

DUFRY WORLD


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**CORPORATE
MAGAZINE**
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Recovery Started and New Organization Implemented



Julián Díaz, CEO Dufry Group.

During the summer months we have seen the recovery of our business starting with governments lifting travel restrictions, flights resuming and our shops reopening in all divisions. Even though uncertainty remains and we currently receive daily alternating information on the development of the crisis, it is important to maintain the positive approach we have taken when reopening our shops. Currently we have over 1,200 shops serving our customers, which represent a sales capacity of close to 70% of the Group. Shop openings are ongoing and well aligned with our shop-opening plan. The challenges our teams had to overcome in developing and permanently adapting the shop reopening plan are well described in the interview with Fernando Nadal, our Global Retail Operations Director.

In recent weeks, passengers have shown that their willingness to travel remains and that they also like to visit our shops. The comprehensive health and safety initiatives implemented reassure customers they are in a safe environment, so that they can enjoy attractive shopping experiences and benefit from our comprehensive product assortments and promotions. These behaviors are encouraging signs going forward, even if overall sales volumes are still low as compared to a normal environment.

For us this means, that we have to maintain our high level of readiness to serve customers at any moment, as soon as we have the opportunity to do so. In this context, the implementation of the new company organization and structure plays a key role. It takes into account the changed market environment and the size of the company, with adapted processes and procedures.

The new organization is now implemented

At the beginning of September, the new organization announced earlier in June this year, has become effective. Its main goal is to take out complexity and add the flexibility mentioned above, which allows us to react fast to the changing requirements. This is particularly true during the current recovery phase. The environment and the operating conditions will continue to be very dynamic, showing different developments happening in different locations at the same time. Therefore, the agility provided by the leaner organization is key to adapt quickly and drive sales as much as possible in every single shop, by better responding to the local needs of our operations.

In the context of the new structure and organization we have also announced our plan to acquire the outstanding shares of Hudson, to delist the company from the New York Stock Exchange and to fully reintegrate our North American business into our organization. This process is currently ongoing and we expect to close this transaction in the fourth quarter. From an operational perspective, the reintegration of Hudson will further contribute to reduce complexity within the Group organization, as well as increase efficiency and profitability by eliminating the costs related to the separate listing. Obviously, we will continue to act as the Traveler's Best Friend and to enhance their travel experience in North America. Our strategy focusing on both duty-paid and duty-free shops as well as airport food & beverage will remain unchanged and we want to continue expanding our activities in all of these channels.

Moving on as a strong team

During the first semester and particularly during the past months we have gone through challenging times, in which we also had to take difficult decisions to protect the resilience of the company. I am firmly convinced that we have taken the right measures and initiatives to tackle the future with confidence and a positive spirit. I also want to reassure you, that Dufry – and the travel retail industry – is a resilient business, which we can further grow going forward. Therefore, it is important, that we move on as strong team and with the focused motivation, I have seen in the recent weeks. I thank you for this extraordinary dedication and support for the company.

Kind regards,

Julián Díaz

Chief Executive Officer

Customer Obsession & Retail Excellence

In his role as Global Retail Operations Director, Fernando Nadal is behind the coordination and standardization of the way in which Dufry operates each of its 2,400 stores. With a clear customer obsession, the focus is to deliver retail excellence while ensuring operational consistency across the group. In the last few months however, Fernando and his team – in very close coordination with the country General Managers – have had to face the unprecedented challenge of adapting our operations to the new environment and planning for recovery, while also prioritizing employee and consumer health and safety above everything else.



Let's start from the beginning. What is the role of Retail Operations?

Retail Operations essentially covers the activities that keep our operations working in a standardized manner, ensuring that we are delivering on our sales targets and that our processes and procedures are implemented as prescribed. This covers a wide scope across our operations including: people, supply chain, merchandising, promotional execution, physical inventories and of course pricing which also falls under my responsibility. Essentially, our job is about coordinating all functions to ensure that our execution on the shop floor gives each customer the best impression of our company and a positive place to shop.

Retail Operations encompasses:

- **Modus** – This is the setting of the standard process and procedures for all operations. This helps us to ensure the company works in a consistent manner. I think it's important to note; that the processes are not static and that we are continually looking to evolve them to deliver an efficient and effective retail model.
- **Operational Performance** – this is where we set operational KPIs and monitor the performance, as well as the implementation of follow-up and action plans. Together, we

must ensure that we are focused on operational execution and the delivery of retail excellence for our customers.

