

# DUFRY WORLD

WorldClass.WorldWide.

**CORPORATE  
MAGAZINE**  
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 Capital Markets  
Day **12**

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# Important Steps of Progress during the Summer Months



Xavier Rossinyol, CEO Dufry Group.

During these recent summer months, we have together achieved important milestones and made progress within many different aspects of our business. We have seen the business performance of the company and the overall recovery of the industry accelerating, allowing us to report excellent half-year results 2022; we have finalized and publically disclosed our new company strategy “Destination 2027” and we are progressing well with the process for the planned combination with Autogrill. These achievements were made possible by the extraordinary dedication and intensive work from all you and for which I thank you very much.

## **Solid performance in the first half-year 2022**

Our turnover in the first half-year 2022 reached CHF 2,922.5 million coming from CHF 1,187.2 million in the previous year. All regions contributed to this improvement and some of them, such as North and Central America, the Caribbean Islands and the Mediterranean countries even performed in line or above 2019 levels. We also saw upward trends in South America and even in Asia as some countries started to re-open. This acceleration of the business further continued in July and August.

Moreover, the two new KPI's introduced this year to better assess the operational performance of the business, have both shown significant improvements as compared to the previous year: “CORE EBITDA” (Earnings before Interest, Taxes, Depreciation and Amortisation) reached CHF 227.0 million, while “Cash Flow before Financing” amounted to CHF 256.7 million.

Most importantly, we have continued strengthening the resilience of our business by winning several attractive new concessions and extending important contracts. From amongst the many such successes globally, I would particularly like to highlight the extension of our Heathrow concession contract for three years until 2029, which is the largest single location we operate and serves 80.9 million passengers annually (2019 level).

## **“Destination 2027” – Let's execute on it together**

On September 5<sup>th</sup>, together with the members of the Group Executive Committee, I presented to you in a dedicated Townhall Meeting our new company strategy “Destination 2027”, which we had jointly developed in a collaborative approach with you, airports, suppliers, business partners and industry experts.

The next day, we went on to introduce Destination 2027 to the financial market and the public in general at our Capital Markets Day held in London. The goal of our new strategy is to build on our legacy, to strengthen our core business and to reinvent ourselves by identifying new opportunities in adjacent channels, such as travel food & beverage, ultimately providing customers with a unique and reinvented travel experience.

While we have received positive feedback for the new strategy from across our stakeholders, we have to be aware that we are only at the beginning of this journey. The success of Destination 2027 depends on how we implement and put into practice all the initiatives we have outlined and how we adapt our offers and services to make the new travel experience come alive for our customers. In the coming weeks and months, we will therefore continue further refining the specific work streams and initiatives and accelerate their execution. The key success factor in this process is our strong collaboration and working closely together to execute each step and initiative with high focus. Jointly implementing changes and making adaptations where needed, will allow us to reach the necessary milestones, which contribute as a whole to the successful coming to life of our new strategy.

In this edition of Dufry World we have included a summary of the four key pillars of the strategy, while the detailed presentation of Destination 2027 is available [here](#).

### **Prospective combination with Autogrill progressing as planned**

With respect to the business combination with Autogrill we are currently working with the relevant antitrust authorities in several regions around the world, to receive the needed approvals and fulfill the conditions to complete the first step of the transaction. In the Extraordinary General Meeting held on August 31<sup>st</sup>, our shareholders gave us their approval to issue the necessary new shares, which we will exchange for the 50.3 % participation in Autogrill held by the Benetton family, through their holding company Edizione. We still expect to complete this first step by the end of Q1 2023.

Immediately after completion, we plan to launch the Mandatory Tender Offer to buy the remaining outstanding 49.7 % of Autogrill shares and we expect to complete this second step and finalize the full transaction during Q2 2023. In parallel, we will then also be able to start the operational combination of the two businesses to create the new joint entity.

The management team and I will continue to keep you fully informed about any important steps and developments on the evolution of the planned business combination.

### **Katrin Volery joined as new Chief People Officer**

I would like to officially welcome Katrin Volery, Chief People Officer, who joined the Dufry family on September 21<sup>st</sup>, and is based at the Basel headquarters office. Please join me in wishing Katrin lots of success in her new role and please provide her with any needed support.

