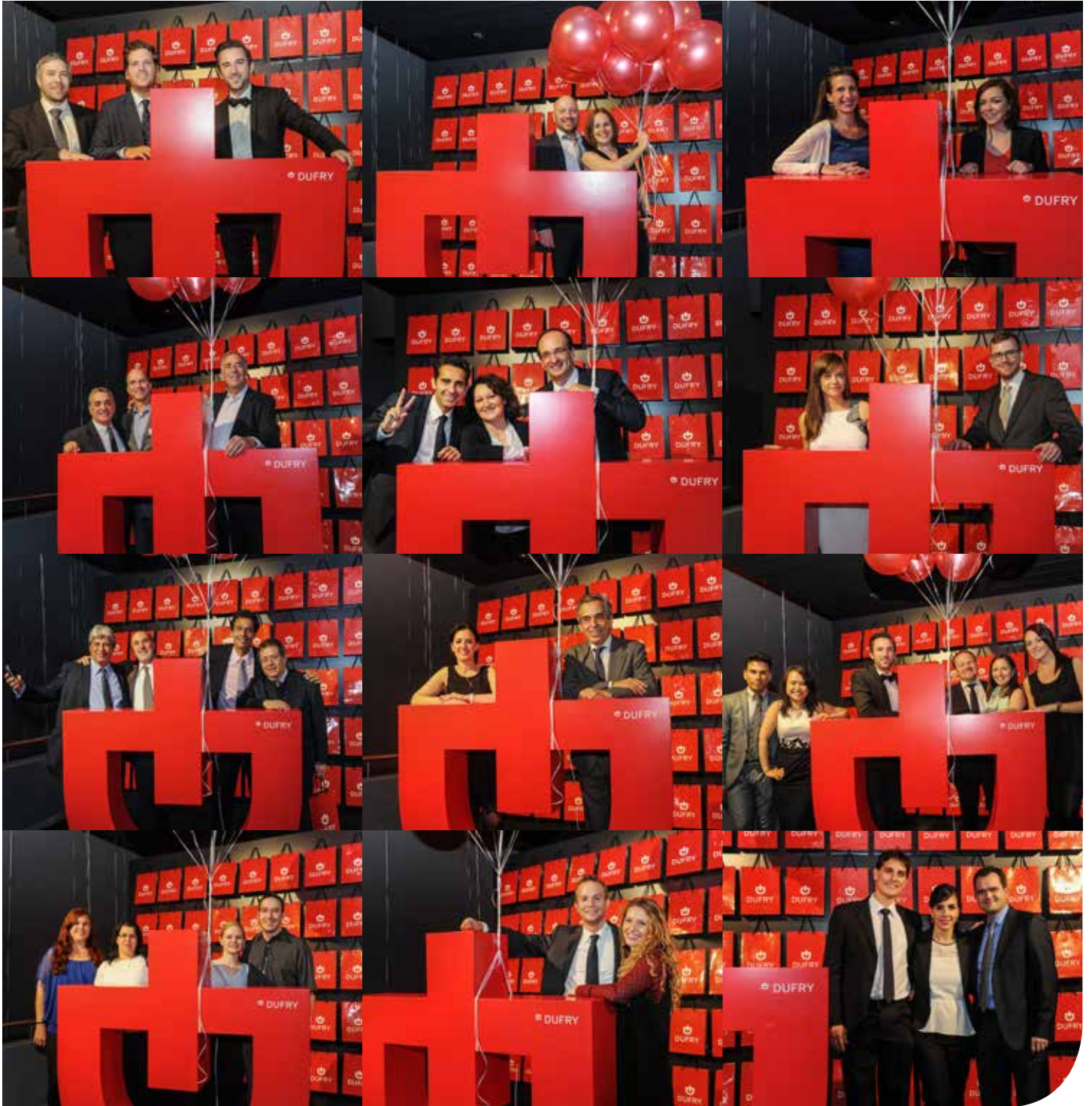




DUFRY WORLD

WorldClass.WorldWide.

**CORPORATE
MAGAZINE**
ISSUE 17
DECEMBER 2015



 Dufry, Updated and Reloaded for Further Development **9**

 Unveiling the Keys of Dufry's New Brand Identity **10**

 150 Anniversary: an Unforgettable Celebration **12**

Introducing the New Dufry

By Julián Díaz, CEO Dufry Group

The successful execution of our strategy of profitable growth over the past years has taken our company to new levels with respect to market share, turnover volume, geographic footprint and number of employees. And, 2015 will definitely mark a major milestone and a new starting point for our company.

Compared to the many acquisitions executed in the past, the two most recent ones – Nuance and WDF – are considerably different due to their size and their geographic spread: Dufry has more than doubled its turnover and its EBITDA, increased its presence into 17 additional countries and 836 new retail locations, while the number of employees has grown from over 16,000 to over 31,000. Therefore, following this two transformational acquisitions, I am very proud to introduce you to the New Dufry.

