

Pittsburgh International Airport opens its new \$1.7 billion terminal

Pittsburgh International Airport opened its new \$1.7 billion terminal on November 18. The modern facility features streamlined security, faster baggage systems, outdoor terraces, an energy-self-sufficient microgrid and enhanced shopping and dining, with 20 new or refreshed concessions as part of the renovated airside terminal experience.

PIT Transformed is the culmination of more than four years of construction and a decade of planning and preparation. Designed by Gensler + HDR in association with Luis Vidal + Architects, the new 811,000 sq. ft. terminal was built almost entirely with local labor and materials and without local or state taxpayer dollars.

“This new terminal is both a bold statement to the world about what an airport can be – and a love letter to our community,” said PIT CEO Christina Cassotis. “From architecture that reflects our region to an industry-first microgrid that makes PIT energy self-sufficient, this new terminal is emblematic of Pittsburgh’s modern innovation economy and its determination to set the standard and lead.”

The new PIT replaces an outmoded terminal built for a single airline into an origin-and-destination airport that can easily accommodate 15 airlines.

As a regional economic engine and technology incubator, PIT includes Neighborhood 91, the world’s first airport-based additive manufacturing campus, and PIT’s microgrid, which utilizes on-site natural gas reserves to achieve total energy self-sufficiency – a first for a major airport.

Clear and concise signage designed by Gensler, an intuitive layout, and seamless passenger journey define the new terminal, reducing walking distances and simplifying the travel experience. Passengers move through two distinct levels—departures above and arrivals below—ensuring a smooth and efficient flow from landside to airside.

The new Skybridge and tunnel, designed by Luis Vidal + Architects, links the new terminal to the



The new Pittsburgh International Airport terminal ushers in the next era of aviation for the region’s travelers, says the Airport Authority. Photo Credit: Ema Peter

renovated existing airside core.

The new terminal generated around \$2.5 billion in economic impact for the region and more than 14,000 jobs.

Approximately 90 percent of those who worked on the terminal hailed from the Greater Pittsburgh region and 90 percent of the materials and services were sourced locally. That includes 16,000 tons of structural steel that was fabricated locally.

“The opening of PIT’s new terminal represents a significant investment in the future of airport infrastructure and the passenger experience for the Pittsburgh region and the global aviation system,” said Kevin M. Burke, President and CEO of Airports Council International – North America.

“Christina Cassotis and the entire team at PIT have delivered an impressive, modern facility that raises the bar for efficiency, passenger experience, and accessibility across the airport industry.

“By expanding security screening capacity, integrating advanced technology, and enhancing accessibility features, this project reflects how airports are adapting to meet the evolving needs of travelers and the communities they serve.”

PIT serves approximately 10 million passengers annually.

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IN MEMORIAM: DOUG ANDREWS



With great sadness we announce the death of Douglas “Doug” Andrews, who passed away on November 4, 2025, following a tragic motorcycle accident.

Doug grew up in Mexico City, where he developed a deep affection for Latin America—its cultures, its

languages, and its people, wrote Angelica Andrews, who was his wife for 32 years.

Fluent in three languages, English, Spanish and French, he carried this global perspective with him throughout his life, where he was an important figure in the travel retail business in the Americas. Over the years he worked at Bausch & Lomb, Giorgio Beverly Hills, Lancaster, P&G and the Movado Group, where he handled sales in Latin America.

Doug is survived by his sister, Allison, and his brothers, Brian and Miguel and his son, Christopher.

A Funeral Mass will be held at San Marco Catholic Church, located at 851 San Marco Road, Marco Island, FL 34145, on December 2, 2025, starting at 10:30 am. A Celebration of Life at The Crabby Lady, 123 Bayshore Way, Goodland, FL, will immediately follow the services at the church.

WH Smith CEO Cowling resigns after probe of accounting error

The CEO of WH Smith, Carl Cowling, has resigned after accounting inconsistencies in supplier income within its North America division were identified.

An independent Deloitte Review said that there would be a net reduction in supplier income of approximately £22 million and additional one-off inventory costs of around £20m in the division.

