

Travel retail:
The Aéroports de Paris shops

- 2009 -

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Aéroports de Paris' shops



Pierre Graff, Chairman and CEO

"We launched an extensive programme to expand our retail areas, which increased by over 29% between 2004 and 2008.

The opening of new shops, renovation of retail areas, upgrading of the offer and optimized traffic management led to excellent performance in 2008 with a 9.5% increase in turnover".

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Strategy

Aéroports de Paris offers its customers nearly 600¹ retail outlets including 232 shops and 124 bars and restaurants open 7 days a week.

Retail revenues are the number two source of revenues after aviation fees and ahead of property earnings, and reached nearly **€252 million in 2008**, or 10% of Aéroports de Paris' turnover. These revenues correspond to the amounts received for the leasing of these retail areas plus a percentage of retail sales. Aéroports de Paris is therefore directly concerned by their sales performance.

“The performance of Aéroports de Paris' retail activity depends on a strategy based on three levers: the layout of retail areas when terminals are being designed, a tailored retail policy and the development of joint ventures” declares Pascal Bourgue, Marketing, Retail & Communications Director.

→ First lever: planning the layout of the retail area from the very beginning of the airport design

An airport is made of a set of different types of spaces (technical areas, rest areas, shops, boarding lounges, etc.). When terminals are being designed, Aéroports de Paris envisions an efficient co-existence between these various areas to guarantee that the airport will function at its best. This first step is an essential prerequisite to the economic success of the airport's retail area.

① Position the retail areas at the heart of passenger traffic



Aéroports de Paris architects take retail areas into account when designing the terminals: passenger traffic, sizing and ambiance of the retail area.

Aéroports de Paris insists on designing shopping galleries that are warm, attractive and located in places where passengers spend the most time.

The combination of these factors has a significant impact on the number of customers who visit the stores.

¹ *589 retail outlets including 232 shops, 124 bars and restaurants, 233 services. In total: 77 operating companies

② Expand retail areas to increase turnover

There is a direct relationship between the size of retail areas and turnover per passenger. Large spaces are needed to roll out attractive and diverse products that are capable of meeting customers' multiple expectations. The group has implemented a dynamic policy to that end: its objective is to increase the surface area dedicated to retail activities by over 34% by the year 2010 versus 2004, with an anticipated increase of **more than 70% for shops in restricted areas**. This represents a density increase of around 20%, with retail areas equalling 624m² per one million international passengers at the outset, in 2010.

The majority of the new retail areas were created in **2007 and 2008**, with over **13,000 additional m2**, and retail revenues reached nearly **€252 million in 2008**, a 9.5% increase in turnover compared with 2007.

→ Second lever: a tailored retail policy

The typology of Aéroports de Paris' customers is particularly heterogeneous: it combines occasional and regular travellers, domestic and international passengers, youth and seniors, etc. The shops continuously adapt their offering to meet the needs of the 87 million passengers passing through Paris' two airports.

① Ongoing adaptation of the offering

"Paris is seen as the capital of beauty, fashion and gastronomy. It is a strong competitive advantage that we want to tap into. Every six months, we update our brand portfolio to keep up with current trends and we adapt the retail offering to passenger profiles in each terminal," affirms Mathieu Daubert, manager of the retail offering.



Designed around the central theme "**Paris, capital of creation**", the selection of products, services, stores and brands **is more closely tailored to the clientele of each terminal**.

In international areas, a **very upscale** selection targets Japanese, American, Chinese, Korean, Russian and African passengers. The world of luxury is recreated for the most prestigious brands that have their own specially designed shops or customized "corners".

New concepts are invented such as French Days, which combines spirits, tobacco and gourmet food in an "*art de vivre*" package adapted to modern expectations.

- For European customers and medium-haul passengers looking for **more affordable** products, the terminals offer stores and brands such as Cécile & Jeanne, Swarovsky, l'Occitane, Max Mara and Gérard Darel.

