

2025

# ACI-NA & ACI World Annual General Assembly, Conference and Exhibition

October 25 - 28, 2025  
Toronto, ON



2025 Host Airports



2025

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October 25 - 28, 2025  
Toronto, ON

## Welcome and Opening Remarks

**Jaimini Erskine**

*Vice President of Marketing and Concessions*  
Metropolitan Washington Airports Authority

**Carlos Bernal**

*CEO*  
AREAS

**Joe Daiello**

*Director, Concessions and Partnership Development*  
Greater Toronto Airports Authority



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# Welcome

2025 ACI – NA & ACI World Annual General  
Assembly, Conference and Exhibition

WAGA 2025



# Toronto is...

## Canada's Economic Driver

- Largest contributor to the Canadian economy
- Home to 38% of Canada's business headquarters, 20% of Canada's GDP, 50% of Ontario's GDP
- 2nd largest financial centre in North America
- Largest technology hub in Canada and 3rd largest in North America

## Canada's Largest City and a Multicultural Mosaic

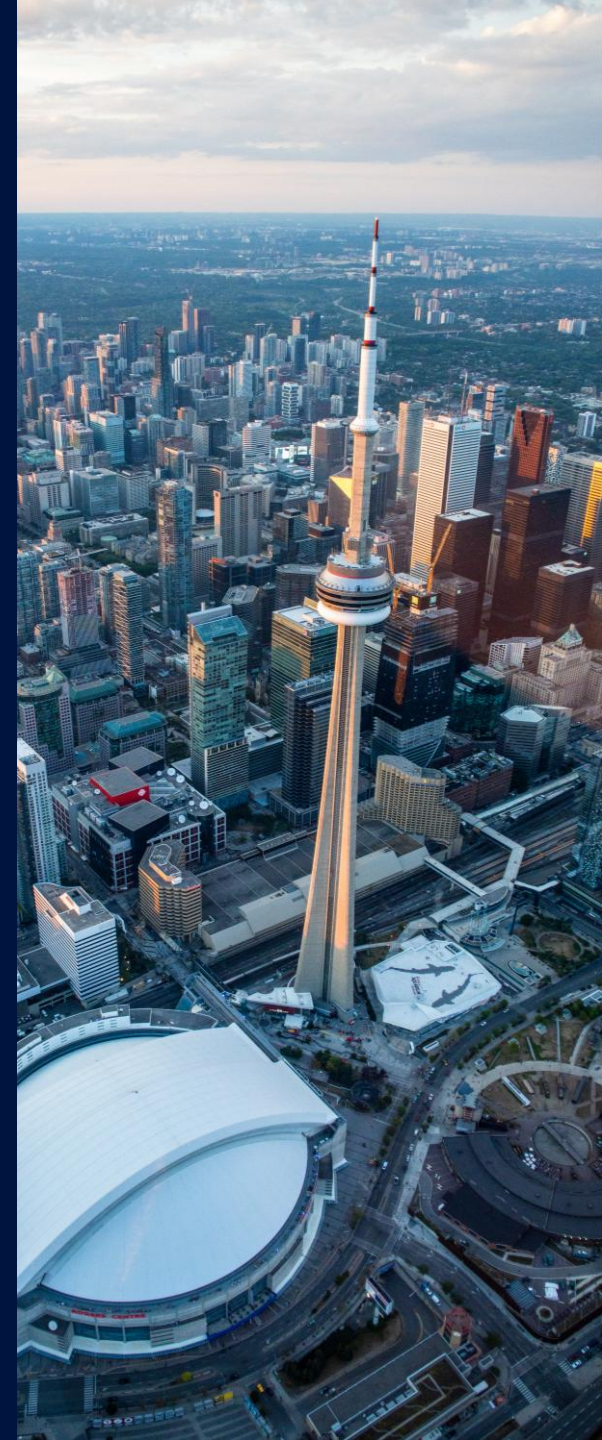
- Home to a population of over 7 million, and is expected to grow to over 10 million by 2051, making it one of the largest and fastest-growing metropolitan regions in North America
- Home to a diverse population with 50 percent foreign-born and over 190 languages and major dialects are spoken across the Region

## Canada's Air Service Gateway

- 25% of Canada's population within 160 km of Toronto
- +200 million people within two-hour flight, Canada and the US
- Serves one-third of Canada's air travel demand and over 40% of Canada's International air travel demand

## North America's International Hub

- Direct service to over 160 international destinations across over 300 daily departures
- More international destinations and departures than any other airport in North America
- Connected to 60% of the world's economies with non-stop, annual service



# Driving Success at Toronto Pearson.



## Passenger Experience

Toronto Pearson was awarded “Best Airport Over 40 Million Passengers in North America” by Airports Council International (ACI) World for 2024. Toronto Pearson has achieved this 7 times in the past 8 years.



## International Powerhouse

International demand has surpassed 2019 levels and is expected to grow annually by 5% through 2035.



## Growing Population

Toronto is the fastest growing region in North America. With a regional population of almost 7 million, up 6% from 2019.



## Pearson LIFT

Investing in the future of Toronto Pearson to meet demand and drive capacity to 65 million annual passengers.

# The **future of air travel** begins now, with a plan to increase connectivity and foster a diverse, creative and innovative economy.

The GTAA's mission to make Toronto Pearson a "global leader in airport performance, customer care and sustainability." This will be anchored by our new program Pearson LIFT\* (Long-Term Investments in Facilities and Terminals). With passenger numbers projected to grow to 65 million by early 2030's, the GTAA has set out an ambitious plan to meet growing passenger demand and create a global transportation hub built for the digital age.

## **Accelerator - UNDERWAY**

The first program under Pearson LIFT has begun and we are planning to have shovels in the ground in 2026.

It will deliver vital upgrades and revitalization of our airport assets, aiming to improve our on-time performance, reduce emissions, mitigate climate-change impacts and accommodate near-term passenger growth.

## **Gateway - HORIZON**

We expect to see 65 million annual passengers per year by the early 2030s.

An increase from about 46.8 million annual passengers today.

To prepare for this growth, we are evaluating options for expanding our terminal facilities.

## **T1/T3 Revitalization - HORIZON**

We plan to invest in Terminals 1 and 3 with modernized retail, amenities and passenger processing spaces, increased digitalization of the passenger journey, renewal of critical assets and new employee areas.

Additionally, we will invest in optimizing parking facilities and groundside access, ensuring a smoother arrival and departure experience.

Pearson LIFT - [LEARN MORE ABOUT WHY WE NEED LIFT](#)



# Toronto Pearson Passenger and Program Highlights

# Toronto Pearson Highlights...



~200

Destinations



68

Countries Served



55

Passenger Airlines



46.8M

Passengers

# Toronto Pearson Concessions Program and Passenger Highlights

~\$710<sub>M</sub>

Concession Sales

#1

Large Hub in North America, ASQ

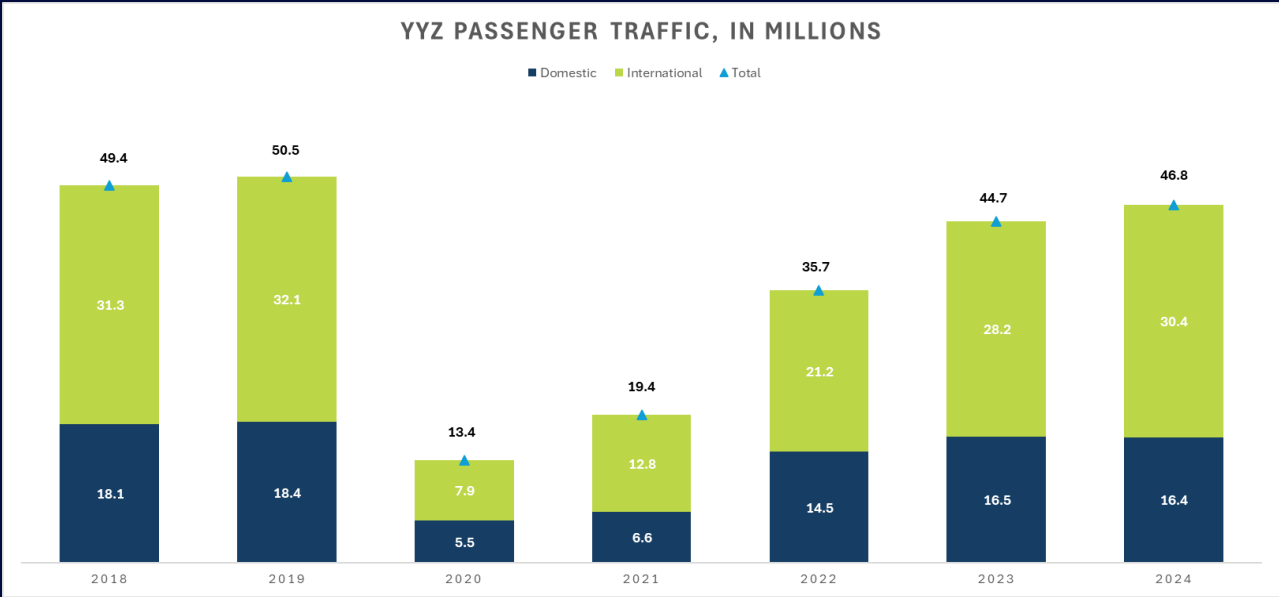
~46.8<sub>M</sub>

Passengers in 2024

220 Concession Units

32 Operators

5 Strategic Partnerships



OD is 105% of 2019 levels, strong originating demand from YYZ

# International Travel Driving Capacity Growth.

Toronto Pearson welcomed more new airlines in 2024 than any other large airport in North America.

## 11 New Airlines in 2024 & 2025

International demand continues to drive growth with Asia-Pacific, the Indian Subcontinent and the Middle East leading.

Cathay Pacific 18x weekly, double daily A380 to the UAE and new Air China Service to Beijing

Demand to the United States remains volatile with capacity being reduced.

California, Florida and Nevada have seen the largest reduction in demand resulting in notable capacity cuts for the summer.

We saw some capacity pivot to international this past summer including eight daily flights to CUN and seven daily flights to LHR.

+4% Domestic

-4% Transborder

+5% International

New Destinations in 2025



BERMUDA AIR sun country airlines

ITA AIRWAYS



الخطوط الملكية المغربية  
royal air maroc

Alaska QATAR AIRWAYS القطرية

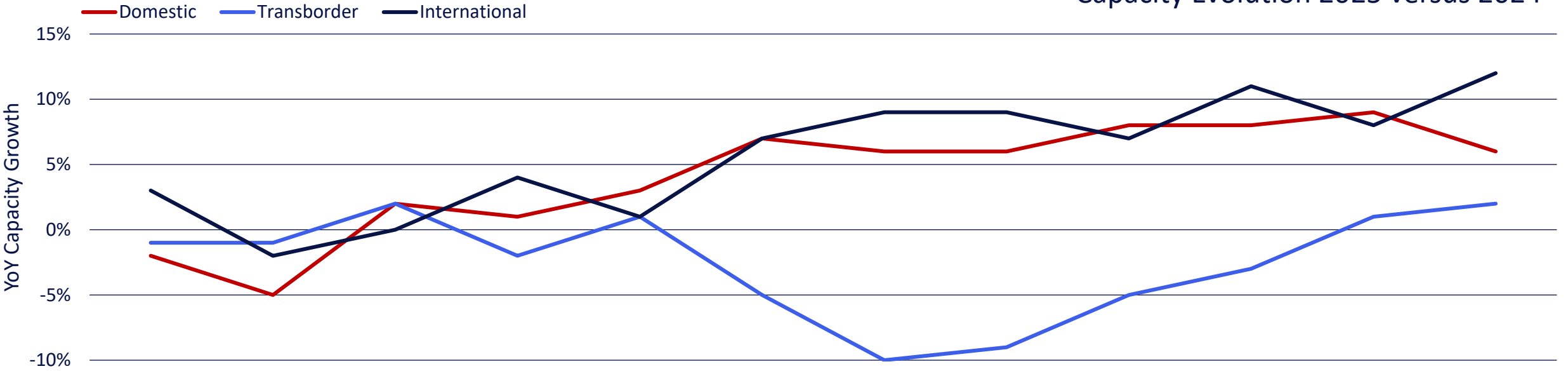
SWISS 海南航空 HAINAN AIRLINES

virgin atlantic CHINA AIRLINES Cargo

AIR CHINA 中國國際航空公司

# 2025 Airline and Route Launches.

Capacity Evolution 2025 versus 2024



CHINA AIRLINES CARGO virgin atlantic

**AIR CHINA**  
中国国際航空公司

**ETIHAD**  
الاتحاد

380 Launch

**AIR CANADA**  
Jacksonville  
Port of Spain

**QATAR**  
3X to 5X

**porter**  
LaGuardia  
Kelowna

**Air transat**  
Berlin

**AIR CANADA**  
Prague

**QATAR**  
5x to 7X

**AIR CANADA**  
Guadalajara

**porter**  
Cancun  
Nassau  
Puerto Vallarta

**AIR CANADA**  
Cartagena  
Lima

**Air transat**  
Georgetown  
Istanbul

**porter**  
Grand Cayman  
Liberia (CR)



# Toronto Pearson Customer Experience (CX) Strategy

# Toronto Pearson - CX Mindset Shift.

To achieve the CX Vision of “Putting the joy back into travel” requires a mindset shift from viewing the airport as just a physical location to reimagining it as a seamless, customer-focused service experience.

From thinking of  
the airport as a  
place

To thinking of an  
airport as a service  
experience

# Why is Customer Experience (CX) critical to us all?

Leveraging CX drives **satisfaction** and **loyalty**, fuels **growth**, creates **competitive advantage**, and **protects our collective reputation**.



*“Great customer experiences don’t happen by accident, they are designed”*

# Putting the joy back into travel by making Toronto Pearson the chosen place to fly and work – Recent Achievements



# Thank you

Joe Daiello  
Director, Concessions and Partnership Development  
Toronto Pearson Airport  
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(647) 382-2104



2025

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## Non-Aeronautical Revenue: Benchmarking North America and Global Trends

**Catherine Joyal**

*Manager, Airport Economics*

ACI World



AIRPORTS COUNCIL  
INTERNATIONAL  
NORTH AMERICA | WORLD

# Non-aeronautical Revenue

Benchmarking North America  
against Global Trends

# ACI: The Source of Credible Airport Data

A comprehensive view of the airport industry's economic performance

**ACI World Airport Economics Database** is a global collaboration across ACI regions and airports, combines data from:

- ACI World Airport Economic Survey
- ACI-NA Benchmarking Survey
- ACI Europe Benchmarking Platform
- Publicly available sources

Together, this unified effort covers **1,000+ airports**, representing **~80% of global passenger traffic**.

Region	Coverage of 2024 passenger traffic	Number of airports
Africa	53%	54
Asia-Pacific	85%	343
Europe	70%	222
Latin America-Caribbean	70%	172
Middle East	40%	5
North America	98%	228
<b>World</b>	<b>80%</b>	<b>1024</b>

# Visit the IHUB for all your Traffic Data needs

- Consult Airport Ranking and the latest Traffic Data in the **Executive** module
- Access Annual and Monthly reports in the **Library** module
- Customize your own report in the **Analyst** module

Free for Airport Members



**ANNUAL GLOBAL AIRPORT RANKINGS**

Select Rank: 50

**Top 50 Airport International Passengers Ranking - 2023**

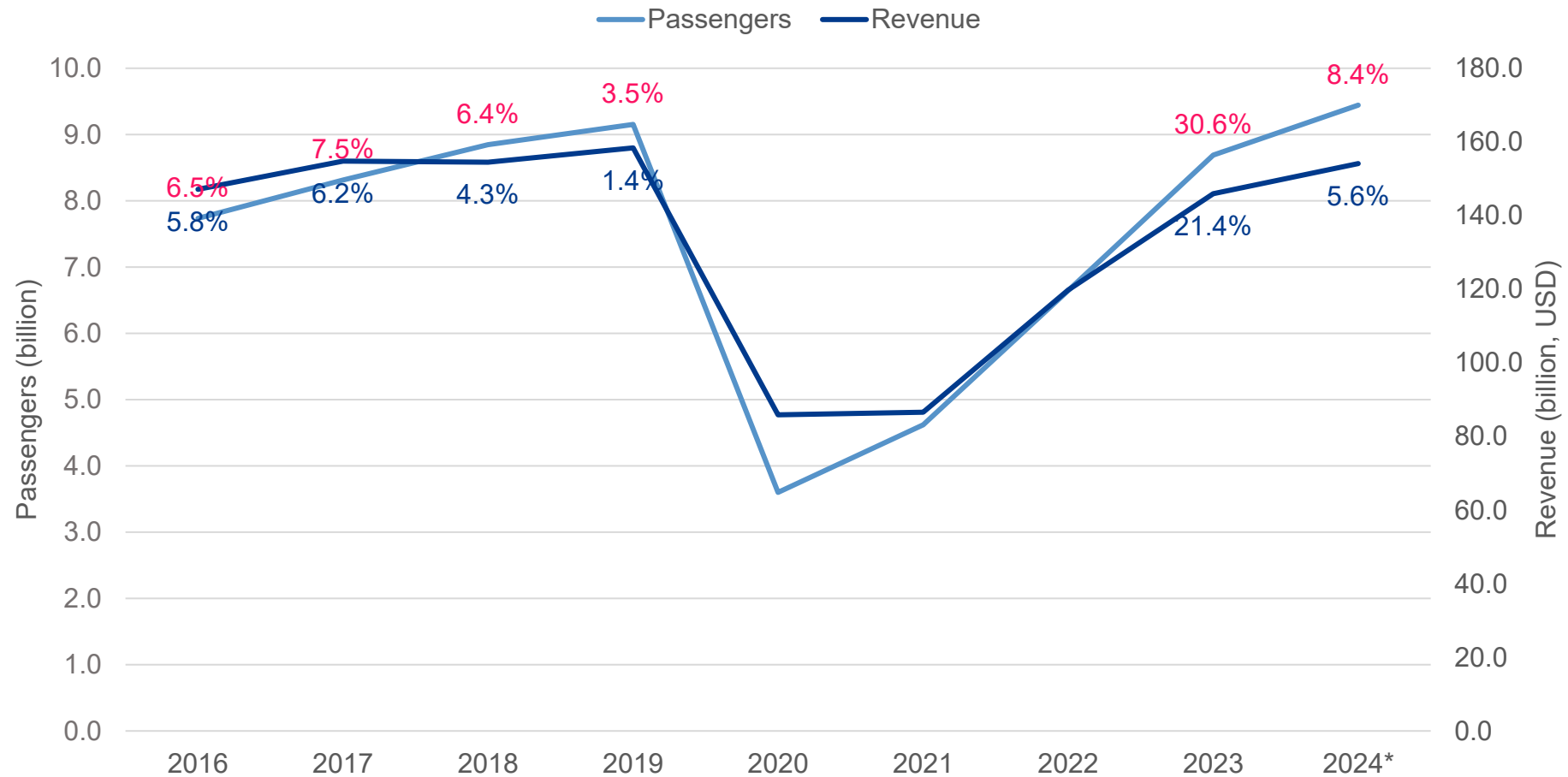
IATA code	Airport	Country (City)	Rank vs. LY	Volume	Growth vs. LY	Recovery vs. 2019
1	DXB Dubai International Airport	United Arab Emirates (Dubai)	-	86,994,365	31.7% ↑	100.8%
2	LHR Heathrow Airport	United Kingdom (London)	-	74,909,019	28.6% ↑	98.5%
3	AMS Amsterdam Airport Schiphol	Netherlands (Amsterdam)	-	61,882,546	17.9% ↑	86.3%
4	CDG Aéroport de Paris-Charles de Gaulle	France (Paris)	-	61,412,198	18.6% ↑	87.9%
5	SIN Singapore Changi Airport	Singapore (Singapore)	4 ↑	58,411,000	83.1% ↑	86.4%
6	IST Istanbul International Airport	Turkey (Istanbul)	-1 ↓	58,232,674	20.0% ↑	147.1%
7	ICN Incheon International Airport	Republic of Korea (Incheon)	25 ↑	55,763,768	212.9% ↑	79.0%
8	FRA Flughafen Frankfurt/Main	Germany (Frankfurt)	-2 ↓	54,089,293	20.8% ↑	85.8%
9	DOH Hamad International Airport	Qatar (Doha)	-1 ↓	45,913,805	28.5% ↑	118.4%
10	MAD Aeropuerto de Adolfo Suárez Madrid-Barajas	Spain (Madrid)	-3 ↓	43,799,968	20.9% ↑	97.5%
11	BKK Suvarnabhumi International Airport	Thailand (Bangkok)	22 ↑	39,726,328	125.9% ↑	75.1%
12	HKG Hong Kong International Airport	Hong Kong SAR (Hong Kong SAR)	106 ↑	39,389,462	598.5% ↑	55.3%
13	LGW Gatwick Airport	United Kingdom (London)	-3 ↓	37,940,770	25.9% ↑	88.0%
14	BCN Aeropuerto de Barcelona-El Prat	Spain (Barcelona)	-3 ↓	36,183,023	23.0% ↑	93.7%
15	TPE Taiwan Taoyuan International Airport	Chinese Taipei (Taipei)	112 ↑	35,237,029	561.8% ↑	72.9%
16	JFK John F. Kennedy International Airport	United States (New York NY)	-3 ↓	33,369,816	24.3% ↑	97.2%
17	DUB Dublin Airport	Ireland (Dublin)	-5 ↓	33,096,481	19.6% ↑	101.6%
18	KUL Kuala Lumpur International Airport	Malaysia (Kuala Lumpur)	27 ↑	32,520,867	130.6% ↑	72.5%
19	FCO Aeroporto di Roma-Fiumicino	Italy (Rome)	2 ↑	31,581,910	42.8% ↑	97.6%
20	MUC Munich Airport	Germany (Munich)	-6 ↓	31,295,176	16.7% ↑	81.7%
21	LIS Lisbon Airport	Portugal (Lisbon)	-5 ↓	29,723,315	19.9% ↑	107.8%
22	AYT Antalya International Airport	Turkey (Antalya)	-7 ↓	29,509,787	16.8% ↑	102.8%
23	JED King Abdulaziz International Airport	Saudi Arabia (Jeddah)	5 ↑	29,402,760	52.4% ↑	125.9%
24	VIE Vienna International Airport	Austria (Vienna)	-7 ↓	29,198,688	24.9% ↑	94.3%
25	ZRH Flughafen Zürich	Switzerland (Zurich)	-5 ↓	28,442,361	28.4% ↑	92.4%
26	YYZ Toronto Pearson International Airport	Canada (Toronto ON)	-2 ↓	28,259,178	32.8% ↑	88.1%

