

ANDREW J DAY
GROUP CEO

**MARITIME & MERCANTILE
INTERNATIONAL (MMI)
EMIRATES LEISURE RETAIL (ELR)**

Our roots in the Gulf stretch back to 1891

We operate liquor distribution , retail and food and beverage across Middle East, Africa, South East Asia and Australia

Including over 50 outlets in 10 Domestic & International Airports



What we try to do

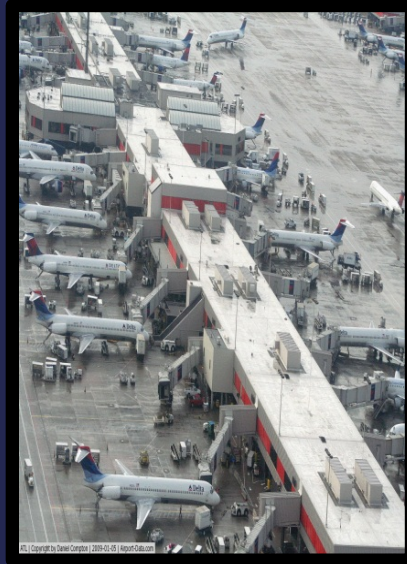
Deliver value to all stakeholders through the creation of premium retail and food and beverage concepts that engage the traveler and enhance their travel experience



Growth of the industry



1980 – 500m



2000 – 1.5Bn



2013 – 3.0Bn



2030 – 6.0Bn

TODAY – 2000+ Airlines, c25,000 planes, c4000 airports

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Key Ingredients



- Service
- Authenticity
- Value
- Environment



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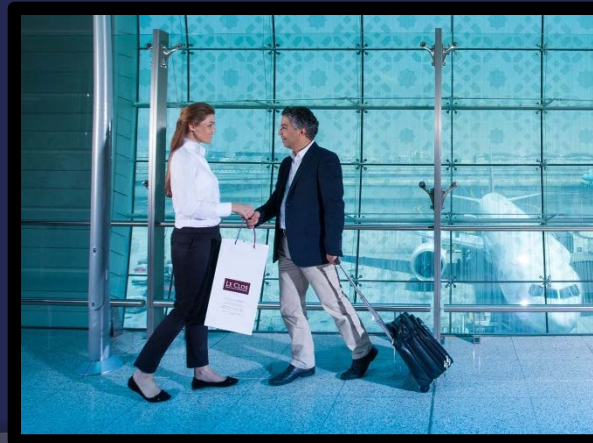
Le Clos - Service

Going the extra mile to make your customer feel special

Relationship with your own Le Clos wine advisor

Our concierge service - shop at leisure and collect on return

Personal contact on arrival



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Le Clos - Authenticity



Le Clos Value

- Over 1000 wines from AED 100 (\$27) through to AED 715,000 (\$195,000)
- All the first growths with iconic vintages such as 1947, 1961, 1982, 1989, plus verticals including Château Mouton Rothschild and Chateau Margaux
- More than 400 spirits in our portfolio including Cognac Croizet Cuvee Leonie 1858 , special and exclusive bottlings of Chivas Regal (Alexander McQueen)...
- Our collection of The Macallan covers 20 vintages dating back to 1940 including 1962 made famous in James Bond Skyfall.



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Le Clos Environment



Taking this further

- Experimenting with extending the trilogy
- Creating a deeper more engaging experience for our travelers



The Fourth Element

- Food and Beverage – the on premise.....
- Jack’s Bar & Grill
 - Product sourced from the Deep South
 - Jack Daniel’s product infused in a number of the dishes
 - Original Oak Barrels incorporated into the design
 - Engraving feature
 - Linked promotions with Dubai Duty Free



EARLY RISERS		HOUSE SPECIALTIES		BURGERS & SANDWICHES	
STEAK & EGGS	AED 55	FILET STEAK (200g)	30	SMOKESHOUSE BBA BURGERS	65
CROISSANT (1)	10	BE-EYE STEAK (200g)	30	JD CLASSIC BURGERS	60
BLUESMARTY PANCAKE STACK (4)	10	BUMP STEAK (200g)	30	FRANKS CHEESEBUNDLES	60
STEVEN'S MANDARINS (4)	10	SIKON FILET (200g)	45	SMOKE & BARBECUE BBA CHICKEN BURGERS	65
APPLE & CINNAMON BREAKFAST WAFFLES (1) (V)	40	JOE'S SAUSAGE	10	FOOT LONG 100% BEEF HOTDOG	25
JD ORBELL BLENDERS (3 of 4)	40	VEGETARIAN TACOS (4)	40/70	DESSERTS	
SOUP OF THE DAY (V)	10	BEEF SHORT RIBS (200g/500g (A))	40	SMOKESHOUSE BBA FUDGE	30
CHERRY CHEESE WEDGERS (4)	10	SOUTHERN FRIED CHICKEN	30	BAKED NEW YORK WHITE CHOCOLATE	30
NEW ORLEANS OLEO CAKES	10	WITH KETCHUP	30	CHEESE CAKE	30
JACK'S CARBON SALAD (V)	10	WITH BREAD CRUMBS	30	JOY BREAD & BUTTER Pudding (A)(V)	30
"COWBOY STEAK" SALAD	15	WITH BREAD CRUMBS	30	SIDES	
GRILLED SHRIMP SALAD (V)	15	WITH BREAD CRUMBS	30	BBQ BAKED BEANS	15
WINGS		WITH BREAD CRUMBS	30	FRENCH FRIES	15
SHRIMP TENDERS (8 of 12)	30/45	WITH BREAD CRUMBS	30	RED HATTERED ONION RINGS (1)	15
SWISS CHEESE (8 of 12)	30/45	WITH BREAD CRUMBS	30	GRILLED ONION & CHEESE TOMATOES	15
WING SAMPLER (8 of 12)	45	WITH BREAD CRUMBS	30	BANDED POTATOES	15

The Opportunity....

- Balanced and multi dimensional retail assortment
- Evolving Traveler relationships from transactional to experiential
- Achieved through aligned partnerships



Being the “and” not the “but” ...