


DUFRY WORLD


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**CORPORATE
MAGAZINE**
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A Successful Year with Many Important Accomplishments

The positive momentum we have seen accelerating during the whole of 2022 continued into the last months of the year. Despite some persisting geopolitical and economic challenges, the current trading environment remains positive and our customers maintain their propensity to travel. This has allowed us to make good progress with the many initiatives we have ongoing, which ultimately all focus on taking the company to the next evolution level.



Xavier Rossinyol, CEO Dufry.

Strong third quarter results 2022

In the first nine months 2022, our turnover almost doubled and reached CHF 5,037.7 million coming from CHF 2,922.2 million in the previous year. Whilst all our operations contributed to the positive performance, the holiday destinations in the Mediterranean region, Southern Europe, Middle East, Central America and the Caribbean led in terms of driving our performance. The USA remained strong and South American countries having traded upwards. Even in the APAC region, we saw an increase in activity, specifically in Australia and parts of South-East Asia. We also achieved strong improvements at CORE EBITDA level reaching CHF 463.7 million and a margin of 9.2% as well as for the Equity Free Cash Flow (EFCF), which came in at CHF 337.4 million.

In the third quarter, we won two important contracts, which will contribute to the resilience of our business going forward. One is the duty-paid contract at Chongqing International Airport in Western China, where we won the tender for the 5-year contract to operate five duty-paid boutique stores in the airport's Terminal 3A. The second is the 15-year joint-venture contract to operate and manage duty-free outlets in the Kempegowda International Airport Bengaluru (KIAB) new Terminal 2, the third-biggest airport in India handling over 33 million passengers each year.

"Destination 2027" - Implementation started

I am very pleased to confirm that following the presentation of our new strategy "Destination 2027" in September, we have immediately started working together on its implementation. On the one hand, we are currently defining the detailed action plans for each of the four pillars - Travel Retail Revolution, Geographic Diversification, Operational Improvement Culture and ESG - to develop dedicated specific initiatives. On the other hand, we also have good and positive examples of initiatives already implemented successfully.

Besides the launch of the MIND.BODY.SOUL shop-in-shop concept in Jordan, Brazil and Bali as well as the Private Label initiative piloted in Canada and Mexico, we have also implemented Emotion+. This initiative allows our brand partners to access our in store and online channels to better engage with our customers and provide them with a full immersive experience that presents and showcases their products to best effect. A full description of Emotion+, which we have already sold in 200 packages to the largest brands in 2022, is available in [this Dufry World issue](#).

Important steps for prospective combination with Autogrill

With respect to the planned business combination with Autogrill, we have made several important steps in the third quarter. First, we received the approval of our shareholders at the end of August to issue the necessary new shares, which we will exchange for the 50.3 % participation in Autogrill held by the Benetton family. Second, we have also received first regulatory and antitrust approvals in important jurisdictions such as the United States of America and the United Kingdom. We therefore still expect to close this first step of the transaction by the end Q1 2023 as planned.

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

Thank you for participating in the Diversity & Inclusion Survey

I would like to thank the 15,999 colleagues who have participated in this year's Diversity & Inclusion Survey and have taken their time to share their views and suggestions with us. Overall, we have reached a response rate of 63% with feedback from 63 countries. These are important contributions, which we will now carefully analyze, to help us develop the right initiatives to improve where needed and foster our strengths. Sarah Branquinho Chief Diversity & Inclusion Officer provides you with more information on the D&I initiatives and achievements implemented in 2022 in her [article in Dufry World](#).

Finally, as well as highlighting contracts won and new experiences we offer to our customers worldwide, this edition of Dufry World also features an interesting [interview](#) with Katrin Volery, our Chief People Officer, who has been part of the Dufry family since September and who will join the Global Executive Committee (GEC) as of January 1, 2023.

I wish you and your families an enjoyable and happy holiday season and I thank you again for your ongoing motivation and support for our company. We have a strong team and I am looking forward to continuing to work closely with all of you in 2023.

Sincerely,
Xavier Rossinyol

Retail and Food & Beverage Experience at Dallas Fort Worth



Last September, Dufry’s affiliate Hudson, unveiled its combination Decanted and Hudson Nonstop concept at Dallas Fort Worth International Airport (DFW), blending retail and dining options side-by-side. Located in Terminal B and with over 1,600 sq ft. – approximately 150 m² – the new space brings together Hudson’s first wine bar and its travel essentials store, which combines Amazon’s checkout-free technology and palm recognition service, into one walk-through location.

