



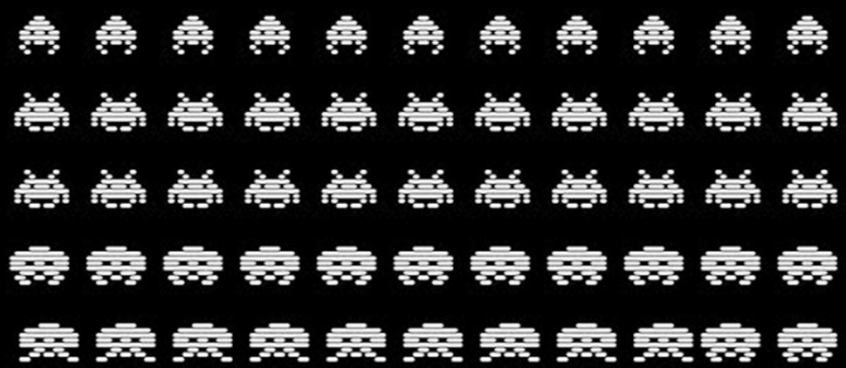
JOSÉ MARÍA PALENCIA
CEO

MEADFA CONFERENCE

26TH NOVEMBER 2013

SCORE<1> HI-SCORE SCORE<2>

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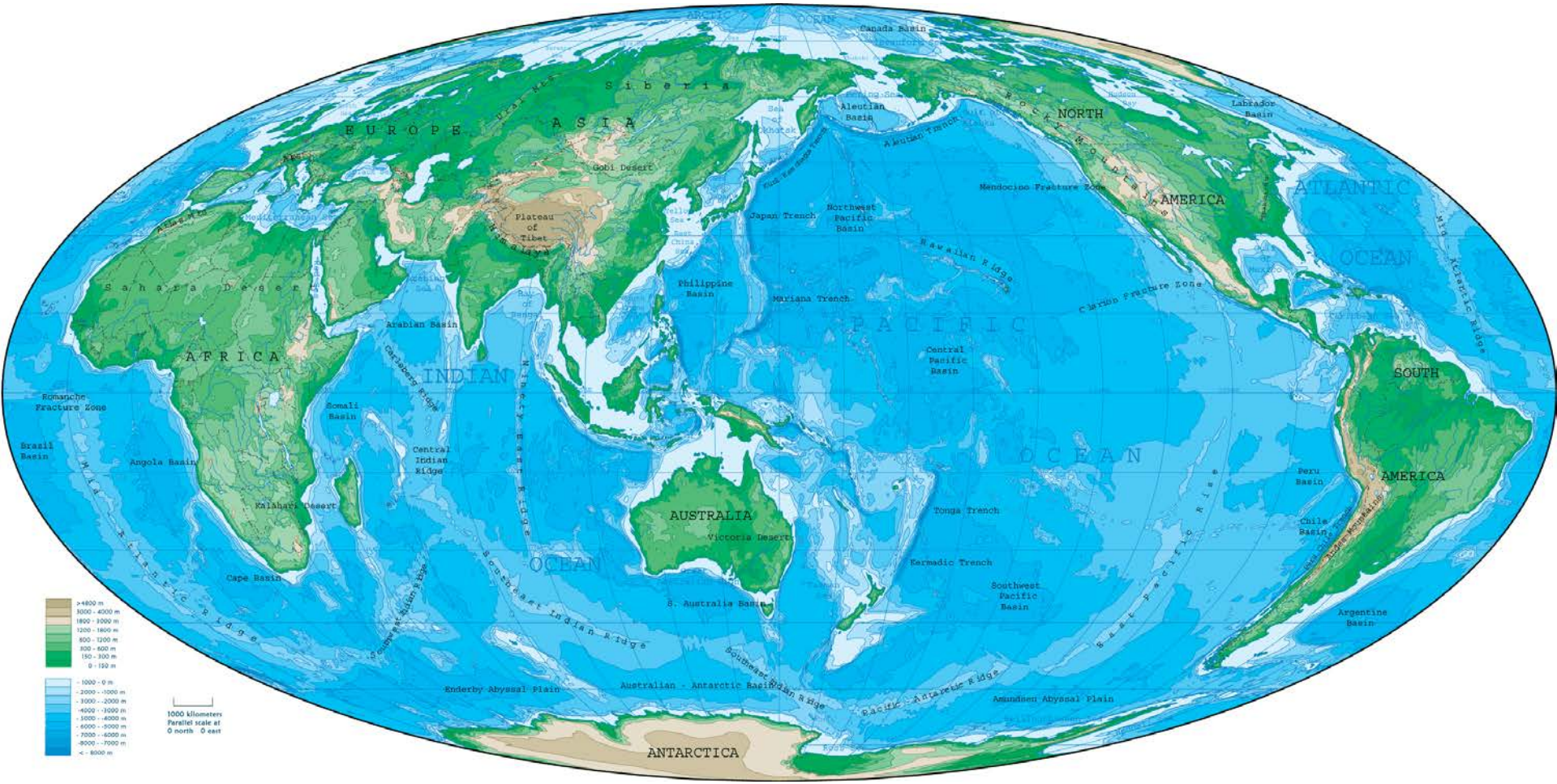
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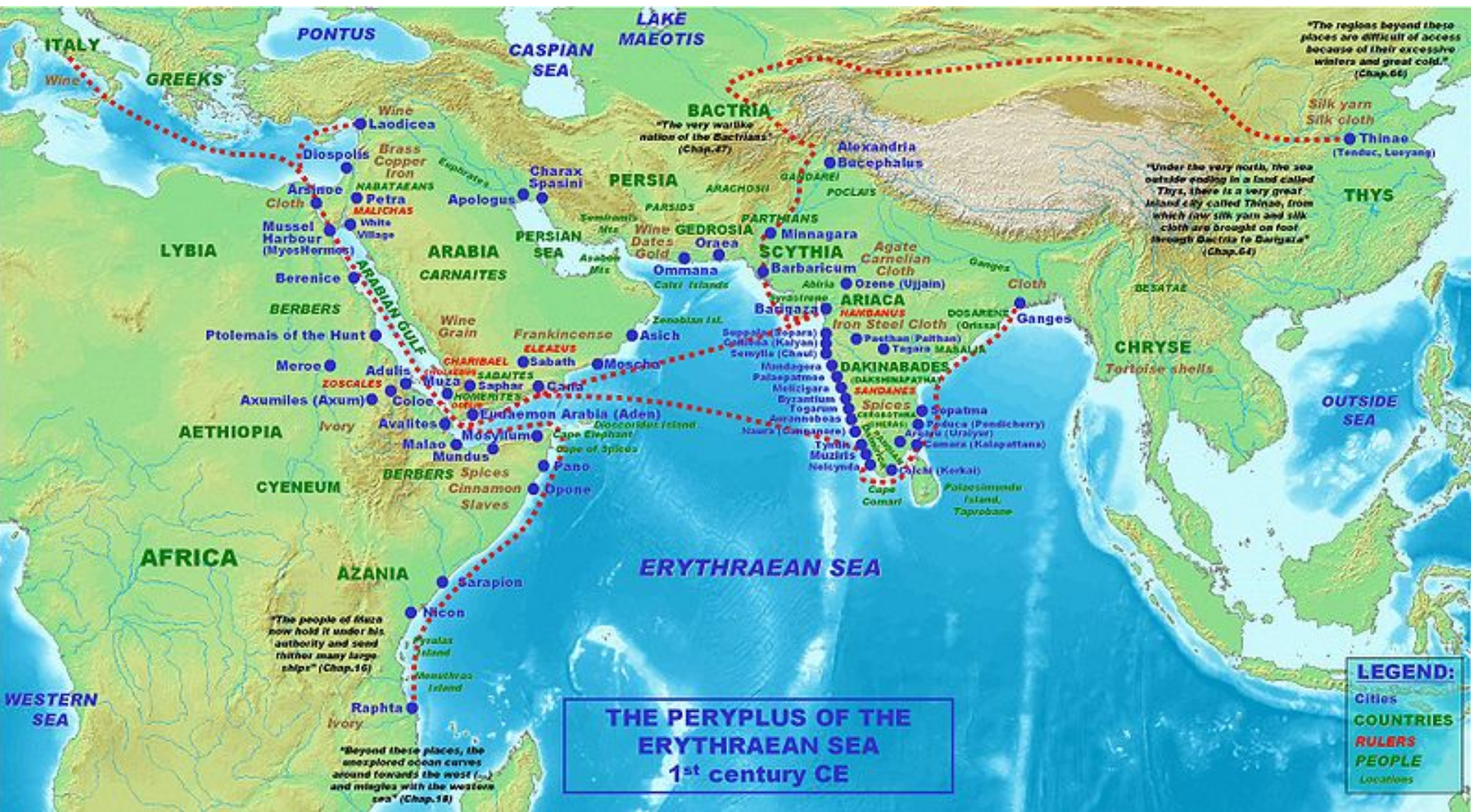