According to Bloomberg, the retailer said in August an overstatement of about £30 million (\$39.5 million) in its accounts would cut headline trading profit in the region to £25 million. It now expects profit of between £5 million and £15 million.

Cowling, who has led WH Smith since November 2019, offered to step down following the review by Deloitte, which blamed the problem in North America partly on a lack of oversight. He will stay on through the end of February to help with the handover of duties, said WH Smith.

Andrew Harrison, CEO of the

UK division, has been appointed Interim CEO.

The group appointed Huw Crwys-Williams as CEO for the North America division in June 2025. It said it is now reviewing the North America leadership team.

WH Smith is increasingly focused on North America, where it has more than 320 stores under brands such as District Market, Flight Stop and Root & Branch.

WH Smith sold its UK network of about 480 high street stores — known for books, newspapers, magazines and stationery — to investment firm Modella Capital earlier this year. The travel division, which had been more profitable, operates in major airports, hospitals and train stations around the world.

Commenting on the Nov. 19th announcement, Annette Court, Chair of WH Smith PLC said: *“This is an extremely serious matter that has had the Board’s full attention, and we sincerely apologize for the shortcomings identified.*

“While the issues identified arose in our North America division, we recognize the importance of strengthening controls, governance and reporting procedures across the Group.

“We have acted swiftly to build a comprehensive remediation plan and will reinforce the financial discipline and integrity that underpin our business moving forward.

“It has also been announced today that Carl Cowling has offered his resignation. Carl will step down as Group CEO and as a Board Director with immediate effect. We wish Carl every success in the future. The Board has begun the search to appoint a new CEO.

“Our priority now is to rebuild trust and credibility and to improve the performance and profitability of our North America division. We are confident that the actions we have taken and will continue to implement over the months ahead will ensure a strong foundation for the business going forward.”

Circana: U.S. Beauty industry posts strong gains in 3Q

The U.S. beauty industry grew across all metrics through the third quarter (Q3) of 2025, according to research agency Circana, LLC. From January through September 2025, prestige market sales increased by +4% to \$24.1 billion and units sold were also up +4%, over the same period last year.

Sales in the mass market increased +5% to \$54.5 billion and units sold grew +2%.

“The beauty industry had a really stellar third quarter and, in fact, the growth rate has ramped up when we compare the past three quarters of 2025, which bodes well stepping into the holiday season,” said Larissa Jensen, global beauty industry advisor at Circana.

Fragrances

Prestige **fragrance** sales increased by +6% to \$5.9 billion. High concentrations including eau de parfums and parfums continued

to make the greatest impact.

Consumers continue to drive sales on both the higher and lower sides of the pricing spectrum: luxury fragrance brand sales rose by double-digits, while mini/travel size juices grew by +12% in units and mini/discovery fragrance sets were up +41%.

Fragrance was the fastest-growing category in the mass market, up +17% based on dollar sales and double digits on a unit basis.

Makeup

The prestige **makeup** category posted \$7.9 billion in sales through September, up +3% versus the prior year, and saw improvement in units sold, reports Circana.

All makeup segments delivered positive results – eye, face, lip, nail, and sets. Lip products continued to outperform the other segments, while prestige eye makeup returned to growth after a decline in 2024.

Skin Care

Prestige **skincare** sales reached \$6.7 billion, posting a year over year increase of +1%. It is the only category where units are growing at a faster rate than dollars. Facial skincare, the largest segment, experienced a modest lift, driven primarily by e-commerce.

Body and sun care grew at the fastest rates.

Skincare sales also fared well in the mass market, led by face serums and facial moisturizers. Mass prestige brands continue to outpace the growth of both mass and prestige brands, increasing by +14% through September.

Hair Care

The prestige hair category was up +8% to \$3.5 billion and units sold were also up. Mass hair care sales also posted healthy results.

Cosmoprof North America Miami returns in January: Early bird registration open

Cosmoprof North America Miami returns January 27–29, 2026, at the Miami Beach Convention Center, bringing together 800+ brands and suppliers from around the world to showcase what’s next in beauty innovation.

