

Dufry Sustainability Strategy



DUFRY

WorldClass.WorldWide.

ESG STRATEGY

ONGOING EVOLUTION OF DUFRY'S SUSTAINABILITY ENGAGEMENT

Every day our employees serve close to 800,000 customers in over 2,200 of our shops in 62 countries around the world. We closely cooperate with our concession partners in more than 410 locations; regularly engage with our brand supplier community on customer expectations, and maintain an open dialogue with our shareholders and other interest groups. This ongoing interaction with our main stakeholder groups informs our sustainability journey. We recognize that the impact of our operations goes beyond generating financial returns and we are fully committed to contributing to the travel retail industry, society and the environment, through the advancement of our holistic ESG engagement.

Dufry's ESG strategy defines the scope of our commitment towards environment, social and governance. It focusses on four key areas, in which we actively contribute to fostering high standards of environmental stewardship and social equity, while still delivering financial returns to our investors.

Customer Focus, Employee Experience, Protecting Environment and Trusted Partner frame our initiatives and build on the intelligence gained through stakeholder engagement and the topics identified in our materiality matrix.

We report on our sustainability goals and achievements in accordance with the Global Reporting Initiative guidelines in our annual ESG Report. The formalization and implementation of our ESG strategy is supervised by the Nomination and ESG Committee at the Board of Directors level and its execution is driven by the interdisciplinary Dufry ESG Committee, thus fully integrating sustainability in the overall company strategy, to deliver sustainable and profitable growth.