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For more information on the IHUB contact Dayhe Han, Product Manager at [ihub@aci.aero](mailto:ihub@aci.aero)

# Airport Revenue Trends (2016-2024\*)

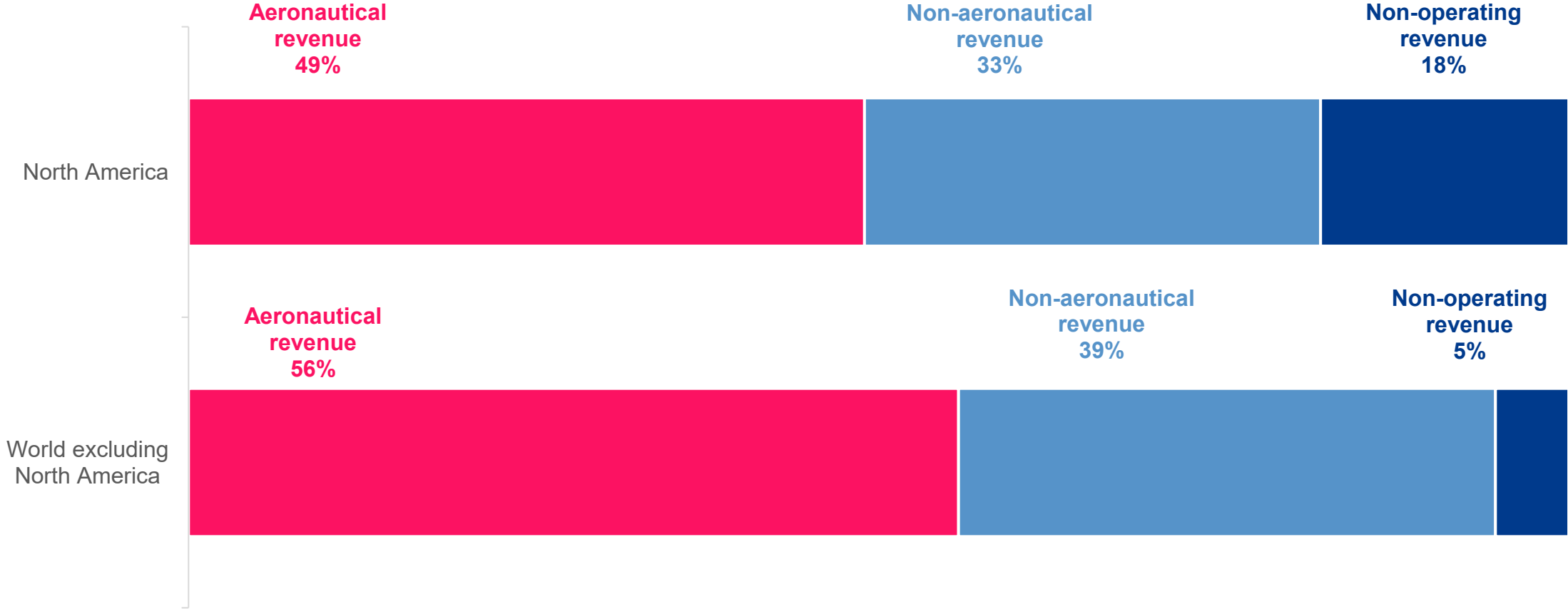
Passenger traffic growth outpaces revenues



\*Preliminary  
ACI World Economics Database

# Distribution of Airport Revenues (2024\*)

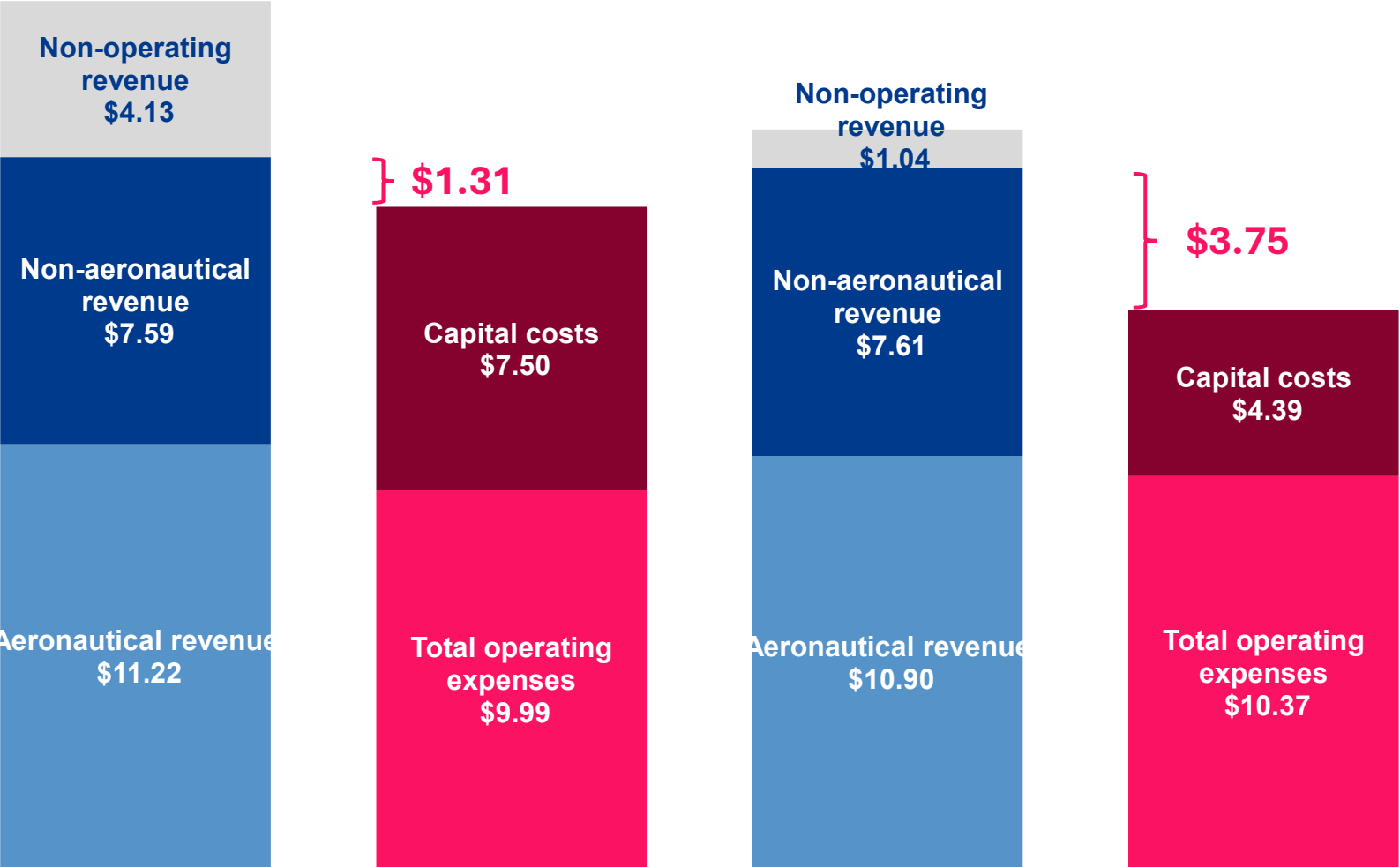
Aeronautical revenues as the primary source of total airport revenues



\*Preliminary  
ACI World Economics Database

# Profitability Challenges (2024\*)

Aeronautical revenues do not cover total costs per passenger, airports depend on non-aeronautical revenue to remain financially viable



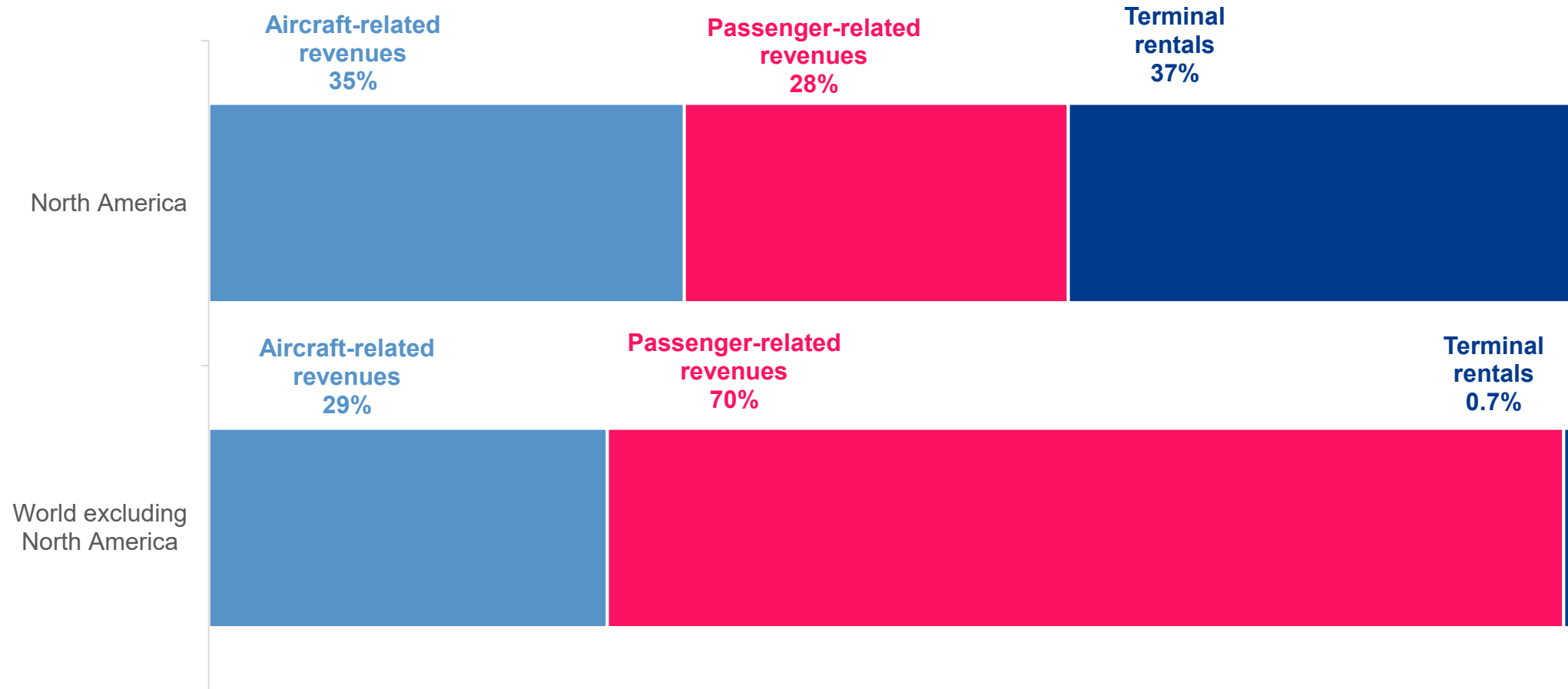
\*Preliminary  
ACI World Economics Database

North America

World excluding North America

# Aeronautical revenue distribution (2024\*)

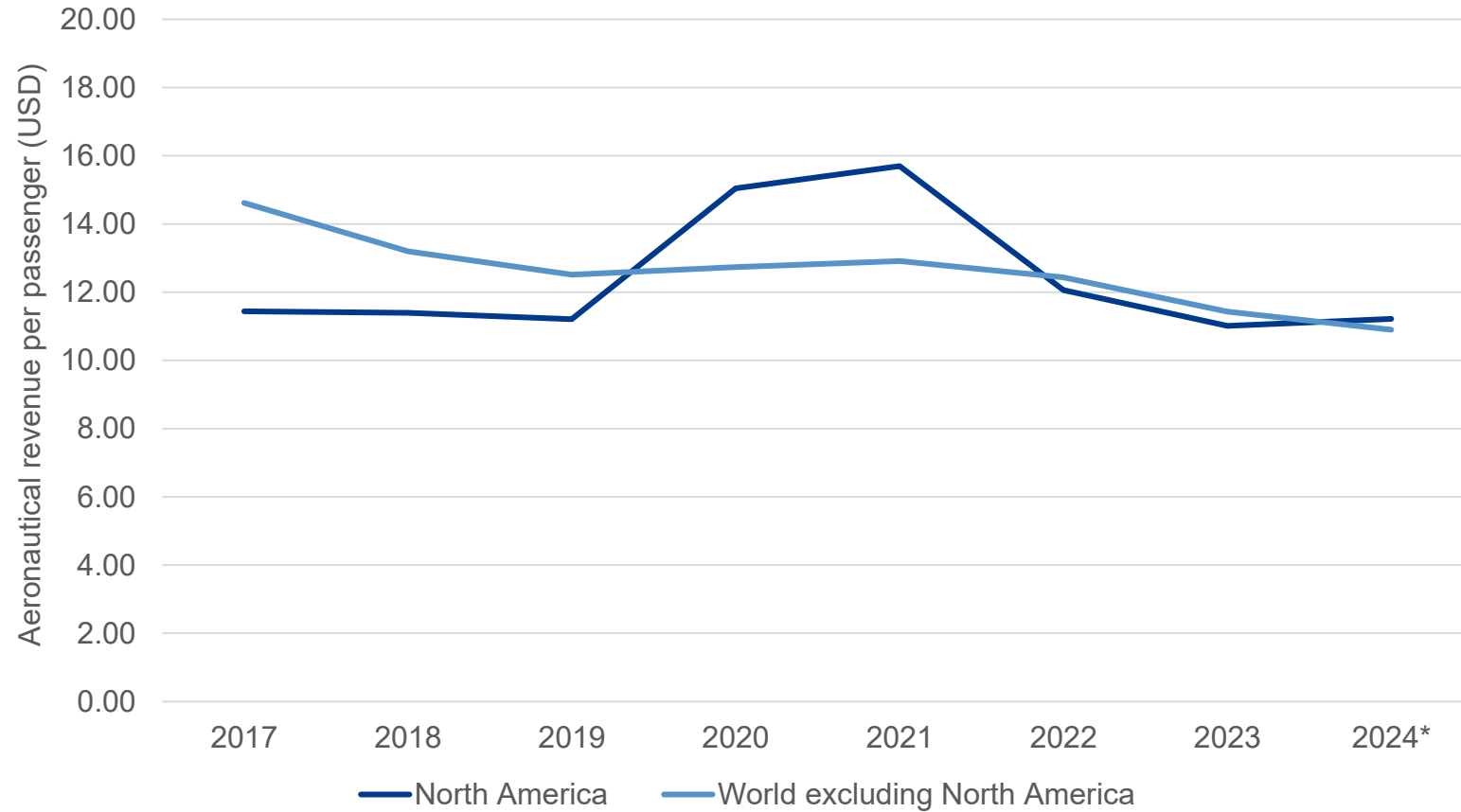
Outside North America, Airports rely heavy on passenger-related revenues



\*Preliminary  
ACI World Economics Database

# Aeronautical revenue per passenger (2017-2024\*)

Declines across all regions

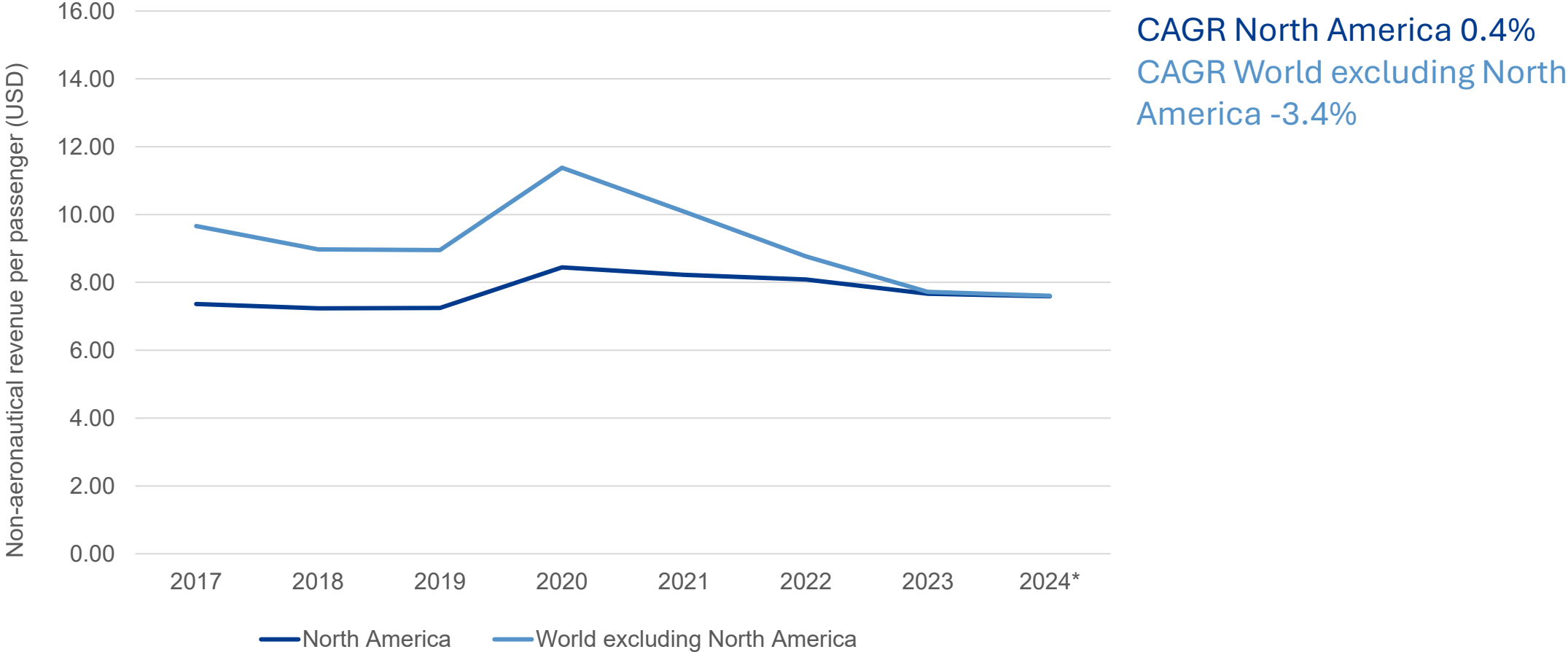


CAGR North America -0.3%  
CAGR World excluding North America -3.0%

\*Preliminary  
Adjusted for inflation base year 2024  
ACI World Economics Database

# Non-aeronautical revenue per passenger (2017-2024\*)

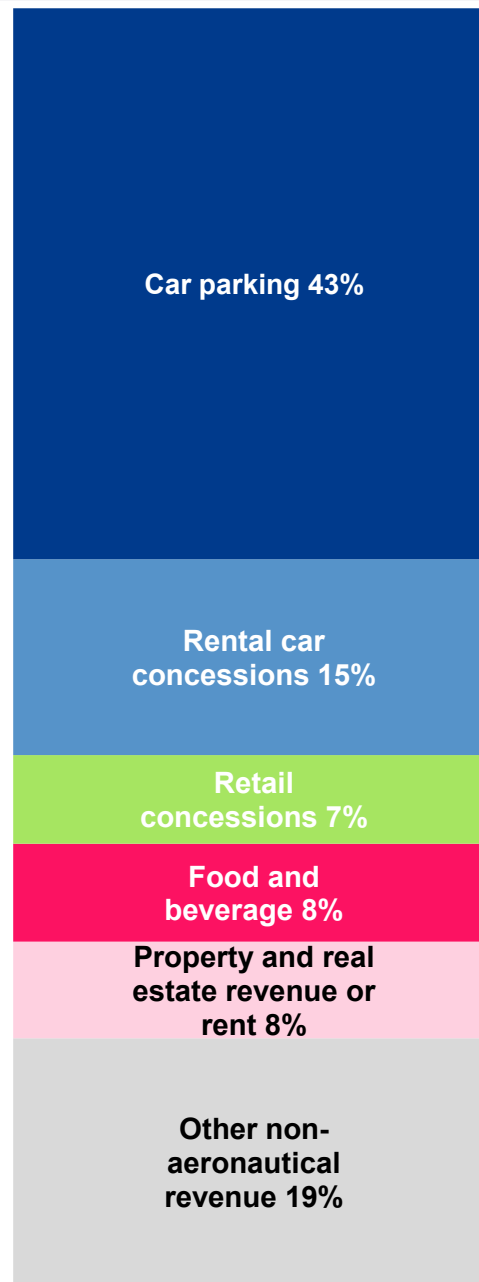
Diverging trends between North America and the rest of the world