- New services are being offered by the marketing department: Play Point electronic gaming rooms, photo printing terminals, spas, Be Relax massages, flower carts, etc.



② Make shopping easier



- www.aeroportsdeparis.fr website lists all the services available in each terminal. Passengers can consult it before they leave or once they are at the airport. Special offers are presented on the homepage; a search engine locates services, shops, bars and restaurants classified by theme and by terminal.
- Travellers are provided with **mini-trolleys**, on which they can place their hand luggage and purchases (*in La Galerie Parisienne for example*)
- The new passenger orientation terminals (**BOP - Bornes d'Orientation Passagers**) read boarding passes.
- Airport **signage** was completely redesigned in 2008 to help passengers get around the airports easier.

- Passengers can refer to **maps of the retail areas** to get their bearings and find out what is available.

③ Encourage purchases



The quality-price ratio, accessibility and originality of the products offered are the subject of a sustained communication policy.

- **Aéroports de Paris Magazine**, 300,000 copies of which are distributed in boarding lounges with ten issues per year, devotes around a dozen pages to brands and shopping.

- To immerse passengers in a purchasing ambiance, Aéroports de Paris organises **activities comparable to those found downtown** and tries to reflect what is going on in the world. Christmas holidays, Valentine's Day, seasonal sales and sports events are just a few occasions on which it offers activities and promotions.



"L'Ecole des Vacances": free dance lessons in boarding lounges

Fashion shows on luggage belts, pages, personal shoppers, light shows, free activities for the start of holiday season, limited editions and exclusive products, retail outlets offering express treatments or tasting: in conjunction with its brands and shops, Aéroports de Paris concocts countless initiatives to spark curiosity, promote traffic and encourage purchases.

Shopping from A to Z

Mobile kiosks are light, flexible and highly effective sales and promotional tools that accompany passengers until they board and greet them as they collect their luggage for last-minute purchases before leaving the airport. They may be dedicated to a brand, a store or a product category. Other chains such as Paul and Illy also take their business directly to airport passengers with beverage trolleys and light food and beverages in boarding lounges.

→ Development of a new distribution mode: joint ventures

Since 2003, the Aéroports de Paris Group has developed two “joint ventures with leading travel retail specialists in order to optimize retail performance by creating synergies between the two partners. Aéroports de Paris, specializing in passenger flow management, contributes its expertise in the layout of retail areas and the partner contributes its expertise related to marketing, purchasing and retail management.

Two co-subsiaries are operational:

▪ Duty Free Paris:

Created at the end of 2008, Duty Free Paris is dedicated to the distribution of fashion and accessories. Aéroports de Paris owns 50% of the subsidiary along with The Nuance Group, one of the world's travel retail leaders. In February 2009, Duty Free Paris launched the operation of nine shops over a 660 m² surface area at Paris-Charles de Gaulle. Today, there are 23 retail outlets in total. Over time, this new entity will have an area of approximately 5,000 m² at both Paris-Charles de Gaulle and Paris-Orly airports.



Pascal Bourgue explains: “Fashion and accessories are a major strategic development focus for Aéroports de Paris Group’s shops. The creation of “Duty Free Paris” with The Nuance Group allows us to benefit from the expertise of a leading company specializing in trade retail. It boosts the attractiveness of our retail areas by offering our passengers innovative concepts and new brands. The opening of the first nine retail outlets marks an important stage in an ambitious programme to launch 40 retail outlets by the year 2012”.

▪ Société de Distribution Aéroportuaire:



Created in 2003, Société de Distribution Aéroportuaire is dedicated to the sale of spirits, tobacco, gourmet products, perfumes and cosmetics, which represent the core airport retail products.

Aéroports de Paris owns 50% of the subsidiary along with Aelia (Lagardère Group), the French leader in trade retail. Société de Distribution Aéroportuaire is present in all of the Paris-Charles de Gaulle and Paris-Orly terminals. It operates 66 retail outlets over 10,000 m². It generated €369 million in turnover in 2008.

