



Concourse C



Concourse C – LT



Concourse C



Concourse C – Perfumes & Fashion

Concourse B



Concourse B – BVLGARI



AMIA PTB (Passenger Terminal Building)

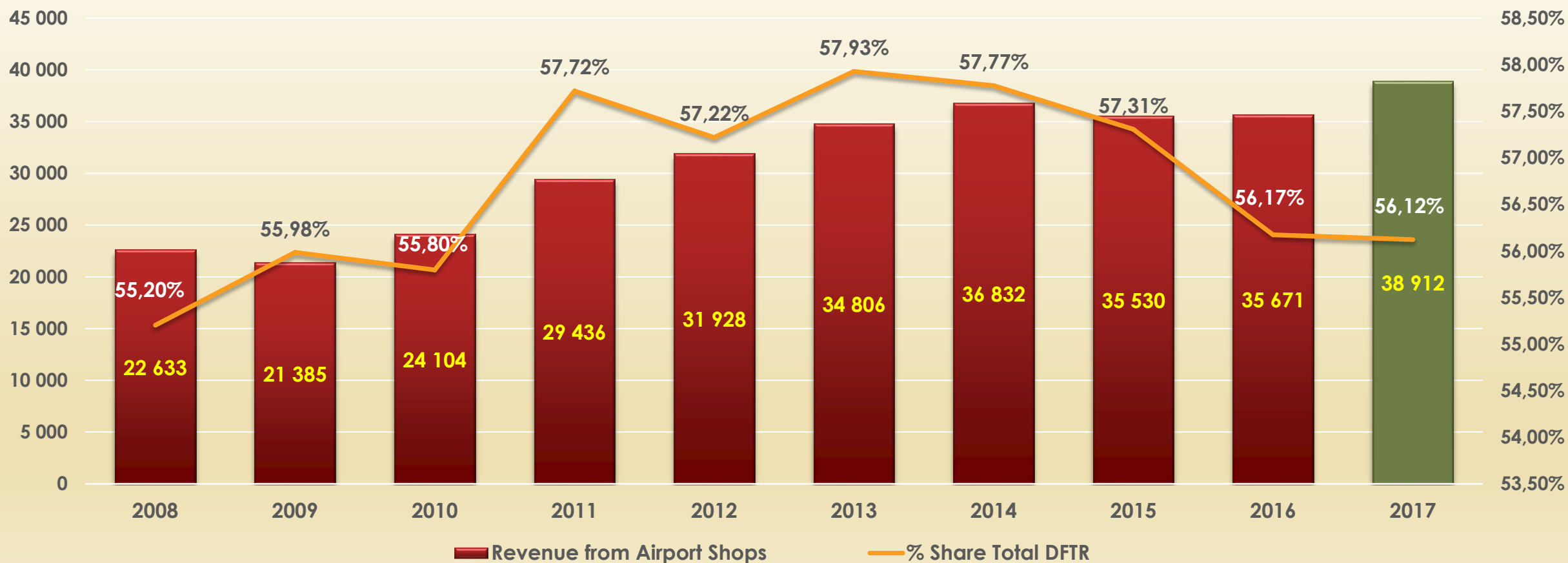




Airport Shops

Contribution to GLOBAL DUTY FREE TRAVEL RETAIL LAST 10 YEARS - 2008 until 2017

in US\$ Millions



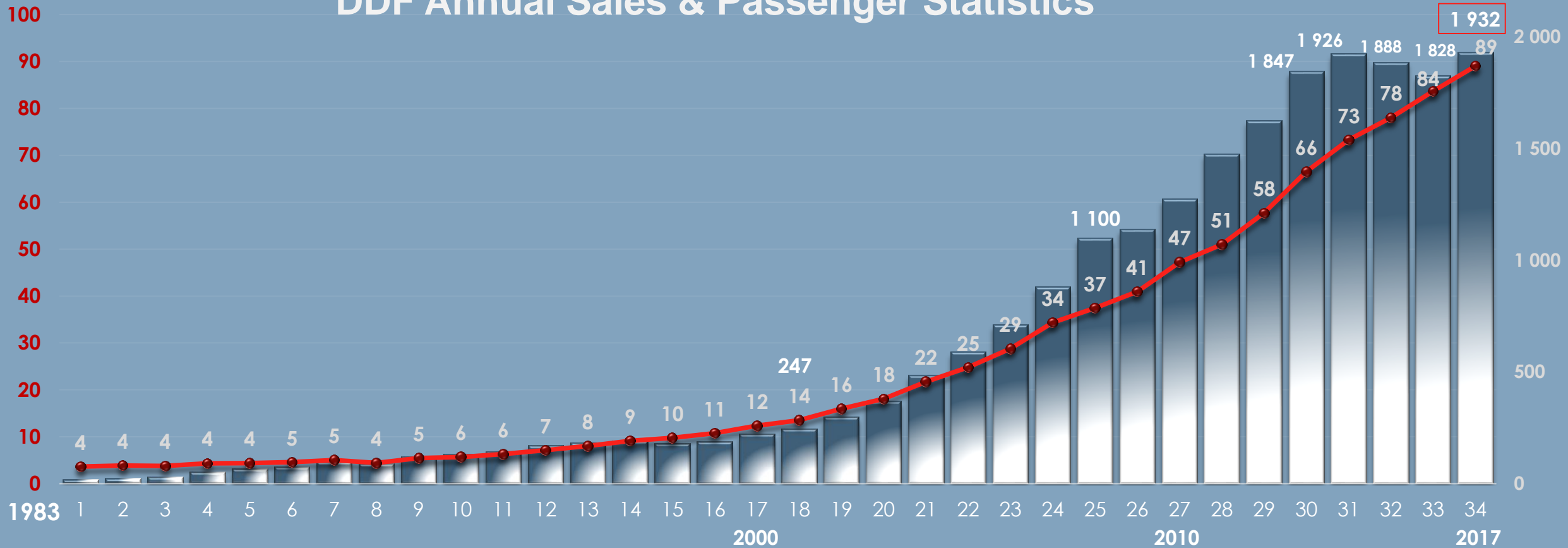


Sales 1984 - 2017

SALES IN USD MILLIONS

DDF Annual Sales & Passenger Statistics

PAX IN MILLIONS



■ 15.0% average sales growth over 33 years.

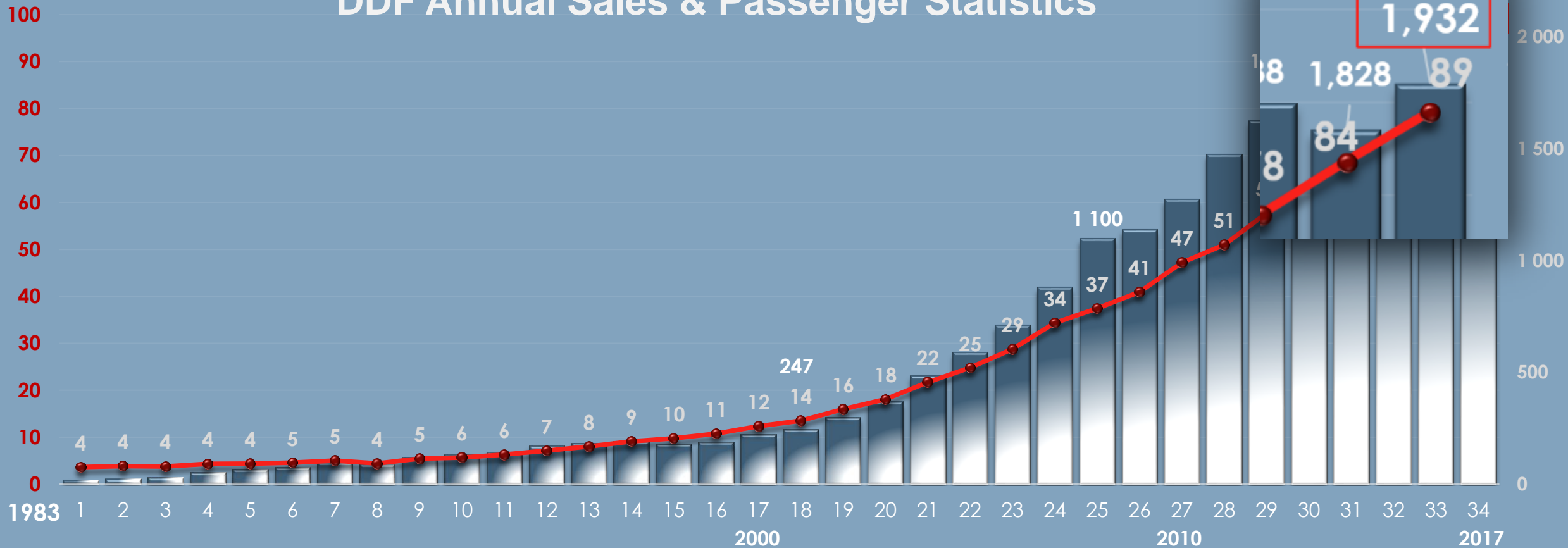


Sales 1984 - 2017

DDF Annual Sales & Passenger Statistics

SALES IN USD MILLIONS

PAX IN MILLIONS



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Dubai Duty Free Tennis Championships 2017



25th
Anniversary

DDF TENNIS STADIUM - 2017



Dubai Duty Free Tennis Championships 2017



25th
Anniversary

MEN'S CHAMPIONSHIP AWARD 2017



2017 - Airport Retailer of the Year (8th Time)



2017 – FRONTIER AWARDS



The Next 3 Years

The A List Plus

- Amazon – Marketplace, Prime, Web Services
- Alibaba – Taobao, T-Mall, Youkou, Shenma, Sina Weibo, Lazada, Cainiao
- Tencent – JD, WeChat Pay, Tencent Video, Sogou, WeChat, QQ
- Souq.com (Amazon)
- Flipkart
- Walmart.com (Jet.com)
- YOOX Net-a-Porter