Building on last year’s successful expansion, the 2026 edition highlights Miami’s role as a global connector between North America, Latin America, and beyond. With an expanded show floor, highlights like *The Beauty Vanities* – which spotlights curated product assortments that embody simplicity, authenticity, and innovation-- reflects the momentum and creativity of the global beauty industry.

The fragrance category will also take center stage, doubling in presence from the previous year, a reflection of the category’s surging growth and consumer excitement.

In partnership with BEAUTYSTREAMS, CosmoTrends will once again deliver its annual report, highlighting the key movements and innovations shaping the beauty industry for 2026. A curated display and presentation will guide attendees through evolving consumer demands and market directions, helping them stay one step ahead in an ever-changing landscape.

In addition to its expansive show floor, Cosmoprof North America Miami will feature a robust educational program designed to empower emerging brands and entrepreneurs. The Entrepreneur Academy offers tailored sessions with actionable strategies for growth, marketing, and operations, while CosmoTalks convenes leading voices in beauty research, brand strategy, and retail. Confirmed participants include The Estée Lauder Companies, K18, and Dossier, among other major players shaping the future of beauty.

Registration is now open, with attendees invited to save up to 30% by registering by November 21, 2025.

To register, visit <https://cosmoprofnorthamerica.com/miami/>.

Heineken unveils strategies for the future in travel retail



Heineken's Global Duty Free and Travel Retail team: Natalia Kuldyeva, Natalie Fernandez, Christian Klimpke, Claudio Stanchi, Dennis van de Sanden.

Heineken, which recently appointed **Natalia Kuldyeva** as Global Duty Free Manager and announced six senior appointments across its Global Duty Free and Travel Retail team, has revealed plans for the future in the duty free and travel retail channel.

"Guided by our ambition to be the partner of choice, across our four principal operating channels - Cruise, Airlines, Border Stores and Ferries & Military - a collaborative approach with our customers has helped us identify and co-navigate numerous opportunities and challenges with agility and joint expertise. Each channel brings its own distinctive characteristics with a need to continually adapt and tailor our strategies to the evolving global economic landscape, as the team outlines below," reflected Kuldyeva.

Cruises

Led by Heineken draught, and supported by regional favorites like Birra Moretti, Dos Equis, La Tropical, Lagunitas, Cruzcampo and Red Stripe, Heineken achieved a major milestone in the cruise sector in 2025 by becoming the leading draught supplier by volume.

"We continue to invest in crew training and deliver unique experiences through initiatives that we refer to as 'lighthouse moments' that aim to light up the category, such as the Heineken Limited Sail Edition in this year and a range of activations, around our global sponsorships with Formula 1 and UEFA Champions League," said **Christian Klimpke**, Global Account Manager Cruiselines, Heineken.

Recognizing the growing demand for health-conscious and low- and no-alcohol (LoNo) choices across various onboard drinking occasions, Heineken says that it is also focusing on Heineken 0.0 for both passengers and onboard crew.

"The cruise channel is a long-term priority for Heineken and we are expanding beyond the core markets into new territories as the industry grows. We actively support our customers with sustainability initiatives, including leading the industry transition from non-returnable bottles to cans and the ongoing introduction of one-way keg," commented Klimpke.

Borders – the Americas

Heineken reports that it has achieved significant growth in its border stores business throughout the Americas, working with customers on collaborative planning and forecasting initiatives, and centralized route-to-consumer strategy. The company has also enhanced promotional activities, utilizing its influential global platforms, such as the UEFA Champions League and Formula 1 to further strengthen performance.

"The premium beer segment remains robust across the Americas, bolstered by the prominent brand reputation of Heineken in key territories and the generous personal allowances in the leading border store markets of Brazil and Panama," comments **Natalie Fernandez**, Senior Manager, Duty Free Americas, Heineken.

"The growing trend towards health-conscious choices continues to boost demand for Heineken 0.0 and aligns well with the changing

preferences of border store shoppers," she adds.

Fernandez says Heineken's strategy for 2026 centers on expanding distribution, customizing product ranges and activations to local preferences, while leveraging brand strength to deliver a seamless cross-border experience with the consumer at the heart of everything they do.

