

Environment, Social and Governance Report 2023

ESG – a key pillar of Avolta’s strategy

Avolta’s ESG Strategy is an inherent part of the company strategy «Destination 2027» and contributes to the delivery of its financial and non-financial goals. In 2023, we have further evolved the ESG strategy to enhance its relevance and include the full new company scope resulting from the completed business combination between Dufry and Autogrill and their former individual ESG strategies. We have evolved our materiality assessment developing a Double Materiality Matrix, which covers the material topics of an enlarged stakeholder eco-system and business processes, thus creating the base for our ESG Strategy House and its four new ESG focus areas: Create Sustainable Travel Experiences, Respect Our Planet, Empower Our People, Engage Local Communities.

Overview of Avolta's Sustainability Journey

- First materiality assessment
- Definition and disclosure of materiality matrix

2016

- Updated Code of Ethics
- Disclosure of Avolta Code of Conduct
- Equal Salary Certification launched in Switzerland

2018

- Disclosure of Avolta's ESG Strategy
- Joined the UN Global Compact
- Avolta starts reporting on GHG emissions

2020

- Avolta receives SBTi validation for its Scope 1, 2 & 3 emission reduction targets (base 2019)
- 20% electric energy covered by renewable energy
- First TCFD Report 2022, published in the first quarter 2023
- Second DE & I survey executed, covering all Avolta operations worldwide

2022

- 2017**
- Avolta publishes first GRI report
 - Avolta Supplier Code of Conduct published and first certification process launched

- 2019**
- Avolta launches second recertification of Supplier Code of Conduct
 - ESG governance enhanced with Lead Independent Director supervising ESG strategy implementation

- 2021**
- Avolta (base 2019) commits to establish SBTi emission reduction targets
 - Listed in the SXI Sustainability 25 index of the SIX Swiss Exchange
 - HR Policy published
 - Disclosure of Sustainable Management Guidelines
 - First dedicated DE & I survey, reaching over 70% of head-count

- 2023**
- ESG governance enhanced with dedicated Board ESG Committee and appointment of Chief Public Affairs & ESG Officer
 - Double Materiality Matrix and evolved ESG Strategy House implemented fully reflecting new company scope
 - TCFD Report extended covering full company scope
 - Electricity sourcing from renewable energies increased to 40%
 - Avolta Supplier Code of Conduct recertification including F&B suppliers launched globally

ESG as core pillar of our Destination 2027 company strategy

Avolta embraces a holistic approach to Environmental, Social and Governance values and is deeply committed to sustainability on a global and local level. The company's ESG strategy is an integral part of its Destination 2027 strategy.



About Avolta's ESG Report

Avolta is a global travel experience player active in the travel retail and F&B industry and grew to its current scope through the business combination of the legacy groups Dufry and Autogrill completed in 2023. Avolta operates over 5,100 duty-free and duty-paid shops and restaurants in over 1,000 locations such as airports, cruise liners & ferries, seaports, motorways, railway stations and downtown tourist areas. In 2023, we employed 68,459 team members (FTEs) across 73 countries. Avolta is part of the Swiss Market Index MID (SMIM), has a balanced mix of large and small globally diversified shareholders and a free float of 71.2%. A full description of Avolta's business model and strategy is available on page 28 of the Annual Report 2023. The report is further complemented by several strategy documents, policies and guidelines mentioned also in the ESG Report, such as the ESG Strategy, the Human Resources Policy and the Environmental Management Guidelines.

The report has been prepared in accordance with the GRI Universal Standards 2021 and covers our environmental, social and governance (ESG) activities, performance and approach for the year 2023 focusing on the material matters determined to be of greatest relevance for Avolta and its stakeholders.

For an easier comparison, we continue to include in the ESG Report the UN Sustainability Development Goals (SDGs) and information on the respective GRI indicators and SDG goals, which Avolta covers in the corresponding sections of this report, thus enabling the reader to obtain a better and more transparent understanding of our strategy and ESG successes.

Avolta has been – through its legacy companies Dufry and Autogrill – a signatory member of the UN Global Compact and prepared Progress Reports ever since 2020 and 2022 respectively. Leveraging on this heritage, in February 2024 Avolta confirmed the support to the UN Global Compact becoming a new signatory member.

The Avolta ESG Report is divided into two main sections:

- The ESG Report 2023 – included in the annual report – gives the reader a wider view of Avolta, its relationship with its main stakeholders as well as its ESG strategy and how this is embedded in the business strategy.
- The ESG Report 2023 Annex contains information presented in several tables with quantitative and qualitative indicators as per the GRI Universal Standard indications and is annexed to the Annual Report 2023. Both documents present data as of December 31, 2023.

The Avolta ESG Report includes also the GRI Content Index and the ESG Report Annex as well as the TCFD Report and complements the information of the Annual Report (including the Corporate Governance Report (page 279) and the Remuneration Report (page 311)). All these reports and documents mentioned are also available online as individual files on our corporate website: www.avoltaworld.com.

Avolta published its first TCFD Report in early 2023 based on the business year 2022 and has now expanded the TCFD Report 2023 to fully cover the scope of the combined entity. The TCFD Report takes into account the 2021 «Recommendations of the Task Force on Climate-related Financial Disclosures» and the «Guidance on Metrics, Targets and Transition Plans». This is another step forward in transparency and disclosure in a clear, comparable and consistent manner, by showing detailed information about the risks and opportunities in our business that are triggered by climate change.

Swiss Transparency Requirements on Non-Financial Matters

The Avolta ESG Report 2023 (which includes the ESG Report 2023 Annex on page 337 ff. of the Annual Report) and the TCFD Report on page 337 ff. (together, the 2023 Non-Financial Reporting) have been prepared in accordance with the requirements regarding transparency on non-financial matters pursuant to article 964a et seqq. of the Swiss Code of Obligations (SCO). The 2023 Non-Financial Reporting was approved by the Board of Directors and will be submitted for shareholder approval as a separate agenda item at Avolta's Annual General Meeting 2024 in accordance with the requirements of Art. 964c SCO. The TCFD Report can be found on page 337 ff. of the Annual Report.

Scope

For the general profile and most of the GRI indicators, the information reported is global and relevant to the whole company. For staff-related indicators information follows a similar structure as the segmentation used in Avolta's financial report. More information about each region may be found on pages 56–71 of the Annual Report 2023. Should you have any comments about the content of the report or want to know more about Avolta's ESG engagement, please email us to: sustainability@avolta.net.

Data comparability & measurability of initiative effectiveness

Due to the transformative business combination between Dufry and Autogrill and the integration of the two companies in 2023, comparability of the ESG-related data is limited, as 2023 is considered a transition year and will become a new «base year» for further improvements. This also influences the descriptions and comparability of the effectiveness of the ESG initiatives implemented. The company will include the related information in more depth going forward, starting with the business year 2024.

Nevertheless, where possible, the company discloses improvements and related data showing the initiatives' effectiveness already for the business year 2023. Such improvements are listed in full on pages 106–107 of this report and include amongst others:

- Improved extension (on a like for like basis) of the Avolta Supplier Code of Conduct recertification process and additional extension of the recertification process to the F&B business; see details on page 117 of the ESG Report
- Improvement of coverage of electricity consumption through renewable energy; see details on page 125–126 of the ESG Report
- First disclosure of total amount of donations including split by type; see details on page 143 of the ESG Report
- Increased reach of dedicated internal training of staff for responsible retailing
- Extended portfolio of sustainable products in F&B; see details on pages 117–119 of the ESG Report.

ESG Governance & Compliance

Avolta's ESG Strategy is supervised by the Board of Directors' dedicated ESG Committee chaired by the Lead Independent Director. The ESG Committee is informed on the progress of Avolta's ESG engagement on a quarterly basis. The operational evolution and implementation of the ESG strategy is managed by the dedicated ESG department, headed by the Chief Public Affairs & ESG Officer, who is a member of the Global Executive Committee and reports to the CEO. A detailed description of our ESG Strategy is available on the Avolta website: [Our Impact | Avolta](#)

New Avolta Double Materiality Matrix

Avolta's Materiality Matrix underwent a complete review in the context of the business combination of Dufry and Autogrill in 2023 and is now structured following the Double Materiality approach.

This approach combines two perspectives:

- Impact Materiality (“inside-out”): considering the impacts (actual and potential, positive and negative) that Avolta generates on economy, environment and people;
- Financial Materiality (“outside-in”): identifying risks and opportunities that might positively or negatively influence

the company's development, performance and positioning.

The materiality assessment started with a context analysis to identify the relevant material matters for Avolta in light of its business activities and the expectations of the company's main stakeholders (investors, concession partners, customers, peers, brand partners and employees), thus defining the boundaries of the company's scope of ESG accountability and range of initiatives. In particular, both internal and external documentation was analyzed, such as peers' and partners' publicly available reporting, publications from industry associations and sector trends, ESG rating requirements as well as both public and internal surveys conducted on customers and employees. 22 material matters emerged from the analysis which were then assessed in one-to-one interviews with the global ESG team, the members of the Global Executive Committee and of the Board of Directors. The stakeholders were asked to assess the significance of each potential material matter considering both the related impacts generated (Impact Materiality) and risks and opportunities that might influence the company's performance (Financial Materiality). In the evaluation, a medium term time horizon of five years was adopted. Following a prioritization approach and the application of a materiality threshold, a final list of 13 material matters resulted for Avolta's new Double Materiality Matrix, which was validated by the Board of Directors, following the ESG Committee's recommendation.

The impacts of the material matters identified are disclosed in the ESG Report Annex on pages 3–5.

Materiality Assessment

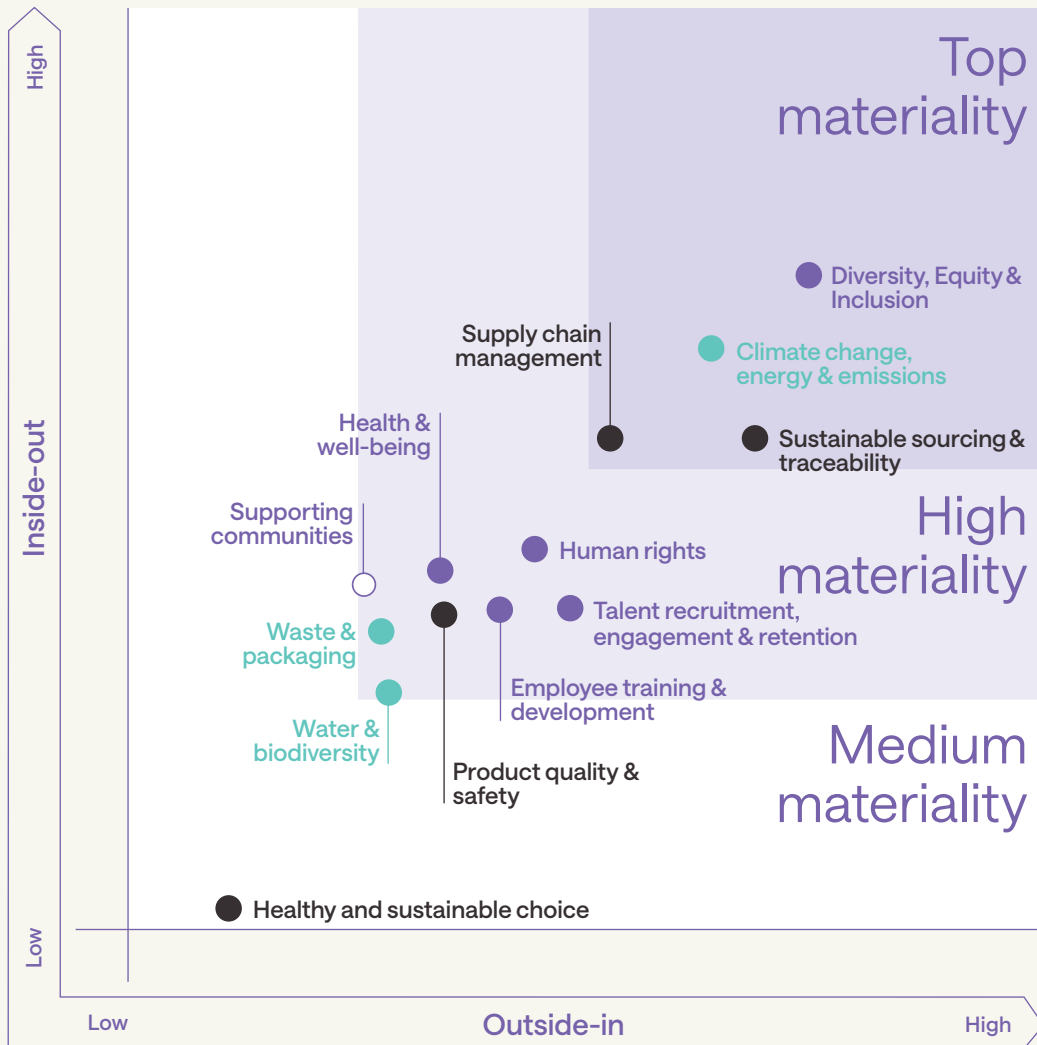
Avolta's materiality assessment helps the company to align its business with the expectations of its stakeholders and of society in general. The materiality assessment process aims to identify and prioritize the issues of the greatest material importance; and it is also the basis for defining our GRI reporting content and the boundaries of the topics. The process follows the principles of stakeholder inclusiveness, environmental and social context, materiality and completeness according to the GRI requirements.

Our vision of sustainability however is not a static one, and Avolta conducts periodic and comprehensive materiality assessments to identify our most relevant reporting topics from an ESG perspective.

New Avolta Double Materiality Matrix

In the context of the business combination of Dufry and Autogrill, Avolta has reviewed the material matters and stakeholder communities to develop the new Double Materiality Matrix.

13 ESG topics emerged as material* for the development of the company's ESG strategy and commitments.



* To finalize the list of material matters for Avolta a mathematical threshold of 2.5 (on a scale from 1 to 5) was applied. Only matters above average score were selected.

- Travel experiences
- People
- Communities
- Planet

Avolta's new Double Materiality Matrix consists now of 13 key material matters, grouped into four focus areas. Four of them – "Diversity, equity & inclusion", "Climate change, energy & emissions", "Sustainable sourcing & traceability" and "Supply chain management" – emerged as the most material, reflecting the main sustainability challenges of the industry in which the company operates and has the opportunity to stand out.

A detailed description of the material topics and related impacts, risks and opportunities is available in the ESG Report Annex 2023. In addition, the aspects related to governance and regulatory compliance were considered as prerequisites for the business and thus are not represented in the matrix, although being addressed in the report.

Avolta's ESG Vision



**Rooted
in Avolta's
DNA**



**Embedded
in our way
of doing
business**



**Focused
on clear
commitments
and tangible
initiatives**

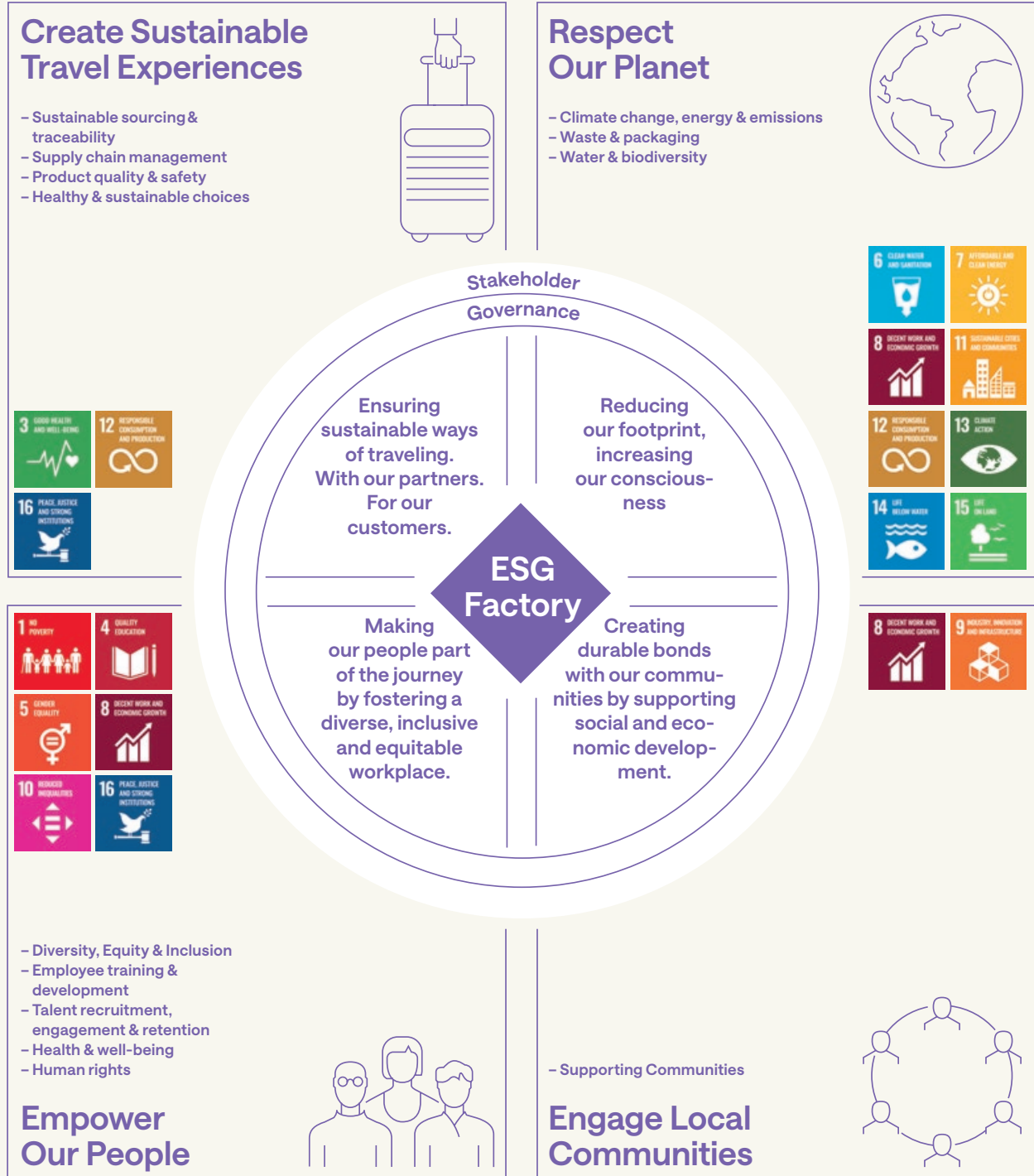


**Shaped to
be a lever of
innovation and
competitive
differentiation**

Avolta ESG Strategy House

The 13 ESG material topics have been clustered into four focus areas highlighting Avolta's main ambitions.

