



ACI-NA FY2017 Benchmarking Survey Results

ACI-NA Conference and Exhibition— Nashville, TN

September 30, 2018



Hillsborough County Aviation Authority
Tampa International, Peter O. Knight,
Plant City and Tampa Executive Airports

ACI Benchmarking Survey Overview

- Traffic / Flight Operations
 - Total Operations
 - Cargo Operations
 - Passenger Airline Operations
 - Total Landed Weights
 - Total Cargo Landed Weights
 - Total Passengers
 - Enplaned Passengers
 - Connecting Passengers
- Expenses
 - Total Expenses
 - Personnel Expenses
 - Full Time Equivalent Headcount
 - Non-Personnel Expenses
 - Expense Breakout Categories
- Capital Program
- Revenues
 - Total Revenues
 - Airline Revenues
 - Non-Airline Revenues
 - Concessions
 - Rental Car
 - Parking/Ground Transportation
 - Rental/Lease Revenues
- Debt
 - Total Debt
 - Fixed Rate Debt
 - Variable Rate Debt
 - Annual Debt Service
- Net Income
- Other
 - TNC Transactions

Per Passenger
Per Connecting Passenger
Per Enplaned Passenger
Per Intl. Passenger
Per Operation
Per Cargo Operation
Per Parking Space
Per Square Foot
Per Employee

FY2017 ACI-NA Benchmarking Survey

- 94 North American airports have submitted survey responses for the Fy2017 Fiscal Year
 - 4 airports less than last year
 - Anchorage, Fairbanks, Lansing, Little Rock, San Luis Obispo, Fort McMurray, and Moncton are airports who have returned to the survey with this year's submission

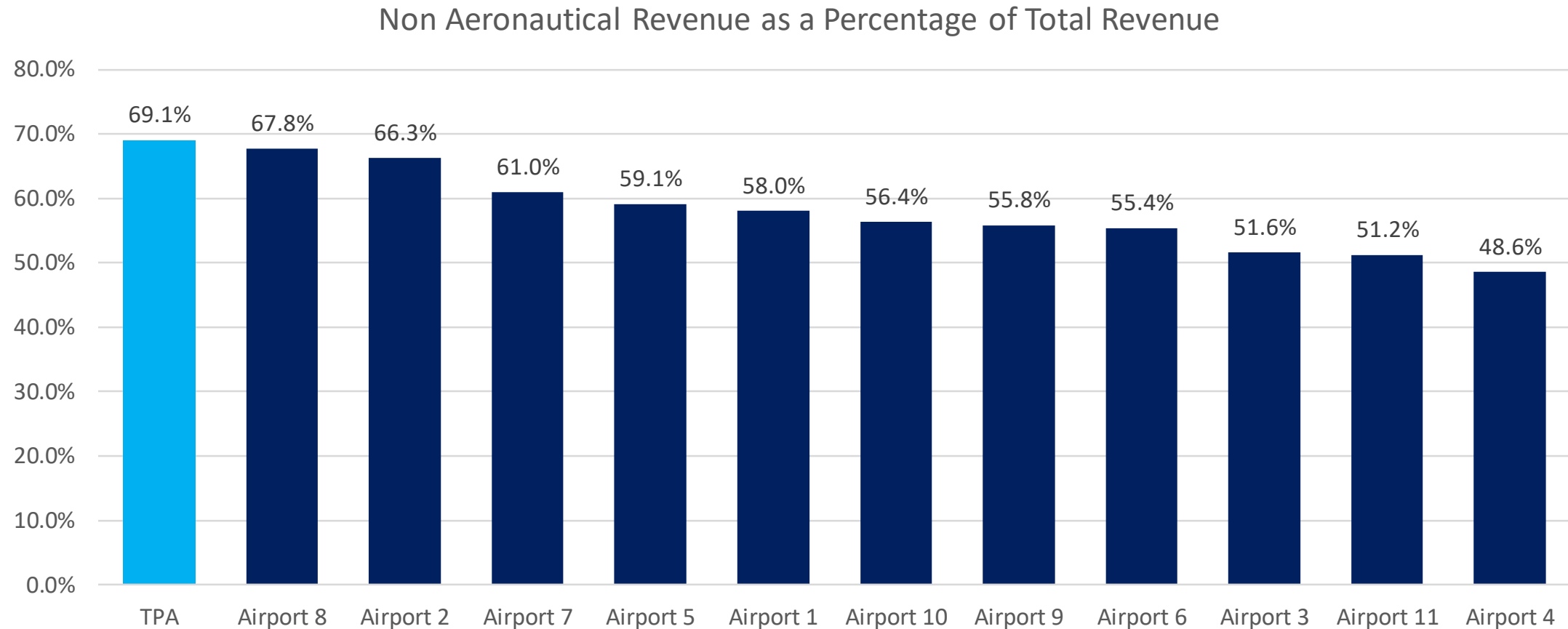
	FY2017 Submissions	FY2016 Submissions
FAA Large Hub Airports	27	28
FAA Medium Hub Airports	22	23
FAA Small Hub Airports	26	27
FAA Non-Hub / Other U.S. Airports	8	10
Canadian Airports	11	10
Total	94	98

FY2017 ACI-NA Benchmarking Survey

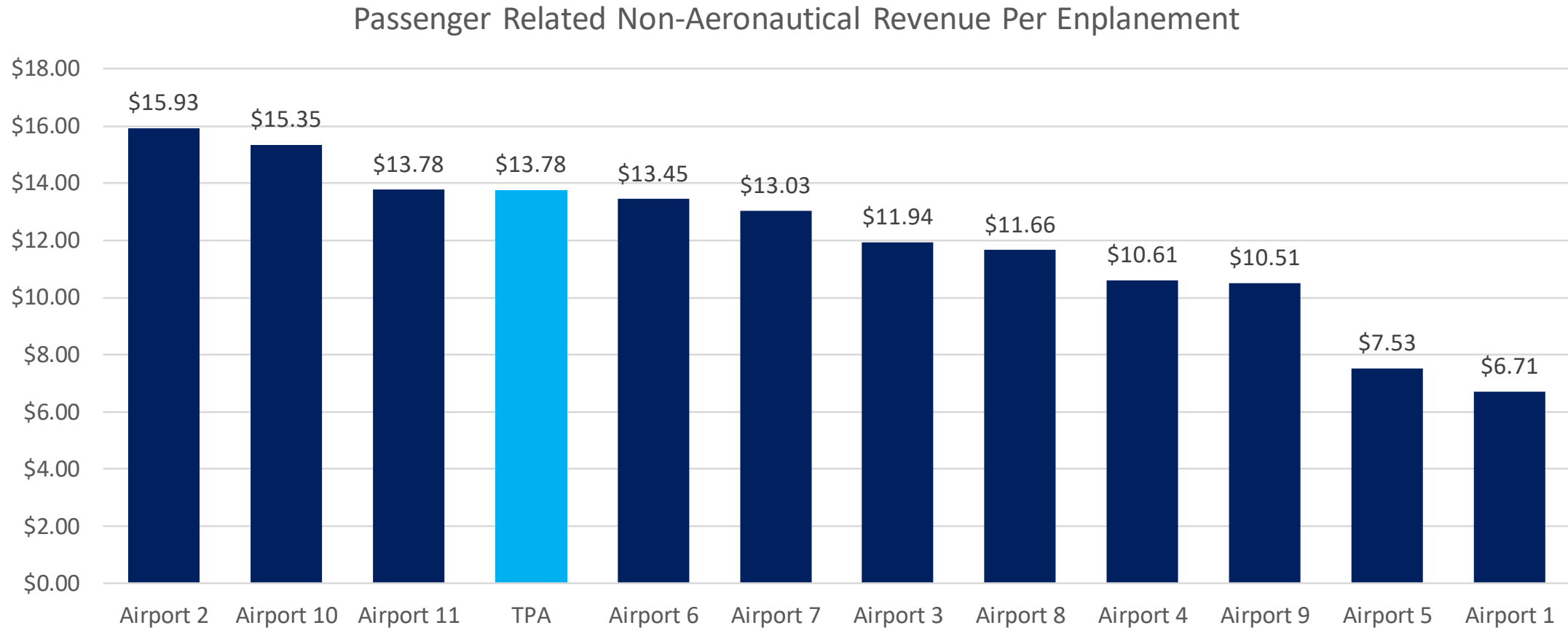
Airports Participating in Both FY2016 and FY2017					
ALB	DCA	IAH	MSN	RNO	TPA
ATL	DEN	ICT	MSP	ROA	TRI
AUS	DFW	IND	MSY	RSW	TUS
AVL	DSM	IWA	MYR	SAN	YHZ
BNA	DTW	JAN	OAK	SAT	YLB
BOI	EFD	JAX	OKC	SBA	YOW
BOS	ELP	JFK	OMA	SDF	YQB
BTR	EWR	LAX	ORD	SEA	YUL
BWI	FAT	LGA	ORF	SFO	YVR
CAE	FLL	LGB	PBI	SLC	YWG
CHS	GEG	MCI	PDX	SMF	YXE
CLT	GSP	MCO	PHL	SNA	YYZ
CMH	HOU	MEM	PHX	SRQ	
CVG	HSV	MIA	PIT	STL	
DAL	IAD	MKE	RDU	TLH	

- Good mix of large and small airports
- This presentation provides not only identifies the top performers in some of the major key operating metrics, but also compares 2017 performance versus 2016 to identify which airports have improved the most year over year
- Any year over year analysis contained within the presentation compares only the data from the 87 airports who participated in both the FY2016 and FY2017 Surveys,

