

Lagardère Travel Retail in Dakar (Senegal)

November 2018

MEADFA Conference, Beirut

Frédéric Chevalier, COO EMEA

Lagardère Travel Retail is a leading global travel retailer



€4.7bn⁽¹⁾
sales

(1) Sales @100% 2017



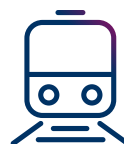
34
countries



4,500
stores
460,000 commercial sqm



250
airports



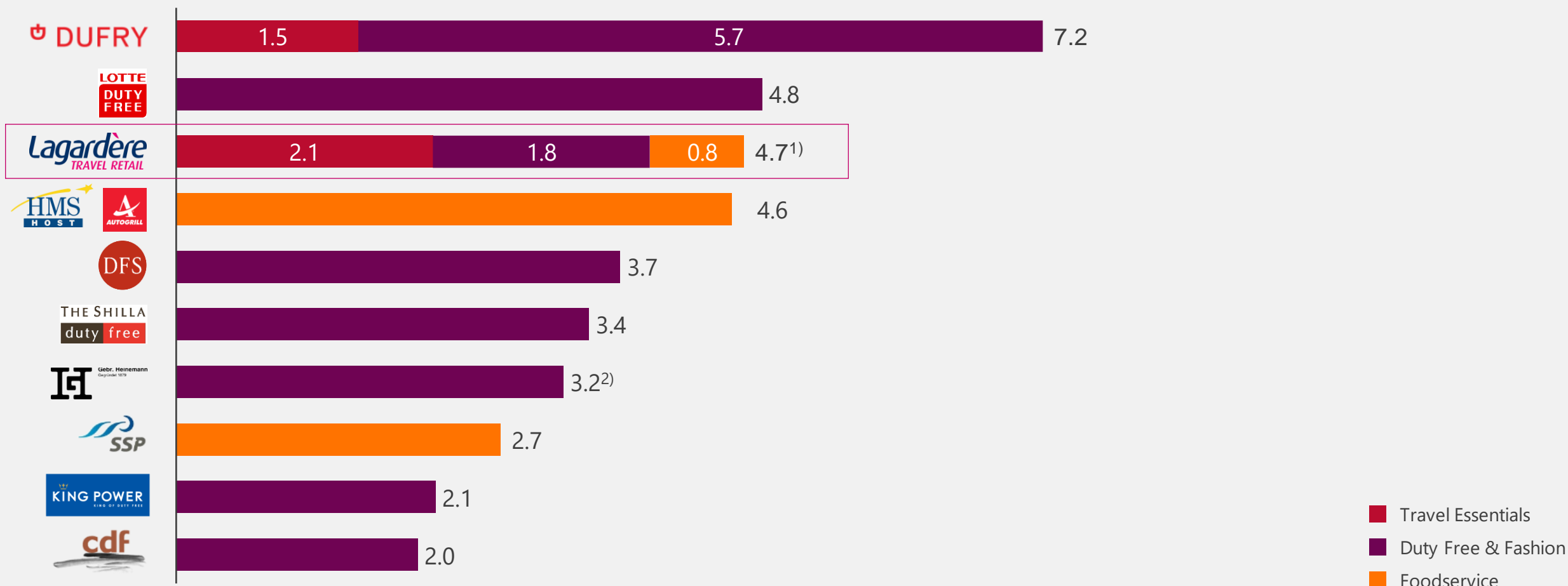
750
railway & metro
stations



21,500
employees

We are the #3 operator in travel retail

We are the only operator to cover all segments of travel retail



2017 Top Travel Retailers by sales (Sales @100%, €bn)

1) Pro forma including 230m\$ HBF sales

2) excluding €900m distribution activities

Note: fx at 31/12/2017 (source Oanda). Sources: Companies' reports, The Moodie Davitt Report, Lagardère Travel Retail estimates

We believe in Africa

- Dynamism
- Population growth
- Economic perspective
- Creativity



We target the same level of delivery as in the rest of the world

- Same level of store design
- Same quality of service and staff training
- Same careful selection of the best international and local brands



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A very strong Sense of Place

