



TFWA Singapore

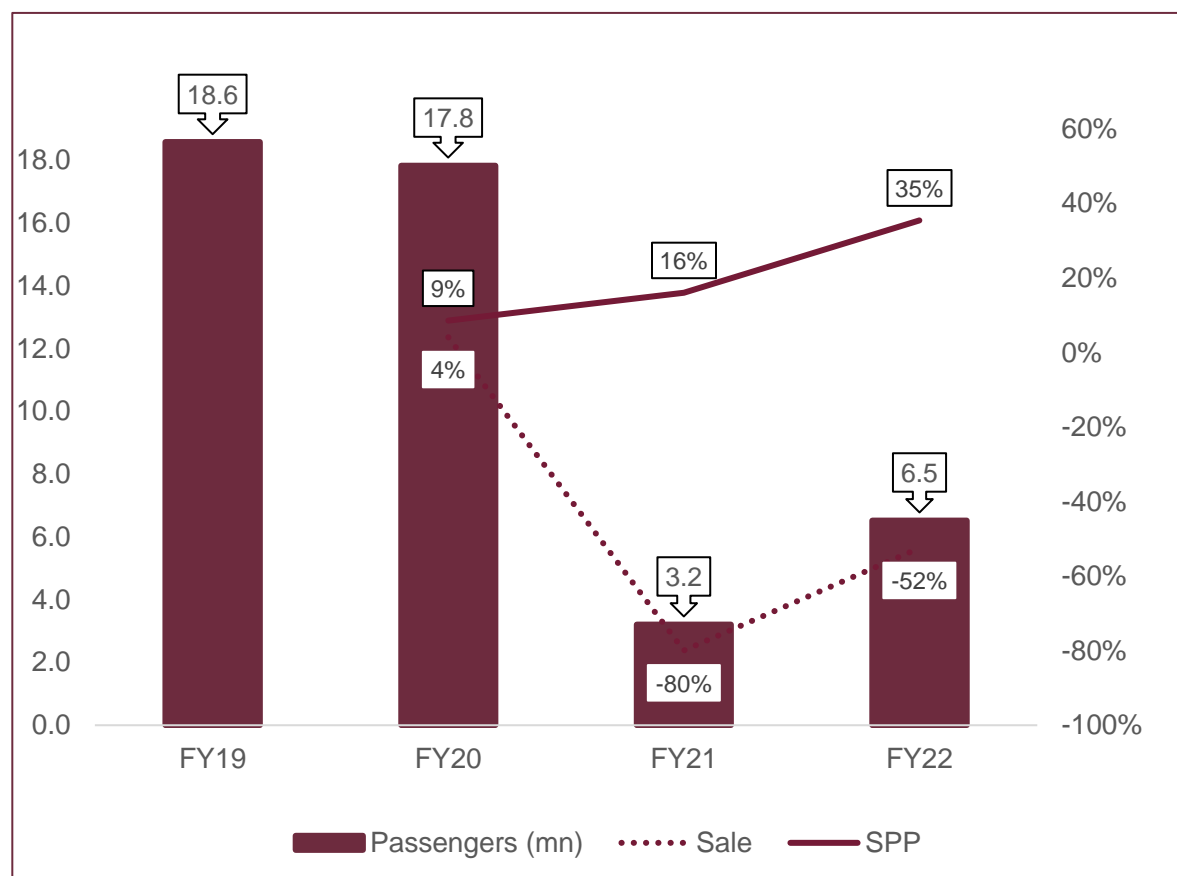
Focus on India

Presented by:

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Delhi Duty Free

DDFS: KPI progression

Over base year of FY19



Summary:

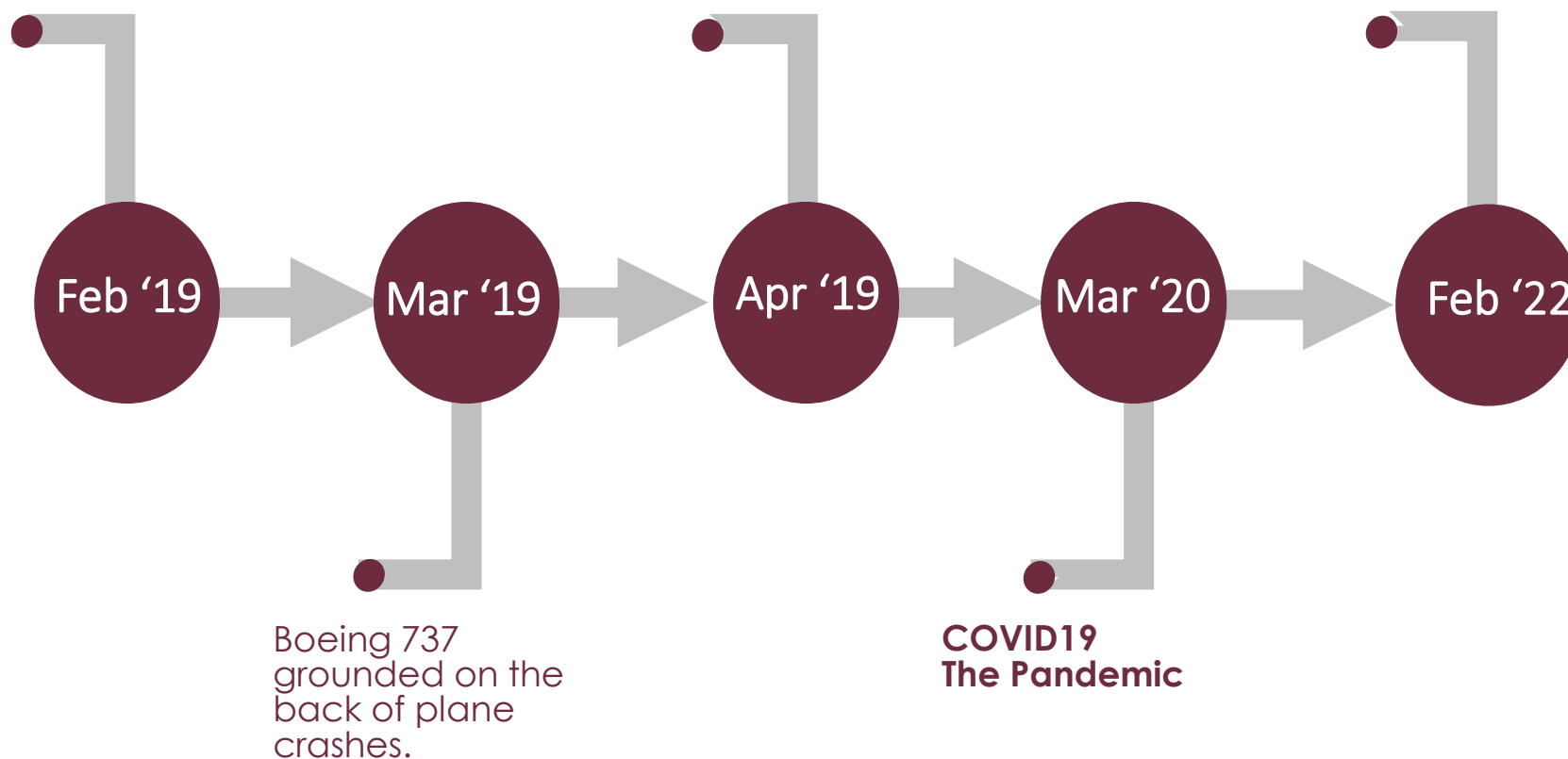
- For the current financial year, we expect to get back to FY20 sales levels.
- The 7-year CAGR between FY13 and FY19 is :
 - Sales: **~16%**, SPP: **~8%**
- Sales recovery (as a %) of FY19
 - H2 FY22: **~66%**, Last 2 months : **~88%**

TR Industry: Major disruptions since 2019

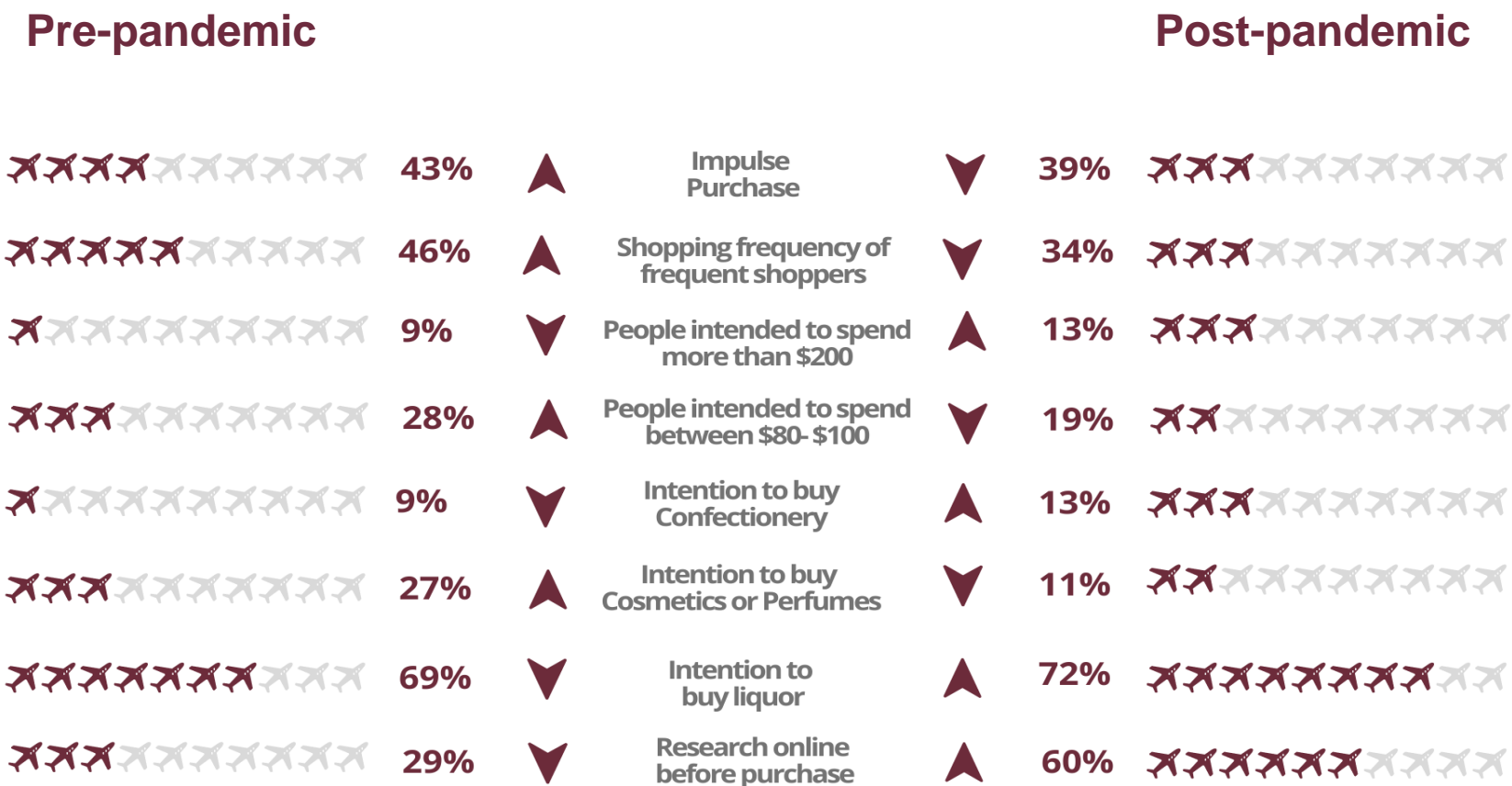
Pakistan airspace closed after border conflict with India

