

AIRPORT CONCESSIONS DATABASE

(sample document)



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1. Introduction

The Airport Concessions Database assesses the pre-COVID pandemic sales performance of duty free*, retail and food & beverage concessions at over 200 airports around the world based on the benchmarking of specific key performance indicators like spend per passenger as well as sales per square metre.

The Airport Concessions Database Database also includes information on:

- ▶ Pre-COVID commercial space density (expressed as square metres per million passengers) at 100 airports and airport groups
- ▶ Current ownership of airport concessions, as well as the expiry dates of concessions (where applicable and available)

The information presented in this report will be useful to retailers and food & beverage operators, airport concessionaires, airport operators, airport investors, airport terminal planners consultants and other organizations which are interested in the benchmarking and the planning of commercial operations at airports around the world.

In addition, the availability of information on concession expiry dates will be useful to parties looking out and planning for new concession bids.

Our information on the commercial business at the various airports and airport groups was collected from various sources in the public domain including government agencies, company registries, news articles, press releases, equity research reports, bond statements, annual reports and financial statements.

We believe that the information gathered and compiled in this report will provide meaningful and up-to-date intelligence on the global airport commercial business as well as provide support in terms of airport commercial performance benchmarking as well as commercial space planning.

*Duty Free & Travel Retail classification at airports in the European Union

2. Disclaimer

Information in this report has been obtained by desktop research. The information used as well as statements of fact made are not guarantees, warranties or representations as to their completeness or accuracy.

Some information has been triangulated, inferred and estimated by Airport Insights based on available public data and reasonable assumptions.

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Furthermore, no part may be reproduced, or transmitted in any form or by any means, electronic, photocopying, mechanical, recording or otherwise without the permission of the publisher, i.e. Airport Insights.

3. Methodology & Assumptions

Our information on the commercial businesses at the various airports and groups of airports was collected from various sources in the public domain including government agencies, news articles, press releases, equity research reports, bond statements, annual reports and financial statements.

Some information has been inferred, triangulated and estimated by Airport Insights based by available data and using reasonable assumptions.

Where possible, data obtained externally has been cross-referenced with that available in our proprietary database to ensure the accuracy of data.

While we have endeavoured to present a reasonable level of consistency and accuracy in terms of our data presentation and benchmarking, readers should take note of the varied sources of our information, as well as differences in reporting format, accounting and language used by the source of information.

The reporting period for most of the data obtained for our analysis would be for a certain full-year of operations at each airport between 2015 and 2019.

We have also taken note of restrictions on duty free retailing at airports in countries belonging to the European Union (EU) where information on pure duty free sales is largely unavailable in the public domain. Therefore, in this report, our research for such airports covers the duty free & travel value business which typically have a single retailer managing the majority of the duty free & travel businesses.

For the duty free as well as duty free & travel value classifications, we have largely taken turnover and space operated by the specific retailer(s) to represent the duty free (or duty free & travel value) turnover and space at the airport. In the majority of cases, the duty free (or duty free & travel value) retailer would be the sole operator of the duty free business (or duty free & travel value) at the airport.

In the light of the COVID-19 pandemic, concession expiry dates may have been extended by the airport operators. In other cases, concession may have decided to make an early exit at the airport. This report only presents information that is publicly known. In general, concession expiry dates listed have not taken into consideration options to extend. Any known options to extend are indicated in accompanying remarks column.

The currency used for comparison is the US dollar.

