

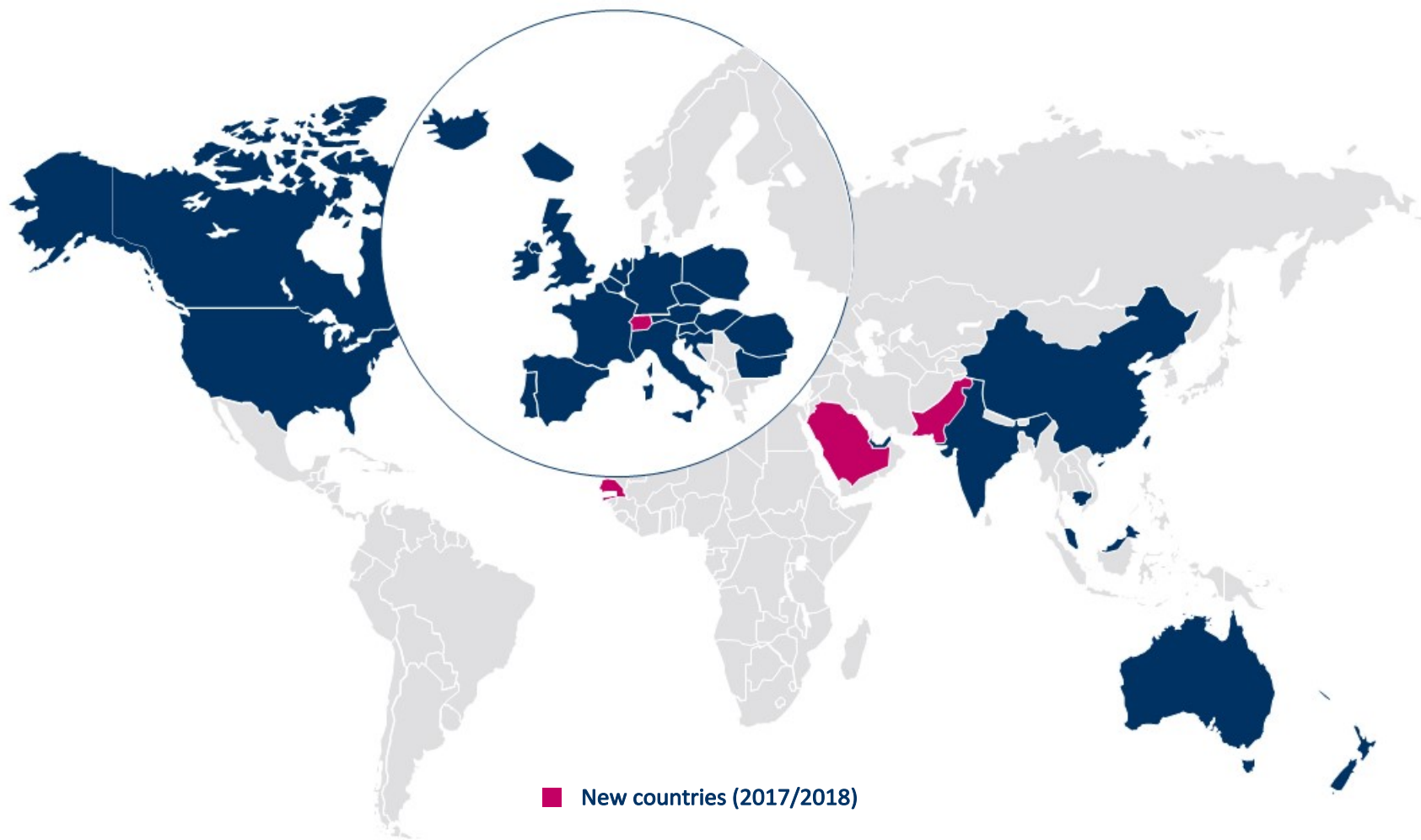


TRINITY FORUM 2018 Shanghai

Dag Rasmussen, Chairman & CEO

Lagardère
TRAVEL RETAIL

Lagardère Travel Retail is a leading global travel retailer



€4.7bn
sales

2017 Proforma Sales @100%
incl. HBF (subject to closing)



34
countries



4,500
stores



250
airports



750
railway & metro
stations



21,500
employees

A presence in China for 15 years



We are the largest international travel retail operator in China



250
shops & restaurants



15
airports



30
railway stations

Latest achievements in China



A woman with long blonde hair, seen from behind, looking through a telescope at a vast cityscape under a blue sky. The woman is wearing a red and white striped sweater. The background is a blurred cityscape with many buildings, and the sky is bright blue with some light clouds. The text is overlaid on the right side of the image.