In order to secure an optimal integration of both companies into Dufry and to prepare our organization for a new era of successful development, we have adjusted our organizational structure to reflect the strong growth and the increased geographic footprint. The Group will benefit from Nuance's and World Duty Free's experienced professionals, as well as the know-how and retail skills they add to Dufry. Thus, we have also adapted the Business Operating Model (BOM) to further improve the overall organizational efficiency, in order to sustain further growth and value creation for the shareholders.



To clearly position the new Dufry externally and at the same time to set a new, strong starting point for all employees going forward, the new Dufry also needed to have a new logo, new common values and a new slogan.

We are convinced that the integration and alignment of all Group employees will make Dufry even more effective in the marketplace and will strengthen our position as the leading travel retailer worldwide.

As you can see, we stand today at a real starting point for a new era of Dufry and our mutual joint success going forward. On behalf of the Board of Directors and the Group Executive Committee, I therefore invite all of you to join forces and to act as a strong team to write new successful chapters of our company history. I am sure, that with the motivation, dedication and the individual skills of 31,000 employees, we will continue to successfully develop our company as the global industry leader and foster profitable growth. ■

Inprint

Publisher: DUFY AG, Brunngässlein 12, 4010 Basel Switzerland

Editorial Team Headquarters: Julian Díaz, José Antonio Gea, Andreas Schneider, Jordi Martín-Consuegra, Salvatore Arico, Javier Gonzalez, Renzo Radice, Lubna Haj Issa

Content Team Regions: Tijani Djaziri (R1), Marcus Griffin (R2), Monica Lobo (R3), Laura Samuels (R4) **Design, Text Writing and Process**

Coordination: Match Communications, Zurich **Production:** Match Communications, Zurich and x-site, Basel **Published languages:** English, French, Italian, Portuguese and Spanish

emagazine.dufry.com
dufry.com

Regional News **3**

People **6**

Well Done **8, 10, 15**

Key Story **9**

Special **12**

Favorite Shop **16**

HQ Solid Results on Q3: A Good Start for the New Dufry

Following the two transformational acquisitions of Nuance and World Duty Free, Dufry has adapted the Group organization and the operating business model to the considerably increased footprint and number of operations to benefit from further efficiencies going forward. The good results on Q3 are the perfect starting point for this new Dufry.

In the first nine months of 2015, Dufry posted a good performance. Turnover grew by 43.9% in the year to September and reached CHF 4,216.3 million from CHF 2,930.9 million one year earlier, with organic growth contributing -4.9%. EBITDA grew by 22.5% and reached CHF 508.0 million with an EBITDA margin of 12.0%. Up to September, synergies from the Nuance acquisition already contributed more than CHF 20.0 million. The Nuance integration remains on track to be finished by the end of 2015; the synergy target of CHF 70 million is confirmed and will be delivered in the full year results of 2016.

Cash generation continues strong with free cash flow of CHF 327.1 million, 18.2% higher than in the first nine months of 2014. This performance includes the contribution of World Duty Free, which has been consolidated from August onwards.

Gross profit grew by 41.9% to CHF 2,449.5 million in the first nine months of 2015, versus CHF 1,725.9 million one year earlier. Gross margin in the third quarter 2015 reached 58.3%, practically equalling the same performance level of the previous year, with 58.4%.

Over the first nine months the gross profit margin was reduced from 58.9% in the previous year to 58.1%, as a result of the consolidation of Nuance and World Duty Free.

Financial results (net) increased by CHF 13.5 million to CHF 117.4 million in the first nine months of 2015, from CHF 103.9 million in the same period in 2014. The increase in financial results is explained by the additional debt in relation to the acquisition of Nuance and WDF, as well as by one-offs of CHF -19.1 million related to these transactions.

Net earnings amounted to CHF -9.1 million in the first three quarters of 2015. Excluding one-offs related to acquisitions, Net earnings reached CHF 65.2 million, versus the CHF 81.4 million reported in the first nine months of 2014. Net earnings to equity holders achieved CHF -37.3 million in the period. Excluding one-offs from the WDF acquisition, Cash earnings per share (EPS) amounted to CHF 4.81 from CHF 4.28 in the first nine months of 2014.

Update on WDF acquisition

With respect to the World Duty Free acquisition, Dufry successfully completed the Mandatory Tender Offer on October 9, 2015, by reaching a total ownership of World Duty Free shares of 93.45%. During the subsequent Sellout Period provided for Italian law and started on October 19, 2015, Dufry reached 95% ownership of WDF shares on October 23, 2015. This threshold triggered the Squeeze Out process leading to the full buyout of minorities and the delisting of World Duty Free by November 13, 2015. Meanwhile, Dufry already executed the taking control process and has started the detailed integration planning with an in-depth assessment of the World Duty Free organization and its operating model. ■



A well-balanced geographic diversification with a true global footprint.