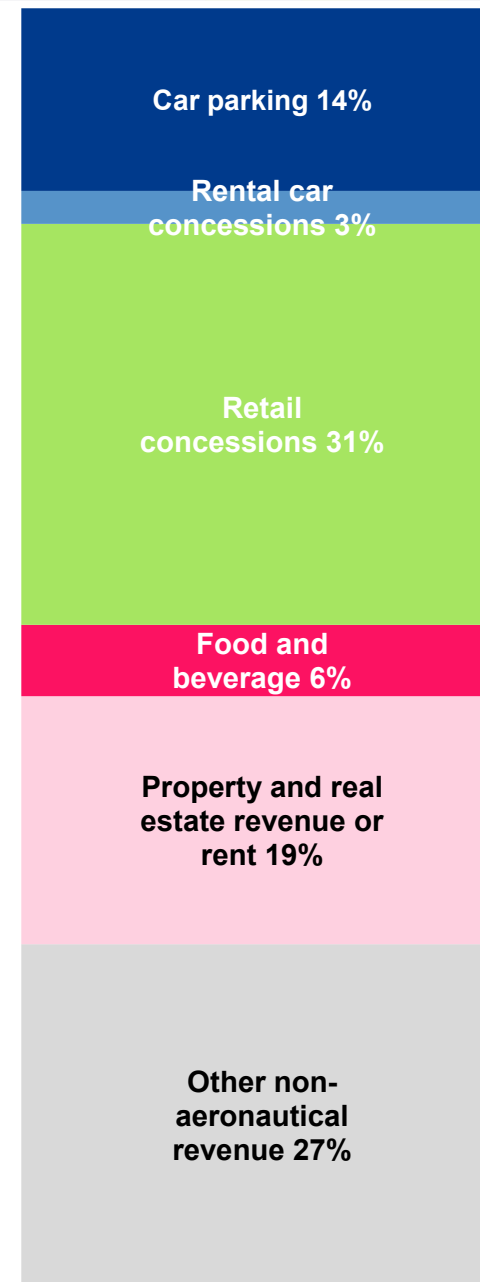
\*Preliminary  
Adjusted for inflation base year 2024  
ACI World Economics Database

# Non-aeronautical revenue distribution (2024\*)

Car-related revenues represent 58% of non-aeronautical revenue in North America



North America



World excluding North America

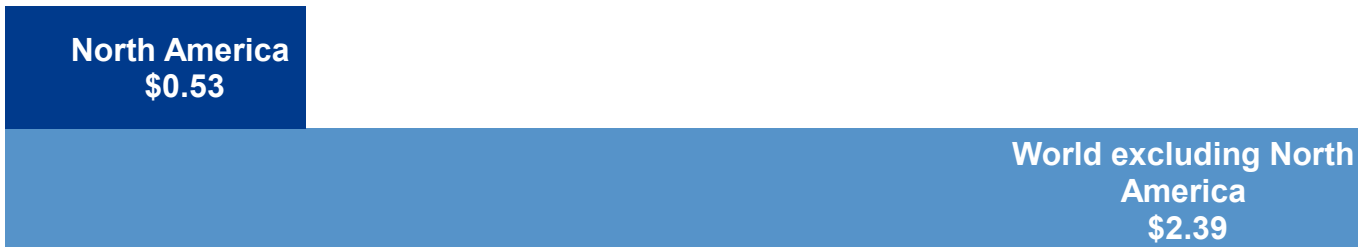
\*Preliminary  
ACI World Economics Database

# Retail Revenue Snapshot (2024\*)

Average number of shops



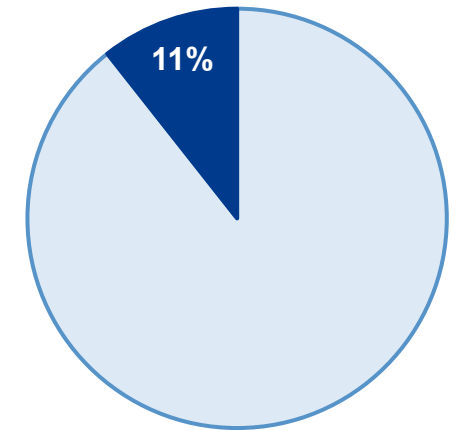
Retail revenue per passenger



Retail revenue per square meters



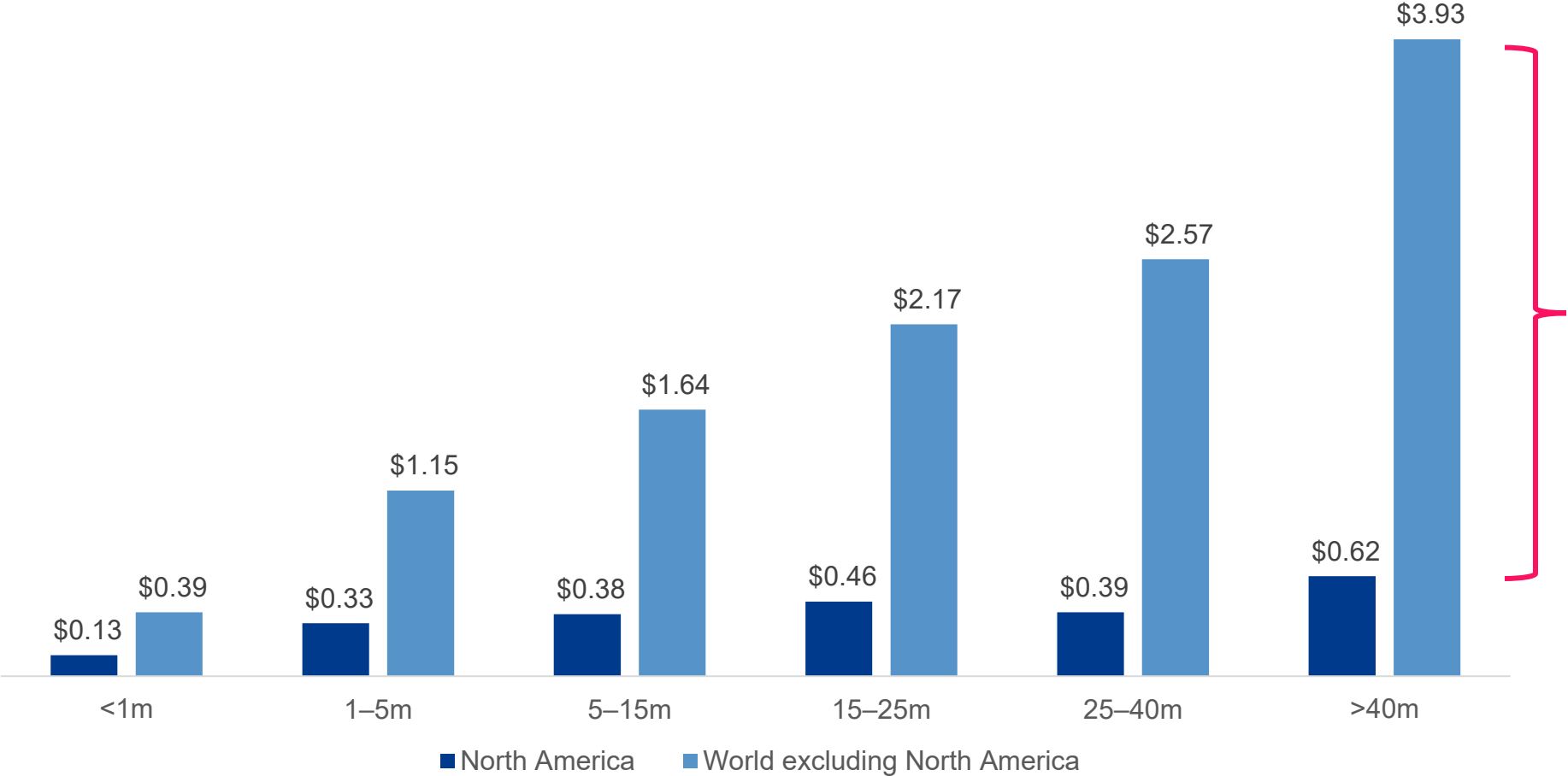
North America's Contribution to Global Airport Retail Revenue



\*Preliminary  
ACI World Economics Database

# Retail revenue per passenger by airport size (USD, 2024\*)

The Larger the Airport, the Greater the Disparity



\*Preliminary  
ACI World Economics Database

# Evolution of Retail Revenue

Retail revenue struggle to recover to 2019 levels



\*Preliminary  
ACI World Economics Database

# Food and Beverage Revenue Snapshot (2024\*)

Average number of food and beverage outlets



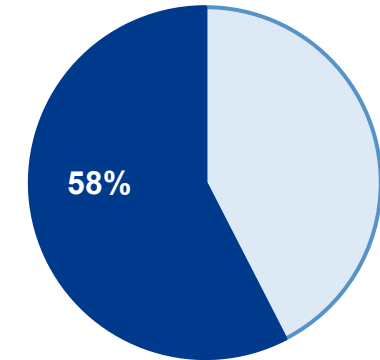
Food and beverage revenue per passenger



Food and beverage revenue per square meters

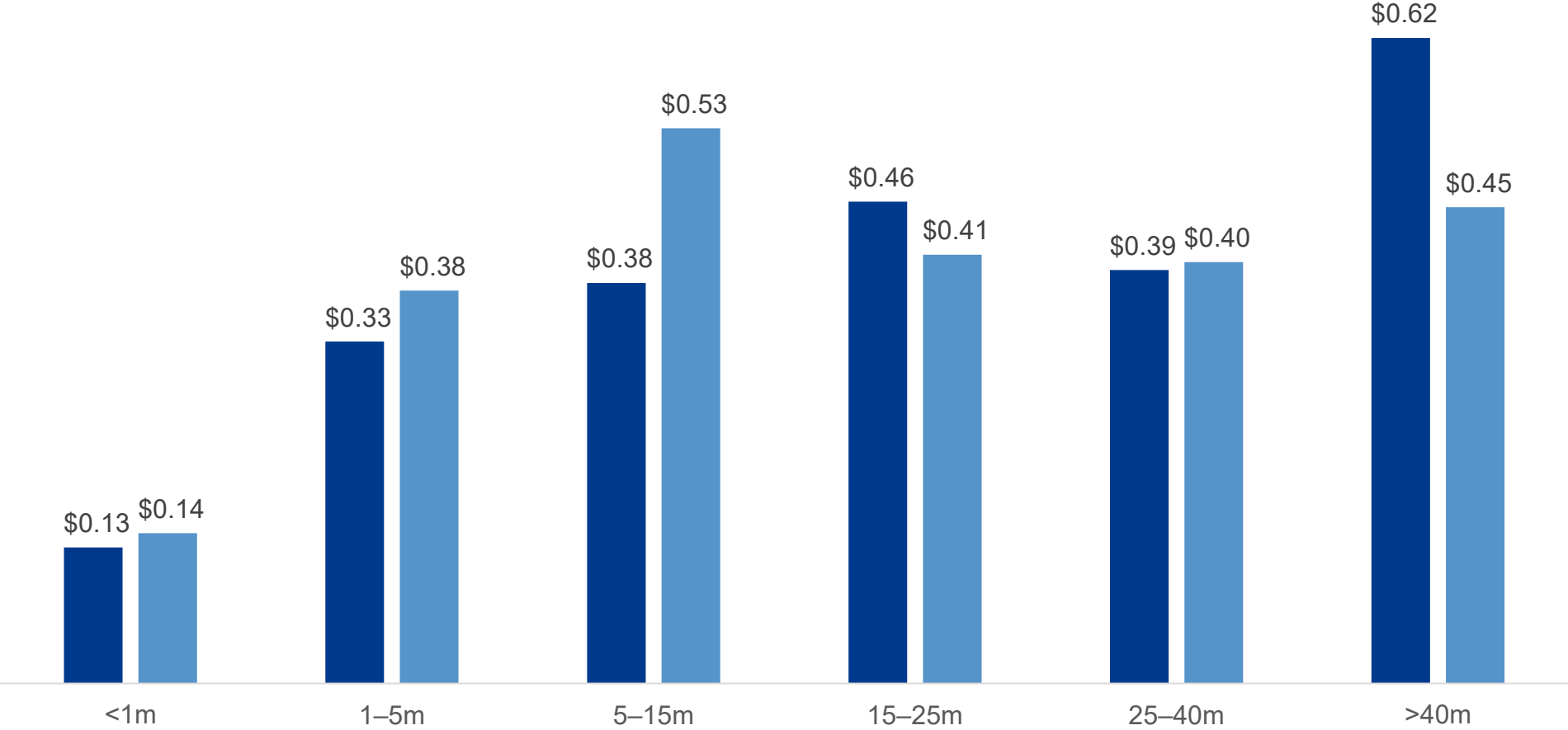


North America's Contribution to Global Airport Food and Beverage Revenue



# Food and Beverage revenue per passenger by airport size (USD, 2024\*)

Airport size plays a minor role

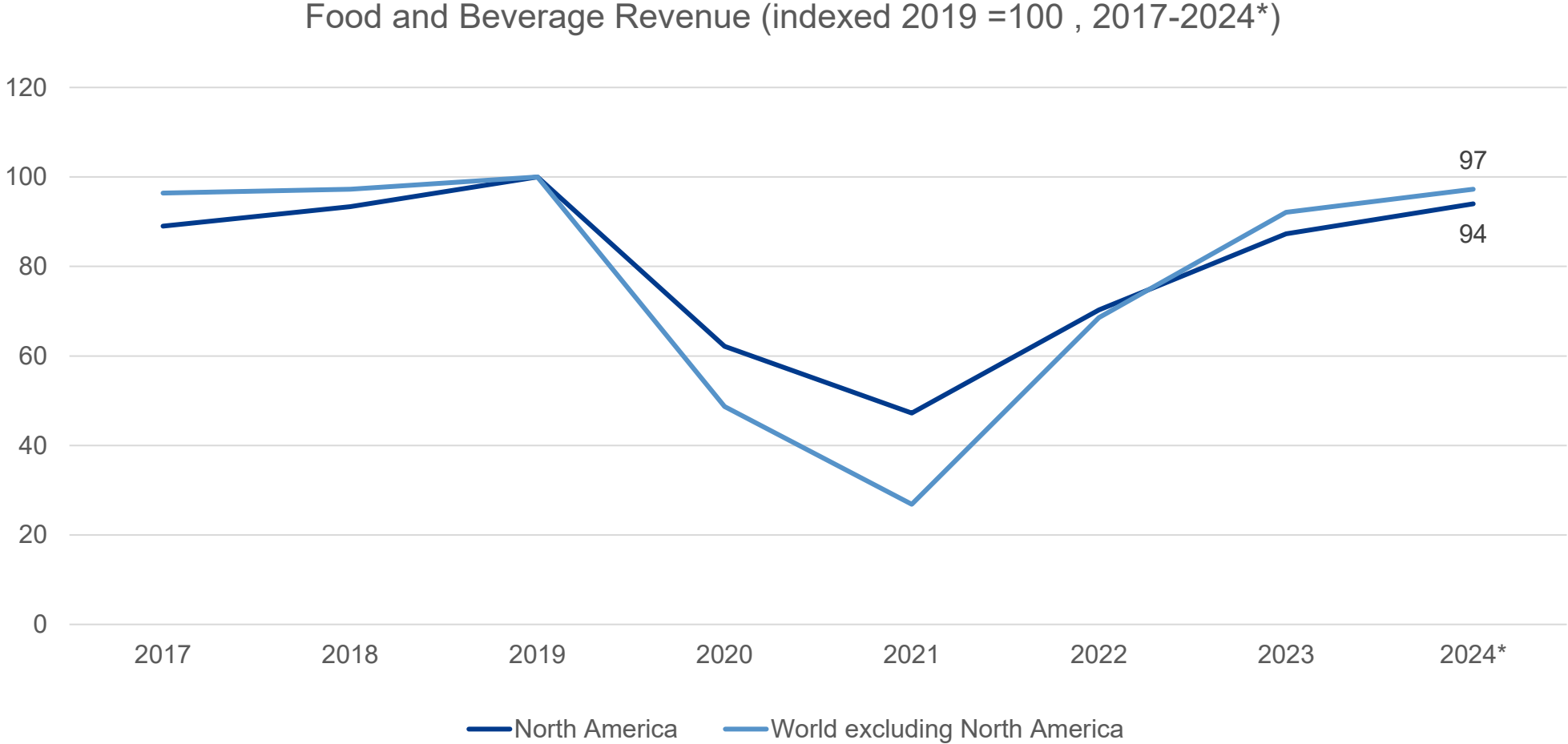


\*Preliminary  
ACI World Economics Database

■ North America   ■ World excluding North America

# Evolution of Food and Beverage Revenue

On the path to healthy growth



\*Preliminary  
ACI World Economics Database

# Car Parking Revenue Snapshot (2024\*)

Average number of car parking space



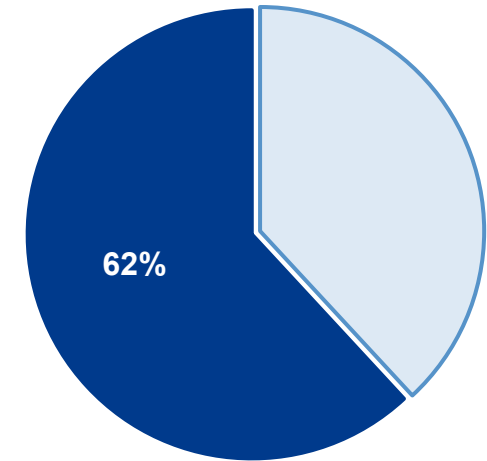
Car parking revenue per passenger



Car parking revenue per parking space



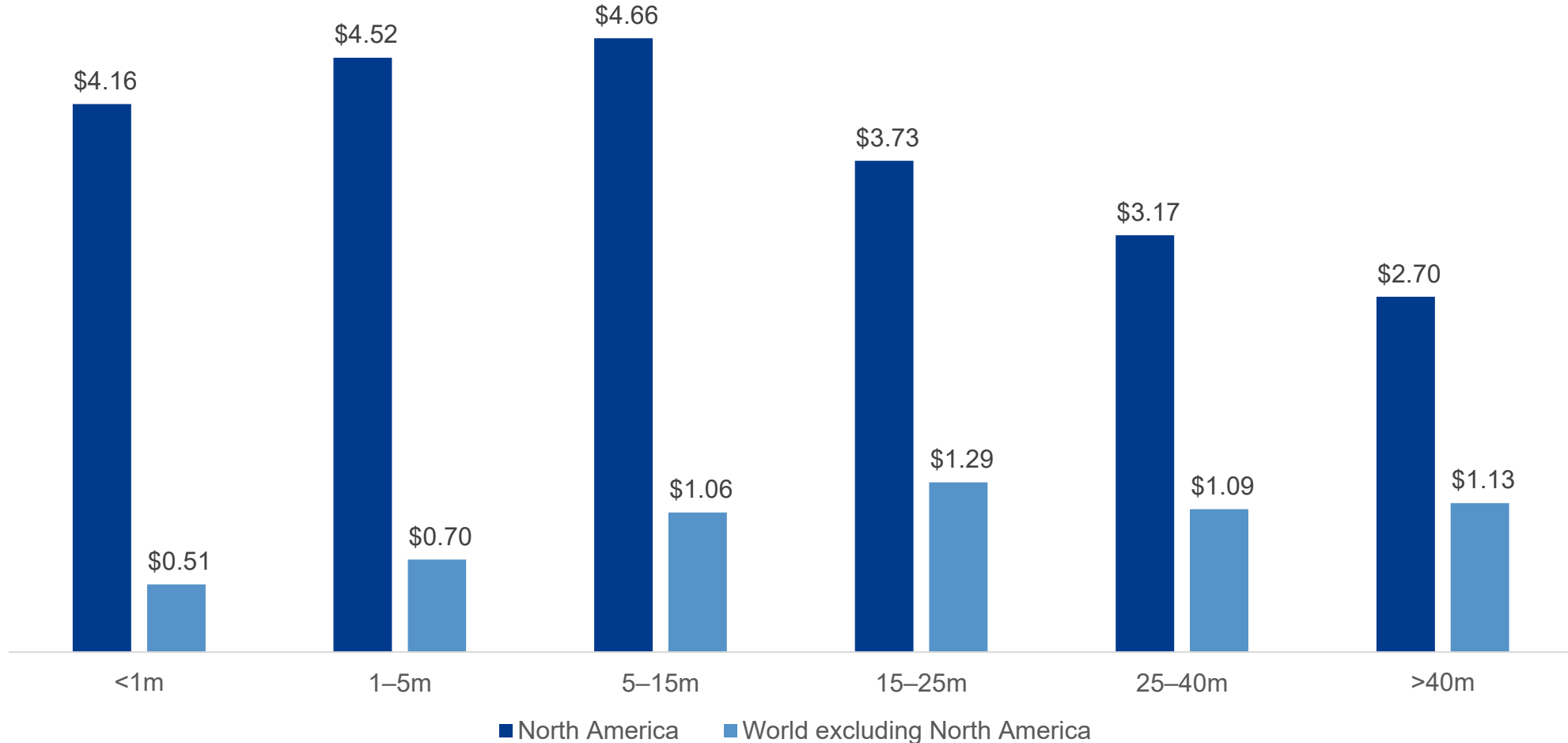
North America's Contribution to Global Airport Car Parking Revenue



