

# State of Airport Non- Aeronautical Revenues and Activities

Global and Regional Analysis

Airport Council International (ACI)  
- North America

Business of Airports  
Conference

Arlington, TX | 23 June 2025

Presented by:

Slava CHEGLATONYEV  
Director, Economic Policy & Sustainability  
Airport Council International (ACI) World



# Roadmap

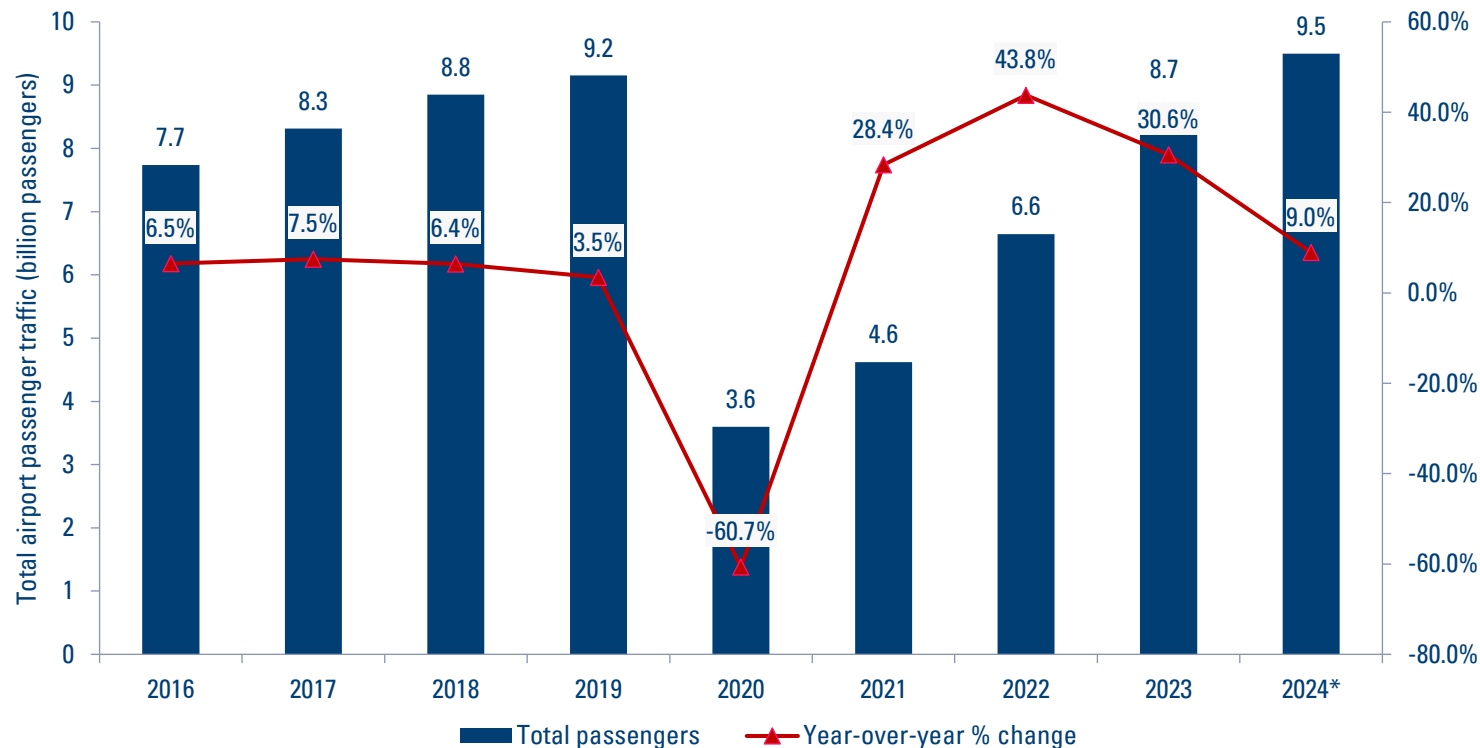
- ✓ **Historical Airport Passenger Traffic Analysis**
- ✓ **Historical Analysis – Global and Regional (Non-Aero) Revenues**
- ✓ **Mega Trends and Future Outlook for Non-Aero Revenues and Traffic**
- ✓ **ANARA: A Unique Global Platform to Drive Airport Non-Aero Revenues**
- ✓ **Conclusions**

# **01 | Passengers Are the Primary Driver of Non-Aeronautical Revenues**

Historical Analysis – Global and Regional Passenger Traffic

# Evolution of global airport passenger traffic

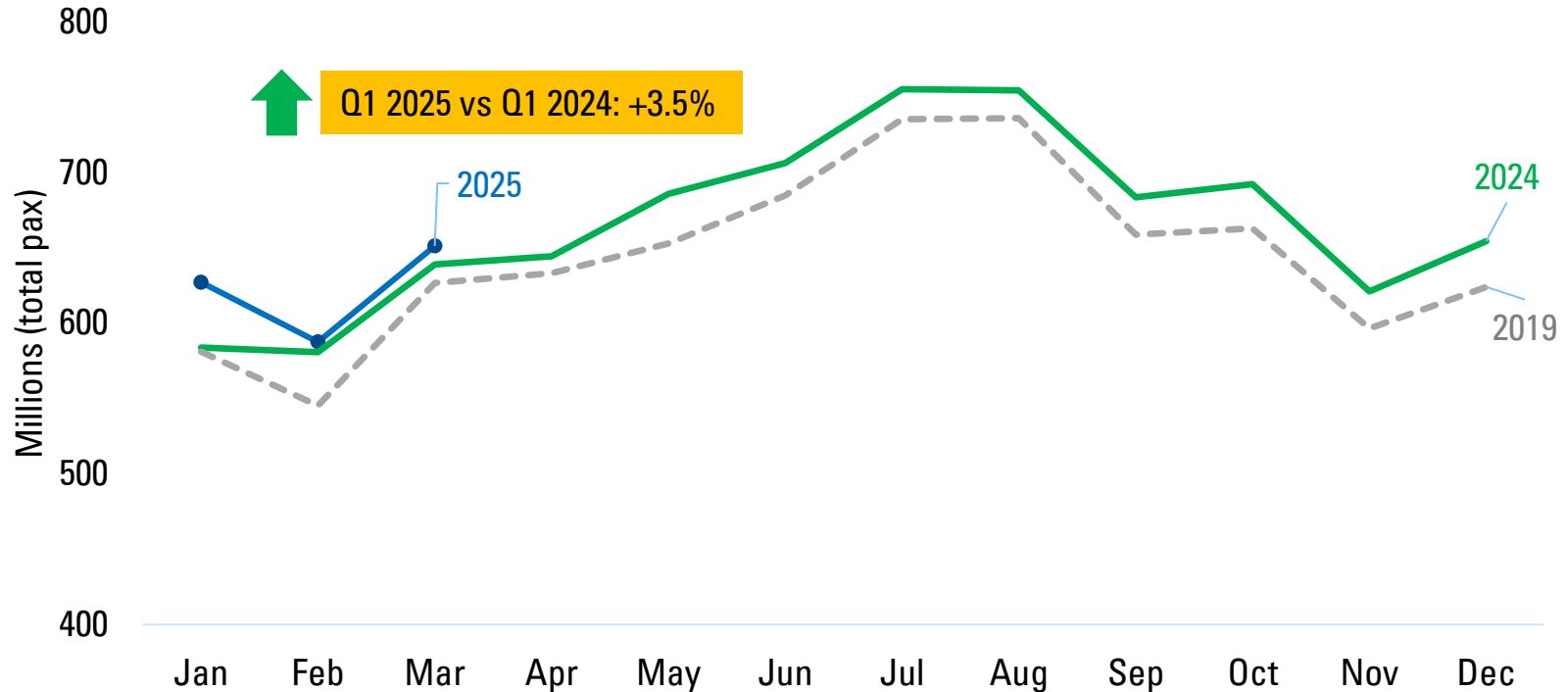
By the end of 2024, global passenger traffic surpassed 2019 levels for the first time