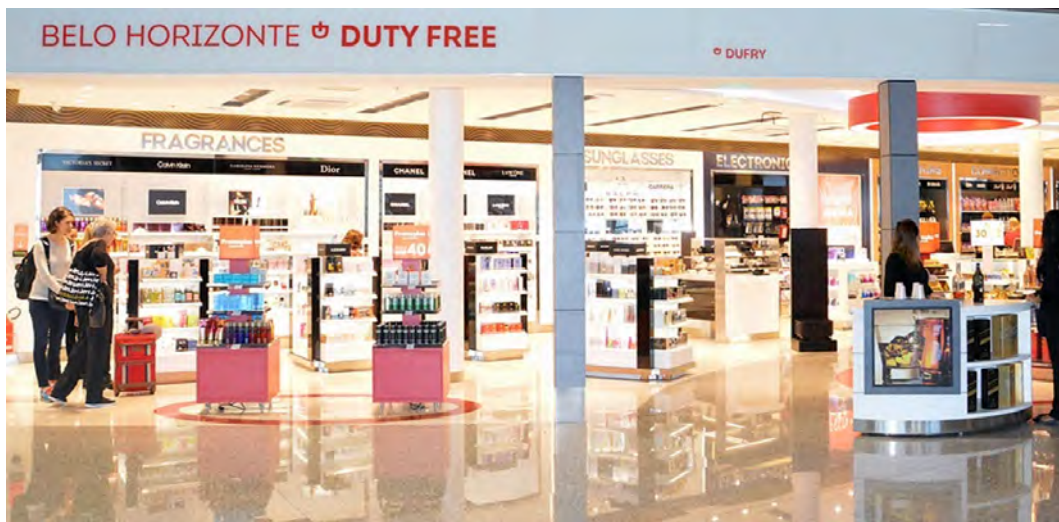
In this edition of Dufry World, you will see – amongst other stories – some first articles showing how we already renovate customer experience with attractive new offers. In this context, we present the launch of the new Mind. Body. Soul. shop-in-shop concept first piloted at our Amman operation in Jordan. Moreover, Philippe Moryl introduces to us the Private Label initiative to drive sales within the souvenirs & food category. Launched initially in Mexico and Canada this initiative aims to increase conversion by addressing, in particular, a younger demographic customer group and has shown very encouraging results.

Thank you again for your ongoing strong engagement and motivation for our company. Let's continue to work closely together as a strong team and reach our goals by having fun with what we do!

Sincerely,  
Xavier Rossinyol

 Regional News

## Contract Extension Granted at Belo Horizonte



Dufry has extended its current duty-free contract at Belo Horizonte International Airport in Confins, operated by a partnership of CCR and Zurich Airport, for a further two years, through to 2029. In addition, a ten year contract has been awarded enabling Dufry to continue to operate its current portfolio of four duty-paid stores, including the Dufry Shopping and Hudson concepts and to also build a further three new duty-paid stores, one of which will be a 670 m<sup>2</sup> walkthrough store.

Dufry has had a presence in Belo Horizonte International Airport since 2007, operating a total of ten duty-free and duty-paid stores covering a combined retail area of 1,605 m<sup>2</sup>. This new contract to create four additional duty-free stores will further increase the retail space that Dufry operates to 2,228 m<sup>2</sup>.

In all its stores, Dufry will continue to offer customers a wide range of goods across all the key product categories including beauty, liquor, food & confectionery, tobacco, toys & souvenirs, electronics, fashion and luxury accessories. With shops spread across the whole airport, Dufry will be able to offer a WorldClass shopping experience to all customers, tailored accordingly, to best serve both domestic and international travellers.

## Made in Dufry

**Are you one of those that only buy Toblerone at the airport? Or maybe you are more of a souvenirs person that collects magnets on the fridge like trophies after your holidays? In this issue, we interview Philippe Moryl, the man behind Confectionery, Food, Souvenir & Toys, that will take us through the evolution of a group of categories intimately linked to the travel experience. The title Made in Dufry nods to one of their latest developments, which is a small revolution in the organization: the development of a Dufry brand of products.**



By Jorge Muñiz

**Let's start by you telling us a bit more about yourself. How has your journey through this industry been?**

It's been a long one! Over 21 years ago, I was heading to Warsaw, Poland, with Lagardère to set up a network of convenience stores across the country. Since then, I covered several areas of our business, always working in travel retail: from finance to business development, acquisitions, wholesale service, events, in-flights service... I've had the chance to gain wide experience and working for different players: Aélia, Nuance and finally Dufry, where after the acquisition I was given the chance of leading several categories.

