



considerable investment in duty free operations at other airports in the Gulf and around the region.

ACHIEVEMENTS

In the past twenty five years Dubai Duty Free has received over 150 awards.

The first major award was presented in 1985 when the new operation won the very first Frontier Award for "Airport Duty Free Operator of the Year".

HISTORY

Dubai Duty free has metamorphosed from a chrysalis twenty five years ago – one of the youngest players then in the duty free industry worldwide – into a Papillon that has spread its wings far and wide. Dubai Duty Free has grown into a company that ranks among the top three largest duty free operations in the world with an annual turnover of US\$1.1 billion.

It began when the Dubai Government commissioned Irish airport operator Aer Rianta to set up a duty free at Dubai International Airport. In July 1983 a ten man team from Aer

Rianta came to Dubai. Their brief was "to develop the best-ever duty free shops in the industry". Within three months of round-the-clock working, on December 20th 1983, Dubai Duty Free was born.

From the original team of ten, three stayed on to manage the new operation. Fondly called the "Irish Trinity", these men were Colm McLoughlin, John Sutcliffe and George Horan.

Barely two years after it began operation Dubai Duty Free was named "Airport Duty Free Operator of the Year" at the Frontier Awards in Cannes.

Dubai Duty Free, which celebrated its 25th Anniversary on 20th December 2008, has had a remarkable quarter century that has seen its business grow from Dhs70 million (US\$20 million) in 1984 to Dhs3.95 billion (US\$1.1 billion) in 2008.

PRODUCT

Dubai Duty Free's wide range of products satisfy the needs of even the most demanding of travellers. One of the biggest sellers remains gold, not surprisingly perhaps, since Dubai is renowned worldwide as the "City of Gold". In 2008 Dubai Duty Free sold 4,033 kilos of gold, including 18, 22 and 24 carat gold jewellery.

The main outlets for tobacco, drinks and chocolates are complemented by stylish shopping areas and retail islands that feature specialist products such as Cuban cigars, Luxury watches, Leather wear, Women's Fashion, Sunglasses, a



Gadget shop – offering the latest fun fads and a Gifts from Dubai shop. There is also a wide range of electronic, computer, audio-visual and photographic products that feature the latest in global technology.

RECENT DEVELOPMENTS

Dubai Duty Free opened its new Head Office, Warehouse and Distribution Centre in June 2008.

Located one kilometre from Dubai International Airport is the operation's 6,000 square metre office complex and 27,000 square metre Warehouse and Distribution Centre. The new office building offers additional in-house facilities such as an auditorium, extended training facilities and office space for new and existing back office employees.

In October 2008 Dubai Duty Free unveiled its spectacular retail operation in Emirates Terminal 3 at Dubai international Airport.

This new operation covers over 8,000 square metres to include Departures, Arrivals and landside shops and is a welcome addition to the award-winning duty free operations in Terminals 1 and 2 which cover a total of 7,000 square metres.

PROMOTION

Dubai Duty Free's Finest Surprise promotion goes from strength to strength. More than 1,380 travellers from 68 countries have now driven away a luxury car following their purchase of a US\$139 ticket.

The Finest Surprise promotion is now in its twentieth year, making it the longest-running duty free promotion in the world and is much imitated by other duty free operators in the region. Its success has also been recognised in the international Frontier Awards, securing victory in the "Best Marketing Campaign".

The Millennium Millionaire draw has captured the imagination of travellers around the globe.

The Millennium Millionaire comprises a limited series of 5,000 tickets available to departing, arriving and transiting passengers from specially designated desks in Dubai Duty Free. The promotion went online in 2001, offering web users worldwide the chance to buy tickets on dubaidutyfree.com.

The online launch of the promotion has served to open it to a global audience and Dubai Duty Free has seen a steady increase of online ticket sales from all over the world.

Dubai Duty Free has launched the next phase



of its world famous promotions with the 'Multi-Millionaire'. Launched to coincide with the operation's 25th Anniversary, the Multi-Millionaire offers 5,000 ticket holders the chance to win US\$5 million.

Dubai Duty Free's milestone anniversary was celebrated in a number of ways, including the publication of the book 'Fly Buy Dubai' which provides a fascinating insight into the origins of the duty free industry. The anniversary day on 20th December 2008 was a very special day as the operation achieved over Dhs70 million (US\$20 million) in sales during the 24-hour period, which equals the annual sales of its first full year of business.

Dubai Duty Free announced annual sales of Dhs3.95 billion (US\$1.1 billion) in 2008, representing a 23% increase on the previous year.

December itself was a record month with sales reaching a new monthly high of Dhs403 million (US\$111 million), while on 17th December, the milestone figure of US\$1 billion (Dhs3.6 billion) was crossed.

Dubai Duty Free recorded a total of over 21 million sales transactions, which average at around 58,000 transactions per day, up 11% on 2007.

While the successful running of the shopfloor operation is a major focus for Dubai Duty Free, the operation is highly committed to promoting Dubai through a series of high level sporting events such as the Barclays Dubai Tennis Championships. Attracting ten out of the top ten women and seven of the top ten men's players in the world, this event complements the operation's annual sports calendar that includes horse racing both at home and overseas.