We really work and operate with the locals



Local resources



Local suppliers



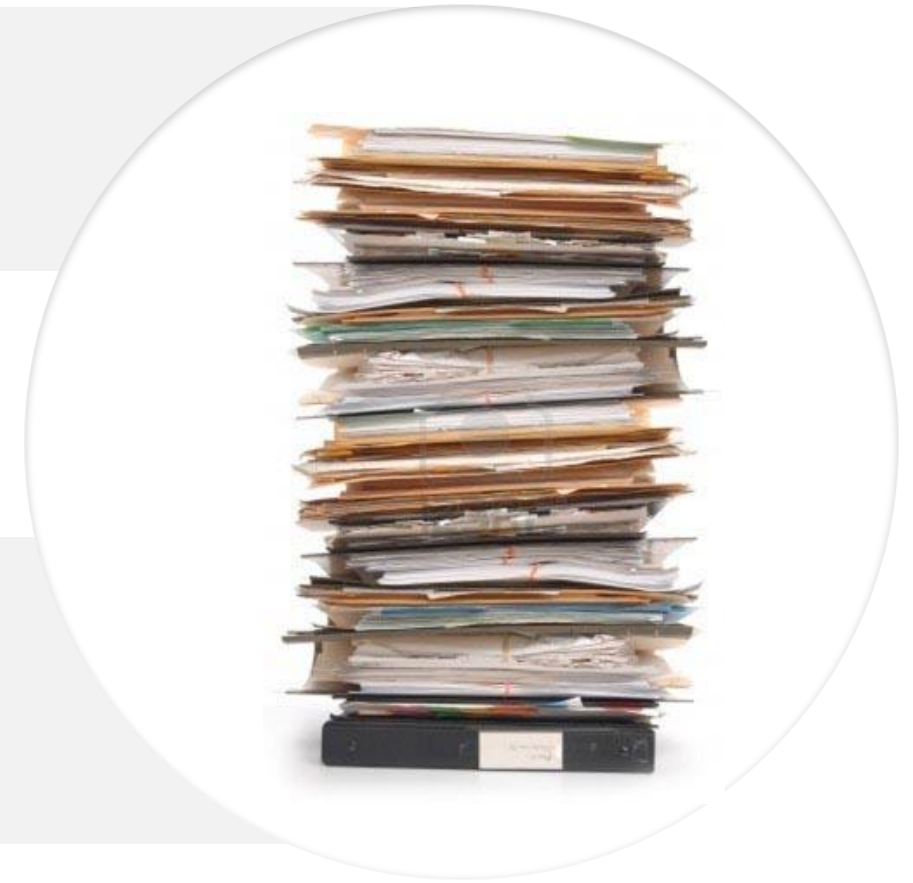
A L'OMBRE
DU BAOBAB



Local merchandise

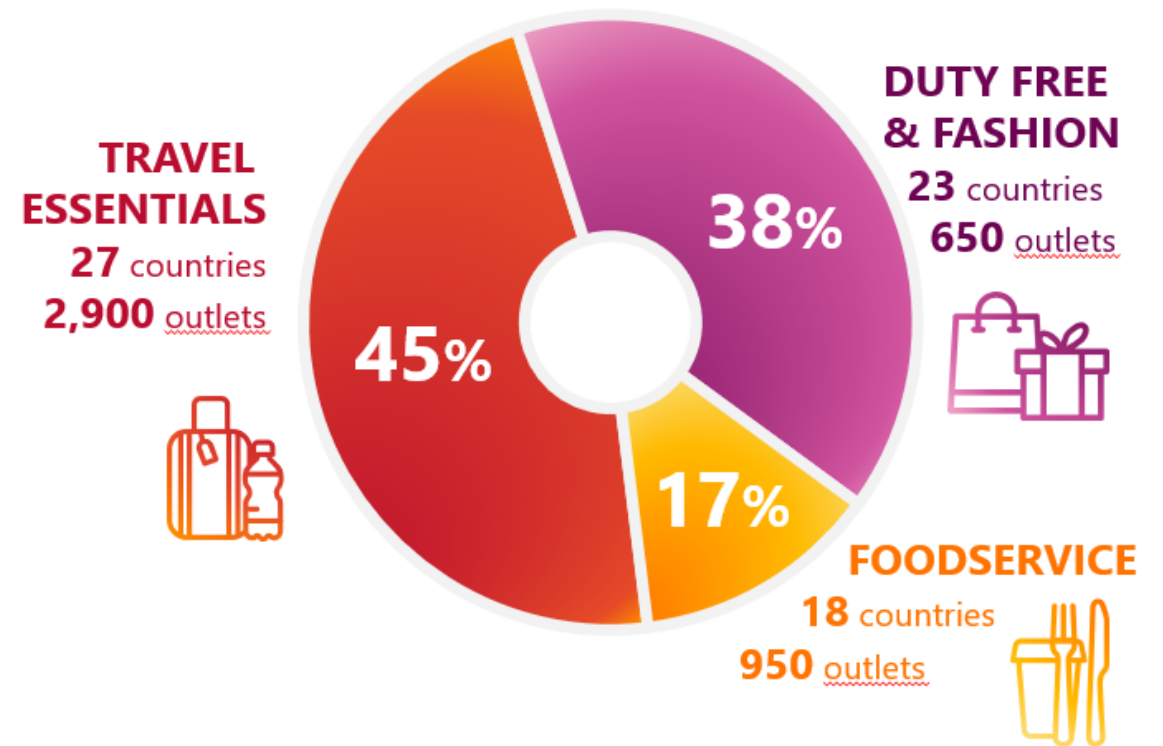
Africa is a very challenging place where to operate

- Unclear regulations, excessive bureaucracy
- Low reliability of partners, in particular logistics
- Unstable environment



but we at Lagardère Travel Retail have ways to mitigate these issues

- **Strong local organizations**
teams are empowered to make things happen on the field
- **Unique master-concession model**
we operate all commercial space, from retail to foodservice



Experience
new horizons,
every day
