

# Lagardère Travel Retail in Dakar (Senegal)

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# Lagardère Travel Retail is a leading global travel retailer



**€4.7bn<sup>(1)</sup>**  
sales

(1) Sales @100% 2017



**34**  
countries



**4,500**  
stores  
460,000 commercial sqm



**250**  
airports



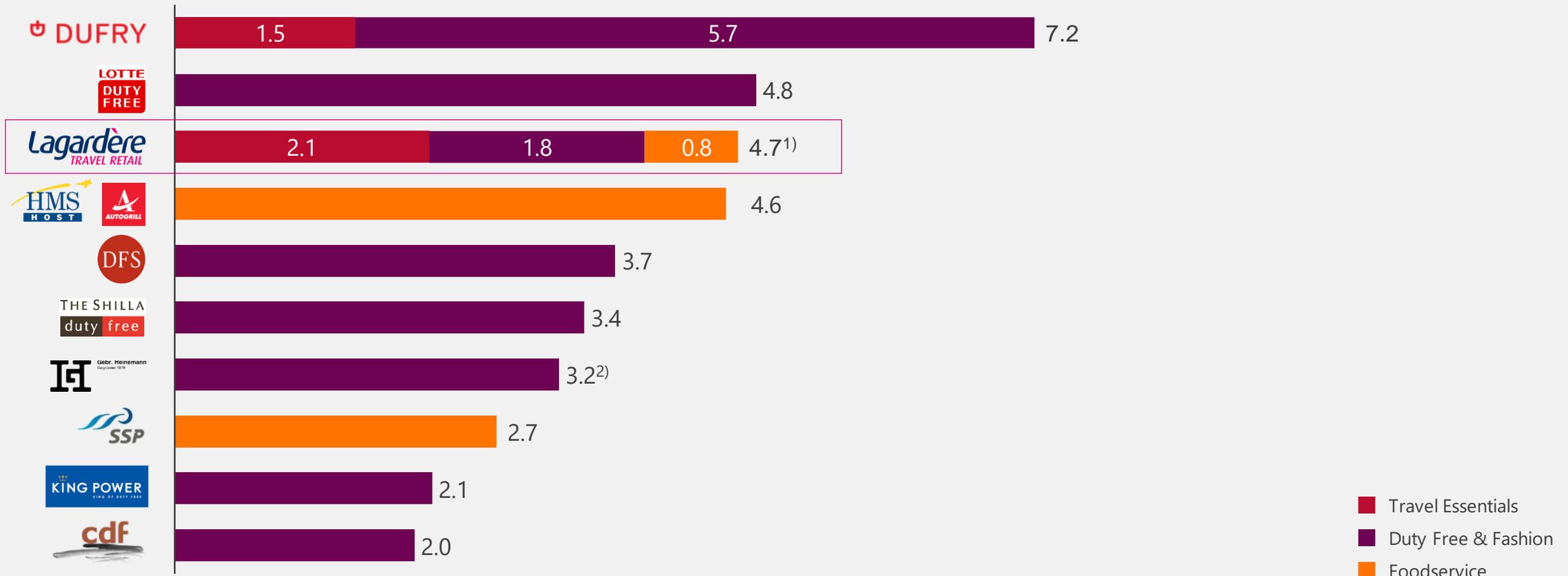
**750**  
railway & metro  
stations



**21,500**  
employees

# We are the #3 operator in travel retail

We are the only operator to cover all segments of travel retail



2017 Top Travel Retailers by sales (Sales @100%, €bn)

1) Pro forma including 230m\$ HBF sales

2) excluding €900m distribution activities

Note: fx at 31/12/2017 (source Oanda). Sources: Companies' reports, The Moodie Davitt Report, Lagardère Travel Retail estimates

# We believe in Africa

- Dynamism
- Population growth
- Economic perspective
- Creativity



# We target the same level of delivery as in the rest of the world

- Same level of store design
- Same quality of service and staff training
- Same careful selection of the best international and local brands