How do you balance Global and Local?

We have a wealth of knowledge that has been accumulated over the years across the business and it is important that we leverage this. We always try to ensure we are extracting best practice to incorporate into our ways of working. This know-how mixed with the local flavor our teams provide in each shop is what ensures our customers enjoy the "Dufry Shopping Experience" regardless of the country or location they are shopping in.

We obviously have adaptations to suit local requirements and ways of doing business in each country. Part of what we have to do, is to understand these nuances and make the appropriate adaptations to manage each business in the most effective manner. This is what makes our business exciting and keeps us constantly striving to do better.

So, if I understand correctly, an important part of the job includes a continuous assessment of what we do...

Of course, we need to keep evolving in the same way as our customers evolve their shopping habits. Retail and Duty Free is a fast-paced industry with many challenges and opportunities that require us to be constantly looking at how we can improve.

And what do you and your team do to stay ahead of the curve?

The key to success in our role is to stay close to where the sale happens - the store. And the only way we can achieve that is by ensuring close coordination and alignment with country general managers. There are many people involved in the operation of a store, and the way they behave changes from one operation to another - even in the same country! For this reason, first-hand understanding of the store operation is key for us, and the role of general managers in transmitting this information to our team is critical for the success of our job. Their input helps us understand what is working, what's not and what needs to be improved. They are a great source of knowledge, bold ideas and solutions, which we have in some cases successfully extended to other country locations.

What has been the biggest challenge when it comes to implementing the new protocol in the stores?

At this time, the main priority is to make shopping safe, both for our staff and for customers (you can see more details of the protocol in [issue 35 of Dufry World](#)), ensuring that it remains an enjoyable experience.

There are obvious challenges with social distancing, change of flight schedules etc. that we need to manage together. The pandemic is forcing all of us to do things differently. However, what we can still try to maintain is the connection with our customers. Our shop floor staff can really make the difference and give customers a positive experience, even in this challenging time.

How has Covid-19 changed the Retail Operations job?

As previously mentioned, adaptation to a changing environment is key to Retail Operations. However, this is unprecedented; we must stretch ourselves further, and look at - for example - how we efficiently match resources to the reduced operation of the stores, while maximiz-

ing sales. As we gradually re-open, adapting opening times and employees to each store's reality on an airport-by-airport bases is critical to the recovery. For us, going from planning to execution however is the most challenging part as things evolve quickly, but this is being made possible thanks to our great colleagues in the operations and their flexibility to adapt to the new circumstances.

This flexibility and close collaboration has allowed us to improve the decision making process and react faster to change. This approach will also support the newly implemented organization structure and enable Dufry to navigate through what is a challenging period for all of us, and to come out of it stronger.

In a minute:

A meal: Gazpacho - if you have not tried, I'd recommend you do so!

A book: The Pillars of the Earth, by Ken Follett

A city: Boston

A film: Star Wars

A hobby: American Football

A leader: Steve Jobs

An airport: Vancouver

Back in Business



Bristol (UK) says: "All ready!"

The second part of June saw the long-awaited moment of pulling the shutters back in our stores after weeks of hard work preparing stores to accommodate a new way of working.

The implementation of the in-store Coronavirus protocol – which we already covered in the last issue of [Dufry World](#) – required relevant “store fitting” to ensure a safe and healthy environment for both customers and employees.

Reconfiguration of the tills, signaling, sanitizing points in the entry of the stores... and in many cases, even re-configuration of the store, were all necessary to accommodate the new reality. All these changes, implemented in record-time by our staff, were worth all the effort and we had the reward of seeing our stores back in business after several weeks (and months) of closing.

Re-openings

The excitement levels reached with the re-opening of our stores after this unprecedented situation are similar to those of the regular opening of a Dufry store – if not more! Dufry is reopening stores on an airport-by-airport basis in close coordination with landlords and following our internal shop-by-shop reopening plan. This allows us to manage expected sales generation and profitability of each single store, even within the same airport or other location.



Taking temperature in Carrasco Montevideo airport store, Uruguay.

