

The State of the Concessions Industry



April 2026

Vantage
GROUP

Contents

01

Introduction

Who is Vantage Group

02

Driving Desirable Outcomes

Finding win-win Solutions in a Complex Operating Environment

03

Current Trends | Challenges

Competition for Space and the Passenger's Wallet

04

Active Management

Increased need to drive alignment and maximize revenue

Who is Vantage?

30 Years of Transforming Transportation

From our early days at Vancouver International Airport to global gateways around the world, Vantage Group has become the trusted partner in airport development, management, and operations.





Our Global Network

Solutions That Transform Transportation



Development

When it comes to airport development, we've done it all, from new and redeveloped passenger terminals, airside infrastructure (taxiways, runways), landside access, airline support, ground transportation, parking, cargo, and logistics operations.



Commercial Development & Management

We seamlessly integrate commercial and concessions programs into the broader ecosystems of airports and transportation centers to maximize their potential.



Advisory Services

Our suite of comprehensive advisory services and global operations management expertise can be tailored to meet your diverse business needs.



Management & Operations

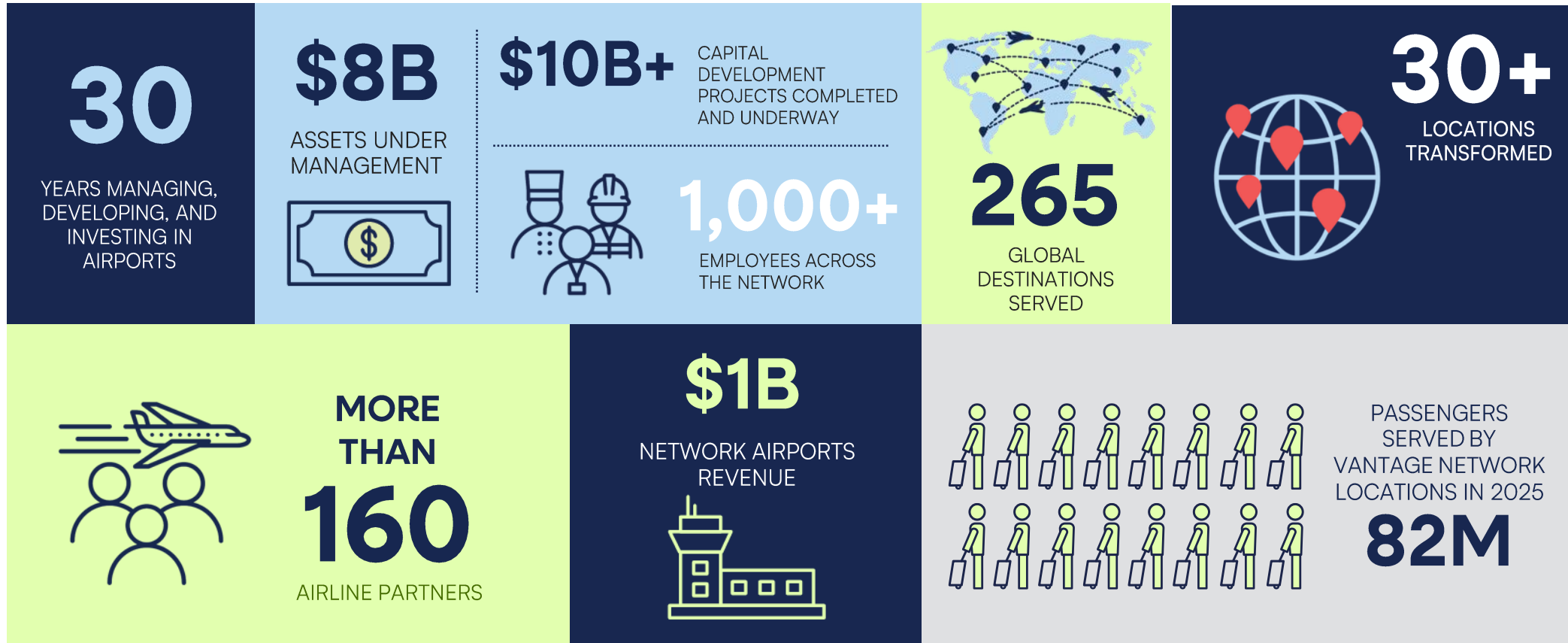
Unmatched expertise in managing and operating complex global airport and transportation facilities, tailored to excel in every aspect of your infrastructure needs.