These partnerships allow their members to share their expertise in several areas: the organisation of passenger flows and travel, marketing and merchandising. They enable Aéroports de Paris to generate more value from the optimization of its retail areas and encourage it to perform even better. The co-subsiaries pay Aéroports de Paris **earnings**, in the same capacity as the other shops, and **dividends** as subsidiaries. Société de Distribution Aéroportuaire's increasing contribution speaks for itself.

Note: Société de Distribution Aéroportuaire and Duty Free Paris are subsidiaries with half of their shares owned by ADP, and are consolidated by equivalence. Duty Free Paris, which was created toward the end of 2008, did not start its operations until February 2009.

Customers

Ninety percent of passengers spend more than 1 1/2 hours at Paris-Charles de Gaulle and Paris-Orly, and 44% spend more than 3 hours². While they wait, passengers visit the airport's shops. This is their preferred way of spending their time. On average, 45% of passengers visit shops, 40 million passengers in 2008.

→ Passengers' purchasing behaviour³:

Aéroports de Paris' passengers can be divided into four consumer types. The largest contributors are those who treat themselves, who "indulge" at the airport and are on the lookout for any products that embody the magic of Paris. Opportunistic consumers are the largest group. They know that, at the airport, they will find "their" favourite brands at a duty-free price. Pragmatic consumers will choose useful products for their trip and the most reasonable consumers will make duty-free purchases to find "good deals" on a product they have forgotten.

"Treating oneself": unlimited luxury

Number 1 contributors:
"Buying on whims": spontaneous extravagant consumers



Sought-after products: anything that embodies the magic of Paris

fantasy purchase

Number 2 contributors

"Between dream and reality": opportunistic consumers



Sought-after products: Spirits, tobacco, perfume, cosmetics, luxury

"Getting a good deal" duty-free purchases

Number 3 contributors:
"Buying out of necessity" pragmatic consumers



Sought-after products: products related to travel, tobacco, press, books

practical

purchase

Number 4 contributors

"Everything is under control": reasonable consumers



Sought-after products: products forgotten at home

² Aéroports de Paris survey, 4th quarter 2008

³ Source: Aéroports de Paris – 4,000 interviews

→ International customers who value the “French touch”

Who buys what from Aéroports de Paris’ shops?

International passengers visiting Paris’ airports privilege the “French Touch” for their airport purchases.

Regardless of their nationality, they choose products that symbolize France and Paris⁴. Their motivations are similar to those that bring the whole world to Paris and France: namely, cultural heritage (history, architecture, traditions, etc.) and a certain idea of luxury (jewellery, perfume, gastronomy, fashion, etc.).

- **Passengers from the Anglosphere buy “Made in France” exclusively**

The French heritage is a label of quality for Americans and other passengers from the Anglosphere. Americans look for a souvenir of Paris because the French capital is the city of celebration. The Eiffel Tower is a must-have gift souvenir with 500,000 Eiffel Towers sold in Aéroports de Paris’ shops in 2008.



- **Asian and African passengers are “French luxury addicts”**

Asian and African passengers are extremely attached to internationally known big-name brands. For their gifts, they seek out the know-how of French luxury stores. They most frequently purchase luxury products (ready-to-wear, perfume, jewellery) and gourmet food.

Japanese passengers are crazy about French fine food shops. They are very fond of upscale brands such as Fauchon, Hédiard and Maxim’s. They pay special attention to packaging.

African passengers “buy” the image of Paris through perfume. The latter accounts for 60% of their purchases.

- **For northern Europe, French “arts and crafts” are a reflection of traditions**

Passengers from northern Europe look for traditional objects in Paris. Scandinavians primarily choose handmade gifts for their loved ones. According to a toy merchant at Paris-Charles de Gaulle, “wooden toys, and particularly music boxes, made in the French Jura are greeted with tremendous success by these customers”.

- **European passengers buy brand-name products at the lowest price**

Europeans see their visit to the airport as an opportunity to find good deals, which is a new phenomenon. The airport is experienced as a convenient and rich shopping site to find all the latest trends brought together at the lowest price.