As of end of July, 40% of Dufry stores were opened. That figure raised to 50% by August as more connections were reinstated and travel restrictions eased. The criteria for the reopening of our stores follows an airport-by-airport approach, accommodating the commercial surface to passenger volumes. This also involves alignment of opening hours and shifts to passengers, flight schedules and passenger profiles. The 50% of shops reopened represents a sales capacity of 70% of the Group's potential.



Dufry CEO Julián Díaz supporting the Barcelona team on their re-opening day.

Customers responding well

Customers are getting back to our stores and their willingness to buy from our shelves has not faded. To the contrary, we are currently seeing an increase in the average spend per passenger, which is reassuring news and will hopefully indicate that our business can expect to make a marked comeback when the situation returns to normal.

Product assortment, Dufry staff, and price and promotions are the key pillars driving customer satisfaction according to Dufry perception tracking carried out with more than 25,000 interviews in 50 countries in the second half of 2019.



Had to be Tequila! That was the first sale in Cancun, Mexico, the day of the re-opening.

Dufry can look to the future with moderate optimism as we can expect customers to continue duty-free shopping with us. Based on an online survey carried out with almost 1,150 contacts from Dufry's customer data base in early summer 2020, 58% of our customers had a flight scheduled for 2020, and 76% of them were confident about finally making their flights. When it comes to passenger's behavior patterns in the airport, the traveler attitude towards some airport services (food and beverage, vending machines, VIP lounges, etc.) seems to have changed. The only exception is duty-free shopping, with over 93% of the respondents acknowledging they are engaging the same or more than before.



Safety procedures in the Rio de Janeiro store in Brazil.

The future

It is very difficult to predict how the last part of the year will perform; many factors around a cure – and a vaccine – for the Covid-19 disease will influence how the near future will look like. It's also true that everyone, from governments to corporations and individuals, have learnt important lessons on how to handle this unprecedented situation.

There is still a long way ahead to recover the 2019 sales levels – industry forecasts talk about 2022 onwards. However, the first symptoms of activity recovery are en-

couraging, and so is the response of Dufry. The changes implemented have strengthened our company and given us more flexibility, thus putting Dufry on a better position for the recovery phase. Now it's time to work on keeping morale high.



Product sampling with special H&S measures.



Customers browsing in our Athens store.



Morning briefing with our Macau staff - ready to welcome customers!



The Varna team (Bulgaria), ready for the service!



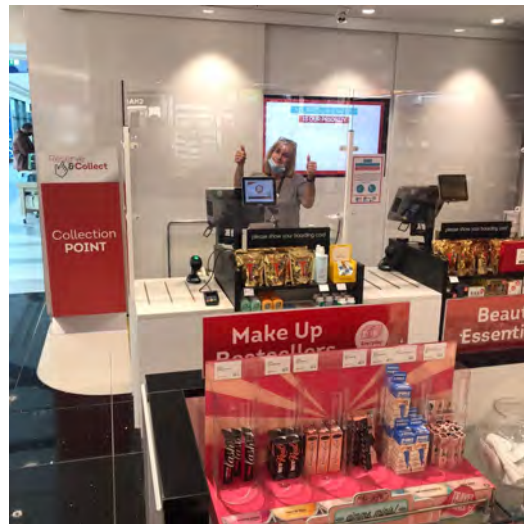
Madrid Barajas signage.



Pedro Castro with one of our colleagues in Las Palmas, in the Canary Islands.



Welcome Aberdeen!



All set in Belfast, Northern Ireland.



Preparing for the store re-opening in Genting, Malaysia.



WDF London Stansted crew ready!



Exeter operation (UK) the day of their re-opening.



LHR T5 Transfers shop re-opened in early August.



Greetings from Queen Alia airport in Amman, Jordan!

