

# FOCUS ON AFRICAN SHOPPERS

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MEADFA- ACCRA

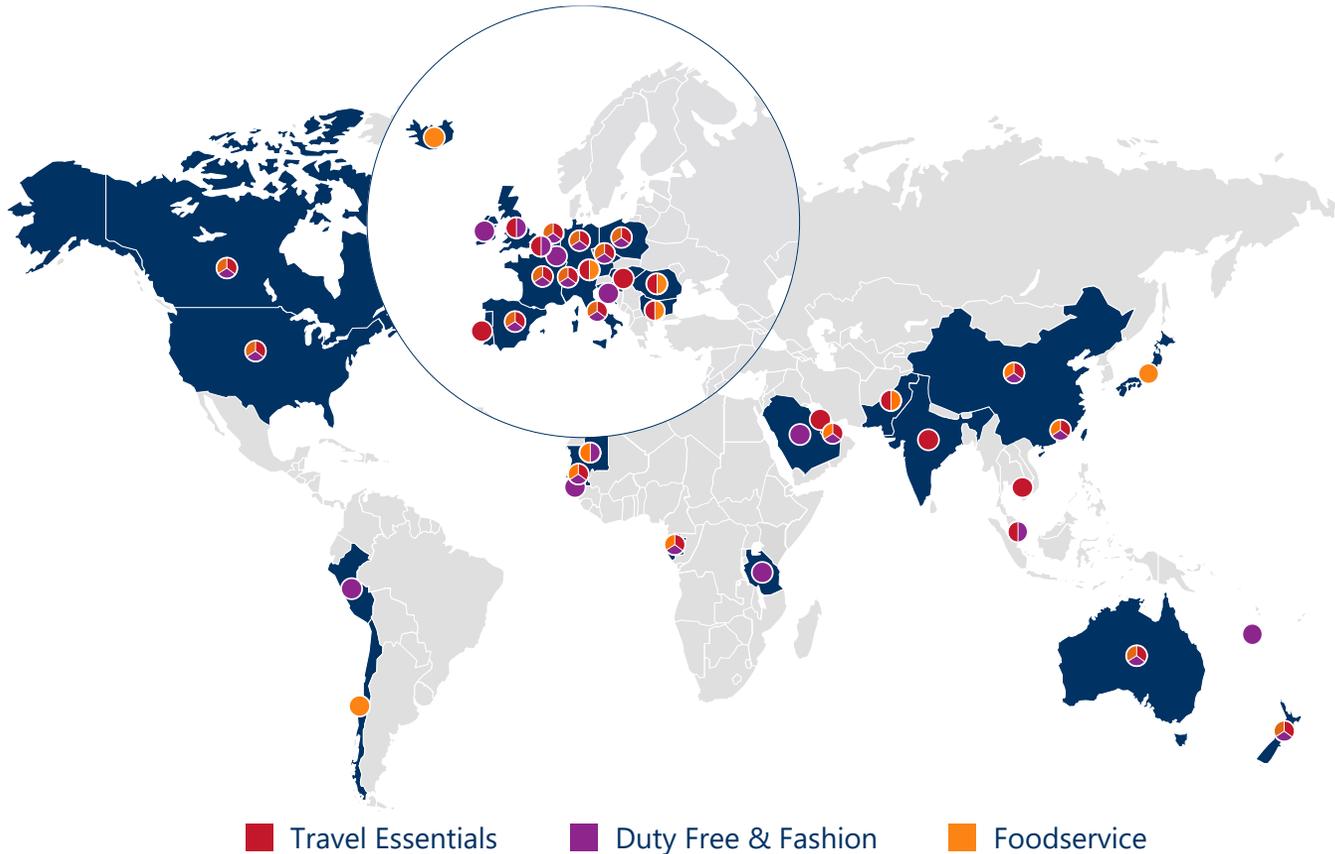
Prepared by Sountou BOUSSO

**Lagardère**  
TRAVEL RETAIL



# Who we are

The longest standing Travel Retailer to have excelled at developing a comprehensive and world-recognized leadership accross multiple business activities, channels and geographies



