



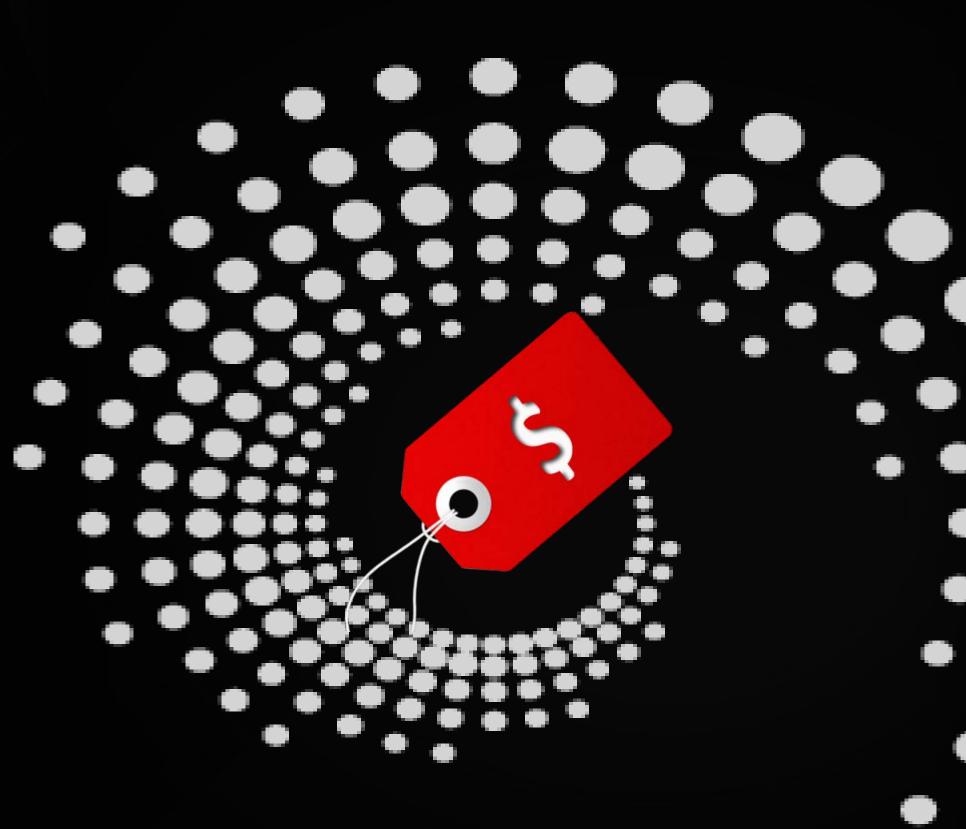


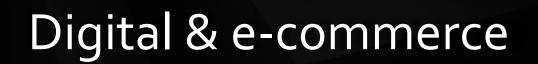


Prices No more a major driver

Airport business model







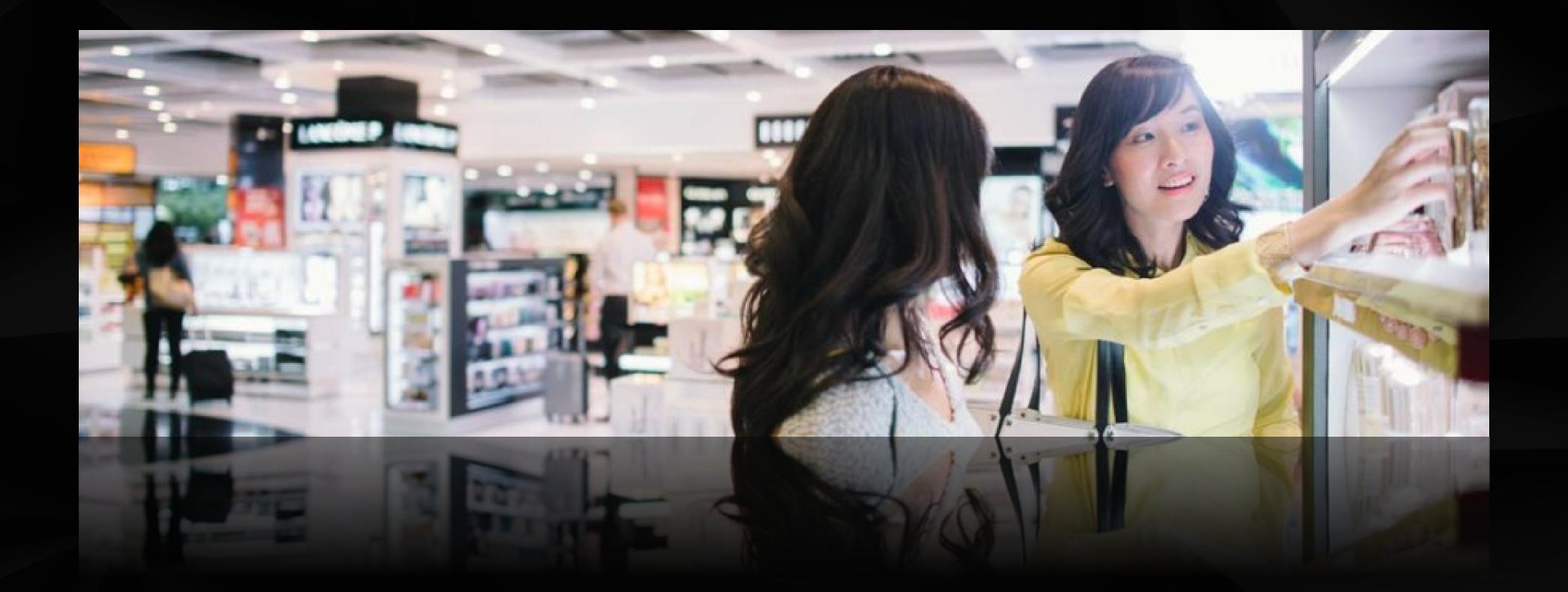