Source: ACI World Airport Traffic Database

# Global Passenger Traffic – Q1 2025

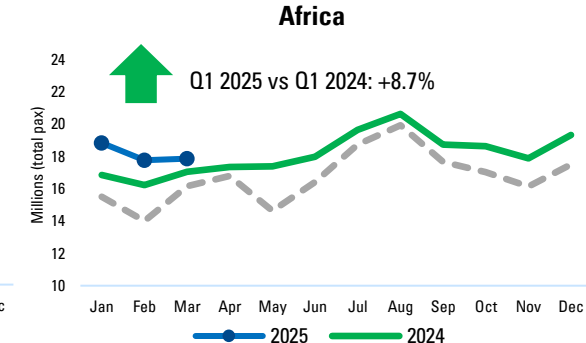
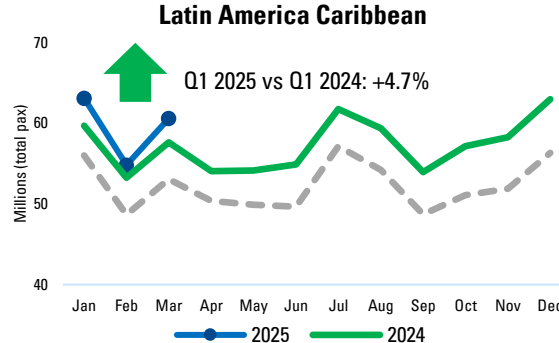
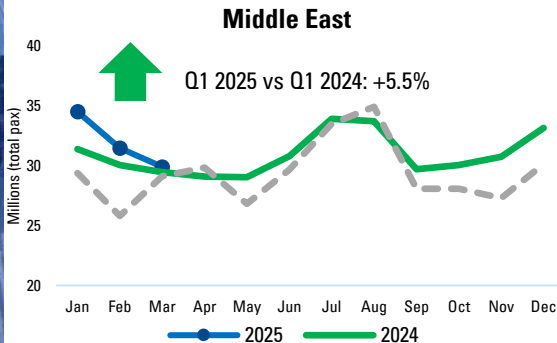
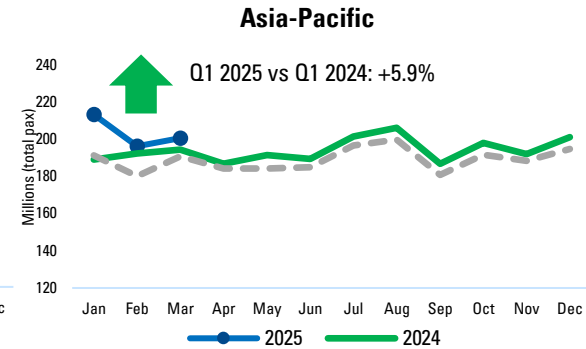
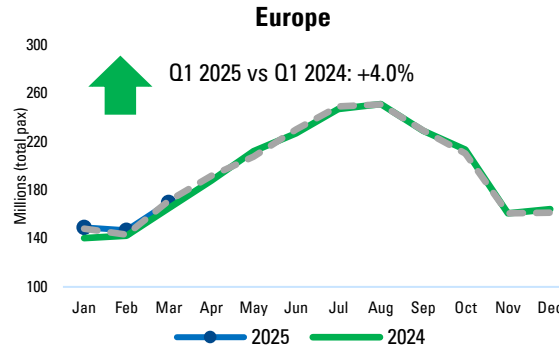
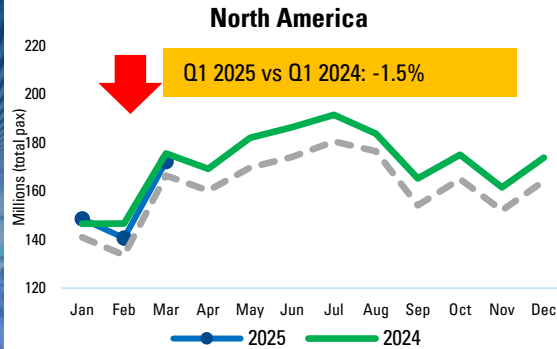
Steady growth over 2024 and pre-pandemic baseline



Source: ACI World Airport Traffic Database

# Global Passenger Traffic - Q1 2025

Trending upward across all regions compared to 2024 ... except North America

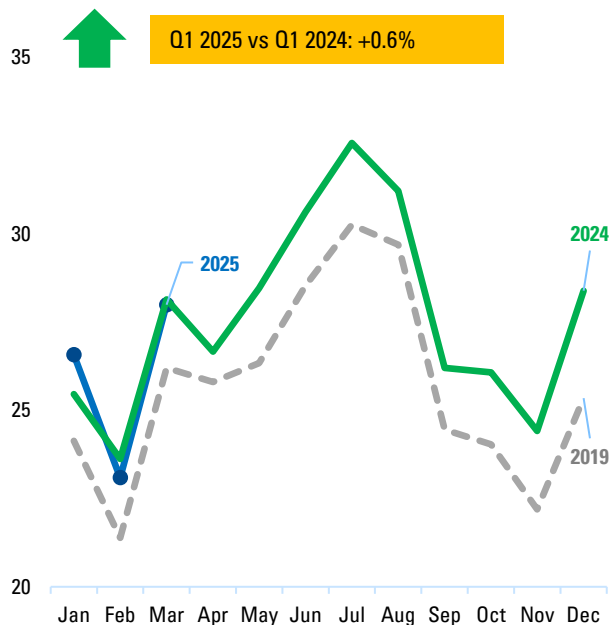


Source: ACI World Airport Traffic Database

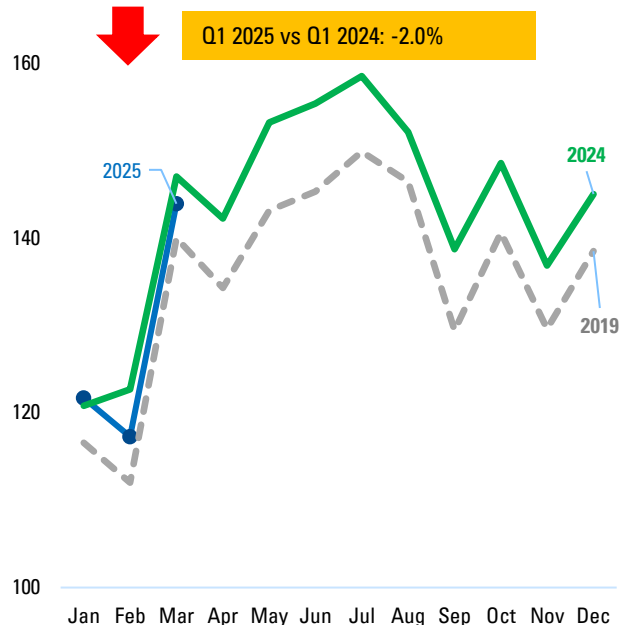
# North American Passenger Traffic - Q1 2025