⁴ Study conducted at Paris-Charles de Gaulle based on 80 individual interviews with people of all nationalities (Europe, Americas, Far East, Australia, Africa); analysis compared with three complementary Aéroports de Paris studies

What products for what nationalities?

- **Russians:** spirits, fashion and beauty-perfume
- **Americans:** perfume, cosmetics, jewellery, fashion accessories, tobacco.
- **Asians:** accessories, gifts-souvenirs, watches, fashion and luxury.
- **Spaniards:** perfume and beauty products.
- **French people:** shoes and luxury products, beauty products, lingerie, jewellery.
- **Japanese people:** gourmet products, spirits, perfume, ties; to buy a gift half of the time.

Total Traffic, 2008: 87.1 million passengers

Breakdown of passenger traffic by destination:

Domestic	19.2%
Overseas	3.6%
departments and territories	
Europe	42.0%
North America	9.9%
South America	3.4%
Africa	11.2%
Middle East	4.5%
Asia-Pacific	6.3%

"must-have" airport purchases for Chinese passengers:



Alcohol & tobacco: Cognac: particularly Camus – “XO” quality cognac – and Chungwa cognac. “Just for Chinese passengers flying to Beijing, I sell nearly 300 bottles of cognac every month” states a salesperson from the shop Pure and Rare in terminal 2E. **Cigarettes:** the most frequently sold are the Gauloises and Chungwa brands.

Beauty: Care products with a flagship brand: Lancôme, Miniatures (perfume in particular). “Passengers from China swear by Christian Dior miniature perfumes which they often call CDI” describes a perfume salesperson from Beauty Unlimited.

Watches & Jewellery: **Watches** with three fetish brands: Oméga, Longines and Tissot. “Our Chinese customers often buy watches in pairs with a matching men’s model and women’s model. Bi-coloured models are a must”. **Jewellery**, primarily with the Chopard brand. Animal jewellery and “pavé-set diamonds” meet with great success.

Who are male shoppers?

Sixty-three percent of passengers are men and 52% enter airport shops. Once they enter, 34% make at least one purchase: 66% to treat themselves and 25% to buy a gift.

Pragmatic, opportunistic, generous or liberated, they spend more money than women with an average basket of €43 (+30%).



Who spends the most?

A Chinese person holds the record for spending the most money in an Aéroports de Paris shop. On 24 December 2008, he purchased several Grands Crus for a total of €46,428 including a 1991 La Tâche jeroboom in the ballpark of €20,000.

The new retail areas

Retail areas increased by 29% between 2004 and the end of 2008, with over 61% of this growth in airside areas.

→ At Paris-Orly, the retail areas are larger than 11,000 m² with nearly 1,100 additional m² in international areas in 2008.

→ 2005 – The renovated public area of Orly West features more shops

Hall 2 of Orly West welcomes around **6 million passengers** per year (arrivals and departures). Its renovation creates optimum conditions so it can welcome traffic from Air France on its “La Navette” shuttle connections. Its retail areas total **2,000 m²**, up 40%.

→ Summer 2008 – The Orly South terminal doubles its shops in airside areas

In 2008, Aéroports de Paris finished renovating international circuits at Orly South. The terminal's capacity rose to 11 million passengers, **including 7 million international** passengers (arrivals and departures).

This refurbishment made it possible to offer a **2,200 m²** shopping gallery instead of the previous 890 m² gallery.

Completely reconfigured, it is easily accessible to departing and arriving passengers with a product selection tailored to the terminal's destinations: Mediterranean countries, North Africa (24% of flights) and the West Indies (15%).



→ At Paris-Charles de Gaulle, 36,500 m² of retail areas
An additional 2,000 m² scheduled to open in 2009 and 2010

→ June 2007 - La Galerie Parisienne presents France's largest airport retail area: 4,600 m²

Designed for the Airbus A380, this boarding satellite in terminals 2E and 2F can welcome **8.6 million passengers** per year (arrivals and departures).