"Looking ahead to 2026, we remain focused on strengthening our presence across the Americas through tailored commercial initiatives and continued investment in our brand equity. Our approach is guided by evolving consumer expectations and a commitment to delivering memorable experiences across border store environments," she said.

Airlines

Heineken also discussed its airlines business, reporting strong growth for its Heineken and Birra Moretti brands. The company is starting to explore the American market, aiming to introduce its leading beers to new audiences, according to **Claudio Stanchi**, Global Account Manager, Airlines & Duty-Free Asia.

"We have refined our route-to-market strategy and enhanced logistics efficiency, introducing environmentally friendly solutions designed to minimize the carbon footprint of airline supply chains and support our shared sustainability ambitions," said Stanchi.

"Looking ahead, we are developing exclusive activations and co-branded experiences with our airline partners, leveraging the widespread appeal and signifi-

cance of our global brand assets, including Formula 1 and the UEFA Champions League."

Ferries & Military

Heineken also reports new opportunities onboard ferries, where it launched Birra Moretti in Scandinavia, and saw gains in flavored RTDs and cider as well as its beers, despite challenges from government-owned liquor stores, higher excise duties in the Baltics, and currency shifts.

"Looking ahead, we aim to build on our international premium lager success, led by Heineken and Birra Moretti, and expand in craft with brands like Beavertown and Lagunitas. Continued strong execution onboard ferries and close collaboration with operators will support these goals," noted **Dennis van de Sanden**, Global Account Manager Ferries & Military.

Heineken also announces the appointment of Kasper Kruijt as Account Manager Military & Duty-Free Europe



2025 Heineken Limited Sail Edition

Nestlé and KITKAT partner with Avolta to unveil F1 Grand Prix spaces at São Paulo airport



Frédéric Porchet, General Manager, Nestlé International Travel Retail and Gustavo Fagundes, CEO Avolta Brazil, cut the ribbon for the spectacular new KitKat space on Nov. 7 at São Paulo Guarulhos International Airport.

Nestlé International Travel Retail has brought the excitement and color of the world famous F1 Grand Prix to São Paulo Guarulhos International Airport. In partnership with Avolta, NITR opened two immersive spaces celebrating the fan-favorite event with a KITKAT branded F1 race car, right before the F1 Grand Prix took place in Brazil.

KITKAT recently announced a landmark partnership with Formula 1, making KITKAT the Official Chocolate Bar of Formula 1. This three-year collaboration, launched in November 2025, is Nestlé's largest global brand partnership to date and is set to play a key role in the company's travel retail strategy.

With Formula 1's fanbase of over 827 million worldwide – especially among younger, diverse audiences – the company says this partnership enables KITKAT to bring its “Have a Break, Have a KITKAT” message to more people, creating memorable experiences for travelers and fans alike.

The partnership is set to drive shopper and consumer activations and exclusive promotions in travel retail, leveraging the excitement of the F1 calendar and the unique energy of global motorsport events.

“This is not just renovated permanent visibility; it’s a symbol of a shared vision, put in place just days before the F1 Grand Prix here in Sao Paulo,” said Frédéric Porchet, General Manager, Nestlé International Travel Retail

“Together, Nestlé and Avolta are on a mission to transform travel retail. We aim to accelerate category growth by engaging travelers like never before. We believe in

delivering immersive experiences that delight a new generation of generation of passengers, championing health and sustainability for conscious consumers, and making duty free the go-to destination and great experiences. This ambitious vision is only possible because of partnerships built on shared goals and mutual trust.” The new KITKAT and Nestlé spaces are designed to Attract, Convert, and help the whole

category Thrive, following Nestlé's new and innovative A.C.T. category framework (Attract, Convert, Thrive).

“We all recognize the challenge in our industry: only a small fraction of travelers even set foot in the confectionery area today, and of those who do, only about half end up making a purchase. But imagine the potential if we can change that. Just by attracting a few more of those passengers into the stores and inspiring a few more of them to buy, we can unlock tremendous growth. And that is exactly what we intend to do,” added Porchet.