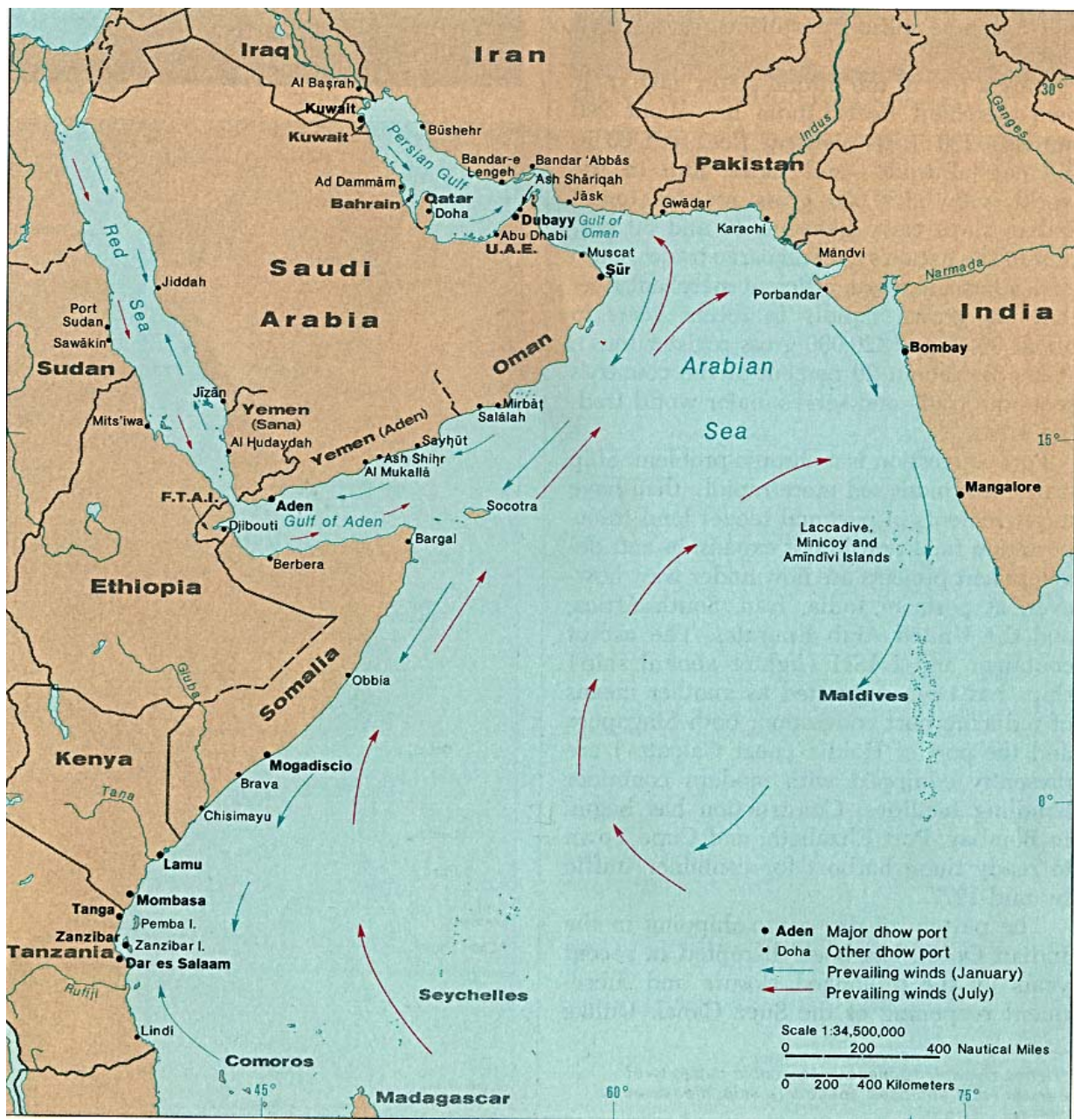
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CREDIT 00