With **3,200 m² of shops in airside areas** and **1,400 m²** of bars and restaurants, it is France's largest airport retail area.

La Galerie Parisienne retail area is located in the midst of passenger traffic, immediately after the security checkpoints.

Spacious and bright, its 21 shops feature everything that makes the French capital so charming and famous.

They accompany passengers all the way to the boarding gates. The layout recalls Paris' covered galleries.

→ **March 2008** – With Terminal 2E's new boarding pier, Aéroports de Paris doubles the stakes and affirms its retail concept "*Paris, the capital of luxury and creation*"

In the spring of 2008, the Paris-Charles de Gaulle airport is running at full capacity again with the commissioning of the new terminal 2E boarding pier. At the heart of the Skyteam alliance's connection platform, it works in synergy with La Galerie Parisienne and makes it possible to welcome **over 7 million passengers** per year.



The new boarding pier offers 27 shops and 7 bars and restaurants spread out over **4,800 m²**: a retail area that increased by 52% versus the original project, "*Paris, the capital of luxury and creation*", Aéroports de Paris' new retail concept is located in a charming setting dedicated to luxury, elegance and Parisian creation.

A total of **10 brands and 4 food and beverage chains chose 2E as their first airport location in the world**: a fine testimonial to the attractiveness of Paris' airports and the quality of the project.

→ **September 2008** – Opening of terminal 2G: a product offering designed for business travellers

Dedicated to the short and medium-haul flights of Air France KLM's regional subsidiaries, this terminal can welcome **3 million passengers** per year.

Thirty percent of its traffic flies to mainland France and 70% to Schengen countries. Designed for business travellers looking to optimize their time, T2G is a real showcase of e-services.



→ **2008** - And that's not all ...

Terminal 2A doubles its retail area with an **1,800 m²** gallery, not counting food and beverages.

→ **March 2009** - CDG 1 completes its renovation with **5,000 m²** of shops



In 2004, Paris-Charles de Gaulle's historic terminal launched a total renovation, tackling one fourth at a time, and reconfigured its retail areas at the same pace in successive phases.

The first fourth that was renovated opened in late 2005 with new shops in its public areas. A new 2,000 m² bonded, fully remodelled shopping gallery with heavy passenger traffic has been operational since 2007. The entire project was completed in March 2009 with 4,800 m² of shops.

APPENDICES

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- **An upgraded food and beverage offer**
- **Société de Distribution Aéroportuaire**
- **Duty Free Paris**

The Aéroports de Paris shops: key figures

- 232 shops
- 233 services
- 124 bars and restaurants
- 77 operating companies
- 5,000 employees dedicated to passenger service



Retail earnings

65% of all retail earnings come from shops located in restricted areas

Public area, restricted area & restrictions



In an airport, retail activities are operated either in a public area or in a restricted area beyond the security checkpoints: customs, air and border police, airport security.

- The **public area**, accessible to everyone, does not offer duty-free products.

- The **international area**, located in the **restricted area**, is for all passengers on flights travelling to French overseas departments and territories and countries outside of the European Union. It sells duty-free products. This is the area that generates the most sales in terms of both number and profit.

- The **Schengen area**, also located in the **restricted area**, is for passengers on inter-EU flights. Intra-European duty free was abolished in 1999.

What are the terms of leases?

Leases are granted for variable terms depending on the type of shop and service: generally 5 years for shops, 7 years for car rental, 10 years for food service and up to 70 years for hotels whose operators have to pay off sizeable investments.

Breakdown of Aéroport de Paris' retail areas at end 2008

48,000 m² + 13% versus 2007

- International area 36 %
- Schengen area 8 %
- Public area 10 %
- Bars and restaurants 47%

An upgraded food and beverage offer

Lightness, variety: truly something for all tastes

Whether they are on a connecting or a direct flight, passengers need food service that is tailored to travelling. Aéroports de Paris focuses on light foods and variety to satisfy the taste buds and culinary habits of people from all over the world.

