



Capital Markets Day 2025

26 June 2025

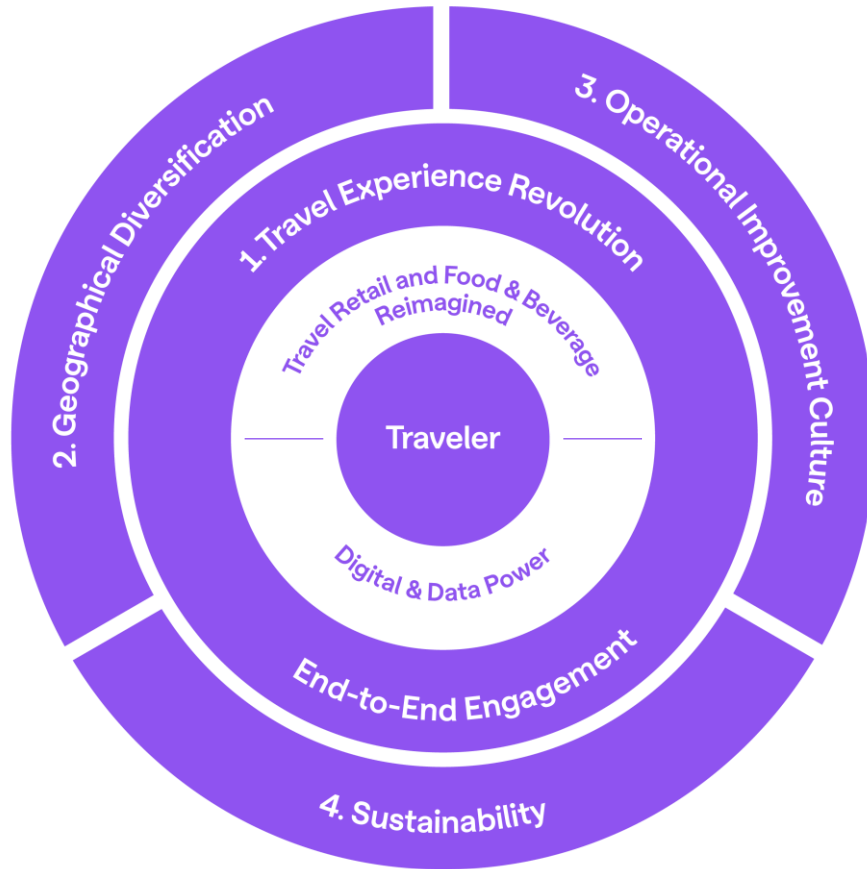
**Surprisingly predictable,  
predictably surprising.**

 **Avolta**



**WHY ARE WE  
HERE TODAY?**

# Strategy – Destination 2027



Powered by our people

TOP-LINE GROWTH  
→ PAX / SPP  
→ NEW SPACE

EXPANSION OF EBITDA MARGIN  
& EFCF CONVERSION

DIVERSIFIED PORTFOLIO &  
INCREASED RESILIENCE

FOCUS ON SHAREHOLDER

# Uncompromised execution towards Destination 2027

## What we achieved since last CMD 2022...

### 1 Delivering the travel experience revolution

- Key targeted initiatives: refurbishments, entertainment, hybrids etc. deployed across shops and restaurant developments
- Actively investing in smart store concepts, leveraging technology to enhance customer experiences, as delivered through Avolta NEXT initiatives & data-driven store designs
- Introduction of new loyalty program "Club Avolta", deployed across 100% of Avolta' network
- Dedicated digital team incl. data analytics

### 2 Diversifying our geographical presence

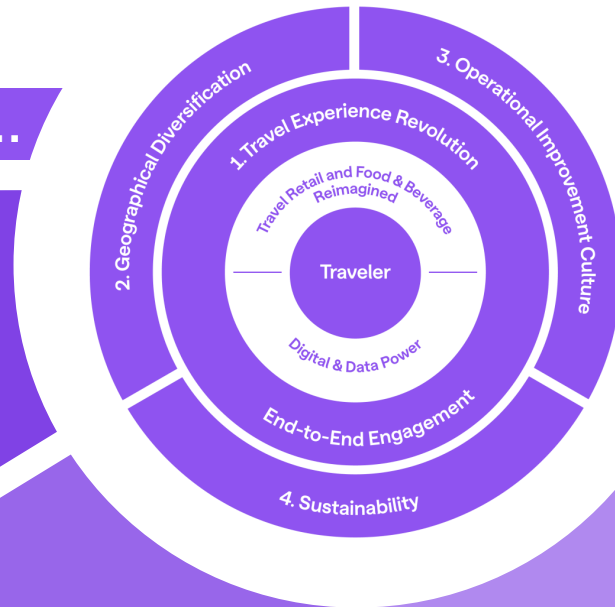
- Growth in all key regions
- New enhanced and dedicated APAC team
- New business development approach with active focus on investment returns

### 3 Fostering a culture of continuous operational improvement

- Zero-based budgeting discipline
- Dedicated integration team focused on synergy delivery
- Active concession portfolio management with increased focus on profitability metrics

### 4 Driving sustainability and empowering our people

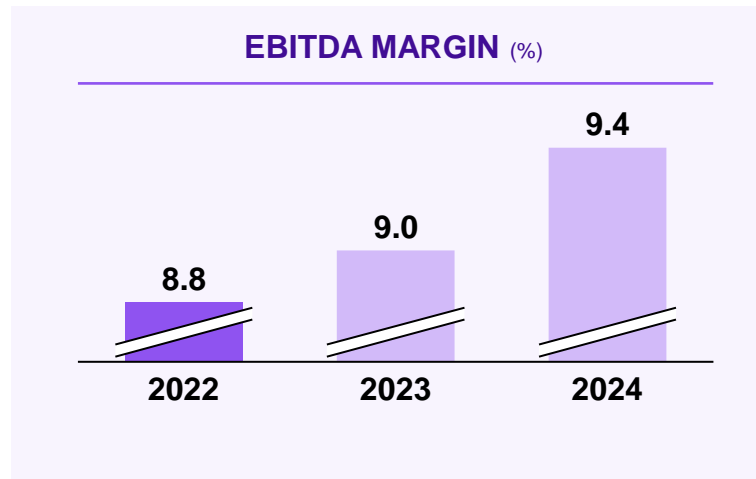
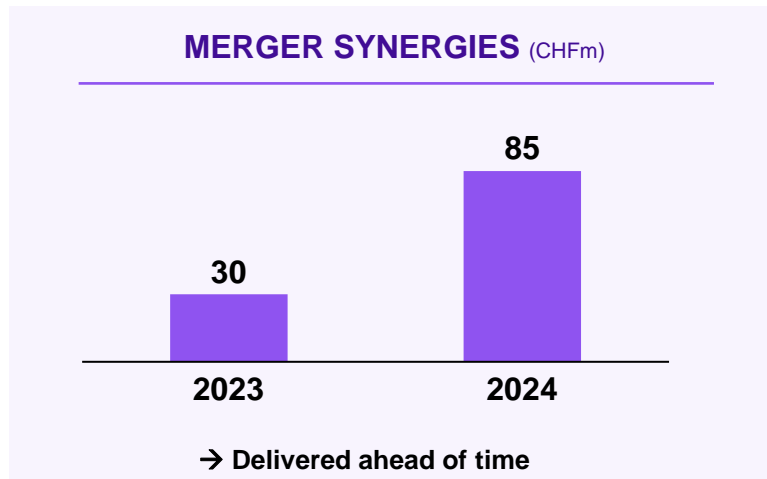
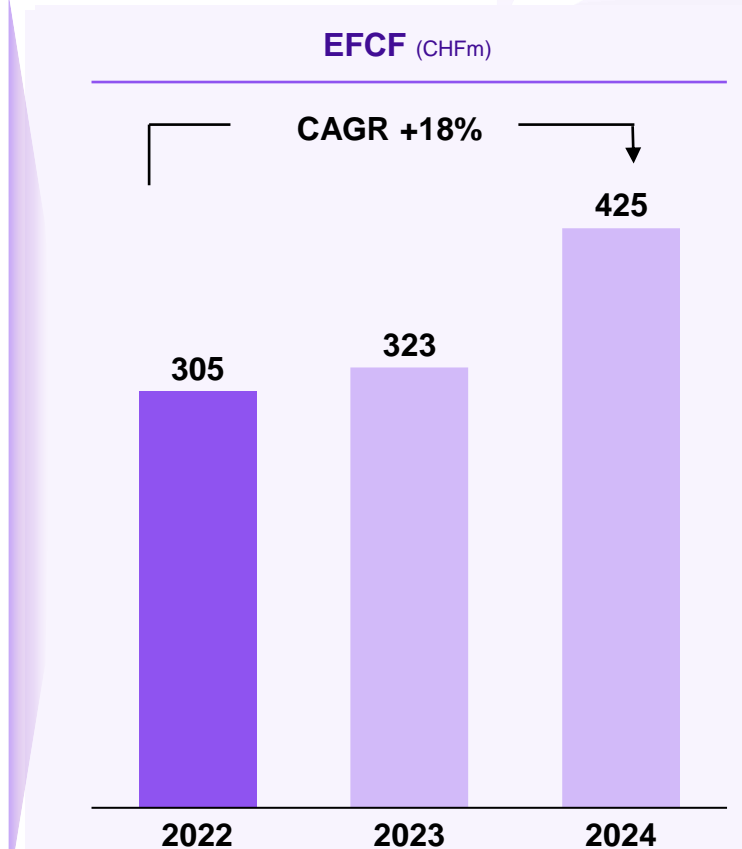
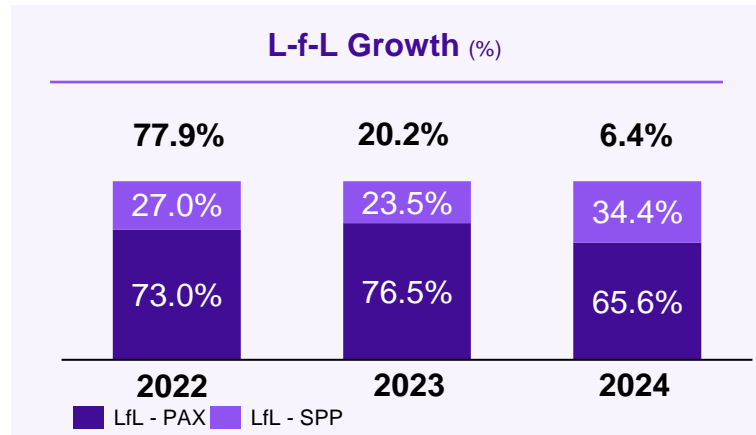
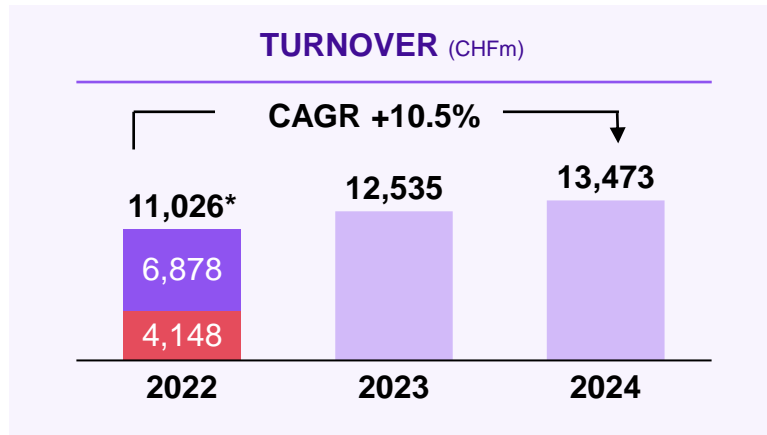
- Comprehensive development of our people and communities
- Sustainability approach to reduce impact and improve business performance



### Delivering strong set of financials with focus on shareholder returns

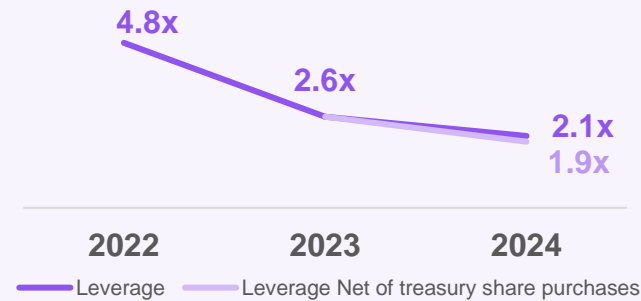
- Drive long-term growth, sustainable profits and strong cash flow generation
- Providing meaningful performance metrics
- Focus on shareholder Value Creation

## ... Delivering tangible financial performance ...

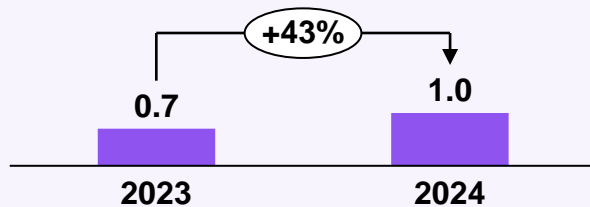


# ... While strengthening the balance sheet & increasing shareholder return

## LEVERAGE EVOLUTION



## DIVIDEND PER SHARE (CHF)



- FY 2024 dividend CHF 1.00/share (+43% YoY)
- 2024 share cancellation of CHF 200m
- Share Buyback 2025 of up to CHF 200m launched

2022-2024

**CHF 2.5bn**

Operating Cash Flow before CAPEX

**CHF 1.0bn**

Investment into growth (CAPEX / M&A)

**CHF 400m**

Debt reduction





**CHF 500m**

Cash return to shareholder via dividends and Share Buyback\*



# ... And creating a UNIQUE GLOBAL PLATFORM with widest DATA ACCESS

## I. LARGEST GLOBAL NETWORK & REACH

-  70 Countries
-  > 5,100 Outlets
-  > 1,000 Locations
-  1,000+ Brands



## II. WIDEST GLOBAL TRAVEL DATA ACCESS

Global passenger (air) traffic:

**9.5 billion passengers**

(ACI World, 2024)

Avolta passenger exposure:

**2.5 billion passengers**

across 70 countries, 5,100+ outlets and 1,000+ locations

Avolta consumers:

**~670m # of tickets**

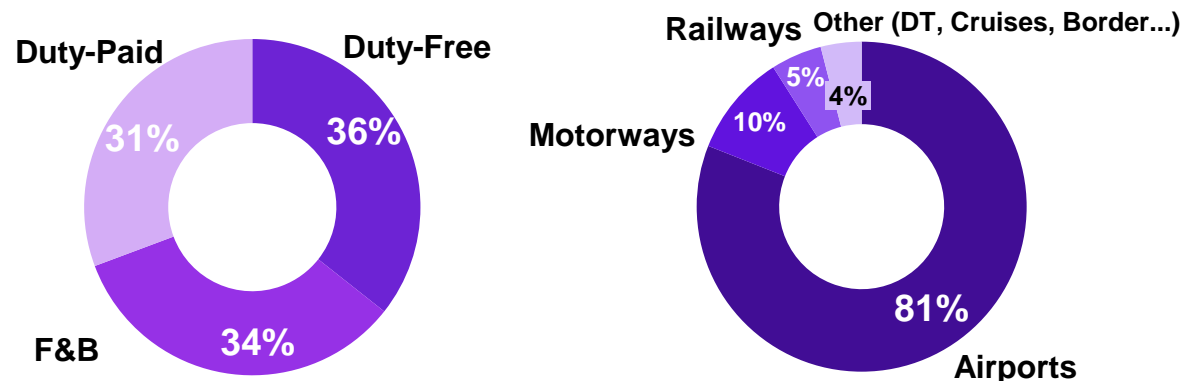
(26.8% penetration rate)

(2024; DC & motorways excluded)

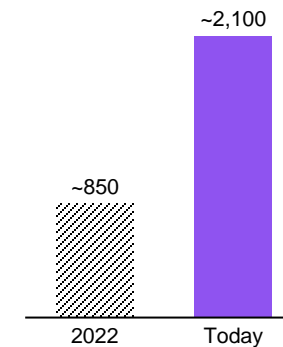
**+11m  
Club Avolta members**

DATA GRANULARITY

## III. HIGHEST LEVEL OF DIVERSIFICATION & RESILIENCE



# of contracts\*



Growth

Organic growth 5 – 7 % p.a. delivered despite:

- Ukraine war
- New Chinese DF consumers
- Middle East crisis
- USA slowdown
- ...

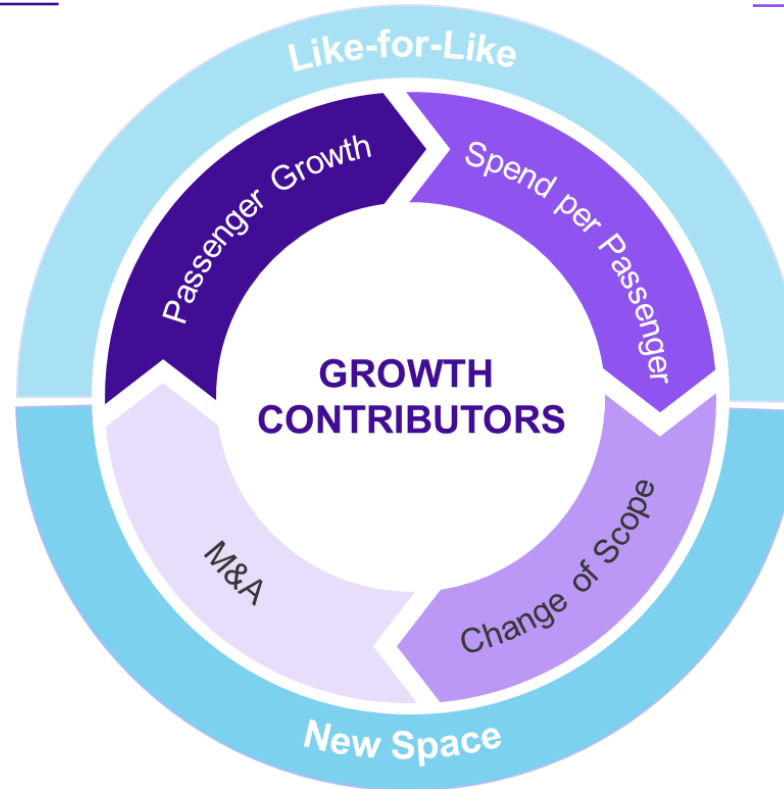
# Past & Future: SURPRISINGLY PREDICTABLE! – Growth contributors ...

## PAX GROWTH:

- Contributes approx. 2/3 Like-for-Like
- PAX numbers expected to double by 2045
- High RESILIENCE in long-term!

## M&A:

- Remains a strategic focus
- Accretive bolt-on acquisitions
- Financed in line with capital allocation policy



## SPP GROWTH:

- Contributes approx. 1/3 Like-for-Like
- Affected by regional / category mix
- Changing consumer trends & behavior

## CHANGE OF SCOPE:

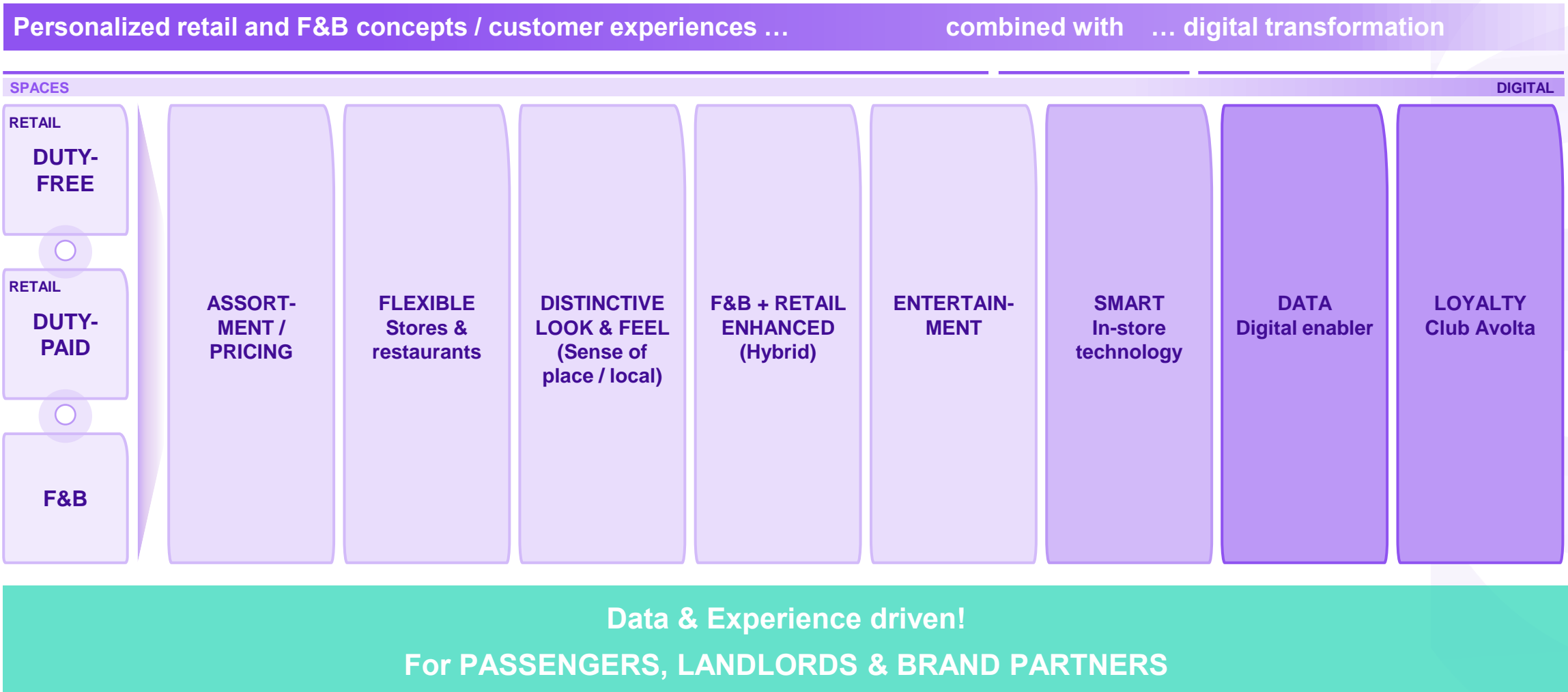
- Active portfolio management
- Strict financial discipline
- Innovative commercial proposals

MARGIN EXPANSION

CASH FLOW CONVERSION



... Based on a strong **AVOLTA GROWTH ENGINE** focused on customer experience – that is **PREDICTABLY SURPRISING!**



## ... To deliver on our mid-term outlook

### Value Creation Levers



*Passenger  
Evolution*

**2/3**



*SPP*

**1/3**



*New Space*

**0.0% - 1.0%**

L-f-L

### Mid-Term Outlook p. a.

*Organic Growth*

**+5% – 7%**

*EBITDA Margin (%)*

**+20 – 40 bps**

*EFCF Conversion (%)*

**+100 – 150 bps**

# Clear Capital Allocation Policy

## 1 Invest In Growth (Organic & Inorganic)

Store network upgrade  
Digital and technology transformation  
Business Development / new space  
Small / medium sized selective M&A

## 2 Balance Sheet Efficiency

Strong credit rating  
Target net debt / EBITDA 1.5x - 2.0x  
(flexibility up to 2.5x for selective M&A)

## 3 Capital Returns

Pay a progressive dividend of ~1/3 of EFCF, growing in line with EFCF  
Medium-term excess cash to be returned via potential Share Buybacks