\*Preliminary  
ACI World Economics Database

# Car Parking Revenue per Passenger by Airport Size (USD, 2024\*)

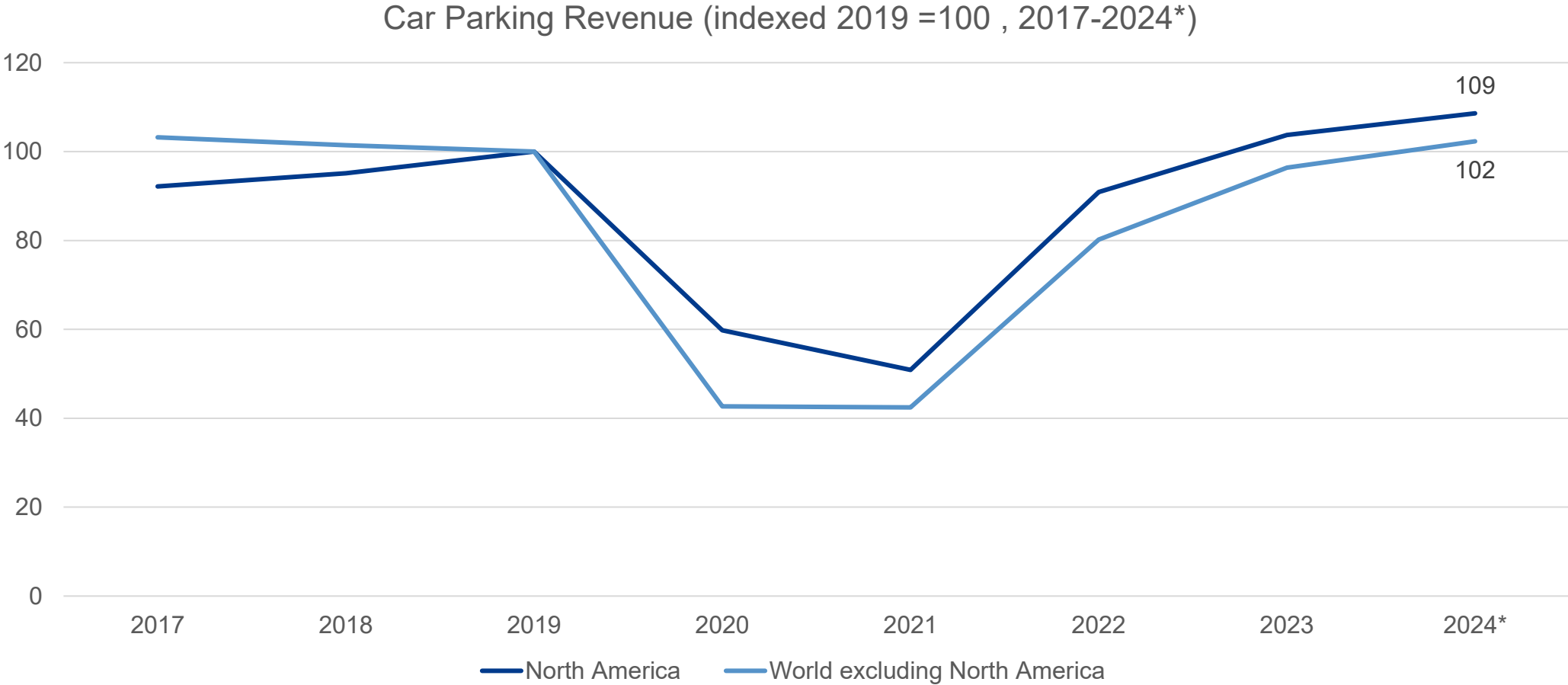
Airport size influences Parking Revenue differently across regions



\*Preliminary  
ACI World Economics Database

# Evolution of Car Parking Revenue

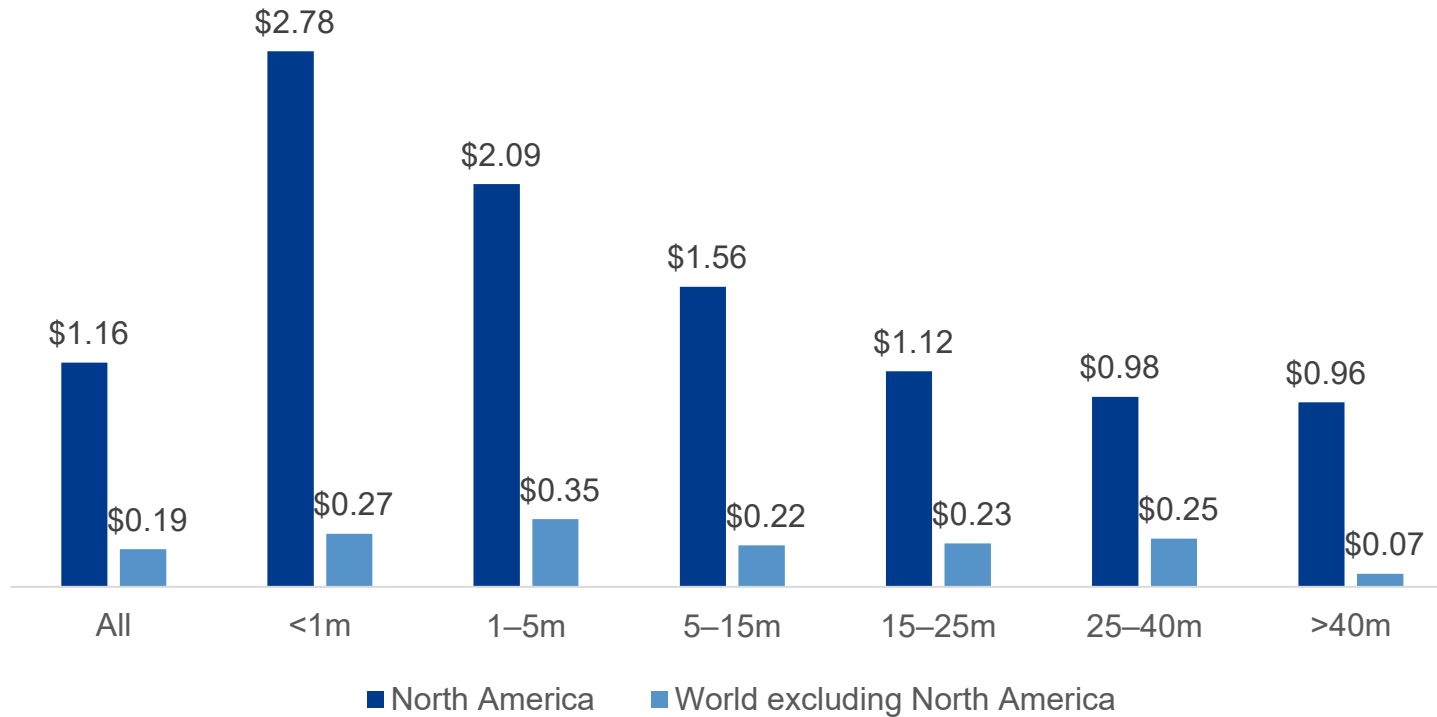
The only revenue source surpassing its 2019 levels globally



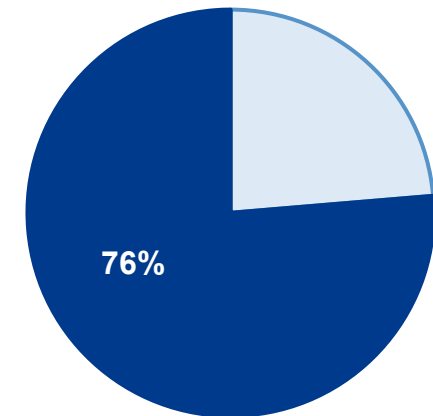
\*Preliminary  
ACI World Economics Database

# Car Rental Revenue Snapshot (2024\*)

## Car Rental revenue per passenger by airport size (USD, 2024\*)



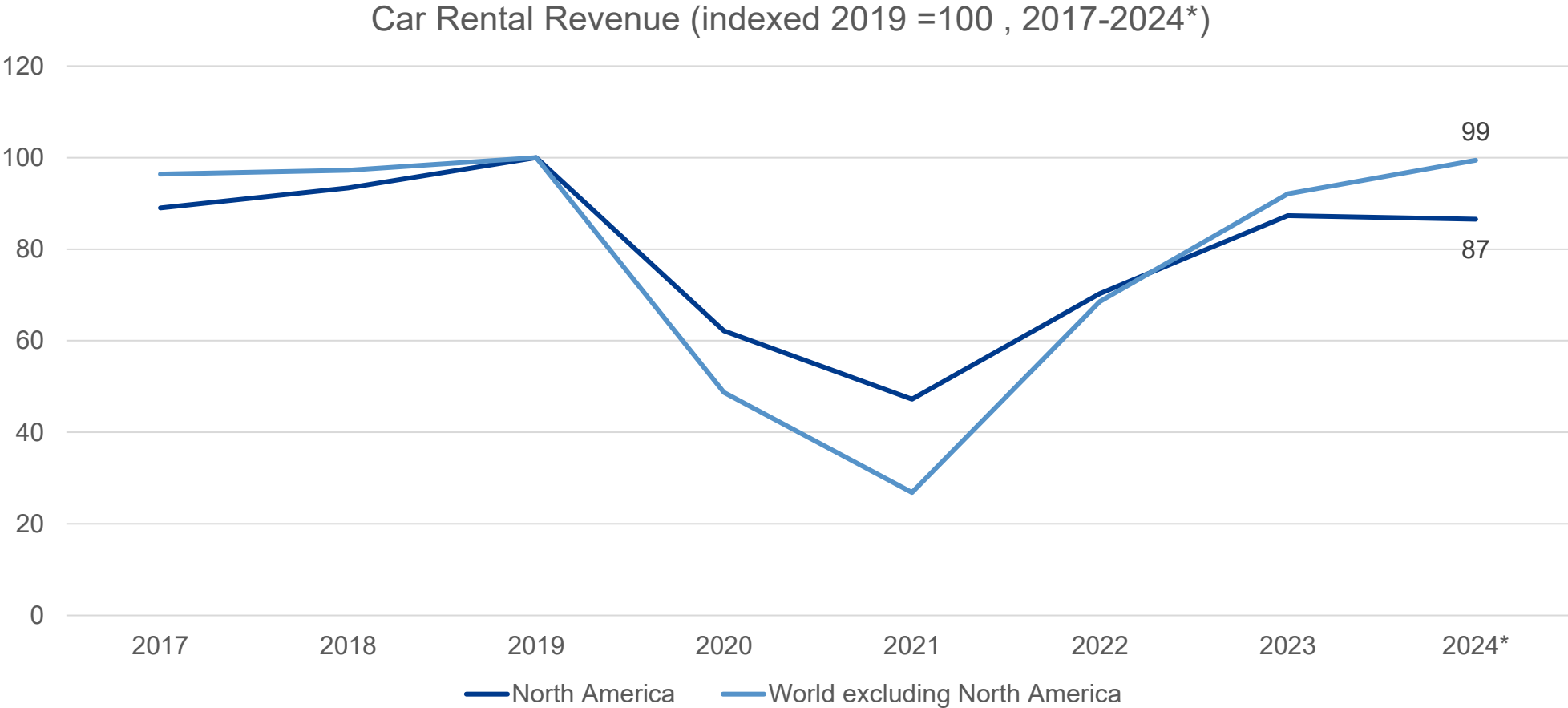
## North America's Contribution to Global Airport Car Rental Revenue



\*Preliminary  
ACI World Economics Database

# Evolution of Car Rental Revenue

North America trails global recovery in car rental revenue



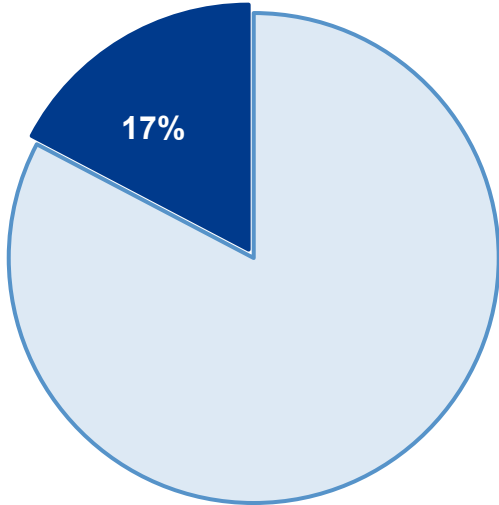
\*Preliminary  
ACI World Economics Database

# Property and Real Estate Revenue Snapshot (2024\*)

Property and real estate income or rent revenue per passengers



North America's Contribution to Global Airport Property and Real Estate Revenue



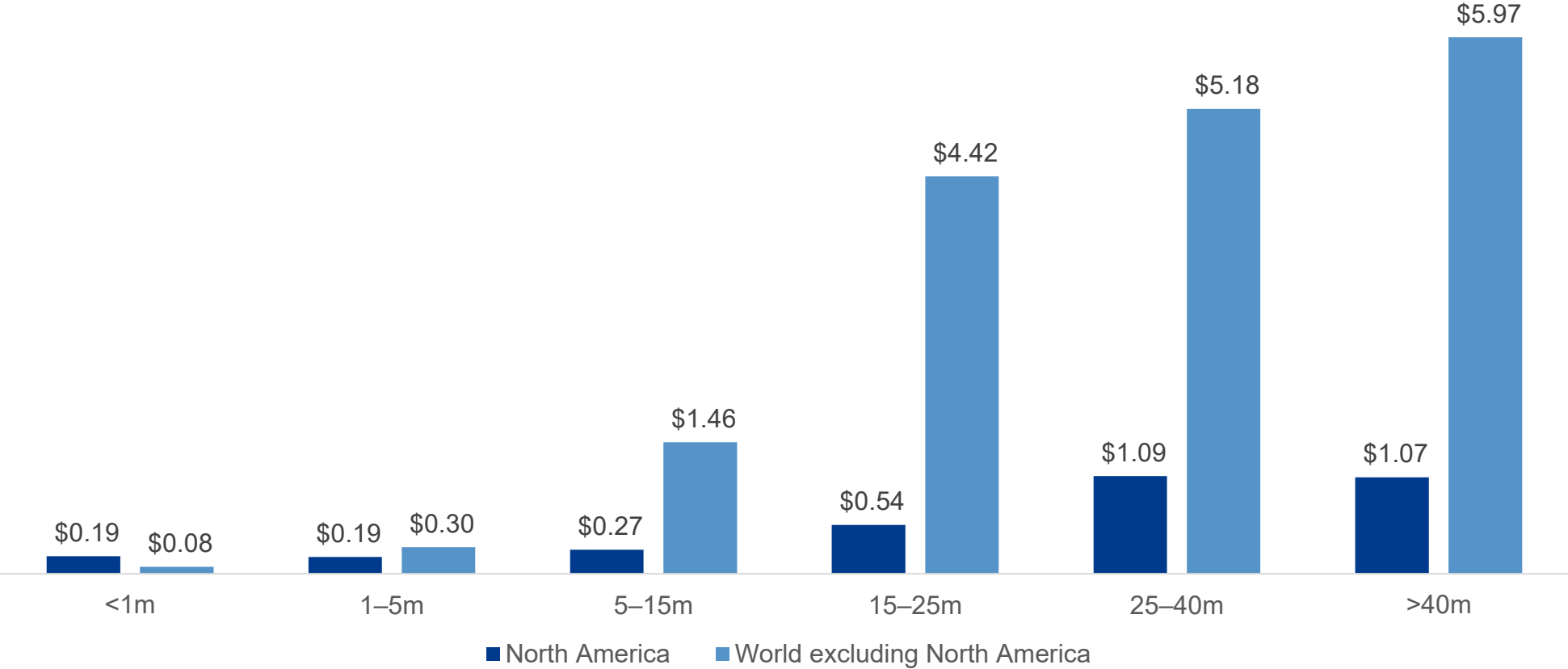
Property and real estate income or rent revenue per square meter



\*Preliminary  
ACI World Economics Database

# Property and Real Estate Revenue per square meter (USD, 2024\*)

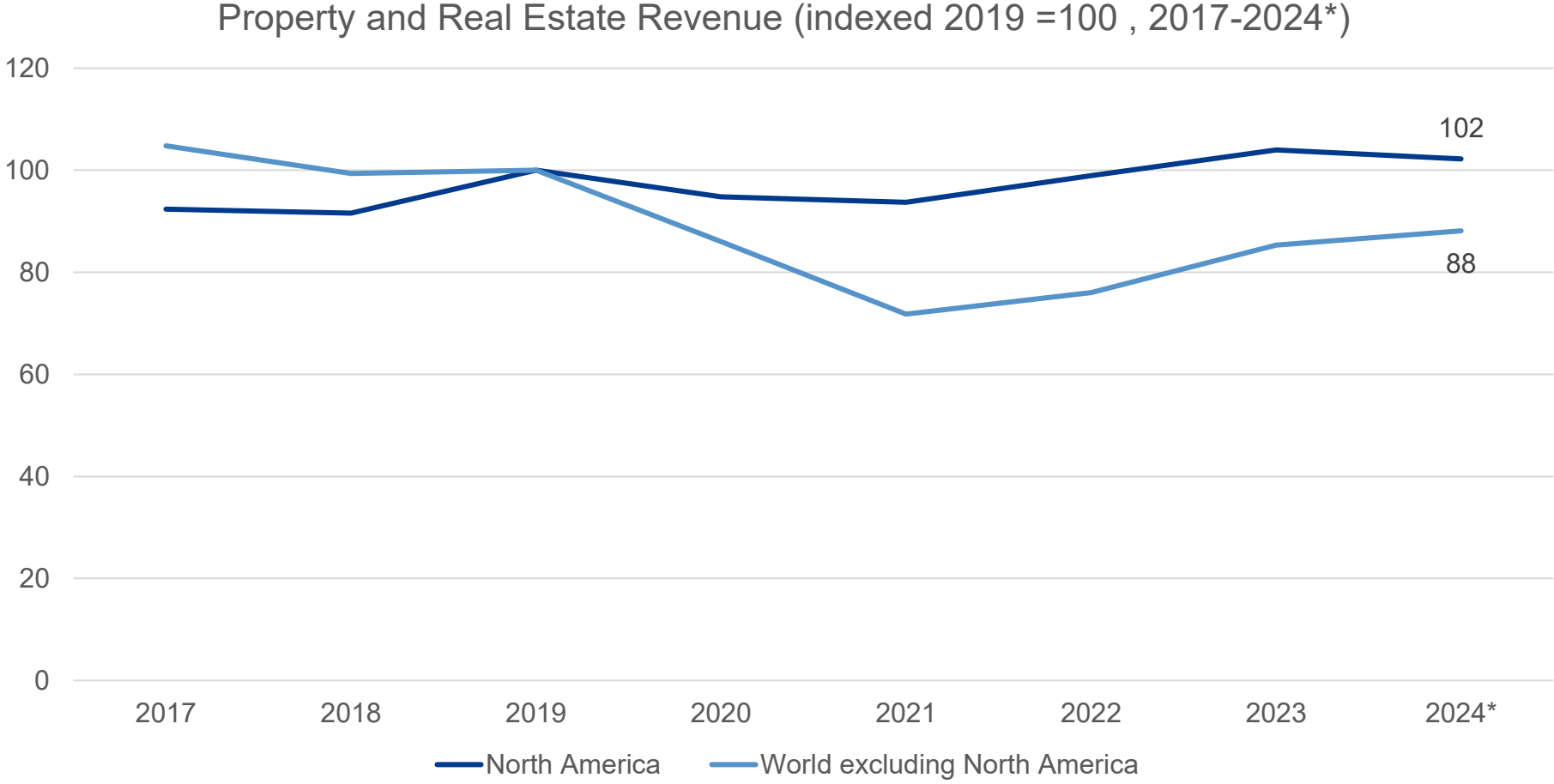
Revenue per square meter increases with Airport size, yet North America lags behind



