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ICAO Africa/Middle East Air Transport Symposium

Cooperation and Cross-Border Investments in Airlines

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THE PAST

- Airlines were generally State owned.
- Less commercially focus.
- Ownership and Control restrictions mattered less.

TODAY

- Increased privatization of airlines.
- Globalization of the industry and commercially focused airlines.
- Airline Ownership and Control restrictions create problems for airlines.



Impact of the COVID-19 pandemic:
Increased the need to relax restrictions on market and capital access



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Benefits of liberalization of ownership & control / cross border investments



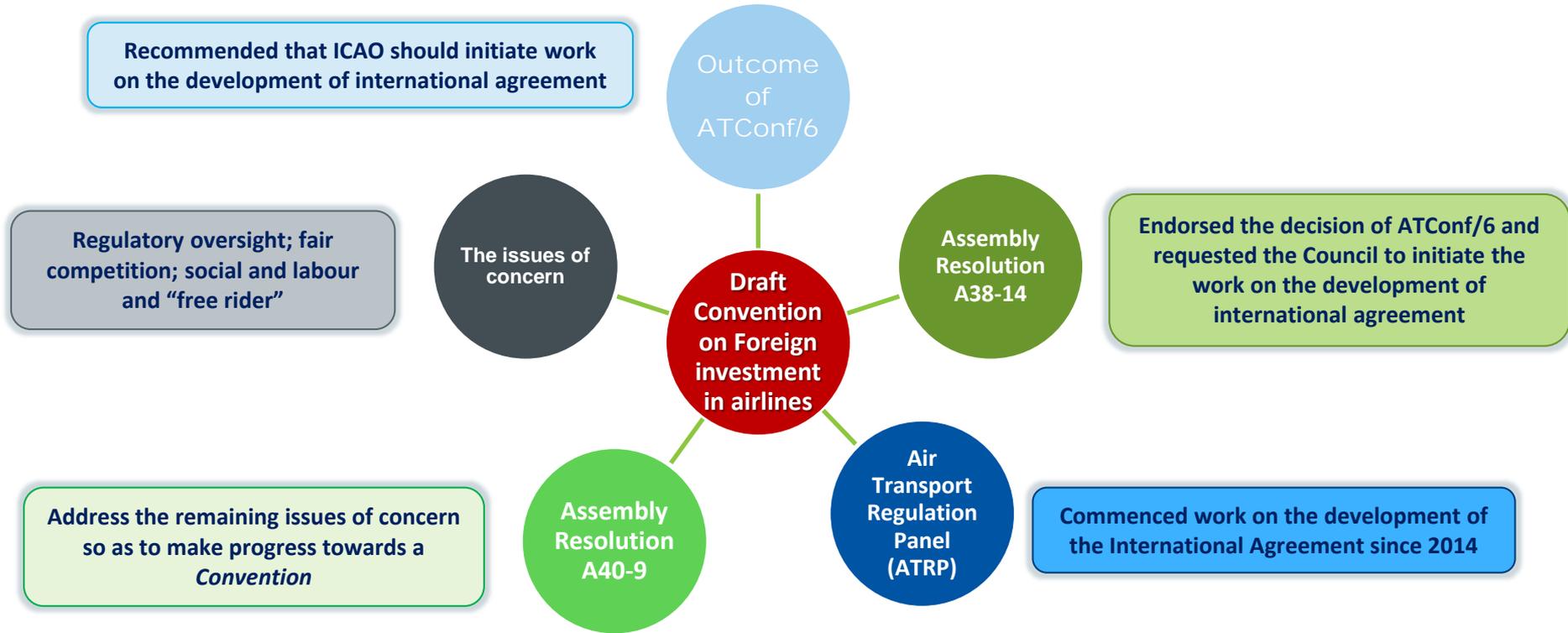
**DECREASED
CAPITAL COST AND
BETTER ACCESS TO
GLOBAL CAPITAL
SOURCES**

**KNOWLEDGE
TRANSFER THAT
TYPICALLY
ACCOMPANY
CROSS-BORDER
MERGERS**

**ALLOW FOR
GREATER
NETWORK
CONNECTIVITY
AND EFFICIENT
AIRLINE GROWTH
& MANAGEMENT**

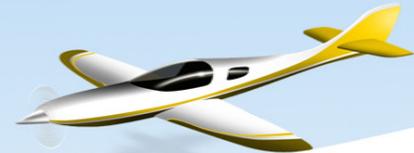
**COMPETITIVE
TICKET PRICING
AND BETTER
SERVICES FOR
TRAVELLERS**

**INCREASED
SUSTAINABLE
EMPLOYMENT
OPPORTUNITIES**





Ownership and Control restrictions are said TO be preventing airlines **“from doing business, just like any other business”**.





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Thank you



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Central American
and Caribbean
(NACC) Office
Mexico City

South American
(SAM) Office
Lima

ICAO
Headquarters
Montréal

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Central African
(WACAF) Office
Dakar

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North Atlantic
(EUR/NAT) Office
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Southern African
(ESAF) Office
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(APAC) Sub-office
Beijing

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THANK YOU