

DUFRY WORLD


WorldClass.WorldWide.

**CORPORATE
MAGAZINE**


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One Team to Deliver the Travel Experience Revolution



THANKS, THANKS AND THANKS.

EXECUTION, EXECUTION AND EX-
ECUTION.

Xavier Rossinyol, CEO Dufry.

We are delivering on our strategy

I am thrilled to see the progress we have made throughout our journey towards Destination 2027, since announcing the business combination of Dufry and Autogrill on February 3. A great deal of milestones have been reached, numerous challenges and obstacles have been overcome, whilst most certainly many remain ahead of us. What is unquestionable is that in a very short time, we have demonstrated that we can work as One Team of highly qualified professionals: united, motivated and with a common goal – to radically revolutionize our guests' travel experience.

Each and every one of you has made these important steps possible, and together with you we will continue to build momentum in the travel retail revolution. The summer period is now signaling the arrival of the most important months of our industry and with your continued efforts we will boost our performance which is even more important than ever. Your dedication and ongoing focus on the day-to-day business, driving sales and giving best service to our customers, is key to shaping our common future.

We are setting common Ways of Working and Clear Organizational Structure

The in-depth analysis of our operations in Travel Retail and F&B has given way to a crucial milestone in our integration journey: the definition of the new Ways of Working (WoW's). They fully reflect our One Team mindset. We have one shared goal for one company and one way of working, all to redefine the traveler's experience and create value for our brand and concession partners as well as our shareholders while doing so. Our WoW's clearly outline how we want to manage the business across all geographies and are interlaced with our global Key Performance Indicators: increase spend per passenger, strengthen cash conversion and renew and win contracts with best possible terms and conditions.

This milestone comes along with the design of our Standard Organizational Structure, which outlines and supports the way we manage our operations globally, leveraging our regional focus and global reach. You can find all the details [here](#).

#TravelTogether through the Integration

The Integration Management Office (IMO) team continues to work at full capacity. There are many streams and open projects – our global open positions posting "Grow With Us", a great example – that continue to crystallize and give shape to the new company. Perhaps the most awaited initiative is the creation and announcement of our new brand. Here we are making great steps, progressing as planned, and expect to present it to all of you, to our customers and our external stakeholders towards the end of September. The launch of our new brand will mark another major step forward in our journey together, as it will unite us all under a common visual identity.

While our new brand is significant, our main integration projects and initiatives led by the IMO are no less important. The IT organization of the future, the unification of the People platforms, the access to information, the identification of sources of added value... all are pivotal to the future of our company. I invite you to follow the IMO's regular updates on progress made and strongly encourage you all to participate in our global **Town Halls**; both aim to keep you informed of developments and progress in the construction of our new combined company.

The integration process is reaching its peak. With the planning phase completed, the synergies and value creation identified, the organizational structure designed and key appointments named, and the delisting confirmed, it is now all about execution. Nothing holds us back from accelerating the implementation of Destination 2027, closing off our special projects and working our way towards a 'business as usual' state as One Team.

New Brand soon - Legacy brands and cultures to be embraced

Our One Team will have One Brand arching across us all called [...*you will find out soon*]. All existing brands, legacies, histories and cultures will become part of our new family brand [...*name to be shared soon!*].

In this issue of Dufry World, you can read how our Destination 2027 strategy is becoming a tangible commercial reality, and how we as One Team shape and deliver on our objective of leading the travel experience revolution. What a powerful position to be in! The tenders for the operation of the duty-free stores in Spain are a clear example that concession partners not only believe in, but demand the combination of retail and food & beverage concepts. Our way of envisioning the future is rich with innovative concepts combining the best of the travel retail and F&B worlds. The results of these tenders – where we have won all five bids we submitted – underline the fact that we are going in the right direction. And we are going there together.

Our commitment to increasing customer centricity, surprising travelers with new experiences, is visibly impressive at our new luxury fragrance shop-concept Haute Parfumerie with its innovative "phygital" experience, which we first launched at Zurich Airport. The same applies to the extended and enlarged business presence at a key airport location such as Boston Logan International Airport, where again we have showcased targeted digital and experiential innovations that have captured the attention of our airport partners. Most recently we invited you to help us test the new version of our mobile loyalty app, Red By Dufry. We have enriched the app with new services and experiences from virtually trying on makeup products, finding the perfect fragrance, and tailored product suggestions through to partner

point rewards. While all these initiatives point us in the right direction, they also involve significant investments, a timely reminder to be cost-conscious and disciplined with Capex spending across our operations.

Delisting Autogrill, a step closer to One Team

We continue to take steps towards finalizing the legal aspects of the business combination of Autogrill and Dufry. We have just finalized the mandatory tender offer (MTO) launched in February and completed the sell-out and squeeze-out process to acquire the remaining shares. We will now be able to proceed to delist Autogrill from the Italian Stock Exchange and while the Autogrill brand will remain an important brand for our consumers, we look forward to the significance of this event for our combined company, taking a step closer to bringing us all together under a single brand later this year.

Let's keep going

As we take time to celebrate our success, we must keep our momentum; much remains ahead of us and the next few months will be crucial for the business, with major projects and developments coming to fruition in the second half of the year. We have made a strong start to the summer season in the northern hemisphere, our busiest time of the year, and let's exploit this energy, providing our customers with unique experiences and taking advantage of the strong uptick in the travel industry to grow further.

Once again, I want to thank each and every one of you for your dedication, motivation and support. I'm very proud of our team, all around the world, and I have no doubts that together we are building something great that will truly transform our industry. Let's continue this spirit of collaboration and reach for the highest heights that will undoubtedly lead us to success.

Warmest regards,
Xavier Rossinyol

Spanish duty-free Tender: Playing the Grand Slam



Heralded as the biggest duty-free tender in history, the tender for the renewal of Dufry's duty-free concession at Spanish airports has mobilized many internal resources at Dufry.

The whole competition has been a whirlwind of events, with plot twists and an unexpected ending that could be the basis for a blockbuster movie. It has been a tender that has put us to the test and that has enabled us to show what the company is capable of doing and proposing.