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karitédiema

zēna®



Vin du Sahel  
WINERY



ZEBRA  
DESIGN  
Mini



Dior

MAC

GUERLAIN

LACOSTE



SWAROVSKI

TUMI

Ballantine's

CHIVAS

SMIRNOFF

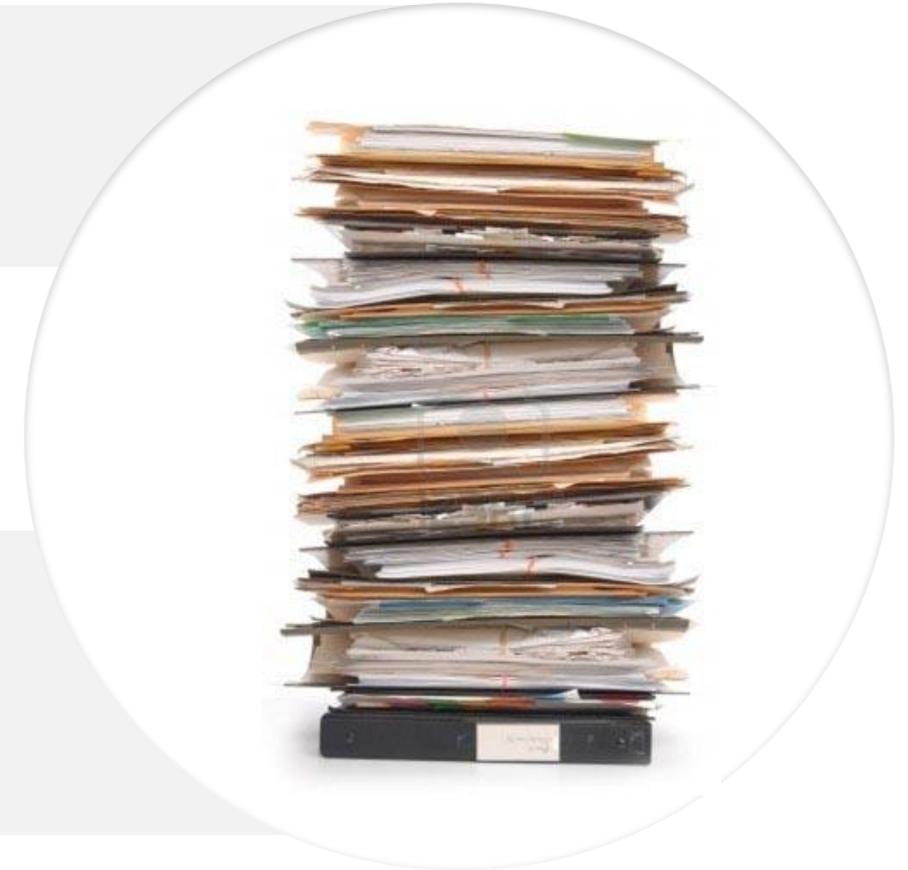
# A very strong Sense of Place

We really work and operate with the locals



# Africa is a very challenging place where to operate

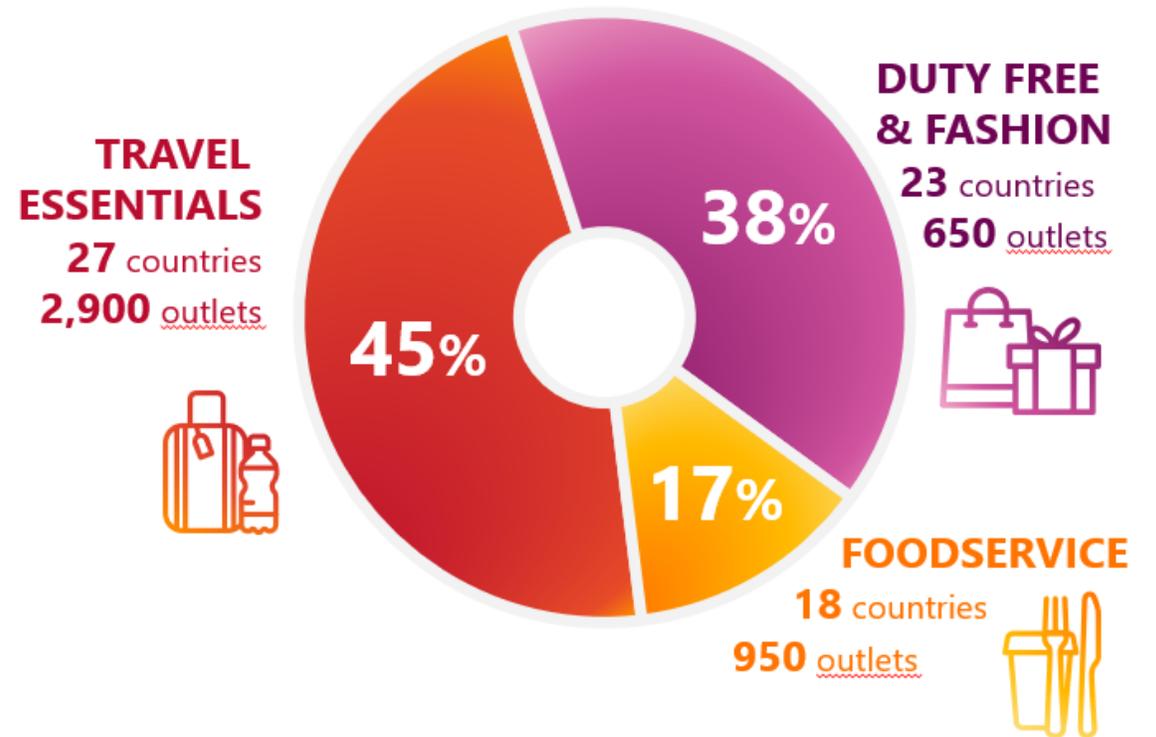
- Unclear regulations, excessive bureaucracy
- Low reliability of partners, in particular logistics
- Unstable environment



but we at Lagardère Travel Retail have ways to mitigate these issues

➤ **Strong local organizations**  
*teams are empowered to make things happen on the field*

➤ **Unique master-concession model**  
*we operate all commercial space, from retail to foodservice*



Experience  
new horizons,  
every day

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