


DUFRY WORLD


WorldClass.WorldWide.

**CORPORATE
MAGAZINE**
ISSUE 40
September 2021



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Driving Recovery and Defining the Company Plan 2021-2023



Julián Díaz, CEO Dufry Group.

In my editorial for the June issue we were discussing the first signs of recovery and an increasing number of governments lifting restrictions and how that had immediately resulted in an acceleration of flight connections being resumed and passenger numbers augmenting.

Today, I am glad to confirm that this positive trend has continued throughout the summer months and that despite the ongoing uncertainty we have with respect to the short-term visibility of the evolution, we see a persistent gradual improvement across the business environment. We have therefore maintained our highly flexible approach for the reopening of shops, following our successful shop-by-shop strategy which has taken into account the specific situation at each location. With this great effort, to which all our teams

contributed with total dedication, we succeeded in opening up the 74% of shops we expected to by the end of August, which represents around 85% of our sales capacity.

I am also very pleased to confirm, that with the opening of more shops, we have also been able to call back an increasing number of colleagues who were on furlough, while in several locations we are also now recruiting again for new colleagues at shop level to join the Dufry family and serve a growing number of customers. Together, these are reassuring signs of the resilience of our company and the industry.

Company plan 2021-2023

Along with the demanding management of the day-to-day business, ever since March we have been pro-actively developing the company plan 2021-2023, resulting in the high level definition of the opportunities and the key initiatives we want to pursue. This will now be refined further in the last quarter of this year and implemented throughout 2022-23.

During the coming months we will continuously inform you step by step on each initiative as soon as it's ready for implementation. What we can say today is that we will focus on five key pillars consisting of:

- driving growth of the core business;
- expanding airport travel retail;
- further accelerating digitalization including new ventures;
- seizing diversification opportunities and
- continuing to strengthen our business model.

As a common denominator we can also highlight the fact that digitalization will play a key role both at the internal level with respect to processes and procedures, as well as with customer-facing applications and services, so that we will evolve to become a global digital travel retailer.

ESG initiatives visible in many company areas

Another important aspect of the company development is the ongoing evolution of our ESG engagement (environment, social and governance). Reading through the articles in this issue of Dufry World you can easily see the progress we have made and learn about the various initiatives we have launched. Sarah Branquinho gives a good perspective into the development of our Diversity & Inclusion initiative. The Key Story on our internal communication tool, Beekeeper, features the progress made and how we will connect close to 80% of all our employees by year-end; while the sustainable product strategy shows how we support customers to identify sustainable products within our store assortments. This is also a good example how we foster our customer focus, by learning and identifying new customer expectations and developing the relevant offering.

Thank you

The last quarter 2021 is a doubly important one for us, as we have to keep reopening further stores, while at the same time defining the detailed steps of the company plan. It is also encouraging that we can resume work with an increasing number of personal meetings rather than remote interactions – in fact we just held the first “in person” employee information meeting at the Basel headquarters since September 2019. While there has never been any doubt about your great motivation and dedication to the company, these signs of normalization will provide all of us with additional confidence and further develop our positive attitude. I thank you all for your ongoing extraordinary efforts and great contributions.

Sincerely yours,

Julián Díaz

Chief Executive Officer

Be the Change that you Wish to See in the World

In this issue of Dufry World we had the chance to chat to Sarah Branquinho and learn about her plans for the Diversity & Inclusion initiative. Paraphrasing one of Sarah's most admired leaders – Ghandi



– her recent appointment as Chief Diversity & Inclusion Officer is a first step in “the change that we want to see” in the company when it comes to ensuring the D&I initiative is anchored in strong roots and contributes to grow our global sustainability strategy.

Sarah, congratulations for your recent appointment. Can you please explain us a little bit the scope of your new role in the company?

Thank you – this is a completely new role within Dufry and underlines Dufry's commitment to ensuring that diversity and inclusion are hallmarks of Dufry's ethos. Positioning it at Group Executive level is a very public commitment to everyone at Dufry by Julián Díaz – and the Board of Directors – to ensuring that Diversity and Inclusion has the focus that it deserves.

For me personally, it's a huge honor, but also a significant responsibility to lead an initiative which is relevant for the entire Dufry community. Delivering a diverse and inclusive culture of course requires leadership, but the success of any D&I initiative is down to everyone in the company sharing their experience, and contributing to formulating a robust strategy and then to making sure that D&I is a natural part of our working lives.

In recent years there has been a worldwide uplift in incidents that have driven a huge change in societal opinion, which has then driven public and organizational awareness of the Global D&I agenda. Dufry's ambition is clearly articulated in the vision statement (see box). We are starting from a good place. But it will be a journey, a marathon not a sprint, and a journey we make together with lots of input from the Dufry community. Because of Dufry's natural geographic and cultural reach, we are fortunate enough to work with colleagues who are as diverse in nationality, ethnicity and culture as our customers – in fact, we have colleagues from more than 130 nationalities, and for me that is one of the most attractive things about working at Dufry.

D&I VISION STATEMENT

Our customers are on a journey – so are we

Dufry is committed to building an inclusive and culturally sensitive workplace for everyone, in which all our people recognize that their unique characteristics, skills and experience are respected and valued.

