

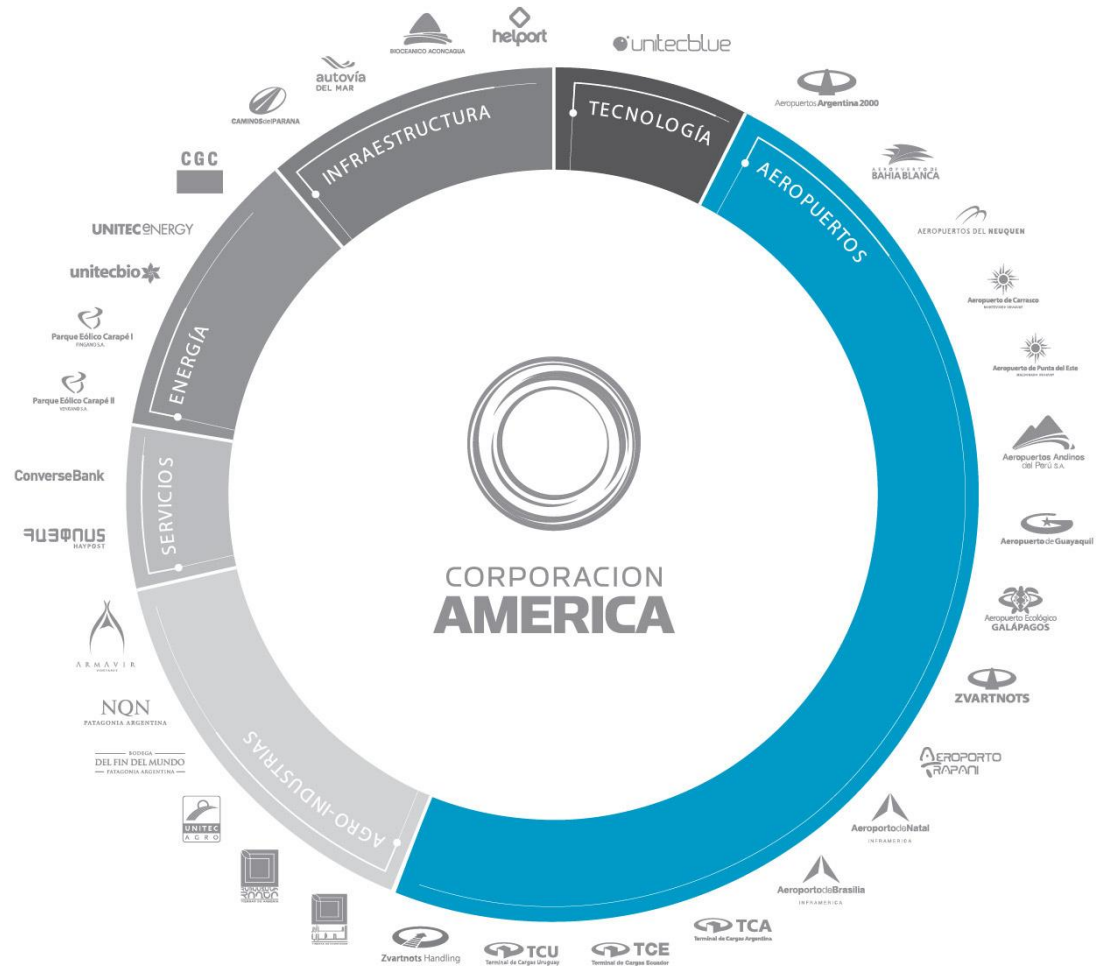


WELCOME
TO IX WALA

Bologna, Italy,
January 18-20, 2017

AIRPORT PRIVATIZATION
Marcelo G. Pozzetti
CORPORACION AMERICA
January 2017

> WHO WE ARE



Host



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> WHO WE ARE

53
AIRPORTS



7
COUNTRIES



3
CONTINENTS



In 2015



72 **MILLIONS**
PASSENGERS

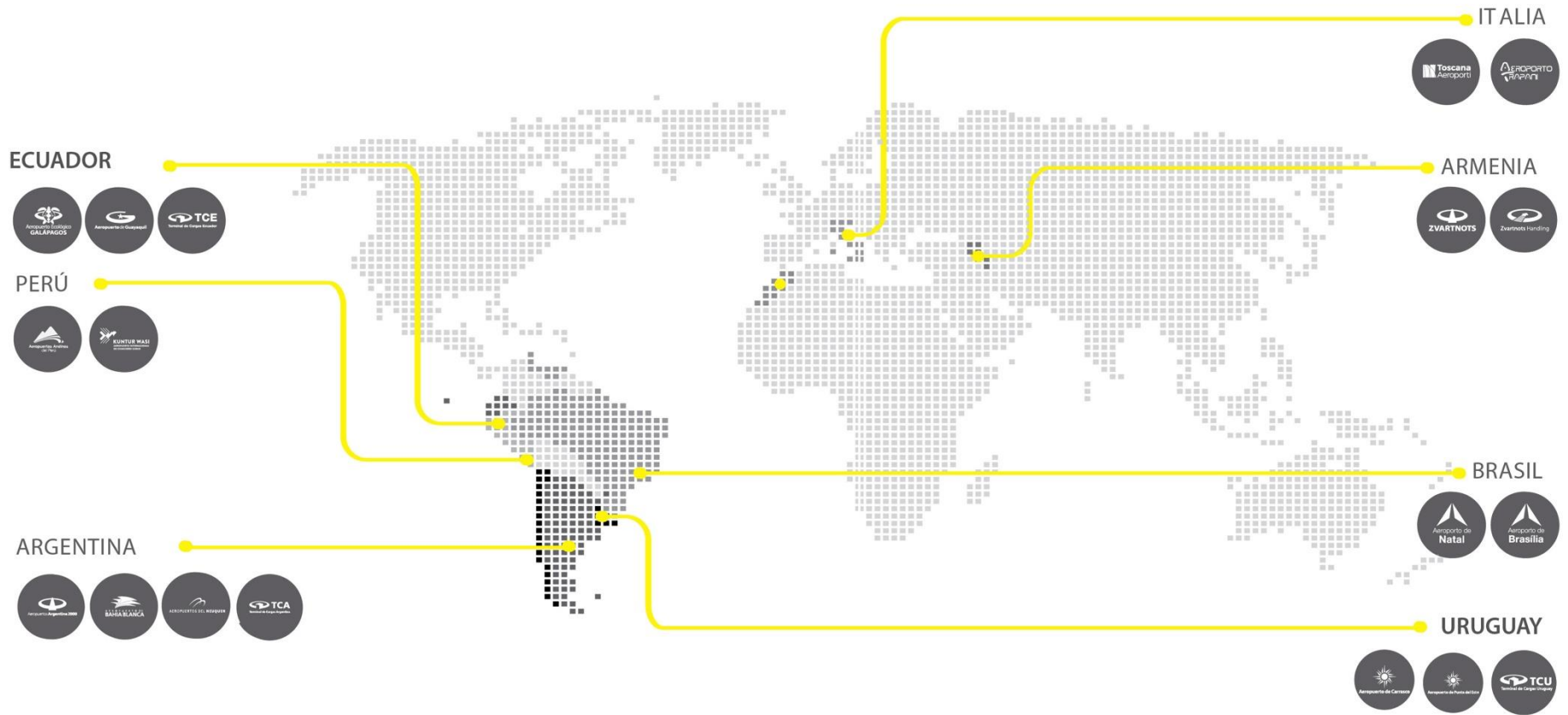
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> WHERE WE ARE



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> AIRPORT OPERATIONAL SERVICES - ALTERNATIVES

I. FULLY PUBLIC

- **Centralized** (Israel)
- **Decentralized** (through public authorities - Port Authority in NY/NJ – USA)
- **Corporatized** (through companies)
 - * **Total:** ASA (Mexico) – ECASSA (Cuba) – INFRAERO (Brazil)
 - * **Partial (Private/Public):** Florence (51% /49%) – Copenhagen (58% /42%)

II. PUBLIC (Delegated)

- * Through Concession Agreements: Uruguay – Mexico – Dominican Republic – Chile (Santiago) – Ecuador (Guayaquil and Quito) – Argentina (Group A Airports System)
- * Through BOT (Build, Operate, Transfer – Berlin) or Interested Management (Lima, Perú or San José de Costa Rica)

Scope of delegation:

- * **Terminal and Runways:** Aeropuertos Argentina 2000 (Argentina) – Aeropuertos de Medellín (Colombia) – Puerta del Sur (Uruguay)
- * **Terminal:** El Calafate (Argentina) **or** * **Runway** (El Dorado – Bogotá, Colombia)

III. PRIVATE Liverpool (UK) - Kerry (Ireland)

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> MULTIPLE Vs. INDIVIDUALS