Background

From the very beginning, Aena operator of the Spanish airports, wanted to play big. The scene was set at the 2022 TFWA World Exhibition & Conference in Cannes where Aena presented in front of the world's leading duty-free operators, what was going to be the largest tender of duty-free shops in the airport industry. It includes over 85 duty-free outlets at 26 airports and occupying more than 55,000 m² of space, the equivalent of more than 7 football pitches.

As expected, soon after that all the main travel retail powerhouses expressed their interest in participating in the tender, and thus try to wrest a historic concession from Dufry (Aldeasa, acquired by World Duty Free and later by Dufry, has been the sole duty-free operator of all Aena stores so far). Some 13 companies representing ten large international duty-free groups applied to bid.

The tender

Without getting into all the details, Aena's strategy behind this mega-tender aimed at:

- Reaching more customers and boosting global sales
- Diversifying the business, expanding product categories and services, which included mixing retail and Food & Beverage concepts
- Incorporating and supporting the development and implementation of new technologies and digitization

The tender was divided into six different lots for which interested parties had to submit individual bids. This turned the tender into six simultaneous tenders, with bids that necessarily had to be tailored accordingly. It also imposed limits on the number of lots a single retailer could win (maximum of the 80% of the tendered business), even if its technical and economic offer was superior to that of the other bidders. This element required the definition of a strategy for the lots to bid for.

Our proposal

With this in mind, Dufry's teams – with the support and guidance of Autogrill's Food & Beverage colleagues – began to put together six proposals – one for each of the lots. And as a first step, they defined six different themes that would provide a link to the destination and serve to orchestrate the proposals in terms of store layout and design, commercial offer, marketing, sustainability, etc.

Weeks and months of intensive work resulted in six compelling proposals designed to win. Knowledge of the market and passengers, airport operations and industry best practice, as well as innovative and groundbreaking concepts such as Mind.Body.Soul. and our firm commitment to digitalization and sustainability, enabled us to develop technically flawless proposals capable of achieving maximum points.

With our homework done, it was time to strategize and make decisions, just like in a tennis match.

Not an easy task. Going for broke was not an option. Neither economically nor strategically, because one of the lots – the northern Spanish airports – was not the most attractive for us, but the terms of the tender required us to bid for it in order to be able to choose the jewel in the crown: Madrid Barajas Airport.

The results

Five bids – Five wins. Initially we submitted bids for three lots – Canary Islands, Balearic Islands and Mediterranean and Andalusian airports – and all three were awarded to Dufry, with technical proposals scoring over 94 out of 100. This speaks volumes about the quality of the proposals. Dufry did not submit a bid for the northern lot, which was awarded to another operator.

In this phase, for the Madrid and Catalonia lots, none of the operators participating in the tender submitted a bid. In the end, Dufry's bidding strategy benefited from this. Although both the Madrid and Catalonia lots were juicy and attractive for Dufry, the conditions imposed by Aena meant that presenting and bidding for all six lots would have meant giving up one of the other lots that we eventually won.

Once Aena had officially awarded us three of the lots, it was time to decide on the Madrid and Catalonia contracts. Bids were submitted... and as a result Dufry emerged as the winner of the two remaining lots. An exceptional result and the reward for a bold strategy.

The lessons learned

The tender organized by Aena was probably the first large opportunity we have had as a combined group to demonstrate how our Destination 2027 strategy can be implemented and add value. New commercial concepts, new commercial proposals, combination of travel retail and food & beverage concepts, sustainability, use of technology... The tender has been a great opportunity to demonstrate the full range of expertise and skills we have, thanks to the combination of the two businesses, as well as the desire of the different teams to work together. The results show that there is chemistry between the teams and that our value proposition has been accepted.

It is now time to deliver and to demonstrate that we have the tools to truly lead the transformation of the travel experience.

The winning lots

Canary Islands - The theme chosen for the Canary Islands lot was "The Paradise". Either natural paradise, surf paradise, landscape paradise... the theme selected for the lot aimed to highlight the natural beauty of the islands - the southernmost European destination that welcomes more than 12 million passengers every year.



The stunning beach of Las Canteras in Gran Canaria serves to give the welcome to a Duty-Free Paradise.



The lunar landscape of Lanzarote's volcanoes inspires the design of Dufry's spectacular proposal.



Blending retail and F&B, the proposal included a tasting bar branded by 3 Michelin star chef Dabiz Muñoz.

Balearic Islands - For the Balearic Islands, the theme was Choose Green Memories, making the connection with the nature, the environment and also with the rich landscape of this mediterranean spot. But there were many nods to make the connection with the destination: from Rafa Nadal to the world-famous Ibiza clubs, all of which served to build a strong sense-of-place.



Through a huge video wall in the checkout area, the Ibiza store reminds us of the importance of the underwater ecosystem and the importance of taking care of our seas.



Mind.Body.Soul. shop-in-shop concept is a key element in the Mallorca proposal.



Clubs are an important element of the Ibiza offering, and Ushuaia is THE place to be in the island...

Mediterranean and South – Under the theme “The Art of Gifting”, Dufry’s proposal for this lot was about all you can bring back home after visiting the destination and aiming to make the connection with a varied offering, which include local products, curated perfumery and spirit selections.



Haute Parfumerie concept, to make its Spanish debut in Malaga airport.



Alicante's Gifting Station is the centerpiece of the Perfume and Cosmetic space of the mainstore.



Malaga's Discovery Bar, branded by Spanish sherry producer Tio Pepe, invites travelers to take a bit of Andalusia back home with them.

Madrid - "Open for you" was the theme selected for the Madrid lot. And reflects the openness of the city that welcomes passengers from many nationalities. Being the largest airport of the country, it was also the best possible scenario to showcase what Dufry in combination with Autogrill is capable of delivering.



Tasting bar in the middle of the store: a nice opportunity to try-out and take with you.



Food markets are a big thing in Madrid, and this is reflected in our proposal, giving a very strong sense of place to the proposal.



Pawspart is Dufry's proposal to cater to the emerging category of fashion for pets.

Catalonia – Culture, gastronomy, innovation, sports... are concepts that are associated with Barcelona and the Catalonia region. From the great architect Gaudí to some of the most innovative cuisine in Spain, the Catalunya Amb Tu (Catalonia with you) concept brings this rich heritage to the passenger experience.