Dufry employs great people from a wide variety of backgrounds and with a broad range of skills and experience to best serve our customers and to build a better and stronger company for all our stakeholders.

Dufry recruits, rewards and promotes people based on capability and performance – regardless of gender, national origin, ethnicity, lifestyle, age, beliefs or physical ability.

But beyond gender and nationality, we know very little about you, the people working at Dufry. We don't know if you feel your differences are celebrated or if you feel your differences are holding you back. We don't always understand personal circumstances and we don't always have the policies and processes to help our colleagues to meet certain life stage commitments and responsibilities.

Over the next few months, we will be asking our colleagues in many countries to share with us – anonymously but freely and openly – much more about who they really are and the challenges they face. We also want to genuinely understand whether they feel their own realities are recognized. And we want to understand where they see the opportunity to contribute to the development of their own careers and to the growth of the Company through a more inclusive environment.

For most this will take the form of a survey, but I look forward to hearing from any colleagues who want to share their thoughts and ideas with me. I can be reached at sarah.branquinho@dufry.com.

How is D&I going to be articulated within Dufry? Is there an appointed team?

We are currently identifying what we already do which is good, and can then build on it by identifying the areas where we need to improve. For example, the women@dufry initiative triggered some significant changes in policy and in attitudes towards career development, and there has been some excellent work done in gaining Equal Pay Certification – work which is ongoing.

I have an excellent team working with me in a Steering Group to assist with the development, implementation and communication of Dufry's D&I strategy: Luis Marín, Catherine West, Astrid Heindinger and Natasha Biswas from HR and Renzo Radice from Communication. This core team meets every fortnight and will soon be amplified by the addition of an additional

HR colleague, to assist with implementation, and four colleagues who have been invited to represent further regions and functions and who enjoy the respect of their colleagues. They will initially serve for two years.

Further down the line there will be ample opportunities for other colleagues to get involved at regional and country level.

Is the initiative also part of our overall ESG Strategy and engagement?

Yes, it is. ESG (Environmental, Social and Governance, also known as 'sustainability') has a vast scope from energy consumption through to the welfare of the people who produce the goods we sell. Diversity and inclusion is a small part of ESG but a very important one because it focuses on how Dufry treats and develops its people. It has a direct impact on how each of us is appreciated for the diversity we bring to the company, how inclusivity can be harnessed to grow the company and to make it a better place to work, and how we can ensure that talented individuals can grow with Dufry.

Is this an evolution of women@dufry or does it have more ambitious objectives?

Women@dufry grew out of a realization that there was unequal progression within the company, and it wasn't clear why. The talent was there but progression was lagging. That recognition led to many changes including in the recruitment and interviewing processes at Dufry. Covid has amplified the understanding that most colleagues in Dufry – not just women – have some important aspects of their lives or life stage commitments or demands, which need to be factored in. Covid has also shown how a bunch of talented people can overcome challenges to continue to give of their very best to Dufry, whilst dealing with sometimes difficult personal situations.

As we start to emerge from Covid, Dufry is taking the opportunity to take to heart the ethos of diversity and inclusion as the company builds itself back, stronger in every sense.

What's on the agenda of Dufry's D&I? Where do you think Dufry can improve further?

We believe that there is still a lot more we can do on progression opportunities for anyone eager to grow with Dufry. We are keen to further evolve the Equal Pay Certification process. And we know that there's still progress to be made on adopting policies which make it easier for people to manage their work and home commitments. We think that Dufry's people have a lot more ideas than ever reach the table – and there must be a reason for this.

That's part of the inclusion equation. We want to reach out to the people in Dufry who don't feel that they can be themselves at work because there's perhaps a pressure to conform. Yet we know diversity breeds success and we know we need to celebrate the diversity within our company.

However, at the moment much of this is "intelligent guesswork". It won't be until we hear from all of you out there, the global Dufry community, that we will really and truly understand the best way to move forward to create a truly diverse and inclusive culture at Dufry.

Short term, what can we expect from the Diversity & Inclusion initiative?

In the next few weeks my personal commitment is to pick up the phone and talk to as many people as possible to expand a bit on what I've shared with you today and to take a swift temperature check on what they would like to see from Dufry's focus on diversity and inclusion.

I'd also like to hear from anyone who wants to start right now by contributing their thoughts to developing the pathway that we have just started on.

In a minute:

A meal: Oven baked salmon with salad, and apricot crumble for dessert

A book: Can I have three? The World Atlas is my forever choice but for fiction right now: The Midnight Library by Matt Haig and The Other Half of Augusta Hope by Joanna Glenn

A city: Madrid

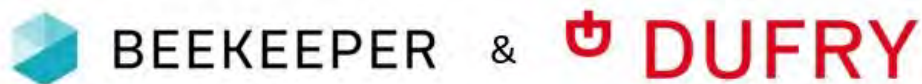
A film: Miracle on 34th Street – a Christmas staple watched as a multi-generational family every year

A hobby: Walking

A leader: Mahatma Ghandi

An airport: Heathrow – I first landed there in 1963 and it's been an important part of my personal and work life ever since

Hello!



