



جمعية الشرق الأوسط و أفريقيا للأسواق الحرة
MIDDLE EAST & AFRICA
DUTY FREE ASSOCIATION

DFWC
DUTY FREE WORLD COUNCIL
Serving duty free and travel retail worldwide

The Middle East Conflict

GLOBAL IMPLICATIONS FOR DUTY FREE AND TRAVEL RETAIL

REGIONAL PERSPECTIVES





جمعية الشرق الأوسط و إفريقيا للأسواق الحرة
MIDDLE EAST & AFRICA
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The Middle East Conflict



The conflict is primarily a
HUMAN TRAGEDY

مطار الكويت الدولي
Kuwait International Airport



**Kuwait Airport
closed Until Further Notice**

Kuwait's Directorate General of Civil Aviation (DGCA) announced on Wednesday the activation of its emergency response plan at Kuwait International Airport after Terminal One (T1) was targeted by Iranian drones and missiles, resulting in significant damage to several airport facilities and causing casualties.





Overview Since 28 February

Impact assessment across 9 major

~50%

27M

~60%



Overview Since 28 February

Recovery of major regional



But, majority of Int'l Airlines have not yet



Overview Since 28 February

Recovery vs / Reality

Recovery Signals Ongoing Challenges

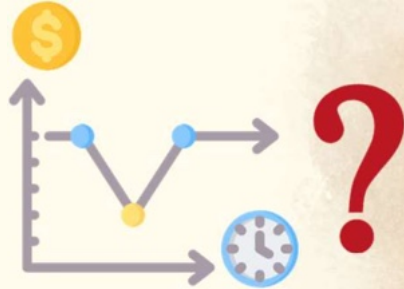
- Emirates 96% network
- Etihad 80 Destinations
- Qatar expanding Routes
- Connectivity improvement
- Tourist arrival down
- The corridor Dubai
- Hotels Occupancy We
- Airlines increasing
- International air r



Recovery is underway, but remains fragile and

Overview Since 28 February

Gradual recovery



Major challenges in to

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If air fares continue to rise, and a privileged few, the worst impacted

Overview Since 28 February

Gradual recovery



Major challenge

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Agility and adaptability will be critical

Overview Since 28 February

Partnerships Matter



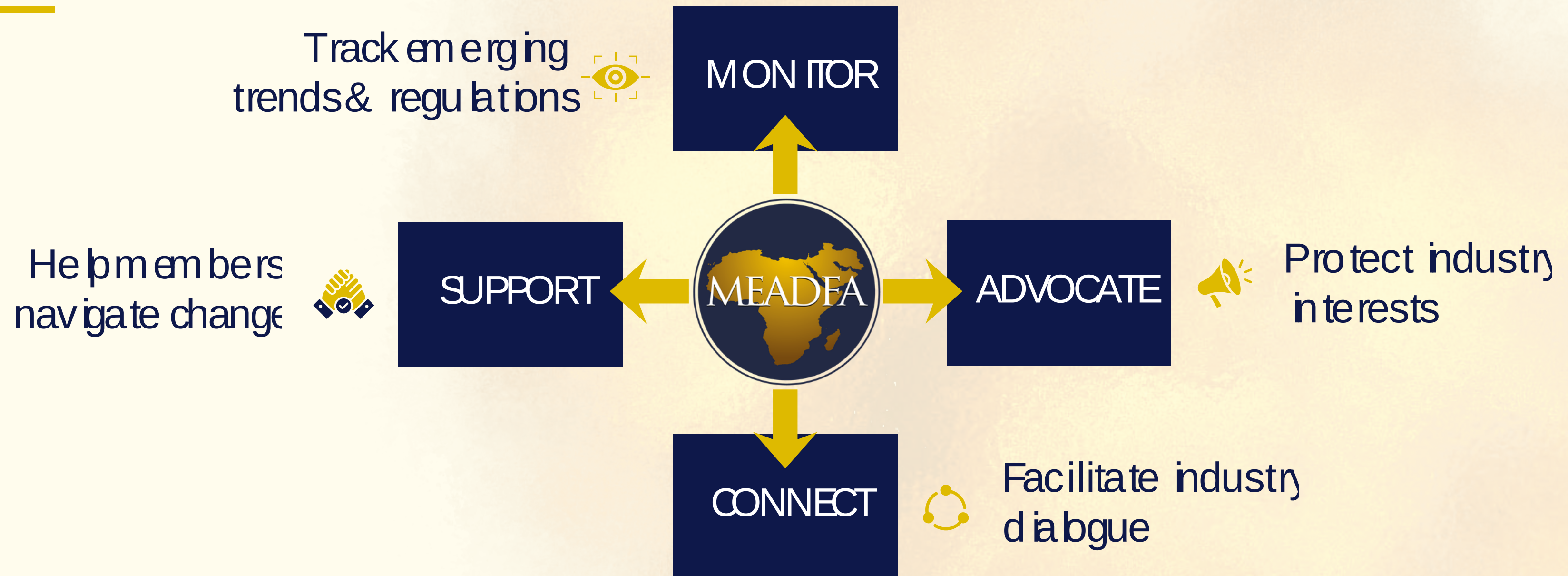
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Together, we need to show flexibility to fully benefit from the recovery.



MEADFA's Role



Through cooperation and mutual understanding,
we can navigate and support recovery

THE MEADFA CONFERENCE

15 - 17 NOV. 2026
FOUR SEASONS HOTEL
RABAT AT KASR AL BAHR

POWERING **GROWTH**
SHAPING TOMORROW

THANK YOU



MANAGED BY