Porchet says that the bold, engaging space invites travelers in, delights them with the world of KITKAT and Nestlé, and sets the stage for sustained growth.

“On behalf of the whole NITR Team, I would like to warmly thank Avolta, our long-standing partner, for their trust in us and for giving us the opportunity to create something different, something exceptional.”

Commenting on the renovated space, Gustavo Fagundes, CEO Avolta Brazil, said “It is very rewarding to take part in such a consumer experience project with KITKAT! It reinforces our obsession with consumer centricity, and we are confident that this activation will be a success.”





Ghirardelli and DFS celebrate California with iconic San Francisco Cable Car HPP at LAX



California-based Ghirardelli chocolate launched an exclusive month-long HPP at Los Angeles International Airport (LAX) from mid-October to mid-November. In collaboration with DFS, this activation featured a striking San Francisco Cable Car installation, designed to create a vivid 'sense of place' and a memorable photo opportunity for travelers.

Ghirardelli created a unique offering that allowed travelers to take home one last piece of California featuring a DFS-exclusive mini Wooden Ghirardelli Cable Car to purchase containing assortment of the brand's best-sellers. This iconic San Francisco Cable Car is a symbol of California that resonates deeply with visitors for its rich history, cultural heritage, and timeless charm.

"The Home Global Travel Retail market is vital to Ghirardelli's sustainable growth strategy," said David Dulyx, Vice President of Sales at Ghirardelli Chocolate Company. "Partnering with DFS, a key global player and trusted partner at our home airport, allowed us to connect deeply with

travelers. This Cable Car activation was more than a display – it was an interactive experience that celebrated our shared values of heritage, quality, and California pride."

Daniel Licari, Senior Director of Global Merchandising at DFS, added, "Ghirardelli is a long-standing collaborative partner in North America highlighting the importance of destination brands within airport locations. This dynamic activation at LAX brings a strong sense of place and interactivity, enriching the unique and unforgettable experiences DFS is committed to providing its travelers. This activation will add to the impressive growth of the Ghirardelli brand including seven exclusives only found at DFS in SFO and LAX airports."

Travelers at LAX were invited to visit the Cable Car display, take photos, and savor a final taste of California with Ghirardelli as they completed their journey home. This activation underscored both brands' commitment to creating memorable moments that resonate beyond the airport.



PyD launches new business unit with acquisition of skincare brand Twelve Beauty



PyD's Pedro Trolez with Sonia Graffin, Twelve Beauty CEO, and company founder Pedro Catalá.

Spanish beauty group PyD has acquired a majority stake in Twelve Beauty, a skincare brand founded in 2012 by pharmacist and PHD in cosmetic science Pedro Catalá.

The move represents a strategic step forward for PyD, and marks the launch of a new business unit within the group, focused on conscious beauty, responsible innovation, and international expansion.

Founded on the premise that nature and science can coexist in harmony, Twelve Beauty has built a solid reputation on its clean, effective and dermatologically advanced formulas. Its community is based on honesty, transparency and the effectiveness of its products, formulated with organic ingredients and top-quality processes, says PyD.

The brand cultivates its own orange and olive groves, ensuring purity, traceability and the proven benefits of the extracted oils, rich in antioxidants and nutrients. The Twelve Beauty production model reflects a genuine commitment to sustainability.

PyD says that Twelve Beauty stands as a trusted brand among consumers and dermatology experts, and is favored by international icons including Emma Watson, Glenn Close, Lesley Manville, Naomi Harris and Elle

McPherson. With a global digital presence, the brand is available in premium stores in Hong Kong, Shanghai, the UK, Paris, San Francisco and Los Angeles, among other cities.

Sonia Graffin, Twelve Beauty CEO, comments: "At Twelve Beauty we are entering a new chapter bringing energy, experience and vision, guided by a clear idea: to consolidate its legacy as an international benchmark in conscious and scientific beauty. This agreement represents a turning point to boost its digital ecosystem, global expansion and the development of new product lines, while keeping the promise of caring for the skin with the purity of nature and the rigor of science.