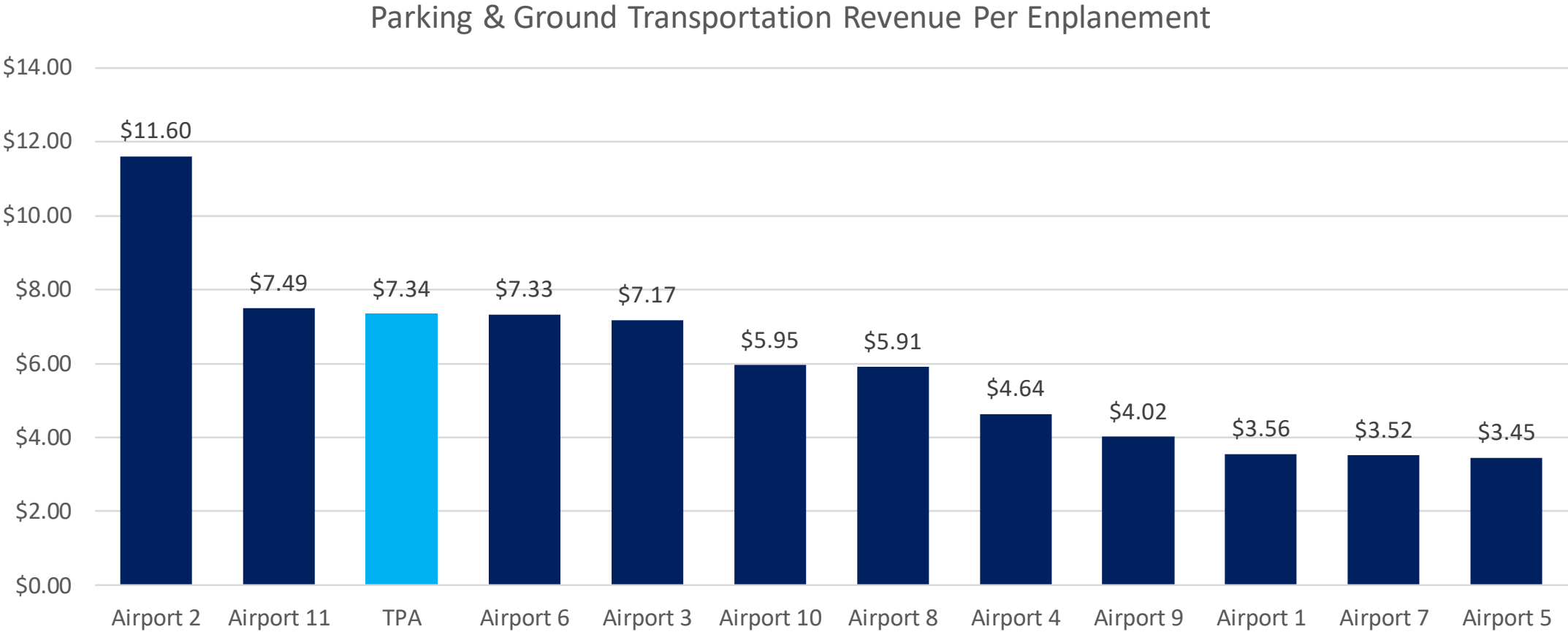
FY2017 TPA Benchmarking Examples



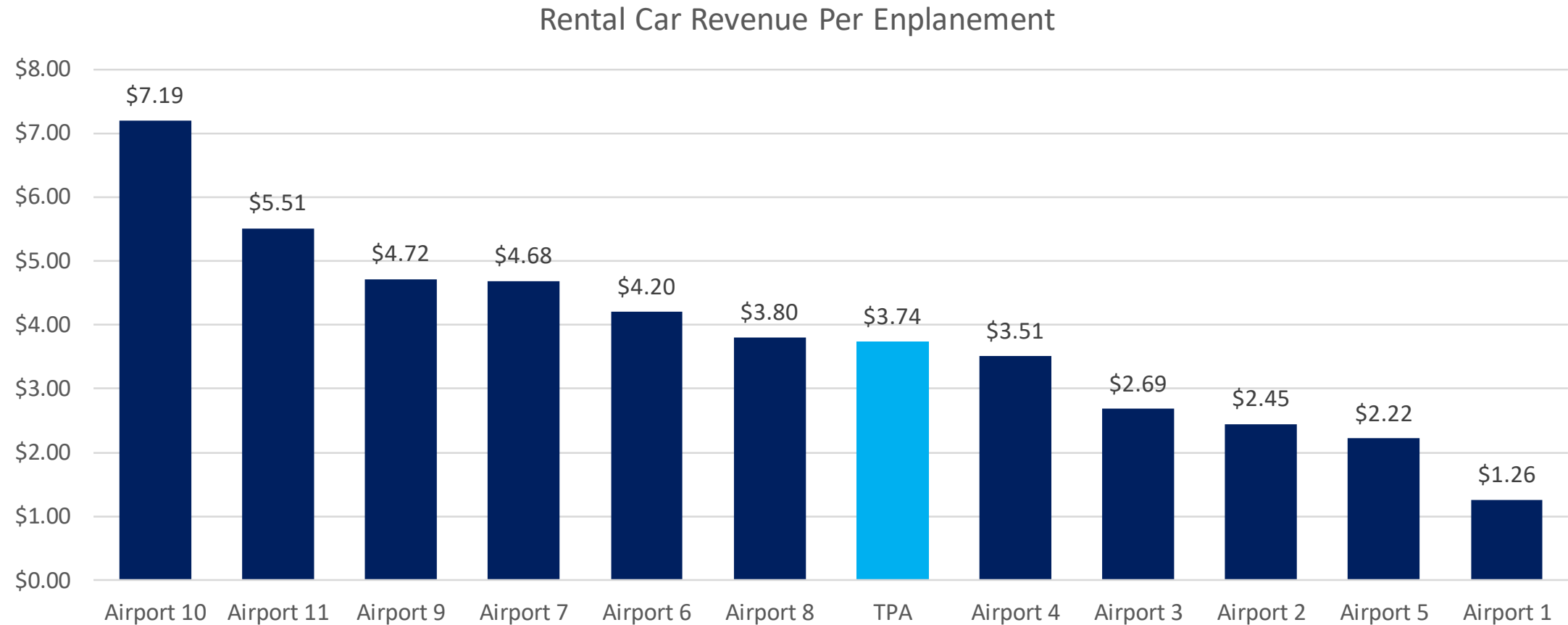
FY2017 TPA Benchmarking Examples



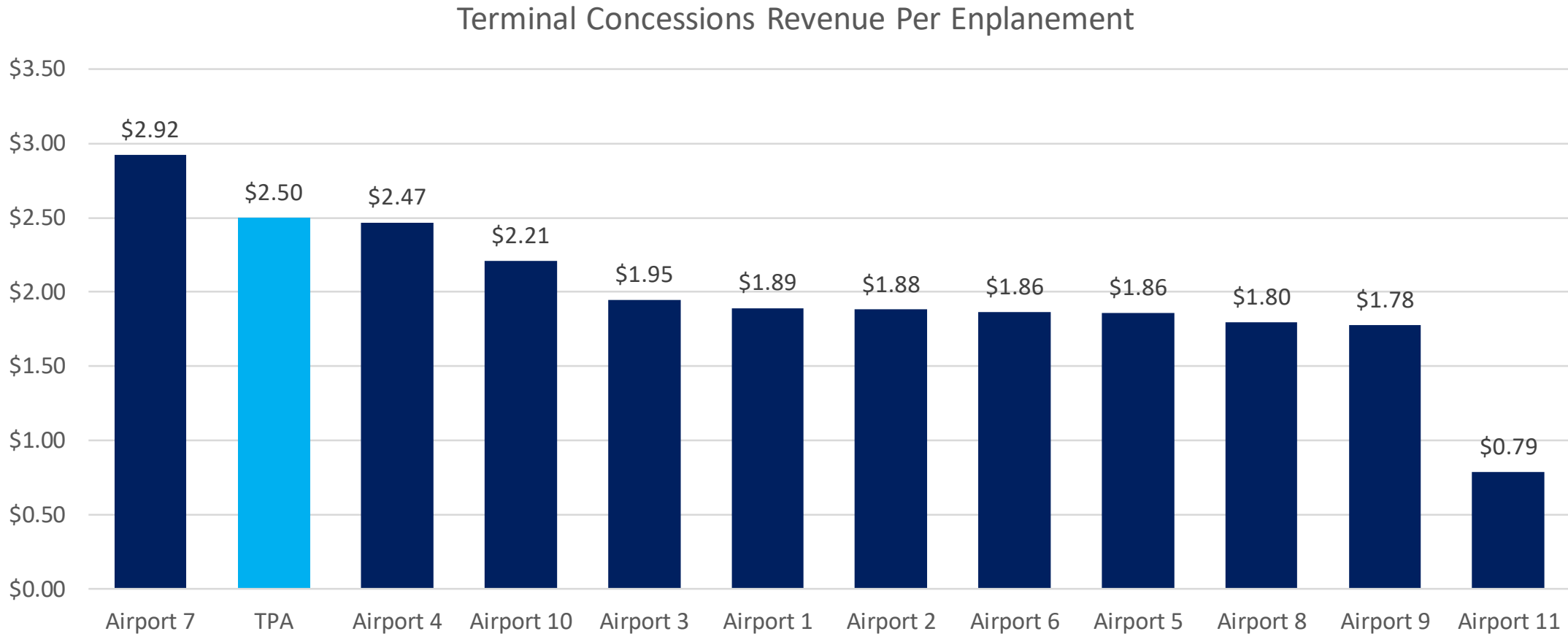
FY2017 TPA Benchmarking Examples



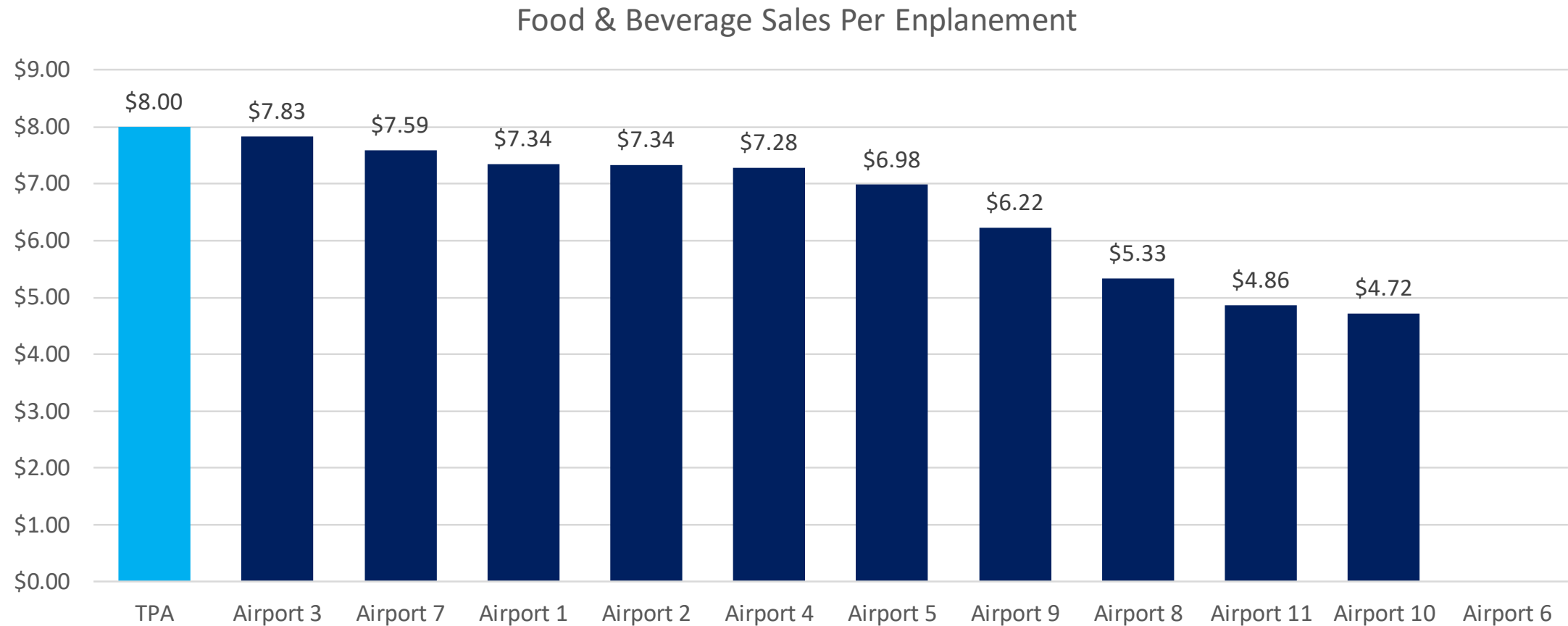
FY2017 TPA Benchmarking Examples



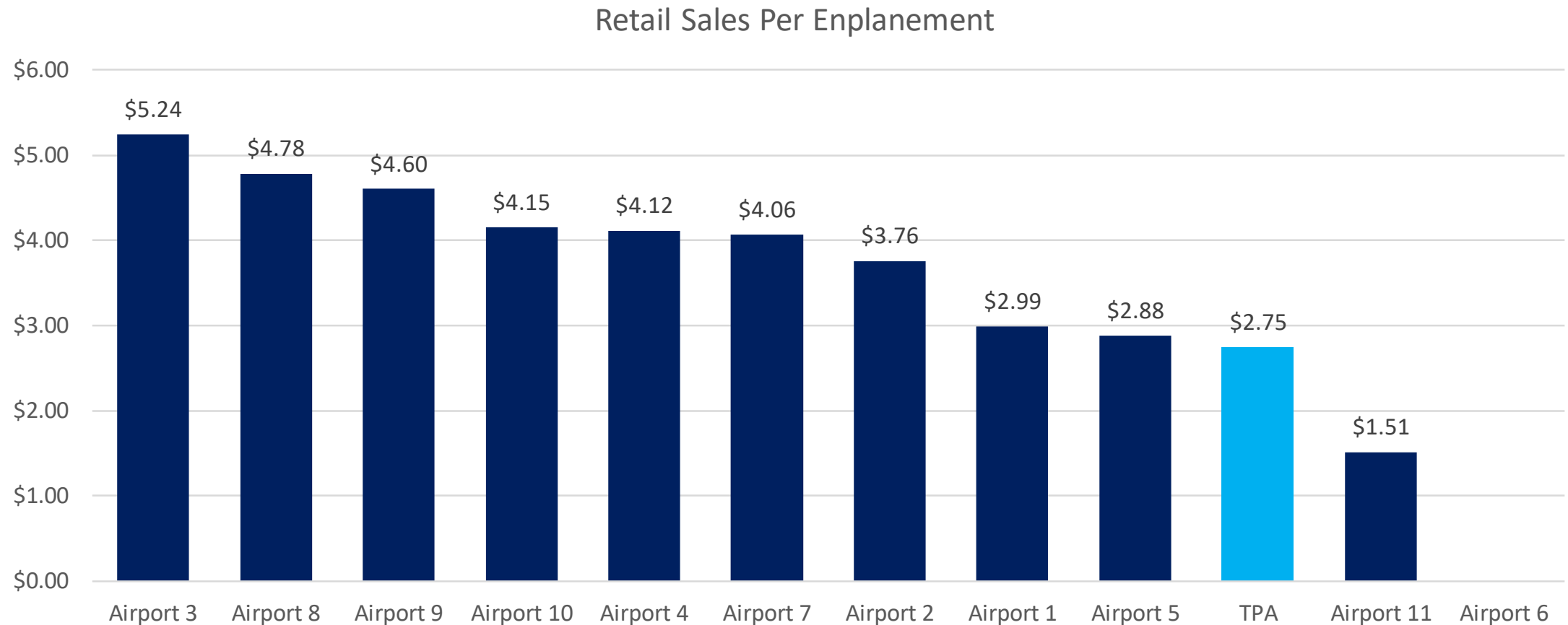
FY2017 TPA Benchmarking Examples



FY2017 TPA Benchmarking Examples



FY2017 TPA Benchmarking Examples





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ACI Benchmarking Survey Results