Dufry has been rolling-out Beekeeper, an app-based employee communication platform that permits information sharing across all levels of the organization – from offices to stores and warehouses. All Dufry staff finally connected!

By Jorge Muñiz

Have you heard about the latest product release? Did you know we are selling a product that is only available worldwide in our store? Do you know sherry can be mixed with tonic water – the sherry-tonic? Have you heard about the latest promotion available for Red By Dufry members?

These are some examples of information that flows around our stores every day. Our business depends on the successful sharing of information. Information that may be critical for closing a sale and increasing productivity, to give more selling arguments to our sales-floor colleagues or simply to align global processes across locations, hence, contributing to delivering a consistent customer experience across all 64 countries where Dufry is present.

Making this information available to every one of our employees however is not always an easy task. Out of over 20,000 employees in Dufry, just a fraction of them – less than a third – have access to a corporate email address. These non-desktop colleagues receive information through very different channels: during the staff briefings that regularly happen, via posters and notes pinned on information boards... or simply because a colleague knew something and is sharing the information.

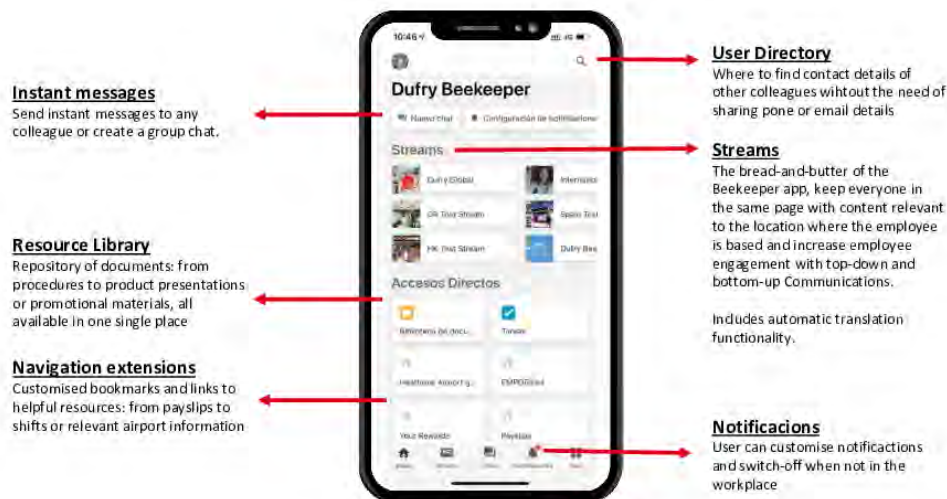
Connecting the Digitally-Unconnected

Dufry has been rolling-out a solution to bridge this gap with non-desktop employees and to ease the flow of information: Beekeeper. Beekeeper is a simple app that any of us can download onto our mobiles and then permits instant communication with all the layers of our organization: from sales floor and warehouse staff to office employees.

Any Dufry employee – who is in Dufry's HR Platform Dufry Connect – can activate their account and gain access to a platform that permits top-down and bottom-up information sharing, connecting via chat with any colleague, access to relevant information (from procedures to the latest product presentations) or shortcuts to relevant tools and links – from accessing the local payroll platform, to airport guides or training modules.

Main Features

Beekeeper is made up of four blocks:

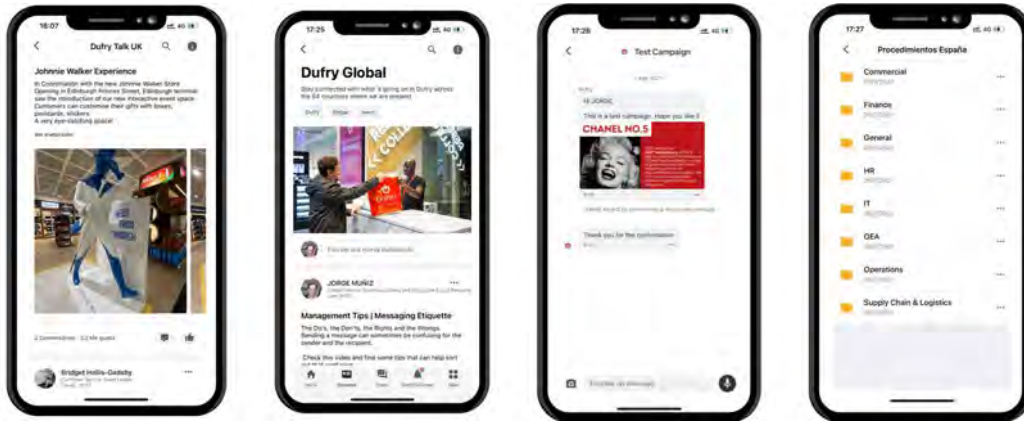


Streams - Streams are newsfeeds where users can post content and announcements. Users have access to the global streams – which can be seen by any Dufry Beekeeper user – and the local ones, which include relevant information for the specific locations in which they work. At this second level, and depending on the operation, Beekeeper users can find country streams or location streams (either for one or several airports... or even for one single terminal). Depending on the stream, users can find information about latest developments in their airport location, information relevant to their workplace, achievements of colleagues, or news about the latest contract signed by Dufry.