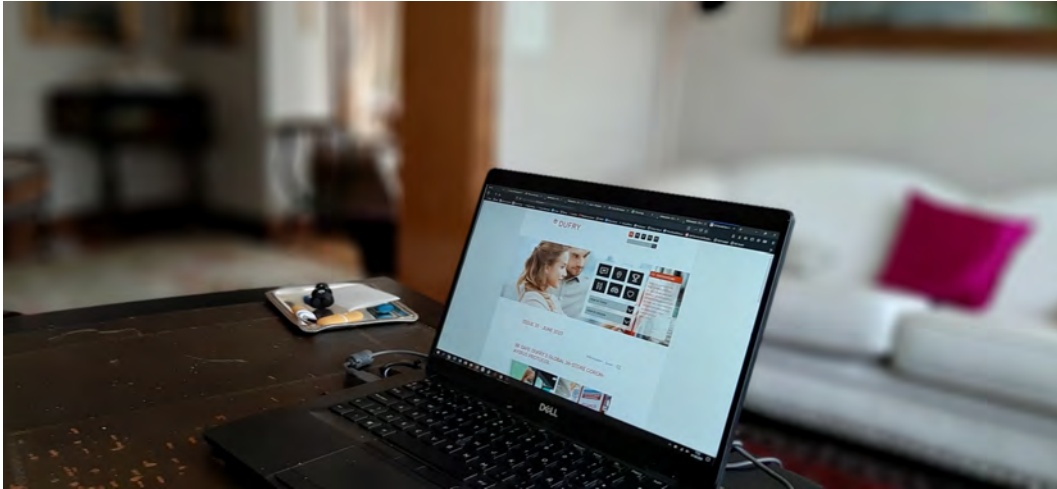
 World Class

Raising our Guard

By Ángel Gálvez, Global Head IT Security

Covid-19 has been a litmus test for IT infrastructures, with many of us working away from the office for weeks. The rapid expansion of the pandemic has contributed to elevate the IT risk exposure – not just in our business. Very few companies in the world were ready to assimilate such a large number of teleworkers and responded rapidly, deploying remote sys-

tems and networks to support staff working from home. This scenario, coupled with reduced IT teams on duty – also caused by the rapid spread of the disease – has contributed to create “the perfect situation” for criminals to take advantage of.



Bigger Risk

Broadband providers have experienced a traffic surge between 30% and 50% across their mobile and fixed networks during the peak of the lockdowns, according to KPMG. Whilst most of this traffic spike was due to consumption of online entertainment applications, conferencing services (like Teams or Zoom), access to news apps and portals and remote workers were also behind this extraordinary rise of data usage. The increased online dependency for people around the world that the pandemic has created comes along with new opportunities for cybercriminals, as many businesses and individuals are not (or cannot) ensure their cyber defenses are sufficient or up to date. In the four-month period (January to April 2020) some 907,000 spam messages, 737 incidents related to malware and 48,000 malicious URLs – all related to COVID-19 – were detected by INTERPOL.

The Modus Operandi

Cybercriminals are taking advantage of COVID-19 and the new reality it has imposed: teleworking at peak levels and huge amounts of information – and misinformation – circulating the Internet. And much as these attacks are targeting large corporations, governments and critical medical organizations, all types of businesses and individuals are on the criminal's radar screens.

Beyond going into the IT jargon – that we should be familiar with in today's world – the way we are targeted is very simple and, in principle, naïve. Probably one of the most recognizable cases of the pandemic is that of July 15 when someone took control of several celebrities, business executives, companies, and politicians' Twitter accounts and conned people into sending Bitcoin to an account. But there are many more examples: suspicious links found in emails or WhatsApp messages, requests to validate our username and passwords (known as phishing) or teasing emails and links to pages with “breaking news” for a vaccine or a cure to the Covid-19.

Conclusion

Everyone is exposed to this risk, both at work and individual levels. From a work perspective, each of us have access to sensitive and confidential information that can ultimately be stolen. At the same time, we all are gatekeepers and have the duty of safeguarding our company from third party attacks. It does not matter how sophisticated our IT security systems are, if we don't utilise our individual responsibility. A simple action, like clicking on a suspicious link, can open the system to criminals. And just as you wouldn't leave a 100 Euro note unattended in the street, similar care should be applied to any IT infrastructure.

Understanding the risk is the solution. The COVID-19 pandemic is giving us many new learnings, and one of these is that we now know how vital cybersecurity is, especially in times when we are more vulnerable. That is why learning and understanding the best ways to protect you and Dufry's data is so critical nowadays.

In this [url](#) you will find some guidelines and recommendation for safe remote working – many of them also applicable to your daily life! From Dufry's IT Security team our mission is to support all colleagues across the 65 countries where we operate, to ensure a safe IT working environment.

Thanks for helping us in this duty!