FY2017 vs. FY2016 Summary By Hub Type

Industry Overview

- 87 airports completed both the FY2016 and FY2017 ACI Benchmarking Surveys
- Overall, passenger flight operations continue a slow growth, with cargo operations growing at almost 5% over 2016
- Passenger traffic growth outpaces operations growth as airlines continue to increase load factors and gauge
- Revenues are up despite a drop in non-aeronautical revenue, primarily at the large hub airports
- TNC's continue to grow across the industry, primarily at the larger airports
- Expenses are being well-managed, increasing at the current rate of inflation
- Capital Expenditures increased by almost 40% with growth across all sectors
- Levels of outstanding debt increased by about 5% year over year

Passenger Airline Operations	1.3%
Cargo Airline Operations	4.9%
Total Landed Weights	9.7%
Total Cargo Landed Weights	8.0%
Total Passengers	3.3%
Total Operating Revenue	3.4%
Total Non-Airline Revenue	-5.1%
Total Terminal Concessions Revenue	-6.0%
Total Rental Car Revenues	4.4%
Total Public Parking & Ground Transportation Revenue	5.2%
Total Public Parking Exit Transactions	4.7%
Total TNC Trips	121.2%
Total Operating Expenses	3.0%
Total Utilities	0.2%
Total FTE's	0.6%
Total Personnel Costs	6.2%
Total Capital Expenditures	39.1%
Total Debt Outstanding	5.2%

Large Hub Airports

- 27 airports submitted both FY2016 and FY2017 surveys
- Passenger Airline Operations basically flat with Cargo operations seeing double digit growth rates
- Passenger traffic at the large hubs grew at half the growth rate of FY2016
- Airlines continued to increase equipment gauge instead of adding frequencies
- Terminal Concessions Revenue decline due to impact of LGA and ORD data, up 4% otherwise
- TNC growth in FY2017 was 1/3 the growth rate of FY2016, albeit still in triple digits
- Significant increase in large hub capital expenditures during FY2017
- Large hub outstanding debt increased by just over 6%, down from a 14% increase the previous year

Passenger Airline Operations	0.2%
Cargo Airline Operations	12.7%
Total Landed Weights	4.9%
Total Cargo Landed Weights	14.1%
Total Passengers	2.4%
Total Operating Revenue	2.5%
Total Non-Airline Revenue	-9.0%
Total Terminal Concessions Revenue	-10.4%
Total Rental Car Revenues	5.7%
Total Public Parking & Ground Transportation Revenue	5.5%
Total Public Parking Exit Transactions	8.1%
Total TNC Trips	182.3%
Total Operating Expenses	0.8%
Total Utilities	3.8%
Total FTE's	0.1%
Total Personnel Costs	6.5%
Total Capital Expenditures	46.0%
Total Debt Outstanding	6.4%

Medium Hub Airports

- 21 Medium hub airports submitted both the FY2017 and FY2016 surveys
- Flat passenger airline operations growth versus last year
- Cargo landed weights significantly outpaced cargo operations due to the significant growth of widebody services at multiple airports
- Passenger growth matched last year's growth rate of 5.5%
- Operating Revenue growth driven by Terminal Concessions revenue offsetting a 2% decline in rental car revenues
- Continued strong growth in parking and ground transportation revenues
- Operating expenses increased at twice revenue growth
- Second year in a row of more than a 30% increase in annual capital expenditures

Passenger Airline Operations	0.5%
Cargo Airline Operations	-15.2%
Total Landed Weights	6.5%
Total Cargo Landed Weights	18.8%
Total Passengers	5.5%
Total Operating Revenue	5.0%
Total Non-Airline Revenue	2.7%
Total Terminal Concessions Revenue	7.4%
Total Rental Car Revenues	-1.9%
Total Public Parking & Ground Transportation Revenue	4.4%
Total Public Parking Exit Transactions	-9.5%
Total TNC Trips	155.9%
Total Operating Expenses	9.6%
Total Utilities	-14.8%
Total FTE's	1.0%
Total Personnel Costs	5.0%
Total Capital Expenditures	38.4%
Total Debt Outstanding	1.4%

Small Hub Airports

- 24 small-hub airports submitted both the FY2017 and FY2016 surveys
- Significant year over year growth in both passenger and cargo operations
- Double digit growth in cargo operations but on smaller aircraft
- Revenue growth on par with the rest of the industry
- Number of parking exit transactions continues to grow, albeit slower than traffic growth
- Operating expense growth significantly higher than last years 2.3%
- Increase of FTE headcount in line with overall increase in personnel costs
- Capital expenditures declined after an 8% increase last year

Passenger Airline Operations	8.8%
Cargo Airline Operations	10.3%
Total Landed Weights	10.1%
Total Cargo Landed Weights	1.8%
Total Passengers	5.3%
Total Operating Revenue	4.4%
Total Non-Airline Revenue	3.9%
Total Terminal Concessions Revenue	10.4%
Total Rental Car Revenues	3.5%
Total Public Parking & Ground Transportation Revenue	1.3%
Total Parking Exit Transactions	1.9%
Total TNC Trips	246.9%
Total Operating Expenses	8.8%
Total Utilities	7.1%
Total FTE's	5.3%
Total Personnel Costs	5.3%
Total Capital Expenditures	-5.9%
Total Debt Outstanding	1.2%

Non-Hub Airports

- 6 non-hub airports submitted both the FY2017 and FY2016 surveys
- Double digit passenger growth for the second year in a row, primarily driven by Tri-Cities
- Total operating revenue growth driven by strong terminal concessions revenue growth
- Parking revenue growth outpaced exit transactions
- Operating expenses grew below the rate of inflation
- Headcount increased whereas overall personnel costs declined
- Continued reduction in outstanding debt for the second year in a row

Passenger Airline Operations	6.3%
Cargo Airline Operations	-4.0%
Total Landed Weights	20.3%
Total Cargo Landed Weights	-5.3%
Total Passengers	11.0%
Total Operating Revenue	2.9%
Total Non-Airline Revenue	1.3%
Total Terminal Concessions Revenue	9.5%
Total Rental Car Revenues	-1.6%
Total Public Parking & Ground Transportation Revenue	4.4%
Total Parking Exit Transactions	-1.7%
Total TNC Trips	NA
Total Operating Expenses	1.0%
Total Utilities	3.7%
Total FTE's	3.7%
Total Personnel Costs	-4.1%
Total Capital Expenditures	4.5%
Total Debt Outstanding	-4.6%

Canadian Airports

- 11 Canadian airports submitted the FY2017 survey, up from 10 airports last year
- Strong passenger growth
- Continued growth in cargo but on a reduction in cargo operations
- Strong growth in both rental car and terminal concessions revenues
- Parking & Ground Transportation revenue continued to grow on flat parking transactions
- Double digit growth in capital expenditures for the second year in a row
- Slight increase in the level of outstanding debt

Passenger Airline Operations	7.6%
Cargo Airline Operations	-17.2%
Total Landed Weights	--
Total Cargo Landed Weights	4.8%
Total Passengers	7.0%
Total Operating Revenue	7.3%
Total Non-Airline Revenue	9.0%
Total Terminal Concessions Revenue	8.8%
Total Rental Car Revenues	12.2%
Total Public Parking & Ground Transportation Revenue	8.2%
Total Parking Exit Transactions	1.1%
Total TNC Trips	NA
Total Operating Expenses	8.2%
Total Utilities	-22.6%
Total FTE's	2.6%
Total Personnel Costs	7.3%
Total Capital Expenditures	12.6%
Total Debt Outstanding	2.1%



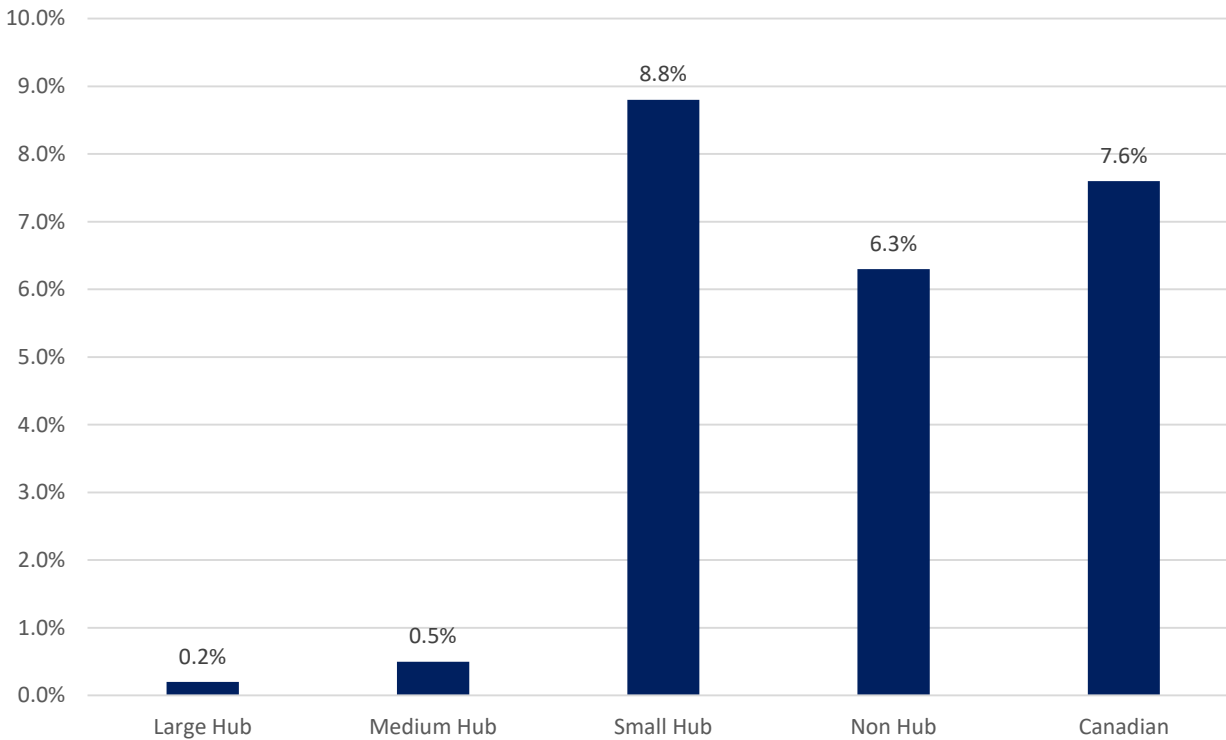
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FY2017 vs. FY2016 Selected Variables By Hub Type

Total Passenger Airline Operations

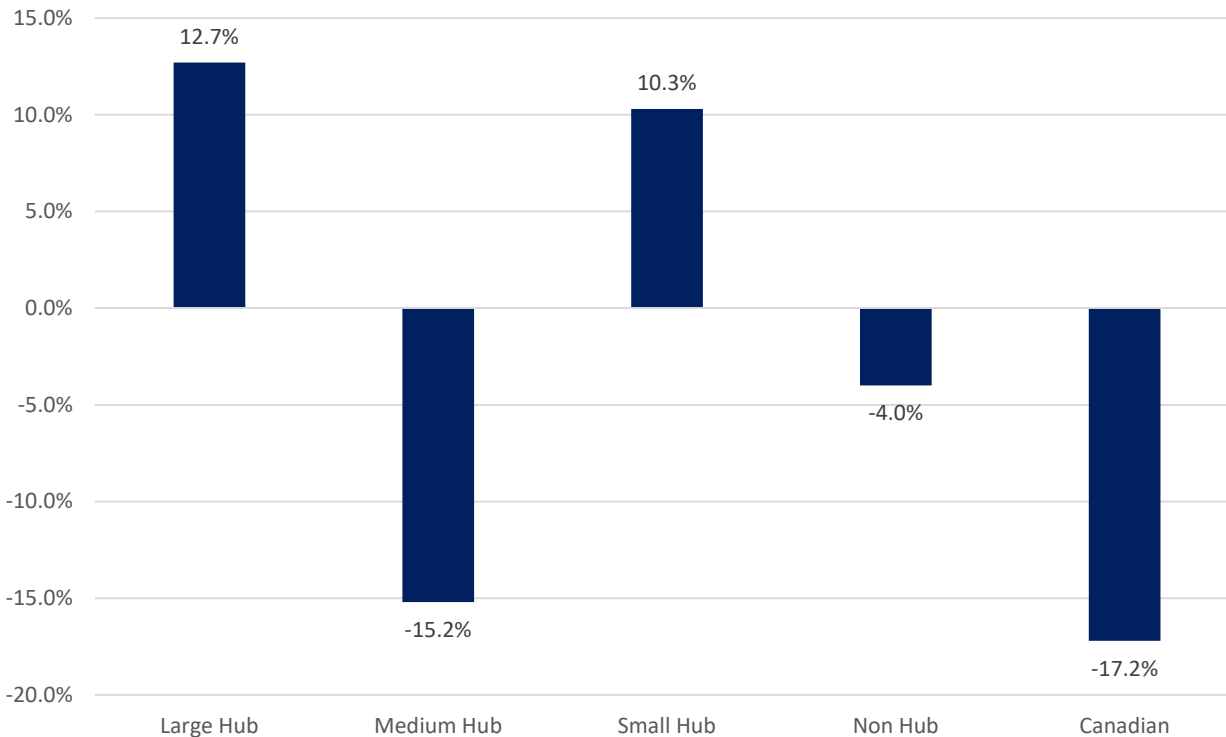


Large Hub Airports		Medium Hub Airports		Small Hub Airports	
Airport	% Change	Airport	% Change	Airport	% Change
PDX	9.0%	PIT	53.8%	LGB	32.5%
FLL	7.3%	SMF	17.1%	MYR	16.3%
LAX	5.6%	BNA	11.9%	TUS	8.3%
SLC	4.2%	OAK	6.3%	IWA	8.3%
BWI	3.1%	SAT	6.2%	BOI	8.2%