R1 Dufry Enhances its Presence in Nigeria

After signing in 2014 a 10-year concession agreement with the Federal Airport Authority of Nigeria (FAAN) to operate three duty free shops in two of the major airports in the country, Murtala Muhammed International Airport in Lagos and Nnamdi Azikiwe International Airport in Abuja, Dufry continues to expand its presence in Africa opening new shops in Nigeria. The new openings will enhance Dufry's presence in Western Africa and will offer most core categories such as wines and spirits, confectionery, fashion and accessories, watches and jewelry, tobacco, souvenirs and perfumes. ■

R5 WDF Flagship Store at London Heathrow Terminal 5, Unveiled

It took 18 months to complete the project, but the new World Duty Free flagship store at London Heathrow Terminal 5 has finally opened its doors. The commercial space of 2,850 m² features an improved passenger flow concept and an enhanced product offer, all combined with state-of-the-art technology and retail design. The main walkway leads customers through the two large shopping areas for the two leading categories – beauty and liquor. With their appealing design, they both create an immersive shopping experience for passengers.

The totally refurbished shop welcomes the customers with a spectacular chrysalis chandelier hanging at the beauty store entrance, where new exclusive make-up brands such as Nars, Urban Decay, Burberry and Gucci cosmetics, among others, together with niche fragrances such as Memo, Alia and Kilian, are now presented. The offer is completed by an exclusive Hermès collection counter selling candles and soaps. In order to go the extra mile on customer service in the beauty and cosmetics area, complimentary "express" beauty treatments are offered.



Form left to right: Eugenio Andrades, CEO of WDFG; Julián Díaz, CEO of Dufry; Brian Woodhead, Commercial Director Heathrow Airport; Fred Creighton, COO WDFG UK & Northern Europe; and Steve Buckley, Head of Category WDF.

The liquor area of the WDF flagship store includes confectionery and foods on 560 m² of retail space, featuring a new tasting bar together with one of WDF's most enduring and successful brands, 'World of Whiskies', and the Fortnum & Mason counter.

The refurbishment will be completed early next year, when the upper level of the international departure lounge will accommodate an extensive retail area showcasing new ranges of jewelry, watches and sunglasses. ■

R1 'The Vault Collection' of Artisanal Fine Spirits, Launched in Bengaluru, India

The Nuance shop at Bengaluru International Airport is the first duty free store in India to introduce 'The Vault Collection', a one-of-a-kind selection of fine spirits intended to satisfy both enthusiasts and connoisseurs. With every spirit carefully selected from the finest artisanal distilleries across the world, the selection will be available for both arriving and departing passengers.

Founded in 2013, 'The Vault' is dedicated to creating fine spirits experiences. Through its well-established concierge service in Mumbai, clients do not only access their exclusive collection, but also engage in highly curated tasting experiences. 'The Vault' has collaborated with leading chefs from The Oberoi and The Taj to conduct highly sensory gastronomic experiences paired with fine spirits. Home tasting experiences as a gift are part of 'The Vault's' fine spirits offerings.

Every client will be gently guided through 'The Vault Collection' with an explanation about the notes of every fine spirit or the story of the distillery, in order to enhance the shopping experience. ■

R3 Dufry Reinforces its Presence at Guarulhos with Six New Shops

Six new stores will reinforce Dufry's presence in the duty-free area of Terminal 3, International departures at Guarulhos International Airport in Sao Paulo, Brazil. Among the novelties are the first Montblanc boutique in Brazil, a delicatessen area with Veuve Clicquot products, a kids shop with a Lego toys area, and a Dufry Fashion store – a multibrand shop of bags and accessories. Fur-

ther openings are two Last Minute stores and a corner with duty free shop best-selling products in a space close to the boarding gate, where passengers can buy a quick gift.

The Dufry Kids store will offer products for boys and girls up to 12 years old. Customers will find a strong presence of Lego, with interactive tables for children to play, and also costumes of Super Heros, Disney Princesses and Farm Animals. The Delicatessen shop displays high quality international gourmet products selection – oils, fruit jams, cookies, cheeses and hams.

The Last Minute spaces, one with 89m² and the other one with 69m², will have a mix of best selling alcoholic beverages, such as Johnnie Walker Red Label whisky and Absolut Blue vodka. ■



Dufry Kids shop at Guarulhos International Airport has a strong presence of Lego, with interactive tables to play.

R2 Amber Cove Welcomes a Duty-Free Seaport Store

Following Dufry's long time agreement with US cruise-line company Carnival Corporation for the exclusive operation of selected duty free shops at different seaports, a new store has recently opened its doors at Amber Cove seaport in the Dominican Republic. Spread over 924 m² of retail space, the product assortment is dedicated to the cruise ship passenger and includes the traditional duty free categories of tobacco, food and alcohol, perfume and cosmetics, jewelry, watches and accessories.