Chat functionality – similar to your preferred messaging service, Beekeeper has its own one. The main benefit? You don't need to know anyone's mobile number to start a chat conversation. You simply look-up their profile in the agenda... and you're done! Simple, direct and efficient! You can also create group chats, which is really helpful for those involved in the same project!

Document Library – An online repository for relevant information: from training manuals to procedures linked to the latest Covid-19 protocols, all accessible in the palm of your hand.

Shortcuts – Just as your internet browser bookmarks, you can gain quick access to important resources, such as your link to Dufry Connect or to your payroll platform - all these are easy to find.



From left to right, different screenshots of what it is available: From local and global newsfeeds, to direct messages or access to a folder system.

Local + Global

Although Beekeeper is a global tool – and one of the purposes of Beekeeper is to keep all employees connected through the same platform – the main purpose is to be a “relevant” communication tool. This means that it must serve the purpose of offering a balanced blend of local and global communication.

Most of the content available in Beekeeper is local and relevant to the operation: recognition of the sale made by one of our colleagues, a new route that starts operating in the airport, or the latest fragrance to land in our store.

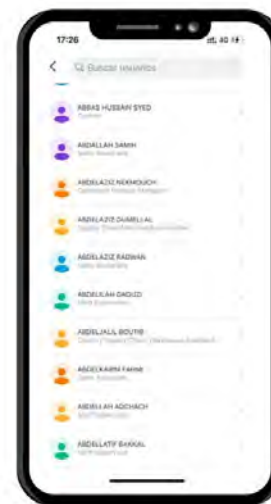
News and novelties affecting several operations or a whole country is the second layer of content: from organizational changes to career opportunities and product releases, or just sharing best practices happening in other locations.

Global content is focused more on corporate news, global training, global marketing campaigns...

Just for Shop-Floor Employees?

Although Beekeeper primarily aims to fill for communication gap for non-desktop colleagues – mostly frontline and warehouse employees – Dufry is rolling out Beekeeper globally, including in office locations, as the intention is to have a truly global and unique communication channel with all employees.

Beekeeper brings a new information sharing and communication option which isn't available through other existing channels and which complements other existing communication tools. There are endless possibilities that the different Beekeeper leads are exploring and evolving, based on the experience gained by operations that have been using Beekeeper for more than two years now.



Access to the global directory of Dufry users

Where is it Available?

The first operation to test Beekeeper was Switzerland – for the Basel and Zurich airports – a few years ago. The Beekeeper community was then expanded and today includes: Sweden, Finland, UK, Basel headquarter, US, Canada, the Miami office, Mexico, Argentina, Brazil, Uruguay, Colombia, Chile, Peru, Ecuador, Greece, Australia, Hong Kong, Macao... Together with these countries, another 6 countries are in the adoption phase and shortly will be joining the community. Dufry aims to reach around 80% of its workforce by year-end – and to cover all the organization as the roll-out of Dufry Connect is completed.

If you are in one of the countries where Beekeeper is available, but you still have not activated your profile, please get in contact with your local HR representative – the account activation takes just a few minutes. If your country is not in the list... watch this space! We will be looking forward to welcoming you on board very soon!

 World Class

Piloting a Sustainable Product Identification System

According to Dufry research, 68% of travellers are interested in sustainable products, with packaging, durability and manufacturer's commitment towards sustainability being the most important aspects customers consider when buying sustainable products.

In order to support our customers, Dufry has tested and piloted a Sustainable Product Identification System in Spanish and UK airports, highlighting those products that are aligned with customers' personal values and which fulfil defined sustainability criteria.

The signage created for the purpose is simple and easy to understand and has been designed to highlight and create customer awareness of the various sustainability criteria associated with our selection of products.

A total of six different icons were created, representing the following criteria:

- **Sustainable & Recyclable Material** – To identify products made from materials obtained from sustainable means or which are recyclable.
- **Vegan** – For products containing no animal ingredients or animal by-products.
- **Palm Oil Free** – Palm oil is a widely used ingredient in many products including food, beverages and personal care products. However, the production of palm oil is considered environmentally critical. This label indicates products with no palm oil.
- **Plastic Free** – Committed to help reduce the amount of single-use plastic.
- **Supporting Local Communities** – These products & their manufacturers give back & support communities, by paying fair wages and supporting small local suppliers.

Dufry is currently evaluating the results of the tests and assessing a wider spread of the initiative across other locations. This test is part of Dufry's ESG commitment to Sustainability and the long-term sustainability strategy presented by the Group in 2020 – more details are available at www.dufry.com/en/sustainability



Dufry Joins Celebration of Chanel N°5's 100th Anniversary



Chanel N°5 is much more than a fragrance. Created in 1921 by Gabrielle "Coco" Chanel and French perfumer Ernest Beaux, the scent has achieved cultural phenomenon status, working its way into movies, TV, pop art and museums, while being worn by many of Hollywood's biggest stars, including Marilyn Monroe.