Financing Solutions

Sustainable success in developing and financing public-private partnerships, where our long-term investor-manager approach ensures decisions facilitate lasting growth.

Vantage By the Numbers



Driving Desirable Outcomes



Complex Operating Environment

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Community
Surrounding
Neighborhoods and Local
Businesses

Representation,
Opportunity, Profitability



Airlines

Service, Cost

Over 50% of medium sized
airports operate using a
residual or hybrid model



Passengers

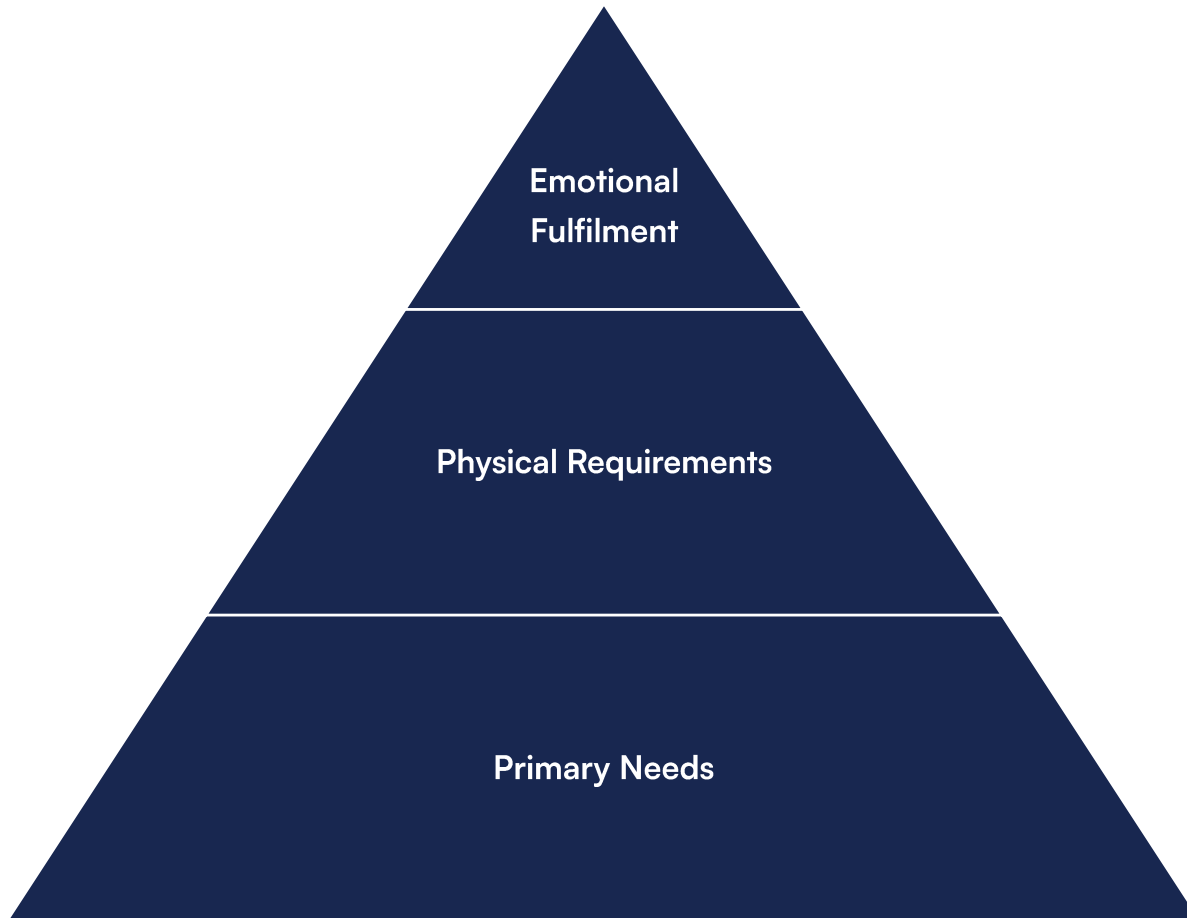
Experience, Value, Get me to my Destination

70% of passengers report higher satisfaction when a
genuine “Taste of Place” is accomplished

Finding Win-Win Solutions

Passengers - The Hierarchy of Needs

Satisfy the needs and physical requirements then passengers will relax and be more likely to engage