# Avolta's unique proposition

Generating superior returns from  
megatrends & our unique model

## Growth & Quality at scale

Avolta's Growth Contributors  
Surprisingly Predictable

1

Avolta's Growth Engine  
Predictably Surprising

2

Financial Model

3

Shareholder Return &  
Capital Allocation

4

Conclusion

5

01

# Avolta's Growth Contributors – Surprisingly Predictable

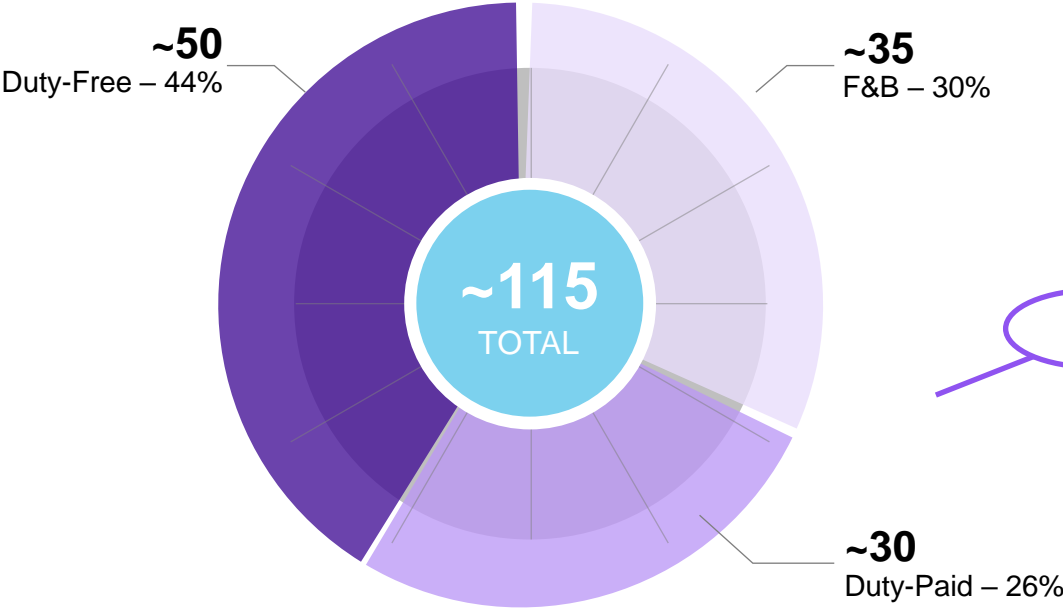


# We are in a growing industry

Global market size – Travel concession sector

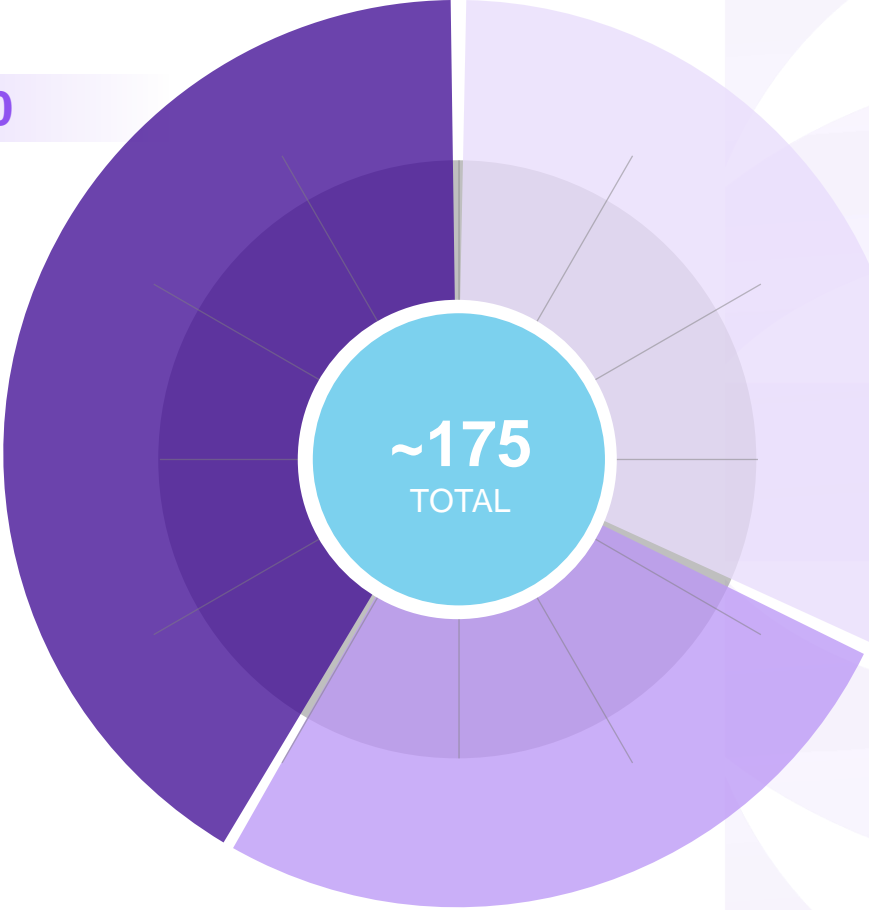
In USDbn

2024



CAGR  
5.5%

2030



Includes



Airports  
Cruises & ferries



Motorways  
Trains



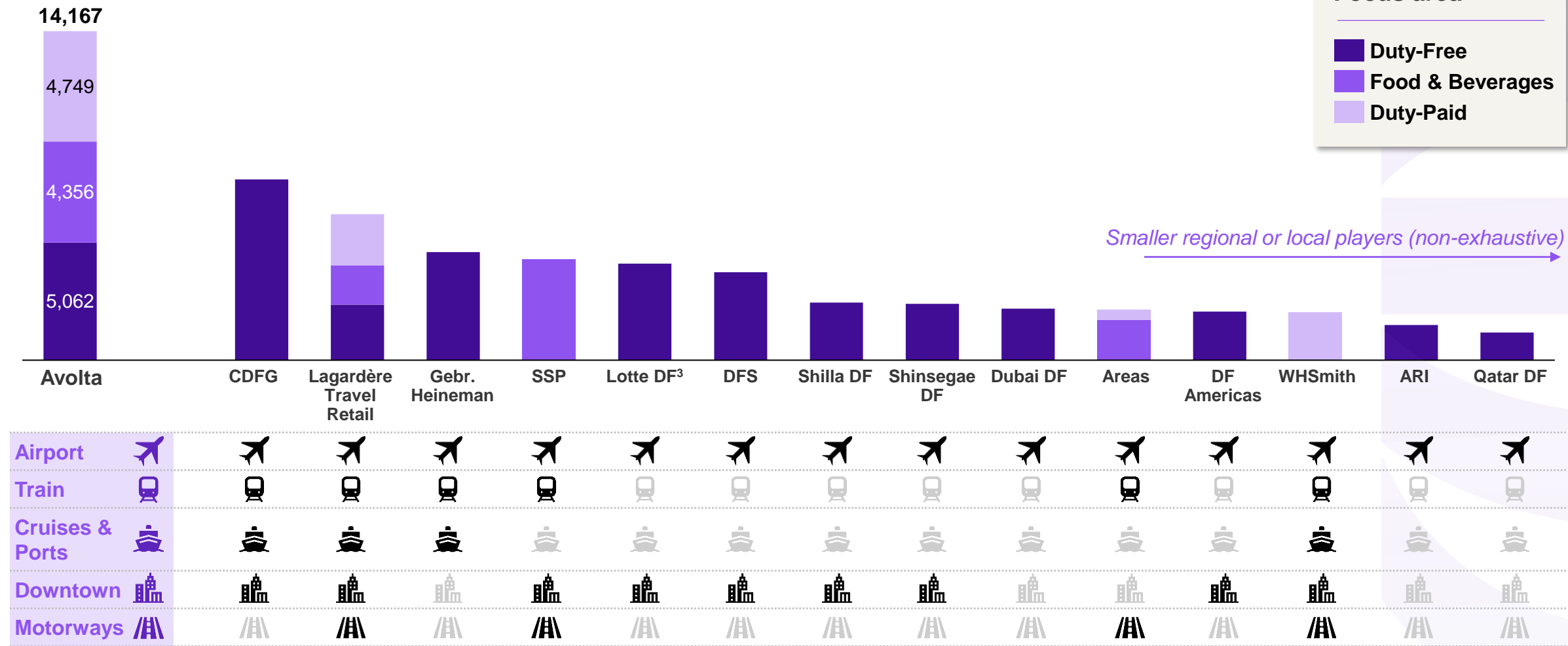
Airlines  
Others



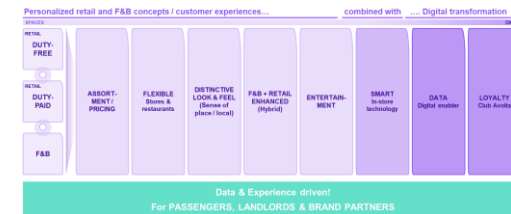
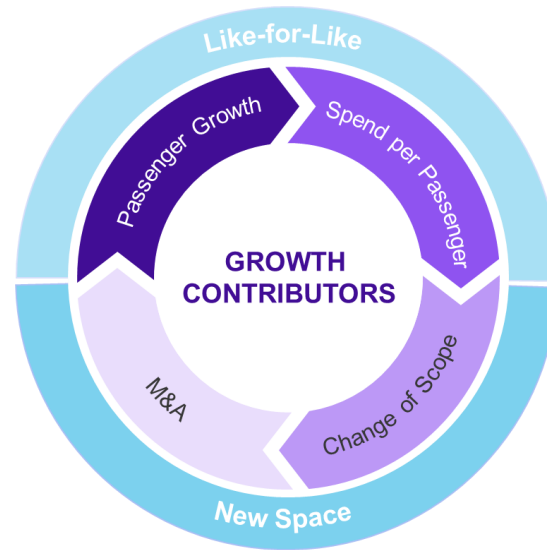
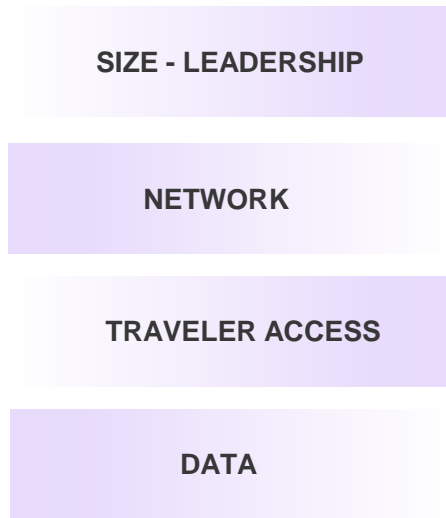
# Avolta is the largest & most diversified player in the industry

Fragmented travel experience industry: Avolta is the leader, excelling in channel diversity

In USDm, 2024 numbers<sup>1</sup> (publicly available numbers only)



# Past & Future: SURPRISINGLY PREDICTABLE! – Growth contributors ...



**TOP-LINE GROWTH**  
→ PAX / SPP  
→ NEW SPACE

**EXPANSION OF EBITDA MARGIN**

**EFCF CONVERSION**

# Passenger growth

Key driver for 81%<sup>1</sup> of Avolta's airport channel revenues

## Global Air Travel

>80% of the world's population has never taken a flight

→ Massive untapped market

## Global Airport Boom

(Forecast next 20y)

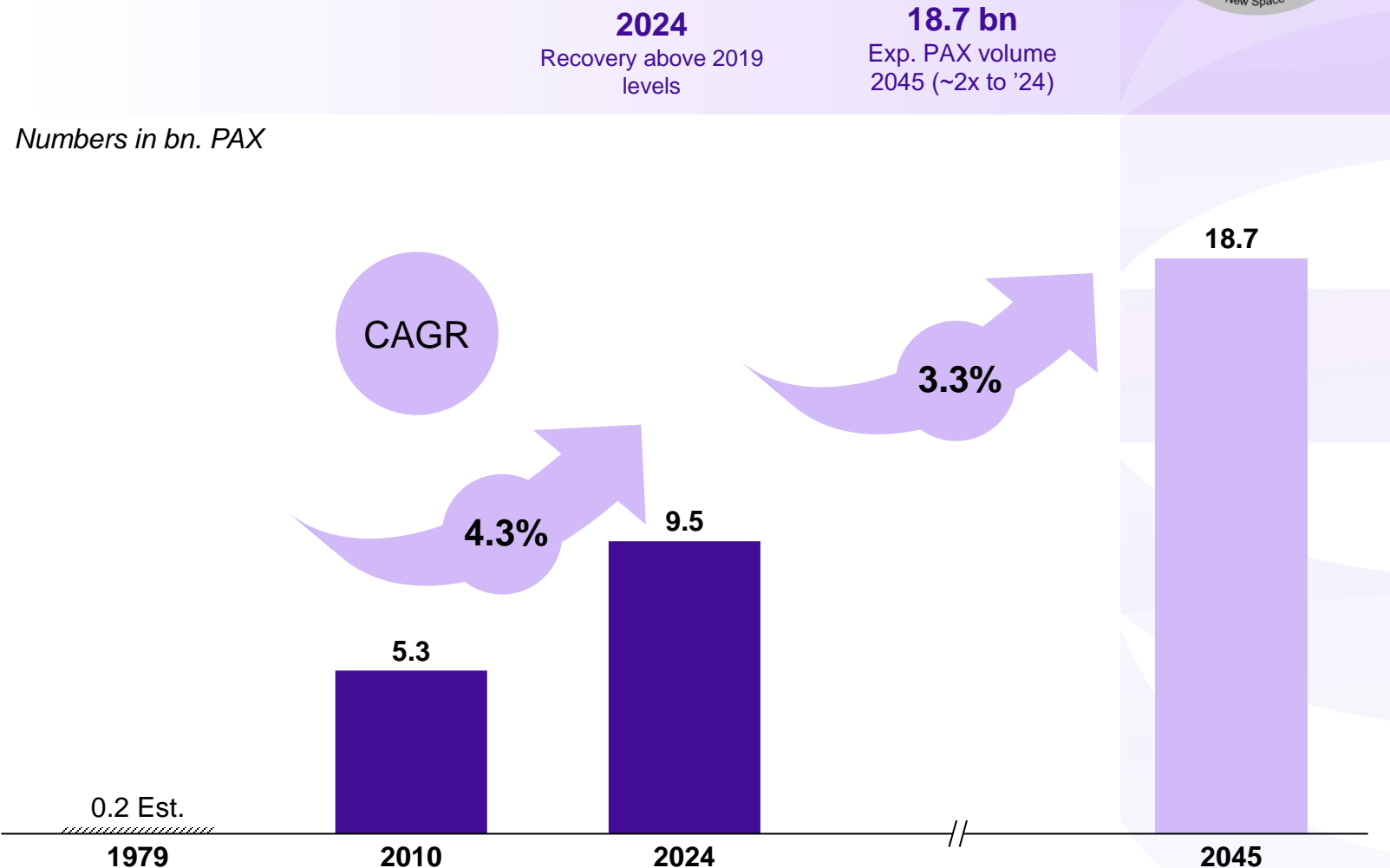
+1,500 new airports are planned &  
+40,000 new aircrafts ordered

→ Infrastructure growth is enabling broader access to air travel

## Travel Affordability

~50% drop in real flight costs since 1990 (IATA), enhancing global travel affordability

→ Low-cost carriers now represent over 30% of global airline capacity



# Traveler centricity: Starts by understanding travelers ...

Thanks to unique access to data, possibility to cater tailored offerings to all travelers



## Dimensions of traveler data

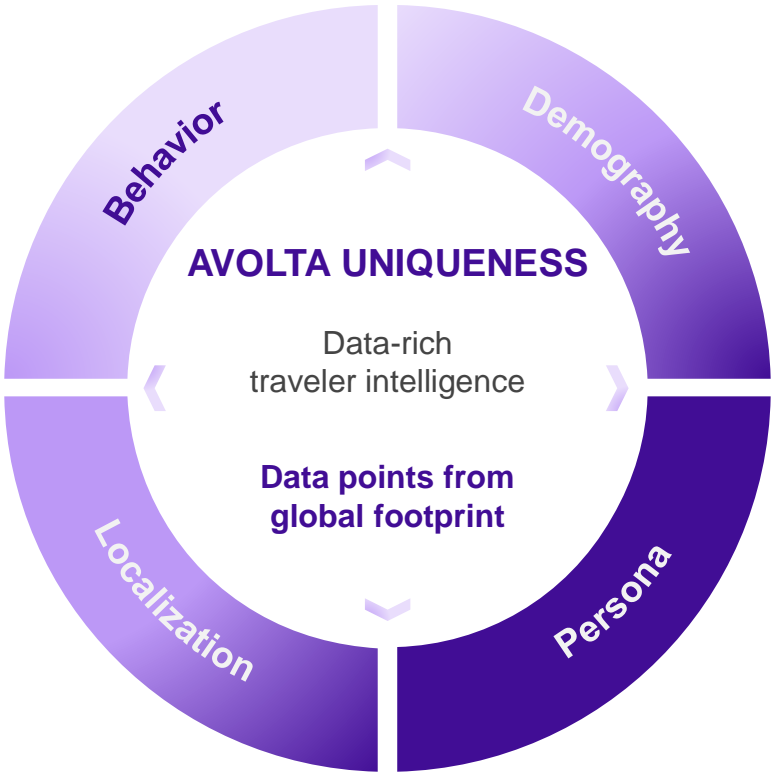
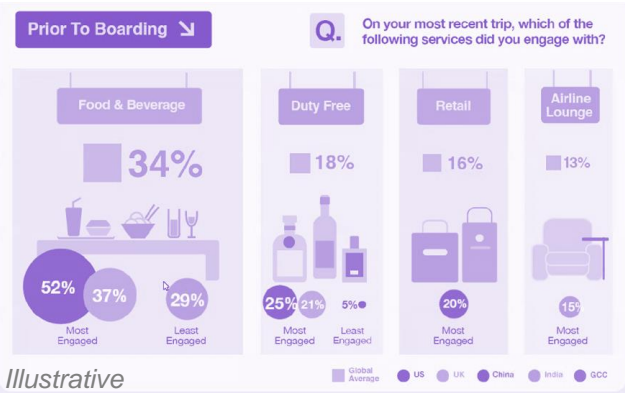
### SPEND BEHAVIOUR ANALYSIS

Insights through spending behavior of different:

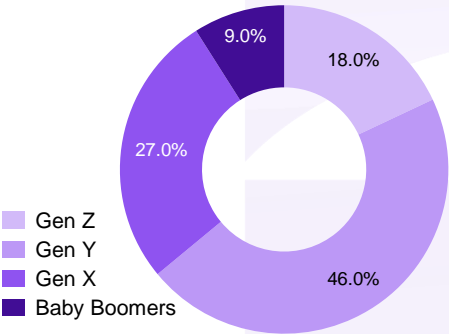
- Nationalities
- Flight types
- Time of day
- Channels

### LOCAL VS. GLOBAL PATTERNS

Insights into cultural preferences & shopping styles



### DEMOGRAPHIC ANALYSIS



### TRAVELER ARCHETYPES

Insights into traveler personas:

- Leisure vs. business
- Solo vs. family
- Domestic vs. international

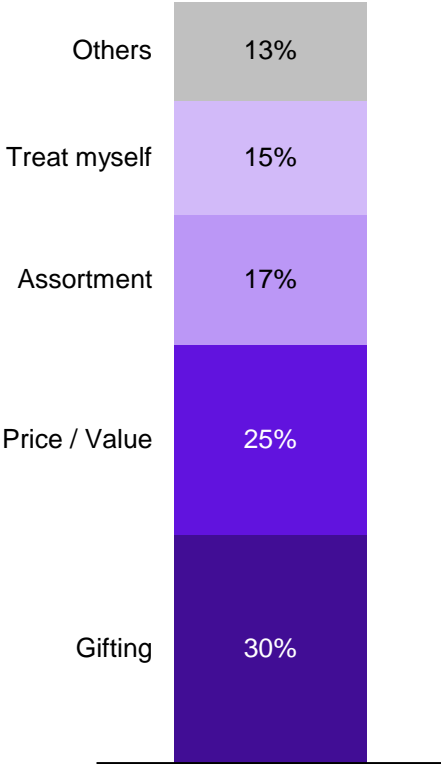


# ... And why people are buying while travelling ...






## MOTIVATION OF PURCHASE (when travelling)\*

*“What is your no. 1 reason for buying something when you travel?”*



## OFFER EVALUATION CRITERIAS – Differences across channels

			
	Airports (Retail)	Airports (F&B)	Motorways
	Price 25%	Quality of Products 14%	Cleanliness 17%
	Gifting 25%	F&B available post-security 13%	Quality of Products 16%
	Assortment 17%	Price 12%	Value for Money 15%

**Gifting and shopping for others** remain most relevant reason to buy

**Value (Price advantage)**, while still being relevant, with decreasing importance

**Convenience and self-indulgence** remain key reasons

# ...By identifying various traveler persona based on data-insights...

Consumer Perception Tracking (CPT) unlocks insights throughout all channels



Share

Characteristics

**20%**  
**Young Traveler**  
Experiential  
Open minded  
Exploration-oriented

**9%**  
**Families on Holidays**  
Stressed  
In control  
Conciliation-oriented

**27%**  
**Business Traveler**  
Experienced travelers  
Rational  
Time-saving oriented

**7%**  
**Empty Nesters**  
Traditional  
Affluent  
Hedonism-oriented

**15%**  
**Shopping Lovers**  
Frequent traveler  
Affluent  
Shopping oriented

**22%**  
**Other Travelers**

Key future trends

**Life on fast-forward**

Routine is rejected. Travelers seek surprise, well-being, and discovery.

**Post-future fatigue**

Digital hype fatigue drives demand for authentic, human experiences.

**Bored & restless**

3 of 4 want brands that help them feel alive — airports are perfect stages for sensory stimulation.

**Short attention spans**

Visual, interactive, instantly rewarding concepts are key to capturing focus.

**Craving connection**

Warm, human touchpoints turn moments into memories.

**Tribal connection**

Community matters. Shared passions (music, culture, lifestyle) drive deeper engagement.



# Based on holistic traveler understanding – Catering to changing needs through AVOLTA’S GROWTH ENGINE



Personalized retail and F&B concepts / customer experiences ... combined with ... digital transformation



Data & Experience driven!  
For PASSENGERS, LANDLORDS & BRAND PARTNERS

# SPP Growth with regional & category differences

Avolta increased SPP in recent years



<b>TOTAL</b>	↑ 16.6%	↗ 5.0%	↗ 3.2%	↗ ~3%
<i>SPP vs LY</i>	2022	2023	2024	2025 Q1
<b>EMEA</b>	↗	↑	↗	↗
<b>LATAM</b>	↑	↗	↗	↗
<b>APAC</b>	↓	↓	↘	↘
<i>North America (ATV)<sup>1)</sup></i>	↑	↗	↗	↗
<i>SPP vs LY</i>	2022	2023	2024	2025 Q1
<b>Alcohol</b>	↘	↘	↘	↘
<b>Confect. &amp; conv. food</b>	↑	↑	↗	↗
<b>Perfume &amp; cosmetics</b>	↑	↑	↗	↗
<b>Literature &amp; publications</b>	↗	↑	↑	↑
<b>Tobacco</b>	↑	↑	↑	↑
<b>Watches &amp; jewelry</b>	↑	↗	↘	↘
<b>F&amp;B (ATV)<sup>1)</sup></b>	↑	↗	↗	↗
<b>Other (Electronics, toys)</b>	↑	↑	↗	↑

↑ >5%  
 ↗ 0%-5%  
 ↘ 0%- -5%  
 ↓ < -5%

## L-f-L Growth (2023-2025)

PAX Growth	4-5%	~2/3
SPP Growth	2-3%	~1/3

**Avg. Growth**      **CAGR:~ +8%**

**PAX mix**

- E.g., Chinese/ Russians
- E.g., Argentineans

**Geography mix**

- Avg. SPP differs from country to country
- Different SPP growth rates

**Mix changes**

- F&B / Retail
- Different category mix

**Avg. Effect**      ~ -2%/-3%

# On top of PAX and SPP growth: New space

Signing a contract marks the beginning of a strong and enduring partnership



## Different award approaches

### Renewals

94.7%

Avg. renewal rate  
2022-2024

### Tenders & RFPs

### Direct negotiations

### Joint-Ventures (JVs)

Special importance in  
USA (ACDBE)

### M&A

## Commercial / Operational

- **Customer Centricity** based on deep knowledge of customer profiles:  
→ Tailored Concepts and Product Range
- The **Highest in-store Customer Service Standards**
- **Sense of Place** and **Extensive Local Offer**
- **Strong and Accountable Local Teams:** Speed in Execution
- **Innovation** and **Digital Capabilities**

## Financial

- **Continuous Revenue Growth:** SPP and ATV focus
- **Partnership approach:** Balanced Share of Risk and Rewards
- **Commitment to invest in the enhancement of the Operations**
- **Data Sharing:** Support Joint Efforts and Cooperation
- **Financial Solidity** as a Base for Long Term Perspective
- **Common Definition of Objectives and Goals**

**Avolta**

UNIQUENESS / DIFFERENTIATION

- Multiple business channels
- Global leadership
- Reliability
- Unique access to data

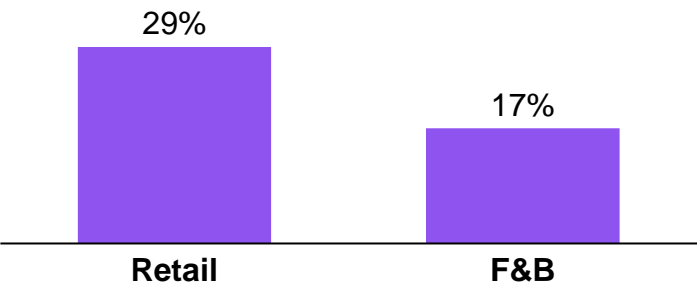
- Higher SPP
- Competitive offerings
- Size

# New space

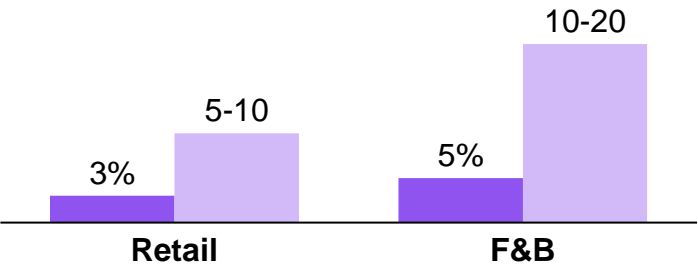
## Active portfolio management – Avolta business development approach



### Key differences in segments

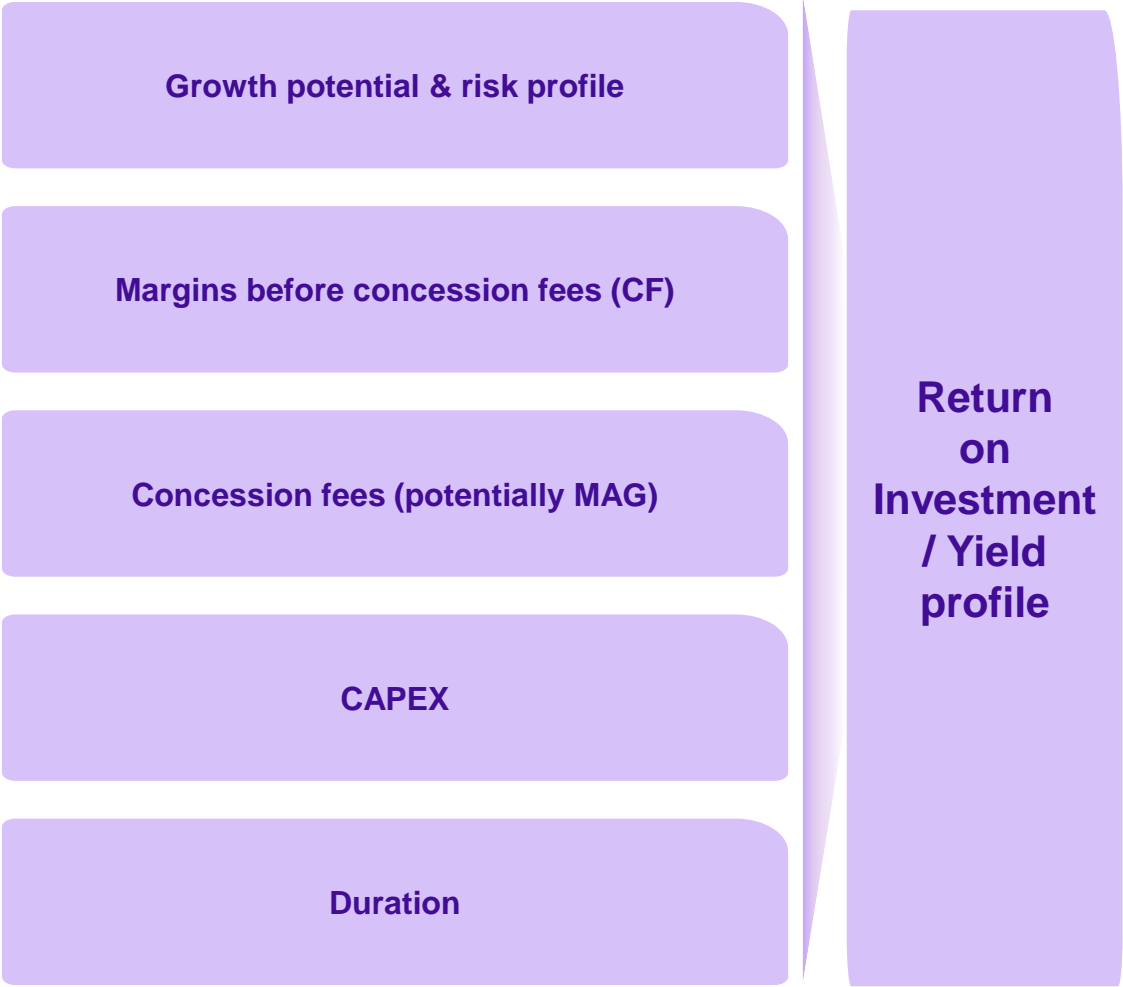


■ Concession Fees (in % of TO)



■ CAPEX (in % of TO) ■ Duration (in years)

### Avolta Approach



A large commercial airplane is parked on a tarmac at sunset. The sky is a mix of orange and purple. Ground service equipment, including a jet bridge and various vehicles, is visible around the plane. The scene is overlaid with a semi-transparent purple circle.