2021 marks the 100th anniversary of N°5, and to commemorate it, Chanel has launched many different activities to celebrate the significant milestone, including a series of documentary videos about the rich history and cultural reference behind this iconic fragrance.

The celebration of this special anniversary has also been brought to selected Chanel outlets, including some Dufry stores, with special activations and exclusive commemorative products available for a limited time.

Chanel N°5 Factory

To mark the occasion, Chanel has created a limited-time collection of 17 exclusive beauty products boasting the iconic Eau de Parfum under the name of the Factory 5 Collection, together with a number of experiential pop-up stores to support the launch – some of them located at our stores.



Each of the products comes in a collectable case mimicking ordinary objects as a way to reinvent the historic perfume for the 21st century and bring the glamor of Chanel N°5 to even the most mundane corners of our lives. A fragrant shower gel has been rendered in a familiar washing up liquid bottle, as well as in 20 individual pods of shower gel that come

housed in a minimalist paint can – and body cream in individual paint tubes for on-the-go use. On top of these avant-garde products, customers can of course also purchase the classic Chanel N°5 at the pop-up.

The pop-ups have been imagined as theme parks dedicated to N°5 and immerse people in a world which mixes the black and white identity of N°5 and the bright colors of pop culture.



5 things you probably (won't) know about N°5:

As the 100th anniversary of such an icon as Chanel N°5 might help you to engage with potential customers and start a conversation, we have put together 5 facts about N°5 that you may find useful to know:

1. Eighty ingredients go into the formula, including ylang-ylang, neroli, rose, jasmine, sandalwood, bourbon vetiver and vanilla.
2. It takes one ton of flowers to distil 1.5 kg of the scent's base.
3. Gabrielle "Coco" Chanel chose the name, it is said, for the fifth sample Beaux presented her. Five also was her lucky number: She usually presented her new collections on February 5th and August 5th. The perfume itself was release on 5th May (month #5) 1921 to a select clientele at the Chanel, store in rue Cambon, Paris.
4. The bottle's chiseled stopper, cut like a diamond, was inspired by the geometry of the Place Vendôme, the square located at Paris' 1st arrondissement where Chanel lived, at the Hotel Ritz.
5. A bottle of Chanel N°5 is sold in Dufry stores every 136 seconds.



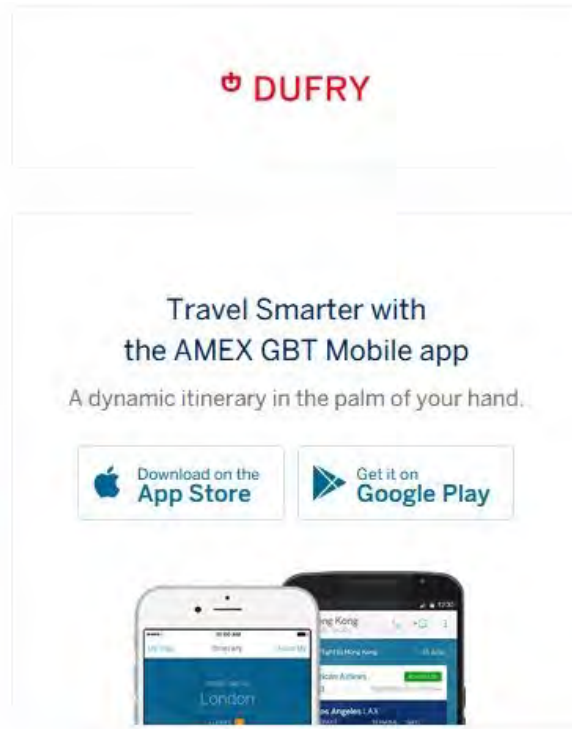
Dufry Selects American Express GBT for Corporate Travel Arrangements

In June, Dufry announced the appointment of American Express Global Business Travel as the Travel Management Company for Dufry Group and its subsidiaries. After a detailed review of our travel program and an evaluation of potential providers, American Express was selected based on the global scale of their experience and operations, their commitment to customer service, and their leading technology platforms.