Dufry and Carnival have been working on developing their business together for many years and both companies wish to repeat the success of previous business collaborations with the walk-through shop commercial concept – passengers walk through the shop when embarking or disembarking the ship. The Carnival team was extremely impressed with the store, that opened in early October, in time for the arrival of the first ship. The local employees worked hard and long hours to make it happen and their efforts were paid off with

a very promising and exciting start. With this latest addition, Dufry continues expanding its presence at seaports in the Caribbean. ■

R2 Luxurious Duty Free Shopping on Board the Norwegian Escape Cruise

When Norwegian Escape, soon to be the largest ship in the Norwegian Cruise Line fleet, makes her maiden voyage in November, the ship will feature unprecedented dining, beverage, entertainment and leisure options, but also luxurious shopping thanks to Dufry. The new duty free stores on board will offer food, drinks, clothing as well as accessories, perfumes and cosmetics, electronics and watches and two 'first at sea' concepts; a Carolina Herrera boutique and a Lacoste boutique.

Norwegian Escape will sail weekly seven day cruises from her year-round home port of Miami to the Eastern Caribbean from November 2015 onwards. The 164,600 gross ton ship will be the largest ever to home port year round in Miami, carrying 4,200 guests to tropical Caribbean destinations including St. Thomas, the U.S. Virgin Islands, Tortola, the British Virgin Islands and Nassau, Bahamas. ■

R4 Hudson Booksellers Announce the Best Books of 2015

Hudson Booksellers has announced its list of the Best Books published in 2015. Part of the Dufry Group, Hudson is one of the most prominent book retailers in the United States, successfully operating 60 fullservice bookstores in airports and transportation terminals throughout North America, while also selling books online at www.HudsonBooksellers.com.

This year's selection includes the 10 Best Fiction, 10 Best Nonfiction, 5 Best Business Interest and 20 Best Young Reader titles, selected through a nominated shortlist and voting process by a panel of Hudson's professional booksellers across the country.

The book „Ghettoside: A True Story of Murder in America“ by Jill Leovy, received the most votes across all categories and will be featured as Book of the Year. Matt Comito, Vice-President of Book Operations, says that, "Using individual cases to tell a grim story, Leovy manages to personalize and bring immediacy to her analysis of a cycle of violence that ravages the community." ■

Fabiola de la Cruz Wyck, the Secret of Success



Says a popular quotation: „Behind every great man, there is a great woman“. Fabiola de la Cruz Wyck is that great woman. Head of CEO, CFO, CCO & Board of Directors Office, her efficiency has been the secret behind the perfect synchronicity of Dufry's top management. In the following interview, she tells us about her 25 years of great opportunities in our company.

Interview by Lubna Haj Issa



Dufry World: On 2nd November, you celebrated your 25th anniversary with Dufry? How was your day?

Shortly after when I arrived in the morning, our CEO, Julian Diaz, a great personality and professional – believe me, I must know, working so closely with him – surprised me, together with Jordi Martin and my team

colleagues with nice presents and flowers. Especially, I was touched by a handcrafted present, a “Dufry home” (see picture). The anniversary card included, among management and colleagues' congratulations, a dedication by the Chairman Juan Carlos Torres, valuing my professionalism and efficiency.

You are the Head of the CEO, CFO, CCO & Board of Directors Office with a great responsibility. How has your position evolved over the years?

I am thankful for having had the opportunity of covering functions in different areas within the company: at the beginning and later on again on the operational side, in the business development department working with the late Guntram Brendel, who still today is remembered as an important personality in the history of duty-free travel retail. Then, I worked for the former CEO and Group Executive Committee. When the new management arrived early 2004, I decided to explore the financial field and loved to work with Xavier Rossinyol, former CFO. In 2005, when Dufry went public I got more and more involved with the Board of Directors. Today, heading the office and working for the company's top management, Julian Diaz, CEO, Andreas Schneiter, CFO, and Luis Marin, CCO, is a daily challenge to cope with, but this makes my job really interesting. And for sure to deal with the Board of Directors and Group Executive Committee members is a great responsibility.

You had the great opportunity to follow the different acquisitions and growth steps of Dufry at the management floor. What have you experienced and how do you tackle the changes?

Acquisitions often imply a reorganization of the whole entity when the newly acquired enterprise will be integrated in the Dufry organization. In any case, there are changes in how certain things are done. Changes always offer also new possibilities and opportunities evolving out of the new reality. With respect to World Duty Free I am looking forward to this adventure and I am really very proud to work for the world's biggest travel retailer with around 31000 other colleagues.

We are curious: Who is Fabiola and what she does, when out-of-office?

My work with Dufry has brought me also private happiness! I got to know my second husband in the company. And we are a patchwork family with 5 children, grandchildren and five cats and recently a puppy dog, a German Shepherd, has joined our family. One of our hobbies was to participate with the Maine Coon cats in championships. And among us we have a European Champion. My other new hobby is to walk with Nox, our dog, in the forests where I live and I do this every morning for almost one hour, before starting the office day. Additionally, I love reading books, traveling and spending time with family and friends.

Anything else you want to share with us?