Destination 2027

# Landlord endorsement

# Importance of landlord cooperation

Building success: The power of long-term landlord partnerships

**“ I believe the cooperation between Pudong Airport and Avolta is a true win-win partnership.**

Huang Zheng Lin  
President, Shanghai Pudong International Airport



**“ We work together to create meaningful moments for passengers and aim to deliver a best-in-class experience worldwide.**

Daniel Ketchibachian  
CEO, Aeropuertos Argentina



**“ Together with Avolta, we are developing a new customer-centric strategy.**

Kleber Almada Meira  
CEO, Congonhas Airport



**“ We share the same philosophy: we place our passengers at the center of everything we do.**

Elena Sorlini  
CEO, Abu Dhabi Airports



**“ Our partnership with Avolta is a strategic one - especially in terms of technology.**

Abdulaziz Al-Asaker  
COO, Riyadh Airports



**“ We have a great partnership with Avolta, and their Destination 2027 initiative is truly exciting for us.**

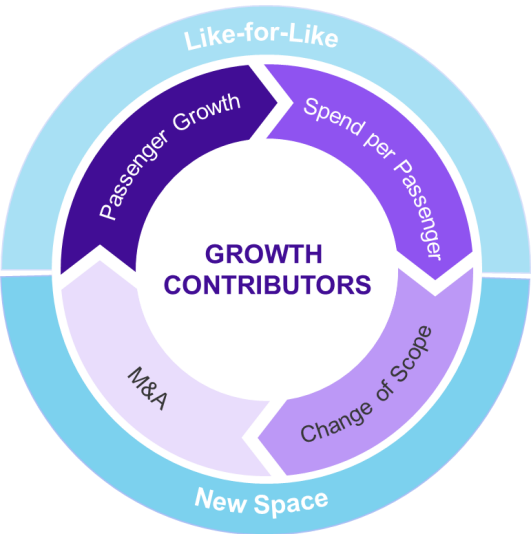
Sammy Patel  
Vice President, Vantage Group





# How it all comes together – historical growth contributors

## GROWTH CONTRIBUTORS

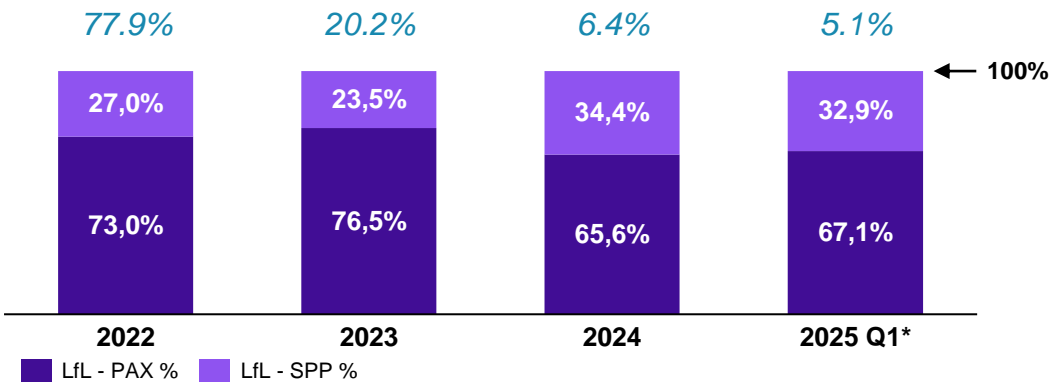


## TOTAL REPORTED GROWTH

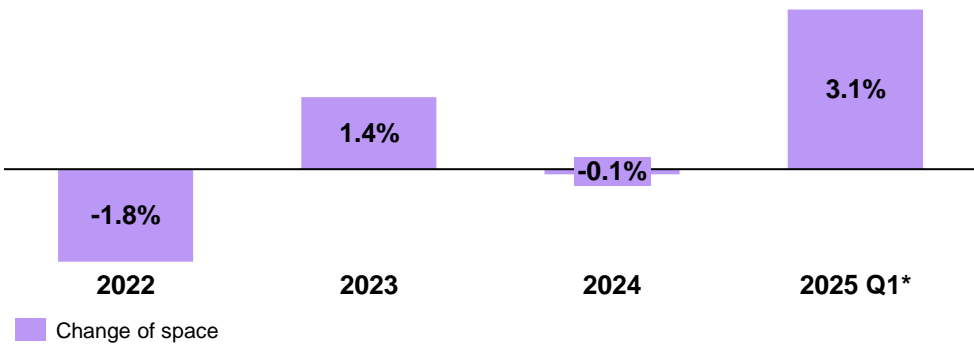
2022	2023	2024	2025 Q1
75.7%	16.0%	7.5%	9.6%

## MEDIUM TERM

## LIKE-FOR-LIKE CONTRIBUTORS (w/o FX-effects)



## NEW SPACE – GROWTH



- PAX growth contributes to approx. 2/3 of organic growth
- Productivity increase (SPP and ATV) contributes to approx. 1/3 of organic growth
- Depending on the year, net new concessions contribute positively or negatively to growth
  - Tenders not split evenly across years
  - Active portfolio management
  - Disciplined approach to tenders

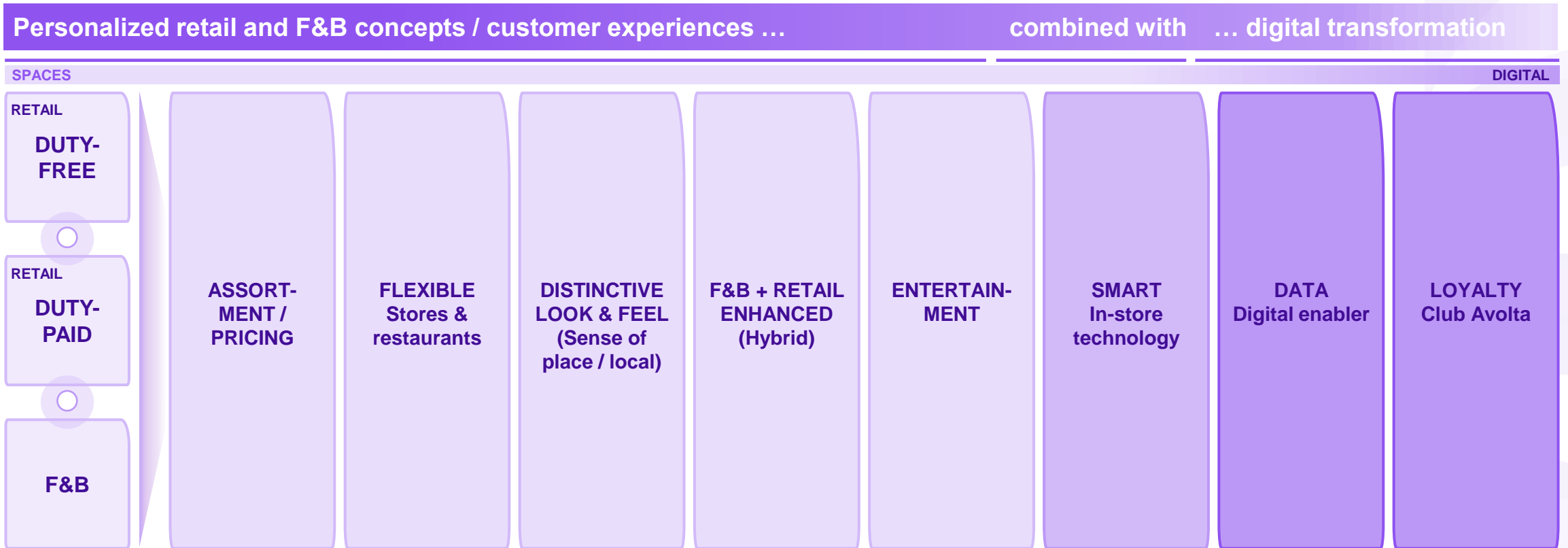
02

# Avolta's Growth Engine – Predictably Surprising



# Predictably surprising – Avolta’s growth engine

Leveraging Avolta’s unique network, portfolio reach and global data access



Data & Experience driven!

For PASSENGERS, LANDLORDS & BRAND PARTNERS

# Assortment & Pricing – Data driven

From traveler tailored assortments to dynamic, rule-based pricing



## ASSORTMENT

### Passenger profiles change hourly, not yearly:

Assortments must flex to reflect flight schedules, nationalities, and travel purpose (business, leisure, transfer)

### Space is limited - every SKU must earn its place:

High-performing, fast-rotating and high-margin products are prioritized, with underperformers quickly rotated out

**Seasonality and global events are amplified across all channels:** Lunar New Year, Ramadan, or school holidays impact footfall and demand

**Local relevance + global appeal:** Strike the balance between destination products and global icons, adjusting based on terminal demographics and airline mix

**Test, learn, and scale faster:** Using pilot locations to validate new brands or formats with rapid decision loops

## PRICING

Pricing as a key lever to improve performance:

- **Boost sales**
- Adapt dynamically to each airport's customer profile
- Protect and expand margin

Ensuring we offer the right price, to the right traveler, in the right location

From a **cost-based** pricing strategy...

$$\begin{array}{c} \text{Cost} \\ + \\ \text{Mark Up} \\ = \\ \text{Price} \end{array}$$

...to an advanced **rule-based** pricing strategy:

- Landlord rules
- Consistencies
- Vendor/Royalty rules
- Pricing corridor
- Margin corridor
- Key value item
- Founding policy
- Reference market

→ Rules to determine price

**190+**  
Competitors monitored

**150k+**  
Items daily monitored

**<1**  
Avg days to resolution

**30k+**  
Customer Price Perception captured



# Flexible stores

Transforming travel retail with flexible, adaptive spaces for evolving traveler needs



## What it means



### CONSUMER DEMAND

- **61%** have attended or are interested in **brand-created experiences**, like pop-ups, workshops, or talks



### FLEXIBILITY CONCEPT

- **Stores** constantly **evolving** over the **contract lifecycle**
- **Modular spaces** and **adaptable zones** enable rapid reconfiguration
- **Full brand takeovers** and **pop-ups** **activate** new trends and **categories**

## Use case

Introducing **flexible elements** that allow spaces to transform **throughout the day, season and year**, adapting to our evolving traveler.

**Multifunctional Spaces** - Designing spaces with flexible brand execution, allowing us to adapt based on traveler profiles and local context.

*P&C Execution*



*Liquor Execution*



**Bangalore visualization of flexible store design** — transforming the same core space **from a premium beauty takeover into a bold liquor showcase**.

This seamless shift exemplifies how multifunctional layouts enable brands to tell unique stories, drive relevance, and keep the retail experience fresh and dynamic throughout the contract lifecycle.

# Distinctive look & feel – Sense of place / local

Strengthening sense of place through new local concepts



## What it means

## Use case & commercial impact

### CONSUMER DEMAND

- **54%** of global consumers associate something being “locally produced” as natural, environmentally friendly and of good quality

### SENSE OF PLACE

#### Innovation in Local Product & Sense of Place development:

- **Brand collaborations** and co-investments in staffing
- **On-going activations** through a calendar of events and brand-led promotions
- **Boosted experience & sales** via staff training and target merchandising strategies

Local products and a strong sense of place **turn a store into a destination**. They create emotional connection, **drive impulse purchases**, and differentiate airport retail from any other channel and between the locations themselves.

**~80%** of airports have local dedicated sections, including standalone local concepts and stores.

*Examples:*



Agave World Store – Cancun Airport



Arlanda Duty-Free – Swedish Home



Amore Café – Bologna Airport

**~30%** of retail derived from local products, reflecting regional identity and traveler demand

**30-50%** of F&B concepts reflect local gastronomy connected with the country / location



# F&B and Retail can mutually enhance each other

Cross-selling and hybrid formats amplify F&B, Duty-Free, and Convenience synergy



## What it means



### Learn & Adapt from F&B, DF & Convenience interlinked behaviors

- Leverage real-time behavior data to understand customer preferences and purchasing patterns
- AI-powered insights optimize product placement, pricing, and promotions dynamically



### Cross-promotion / Cross-selling opportunities

- **Physical and digital cross-promotions & cross-selling** (e.g. integrated campaigns, vouchers, digital offers)



### Mixed store formats (hybrid concepts – “light” and “full”)

- **(Travel-) F&B, Convenience and DF are mutually enhancing:**
  - F&B as catalyst for store experience (e.g. tailored F&B offerings based on time-of-day travel patterns)
  - F&B as attractor for passenger flow
  - Technology-enabled convenience: Order F&B via retail apps, collect in-store
- **Branded mixed formats** increasing value to suppliers through brand advertising
- **Combined digital engagement** leads to:
  - Increased number of touch points
  - Greater CRM opportunities: more earn / burn options to increase value of loyalty for customers
  - Broader user base driving economies of scale in development
  - Enhanced data sharing with suppliers

## Use cases



**Hungry Club** — A bold collaboration with three-Michelin-star chef Dabiz Muñoz, bringing elevated culinary artistry to airport terminals. This hybrid concept offers locally-inspired menus and seasonal flexibility — delivering a premium, sense-of-place dining experience.



**Hudson x Toblerone** — Avolta's first hybrid in Sharjah, blending iconic Swiss chocolate with F&B for a bold, brand-led experience.



# Smart – In-store technology: Linking physical spaces & digital

"Intelligent" stores and restaurants boost SPP, conversions, and operational efficiency



## Smart stores – Building blocks for integrated data-driven intelligent stores / restaurants

→ Digitally enhanced retail and food & beverage spaces within travel environments

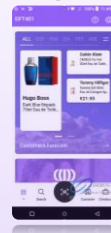
→ Leverage advanced technologies to improve and deliver:

- **Personalized customer journey**
- **Seamless & efficient experiences**
- **Optimize commercial performance**
- **Operational efficiency**

Deployed cases & impact

### Shop Floor Copilot

AI empowers staff with real-time customer targeting



Recommendations every 4 hours

### Interactive digital signage / digital shelves / smart inventory

- Self-checkout kiosks
- Mobile payment
- QR ordering
- Scan-and-go systems
- Electronic shelf labels (ESLs) with dynamic pricing
- Touchscreen product finders or menu selectors
- Location- or time-sensitive advertising displays

### AI-powered personalization / integrated engagement tools

- Convert curiosity into purchase
- Real-time product recommendations based on traveler profile or flight data
- Dynamic promotions tailored by time of day, destination, or PAX segment

### Op. efficiency / planning

### Camera- analytics / predictive analytics

- Track movement and dwell time (high-traffic areas, popular product display and customer time spent in section)
- Understand commercial actions (best promotional areas and campaign effectiveness by measuring of interactions)
- Analyze entertainment activations
- Predictive replenishment algorithms
- Operational efficiency i.e., queue management for optimizing staff planning
- Improve effectiveness
- Define store / restaurant layouts
- Optimize in-store operations and product availability

### AI assortment optimization

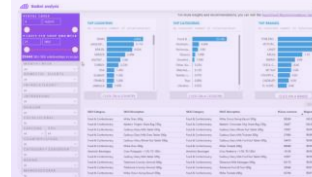
AI tailors assortments using buying patterns and location needs



266K assortment recommendations generated

### Basket analysis

AI module reveals product affinities to boost insights.