- 1. Primary Functional Need** — simple processing from terminal arrival to stepping on plane, wayfinding, when to go, and how to get there
- 2. Physical Needs** — toilets, seating, rest, hunger / thirst
- 3. Communication Needs** — internet, socialising, meeting, greeting, escaping
- 4. Shopping Essentials** — currency, healthcare, forgotten items, gifts, in-journey entertainment, water
- 5. Enjoyment, Engagement, Entertainment**— spontaneous shopping, indulgent F&B, enhanced comfort and personal services, cultural discovery

Current Trends and challenges

What are we hearing? | Gen Z (1997 - 2012)

BBC Watch Live

Home News Sport Business Innovation Culture Travel Earth Video Live

Why Gen Zers are growing up sober curious

22 September 2022
By Megan Carnegie, Features correspondent




Gen Z Is Demanding Memorable Experiences — How Disney And Zoos Answer The Call

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LIFESTYLE: GEN Z

Gen Z are scaling back on eating out because they have ‘menu anxiety’: They’re too scared to talk to waiters, and inflation-bloated bills freak them out

BY ELEANOR PRINGLE
December 13, 2023 at 5:45 AM CST



If you invite Gen Z out to a meal, don't expect them to turn up if they haven't seen the menu.
RAFAEL ELIAS—GETTY IMAGES

BUSINESS INSIDER

RETAIL

Gen Z eats fast food like no other generation. From a love for spicy food to constant snacking, these are 8 traits that define their dining habits.

Forbes

Why GenZ Is Drinking Less And What This Means For The Alcohol Industry

What are we hearing? | Gen Alpha (2013 - 2024)


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Food Business News SIC

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Gen Alpha will put greater emphasis on customization and personalization




 **FOOD INDUSTRY EXECUTIVE**

Topics ▾ Resources ▾ Associations Trade Shows Media Kit ▾ Supplier Catalog ▾

How the Digitally Native Gen Alpha Is Shaping the Future of F&B Purchasing

By **Krystle Morrison** - April 17, 2023



FOOD GROWTH OPERATIONS **QSR**

Next-Gen Tech is Making Restaurants Faster and More Personal

Welcome to the rise of the 'smart application.'

JUNE 18, 2024
DAILY BRIEFING
THIS WEEK'S PAPER

THE NATIONAL HERALD

€1 EUR ≈ \$1.07 USD
NYC 82°F
ATHENS 88°F

COMMUNITY OPINIONS GREECE USA CYPRUS SPORTS HEALTH & SCIENCE FOOD & TRAVEL CULTURE & ARTS CLASSIFIEDS ARCHIVES & SPECIALS

FOOD

Wagyu on the Kid's Menu: How Gen Alpha's Palate is Changing Restaurants

Gen Beta (2025-2039)



Born into an AI-driven world, with their lives, education, and development heavily influenced by artificial intelligence, automation, and advanced technology...

What are we thinking about?

Know your Audience

It's always been important to understand your audience. But audiences change over time.

Convenience, Choice and Balance are important

Taking a balanced approach to nutritional options that also incorporates those that are convenient, tasty and/or a treat or guilty pleasure.

Digital is a driver

Gen Alpha has strong ties to the digital world — that changes how they interact with us, if at all.

Evolving Food Ethics: Younger generations care and are more conscious

Be better at storytelling, and importantly those which are impactful, and meaningful. Gen Z and Alpha are seeing the impact of climate change and have experienced a global pandemic firsthand, and this is leading to sustainability becoming a greater priority

Food Hall-Style Service

The relaxed and communal nature of these styles reduces formality

Passenger's want to be heard & happy to share

Guest feedback is really important. We want to know how our guests feel about our experiences from an overall service perspective

Considerations in Concessions Procurement

Challenges for operators (but airports too!)



Cost of Construction

Airport concessionaires have seen a 37% average increase in construction costs since the start of the pandemic, significantly outpacing the cost to construct non-residential on the street



Cost of Labor

Labor costs rose by 23% in 2025 alone and now represents over 36% of sales for full service restaurants