Non-Hub Airports		Canadian Airports	
Airport	% Change	Airport	% Change
SBA	39.0%	YYZ	10.6%
ROA	10.4%	YQB	7.1%
TLH	6.6%	YWG	6.2%
TRI	2.1%	YVR	3.6%
		YOW	0.6%

- Highest airline operations growth at the smaller airports
- Equipment upgauges and higher density aircraft at the larger airports

Total Cargo Operations

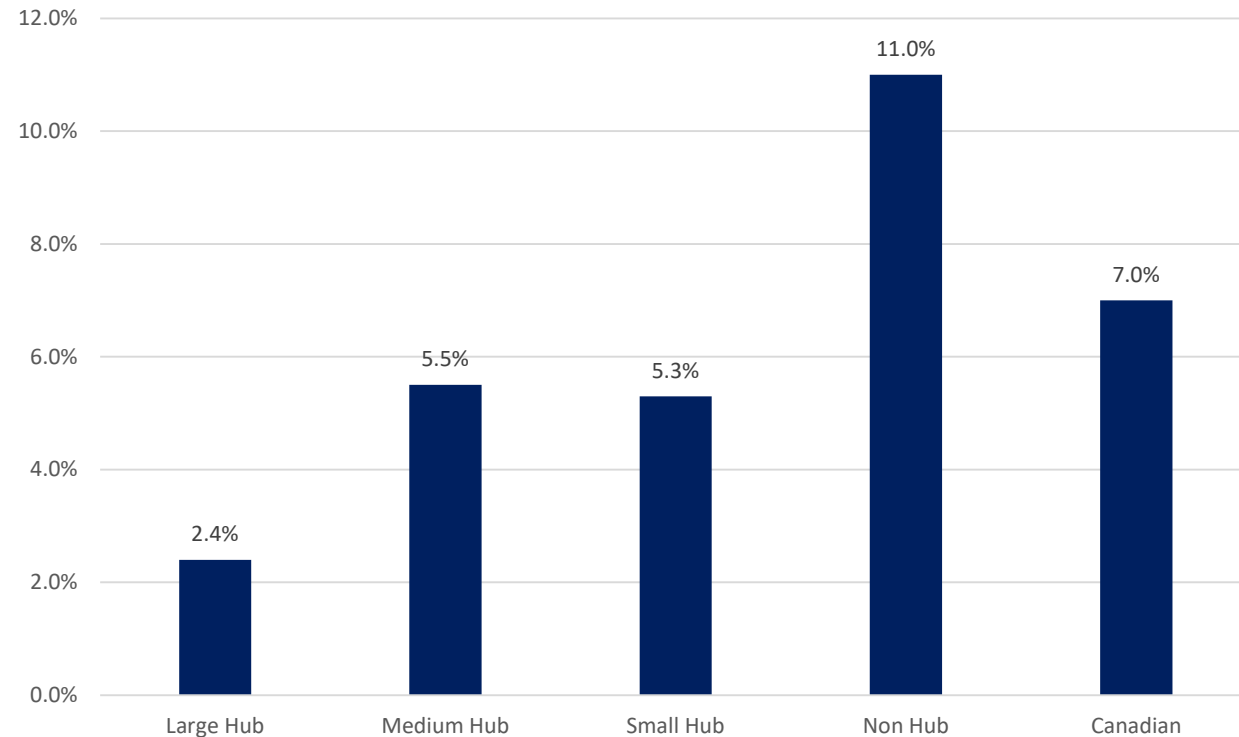


Large Hub Airports		Medium Hub Airports		Small Hub Airports	
Airport	% Change	Airport	% Change	Airport	% Change
TPA	1956.1%	CMH	76.5%	FAT	1112.5%
SEA	23.5%	MCI	35.6%	ORF	17.6%
CLT	13.0%	CVG	26.5%	MYR	12.7%
DFW	7.5%	PBI	23.4%	SDF	7.3%
DTW	7.3%	RSW	7.5%	ALB	3.3%

Non-Hub Airports		Canadian Airports	
Airport	% Change	Airport	% Change
EFD	66.7%	YUL	14.1%
TRI	1.2%	YWG	2.0%
		YHZ	1.6%

- Strong cargo growth at the large and small hub airports
- Amazon is a significant contributing factor to the cargo growth in the U.S. with multiple airports showing remarkable increased in cargo operations YOY

Total Passengers

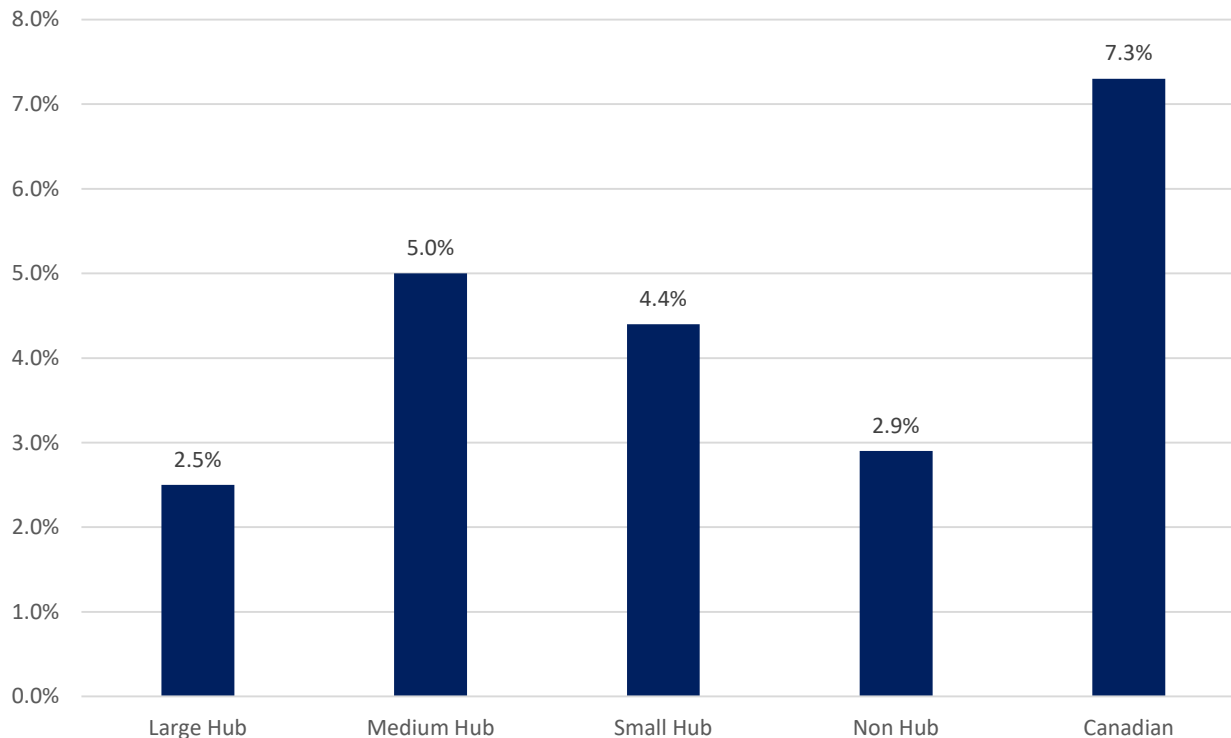


Large Hub Airports		Medium Hub Airports		Small Hub Airports	
Airport	% Change	Airport	% Change	Airport	% Change
FLL	10.4%	CVG	15.8%	LGB	35.3%
EWR	7.5%	BNA	10.3%	AVL	13.7%
BOS	7.4%	MCI	10.0%	GEG	9.8%
PDX	6.9%	AUS	8.6%	MYR	9.4%
LAX	6.6%	OAK	8.4%	BOI	7.6%

Non-Hub Airports		Canadian Airports	
Airport	% Change	Airport	% Change
TRI	89.1%	YUL	9.5%
SBA	9.6%	YLW	9.3%
ROA	3.9%	YVR	8.4%
BTR	3.4%	YWG	7.2%
TLH	2.6%	YYZ	6.3%

- Strong passenger growth across the board
- Non-hub growth across the board, but the overall increase was predominantly caused by growth at Tri Cities

Total Operating Revenues

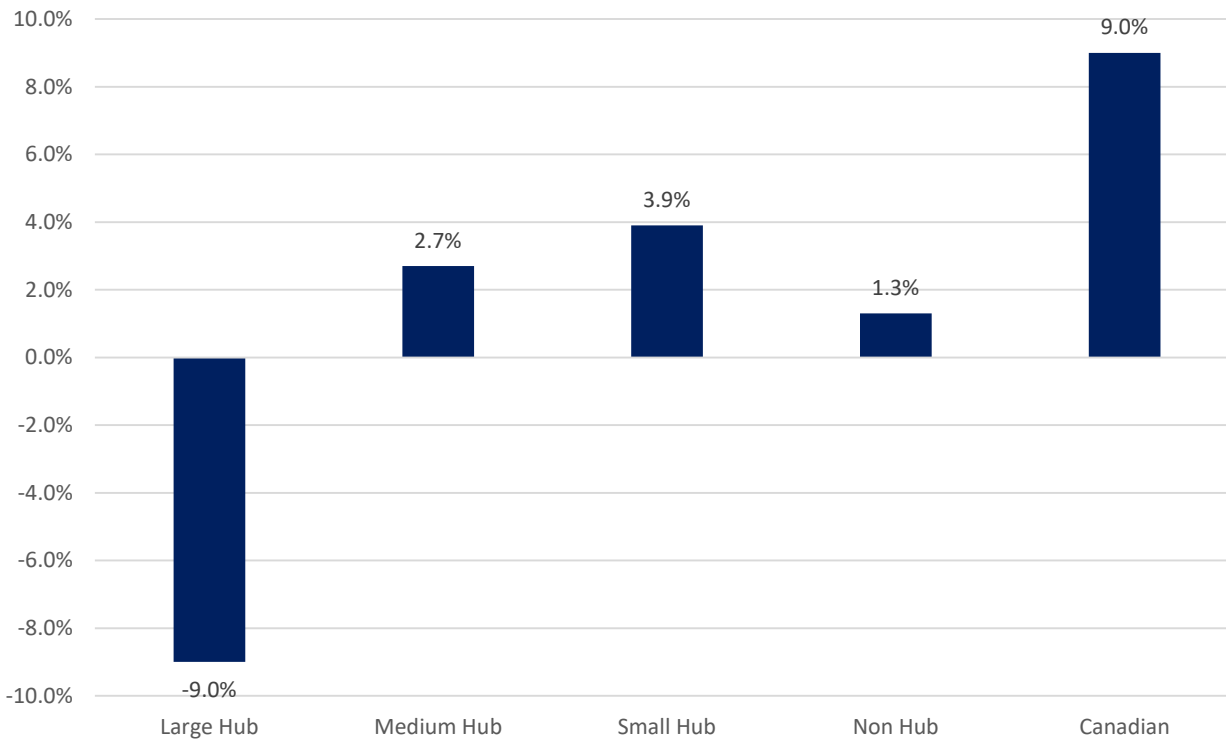


Large Hub Airports		Medium Hub Airports		Small Hub Airports	
Airport	% Change	Airport	% Change	Airport	% Change
DFW	12.8%	RDU	13.3%	LGB	26.3%
SLC	10.4%	OAK	10.4%	CHS	22.7%
LAX	10.0%	AUS	10.0%	GSP	17.9%
BOS	9.0%	BNA	9.9%	OKC	14.0%
SEA	7.7%	CVG	9.5%	MYR	13.5%