Gaudi's modernism, staged through trencadis (a type of mosaic made from broken chinaware) is present throughout Dufry's spaces at Barcelona's airport, the second most important in Spain.



Tasting bars in the middle of the retail space, an example of the sublimation of the retail and F&B proposal.



Barcelona is an airport with an important premium passenger profile, especially on long-haul routes, where the Haute Parfumerie concept is a perfect fit.

HMSHost International Expands in Qatar



HMSHost International has further expanded its presence in the Middle East through a joint venture with Qatar Airways at Hamad International Airport (HIA) in Doha. With 20 of our partnership's 24 stores now officially open, people on the move through Hamad International Airport can already enjoy a sensational portfolio of F&B brands, including a dazzling selection of our proprietary and bespoke brands. Here are the concepts now available in Doha:

Bespoke and proprietary brands: memorable for all the right reasons

Juice and food bar VIT is the perfect place for a quick and healthy recharge. An icon of tradition and with its history of excellence, Bar Motta, offers a selection of dishes inspired by the Milanese sweets brand. Wine bar Enoteca Giardino has created the largest indoor garden ever built in an airport, and is the travel hub's hotspot for Italian wines, antipasti and small plates. Transporting a buzzing Oriental food scene to the airport, Asia Street Cooking Ltd, takes care of guests craving for urban Asian-fusion food. Grab&Fly, serves drinks and small bites to go for travellers on the move and in a hurry.



Global favourites and emerging stars: a steady and familiar drumbeat

KFC brings their rich, decades-long history of success and innovation in chicken meals; Burger King lives up to their reputation for high-quality and affordable burger based menus; Costa Coffee, delivers their passion for perfection with finely brewed coffee and ready-to-go snacks and sandwiches; while positive eating focused Wagamama illustrates the idea that we feed our soul as well as our body, by using the freshest ingredients, served the second it is ready.



At Jones Social travellers can relax in its smooth tapas-oriented easy dining style. Jones the Grocer Express serves its popular single origin coffees, pastries, sandwiches, salads, soups and hearty mains packaged as portable. Comptoir Libanais was also introduced to the airport, with delicious, freshly prepared, Lebanese food in an oasis of flowers and colours.



Bakery brand Simit Sarayi is spreading Anatolian cuisine by blending it with international flavours. Eat Greek honours traditional Greek cuisine, bringing fresh, wholesome cooking to a contemporary and comfortable settings.

Summer 2023 set to complete full opening

The next four stores are set to open in mid-2023. Proprietary brand, Italian Kitchen Terracotta, will bring guests the satisfyingly familiar flavours of the Italian cuisine. Giraffe, brings its passion for seeking out the best in global dishes, and serves travellers the world on a plate. Le Petit Belge enters the country, bringing the best of Belgian cuisine and hops culture to the airport. Emerging global favourite; The Dosa Factory brings authentic Indian cuisine to the food court with the versatile favourite dosa in all its forms.

Hellenic Duty Free Shops to Plant 20,611 Trees

Hellenic Duty Free Shops, Dufry's operating brand in Greece, and **One Tree Planted**, a non-profit organization dedicated to global reforestation, have joined forces in a great initiative to celebrate Earth Month in May.

With a campaign carried out in our stores at Athens International Airport Intra & Extra Schengen Area and Thessaloniki International Airport, Hellenic Duty Free - through One Tree Planted - pledged to plant a tree for every purchase over €100 made in our stores.

Thanks to this initiative, 20,611 trees will be planted in Quebec, Canada, an area affected by unprecedented fires, where more than 120 wildfires across Quebec have displaced tens of thousands of people - including an aboriginal community - and choked the air of more than 100 million people in eastern North America. The Quebec wildfires have already burned 740,000 hectares of boreal forest.

The majority of Quebec's forest cover is boreal forest - the largest intact forest ecosystem in the world - making Quebec's forests one of the most ecologically rich ecosystems on the planet. They are home to more than 225 species of birds, 50 species of trees and 60 species of mammals, including moose, black bear, fox and caribou, so this is an really important initiative to help towards restoring the area's precious ecosystem.



Raising the Bar

In this issue of Dufry World, Enrique Urioste, President & CEO Latin America, invites us to discover one of the regions where Dufry enjoys a solid leadership position and where he is facing the challenge of developing the F&B business from scratch. A lot of work ahead, which will undoubtedly take time away from one of Enrique's passions:

motorcycling. Although he gave up the practice of sports such as polocrosse several years ago, the unique sensation of extreme challenges and wind in the face is something that is difficult to give up. Therefore, he has traded it for challenging routes and off-road motorcycle trips, many of them through the breathtaking landscapes that his native Uruguay offers.



Latin America and the Caribbean are traditionally strong markets for Dufry. Give us a picture of the market under your remit.

I like to say that I work for the sexiest and most fun region in the world! Who doesn't want to go on a cruise in the Caribbean? Who doesn't want to go to the Caribbean beaches or experience the wild nature that the entire southern cone offers us? Without pretending to be the official tourist board, it is clear that this is a vast and varied region with a wide range of vacation alternatives, where everything is still to be discovered.

Los Cabos, the Dominican Republic, the Caribbean islands... all appear in the top positions as vacation destinations. But beyond sun and sand, Latin America offers much more: tropical rainforests, ski resorts, indigenous cultures, history, heritage, some of the world's most important business centers... the possibilities are endless, as are the diverse client profiles we have in the 23 countries where we operate in the region. Of these 23 countries, 16 are in the Caribbean. We operate in airports, seaports (we are the only duty-free operator in the world that operates in these types of locations), cruise ships... and even a jewelry company - Colombian Emeralds International.

The region's business is split in two: South America is counter-cyclical compared to the northern hemisphere. The peak season is in the winter months of the northern hemisphere. The Caribbean and Mexico do have their high season, but from a sales standpoint, there is virtually no change in seasonality throughout the year.

Dufry's position in the region is very solid, how did it come about and what factors are responsible for this leadership?

Dufry's position in the region was achieved through the vision of Dufry's management, who understood the potential of the region and were able to carry out a very successful M&A program.