Premium Intangible added value



Excelling In conversion rate

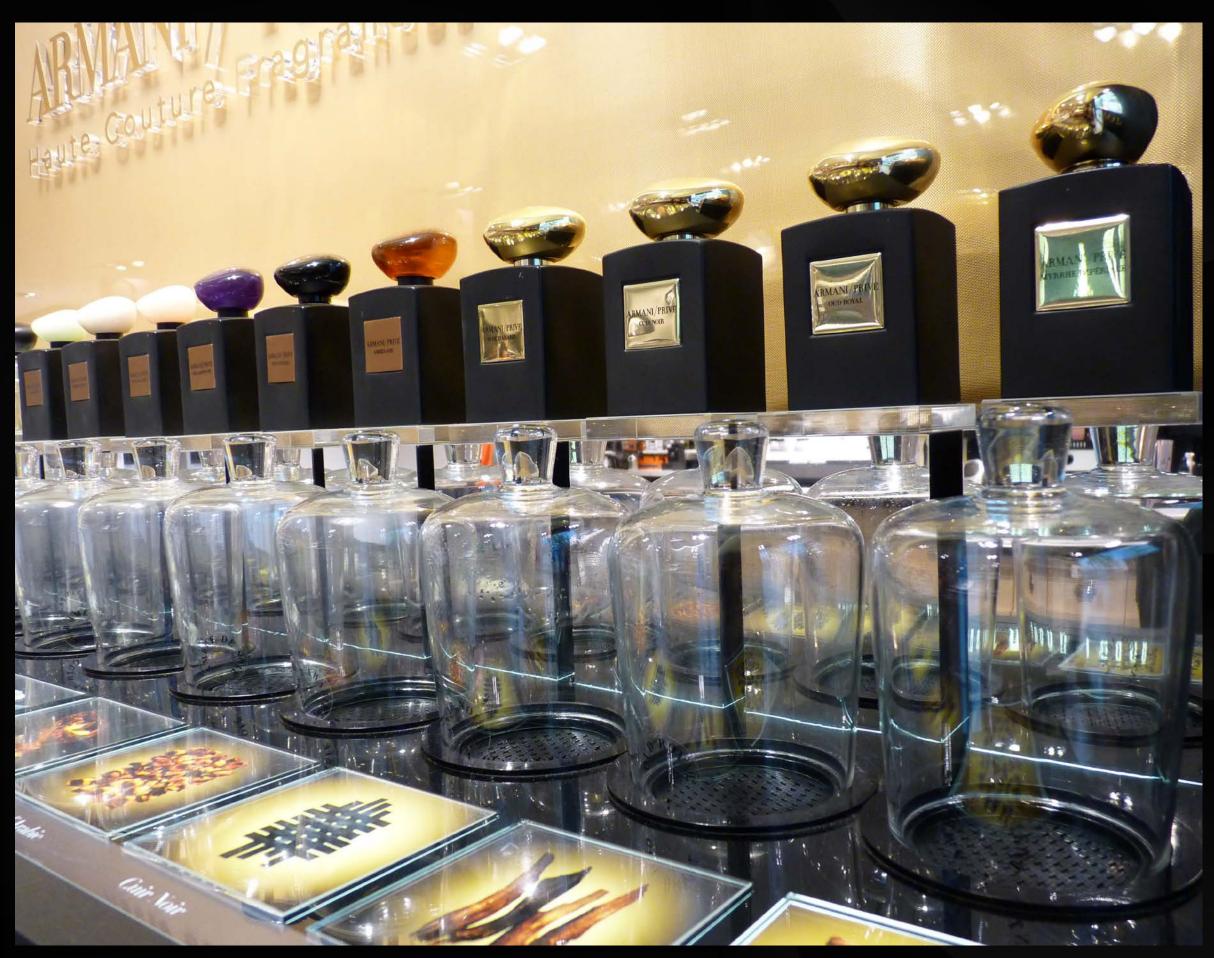




The best service To enrich experience