Sample Size by Category

Category	n=
Duty Free	100
Duty Free (Arrivals)	1
Duty Free & Travel Value	36
Duty Free & Travel Value (Airside)	3
Duty Free and Duty Paid	1
Duty Free and Retail	14
Duty Free, Retail and Food & Beverage	2
Retail	12
Retail and Food & Beverage	9
Food & Beverage	49
Food & Beverage (Airside)	2

NB: Airports with only concessions ownership data are excluded in the above table

4. Exchange Rates Used

Currency	Year of Reporting	Exchange Rate to 1 US\$
AED	Year Ended Dec 2015	0.2725
ARS	Year Ended Dec 2018	0.0356
AUD	Year Ended Dec 2019	0.6954
AUD	Year Ended Dec 2018	0.7475
BBD	Year Ended Dec 2019	1.1199
BD	Year Ended Dec 2019	1.1199
BGN	Year Ended Dec 2019	0.5723
BGN	Year Ended Dec 2017	0.5767
BRL	Year Ended Dec 2018	1.1199
BRL	Year Ended Dec 2016	0.2885
CAD	Year Ended Dec 2019	0.7538
CAD	Year Ended Dec 2018	0.7717
CAD	Year Ended Dec 2015	0.7832
CHF	Year Ended Dec 2019	0.9900
COP	Year Ended Dec 2018	0.0003
CRC	Year Ended Dec 2017	0.0018
CZK	Year Ended Dec 2019	0.0436
DH	Year Ended Dec 2016	0.1020
EGP	Year Ended Dec 2017	0.0561
EUR	Year Ended Dec 2016	1.1068
EUR	Year Ended Dec 2015	1.1327
EUR	Year Ended Dec 2019	1.1199

Exchange Rates have been obtained from <https://www.x-rates.com/>

4. Exchange Rates Used

Currency	Year of Reporting	Exchange Rate to 1 US\$
EUR	Year Ended Dec 2017	1.1304
EUR	Year Ended Dec 2017	1.1304
EUR	Jan-Sept 2017	1.1139
EUR	Year Ended Dec 2018	1.1810
GBP	Year Ended Dec 2019	1.2772
GBP	Year Ended Dec 2017	1.2890
GBP	Year Ended Dec 2016	1.3552
HRK	Year Ended Dec 2018	0.1591
IDR	Year Ended Dec 2018	0.0001
IDR	Year Ended Dec 2019	0.0001
IDR	Year Ended Dec 2019	0.0001
IDR	Year Ended Dec 2015	0.0001
ILS	Year Ended Dec 2018	0.2780
INR	Year Ended March 2019	0.0143
ISK	Year Ended Dec 2019	0.0082
JPY	Year Ended March 2018	0.0090
JPY	Year Ended March 2019	0.0090
JPY	Year Ended March 2018	0.0090
KRW	Year Ended Dec 2017	0.0082
MOP	Year Ended Dec 2018	0.1240
MVR	Year Ended Dec 2019	0.0650
MXN	Year Ended Dec 2018	0.0520

Exchange Rates have been obtained from <https://www.x-rates.com/>

4. Exchange Rates Used

Currency	Year of Reporting	Exchange Rate to 1 US\$
MXN	Year Ended Dec 2017	0.0520
MYR	Year Ended Dec 2017	0.2328
NTD	Year Ended Dec 2017	0.0329
NZD	Year Ended Dec 2019	0.6590
NZD	Year Ended Dec 2016	0.6970
PYG	Year Ended Dec 2019	1.0000
RMB	Year Ended Dec 2017	0.1480
RMB	Year Ended June 2017	0,148
RMB	Year Ended Dec 2019	0.1500
RMB	Year Ended Dec 2018	0.1500
RMB	Year Ended Dec 2019	0.1500
RMB	Year Ended Dec 2016	0.1506
RON	Year Ended Dec 2018	0.2540
RUB	Year Ended Dec 2019	0.0155
RUB	Year Ended Dec 2018	0.0159
SAR	Year Ended Dec 2019	0.2670
SEK	Year Ended Dec 2017	0.1171
SGD	Year Ended March 2018	0.7250
THB	Year Ended Dec 2016	0.0280
THB	Year Ended Dec 2018	0.0310
VND	Year Ended Dec 2019	0.0000
VND	Year Ended Dec 2018	0.0000
ZAR	Year Ended March 2018	0.0750

