



# DUBAI DUTY FREE

## **MEADFA BAHRAIN 2022**

Supply Chain Challenge

**29 Nov 2022**

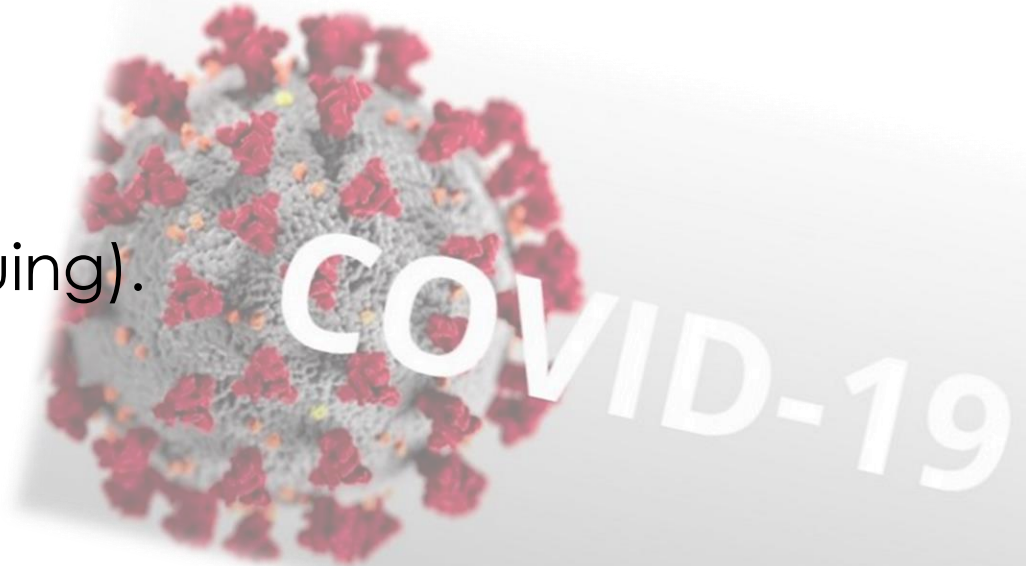
**Sharon Beecham**

SVP Purchasing

Dubai Duty Free

# COVID 2

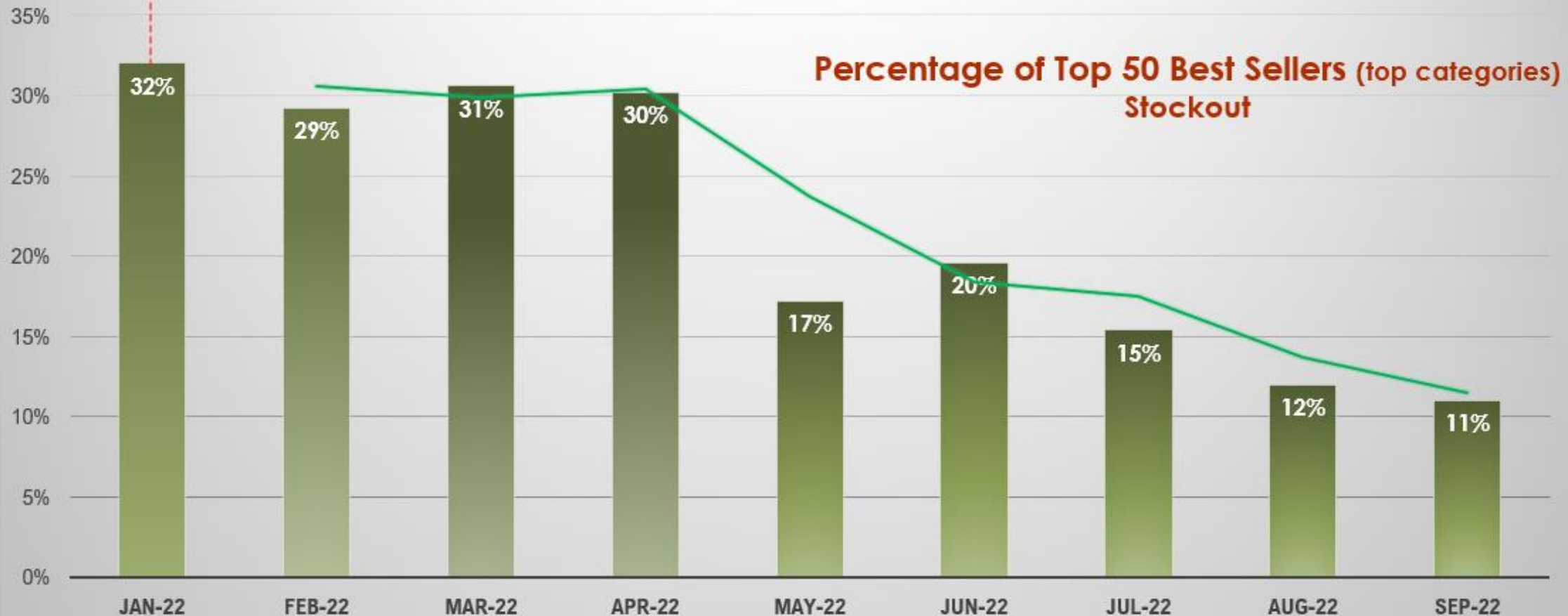
- Nobody saw it coming.
- Started with China (and continuing).
- Spread to rest of world quickly.
- Very difficult to contain.
- Different problems (strains) occurring in different countries.
- Solution (vaccine) seems a long way off with none in sight.