**You have just embarked on a new project to develop Dufry's Private Label. As a pure retailer, where we "just" buy things from our brand suppliers to put them on the selves of our stores... what's the benefit of such a venture for Dufry?**

The development of Dufry's private label has been a kind of a small revolution, not just in our category, but in the company as a whole I'd say. And at first read, you could come to the conclusion that it has little sense. As a pure retailer, Dufry buys goods from suppliers and puts them in nice stores for their customers to buy. And for a large part of our business, where the power of the brands is enormous, that is what really makes sense. Certain customers don't buy chocolate. They buy Toblerone.

In the world of souvenirs, that's not necessarily the case. When you buy a magnet or a t-shirt as a souvenir of your visit to Los Cabos, the brand is not as important as the product itself. And we also realized that, for a large proportion of the category, there was not that much lo-

cal production of the majority of the products. The London Bridge magnets that you can buy in a souvenir store are probably manufactured in the other corner of the world... and they are not different to those on sale on the high-street.

By entering into the production line, we manage to industrialize the process a little bit. But more importantly we keep better control over the whole process: from influencing the design, to getting Dufry-exclusive items, to managing the delivery. We gain in flexibility and enhanced ability to give a more structured approach to the souvenirs category, with stronger sense of place.

### **And how has the been experience so far?**

We are currently running pilot stores in two locations – Mexico and Canada – with two different approaches. In Canada, we have focused on food products. With a very strong sense of place, we have created a brand – Explore Canada – for local food products like maple syrup. The approach here is the one of a traditional white-label, where we identify a quality supplier of local products that applies our label to their product. The Explore Canada brand makes the connection with the rest of the store space and the sense of place makes the magic.

In Mexico, we decided to work on other products from the souvenir category: magnets, but also mugs, keyrings, bags... all products that we can use to make a strong connection to the destination. Unique products by their design, they become exclusive to Dufry stores in the location.

Both of the experiences are proving very satisfactory and we are exploring further opportunities and of course areas to improve. The future for us is a hybrid model that combines our original strategy with this new experience.

### **Do we have a name for our private label – as other high-street retailers – or will that remain anonymous for the end customer?**

In the world of souvenirs, there is nothing truly global! We have two umbrella brands: Explore [+ Location] (for example Explore Canada) and Around the World [+ Location] (for example Around the World... Mexico). But there are existing brands, like Glorious Britain, with high acceptance in the market, that we will keep using.

### **Dufry demands very high quality standards, including ESG standards. Are we applying the same requirements to ourselves?**

Of course! ESG (Environment, Social and Governance) is a big thing amongst all Dufry suppliers, and we have made significant inroads in ensuring that they adhere to the principles of our Supplier Code of Conduct. When selecting the product suppliers for our private label, we have taken the same duty of care as when engaging with large multinationals like Nestlé or Mondelez. And to some extent, with our private label, and especially in the souvenir category, we now have higher visibility over the whole value chain – from the factory to the shelves – so we can better ensure adherence to our ESG standards.

### **With the upcoming development of the Food & Beverages business, do you anticipate more opportunities for the Food category and the private label?**

We are just at the start of the journey! But the answer is a round: Yes. We already have very positive experiences in snacking in Hudson, who have been marketing their own brand “Traveler’s Best” for some time now with very positive results.

## **About the rest of the product sub-categories: how they are accommodating to the new consumer demands?**

Consumer behavior is changing and it is a global thing – of course more accentuated in certain geographies. There is increasing demand for wellbeing and sustainability. And these are being two important drivers in the development of the category, especially in food and confectionery.

The range of products on offer is now higher. We engage with traditional suppliers to cater the need for “healthier” options. These include reduced sugar, reduced fat, vegan products... that co-live side-by-side with the traditional assortment. Brands like Kusmi Tea for example, focus on specific health benefits, and they are making their Detox product line a sound success.

At the same time, we are looking at bringing new brands that connect with this need. From products that highlight health supplements (high protein content, rich in vitamins) to others that put the focus on natural ingredients (vegan, organic, natural).

On top of product range selection, work also is being done on how we showcase these products in store. There are shop-in-shop concepts, with the latest launch of Mind. Body. Soul. (see article in this issue of Dufry World) that create the perfect environment and offer a multi-category product assortment, all connected with well-being. But the approach is diverse and customized to each location.