It is really a great pleasure to work with such a professional management team. And I would like to thank my team, the best ever: Kathleen Sehring, who has been supporting me for more than 5 years, and Susanne Stier, who joined us in March of this year. We three are really a good, strong, delivering and exceptional team. ■

Anni Maley Wins CLO's "The Strategy Award" on behalf of all Dufry Certified Trainers

Anni Maley, Dufry's Head of Global Learning & Development, received Chief Learning Officer magazine's bronze Strategy Award 2015 during a ceremony dinner held in Austin, Texas, on October 11th.

By **Mónica Subietas**

The prestigious "Learning in Practice Awards" event is presented every year by CLO magazine, an online publication focused on solutions for enterprise productivity in the enterprise learning market.

Anni Maley won the bronze Strategy Award for practitioners belonging to category 1, open for companies with more than 10,000 employees. This award is based on the business strategies devised to solve identified challenges, specific actions taken and the ultimate impact achieved. On October 11th, Anni accepted the award on behalf of all Dufry Certified Trainers worldwide and the 128 Certified Trainers who lead the way.



Anni Maley, Dufry's Head of Global Learning & Development, coordinates the Dufry Plus One Sales Academy globally, including the Train-the-Trainer courses to meet Dufry's business objectives. She interfaces with all Operations Executives regionally to support Dufry's Certified Trainers and expand staff development.

Dufry World: This is an award from practitioners to practitioners. Can you describe your feelings when receiving the Strategy Award?

I was honored and very excited to be recognized for our efforts, it was a big deal to win. The best part is that our organization is featured for its best practice in our global approach to learning from the Learning and Development industry.

Is there a key for success when implementing a training strategy?

The key to our success was three-fold: one, our shop supervisors were willing to step out of their comfort zone and "try" what we asked them to do. Without their willingness and continuous effort month after month, they would not have been successful at developing their

"trainer" and "people" skills to improve performance in their sales teams. Two, our leadership sponsored our program as a strategic element to increase organic growth. Third, our operations colleagues saw the benefits and value the program contributed to their business, which is maintained and driven by them to this day.

Which are the advantages on training people internally?

The biggest advantage is ownership. Our Dufry Certified Trainers, have shown that they are capable of educating new team members. They have come up with ways to solve their areas of improvement, they have created and designed their own learning pieces. Another advantage is our team members feel valued. The company they work for is investing in them. ■

DUFRY'S CERTIFIED TRAINERS ARE:

From Region 1: Patrizia Ambrosetti, Alessia Costa, Paola Della Zoppa, Wafa El Hina, Marta Fontini, Tarik Gaddar, Daniela Gagnolato, Renata Gambalunga, Doranna Gandolfi, Marina Mijuskovic, Angela Monetta, Simona Ondei, Giuliana Rattazzi, Emilia Santelli, Fabiana Santini, Daniela Secchi, Salvatore Sidoti, Monica Zandalini and Samrith Truong.

From Region 2: Luz Familia, Doris Sáez, Norman Aguilar, Nydia Apolinaris, Martha Barrios, Melissa Bartholomew, Beatrice Blanchet, Nivardy Gamaliel Bolívar, Roberto Carlos Cedillo, Carla Coira, Jackie Coutain, Viola Decouteau, Georgina Del Rio, Itzy Duran, Lucía Magdalena Falcón, María Eugenia Fernández, Elsie Flores, Pierre García, Alfonso Paskynel García, Neysha González, Jorge Alberto Granados, Linda Joseph, Lourdes Krosendjk, Nadia Alejandra Martínez, Tito Matthew, Alonzo Mora, Rosember Morales, Julio César Munguía, Carmen Negrón, Julio E. Novas, Ineach Ogarro, Leo Mark Ortiz, Joseph Pacheco, María Anastacia Pech, Abel Sebastián Pérez, Evelyn Pérez, Nelida Alicia Primero, Juan Carlos Puig, Lorily Ramos, Martha Rivera, Elizabeth Rodríguez, Juan Manuel Rodríguez, José Julio Rueda, Reinalda Sánchez, Glenda Sánchez, Ananio Sánchez, Lorna Toro, Yina Angélica Torres, Gabriela Vega, Emmanuel Velázquez, Daniel Alejandro Vilchis, Taneacia Wallace and Annette Zayas.

From Region 3: Cleber Amaral, Cristina Campos, Wilson Messias, Igor Andrade, Andrea Senamo, Lucimar Lima and Fabiana Vasconcelos.

From Region 4: Lucero Zamorano, Nelson Armenteros, Ana Hanviriyapunt, Sinja Lee, Stephen Grant Fortune, Chung Poon, Maria Valeva, Chiemi Kusunoki, Jacqueline Smith, Sulay Torres, Siada Karimova, Monsenrrate Barriera, Victoria Ng, Carla Nappi, Stephanie Parra, Zorina Persaud, Jessica Cruz, Cauty Cruz, Olga Buenaventura, Susan Torres, Hniya Lguaouzi, Gloria Bautista, Gabriel Borunda, Monique Dixon, Marcus Franklin, Demetrial Peevey, Lupe Ramirez, Elsa Murillo, Jennifer Foley and Ivanka Gueorguieva.