Decanted, which offers breakfast, lunch, dinner or tapas, is trimmed with modern finishes and houses 25 seats. The menu takes “an elevated approach” to traditional wine bar cuisine, anchored by an expansive drinks menu.

After satisfying their cravings, travelers can walk through to Hudson Nonstop for a checkout-free shopping experience.

To enter, either from the adjoining Decanted or directly from the terminal concourse, travelers have the option to swipe their credit card or hover their palm using Amazon One, a contactless way for people to use their palm to enter, identify and pay.



They Believed They Could, So They Did



“They believed they could, so they did”. This inspiring quote encapsulates very well the attitude of the 20 participants of the class of 2022 of Dufry's program in Brazil, which offers a comprehensive work and life experience program to young people from disadvantaged communities near Rio de Janeiro Galeão Airport.

At this year's graduation event, Sarah Branquinho, Chief Diversity & Inclusion Officer, represented Dufry CEO Xavier Rossinyol and gave the valedictory address to the students, who were supported by close family members.

Tribute to the students was also made by Humberto Motta, President of Dufry Brazil; Gustavo Fagundes, Chief Operating Officer for South America; and Katrin Volery, Chief People Officer, who assisted Sarah with the presentation of the graduation diplomas and a copy of the poster with this famous quote, in recognition of the determination and effort made by them and as a reminder for their future.

CTA CONTENT – 3 MODULES

<p>World of Work</p> <ul style="list-style-type: none"><input type="checkbox"/> Dufry World<input type="checkbox"/> Daily reading newspapers and magazines<input type="checkbox"/> Legislation and regulation to work<input type="checkbox"/> Bullying and Sexual Harassment<input type="checkbox"/> Compliance<input type="checkbox"/> English<input type="checkbox"/> Information Technology - IT<input type="checkbox"/> Human Relations<input type="checkbox"/> Entrepreneurship<input type="checkbox"/> Sales and retail techniques<input type="checkbox"/> Store Coordination<input type="checkbox"/> Basic Portuguese<input type="checkbox"/> Work Interview Preparation<input type="checkbox"/> And other	<p>Contemporary World</p> <ul style="list-style-type: none"><input type="checkbox"/> Environment and selective garbage<input type="checkbox"/> Quota and affirmative action policies<input type="checkbox"/> Healthy eating, body and mind care<input type="checkbox"/> Abusive use of alcohol and other drugs<input type="checkbox"/> Racial issues in the corporate world<input type="checkbox"/> Gender and sexuality<input type="checkbox"/> LGBTQIA+ visibility<input type="checkbox"/> Feminism<input type="checkbox"/> Masculinity<input type="checkbox"/> AIDS and contraceptive methods<input type="checkbox"/> Citizenship: Social, civil and political rights<input type="checkbox"/> And other	<p>Extra Muros (Outside the walls)</p> <ul style="list-style-type: none"><input type="checkbox"/> Internship experience in the administrative sectors<input type="checkbox"/> Internship experience in stores<input type="checkbox"/> Visit to museums, cultural centers, theaters, libraries, parks, squares<input type="checkbox"/> Film sessions<input type="checkbox"/> Transfer experience in Public Transport<input type="checkbox"/> Cultural tour through the city
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This social promotion program, that started in Rio de Janeiro, Brazil, in 1995, is helping young people from very disadvantaged backgrounds to shape their own future and equip them with skills to increase their employability. A moving address was also given by Paulo Henrique Bezerra, who was a student on the program in 2003, and is now shop supervisor at Dufry's operation in Galeão Airport, Rio de Janeiro.

The daily classes over a 7 month period cover three modules (see box) and are attended by 18 to 20 year-old students of different genders, sexual orientation, nationality and ethnicity. They all receive free meals, uniforms, school and educational materials and transportation assistance.

Dufry then supports participants in their first steps into professional life. Some join the Dufry team or are employed by other supportive companies, and those who do not immediately find employment are given ongoing support in finding an educational or career path.

This program is also an institution amongst Dufry employees and one of the initiatives Dufry Brazil staff feel very proud of. Our staff in Brazil act as mentors to the program's students and every year more than 60 volunteers from both Dufry and its Brazilian partners get involved. Many of them were at this year's graduation ceremony.