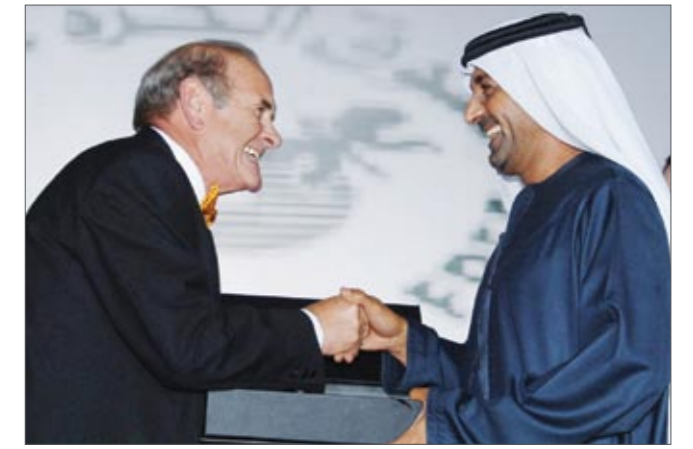
Dubai Duty Free is the new title sponsor of the Irish Derby at the Curragh Racecourse. The sponsorship was announced in 2008 and will run until 2012.

Dubai Duty Free has secured massive media exposure as a result of its sports sponsorship in horseracing – at Newbury racecourse, Ascot, the Irish Derby at the Curragh and in Dubai where the operation is the sponsor of the US\$5 million Group 1 Dubai Duty Free race during the Dubai World Cup.

Dubai Duty Free is a renowned name in various sporting events worldwide, from golf to horseracing. Its marketing campaigns have not only promoted its duty free operations but Dubai as a superb tourist destination as well. Supporting and sponsoring sports events is an important component of Dubai Duty Free's promotional strategy.

Dubai Duty Free is proving that it is a good neighbour and citizen with the recent establishment of its 'Corporate Responsibility' department. **25th ANNIVERSARY CELEBRATION** Dubai Duty Free celebrated its 25th anniversary in lavish style on 8th January as it hosted over 500 guests at a black tie gala dinner at the Grand Hyatt Dubai.

The dinner, which was attended by Government officials, dignitaries and business and media representatives, was the culmination of Dubai Duty Free's 25th anniversary celebrations which began on 20th December 2008. The grand celebration featured an international line up of entertainment including a rousing performance by opera divas, Elysium and an exclusive performance by British band, Simply Red.



During the evening, HH Sheikh Ahmed Bin Saeed Al Maktoum, President of the Dubai Civil Aviation Authority and Chairman of Dubai Airports, presented Colm McLoughlin with a certificate of appreciation for his role in the success of Dubai Duty Free over the past 25 years.

BRAND VALUES

Dubai Duty Free's reputation has been built on five business principles that were established from the outset: value for money, quality of products, range of products, quality of service and ambience. The operation's reputation for success, style and innovation suggests that it lives by these principles.

www.dubaidutyfree.com



Things you didn't know about DUBAI DUTY FREE

In 2008 perfumes continued to be the highest selling category with annual sales of US\$155 million representing nearly 14% of total sales.

The famous Finest Surprise Luxury Car Promotion began life in 1989 as a "one-off" event. This is now complemented by the Millennium Millionaire and Multi-Millionaire promotions.

Dubai Duty Free produced a 500-page book "Fly Buy Dubai", and a song with the same title, to commemorate its 25th anniversary and a 30 minute documentary which outlines the growth of the duty free industry.

Dubai Duty Free marked its 25th Anniversary on December 20th with a 25% discount offer and sales reached an unprecedented US\$20 million. The record-breaking figure equals the operation's first full year of sales in 1984.

Sales in 2008 reached US\$1.1 billion, representing a 23% increase over the previous year.

Dubai Duty Free averages a daily total of over 58,000 sales transactions and over twenty one million transactions a year.

Superbrands

MARKET

Dubai Duty Free is one of the top airport retail operations in the world in terms of turnover and competes with airports both from far and within the Arabian Gulf region to the low-duty domestic retail environment in Dubai. Amongst the many reasons for Dubai Duty Free achieving this status must be the innovative Finest Surprise and Millennium Millionaire promotions which offer opportunities to win luxury cars and the chance of becoming a dollar millionaire respectively. Most recently the operation launched the Multi-



Millionaire to coincide with Dubai Duty Free's 25th Anniversary and to mark the opening of Dubai Duty Free at Emirates Terminal 3, which offers 5,000 ticket holders the chance to win US\$5 million.

The development of Dubai Duty Free must be seen in the broader context of Dubai's strategy of becoming a major tourist, business and shopping destination. If imitation is the sincerest form of flattery, then a measure of how successful Dubai Duty Free has been can be seen from the



A year later the operation won another two Frontier Awards for "Best Marketing Campaign for a Duty Free Operator" and a personal award for Managing Director Colm McLoughlin who was voted "Duty Free Person of the Year".

Dubai Duty Free has received a total of ten Frontier Awards including winning the "Airport Retailer of the Year" award in 2000, 2001, 2004 and 2007. 2004 saw a Lifetime Achievement Award being presented to the Managing Director of Dubai Duty Free, Colm McLoughlin.

Other awards included the Barclays Dubai Tennis Championships which was presented by the ATP International Group for 'Media Operations Award of Excellence' and, for the fourth time, Dubai Duty Free received 'Superbrand' status at the Superbrands Tribute Event in March 2008.

Dubai Duty Free is the first airport operation in the world to achieve both ISO 14001 certification and OHSAS 18001 certification for its environmental and health and safety policies. Top awards in 2008 included the Global Traveller Awards for 'Best Duty Free Shops', Business Traveller UK award and the Business Traveller Middle East award for 'Best Duty Free Shopping', along with the Raven Fox Award for 'Middle East Travel Retailer of the Year'. In January 2009 Dubai Duty Free was presented with the Global Traveler Award for 'Best Duty Free Shops' from the publishers of US-based magazine Global Traveler for the second consecutive year.