Avolta's ESG Strategy House is based on the newly developed Double Materiality Matrix, reflects the key focus areas and links with the related UN Sustainable Development Goals.



Improvements achieved in 2023

Create Sustainable Travel Experiences



Extention of sustainable product sourcing in F&B

Launch of future shop concept and hybrid formats in Arlanda Stockholm and Milano Malpensa airports

Sustainable Product Identification Initiative further expanded

mind.body.soul.
Shop-in-shop concept implemented internationally in 11 countries

Increased reach of dedicated training of staff for responsible retailing

New Avolta Supplier Code of Conduct developed and recertified with suppliers globally

Two Centers of Excellence for food innovation opened in Milan and Amsterdam

Respect Our Planet



Partnership with Oceana to support marine habitats through sale of reusable bags in 23 countries

Sourcing of electricity from renewable sources further increased and now covering 40% of consumption (base 2019)

Expansion of TCFD Report assessing climate-related risks and opportunities covering the whole company scope

Empower Our People



Introduction of «internal first» recruitment initiative «Grow With Us» during the integration process of Dufry and Autogrill into Avolta

Extension of internal online communication channel Beekeeper

Creation & expansion of dedicated training platforms for both back-office and frontline employees

Increased reach of online employee shop Emporium to additional countries

Engage Local Communities



Supported local communities in Türkiye, Morocco and Hawai'i (US) following devastating earthquakes and wildfires respectively.

Implementation of global Avolta Community Engagement Strategy

Continued to support and engage with local communities globally through initiatives at single country level and often in collaboration with concession partners

ESG Commitments going forward

Avolta's success goes beyond commercial and financial performance and we understand that our business activities have an impact on the communities where we operate and on the environment. In line with our commitment to

the Ten Principles of the UN Global Compact we regularly align our overall ESG strategy with new requirements and develop relevant initiatives geared to achieving a more sustainable business, including:

Create Sustainable Travel Experiences



Sustainable Sourcing & Traceability:

Expand the adoption of responsible sourcing practices and increase the procurement of sustainable, certified and local products

Supply Chain Management:

Foster a responsible and ethical management of the supply chain, partnering with suppliers that are attentive to social and environmental impacts

Product Quality & Safety:

Provide high quality & safety standards for the products and ingredients used in all of the company's channels

Healthy & Sustainable Choices:

Promote better travel experiences by offering a wide range of healthy and sustainable products, good for both consumers' and planet's health

Respect Our Planet



Climate Change, Energy & Emissions:

Measure Scope 1, 2 and 3 GHG emissions and reduce our footprint in our operations and along the value chain

Waste & Packaging:

Measure & reduce the generation of waste and promote circular practices

Water & Biodiversity:

Reduce water withdrawal in our operations and promote the restoration of habitats along the value chain

Empower Our People



Diversity, Equity & Inclusion:

Create an inclusive culture, by promoting diversity and equity at all levels of the organization

Talent Recruitment, Engagement & Retention:

Attract and retain highly talented people by building a positive and engaging working environment

Training & Development:

Provide high quality training, learning & development opportunities to strengthen our people's competences and professional growth

Health & Wellbeing:

Provide high health and safety standards and promote world-class well-being offerings and education to foster well-being and work-life balance

Human Rights:

Protect human rights across the company and along its supply chain

Engage Local Communities



Supporting Communities:

Create connections with the communities we serve and contribute to the growth of local economies

Avolta's ESG engagement practices

Avolta recognizes that the long-term sustainability of its business relies on the capacity to build, establish and maintain trusted relationships with all our stakeholders. Integrity is a key element in our business behavior across all levels of the organization and has served Avolta over the years to foster a sense of trust with our stakeholders.

Stakeholder interaction and dialogue

Engaging with our stakeholders on a regular basis to understand their expectations, needs and concerns is part of our ongoing commitment to sustainability. We interact with our stakeholders in a number of different ways, both formally and informally. For 2023, the group of relevant stakeholders included in our materiality assessment has been updated to reflect the new scope of the new entity resulting from the business combination of Dufry and Autogrill, and includes airports and other concession partners, customers, employees, investors (incl. shareholders, bondholders and lending banks), public authorities, brand suppliers, media and communities.

Whilst closely interacting with all stakeholders of our ecosystem is important, the close collaboration with our key business partners – brand suppliers and concession partners, which permit Avolta to provide a superior travel experience and service to customers – is crucial. Known in the industry as the Trinity (concession partners, retailers & F&B operators and brand suppliers), the tight lines and cooperation between these three groups allow for an improved dialogue and mutual understanding to the ultimate benefit of our common customers. This interaction has remained critical and valuable during 2023 as air traffic in particular continued to accelerate and the performance of our stores and restaurants further increased.

Beyond the Trinity described above, our team members and investors are the other two key stakeholders contributing to our company's success.

Avolta however, holds relationships with a larger group of stakeholders, which include:

– **Travel Retail Associations and Industry Bodies** – Avolta is an active member of each of the relevant regional and national industry associations in the geographies in which it operates (see pages 56 – 71). We are proud to have senior team members on the Boards of some of the most respected industry bodies – ETRC (European Travel Retail Confederation), MEADFA (Middle East & Africa Duty-Free Association), IAADFS (International Association of Airport Duty-Free Stores), ASUTIL (South American Association of Free Stores), UKTRF (UK Travel Retail Forum) and the DFWC (Duty Free World Council), NRA (National Restaurant Association) in the USA, AIGRIM (Travel Retail & Leisure Association) in Italy. This gives Avolta a voice in in-



dustry debates, ensuring that it plays a proactive role in shaping the industry's future.

- **Government & Public Institutions** – The relationship with this group of stakeholders is of major importance, as they are the generators and guardians of laws and regulations that circumscribe Avolta's operating environment. New laws and regulations can have a significant impact on the business and Avolta needs to be aware of any changes and be prepared to influence draft regulations and react to comply as needed.
- **Service Providers** – Understanding the relationship of Avolta with key service providers – mainly with IT and logistics suppliers – is fundamental for Avolta to have a more holistic view of its ESG impact and to assess and eventually address improvement areas.
- **Media** – Are an important group for Avolta as it permits the company to communicate with its main stakeholders. Avolta strives to build strong, and close collaborative relationships with media and our communications teams maintain direct, long-term relations with media representatives and influencers, providing them with information on a wide range of global, regional and local topics.
- **ESG Community** – Comprises ESG rating agencies, ESG powerhouses (such as United Nations Global Compact, GRI or SBTi), and the ESG community of the travel retail

and F&B industry as well as the airport community and associations. The relationship with this group of stakeholders permits our company to have a better understanding of the main topics of concern on a global basis and identify areas of improvement within our ESG reporting and communication.

- **Communities and Charities** – As part of its social commitment, Avolta supports many activities in the communities in which it operates. Avolta has a particular focus on fighting poverty and food insecurities, education, youth development and charities for children, as well as general health and water related initiatives and encourages its employees to work as active members at a local level. For detailed information, please see Chapter Engage Local Communities on pages 142 – 148.

Avolta's Policy Framework

Avolta has a set of internal policies and procedures which describe the ethical, social and environmental principles to be applied by our team members at all times and which complement the Avolta Code of Conduct. These policies and procedures address specific topics in the areas of environmental, social, employee and human rights-related matters as well as anti-bribery (among others), and provide guidance on the expected standards and behaviors in their day-to-day work. Furthermore, they are available to all our team members through the internal communication tools of the company as well as the corporate website, hence ensuring universal access to them. This set of information includes:

- Avolta Code of Conduct – requires all of our team members, officers and directors to act ethically and in compliance with all applicable laws at all times including internationally accepted human rights standards. The Code further outlines the types of conduct that are not permissible and imposes strict rules in relation to charitable contributions and sponsorships, as well as gifts, hospitality and entertainment expenses, to minimize the risk of corruption. In addition, the rules require careful due diligence to be conducted on any external partner Avolta is working with, including a procedure that must be followed by all new joint-venture partners, consultants for business development projects, counterparts to M&A transactions and other similar counterparts.
- Avolta Supplier Code of Conduct – is aligned with the principles of the Avolta Code of Conduct, extends the requirements and expected behaviors to the company's suppliers and is re-certified on a regular basis with the suppliers. A detailed description of the Avolta Supplier Code of Conduct and the 2023 implementation progress is available on pages 116 – 117 of this ESG Report.
- Human Resources Policy – further complements the Avolta Code of Conduct by detailing behaviors and requirements with respect to legality, diversity, non-discrimination and equal opportunities as axis of conduct to

be followed. The policy also describes Avolta's approach to respect human rights throughout its operations and business relationships, recognizing the existence of specific particularities in each of the countries in which Avolta operates and respecting the regulations applicable in each jurisdiction.

- Avolta's Environmental Management Guidelines – outline how Avolta is approaching and implementing its environmental initiatives building on its ESG strategy. The guidelines define how Avolta's initiatives are implemented across the company to conduct business in an environmentally conscious manner, aiming at minimizing the overall environmental impact of its business activities.
- Policy for Insider Information and Securities Trading – the internal policy defines requirements and behaviors for employees having access to inside information and regulates when and how Avolta shares can be traded. This includes "blackout periods" announced by the legal & compliance departments as applicable during the course of the year.
- Reporting on Wrongdoing Procedure – provides several internal and external whistleblowing channels to anonymously report wrongdoings in compliance with the requirements of applicable law and to prevent any form of discrimination. The Whistleblowing are supervised and managed by the Compliance Department as described in the Empower our People Chapter on pages 134 – 135 of this ESG Report.

Compliance education

Beyond ensuring universal access to policies and procedures, Avolta also conducts compliance training for team members, officers and directors, as applicable, on an ongoing basis. These training sessions reflect necessary changes introduced in our Code of Conduct and internal compliance updates as well as new laws, regulations and best practices as applicable. Avolta's Compliance Department regularly evaluates and adapts the content of Avolta's training on Compliance and Corporate Policies to keep training up-to-date and reflect industry standards and applicable laws. A detailed overview of the compliance trainings is described in the chapter Empower Our People on page 138.

Socio-economic compliance

Having operations in 73 countries means complying with a broad range of national laws and regulations, as well as maintaining an active dialogue to foster ongoing stakeholder and social engagement. For this reason, from a global perspective, Avolta's position towards compliance necessarily needs to have a holistic and broad approach, by also taking into account international norms and best practices, including the 10 Principles of the UN Global Compact. In this regard, Avolta has several initiatives and control mechanisms in place that permit the company to monitor

and ensure compliance with national and international laws and to follow respective ethical standards.

Risk management, due diligence and control

The risks inherent in Avolta's business are divided into two groups: financial risks (see Financial Report on pages 237–248) – related to interest rates, exchange rates, credit risks and liquidity risks – and non-financial risks. A comprehensive description of the company's non-financial risk and opportunity mapping is included in the ESG Report 2023 Annex on pages 337 ff. as well as in the TFCF Report, both available on the company website: [Our Impact | Avolta](#).

Avolta adopts a risk management model based on three levels. This model is applicable to all subsidiaries of the company. The company is supported by an Enterprise Risk Management software called GRC (Governance, Risk and Compliance), which allows a comprehensive identification and management of potential risks that may affect the business.

First level – The commitment of Avolta and all its subsidiaries to integrity and transparency begins with its own staff. Avolta requires all its team members, officers and directors to act at all times in accordance with the provisions of the Avolta Code of Conduct. The latter describes the types of behavior not allowed, and imposes strict compliance rules regarding the operation of the business including for example zero tolerance for bribery.

In addition, the policies and procedures of Avolta require each team member, officer and director to perform due diligence and carefully assess new external partners with whom Avolta plans to work, including a procedure to be followed to examine all new business partners, consultants for business development projects, partners for transactions and M&A, as well as similar counterparts. Where appropriate, these due diligence processes take into account relevant ESG matters, including, in particular, bribery risk.

Second level – There are various governance functions across the organization including the Compliance, Legal, Finance, ESG and Human Resources departments in charge of monitoring the company's principal risks and establishing the most appropriate controls to mitigate them, as well as ensuring compliance with the policies and procedures of the company. The scope of the Compliance and Corporate Governance function is based on the following pillars:

- Regular review and – where necessary – update as well as ensuring compliance with the set of global company policies
- Establishment of the overall framework of approvals including a policy of “four eyes” for validations

- Training, both for the members of the staff identified with greater exposure to risk, and for the rest of the employees
- Global corporate risk management and control
- Due diligence in compliance, supply chain and transactional matters, including on financial and non-financial risks (e.g. environmental, social, employment, human rights and bribery/corruption)
- Internal communication and reporting channels to ensure the integrity of the compliance program
- Investigation of reports of possible wrongdoings and implementation of corrective actions

Third level – The Group's Internal Audit provides independent and objective monitoring and consulting services designed to add value and improve Avolta's operations. This function covers all subsidiaries and applies a systematic and disciplined approach to evaluate and improve the effectiveness of governance processes, as well as risk management and control, including assessing risk management procedures and the potential committing of fraud. The main risks identified during internal audit procedures are reported to senior management and to the Audit Committee of the Board of Directors, and its status is updated periodically until resolution or acceptance are given by the governing bodies.

Avolta's Corporate Governance

Avolta believes that good corporate governance is important to the development of the company, to ensure the sustainable provision of long-term benefits for shareholders, employees and society. Avolta's governance system serves as a control mechanism in relation to a number of elements, including bribery and corruption, tax, executive remuneration, shareholders' voting possibilities and internal control. Most of these topics are covered in the Corporate Governance Section of this Annual Report on pages 279–309.

Especially relevant for the sustainability of our industry is the corruption and bribery phenomena, which can be the cause of negative economic, social and environmental impacts. From a business perspective, corruption distorts the functioning of the market and undermines governance institutions and in general, the rule of law.

For Avolta, the subject of corruption is of considerable importance, as the company expands its operations to many countries with elevated corruption levels and participates in many public procurement processes to bid for airport, sea-port, motorways, and other concessions around the globe each year. Avolta prohibits and has zero tolerance for bribery and corruption at all times and in any form. We believe that in order to remain a solid business leader, all business must be conducted ethically and in full compliance with all applicable laws, rules, and regulations. Avolta requires all of

its team members, officers and directors to behave at all times with honesty, ethically and within the confines of applicable laws as well as in full compliance with Avolta's Code of Conduct. Where laws, rules or customs exist that are different from the principles set out in the Code of Conduct, Avolta team members, officers and directors are required to follow whichever sets the higher standard in this regard.

Avolta also expects its team members, officers and directors to fully adhere to the principles of integrity and fair dealing when carrying out activities on behalf of Avolta. This includes promoting standards adopted by the company and as set out in the Code of Conduct with respect to sustainability, diversity, decent work and human rights, as well as zero tolerance towards harassment and discrimination.

Avolta's ESG Commitments & Reporting

Avolta engages in numerous external initiatives and strategic collaborations with organisations and partners to support and inform about our work on the most material sustainability issues. It has been grouped the most important and general ones under four different categories, and mentioned the more specific ones within the four focus areas.

Commitments

- **UNGC** – Avolta has been a participant of the UN Global Compact (UNGC) since March 2020 and since then, we have measured and disclosed our progress on the ten principles established by the UNGC. Additionally, Avolta is a participant of the UNGC Swiss Network and regularly participates in conferences and meetings where best practices are shared.
- **SBTi** – During 2022 and early 2023, Dufry sought and gained validation from the SBTi for the emissions reduction targets set for the company (retail business), as described in detail in the Respect Our Planet section of this report on pages 125–126.

Reporting

- **GRI** – The Global Reporting Initiative (GRI) helps organizations to be transparent and take responsibility for their impacts, supporting companies to systematically report on the elements that are material for their businesses in a structured and comprehensive way. This reporting permits better comparability, greater transparency and alignment with international standards, such as the OECD guidelines for multinational organisations – ISO 26000; the United Nations Guiding Principles on Business and Human Rights; the UNGC's Ten Principles and the United Nations' Sustainable Development Goals. Avolta has prepared its ESG Report following the guidelines of GRI since the reporting year 2018 and in this edition has adopted the GRI Universal Standards.
- **TCFD** – The Task Force on Climate-Related Financial Disclosures (TCFD) was created in 2015 by the Financial Sta-



bility Board (FSB) to develop consistent climate-related financial risk disclosures for use by companies, banks and investors in providing information to stakeholders. In the first quarter of 2023, Avolta disclosed its first report following the guidelines of TCFD, which covered the reporting year 2022 and explored the range of the impacts that climate change would have for our business, including both risks and opportunities. Taking into consideration the business combination of Dufry and Autogrill in 2023, Avolta now publishes a combined TCFD Report covering the full scope of the new entity. The TCFD Report 2023 is available at the end of this Annual Report as well as on the Group website: [Our Impact | Avolta](#).

- **Swiss Requirements regarding Non-Financial Disclosure** – Avolta publishes annual Non-Financial Reporting in accordance with the requirements regarding transparency on non-financial matters of article 964a et seqq. of the SCO.

Assessments and Ratings

Avolta is regularly assessed and rated by ESG-specialized rating agencies, including Sustainalytics, MSCI ESG Ratings, ISS ESG, Moody's ESG Solutions (Vigeo Eiris) or In-rate. Avolta's ESG department engages with ESG analysts to assist them in their assessment of our company and to support their research work. Avolta recognises the value of external feedback from these independent agencies as their work helps us to further develop our lines of action towards strengthening our long-term commitment to be a successful, sustainable business.

Industry Initiatives

Avolta participates in several industry initiatives geared towards consumer and environmental protection. Amongst others, Avolta has contributed to the development of several Codes of Conduct for the travel retail industry (such as the UK Code of Conduct on Disruptive Passengers and the ETRC and DFWC Codes of Conduct on Sale of Alcohol), and is a member of the ACI Climate Change Task Force and the ACI Europe Environmental Strategy Committee (ENSTRAT).



Create Sustainable Travel Experiences

“Ensuring sustainable ways of travelling. With our partners. For our customers.”



Making Travelers Happy. This is the ambition outlined in Destination 2027, Avolta’s new strategy aiming at revolutionising the travel experience (see dedicated chapter on pages 28 – 55 of this Annual Report). Putting the customer at the core of every decision we make is what has taken Avolta to its leading position in the travel retail and F&B sectors.