# Stockout and Recovery 2022

32% of Top 50 Best Sellers were impacted by stockout situation in Jan 2022

55% - Stockout state contributed by product unavailability with suppliers





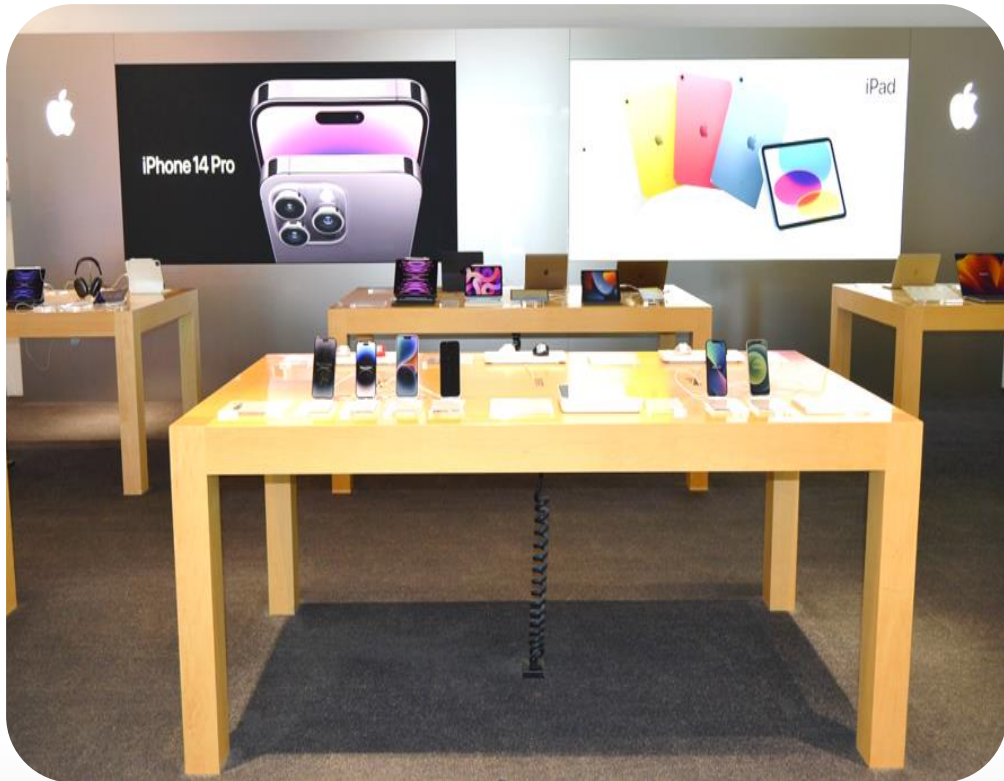


# How does that look?





# How does that look now?





What does that mean?

**\$ 100,000,000**



# What else did it impact?

- Amount of work for same output huge increase.
- Buyers – blame shifting.
- Morale all time low.
- Ordering what available not what wanted.