## **IN A MINUTE:**

**A meal:** Gyoza

**A book:** As soon as I have time... when I will retire

**A city:** Paris... but many more

**A film:** Once Upon a Time in America

**A hobby:** Cooking with my children

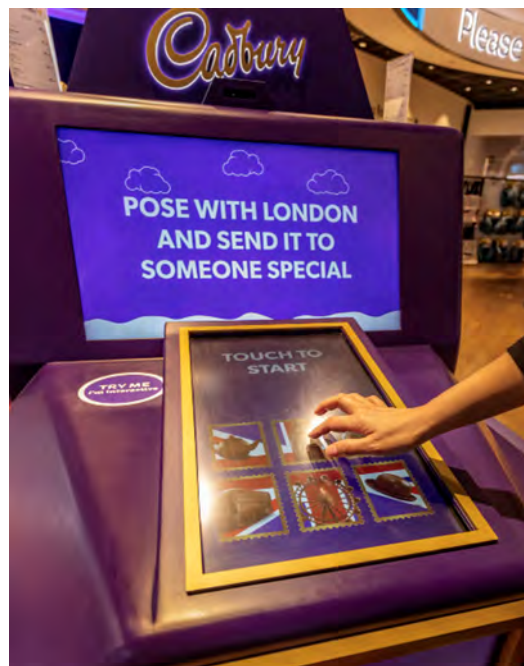
**A leader:** Xavier...

**An airport:** Zurich

# Best of Britain



Dufry has partnered with Mondelez World Travel Retail to launch a permanent Cadbury installation at Heathrow Airport's Terminal 3. The installation underlines Cadbury's British heritage and brings some of the UK's most famous landmarks to life. These include the Big Ben, the London Eye and the London black cab.





The key piece of the installation is a product display housed in a London black cab-inspired gondola. The gondola offers playful customization on the windscreen and a personalized postcard element on the bonnet. Customers can take commemorative photos and add them to a Cadbury postcard, which can be sent to friends and families.

📍 Regional News

## New Hudson Nonstop Store at Nashville International Airport



During the month of June, Dufry's affiliate Hudson announced the opening of its Hudson Nonstop shop, powered by Amazon's Just Walk Out technology, at Nashville International Airport (BNA).

With an extension of over 1,000 square feet – equivalent to 92 m<sup>2</sup> – the Nashville Hudson Nonstop store features a unique twist that makes it different from other existing Hudson Nonstop stores, by exclusively offering only food and beverage products, so that travelers can explore and discover Hudson's expansive grab and go portfolio. This includes everything from Hudson's proprietary brand, Traveler's Best, to a wide selection of food and beverage items that provide healthy offerings, local representation, and above all, convenience.

As with other Hudson Nonstop stores equipped with Amazon's Just Walk Out Technology, customers can enter the shop by simply swiping their credit card or hovering their palm over an Amazon One device – Amazon's palm recognition service – grab their goods and walk out without queuing at the till. The opening at BNA is a testament to the extraordinary success of the Hudson Nonstop concept, and further execution on Hudson's growth strategy of innovation, driven by a deep understanding of travelers' needs, combined with state-of-the-art technology.

# Dufry Wins a Four-Year Contract Extension at Kuwait



Dufry has extended its duty-free contract to operate the two duty-free stores in Terminal 1 at Kuwait International Airport, for further 4 years until 2026. As part of the new agreement, Dufry will completely refurbish its existing stores – operated in partnership with That-Es Salasil – occupying a total retail space of 384 m<sup>2</sup>.

The longstanding partnership of Dufry and That-Es Salasil is a proven cooperation, which has been successfully operating at Kuwait International Airport since 2006. During this time, both partners have built up a detailed understanding of the airport's customer profile and expectations.



When the store refurbishments are complete, customers will be able to enjoy an extended product assortment and a new, curated selection of jewelry and sunglasses. These will complement the current product offerings featuring international brands covering all the main travel retail categories including perfumes & cosmetics, food and confectionery, as well as

tobacco and luxury goods. Customers will also benefit from Dufry's expertise in serving Middle Eastern markets, acquired over the many years of operating 26 duty-free shops at 5 airports in the region.

 Regional News

## Contract Extension at Las Vegas



Hudson has secured a contract extension with the Clark County Department of Aviation, to continue operating stores at Harry Reid International Airport (LAS) in Las Vegas, USA, until 2038. The new contract extends a partnership dating back to 2003, underscoring Hudson's continued adaptability in evolving with trends and exceeding the needs of travelers, with LAS serving a record 51.5 million passengers in 2019.