 World Class

Dufry Says Goodbye to Plastic Bags



Dufry will part company with plastic carrier bags by 2021. The company has taken the decision to replace plastic carrier bags for more environmental-friendly ones

made of compostable and recyclable materials. At the same time, and as a global policy, Dufry will start charging customers for carrier bags.

The new bags will be gradually available in our stores by the end of 2020 and will coexist with existing plastic ones until the stocks of plastic bags are used. This decision is part of Dufry's commitment to a more sustainable business and pursues the objective of reducing plastics across our business. The only exception for the time being will be STEBs (Secure Tamper Evident Bags) for airport purchases as per the requirements of the International Civil Aviation Organization (ICAO) and certain airports.

A global approach to plastics

The ultimate objective is none other than re-educating consumers to use plastic carrier bags only when they are needed – instead of every time they make a purchase. Governments here and there have taken action to reduce the use of lightweight/plastic bags, by either imposing a charge, enforcing retailers to sell them or even banning the sale of plastic bags. As a result, the number of public policies on plastic carrier bags has more than tripled since 2010, and they are now found on all continents, ranging from the municipal to the intergovernmental level.



Dufry's iconic plastic red bag will soon see its successor.



That's also the case for Dufry. In most of our operations, we have already decommissioned single-use plastic bags for others with longer life. In some of our operations, mostly in Europe, we are obliged to charge customers for the use of plastic bags as a way of raising awareness and reducing the number of plastic bags used.

Requirements in some other countries go even further and envision total decommissioning of plastics bags in the short to middle term.

With the decision of phasing out plastic carrier bags globally, hence adopting the most restrictive scenario, Dufry is taking a major step forward to a more sustainable business.

The customers' view

The phasing-out of lightweight plastic bags is probably one of the main highlights of 21st century retail. Traditionally given for free to customers by stores when purchasing, there are a number of problems associated with the heavy use of them, including the use of non-renewable resources (such as crude oil, gas and coal), difficulties of disposal, and environmental impacts.



Despite the move to non-plastic bags, plastic STEBs (Secure Tamper Evident Bags) will continue to be used.

Re-educating customers is not an easy task. Whilst taking a reusable shopping bag with us for food and grocery shopping is becoming more and more common, airport shopping is still expected to come along with a complimentary carrier shopping bag in consumers' mind. In the last few years, however, the social awareness towards eliminating the consumption of unnecessary resources, with plastics as a main target, seems to be changing this perception. And whilst it can create some irritation amongst customers at the tills, finding a space in our luggage for that perfume, or buying a nice re-usable bag are becoming second nature to everyone.

Towards a more sustainable

Dufry

Replacing plastic carrier bags is a considerable operational challenge for Dufry, with important implications over production, marketing and staff and customer education. This important step, however, builds on many other local initiatives implemented across Dufry operations, which probably are less "visual" but equally work towards Dufry's objective of reducing the environmental impact. Reducing paper consumption in offices; the use of LED technology lighting and more energy efficient appliances both in stores and offices; recycling of pellets at warehouses; the use of sustainable construction materials in our stores; ONE Order – a system which enables Dufry to have more efficient supply chain and logistics – are just examples of some of the initiatives started to achieve a more environmental friendly business.



World Duty Free stores in the UK – as well as other operations – have traditionally sold jute bags as part of partnerships with charities (ONE Foundation in this picture).

Welcome Captain Dufry!



Captain Dufry will make his debut in the next few months! To be available in a large number of countries where Dufry operates, this is Dufry's first global charity initiative, which aims to further increase our support of SOS Children's Villages.

By Jorge Muñiz

It's cute, isn't it? This soft toy is a new arrival to many of our stores across Dufry. His name is Captain Dufry and, yes, it's a dog wearing a Dufry scarf and aviator hat with goggles. Captain Dufry has all the qualities the best soft toys should have. It appeals to everyone – big and small – and is soft enough to cuddle (a must for children), but attractive enough to put on display (something some adults appreciate).

However, offering soft toys as part of our toy category is not new to Dufry. Traditionally, these items are a versatile and affordable gift that our customers buy as a simple gesture that says “I missed you” “congratulations,” “I’m thinking of you,” or even “good luck.” Produced by international toy supplier Aurora, Captain Dufry is ethically sourced – this means it’s been responsibly manufactured guaranteeing that the working conditions for its production are fair, safe and legal for workers and also support local communities.