You could also say that the years of experience in the market, the heritage of the companies – then small – that have become part of Dufry over the years, are also at the top of the list. Nevertheless, this still requires the hard work that Dufry has been doing since the beginning.

The main risk of a bad integration is the loss of people, because knowledge disappears and the company is decapitalized. And we have done an excellent job. Airport operators trust us because of our expertise. Of course, for many other reasons as well, but mainly because they see us as close to them and that we therefore know their business.

One example. If you take any of our stores, you will see that the product range is a good combination of global and local products: for the local passenger, access to goods that are difficult to obtain or cheaper than in the local market; and for the tourist, to take home a little piece of the destination. This product selection, i.e. understanding what each person wants and choosing the right assortment, makes all the difference.

Based on these concepts, it's now time for raising the bar: we will offer more and better training for our employees, new store designs, unique products and experiences trying to surprise our passengers and achieve a "WOW" effect through experiential marketing. This will arouse the emotions of our customers and put them in relaxation mode to enjoy a unique experience in our duty-free, duty-paid or F&B stores.

Latin America and the Caribbean are areas where there is no overlap with Autogrill's Food & Beverage (F&B) business. This means that everything has to be built up, although there is no local experience on the ground. How do you plan to develop this business in your area?

With enthusiasm and ambition – and no time to waste! We have a fantastic opportunity in front of us. Our presence in the market opens many doors for us to offer alternatives to the traditional F&B operators. The Dufry name is well known and respected in the region, which makes it easier to develop the business.

We are learning at an accelerated pace. But again, the knowledge is in-house and we can leverage it. Stealing an analogy from my Global Executive Committee (GEC) colleague, Steve Johnson, we are bringing together three all-stars in duty-free, convenience and F&B with the Autogrill deal. The challenge is to make the most of these three stars and to exploit the synergies.

We recently participated in a tender for F&B at Lima Airport in Peru. Autogrill's expertise and knowledge is impressive and the work done to present the proposal was incredible. I would like to extend a special "thank you" to Walter Seib and the entire team that prepared the bid, who demonstrated that even though the merger is very recent, we are all already working as one team.

As with all bidding processes, we now have to wait, but I am proud of this first foray into the business. The future is bright.

In the last interview with **Fernando Pérez-Peña, the door is open to be able to opt for Master Concessionaire concessions and manage both retail and catering space for the airport. Do you see the viability of this in Latin America?**

It is certainly an option. In other regions, we are seeing more and more infrastructure managers open up to this model, where companies like ours are given the freedom to develop both concepts – retail and F&B spaces. This has clear benefits for both parties.

This concept does not yet exist in Latin America, although I would like to point out that we are already working with one of the region's major airports to make it a reality.

I have no doubt that it will only be a matter of time before we see hybrid store and F&B concepts in stores – as we have presented in our Destination 2027 strategy – or even master concessionaire opportunities. But there is still a long way to go.

What makes Dufry appealing to those traveling to Latin America?

Price, product and service. The tax regime in many Latin American countries imposes very high taxes on certain international products: alcohol, luxury goods, perfumes, etc., so the ability to buy duty-free represents a significant savings for our customers.

Product supply is also very important. The availability of international products is quite limited in many countries in the region. This is one of the main reasons why concepts such as arrivals stores – with high legal limits on purchases per passenger – or concepts such as Dufry Shopping are successful and popular with customers.

All of this is enhanced by our teams with their high service orientation and knowledge of the products offered.

Finally, we have made great strides in developing new customer services, such as Home Delivery, the introduction of the Duty-free Locker service (which allows customers to shop and pay on the outbound flight and pick up their purchases on the return flight) and Reserve & Collect. All these services have been very well received by our customers and have been a resounding commercial success.

After 20 years in the industry, what milestone are you most proud of?

I repeat; it is the people and the teams we have assembled in the region. The energy they bring, the motivation and the commitment to the company is second to none. Our people, as I said, are our most important asset.

Building fantastic groups of people, both in the companies I have worked in over the years and in the new ones I lead today, is undoubtedly the milestone I am most proud of.

This is the team that has been able to hold its own in times of extreme complexity for the region: the Argentinean crisis of 2002, the Brazilian crisis of 2015, the pandemic... these were situations that pushed us to the limit and from which we emerged stronger, thanks to our people.

IN A MINUTE:

A food: I am passionate about a good barbecue (Asado in the River Plate dialect) ... and also Sushi.

A book: Decline and Fall of the Roman Empire, by Edward Gibbon.

A city: Punta del Este in Uruguay.

A movie: The Godfather.

A hobby: Off-road motorcycle routes and motorcycles in general.

A leader: Winston Churchill for his leadership position in one of the most complicated moments in history.

An airport: Among the large ones, London-Heathrow, Montevideo in the small airport category for its design and functionality.

 World-Class

Autogrill: Best in Media Communication



Autogrill has obtained the BIC - Best in Media Communication certification for the work done in 2022 with all its communication activities. The company and the Communication Department have received this award for the 4th consecutive year.

BIC is a well-recognized communication evaluation system in Italy based on three key dimensions:

1. The company's reputation, measured by analyzing every single article in the annual press review;
2. The "media impact assessment", an index that measures the effectiveness of the communications team's activities;
3. A survey of specialist journalists to assess the quality of relationships and content.

BIC certification is awarded to companies that achieve a score of at least 70/100. Autogrill's score this year was 85/100, 5 points higher than in 2021.

Autogrill obtained the BIC Best in Media Communication 2022 certification for its excellent reputation positioning, positive evaluation by journalists (especially in terms of innovative content and clarity of information), and ability to effectively communicate the image of a solid and growing company committed to improving skills, creating value for stakeholders and meeting the needs of travelers.

BIC identified two drivers of excellence in Autogrill's communications during the year:

- Communication of the Dufry operation, perceived as an industrial combination aimed at creating value for all stakeholders;
- Commitment to training young people and supporting the growth of talent in communities (relevant to Agenda 2030 SDG #4 "Quality Education").

Kudos to the Autogrill team for the good job!



📍 Regional News

A Day at the Races

It sounds a bit like the famous title of the Marx Brothers' 1937 comedy. In fact, we only borrowed the title of the movie to illustrate what a brand partnership is and the added value that Dufry can bring to both brands and customers.