As part of the new contract, Hudson will transform its retail and digital portfolio at LAS. Hudson will convert 17 of its 31 existing stores into all new concepts in 2022 and 2023, increasing its travel convenience and specialty retail footprint and complementing its current premium brand offering, including duty free. The new stores will feature striking design elements inspired by "The City of Lights," additional product selections from local brand partners like Ethel M, and expanded digital touchpoints.

Spanning more than 25,500 square feet (around 2,370 m<sup>2</sup>) across Terminal 1, Terminal 3, and the D Gates, the reimagined stores will include Hudson's travel convenience concepts Hudson and Hudson Nonstop, as well as other specialty retail concepts. These include Brookstone (with innovative products in categories such as audio, gadgets, luggage, STEM, travel accessories, and wellness), Evolve by Hudson (which blends travel convenience with specialty retail), The Atrium (Hudson's specialty retail experience with branded shop-in-shops inside), Sunglass Hut (eyewear) and UNOde50 (jewelry).

## «Destination 2027» presented at Capital Markets Day 2022



**Dufry has presented its new company strategy “Destination 2027” to the financial community at the 2022 Capital Markets Day on September 6<sup>th</sup> in London, after having shared it internally in a dedicated employee Townhall-Meeting.**

By Renzo Radice

Immediately after entering the venue – and even before saying Good Morning – one of the investors attending the Capital Markets Day 2022 told us: “I have never been invited to such a Capital Markets Day – Congratulations”. This is just one of the positive reactions we received throughout the day by our guests including investors, financial analysts, journalists and representatives of our bank partners.

### **Immersive Experience**

Indeed the idea of presenting the new strategy “Destination 2027” as an immersive experience was well received and provided impressions for all senses, where guests could



Dufry CFO Yves Gerster, addressing questions from investors

see, hear, touch, test, taste and debate on the strategy and the financial implications presented on stage by Xavier Rossinyol and Yves Gerster.

As you know, the strategy outlines our way forward and defines the goals to be achieved by 2027, building on four key pillars, as summarized below. You can also review the detailed content of our new strategy “Destination 2027” through this [link](#).

- **“Delivering the travel experience revolution”** by bringing together travel retail and travel food & beverage in one offering. An offering that has more contact points with travellers and provides a seamless and personalised experience, both in the stores and digitally.
- **“Diversifying our geographical presence”** including a focus on the highly attractive and resilient US market, a focused strategy for Asia-Pacific and the Chinese travellers, as well as an organic business development for the Rest of the World.
- Further foster a **“Culture of continuous operational improvement”** across all our business activities to drive efficiencies and cost savings. This will allow us to generate sustainable cash flows while investing in innovation and growth.
- **Incorporate ESG across all pillars** and make it an inherent part of our business as a connecting element.

### Visual impressions

With this article we focus on sharing with you some visual impressions and a video of the Capital Markets Day, presenting the different exhibits build for the participants to create for them the immersive and live experience. Click over the following [link](#) and check a short video of the event



Area devoted to Sunglasses blending traditional and digital store formats for an enhanced consumer experience.



The beauty space recreated a digital-Immersive, with 360<sup>a</sup> screens and a Beauty Box (left) where attendees could play and discover the best treatments for you. A nod to the Dufry's store of the future!



Are you a Whiskey person? What's your Whisky? With informative panels, attendees to the event could discover the best whisky option for them! Diageo, with Tanqueray 0.0 – alcohol free gin – showcased one of the fastest growing products in the category.



"A new retail movement starts today". That opened the door to attendees to discover Dufry's vision of retail for the next 5 years. With videos and digital elements, attendees enjoyed an immersive experience of Dufry's vision outlined in the Destination 2027 strategic plan.



Food, beverages and WorldClass retail, a winning combination! During the event attendees had the chance of experiencing the proposition that Dufry will bring to live in the coming years.



 People

## Welcome, Katrin Volery

Katrin Volery, Dufry's Chief People Officer, joined Dufry during the month of September. In her role, and reporting to Dufry's Group CEO, Xavier Rossinyol, Katrin will

take responsibility over the Human Resource function, with the purpose of forging and implementing strategies that will further enable the energizing and focusing of the Dufry team.