Before the ceremony, Humberto, Gustavo, Katrin and Sarah had an opportunity to talk to the students. Every one of them felt that it had been a life-changing experience. They had discovered self-confidence and self-worth, and many were extremely emotional.

Over the 25 years that this program has run, it has proven to be a great success. Employability rates usually reach high levels for participating students and since Dufry started its collaboration, over 730 young people have benefited.

Dufry Kenya Awarded as Best Retail Outlet



Holding the award is Mario Dinis, General Manager of Dufry Kenya; accompanied by Julius Njau, Country Finance Manager (left); and Mercy Kandie, Country HR Specialist and Anthony Nyale, Country Product Manager (right).

Dufry Kenya was named Best Retail Outlet at the annual Aviation Business Excellence Awards (ABEA) in Nairobi, Kenya.

The ABEA awards, first launched in 2018 by the Kenya Airports Authority (KAA) in collaboration with the Kenya Institute of Management (KIM) as an annual program, are designed to help drive the development of Kenya's aviation industry. They are presented to members of the aviation industry, including airlines, cargo and ground handlers, hospitality and aviation support service providers such as the travel retail operators.

These awards seek to improve customer experience at the airports, recognize and encourage best practices within the industry with a view to making all the industry players more competitive. The awards are also an opportunity to bring all Kenyan aviation stakeholders together and to showcase business excellence beyond the Service Charter.

Just Landed!

Officially one of the Dufry team since late September, Katrin Volery, Chief People Officer and member of the Global Executive Committee as of January 1, 2023, landed in Dufry with the main challenge of putting people and talent at the forefront of Dufry's strategy, making Dufry a great and rewarding place to work. Born in Germany and holding a Swiss passport, she has a special ability to pick up languages and speaks seven, including German, French, English and Spanish!



Could you give an assessment of your first months at Dufry? What has struck you the most?

Overall, I believe that Dufry is a great company to work in and for. People are very open and as such, it is easy to reach out and talk. I have travelled throughout the main regions and visited the offices in Madrid, London, Miami, New York, Rio de Janeiro, São Paulo and Buenos Aires. It is important to me to meet people in person, getting to know the business leaders, the employees and of course the HR community.

If there is one thing that can describe Dufry from the years since the pandemic to today, it is "change and adaptation". Organizational, leadership, business, ways of working... How do you think that might affect the culture of a company like ours?

I think coming out of a pandemic such as the one we just had was a new experience for pretty much everyone in the world and all companies - this was not only the case for Dufry. Having said that I think what is apparent to me is that Dufry can count on its employees. I have seen a very loyal and dedicated workforce across the company, as I have travelled around the business. We need to make sure that we stabilize the business and the culture, that we recognize and value our existing talent and also succeed in attracting new talent. It is equally important that we support and train our employees accordingly so that they can continue to be their true selves and are also able to meet all the challenges that may come our way.

What's your plan for the HR function?

As I said, I'm currently in the process of meeting teams, understanding what we have in place and what the main challenges are. At the same time, we cannot lose focus of the recently presented strategy, Destination 2027, which maps out the priorities and the growth lines of the company for the next five years.

With all this in mind, we are currently working on refocusing the Global HR function to establish Centers of Excellence. A Center of Excellence (CoE) is basically a group of sub-functions within HR that uses best practices to develop and support critical capabilities, that align with the organizational priorities. These CoEs are:

1. **Global Total Rewards** that includes compensation & benefits, payroll, benchmarking, HR KPI's and Analytics and most importantly, the streamlining of global HR Information Systems.
2. **Global Recruitment, Talent Management & Development, D&I.** Recruitment, onboarding, induction, performance management, talent management & succession planning, career design, plan and development
3. **Learning & Training,** focusing on online and in the shop training for our front office people, plan for career path and succession planning. Redevelop content for back office people. Drive Assessments and development for top management.
4. **Global Policies, Rules & Regulations** as well as Organizational Design and Change Management

Xavier explained he will strive at creating a Dufry that mirrors the diversity of our customers. What's your view on the status of D&I at Dufry and can you make an assessment of the results of 2022 D&I Survey?

As Xavier speaks about Destination 2027 he clearly says that we need to make customers happy. In order to have happy customers, we need happy employees. A work environment where each one of us feels that they are being seen and heard; where we strive for a shift in culture in the way people think about diversity and inclusion. A diverse and inclusive workplace is one that makes everyone, regardless of who they are or what they do for the business, feel equally involved and supported in all areas of their work.

