Airport Capacity Constraints and Investment

Dr. Waleed Youssef
Chief Strategy Officer
TAV Airports Holding
Istanbul, Turkey
ITF 2009
TAV Portfolio of Airports

Turkey 43.4
- Istanbul (100%)
- Ankara (100%)
- Izmir (100%)
- Gazipasa (100%)

Georgia 3.4
- Tbilisi (60%)
- Batumi (60%)

Tunisia 10.5
- Monastir (100%)
- Enfidha (100%)

Macedonia 3.1
- Skopje (100%)
- Ohrid (100%)
- Shkodra (100%)

Latvia 15.0
- Riga (50%)

EPC
- Doha 24.0
- Cairo T3 11.0
- Tripoli 20.0
- Sebha 2.5
- Muscat 12.0
- Abu Dhabi* 30.0

* shorthand
Integrated Business Model

Design and Construction
- TAV Construction (a sister company)

Commercial Activities
- ATU (Duty Free)
- BTA (F&B)
- Airport Hotel
- Airline Lounges
- City Bus Service
- Advertisement
- Travel Agency
- Airport Parking

Operational Efficiency
- Customer Focus
- Commercial Focus
- Quick Execution

Aviation Security

Management and Operations
- Airports
- Havas (ground handling)
- City Terminal
- Facilities Management

Airports
- TAV
  - Istanbul
  - Izmir
  - Alanya

- TAV
  - Ankara
  - Batumi

- Havas
  - Macedonia
  - Tunisia
  - Georgia
2008 Results

**Million Passengers**

- **Total**
  - 2008: 35.9
  - 2007: 34.6
  - Change: +4%

- **Intl**
  - 2008: 22.2
  - 2007: 21.4
  - Change: +4%

**Million Euros**

- **Revenues**
  - 2008: 598
  - 2007: 479
  - Change: +25%

- **EBITDA**
  - 2008: 267
  - 2007: 49
  - Change: +127%

- **EBITDAR**
  - 2008: 111
  - 2007: 189
  - Change: +41%
# Airport Investments

ACI Europe (2006); Billion Euros

<table>
<thead>
<tr>
<th>Period</th>
<th>Investment</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000 - 2005</td>
<td>€ 7.5 p.a.</td>
</tr>
<tr>
<td>2000 - 2015</td>
<td>€ 120 total</td>
</tr>
</tbody>
</table>
Challenges of Growth 2008
Summary Report
### Projected Capacity and Demand

**Million IFR flights per year**

<table>
<thead>
<tr>
<th></th>
<th>2007 - 2030</th>
<th>Flights or Airports</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Capacity</strong></td>
<td>+41%</td>
<td>18.2 to 22.1</td>
</tr>
<tr>
<td><strong>Demand</strong></td>
<td>+70% to +120%</td>
<td>20.4 to 29.1</td>
</tr>
<tr>
<td><strong>Deficit</strong></td>
<td>11% to 25%</td>
<td>2.3 to 7.0</td>
</tr>
<tr>
<td><strong>No. Congested Airports</strong></td>
<td></td>
<td>19 to 39</td>
</tr>
<tr>
<td></td>
<td><strong>8+ hours per day</strong></td>
<td></td>
</tr>
</tbody>
</table>
By 2030 ..... 

• 19 to 39 European airports will experience *Heathrow-like* congestion more than 8 hours every day.

• This will impact 6,300 to 19,200 daily flights, or 50% to 70% of all flights at those airports.

• Unaccommodated demand will **double** between 2025 and 2030.