58% of operators have reduced their staffing levels to protect margins

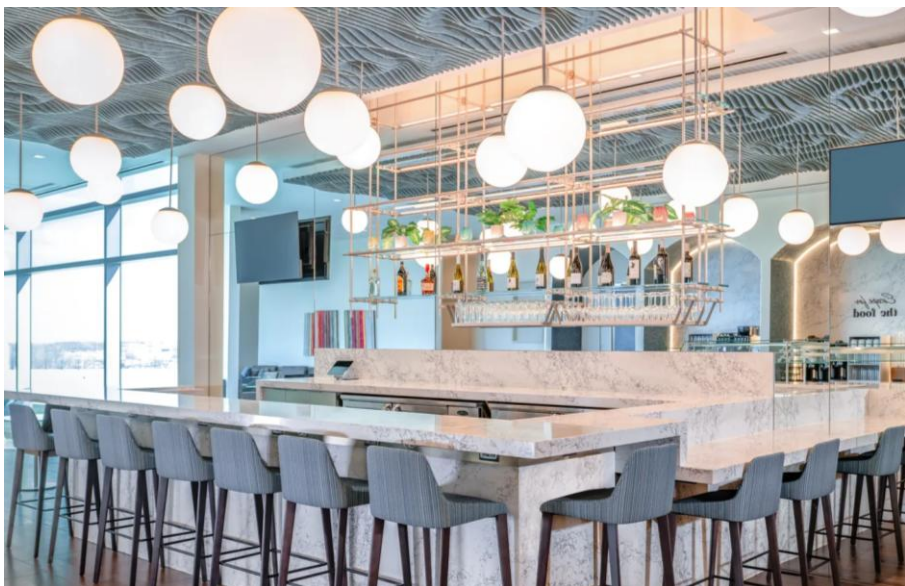
65% of businesses have opted to operate below full capacity rather than pay for additional shifts



Length of Term

Increased cost leads operators to require more time to recover their capital investments





Lounges

Airport lounge visits have increased by over 30% in the last year

Types of Lounges

Airline

- Customer Retention Loyalty
- Brand Differentiation
- Additional Perk

Common Use

- Meet evolving passenger demand
- Available to everyone
- Maximize non-aero revenue

Financial Institutions

- Brand Engagement and Exclusivity
- Increase Card Spend
- Lifestyle Marketing

Concessions Considerations

- Some Concession Operators view lounges as competition
- 74% visit a lounge specifically for food
- Lounge visitors have 31-60 minutes of reduced dwell time in other commercial areas of the airport

Proven Approaches in Concessions Management

Management Structures

Aligning the needs of stakeholders through win-win solutions

Direct Leasing

- High risk-high reward
- Labor intensive

Airport retains the revenue.

Easier to recruit locally operated brands, but requires a team to manage contracts, customer service, maintenance issues, and marketing

Prime Concessionaire

- Single point of contact
- Service and competition challenges

Operational simplicity, but can result in a “cookie cutter” feel and lack of competition may result in lack of quality service

Developer

- Cost effective
- Maximized performance
- Share revenue

Reduces or removes capital investment and increases the performance of the program, but shares the revenue and gives away some control.

Other/Hybrid

- JV
- Fee Manager
- Hybrid Developer/Fee Manager
- Advisory

Built for purpose to address the airport’s specific needs and challenges



Concessions Management

Traditional management systems tend to be one size fits all and focus first and foremost on compliance.

This helps to create common scenarios that are less than ideal and present problems that are worth solving.

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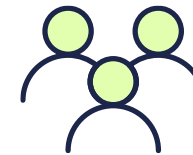
Efficiency



Can be compromised for operators conducting business in the building

Win-win solutions are not maximized, often driving up cost for the operator and lowering quality for the airport

Stakeholders



Don't always feel heard

Real issues can go unaddressed and a siloed business environment results

Relationships



Landlord/Tenant relationships centered on compliance are the norm,

Sales



Operators react rather than being proactive, sales are not maximized, customer service become lackluster



Active Management

Focuses on the business and provides the ability to improve financial performance

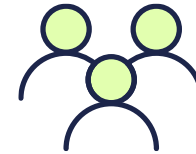
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Proactive



Partners on safety, compliance, and operational items; prevents issues from occurring (including safety, maintenance, cleanliness)

Stakeholders



Improves business relationships and makes sure the voice of each stakeholder is heard

Service



Utilize leading and trailing indicators to deliver consistent service levels

Revenue



Share facts, observations, and data during regularly scheduled business review meetings, allowing operators to make quicker, well informed decisions

Examples in our Business

New York JFK Terminal 6 – Creating Memorable Experiences

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JFK T6 – Departure Lounge, New York, USA



JFK T6 – Departure Lounge, New York, USA

Midway Intl Airport– Creating Memorable Experiences



Key Considerations

- Reduce congestion and wait times while empowering travelers to personalize their dining experience according to their preferences
- The ability to order from multiple brands at one kiosk
- Empower passengers with choice, convenience, and control, transforming stressful dining experience
- Provide a greater variety of options, catering to diverse tastes and dietary requirements
- In a multi-brand environment, equitable revenue distribution is essential for maintaining fairness and cooperation among different dining establishments.

