100% IPOs
  - > Circa 50% of all concessions in Europe are between 5 and 20 years long
  
- Sovereign Wealth Funds
  - > Heathrow Ltd. & Qatar Holdings



# Continued State Involvement - Drivers

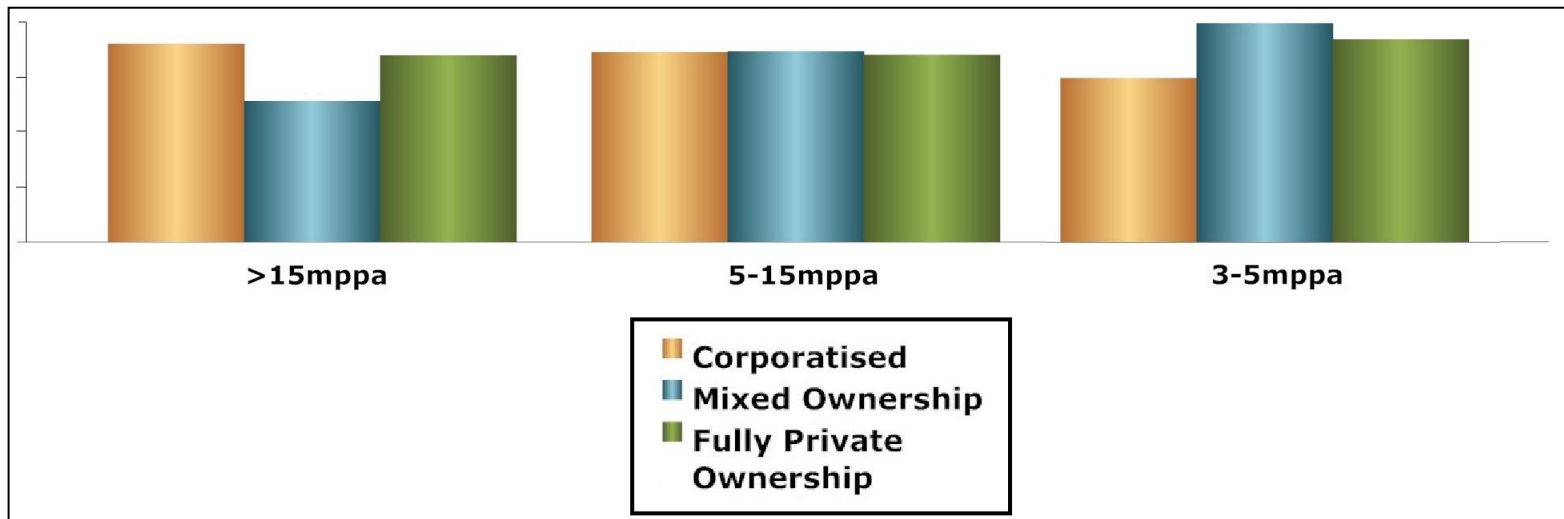
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- **Economics of smaller airports**
  - > Airports not viable below certain thresholds
  
- **Economics of larger airports**
  - > Increasingly seems that larger projects may not be suitable for the private sector alone
  
- **Political nature of airports**
  - > Airports still seen as 'public goods' regardless of ownership structure
  
- **Synergies**
  - > Airport cooperation with local authorities, tourism & enterprise public agencies
  
- **Broad shared objectives**
  - > Traffic & GDP link
  - > Nature of traffic



# ➔ What Impact Has Privatisation Had?

- **Corporatised Airports**
  - > *‘an independently acting economic entity, structured according to and complying with normal commercial law, whose shares are wholly owned by public authorities of the country where the airport is located’*
  
- **Traditional Benefits of Private Involvement – 2 main categories**
  - > Capital
  - > Efficiency