2.2 average number of items per ticket

### Forecast Hub: Ops sales forecast

AI Forecast becomes shared asset in Forecast Hub

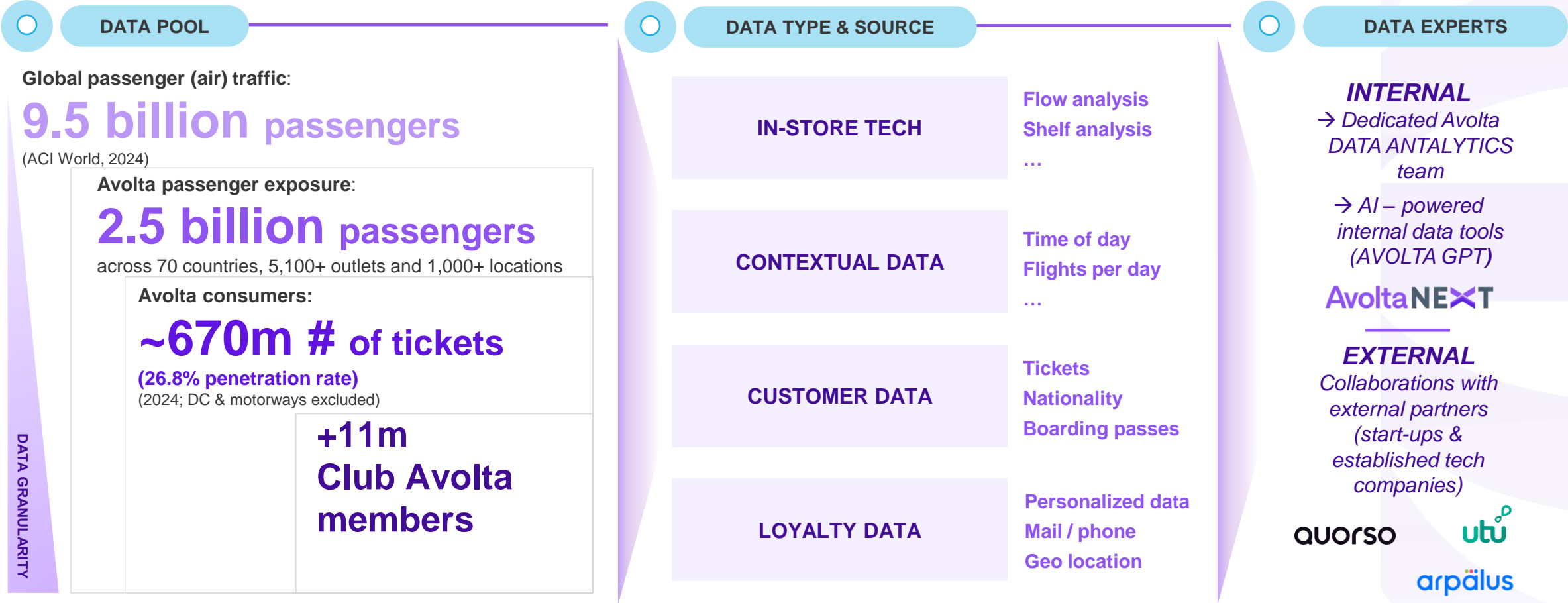


# Leveraging global footprint – Avolta’s unique data foundation



Access to wide data pool...

... with a wide variety of data types & granularity





## Club Avolta is not just a loyalty program, it's a powerhouse of customer data



- GLOBAL COVERAGE**  
Accepted in over 5,100+ points  
of sale
- MEMBERS SAVE MORE**  
Member pricing & member  
discounts in Reserve & Collect
- MEMBERS GET REWARDED**  
Access to exclusive products,  
experiences & instant rewards
- MEMBERS TRAVEL BETTER**  
Travel network benefits &  
premium service across Avolta
- MEMBERS GIVE BACK**  
Access to Avolta foundations &

**Accepted in over 5,100+ points  
of sale**

## Member pricing & member discounts in Reserve & Collect

**Access to exclusive products,  
experiences & instant rewards**

## Travel network benefits & premium service across Avolta

## Access to Avolta foundations & sustainability focused initiatives

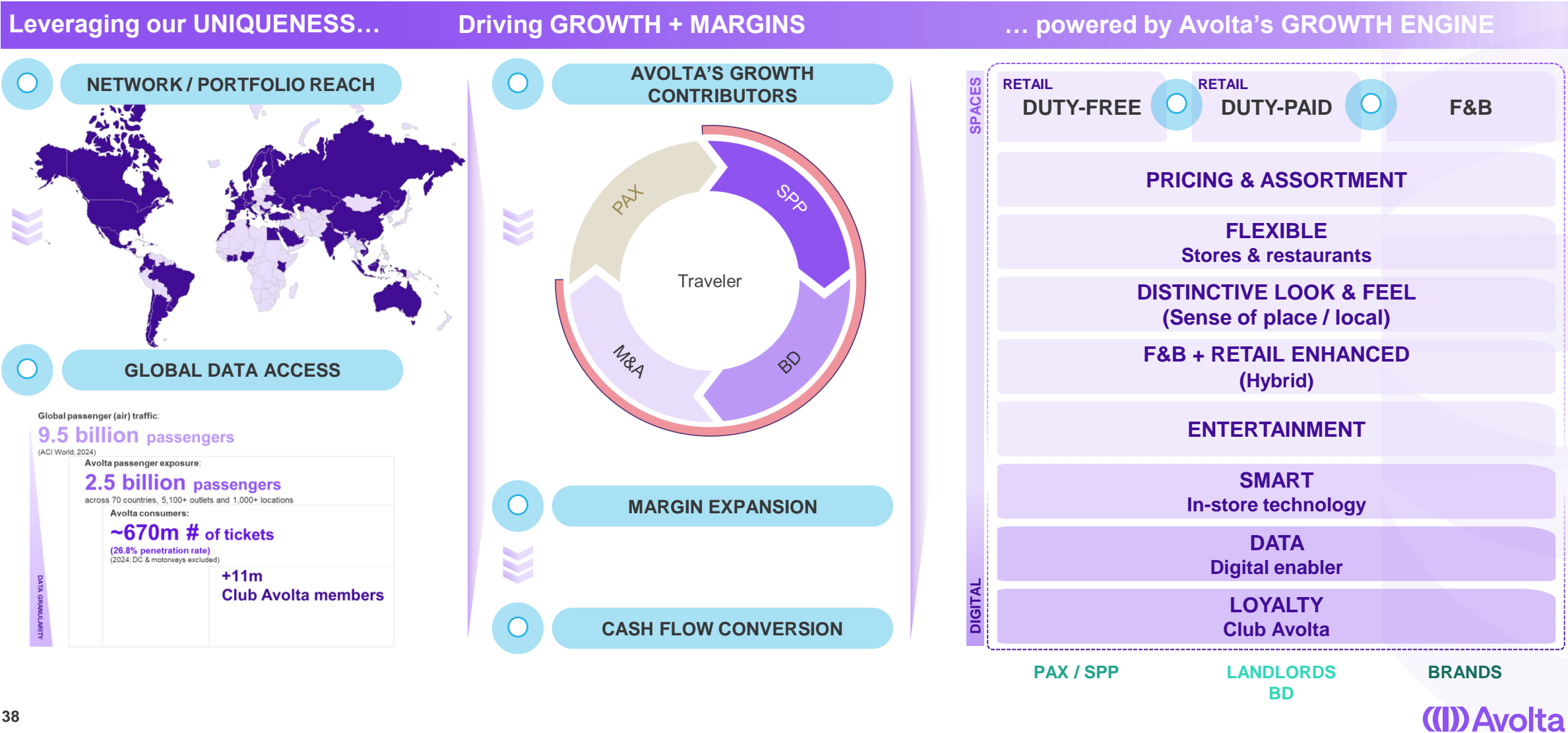
**focused around easing the travel experience**



## Earn & Spend



# Surprisingly predictable growth & predictably surprising travel experience





# ... all powered by OUR PEOPLE!

Making people part of the journey by fostering a diverse, inclusive and equitable workplace

THE AVOLTA FAMILY

## +70k

Team  
members

Guided by common  
VALUES

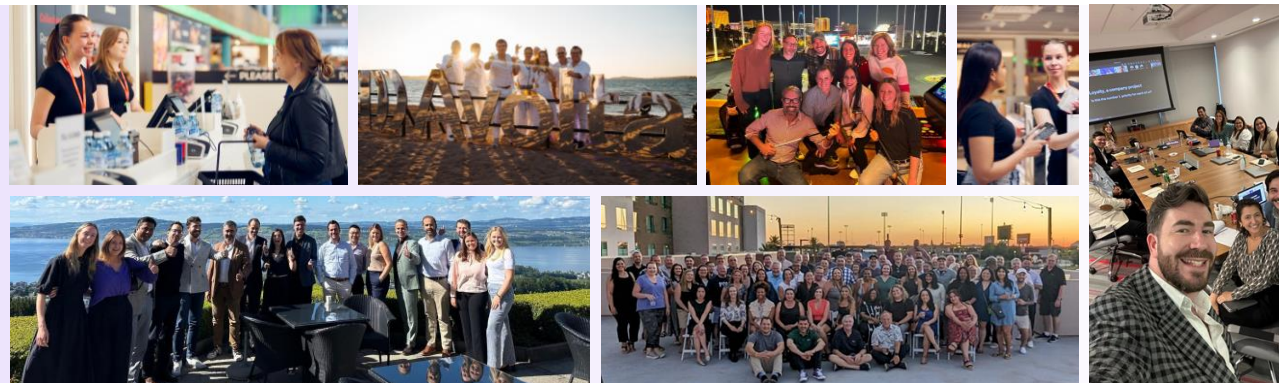
BRAVE

PASSIONATE

INCLUSIVE

COLLABORATIVE

United by the  
**AVOLTA TEAM PASSION**  
– Key to our success!



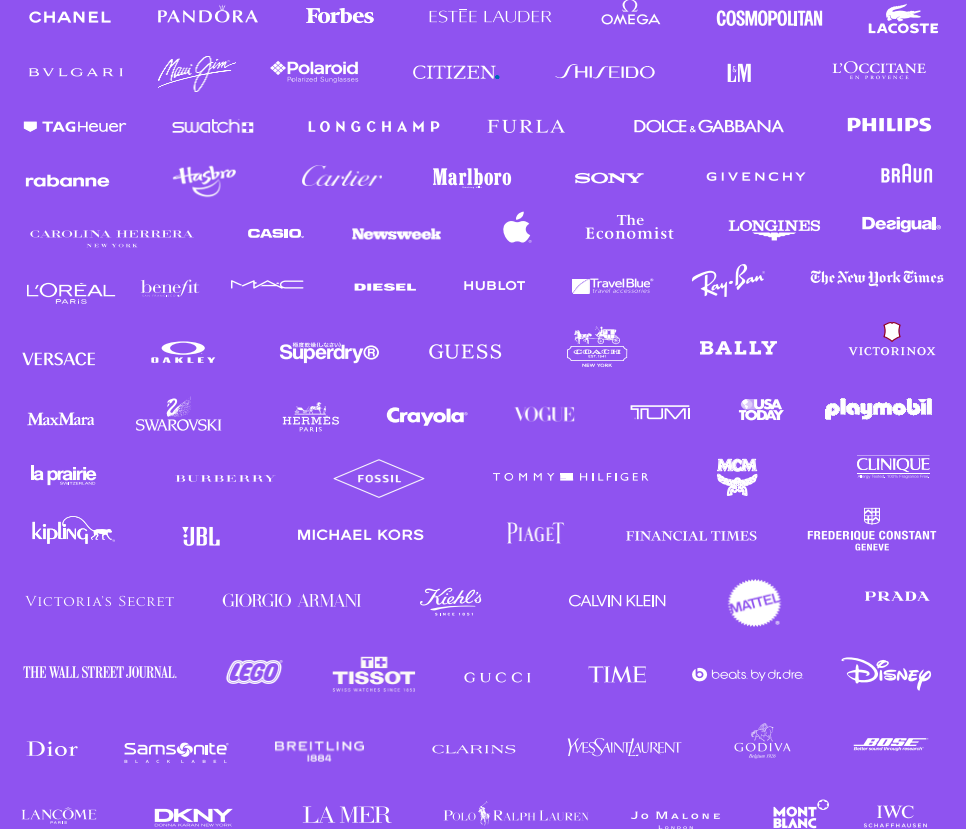
A photograph of two women in a library or bookstore, overlaid with a semi-transparent purple circle. The woman on the left is gesturing with her hand while talking to the woman on the right, who is smiling. Both are wearing orange lanyards. The background shows bookshelves and a computer monitor.

**Destination 2027**

# **People at the center**

# Brand

# Universe





Destination 2027

# Brand partner endorsement

# Importance of travel channel for brands

Strong partnerships to maintain a diverse and attractive portfolio of brands

“ *Our teams have a shared commitment to redefining the travel retail experience through agility and creativity.* ”

Roberto Vedovotto  
Founder, President and CEO - Kering Eyewear



“ *Our partnership is built on a shared commitment to enhance the consumer experience.* ”

John R. O'Keeffe  
President, Asia Pacific - Diageo

DIAGEO

“ *Avolta has been pushing us in digital and format innovation.* ”

Paul Brown  
CEO & Co-Founder - Inspire Brands



 **Avolta**  
5,000+ Brand partners

Avolta's strong partnerships with suppliers are vital for delivering innovative, high-quality products that drive customer satisfaction and fuel our global growth strategy.