Within the focus area Create Sustainable Travel Experiences Avolta has defined four areas of action:

- Sustainable Sourcing & Traceability
Expand the adoption of responsible sourcing practices and increase the procurement of sustainable, certified and local products
- Supply Chain Management
Foster a responsible and ethical management of the supply chain, partnering with suppliers that are attentive to social and environmental impacts
- Product Quality & Safety
Provide high quality & safety standards for the products and ingredients used in all of the Group’s channels
- Healthy & Sustainable Choices
Promote better travel experiences by offering a wide range of healthy and sustainable products, good for both consumers’ and planet’s health

Avolta aims to exceed customer expectations by combining the sourcing of unique product choices, the development of attractive shopping environments and offering an ever-wider array of healthy, safe and high-quality products

GRI indicators:
203-2, 308-1, 414-1, 416-1, 416-2, 417-1, 418-1

SDGs:
3.8
12.8
16.3, 16.10

from controlled and sustainable supply chains. In recognition of these efforts, Avolta received two important awards during 2023: the title of Best Retailer from the Middle East & Africa Duty Free Association (MEADFA) and the winning of six prestigious prizes at the FAB Awards (Airport Food & Beverage Conference & Awards).

To ensure high quality for our customers, we give particular attention to a wide variety of topics, such as product and supply chain stewardship when selecting our offers, customer’s privacy and data protection, as well as responsible marketing initiatives and communication practices. Moreover, since customers are becoming more conscious regarding the consumption of F&B products, Avolta develops its own F&B concept portfolio in a more responsible way, by opting for certified food ingredients, free from artificial colours or preservatives, and preparing meals with a limited amount of ingredients or natural-origin ones.

For a holistic and unique travel experience, one of the core objectives of the Destination 2027 strategy, we focus on three main elements: store design, product and service both in-store and online. As such, when developing and refurbishing its stores and restaurants, Avolta pays particular attention on creating a strong sense of place through the linkage of the shopping and dining environment with the individual country’s cultural heritage where the stores are located. The powerful combination of state-of-the-art outlet designs with local motifs and references, alongside a carefully curated selection of products sourced from lo-



cal suppliers, results in unique shopping and eating spaces that enable customers to experience a full cultural immersion in the destination with a true “sense of place”. In total, Avolta sources close to 30% of its retail products locally and slightly over 70% globally.

Sustainable sourcing & traceability

“Expand the adoption of responsible sourcing practices and increase the procurement of sustainable, certified and local products.”

Transparent information and labelling

Besides offering an innovative travel experience that is tuned with evolving consumer preferences in all the 73 countries in which the company operates, Avolta provides its customers all information necessary for a full understanding of the ingredients its F&B products contain, ensuring maximum transparency and compliance with labelling laws. In every country in which it operates, the company complies with laws requiring the communication of food ingredients, especially with respect to allergens. For the retail assortment, all product labelling and customer information on product specification is managed by the respective brand partners (see dedicated chapter below).

Sustainable sourcing

Customer’s preferences are increasingly shifting towards products that have a reduced impact on the environment, guarantee good working conditions to its employees, and ensure appropriate animal welfare. Worldwide, Avolta has designed an innovative and diversified offer that fits a broader perspective of promoting not only healthier but also more responsible consumption models, geared toward reducing environmental impacts and protecting nature.

In its retail shops, Avolta offers customers the opportunity to choose environmentally and socially friendly retail products through its Sustainable Product Identification Initiative: a labelling framework that highlights positive environmental and social characteristics of products, thus contributing on increasing customer’s awareness on the various sustainability criteria associated to each product. In 2023, this initiative was extended to additional locations and products, which now includes 1,964 retail products from 23 global suppliers across all Avolta’s core product categories and is implemented in 167 retail shops across 126 locations globally.





In our F&B operations we committed to building a more sustainable supply chain of the ingredients and raw materials, hence many of our suppliers participate in national and international initiatives like the Better Life Label for improved animal welfare, Fair Trade, and the RSPO (Roundtable on Sustainable Palm Oil), especially in EMEA countries.

Avolta is also aware that ensuring animal welfare, in accordance with regulations, standards, and international best practices is an important component of a responsible supply chain. In our main F&B countries¹ – representing over 90% of our F&B turnover – 84% of eggs purchased are cage-free, reaching 100% in Belgium, Germany, Italy, The Netherlands, and Switzerland.

¹ Belgium, Canada, France, Germany, Italy, Switzerland, The Netherlands, USA

Foodbuy

In North America, Avolta works with Foodbuy for the F&B business. Part of the Compass Group since 2007, Foodbuy is the leading procurement company for food & beverage services and has made several commitments to ensure high standards of food safety and sustainability. All our North American F&B suppliers in the Foodbuy network undergo regular audits on central issues such as human & labour rights, business integrity, diversity & inclusion and environmental sustainability. Any potential risks related to specific sourcing geographies or product related topics are considered by these audits. All requests for proposals for new concessions or renewals include category-specific questions on the supplier's social responsibility, in order to assess their handling of social and environmental aspects. In 2023 the Group bought F&B products from 370 Foodbuy-approved suppliers with one or more certifications, NAE, including USDA Organic and Bio-Based (US Department of Agriculture), BPI Biodegradable (Biodegradable Products Institute), Cedar Grove Compostable, GAP Steps, Cage-free, HFAC, Reduced Antibiotics, Monterey Bay Yellow/Green, MSC, Salmon Safe, Rainforest Alliance, Bird-friendly, Eco-Logo, Green Seal, FSC, and SFI.

Supply chain management

“Foster a responsible and ethical management of the supply chain, partnering with suppliers attentive to social and environmental impacts.”

For the travel retail business, Avolta neither produces any retail items nor sells any white-label products, except for a pilot private-label assortment, including for example, destination products first introduced in late 2022. All the products available on our retail stores are produced by third party companies, which Avolta expects to comply with the law, stipulated contract conditions and international best practices with respect to human rights, the environment, health & safety and labour standards. To guarantee that our retail and F&B suppliers meet our strict environmental and social requirements, Avolta has developed a combined version of the previous Dufry and Autogrill Supplier Code of Conduct, which stipulates the main social and environmental requirements to be fulfilled to become an Avolta supplier.

Supplier Code of Conduct

Avolta's Supplier Code of Conduct is designed to ensure that its retail and F&B providers conduct their operations in an ethical and legal manner, applying accepted business standards, as described by the UN Global Compact, regarding:

- Ethics and integrity
- Labor and employment practices and working conditions
- Anti-money laundering and anti-terrorism
- Environmental compliance and sustainability
- Product quality and safety

To ensure the implementation of a responsible supply chain management with respect to social and environmental matters, Avolta expects its suppliers to maintain financial, operational and business records in accordance with applicable legal requirements and generally accepted accounting practices, and to establish a procedure that gives to its employees the possibility to report possible concerns for unethical actions.

Reflecting the ESG Governance as explained in the Corporate Governance chapter on page 296, both the Supplier Code of Conduct and the Avolta Code of Conduct provide



detailed insights on how we assume our responsibility concerning social, ethical and environmental standards, and how we put into practice the principles of sustainable development in our day-to-day work, thus ultimately also executing on this respective due diligence task. Both Codes were assessed and aligned as part of the business combination of Dufry and Autogrill to ensure their relevance both for our retail and our F&B businesses, reflecting developments in law, regulation and professional ethics. Both Codes are available in the sustainability section of our website: www.avoltaworld.com.



To secure the suppliers' agreement with and / or acknowledgement of the Supplier Code of Conduct, a three-year follow-up reassessment cycle is observed.

In 2023, following the release of the Avolta Supplier Code of Conduct, we started a new recertification cycle process reaching out to suppliers who had previously signed the Dufry Code, and expanded the reach of the Code by adding new suppliers from across all main retail product categories and F&B. In total 441 suppliers, accounting for 49% of total company COGS 2023, signed or acknowledged the Avolta Supplier Code of Conduct. With regards to the retail sector, where the supplier certification has been underway for a few years, in 2023, we increased the number of suppliers certified to 157 (2022: 152), representing 57% of 2023 retail COGS (2022: 52%).

On top of monitoring suppliers to ensure compliance with the principles established in Avolta's Supplier Code of Conduct, the company will continue to reach out to additional suppliers, including new ones, going forward.

Healthy and sustainable choice

“Promote better travel experiences by offering a wide range of healthy and sustainable products, good for both consumers' and planet's health.”

Since our customers' expectations have been constantly evolving, becoming even more sophisticated and oriented towards higher sustainable standards, Avolta constantly monitors its customers' satisfaction and analyzes their changing needs with its Customer Experience Tracking & Survey. Through a set of structured processes, we analyze the attitudes and behaviors of global travelers and identify new market trends, along with new concepts, healthy & sustainable products, and innovative services to offer to our customers.

As described in its Destination 2027 strategy, Avolta collaborates with brand and concession partners to launch a travel experience revolution by customizing the offerings for travelers, including new categories and exclusive products that address the new sustainable customer behavior trends. In our F&B business we strive to meet as many dietary needs and preferences as possible by developing innovative and diversified concepts, menus and recipes in collaboration with many industry experts, nutritionists and science communicators, making sure we fulfil the World Health Organization's recommendations.

Over time, several collaborations with sector specialists resulted in a series of healthy and sustainable food alternatives. These include the partnership with nutritionist-physician Mauro Mario Mariani and chef Luca Montersino for the development of the 'Piatto Unico Bilanciato' in Italy, a balanced single meal that guarantees the correct combination of different nutrients, and the innovative WOW Burger: the 100% vegan sandwich created in our «Factory-Food Designers» in Milan in collaboration with vegan chef Simone Salvini and Nestlé Garden Gourmet, is available in Italy and in our proprietary restaurants in some EMEA countries like France and Switzerland.

To ensure a constant development of innovative products, leveraging Avolta's high expertise in the F&B sector, two Centers of Excellence have been opened in the EMEA region: the Factory-Food Designers in Milan and the Food Services in Amsterdam. These centers are designed to stimulate creativity and develop new ideas, F&B concepts and recipes – supported by specialists from different backgrounds (chefs, pastry chefs, nutritionists, small and local producers, food bloggers, and designers) and also



include the Green Lab – a dedicated R&D studio where health and sustainability converge, creating innovative recipes in line with new trends. The Food Services Center of Excellence in Amsterdam, is focused on the development of international concepts and the management of company F&B brand portfolio – composed by internal, external and franchise brands – and related products.



Healthy and sustainable concepts

Avolta's commitment to provide our customers globally a well-diversified healthy and sustainable offer results in a wide global portfolio of retail and F&B concepts that offer compelling alternatives for both our customers' health and the safeguarding of our planet. Among recent openings, the following concepts were particularly distinctive for their seamless blending of wellbeing and environmental offerings as key elements contributing to our Destination 2027 travel revolution.

MIND.BODY.SOUL.



To meet the increasing consumer interest in purchasing healthier and more wellbeing related products, Avolta developed the retail concept mind.body.soul. The “shop-in shop” concept offers a range of nutritious and energy focused food for health-conscious customers, alongside sustainable and relaxing products that promote a true sense of wellbeing. Products from a broad spectrum of categories and brands are displayed under four different

themes: Stay Healthy, Relax, Feel Better and Travel Comfort. The majority of the selection includes locally sourced and innovative brands but also already established global brands. This concept is currently implemented in 11 countries and 13 locations globally.

HUDSON CAFÉ MILANO



The Hudson Café Milano, opened in Milano Malpensa airport is Avolta's first hybrid concept combining cafeteria and bookstore. Through this new concept we want to offer our consumers an integrated travel experience that allows them to both shop and enjoy a relaxing break. In the Hudson Café, Avolta not only sells a wide range of books and newspapers, but also offers a wide assortment of food and beverage products including coffee, pastries and bakery from both Italian and international cuisine, satisfying the different preferences of our consumers. To offer quick and healthy alternatives, the Hudson Café features a selection of healthy grab&go products such as fruit, poke bowls and yogurt, as well as vegan and vegetarian options.

FRESH



Pursuing sensory and emotional pleasure and preserving physical well-being are two key principles of our proprietary concept FRESH, at Bali I Ngurah Rai International Airport, Kuala Lumpur International Airport and Gold Coast International Airport. FRESH offers a wide range of natural,



tasty and trendy F&B products, serving not only healthy but also environmentally friendly menu items such as organic coffee and teas, poke bowls and fresh smoothies. To ensure fully transparent customer communication, the product labels contain both the complete ingredients list as well as the health benefits they bring.

WASCOFFEE LAB



The WASCOFFEE LAB – available in three locations in Italy – is Avolta's first concept made entirely from WASCOFFEE®, the 100% natural and recyclable material created from recovered coffee grounds and used for the design and furnishings of the shops. Its minimalist and cosy ambience, inspired by the specialty coffee trend, and the gastronomic offerings satisfy the new consumption models. The menu meets the needs of different traveler profiles and offers healthy and plant-based alternatives.

Product quality & safety

“Provide high quality & safety standards for the products and ingredients used in all of the company's channels.”

Selling products that meet high standards of quality and safety is extremely important for our company. Our procurement teams focus on sourcing products from a reliable supply base. The majority of the products that we sell are heavily regulated (e.g. alcohol & tobacco but also beauty and food) and Avolta is committed to compliance with the applicable regulations and rules in all the countries where it operates.

Across all our restaurants, high-quality ingredients that are used for our recipes and meals are prepared under strict hygiene and sanitary conditions, in compliance with local and international regulations. These offers are periodically audited and taught to workers through frequent training and awareness programs. The quality and safety of F&B products served are reinforced by an expansive, tightly structured management system that begins with the supplier selection. Before doing business with Avolta, all F&B suppliers go through a pre-approval process to test their level of compliance with the company's food quality and safety standards. The process includes microbiological content and chemical / physical analyses along the entire supply chain, which are evaluated from a risk as-

Food quality, health and safety certifications

ISO 9001:2015 on Quality Management Systems

ISO 22000 on Food Safety Management

ISO 9001:2015 (provision of technical project management services)

ISO 45001

Halal certification from MUI (Majelis Ulama Indonesia)

Diverse Food Safety program

FSSAI (Food Safety and Standards Authority of India)

NVWA (Netherlands Food and Consumer Product Safety Authority)

NSF Certificate of Food Hygiene and Safety

Applies to:

Italy (F&B: all stores managed by Autogrill Italia S.p.A. and Nuova Sidap)
Austria (F&B: all stores)

Australia, Malaysia (F&B: selected stores)

Italy (F&B: all stores managed by Autogrill Italia S.p.A.)

Austria, Malaysia (F&B: all stores)

Greece (F&B: Hellas LTD)

India (F&B: Hyderabad Airport)

Italy (Milan HQ)

Italy (Milan HQ and F&B airport locations)

Switzerland (F&B: Seven spices in Geneva & Zürich airports and all stores at Bern railway station)

India (F&B: all stores in Bangalore, Hyderabad, and Delhi airports)

Indonesia (F&B: selected stores in Jakarta and Bali airports)

Netherlands (F&B: all stores)

Switzerland, Norway (F&B: selected stores)

India (F&B: all stores in Bangalore, Hyderabad, and Delhi airports)

Netherlands (F&B: all stores)

Switzerland, Norway (F&B: selected stores)

UK (F&B: all stores)

Malaysia (F&B: selected stores)



assessment perspective. Once they become Avolta suppliers, they are periodically screened by way of questionnaires, direct or indirect information gathering, location checks as well as food safety and quality audits. Also, as a brand licensee, the company itself is subject to audits by its brand and concession partners.

In addition to these F&B assessment procedures, there is a self-screening program falling within the management system used in the various countries, i.e. a set of centrally coordinated procedures carried out on-site to ensure compliance with all hygiene and sanitary standards. Always striving for improvement, the company has adopted various safeguards and concrete actions to maintain the highest levels of food quality and safety. These address food safety standards and HACCP processes involving numerous food safety courses in the various business units, both classroom-taught and online. Frequent audits are carried out to check compliance with quality and safety standards at the F&B outlets in the different regions. In 2023, 93% of Avolta's F&B stores in 26 countries received Quality & Safety audits. In some countries, internal monitoring is paralleled by audits conducted by third parties and qualified personnel.

Responsible marketing

Avolta is well aware of its marketing responsibilities and observes all laws with respect to promoting products and services and in particular with respect to alcohol and tobacco. Its responsibility also includes marketing practices adopted and communication activities launched both in-store and through our pre- and post-sale points of contact with customers, including product warranties and refund policies.

Cooperation with Duty Free World Council and US National Restaurant Association

Avolta has contributed to the development of the Duty Free World Council's (DFWC) Self-Regulatory Code of Conduct for the Sale of Alcohol Products in Duty Free & Travel Retail. The Code – called «Responsible Retailer of Alcohol Products» – complements other codes and guidelines followed by individual alcohol manufacturing companies or other bodies, is widely accepted by most travel retailers worldwide and was signed and implemented by Avolta in 2017. The Code defines clear guidelines for commercial communications, sales of alcoholic products in the travel retail and duty-free environments and for tasting at the point of sale. The Code of Conduct is publicly available from the DFWC website:

www.dfworldcouncil.com. Since 2021 we obtained the DFWC Responsible Retailer accreditation, after members of our staff involved in the sale of alcohol products – both at store and office levels – were trained on the abovementioned code through a DFWC developed training module. This important training is incorporated into Avolta's training catalogue and the company continues to train all the team members who are involved in the sale of alcoholic products. By the end of 2023, over 3,400 of our team members had obtained that certification. In addition, over 2,400 team members working in F&B concepts serving alcoholic beverages were trained to responsible serving practices. This brings to over 5,800 the number of people in the company trained to sell and serve responsibly alcoholic beverages. In North America we developed the Serve Safe Alcohol program in collaboration with the National Restaurant Association: an initiative to train all frontline employees on how to properly serve alcoholic beverages. Finally, we launched the «We ID» campaign to raise consumers' awareness about safe drinking which is still ongoing. The campaign requires all customers to present identification when they purchase alcohol.

Customer Service – it does not end at the shopping till

In 2023, our global customer service team of the retail business answered 250,047 queries (compared to 154,242 in 2022). Out of all these customer contacts, 39,814 were customer complaints, 146,012 were information requests, 60,281 were requests for services, 3,885 were complaints and 55 were suggestions. The remaining queries are related to contacts received that do not refer to Avolta or that the customer does not respond to. The main causes of complaints were as follows: – Billing Overcharges – Damaged product complaints – R&C complaints – Red By Dufry missing points – Wrong products delivered. Case resolution time was, on average, less than six days.

Customer privacy and data protection

Avolta is committed to safeguarding the privacy of its customers and their personal information. The company has implemented the necessary management and cyber security systems to treat any customer's personal information as confidential. This also includes securely storing personal information – such as for example name, surname, email address or loyalty card number – to prevent unauthorized access to it, along with ensuring that such personal information is only collected, used and otherwise processed for legitimate business purposes in accordance with applicable laws, the Privacy Notice and Avolta's



Code of Conduct (both accessible in the company's website www.avoltaworld.com).