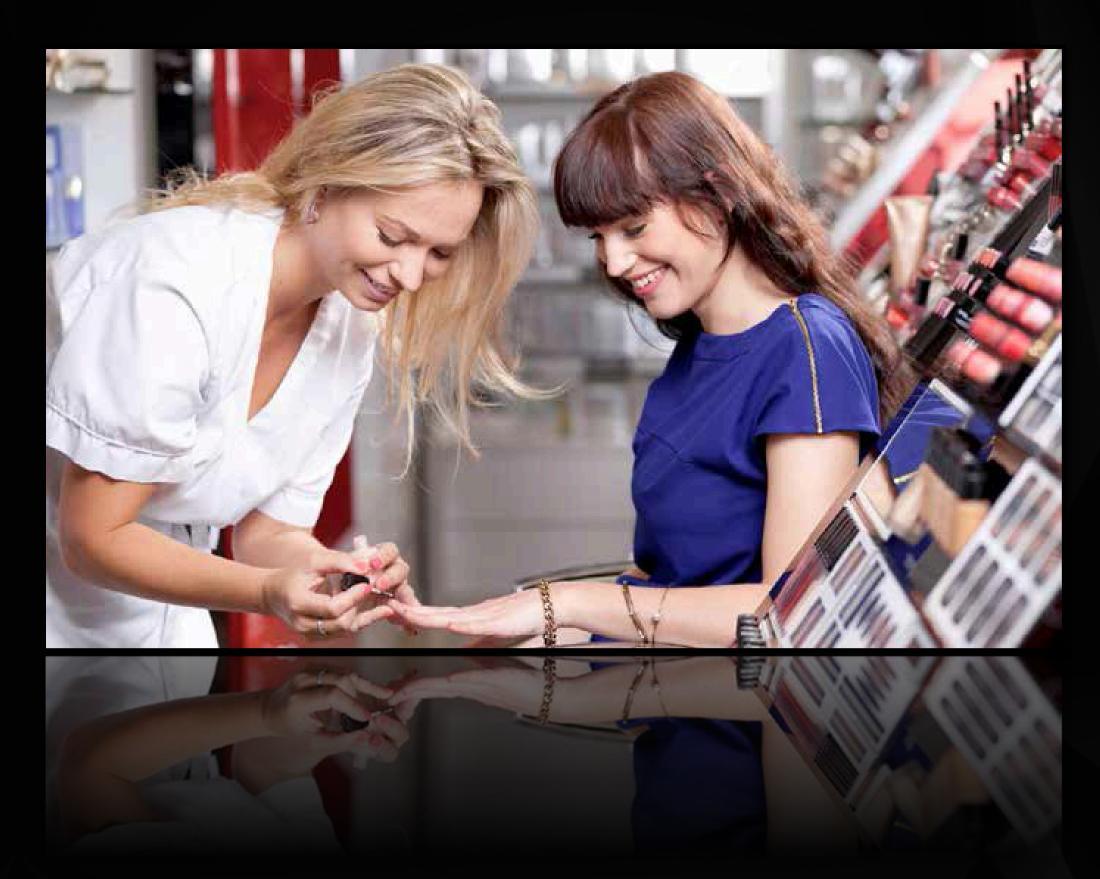


Break frontiers Surprise consumers



Break frontiers Surprise consumers









Global shopper's Knowledge