Non-Hub Airports		Canadian Airports	
Airport	% Change	Airport	% Change
ROA	11.4%	YUL	10.4%
SBA	6.4%	YLW	9.5%
TRI	3.2%	YVR	8.9%
BTR	2.2%	YYZ	6.6%
		YOW	5.5%

- Strong passenger growth resulted in strong revenue growth across all groupings
- Overall large hub operating revenues were negatively impacted by significant drops in terminal revenues at airports in New York and Chicago

Total Non-Airline Revenues

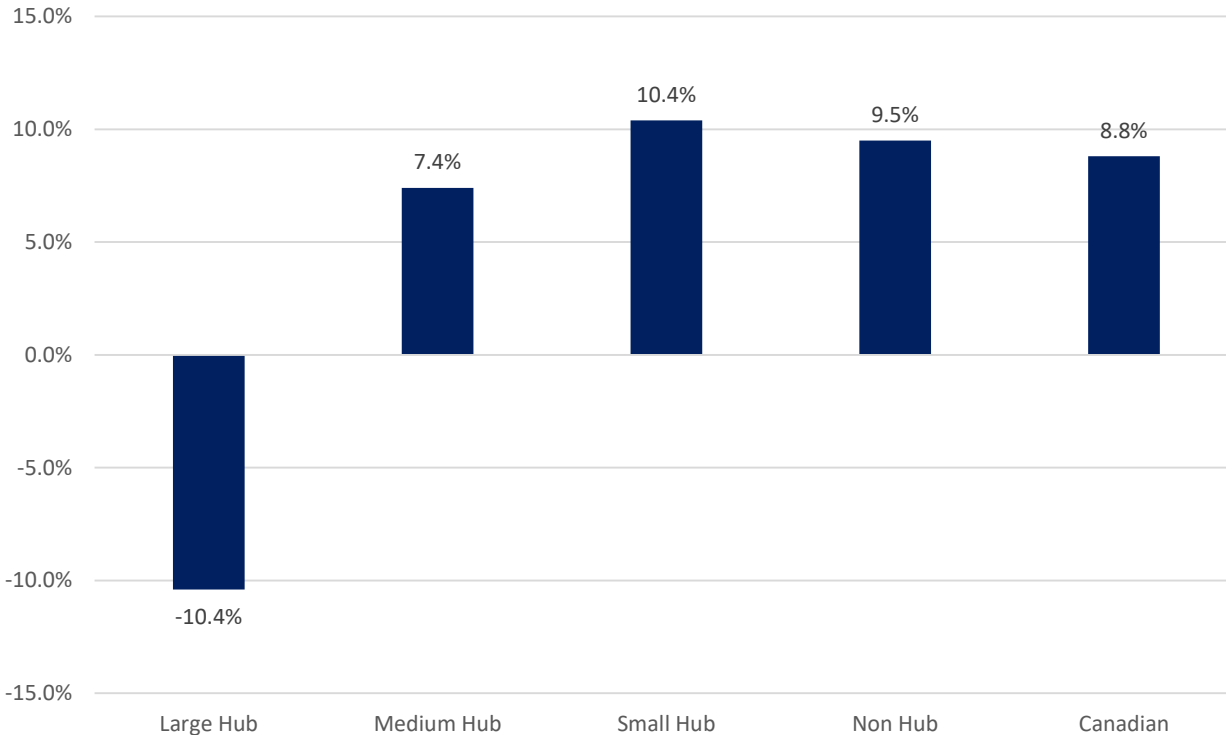


Large Hub Airports		Medium Hub Airports		Small Hub Airports	
Airport	% Change	Airport	% Change	Airport	% Change
LAX	13.1%	CVG	13.9%	LGB	30.6%
SLC	12.3%	BNA	12.9%	OKC	19.5%
SAN	9.9%	OAK	12.0%	MYR	16.5%
BOS	8.3%	MSY	9.3%	CHS	16.4%
DFW	8.0%	STL	8.1%	GSP	15.0%

Non-Hub Airports		Canadian Airports	
Airport	% Change	Airport	% Change
SBA	6.6%	YVR	10.7%
ROA	3.8%	YUL	10.3%
TRI	2.5%	YYZ	9.1%
		YOW	8.6%
		YWG	6.3%

- Large Hub revenues were impacted by significant declines in Terminal Concessions at LaGuardia and Chicago O'Hare

Total Terminal Concessions Revenues

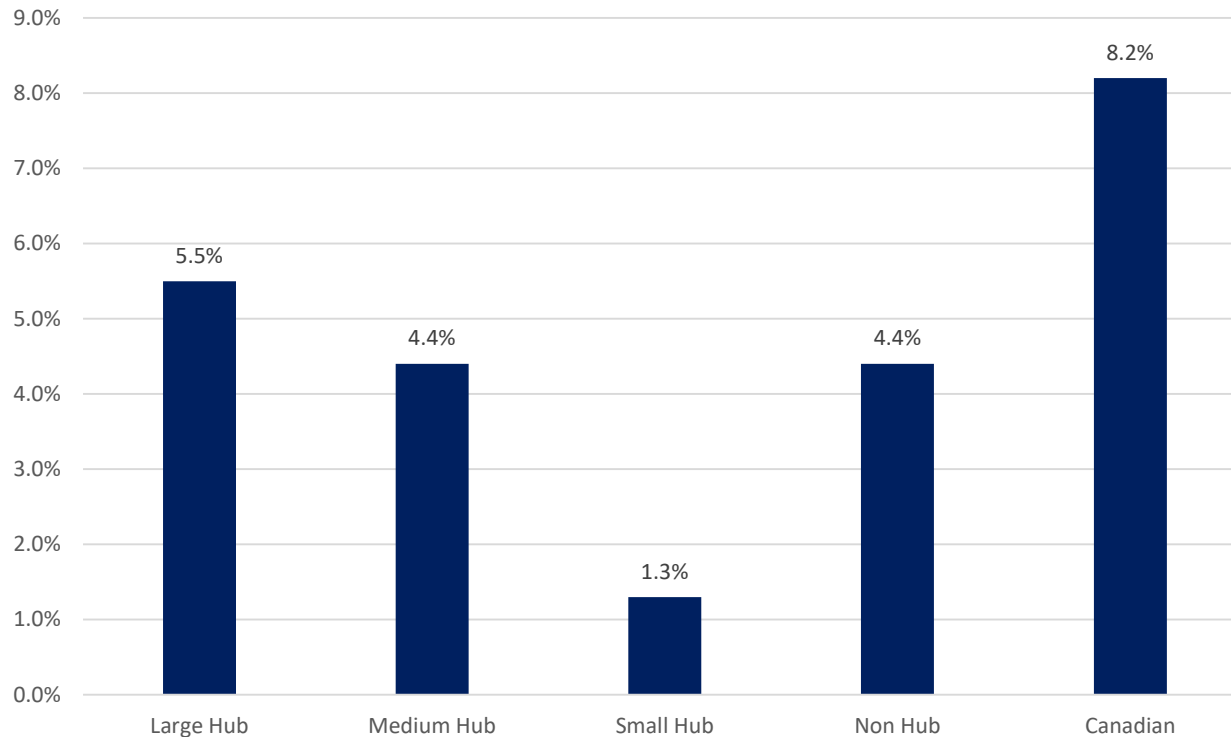


Large Hub Airports		Medium Hub Airports		Small Hub Airports	
Airport	% Change	Airport	% Change	Airport	% Change
BOS	17.1%	BNA	20.2%	CHS	43.5%
IAH	15.7%	STL	15.0%	ORF	36.1%
PDX	12.9%	MSY	12.6%	ELP	36.0%
DFW	11.9%	OAK	10.8%	FAT	36.0%
MSP	11.8%	HOU	10.8%	LGB	25.2%

Non-Hub Airports		Canadian Airports	
Airport	% Change	Airport	% Change
TLH	26.1%	YUL	11.5%
SBA	24.3%	YVR	10.3%
ROA	4.3%	YYZ	7.8%
TRI	2.6%	YHZ	4.8%
		YXE	4.2%

- Large hub Terminal Concessions revenues were negatively impacted by construction at three of the large hub airports, all of which showed double digit declines year over year
- Strong growth across the other four groupings

Total Parking & Ground Transportation Revenues

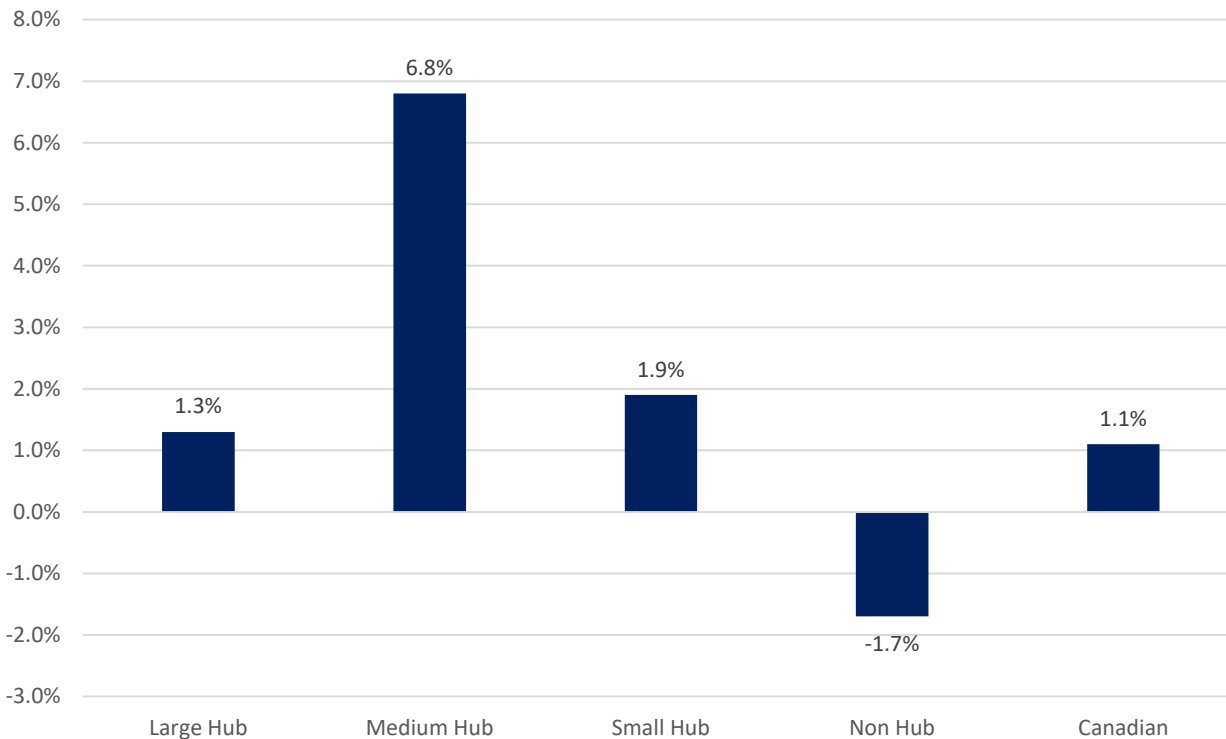


Large Hub Airports		Medium Hub Airports		Small Hub Airports	
Airport	% Change	Airport	% Change	Airport	% Change
LAX	19.9%	CVG	18.1%	MYR	32.3%
CLT	16.3%	MSY	13.1%	LGB	25.7%
DTW	13.5%	OAK	11.0%	GSP	20.0%
PHL	10.9%	PIT	7.9%	CHS	16.7%
SFO	10.1%	BNA	7.7%	GEG	15.0%

Non-Hub Airports		Canadian Airports	
Airport	% Change	Airport	% Change
SBA	11.9%	YUL	14.6%
BTR	5.4%	YOW	11.8%
ROA	2.8%	YLW	11.3%
TRI	2.3%	YVR	10.0%
		YWG	8.0%

- The combination of growing revenues from on-airport parking businesses and increasing revenues collected from TNC's resulted in Parking & Ground Transportation revenues increasing across all hub types, with double digit growth seen at a surprising number of airports