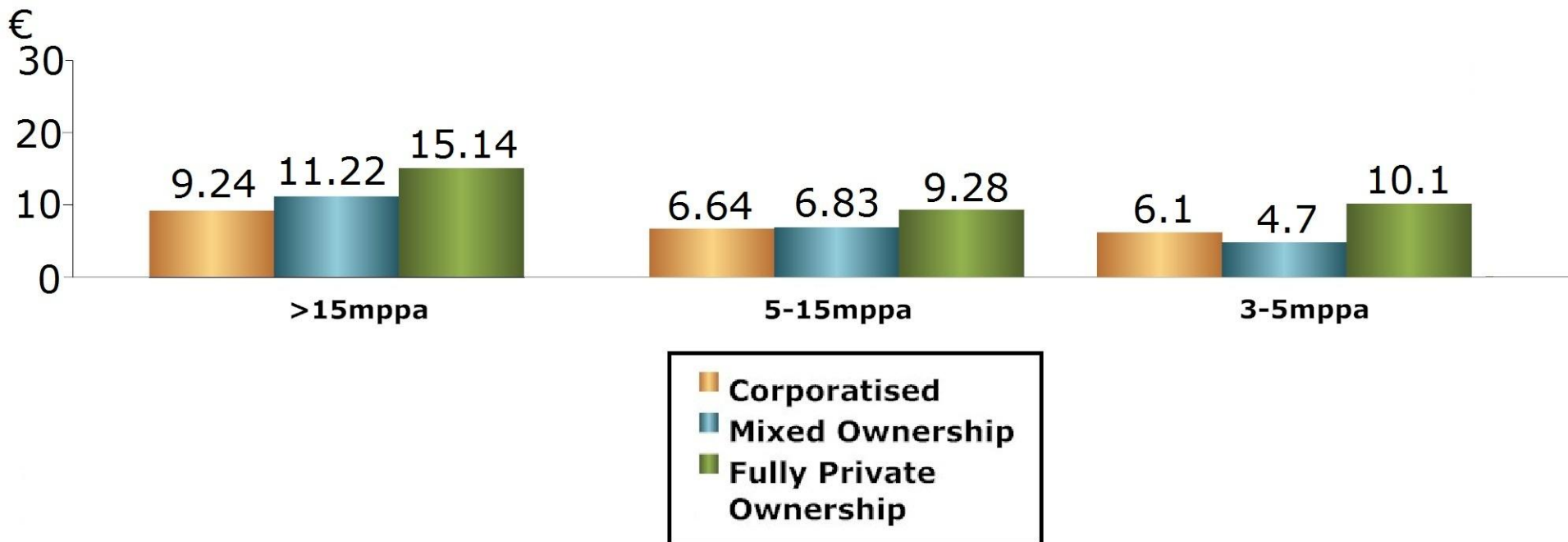


# → Public & Private Airport Comparisons

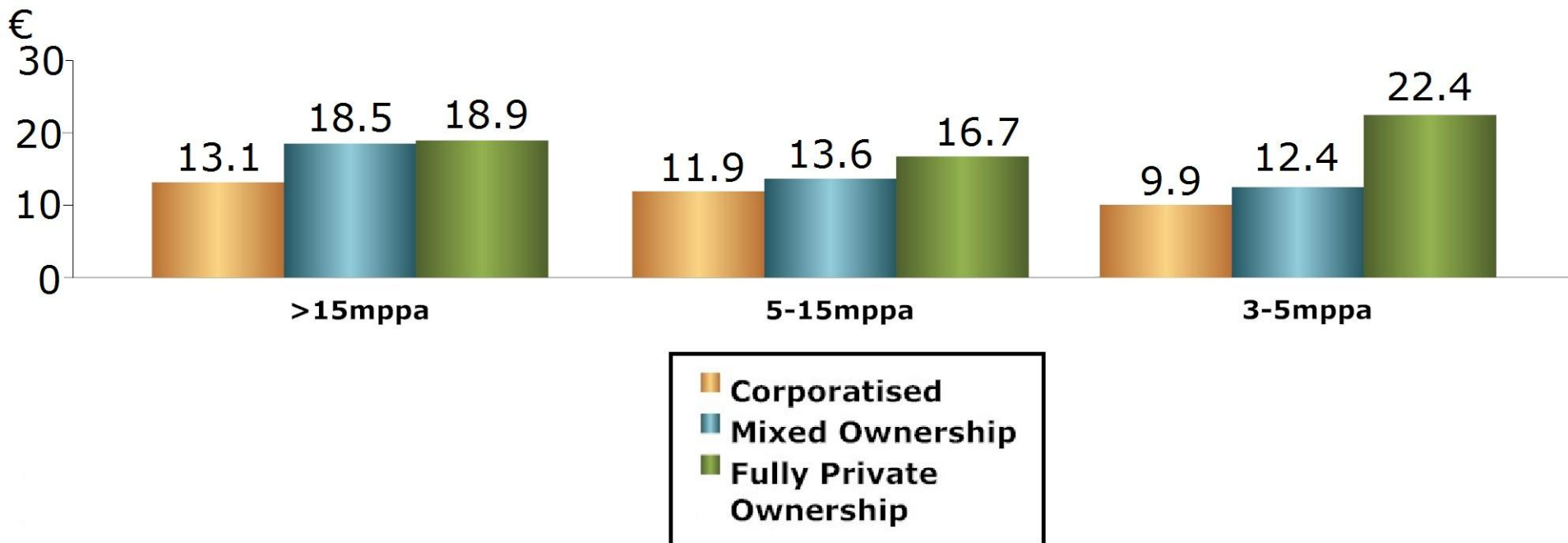
- Financial Perspective
  - > Aeronautical Revenues
  - > Commercial Revenues
  - > Operating Expenditure
  - > Capital Expenditure
  - > EBIDTA
- Wider perspectives