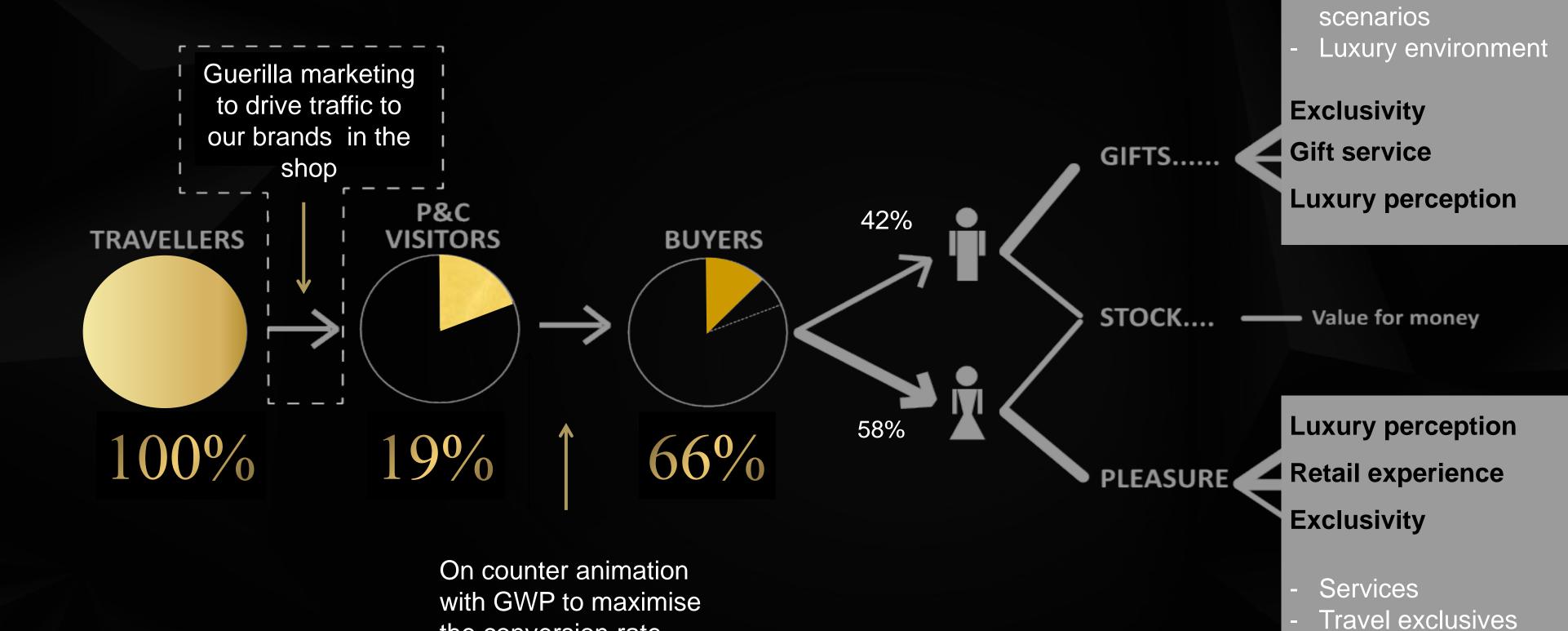




Shopper's path

In an airport

the conversion rate





Luxury environment

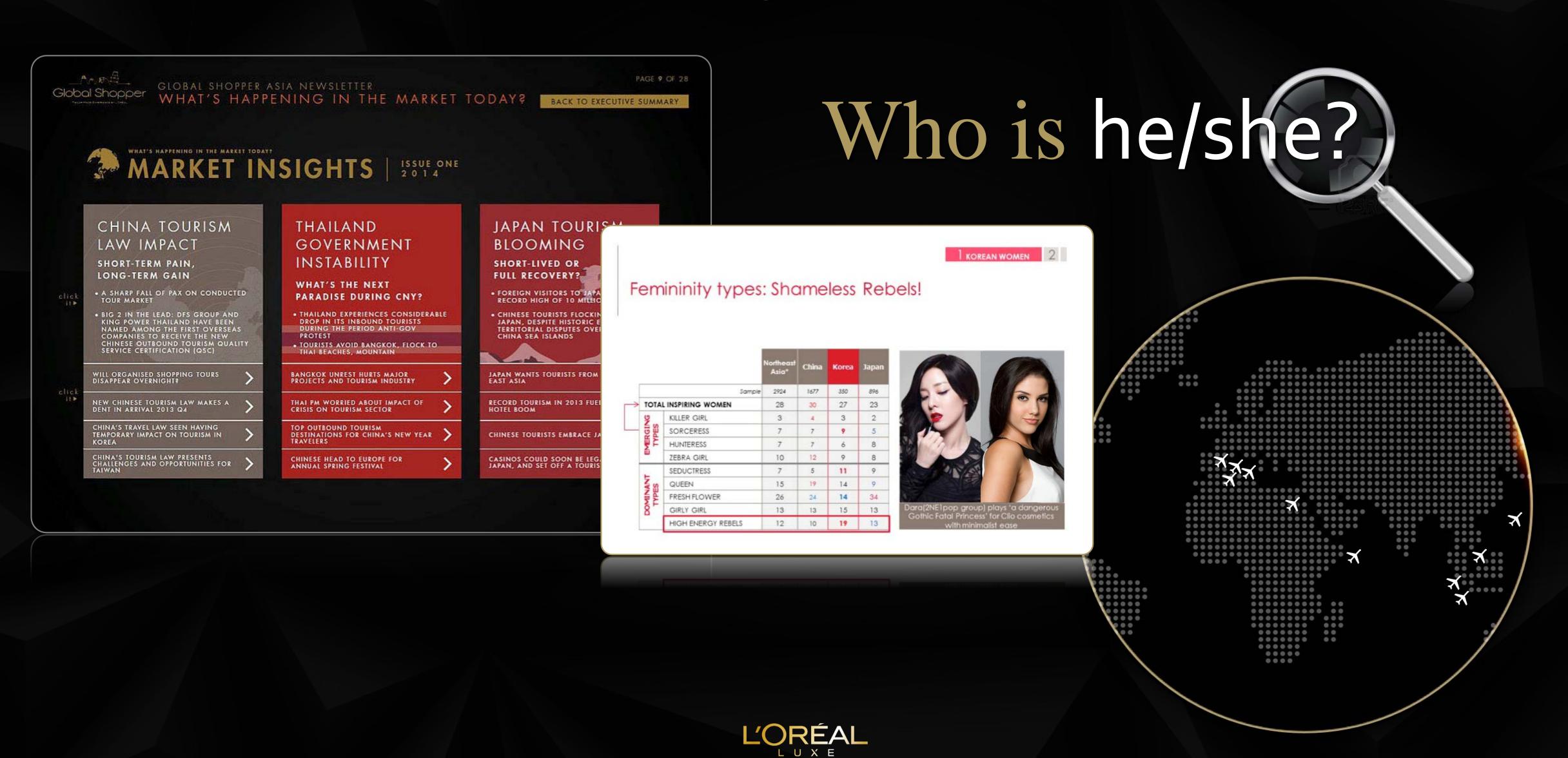
DRIVERS

DRIVERS

Best-sellers

Simple selling

Customer's Knowledge



Travel Retail Europe Middle East & Africa





Sharing Information

One For all



All For one



Threat of not doing it now