Kansas City Intl Airport – Championing Local Business

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Montego Bay, Jamaica – Finding the right Balance

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Bob Marley One Love Restaurant, Sangster Intl Airport Jamaica



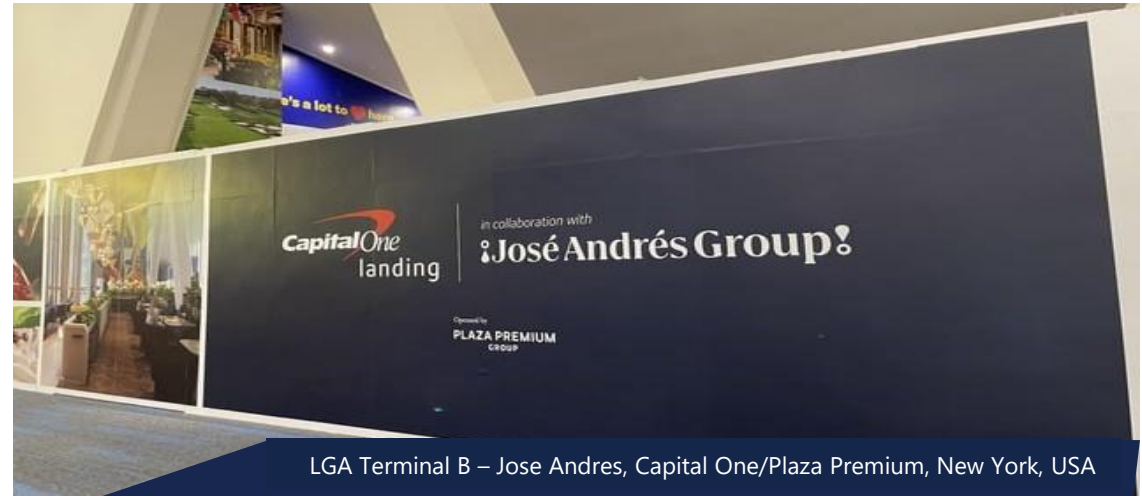
Food Hall, Sangster Intl Airport Jamaica

New York LGA Terminal B – Evolving the Proposition

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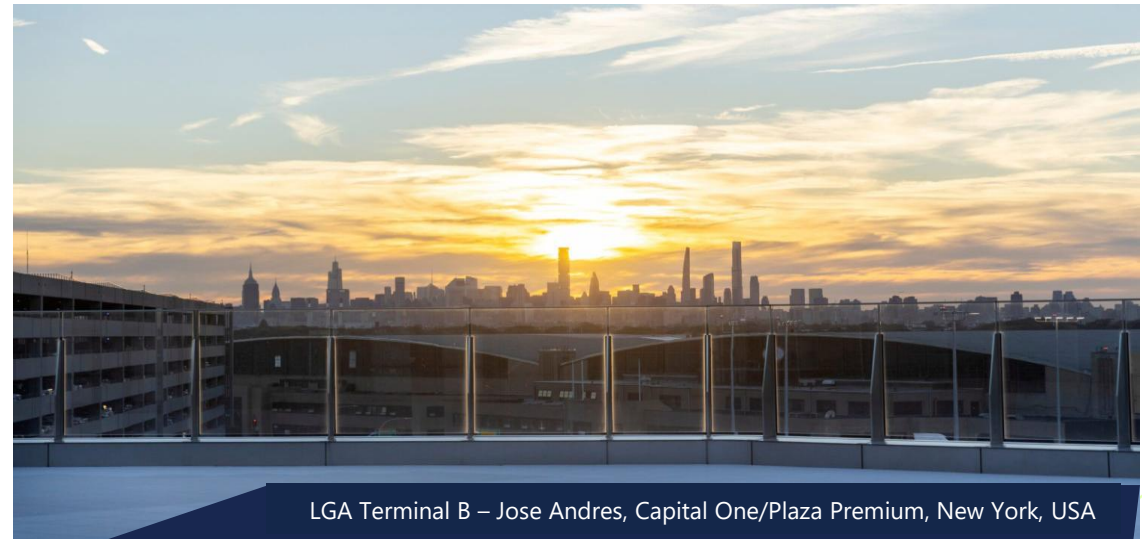
LGA Terminal B – Chase Sapphire/Airport Dimensions New York, USA