Iguarasu, Brazil.

And much as we could go into the details of how huggable this little chap can be, the most important part of Captain Dufry is not that visible. It’s a gift that helps improve the living conditions of many children and their families, thanks to our partnership agreement with SOS Children’s Villages.



Comitán, Mexico.

How does it work

During the last quarter of 2020, Captain Dufry will start to be available on the shelves of some of our stores – with more to follow at the beginning of 2021. With a very affordable price – €6.95 / \$7.90 / £5.99 – this new arrival to our store is strategically located in impulse areas such as queuing systems, to trigger incremental purchases.

Benefits obtained from the sale of this soft toy will be donated to charities and, at least for the next couple of years, Dufry has partnered with SOS Children’s Villages to receive the proceeds of this initiative.

The launch of Captain Dufry comes along with in-store communication and signage to build awareness. Dufry is featuring high visibility spaces across the stores where Captain Dufry is to be available – including dedicated selling displays and gondolas. On top of this, our customers will be offered additional options to donate using the Red by Dufry app, hence, increasing the possibilities of helping this charity initiative even more.

Why SOS Children's Villages and what this organization does?

The partnership story of Dufry and SOS Children's Villages spans over 10 years now. The company has been supporting this charity both at local and central level through direct donations and with different initiatives geared to give visibility and to raise funds for this NGO, including collection boxes in several of our stores all over the world.

The role of SOS Children's Villages is very much aligned with Dufry's main charitable focus, which is to sponsor and support disadvantaged children, young people and their families. Collaboration started in 2009 when Dufry sponsored a first project with preventive care in Igarassu, Brazil with the construction of a social center that has since benefitted nearly 400 infants, young children and teenagers with their mothers and enabled them to join family strengthening programs. The role of this NGO however does not stop there, and with the support of Dufry, we have also sponsored similar projects in Lavrovo, in Russia; Nairobi, Kenya, and Comitán, Mexico.



Igarassu, Brazil.

Why is this important?

Now, you may be asking - if Dufry is donating all benefits obtained from the sale of Captain Dufry to a charity - what is the company taking out of this initiative? Moreover, wouldn't it just be easier to make a direct donation and leave it at that?

These are probably the right questions to ask. Sometimes, and more frequently than we thought, money is not the only lever that motivates people to do things. And whilst increasing our contribution

to this or another charity would be simpler, we believe people in general, and our customers in particular, are as keen as we are in supporting charitable causes. And as a good retailer, we have the opportunity of giving our customers what they prefer and want...

The good intentions to donate to charitable causes are often affected by other things - "I have no time"; "I'm in a rush"; "I don't want to sign up to a long-term commitment. Just a one-off". These are some of the obstacles that we can overcome with initiatives like Captain Dufry. Offering an appealing and affordable way of contributing to a charity is a tried and tested way of removing these excuses and eliminating the barriers.

In the UK, we sell bottled waters that enable the ONE Foundation to build water facilities in Africa. In Zurich and Basel, the sale of water bottles is also helping to fund hospitals and local communities. And similarly in Spain, the benefits obtained with the sale of two products (nougat and a perfume) are given to a charity. What makes Captain Dufry different and unique is that this is the first global initiative of this kind, and another proof point of the progress made in aligning internal processes and ways of doing business.



Tehuacan, México.

Dufry's support to communities

Dufry is aware that the impact of its operations goes beyond the financial goals. These impacts are classified under three dimensions – environmental, social and economic. Understanding these impacts is critical for Dufry to operate responsibly, ensuring we minimize our negative impacts and maximize the positive ones. Bringing it back to basics, it is important to understand, for example, that running an operation in a specific country has straightforward positive impacts in the local economies, as we employ staff from local communities, transfer know-how and pay local taxes. But there are other benefits that are not so visible but equally important, like ensuring fair business practices, or supporting local producers by buying local products.

It is also true that these positive initiatives are also needed in locations where our business has less (or no) ability to make such a direct positive impact. And this is where corporate philanthropy pays a critical role to directly support those in need.