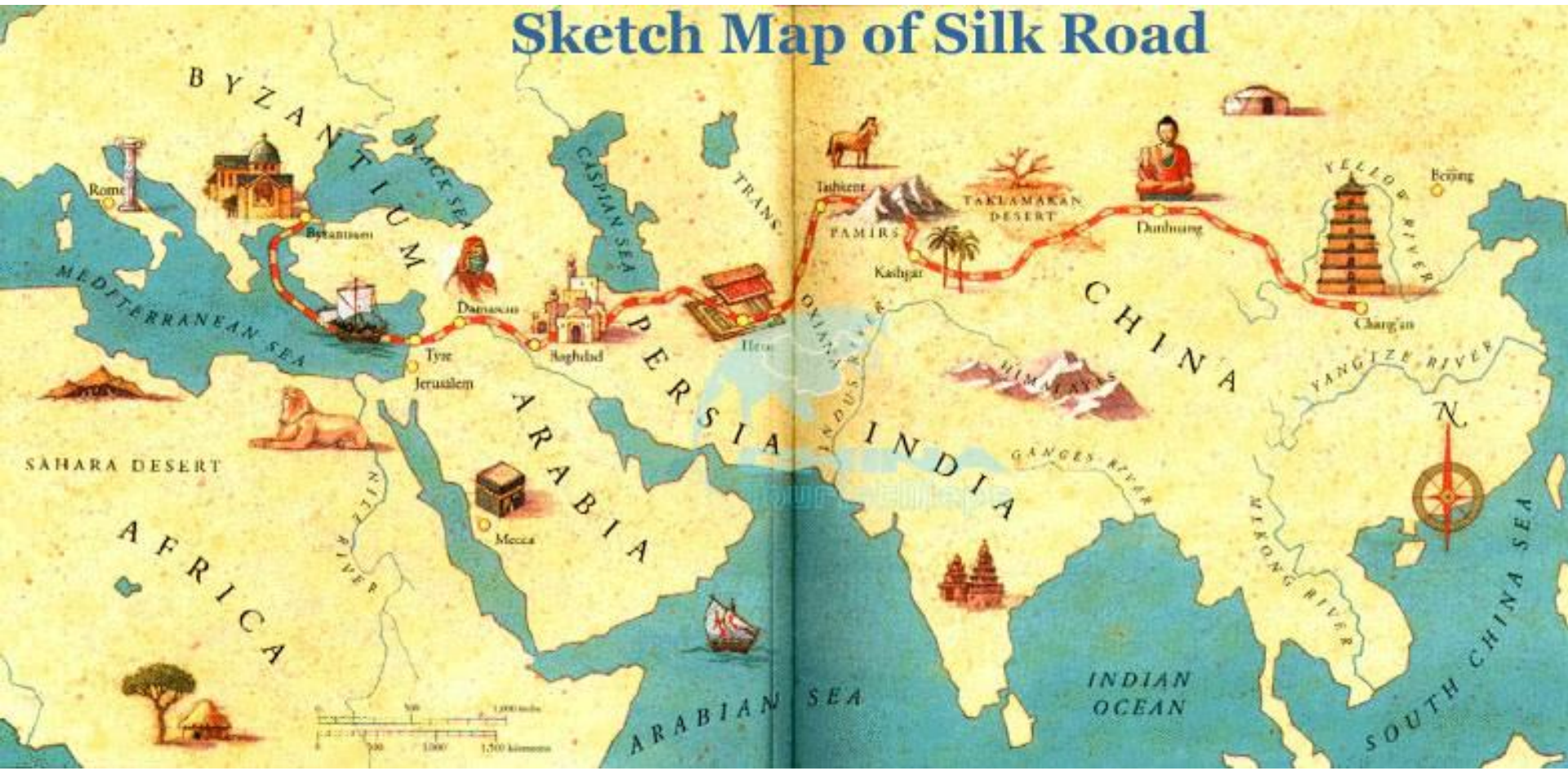








Sketch Map of Silk Road



BARCELONA DUTYFREE





WHAT'S IN IT FOR US?

- AIRPORTS ARE NOT SHOPPING MALLS ... THEY ARE MUCH BETTER!



WHAT'S IN IT FOR US?

A decorative graphic consisting of multiple thin, light gray lines that flow and curve across the page, creating a sense of movement and depth. The lines are most dense in the upper half and become more sparse towards the bottom.

WHAT'S IN IT FOR US?

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WHAT'S IN IT FOR US?

- AIRPORTS ARE NOT SHOPPING MALLS ... THEY ARE MUCH BETTER!
- THIS IS NOT ABOUT OPENING STORES

WHAT'S IN IT FOR US?

- AIRPORTS ARE NOT SHOPPING MALLS ... THEY ARE MUCH BETTER!
- THIS IS NOT ABOUT OPENING STORES
- WHEN DID YOU READ THE LAST INSTRUCTION BOOKLET?



CONCLUSIONS

A decorative graphic consisting of multiple thin, light gray lines that flow and curve across the page, creating a sense of movement and depth. The lines are most dense in the upper half and become more sparse towards the bottom.

CONCLUSIONS

- A NEW GAME?, ARABS PLAYED IT 2000 YEARS AGO

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- A NEW MACHINE: AEROTROPOLIS

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- AIRPORTS ARE NOT MALLS

CONCLUSIONS

- A NEW GAME?, ARABS PLAYED IT 2000 YEARS AGO
- A NEW MACHINE: AEROTROPOLIS
- AIRPORTS ARE NOT MALLS
- TRAVELLING IS A FANTASTIC EXPERIENCE;
LIVE IT WITH YOUR CUSTOMERS



**WORLD DUTY
FREE GROUP**

AFRICA | AMERICAS | ASIA | EUROPE



**FRONTIER
AWARDS 2013
WINNER**

2013 AIRPORT RETAILER OF THE YEAR

