

COMMERCIAL CONCESSION - AURA PASSENGER EXPERIENCE INITIATIVE

AURA - Airport User Recreation & Attractions

Conceptualization, Design, Installation, Operation & Maintenance of Controlled Passenger Leisure & Recreation Attractions

JIAP | Jinnah International Airport
KARACHI

AIAP | Allama Iqbal International Airport
LAHORE

IIAP | Islamabad International Airport
ISLAMABAD



Pakistan Airports Authority (PAA) invites Expressions of Interest (EOI) from experienced and internationally capable firms for the development and operation of **innovative controlled passenger leisure and recreation attractions** within designated landside and terminal environments at PAA airports. This initiative aims to introduce globally benchmarked, safe, and controlled experiential offerings to **enhance passenger engagement and non-aeronautical revenue**, positioning PAA airports as experience-led destinations. All proposed concepts are subject to comprehensive safety, security, regulatory, and operational approvals.

INDICATIVE ATTRACTION CATEGORIES — PROPOSALS MAY INCLUDE, BUT ARE NOT LIMITED TO

AERIAL & ELEVATED EXPERIENCES

Controlled Zipline, Glide & Elevated Viewing Concepts

- Controlled zipline or glide-based experiences within designated zones
- Elevated viewing or chair-lift style concepts providing panoramic experiences
- Glass bridge or transparent walkway installations at elevated levels
- Each attraction to be served by a dedicated, exclusive lift and/or escalator for user access**

ENGINEERED VERTICAL/TRANSITION EXPERIENCES

Enclosed Slides & Guided Movement Systems

- Enclosed or transparent glass slides incorporating optical illusions, mirror effects and immersive visual experiences within the slide environment
- Enclosed slides or guided movement systems between levels
- Experiential connectors within or adjacent to terminal buildings where feasible
- Subject to applicable approvals and structural feasibility assessments

IMMERSIVE & EXPERIENTIAL INSTALLATIONS

Observation, Interactive & Controlled Leisure Concepts

- Observation decks and panoramic viewing installations
- Interactive or movement-based passenger engagement concepts
- Unique, controlled leisure experiences aligned with airport environments

Security Clearance

All personnel, systems, equipment and installations shall remain subject to applicable PAA and ASF security requirements.

Operational Suspension Rights

PAA reserves the right to suspend, restrict or terminate operations at any time due to operational, safety, security, weather or emergency requirements without liability.

No Airside Access

No proposal shall involve operational airside access.

Crowd & Queue Management

Proposals shall include appropriate measures for user flow, queue management and crowd control to avoid disruption to passenger movement.

Operational Non-Interference

Installations shall not create operational, visual, lighting or audio interference affecting airport operations, passenger wayfinding or safety.

Emergency Override & Closure Rights

Airport Management retains unconditional rights to suspend, restrict or close any attraction where required for operational, safety or security reasons.

CRITICAL DEVELOPMENT FRAMEWORK

Mandatory Conditions for All Proposed Concepts

- Safety & Security** - Compliance with aviation safety, airport security and operational requirements.
- Passenger Movement** - No disruption to passenger circulation, emergency access or airport operations.
- Zone Restriction** - Limited to approved landside areas only — no airside access.
- Controlled Access** - Defined supervision, controlled access and user eligibility.
- Technical Standards** - Compliance with applicable international safety and engineering standards.
- Requisite Approvals** - Subject to technical, structural, safety and operational approvals.

DESIGN & OPERATIONAL EXPECTATIONS

- Structurally certified and safely engineered installations
- Risk management and emergency response measures
- Queue and crowd management provisions
- Adequate insurance coverage (public liability, structural and operational)
- Dedicated attraction access arrangements where required
- Seamless integration with airport environment and passenger experience

COMMERCIAL & EXPERIENCE OBJECTIVES

- Enhance passenger engagement and dwell-time
- Introduce innovative, globally aligned experience concepts

REGULATORY & LICENSING REQUIREMENTS

- Applicable licenses and regulatory clearances
- Health, safety and compliance certifications
- Required insurance coverage

ADDITIONAL COMPLIANCE & REGULATORY FRAMEWORK

- Applicable statutory, technical and operational approvals
- Compliance with PAA Security and ASF requirements
- Environmental assessment where legally required
- Third-party structural certification prior to installation
- Compliance with relevant international standards (e.g., ISO / EN or equivalent)
- Emergency response and evacuation arrangements
- Safety inspections and certified operational staff

IMPORTANT NOTES

- All concepts remain subject to technical, safety, engineering, security and regulatory approvals
- Final locations, configurations and scale shall be determined by PAA at subsequent stages
- Operations may be suspended or restricted for operational, safety, security or emergency reasons
- Site visits may be arranged upon request through the relevant airport authority
- Scope may be refined, expanded or modified at subsequent stages

SUBMISSION REQUIREMENTS



Relevant experience in experiential attractions, leisure infrastructure, aviation or comparable environments



Indicative concept only — high-level proposal, not final engineering design



Approach toward structural, operational, safety, security and crowd management considerations



Indicative MMG + revenue share or hybrid model



Proposed insurance and regulatory compliance framework



EOI proposals shall be submitted to the respective C.O.O./APM of the concerned airport latest by 22-06-2026 Applicants may submit for one or multiple airports, clearly indicating airport-wise details as requested.

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