Online transactions

Avolta doesn't handle online transactions that include payment for duty-free goods – exceptions are made for some locations and for the food & beverage sector, where respective customs regulations allow. Our Reserve & Collect service only allows customers to reserve retail products and collect them at their preferred airport location at the time the customer flies. Normally, however, it is not until customers collect the products and show their boarding passes as required, that the payment is processed. This is due to customs regulations that only permit Avolta to sell duty-free products at the airport location itself. In some countries where we operate in the food & beverage sector, it is possible to use systems and apps such as Click & Good and Your Order Please to order and pay in advance, in compliance with Avolta's high cyber security standards.

Data protection structure and audits

Avolta has a Global Data Protection Coordinator (Global DPC) who reports to the Chief Compliance Officer. The data protection organization relies on a decentralized structure, with local data protection coordinators (Local DPCs) in the relevant countries. The Local DPCs bear the responsibility for data protection matters within their scope of operations. Our employees, as well as third-parties who provide services on Avolta's behalf, are required by policy and process, as well as by contract, if applicable, to treat customer information with care and confidentiality. Our processes are designed to preclude unnecessary access to confidential information and Avolta has administrative, technical and physical safeguards that reflect this obligation. Avolta regularly reviews and enhances related procedures and policies. The Group also undertakes internal Data Protection Audits and intrusion tests on a regular basis, while periodic meetings are held to discuss and improve the protection of customers' personal data. Anyone wishing to report a grievance or ask a question regarding Avolta's data privacy policy, or to access, delete, correct or transfer their personal information, can address such data subject requests to: privacy@avolta.net.

Cyber security

Avolta is continuously monitoring, reviewing and upgrading its processes to protect its business from potential cyber security threats that ultimately could end with theft of data. At a global level, Avolta has a Global IT Security Team that is responsible for keeping IT threats away from Avolta's business, understanding emerging threats and investing in the necessary technology to mitigate potential new risks. In this regard, Avolta has a number of systems and security processes in place, including a robust IT security

system and a number of internal policies and procedures complying with applicable laws and regulations. This is all included in the company's Global Information Security Policy, which is aligned with the international security frameworks ISO 27000 and the National Institute of Standards and Technology (NIST). Avolta performs regular tests of its systems and takes several measures to improve cyber security, prevent malware infections and avoid data breaches. Amongst others, Avolta: – Encrypts customer, payment and any sensitive data and limits access to it; – Keeps software up-to-date by installing updates and security patches; – Secures point of sale (POS) devices and applications; – Performs regular vulnerability testing to identify weaknesses; – Monitors all activity in Avolta's systems and data for any anomalous activity and indications of threats; – Uses (and promotes amongst its employees) secure passwords and two-factor authentication; – Runs antivirus software continuously, periodically scanning systems for malicious files; – Has introduced advanced Malware protection; – Has PCI certifications in place in most of the countries where it operates; – Has established a global security monitoring and protection system overseeing Avolta's cloud services.

Security Awareness Program

As part of the Security Awareness Program, Avolta conducts regular internal communications campaigns and both mandatory and optional training for all team members regardless of function and location. The content of this communication and training program includes relevant and individual steps towards achieving a secure IT environment, including: – PCI DSS Awareness – Secure Remote Working – Phishing & Ransomware – Password Safety – Privacy and Data Protection – Social Engineering – Global Information Security Policies – Global Policy of Acceptable Use of Technology – Data Leak Prevention.

Respect Our Planet

“Reducing our footprint, increasing our consciousness.”



Avolta is committed to conducting business in an environmentally conscious manner to respect the planet.

Avolta regularly assesses the environmental reach of its commercial activity and works towards minimizing its impact. Considering the wider impact scope resulting from the business combination of Dufry and Autogrill completed in 2023, the combined entity started to reassess its environmental impact to cover the complete scope where possible, or prepared the ground for a full coverage in the business year 2024 – this in particular with respect to the restatement of certain environmental and climate-related targets.

Within the focus area «Respect the Planet» Avolta has defined three areas of action:

– Climate change, Energy & Emissions

Measure Scope 1, 2 and 3 GHG emissions and reduce our footprint in our operations and along the value chain.

– Waste & Packaging

Measure and reduce the generation of waste and promote circular economy practices.

– Water & Biodiversity

Reduce water withdrawal in our operations and promote the restoration of habitats along the value chain.

Avolta recognizes the importance of international initiatives to promote action to preserve the planet. Accordingly, Avolta, a participant of the UN Global Compact, adopts the commitment of taking a precautionary approach to its operations, supports the UN Nations to drive awareness of the Sustainability Development Goals (SDGs), and participates in a number of industry initiatives, such as the ACI Europe



GRI indicators:

302-1, 302-3, 303-1, 303-3, 305-1, 305-2, 305-3, 305-4, 305-5, 306-1, 306-2, 306-3, 306-4, 306-5

SDGs:

6.4, 6.6

7.2, 7.3

8.4

11.6

12.2, 12.4, 12.5

13.1

14.3

15.1, 15.2

Climate Task Force as well as the ACI Europe Environmental Strategy Committee (ENVSTRAT).

Due to the special nature of the travel retail and F&B industry in which Avolta operates, we traditionally cooperate closely with third parties, in particular with concession partners, brand suppliers and logistics providers, towards reducing the environmental impact of the business and contributing to implement circular economies where possible. This collaboration always focuses on becoming a more sustainable business by promoting effective use of resources – especially energy and water – across the operations and supply chain. We further aim at minimizing the generation of unnecessary waste, adopting new technologies that contribute to the reduction on environmental impacts increasing our efforts on recycling practices, and supporting our customers in their objective of choosing and consuming more sustainable products or healthy nutrition.

With the exception of our motorway operations, Avolta typically operates shops and restaurants in highly regulated, third-party owned premises such as airports, train stations, cruise ships & ferries, seaports and downtown locations. This means that for most of our stores and restaurants, a large proportion of its utility consumption – such as electricity – Avolta cannot directly influence sourcing of these resources as predetermined by the concession partners and the given building construction. Moreover, Avolta – for its retail business – does not develop own products, does not operate any own manufacturing sites, and sells third-party products directly sourced from its brand partners. Similarly, for the F&B business, Avolta does not have dedicated production sites outside the locations operated. In



general the products and menus offered are cooked directly in kitchens located in the back of the store. However, the company leverages third party suppliers who develop F&B recipes following Avolta's proprietary brands' culinary guidelines or franchised brands' guidelines.

Consequently, the company concentrates its energy-saving and emission reduction efforts mainly in the areas of product sourcing, in-store equipment, supply chain & logistics, its own office premises and in the design of new stores or in the refurbishment efforts of existing locations. With respect to shop and restaurant design, the focus is on the related construction materials, fitting equipment, lighting and energy star certified kitchen appliances meeting several sustainability criteria and following internationally recognized standards such as LEED or internal guidelines such as the Green Store Guideline implemented for the whole F&B part of the business.

Avolta's environmental management system

Avolta has established an environmental management system that permits the company to assess and understand its impact on the environment with a systematic and consistent approach, subsequently enabling the company to define the main lines of our goals and actions. In some areas, where we have direct and stronger possibilities to influence our footprint, we have already actioned specific initiatives to reduce our footprint, such as the replacement of plastic bags (see page 128) and replacing our F&B guest packaging with more sustainable alternatives for the environment, in line with national and international law regulations (see page 129). In other circumstances, where our business model provides less potential of directly influencing our footprint, Avolta significantly increases its stakeholder dialogue – mainly with airports and supply chain – to explore opportunities to reduce the impact further.

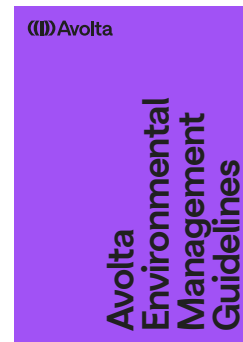
Avolta has formally adopted the precautionary approach principle to its operations. The company follows a consistent process to assess its operations from an environmental perspective, to identify current or future environmental impacts of its activities and to promote initiatives that respect the environmental balance and comply with existing environmental laws and regulations.

Avolta's environmental management system, supervised and implemented by the ESG Department, permits placing the environment at the center of decision-making through:

- Assessment of environmental risks of its activities, facilities, products and services on a regular basis, improving and updating the mechanisms designed to prevent, mitigate or eradicate them.
- Ongoing identification, assessment and mitigation of the environmental impacts of the company's activities, facilities, products and services.

- Management of risks and impacts by establishing objectives, programs and plans that promote the continuous improvement.
- Environmental training of the company's professionals in collaboration with the HR training department.

In this regard, we regularly engage in constructive dialogue with stakeholders in the areas in which we can actively influence the environmental footprint, to assess the impact and eventually implement measures to minimize or even offset the impact. As a complement to the company's Environmental Management System, Avolta has a set of Environmental Management Guidelines that define the environmental principles to follow when it comes to climate change and efficiency, resource consumption and shop development. These guidelines are available in the sustainability section of Avolta's corporate website: www.avoltaworld.com.



Climate change, energy and emissions

“Measure Scope 1, 2 and 3 GHG emissions and reduce our footprint in our operations and along the value chain.”

Reducing resource consumption

To better assess and understand its environmental impact, Avolta has identified five different business areas that permit to assess, track and, in a second stage, to implement the necessary measures and goals to minimize resource consumption, emissions and impact of its activity. These include the third-party production of the goods sold in our stores and restaurants (supply chain), goods transportations, warehouses, shops and office environments.



With respect to the types of resources used and the information collected, electricity and fuel consumption are the most material aspects of our footprint. With respect to water consumption, there are two relevant aspects. In the context of the typical travel retail operations water consumption is marginal and restricted to normal use by our employees and cleaning services within our premises. Within the F&B business, water consumption is more relevant although it does not emerge among the most relevant material matters, since the intensity of water withdrawal of our restaurants and bars is very low compared to other industries. Nevertheless, being aware of the potential impact inefficient water usage has on the environment and climate change, Avolta has decided to include water in its updated and combined materiality matrix.

Stores & restaurants

Most of the electric energy consumption of Avolta's activity occurs in the store and restaurant environment. Lighting, refrigeration, cooking and air-conditioning of over 5,100 stores and restaurants are the largest contributors to our energy consumption and, consequently, to our CO₂ footprint. The direct influencing capability of Avolta on these is however limited, due to the nature of our business. Avolta stores and restaurants are mostly located in third-party owned premises and in highly regulated environments, where Avolta has in general less impact when selecting energy and electricity sources.

The concern for reducing the CO₂ footprint from energy consumption has been raised in a large number of airports where Avolta operates and concession partners have initiated plans to move to green energy sourcing. Although this movement works towards the reduction of our Scope 2 emissions, in 2021, Avolta had defined – as further described in page 126 – its own CO₂ reduction plan to invest in climate protection initiatives to counter-balance non-avoidable Scope 1 and Scope 2 emissions by 2025 regardless of the efforts already initiated by some of our airport partners. This plan (see also dedicated section on page 126) was, and in 2023 continued to be based, on the retail operations of the company based on 2019 data and remains in place until 2024 – when the reduction plan will be formally restated to cover the complete scope of the new combined entity and including both the travel retail and the F&B business.

Distribution centers and warehouses

The second-largest contributor to Avolta's environmental footprint is the transportation of goods. For its retail and F&B operations Avolta operates three main distribution centers in Uruguay, Switzerland and Hong Kong, which then operate additional warehouses in Hong Kong, Runnymede (UK), Barcelona (Spain), Miami (USA) and Covo (Italy), to provide timely shipping of goods to our operations.

These main logistics centers receive major shipments from the suppliers and further distribute products to our respective operations. Whenever possible, retail-related freight is preferably carried by sea and we aim to consistently select the most efficient means of transport in terms of CO₂ emissions. Furthermore, the vast majority of our long-haul logistics partners are either ISO 14001 accredited and/or have strong environmental management procedures in place.

Additionally, we have over 25 local warehouses, which redistribute goods received from the central warehouses to the operations. These are located where Avolta holds several significant operations within the same country in terms of volumes transported. In general, distribution to individual stores is done by road. The same applies to the F&B business due to its more local character. These road transports are mostly outsourced to national and international specialized partners, some of which have implemented their own environmental strategies. Such strategies include optimizing routes to use as little fuel as possible, the periodic upgrading of fleets with low-emission vehicles and the use of additives (such as AdBlue) to reduce pollutants emitted by diesel-fueled trucks and vans. In Italy, Avolta's logistics partner is taking various steps to mitigate the emissions produced by distributing our products, namely by replacing the most obsolete vehicles with natural gas or Euro 6 models and prioritizing deliveries of higher loads. In the Netherlands, contracts with major distributors were revised in 2022 and led to the purchasing of the first electric trucks, which currently secure logistics between the local warehouse and Schiphol airport. Only a minimal part of the company's transportation – mostly in the UK – is done with an Avolta-managed transportation fleet. Through the high efficiency in our logistics chain, we ensure that the environmental impact of transporting goods is kept to a minimum.

The vast majority of shipments of goods from the supplier's site to Avolta's Distribution Centers is excluded from the assessment, as these emissions lie within the ESG responsibility of the suppliers. As part of its own emission reduction targets, Avolta actively engages with suppliers to discuss and encourage footprint reduction opportunities.

Office environment

Beyond stores, restaurants and warehouses, Avolta has office premises in a number of operations across the world. Main ones include the company's Headquarter offices in Basel (CH), Bedford Lakes in Feltham (UK), Madrid (ESP), Milan (IT), Amsterdam (NL), East Rutherford (US), Bethesda (US), Miami (US) and Rio de Janeiro (BR). Within these premises, energy consumption is mostly related to lighting and heating. A number of individual measures, such as automatic switch off for lighting and heating systems, presence of detector activators and staff awareness campaigns, were implemented in Avolta's offices to reduce utility consump-



tion. Additionally, we advise our employees to question the necessity of any travel and consider using alternatives to travel, such as virtual meeting systems (videoconferences, teleconferences, live computer meetings, etc.) and we promote more environmental alternatives for our employees' daily commuting, such as public transport offers.

Combined global electricity measurement achieved in 2023

In 2023, Avolta has made first priority to extend its electricity consumption measurement system – previously covering the retail operations – to include also the F&B locations, thus reflecting the high importance of electricity consumption of the company's CO₂ footprint. Based on the utility invoices issued by concession partners for the year 2023, we have identified emissions and resource consumption for operations covering over 90% of total retail sales. By reaching such a high figure, we have been able to extrapolate the information and estimate total emissions for all commercial spaces. The setup of this extended data gathering process will provide the base to restate the emission reduction plan for scopes 1 and 2 of the combined group in 2024.

Energy Consumption

in MWh	2023	2022	2021	2020	2019
Electricity ¹	465,175	103,669	85,756	92,148	120,857
Fuels ²	41,847	6,188	4,027	3,091	6,900
Total	507,022	109,857	89,783	95,239	127,757

Greenhouse Gas Emissions

in tons of Co ₂ -EQ.	2023	2022	2021	2020	2019
Scope 1 ²	9,506	1,524	935	717	1,736
Scope 2 ^{1,3}	126,021	18,900	19,813	21,290	27,923
Scope 3 ⁴	18,057	7,509	3,728	1,451	10,766
Total	153,584	27,934	24,477	23,475	40,425

Carbon Intensity

Carbon Intensity ⁵	2023
Tons of CO ₂ -eq./MCHF net sales	10.8

¹ Energy consumption is based on reported data from single locations. For missing data concerning US F&B scope, an extrapolation has been conducted to estimate consumption for 2023. Thereof, 48,000 MWh were purchased with Renewable Energy Certificates (RECs). 2023 data are not comparable with previous years, since they reflect the new scope of the company (retail + F&B activities). Data from 2022 to previous years reflect only the retail business sector (ex. Dufry). Data of the years 2022, 2021 and 2020 are not comparable with 2019 due to temporary shop closures during Covid 19.

² Includes consumption of Avolta-managed goods transportation in Egypt, Jordan, Morocco, United Arab Emirates and the United Kingdom as well as diesel and gas for heating purposes.

³ Scope 2 emissions for year 2023 are reported under the "market-based" approach. They include the contribution of Renewable Energy Certificates (RECs). Average emission factors used: IEA 2023, trade-adjusted for OECD countries. Applying the "location-based" approach, the emissions amount to 137,558 tCO₂eq.

⁴ Scope 3 emissions only include data from logistics partners accounting for 87% of total volume of good transported globally in 2023 (2022: 83%; 2021: 64%; 2020 & 2019: 55%). Not included here are the product purchasing related Scope 3 emissions or other Scope 3 emission categories.

⁵ Carbon intensity calculated over the total net sales of Avolta in tCO₂eq. per million CHF. The carbon intensity calculated over the total square meters of commercial surface operated in the retail sector amounts to 0.727 tCO₂eq./m² (Total area 2023: 477,464 m²). For 2022 and previous years the carbon intensity data are not comparable with the new reality of Avolta, since they were calculated over the total square meters of commercial surface operated within the retail sector (ex. Dufry).

Our CO₂ Footprint

Avolta follows the Greenhouse Gas Protocol (GHGP) standards to report CO₂ emissions. This protocol is the most widely used international accounting framework for governments and businesses to understand, quantify and manage greenhouse gas emissions and classifies emissions into three scopes:

– Scope 1:

Direct greenhouse gas emissions from sources owned by the company. For Avolta, Scope 1 emissions are limited to those from the fuel used by Avolta-managed transportation fleets and fossil fuels and gas used mainly for heating and cooking purposes

– Scope 2:

Indirect greenhouse gas emissions from electricity use. In the case of Avolta, these include electricity consumption in stores, restaurants, offices and warehouses

– Scope 3:

These are the emissions released by third parties when they provide their services to Avolta. For Avolta, Scope 3 emissions come mainly from purchased goods (Scope 3 category 1). Other relevant emissions are related to capital goods (category 2), upstream transportation & logistics (category 4), employee travels (category 7), and use of sold products (category 11).

Compared to other companies, Avolta has a singular emission structure and – unlike other businesses where Scope 1, 2 and 3 emissions are in a similar order of magnitude – its carbon footprint is vastly dominated by the carbon emissions caused by the production of its purchased goods and meals sold to our customers (in the base year 2019 e.g. about 90% of total emissions).

Delivering on our SBTi reduction targets

In 2021, Avolta defined science-based emission reduction targets for its retail business, thus recognizing the crucial role the business community can play in minimizing the climate change risk. Science-based targets are greenhouse gas emissions reduction targets that are in line with the



level of decarbonization required to meet the goals of the Paris Agreement – to limit global warming to 1.5°C. After committing to the Science Based Targets initiative in spring 2022, Avolta submitted emission reduction targets for its retail operations following the SBTi guidance (SBTi Target Validation Protocol). SBTi validated Avolta's emission reduction targets for the retail business (former Dufry) in early 2023.