The Next 3 Years

Strengths of A List Plus in retail

- **‘Selection, Price, Delivery/Speed/Convenience’**
- **Data, Spend on R&D, Integration (market and lifestyle), platform and finances**
- **Logistics – Delivery Centers (Amazon has 100 million square feet in the US), aircraft (Amazon has 30 767s), urban delivery centers, investment in automation (robots for picking, autonomous trucks, drones)**



Concourse B



28 Jan, 2018 Time: 0030 Hrs.



The Next 3 Years

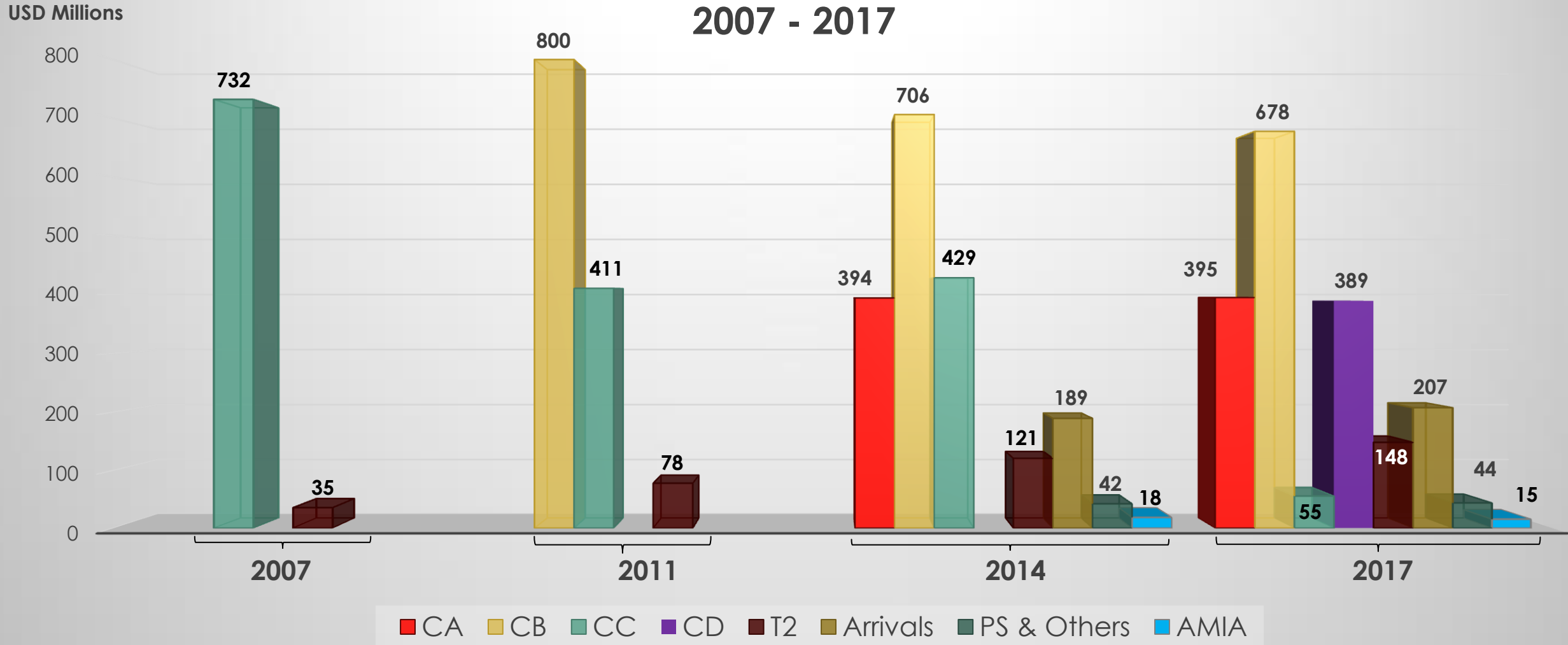
Opportunity in Airport Retail

- Passenger traffic is projected to grow at about 2.8% until 2035, according to IATA.
- 4 billion passengers in 2017 estimated by IATA with 80.6% load factor
- Travel does turn on a 'buying switch' in your brain while at the airport
- Penetration is still low at most airports



Area-wise Sales Contribution – (2007 – 2017)

Area-Wise Sales by Year 2007 - 2017





Dubai Duty Free – Distribution Center

- 6,000 sq mts of office and 27,000 sq mts of warehouse
- Supports sales split between 4 Concourses and Terminals



DC – Shuttle System expansion



32% of picks (2,152 daily)



The Next 3 Years

Growth at Dubai Duty Free

- **Renovation and expansion of retail and DXB Plus**
- **Improve customer service**
 - **Identification and Engagement**
 - **Training**
 - **Product Knowledge**
 - **Merchandising**
- **Work closely with the brands**