The D&I Survey is something to celebrate in my opinion. Not just because of the nearly 16,000 responses received – 63% response rate on average. But also because it is an opportunity for each of us to express our views and contribute in building Dufry's D&I agenda and the areas to prioritize.

I'm working closely with Sarah Branquinho and the rest of the team to analyze the responses received and we will be sharing results with everyone.

The D&I video training campaign, consisting of 6 videos that cover different areas of D&I, is another initiative that I feel proud of, as it is serving to increase general knowledge about D&I and how each of us can help in building a more diverse & inclusive, and hence, a better workplace for everyone.

In your opinion, what is needed to support employees in the task of looking after a family and advancing their professional careers, and succeeding in both fields?

Regardless of the gender, we all have personal and professional challenges to deal with and in addressing the topics of work-life balance, the involvement of everyone in Dufry is essential. That's a topic that came up in last year's D&I survey – and I think it is always on the agenda.

No one should see themselves in the situation of choosing between one and the other. I think there are many live examples within our organization that are testament to successful professional careers, that have also allowed people to meet and fulfill their family obligations. Again, creating the right corporate culture that allows any of us to raise our hand when needed, with the confidence that they will be heard and understood is key.

Tell us about yourself... what it is what you like most doing in your free time?

I love to travel which suits me very much in my global role. In summer I go swimming and running, in winter skiing. I also like to relax with a good bottle of wine.

IN A MINUTE:

A meal: Tapas specially Pulpo a la gallega (Spanish recipe of Octopus with Potato, olive oil and paprika)

A book: Lean in

A city: Barcelona

A film: Forrest Gump

A hobby: Running and Swimming

A leader: Xavier Rossinyol

An airport: London Heathrow

Hudson to Open Two New Stores at LAX



Hudson has been awarded two stores at Los Angeles International Airport (LAX) Terminal 3, becoming one of the first concessionaires to operate in Los Angeles World Airport's (LAWA) brand-new terminal.

As part of a 10-year agreement with Unibail-Rodamco-Westfield (URW), Hudson will open two stores totaling more than 3,100 square feet – equivalent to 288 m² – in Delta Air Lines' state-of-the-art concourse, bringing together the best of travel convenience, specialty retail, and digital innovation.

- **Evolve by Hudson** – a one-stop shop specifically tailored to the local market. At LAX, travelers will be delighted to find shop-in-shops featuring products from several categories, including luggage, accessories, writing instruments and toys. In collaboration with "CRAFTED at the Port of Los Angeles," local products from up-and-coming artisans will be featured, bringing the best of LA to the airport. Self-checkout and mobile POS are also available for quick checkout.
- **Hudson Nonstop** – a travel convenience concept powered by Amazon's Just Walk Out technology and Amazon One, a fast and frictionless way to enter, identify and pay with the palm of a hand.

The Hudson Nonstop shop is expected to open within the next few months, while Evolve is planned for early 2023.

The addition of Evolve and Hudson Nonstop to LAX T3 furthers Hudson's expansion of two of its most notable concepts, while also growing Hudson's retail footprint in the Los Angeles market. Currently, Hudson has 44 stores in eight of the ten terminals at LAX, including Tom Bradley International Terminal (TBIT). With these two new stores, Hudson continues to deliver an unparalleled and dynamic brand portfolio to LAX travelers, which exceeded 48 million in 2021.

New Duty-Paid Contract at Chongqing Airport in China



Dufry has won the tender for a duty-paid contract at Chongqing International Airport in Western China. The five year contract will enable Dufry to operate five duty-paid boutique stores in the airport's Terminal 3A.

This new contract win further consolidates Dufry's footprint in Asia and China, with Chongqing International Airport being the ninth busiest in the country, welcoming close to 45 million passengers in 2019.

Dufry has secured the contract for the Perfumery & Cosmetics category at Chongqing and will be creating five individual brand boutiques located airside for Chanel, Lancôme, Estée Lauder, Guerlain and Shiseido, and a multi brand fragrance store landside. The total retail space occupied will be 505 m².

Within the boutique beauty stores, Dufry will offer customers a wide range of products from the various iconic brands represented, as part of a world-class shopping experience.

Dufry has been operating in mainland China since 2009 with stores located in Chengdu, Macau and Shanghai.