Tissot, the Swiss luxury watchmaker owned by Swatch, is also the Official Timekeeper of the NBA and FIBA basketball competitions,



the Tour de France and Vuelta in professional cycling, and MotoGP in motorcycling.

The latter, along with Formula 1, is one of the sports that mobilizes more followers from circuit to circuit. With the intention of bringing this exciting competition to a greater number of users, Tissot and Dufry have led an activation in the main store of Terminal 4 in Madrid Barajas airport, where users have been able to live, virtually, the thrill of getting on one of the motorcycles of the highest category of competition and linking curves, emulating the main drivers of the circuit.



This fantastic action is the tip of the iceberg of a complete experience to which, exclusively, only members of the loyalty program of the company, Red By Dufry, can have access. The additional exciting opportunity it offers members is the chance to attend the next event that the Superbikes circuit of motorcycling has in Spain.

As part of Dufry's strategy to offer exclusive experiences to Red By Dufry users, the Tissot brand is giving away a double paddock ticket to the Tissot Aragon Superbikes round, from September 22 to 24, 2023!

The ticket is valid on Friday, Saturday and Sunday to enjoy the warm-up sessions, qualifying race and the race itself! A coveted experience that very few people have the chance to enjoy and that every fan of this sport would love to have. Nothing can beat a day at the races!



Inauguration of Firehouse Subs at Jacksonville Int. Airport



Left to right: Nick Bunch, HMSHost Project Director; Paul Lockel, HMSHost Project Director; Christopher Carrington, Lee Wesley Director of Operations; Mark VanLoh, Jacksonville Aviation Authority CEO; Stephen Douglas, HMSHost VP Business Development; and Jeff Taylor, HMSHost Vice President Business Development.

HMSHost opened a new Firehouse Subs restaurant at Jacksonville International Airport in Maryland in March. This is the third restaurant HMSHost has inaugurated at the Florida airport over the past year, following the opening of Southern Grounds, a chef-driven coffee-house, and South Florida-based BurgerFi.

This Firehouse Subs is part of HMSHost's continued expansion of its concessions program at the airport, operated in partnership with Airport Concessions Disadvantaged Business Enterprise (ACDBE) partner Lee Wesley.

The restaurant is part of a ten-year contract that the Jacksonville Aviation Authority awarded to HMSHost and Lee Wesley. HMSHost plans to open a second Southern Grounds pre-security in coming months.

Located in Concourse C, the Firehouse Subs restaurant serves a selection of signature subs, salads, grab-and-go treats, and a breakfast menu.

The High of Helping a Great Cause



Our colleagues in the UK love challenges and achieving seemingly elusive goals. And I don't mean challenges in terms of sales or business performance, but actions that go beyond the borders of our stores.

As we mentioned in [issue 42](#) of Dufry World, our Dufry colleagues in the UK work together to choose the charity for which they will raise funds over a three-year period – and raise awareness through our stores. For the period 2022-2025, this charity is the Children's Cancer and Leukemia Group (CCLG).

Following the vote, the entire UK team begins working towards the fundraising goal, both through personal contributions and by sharing the cause with customers, friends and family. Mind, the charity chosen for the 2019-2022 cycle, benefited from this collective effort, which resulted in more than £175,000 being raised in three years – far more than the team had set out to achieve.

Micro-campaigns and challenges continue to raise awareness of the charity's cause, while donations continue to grow.

Adrenaline Rush

Here comes the challenge raised by the Voice team – World Duty Free UK representation body – and followed by the UK HR Team: Would you take on the challenge of traveling 1,555 meters suspended from a zip line at a top speed of 118 mph / 190 km/h? I'm not sure I'd be brave enough. But 18 of our UK colleagues did. The goal? To give donations an extra boost of over £5,000 and to celebrate the milestone achieved: in a little over a year of working together, the team has managed to raise over £90,000 for CCLG... and counting!

While this zip line challenge is behind us – and it will be a fantastic conversation to share with colleagues back at the office – the work of increasing our support to CCLG continues. If you are interested in collaborating, you can do so through this [link](#).

Congratulations because with this challenge you, the HR and the National Voice team have added more than 5,000 GBP extra for CCLG.



Left to right, Geoff Hall, UK Director of HR, Chris Bouttle, UK Finance Director, and Pete Cunningham, UK Director of Operations, minutes before the "take-off".



Happy faces... after succeeding in the challenge.



The team celebrating the £ 90,000 in little more than a year of collaboration with CCLG.

World-Class

Global Travel Retail Launch of Sol de Janeiro with Dufry

L'Occitane Group and Dufry have partnered for the global travel-retail launch of Brazilian-inspired premium beauty brand Sol de Janeiro.

The pre-launch campaign at Heathrow and Gatwick airports was followed by Stansted and Manchester airports in May, and continued in Spain and other European Dufry locations, as well as in the US, Canada, Argentina and Mexico which were also included in the phased launch plan. Following its successful pre-exclusive launch with Dufry, Sol de Janeiro Travel Retail will be rolled out globally in collaboration with other trusted travel retail partners from June.



The London campaign for Sol de Janeiro was supported by a comprehensive Emotion+ campaign, using online and offline channels to increase brand awareness, engage with customers and showcase exclusive products, driving sales and brand equity. The new 360° promotion also allowed the brand to expand its touch points with customers through the 'Red By Dufry' VIP program community and in-store. In addition, a media campaign was launched at Gatwick and Heathrow airports, with Stansted and Manchester to follow, promoting Sol de Janeiro on more than 300 screens across these hubs.

Highlighting Sol de Janeiro's celebration of diversity, body positivity and inclusivity, the brand is providing in-store visibility and disruption in temporary spaces with powerful visuals, a display of 24 core products and posters featuring the brand's claim "Love it. Flaunt it. You've got it".

Based on early data, the launch campaign has delivered tremendous results in the first few days of its debut at London airports, with millennial and Gen Z audiences driving sales with impulse purchases and capturing the experience on their social media channels.