From Region 5: Olga Simonishvili, Galina Myagkova, Julia Ilyushina and Lubov Dobina.

Leadership Forum – Top Management Creates the New Dufry

The Leadership Forum 2015 introduced the top management of all Dufry regions and commercial brands to the new Group Organization, the new branding strategy and the new Dufry logo. The conference was held in Basel, the historic birthplace of the company, to symbolize the successful 150 years of history and to inaugurate a new era for the company – the new Dufry!

By Renzo Radice

The new Dufry

CEO Julian Diaz welcomed the participants by underlining the importance of the Leadership Forum as common starting point for the New Dufry going forward. “We have adapted our organization and developed a new Business Operating Model to create the New Dufry,” explained Julian Diaz. “If we want to continue to be successful, we need to re-invent the ways we work together and we need to act as one strong team – independently of whether before we have worked for Dufry, Nuance or World Duty Free.” The need to create a New Dufry was reinforced also by Andreas Schneider, CFO, who presented the audience with a detailed insight into the expectations of the financial community and ultimately investors and shareholders.

Business Operating Model with three layers

Based on the new organization Dufry has also reviewed its operational and management structure and defined a new business operating model (BOM) based on three layers: Headquarters, Division and Country. Accordingly, the organizational level of the business unit has

been eliminated with the teams to be reallocated to Division and Country activities. As a result, the company will gain in speed and efficiency and accelerate the performance of the different functions and local operations in the countries. Furthermore, with standardized single and efficient processes, Dufry will be able to create synergies throughout the whole organization and achieve even stronger commercial and financial execution.

Global functions will be responsible for the development of existing and new commercial concepts, and for generating efficiencies of scale – such as for example in Procurement, IT, Supply Chain, Finance, Marketing and others – and for securing their world-wide implementation by providing support and direction to divisions and countries. The divisions and countries will concentrate their activities on driving operational and financial performance, market development, and on supervising the implementation of our common business operating model and processes. ■

Global Functions

- Global Procurement
- Global Supply Chain
- Global Customer Service

Group Headquarters

- Strong HQ to own and develop one unique commercial model with common processes and IT applications
- HQ to provide selected global services to divisions and/or countries

Divisions

- Divisions to manage and supervise country execution
- Committees to create full alignment and participation of Divisions in commercial and financial activities

Countries

- Execute operations at local level
- Implement actions in alignment with BOM

Benefits and added value

- Unique commercial model
- High standardization
- Functional scale effects
- Full long-term synergies across divisions
- Eliminating Business Units (BU) as separate layer

New Group Organization with Five Well-Balanced Divisions

Following the transformational acquisitions of Nuance and World Duty Free, Dufry will operate according to a new operational and divisional structure consisting of five divisions. This geographic segmentation will be reflected in Dufry's Executive Committee, that will have five new members.

By Julian Diaz

As of January 1, 2016 Dufry will operate according to the new divisional and operational structure with five new divisions representing a well-balanced and diversified regional split. Each of the following Divisions will be headed by a Divisional CEO and directly report to me as Group CEO.

- Division 1: Southern Europe and Africa
- Division 2: UK, Central and Eastern Europe
- Division 3: Asia, Middle East and Australia
- Division 4: Latin America
- Division 5: North America

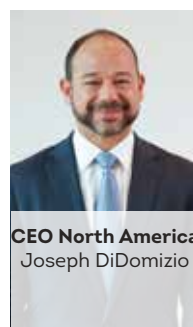
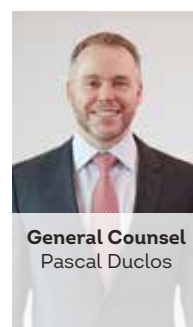
The rationale behind this new geographical structure is:

- Europe is structured in two separate divisions, underlining the consolidation and our strengthened presence both in the Mediterranean and Africa, as well as in Central and Eastern Europe

- The setup of a separate division for Asia, the Middle East and Australia, mirrors our powerful footprint in these future key growth areas and markets.
- We have integrated Brazil and Bolivia into one division covering all markets of Latin America, leveraging the full potential of our teams and operations across this area.
- Last but not least, North America will have a key role in consolidating an extraordinary combination of retail operations covering multiple channels, retail concepts and the main airports in the United States and Canada.

New Group Executive Committee

On October 28 2015, Dufry Group announced its new Group organization and appointed new members to the Group Executive Committee. The new appointments will become effective January 1 2016, as of when the new Group Executive Committee will consist of the following members. ■



* New members of the Group Executive Committee

Making the New Dufry visible

The two transformational acquisitions of Nuance and World Duty Free have considerably changed the footprint of the Dufry Group in the market and also at internal level with the number of employees now reaching 31,000 colleagues. In order to make the “New Dufry” clearly visible in the market and to create a common new starting point for all employees of our Group, we have developed a new corporate identity and defined common corporate values.