Illy Café

One of the world's best espressos obtained from a unique and constant blend that consumers have learned to recognize and appreciate. The prestige of a made-in-Italy brand that symbolizes quality all over the world. Illy Café also sells its products on Illy trolleys.



Café Illy

Paul

Paul is proud to affirm that its bread tastes the same in Paris, Lille, Marseille, Tokyo, Kuwait and Casablanca. Attractive and delicious, flawless first-rate products for breakfast, a fast lunch or a snack. Paul also sells its products on Paul trolleys.



Paul

Exki

An organic selection combining fresh and natural products

Hédiard café-shop

A savoury and sweet gourmet selection that you can enjoy onsite and products from the brand that you can take away in your carry-on luggage.



Bert's

Bert's

A variety of healthy foods with menus developed by the nutritionist Jean-Paul Blanc. You can choose from three ambiances: leather sofas and armchairs for a cosy ambiance, restaurant tables for a group meal, bar stools for a quick snack.



Cuisines du Monde and Myiou

Cuisines du Monde

A food court with several food stands:

- the Lebanese caterer Noura, with its first airport location
- Asian food service with Fusion Wok,
- Italian food service with Piatto Del Gusto

Miyou

Designed by Guy Martin, Le Grand Véfour's chef, for Aéroports de Paris, MIYOU offers a lounge ambiance with upscale self-service and a sitting area where you can enjoy a nice moment of peace and relaxation. The menu features an exclusive selection of sweet and savoury gourmet sandwiches invented by Guy Martin.



Ladurée

And, for the first time in an airport, two **La Maison du Chocolat** shops and two **Ladurée** retail outlets.

Société de Distribution Aéroportuaire **Aéroports de Paris – Aelia (Lagardère Group) Co-Subsidiary**

Since 2003, Aéroports de Paris has been an operator of retail areas with Société de Distribution Aéroportuaire, created in partnership with the airport distribution specialist Aelia (Lagardère Group)*, with each of the partners holding 50% of its capital. Signed for a ten-year term, this partnership involves the management of retail outlets devoted to spirits, tobacco, perfume and cosmetics and some shops dedicated to gastronomy.

Initially limited to terminals 1 and 2 of Paris-Charles de Gaulle airport, Société de Distribution Aéroportuaire has extended its activity, since 1 January 2007, to all of the Paris-Orly and Paris-Charles de Gaulle terminals.

Société de Distribution Aéroportuaire operates a portfolio of brand names created by Aelia for trade retail and obtains its supplies from the group's purchasing office, which allows it to benefit from conditions that are negotiated based on the Aelia group's purchasing volumes.

It also relies on the tight-flow supply system set up by Aelia with the logistics specialist Kuehne + Nagel which manages Aelia's central warehouse. Located a few kilometres from Paris-Charles de Gaulle, this warehouse is operational 24/7 and delivers to retail outlets 365 days a year. This organisation allows it to adapt supply to passenger flows and the number of releases made by suppliers, to limit stock shortages, to automate and improve the reliability of orders placed by retail outlets and to optimize the level of in-store stocks.

Société de Distribution Aéroportuaire: key figures

	2006	2007	2008
Operated areas in m ²	3829	9214	10617
Turnover in millions of euros	203.7	327	369.1

The shares of SDA in the turnover and current consolidated operational profit of the Aéroports de Paris Group are as follows:

** The leading trade retail company in France, Aelia operates at 20 airports in France, Great Britain and Poland. It also sells products onboard aircraft for several regional and international airlines including Air France. It generated €607 million in turnover in 2008 with 161 retail outlets. Aelia is a subsidiary of the Lagardère Services group, specializing in Travel Retail, and currently located in 20 countries around the world. The Travel Retail division of Lagardère Services is operating at 100 airports and more than 500 railway stations in 18 countries.*

The stores operated by Société de Distribution Aéroportuaire

Beauty Unlimited



An original, modern design tailored to each retail outlet. Separate and clearly marked-off promotional areas to showcase products. With open access to facilitate contact with products, customers also benefit from the expertise of Sales advisors and Brand ambassadors.