D&I Survey Feedback



By Sarah Branquinho, Chief Diversity & Inclusion Officer

First and foremost, a huge thank you to the 15,999 colleagues who completed the 2022 Diversity & Inclusion survey: that's a massive 63% of Dufry's total workforce who took the time to share their perceptions and thoughts. In 28 countries, over 90% of employees responded!

For colleagues in 49 countries this was their first time to contribute, following the first 'pilot' survey across an initial 14 countries in 2021. It was also the first time that open-ended questions were included and these generated a massive 34,446 comments in 11 different languages.

This strong response is incredibly important in helping us to understand and focus on what your priorities are.

We are still working through many of the comments, but we want to share with you the broad themes.

The 'happiness' rating overall stands at 66 (out of 100). Against the four key pillars, the 'happiness' rating is 75 for diversity and fairness, 57 for inclusion and respect, 52 for recognition, and 52 for well-being.



What are our strengths?

- Diversity within Dufry is perceived as strong in all protected characteristics (gender, sexual identity, nationality, religion, age etc.)
- Feeling part of a team
- Comfortable to be ourselves at work
- A sense that colleagues care about each other
- Pride in working for Dufry and what we accomplish together

What are your main priorities?

- Access to open posts globally
- Fairness and transparency in the selection process for open posts
- Consistent and equitable career progression opportunities
- Appreciation and recognition for excellent contribution
- Opportunities to be heard and contribute positively to working processes
- A caring ethos which recognises and values individuals
- Less stressful and pressurised working environment

We are now completing the evaluation of the comments, and over the next few weeks will be sharing the results for each country.

Early in the New Year we will be sharing more about our commitments in 2023 to meet and address the issues that you have identified as priorities. In the meantime, our recruitment drive continues to relieve pressure on some of the teams that have not yet regained full strength since the pandemic.

Duty-free Joint Venture Contract at Bengaluru Airport



Dufry has secured an additional 15-year contract to operate and manage duty-free outlets in the Bengaluru Airport's new Terminal 2. Dufry will be operating these new outlets in a 50:50 Joint Venture with airport operator Bangalore International Airport Limited (BIAL).

A global-open tender was launched in November 2021 and attracted participation from leading duty-free operators worldwide. The contract embraces more than 3,600 m² of retail space spread across International Departures and Arrivals in the new terminal. Kempegowda International Airport is the third-biggest airport in India handling over 33 million passengers each year (based on 2019 data) and Terminal 2 has been built to meet increasing passenger traffic in the years to come.

The joint venture is not restricted to core duty-free shops and will therefore enable Dufry to also explore opportunities for luxury retail and other formats.

Dufry, through its subsidiary Nuance, has operated duty-free shops at Kempegowda International Airport Bengaluru since 2008.



Hudson-Sunglass Hut Agreement Renewed



Dufry’s affiliate Hudson has extended its alliance with SunGloss Hut in a deal that enables it to operate new standalone SunGloss Hut travel retail stores exclusively in the US and Canada.

Hudson currently runs 6 of SunGloss Hut’s 32 standalone travel retail locations in North America and more than 50 SunGloss Hut on-the-go corners in North America.

In 2020, Hudson and SunGloss Hut partnered to create an integrated brand experience through branded on-the-go corners in Hudson’s travel convenience stores. Since their launch, the corners have provided travelers with an immediate and cross-category shopping experience. The Hudson-operated stores will meticulously emulate the SunGloss Hut experience.

Each store will boast an extensive selection of styles and designs to allow travelers to explore new brands and find their go-to favorites. This includes some of SunGloss Hut’s most recognizable and powerful brands, such as Oakley and Ray-Ban.

Mobile POS and other frictionless checkout capabilities will also be available, making it even faster and more convenient for travelers to purchase their premium eyewear.



Emotion+: When Online Meets Offline

Emotion+. That's the chosen name for a Dufry marketing initiative aimed at enhancing Dufry's customer experience by blending the online and offline channels together to offer an impeccable customer journey.

If in the the past, Dufry have launched many campaigns focusing only on in-store activations or digital presence, with this initiative Dufry integrates all communicaiton chanelns into one single proposal which as result permits better engagement with our brand partners and offer a paramount experience to customers in a new travel retail ecosystem.

The main benefit of this integrated proposal is the possibility of building a story around the customer journey that will allow travelers to engage with their favorite brands and discover new products and brands, starting at the comfort of they homes and finishing in our stores.

With Emotion+ Dufry integrates all the passenger "touch points" in one single communication proposal to talk to passengers seamlessly across all channels, offering a cohesive and more impactful experience.