Xavier Rossinyol
Chief Executive Officer

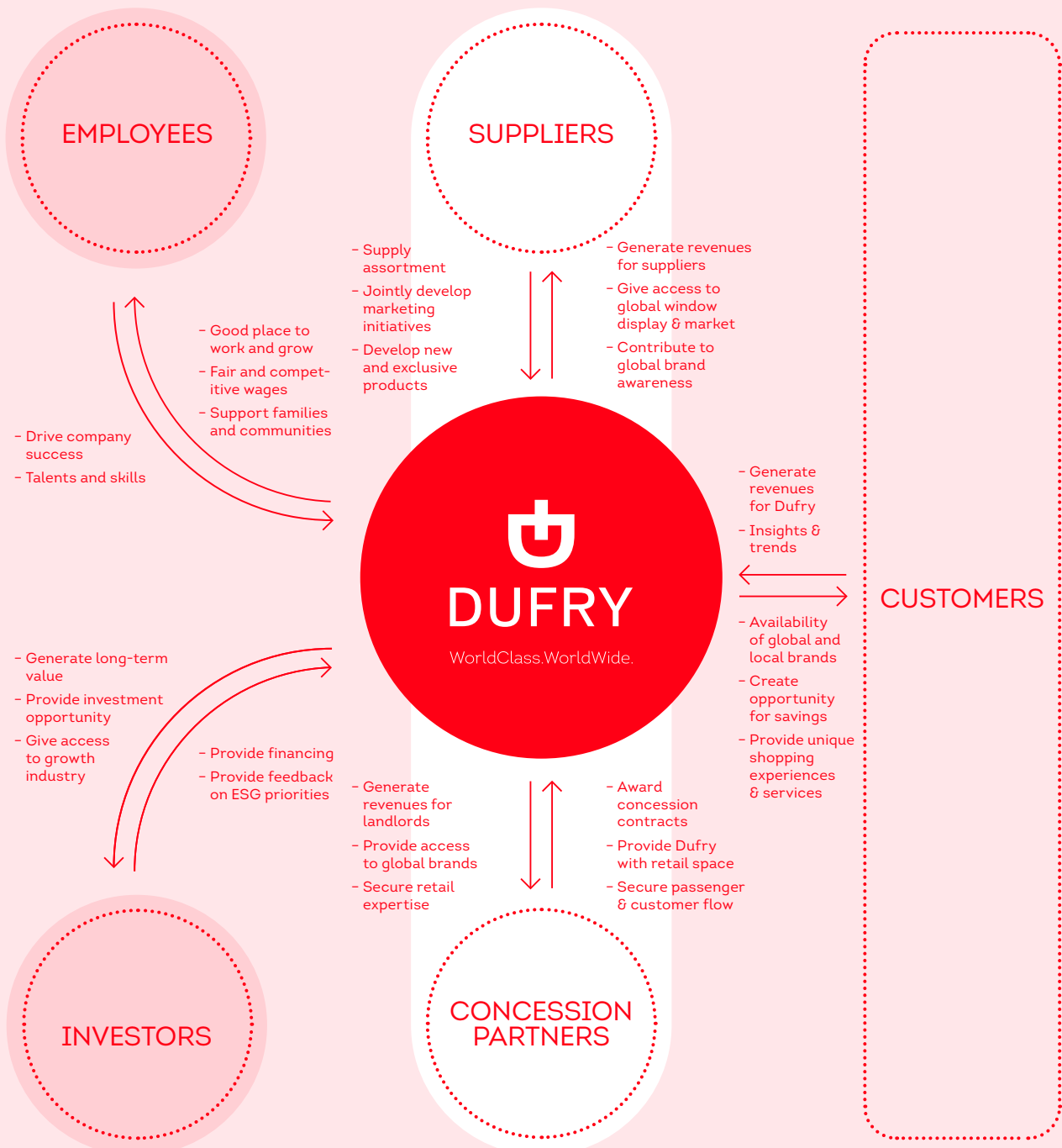
DUFRY ESG STATEMENT

“Sustainability is an inherent element of Dufry’s business strategy Destination 2027 aiming for sustainable and profitable growth of the company. Our ESG engagement is focused on four key areas, where we want to have a positive impact within the scope of our stakeholder eco-system and beyond: customer experience; employee wellbeing and advancement; protecting the environment through the responsible use of our planet’s resources and being a trusted partner for all our stakeholders.”

ALIGNING OUR BUSINESS ECO-SYSTEM ...



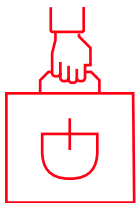
Our ESG focus areas build on and reflect the sustainability expectations of the main stakeholder groups in our business eco-system. The clear classification simplifies the identification of material topics and the development of the related ESG initiatives to achieve the defined goals.



→ ... WITH OUR ESG FOCUS AREAS

CUSTOMER FOCUS

- Product Safety
- Sustainable Products
- Responsible Marketing
- Digital Tools
- Customer Service & Guarantee Service
- Customer Safety
- Customer Privacy & Data Protection

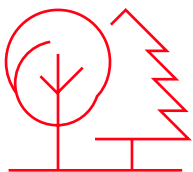


EMPLOYEE EXPERIENCE

- Attractive working Environment, Conditions & Incentives
- Training & Development
- Career Progression and Recruitment
- Non-discrimination, Diversity, Inclusion
- Health & Safety
- Internal Communication



DUFRY'S ESG FOCUS AREAS AND RELATED TOPICS



- Respectful use of Natural Resources
- CO₂ Footprint and Energy Consumption
- Waste Management
- Sustainable Logistics & Supply Chain

PROTECTING ENVIRONMENT



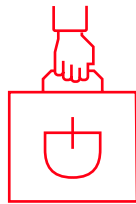
- Corporate & Sustainability Governance
- Dufry Code of Conduct & other policies
- Supplier Code of Conduct
- Stakeholder Dialogue
- Partnerships with Landlords and Suppliers
- Sustainable Growth for Investors
- Community Engagement

TRUSTED PARTNER

GLOBAL APPROACH AND BOUNDARIES OF FOCUS AREAS

Dufry is a global travel retail operator with over 2,200 shops across 62 countries. As a pure retailer, the company focusses on selling products from global and regional renowned brands and neither produces its own products nor does it use private labels. Some brand partners supply Dufry with exclusive products or travel retail exclusive products and formats, which are produced by the respective brands and are selectively distributed through these channels.

CUSTOMER FOCUS

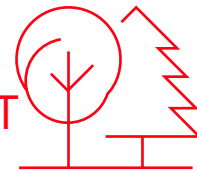


Customers are one of Dufry's most valuable assets. Under this area of focus, Dufry monitors all interactions of the customer journey, from the sourcing of products from our brand partners until these are handed over to the customer at the shops or at home in case of home-delivery for some duty-paid products and the post-sale services. The scope includes in particular:

- Ensuring that products on Dufry shelves adhere to the product safety principles stipulated in the Dufry Supplier Code of Conduct, which is regularly updated and re-certified with suppliers.
- Responsible marketing communications, both in-store and through our pre- and post-sale points of contact with customers, as well as product warranties and refund policies.
- Data protection and security of customer and company information.