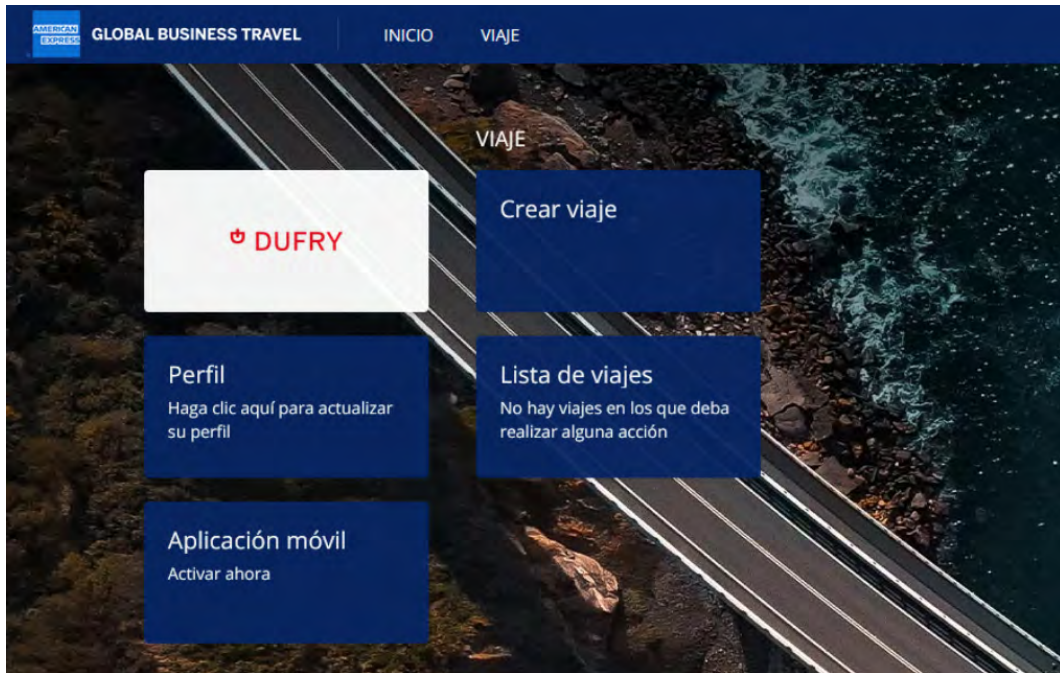
Business travel expenses have traditionally been one of Dufry's highest controllable areas of expense and with this move to a global supplier, Dufry will be able to manage this expense area more efficiently and benefit from volume discounts with both Dufry and American Express Global Business Travel preferred rates and programs.

From a user perspective, Dufry Business travelers can now benefit from a number of digital tools to simplify the booking and travel experience, including:

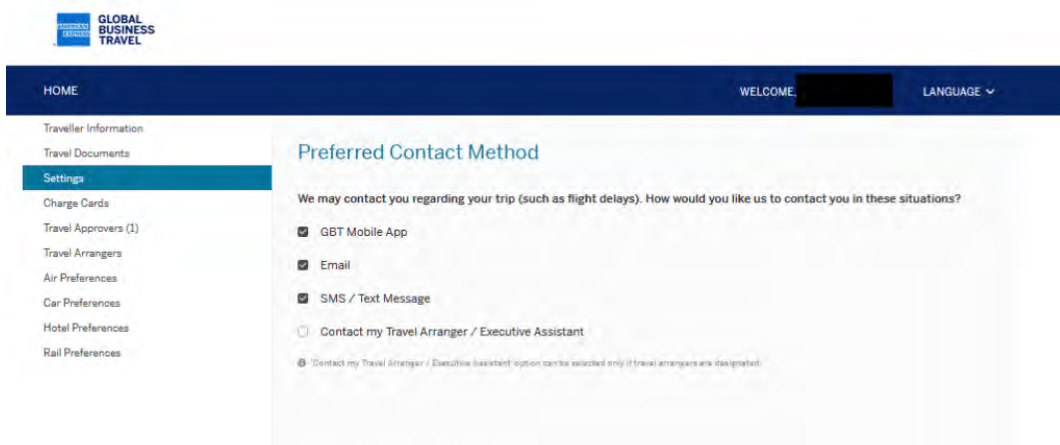
- The Travel portal CONNECT PORTAL™, the entry platform for all travelers which houses traveler's profiles, preferred travel options or loyalty programs.
- The online booking tool NEO™. An online platform enabling travelers to plan their journey. The tool is also available as an app enabling travelers to access all travel itineraries on the go and providing live travel assistance at the touch of a button. Via the app, travelers can check-in for flights and receive proactive notifications of travel disruptions.
- Travel Vitals™, a functionality to look up destinations, airports, airlines, hotels, and ground providers, to quickly get information – updated daily – related to COVID mandates and restrictions for each part of the trip.



Through the AMEX GBT app, traveler has access to trip itineraries, destination information and relevant trip information.



Intuitive booking interface



The portal permits selecting the preferred on-trip communications channel... and much more

Travel Exclusive Premieres Are Back with Paco Rabanne



Brands have always placed great value on the high exposure that airport stores give to their brands and products and quite often select the travel retail and airport segments for their world premieres. The travel retail channel has traditionally represented an opportunity for brands to trial innovations as well as new products, retail concepts and services to the global traveler. It also provides an opportunity to recruit new consumers, encourage existing loyal consumers to purchase more and foster affinity and advocacy.





Slowly but surely, the global travel industry is making a comeback. And one of the clearest signals is the travel-exclusive pre-launch of Paco Rabanne's latest masculine fragrance, Phantom, which took place last 1st July.



A technological scent

Described as a technological fragrance, Phantom was created using 'Augmented Creativity', a cutting-edge process that combines artificial intelligence, consumer studies and neuroscientific approaches to quantify the emotional benefits of fragrance ingredients. This technology allowed the Paco Rabanne perfumers to select ingredients

that stimulated specific sensations and fine-tune their doses.

But the role of technology goes beyond the creation process and Phantom is Paco Rabanne's first-ever connected fragrance bottle with its contactless chip. Users can simply tap their phones on the robot-shaped bottle to take it off. They can also use their mobiles to discover the Phantom universe and explore exclusive Paco Rabanne content, download interactive filters, personalized playlists, or augmented reality games.