“ *Our partnership is based on a shared passion for delivering exceptional traveler experiences.* ”

Laurent Pillet  
CEO - Pernod Ricard Global Travel Retail



“ *It's really about a fully immersive indulgence experience.* ”

Daniele Ferrero  
CEO - Venchi



“ *An impressive success story, where strong innovation meets strong execution.* ”

Adalbert Lechner  
CEO - Lindt & Sprüngli





03

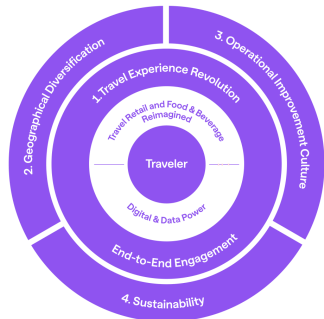
# Financial Model



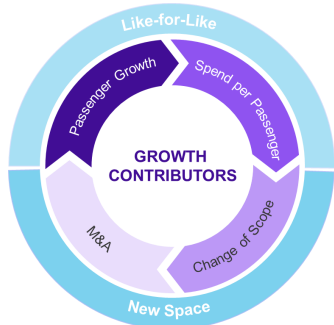


# Financial dynamics: Unlocking Avolta's value potential

## STRATEGY



## GROWTH CONTRIBUTORS



TOP-LINE GROWTH



EXPANSION OF  
EBITDA MARGIN &  
EFCF CONVERSION



STRONG  
BALANCE SHEET



FOCUS ON  
SHAREHOLDER RETURNS

## GROWTH ENGINE

Assortment / Pricing

Flexible

F&B Retail Enhanced

Distinctive Look and Feel

Smart Data

Entertainment

Loyalty

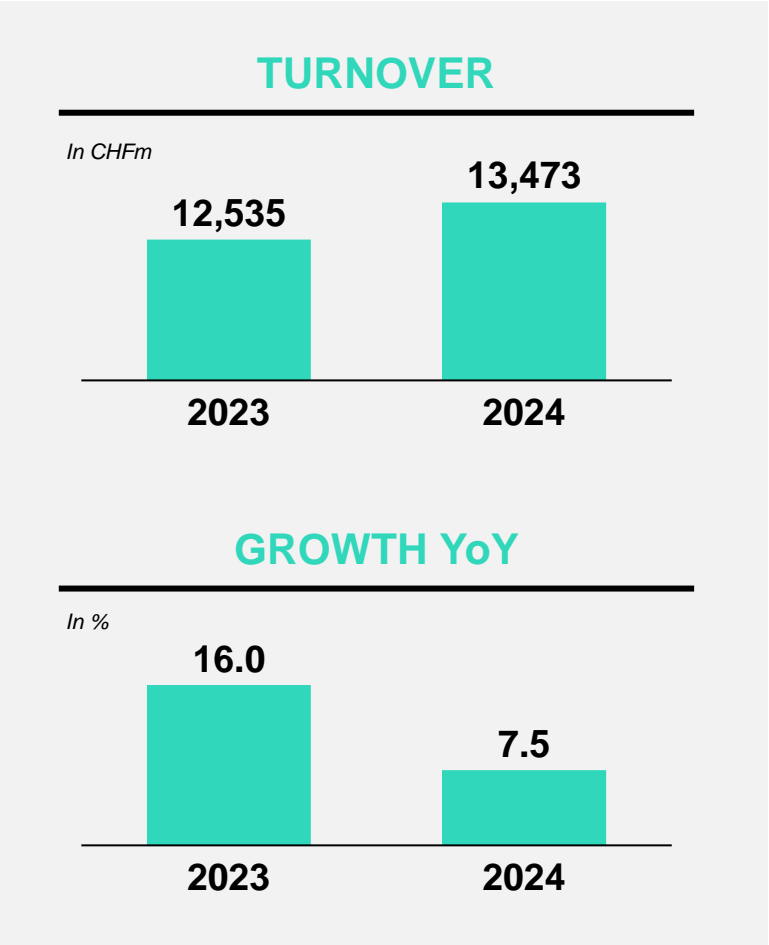
SURPRISINGLY PREDICTABLE...

...PREDICTABLY SURPRISING

# Financial performance – On track for Destination 2027

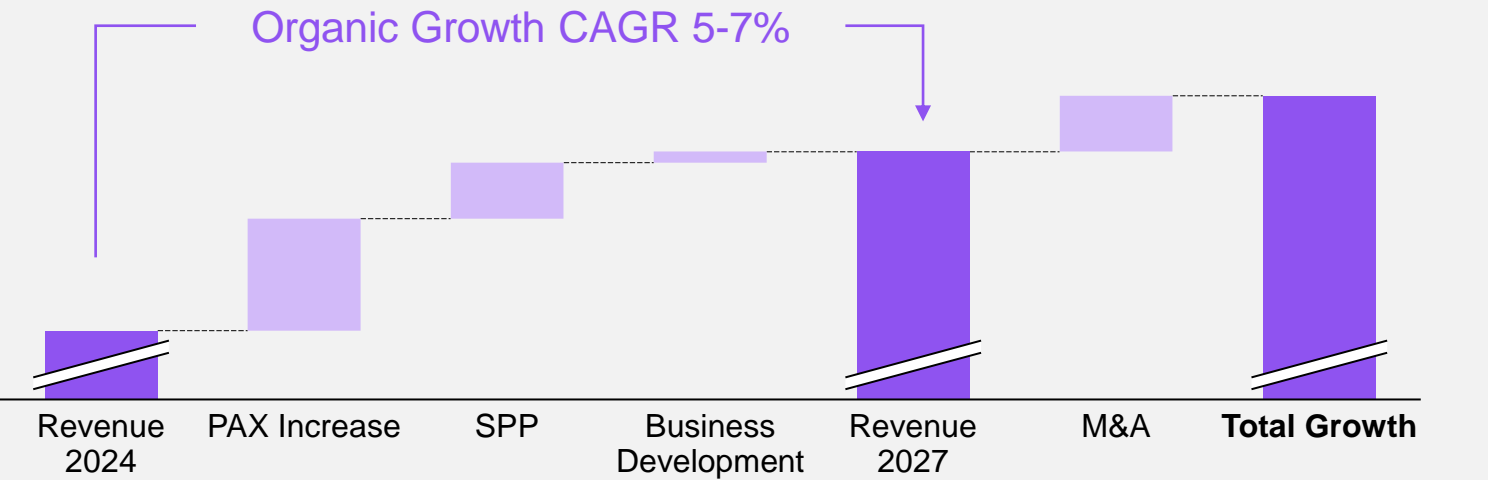
## Turnover

### Delivered Results



### Outlook Destination 2027

- **Organic Growth:** Driven by Passenger Growth (PAX) and Spend Per Passenger (SPP)
  - Generally, PAX contribution approx. two-thirds and SPP around one-third
  - SPP enhancement achieved through higher average ticket value and penetration
- **M&A:** Focus on bolt-on adhering capital allocation policy (financing via cash / debt while maintaining leverage targets)



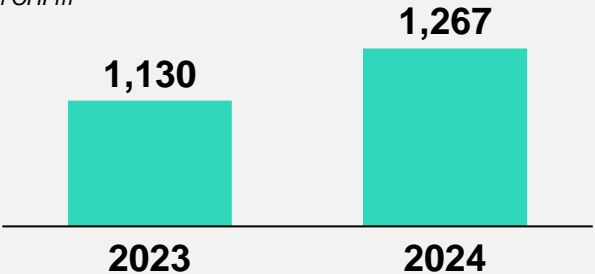
# Financial performance – On track for Destination 2027

## Profitability

### Delivered Results

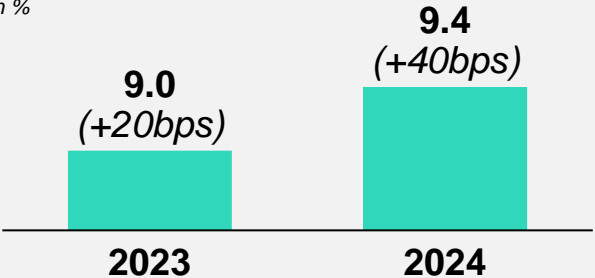
#### EBITDA

In CHFm



#### EBITDA MARGIN

In %



### Outlook Destination 2027

- **Steady EBITDA growth:** Since launching Destination 2027, EBITDA margins have improved in line with outlook provided
- **Similar EBITDA across channels:** Different channels show varying costs per line item but end up with similar EBITDA margins
- **Better EBITDA through cost control:** EBITDA margins improve by tightly managing costs and finding leverage opportunities

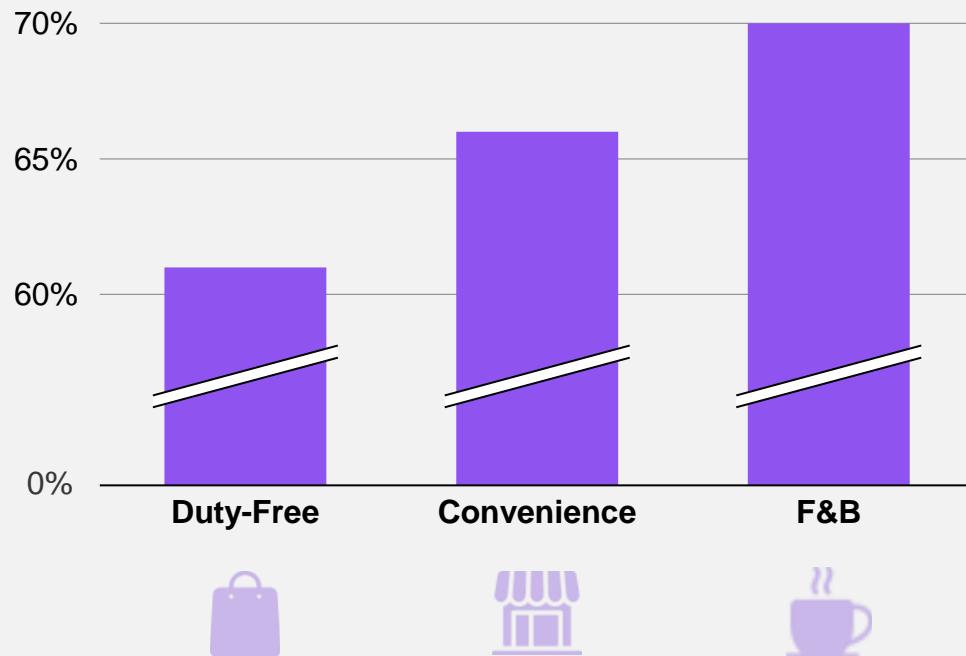
ILLUSTRATIVE

P&L (% of Turnover)	Duty-Free	Convenience	F&B
Gross Profit Margin	61%	66%	70%
Concession Fees	-34%	-24%	-17%
Personnel Expenses	-10%	-22%	-31%
Other Expenses	-7%	-11%	-12%
EBITDA	10%	9%	10%

# Financial performance – On track for Destination 2027

Profitability - Gross profit margin (GPM)

Different GPMs per channel



## Active Purchase Price Management

- Purchase price negotiation
- Advertising income
- Brand CAPEX contribution

## Active Selling Price Management

- Pricing policies
- Strategic selling price increases
- Dynamic pricing
- Promotions
- Personalized offers
- Member-pricing (Club Avolta)

## Assortment Management

- Strategically adjusting product mix towards high-margin products (Retail)
- Active ingredients management depending on prices (F&B)
- Inventory management (Retail)
- Waste reduction (F&B)

# Financial performance – On track for Destination 2027

## Profitability – Concession fees

Business Line Split		
Items	Retail	F&B
Concession Fee	~29%	~17%
EBITDA (%)	~9.4%	~9.6%
CAPEX (% of sales)	~3%	~5%
Contract Duration (years)	5-10	10-20

### Concession fee trend










- Plateauing effect after period of increasing concession fees driven by anticipated growth of Chinese customers, industry consolidation and Minimum Annual Guaranteed (MAG) step-ups
- Increased discipline in contract renewals and tender negotiations in recent years

### Level of concession fee no indication for quality of the contract portfolio or overall performance

- Different concepts show varied concession fee levels
- Contracts with differing fees can yield similar returns

# Financial performance – On track for Destination 2027

Profitability – Continuous improvement culture and strict cost control

LEVERS	MAIN P&L TARGET ITEMS	EXAMPLES
 <b>Zero-based budgeting</b>	<b>Personnel Expenses</b> <ul style="list-style-type: none"><li>Automation</li><li>Shared Services</li><li>Flexible staffing</li></ul>	 <p>460 retail stores utilize self-checkout accounting for 60% of convenience sales*</p>
 <b>Cost Efficiency/Control Programs</b>		 <p>Streamline global cash and credit card handling reducing fees and ensure a frictionless customer journey</p>
 <b>Active Portfolio Management</b>	<b>Operational Expenses</b> <ul style="list-style-type: none"><li>Contract renegotiation</li><li>Standardization &amp; outsourcing</li><li>Indirect procurement office</li></ul>	 <p>Expand SSC scope by adding additional tasks and functions</p>
 <b>Data driven decisions</b>		 <p>Efficiency improvement by use of AI including AvoltaGPT, Avolta's Co-Pilot and others</p>
 <b>Economies of scale</b>		



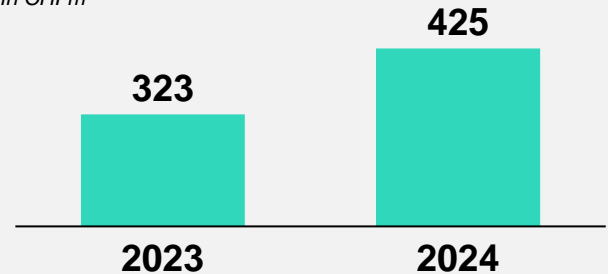
# Financial performance – On track for Destination 2027

## Cash Flow

### Delivered Results

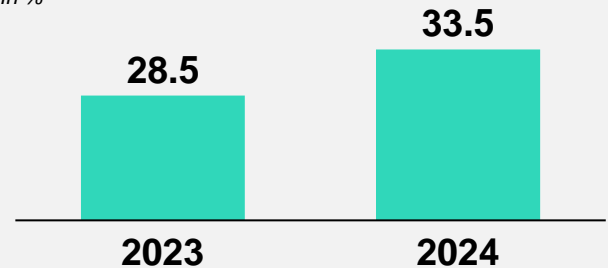
#### EFCF

In CHFm



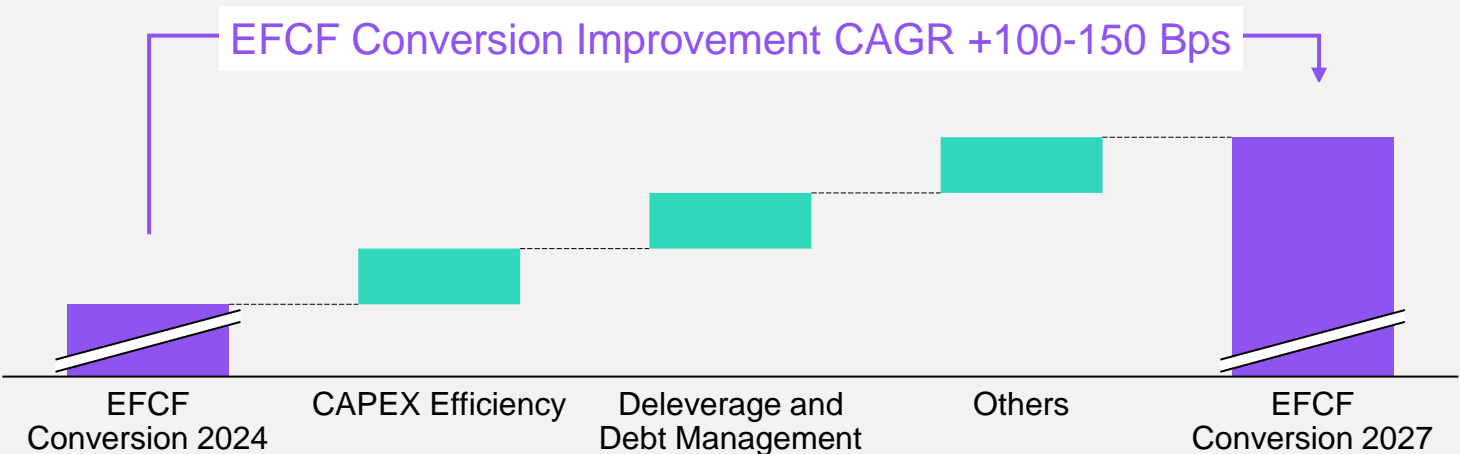
#### EFCF CONVERSION

In %



### Outlook Destination 2027

- Asset light model results in strong cash flow conversion
- Equity Free Cash Flow yield improvement driven by
  - CAPEX efficiency improvement: EBITDA margin improvement while CAPEX as percentage of turnover remains constant at 4%
  - Interest Expenses: Deleverage and active debt management
  - Continuous improvement ambition on all other lines of the cash flow