\*Preliminary  
ACI World Economics Database

# Evolution of Property and Real Estate Revenue

North America shows modest growth while global trends remain uncertain

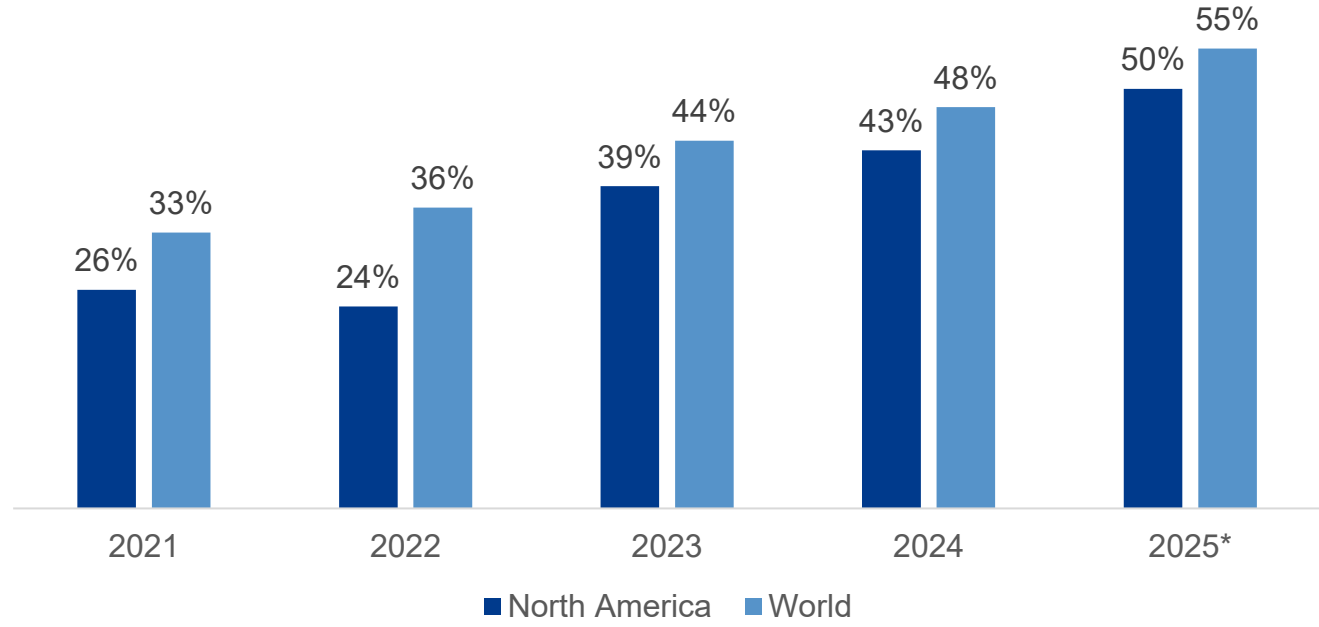


\*Preliminary  
ACI World Economics Database

# Lounges access and premium experiences

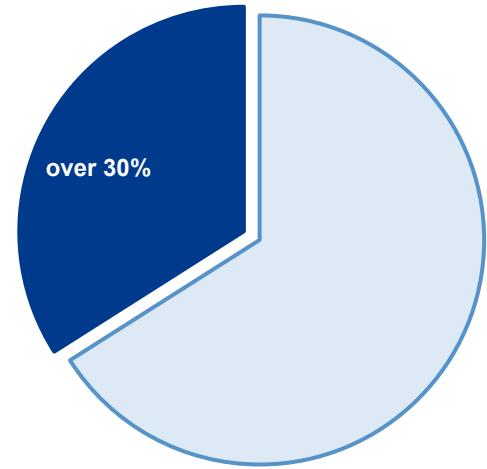
Interest in lounges is growing rapidly

Likelihood to engage in airport premium experience  
(Lounge access and others exclusive zones)



\*Likelihood to access lounge in next 12 months  
ASQ Database

North America's market share of  
Airport Lounges



Desktop research

# Global Mid-Term Airport Revenue Forecast

Airport revenue recovery lags behind the recovery in passenger traffic

Recovery to 2019

2024

Passenger Traffic



2025

Total Revenue



2025

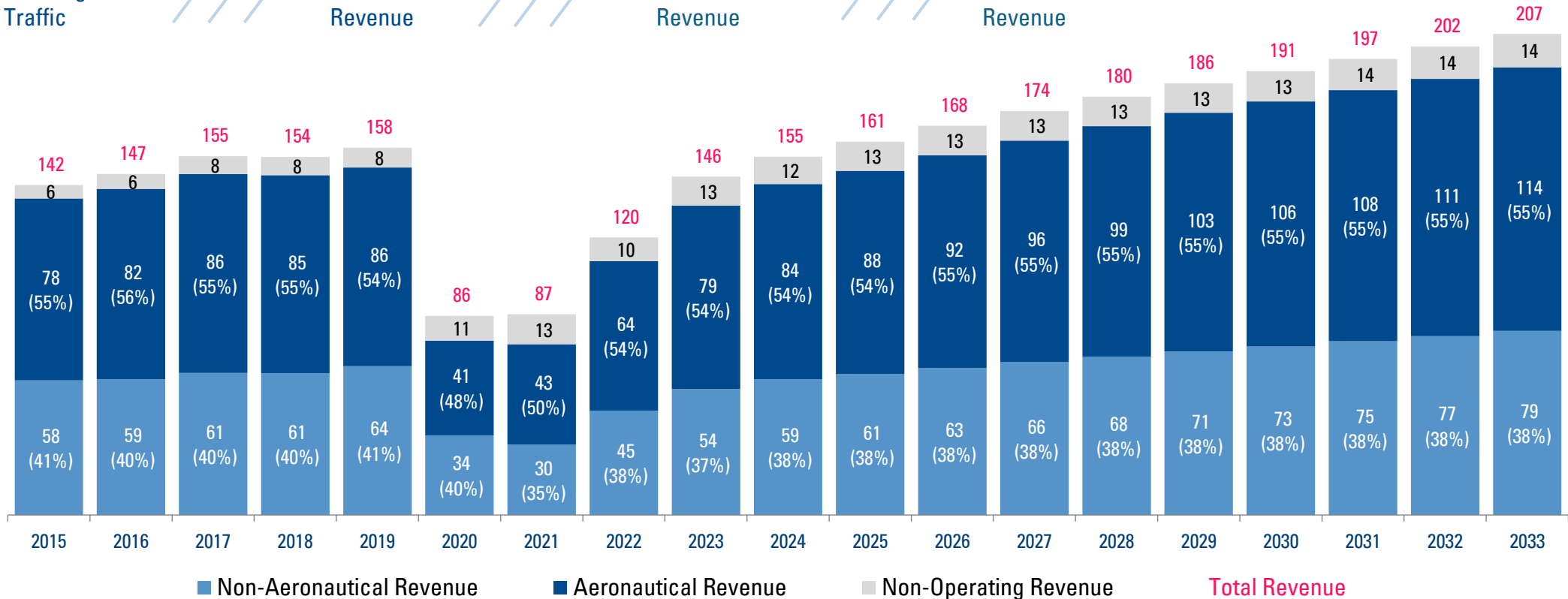
Aeronautical Revenue



mid-2026

Non -Aeronautical Revenue

Revenue, billion USD



**Thank you for your attention**  
**Please fill in the form to receive this presentation**



**Catherine Joyal**

**Manager, Airport Economics**

Airports Council International (ACI) World

[cjoyal@aci.aero](mailto:cjoyal@aci.aero)



AIRPORTS COUNCIL  
INTERNATIONAL

NORTH AMERICA | WORLD

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## Innovation in the Field of In-Terminal Concessions

**Shane Andreasen**

*Director of Real Estate & Commercial  
Development*

Salt Lake City Department of Airports

**Norbert Onkelbach**

*Chief Commercial Officer  
Lima Airport*

**Eric Friedman**

*Sr. Associate, Global Aviation Commercial Advisory  
ICF*



**Which mega trend do you think will have the biggest impact on airport concessions in the next five years?**



**What do you believe is most important to passengers when shopping or dining at an airport?**

# Several trends rise to the top



Develop programming that supports consumers desire for value options

Maximize variety by incorporating store in store concepts, food forward markets, and hybrid concepts

Enhance the passenger experience by creating experiential moments

Incorporate café style and lounge seating found in local coffee shops to foster a comfortable and inviting environment

Discover methods to integrate elements of the outdoors into indoor spaces





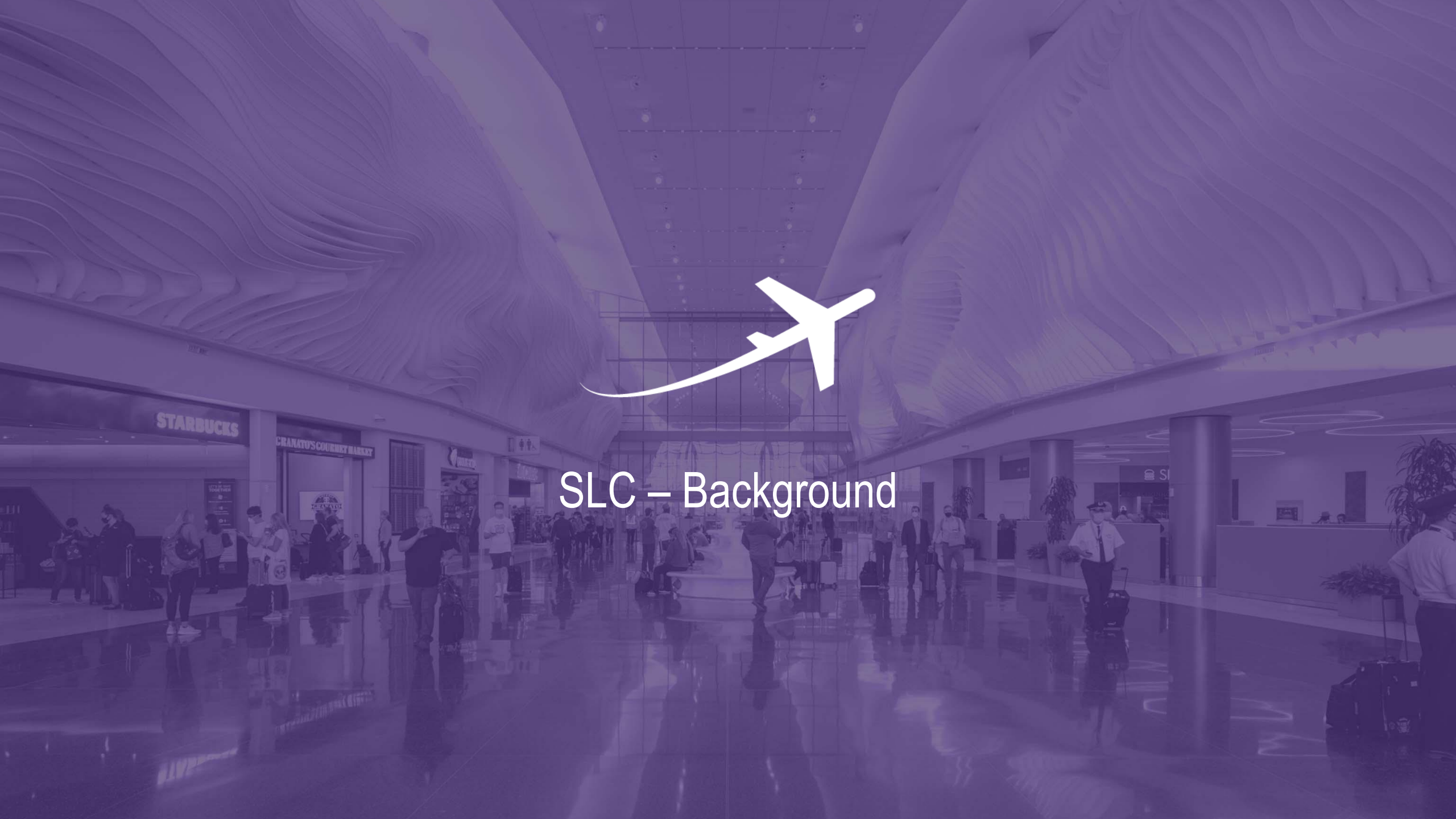
# INNOVATION IN THE FIELD OF IN-TERMINAL CONCESSIONS

Saturday, October 25: 10:45 AM – Noon





# SLC – Background





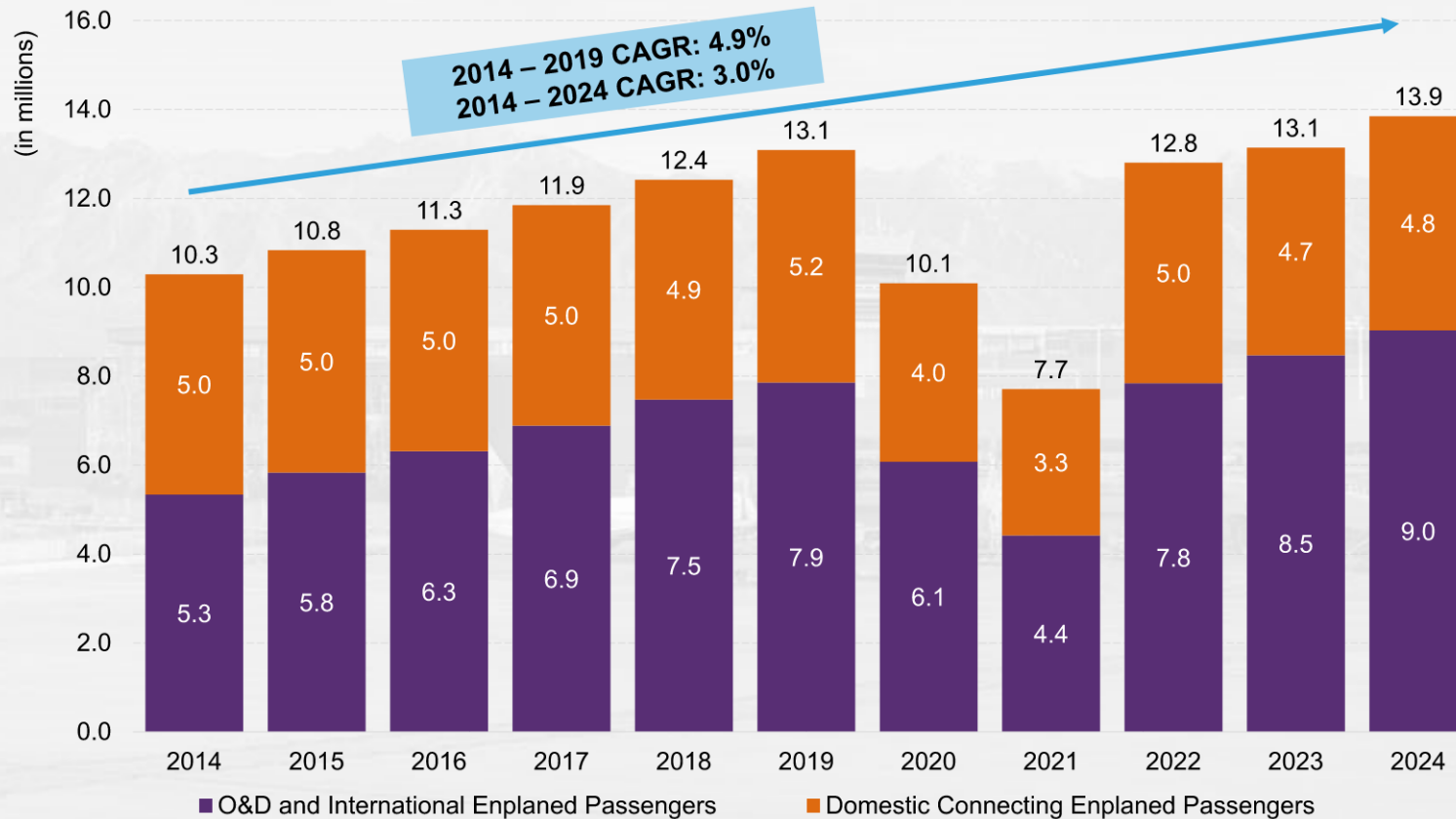
## My SLC airport experience:

Do not  
edit  
How to  
change  
the  
design


 The Slido app must be installed on every computer you're presenting from

**slido**

## Historical Enplaned Passengers by Fiscal Year



**95.2%**  
Domestic Enplaned Passengers in FY 2024




**109**  
Non-stop Destinations in 2025



**354**  
Average Daily Departures in June 2025



**41**  
Destinations Served by at Least 2 Carriers



# SLC Route Map



- Narrow Body
- Interstates
- Wide Body
- II-Hour Tracking Zone
- Railroads
- 22-Hour Tracking Zone

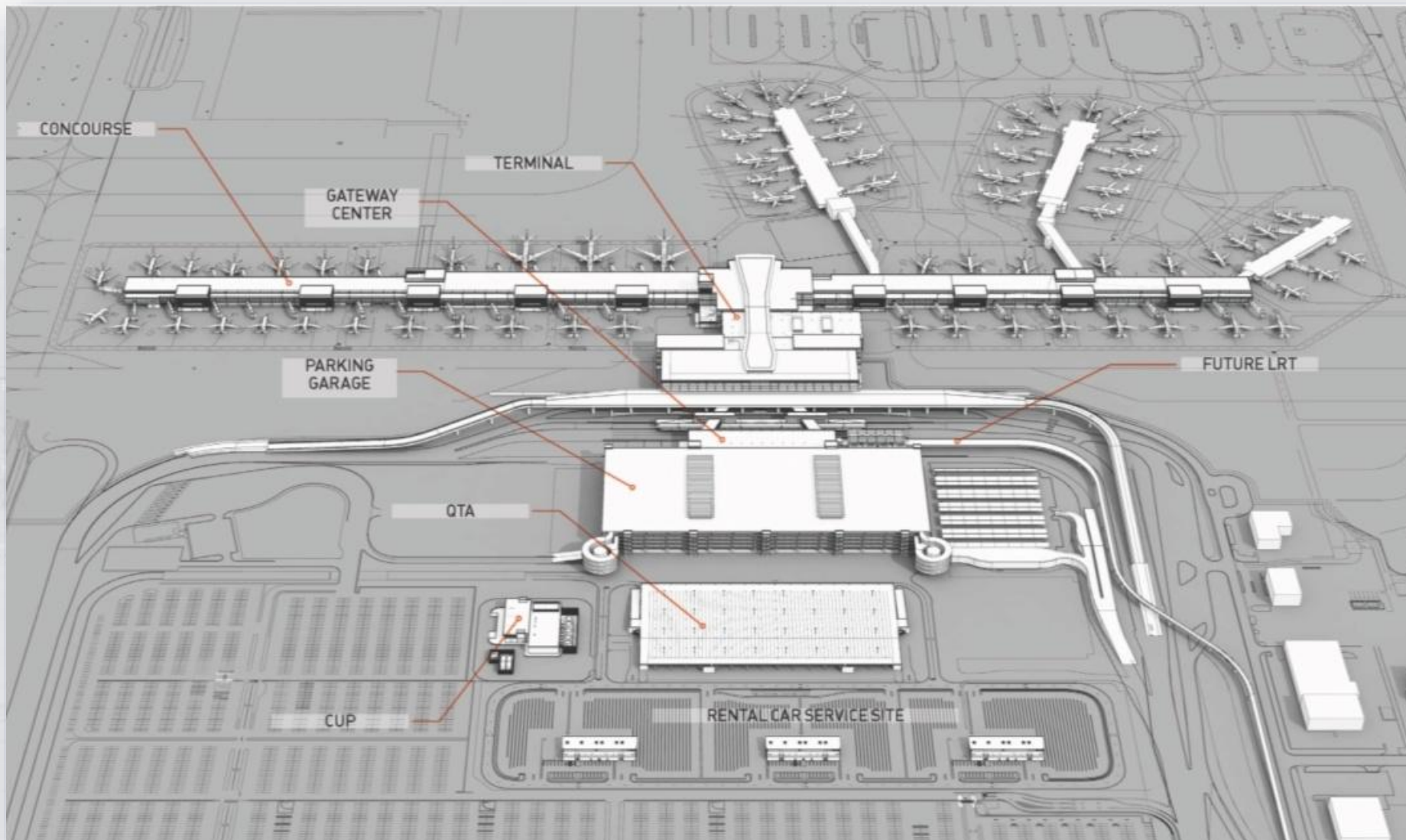
105+ Nonstop International and Domestic Destinations