Exchange Rates have been obtained from <https://www.x-rates.com/>

5. Airport IATA Code References

IATA CODE	Airport	Country/Territory
ACE*	César Manrique-Lanzarote Airport	Spain (Canary Islands)
ADZ	Gustavo Rojas Pinilla International Airport	Colombia
AER*	Sochi International Airport	Russia
AIC	Santiago International Airport	Dominican Republic
AJA	Ajaccio Napoleon Bonaparte Airport	France
AJU	Aracaju–Santa Maria International Airport	Brazil
ALY*	Alexandria International Airport	Egypt
AMS	Airport Amsterdam Schiphol	Netherlands
AOR	Sultan Abdul Halim Airport	Malaysia
ASU	Silvio Pettirossi International Airport	Paraguay
ATL	Hartsfield–Jackson Atlanta International Airport	United States
AUD	Abu Dhabi International Airport	United Arab Emirates
AUK*	Auckland Airport	New Zealand
BAH	Bahrain International Airport	Bahrain
BCN	Josep Tarradellas Barcelona–El Prat Airport	Spain
BEL*	Val-de-Cans/Júlio Cezar Ribeiro International Airport	Brazil
BEY	Beirut–Rafic Hariri International Airport	Lebanon
BGI	Grantley Adams International Airport	Barbados
BGO*	Bergen Flesland Airport	Norway
BGW*	Baghdad International Airport	Iraq
BKI	Kota Kinabalu International Airport	Malaysia
BKK	Suvarnabhumi Airport	Thailand

*Data for this airport has been aggregated

**Only concession ownership information is available for this airport

5. Airport IATA Code References

IATA CODE	Airport	Country/Territory
BLR	Kempegowda International Airport	India
BNE**	Brisbane Airport	Australia
BOJ*	Burgas Airport	Bulgaria
BOG**	Bogota El Dorado International Airport	Colombia
BOM	Chhatrapati Shivaji Maharaj International Airport	India
BRS	Bristol Airport	United Kingdom
BRU*	Brussels Airport	Belgium
BSB	Brasília–Presidente Juscelino Kubitschek International Airport	Brazil
BSL	EuroAirport Basel Mulhouse Freiburg	France/Switzerland
BSL*	Basel Mulhouse International Airport	Switzerland
BSR*	Basrah International Airport	Iraq
BTS	M. R. Štefánik Airport	Slovakia
BUD	Budapest Ferenc Liszt International Airport	Hungary
CAI*	Cairo International Airport	Egypt
CAN	Guangzhou Baiyun International Airport	China
CAY	Cayenne – Félix Eboué Airport	France
CCU	Kolkata Airport	India
CDG*	Paris Charles de Gaulle Airport	France
CEB	Mactan–Cebu International Airport	Philippines
CGH*	São Paulo/Congonhas–Deputado Freitas Nobre Airport	Brazil
CGK	Soekarno–Hatta International Airport	Indonesia
CGO**	Zhengzhou Xinzheng International Airport	China

*Data for this airport has been aggregated

**Only concession ownership information is available for this airport

5. Airport IATA Code References

IATA CODE	Airport	Country/Territory
CIA*	Rome-Ciampino International Airport	Italy
CJB*	Coimbatore International Airport	India
CJU	Jeju International Airport	South Korea
CKG**	Chongqing Jiangbei International Airport	China
CLT	Charlotte Douglas International Airport	United States
CMB	Bandaranaike International Airport	Sri Lanka
CNF*	Belo Horizonte/Confins – Tancredo Neves International Airport	Brazil
CNN**	Kannur International Airport	India
CNX*	Chiang Mai International Airport	Thailand
CNS**	Cairns Airport	Australia
COK	Cochin International Airport	India
CPH	Copenhagen Airport	Denmark
CPT*	Cape Town International Airport	South Africa
CRK	Clark International Airport	Philippines
CRL*	Brussels South Charleroi Airport	Belgium
CUR**	Curaçao International Airport	Curaçao
CWB*	Afonso Pena International Airport	Brazil
CXR*	Cam Ranh International Airport	Vietnam
DAD*	Da Nang International Airport	Vietnam
DAR**	Julius Nyerere International Airport	Tanzania
DBV	Dubrovnik Airport	Croatia
DCA	Ronald Reagan Washington National Airport	United States