Sol de Janeiro was just founded in 2015 by a Yale and Harvard Business School graduate with a successful track-record in the cosmetics industry, especially leading global skincare brands. Sol de Janeiro's best-selling product is Brazilian Bum Bum Cream (pronounced boom, boom), with one product sold every 14 seconds globally.

Wolfgang Puck Kitchen + Bar Lands at Bali

In March, HMSHost International has officially unveiled Wolfgang Puck Kitchen + Bar in the international airside zone at Bali Ngurah Rai International Airport.

Developed by celebrity chef Wolfgang Puck, the restaurant serves freshly made sandwiches, gourmet pasta and pizza, fresh salads plus a full bar menu complete with cocktails.

The new location is part of the HMSHost International's five-outlet food & beverage concession, won in phase one of a tender process organised by the airport in 2021. In phase two of the tender process, the company won six stores and has brought four new brands to the airport; two Pizza Huts, two Starbucks, a Coffee Club and High Tide Bar.



Heathrow to Host First Permanent Valentino Make-up Counter in Travel Retail Europe



Dufry's store in Heathrow Terminal 5 will be one of the first airport locations in Europe to feature a permanent Valentino make-up counter, and a second permanent counter will follow shortly in Dufry's main store in Heathrow Terminal 3.

As one of the largest international travel hubs in Europe, Heathrow serves the most diverse mix of nationalities, most of whom are familiar with the iconic Valentino brand. This cosmetic range, imbued with the brand's inherent elegance and modernity, will appeal to the many different nationalities passing through Terminal 5 each and every day. Furthermore, the launch of this exciting range really elevates and raises the profile of World Duty Free's (Dufry's operating brand in the UK) beauty offer in these stores, as it makes an entirely new make-up range from a leading fashion house available to all its consumers.

The Valentino make-up range brings authenticity to consumers, offering 26 Very Valentino lipstick shades and 30 Very Valentino foundation shades to answer to all skin tones for a true color match. Twin liner, Brow Trio and the Iconic Go-Clutch powder are ultra-versatile, multi-use and easy to use. Inspired by the concept of a fashion accessory, the Go-Clutch powder is a Valentino iconic product, featuring a carrying chain and housing a diminutive MiniRosso and a powder. Rosso Valentino lipstick, Go-Cushion compact and Go-Clutch powder are all refillable.

Inspired by an Italian palazzo, the counter design is centered around Valentino Creative Director Pierpaolo Piccioli's 'Cool, Colour, Couture' mantra. It features a vibrant Valentino pink and black color palette, with the brand's signature rock stud details and pink terrazzo materials on full display.



Neon lights add further drama to the retail space, which blends Roman architecture elements with industrial design touches. The boutique represents a merging of heritage and couture with the new contemporary and colorful spirit of the brand.



Left to right, Delphine Poultney, Dufry Head of Beauty Category; Antny Rankin, L'Oréal Travel Retail EMEA General Manager; and Guillaume Ducout, L'Oréal Travel Retail General Manager TRWW YSL, Valentino Beauty, Shu Uemura and Urban Decay, during the ribbon cutting ceremony that marked the opening of the Valentino Beauty store in LHR Terminal 5.

The Return of (the) Boss



Left to right, Michael Bruderer, Dufry Operations General Manager; Jonas Eisath, Hugo Boss Team Leader Global Travel Retail; and Heidi Köpplé, Zurich Airport Head Commercial Centers.

Dufry has inaugurated a 136 m² new BOSS boutique at Zurich International Airport. The store is located in the Level 2 Departures Terminal. The new BOSS DNA is presented in what the company called “a bold and confident way” with the brand’s message BE YOUR OWN BOSS. Key collaborations with celebrities and worldwide fashion campaigns with sponsors will follow.

The full range of the Boss Menswear collection with Boss Camel and Blue Monogram capsules, and also Boss Womenswear will be launched this summer onto the shop floor, and touches all bases for modern-day living, from business and casual attire to eveningwear.

Dogwear is also on offer, and Hugo Boss revealed an exclusive five-year licensing agreement with Kanine Pets World to produce dog apparel and accessories. Boss is the first premium fashion brand to offer a fully-fledged dog collection from apparel to accessories.

Digital storytelling enriches the customer journey and enhances the brand experience at the boutique. Seasonal campaigns are further amplified via digital screens.

With this opening Boss returns to Zurich Airport after closing in 2020.

The opening had special significance to Heidi Köpple, Zurich Airport Head Commercial Centers, who served Hugo Boss as Key Account Manager Travel Retail between 2007 and 2010.



 Regional News

RoSPA Gold Medal Award for 8th Year Running

Demonstrating its commitment to health and safety excellence, World Duty Free, operating brand of Dufry in the UK, was the winner, for the 8th year running, of the RoSPA (Royal Society for the Prevention of Accidents) Gold Medal Award for Health and Safety.

The RoSPA Health and Safety Awards is the largest occupational health and safety awards program in the UK. Now into its 67th year, the Awards have almost 2,000 entries every year, covering nearly 50 countries and a reach of over seven million employees. The program recognizes organizations' commitment to continuous improvement in the prevention of accidents and ill health at work, looking at entrants' overarching health and safety management systems, including practices such as leadership and workforce involvement.



New duty-free Contract and Extended duty-paid Presence for Hudson at Boston Logan International Airport



Dufry's subsidiary Hudson has been awarded a three-year extension to its duty-paid business and a new 12-year duty-free contract at Boston Logan International Airport (BOS). The new contract, announced in early May, will see Hudson significantly expand its operations at the airport, introducing a locally inspired, globally relevant concessions portfolio consisting of eight new duty-paid and eight new duty-free stores in 2023 and 2024.

Terminals A, B and C will each have a duty-free store that will cater to both domestic and international travelers. Domestic travelers will be able to purchase all products except alcohol and tobacco. Terminal E, for international travelers only, will have five stores, including an immersive 11,000 square foot (just over 1,000 m²) walk-through store.

"Glo-Cal" duty-free...

Three boutique-inspired shops, similar to those on Boston's Newbury Street, will be spread throughout the terminal, each offering a different range of products. One store will be dedicated to luxury skincare and cosmetics, featuring Les Exclusifs de Chanel and La Collection Privée Christian Dior fragrances. Another will offer fine wines, spirits and tobacco, with a stand-alone Johnnie Walker section.