# Why did this happen?

**COMPONENTS/MANPOWER/CHINA/RAW MATERIAL**

**FORECASTS**

**DEMAND**

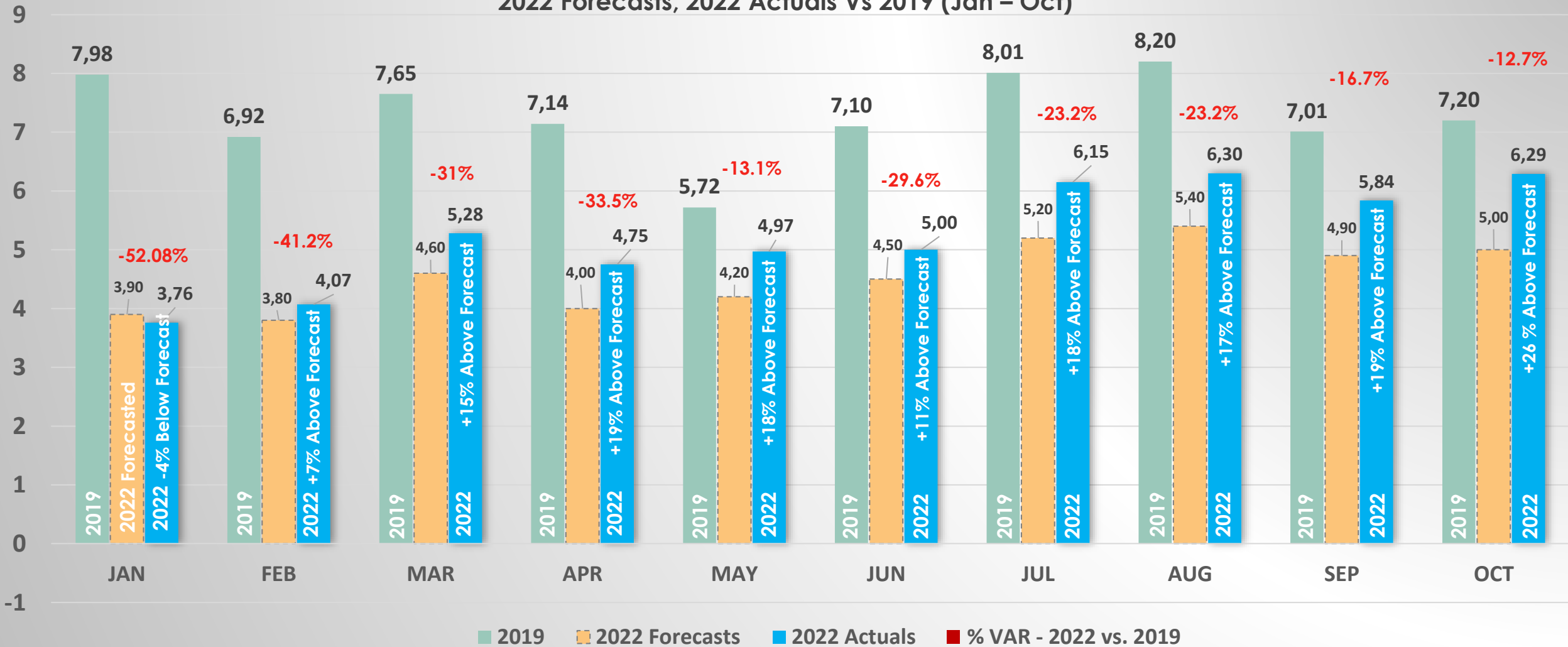




# DDF | PAX Statistics JAN to OCT

Monthly Passenger Statistics (Deps + Arrivals)  
2022 Forecasts, 2022 Actuals Vs 2019 (Jan - Oct)

PAX in Millions



Legend: 2019 (Green), 2022 Forecasts (Orange), 2022 Actuals (Blue), % VAR - 2022 vs. 2019 (Red)

# Demand?



**ROLEX 2021 SOLD MORE THAN 2019 WITH ONLY 33% OF 2019 PAX**



**APPLE SEPT 2022 BEST APPLE MONTH EVER +42% TO 2019**

**CHAMPAGNE – DP 2022 JAN – OCT SALES EXCEEDED 2018 + 2019 FULL YEARS**



**SINGLE MALTS JAN – AUG 2022 VS 2019 +32%**





**WHAT DOES THAT MEAN GOING FORWARD?**

**HOW ARE WE DEALING WITH IT NOW?**

**WHAT ABOUT CUSTOMER REACTIONS?**





DUBAI DUTY FREE

Thank You



DUBAI DUTY FREE

Thank You



**DUBAI DUTY FREE**

**Thank You**