Based on a comprehensive analysis of its business model and emissions profile commissioned to a third-party consultant, Avolta has established an emission reduction strategy for Scope 1&2 emissions for its retail business which follows SBTi's 1.5°C pathway. It will eliminate emissions from its own operations through energy efficiency measures and commits to increase annual sourcing of renewable electricity from 0% in 2019 to 100% by 2025. In addition, Avolta wants to invest into climate protection to counter-balance non-avoidable emissions of its own retail operations (Scope 1&2 emissions) by 2025 with carbon offsetting initiatives to be defined in the near future. For Scope 3 emissions, Avolta follows SBTi's well below 2°C pathway with two separate objectives to be achieved through both supplier engagement programs, and the collaboration with its logistic partners. The targets mentioned above relate to the retail business and the company's – former Dufry – retail business scope 2022, and the related 2019 base, and are planned to be revised and restated in 2024 to cover the full combined entity.

Emission reduction targets as validated by SBTi

- Avolta* commits to reduce absolute Scope 1&2 GHG emissions by 94.2% by 2030 (from the 2019 base year).
- Avolta* commits to increase annual sourcing of renewable electricity from 0% in 2019 to 100% by 2025 and to continue annually sourcing 100% renewable electricity through 2030.
- Avolta* commits that 74% of its suppliers by emissions covering purchased goods and services will have science-based targets by 2027.
- Avolta* commits to reduce absolute Scope 3 GHG emissions of upstream transportation emissions by 28% by 2030.

*All targets listed above are based on the company's – former Dufry – retail business scope 2022, and the related 2019 base data.

Our progress in 2023

Scope 1&2 objective – During 2023, Avolta has further increased its electricity sourcing of renewable energy from 20% in 2022 to 40% by purchasing Renewable Energy Certificates (RECs) (using 2019 as a baseline).

As an example, these RECs cover the equivalent of our total electricity consumption of our operations in the UK, Brazil, Switzerland, India and China, and permit Avolta to compensate over 11,500 tons of CO₂-eq. Avolta will continue with its RECs purchasing program during 2024 to cover, at least, an additional 20% of its electricity consumption.

Scope 3 objective – In 2023, Avolta has consolidated its enlarged supplier landscape and mapped the related logistics suppliers' landscape as a base to design its future emissions reduction plan for our goods transportation. By building on the former engagement with its logistic partner community reductions will be achieved by rationalizing shipments of goods and by selecting means of transportation with a lower carbon footprint. On the latter, we will give preference to lower impact transportation systems (like rail) when possible; will prioritize the use of sustainable fuels for our air routes; and will focus the delivery of goods using Liquefied Natural Gas (LNG) carriers for the long-haul shipments. For short-haul distances mainly covered by road focus will be set on including use of electric vehicles and renewing transportation fleets to the newest technological standards with lowest emission levels. This plan, originally planned to be established during 2023, will now be finalized in 2024 to consider the new and enlarged company scope created by the business combination and allowing Avolta to achieve its targets also from a combined entity perspective.

Back in 2022 the company had conducted a preliminary assessment of its main retail suppliers to revise their emission reduction strategies towards reducing emissions and committing to SBTi. While the findings were preliminary, Avolta was and still is confident to achieve the targets validated in early 2023 (covering only the retail business) on time.

Sustainable design & refurbishment for restaurants & shops

Avolta takes a sustainability approach when designing, constructing and refurbishing restaurants and stores. In the design phase and the selection of materials, we choose the most environmentally friendly options and use locally sourced furniture and materials whenever possible, to reduce environmental impact. Additionally, as described in the Waste chapter below, materials created from waste recycling are reintegrated in the construction operating process thus supporting a more circular economy.



The shop design department is centrally organized at a global level. It develops guidelines and defines several industry standards enabling us to create attractive commercial environments, while at the same time reducing energy consumption by using renewable or recycled materials. To this end, specific policies are in place to manage the use of materials: timber policy, cement and virgin aggregates policy, hazardous chemicals policy, guidelines and energy targets for brand partners for the supply of branded display devices. These guidelines have to be followed by local construction teams and their respective sourcing of materials.

Following LEED principles

During the shop development and refurbishment phase, Avolta follows the principles established by leading green-building certification programs, such as the Leadership in Energy and Environmental Design (LEED) recommendations. In this regard, Avolta:

- Sustainably designs and plans new restaurant and store developments and refurbishments considering all aspects, from visioning to renovation preparation, including:
 - Comprehensive metering of existing energy consumption
 - Introduction of solutions to improve traffic flow, introduction of smarter construction materials (easier to clean, anti-bacterial, etc.)
- Reduces use of natural resources by re-using materials and equipment by giving modular and recyclable design to furniture and other mobile elements of the stores and restaurants
- Undertakes a collaborative sustainable approach for the design process by engaging with all stakeholders involved in the process (designers, contractors, concession partners, material suppliers, etc.)
- Prevents construction pollutions by protecting the site during the construction
- Encourages recycling for all users – employees, customers and other stakeholders
- Reduces energy consumption of stores and restaurants and increases equipment's lifespan
- Conducts selective sourcing of materials (natural materials from sustainably managed sources and /or recyclable materials)
- Selects resource-efficient equipment and fixtures (energy efficient, water efficient, etc.)
- Prioritizes local sourcing of materials.

Avolta's biggest impact on the environment, when it comes to shop and restaurant development, is in relation to its energy consumption including shop and restaurant spaces as well as the kitchen equipment. Being a public space, airports have to provide well-lit facilities and naturally, this is a substantial part of their energy consumption. The main focus therefore is on substituting traditional lighting for more energy-efficient lighting systems (e.g.

LED) on ceiling and furniture displays, and on using A- or A+ rated electronic devices (e.g. air conditioning, refrigerators) in our retail stores, resulting in a significant drop in the overall energy consumption. Additionally, Avolta focuses on permanently optimizing energy efficiency of the kitchen appliances also supported by innovative cooking methods to use less energy.

The sustainability approach to store construction however goes beyond the environmental dimension. When selecting local construction partners, we ensure that they also comply with social and environmental regulations, hence, ensuring that the efforts initiated in our design studio also result in truly sustainable environments and spaces for our customers.

Waste & packaging

“Measure and reduce the generation of waste and promote circular practices.”

Avoiding any waste in the first place or recycling it is an effective way to save valuable resources. Avolta's waste profile is mainly influenced by two specific areas. With respect to the travel retail business it includes mainly transportation packaging used for goods transportation from the warehouses to the shops. For the F&B business Avolta generates solid and liquid waste: the scraps produced during the food preparation process (back-end), and the leftovers, packaging, and single-use tableware left behind after the service phase (front-end).

In our warehouses, packaging materials, which mainly consist of cardboard, paper, plastic film and wood, as well as electronic and plastic consumables such as neon lamps and PET, are sorted into different containers and sent for recycling. The recycling process is outsourced to specialized service providers. With regard to cartons and pallets used to transport and protect products, Avolta reuses the same units as much as possible, thus consistently reducing consumption of new resources.

In the shops, waste produced by our operations is mostly packing material handled through the concession partners' waste disposal system and recycled accordingly where possible. In many of our locations, we are taking measures to reduce single-use plastic film, such as replacing roll containers used to move products from warehouses to the stores. The new models, which include closures on four sides and at the top, drastically reduce consumption of the plastic film needed for the covering and the plastic shrink wrapping used with the old system.



Environmental certifications

LEED® Platinum

LEED® Gold

LEED® Silver

ISO 50001: 2018

ISO 14001: 2015

EMAS

RT 2012 (Low Consumption Building)

RE 2020 (Building activities and construction efficiency)

California Green Building Code –
Level I and California Energy Standard – Title 24

Energy Star

ISO 14064 (Greenhouse gases)

Applies to:

Switzerland (Retail: "The Circle" in Zurich Airport)
India (Retail: Kempegowda International Airport Bengaluru Departures)
India (Retail: Kempegowda International Airport Bengaluru Arrivals)

Italy (F&B: Villorosi Est)

USA (Bethesda HQ)

Italy (F&B: Alemagna store in Linate Airport)

Italy (F&B: Villorosi Est and Villorosi Ovest 1958)

Austria (F&B: all stores)

Italy (Milan HQ and Nuova Sidap HQ)

Italy (F&B: Villorosi Est, Villorosi Ovest 1958, Brianza Sud, Scaligera, Chianti, Montealto Nord, Montealto Sud and for locations at Caselle Airport in Turin, Fiumicino, Linate, Bergamo, and Bologna airports)

Austria (F&B: all stores)

Greece (F&B: Hellas LTD)

Italy (Milan HQ)

Italy (F&B: Villorosi Est, Villorosi Ovest 1958, and Brianza Sud)

France (F&B: Ambrussum, Manoirs du Perche, Plaines de Beauce, Chartres Gasville, Chartres Bois Paris, Lochères, Miramas, Villeroy, JdArbres, Wancourt, Porte de la Drôme N&S, Granier, Montélimar Est and Ouest, Dijon, Beaune Taily, and Corbières Nord)

France (F&B: Sommesous)

USA (Locations at airports in California)

USA (F&B equipment)

Italy (Milan HQ and Sebino F&B store)

Regarding our restaurants, Avolta is intensifying its efforts adopting several approaches like monitoring of waste produced to design tailored strategies, developing either efficient solutions to dispose waste properly or to overall reduce waste, or by collaborating with specialized partners to co-develop projects that promote recycling and reuse, hence the circular economy.

In our offices, the reduction of paper consumption is one of our ongoing challenges. Avolta has put in place local initiatives to reduce paper and other office material consumption, including tips to reduce paper usage, such as printing double sided, avoiding printing of the legal text at the bottom of emails, and encouraging people only to print when necessary. The adoption of IT solutions, such as the electronic invoice management system, is also helping to reduce the amount of paper used in the day-to-day work of our staff and contributing to the protection of resources.

Progress on reducing single-use plastic bags and packaging

The majority of single-use packaging used by Avolta are related to F&B containers (cups, bowls, etc.), straws and cutlery, as well as to shopping bags used in the travel retail stores. While Avolta is highly committed to move to more sustainable solutions, the transition is quite a challenge, as

it requires balancing a reduced environmental footprint with some fundamental external drivers specific to the F&B as well as the aviation industry. Topping the list of regulations are food security requirements as well the mandatory use of STEBs (Secure Tamper Evident Bags). These are necessary for certain airport purchases such as liquor or tobacco, as per the requirements of the International Civil Aviation Organization (ICAO) and regulations of certain airports.

Starting in 2020, Avolta gradually began replacing existing plastic carrier bags – which already contained more than 70% of recycled plastic – in all its duty-free operations globally, with more environmentally friendly ones made of biodegradable and recyclable materials. Once the substitution of the single-use plastic bags is fully completed, the company estimates that it will be able to reduce plastic usage by approximately 7.3 tons per annum within its travel retail business. In 2023 the number of countries with retail shops using only bags with alternative materials to plastic has increased to 38 (2022: 26). The plastic bag phase-out process is coupled with point-of-sale communication campaigns to raise awareness and encourage customers to reduce plastic consumption. The company is also adopting a global price scheme for carrier bags in its retail



operations, as an additional way of raising awareness and reducing bag consumption overall.

In our restaurants we are transitioning towards the use of more sustainable single-use guest packaging. During 2023, in the seven major countries¹ that represent around 90% of our F&B business, we purchased 68% sustainable packaging made primarily from materials such as paper, wood and bioplastic. Moreover, whenever possible, we are increasingly reducing the use of unnecessary packaging and encouraging, through dedicated sustainability communication campaigns, the non-use of unnecessary packaging. Examples of this commitment are the «Skip the Straw» campaign in North America to discourage the use of single-use plastic straws and the initiative launched in UK stores, which required the addition of a surcharge for beverages served in single-use paper cups to nudge consumers towards reusable alternatives. The funds raised from the surcharge were donated to Hubbub, a foundation supporting the fight against climate change.

¹ Belgium, Canada, France, Italy, Switzerland, The Netherlands and USA

Biolo partnership for the use of compostable straws

In the past, paper straws had already been tested in North America in an effort to reduce the quantity of single-use virgin plastic products, but they did not live up to expectations. Since 2022, the company partnered with Biolo, a company seeking alternative solutions to plastic, which allowed North American restaurants to introduce sustainable straws that are just as practical as traditional ones. The new straws are made of a plant-based alternative to plastic, and are biodegradable and compostable. They are now stocked at several airport locations in the USA (California, Washington, Texas, North Carolina, Florida and Nevada).

Food waste

For Avolta, food waste is a material topic mainly manifesting in its F&B business but does not represent a relevant aspect for the travel retail part of the operations, because the majority of the assortment sold in the retail's food & confectionary category have a rather long shelf life and are not exposed to short expiry dates.

Consequently, Avolta introduces new technologies to reduce food waste to a minimum and optimize the handling of raw materials. To this purpose, the company has imple-

Waste generated, by type of waste (t)	2023
Hazardous waste*	14.4
Non-Hazardous waste	21,393.2
– Paper and paper/cardboard packaging	2,213.8
– Plastic	104.9
– Food scraps	1,627
– Glass	263
– Cooking oil	245.8
– Pneumatics/tires	0.1
– General waste	16,696.9
– Other	241.7
Total	21,407.6

*Including: electronic devices, toner, batteries, storage devices, contaminated containers, fluorescent tubes, and old refrigerators. The data considers only the following EMEA F&B operations: Austria, Belgium, Denmark, France, Greece, Italy, Netherlands, Slovenia, Sweden and Türkiye.

mented several initiatives. First, back-end processes (recipe design, product preparation, etc.) were made more efficient to reduce ingredient waste to a minimum. Second, besides raising customer awareness on food waste, the company explores newer and better ways of cutting down on unsold items, for example by matching production volumes to expected traffic or selling products at a discount at the end of the day. In recent years, Avolta has been working in some restaurants in several European countries such as Italy, Switzerland, Belgium, France, Germany and Austria with «Too Good To Go», whose mission is to deal with food waste.

Furthermore, to reduce food waste and at the same time offer support to local communities, Avolta makes several food donations in collaboration with different associations in the countries where it operates, thus guaranteeing food to people in greatest need. Among the principal and consolidated partnerships are those with the Food Donation Connection in North America as well as the ones with Banco Alimentare and Pane Quotidiano in Italy (see page 147).

Fostering Circular economy

Besides avoiding food waste, Avolta is also intensifying its activities to foster circular economy in its F&B business. Particular attention is for example put on the recycling of solid organic waste, which in Italy is separated in-store and delivered to composting plants. Similarly, in some European countries, frying oil is separated, collected and used for the production of biodiesel and green energy.



The «WAS» Project

The most impressive project to recycle waste is the «WAS»-Project, which is concrete proof of the commitment to recycling and the circular economy. The most significant discards produced by the company's operations are reused to create innovative materials for store furnishings and design. In recent years, research and innovation in this area have focused on the implementation and optimization of three materials developed in a circular economy perspective – WASCOFFEE®, WASORANGE®, and WASBOTTLE®. The three materials undergo ongoing improvements and in 2023 were again used for the design and furnishing of new stores opened during the year, specifically in Italy, Europe, and North America.

WASCOFFEE® is made from coffee grounds. It is a 100% natural, recyclable material suited for furnishings and eco-design such as tables, counters, and wall panels. WASCOFFEE® has been used to design the interiors of the company's proprietary brands since 2017 and has since become an iconic design element of Puro Gusto cafés, located in Italy, the rest of Europe, Türkiye, and North America, and of the WASCOFFEE® Lab concept in Italy.



WASORANGE®, produced from recycled orange rinds, after oranges are squeezed for fresh juice, is used to make items such as sugar containers, table lamps, and other accessories for Avolta stores. It was developed through Avolta's partnership with Krill Design, a company specialized in reusing food scraps through circular economy initiatives.



WASBOTTLE® is made from recycled plastic containers, namely the high-density polyethylene (HDPE) detergent and cleaning product bottles commonly used at Avolta's locations. WASBOTTLE® takes the form of 100% recyclable, multi-colored panels used to make coffee tables and clad the walls and other surfaces of stores. Thanks to its qualities of innovation and circularity, in 2021 WASBOTTLE® was nominated to the ADI Design Index 2021, a section of the best Italian design. In 2022, it was improved with new finishes and colors and used for some store openings in Italy, including the new Alemagna location at Milan Linate airport, and in the United States for the country's first Puro Gusto café in Washington, D.C.





Water & biodiversity

“Reduce water withdrawal in our operations and promote the restoration of habitats along the value chain.”

Avolta's own operations do not entail significant direct impacts with regards to water withdrawal (which is only used for sanitary and kitchen purposes) and discharge (considering it does not operate manufacturing activities, the Group does not generate water discharges), as well as in terms of biodiversity loss or deterioration. However, considering its sectors of activity, Avolta is aware of the potential impacts that may arise along its value chain, mainly related to the sourcing of raw materials and products offered. For this reason, Avolta is committed to improve its related management and monitoring on these topics, aiming at collecting and providing quantitative performance indicators in future reporting years also in light of the future regulatory developments.

Engaging in partnerships at operations level

Avolta engages with its stakeholders to promote environmental protection practices wherever this is possible. We actively participate in sustainability committees with our airport partners, with the aim of identifying areas where we can collectively reduce the environmental footprint of our operations. In an increasing number of our operations, Avolta has a designated sustainability manager in charge of liaising with concession partners and other airport stakeholders to drive sustainable practices. Either through innovative technologies, adaptation of passenger flows or rethinking the recycling processes in place, we are contributing to the common goal of making airports a more sustainable space.

Airport Carbon Accreditation

The Airport Carbon Accreditation is an Airport Council International (ACI) Europe certification program that independently assesses and recognizes the efforts of airports to manage and reduce their carbon emissions. It defines seven different levels of certification: ‘Mapping’, ‘Reduction’, ‘Optimization’, ‘Neutrality’, ‘Transformation’ and ‘Transition’ and the recently introduced “Level 5”.

In order to achieve the Optimization accreditation (level 3 of 7) and above, airports need to actively engage with airport stakeholders, as they need to develop a more extensive carbon footprint to include specific Scope 3 emissions and the formulation of a Stakeholder Engagement Plan to promote wider airport-based emission reductions. In many cases, these plans also involve Avolta as the operator of airport stores.

In 2023, according to information from Airport Carbon Accreditation, 101 airports reached the optimization level; 95 airports achieved carbon neutrality level; and 74 the superior accreditations “Transformation”, “Transition” and “Level 5”. Considering these groups, Avolta operates stores in 87 of these 220 airports, including Dallas Fort Worth, Athens, Helsinki, Amsterdam-Schiphol, Stockholm Arlanda, Vancouver, Zurich, Basel, London Heathrow, London Gatwick, Abidjan and Queen Alia Airport in Amman, Jordan.