# What We Had (2012)



# What We Thought We Were Building (2014)



# Old SLC & New SLC (September 2020)

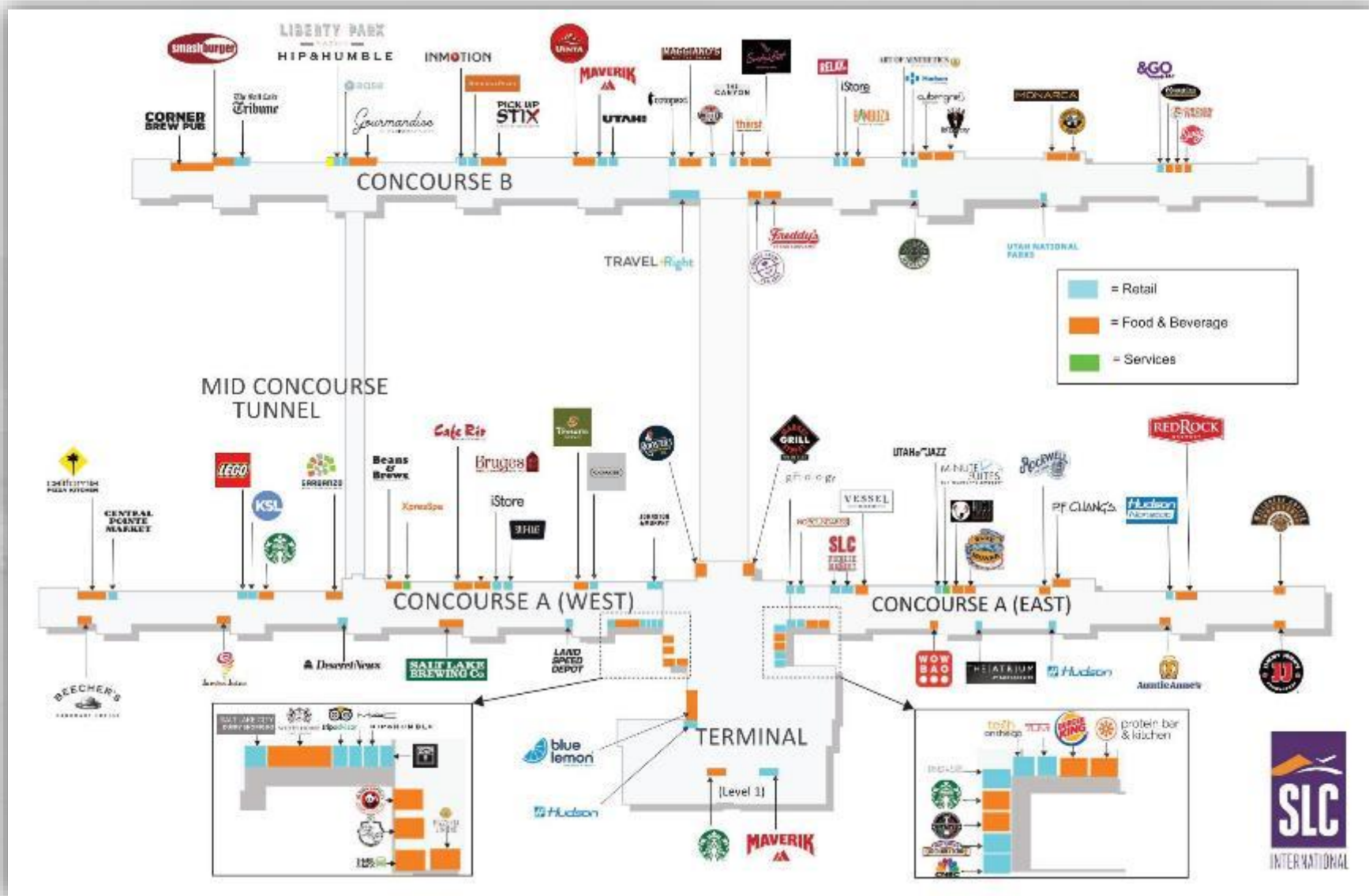


# What We Built (September 2025)



# The Concessions Program

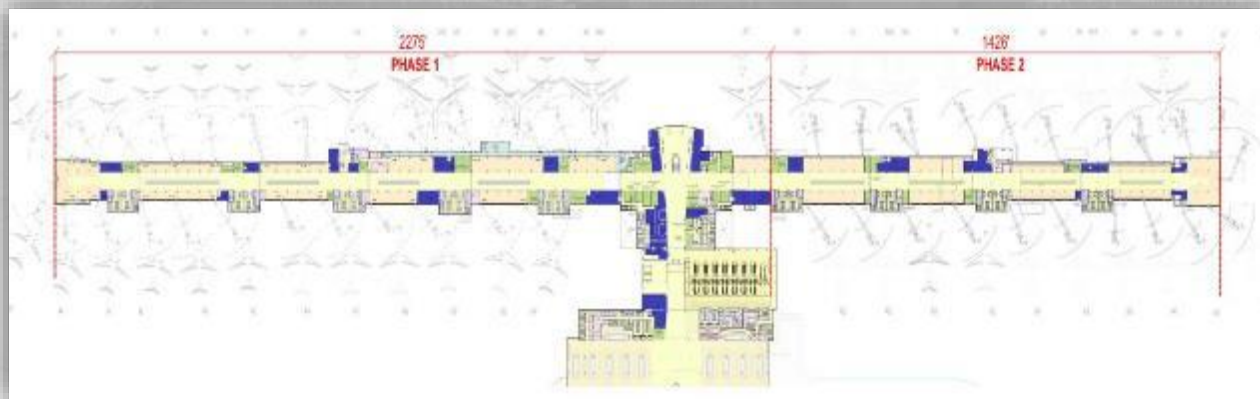
- 105 Locations When Complete
- 1 Third Party Lounge
- 158,335 square feet
  - 67% Food & Beverage
  - 18% Specialty Retail
  - 13% Convenience
  - 2% Services
- Growth Through 34 Million Annual Passengers (28.1M Current)
- \$175M Gross Sales (FY25)
- \$12.57 SPE (FY25)





# Base-Build Innovations

# Innovative Programming & Design





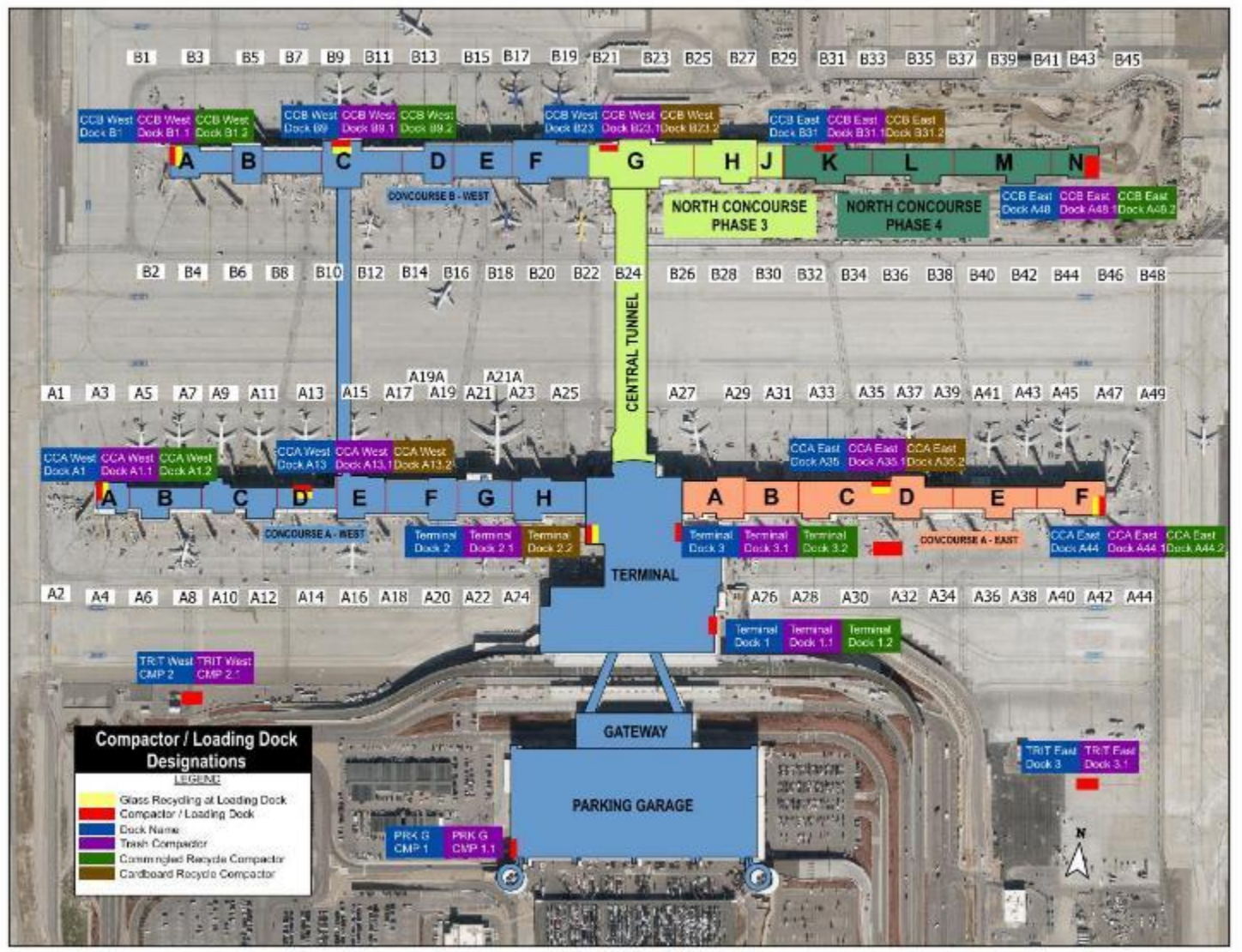
My airport has \_\_ number of loading docks.

Do not  
edit  
How to  
change  
the  
design

 The Slido app must be installed on every computer you're presenting from

**slido**

# Innovative Design Built for Efficiency



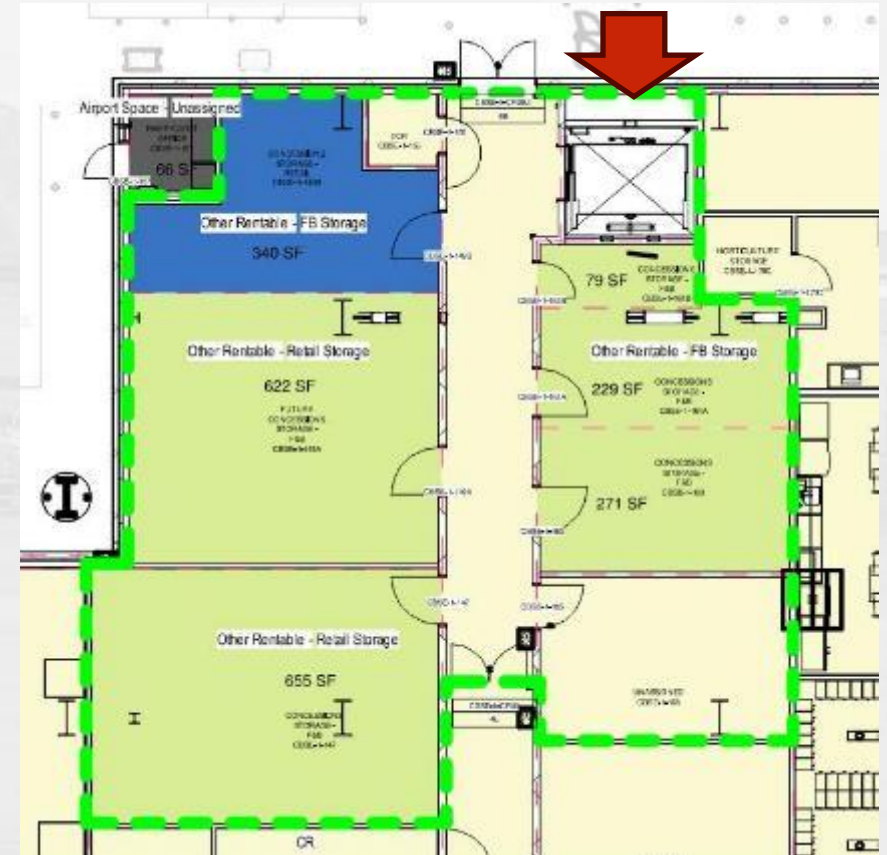
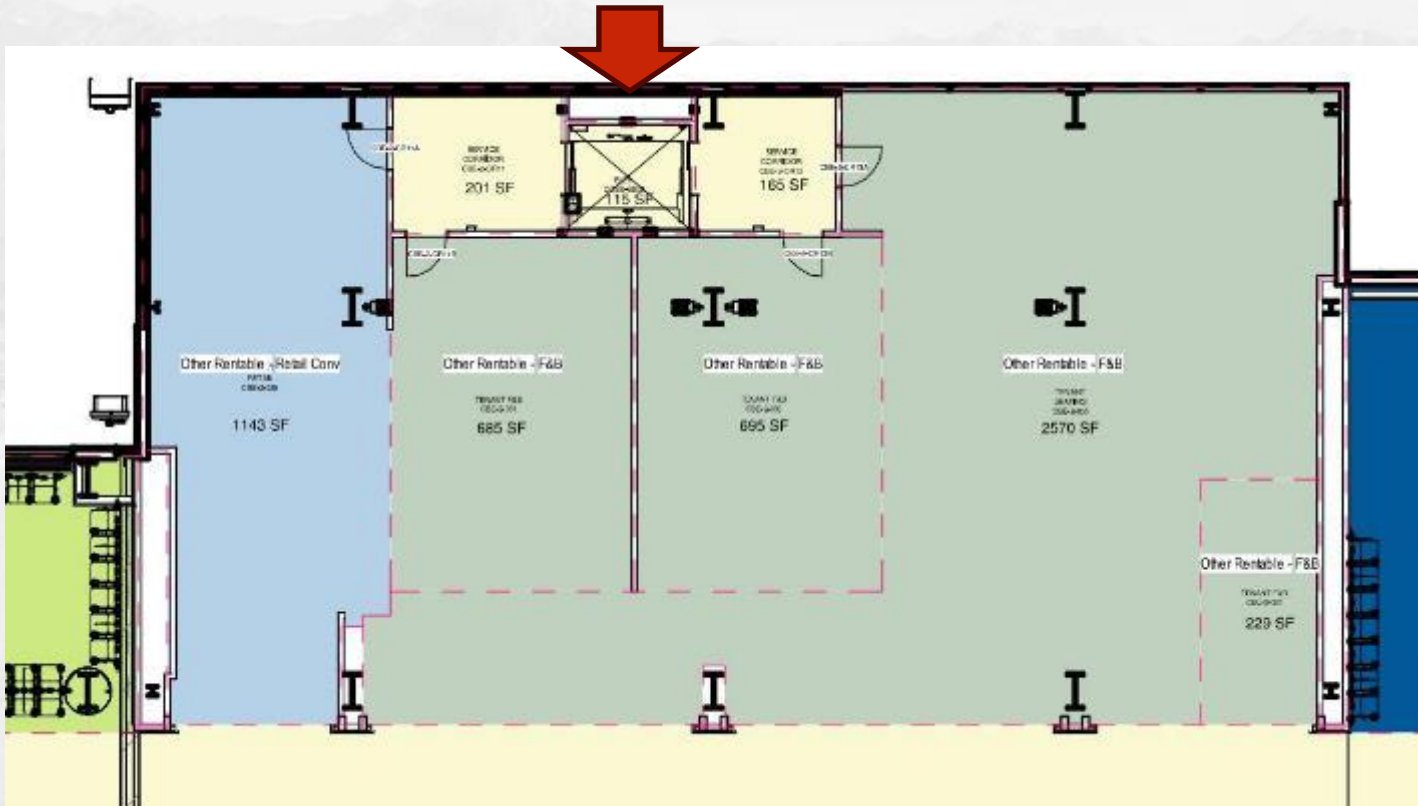
Liquid Oil Waste Extraction & Grease Interception System (5,000 Gallon Tanks in Ramp)



# Innovative Design Built for Efficiency



- Shared Back of House Service Elevators Lead Directly to Assigned Storage, Waste/Recycling & Receiving Docks





# Innovative Concepts & Designs



How do you feel about concession queueing?

Do not  
edit  
How to  
change  
the  
design

 The Slido app must be installed on every computer you're presenting from

**slido**

# More Grande Coffee



# Innovative Use of Awkward Spaces





I know what a dirty soda is.

Do not  
edit  
How to  
change  
the  
design

 The Slido app must be installed on every computer you're presenting from

**slido**

# For and From Utah



## Soda shops by state

Total number of Fiiz, Swig, Sodalicious and Thirst in each state.



Source: Fiiz, Swig, Sodalicious, and Thirst

GRAPHIC BY CHRISTOPHER CHERRINGTON | The Salt Lake Tribune

“Utah is, like, land of the Mormon bar, which are all the soda shops that we have. There’s one on every corner,” said “Secret Lives” cast member Jessi Ngatikaura in the show’s fifth episode. – Salt Lake Tribune



Opening  
October 2026 at  
SLC



# Innovative (and Stunning) Brunch Concepts!



*Sunday's Best*



# Stores Within Stores



# Lounges with Access to the Outdoors

## Delta Sky Clubs

- Concourse A  
31,000 sf featuring  
1,600 sf outdoors
- Concourse B  
35,000 sf  
Opening Tuesday!



## The Centurion Lounge

- 16,000 sf featuring  
1,700 sf outdoors  
Opening Soon!



# Other Innovations



Art of Aesthetics –  
“Med-Spa” Type  
Experience  
(including Botox)  
Opening Tuesday!



Minute Suites  
– *New ish* to  
SLC

Hudson Nonstop  
– Just Walk Out  
Technology



Frozen  
Custard –  
Year Round



# Takeaways

Embed Thoughtful Programming & Design

Use Non-Ideal Spaces Creatively

Passenger Preferences Continue to Evolve

Experimenting Leads to Learning

Thank You

A large, illuminated sculpture of three sailboats at night. The sailboats are made of a golden-brown material, possibly metal or wood, and are lit from within, creating a warm glow. The central sailboat is the largest and has a small circular light near its peak. The letters 'SLC' are prominently displayed in the foreground, illuminated from within, and appear to be part of the sculpture or a separate installation. The background is dark, making the illuminated structures stand out.

SLC



# Lima Airport

Innovation in the Field of In-Terminal  
Concessions: Case Study Lima

25 OCTOBER 2025  
Norbert Onkelbach  
CCO Lima Airport Partners



We are a Peruvian company responsible for the operation, maintenance, and enhancement of the infrastructure and services at Jorge Chávez International Airport in Lima, Peru.

### Shareholders

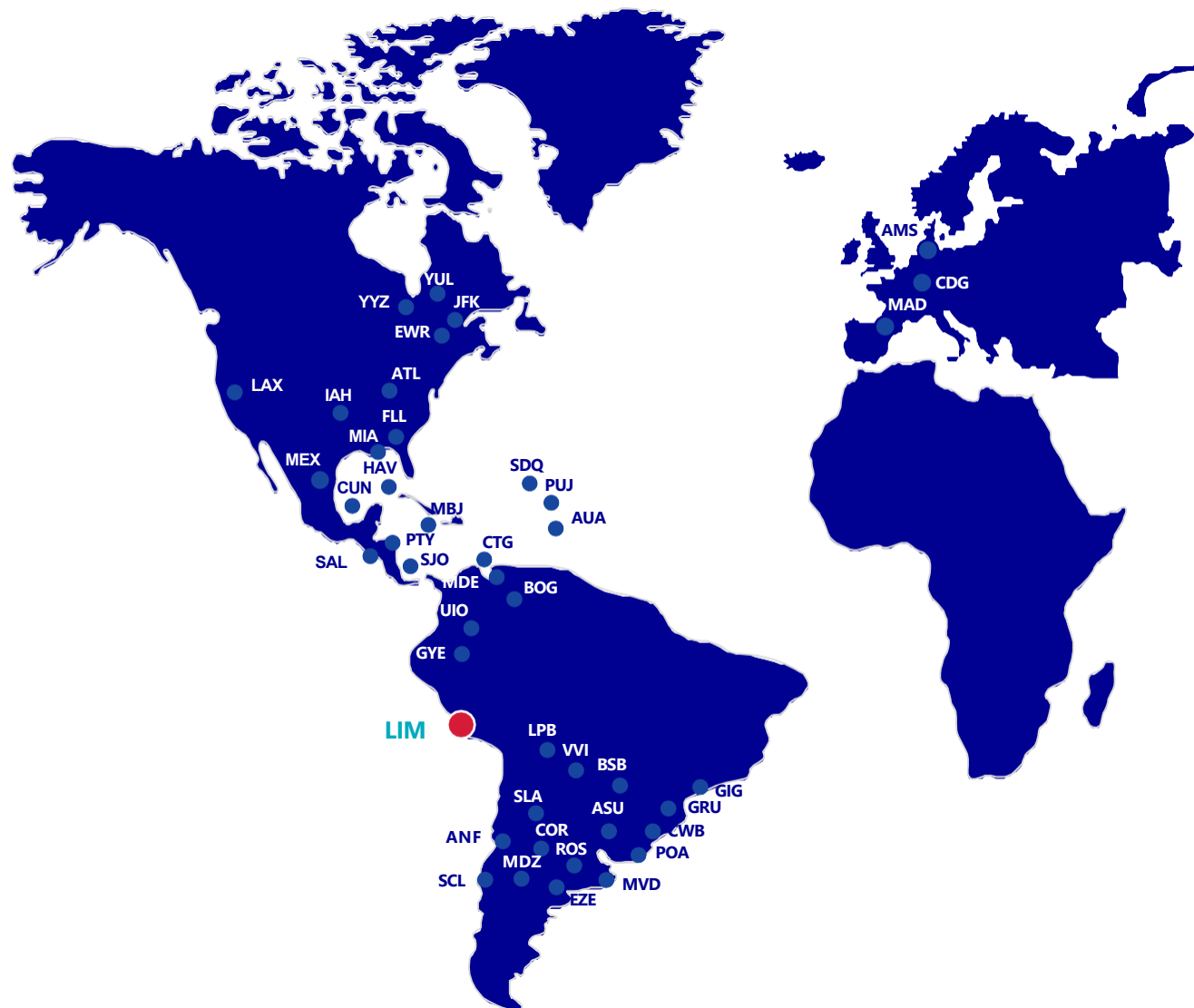
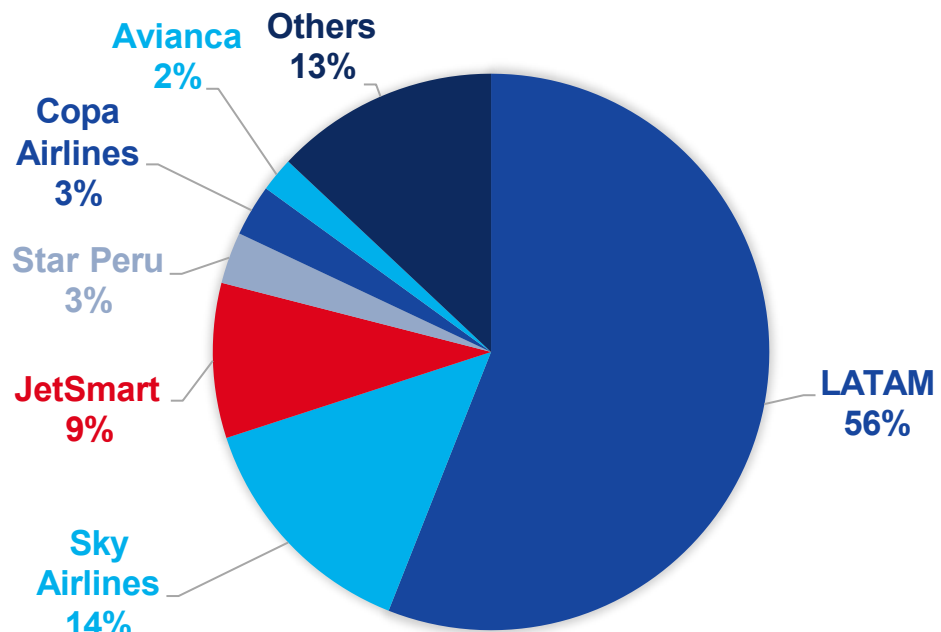