**Key long term stakes
for the industry**



China

Impact of China on the travel retail industry



4.8bn

145M

Key trends and opportunities





New segments

New behaviors, new consuming segments



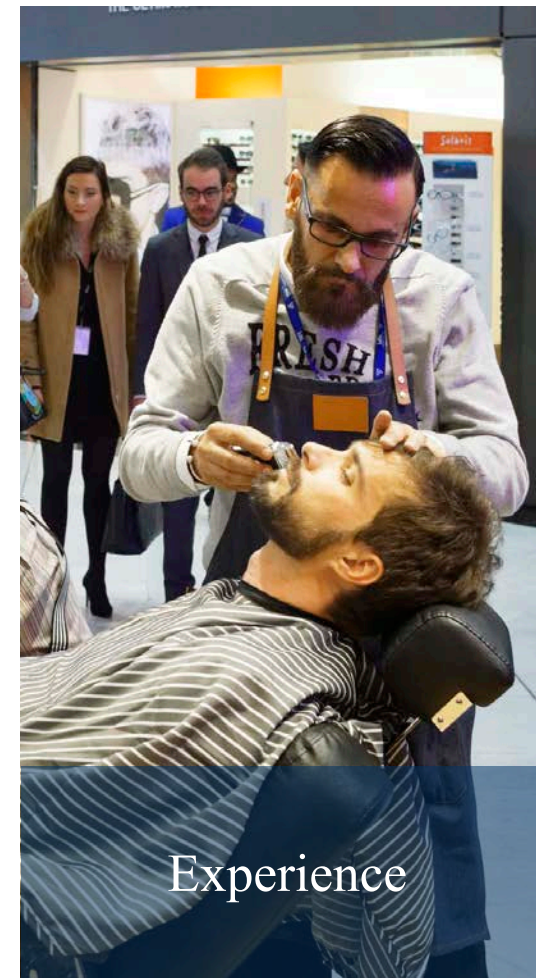
Convenience



Localness



Gifting



Experience



The Digital Revolution

Role of digital in Travel Retail



CLICK
& COLLECT



SHOP
& COLLECT



VOYAGE
旅行者



Bring new services

Facilitate &
augment

Engage

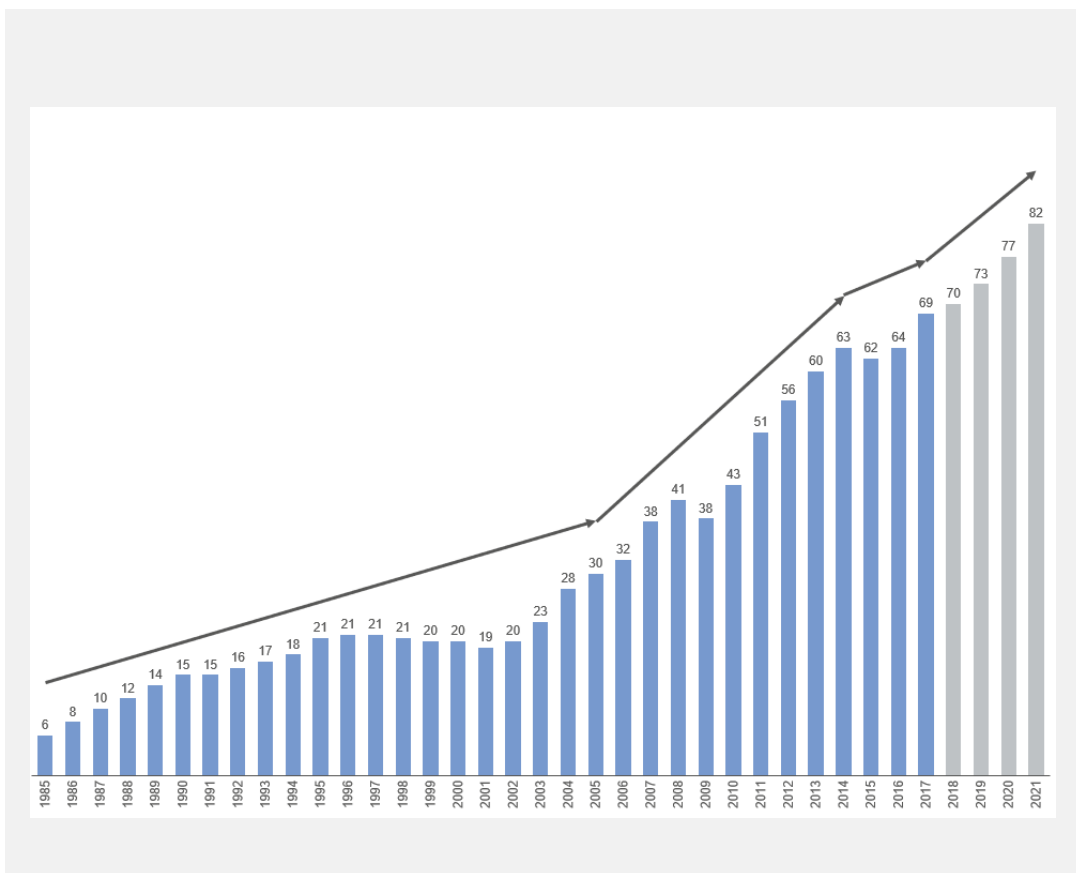
Efficiency

The business model question



The business model question

Continuous growth in Travel Retail sales in value



But declining return on marginal passengers



The NEW business model: our proposals

01 > Flexibility in the contracts

- ## 02 > New bidding structure
- airports set maximum rent
 - retailers bid on commercial
 - monitor quality of retail execution



The role of data



Environment: the biggest
potential disruptor

Environment: the biggest potential disruptor