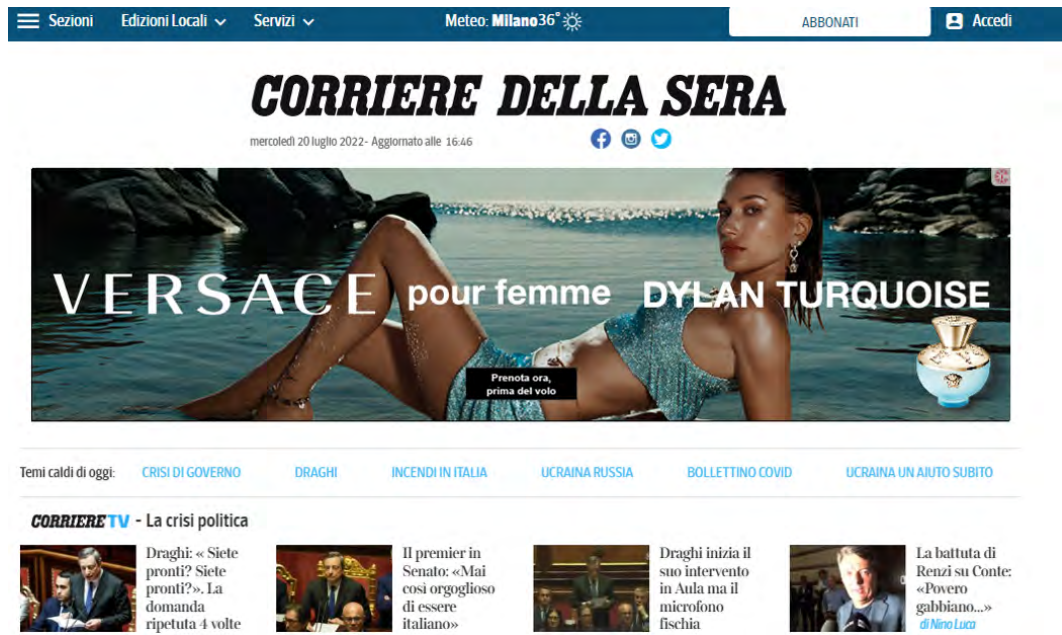
In practical terms, this means that we sell 360° promotional campaigns to brands; in store, where we offer physical space and time on highly-visible screens, and through all of our on-line channels. Part of the investment from brands is directed to reach travellers pre-trip through various online media (like for example with banners on Trip Advisor or in mainstream online publications).

Each campaign lasts one month and following the promotion, Dufry shares its learnings on awareness, impact and customer insights with the brands. In the following video you can see a detailed explanation of Emotion+ in motion.