Jet Airways suspends operations due to mounting debt.

Russia-Ukraine war



Passenger preferences

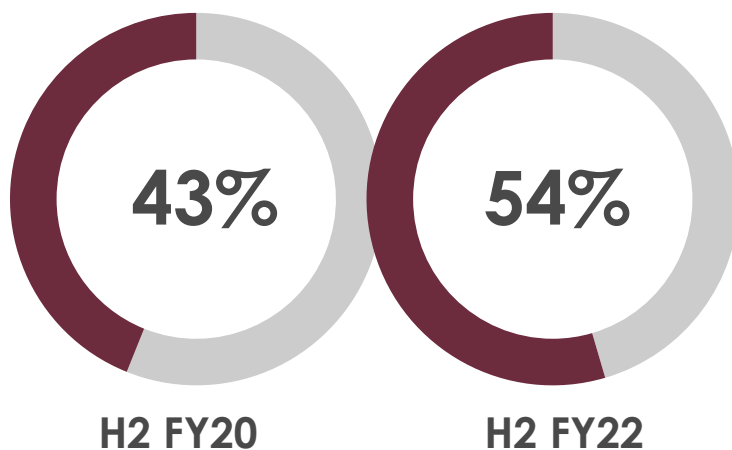


*Source: Independent research conducted (Mar-Apr'22) by an agency for DDFS

Changing customer trends

↑↑
Malt and Super deluxe share

Increasing share signifies the changing customer preferences



FY22 vs FY20
SPP: +25%
ATV: +32%
Penetration: -5%

↑↑
Average Transaction Value

Increasing passenger spends being driven by ATV across all categories

FY22 vs FY20



Changing trends: 2019 vs 2021

2019

VS

2021

Chinese Nationals contributed ~5% of the total sales as well as the highest spend

Destination as a category contributed over 3% of overall sales.

Liquor excise policy:

- **Significant price arbitrage** over the domestic market.

Americans and Canadians have taken most of this share with increased frequency of flights to North America.

Sale share has dropped to ~1%. Reliance on Chinese and east Asian travelers means a longer recovery period.

New liquor excise policy:

- **Reduced price arbitrage**
- Some products now **cheaper in domestic***

Re-building strategy alongside the (Pandemic) Endemic



Re-pond

- Created a cross-functional command centre with “New Normal based- KPI tracking”.
- Created an Elastic Digital Workplace task force with strong focus on talent retention.



Re-set

- Redefined relationships with consumers, brand partners and employees.
- Reconsidered product and service portfolio.
- Increased focus on Travel Retail exclusives.



Re-new

- Accelerate the move to flexible “customer centric and service driven” business.
- Reprioritize investments in technology and digitalisation for post-COVID/endemic era

As an organization, we pride on employees being our biggest asset

Trinity Partners and Airlines in the ecosystem must come together to address these core challenges



Make communication more seamless and meaningful



Use of technology for passenger convenience



Reduce supply chain bottlenecks and improve stock availability



Leverage shared data to optimize offering and enhance service



Embrace changed shopping habits:
Online/Sustainable/TREs/
Personalization



DELHI
DUTY FREE

Thank you