*Data for this airport has been aggregated

**Only concession ownership information is available for this airport

5. Airport IATA Code References

IATA CODE	Airport	Country/Territory
DEL	Indira Gandhi International Airport	India
DEN	Denver International Airport	United States
DJE**	Djerba–Zarzis International Airport	Tunisia
DLC**	Dalian Zhoushuizi International Airport	China
DME	Moscow Domodedovo Airport	Russia
DMK	Don Mueang International Airport	Thailand
DMM*	King Fahd International Airport	Saudi Arabia
DOH	Doha International Airport	Qatar
DPS**	Nội Bài International Airport	Indonesia
DUB	Dublin Airport	Ireland
DUD*	Dunedin International Airport	New Zealand
DUR*	King Shaka International Airport	South Africa
DUS	Düsseldorf Airport	Germany
DVO	Francisco Bangoy International Airport	Philippines
DXB	Dubai Airport	United Arab Emirates
EBB	Entebbe International Airport	Uganda
EGH*	El Gouna Airport	Egypt
FAO	Faro Airport	Portugal
FCO*	Rome–Fiumicino International Airport	Italy
FDF**	Martinique Aimé Césaire International Airport	France
FLN*	Florianópolis-Hercílio Luz International Airport	Brazil
FLR	Florence Airport, Peretola	Italy

*Data for this airport has been aggregated

**Only concession ownership information is available for this airport

5. Airport IATA Code References

IATA CODE	Airport	Country/Territory
HND	Tokyo International Airport	Japan
HNL*	Honolulu International Airport	United States
HYD	Rajiv Gandhi International Airport	India
IAD	Dulles International Airport	United States
IAH	George Bush Intercontinental Airport	United States
ICN	Incheon International Airport	South Korea
IND	Indianapolis International Airport	United States
IST	Ataturk Airport	Turkey
IST**	Istanbul Airport	Turkey
ISU*	Sulaimaniyah International Airport	Iraq
ITM*	Osaka International Airport	Japan
IXM*	Madurai Airport	India
JED*	King Abdulaziz International Airport	Saudi Arabia
JFK	John F. Kennedy International Airport	United States
JJN	Quanzhou Jinjiang International Airport	China
JNB*	O. R. Tambo International Airport	South Africa
JPA	Presidente Castro Pinto International Airport	Brazil
KCH	Kuching International Airport	Malaysia
KEF	Reykjavík–Keflavík Airport	Iceland
KIX*	Kansai International Airport	Japan
KLO	Kalibo International Airport	Philippines
KOS*	Sihanoukville International Airport	Cambodia

*Data for this airport has been aggregated

**Only concession ownership information is available for this airport

5. Airport IATA Code References

IATA CODE	Airport	Country/Territory
KRR*	Krasnodar International Airport	Russia
KUL	Kuala Lumpur International Airport	Malaysia
KWI	Kuwait International Airport	Kuwait
KWL	Guilin Liangjiang International Airport	China
LAX	Los Angeles International Airport	United States
LBV**	Leon Mba International Airport	Gabon
LED	Pulkovo Airport	Russia
LGA**	LaGuardia Airport	United States
LGK	Langkawi International Airport	Malaysia
LGW	London Gatwick Airport	United Kingdom
LHR	London Heathrow Airport	United Kingdom
LIM	Jorge Chávez International Airport	Peru
LIR*	Daniel Oduber Quirós International Airport	Costa Rica
LIS	Humberto Delgado Airport	Portugal
LOS	Murtala Muhammed International Airport	Nigeria
LPA*	Gran Canaria Airport	Spain (Canary Islands)
LXR*	Luxor International Airport	Egypt
LYS	Lyon–Saint Exupéry Airport	France
MAA	Chennai Airport	India
MAN	Manchester Airport	United Kingdom
MCO**	Orlando International Airport	United States
MED**	Prince Mohammad Bin Abdulaziz International Airport (Madinah) Airport	Saudi Arabia