Customer feedback, concerns and suggestions are regularly gathered through own field research and interviews conducted across the 50 major airports where Dufry operates as well as through the Customer Service department, which offers direct email or phone access to the company.

PROTECTING ENVIRONMENT



Dufry operates shops in highly regulated, third party-owned premises, such as airports, train stations, cruise ships, seaports and downtown resorts, and does not operate production sites. Hence, within our sphere of influence, Dufry focuses on the following opportunities to positively influence the environmental impact of its business:

- Closely aligning with the concession partners' ESG strategies and reducing as much as possible its own impact. To this purpose, Dufry is member of several concession partners' ESG committees and of the ACI Europe Climate Task Force.
- Monitoring the CO₂ footprint of stores, main offices, warehouses and transportation of goods. Here Dufry is tracking emissions starting from product delivery to the distribution centers or local operations until these are handed over to customers. Shipment of goods from the supplier's site to Dufry's premises lies within the ESG scope of suppliers.
- Collaborating with global and regional service providers for logistics, selected, among other criteria, based on their waste management, recycling and circular economy capabilities.
- Operating a central Shop Design department, which defines sustainable shop design strategies including the selection of materials with respective guidelines and regulations. Dufry collaborates with a limited number of regional material shop equipment and furniture suppliers, who have to comply with the relevant specifications.
- Responsible use of natural resources and optimizing waste management, including among others the reduction of plastic use.
- Engaging with brand partners for good ESG stewardship.

GLOBAL APPROACH AND BOUNDARIES OF FOCUS AREAS

This business model approach is a point of consideration and reflects in Dufry's boundary setting for some of the Focus Areas as described below. These Focus Areas are the foundation stones of our sustainability strategy and reflect the structure around which Dufry pursues its long-term goal of being a sustainable and leading travel retailer.

EMPLOYEE EXPERIENCE



Dufry employees are ambassadors of the company and first point of interaction with our stakeholders. Operating in 62 countries, cultural and gender diversity is an inherent element of Dufry, who strongly believes in the value of having local people in local operations – Dufry counts more than 140 nationalities among its workforce. Under this premise, Dufry focuses on:

- Continuously evolving all employee interaction: recruiting, training & career development as well as retention & retirement schemes.
- Developing and rewarding staff through global programs including induction, product & service as well as development and inclusion trainings.
- Fostering a culture of diversity & inclusion offering attractive employment conditions, where everyone receives equal opportunities and treatment regardless of gender, color, ethnic or national origins, disability, age, marital status as well as sexual orientation, religion or any other non-merit factor.
- Preparing the next generation of Dufry leaders. Maintaining a global talent pipeline and management system complemented by hiring external talent thus securing Dufry's ability to evolve staff's skills in line with the market and business model requirements.
- Guaranteeing full compliance with local and regional labor regulations and the ILO conventions.
- Complying with all applicable health and safety regulations. This is a fundamental element considering that most of our staff render their services in highly regulated premises governed by landlords' and country legislation.
- Actively communicating and promote dialogue with employees and their representatives, including legally recognized unions and internal forums representing employees' interests.

TRUSTED PARTNER



The long-term sustainability of our business relies on our capacity to build trustful relations with all our stakeholders. Therefore, Dufry has identified specific priorities to focus on. In particular:

- Permanently evolve its robust Corporate Governance, including the adaptation of Dufry's Code of Conduct & other policies, to reflect the needs of the business model, the company strategy and the expectations of stakeholders.
- Continuously assess and monitor Dufry's business environment and related risks thus permitting to secure sustainable long-term growth and to establish respective audits and controls where needed.
- Align the composition and the skills of its Board of Directors to reflect the company's global presence, its business model as well as the consideration of cultural, gender and ethnic diversification aspects.
- Supervise our ESG strategy at the Board of Directors level as part of the overall company strategy evolution based on an ongoing stakeholder dialogue.
- Support wealth creation of the local communities.
- Continue to foster the well-established dialogue with key stakeholders such as landlords and suppliers.
- Comply with rules and regulations, including internationally accepted human rights standards and zero tolerance policy in respect of bribery and corruption by any of its employees, directors and officers in this regard. The company's Compliance Office and Internal Audit departments perform regular compliance trainings and control adherence to the respective policies.

ESG ENGAGEMENT FULLY INTEGRATED IN COMPANY STRATEGY

In order to achieve the overall goal of generating a sustainable & profitable growth with positive contributions for all stakeholders, the full integration of the ESG strategy is a key element. Building on the underlying business model, the four ESG Focus Areas contribute to the implementation of business initiatives and procedures.