Total Parking Transactions

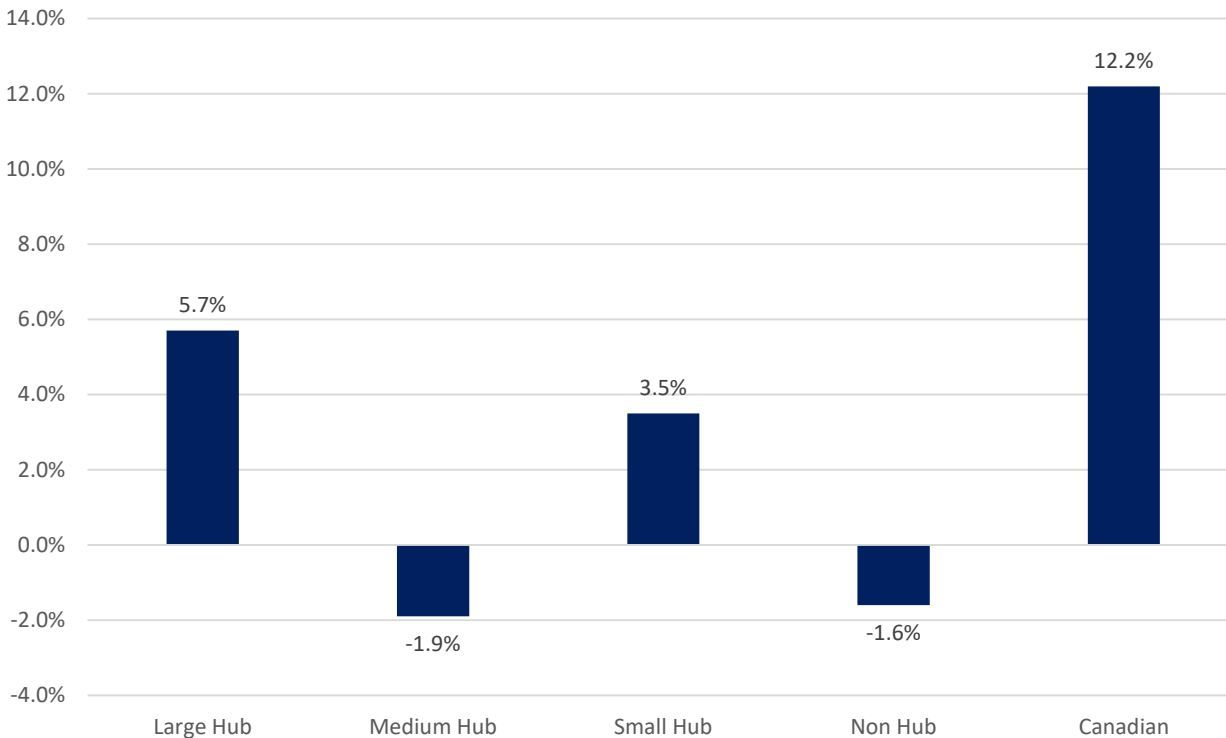


Large Hub Airports		Medium Hub Airports		Small Hub Airports	
Airport	% Change	Airport	% Change	Airport	% Change
LAX	47.2%	BNA	12.0%	IWA	25.7%
CLT	13.0%	MCI	7.5%	SRQ	19.7%
MCO	4.4%	MKE	4.9%	ICT	14.3%
SLC	0.8%	CMH	3.6%	GEG	10.6%
DTW	0.5%	PIT	3.0%	LGB	9.9%

Non-Hub Airports		Canadian Airports	
Airport	% Change	Airport	% Change
TLH	2.7%	YOW	4.5%
TRI	-0.1%	YHZ	2.2%

- Despite the increase in TNC trips, the number of parking transactions continue to grow in FY2017 across the larger airports, albeit generally at a lower rate than passenger growth

Total Rental Car Revenues

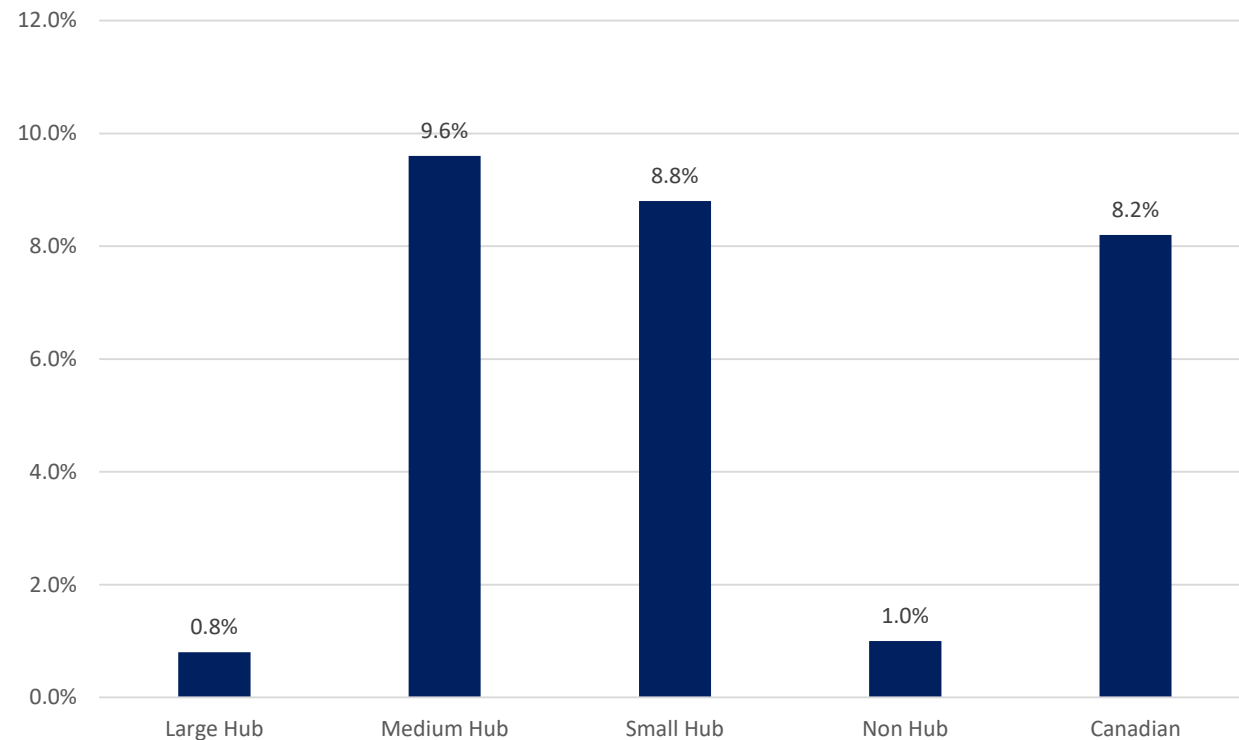


Large Hub Airports		Medium Hub Airports		Small Hub Airports	
Airport	% Change	Airport	% Change	Airport	% Change
SLC	28.9%	CVG	10.0%	JAN	18.3%
SAN	19.0%	AUS	8.0%	ICT	15.7%
PHX	16.2%	STL	4.2%	GEG	10.6%
BOS	12.8%	BNA	4.0%	LGB	9.4%
DCA	9.5%	PIT	3.8%	ORF	8.9%

Non-Hub Airports		Canadian Airports	
Airport	% Change	Airport	% Change
ROA	5.8%	YVR	29.6%
TRI	2.1%	YLB	23.8%
		YWG	15.9%
		YOW	11.9%
		YYZ	5.5%

- The drop in rental car revenues in medium hub markets was primarily due to double digit declines in two markets
- Significant increase in rental car revenues at the Canadian airports with four airports showing double digit increases year over year

Total Operating Expenses

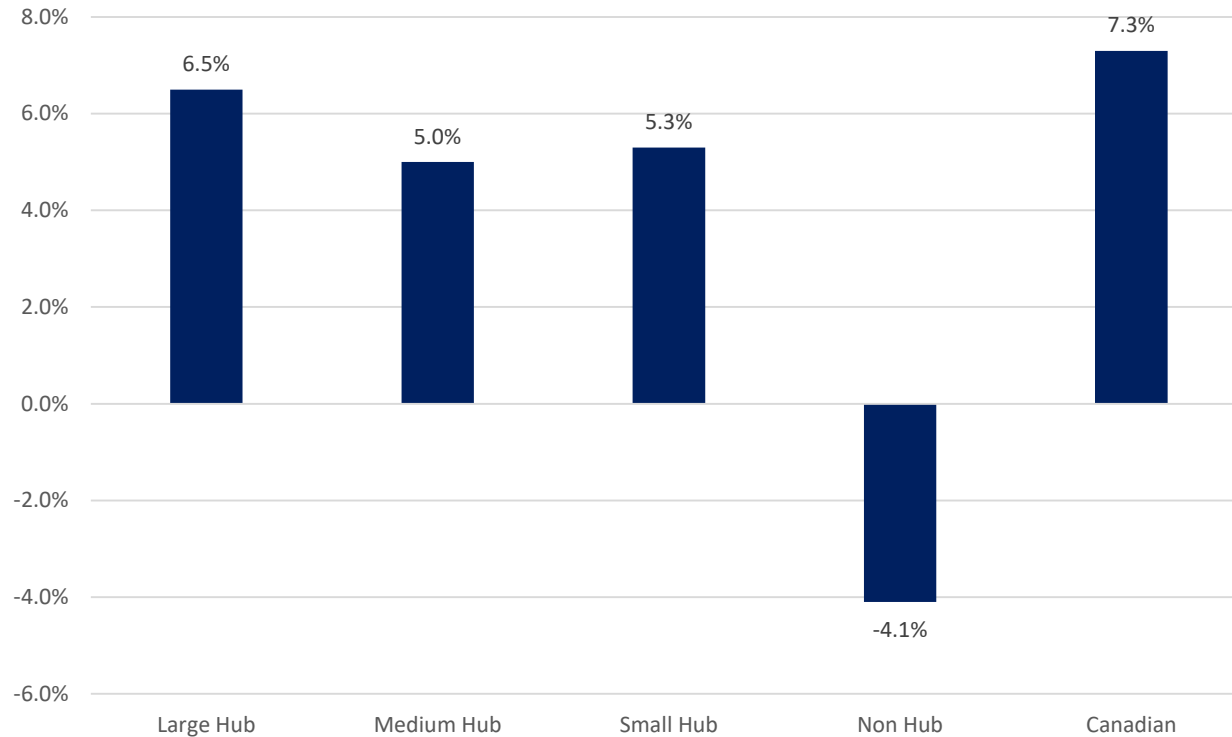


Large Hub Airports		Medium Hub Airports		Small Hub Airports	
Airport	% Change	Airport	% Change	Airport	% Change
IAH	-12.0%	HOU	-9.3%	HSV	0.9%
ORD	-7.2%	MSY	-4.6%	RNO	1.3%
DTW	-5.7%	CVG	-1.5%	ELP	1.3%
BWI	-3.8%	RSW	0.3%	SRQ	1.5%
PHX	-3.7%	MKE	1.1%	MEM	2.0%

Non-Hub Airports		Canadian Airports	
Airport	% Change	Airport	% Change
EFD	-6.6%	YWG	-5.8%
ROA	-4.5%	YOW	0.9%
BTR	-2.3%	YXE	3.7%
		YHZ	3.9%
		YQB	7.1%

- Operating expense remained relatively flat at the larger hub airports, primarily due to a decline in non-personnel expenses
- Medium hub, small hub and Canadian airports saw a greater increase in non-personnel expenses than on the personnel side

Total Personnel Expenses

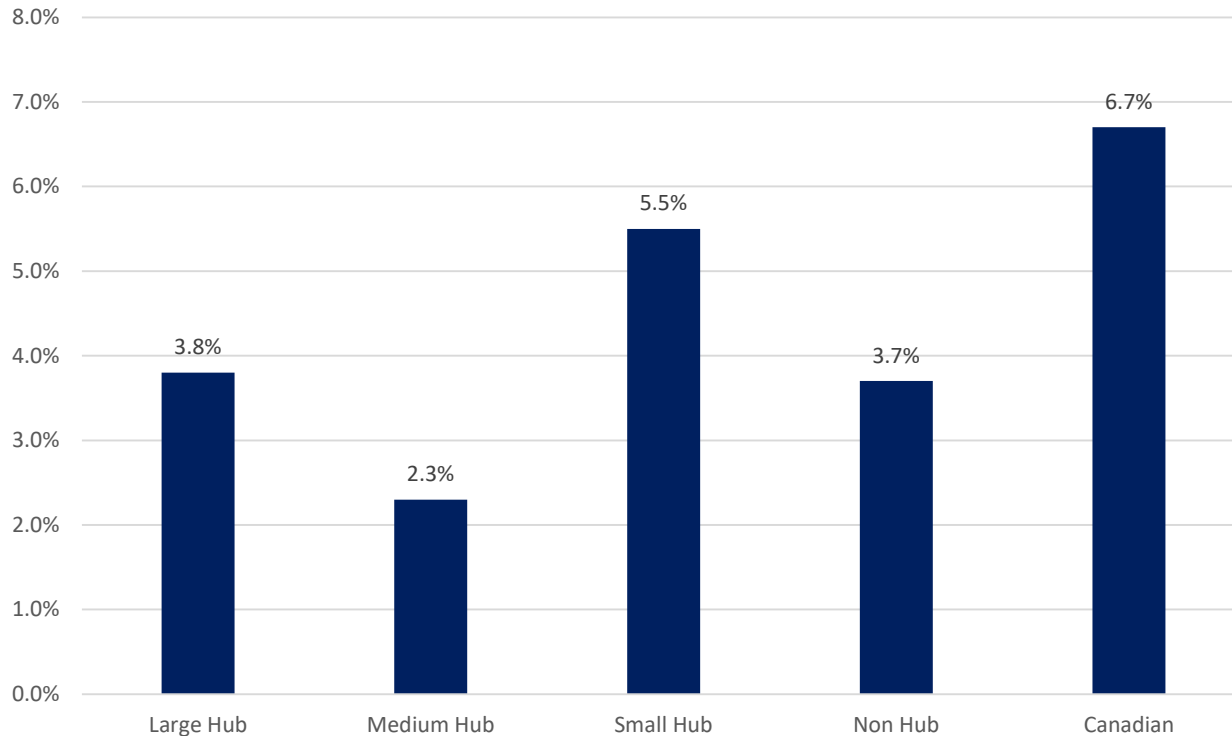


Large Hub Airports		Medium Hub Airports		Small Hub Airports	
Airport	% Change	Airport	% Change	Airport	% Change
PDX	-10.1%	BNA	-4.5%	DSM	-7.9%
MSP	-6.5%	SNA	-1.1%	MEM	-6.4%
PHX	-4.8%	RSW	-0.4%	GEG	-6.1%
DEN	-0.8%	MKE	0.2%	SRQ	-1.9%
IAD	-0.1%	DAL	2.5%	TUS	1.3%