"We embrace this challenge with gratitude, passion and the conviction that the future of beauty lies in uniting science, sustainability and emotion."

Pedro Catalá, Founder of Twelve Beauty, adds: "We join the PyD family with pride and excitement. The acquisition validates the strategic relevance of natural skincare formulated with purpose and underscores our mission to offer products where every ingredient works toward lasting skin health. Becoming part of the PyD group will allow us to maintain and elevate our standards of excellence while facing new challenges with confidence, conviction and growth ambition."

Lindt Dubai Style Chocolate celebrates global success as sales soar beyond 2m tablets in TR

Lindt & Sprüngli is celebrating the continued worldwide success of award-winning **Lindt Dubai Style Chocolate**. Honored with both Food & Confectionery Product of the Year and Best Confectionery & Food Product at this year's Frontier and Travel Retail Awards in Cannes, the SKU has attracted travelers globally, establishing itself as a long-term growth driver for the confectionery category through new format launches.

New global favorite

Lindt Dubai Style Chocolate introduced travelers to a new flavor combination of Lindt milk chocolate blended with pistachio paste, crispy kadayif, and almond brittle. The debut at Zurich Airport was an instant success, with the first batch selling out in just 15 minutes, despite a one-per-person purchase limit.

As of November 2025, the product is available in over 100 airports worldwide, with sales surpassing 2.2 million tablets since launch. It has become Lindt GTR's number-one SKU, demonstrating how a single product can both delight consumers and drive sustained growth.

Beyond its strong performance, the SKU benefits from premium packaging and consistent merchandising across key travel retail locations, ensuring standout visibility and a cohesive brand presence in diverse airport environments.

Formats and gifting options

Building on this success, Lindt introduced two new Dubai Style Chocolate formats in September and October 2025 to extend its reach across travel occasions: Lindt Dubai Style Chocolate Countline (40g) – bringing the pistachio-kadayif flavor to on-the-go snacking, and Lindt Dubai Style Chocolate Pralines (90g), an elegant assortment for a premium souvenir or gift.

The popularity of Dubai Style Chocolate has also amplified a global appetite for pistachio flavors, sparking what Lindt calls To meet this growing demand for “Pistachio Mania” Lindt has introduced a complementary Limited Edition Pistachio Range, featuring LINDOR Assorted with Pistachio (400 g), Napolitains Assorted with Pistachio (500 g), and Maxi Plaisir Milk Almond Pistachio (150 g).

Global visibility through immersive activations

The growing visibility of Lindt Dubai Style Chocolate reflects its status as a traveler favorite, says the company. Recent high-impact activations have brought the brand to life across key hubs including Paris Charles de Gaulle, Vienna (featuring a large-format digital screen), Palma de Mallorca, Taipei Songshan, and Bogotá, where a three-month Mega Event space drove exceptional visibility and trial. At Buenos Aires Ezeiza Airport, sales exceeded 2,000



Global visibility, from a three-month Mega Event space in Bogotá (above) to record-breaking sales at Buenos Aires Ezeiza Airport (left), Lindt Dubai Style Chocolate continues to capture travelers' attention across the world's busiest hubs.



pieces per day during activation periods, underscoring both traveler demand and retail partner enthusiasm.

Combined with strong and eye-catching in-store executions, this product has allowed Lindt to captivate shoppers and encourage them to re-engage with the category. Such set-ups enable broader store penetration, addressing one of the industry's biggest challenges – keeping travelers inspired to explore the confectionery aisle.

Peter Zehnder, Head of Global

Travel Retail, Lindt & Sprüngli commented: “Lindt Dubai Style Chocolate represents everything we strive for in travel retail:

craftsmanship, innovation, and emotional connection. Its success has shown how an inspired flavor idea can become a true global favorite, driving category growth while creating joyful moments for travelers everywhere. We're proud to see how it continues to open new doors, from expanded formats to exciting activations, as part of our ongoing mission to enchant the world with chocolate.”

Lindt expands the Dubai Style Chocolate experience with new Countline and Pralines formats.