As a group, Dufry supports a large number of initiatives framed under our community engagement. Either by direct donations, by selling products – like bottled water or toys like Captain Dufry – or just by giving exposure and visibility of various initiatives, to our extensive, global customer base. We are also proud of promoting a culture of caring for the more disadvantaged and, whenever possible, we give support to projects carried out by members of our staff.



Comitán, Mexico.

What we have touched on here is not a comprehensive list of all that our company is doing and we encourage you to find out more about some of the most prominent initiatives Dufry supports, by reading the community engagement section of the annual report which is available on our corporate website.

 Regional News

Spain Celebrates Return to Work



From left to right: Ángel Ferreras (from Canariensis, Dufry's affiliate in the Canary Islands), President of the Canary Islands, Ángel Victor Torres cutting the ribbon with the attendance of Julián Díaz, (right), Luis Suárez (Canariensis) and Pedro Castro.

Coinciding with the reactivation of air traffic in the Spanish main airports, Dufry celebrated the re-opening of its stores in 15 Spanish airports, which included the Gran Canaria duty-free store in the Canary Islands, one of Spain's most popular tourist destinations.

The ceremony was attended by the local government President, Ángel Victor Torres, and Dufry Group CEO, Julián Díaz, as well as other Dufry executives. This small event coincided with the kick-off of the summer season and the official reopening of travel connections in the Spanish airports, mainly for intra-European travel, at the beginning of July. As in other Dufry operations, the gradual reopening of the Spanish stores follows a shop-by-shop plan.

MEADFA Appoints Isabel Zarza as Board Member



In June, the Middle East & Africa Duty Free Association (MEADFA), appointed Dufry's Director of the Central, North and Eastern European Cluster, Isabel Zarza, as member of the Board of the organization.

With over 20 years of experience in the Travel Retail Industry, with the 3 most recent years as General Manager of Dufry for Africa, Isabel brings great knowledge of the African travel retail industry. On top of MEADFA, Isabel serves on a number of boards and associations, including, the Economics Regional Committee for ACI Africa and the ACI World Economics Standing Committee.

Founded by nine of the leading travel retail organizations of the Middle East, the actual membership of MEADFA now stands at 35, including Dufry which is a very active member of the organization.



MEADFA was set up to create unity among the Middle East and Africa's duty-free industry, thus bringing official recognition, raise awareness of the industry's contribution to the greater travel and tourism industry infrastructure, and provide representation for its member companies. At present, the focus is on grouping together as many Middle East & Africa based duty-free retailers as possible to not only facilitate the growth of the region's industry, but to establish standards for quality that are a hallmark of duty-free trading in the Middle East and Africa.

Dufry is MEADFA's only member with two chairs in the Board with Isabel joining Felix Brunner, Dufry's General Manager for the Middle East & India subcontinent. Today, DUFRY is present within 14 countries across the African and Middle East region with operations in U.A.E. (Sharjah), Jordan, Kuwait, India, Sri Lanka, Egypt, Kenya, Mozambique, Nigeria, Ghana, Ivory Coast, Cape Verde, Morocco and Algeria.



Isabel Zarza is also an active speaker at ACI Africa conferences.

Lockdown Does not Prevent Online Training



Quintessential Brands, an independent international spirits provider, with a portfolio of premium brands (including Bloom and Opihr gins), is to extend its digital training platform which educates travel retail sales staff on gin, following a successful trial with Dufry.

The platform designed by Quintessential Brands strives to equip travel retail sales teams with everything they need to know about gin and, ultimately contributing to drive Quintessential gin's additional sales in the travel retail segment.

Launched in response to the Covid-19 global pandemic to engage and educate staff during lockdown about the company's award-winning, premium gin brands, a total of 178 Dufry staff from multiple locations have completed the four week training program. After the positive experience and feedback received, Quintessential Brands will now extend the program to additional retailers.



Some of our UK World Duty Free colleagues that participated in the online training.

The training consisted of four modules, each to be completed within a week. At the end of each module, participants took a quiz on what they'd learnt, with the five top-scorers receiving a Quintessential Brands 'Perfect Serve' G&T (Gin and Tonic) kit, enabling them to re-create the serves they'd learnt about at home. Following the completion of the Dufry training, 10 lucky winners have been selected to visit Quintessential Brands award-winning distillery for a gin workshop, followed by a night on the town in Manchester's best gin bars.