*Data for this airport has been aggregated

**Only concession ownership information is available for this airport

5. Airport IATA Code References

IATA CODE	Airport	Country/Territory
MEL	Melbourne Airport	Australia
MFM	Macau Airport	Macau
MLE	Velana International Airport	Maldives
MNL	Ninoy Aquino International Airport	Philippines
MRS*	Marseille Provence Airport	France
MRU*	Sir Seewoosagur Ramgoolam International Airport	Mauritius
MUC	Munich Airport	Germany
MYJ	Matsuyama Airport	Japan
NAT*	Rio Grande do Norte/São Gonçalo do Amarante–Governador Aluizio Alves International Airport	Brazil
NCE*	Nice Cote d'Azur Airport	France
NGO	Chubu Centrair International Airport	Japan
NKG	Nanjing Lukou International Airport	China
NRT	Narita International Airport	Japan
OAK	Oakland International Airport	United States
OGG*	Kahului Airport	United States
OOL**	Gold Coast Airport	Australia
ORY*	Paris Orly Airport	France
OSL*	Oslo Gardermoen Airport	Norway
OTP	Bucharest Henri Coandă International Airport	Romania
PEK	Beijing Capital International Airport	China
PEN	Penang International Airport	Malaysia
PER	Perth Airport	Australia

*Data for this airport has been aggregated

**Only concession ownership information is available for this airport

5. Airport IATA Code References

IATA CODE	Airport	Country/Territory
SEA	Seattle Tacoma International Airport	United States
SFA**	Sfax-Thyna International Airport	Tunisia
SFO	San Francisco International Airport	United States
SGN	Tân Sơn Nhất International Airport	Vietnam
SHA	Shanghai Hongqiao International Airport	China
SHU**	Sharjah International Airport	United Arab Emirates
SIN	Singapore Changi International Airport	Singapore
SJC	Norman Y. Mineta San Jose International Airport	United States
SJO*	Juan Santamaría International Airport	Costa Rica
SOF	Sofia Airport	Bulgaria
SPC*	La Palma Airport	Spain (Canary Islands)
SPN	Saipan International Airport	Saipan
SSA*	Salvador – Deputado Luís Eduardo Magalhães International Airport	Brazil
SSH*	Sharm El-Sheikh International Airport	Egypt
STN	London Stansted Airport	United Kingdom
STR	Stuttgart Airport	Germany
SVG*	Stavanger Airport	Norway
SVO	Sheremetyevo Alexander S. Pushkin International Airport	Russia
SYD	Sydney Kingsford Smith Airport	Australia
SZG*	Salzburg Airport	Austria
SZX	Shenzhen Bao'an International Airport	China
TAK	Takamatsu Airport	Japan

*Data for this airport has been aggregated

**Only concession ownership information is available for this airport

5. Airport IATA Code References

IATA CODE	Airport	Country/Territory
TCP*	Taba International Airport	Egypt
TFN*	Tenerife North–Ciudad de La Laguna Airport	Spain (Canary Islands)
TFS*	Tenerife South Airport	Spain (Canary Islands)
TGD**	Podgorica Airport	Montenegro
TIV**	Tivat Airport	Montenegro
TLL	Lennart Meri Tallinn Airport	Estonia
TLS	Toulouse–Blagnac Airport	France
TLV	Ben Gurion Airport	Israel
TOE**	Tozeur–Nefta International Airport	Tunisia
TPE	Taiwan Taoyuan International Airport	Taiwan
TRD*	Trondheim Airport	Norway
TRV*	Trivandrum International Airport	India
TSN	Tianjin Binhai International Airport	China
TUN**	Tunis Carthage International Airport	Tunisia
UDI	Uberlândia–Tenenete Coronel Aviador César Bombonato Airport	Brazil
UIO	Mariscal Sucre Quito International Airport	Ecuador
UKB*	Kobe Airport	Japan
URT*	Surat Thani International Airport	Thailand
USM*	Samui International Airport	Thailand
UTP**	U-Tapao International Airport	Thailand
VAR*	Varna Airport	Bulgaria
VCP*	Viracopos – Campinas International Airport	Brazil