# → Findings – Commercial Revenues per Pax

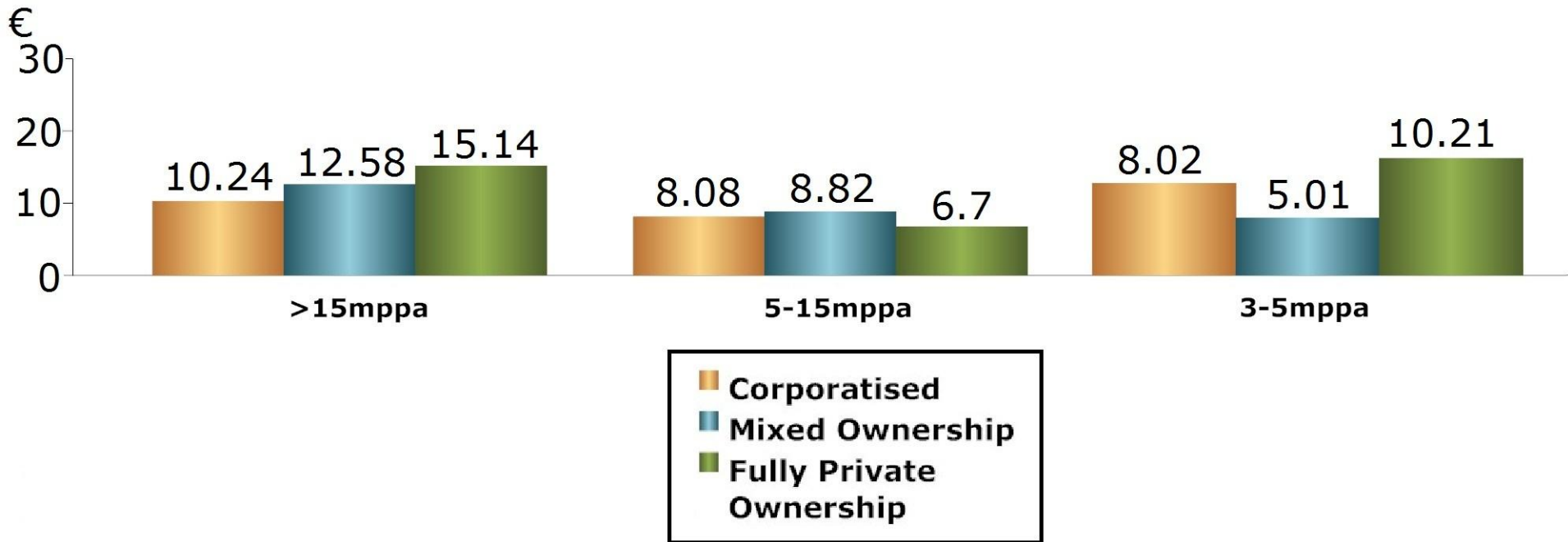


# → Findings – Operating Expenditures per Pax





# → Findings – EBIDTA per Pax



# ➔ On the Ground




**Chopin Airport, WAW**  
@ChopinAirport

This is official Twitter feed of Warsaw Chopin Airport - the main gateway of Poland. Check our news and tips and send us questions and comments.

Warsaw, Poland, Europe · <http://www.lotnisko-chopina.pl/en/>

4,222 TWEETS	216 FOLLOWING	27,903 FOLLOWERS	Follow
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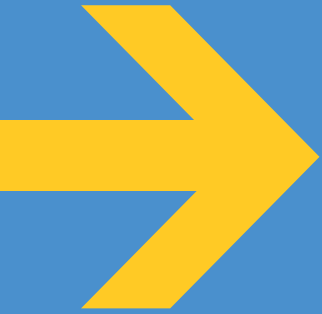
**Tweets**

 **Chopin Airport, WAW** @ChopinAirport 7 hrs  
Cancelled flight to Warsaw: London Heathrow (LO 286) 10:00  
Expand

# What is Driving European Airport Dynamism?

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- **Innovation & Efficiency: Quality**
  - > Average ASQ score +8% (2006-2011)
  - > Average transfer time at hubs –10 minutes (2002-2011)
  - > New technologies being rapidly integrated
  
- **Innovation & Efficiency: Pricing**
  - > Pricing more responsive to demand cycle
  - > Pricing structure more flexible to suit airline needs
  - > Incentive schemes a prerequisite for survival
  
- **Airport Competition**



# THANK YOU

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