LGA Terminal B – Jose Andres, Capital One/Plaza Premium, New York, USA



LGA Terminal B – Chase Sapphire/Airport Dimensions New York, USA



LGA Terminal B – Jose Andres, Capital One/Plaza Premium, New York, USA

Philadelphia 30th Street Station – Creating a Destination

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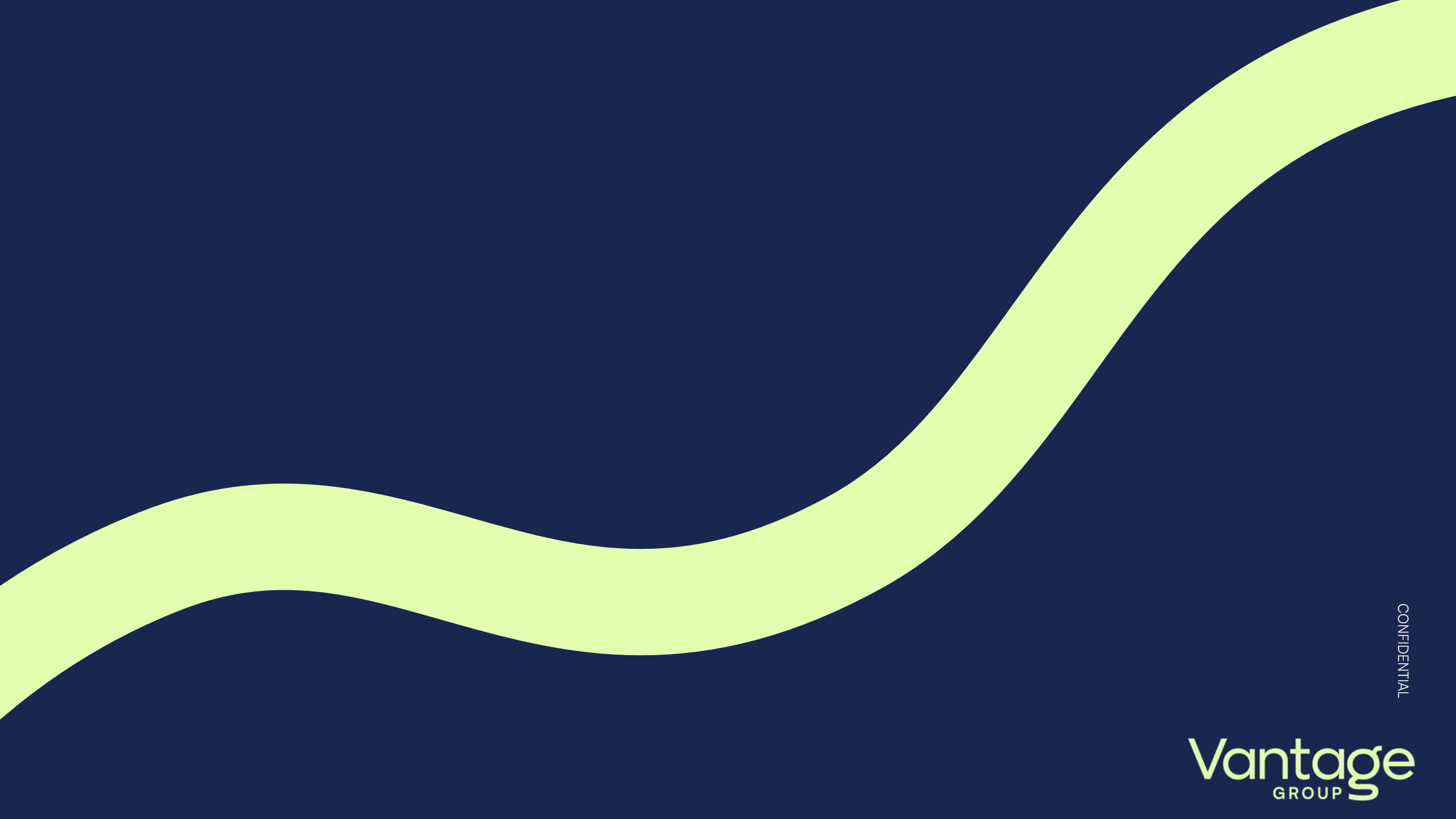
30th Street Station, Philadelphia, USA



30th Street Station, Philadelphia, USA

Q&A





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