*Data for this airport has been aggregated

**Only concession ownership information is available for this airport

5. Airport IATA Code References

IATA CODE	Airport	Country/Territory
VDE*	El Hierro Airport	Spain (Canary Islands)
VIE*	Vienna International Airport	Austria
VKO	Vnukovo International Airport	Russia
VNO	Vilnius Airport	Lithuania
VTZ*	Visakhapatnam Airport	India
WDH	Hosea Kutako International Airport	Namibia
WUH**	Wuhan Tianhe International Airport	China
YIA	Yangon International Airport	Myanmar
YOW	Ottawa/Macdonald–Cartier International Airport	Canada
YUL	YULMontréal-Trudeau International Airport	Canada
YVR	Vancouver International Airport	Canada
YYZ	Toronto Pearson International Airport	Canada
ZAG	Zagreb Franjo Tuđman Airport	Croatia
ZQN*	Queenstown Airport	New Zealand
ZUR*	Zurich Airport	Switzerland

*Data for this airport has been aggregated

**Only concession ownership information is available for this airport

6.1 Summary of Findings – Duty Free

In this study, the most updated pre-pandemic duty free sales data for 100 airports and groups of airports around the world between the years 2015 and 2019 was collected or estimated. These airports and groups of airports handled US\$24.9bn of duty free sales, 4.53 billion international and domestic passengers and 1.69 billion international passengers. This resulted in an average (mean) duty free spend per international passenger of US\$X.

More information is available in the full report.

Airports with the Highest Duty Free Spend per International Passenger

Country/Territory	Reporting Period	IATA Code	Airport/Airports	Spend Per Intl Pax (US\$)
China	Year Ended Dec 2019	X	X	X
China	Year Ended Dec 2019	X	X	X
China	Year Ended Dec 2019	X	X	X
Japan	Year Ended March 2019	X	X	X
South Korea	Year Ended Dec 2019	X	X	X
South Korea	Year Ended Dec 2018	X	X	X
Lebanon	Year Ended Dec 2017	X	X	X
Macau	Year Ended Dec 2017	X	X	X
Norway	Year Ended Dec 2017	X	X	X
Japan	Year Ended March 2019	X	X	X

6.1 Summary of Findings – Duty Free

The regions with the highest average (mean) duty free spend per international passenger at the airports would be East Asia (US\$X) , Australia & New Zealand (\$X) and Europe & Russia (\$X).

North America and Sub-Saharan Africa have the lowest average (mean) duty free spend per international per passenger at \$X and \$X respectively.

More information is available in the full report.

Duty Free Spend Per International Passenger at Airports by Region

Region	Unit	All	East Asia	Australia & New Zealand	Europe & Russia	Middle East & North Africa	Southeast Asia	Indian Ocean Islands	Latin America & Caribbean	South Asia	North America	Sub-Saharan Africa
Total Pax	Mil Pax	4,531	2,081	115	158	436	541	20	191	229	711	50
Total Intl Pax	Mil Pax	1,689	581	43	89	344	271	17	99	57	169	19
Total DF Sales	Mil US\$	X	X	X	X	X	X	X	X	X	X	X
n=	No.	X	X	X	X	X	X	X	X	X	X	X
Highest	US\$	X	X	X	X	X	X	X	X	X	X	X
Mean	US\$	X	X	X	X	X	X	X	X	X	X	X
Median	US\$	X	X	X	X	X	X	X	X	X	X	X
Lowest	US\$	X	X	X	X	X	X	X	X	X	X	X

6.1 Summary of Findings – Duty Free

Duty free space at 51 airport and airport group locations added up to 242,629 square metres. Before the outbreak of the COVID-19 pandemic, these locations generated US\$14.6bn of duty free sales and had an average (mean) duty free space productivity of US\$X per square metre.