ACI Europe Climate Task Force and Sustainability Committee (ENVSTRAT)

In 2019, Avolta joined the ACI Europe Climate Task Force as the representative of the travel retail industry. The mission of the Climate Change Task Force is to follow up on the implementation of ACI Europe's Climate Resolution from June 2019, which includes the preparation of guidance material for members, to support them in achieving the Net Zero 2050 commitment. Net Zero aims to reduce emissions under the airport's control down to zero. This is achieved by reducing energy and fuel consumption through the design of new energy-efficient infrastructure, amongst other recommendations. Retailers play an important role in the airport ecosystem and Avolta, as the largest global travel experience player, contributes to the work of the task force with its vision, experience and recommendations in the regular meetings held. While the Climate Task Force is currently being reorganized after the industry recovery, Avolta has now also become a member of ACI Europe's new Environmental Strategy Committee (ENVSTRAT).

Member of ACI ANARA ESG workgroup

Since 2022, Avolta is also a member of the ACI ANARA (Airport Non-Aeronautical Revenue & Activities) ESG workgroup, working amongst other focus points to define ESG recommendations and best practices for the airport community.

Empower Our People

“Making our people part of the journey by fostering a diverse, inclusive and equitable workplace.”



Every Avolta employee is an ambassador of the company. Whether in stores, restaurants, offices or warehouses, each of our team members contribute to drive the company towards success and evolve our brand. Our people’s passion, engagement and motivation are driving forces to make our Destination 2027 strategy come to life and fully embed it in our daily behaviors.

Within the focus area «Empower Our People » Avolta has defined five areas of action:

- Diversity, Equity & Inclusion
Create an inclusive culture, by promoting diversity and equity at all levels of the organization
- Talent Recruitment, Engagement & Retention
Attract and retain highly talented people by building a positive and engaging work environment
- Employee Training & Development
Provide high quality training, learning & development opportunities to strengthen our people’s competence and professional growth
- Health & Well-being
Provide high health and safety standards and promote world-class well-being offerings and education to foster well-being and work-life balance
- Human Rights
Protect human rights across the company and along its supply chain

Empowering our people is a key priority for Avolta, which translates into tangible initiatives to build a great and unique place to work, ensuring the best in terms of fair and equal working conditions, health and safe working environments, competitive salaries, development and reten-



GRI indicators:

2-7, 2-8, 2-21, 2-30, 401-1, 402-1, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 404-1, 405-1, 406-1, 407-1, 410-1

SDGs:

1.2
4.3, 4.4, 4.5
5.1, 5.5
8.2, 8.5, 8.6, 8.8,
10.3
16.1, 16.5, 16.7

tion strategies, avant-garde training programs and anything that contributes to generate high engagement levels amongst our people.

Building on our core brand principles – Brave, Collaborative, Passionate and Inclusive – Avolta has developed a number of policies and procedures to ensure a consistent employee experience across the 73 countries in which it operates, all of which represent a strong foundation for the future.

In 2023, a new company People&Culture organization structure was implemented, with Global and Regional Centers of Excellences, to foster the creation of one team, with a shared vision and one global company culture promoting diversity, inclusion and recognition at all level of the organization.

A fundamental element in connection with this objective is Avolta’s HR Policy, which is publicly available on the company website. This policy highlights the core principles and guidelines, which, in terms of human resources management, are applicable to the whole company. The policy, which has been shared and trained with employees, covers diverse topics, including:

- Recruiting and Hiring
- Equity, Diversity and Respect for Human Rights
- Working Conditions and Labor Relations
- Health and Safety
- Remuneration and Working Time
- Career Development and Advancement
- Succession Planning



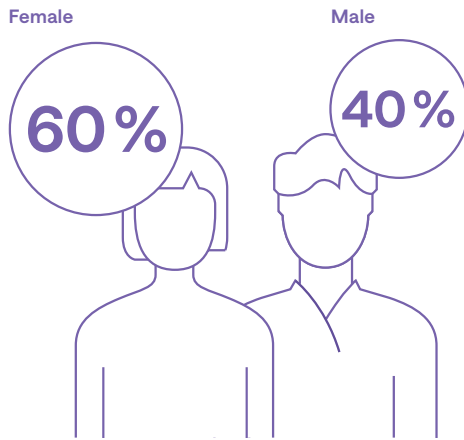
Overview employee structure 2023	HQ	EMEA	North America	LATAM	APAC	Total
FTEs	140	26,212	29,851	6,451	5,804	68,459
Headcounts	148	32,379	31,737	6,562	6,136	76,962

Number of Employees

Avolta had 76,962 people (HC) working for the company at December 31, 2023, 60% of them women. Of the total, 94% worked in the stores, restaurants and in the warehouses, while 6% in the company offices (see ESG Report Annex 2023 on page 15/18).

In addition to its own employees, Avolta actively contributes to local communities by offering working opportunities to third party employees, thereby generating additional salaries and tax payments across the countries where the company is present. In this context, our over 5,100 stores and restaurants are not just sales locations for us and our brand partners to sell their products, but also work opportunities for over 3,832 people based in our stores representing these brands and other service providers.

Employees by Gender*



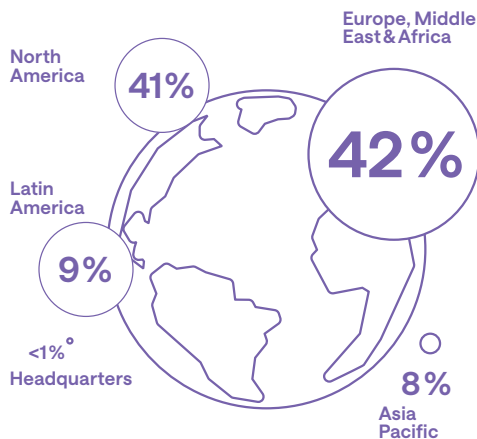
* 0.1% of our employees did not disclose their gender according to the tracking systems available as of today.

Diversity, Equity & Inclusion

“Create an inclusive culture, by promoting diversity and equity at all levels of the organization.”

Avolta operates in multinational and multicultural environments. Being present in 73 countries, Avolta engages with customers, suppliers and colleagues from a variety of cultures and nationalities on a daily basis. Diversity is an essential asset to – and integral part of – our company and Avolta promotes an inclusive workplace culture that understands and celebrates diversity in all its forms, be it in gender, age, race, culture, beliefs or creed.

Employees by Regions



Our teams comprise of colleagues from more than 150 nationalities across all functions and levels of the organization. We continue to believe that this broad cultural diversity represents a unique competitive advantage. We also view it as a key element in the successful development of our company and in the implementation of our long-term growth strategy.

The staff in Avolta’s outlets in each country is predominantly local. Our presence around the world makes us an important employer in many locations, with many of our operations in emerging markets. This, in addition to bringing expertise and experience on how to operate an international business, contributes to local development and economic strength.



DE & I vision statement

- Avolta is committed to building an inclusive and culturally sensitive workplace for everyone, in which all our people recognize that their unique characteristics, skills and experiences are respected and valued.
- Avolta employs great people from a wide variety of backgrounds and with a broad range of skills and experiences to best serve our customers and build a better and stronger company for all of our stakeholders.
- Avolta recruits, rewards and promotes people based on capability and performance – regardless of gender, national origin, ethnicity, lifestyle, age, beliefs or physical ability.

DE & I Committee

To accelerate the ability of the company to generate positive impact and increase the awareness on DE&I topics, a Diversity, Equity and Inclusion Committee has been set at a global level, formed by senior leaders from different functions, professional backgrounds, and geographies (People&Culture, ESG, Communications, etc.) The mission of the Committee is to shape Avolta's DE&I journey by steering the strategy, facilitate cross-regional and cross-functional collaboration on DE&I initiatives in order to empower the actions at both global and local levels. The Committee meets quarterly to track the progress on the roadmap, assess new opportunities & initiatives, and steer outcomes.



Diversity & Inclusion Awareness Training

Awareness is a key factor to foster a company culture that embraces diversity and puts inclusive practices at the heart of the company ethos. In 2023, to further enforce the internal consciousness on diversity and the active promotion of inclusivity at the workplace, a global Diversity&Inclusion training, sponsored by the CEO and the members of the Global Executive Committee, has been launched and made accessible to all employees. The training – divided into six modules – provides fundamental

knowledge and illustrates the importance for Avolta to create a diverse and inclusive culture. It also promotes inclusive behaviors, highlighting examples of things that one might do unconsciously (unconscious bias), which could make colleagues feel uncomfortable and /or excluded.

In addition to the Global Diversity & Inclusion training, Avolta dedicates a special focus to unconscious bias, the «mental shortcuts» the human brain takes, which can potentially lead to unconscious discrimination. In all regions dedicated unconscious bias trainings were implemented either to support managers in making unbiased, better-informed decisions, or to increase employee's awareness on how unconscious bias can affect thinking and judgment and, consequently, the communication with customers and colleagues. In the majority of the countries, the unconscious bias training is indeed included in the leaderships' basic training paths – including store managers and area managers – as well as in the training catalogues for all employees.



Another area of focus is the prevention of harassment. In several countries – including Italy and the USA – dedicated and mandatory training courses to prevent any form of harassment at the workplace were run and extended to all the team members.

Whistleblowing channels to fight any form of discrimination

As defined in Avolta's Code of Conduct and the HR policy, both available on the corporate website, Avolta is committed to provide a safe environment to all employees, implementing measures, which promote diversity, dignity and respect and forbid any form of discrimination, harassment or bullying.

In order to adopt a zero-tolerance approach to such behaviors and favor timely reporting in case of occurrence, Avolta provides whistleblowing channels to its employees, ensuring the full confidentiality of information and the privacy of individuals, to report any conduct inconsistent



with the above-mentioned policies. Avolta properly investigates all complaints and prohibits retaliation or discrimination against any employees, who report a concern made in good faith.

Since 2018, two company-wide reporting channels complement the email reporting channel compliance@avolta.net: (1) a worldwide, toll-free hotline in nine languages (English, Spanish, Portuguese, French, Italian, Mandarin, Russian, Greek and German) also accessible via local dial-in numbers for all countries in which Avolta operates; and (2) the online reporting website www.dufry-compliance.com. These reporting channels, run by an independent third party, ensure the integrity of such investigations by acting as a centralized contact point, through which any wrongdoing is reported directly to the Compliance Department, reporting to Avolta's General Counsel and member of the Global Executive Committee, for further investigation. Additionally, for the F&B business there currently is still available a dedicated whistleblowing tool to which team members can fully anonymously and confidentially reach out. Complaints received during the year were treated promptly and with the utmost attention. Guaranteeing the whistleblowers' full anonymity, discussions were held with the interested parties in order to quickly communicate and adopt the appropriate corrective measures if needed.

Equal employment

Avolta adheres to local legislation and regulations in all the countries in which it operates. Anti-discrimination, diversity and ensuring equal opportunities are, and have always been, important social commitments for Avolta across all locations, especially (but not exclusively) in developing countries. Many locations in which the company operates still pose challenges to the guaranteeing of equality. We monitor these countries closely to ensure we provide equal opportunities to all our staff. As explained in the previous paragraph, the company has in place whistleblower mechanisms to denounce discrimination cases if they happen. Furthermore, in every country served, Avolta complies with parental leave legislation, and in some cases actively supports the return to work after the maternity leave with dedicated programs ensuring positive work-life balance for parents with caring responsibilities.

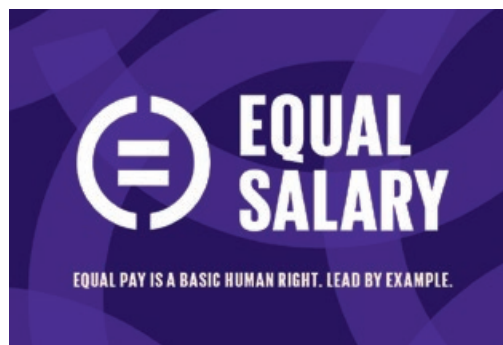
Compensation & Benefits

Avolta provides all employees with fair and competitive wages based on each individual's background and experience, their particular job within our organization, the appropriate market benchmark in the respective countries and locations, as well as their performance. Entry-level wages are established in accordance with the local laws and collective employment contracts in place in the various countries. The remuneration structure is assessed on

a regular basis to make sure there is no discrimination related to any kind of diversity.

Avolta offers competitive salaries and incentives as a way of attracting and retaining talent. Our standard compensation includes a fixed and a variable performance-based compensation that rewards the individual efforts of staff members. Variable pay is linked to individual and company objectives. We regularly review and discuss professional development with employees and link their performance to incentives.

Our team members also enjoy additional benefits that vary from one location to another, depending on laws, and may include benefits such as healthcare, life, accident and disability insurance, vouchers for cultural and sport activities as well as dedicated welfare & discounts platforms. In this regard, during 2023 Avolta continued with the rollout of Emporium – a web-based shop with thousands of products from core retail categories at highly discounted prices. This benefit is exclusive to Avolta's people, and includes also a Friends&Family program. By the end of 2023, Emporium was available in 13 countries, representing Avolta's main locations by headcounts – Brazil, Canada, Greece, Hong Kong, Italy, Macau, Malaysia, Mexico, Spain, Switzerland, United Arab Emirates, United Kingdom and USA. The company will continue with the rollout of Emporium throughout 2024.



Equal salary certification in Switzerland

Avolta became equal salary certified in Switzerland at the beginning of 2019 and was re-certified again in 2021 for another three years. This certification underscores the commitment to a fair and unbiased reward structure, which enables employees to develop and thrive in their careers. The certification process took place in three stages through statistical evaluation, on-site audits and interviews with individuals and panel groups. All phases of the certification and re-certification processes were performed at the Basel Headquarters and the Zurich Airport operations and gave proof on how management systems, HR policies and processes integrate the dimensions of equal remuneration.



Talent recruitment, engagement and retention

“Attract and retain highly talented people by building a positive and engaging working environment.”

The Avolta People journey

Avolta has comprehensively mapped all careers stages in our company, starting from when team members start their application phase until they leave of the organization. All the steps in between these two points and the experiences that the team member makes is what Avolta calls “the People journey” and it is the company’s systematic approach that then ensures we identify all opportunities. Avolta wants to deliver a great place to work across all parts of our organization. To simplify the assessment, Avolta establishes four critical stages on his people journey: Recruitment, Training & Career Progression, Compensation and Recognition.

To ensure «Fair Play» in everyone’s professional career development, Avolta’s recruitment process ensures that all applicants are treated fairly and each applicant is given the same opportunity to be considered, so that the most suitable person can fill the position. The selection is based on the applicant’s competencies, skills, results delivered and the decisions taken regardless of: race, color, religion, sexual orientation, age, gender identity or gender expression, national or origin, political orientation, disability or other discriminating factors. Available positions are first published internally to ensure opportunity and growth of internal talent. Avolta’s recruiters review the skill pipeline of internal candidates ahead of engaging with external hiring of professionals. Referrals and recommended potential internal candidates are encouraged and evaluated in the same process against other potential candidates. To ensure fair play in the selection process, all interview evaluations by Avolta recruiters and hiring managers are reported in Avolta’s HR portal Avolta Voyage. If any gaps or personal development needs of the selected candidate are identified, recruiters are instructed to incorporate that information into on-boarding and development plan.

«Grow With Us»

During the first half of 2023, at the early stage of the integration process the company launched an internal job posting program called “Grow With Us”. Starting in April 2023, the program highlighted open positions and opportunities available to all team members in retail and F&B across the globe. At the end of 2023, through “Grow with Us”, 79% of the vacancies for senior manager positions were covered with internal candidates.

People engagement

Understanding our people’s concerns and needs is critical for Avolta. For this reason, the company fosters a dialogue with all team members and invests in developing the necessary tools to promote communication across all levels of the organization. Avolta uses several tools to foster internal communication and stimulate the interaction with his people.

During 2023, we have continued with the rollout of technologies and tools to align information levels between desktop and non-desktop team members. The scaling of Beekeeper was further accelerated and extended to new countries. This app-based solution enables connection, facilitates workplace engagement and increases productivity through unified communications. Through Beekeeper, we are able to share with the more unconnected members of our staff information related to our company as well as information related to their day-to-day work environment (such as shifts, product information, events in store, etc.). The app also features tools for internal chats and communications and the sharing of information in a very similar environment to that of the most recognized social networks. Currently, Avolta has over 60,000 live users on the Beekeeper platform, reaching around 90% of its workforce and expects to reach full rollout of the app globally during 2024.

Furthermore, Avolta uses several internal communication channels to facilitate the dissemination of corporate news and to keep our staff updated and engaged. These include the company’s intranet, and regular newsletters. During 2023, due to the integration with the F&B business, a lot of additional effort in term of internal communication and engagement was made to clearly explain the purpose of the business combination as well as the progress of the integration process. In this context, 11 global and 3 regional Town Halls have been organized to enable in-presence and online interaction among the Global Executive Committee and all team members. To promote in-person communication and discuss doubts and concerns related to the integration process, a series of Coffee Chats with senior lead-



ers were organized in the main company offices (Milan, Basel, Madrid, London, Amsterdam, Bethesda, New Jersey). Moreover, in order to keep everyone informed and engaged about the integration process a dedicated newsletter “Travel Together – Travel Retail and Travel Food & Beverage” has been created and sent regularly to all team members to keep them updated on the progress of the projects related to the integration.

People engagement survey

To better gauge our performance both within our company and relative to our competitors, Avolta conducts regular people engagement surveys that serve to gain understanding of our staff’s perception of the company and identify areas of improvement. We ensure that the surveys always involve a statistically relevant proportion of our staff, and that they reach out across the world. In 2023, as part of the integration process, a Culture survey was launched, engaging a representative sample of our team members of about 1,500 people – in both retail and F&B locations. The Culture survey aimed at investigating both current and desired future values and behaviors, identifying potential strengths to build on as well as differences causing frictions. The results of the survey highlighted many similarities, in terms of values, ways of working and performing among retail and F&B businesses. The survey also revealed that both organizations were nurturing similar aspirations for the future and had the common wish to be part of a company putting people and customers at the center. The insights coming from the survey contributed to shape Avolta’s brand mission, identity and values, but also to build the new People & Culture vision and strategy (see dedicated poster at the beginning of the Annual Report).

Employee training and development

“Provide high quality training, learning & development opportunities to strengthen our people’s competences and professional growth.”