Taking the scene

The launch of Phantom has been supported by what the brand described as Puig's "most ambitious travel retail campaign to date", with large-scale omni-channel activities taking place across many airport locations in all continents. The campaign consisted of a large number of animations including some of our key airport locations such as London Heathrow, Madrid, Barcelona and London Gatwick to mention just a few. Futuristic spaces boasted eye-catching decorations, with promoters in silver jumpsuits inviting customer to the touchless fragrance discovery points, personalization areas or to the 'dance with Phantom' game. All elements were designed to ensure a complete brand immersion for the customer into the world of this exciting new fragrance.



Driven by digital technology and inspired by sci-fi, activations used the striking chrome-color palette to transport customers to a futuristic World... just as we always used to do in the "good old days" of the travel retail industry!

📍 Regional News

Dufry Renews Cardiff Airport Contract for 12 Years



Dufry has successfully extended its contract to operate the tax and duty-free store at Cardiff Airport in Wales for a further 12 years, following a successful partnership for the past 20 years.

The store currently operates under Dufry's Nuance branding, but as part of the store redevelopment plans it will be re-branded as World Duty Free. This year, some initial improvements will be made to the 670 m² store with plans for further refurbishment throughout the partnership.

The store will retain its walk-through format and the retail space will be more focused on the duty-free offer and the core categories of beauty, liquor, confectionery and tobacco.

A new in-demand feature that will be introduced to the Cardiff store is the Reserve & Collect service, which allows customers to browse online and pre-order their products any time between 1 month and 24 hours before they fly and then collect them on departure. This makes a significantly wider range of brands and products from the UK assortment available to customers, including many that aren't available to purchase in the Cardiff store.



 Regional News

10-Year Contract Extension in the Dominican Republic



Dufry has successfully extended for another 10 years its duty-free concession at Santiago International Airport (AIC) in the Dominican Republic, where it has been operating for more than fifteen years. The new contract, which starts in 2024 and extends through 2034, includes an extension of the sales area by some 40%.

As part of the further development and extension of the airport, the new shops will cover around 1,000 m² of retail space. Santiago International Airport is the second largest hub for the Dominican Republic serving international passengers traveling to and from more than 13 of the 32 country provinces. AIC welcomed more than 1.7 million passengers in 2019 and expects a steady passenger increase, going forward. Besides Santiago International Airport, Dufry's presence in the Dominican Republic also includes duty-free operations in other international airports such as Santo Domingo, La Romana, Puerto Plata and Samana.

As part of the contract extension, Dufry will refurbish and expand the current duty-free space with its latest shop design and digital concepts thus further enhancing the shopping experience for its customers. In line with the space increase, the assortment featuring all the core duty-free categories such as perfume & cosmetics, liquor, tobacco and confectionery will see a further refinement of the comprehensive selection of global brands and local products.

📍 Regional News

Evolve by Hudson: Combining Specialty Retail with Travel Essentials



Hudson is introducing Evolve by Hudson, a new immersive, customer-centric shopping experience for travel retail. This new concept represents an evolution of traditional retail that brings together brand experience with accessible travel essentials in a seamless one-stop-shop; hence, combining two of Hudson's strategic pillars: travel convenience and specialty retail.

This new concept will reimagine the convenient and seamless experience of Hudson stores by incorporating complementary brands from both Hudson's and Dufry's portfolios. The first Evolve store will open in Nashville International Airport in the second half of 2021, with seven additional locations planned, including Dallas Love Field Airport and Las Vegas McCarran International Airport.

What Will the Stores Look Like?

Each Evolve store will be designed with a wide-open storefront, a footprint of at least 2,000-square-feet (around 185 m²), and eye-catching digital signage on the store exterior, providing a unique glimpse into the brand offerings right from the concourse.

Once inside the expansive store, a circular traffic flow will seamlessly guide travelers around the centrally-located floor displays and out towards the specialty shop-in-shop walls. Stopping at any of the shop-in-shops along the way, travelers will delight to see that the distinguishable identity, style, and design of the brands that they know and love have been authentically recreated within Evolve.

Further amplifying a convenient and effortless shopping experience inside, a variety of different checkout options will be available to meet the unique shopping preferences of travelers. In addition to a traditional checkout experience, each Evolve store will feature multiple state-of-the-art self-checkout kiosks as well as Hudson's newly-developed mobile point of sale (POS) capabilities, which will enable Hudson team members to complete transactions from anywhere on the sales floor and spend more time assisting travelers at the brand shop-in-shops.

Local & Global: Products for Every Traveler On-The-Go

Evolve will feature a selection of globally-recognized and up-and-coming local brands highlighted in seven carefully-curated product categories, including Sunglasses, Electronics & Entertainment, Personal Care & Wellness, Luggage & Writing Instruments, Accessories & Apparel, Local Goods & Souvenirs and Travel Essentials & Snacks.

Designed to inject moments of discovery throughout the entire shopping experience, no two Evolve stores will be the same – from the store layout to the product offering. The selection and number of brands represented in each store will be specifically tailored to the unique airport destination, with the flexibility to quickly interchange brands based upon demand, seasonality, or trend changes.