More information is available in the full report.

Airports with the Highest Duty Free Sales per Square Metre

Country/Territory	Reporting Period	IATA Code	Airport/Airports	Sales Per Sqm(US\$)
Thailand	Year Ended Dec 2016	X	X	X
Thailand	Year Ended Dec 2018	X	X	X
Hong Kong	Year Ended Dec 2017	X	X	X
South Korea	Year Ended Dec 2018	X	X	X
China	Year Ended Dec 2019	X	X	X
Israel	Year Ended Dec 2018	X	X	X
Macau	Year Ended Dec 2017	X	X	X
China	Year Ended Dec 2019	X	X	X
Middle East & North Africa	Year Ended Dec 2018	X	X	X
China	Year Ended Dec 2019	X	X	X

6.1 Summary of Findings - Duty Free

The regions which saw the highest duty free sales per square metre in the period before the outbreak of the COVID-19 pandemic include East Asia and Southeast Asia, where the mean duty free sales per square metre were US\$X and US\$X respectively.

Airport Duty Free Sales per Square Metre by Region

Region	Unit	All (Excl. EU Countries)	East Asia	Southeast Asia	South Asia	Middle East and North Africa	North America	Latin America & Caribbean
Total DF Sales	Mil US\$	X	X	X	X	X	X	X
Total DF Sqm	Sqm	X	X	X	X	X	X	X
n=	No.	X	X	X	X	X	X	X
Highest	US\$	X	X	X	X	X	X	X
Mean	US\$	X	X	X	X	X	X	X
Median	US\$	X	X	X	X	X	X	X
Lowest	US\$	X	X	X	X	X	X	X

6.1 Summary of Findings – Duty Free

Space has always been a premium at airports, and the amount of space dedicated to commercial activities has often been an after-thought and not carefully considered during the design phase of the terminal. Allocating the right amount of space for commercial activities is crucial, with excess commercial space resulting in inefficiency.

In this edition of the Airport Commercial Sales Benchmarking Database, we have also gathered information on the density of duty free space (expressed as square metres per million international passengers) at the 51 airport and airport group locations.

More information is available in the full report

Airport Duty Free Space Density (Square Metres per Million Intl. Pax) by Region

Region	Unit	All (Excl. EU Countries)	East Asia	Southeast Asia	South Asia	Middle East and North Africa	North America	Latin America & Caribbean
Total Intl. Pax	Mil Pax	803	244	83	49	240	68	40
Total DF Sqm	Sqm	X	X	X	X	X	X	X
n=	No.	X	X	X	X	X	X	X
Highest	Sqm/Mil Intl. Pax	X	X	X	X	X	X	X
Mean	Sqm/Mil Intl. Pax	X	X	X	X	X	X	X
Median	Sqm/Mil Intl. Pax	X	X	X	X	X	X	X
Lowest	Sqm/Mil Intl. Pax	X	X	X	X	X	X	X

7.1 Sub-Saharan Africa – Airport Concession Sales Profile

WDH (Windhoek)

Category	Duty Free
Reporting Period	Year Ended Dec 2016
Notable Concessionaire(s)	Paragon Duty Free
Turnover (US\$ Mil)	2.41*
Total Pax Traffic (Mil)	0.81
Total Intl Pax Traffic (Mil)	0.76
Space (Sqm)	227