By Renzo Radice

The new Dufry logo incorporates our heritage and the travel retail business

The new Dufry Logo has been created by combining the cross of the Swiss national flag with the „D“ and „F“ of Dufry and Duty-Free. At first sight, the newly created icon does not immediately transmit the link to the travel retail business, but when rotated by 90° the “shopping basket” is evident.

Combining two key elements for Dufry and Duty-Free...



...we obtain an integrated icon.



When we rotate it 90°, we obtain our new Company symbol.



Its shape is that of a shopping basket - which relates directly to our business.



The new logo will be implemented step-by-step at shop level and in the different marketing and communication channels. By doing so, we will also seize the opportunity to refresh and renew some of these channels where necessary.

WorldClass.WorldWide. - an impactful claim for the industry leader

Our claim or slogan WorldClass.WorldWide. is short and impactful and refers to the two pillars of Dufry, which make us unique in the industry. It transmits a charismatic pride to be part of the company leading the industry, but also engages us in delivering world-class performance across all our activities.



WorldClass.WorldWide.

Established commercial brands under the umbrella of a strong new Dufry corporate identity

In order to establish a common corporate identity for all Dufry employees and operations, while at the same time maintaining the powerful commercial brands at local level and to benefit from their recognition and positive image established with landlords and customers, we have decided to create a new strong and fresh Dufry corporate brand - reflected in the new logo - and to maintain the well-established commercial brands in the stores.

Dufry's Brand Architecture

Corporate Masterbrand

- Core corporate brand defining corporate identity and corporate values
- Owner of operating business model

Retail Concepts

- Retail brands to be used on a project by project basis depending on their local/regional reputation
- Maintain flexibility of offering customers a variety of concepts



The existing logos of our subsidiaries which are successfully established in specific regions, such as for example Hellenic Duty Free in Greece, or which represent specific commercial concepts, such as Hudson for our travel convenience stores, will be continued. The three main brands of our traditional duty-free business, Dufry, Nuance and World Duty Free will also be continued and used according to their recognition

at country or regional level. Going forward we will therefore assess on a case-by-case approach, which is the most suitable brand to be used for a specific project and implement it accordingly. This will allow us to benefit from positive local market perceptions of the existing commercial brands and to successfully drive global expansion while supporting each individual local market.

Let's join forces with common values

In order to maximize our success, it is not enough to have a common visual identity and a claim – we also absolutely need to act as one team and be aligned along the same corporate values, principles and behaviors. We have therefore developed common values, which characterize our corporate culture and which define the ways in which we want to work together and jointly reach our goals. These values are:

- To be FOCUSED as expert retailers, with a customer-centric approach to travelers, while creating synergies through integrated systems

- To be GLOBAL, with respect to countries, locations and networks and to generate global value through our local know-how and local market management
- To be SOLID in line with our Swiss heritage which stands for stability, solvency, quality and attention to detail
- To DELIVER solid financial performance for our shareholders through operational excellence, by leveraging our robust operating model on our capabilities to consistently innovate

Be part of the new Dufry and actively promote our values within the Dufry family and towards our customers and stakeholders in the market! ■

New brand values reflecting Dufry's DNA and bringing the company to life for all audiences

Focused	Global	Solid	Delivery
<ul style="list-style-type: none"> • Leading retailer in the industry • Customercentric, focused on travelers • Optimize synergies 	<ul style="list-style-type: none"> • Only company directly operating in 63 countries • Unique network for customer and brands 	<ul style="list-style-type: none"> • Solid values based on heritage: stability, solvency, quality, attention to detail 	<ul style="list-style-type: none"> • Culture of delivery to customers and landlords • Sustainable financial performance through operational excellence



150 Years Anniversary Celebration

On October 28, Dufry celebrated its 150th anniversary with a commemorative event that honored the successful past and inaugurated a new company era with the unveiling of the new Dufry corporate logo. The Rhyпарк venue offered a scenic view on the River Rhine in Basel, Switzerland, reflecting the roots of the company which started in 1865 as a family owned small tobacco shop located very close to the Rhine in the heart of Basel and not far from the event location. 150 years later, the little business has grown into the world's biggest company in travel retail with presence in 63 countries, operating around 2200 shops in 440 locations with 31000 employees: the new Dufry!

By Lubna Haj Issa

The nearly 400 anniversary guests included the Members of the Board of Directors, the Group Executive Committee, as well as the participants of the Leadership Forum representing all Dufry regions and commercial brands across the globe. Last but not least, all employees of the headquarter offices in Basel and Zurich attended along with their partners.

CEO Julian Diaz opened the event with a presentation revealing the surprise of the evening – the new Logo and the Corporate Identity of the New Dufry. He explained the process of developing the new logo, which combines the Swiss heritage of the enterprise with its core business activity – travel retail. Combining the cross of the Swiss national flag with the „D“ and „F“ of Dufry and

Duty-Free resulted in an integrated icon, which, rotated by 90°, assumes the shape of a shopping basket.