Decline driven by the domestic market

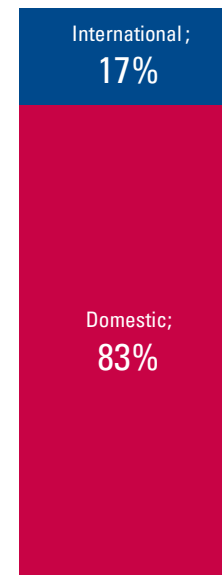
NAM International passengers, million pax



NAM Domestic passengers, million pax



NAM Passenger traffic mix, Q1 2025



Source: ACI World Airport Traffic Database

# **02| Non-Aeronautical Revenues Are a Vital Source of Airport Sustainability**

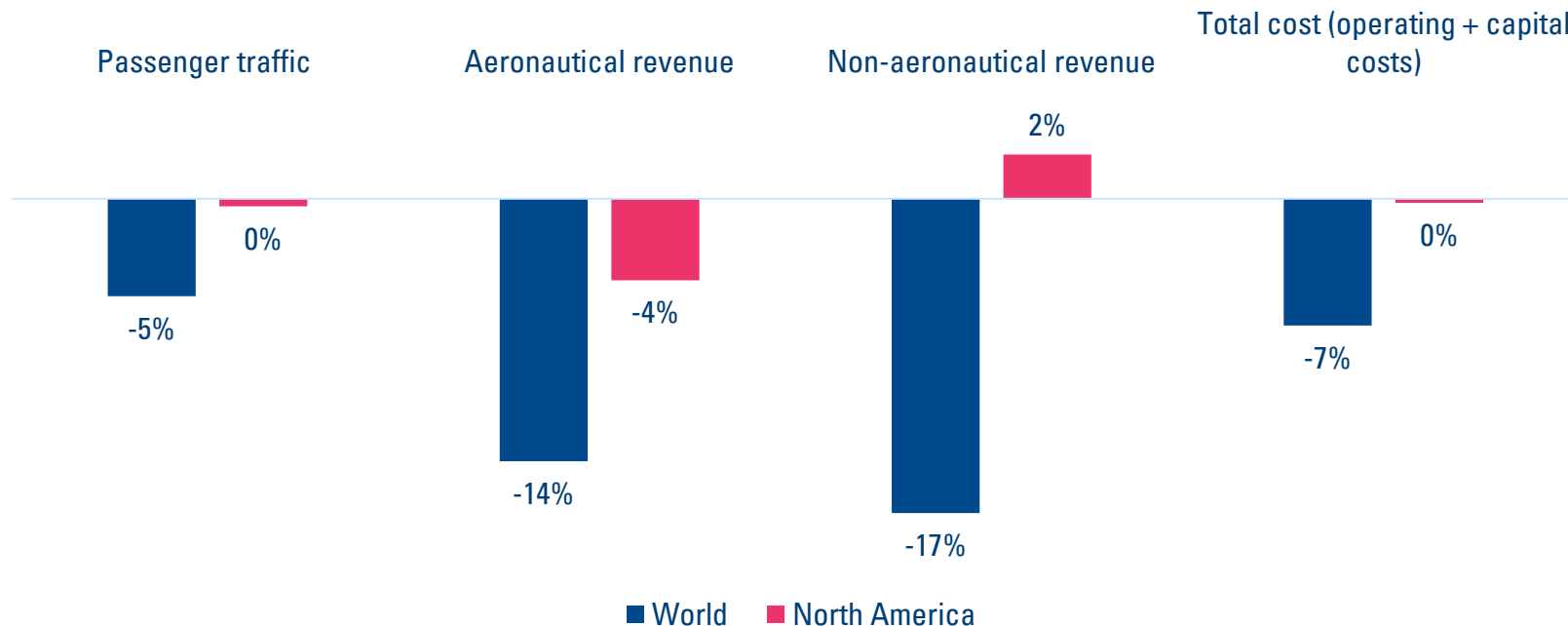
Historical Analysis – Global and Regional Revenues



# Traffic Recovery $\neq$ Airport Financial Recovery

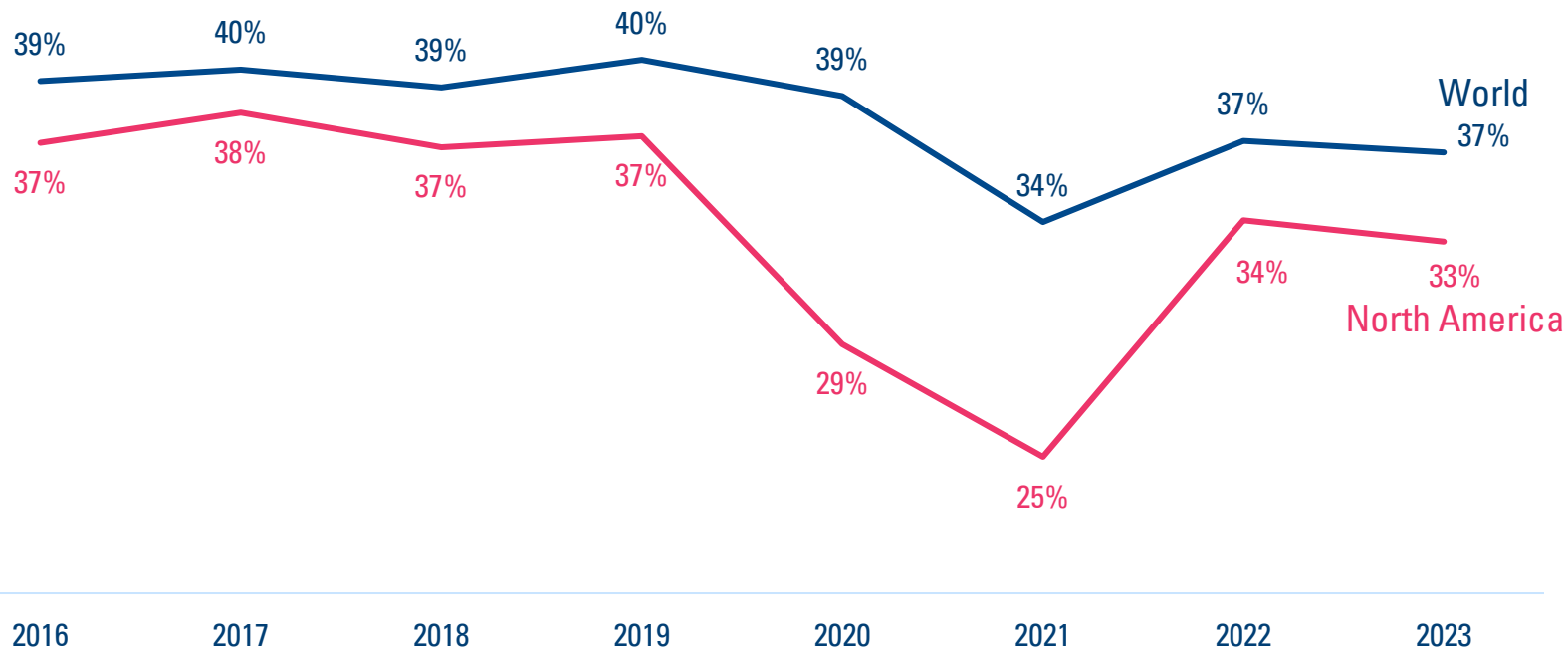
Airport financial recovery lags behind traffic recovery

2023 vs 2019 [Real terms, base year 2023]