**€5.2BN<sup>(1)</sup>**  
sales



**42**  
countries



**+5,000**  
stores



**20,000**  
employees



**Airports,  
railways  
& metro stations**



**€2.2BN<sup>(1)</sup>**  
Travel Essentials  
**43%** of total sales  
**29** countries  
**3,200** stores



**€2BN<sup>(1)</sup>**  
Duty Free & Fashion  
**39%** of total sales  
**30** countries  
**845** stores



**€0.9BN<sup>(1)</sup>**  
Foodservice  
**18%** of total sales  
**25** countries  
**1,167** stores

# FOCUS ON AFRICAN SHOPPERS



# AFRICA

## A MARKET OF OPPORTUNITIES



A dynamic economic landscape, marked by **continuous growth**, generating additional value.

Increasing demand for luxury goods from **local** and **international brands** driven by distinctive customer experiences

**A new paradigm in intra-African travel conditions**, promoting easy access (visa-free).

Aspiration towards **international-standard service quality** aligning with evolving purchasing habits.



# KEY SUCCESS STRATEGY

- Aligning with the client's retail goals from **retail planning** at the very early stage **to day-to-day operations**.
- **Partnership** – A global player with a presence across multiple channels (XBL – Food, Duty Free, Travel Essentials) and a strong local anchorage through local empowerment
- **Aelia Duty Free**, an internationally recognized brand, extending its presence alongside hyper localized brands like Case-bi, Kepar Café, or Tapalapa, to strengthen the **Sense of Place**.
- **Diving into the African playground**, our focus is on shoppers' exceptions and value.
- At Dakar: Starting with 2 shops in 2017, we are now operating **8 shops at Dakar airport in 2023**

# THE AFRICAN MARKET

## A CUSTOMIZED RESPONSE



Adapting to **local market conditions and trends**, understanding the **local businesses, communities, and stakeholders** around the activities represent powerful leverage to **create mutual benefits and opportunities** for highly prolific and sustainable partnerships.

Knowing our customers, understanding the motivations behind their purchases, and leveraging the strength of our local and international offer on operating platforms **create unique experiences around our Sense of Place** aiming to:

- Generate revenues closely tied to traffic performance
- Differentiate players through our unique doing business philosophy

# KEYS SUCCESS FACTORS



## STRATEGIC PARTNERSHIPS

**Local market understanding**, CSR efficiency, adapting the business model to market expectations, and fostering national pride.

**No double standards**

## INNOVATION

Integration of innovative technologies - **AI, SCO, Digitalisation...**

The digitalisation of both offerings and tools, industry-leading store design, coupled with the consistent first-class quality, enhances the customer experience.

## CUSTOMER EXPERIENCE

**Prioritize the customer experience** with best-in-class service, regardless of the location and environment.

**Train our teams** to the same service standards to deliver constant world-class quality.

# CHALLENGES



## REGULATION

**Non-integrated fiscal and customs zones**

## INFRASTRUCTURE AND LOGISTICS

**Strategic partnerships, low-quality facilities and overloaded infrastructure.**

## SECURITY CHALLENGE

**Prioritize stable and safe environnement**

**Diversifying operations in politically unstable locations with a strategic focus on minimizing impacts.**

# TAKEAWAYS

First-choice partner

Lagardere Travel Retail comprehensive three Business Lines strategy around Duty Free, Convenience and Foodservice with its disruptive approach aligns with a deployment strategy focus on a singular promise: delivering the **same first-class standards wherever we operate, with no compromise on quality** - from Dakar to Cotonou, bringing Africa up to the standards of America, Europe, or Asia.

**A development strategy** grounded in an outstanding offer and local partnerships

**Thorough understanding** of our customers, their expectations, motivations, and economic environments



**A single promise: no double standards, consistent quality of service, showcasing local pride**

Lagardère Travel Retail by leveraging the service standards, aim to bring the continent to the same level as others. Our three Business Lines model diversifies revenue streams, enhances the passenger experience, and drives innovation.

**We aspire to be the best-in-class partner.**

**Experience  
new horizons,  
every day**

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