In the shops that have a surface area of over 200m², areas dedicated to each brand showcase all of their product ranges with their own specific universe (visual codes, etc.). Stores that are smaller than 200m² are divided up by segment: women's perfume, men's perfume, care products, make-up, in a modern ambience with a white and red colour code.

Pure & Rare

A warm, upscale concept organised around a variety of universes each treated differently: the Oenothèque (a real wine and Champagne cellar), Whiskies, Cognacs, white spirits and tobacco. The upscale contemporary design showcases a certain *art de vivre* to meet the expectations of international customers. A tasting area is available so customers can discover a wide range of products.

La Cave à cigares

A real temple of knowledge and style, the shop offers travellers a unique selection of the finest cigars, combined with top-of-the-range accessories and fine and rare spirits.

The aroma of tobacco blended with that of cedar and a perfect level of humidity reinforce the unique atmosphere of this shop and evoke the most renowned cigar factories.



Gourmand

This concept boasts the spirit of fine food stores in a warm and modern atmosphere. Foie gras, salmon and caviar can be found alongside a selection of olive oil, mustard, cheese, chocolate, sweet biscuits, tea and coffee.

Plus points: product tasting and fresh produce wrapped in "freshness" bags

French Days

This shop, with its modern design, offers the very best ranges of Wines, Spirits, Tobaccos and Gourmet Foods.

Multistores

Multistores feature a selection of the best international and local spirits, tobacco, gourmet food, perfume, cosmetics, fashion and accessories in a homogenous space that showcases each universe.

Duty Free Paris

Aéroports de Paris – The Nuance Group Co-Subsidiary

- **24 July 2008:** Aéroports de Paris selects The Nuance Group, a world leader in travel retail, as its partner for the creation of the joint venture on the "Fashion and Accessories" market. Over time, this new entity will have an area of around 5,000 m² at Paris-Charles de Gaulle and Paris-Orly. This partnership is a new stage in Aéroports de Paris' retail development strategy. It allows the Group to progress on the Fashion & Accessories segment, which is the most buoyant after the Spirits-Tobacco-Perfume market.
- **22 December 2008:** Aéroports de Paris and The Nuance Group obtain the European Commission's approval
- **3 February 2009:** birth of "Duty Free Paris":
The "fashion and accessories" joint venture launches its activities at Paris-Charles de Gaulle airport. Duty Free Paris operates nine fashion boutiques over a total surface area of 660 m². It launches its activities by operating two Hermès boutiques (located in terminals 2A and 2C); three "Attitude" multi-brand areas (terminals 2B, 2C and 2D); one Lacoste boutique, one Longchamp store, one Swarovski retail outlet (Terminal 2C) and one Lacoste/Guess boutique (terminal 2D).
- **8 April 2009:** Duty Free Paris expands the fashion offering at Paris-Charles de Gaulle airport by opening three "Attitude" multi-brand fashion boutiques.
These concept stores are all located in Terminal 2A of Paris-Charles de Gaulle, with a total surface area of 295 m². The "Attitude" boutiques, an original invention of The Nuance Group, sell reference brands with a dedicated, customized concept for each of them.
The three new "Attitude" boutiques, occupying refurbished surface areas of 70, 92 and 133 m², host international luxury brands including Kipling, Samsonite, Thomas Sabo, Swarovski, Hugo Boss, Lacoste, Lancel, Sonia Rykiel, Guess and, for the first time in Paris' airports, **Diesel, Wolford and Doré Doré.**
- **23 July 2009:** Duty Free Paris expands to the Paris-Charles de Gaulle airport. Eleven new fashion and accessory boutiques open their doors in terminals T2C, T2F and T3 with a total surface area of 760 m². Eight boutiques sell big-name international brands and 3 are dedicated to the new "Attitude" and "Cult" concepts. The joint venture now has a portfolio of 23 shops.



The "Attitude" boutiques in terminal 2A of Paris-Charles de Gaulle