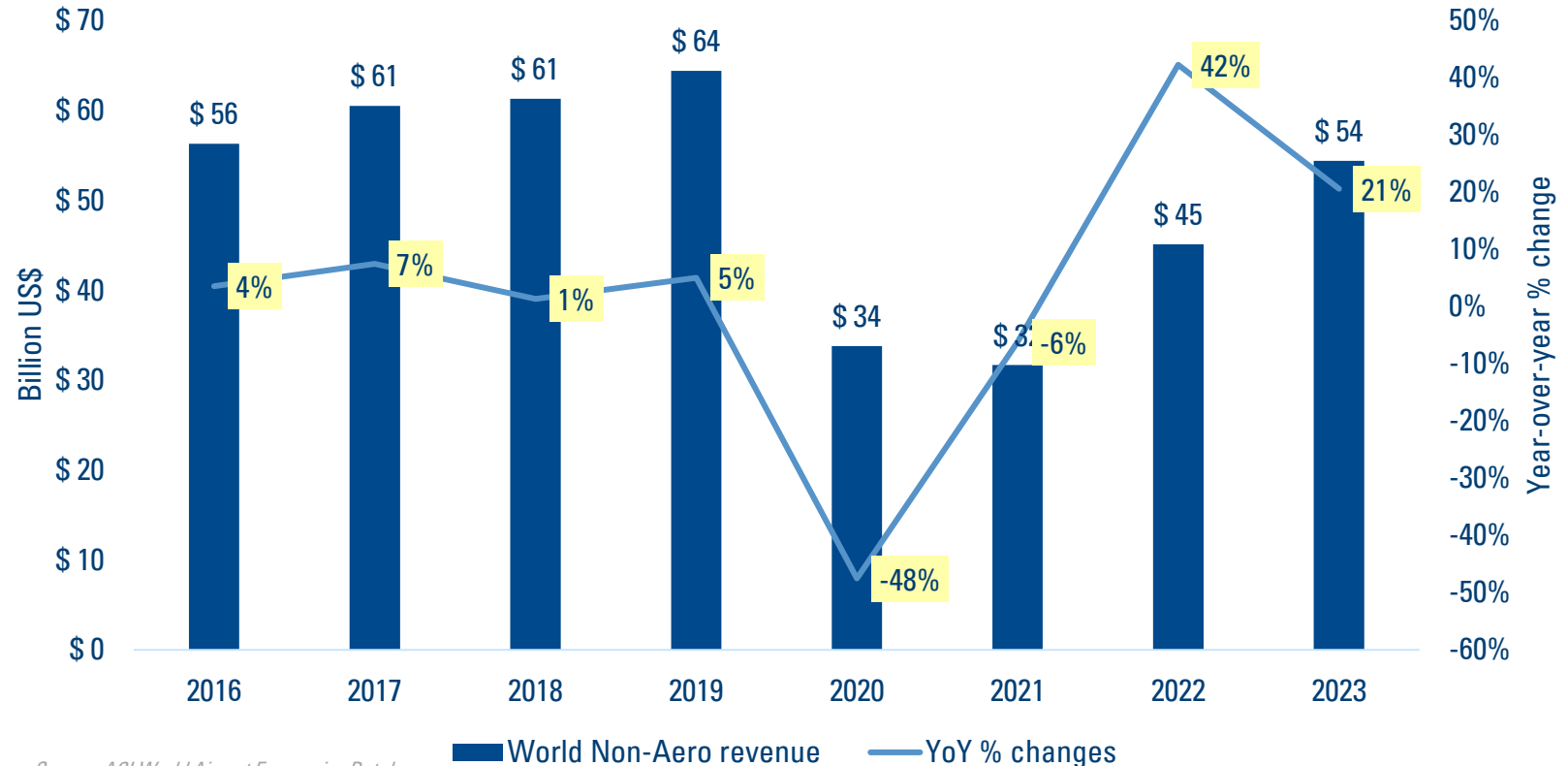
# Trends in Non-Aeronautical Revenue Share

Gradual recovery post-pandemic, but North America lags behind global levels



# World: Evolution of Airport Non-Aero Revenue

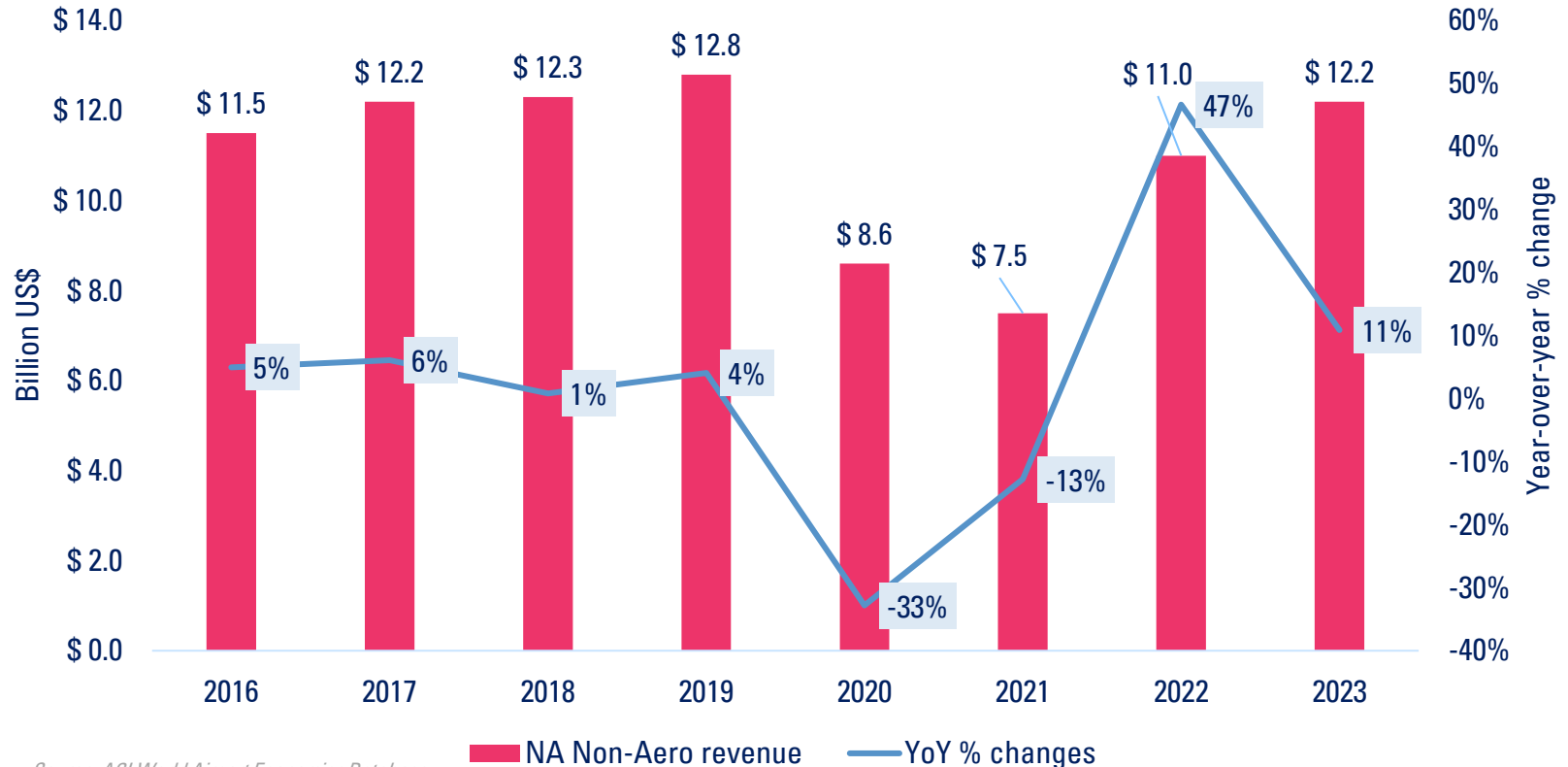
Despite recovery, 2023 NAR is still below pre-pandemic, with a -0.5% CAGR (2016–2023)