Non-Hub Airports		Canadian Airports	
Airport	% Change	Airport	% Change
ROA	-12.8%	YUL	1.1%
BTR	-8.2%	YXE	1.9%
TLH	0.4%	YLB	2.2%
		YQB	4.7%
		YOW	4.8%

- Growth in personnel costs outpaced growth in headcount at the large hub, medium hub and Canadian airports
- Non-hubs saw an increase in headcount but a decrease in overall personnel costs

Total Utilities

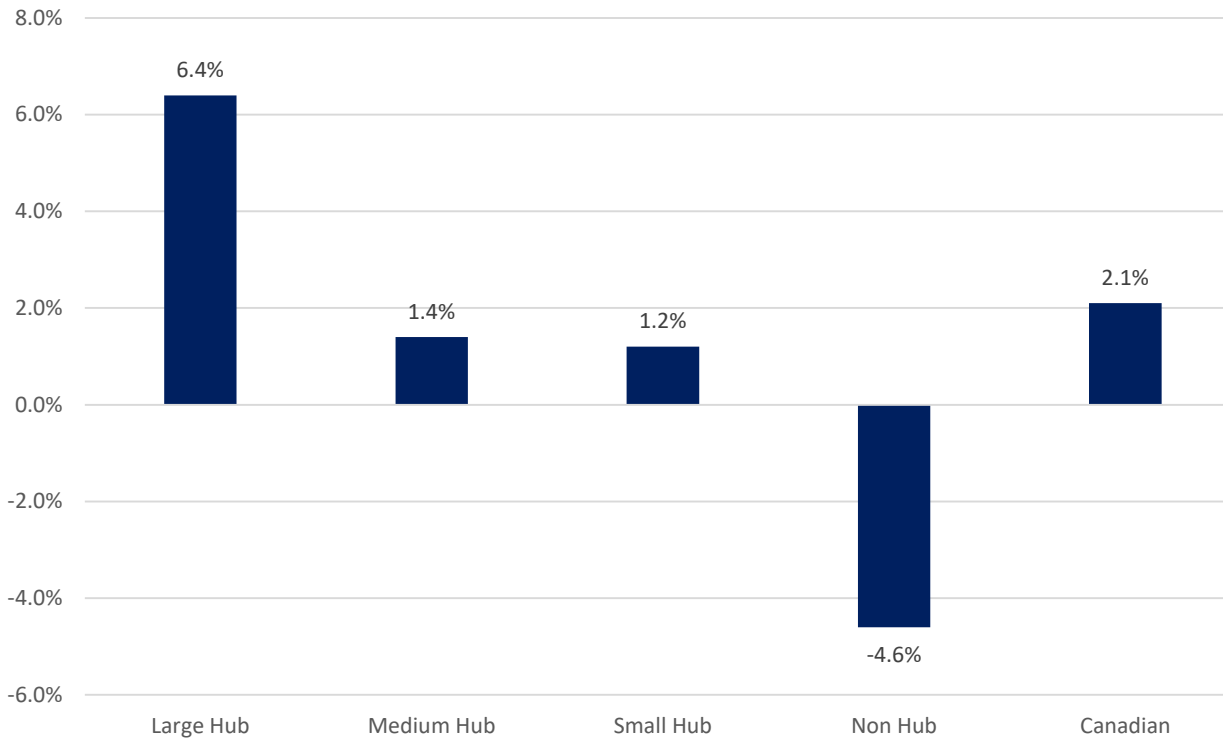


Large Hub Airports		Medium Hub Airports		Small Hub Airports	
Airport	% Change	Airport	% Change	Airport	% Change
PDX	-39.3%	IND	-6.5%	HSV	-17.4%
PHL	-14.7%	CVG	-3.6%	AVL	-8.2%
CLT	-11.6%	DAL	-3.1%	RNO	-7.9%
TPA	-8.2%	RDU	-2.1%	ALB	-5.1%
SAN	-6.5%	HOU	-1.3%	LGB	-2.7%

Non-Hub Airports		Canadian Airports	
Airport	% Change	Airport	% Change
EFD	-1.2%	YHZ	-1.4%
TLH	1.9%	YWG	0.3%
BTR	2.1%	YXE	0.7%
		YOW	4.8%
		YLW	5.5%

- Lower cost of fuel resulted in lower utility costs for airports across the U.S.
- Increased instances of renewable energy across the industry

Total Debt Outstanding



Large Hub Airports		Medium Hub Airports		Small Hub Airports	
Airport	% Change	Airport	% Change	Airport	% Change
IAH	-12.0%	HOU	-9.3%	HSV	0.9%
ORD	-7.2%	MSY	-4.6%	RNO	1.3%
DTW	-5.7%	CVG	-1.5%	ELP	1.3%
BWI	-3.8%	RSW	0.3%	SRQ	1.5%
PHX	-3.7%	MKE	1.1%	MEM	2.0%

Non-Hub Airports		Canadian Airports	
Airport	% Change	Airport	% Change
EFD	-6.6%	YWG	-5.8%
ROA	-4.5%	YOW	0.9%
BTR	-2.3%	YXE	3.7%
		YHZ	3.9%
		YQB	7.1%

- Airports continued to increase debt levels, generally due to significant year over year increases in capital expenditures and a lack of increase in the PFC



Hillsborough County Aviation Authority
Tampa International, Peter O. Knight,
Plant City and Tampa Executive Airports

ACI Benchmarking Survey Results



FY2017 Top Performers

2017 Benchmarking Rankings

Non-Airline Revenue Percentage of Total Revenue

Large Hub Airports			Medium Hub Airports		Small Hub Airports		Non-Hub Airports		Canadian Airports	
Ranking	Airport Code	NARev Percentage	Airport Code	NARev Percentage	Airport Code	NARev Percentage	Airport Code	NARev Percentage	Airport Code	NARev Percentage
1	ATL	69.8%	BNA	69.1%	BOI	70.4%	SBA	57.5%	YVR	59.3%
2	TPA	69.1%	PBI	67.8%	OKC	68.9%	SBP	56.6%	YLW	54.3%
3	SLC	62.1%	IND	66.3%	GSP	65.1%	ROA	55.8%	YMM	51.3%
4	MCO	61.0%	MCI	64.8%	ELP	64.7%			YOW	48.8%
5	MSP	60.3%	MKE	62.3%	MSN	63.5%			YQB	46.5%
6	FLL	59.1%	CMH	61.2%	GEG	62.6%				
7	PHX	58.7%	CVG	60.1%	AVL	62.0%				
8	CLT	55.7%	DAL	58.0%	ORF	61.8%				
9	DTW	53.1%	RDU	57.4%	JAN	61.4%				
10	PDX	51.6%	OMA	56.8%	RNO	61.2%				

2017 Benchmarking Rankings

Non-Airline Revenue Per Enplaned Passenger

Large Hub Airports			Medium Hub Airports		Small Hub Airports		Non-Hub Airports		Canadian Airports	
Ranking	Airport Code	Non-Airline Rev Per EP	Airport Code	Non-Airline Rev Per EP	Airport Code	Non-Airline Rev Per EP	Airport Code	Non-Airline Rev Per EP	Airport Code	Non-Airline Rev Per EP
1	IAD	\$18.62	IND	\$23.21	FAT	\$73.58	SBA	\$28.30	YMM	\$25.85
2	BOS	\$16.97	JAX	\$16.06	HSV	\$31.84	BTR	\$22.15	YQB	\$20.35
3	TPA	\$14.56	CMH	\$15.83	JAN	\$22.94	LAN	\$19.83	YUL	\$18.75
4	SFO	\$14.48	SMF	\$15.81	OKC	\$21.81			YYZ	\$18.40
5	MCO	\$13.90	MCI	\$15.48	GSP	\$21.13			YVR	\$17.76
6	LAX	\$13.49	PBI	\$14.99	ICT	\$20.82				
7	DFW	\$12.97	RDU	\$14.65	CAE	\$19.17				
8	MIA	\$12.94	MKE	\$14.61	ALB	\$18.66				
9	DEN	\$12.72	CVG	\$14.20	LIT	\$18.63				
10	PDX	\$12.70	SNA	\$13.65	SRQ	\$18.21				

2017 Per Unit Benchmarking Analysis

Parking & Ground Transportation Revenue

Large Hub Airports			Medium Hub Airports		Small Hub Airports		Non-Hub Airports		Canadian Airports	
Ranking	Airport Code	P> Revenue	Airport Code	P> Revenue	Airport Code	P> Revenue	Airport Code	P> Revenue	Airport Code	P> Revenue
1	BOS	\$191,379,728	RDU	\$59,513,744	MEM	\$18,887,000	BTR	\$3,541,177	YYZ	\$147,502,505
2	DEN	\$188,454,365	SMF	\$58,349,382	SDF	\$16,597,824	ROA	\$3,354,494	YUL	\$73,403,912
3	DFW	\$163,622,309	MCI	\$55,425,436	ORF	\$16,134,686	SBA	\$2,975,706	YVR	\$42,037,000
4	LAX	\$155,492,060	IND	\$50,775,972	ALB	\$15,325,640			YOW	\$18,222,758
5	SFO	\$150,329,674	BNA	\$48,377,906	CHS	\$13,923,161			YHZ	\$14,428,086
6	ATL	\$137,612,806	AUS	\$42,405,820	OKC	\$11,876,876				
7	EWR	\$112,429,699	OAK	\$40,866,752	GSP	\$11,830,650				
8	MSP	\$110,105,636	SNA	\$40,566,382	GEG	\$11,777,185				
9	JFK	\$104,682,725	CVG	\$37,813,495	RNO	\$11,316,885				
10	SEA	\$100,406,817	CMH	\$36,255,067	BOI	\$10,877,386				

Parking & Ground Transportation Revenue Per Enplaned Passenger

Large Hub Airports			Medium Hub Airports		Small Hub Airports		Non-Hub Airports		Canadian Airports	
Ranking	Airport Code	P> Rev. Per EP	Airport Code	P> Rev. Per EP	Airport Code	P> Rev. Per EP	Airport Code	P> Rev. Per EP	Airport Code	P> Rev. Per EP
1	BOS	\$10.27	IND	\$11.60	FAT	\$31.56	ROA	\$10.87	YMM	\$8.75
2	TPA	\$7.34	SMF	\$11.22	JAN	\$12.92	TRI	\$10.45	YUL	\$8.09
3	PDX	\$7.17	MCI	\$10.03	HSV	\$12.55	BTR	\$9.15	YQB	\$7.70
4	IAD	\$7.12	RDU	\$10.01	GSP	\$11.48			YOW	\$7.52
5	DCA	\$6.78	CVG	\$9.63	ALB	\$10.81			YHZ	\$7.04
6	DEN	\$6.14	CMH	\$9.58	MSN	\$10.80				
7	MSP	\$5.79	MKE	\$8.47	CAE	\$10.41				
8	SFO	\$5.59	OMA	\$8.06	ORF	\$9.91				
9	PHL	\$5.44	SNA	\$7.83	SDF	\$9.87				
10	DTW	\$5.23	PIT	\$7.54	LIT	\$9.33				