The evening continued with a dinner and live music entertainment by the band Adyys Mercedes from Cuba playing sounds mixed with Spanish Guitar and Afro-Caribbean rhythms, which elated the attendees and moved them into high spirits. During the dinner, the event location was rebranded with the new logo, so that the guests saw the former logo when they arrived and embraced the new logo and the new identity when leaving the anniversary celebration. All attendees received a first set of newly branded office supplies to get familiar with the new identity. The anniversary celebration was organized by the event team members Catherine Kister and

Renzo Radice, supported by an external event agency. The marketing department took care of the branding of the location and the logo presentation, while the procurement and logistics departments provided the branded gifts and took care of the “bar supply”.

Catherine commented: “To honor the 150th anniversary of Dufry and to engage our people we have planned this big event. It was a challenge that ended with a successful and unforgettable evening that will remain in the memories of the participants. „It was a great event,” said several partygoers, „Dufry really knows how to throw a party!” ■



Catherine Kister, Executive Assistant to Global Resources Department, during her speech.



The 150 Anniversary celebration welcomed more than 400 guests from all over the world.



Live music entertainment by a Cuban band elated the attendees and moved them into high spirits.



Julián Díaz opened the event revealing the surprise of the evening: New Dufry's Corporate Identity.



Marcela Montes, Global In-Store Communication Manager, and José Antonio Gea, Global Chief Operating Officer, in front of the new logo. It combines the Swiss heritage of the company with Dufry's core business activity: travel retail.



Salvatore Aricò and the Good News About HR

The new Dufry is setting a course to lead the world of Travel Retail. Having people at the heart of its business, the company is also investing in its employees. Salvatore Aricò, Global Organization and Human Resources Director, shares the good news.

Interview by Minna Levanto

Dufry World: How will the new company mission and values be implemented across the organisation?

The new Dufry provides its employees with a common and strong new starting point with respect to corporate identity, culture and values. The objective is to work closely with our employees in order to implement the values as part of our daily working lives and to bring them to life as an essential part of our programmes and initiatives.

Dufry is launching a new HR information system, tell us more about it.

The new system will be a central interface for our employees to manage their careers at Dufry.

Instead of a manual process, yearly performance management reviews will be administrated online – this doesn't mean that the face to face meetings would be replaced by the system. The process and different steps are facilitated electronically, which leaves more time to focus on feedback and development.

Another big improvement is related to learning and development. The new learning platform stores the Dufry training information in one location, which is easy to access. We are also enhancing our training offer with various online courses which will be available soon. In addition, many of the steps of the recruiting process that were previously managed manually are now automated. We can manage the candidate recruiting process more easily providing professional experience to new hires and everyone involved in the recruiting process.

...and when will the new system be available?

The global HQ and the Swiss operations are the first entities to pilot the system in December 2015. The first phase of implementation will include about 2000 employees – from Divisional CEOs to shop managers. We are currently planning the global roll-out details for 2016.

What else is new in the global HR agenda?

We are working on the Nuance and World Duty Free integrations, which are progressing according to plan. We have refreshed our learning and development strategy and prioritised ten project initiatives, including



simplified reporting, content development for various learning modules, best practice sharing, industry benchmarks, etc. We are also investing in Leadership Development, extending the Talent Management Programme to the shop floor Gold Stars, introducing the Idea Bank initiative to collect ideas and feedback, and enhancing the Dufry One Awards with Nuance and World Duty Free best practices. Another important initiatives is the implementation of the new Business Operating Model allowing HQ functions as well as the Divisions to achieve their synergy targets. We have also many other strategic initiatives in the pipeline, which I hope will become more visible in the near future.

One initiative, I would like to mention though, is the Global Employee Engagement survey, as this is something that allows everyone in our organisation to contribute to make the new Dufry a better place to work.

This sounds interesting, please tell us more...

This is the first time that Dufry is organising a global employee engagement survey. Running in phases, we started the first surveys in September and we aim to complete the full cycle by May 2016. The local HR will contact our employees at the time of the survey and the survey itself is completed online. The survey is 100% confidential, and for us as a company this is an important channel to listen to our employees. Based on the results, we will set action plans prioritising the areas we need to focus on. I will set it as our shared goal to continue developing Dufry as a preferred place to work in the world of travel retail. ■



Montblanc Lands into Guarulhos

The retail space at Guarulhos International Airport in São Paulo, Brazil, has been increased considerably with the opening of six new stores on Terminal 3 with the Montblanc shop being the most prominent of all. Montblanc has been a permanent member of the luxury market for nearly a century combining fine European craftsmanship with timeless designs for exquisite products. The brand's history began with the creation of the iconic Meisterstück fountain pen in 1924.

Famous for their writing instruments, in the 90s Montblanc went for an expansion of world wide Meisterstück range, introducing small luxury leather goods, handmade paper and desk accessories in the product line. Today, Montblanc is known worldwide not only for their precious fountain pens, but also for their splendidly crafted leather products, elegant jewelry, delicate fragrances and contemporary eyewear. All this products are available at Guarulhos' Terminal 3 store. ■