An important area on Katrin's agenda will be to further develop Diversity and Inclusion, with the aspiration of mirroring the diversity of Dufry's customers within our teams. She will equally focus on Global Total Rewards, Recruitment & Talent Management, and Learning & Development.



With a broad wealth of experience in different companies and industries, Katrin knows how to work within matrix organizations, with local operations in multiple countries and across many cultures, as is the case with Dufry.

 World Class

## Mind. Body. Soul.



Now, more than ever, consumers are increasingly recognizing the need to take care of themselves whether that be how they exercise, what they eat, what treats they buy and so on. According to research carried out with over 7,500 consumers in six countries by the international business consultant McKinsey, 79% of the respondents said they believe that wellness is important, and 42% consider it a top priority. In fact, consumers in every market that was researched, reported a substantial increase in the prioritization of wellness over the past two to three years.



This trend is reflected in the offerings that brands are making available to their customers and that has resulted in a vast array of exciting and new products to promote health, fitness, relaxation, healthy eating, improved sleep and overall wellbeing.



Committed as our business is, to keep up with the market and adapt to new consumer trends, Dufry has developed a new retail concept known as “Life Elevated”. Created to meet the increasing consumer interest in purchasing healthier and more sustainable products, the “shop-in-shop” concept stores will offer a range of nutritious, energy-focused foods for health conscious customers, alongside sustainable products for a better environment, and many relaxing products that help promote a sense of wellbeing.



At the beginning of September in Amman, Jordan, Dufry officially unveiled its first Mind. Body. Soul. shop-in-shop concept store which provides a defined destination area for consumers to easily shop products aimed at enhancing well-being. Similar stores are now set to be opened in other Dufry locations in Brazil, Cambodia and Indonesia.

### Products and themes

Products from a broad spectrum of categories and brands are displayed under four different themes: Stay Healthy, Relax, Feel Better and Travel Comfort. The majority of the product selection is made up of locally sourced brands, but it also includes products from existing global brands, as well as new and innovative brands that meet the expectation of consumers in terms of their sustainability or wellness credentials.

- **Feel Better** – Under this subcategory we offer customers a wide range of new brands with organic and botanical ranges of skincare, body care and cosmetics to choose from.
- **Stay Healthy** – Here, customers can find products such as healthy and locally sourced food products, through to hydration bottles from Chilly’s, Fitbit activity bands, or smart watches.
- **Travel Comfort** – this offer includes Skincare travel sets, as well as travel comfort products such as pillows, earphones, power banks, portable massagers and adaptors.
- **Relax** – This subcategory is more focused on the sensory experience and includes candles and scents from international brands such as Rituals or Aqua di Parma – as well as Skincare and Wellness gift packs from innovative brands such as Long-Haul Spa or De-stress which are targeted for use in-flight and while travelling to promote relaxation and well-being.



## Store design

If the product assortment is an important element of this new retail concept, so too is the shopping environment. The minimalist design of the Mind. Body. Soul. space, with walls and furniture in a calming white color and simple shapes, and the use of sustainable materials and plants, reinforces the idea of sustainability and wellbeing and helps to convey this concept more strongly through the consumer's perception of the space itself. A kind of oasis of relaxation, aimed at improving the travel experience of our customers.

The inauguration of the concept in Amman was supported with a comprehensive set of online and in-store communication initiatives, including e-mailing campaigns to Red By Dufry members, a herbal tea bar at the entrance of the store and a Zen Garden.

## Regional News

# Exclusive Partnership of Hudson and The House of LR&C



Dufry's affiliate Hudson and the fashion house of Super Bowl winning quarterback Russell Wilson and Grammy winning singer-songwriter Ciara – The House of LR&C – announced in June, an exciting and exclusive partnership agreement. Two clothing lines from The House of LR&C will be carried in the US and Canadian airports, available exclusively in select duty-free and specialty retail stores operated by Hudson. The brand will debut early next year inside the Gallery ORD store at Chicago O'Hare International Airport (ORD) Terminal 5, with additional locations to follow.

For Hudson, this partnership is a great opportunity to strengthen its product portfolio with new and emerging brands that better connect with the new generation of consumers. With the values of Love, Respect, and Care, the brand works to blend fashion with sustainability, all

at an accessible price point. This can be seen through the environmentally-conscious materials found in every product, all the way down to the in-store experience, including the use of paper fiberboard hangers and Flowcodes.