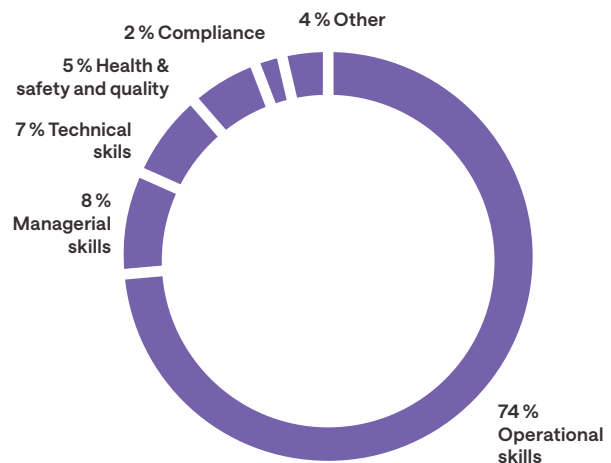
For Avolta, training is a fundamental activity for updating skills and boosting professional development in a process that blends individual growth with cultural and organizational progress. Avolta’s training methodology follows the “Four E’s model”:

- Educate (formal education)
- Experiences (development)
- Environment (culture of learning)
- Exposure (connections with other colleagues and professionals)

Avolta team members benefit from an extensive learning catalogue that covers programs to improve their performance in their current positions, as well as professional development opportunities to support career progression. Training is offered through various learning solutions, including face-to-face, on-the-job as well as virtual and online training sessions, on technical and people skills. Training is open to all team members and managers at all levels and across the entire organization and all geographical locations.

During 2023, 1,449,827 formal training hours were provided by Avolta. Most training hours were focused on operational skills (approx. 73.6% of the total), in particular for front-line team members, and on the reinforcement of managerial skills for those in management positions (approximately 8.2% of total training hours).

Training hours by type



Delivering consistent outstanding customer service is Avolta’s main aspiration and the ultimate objective of Avolta’s Customer Retail Excellence program – an on-going training program for our frontline team members. This program focuses on:

- Reinforcing customer service through ideal staffing levels according to store traffic and sales
- Providing team members with a clear focus and target for each shift
- Empowering teams through strong leadership
- Enhancing selling capabilities around our products, promotions and special lines / offers

In supporting the program, 13 Academy Stores spread across the three main regions are globally. Located in Stockholm, Zurich, Athens, Madrid, Marrakesh, Jordan,



Toronto, New York (Newark), Cancun, Sao Paulo, Buenos Aires (Ezeiza), Melbourne and Bali, these stores serve to test concepts and best practices, and function as a reference for stores in other airports and geographies.

Other Avolta global learning programs include:

- Welcome to the Company training – Designed for office and frontline staff operating in both restaurant and shops it is a comprehensive onboarding program for newcomers aimed at shortening the learning curve. In 2023, over 31,000 new joiners were trained using this program.
- Retail Champions program – The cornerstone of our Learning and Development strategy for retail team members, this program has been designed to provide our professionals with the tools, knowledge and capabilities they need to perform well in their jobs and develop to their full potential at Avolta. Over 15,600 team members, including store leaders, have benefited from this program. This set of training programs is complemented with product training programs for our frontline teams, typically delivered by the brands and local teams.

During 2023, we continued leveraging on our online training capabilities through:

- Level Up – Avolta’s LMS system, which permits establishing personalized learning programs for every team member based on their role, position and professional category
- Elucidat – Simplifying the creation of training and learning courses by our learning & development teams to reach 100% of our staff
- Coursera – An online based training platform for management roles
- SuccessFactors Training Academy – Content for the F&B side of the business offered in an LMS system with learning journeys per established operational role

Avolta also conducts compliance training for team members, officers and directors, as applicable, on an ongoing basis. These training sessions reflect the ongoing changes introduced in our Code of Conduct. Avolta’s Compliance Department regularly evaluates the content of Avolta’s training on Compliance and Corporate Policies. The efforts of the Compliance Department are fully coordinated with, and supported by, the Regional Presidents & CEO’s and the respective HR departments, who help identify the people, including new hires, who should receive training. People who receive training are selected based on the following criteria:

- Community heads at Headquarters (Finance, Treasury, Procurement, Business Development, Internal Audit, HR, IT, Commercial, Marketing, Customer Service)
- Local managers with exposure to business development, external partners and third-party contractors

- Managers with exposure to procurement negotiations
- Managers with exposure to government officials such as airport authorities, customs or other public authorities
- Managers with signatory power or appointed as directors or officers of Avolta subsidiaries
- Investor Relations, Corporate Communications and Media managers
- Members of the Legal and Compliance Department
- Members of the Internal Audit Department, Loss Prevention and ERM department as well as HR managers worldwide.

During 2023, 1,287 managers at all levels of the organization and across all the regions have completed this training. This figure includes both new Avolta team members and managers who were already trained and with whom the training has been refreshed. New team members, officers and directors are provided with a copy of the Avolta Code of Conduct when they join the company and are required to acknowledge acceptance of its terms in writing. Additionally, Avolta team members, officers and directors have access to all of Avolta’s compliance and corporate policies, including its Code of Conduct.

All team members, not included in the managers list, also received compliance training. In 2023, this training reached over 42,000 team members via online e-learning modules, compliance update training videos and communication campaigns. The primary training topics included harassment, discrimination, insider trading, data privacy and instructions on how to report a wrongdoing.

Management development

In order for our team members to work in highly engaged and high-performing teams, first time managers joining Avolta are trained on Management Fundamentals. This new training has been introduced in the second half of 2023 and develops people skills such as role modelling, communication, situational leadership, feedback and coaching, change management and self-management. The course was rolled out to 230 of our managers in 2023, improving engagement and performance in our stores and restaurants.

Talent development and appraisal

Avolta ensures that future and long-term management needs are addressed by an optimal balance of promoting internal high-performing team members and hiring external talent (for example in new countries where we start operations). Avolta operates a global, systematic process to identify high-potential talent in the organization and to develop them toward key roles in our business model. We strongly believe that talent management and succession planning are key activities for a sustainable business.



Accordingly, we develop new and existing candidates for more senior management roles and we carry out yearly reviews of the quality of our talent pipeline at two levels:

- The first level concentrates on a limited number of candidates, who already have management experience and would be able to take over one of the senior positions in our organization.
- The second level focuses on our stores and restaurants. Amongst the top-performing frontline team members and supervisors.

Performance reviews are an important aspect of a long-term, successful employer-team member relationship. Therefore, it is important for us to build a continuous feedback culture, by encouraging constructive dialogue between each individual team member and manager regarding goals, priorities and personal development.

With a view to fostering professional growth, Avolta has introduced a performance review model enabling a constructive, participatory, and inclusive appraisal while ensuring professional development and the achievement of Destination 2027 strategic objectives. In 2023 to align our internal performance on a global scale and reinforce our One Team mentality, a Global Alignment and Development Conversation process has been launched. The process has interested all people in specialized support roles, back office managers and leaders, all global and regional team members, general managers and country-level leaders. Driving operational improvements and performance and creating end-to-end engagement with our people, the conversations also supported the identification of people's talents and how they can use these to further develop themselves.

Team Member appreciation and recognition

Team member appreciation and recognition is another important way for Avolta to value team members and team achievements. Every year, Avolta celebrates the One Avolta Awards, which recognize excellence and celebrate the success of our people worldwide who are dedicated to delivering.

The Awards are divided in five categories:

- Best Leader Story Award recognizes individuals who have demonstrated the right behaviors and character and shown exceptional performance
- Best Customer Experience Award, recognizes the highest scores measured by our Mystery Shopper Survey
- Best Partnership Initiative Award, which recognizes an outstanding initiative with a supplier, business partner, concession partner, inter-company or other party, that was innovative, well designed, well executed and impactful

- Best Business Growth Story Award recognizing the greatest business growth stories, including – but not limited to – a new store or restaurant opening, a new airport/ seaport/ motorway/ border shop/ or other development, growth of a product category, a business channel, or an existing store & restaurant that has delivered exceptional growth.
- Best Organic Growth Award, which recognizes the country with the strongest year-on-year organic growth.

Additional staff appreciation and recognition programs are run in North America in the F&B sector. "Shout Out" is a peer-to-peer recognition program where colleagues send each other appreciation postcards to recognize excellent performance in terms of alignment with corporate values and ability to work in a team. This contributes to create an atmosphere of mutual appreciation and attention fostering motivation. "Above and Beyond" is a quarterly recognition program and allows to recognize and appreciate those team member who have exceeded the expectations and company standards in terms of performance, service and hospitality, with particular attention for those who have made heroic or rescue acts.

Health and well-being

“Provide high health and safety standards and promote world-class well-being offerings and education to foster well-being and work-life balance.”

Health and Safety

Workplace safety is a priority and an essential commitment for the company in our stores, restaurants, offices and warehouses. As indicated in the HR Policy, the company ensures that all activities are carried out safely by taking all possible measures to eliminate (or at least reduce) the risks to health, safety and welfare of our people, contractors, customers, visitors and any other person who can be impacted by our operations. Our team members operate in airports, motorways, railway stations, seaports, cruise ships and similar environments. As a basic prerequisite our people have to comply and follow the respective airport's, seaports' or vessel's safety rules as these environments are highly regulated.

On top of this, Avolta has specific health & safety regulations, including internal policies and guidelines – both global and local –, which may go beyond the legal health and safety requirements. Avolta generally strives to achieve high occupational health & safety standards and



actively encourages compliance across the whole company.

As a result, Avolta has a number of different health & safety regulations and procedures throughout the organization. Regardless of the specific requirements of each local legislation, there are certain principles that all these procedures adhere to, including:

- Compliance with labor legislation on health and safety
- Reduce work-related accidents, implementing the necessary occupational risk prevention plans, to achieve an effective identification of risks and to avoid them
- Promotion of a preventive culture, training our staff to achieve the best safety standards
- Having due diligence in the coordination of activities and prevention measures with contractors, suppliers, or any third party that performs activities or is present in Avolta's work centers
- Continuous improvement, establishing objectives and goals for improvement, systematically taking into account the requirements of stakeholders, continuously assessing performance, applying the necessary corrections to achieve the proposed goals and establishing verification, auditing, and control processes to ensure that objectives are met
- Management of occupational health and safety processes change from one location to another, with a number of common guidelines that apply to all our operations, including the following:
 - Avolta operations provide topical information such as health and safety initiatives to our staffs, including workers who are not members of our staff but work on our premises
 - Health and safety activities are regularly reviewed to ensure issues are effectively managed and improvements are made where necessary. In some of our locations, reviews include employee representation consultations (where appropriate)
 - Responsibility for the governance and review of health and safety is with local operations and HR teams
 - At airport and seaport environments, close collaboration with concession partner teams is maintained to ensure compliance with their own H&S regulations and management process.

Promoting a healthy working environment

Ensuring a safe workplace is a duty of all members of our staff. Whilst the joint work of local Health & Safety Committees and HR teams is crucial in identifying potential risks and hazards, workers are also encouraged to report to these teams any work-related hazards or hazardous situations. The same process is used for workers to remove themselves from work situations that they believe could cause injury or ill health. Work related incidents are investigated and reported to management to develop and imple-

ment remediation plans (where and if needed), thus ensuring that processes are duly updated in cooperation with the Health & Safety committees. Additionally, Health & Safety Committees undertake regular worksite analysis to identify potential risks and hazards.

This analysis aims to identify existing hazards, as well as conditions and operations in which changes might occur to create hazards. Results of these assessments are shared with the local HR teams and management. The highest incidence of occupational accidents is, of course, among store, both retail and F&B, and warehouse staff.

The greatest risks to which Avolta workers are affected include:

- Risks related to material elements, objects, products and constituent elements of machines or vehicles
- Risk related to cooking activities
- Falls at the same level
- Incidents with transport and transfer devices.

Training on health and safety is critical to promote a safe work environment. We therefore conduct induction sessions with new members of our staff and hold regular training sessions with all of our staff, both in stores and offices, ensuring understanding of the policies and procedures. If needed, training is extended to workers who are not members of our staff, but work on our premises on behalf of third-party service providers.

Airport security practices

Due to the nature of our business, most of our staff are located in airport environments, either working in stores and restaurants, in airport offices and/or in airport warehouses. As part of the airport eco-system, our staff have to adhere to and follow the security principles and processes established at the specific airports where our stores are located. Most of these regulations and policies are harmonized across the world to ensure consistent levels of safety and consumer protection. Worldwide safety regulations are set by the International Civil Aviation Organization and within Europe by the European Aviation Safety Agency. In order to work in our stores, members of our staff need to obtain the corresponding airport authorization, which in most cases involves training courses on security measures and procedures in the airport environment.

Well-being initiatives

Besides ensuring physical health and safety at the workplace, Avolta is also committed in fostering mental and emotional well-being of its team members by offering trainings, benefits and welfare plans that vary from country to country. In many countries dedicated training activities including emotions management, stress manage-



ment, physical health, and exercise, as well as mental health and mindfulness, are included in the Leadership's essential trainings in order to raise the attention of all our managers on this topic. In some countries the access to counseling or well-being practices for our people is supported through the providing of dedicated discounts or by partnering with local providers.

In the USA, all colleagues of the F&B business, have access to Life Work a confidential, inclusive personnel counseling program that provides support 24 hours a day, 7 days a week, and 365 days a year, through a phone line and an online platform.

Life Work benefits include:

- Connect users to benefits and events through the newsfeed
- Provide access to a wealth of online resources and information in support of the individual's mental, physical, social, and financial wellness
- Guide people to professional counselors and specialists, for advice any time, on any job-related or personal problem
- Let people speak safely and confidentially with mental health counselors or other specialists such as financial and legal professionals

Human rights

“Protect human rights across the company and along its supply chain.”

Compliance with international standards

As stated in the Avolta's Code of Conduct, the company is committed to conducting its operations in an ethical and legal manner in compliance with accepted business standards and applicable laws and regulations with respect to anti-corruption, human rights, worker health & safety, environmental protection, and product safety. Any form of child labor or forced labor is strictly forbidden and clear recruitment procedures and regular workplace controls ensure that this never happens at any location.

Avolta is also committed to the Ten Principles of the United Nations Global Compact, and in particular to respecting the Universal Declaration of Human Rights adopted by the United Nations General Assembly in 1948 and the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work adopted in 1998.

Avolta provides regular trainings to facilitate lawful and ethical behavior in line with the principles set out in its Code of Conduct and its internal rules and policies. In all the countries where it operates, Avolta complies with laws and collective labor contracts regarding working hours, vacation, and leisure time, paying the required compensation in case of overtime or atypical hours such as night shifts and holidays.

The protection of human rights is also included in the Avolta Supplier Code of Conduct (see chapter Create Sustainable Travel Experiences on page 116), which explicitly forbids the supply of any product or service to Avolta manufactured, assembled or packaged in violation of internationally accepted human rights standards and applicable laws as well as regulations in relation to labor and working conditions.

Freedom of association and collective bargaining

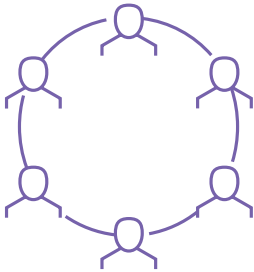
As stated in the Code of Conduct and the HR Policy, Avolta protects the right to freedom of association and collective bargaining, recognizing the paramount importance of these freedoms, in accordance with national laws governing collective contracts, individual bargaining and freedom of association. This commitment to transparency translates on various levels to the management of national collective bargaining, collective contracts by company and/or location, and individually negotiated agreements. The company's policy on collective agreements is tailored to each location in which it operates, as each location is subject to its own specific laws and regulations.

In all the countries in which it operates, Avolta fosters an open dialogue with the labor unions. Labor relations and talks follow the highest standards of transparency, collaboration, and fair dealing, in strict accordance with the law and with the general aim of promoting a good working climate and an open dialogue with the workers' representatives. Avolta constantly engages with trade unions and keeps them updated on topics such as health and safety standards and protocols, management of the workforce, any use of government relief programs, talent retention measures, and any necessary organizational changes.

When organizational changes occur, Avolta complies with all provisions of local laws and collective contracts by informing the unions and involving them, where applicable, in personal meetings. The minimum notice period in case of organizational changes varies from three to thirteen weeks depending on national and local laws.

Engage Local Communities

“Creating durable bonds with the communities by supporting social and economic development.”



Avolta places a paramount emphasis on supporting local communities in all the 73 countries where it operates, understanding that this commitment extends beyond mere corporate responsibility to become a cornerstone of our business ethos.

Within the focus area «Engage Local Communities» Avolta has identified a very important area of commitment and action:

– Supporting Communities

Create connections with the communities we serve and contribute to the growth of local economies

Recognizing that sustainable business practices must be intertwined with community well-being, Avolta actively engages in initiatives that foster economic development, social progress, and environmental stewardship at the local level. By championing social and environmental causes in the regions it operates, Avolta aims to generate a positive impact and a lasting legacy, demonstrating that offering support to local communities is crucial. Avolta sources close to 30% of its retail products (by COGS) from local suppliers. Our commitment in supporting local communities globally is expressed by a diverse array of projects, each tailored to address specific needs of local communities. The support of charitable institutions and causes, as a way of giving back to society, has been inherent in the growth and evolution of Avolta since its early years.

In this context, in 2023, a new Avolta Community Engagement Strategy was approved by the Global Executive Committee with the aim of improving further the company’s capability to generate positive impact in a subset of social and environmental themes. The Community En-



GRI indicators:
201-1, 202-2, 204-1

SDGs:
8.1, 8.2, 8.3, 8.5
9.1, 9.4, 9.5

agement Strategy has identified six priority areas of involvement for Avolta’s own independent initiatives – both, at Global and Regional Level – to which the company will concentrate the efforts:

- Education for disadvantaged children & adolescents
- Healthcare support for people with special needs
- Support & Training for vulnerable groups
- Fight poverty & food insecurity
- Clean water & sanitation for communities
- Ocean plastic cleaning

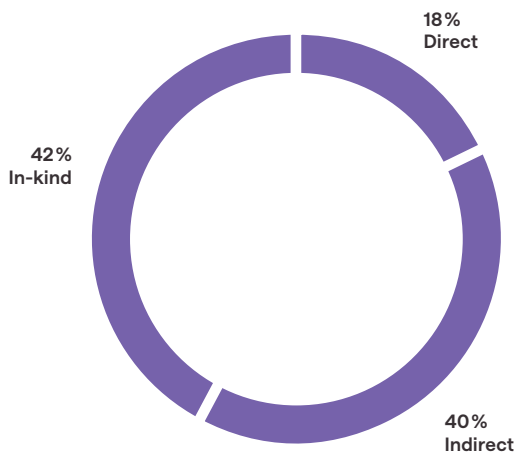
Avolta’s help to these causes consists of direct monetary contributions, fundraising campaigns (allowing us to raise additional funds by selling charitable retail and F&B products in our stores and restaurants for the benefit of different NGOs), and in-kind donations to local charities of primary goods, like clothing, meals, and food, which will then be distributed to people in need.