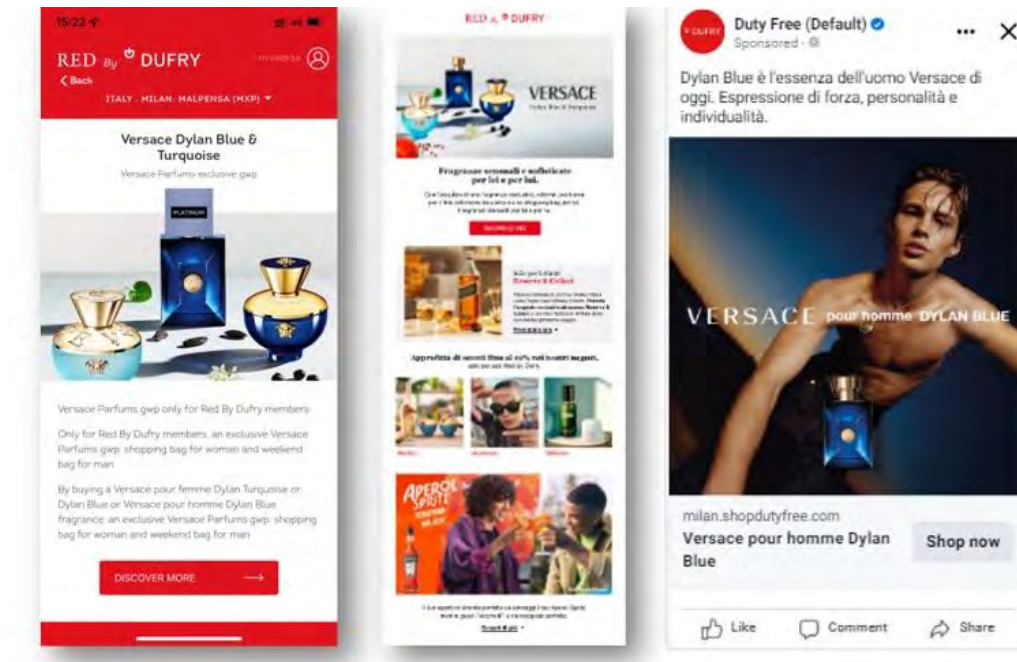
A sample campaign

In the following image gallery you can see a concrete example of a campaign carried out in collaboration with Versace for one of their fragrances. The campaign included paid advertising in mainstream publication (Corriere della Sera newspaper in Italy) as well as a banner in Tripadvisor.



Paid media: advertising in newspaper

The effort is backed with additional advertising in Red By Dufry and in Dufry's social media channels (Facebook in this occasion).



Advertising in Red By Dufry and Facebook post

The last part: an eye-catching activation in store (in this case Milan-Malpensa airport) where after all communications the customer has the possibility of engaging with the brand and complete the journey.



In-store activation

The results so far

The initiative is going from strength to strength; the best global brands have engaged, with more than 100 packages sold in 2022. During the month of October we reached 75 million impressions, achieving great visibility. The feedback from our partners has also been very encouraging; they appreciate how we are innovating and leading the way in coordinated, omni-channel promotions.

The Ultimate Fragrance Experience Lands at Heathrow Terminal 5



In November we saw the opening of our exclusive Penhaligon's Haute Parfumerie boutique in Heathrow Terminal 5. Penhaligon's is a quintessentially British fragrance brand, which was created in London in 1870 by William Henry Penhaligon.

Holding two Royal Warrants, Penhaligon's is one of the most sought after British fragrance brands and with this new sensory and interactive store, Dufry and Penhaligon's are taking customers on a fragrance journey unlike anything they've experienced before. Alongside the full Penhaligon's range, customers will discover an exclusive fragrance, "Brilliantly British", which can only be purchased at Heathrow Airport. Digital tools also help customers explore the many fragrances on offer, to find the perfect match for themselves, or to gift to family and friends. The customer's chosen product can be fully personalised with the in-store engraving machine and is then presented in luxurious packaging which can also be completely customised, creating a truly unique purchasing experience. This eye-catching Penhaligon's store is already proving to be a "must visit" location with passengers travelling through Heathrow, so be sure to pay a visit yourself when you are next flying through Heathrow!



Ten-Year Contract Extension in Charleston



The Evolve by Hudson store in Charleston will be similar to this one in Nashville airport.

With the ten-year contract extension until 2041 granted to operate in Charleston International Airport, Dufry's affiliate Hudson presented its transformative new retail and dining experience designed for this airport.

Over the next year, Hudson will bring together travel convenience, specialty retail, and food and beverage (F&B) under Dufry's global "Destination 2027" strategy. This combination of retail and dining program will contain some of Hudson's successful concepts, including Evolve by Hudson and Hudson Nonstop, a specialty shop-in-shop from TUMI, a standalone Sunglass Hut store, and a Chick-fil-A (one of the largest restaurant companies in the U.S.) location.

Opening in 2022 and 2023, these new stores - which will span more than 4,600 square feet (equivalent to 430 m²) - will join Hudson's existing five other offerings in Charleston International Airport, including a combination Hudson/Dunkin' and a Dunkin' mobile cart.

London Gatwick Gin Lounge



If you say gin, the first thing that comes to mind is the United Kingdom and London.

Gin is a big thing in the UK – and also in travel retail. It's not a new phenomenon, but a consolidated and firmly established trend in all geographies in recent years. In a relatively short time, we have seen the number of gins available multiply exponentially and the market has been filled with millions of options. From traditional dry gins to flavored gins, which today are a great commercial success.

Gins also offers a great opportunity to accentuate the sense of place or belonging. In this regard, Dufry has promoted the offer of local producers, sometimes from the city of origin where the airport is located. The Gin Lounge at London Gatwick pays homage to this popular product with a space that invites you to enter and immerse yourself in a host of colors and flavors. Our store's expert staff are on hand to accompany you on a journey of discovery... that can last for hours if you wish, exploring and experiencing brands and flavors you probably didn't know about. Raise your glass to a new G&T favourite and enjoy every sip!

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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