### Banks

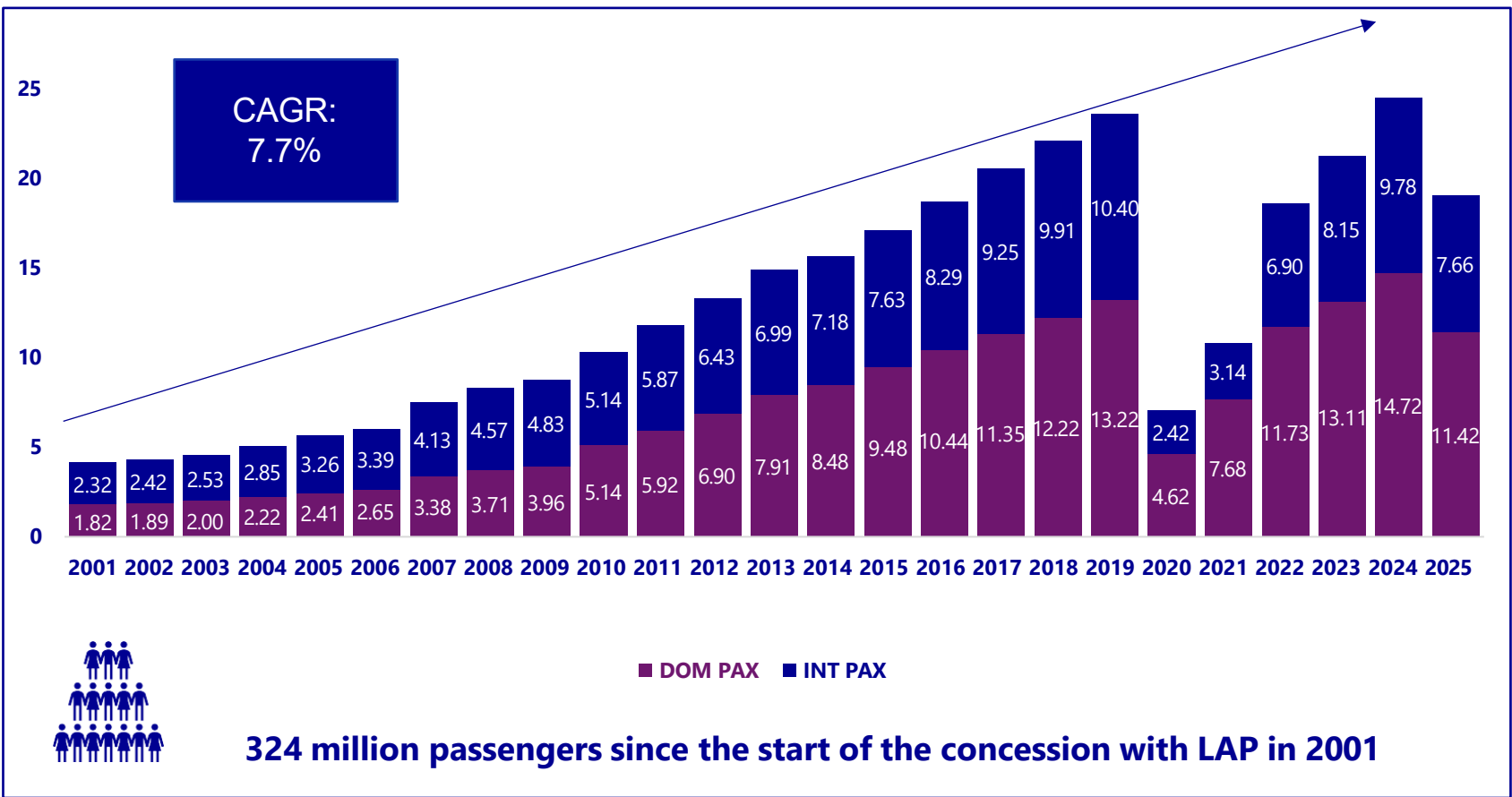


# LIMA AIRPORT TRAFFIC AND DESTINATIONS

## Top Airlines Share



# LIMA AIRPORT PASSENGER TRAFFIC EVOLUTION



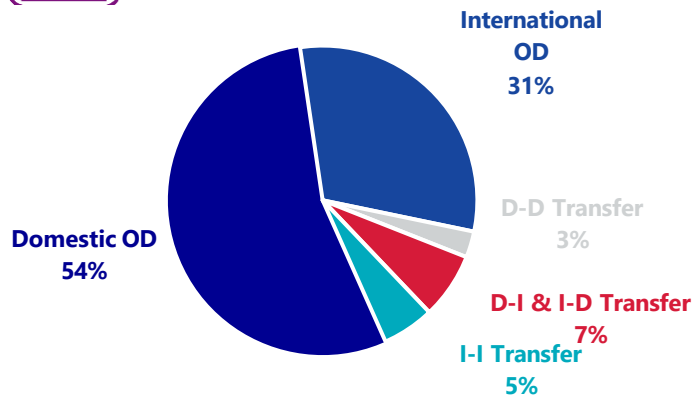
LIMA AIRPORT IS SET TO SURPASS 25 MILLION PASSENGERS IN 2025, DRIVEN BY ROBUST DOMESTIC GROWTH AND A STRONG INTERNATIONAL RECOVERY

## Destinations Served

**60** (42 INT – 18 DOM)



## Passenger Mix (%)



# WE REMAIN COMMITTED TO ENHANCING THE TRAVEL EXPERIENCE FOR ALL OUR PASSENGERS



JUN 2025

**THE NEW JORGE CHÁVEZ INTERNATIONAL AIRPORT IS NOW CAPABLE OF HANDLING:**



**30 MILLION PASSENGERS**

- ✓ Terminal building: **210 000 m<sup>2</sup>**
- ✓ **27** jet bridges
- ✓ **40** boarding gates
- ✓ **22** CT scanners
- ✓ **3** check-in islands
- ✓ **93** check-in counters
- ✓ **6** baggage claim carousels



JAN 2026\*

**WE CONTINUE EXPANDING THE NEW JORGE CHÁVEZ TO SERVE:**



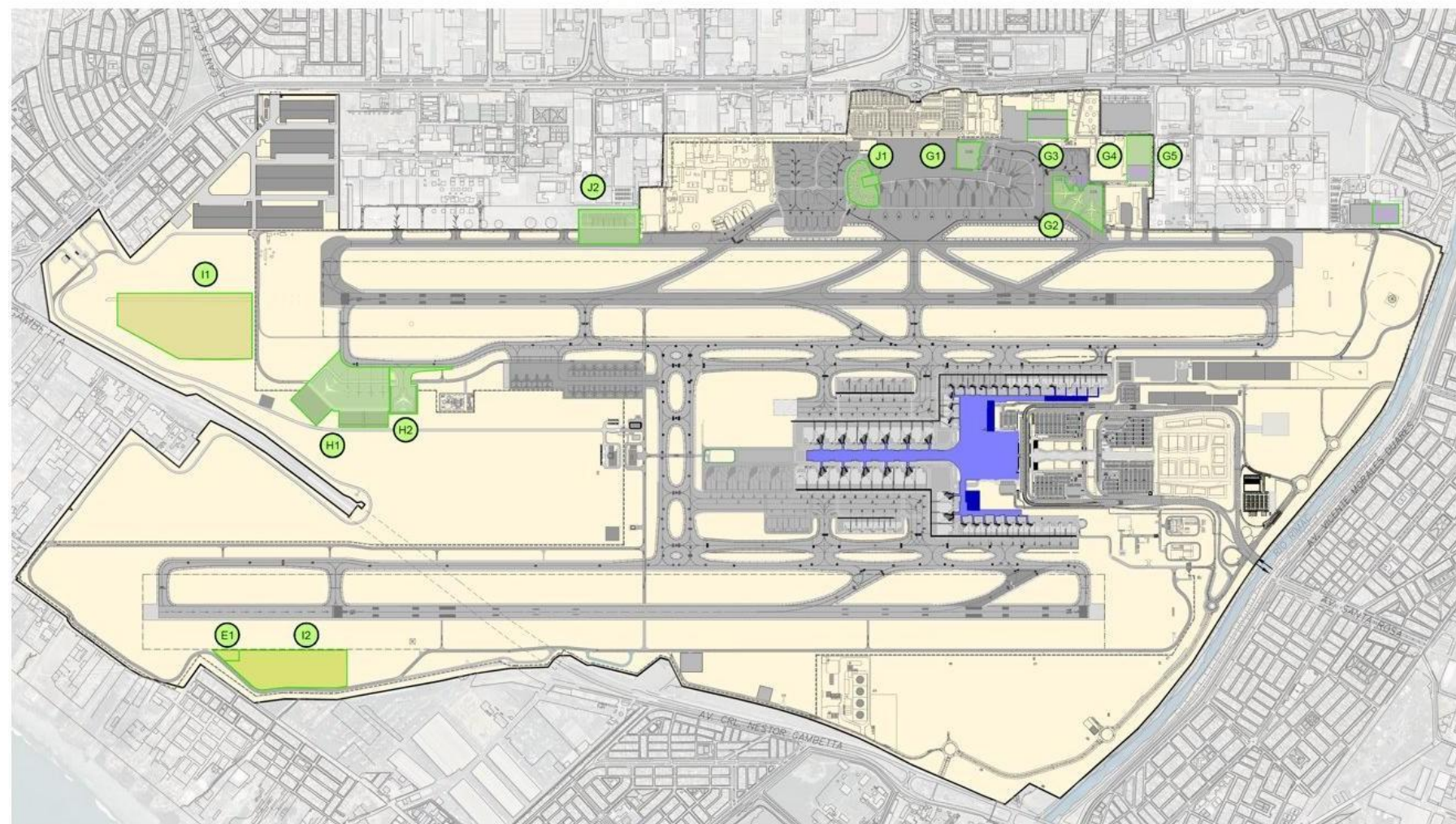
**40 MILLION PASSENGERS**

- ✓ Terminal building: **270 000 m<sup>2</sup>**
- ✓ **46** contact boarding gates (with jet bridges) and **13** remote gates (with buses)
- ✓ **27** CT scanners
- ✓ **4** check-in islands
- ✓ **126** check-in counters
- ✓ **8** baggage claim carousels

\* Estimated date, as per the schedule.

# MASTER PLAN FOR FUTURE DEVELOPMENT

ALTERNATIVE DEVELOPED 2026- 2030



- E1 Reserva área actividades aeronáuticas
- G2 Reconfiguración PEAs 27, 28 y 29
- G4 Reserva y urbanización parcelas carga
- G5 Ampliación Lima Cargo City
- H1 Reservas zonas MRO
- H2 Construcción plataforma motores
- I1 Área reserva lagartijas
- I2 Área reserva energías renovables
- J1 Reconversión terminal FBO
- J2 Reserva zona militar para PEAs

# COMERCIAL RETAIL JOURNEY



## 2019-2021

## 2022

## 2023

## 2024

## 2025

### Terminal Design & Tenant Implementation

**COVID-19 impact:** forced a rethink of strategy and terminal design. Strategic pivot from dual-terminal to **single-terminal**, positioned as a fast-track solution.

**Intipunku** consortium selected.

### Commercial Development

Employer Requirements defined and approved.  
Retail marketplace designer selected (**SMART Design**).

Schematic marketplace concepts produced.

### Terminal Design & Tenant Implementation

PMO established; technical rules/specs defined for commercial fit-outs (incl. Fast Track within single-terminal design).

### Commercial Development

Define strategy: space layout, retail mix, tenant plan, tender roadmap.

Prepare bid packages and governance for upcoming tenders.

### Terminal Design & Tenant Implementation

Fast-track terminal works; participate in technical design/construction evaluations.

### Commercial Development

Run tenders and evaluate proposals; award priority categories.

Execute tenant contracts; confirm final brand/mix.

### Terminal Design & Tenant Implementation

Integrate systems; approve store designs; supervise fit-outs and handovers. Support on tenant construction supervision.

### Commercial Development

Coordinate opening-readiness (training, merchandising, SOPs).

Align launch calendar, marketing, and sales targets with tenants.

### Terminal Design & Tenant Implementation

Complete deliveries; outlets **ready for go-live**.

### Commercial Development

Open New Jorge Chavez commercial program; stabilize operations.

Optimize assortment, pricing, and promotions to lift sales.

# KEY SUCCESS DRIVERS



**RETAIL REVENUES x CUSTOMER EXPERIENCE**

# COMMERCIAL SQM MODEL

SQM PER MILLION PAX



## INTERNATIONAL

Ratio Total Int PAX: **1,000**

Airside:

**80%**

800

Landside:

**20%**

200

Departures

**90%**

720

Arrivals

**10%**

80

Arrivals

**40%**

160

Departures

**60%**

40

## DOMESTIC

Ratio Total Dom PAX: **550**

Airside:

**80%**

440

Landside:

**20%**

110

Departures

**100%**

440

Arrivals

**0%**

0

Arrivals

**20%**

22

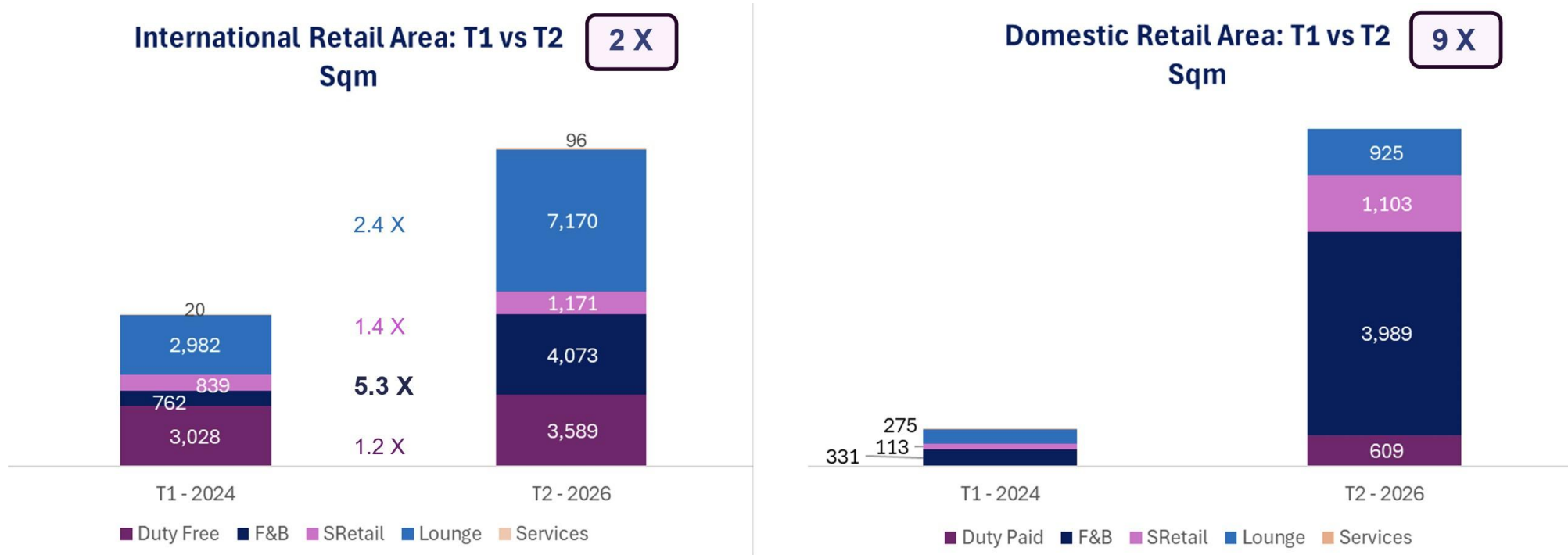
Departures

**80%**

88

# ALIGNING COMMERCIAL EXPANSION WITH PASSENGER GROWTH

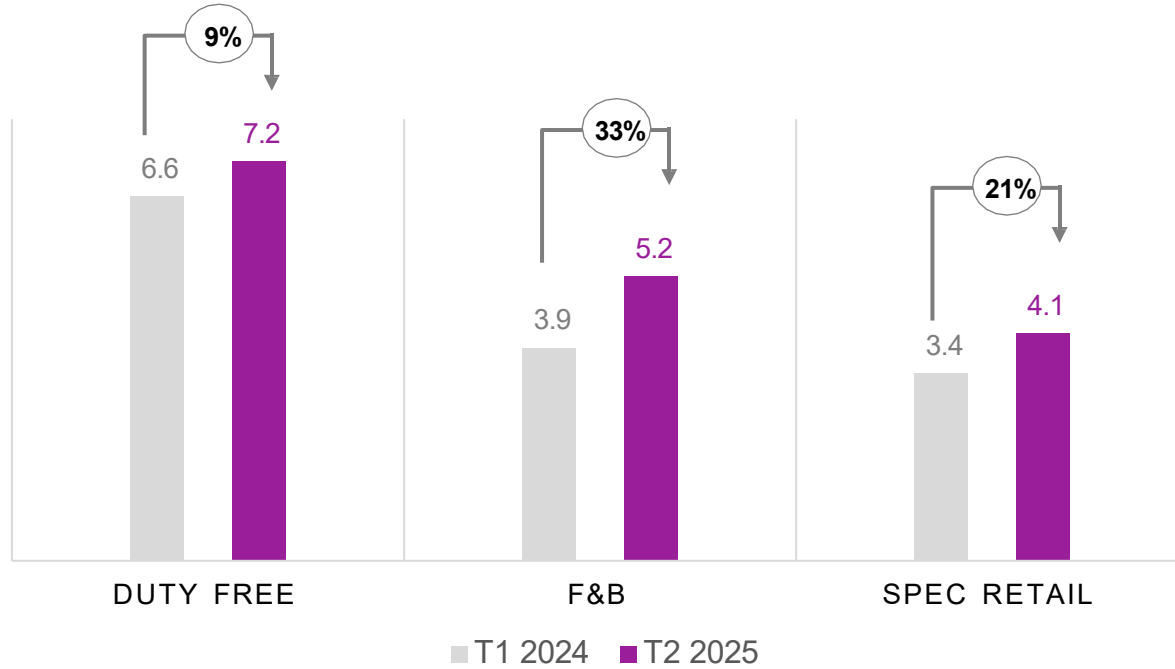
## COMMERCIAL AREA T1 VS T2 SQM



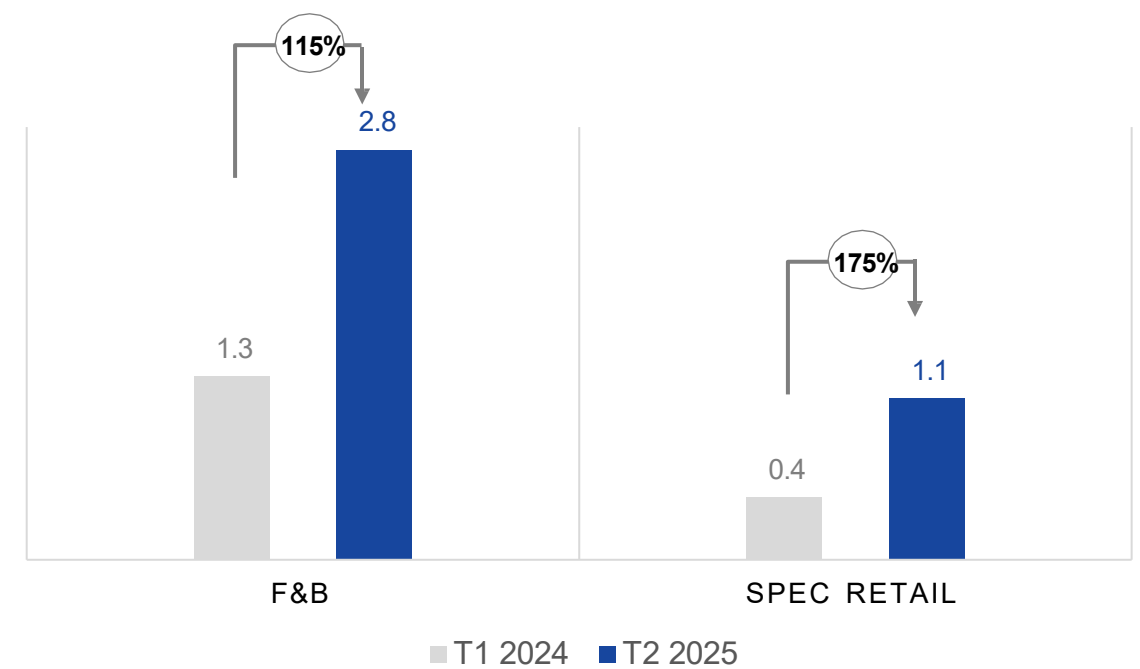
- ✓ A growth led by Food & Beverage – Positioning NewLim as a Gastronomic Hub
- ✓ An increase of Lounge area facing the increase demand of cardholders & home carrier lounge

# LEARNINGS: SPP INCREASES

## INTERNATIONAL



## DOMESTIC



\*SPP for Duty Free includes Departures + Arrivals

- ✓ **Food & Beverage** is outperforming across both marketplaces, driven by expanded area and higher conversion rates
- ✓ **Domestic Market Place** is surging thanks to a greater variety of offerings and increased commercial space.





