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THE MEADFA CONFERENCE

15 - 17 NOV. 2026

FOUR SEASONS HOTEL
RABAT AT KASR AL BAHR



DUTY FREE SALES FIGURES 2025

Comparative importance FY 2025 vs FY 2024

MEADFA

Source: Best & Most, Generation Research AB, Sweden - contact@generation.se

SALES IN US BILLION	FY 2025		FY 2024		CHANGE FY 2025 VS FY 2024
	SALES	MARKET SHARE	SALES	MARKET SHARE	
EUROPE	$25.3bn	33.2%	$23.6bn	31.8%	▲ 7.0%
AMERICAS	$11.7bn	15.4%	$11.6bn	15.7%	▲ 0.5%
AFRICA	$1.1bn	1.4%	$0.9bn	1.2%	▲ 16.8%
ASIA PACIFIC	$30.5bn	40.2%	$31.3bn	42.2%	▼ -2.4%
MIDDLE EAST	$7.5bn	9.8%	$6.8bn	9.1%	▲ 9.5%
TOTAL WORLD	$76bn	100.0%	$74.2bn	100.0%	▲ 2.4%


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Dubai Duty Free



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CEO, Heinemann
Middle East Africa



MICHELINE EL-AMMAR

Operations Manager,
MEADFA

DFWC
DUTY FREE WORLD COUNCIL
Serving duty free and travel retail worldwide

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MIDDLE EAST AND AFRICA DUTY FREE ASSOCIATION
جمعية الشرق الأوسط وأفريقيا للأسواق الحرة

WEBINAR

Middle East conflict: Global implications for duty free and travel retail

10 June 2026


AÉROPORTS
2030


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Royal Air Ma
CN-MAY
CN-MAY


AIRPORTS
OF MOROCCO
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الوصول
Arrivées
Arrivals



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Managing Director,
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Dubai Duty Free



KARL RAPHAEL

CEO & Chairman,
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MICHELINE EL-AMMAR

Operations Manager,
MEADFA

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Managing Director,
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ISAÍAS DÍAZ GARCÍA

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Co-Founder & Executive
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Africa Travel Retail



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Operations Manager,
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FOUR SEASONS HOTEL
RABAT AT KASR AL BAHR

OUR SPEAKERS



Nuno **AMARAL**
CEO ARI Middle East
Global COO, ARI



Fayçal **BADDOU**
Partner, Consumer & Retail Industries
Oliver Wyman



Sountou **BOUSSO**
CEO, Lagardère
Travel Retail Africa



Sarah **BRANQUINHO**
President, Duty Free World
Council (DFWC)



Ramesh **CIDAMBI**
Managing Director,
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Anthony **COURCHET**
General Manager,
IDFS



Isaías **DÍAZ GARCÍA**
General Manager Africa,
Avolta



Alberto **DÍAZ LÓPEZ**
Commercial Director
Morocco & Africa, Avolta



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& Media, Amadeus



John **HUME**
Senior Advisor,
Penta Group



Richard **HOYER**
Vice President Sales APAC & MEA,
Gebr. Heinemann

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OUR SPEAKERS



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CEO, Africa Tourism Association



Luis MARIN
President and CEO Europe, Middle East and Africa Avolta AG



Munif MOHAMMED
CEO, Lagardère Travel Retail Middle East



Hajar MOUSANNIF
Professor of Computer Science & Artificial Intelligence, Cadi Ayyad University



Saskia MÖLLER
Director Legal, Compliance & Sustainability, Gebr. Heinemann



Thabet MUSLEH
Chief Retail and Hospitality Officer, Qatar Airways Group



Vincent ROMET
COO France & Luxembourg & COO, MEA & Asia, Lagardère Travel Retail



Tony SIMPSON
Partner, Sport Industry Lead, Oliver Wyman



Andrea TESTAVERDE
Head of Marketing – Global Travel Retail, EssilorLuxottica



Ali TOUNSI
Director General, ACI Africa



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Heinemann
Middle East Africa

MEADFA GALA AND AWARDS NIGHT

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Committee Chair

BERNARD CREED

Senior Vice President, Finance - Retail & Leisure, Dubai Duty Free



ABDESLAM AGZOUL

MEADFA President & CEO, Avolta Middle East & Africa



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General Manager, Africa, Avolta



CHICHI MAPONYA

Co-Founder & Executive Chairperson, Africa Travel Retail



SHERIF TOULAN

CEO, International Duty Free Trading & Agencies



MICHELINE EL-AMMAR

Operations Manager, MEADFA

MEADFA AWARDS

MEADFA AWARDS JURY PANEL



THANK YOU

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INTERNATIONAL DUTY FREE SHOPS

MEADFA LEADERS

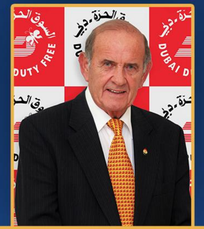
25 years 2001-2026 MEADFA



JOHN SUTCLIFFE



MOHAMED MOUNIB



COLM MCLOUGHLIN



ANTHONY CHALHOUB



JOHN SIME



SEAN STAUNTON



HAITHAM AL-MAJALI



SHERIF TOULAN



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25 YEARS OF TRAVEL RETAIL EXCELLENCE