IMPACT

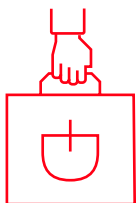
SUSTAINABLE & PROFITABLE GROWTH
GENERATING POSITIVE CONTRIBUTIONS
FOR STAKEHOLDERS

IMPLEMENTATION

BUSINESS INITIATIVES &
PROCEDURES

ESG FOCUS AREAS GOVERNED BY DEDICATED,
INTERDISCIPLINARY ESG COMMITTEE

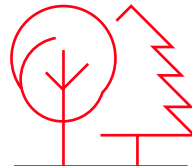
CUSTOMER
FOCUS



EMPLOYEE
EXPERIENCE



PROTECTING
ENVIRONMENT



TRUSTED
PARTNER



FOUNDATION

UNDERLYING BUSINESS MODEL AND
COMPANY STRATEGY DESTINATION 2027

IMPLEMENTATION OF SUSTAINABILITY STRATEGY SUPERVISED AT BOARD OF DIRECTORS LEVEL

The implementation of Dufry's ESG strategy is supervised at the Board of Directors level by **Nomination and ESG Committee**, chaired by the **Lead Independent Director**. The strategy's execution is driven by the interdisciplinary **ESG Committee**, which includes all the key operational functions.

1. At the level of the Board of Directors the implementation of the ESG strategy is supervised by the **Nomination & ESG Committee**, chaired by the **Lead Independent Director**. The Board of Directors is informed on the ESG strategy implementation progress quarterly.

2. The interdisciplinary **ESG Committee** defines and drives the implementation of the ESG strategy. It meets every two months and in 2022 consisted of: **Chief Executive Officer**, **Chief Financial Officer**, **Chief Corporate Officer**, **Chief Commercial Officer**, **CEO Operations**, **Chief People Officer**, **Chief Diversity & Inclusion Officer**, **Group General Counsel**, **Chief Compliance Officer**, **Global Internal Audit Director**, **Global Head Investor Relations**, **Global Head of Corporate Communications & Public Affairs**.

3. Day-to-day implementation of Dufry's ESG strategy is executed by the **ESG Department** as part of the **Corporate Communications & Public Affairs** department.



DUFRY'S ESG REPORTING STANDARDS

Regular ESG Reporting

Dufry reports on the ongoing evolution and achievements of its ESG engagement on an annual basis, with a dedicated ESG Report presented in accordance with the Global Reporting Initiative (GRI) and forming an integral part of the Group Annual Report. The ESG Report also includes the Progress Report of the UN Global Compact and the TCFD (Task Force on Climate-Related Financial Disclosures) report.

The annual ESG Report provides detailed insights on the implementation of the strategy and includes Dufry's Materiality Matrix reviewed on an annual basis to assess any potential changes in the scope of the company's material topics. Moreover, the report includes the specific goals and their achievement level.

While following the GRI Reporting Initiative (GRI) guidelines as a basic approach, the reported indicators are also mapped and aligned with the covered UN Sustainable Development Goals for better comparison.

Dufry publishes on a biennial basis its TCFD Report which enables stakeholders to understand Dufry's approach to handle carbon-related assets and its exposure to climate-related risks and opportunities.

Signatory Member of the UN Global Compact

Dufry is a signatory member of the United Nations Global Compact, the world's largest corporate citizenship and sustainability initiative, and supports the Global Compact's 10 principles in the areas of human rights, labor, environment and anticorruption, reinforcing the company's commitment to responsible business practices on a global basis. The respective UN Global Compact Progress Report is also part of and included in Dufry's ESG Report.

As part of this commitment Dufry engages in collaborative projects, which advance the broader development goals of the United Nations, particularly the Sustainable Development Goals, for which Dufry has been actively supporting the UN SDG #YouNeedToKnow Awareness Campaign since 2016.

Sustainable Development Goals

In the spirit of the SDG Target 12.6, that encourages companies to adopt sustainable practices and integrate sustainability information into their reporting as a way to understand, communicate, and better manage their contributions to the SDGs, Dufry maps and links the SDG targets with the existing GRI indicators. This additional step facilitates the understanding of Dufry's efforts towards sustainability while clearly showing the progress in the the company's commitment to support this global UN initiative.



