



Experience is **Everything**

Ray Hernan – MEADFA Conference





The originators of **Duty Free**.
Established in Shannon in Ireland in 1947.

A light gray world map is centered on the Atlantic Ocean. A red location pin is placed in Ireland. Above the pin, the text "Global Headquarters" and "Dublin, Ireland" is displayed in a bold, black, sans-serif font.

**Global Headquarters
Dublin, Ireland**

...with operations across four continents.

...with **\$1.2bn turnover** across **16 locations**.

Quebec
Winnepeg
Montréal
Halifax
Barbados

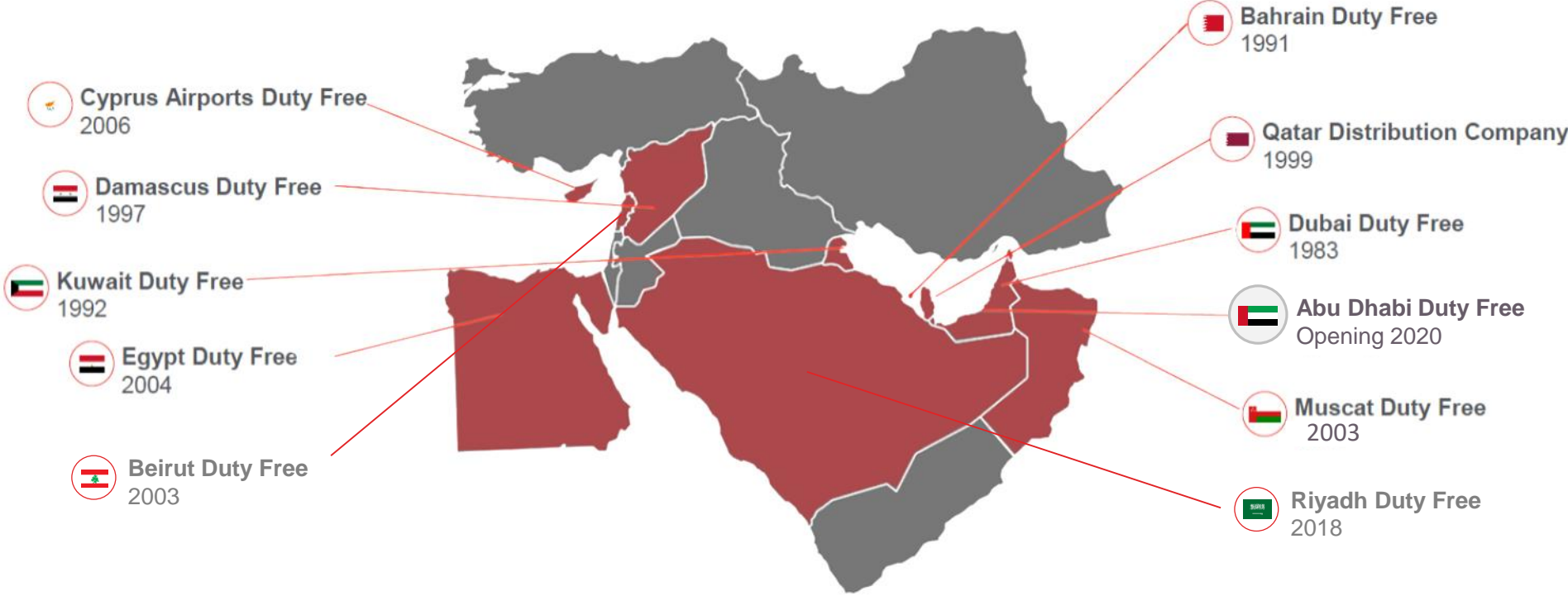
Montenegro
Cyprus
Lebanon
Bahrain
Oman
Qatar
Abu Dhabi
India

Indonesia

New Zealand

Our Presence in the Middle East

...now with over 35 years experience



My Observations: Downtown Retail to Travel Retail

Guaranteed footfall

Top line growth

Complex environment

B2B, B2C

Highly regulated

Expensive

Commercial model

Lagging behind

Innovation

Customer knowledge

Price perception

Conversion factor

Vanity & vice!



The Future!

Challenges

Passenger base fragmentation

Democratisation of air-travel

Remaining relevant

Increased regulations/restrictions

Inbalanced risk profile

Dwell time!

Distractions

Technology vs commercial model

Sustainability/CSR





Opportunities

A destination

Increasingly diverse offer

Customer service/shopping experience

Dial up digital/pre-travel comms

Leverage technology

Enhance partnerships

**Our aim; Work in Partnership to
delight the customer and deliver
sustainable, profitable growth**



Thank You

beaches
Signature