Travelers will be able to shop a curated selection of products from Good Man Brand and LITA by Ciara, the accessible and sustainable luxury clothing lines inspired by the iconic, fashion-forward styles of Russell Wilson and Ciara. As the elevated menswear line, Good Man Brand includes a collection of crewnecks, polos, top-rated sneakers, and other apparel designed to help men look good, feel good, and do good. LITA by Ciara, which stands for “love is the answer,” offers a selection of contemporary dresses, sweaters, outerwear, and accessories intended as a “woman’s best friend in fashion” – a perfect match for Hudson, which prides itself on being the Traveler’s Best Friend.

The partnership announcement came at a time when both retailers were making significant strides in advancing their Environmental, Social and Governance (ESG) initiatives. Hudson, its parent company Dufry and The House of LR&C are passionate philanthropic partners working to break down barriers in local communities. Additionally, Hudson, Dufry and The House of LR&C are advocates of the UN Sustainable Development Goals (SDGs), and Dufry and The House of LR&C are signatory members of the UN Global Compact and have identified carbon neutrality targets.

 Regional News

## Kylie Cosmetics Debut in Brazil with Dufry



Kylie Cosmetics, the beauty brand launched by Kylie Jenner, has entered the Brazilian travel retail market in partnership with Dufry at São Paulo Guarulhos Airport. Kylie Cosmetics, one of Coty's latest brand successes, connects very well with a new profile of young, passionate, social and digital savvy profile of customers. Through Kylie Jenner's social media channels, Kylie makes a strong connection with customers and fans, and that was a key element when designing the omnichannel communication campaign for the launch.

At Dufry's store in São Paulo, the immersive 360° campaign combined in-store animations with photo opportunities for customers to engage with the brand and share content on social media. The activations also invited customers to discover the brand and the products through disruptive and playful experiences.

To support the launch Brazilian influencer Amandinha and international make-up artist Ilde Goncalves hosted an event in São Paulo Terminal 3, to engage travelers with beauty tips and tricks featuring Kylie Cosmetics and Kylie Skincare products.

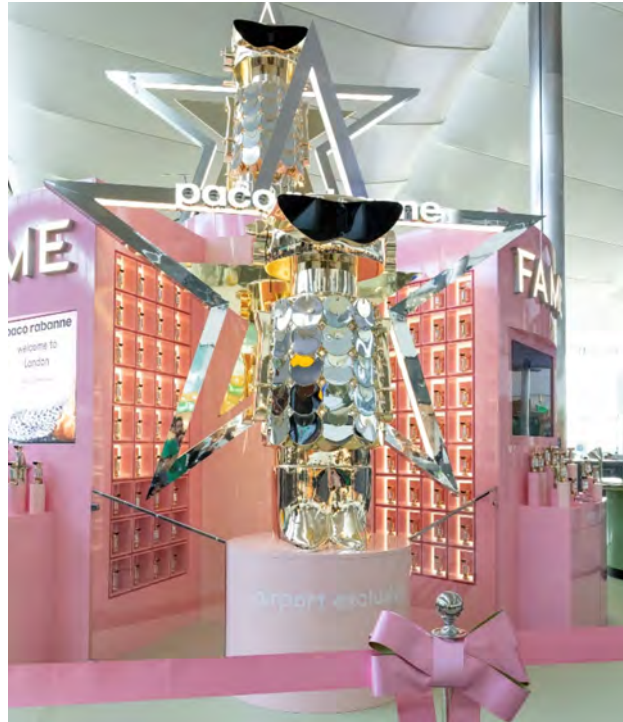


Influencer's event hosted at Dufry's São Paulo store



# Puig Chooses Heathrow for the Global Premier of Fame

PUIG has partnered with Dufry and JCDecaux to deliver a spectacular activation at London Heathrow Terminal 2, in support of the global pre-launch of Paco Rabanne Fame during the month of July.



With an eye-catching activation installed in the centre of the airside shopping area at Terminal 2 of London Heathrow Airport, Puig has given its first standalone grand feminine fragrance, Fame, a travel retail exclusive debut.

The activation featured engaging retailtainment elements that included a virtual reality game, personalization, and contactless fragrance discovery. The animation was supported by programmatic digital advertising and a high-profile digital screen media campaign to raise brand awareness and drive traffic to the pop-up.

On-trend and 'Instagrammable', the activation also featured a selfie station where travellers could take a picture with the Fame robot against a 'Wall of Fame' backdrop highlighting Paco Rabanne's robots. Customers could also personalize their purchases, hence creating an even more memorable, personable and shareable experience.