2017 Per Unit Benchmarking Analysis



Parking & Ground Transportation Revenue per Parking Space

Large Hub Airports			Medium Hub Airports		Small Hub Airports		Non-Hub Airports		Canadian Airports	
Ranking	Airport Code	P> Revenue Per Parking Space	Airport Code	P> Revenue Per Parking Space	Airport Code	P> Revenue Per Parking Space	Airport Code	P> Revenue Per Parking Space	Airport Code	P> Revenue Per Parking Space
1	LGA	\$15,359	OAK	\$4,925	LGB	\$4,109	SBP	\$3,267	YUL	\$6,591
2	BOS	\$8,562	SNA	\$4,083	RNO	\$3,005	SBA	\$2,710	YWG	\$6,528
3	SFO	\$8,419	BNA	\$3,768	JAN	\$2,742	BTR	\$2,167	YVR	\$5,627
4	EWB	\$7,557	HOU	\$3,714	CHS	\$2,692			YOW	\$3,648
5	SAN	\$7,530	IND	\$3,435	LIT	\$2,671			YXE	\$3,602
6	JFK	\$6,857	SMF	\$3,429	SDF	\$2,664				
7	DCA	\$6,314	RDU	\$3,061	GSP	\$2,548				
8	LAX	\$6,041	AUS	\$2,930	FAI	\$2,546				
9	MIA	\$5,741	CVG	\$2,803	BOI	\$2,522				
10	SEA	\$5,504	ANC	\$2,650	MEM	\$2,486				

2017 Per Unit Benchmarking Analysis

Rental Car Revenue

	Large Hub Airports		Medium Hub Airports		Small Hub Airports		Non-Hub Airports		Canadian Airports	
Ranking	Airport Code	Rental Car Revenue	Airport Code	Rental Car Revenue	Airport Code	Rental Car Revenue	Airport Code	Rental Car Revenue	Airport Code	Rental Car Revenue
1	MCO	\$101,706,147	RSW	\$20,857,284	MEM	\$9,836,000	BTR	\$2,067,006	YYZ	\$30,226,376
2	LAX	\$87,433,133	MCI	\$16,535,705	RNO	\$9,148,553	TLH	\$1,980,916	YVR	\$24,607,000
3	SFO	\$71,842,229	RDU	\$16,142,256	SDF	\$7,872,738	SBA	\$1,603,435	YUL	\$13,124,371
4	DEN	\$71,805,946	SNA	\$15,932,805	CHS	\$6,901,657			YHZ	\$7,346,636
5	MIA	\$51,630,646	AUS	\$15,815,368	ORF	\$6,834,257			YOW	\$4,870,114
6	PHX	\$49,395,180	OAK	\$14,866,890	TUS	\$6,417,509				
7	DFW	\$46,060,439	BNA	\$13,764,609	OKC	\$6,375,427				
8	BOS	\$42,523,112	STL	\$12,207,190	GEG	\$5,894,261				
9	ATL	\$40,358,962	PBI	\$11,893,880	BOI	\$5,598,162				
10	EWB	\$38,664,593	PIT	\$11,891,052	GSP	\$5,466,912				



Rental Car Revenue per Deplaned Passenger

	Large Hub Airports		Medium Hub Airports		Small Hub Airports		Non-Hub Airports		Canadian Airports	
Ranking	Airport Code	Rental Car Revenue Per DP	Airport Code	Rental Car Revenue Per DP	Airport Code	Rental Car Revenue Per DP	Airport Code	Rental Car Revenue Per DP	Airport Code	Rental Car Revenue Per DP
1	MCO	\$4.65	RSW	\$4.83	SRQ	\$7.26	TLH	\$5.53	YMM	\$6.80
2	TPA	\$3.75	JAX	\$4.22	JAN	\$5.70	BTR	\$5.32	YQM	\$3.75
3	SAN	\$3.52	PBI	\$3.81	GSP	\$5.40	TRI	\$4.81	YHZ	\$3.61
4	PDX	\$2.69	MKE	\$3.19	AVL	\$5.18			YLB	\$2.92
5	SFO	\$2.65	SNA	\$3.07	MEM	\$4.83			YXE	\$2.87
6	SLC	\$2.41	CMH	\$2.82	RNO	\$4.79				
7	DEN	\$2.34	MCI	\$2.77	ICT	\$4.78				
8	MIA	\$2.33	RDU	\$2.73	SDF	\$4.68				
9	BOS	\$2.27	PIT	\$2.65	CAE	\$4.35				
10	PHX	\$2.27	IND	\$2.44	MYR	\$4.31				

2017 Per Unit Benchmarking Analysis

Food & Beverage Revenue

	Large Hub Airports		Medium Hub Airports		Small Hub Airports		Non-Hub Airports		Canadian Airports	
Ranking	Airport Code	F&B Revenue	Airport Code	F&B Revenue	Airport Code	F&B Revenue	Airport Code	F&B Revenue	Airport Code	F&B Revenue
1	ORD	\$54,657,000	DAL	\$8,323,564	LGB	\$1,979,696	BTR	\$175,000	YYZ	\$22,330,562
2	ATL	\$52,527,177	AUS	\$8,261,342	CHS	\$1,817,198	SBA	\$159,702	YUL	\$13,914,263
3	LAX	\$48,868,293	HOU	\$7,311,202	BOI	\$1,450,274	TLH	\$147,965	YVR	\$12,266,000
4	DEN	\$35,092,039	SNA	\$6,572,066	SDF	\$1,419,227			YHZ	\$1,804,624
5	DFW	\$32,877,050	BNA	\$6,281,755	ORF	\$1,283,648			YWG	\$1,796,900
6	CLT	\$28,913,202	STL	\$6,007,922	TUS	\$1,244,526				
7	MCO	\$28,056,863	OAK	\$5,711,408	GEG	\$1,241,198				
8	SFO	\$27,422,224	RDU	\$5,214,889	RNO	\$1,231,992				
9	MIA	\$26,062,255	SMF	\$4,771,656	MEM	\$1,115,000				
10	MSP	\$23,136,949	MSY	\$4,407,482	OKC	\$997,467				



Food & Beverage Revenue Per Enplaned Passenger

	Large Hub Airports		Medium Hub Airports		Small Hub Airports		Non-Hub Airports		Canadian Airports	
Ranking	Airport Code	F&B Rev. Per EP	Airport Code	F&B Rev. Per EP	Airport Code	F&B Rev. Per EP	Airport Code	F&B Rev. Per EP	Airport Code	F&B Rev. Per EP
1	TPA	\$1.49	SNA	\$1.27	FAT	\$1.43	SBA	\$0.46	YUL	\$1.53
2	DCA	\$1.49	AUS	\$1.23	LGB	\$1.10	BTR	\$0.45	YMM	\$1.13
3	ORD	\$1.37	ANC	\$1.11	CHS	\$0.95	TRI	\$0.44	YVR	\$1.02
4	IAD	\$1.33	MKE	\$1.10	MSN	\$0.93			YYZ	\$0.95
5	MCO	\$1.29	HOU	\$1.10	SDF	\$0.84			YHZ	\$0.88
6	CLT	\$1.28	DAL	\$1.07	BOI	\$0.84				
7	PHL	\$1.26	IND	\$0.99	ORF	\$0.79				
8	MSP	\$1.22	BNA	\$0.93	LIT	\$0.74				
9	MIA	\$1.21	SMF	\$0.92	TUS	\$0.73				
10	LAX	\$1.17	JAX	\$0.92	GEG	\$0.70				

2017 Per Unit Benchmarking Analysis

Retail
Revenue

	Large Hub Airports		Medium Hub Airports		Small Hub Airports		Non-Hub Airports		Canadian Airports	
Ranking	Airport Code	Retail Revenue	Airport Code	Retail Revenue	Airport Code	Retail Revenue	Airport Code	Retail Revenue	Airport Code	Retail Revenue
1	JFK	\$35,340,741	STL	\$4,668,967	OKC	\$1,279,686	BTR	\$139,970	YVR	\$64,121,000
2	LAX	\$28,686,859	DAL	\$4,618,747	ORF	\$1,188,757	ROA	\$89,538	YYZ	\$26,370,085
3	ORD	\$26,687,717	MSY	\$4,231,803	RNO	\$1,060,468	SBA	\$83,646	YUL	\$5,728,617
4	EWR	\$25,897,263	HOU	\$4,010,703	BOI	\$979,576			YOW	\$1,660,650
5	ATL	\$25,301,664	SNA	\$3,625,474	CHS	\$938,938			YHZ	\$1,566,883
6	DFW	\$22,575,420	AUS	\$3,282,679	SDF	\$840,874				
7	MIA	\$20,968,790	RSW	\$3,206,020	MEM	\$805,000				
8	MCO	\$14,758,802	SAT	\$3,187,560	ALB	\$802,534				
9	SEA	\$13,988,536	ANC	\$3,089,074	LGB	\$787,776				
10	SFO	\$13,874,938	PBI	\$3,082,857	ELP	\$680,752				



Retail
Revenue Per
Enplaned
Passenger

	Large Hub Airports		Medium Hub Airports		Small Hub Airports		Non-Hub Airports		Canadian Airports	
Ranking	Airport Code	Retail Rev. Per EP	Airport Code	Retail Rev. Per EP	Airport Code	Retail Rev. Per EP	Airport Code	Retail Rev. Per EP	Airport Code	Retail Rev. Per EP
1	EWR	\$1.20	ANC	\$1.13	FAT	\$0.91	BTR	\$0.36	YVR	\$5.32
2	JFK	\$1.20	PBI	\$0.99	ORF	\$0.73	ROA	\$0.29	YYZ	\$1.12
3	MIA	\$0.97	RSW	\$0.73	OKC	\$0.68	SBA	\$0.24	YHZ	\$0.77
4	PHL	\$0.82	SAT	\$0.72	MYR	\$0.64			YOW	\$0.69
5	IAD	\$0.79	MSY	\$0.70	SRQ	\$0.58			YQB	\$0.64
6	PDX	\$0.77	SNA	\$0.70	BOI	\$0.57				
7	LAX	\$0.69	JAX	\$0.66	GSP	\$0.57				
8	DFW	\$0.68	STL	\$0.65	ALB	\$0.57				
9	MCO	\$0.68	IND	\$0.61	RNO	\$0.56				
10	ORD	\$0.67	HOU	\$0.60	MSN	\$0.54				

2017 Benchmarking Rankings

Operating Revenue Per FTE

	Large Hub Airports			Medium Hub Airports			Small Hub Airports			Non-Hub Airports			Canadian Airports		
Ranking	Airport Code	Operating Rev Per FTE		Airport Code	Operating Rev Per FTE		Airport Code	Operating Rev Per FTE		Airport Code	Operating Rev Per FTE		Airport Code	Operating Rev Per FTE	
1	JFK	\$2,987,540		OAK	\$810,722		OKC	\$496,360		SBP	\$377,232		YYZ	\$902,272	
2	EWR	\$2,474,859		SMF	\$591,137		MEM	\$341,116		SBA	\$279,471		YVR	\$773,865	
3	LGA	\$1,358,096		RDU	\$476,882		MSN	\$340,998		LAN	\$225,719		YUL	\$580,366	
4	DEN	\$651,632		PBI	\$446,421		DSM	\$326,863					YWG	\$465,469	
5	PDX	\$629,008		MSY	\$440,930		CAE	\$302,131					YLW	\$444,045	
6	DTW	\$567,738		BNA	\$385,382		BOI	\$302,019							
7	SEA	\$509,579		AUS	\$370,558		LGB	\$300,706							
8	ORD	\$505,026		IND	\$367,529		GEG	\$278,987							
9	BOS	\$489,982		HOU	\$336,339		SDF	\$263,895							
10	BWI	\$470,754		PIT	\$312,296		CHS	\$261,562							

2017 Benchmarking Rankings

Airline Cost Per Enplanement

Large Hub Airports			Medium Hub Airports		Small Hub Airports		Non-Hub Airports		Canadian Airports	
Ranking	Airport Code	Cost Per Enplanement	Airport Code	Cost Per Enplanement	Airport Code	Cost Per Enplanement	Airport Code	Cost Per Enplanement	Airport Code	Cost Per Enplanement
1	CLT	\$2.00	PBI	\$4.70	IWA	\$2.02	SBP	\$6.22	YLW	\$7.75
2	ATL	\$2.50	BNA	\$4.96	BOI	\$3.97	ROA	\$7.05	YXE	\$9.64
3	SLC	\$3.53	DAL	\$5.27	GEG	\$5.95	TRI	\$11.24	YQM	\$11.00
4	FLL	\$4.86	CVG	\$5.85	SDF	\$6.17			YVR	\$11.36
5	TPA	\$5.31	MSY	\$6.18	AVL	\$6.23			YHZ	\$14.79
6	MSP	\$6.13	OMA	\$6.79	ELP	\$6.26				
7	PHX	\$6.13	MCI	\$7.16	GSP	\$6.51				
8	MCO	\$8.14	HOU	\$7.47	ALB	\$6.57				
9	DTW	\$9.24	MKE	\$7.69	RNO	\$7.04				
10	BWI	\$9.34	SAT	\$7.74	ORF	\$7.85				

Questions?