The third store will offer make-up, hair and skincare brands such as Clinique, Estée Lauder and Lancôme, along with premium eyewear, confectionery and local souvenirs. This will include a virtual sunglasses try-on, a 'Mind.Body.Soul' shop-in-shop, and an Haute Parfumerie shop-in-shop area dedicated to prestigious fragrance houses such as Creed, Diptyque and Parfums de Marly.



Drinking lounge at The Connoisseur Collection.

The individual duty-free shops are complemented by the walk-through concept – a mixed-use space. The store will have a distinctive Boston look, from the entrance gates that reflect the cable-stayed Zakim Memorial Bridge, to the use of artistic representations of tree canopies as a tribute to the city's emerald necklace of green spaces. An inlaid floor feature will act as a way finder, guiding travelers through different shopping zones, similar to Boston's Freedom Trail.

Four shopping zones will make up the store's interior, inspired by two of Boston's most iconic neighborhoods, Back Bay and Jamaica Plain.

The Connoisseur Collection will be an intimate drinking lounge and store inspired by Boston's rich heritage of whisky clubs and the vibrant history of Rowes Wharf.



Render of the walk-through store.

...Blended with best-in-class duty-paid

The airport will be home to two Hudson Nonstop stores. The first will be located in Terminal E, while the second in Terminal C will be linked to Evolve, Hudson's convenience and specialty travel retail concept. Both Hudson Nonstop stores will offer travelers a quick and easy way to pick up essentials, food & beverage and local favorites, and then exit without stopping to pay.

Hudson will launch two combination concepts. In the B/C Connector, Hudson will introduce a combination Hudson and Dunkin' concept, and in Terminal E, a hybrid Hudson and F&B marketplace. There will also be a standalone Hudson store in the B/C Connector.

Destination 2027 takes shape

The main principles of Dufry's Destination 2027 strategy will touch every part of the new spaces: stores that represent the community, from local products to local partners; omni-channel digital innovation that engages travelers throughout their journey; world-class brands from Hudson's and Dufry's nationally and globally recognized portfolios; and service and operational excellence that can't be found anywhere else.

Technology includes frictionless payment options, pre-ordering for duty free through Reserve & Collect, and benefits and savings through the Red By Dufry loyalty program, among other innovations.

 Regional News

Glenmorangie's New Campaign Comes Alive at Madrid Airport



Moët Hennessy Travel Retail Europe has launched a series of creative activations across six airports to support the new Glenmorangie "It's Kind of Delicious and Wonderful" campaign. The first of these vibrantly colourful and highly disruptive activations was created in partnership with Dufry and unveiled at Adolfo Suárez Madrid-Barajas Airport in late March.



This pop-up activation aims to recruit new consumers by targeting a younger generation as well as inviting more women whisky lovers into the fold. Offering a relaxing and immersive experience with universal appeal, the consumer journey includes a moment of relaxation session and a whisky tasting, while reading the Glenmorangie magazine to learn more about the Maison and its travel retail exclusive offer: The Accord, The Elementa or The Tribute.

The centrepiece of the activation is the barber shop station where all whisky lovers are welcome to discover the campaign's philosophy of finding pleasure in life's simple moments and enjoy a self-care experience. Amidst the hectic atmosphere of a crowded airport, the hand or face massage provides a delightful respite, allowing shoppers to relish a moment of tranquillity and rejuvenation.



Olaplex Lands in Travel Retail Thanks to Dufry

Dufry has done it again! Olaplex, known as the number one brand in prestige haircare, is making its debut in travel-retail with Dufry, starting with 12 UK locations including Heathrow, Gatwick, Manchester, Stansted, Liverpool, Birmingham and Leeds Bradford.

The move further extends Olaplex's market reach to a global audience and complements the brand's current presence in specialty retail, where it is a leader in

high-end hair care treatments. Given the high footfall of the duty-free environment, Olaplex will reach a wide consumer base in territories that will ensure a new wave of brand fans.

For Dufry, the addition of Olaplex to its product range is a continuation of our strategy to offer our customers new, exciting and 'must-have' brands. As a leader in prestige hair care, Olaplex is a highly sought-after brand and will therefore contribute to our aim of creating exciting and attractive shopping experiences.



Inauguration of the Expanded Sangster Airport duty-free Store



Following the completion of its new 1,586 m² main duty-free store at Sangster International Airport (SIA) in Jamaica, representatives of Dufry, MBJ Airports Limited (MBJ) and other dignitaries met in April for its official inauguration.

The newly-constructed and larger walkthrough duty-free store has been relocated nearer to the security channel, to fully maximize the high passenger footfall. As one of the largest and busiest airports in the Caribbean, SIA welcomes almost 5 million international passengers each year (2019).

With almost 500 m² of additional space compared to the store it replaces, the new store is considerably larger and offers an extended product range across all core categories of beauty, liquor, luxury accessories, tobacco and confectionery, as well as local food, travel accessories, electronics, toys and souvenirs.

Conveying a strong sense of place, a striking central area called “Rum Vibes” showcases local liquors including many Jamaican rums. Customers are invited to sample some of the exceptional brands that are available at the in-store tasting bars. Another highlight is the 110 m² Appleton Estate Rum boutique area. Appleton is the most popular Jamaican rum brand and customers can discover its rich heritage using the digital in-store touchpoints and promotional tasting area, which combine to create an engaging and immersive experience for travelers.



Rum Vibes.



The striking Appleton Estate boutique at the entrance to the new Dufry store.



The Beauty area.



Strong Hennessy personalisation within the Dufry store.

Haute Parfumerie Concept Makes its World Debut in Zurich



May saw the launch of the Haute Parfumerie concept, with the first store being officially inaugurated at Zurich Airport. This luxurious space showcases a collection of the most sought after and premium fragrances, and has been introduced to meet the continuing customer interest in luxury and exclusivity within this category.

The design of the store takes its inspiration from the simple and elegant lines of the Bell Glass. Synonymous with the world of fragrance, this iconic glass case is often featured as part of the fragrance creation process itself, and is also used as a display case. Arched wall bays, window frames and store furniture all echo the curved silhouette of the glass, whilst bell jars displaying different fragrance note ingredients can be discovered creatively displayed throughout the store.