Source: ACI World Airport Economics Database

# NA: Evolution of Airport Non-Aero Revenue

Steady recovery with a modest 0.8% CAGR (2016–2023)



Source: ACI World Airport Economics Database

# Non-Aeronautical Revenue per Passenger

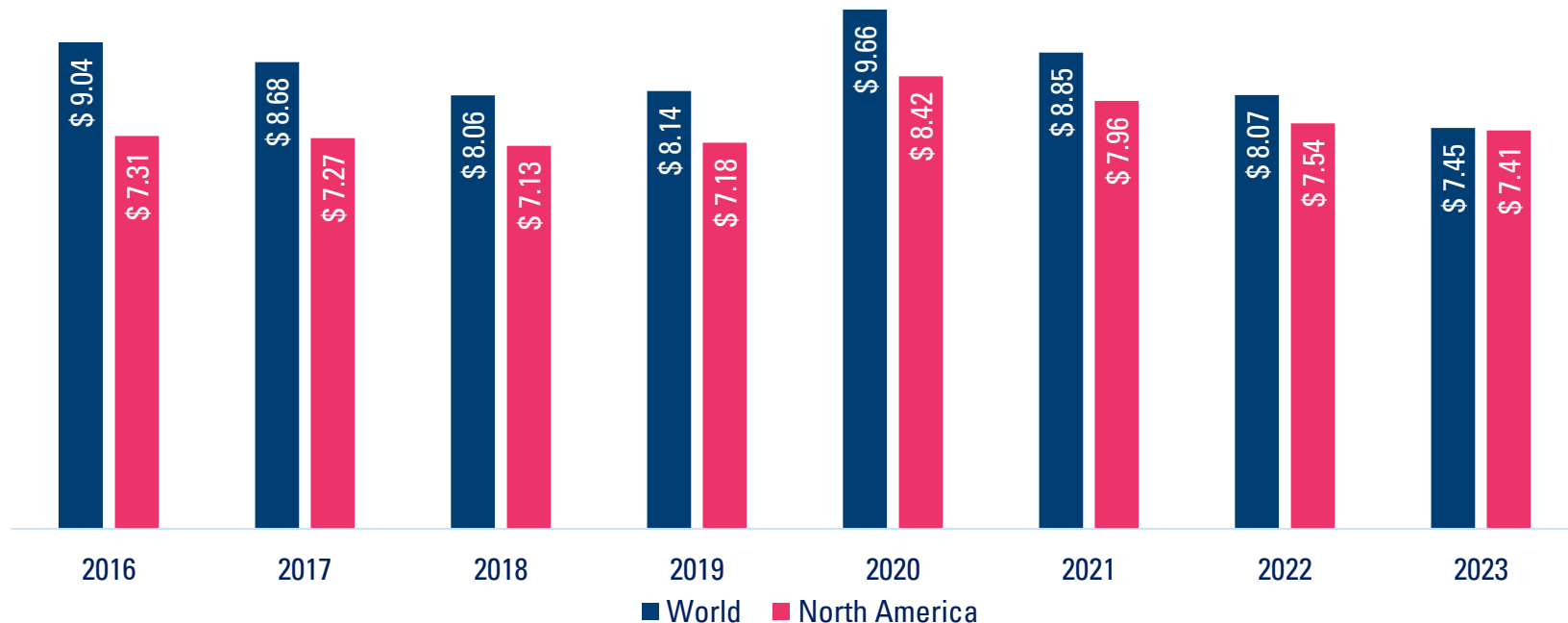
North America narrows the gap with global levels, but overall trend is downward