*Estimated by Airport Insights

Duty Free
Spend Per Intl. Pax
\$3.17

Duty Free
Sales Per Sqm
\$10,612

7.2 Sub-Saharan Africa – Concession Sales Performance Summary

Country/ Territory	Airport(s)	Category	Notable Concessionaire(s)	Reporting Period	Turnover (US\$ Mil)	Spend Per Pax (US\$)	Sales Per Sqm (US\$)
Burkina Faso	OUA	Duty Free	X	X	X	X	X
Ivory Coast	ABJ	Duty Free	X	X	X	X	X
Namibia	WDH	Duty Free	Paragon Duty Free	Year Ended Dec 2016	2.41*	3.17	10,612
Nigeria	LOS	Duty Free	X	X	X	X	X

*Estimated by Airport Insights

7.3 Sub-Saharan Africa – Current Concession Ownership

Country/ Territory	Airport(s)	Category	Current Concessionaire(s)	Expiry	Remarks
Burkina Faso	OUA	Duty Free	X	X	X
Gabon	LBV	Duty Free Retail F&B	X	X	X
Ivory Coast	ABJ	Duty Free	X	X	X
Namibia	WDH	Duty Free	Paragon Duty Free	2024	Paragon Investment Holdings, trading at Hosea Kutako International Airport with the Paragon Duty Free brand, has held the duty free concessions at Hosea Kutako International Airport since 2008. In February 2019, it signed a five-year extension for its duty free concession at Hosea Kutako International Airport.

8.1 Middle East & North Africa – Airport Concession Sales Profile

BAH (Bahrain)

Category	Duty Free
Reporting Period	Year Ended Dec 2019
Notable Concessionaire(s)	Bahrain Duty Free (Aer Rianta International)
Turnover (US\$ Mil)	99.7
Total Pax Traffic (Mil)	9.6
Total Intl Pax Traffic (Mil)	9.6
Space (Sqm)	3,300

Duty Free
Spend Per Intl. Pax
\$10.41

Duty Free
Sales Per Sqm
\$30,233

8.3 Middle East & North Africa – Current Concession Ownership

Country/ Territory	Airport(s)	Category	Current Concessionaire(s)	Expiry	Remarks
Bahrain	BAH	Duty Free	Bahrain Duty Free	2035 2031	In December 2019, Bahrain Airport Company announced that it had signed two concession agreements for core category duty free and airside speciality retail with Bahrain Duty Free Company, covering the new passenger terminal, which opened in January 2021. The duty free agreement runs for fifteen years and the speciality retail contract for ten years.
Bahrain	BAH	F&B	Crêpafé, MacDonalds, Al Baik	2025	Bahrain Airport Company has signed contracts with various food & beverage operators to operate at the new passenger terminal, which opened in January 2021. The food & beverage concessions last for five years.
X	X	X	X	X	X
X	X	X	X	X	X

Appendix A: Sources of Data

Source	url
Toronto Pearson International Airport	torontopearson.com
Toscana Aeroporti	toscana-aeroporti.com
Travel Daily Media	traveldailymedia.com
Travel Markets Insider	travelmarketsinsider.net
Travel Weekly	travelweekly-asia.com
TRBusiness	trbusiness.com
UC Allablog	allabolag.se
Vinci Airports	vinci-airports.com
Vnukovo Airport	vnukovo.ru
World Duty Free	worlddutyfree.com
Yox (Bulgaria)	yox.bg
Zagreb Airport	zagreb-airport.hr
Zheshang Securities	stocke.com.cn
Zurich Airport Website	flughafen-zuerich.ch

About Airport Insights

Airport Insights (www.airportinsights.com) is a provider of market research, competitive intelligence and consulting services to the airport world, focusing on

- ▶ Market, Financial & Competitive Intelligence for the airport and airport-related sectors
- ▶ Airport Commercial Revenues and Space Benchmarking
- ▶ Airport Commercial Space Planning
- ▶ Airport Commercial Revenues Due Diligence

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