Upon entering the 80 m² store, which is located on Level 2 Departures at Zurich Airport, customers will discover the most extensive and inspiring collection of fragrances. Iconic brands including Acqua di Parma, Creed, Diptyque, Amouage, Parfums de Marly and Penhaligon's are all featured, alongside other highly sought after fragrance brands such as Maison Francis Kurkdjian, Initio Parfums Privés, Tiziana Terenzi, Serge Lutens, Vilhelm Parfumeries, Ella K and Off White, to name just a few.



The rationale

There is a clear trend in terms of customer demand and interest in premium, rare and exclusive fragrances. The creation of this Haute Parfumerie concept store is Dufrý's response to this growing sector. The luxurious store space, combined with engaging and interactive technologies – all underpinned with expert and knowledgeable staff – takes the fragrance discovery experience to another level, delivering an immersive, memorable and unique fragrance experience for our customers. This store is the first of several more to come worldwide, in locations such as Heathrow T3, Vancouver, Antalya T1, Istanbul and Boston.



Technology to support fragrance choice

To help customers discover the perfect fragrance – be it for themselves or as a gift for others – a multi-sensory phygital “Fragrance PlayTable” based on the seven fragrance note families is located at the heart of the store. Developed jointly with PUIG, customers can choose to browse using brand names they are already familiar with and receive on screen suggestions of fragrances they or others might also like. Similarly, they can be guided by selecting their preferred aromas within the main seven fragrance families – woody, floral, oriental, aromatic, leather, citrus and chypre. The latest technology is an integral part of the “PlayTable” and enables customers to accurately identify their olfactory profile and provides suggested fragrance options for them to try.

A Travel Experience Revolution in Helsinki



Mid March we learned about another contract win for HMSHost International, on this occasion in Helsinki airport: a four-outlet contract in a six-year term that will serve to introduce four new brands by early 2024. The new outlets are a future-proofed F&B proposition from HMSHost in terms of local and global flavours, design and sustainability. The new concepts to be introduced are:

- **Italian Kitchen Terracotta** – which offers Neapolitan and other pizza types, paninis, and panzerotti from breakfast to dinner, and houses an eye-catching pizza oven.
- **Bubbles**, HMSHost’s wine and seafood bar brand, features airfield views and responds to a growing trend for premium wines and fresh and healthy seafood dishes.
- **Nordic Kitchen Deli, Bar & Bistro** offers seasonality, locality and traditional flavors in the craft beer range and other artisanal products on the menu.
- **Espresso House** – which brings the flavor of the popular coffee chain to the airport.



A render of Nordic Kitchen Deli, Bar & Bistro in Helsinki airport.

All the four new outlets are equipped with a to-go section and seating areas giving views over the airfield.

The Travel Experience Revolution: Retail and F&B combined

Helsinki is not new territory to Autogrill and HMSHost, as these 4 additions to the portfolio will extend the footprint at the airport to 18 outlets. And it is also a known market for Dufry, where the company has operated the stores since 2013 when it won the concession. The news of the expanded HMSHost footprint comes together with the recently updated retail space in Helsinki (see [Dufry World issue 46](#)), which included the development of Europe's first Mind.Body.Soul. store-in-store concept.

This combination of state-of-the-art shops and one of the most ambitious propositions in Food & Beverage, establishes a very solid base upon which the new company that emerges from the business combination with Autogrill can demonstrate what we are capable of, and how our vision of transforming and revolutionizing the travel experience can be realized. All eyes are on us!

Helsinki Airport is the busiest in Finland and a major European transfer hub. In 2022, Helsinki Airport had a total of 12.9 million passengers, 87% of which were international passengers. Helsinki is also a fundamental European gateway to Asia – its unique geographical location makes Helsinki the shortest route between Europe and Asia – and with the expected recovery of Asian travelers, it is expected to recover volumes lost due the pandemic.



airasia shop partners with Dufry

airasia shop, the online duty-free shopping platform of Malaysia's low-cost carrier AirAsia, has partnered with Dufry to expand the airasia shop offering with more than 1,000 new duty-free products. airasia shop customers can now pre-order over 1,000 duty-free products online and collect them from Dufry stores at selected airports – currently Phnom Penh and Siem Reap airports in Cambodia and Perth airport in Australia.



Customers can also choose the inflight delivery option of the airasia shop to have products hand-delivered by the cabin crew on their AirAsia flight.

With the steady resumption of international flights by Asian carriers to pre-pandemic capacity, the demand for duty-free shopping is also increasing among international travelers. The combination of the convenient and seamless shopping experience offered by the AirAsia shop, together with the enhanced product offering resulting from the partnership, reinforces Dufry's vision of providing travelers with a holistic travel experience by bringing duty-free shopping one step closer to the traveler.

How to pre-order for airport pick-up?

- 
Open 'Shop' on airasia Super App
- 
Select 'airport pick-up' and insert details
- 
Browse, add to cart & checkout

**Fill in your pick-up details to see products available to you. Order min. 24 hours before airport collection.*

Los Cabos



Welcome to Los Cabos! Located on the southern tip of Mexico's Baja California Peninsula, Los Cabos is one of the most popular vacation destinations in North America today – especially between the months of May and October. This is a considerable development as until the late 20th century, the Los Cabos area was remote and rural. The main attractions are the climate and the stunning geography, where the desert meets the sea, along with sport fishing, resorts and golf. Our favorite store in this issue of Dufry World is located at the pinnacle of this fantastic destination. Located in the departures area of Terminal 2, the store, which was completely renovated last year, covers 1,725 m² and offers all the main product categories. The store's strong sense of place has made its tequilería and local food section the store's main attraction. With a decoration reminiscent of the "Noche de muertos" (Day of the Dead) – one of the most popular celebrations in Mexican folklore – and its catrinas (elegantly dressed skeleton figures used as a symbol of the Day of the Dead), this store is the last – and perhaps the best – opportunity for the traveler to take a piece of this paradise back home with them in their suitcase.

Suggestions

Dear colleagues,

Feel free to send us your **stories, news and 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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