World CAGR (2016–2023): –2.82%

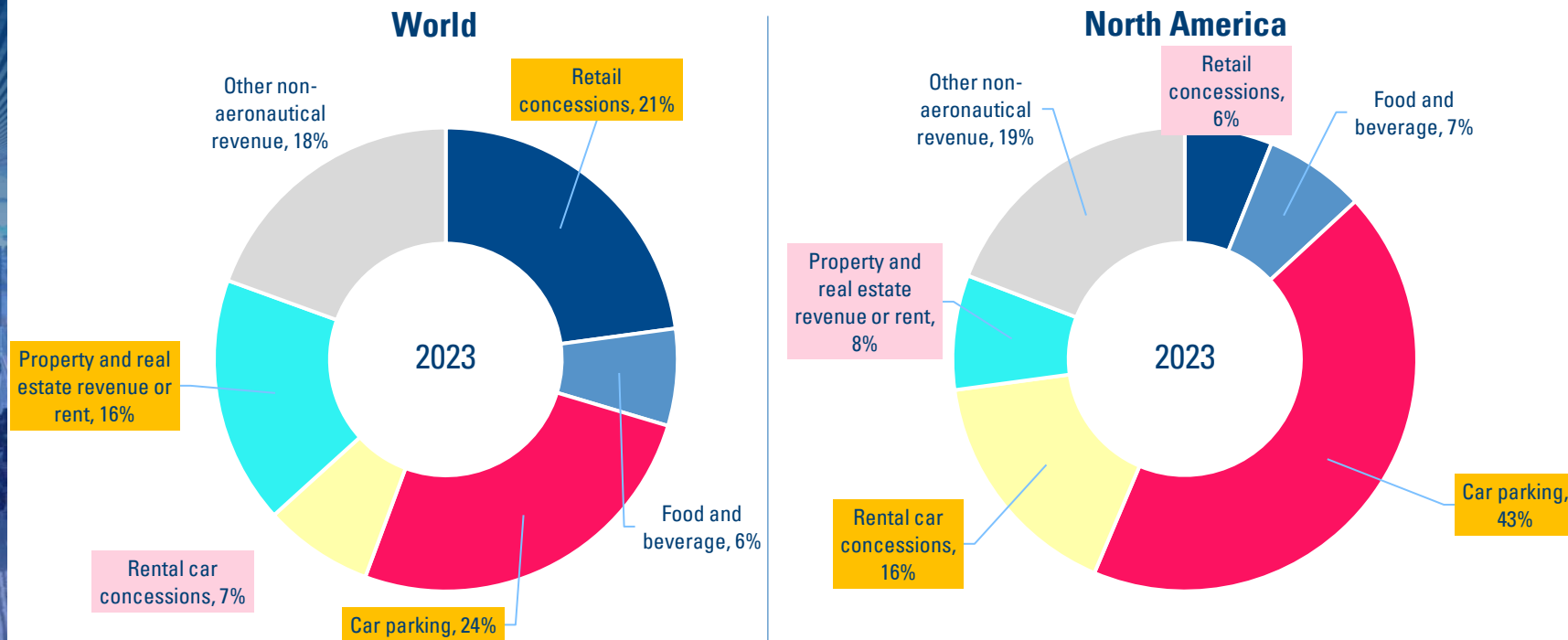


North America CAGR (2016–2023): +0.20%



# Non-Aeronautical Revenue by Source

Revenue distribution shows regional variation in reliance on parking and retail



Source: ACI World Airport Economics Database

# 03| Mega Trends and Future Outlook for Non-Aeronautical Revenues

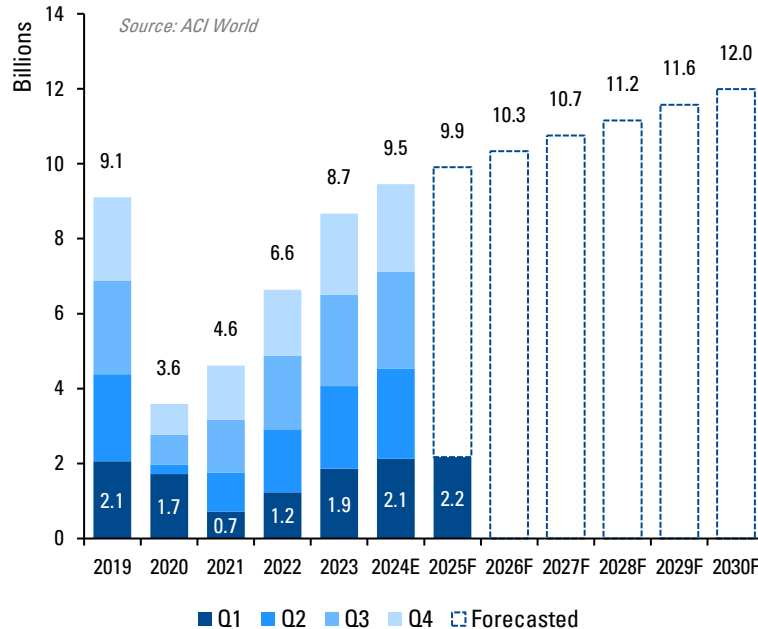
Airport Passenger Traffic and Revenue Forecast - Global and Regional Focus

# Outlook – Airport Traffic Forecast

Asia-Pacific, Europe, and North America lead global passenger traffic in Q1 2025

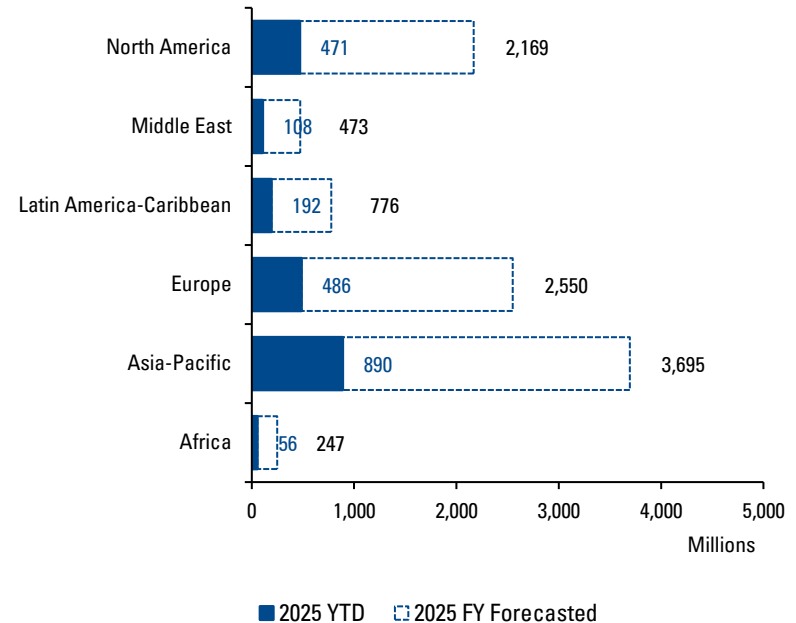
## Global Total Passengers

2019 ~ 2030 Forecasted, 2025 YTD (Jan. ~ Mar.)



## 2025 Total Passengers by Regions

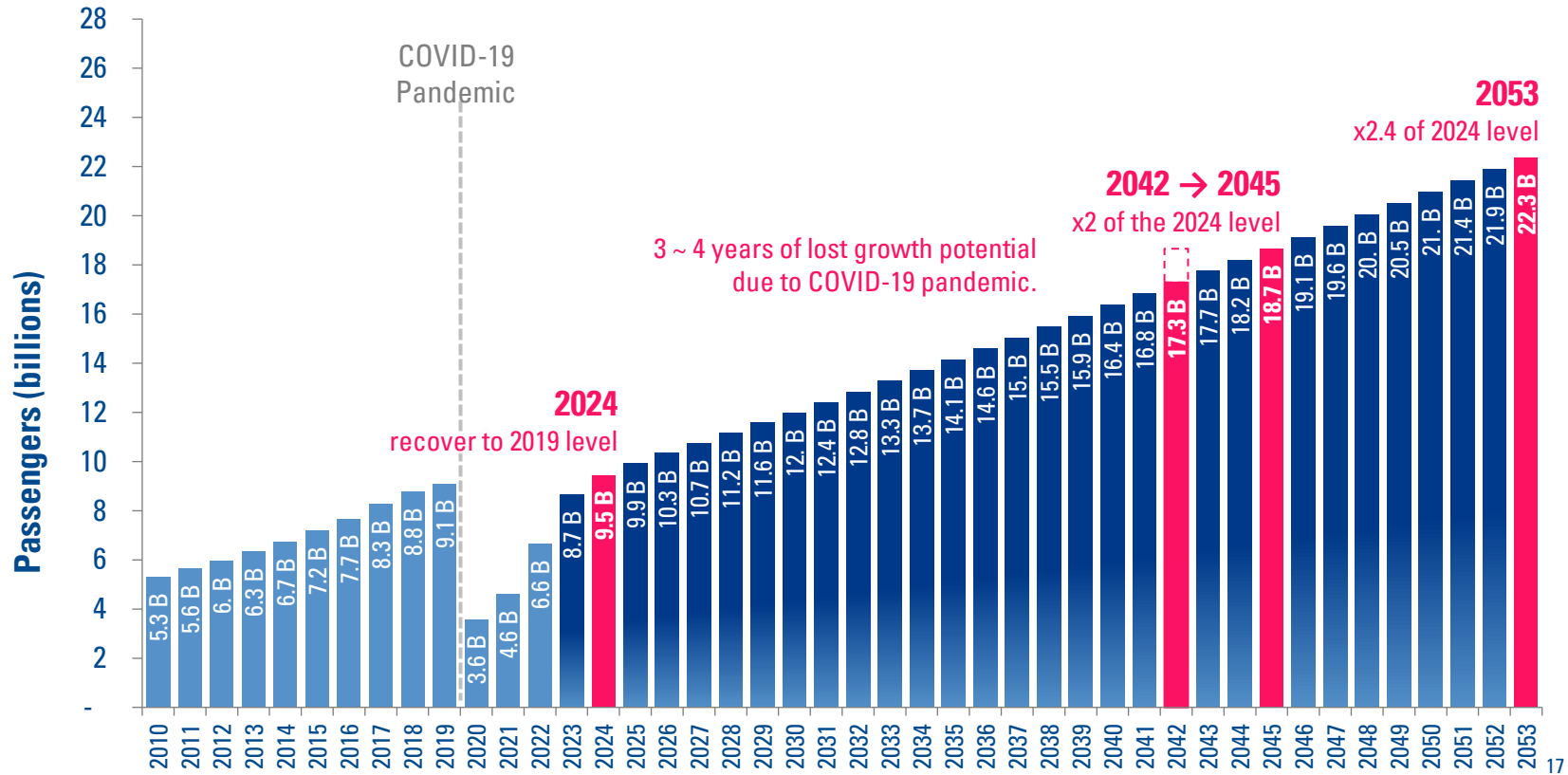
2025 YTD (Jan. ~ Mar.), Actual vs Forecasted