PRO

- ***Efficiency** → centralized functions serving multiple airports (HR, IT, Legal, Marketing)
- ***Revenue** → negotiation of terms from third party providers, retailers, etc
- ***Risk Mitigation** → due to different traffic profiles
- ***Investment** → larger borrowing capacity / greater infrastructure funding capacity

CONS

- ***Local Politics** → conflict between local interests vs operator businesses
- ***Long Distance Management** → time and money (travels, meetings with locals, etc)
- ***Concession Structure and Government Regulation** → vary between countries

> CONCESSION STRUCTURE AND GOVERNMENT REGULATION EXAMPLE

AIRPORT SYSTEM:



Cross subsidies - Argentina

INDIVIDUAL AIRPORTS:



without subsidies – Brazil



with subsidies - Perú

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>THEN (1992)



OPERATION BY THE STATE



OPERATION DELEGATED

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>NOW



OPERATION BY THE ESTATE

OPERATION DELEGATED



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> NOW – GLOBAL AIRPORT OPERATORS IN AMERICA



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>NEXT



BRAZIL: New round of airports for concessions (Porto Alegre, Salvador, Florianopolis and Fortaleza)



PARAGUAY: To be granted soon (process interrupted due to accusations)



JAMAICA / ST. LUCIA: Stand-by due to change of government

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THANK YOU



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