Strong Sense of Place at Manchester Airport

Dufry celebrated the opening of its 1,980 m² walkthrough World Duty Free store in the Manchester Airport Terminal 2 extension.

A wide entrance area welcomes customers and invites them to discover the strong sense of place that is conveyed throughout the store with impactful design elements reflecting Manchester's strong culture and heritage.

One of Dufry's main strategic pillars is that of digitisation and digital technology is prominently located throughout the in-store journey, helping to deliver a more interactive, engaging and personalized shopping experience for customers.

The store incorporates the core product categories of beauty, liquor, luxury accessories, tobacco and confectionery. It also features a dedicated World of Whiskies area, showcasing an extensive range of brands in an informative and accessible way, to appeal to whisky novices and connoisseurs alike.

Alongside the main duty free store, World Duty Free has also opened a 129 m² Express store selling an edited selection of products and last minute essentials and a dedicated 231 m² Beauty Collection store, which offers a range of premium beauty and fragrance brands in a more luxurious environment. There is also a 230 m² Collection store showcasing a range of designer brand fashion.





M·A·C Opens New Retail Concept at Salt Lake City

M·A·C Cosmetics, in partnership with Hudson, have inaugurated an innovative specialty retail concept in Salt Lake City International Airport (SLC) – Concourse A. Driven by consumer experiences and trend-led merchandising, the store design reflects M·A·C's celebration of individuality and diversity rooted in the brand credo of All Ages, All Races, All Genders, as well as the brand's commitment to improving its sustainability.



Through a fluid and engaging layout, travelers can conveniently grab-and-go their favorite M·A·C products and easily access M·A·C's legendary artistry expertise. Reflecting M·A·C's position at the forefront of trendsetting, the store's design is flexible, allowing everything from the store layout to products and digital touch points to seamlessly evolve with consumer trends.

M·A·C products fall into different zones around the store including What's New, I Forgot, Gifts, M·A·C Classics, First Class Lips, Non-Stop Flawless Skin and Custom Eyes. Throughout the store there are digital touch points, including in-store screens and QR code integration that allow travelers to easily access product information, how-to videos and a variety of additional content exclusive to travel retail. A dedicated area will also have the latest in virtual try-on technology available for travelers who want a no contact beauty experience.

Flexible & Sustainable Concept

Devised with M·A·C's signature style, the store's fixtures, which include responsibly sourced materials where possible, were created using a modular design that allows for flexibility and can be easily disassembled, repurposed, or recovered. Low emitting paints were leveraged in the store for improved air quality while adhering to the M·A·C look and feel.

To help reduce energy usage, efficient LED lighting and ENERGY STAR certified displays were used on either side of the space to delight consumers. Statement mirrors featured around the store contain recycled glass, which encourage consumers to try on their prospective purchases no matter where they are in the store.

📍 Regional News

Bottled Water for a Good Cause



From left to right Lorenz Asch (Dufry Country Commercial Category Manager); Isabell Joos (Manager Retail Airside, Flughafen Zürich AG); Eva Lindemann (Kinderspital Zurich); Oliver Sack (Managing Director of the Eleonora Foundation); Michael Bruderer (Dufry Operations General Manager Zurich Airport); and Isabel Zarza, (Dufry COO Central & Northern Europe, Russia and Africa).

Back in 2014, Flughafen Zurich and Dufry embarked on a joint project under the name of “Charity Water” to raise funds for charitable causes through the sale of bottled water in the airport. For every bottle of mineral water sold at the price of CHF 2.50, which is obtained from the Adello spring in Adelboden, in the Swiss Alps, 50 centimes are donated to a charitable organization.

During the month of June, Dufry and the Zurich airport handed over a check worth 167,676 CHF to Kinderspital Zurich as part of the cooperation started in September 2019.

Locally known as “Kispi”, Kinderspital Zurich is a non-profit private institution serving all children and adolescents. It is the largest university children’s hospital in Switzerland and one of the leading centers for pediatric and adolescent medicine in Europe. Each year, approximately 2,300 dedicated employees are committed to care for the wellbeing of more than 100,000 young patients, from the first day of life to the age of 18.

New Partner

As of June, Kinderhilfe Sternschnuppe is the new beneficiary of the "Charity Water" project. This Swiss non-profit organisation brings joy and excitement into the lives of children and young people living with an illness or disability. It fulfils the dearest wish of children and gives the whole family the opportunity for exciting excursions and worry-free family activities.

Amman Duty Free



Welcome to Jordan! And welcome to probably one of the most exciting and complete arrival stores in Dufry's portfolio. This 700 m² store in Queen Alia International Airport features a multi-category offer with more than 5,000 items across food, drinks, beauty, accessories and jewelry.

The design of the store reminds a Bedouin tent and was principally inspired by the beautiful, shifting natural forms of Jordan's desert dunes, interwoven with contemporary expressions of classic Arabic geometric patterns, blending the natural beauty and the cultural heritage of the region.

The strong local feel is combined with Dufry's focus on digital integration to create a modern offering tailored to the airport and includes large format digital screens to allow a more engaging and immersive customer experience.