The Community Engagement Strategy provides also indications and guidelines for the indirect engagements and all those initiatives run in collaboration with concession partners and suppliers at local level. These are activities defined, managed and driven by our concession partners and/or brand partners, and where Avolta contributes to with supporting activities; e.g. airport fund-raising initiatives, where Avolta provides space for the sale of water.

During 2023, at global, country or location level, Avolta supported over 150 nonprofit organizations and social or humanitarian initiatives, promoting cultural events and causes and actively engaging our staff through volunteer work. In total, Avolta donated over CHF 9 million, of which



Donations by type



18% through direct donations, 42% in-kind and 40% through fundraising.

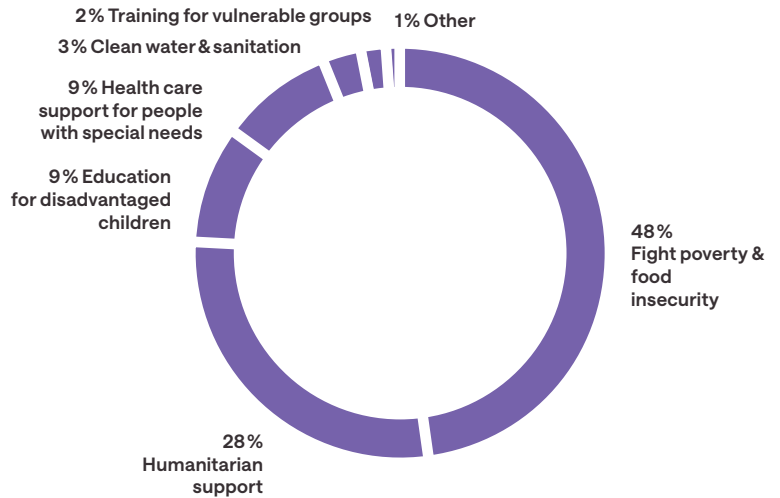
In 2023 our corporate community initiatives, both at a company or country level, strongly focused on fighting poverty and food insecurity as well as in providing humanitarian support to populations touched by either natural disasters or socio-political crisis. Avolta took care also of disadvantaged children, young people and their families, contributing to increase their access to education and healthcare systems. In some cases, our team members have been actively engaged, by either participating in the selection of the charity initiatives or through volunteering initiatives.

Stakeholder value allocation

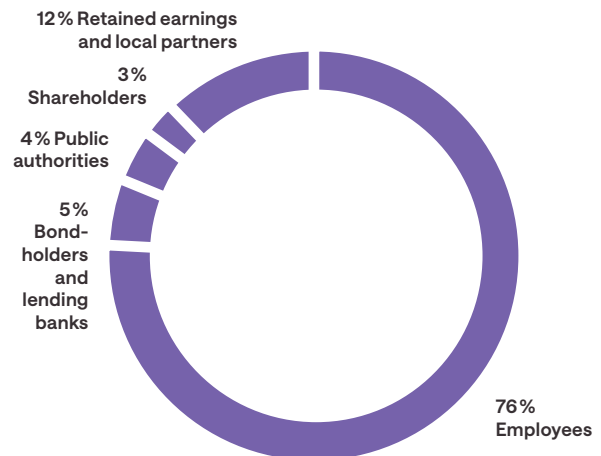
Avolta contributes to the development of the economies in countries where it operates through the payment of fair and competitive salaries, taxes and the purchase of local products and services. As a way of assessing the economic impact of its business, Avolta annually discloses its stakeholder value allocation, which reflects the direct monetary impact of its operations over its main stakeholders. The stakeholder value calculation is based on Avolta's CORE EBIT plus personnel expenses. It does not comprise values allocated to business stakeholders, such as suppliers or concession partners.

The accrued value allocated reached CHF 3,356.3 million in fiscal year 2023. Out of this amount, CHF 2,539.3 million was allocated to our employees in form of remuneration, retirement benefits, social security payments and other personnel expenses. CHF 160.4 million were interest expenses as contributions to our bondholders and lending

Donations by thematic area



Stakeholder Value Allocation



banks. Income taxes paid to public authorities and communities amounted to CHF 129.2 million in 2023, in the countries where we operate. The dividend payment, which the Board of Directors is proposing to the Annual General Meeting of Shareholders on May 15, 2024, of CHF 0.70 per registered share amounts to a total of CHF 106.8 million, and if approved by the AGM, will be paid to shareholders in May 2024.

Additionally, Avolta contributes every year to a comprehensive number of social initiatives, which are described in the Community Engagement section of the report, with the remaining amounts being carried forward.



Supporting Communities

“Create connections with the communities we serve and contribute to the growth of local economies.”

The initiatives and projects described below represent some of the most prominent projects we support. The progress made and the encouraging results of our ongoing support to these initiatives make us feel very proud and is an incentive to strengthen our ties with them.

Education for disadvantaged children and adolescents

SOS Children's Villages program in Brazil, Mexico and Kenya

Our global collaboration with SOS Children's Villages started several years ago in 2009 and continued also in 2023 fostering the long-standing relationship and benefitting nearly 500 infants, young children and teenagers and their families. SOS Children's Villages works towards keeping families together, provide alternative care when needed, supporting young people on their path to independence, and advocating for the rights of children. With the support of Avolta, SOS Children's Villages improves the lives of at-risk children and families, enabling a future in the communities where SOS Children's Villages work. During the longstanding collaboration, Avolta has also lent similar support in Morocco and Cambodia.



Captain Dufry – Avolta's global charity initiative

Avolta continued extending the reach of its global charity initiative, "Captain Dufry". Launched in 2020, Avolta sells Captain Dufry, a soft toy dog wearing a scarf and aviator hat with goggles, across Avolta stores in over 20 countries. Benefits from this initiative are donated to a global charity,

which for the 2021 – 2023 period is SOS Children's Villages. Captain Dufry is available at an accessible price and designed to be an irresistible "feel-good" purchase. This item gives our customers the perfect opportunity to buy a gift that truly makes children feel special – both their loved ones and those in need of support around the world. Beyond the financial objective pursued with Captain Dufry, this initiative also serves to increase awareness amongst Avolta's customers of SOS Children's Villages and their activities. To this extent, the availability of Captain Dufry in stores is complemented with in-store communication and signage to build awareness. Avolta reserves high visibility spaces across the stores where Captain Dufry is available, including dedicated sales displays and gondolas. On top of this, our customers are offered additional options to donate by using the Red By Dufry app, hence, increasing the possibilities of helping this charity initiative even more.

Hudson Round-up program

Since 2022, Hudson switched its previous donation collection platform to a round-up program at the point-of-sale, which allows travelers to donate the remaining change of their purchases to charities. Hudson used this new platform to support two causes throughout the year: Communities In Schools® (CIS®) and the Disasters Emergency Committee (DEC). Hudson was proud to continue its long-standing partnership with CIS, in the USA the largest organization dedicated to empowering students in need. Moreover, Hudson expanded its level of support for CIS, with donations benefitting both the CIS National Office and now 28 local CIS affiliates. By further investing in the affiliate network, Hudson deepened its local community involvement, while helping CIS to strengthen its academic impact on even more students and schools. Until 2023, Hudson has now raised USD 5 million for CIS over its partnership of more than a decade. With the support of Hudson, CIS has grown from serving 1.3 million students in 2008 to 1.8 million today. Additionally, 120,000 high school seniors have graduated with Communities In Schools since the partnership started. In the USA, Hudson participated in a 5 km charity run, hosted a coat and shoe drive at its New Jersey corporate office, and helped with a back-to-school event, amongst other local initiatives. Moreover, throughout North America, team members participated in "Movember," a global initiative where individuals grow moustaches and beards to raise awareness and collect donations for men's health issues such as prostate cancer, testicular cancer and mental health challenges.

Health care support for people with special needs

Support to Children's Cancer and Leukaemia Group

Children's Cancer and Leukaemia Group (CCLG), a leading children's cancer charity, and the UK and Ireland's professional association for those involved in the treatment



and care of children with cancer, is the charity supported by our UK colleagues. A nominated charity is chosen every three years based on the votes of our UK employees, and CCLG was the chosen charity partner.

2023 marked the second year of World Duty Free's support for CCLG, and it was the year in which World Duty Free reached the £ 80,000 milestone, the £ 90,000 milestone, the £ 100,000 milestone, and then the £ 120,000 milestone! These incredible fundraising targets were achieved because of the various sponsorships and events that World Duty Free staff members committed to, including taking on the fastest zip line in the world, skydiving, completing sponsored walks, holding Cake Bakes, and many other successful initiatives.

With the funds raised, CCLG were able to fund further important projects and vital research, and to release a variety of new publications, supportive care factsheets and updated information resources. These included:

- The newly updated publication "Coping with family life and cancer", a practical guide for families of a child with cancer, which contains tips and advice to help newly diagnosed families cope better with the impact of cancer on their lives
- The new supportive care factsheets, designed to help parents, carers and families understand more about how treatment may affect their child and what they can do to support them

Thanks to World Duty Free, these publications are given directly to families in hospital, providing expert and reliable information at a time when it's needed the most. Childhood cancer research continues to be severely underfunded, and current treatments regimes are often reliant on outdated adult-oriented therapies which aren't always effective for children's cancer. Together with CCLG, World Duty Free is helping to make sure that children diagnosed with cancer have access to the kinder, more effective treatments and that their families are given reliable, helpful information as soon as their child is diagnosed.

Support to multiple projects in Greece

Hellenic Duty Free Shops implemented various community activities throughout the year, and for the first time included employee participation in these initiatives additionally to boost workplace engagement and motivation. This year's initiatives included the Non Finish Line Charity Run, and the Run For The Cure with donations to Together for Children Institution and Breast Cancer Organizations respectively, as well as Deipno Agapis providing meals to homeless at the center of Athens. Main initiatives further included the support of Make-A-Wish Hellas, an organization granting wishes of children with critical illnesses to transform their lives; Galilee Palliative Care Center, which

provides palliative medical and nursing care along with psychological, social and spiritual support to patients and their families, as well as the Skytali Hellenic Heart-Lung Transplant Association. Finally, Hellenic Duty Free Shops successfully supported Avolta's fundraising initiative for SOS Children's Villages with Captain Dufry and the ONE-TREEPLANTED Organization.

Support to communities in Türkiye, Syria, and Morocco

To support people and communities impacted by the devastating earthquake in Türkiye and Syria the 6th February 2023, and in Morocco the 8th September 2023, Avolta carried out combined initiatives to assist the population living in the affected regions. To provide humanitarian support to the affected population of Türkiye the company made a significant donation of CHF 500,000 to The International Federation of Red Cross and Red Crescent Societies (IFRC), the world's largest humanitarian network.

Equally in Morocco, Avolta contributed to the provision of humanitarian assistance and reliefs to the population of the Taroudant region and Imlol, two areas severely impacted by the earthquake. Furthermore, Avolta collaborated with the Awsatakh Association of the Douar of Tamaterte, to help the reconstruction and, in particular, to establishing a school transport system for middle school students and renovating classrooms to reopen the primary school before winter.

Support & Training for vulnerable groups

Rio de Janeiro, Brazil – Helping to build the future of young teenagers

Since 1995, Avolta has been sponsoring a social promotion program in Rio de Janeiro aimed at improving the skills of young people and, hence, increasing their employability. The 20 participants of the 2023 class benefited from this program, which features free professional education to young people from communities around Galeão Airport, including various classes and education modules covering various topics and skills such as English, technology, retail operations, professional orientation, teamwork, leadership, rules of etiquette, ethics and citizenship.

The daily classes, which run over a seven month period cover three modules and are attended by 18- to 21-year-old students of different genders, sexual orientation, nationality and ethnicity. They all receive free meals, uniforms, school and educational materials and transportation assistance. Avolta then supports participants in their first steps into professional life. Some join the Avolta 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 Avolta employees



and one of the initiatives Avolta 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 Avolta and its Brazilian partners get involved. Over the 27 years that this program has run, it has proven to be a great success. Employability rates usually reach high levels and since Avolta started its collaboration, over 770 young people have benefited.

Autogrill Italia and Cometa together to support people in need

In Italy, since 2020, Autogrill Italia works with Cometa: an association that welcomes hundreds of children, young people, educators, volunteers and professionals to offer personal and professional growth paths to young people living in difficult social conditions. The collaboration with Cometa's social cooperative Contrada degli Artigiani resulted in various installations made by the members of the social cooperative – with the support of specialized professionals – like the large wooden barrique in the Villoresi Ovest restaurant or the artwork installed at the food court of Linate Airport. The latter, created by young people from the social cooperative under the guidance of master craftspeople, is a wall sculpture made of brass and backlit fragments of glass that represent luminous “gemstones” and recall the gothic spires over Piazza Duomo, symbol of the city of Milan.

HOME MCR

In the UK, World Duty Free has supported HOME since 2004. HOME is a Manchester based organisation that aims to improve the lives of young people by running innovative arts projects for a range of beneficiaries across the area. It presents and produces a range of art forms including theatre, film and visual art, alongside a dynamic community engagement programme. Through our engagement with HOME, World Duty Free has helped to develop and launch HOME Young Creatives, an inspiring twelve-week arts course in Wythenshawe that involves over 100 young people aged between 12 and 18, led by experienced and knowledgeable artists. The course has been running for several years now and helps to develop and broaden young people's skillsets and aspirations, culminating in the creation of their own work.

Fight poverty & food insecurity

HMSHost Foundation

Through HMSHost Foundation, the company helps local North American communities by donating money to mission-aligned nonprofit organizations. The Foundation provides food, housing, veterans services and supports the growth and education of the workforce, including young generations, to fight poverty and improve the prosperity of the communities served.

HMSHost Foundation directs its efforts on the basis of five pillars:

- Relieve hunger and promote nutritional wellness through food-related initiatives
- Combat homelessness through access to safe housing, furnishings, clothing, and stable employment
- Encourage the next generation through access to education and training
- Promote financial stability through training and job placement
- Honor veterans and their families by supporting programs that meet their needs for food, shelter, medical care, and providing job training and placement



In 2023, HMSHost Foundation donated USD 540,000 to poverty-fighting organizations and raised – in collaboration with Hudson – nearly USD 300,000 to support the Maui Strong Fund of Hawai'i Community Foundation, which is working tirelessly to provide financial resources for the people and places affected by the devastating Maui wildfires. Funding for the Maui Strong Fund was sourced through contributions from travelers who made purchases at Hudson travel convenience stores nationwide in the USA. Additionally, the HMSHost Foundation, partially supported by patrons donating spare change at quick-service restaurants in Kahului Airport (OGG), and participating in a



round-up-for-charity initiative at HMSHost's full-service restaurants across the country, also provided a grant.



Food donations: offering support for local communities while reducing food waste

Within the F&B sector, Avolta has a series of active partnerships with nonprofit organizations in the different regions where the company operates. Among these, in the USA, Avolta cooperates, since 2011, with Food Donation Connection (FDC) by donating surplus food to people in need through partnerships with local social service agencies. Every donor location is matched with a group of qualified charities that collect the food at scheduled days and times. FDC has worked with our operational teams to make sure the food is safe and healthy and to render the donation process more efficient and secure. Also in Italy, Avolta has been actively supporting nonprofit organizations active in combating food waste. Its most significant partnerships include those with Banco Alimentare and Pane Quotidiano, which receive surplus food and straight donations from Autogrill's central warehouse. Since 1989, Banco Alimentare has been collecting unspoiled, non-expired food that is no longer sellable and would otherwise be thrown away. Pane Quotidiano, based in Milan, puts human dignity at the center of its activity and has been distributing food to those who need it since 1898. In 2023, around 100,000 product items – approximately 22 tons of food – were donated. Moreover, also in 2023, for every “Menù Pausa Perfetta” sold in our Italian F&B restaurants, Avolta made a donation to Banco Alimentare to support the distribution of food products to local charities.

Clean water & sanitation for communities

One Water – selling water bottles to provide sustainable clean water

Since 2016, World Duty Free has collaborated with The One Foundation as a commercial supporter for the sale of the charity's bottled water brand “One Water” in all of its UK airport stores. Over the past seven years, World Duty

Free has been raising money through the sale of One Water to bring clean water, sanitation and hygiene solutions to some of the world's poorest communities. Through the sale of One Water across World Duty Free shops an amazing £ 2.5 million in total to date have been raised, changing the lives of over 400,000 people. Together with One Water and The One Foundation, Avolta is helping to strengthen water and sanitation services across Kenya, Rwanda, Ghana and Malawi through the delivery of piped water and sanitation services and by capacity building with local utilities for better service provision. Together, the program is repairing broken water points and providing the tools and community training required to ensure the future sustainability of these pumps.



Charity Water Project in Zurich and Basel Airports

Avolta continued the partnership initiated in 2014 with Flughafen Zürich AG, which, under the name of “Charity Water”, raises funds for charitable causes through the sale of bottled water in the airport. For every bottle of mineral water sold at the price of CHF 2.50, which is obtained from the Adello spring in Adelboden, in the Swiss Alps, 50 centimes are donated to a charitable organization. Sozialwerk Pfarrer Sieber (Social Work Priest Sieber) is the 2023 new beneficiary of this project, for which over CHF 400,000 were raised since January 2023. The foundation strives for the greatest possible social reintegration of marginalized people. Where this is not possible due to lack of individual resources on the part of those affected, they should be able to live with the greatest possible autonomy with the support of Sozialwerk Pfarrer Sieber and be embedded in a sustainable network of relationships.

Oceana

In 2023, Avolta began its collaboration with Oceana: the largest international advocacy organization focused on ocean conservation. Through this partnership Avolta has raised funds from the sale of the reusable bags made from 100% recycled plastic bottles. The funds were intended to Oceana's marine habitats campaign for the protection of



30% of the marine surface, and thus of its endangered species. Besides protecting marine wildlife by reducing the impact of single-use bags, the partnership aims at increasing consumer's awareness on the importance of simple actions benefiting the environment. The initiative has firstly involved our retail stores in Spain and will be extended in another 21 countries across all the regions where the company operates.



And a long list of other local contributions

Support for the underprivileged is deeply rooted in our company. In addition to the main initiatives mentioned above there is a long list of causes and projects of all sizes that Avolta subsidiaries and employees support year after year. Amongst others, these include direct donations to the Prime Minister's National Relief fund (PMNRF) in India to support disaster victims, and the support of our Armenian operation to the social program Children of Armenia Fund (COAF). The main protagonists of many of these actions are our employees, who champion the causes and promote their support through micro-donations, charity runs, bike rides, bake sales and other initiatives to support the many deserving projects. Internally we give voice to these initiatives through our internal communication platforms to recognize the effort, generate awareness and motivate other employees to develop initiatives of their own.