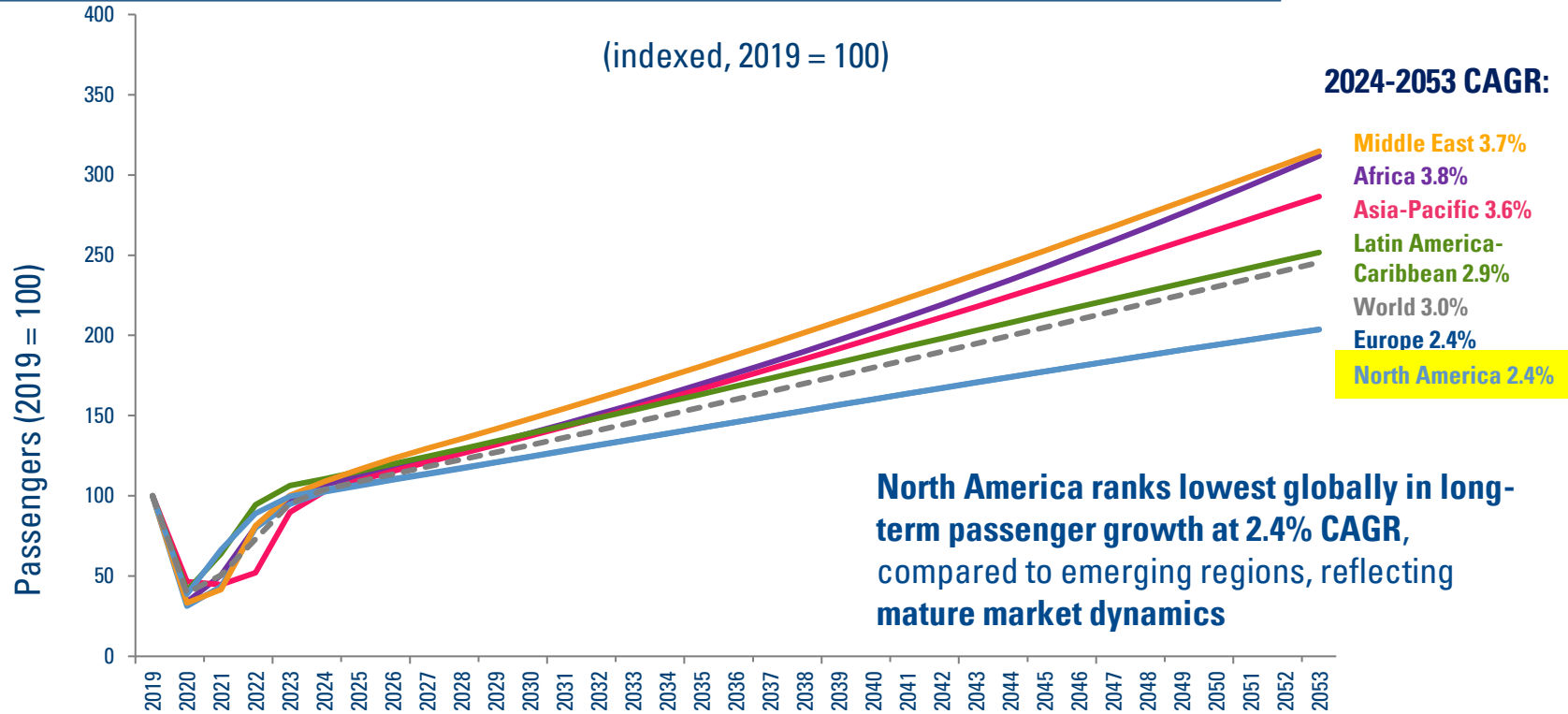
# Long-term global passenger traffic forecast

Passenger traffic is projected to double by 2045 to the levels in 2024



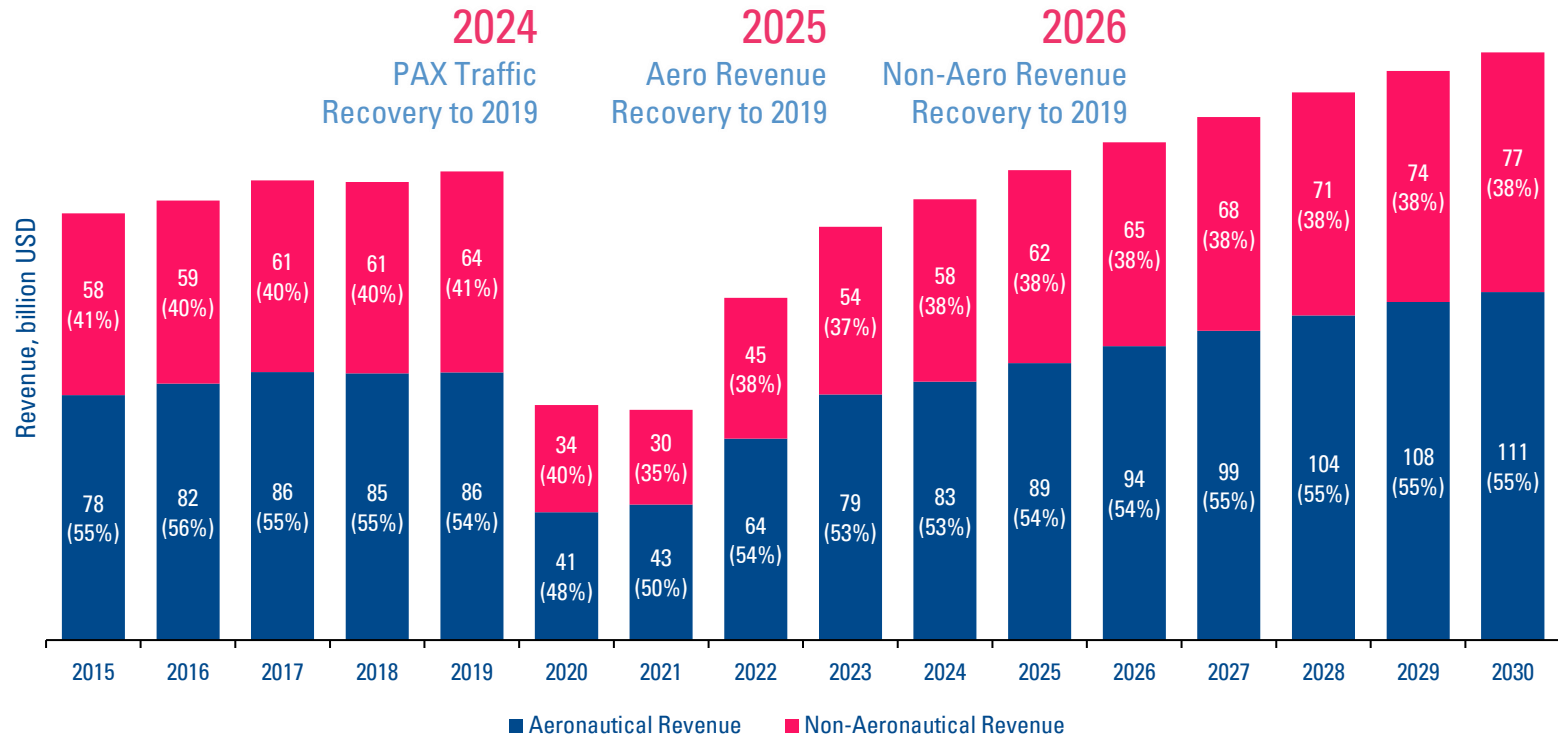
# Long-Term Passenger Traffic Forecast by Region