📍 Regional News



Hudson Launches Two New Shop-in-Shop Partnerships

In early June, Hudson announced a new strategic partnership with Luxottica Group, following Hudson's and Dufry's success over the years in operating standalone Sunglass Hut stores in selected airports. As part of the partnership, Hudson will be introducing up to 250 Sunglass Hut shop-in-shops to its travel convenience stores over the next two years. As of mid-August, Hudson has successfully installed and introduced ten Sunglass Hut shop-in-shops across North America, including at Richmond International Airport, Dallas Love Field Airport and John F. Kennedy Airport Terminal 4.

The size of the shop-in-shops vary by location; however, they all offer the products and experience travelers are looking for when they shop at Sunglass Hut. The shop-in-shops will feature collections from Sunglass Hut's proprietary eyewear brands, Ray-Ban and Oakley, including Ray-Ban's iconic aviator sunglasses and Oakley's leading sport and performance sunglasses. Whether travelers left their pair of sunglasses at home, or are looking to build their collection, the shop-in-shops will offer styles and designs to meet everyone's needs.

The partnership with Sunglass Hut is not Hudson's first venture into eyewear, as Hudson currently operates 5th & Sunset, its proprietary sunglass and accessory stores.

Earlier this year, Hudson also announced a partnership with Coty, a global beauty company making cosmetic, skin, fragrance and hair brands. As part of the partnership, Hudson will also be introducing Coty shop-in-shops to its travel conveniences alongside its new Sunglass Hut shop-in-shops. The Coty shop-in-shops are stocked with iconic brand name cosmetics, including Sally Hansen and COVERGIRL.

Hudson looks forward to introducing more shop-in-shops to its brand portfolio and developing more integrated brand experiences in the future.

📍 Regional News

Introducing Tennessee Trading Post



Famous Tennessee Whiskey could not be in this new store!

After the opening of NYC Aglow and Mad Ave Market (featured in [Dufry World 35](#)), Hudson continues with the opening of locally-inspired travel convenience stores with its latest arrival: Tennessee Trading Post.

Located in Nashville International Airport (BNA), this new store offers a curated selection of products made in and around Nashville and the Middle Tennessee region as well as a wide array of local spirits – including the world famous Tennessee Whiskey! The store pays tribute to Nashville with a wide selection of iconic souvenirs.



Duty Free Dynamics' Partnership with Dufry



From pop-up concept to full incorporation.

Regional travel retail distributor Duty Free Dynamics (DFD) confirmed the full incorporation of Seiko's medium-luxury watches range in the Mexico City Benito

Juárez International Airport store. This latest development follows the successful experience of two pop-up store activations in Dufry's Mexico City Airport store in September 2019 – coinciding with the Day of the Dead holiday in Mexico – and in January 2020, which is one of – if not the most important – celebration days for the Mexican culture.



Seiko's Prospex collection is the star of the Seiko corner.

The range is displayed on a white back-wall fixture, customized with promotional material highlighting Seiko's Prospex collection for recreational and professional divers.

With both of these activations, DFD achieved a strong flow of visitor traffic and increased exposure fostering customer brand awareness. The pop-ups featured two counters, displaying a range of products, including the best of the brand's main collections.

Following the re-opening of the Dufry store at Mexico City Airport, DFD has now fully incorporated the Seiko brand to its watch line-up. The range is displayed on a

Perth Street Market



If you're after an authentic taste of Australia, be sure to visit Perth Street Market, a store that invites travelers to celebrate the fine flavors of Western Australia. Located in T1 International in Perth Airport, Perth Street Market celebrates the splendor of local Australian food, homewares, gifts and wine and brings a very strong sense of place to the 1,200 m² Dufry walkthrough store in this airport.

Perth Street Market provides passengers with the ultimate opportunity to experience a variety of specialties and unique products from Western Australia. The range of homeware and gifts are created by local artisans and feature a number of high-quality handmade products including ceramics, woodwork, cushions and prints to adorn the home, alongside homemade soaps and natural skincare. The gourmet offering includes lovingly crafted products from local chocolatiers, larders, vineyards and farms. The store's promotional areas have also been designed to resemble the endemic Boab tree.

Suggestions

Dear colleagues,

Feel free to send us your stories, **news and any other contributions to suggestions@dufry.com** so that we can continue to develop Dufry World as a magazine from employees for employees.

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