### **Iconic bottle... for an iconic-to-be fragrance**

Fame is the first-ever standalone feminine fragrance pillar from Paco Rabanne, underlining the brand's strategy to adapt its portfolio to appeal to more female customers - no other brand has three masculine fragrances in the top ten worldwide, including bestseller Paco Rabanne 1 Million.

The Fame fragrance is inspired by the creative, rebellious and daring DNA of the fashion house. The woody, floral scent opens with sweet mango notes, blended with pure jasmine and creamy incense.

Fame reimagines the Paco Rabanne Phantom bottle in a feminine light, foregoing silver for gold and dressing the playful façon in sunglasses and the signature Paco Rabanne chainmail dress. The striking bottle features an expression of the avant-garde styling which has defined the Paco Rabanne brand, from the 1969 bag, to the iconic chainmail dress.



Fame has a vegan formula and is made with 90% natural origin ingredients. Four acclaimed perfumers came together to create this grand feminine fragrance.

# Hudson Extends Contract at Birmingham-Shuttlesworth Airport



Hudson has extended its contract at Birmingham-Shuttlesworth International Airport in Alabama, United States, by a further seven years, continuing an association which began in 2003, and revealed its reimagined retail portfolio for the airport, which features strong Alabama influences.

Hudson has transformed four of its existing retail spaces in the A and C concourses into locally-themed stores and introduced a new specialty brand, Automated Retail. The new concepts include:

- **Civil Rights Trail Market by Hudson** – a convenience store concept that pays homage to the historic civil rights movement and the US Civil Rights Trail. Through a partnership with Lee Sentell, author of “The Official U.S. Civil Rights Trail: What Happened Here Changed The World”, the storefront dons an official timeline and powerful imagery of the national and local civil rights movements.
- **Magic City Market by Hudson** takes its name from Birmingham’s nickname, ‘The Magic City’, which serves as inspiration for the travel convenience store. The store’s exterior displays a colourful music and dance mural found in the city’s Theater District. The product selection in the store ranges from The Magic City branded apparel, to food products produced in Birmingham. Travel essentials and electronics items from Apple, Bose, Brookstone and other leading brands are also available in this space.
- **Sweet Home Alabama by Hudson** is named after the famous song and movie, with the store celebrating the best of the state of Alabama. The locally-themed travel convenience store has offerings across the categories of Media, Essentials, and Marketplace in addition to Destinations, which provides a distinctly Birmingham focused shopping experience with Sweet Home Alabama products.
- **Alabama Sports Connection** is a nod to Alabama’s strong college sports movement. The store offers sports memorabilia and apparel, with a large selection of branded merchandise from universities in the surrounding area, including Miles College, Samford University and UAB: The University of Alabama at Birmingham.

- **Automated Retail** – Redefining the traditional vending experience, Automated Retail is a 24/7 specialty retail brand destination specifically tailored to the local market. The vending offer features accessories from Happy Socks and animal toys wearing University of Alabama apparel, which can be purchased from an Automated Teddy Machine from Build-A-Bear Workshop.



# Marhaba to Marrakech



Marrakech is a true shopper's paradise and one of the most popular African destinations. Located at the foot of the Atlas mountain range, Marrakech is probably the most vibrant location in north west Africa. Over the years, it has attracted personalities and celebrities from all four corners of the world – including world famous fashion designer Yves Saint Laurent, whose famous Jardin Majorelle (Majorelle Garden) "pied-a-terre" in Marrakech remains as one of the major tourist attractions, together with the stunning Medina and amazing local architecture.

With such a high level of demand, operating a duty-free store at Marrakech airport that lives up to the standards of such an extraordinary city seems a difficult challenge to achieve. The 2,094 m<sup>2</sup> walkthrough store that Dufry operates at this airport is nonetheless up to the challenge. Completely renovated in 2019, the Dufry Marrakech store blends ancient and modern to reflect the rich heritage and modern vibrancy of the city. The store evokes the spirit of the "Red City" (as the medieval stone and adobe wall surrounding the city is called) and its world-famous Medina and offers the customer an inviting shopping space with an attractive assortment. From global brands to local products, with a special emphasis on local confectionery, wine and Moroccan beauty brands. To all our customers we say "Marhaba (welcome, in Arabic language) to Marrakech!"

# Suggestions

Dear colleagues,

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

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