

**1.044** €B

WORLDWIDE LUXURY MARKET

**+14%**  
vs 2014 (+5% @K)

405 €B | LUXURY CARS | +15% (+8% @K)

253 €B | PERSONAL LUXURY GOODS | +13% (+1-2% @K)

176 €B | LUXURY HOTELLERIE | +17% (+7% @K)

64 €B | LUXURY WINES & SPIRIT | +10% (+3% @K)

45 €B | LUXURY FOOD | +13% (+4% @K)

40 €B | FINE ART | +19% (+6% @K)

32 €B | HIGH-QUALITY DESIGN | +9% (+4% @K)

21 €B | LUXURY PRIVATE JETS | +14% (-1% @K)

7 €B | LUXURY YACHTS | +2% (-1% @K)

2 €B | LUXURY CRUISES | +16% (+4% @K)

01. MARKETS

	EUROPE	AMERICAS	JAPAN	CHINA	OTHER ASIA	ROW
€B	83	85	20	18	34	13
LOCAL	=	^	^	=	=	=
TOURIST	^	v	^	NA	v	=

02. CONSUMERS

	EUROPEAN	AMERICAN	JAPANESE	CHINESE	OTHER ASIAN	ROW
% ON TOTAL	18%	24%	10%	31%	10%	8%
TREND	=	^	=	^	^	^

Still a **western** market but driven by masses of **borderless consumers**

**Chinese top** nationality increasingly relevant across regions

Consumers from mature markets more **demanding and detached**

03. ROUTE TO MARKET

	CHANNEL	ASSORTMENT	FORMAT			PRICE
	RETAIL	MONOBRAND	ONLINE	OFF LINE	AIRPORT	MARKDOWN
% ON TOTAL	34%	53%	7%	10%	6%	35%
TREND	^	^	^	^	^	^

**Retail** and mono-brand still the favorite format to invest in, but current **retail footprint under scrutiny** in some location

**E-commerce** starting to become disruptive yet brands still struggling with it

Tactic channel as **outlets** and airports becoming strategic; **markdown sales** increasingly relevant

04. VALUE PROPOSITION

	CATEGORIES					SEGMENTS
	SHOES	LG	JEWELRY	WATCHES	APPAREL	ALTERNATIVE TO LUXURY
€B	16	44	16	38	59	
TREND	^	^	^	^	^	^

Consumers shopping **across categories** and **price points**, guided by a **clear point of view** on players strategies

Growing **value awareness** and **blurred pricing strategies** are questioning luxury value proposition

Note:

@K refers to growth in real terms

^ = v refers to growth trends in real terms