North America shows the slowest long-term growth in passenger traffic



# Global mid-term airport revenue forecast

Non-aeronautical revenue recovery is expected by 2026



Source: ACI World Airport Economics Database

# Mega Trends in Airport Non-Aero Activities

## Customer Centricity: The Key Driver of Non-Aero Activities

### 1 Digitalization



### 3 Entertainment



## CUSTOMER CENTRICITY



### 2 Hybrid Format Integrated Retail & FB concepts

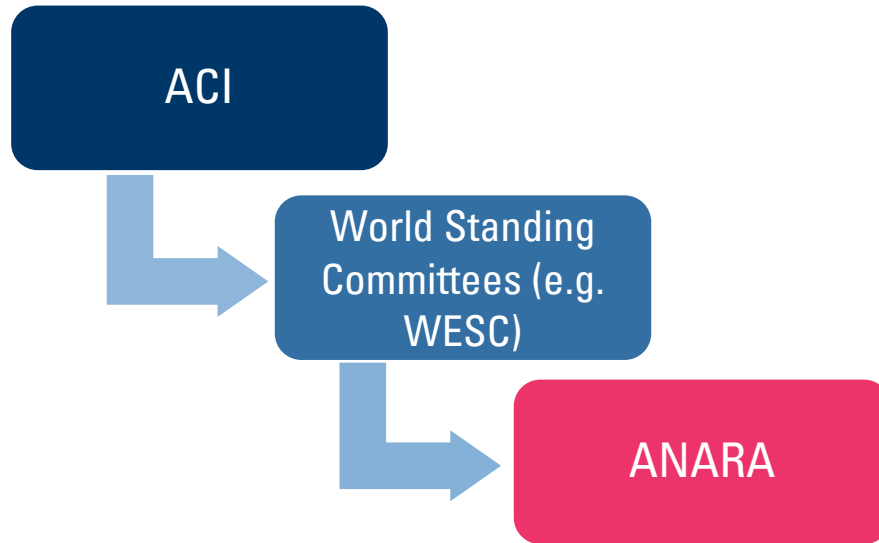


### 4 Real Estate & Landside Access Advanced Air Mobility (Air Taxi)

# **04| ANARA: A Unique Global Platform to Drive Airport Non-Aero Revenues**

ACI World ANARA – Subcommittee on Airport Non-Aeronautical Revenues and Activities

# Airport's Non-aeronautical Revenues and Activities



- **Sub-Committee of ACI's World Economics Standing Committee (WESC).**
- Forum for experts to **exchange knowledge and intelligence on non-aeronautical revenues.**
- Develops **best practices and recommendations** for the improvement of airports' commercial businesses.
- Organized by **working groups** on specific subjects.

# ANARA Vision

## WG1



DIGITAL

## WG2



CONCESSION AGREEMENTS

## WG3



RETAIL

ACI World ANARA is the premier center of excellence for the innovation and enhancement of airport non-aeronautical revenues and activities, driving sustainable growth and global leadership in the aviation industry.

## WG4



GROUND ACCESS

## WG5



F&B, HOSPITALITY,  
AND LEISURE

## WG6

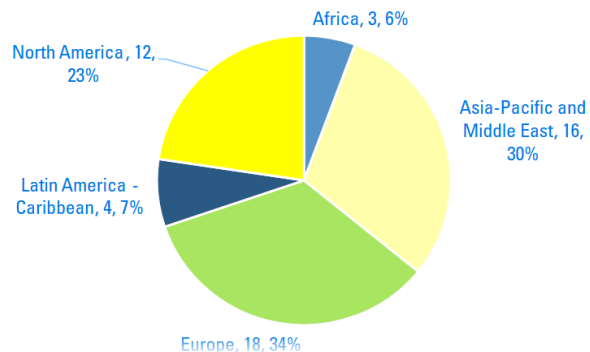


SUSTAINABILITY

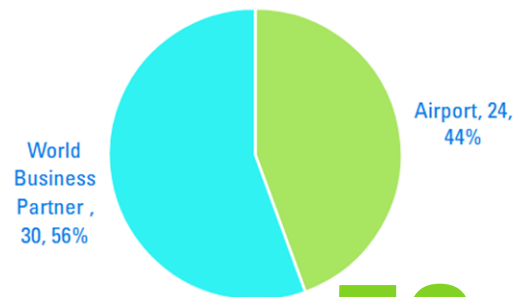


# ANARA Membership: June 2025

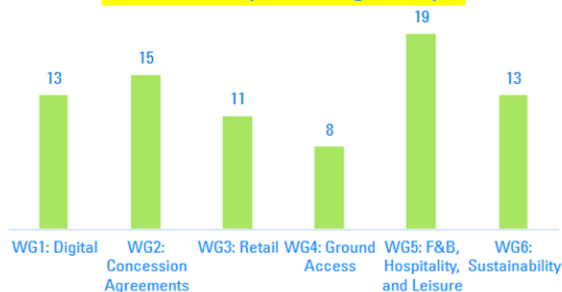
Members by Geography



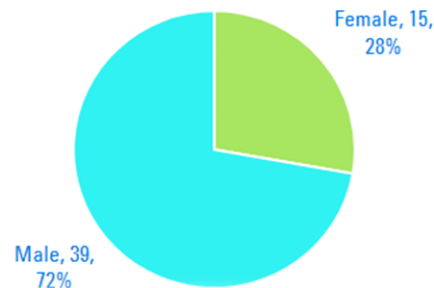
Members by Types



Members by Working Groups



Members by Gender



**50+** Members





# ANARA Membership 2025

## AIRPORTS

YOUR LONDON AIRPORT

*Gatwick*



# 50+



## WORLD BUSINESS PARTNERS



# ANARA Publications 2022-25

Available at the ACI World Publications site here →



**Concession Agreements: Guide for Airport Managers and Commercial Operators**



**Retail Optimization for Small and Medium-Sized Airports White Paper**



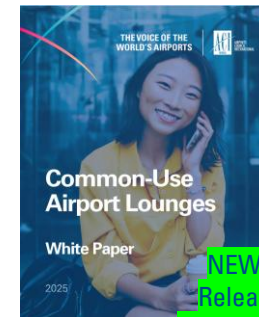
**White Paper – Path to Recovery: The Airport Retail Perspective**



**White paper – Regulatory Threats and Opportunities in Airport Retail**



**Sustainability guidelines for non-aeronautical concessionaires**



**NEW!!!  
Released  
April 16, 2025**



**White Paper: Airport Concession Agreements**



**White Paper: Business Models between Airport Operators and Concessionaires**



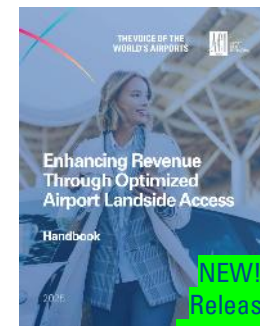
**Handbook: Optimal Integration of Airport Ground Access Services**



**Policy Paper: Sustainable Airport Ground Access**



**Airport Commercial Digital Transformation**



**NEW!!!  
Released  
May 6, 2025**

# Summary

- ✓ **Global passenger traffic is recovering, but North America declined in Q1 2025, mainly due to domestic trends.**
- ✓ **Non-aeronautical revenues are essential for airport sustainability, though recovery still lags behind traffic and is expected by 2026.**
- ✓ **North America shows slow growth in non-aero revenue per passenger (+0.2% CAGR) vs. global decline (−2.8%).**
- ✓ **Retail and duty free lead non-aeronautical revenue globally, while parking remains the dominant source in North America.**
- ✓ **Long-term traffic growth in North America is the lowest globally at 2.7% CAGR, reflecting mature market dynamics.**
- ✓ **Key trends include digitalization, hybrid retail formats, real estate, and customer-centric strategies.**
- ✓ **ANARA plays a central role in driving innovation and global best practices in airport non-aeronautical activities.**

# Thank You!