365  
— DELI —

365  
— DELI —

365  
— DELI —

↑ Puertas 8-18  
Gates 8-18

Puertas 27-28  
Gates 27-28 →

SALIDA  
EXIT

EXIT →

WALMART DUTYFREE

365

3

CONTENEDORES GENERALES  
DE RESIDUOS

**PANDORA**

**PANDORA**

**CHARMS FESTIVAL**

**CHARMS FESTIVAL**

A Pandora booth for a Charms Festival. The booth has a grey and white color scheme. On the left, there are two vertical digital displays showing jewelry. The main counter is white with 'CHARMS FESTIVAL' printed on it. There are several glass display cases on the counter and shelves in the background. A woman is visible behind the counter. The booth is illuminated with warm lights.

↑ Puertas 8-17  
Gates 8-17

Salones VIP  
VIP Lounges

Two directional signs hanging from the ceiling. The first sign is black with a yellow arrow pointing up and a yellow envelope icon, with the text 'Puertas 8-17' and 'Gates 8-17'. The second sign is black with a yellow arrow pointing up and a yellow icon of a lounge chair, with the text 'Salones VIP' and 'VIP Lounges'.

# ...TO A RETAIL HUB EXPERIENCE

## International Departure

## Domestic Departure





Salidas  
Departures **D,C,B** ↑  
Area Comercial  
Commercial Area



DEGÓN

SECO LIMEÑO · CHICHARRÓN · PAPA RELLENA · CHILCANOS

TABERNA SANGUCHERIA

Recepción de Baggage

# SENSE OF PLACE CONCEPT

## INSTAGRAMMABLE ELEMENTS SHOWCASING PERU

### PERUANIDAD

A representation of 3 Peruvian regions and show the identity of the country. The Iconic Elements are sculptures by Peruvian artists integrated in the concept.

### EXPERIENCE

Signaling and wayfinding will help passenger to have a more pleasant and stress-free journey, through technology and location systems.

### 1st AIRPORT COLLABORATION

LAP is the first airport in South America that establishes the Iconic Artwork Projects. An art concept was developed by Mali strategic Alliance.



Peruvian culture has a central positioning, threading elements that exude a bespoke and unique SoP to leave the passenger with a memorable impression and connection to Peru.





# WHAT WE OPENED AND HOW WE ORCHESTRATED IT

## Commercial Area

**15,825 m<sup>2</sup>**

of strategically designed retail space

## Outlets Open

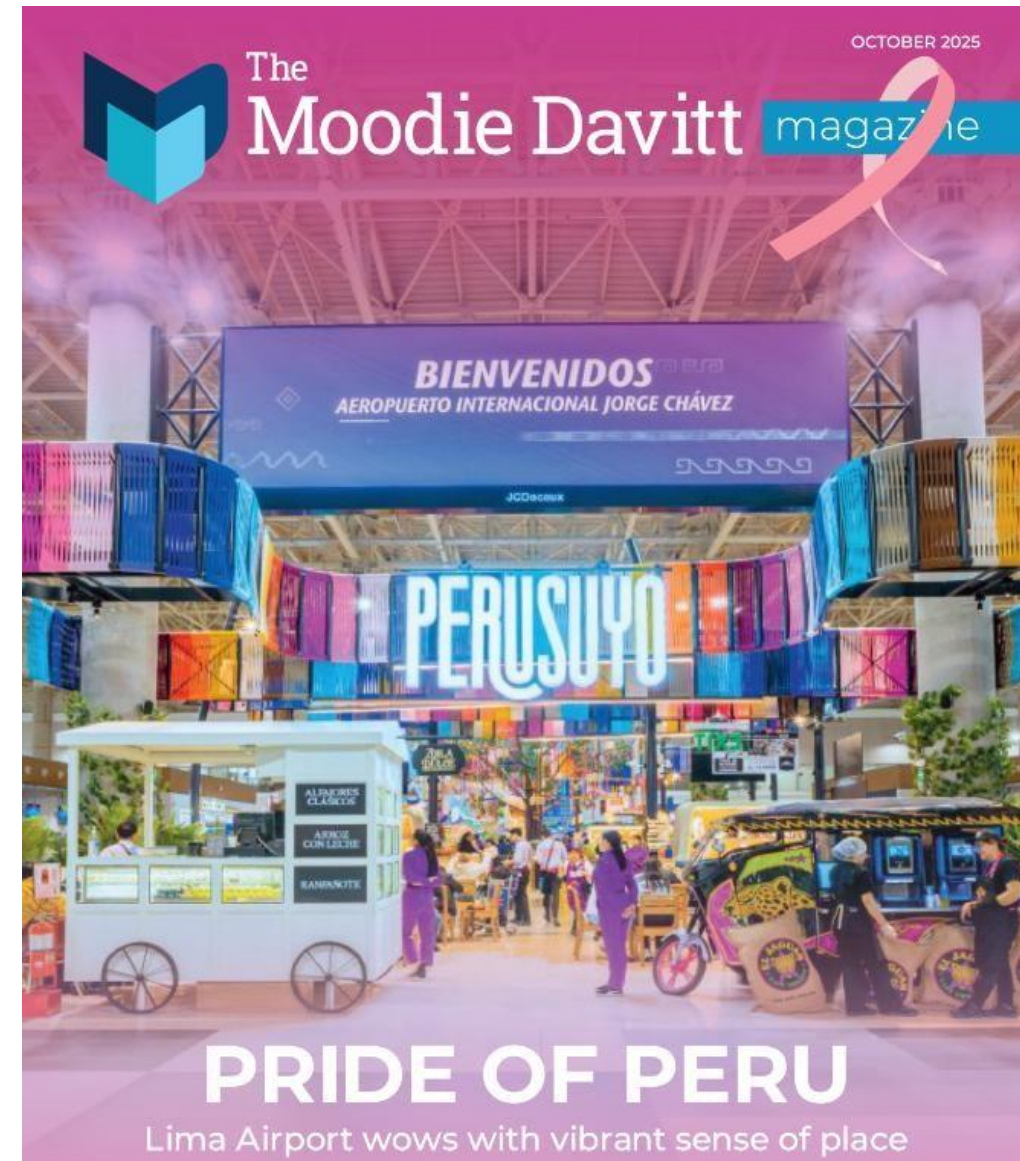
**64 shops**

launched on opening day

## Layout Optimization

**Retail Hub Experience**

flow maximizes passenger engagement



# aelia DUTYFREE

EXIT SALIDA

Calvin Klein



HERMÈS



Find your favorites at...  
aelia  DUTYFREE

SALIDA

ACCESSORIES

TOILET



ELINA HERRERA  
CAROLINA HERRERA

VICTOR LOCALES

SOL DE JAMERO

RITUALS...  
Find happiness in the  
simplest of things

DIOR

DIOR

JADORE

TABACO

VICTORINOX



LA BONBONNIERE

P  
PRIORITY PASS  
MEMBERS  
WELCOME

LA BONBONNIERE

B



B LA BONBONNIERE B

# CALLAO

COCINA PERUANA  
BY JAIME PESAQUE





RUMBO PERÚ



SALIDA



50%

**LLEVE 4  
PAGUE 3**  
**TAKE 4, PAY 3**

**ARTESANÍAS**  
ARTISAN CRAFTS

\*APLICAN RESTRICCIONES / RESTRICTIONS APPLY





Frutti Frapp \$22

CAFÉS

POSTRADALES & BUBLES

Happy Frapp \$22

OTRAS BEBIDAS

**PUKU PUKU**  
El Quechua / pójju pójju / sust.)  
Prito andino que canta al amanecer.

ENTRETIENIMIENTO

PLASTICO

ORGANICO

KFC



 **KFC**  *Pizza Hut*

**KFC**

Destination: Chicken





STARBUCKS



EXIT

Travel  
Accessories

Sleepover®

Airport sleep stations  
for tired travellers

Sleepover

AFORO  
PERSONAS

AFORO PERSONAS





THE CLUB  
LIM

Salones VIP Internacional  
International VIP Lounge ↑



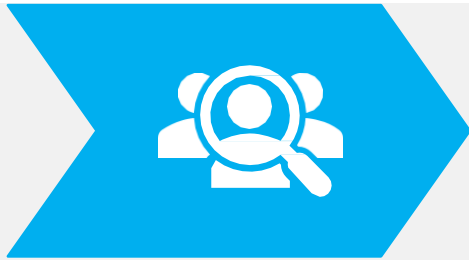








2023



### 1 PAX's Awareness

- Dirty Restrooms
- Poor treatment (sec staff)
- Long queues
- Expensive prices
- Long bus waiting times
  
- Technical files
- Space allocation
- Late response

CSAT 2023-1|Complaints | Journey map

2024



### 2 Build aspiration & Purpose

- CX Definition Internalization
- Client service culture capacitation
- Mentality change
- LAP's recognition of the service culture



### 3 Enable the transformation

- All Initiatives with cx vision
- Service design adding value for customers
- Clear governance model for CX initiatives
- Project prioritization based on customer needs
- Continuous improvement based company

2025-26



***Thank you***



2025

# ACI-NA & ACI World Annual General Assembly, Conference and Exhibition

October 25 - 28, 2025

Toronto, ON



## Innovation in Airport Ancillary and Alternative Revenue Programs

**Chris Niergarth**

*General Manager Commercial and Retail Development*  
The Calgary Airport Authority

**Emmanuel Baah**

*Deputy General Manager, Estates Planning & Business Development*  
Airports Authority of Trinidad and Tobago

# Innovation in Airport Ancillary and Alternate Revenue Streams

**Chris Niergarth**  
Calgary Airports



# Highlights

- Reaching our commercial needs today to accommodate tomorrow's passenger growth!
- Passenger growth is increasing worldwide!
- How will airports grow their revenue streams?
- How will airports develop their ecosystems?

# Terminal Space Strategy and Redevelopment

- Passenger traffic at Calgary Airport is projected to reach 26 million by 2030.
- To accommodate this growth and incrementally increase our non-aeronautical revenue; we will invest significantly in commercial development.
- Relocating 70,000 sq. ft. of terminal space from pre-security to post-security.
- We will expand our commercial footprint by repurposing and redeveloping underutilized space.
- This development will also support passenger growth by adding much-needed dwelling space and hold-room seating.

Banff Hall

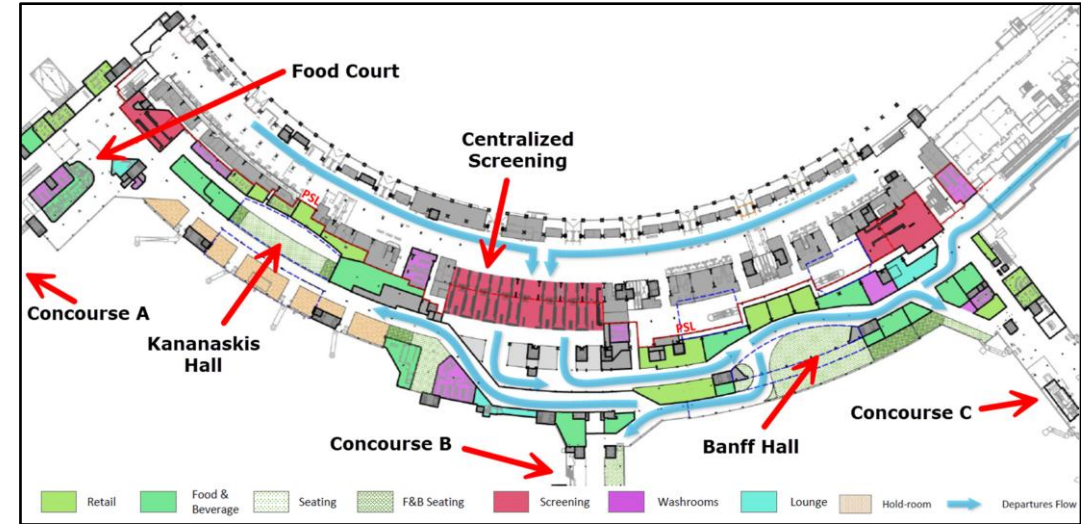


Kananaskis Hall



# Terminal Space Strategy and Redevelopment

- YYC's centralized retail node offers one of the biggest opportunities for commercial retail revenue in a North American airport.
- Calgary Airport currently generates sales per enplanement that are significantly below the North American average.
- New development will be primarily focused on domestic duty-paid retail and food and beverage.
  - New food & beverage: 22,000 ft<sup>2</sup>
  - New retail: 19,000 ft<sup>2</sup>
  - Total concession space: 41,000 ft<sup>2</sup>



# Lounges – Concession Balance



AIRPORTS COUNCIL  
INTERNATIONAL  
NORTH AMERICA | WORLD

- Lounges are in high demand and continue to grow.
- Currently, lounges are operating at capacity.
- We must identify the right solution to meet passenger needs without cannibalizing existing revenues.
- The Calgary Airport and its partners will invest significantly to relocate two lounges.





# Technology-Driven Enhancements

## Lufthansa Technik Facility

- Lufthansa has partnered with YYC to develop a \$140 million Canadian headquarters and test cell facility – the first of its kind in Canada.
- Engine Workshop: ~120,000 ft<sup>2</sup>
- Engine Test Cell: ~35,000 ft<sup>2</sup>
- Land Area: Approximately 9 acres
- This facility will generate appx. 160 new jobs in the aviation sector.



# Technology-Driven Enhancements

Aerospace innovation & aviation development for the future through local partnerships.

## Incubation Stimulates Innovation

## Aerospace Innovation Hub

The Calgary Airport partnered with Innovate Calgary of the University of Calgary and WestJet to create a collaboration space for start up aviation business and Alberta's growing aerospace sector.



## SAIT Campus Facility

SAIT's Art Smith Aero Centre for Training and Technology is a dedicated aircraft hangar on YYC's property, where hands-on learning takes place for students in the aviation and aerospace programs.

# ACE Casino

- ACE Casino is located just a minute from the main terminal the Calgary Airport, making it a convenient and mutually beneficial partnership for both the airport and the casino.
- The addition of a casino on airport land creates a unique revenue stream and represents an excellent use of airport real estate.



AIRPORTS COUNCIL  
INTERNATIONAL  
NORTH AMERICA | WORLD



# CASINO AIRPORT



# Arrivals Duty-Free

We need to ensure Canada remains globally relevant

- Arrivals Duty-Free is currently being advocated for with the Canadian Government. Canadian Duty-Free rules need to be modernized. We need a change to the legislation and the Canadian customs act.
- Over 60 countries already allow Arrivals Duty-Free, including Australia, Brazil, China, and Switzerland
- For Canadian Airports, this would:
  - Allow us to repatriate over \$760 million in sales over 5 years, which is currently being spent outside of Canada.
  - Increase guest experience and convenience.
  - Create 400 new jobs for Canadians.
  - Generate over \$40 million in incremental federal revenues over 5 years over five years.
  - Produce over \$220 million in incremental airport concession rent generated over 5 years.



# Innovation in Airport Ancillary and Alternate Revenue Streams

**Emmanuel Baah**

Airports Authority of  
Trinidad and Tobago



# Outline

1. Trends impacting upon airport revenues
2. Innovative responses from airports
  - i. Creative use of existing spaces
  - ii. Responsive adjustments to terms and conditions
  - iii. Optimizing use of technology
  - iv. Attracting sales from non travelling public
  - v. Revenue beyond the runway

# Trends that will Impact Upon Airport Revenue to 2042



Steady growth in passenger movements



Rising concerns about crowding



Rise of affluent passengers and passengers seeking unique experiences



Passengers increasingly connected, and using technology for ordering

# Innovative Revenue Initiatives



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# Creative Use of Existing Space

Initiative	Examples of airports
Duty Free on arrival	POS, Trinidad and Tobago LHR, United Kingdom SIN, Singapore and at over 60 countries
Pop up shops	JFK, BWI, SFO, Grey Goose Pop up at YYZ, Geneva Airport



Arrivals duty free at the Piarco International Airport, Trinidad and Tobago



Lobsta, Food pop up at Nice Côte d'Azur Airport, France

# Creative Use of Existing Space

Domestic duty free is one revolutionary way to increase through put of potential buyers is by adjusting regulations to facilitate duty free shopping by domestic passengers subject to changes to relevant legislation.



New Terminal in TAB, Tobago where consideration being considered for duty free shopping and shopping for cruise ship passengers

At Hainan, in China, from November 1<sup>st</sup> 2025, all travellers over 18 will have a duty-free allowance of 100,000 yuan a year.



T Galeria Mall in Okinawa where domestic travellers shop duty free

# Creative and Flexible Adjustments to Lease Terms

How can lease terms be adjusted by airports to encourage:

- new products or new businesses
- larger investments

Is a fixed MAR always the best approach ?



# Technology is Being Harvested at Some Airports to Create New Revenue Streams

Offering pre-booking and security screening



Offering pre-booking of car parking and dynamic pricing



BOPIS (buy online and pick up in-store) and BORIS (buy online and return in-store)



What has been the experience of your airports with these?

To what extent has airport revenue or car parking revenue grown from pre booking and /or dynamic pricing?

# Attracting Non-travelers to Shop at Our Airports

Airports are seeking revenue growth by encouraging new persons to visit and shop:

- **Nashville International Airport (BNA):** Offers the BNA PASSport, which is free and allows non-ticketed guests access to post-security areas.
- **Tampa International Airport (TPA):**
- **Seattle-Tacoma International Airport (SEA):**
- **Louis Armstrong New Orleans International Airport (MSY):** Offers a Guest Pass to access celebrity chef restaurants.



# Revenue From Beyond the Runway

Airports with available land are also seeking to generate revenue through developing real estate, energy generation and:

- Remote airline check in (LAS, CHS, MSY, HOU, TPA)
- Real estate projects such as:
  - Airport Hotels
  - Offices and conference facilities on airport land
  - Training centers
- Business incubators
- Power generation (solar, natural gas, jetblast turbines)



Above, 45 acre solar park at Cochin Airport, India

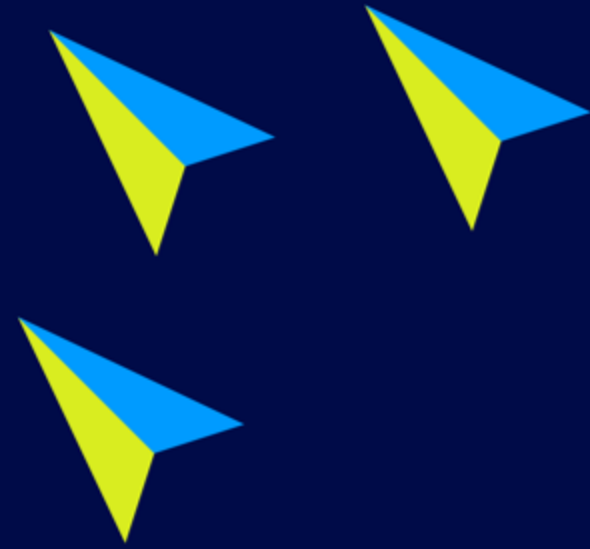


Dallas Love Field: turbine pods convert jet blasts to renewable energy

# Hot Topics

- Does the increased usage of lounges lead to lower traffic at stores and lower airport revenue?
- Do shorter queues and prebooking of goods lead to passengers arriving just in time for their flights and shopping less, or do they use time saved to walk around and shop more?
- What has been the experience at your airports?
- What can be done to advance duty free on arrivals at North American airports?

# Thank You



AIRPORTS COUNCIL  
INTERNATIONAL  
NORTH AMERICA | WORLD

2025 Host Airport

Toronto Pearson 

2025 Supporting Host Airport

BILLY  
BISHOP  
TORONTO CITY AIRPORT 

2025

# ACI-NA & ACI World Annual General Assembly, Conference and Exhibition

October 25 - 28, 2025

Toronto, ON



## Closing Remarks

**Jaimini Erskine**

*Vice President of Marketing and Concessions*  
Metropolitan Washington Airports Authority