# Financial performance – On track for Destination 2027

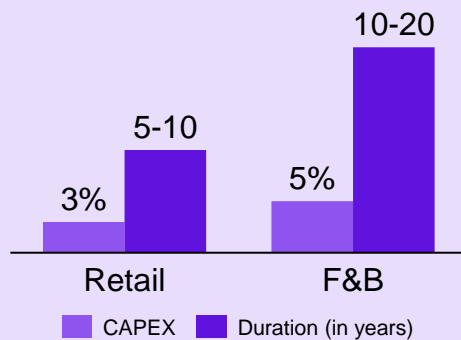
## Cash Flow – Elements

### CAPEX

**Mid-term CAPEX guidance around 4% of turnover**

**Combination of Autogrill and Dufry led to efficiency increase**

- Pre-combination pro forma CAPEX of approx. 4.5%
- Efficiency mainly related to standardization (IT, store equipment) and evolution of F&B food preparation (focus on frozen food prepared off premise)



### Interest Expenses

Driven by deleverage and active interest expenses management:

- High proportion of long-term fixed-rate debt
- Strong available liquidity position allows for opportunistic refinancing ahead of maturities

### Dividend to Minorities

- Inherent part of business model (mainly for US)
- Minority engagement sometimes pre-requisite to participate in tender and / or with positive effect on contract terms
- Minorities investment in line with their share in the joint venture
- Relative minority contribution expected to be stable

### Trade Net Working Capital

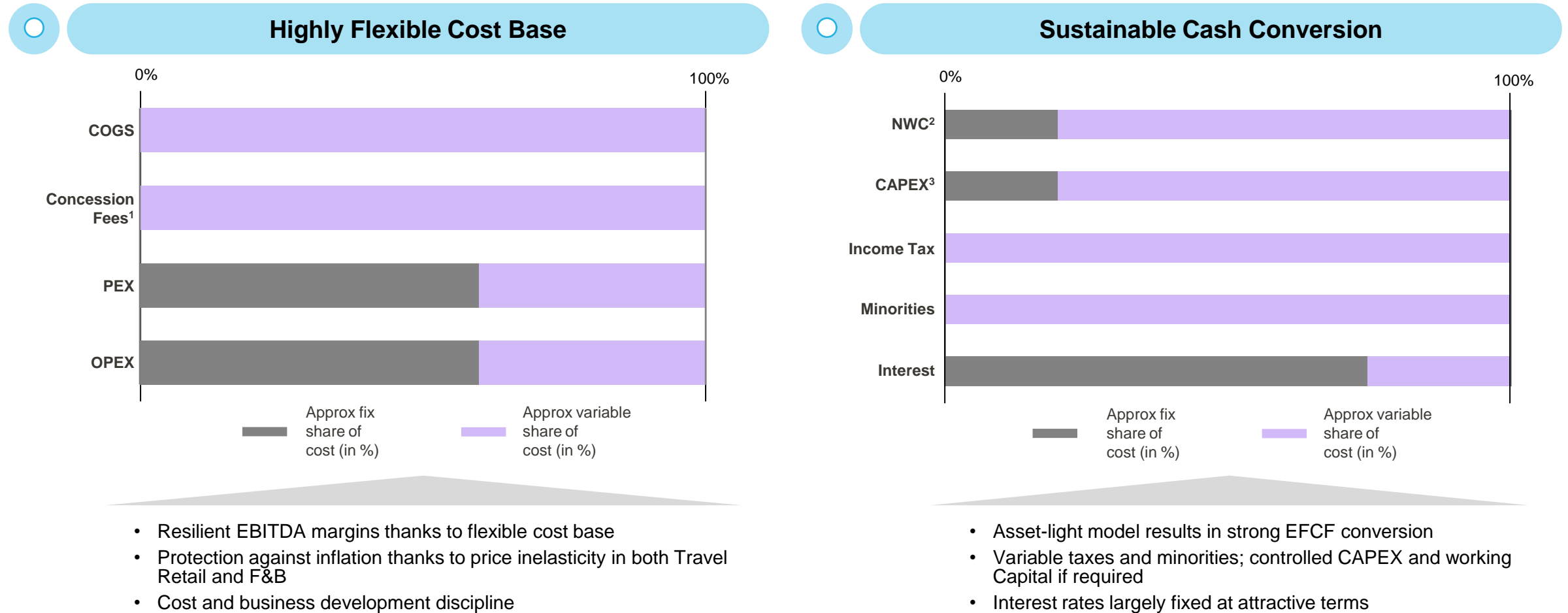
- Retail requires more investment in trade NWC compared to F&B
- Mid-term change in NWC expected to be neutral

### Income Taxes Paid

- Expected Income Tax Paid rate of approx. 25% Net Profit to Equity Holders
- Relative Income Tax Paid contribution expected to be stable

# Financial performance – On track for Destination 2027

Highly variable cost structure and sustainable cash conversion



Note: Avolta Data as of FY 2024

<sup>1</sup> Chart illustrates the effects of an extreme event such as the Covid-19 pandemic

<sup>2</sup> NWC includes Trade Working Capital and Non-trade Working Capital; largely variable with delay of some months related to ordering and payment terms

<sup>3</sup> CAPEX largely variable and controlled, in line with contractual agreements with landlords

# Mid-Term Outlook

## Mid-Term Outlook

**Organic Growth**

**+5% – 7%**

**EBITDA Margin (%)**

**+20 – 40 bps**

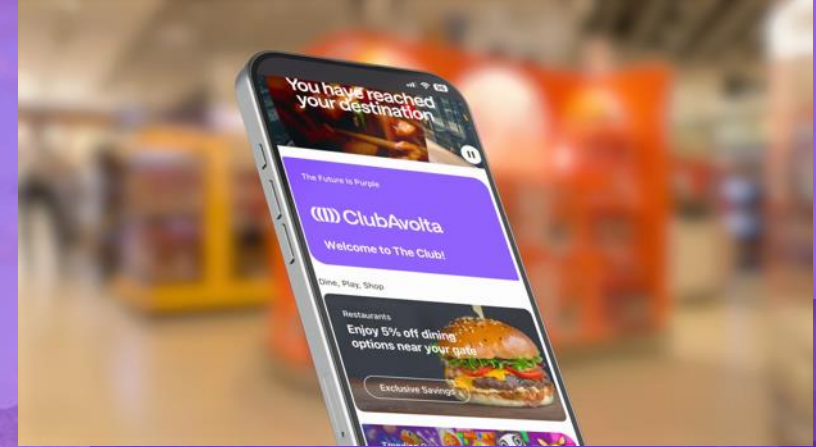
**EFCF Conversion (%)**

**+100 – 150 bps**



04

# Capital Allocation and Shareholder Return





# Clear Capital Allocation Policy

1

## **Invest In Growth** (Organic & Inorganic)

Store network upgrade  
Digital and technology transformation  
Business Development / new space  
Small / medium sized selective M&A

2

## **Balance Sheet Efficiency**

Strong credit rating  
Target net debt / EBITDA 1.5x - 2.0x  
(flexibility up to 2.5x for selective M&A)

3

## **Capital Returns**

Pay a progressive dividend of ~1/3 of EFCF, growing in line with EFCF  
Medium-term excess cash to be returned via potential Share Buybacks

# Clear Capital Allocation Policy

Invest in growth

## Business Development

### CAPEX

- New space & renewals tenders, RFPs and direct negotiations
- Includes investment into technology incl. IT and Digital

### M&A

- Small to medium-sized bolt-on
- Cash / debt financed
- Aligned with capital allocation policy
- Shareholder value accretion

## Investment Criteria

- Alignment to strategic goals
- Strict supervision by investment committee
- Portfolio optimization maximizing returns and resilience
- Resolute focus on value creation
  - Active Portfolio Management
  - Risk-adjusted WACC
  - Financial KPIs
  - IRR on contract basis, ROIC on portfolio

## Focus on Return

### ROIC as key capital returns steering metric

- Link to strategy and business model
- Framing capital allocation decisions
- Drive long-term shareholder value creation
- Significant performance increase in recent years
- No guidance provided

ROIC =

$$\frac{\text{NOPAT adj. for minorities}}{\text{Average CORE Invested Capital}}$$

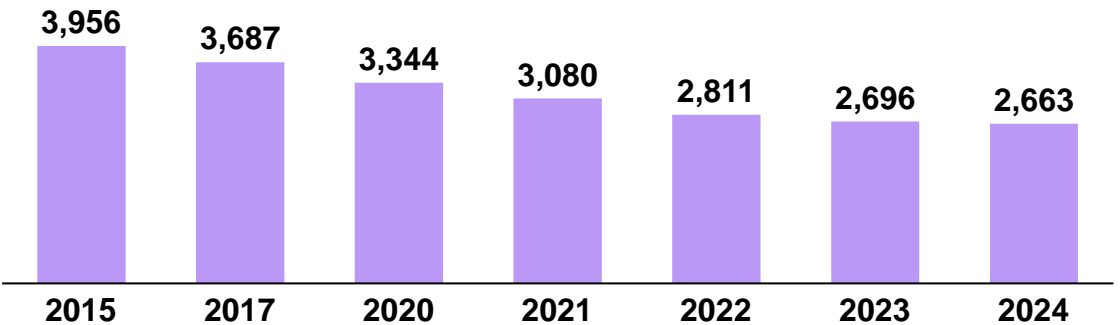
- Invested Capital follows CORE framework
- Post-minority basis to align with Avolta's business model
- Based on L12M to minimize seasonality
- Numerator: CORE EBIT \* (1 - Tax %) - Minorities NOPAT<sup>1</sup>
- Denominator: Total Equity + Net Debt + CORE Adj. – Minorities Adj.

# Clear Capital Allocation Policy

## Balance sheet efficiency (I/II)

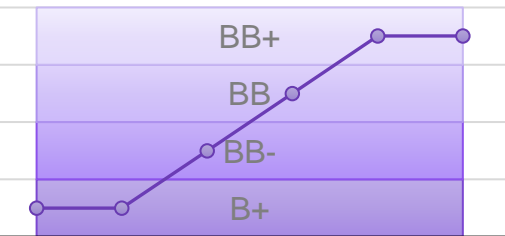
### Financial Net Debt

In CHFm

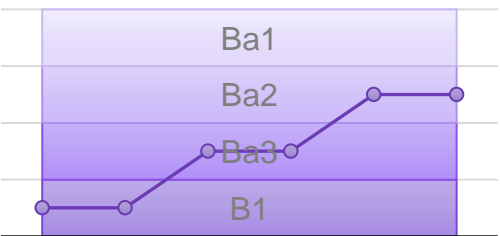


### Credit Rating

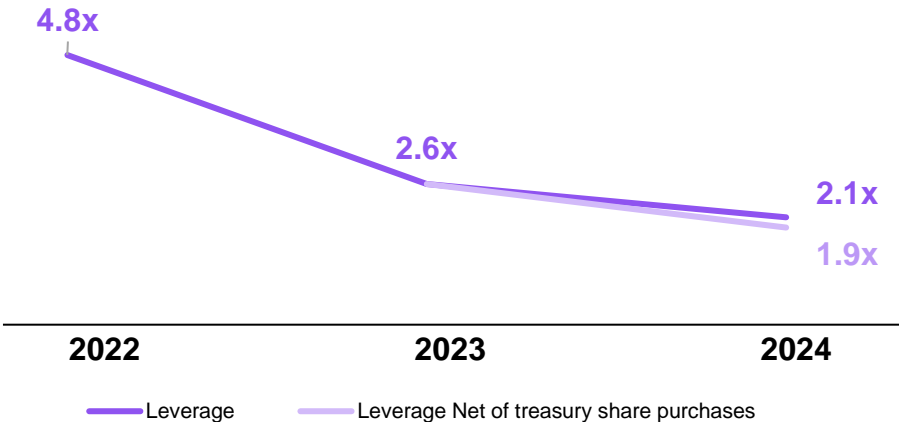
S&P



Moody's

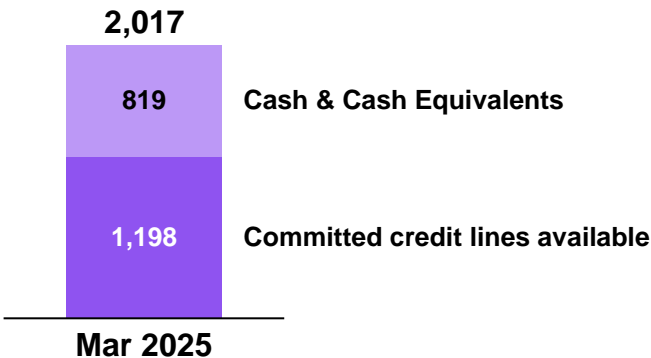


### Leverage (Net Debt / CORE EBITDA)



### Liquidity

- Strong liquidity position of CHF 2'017m
- Avolta well positioned for any upcoming financing requirements

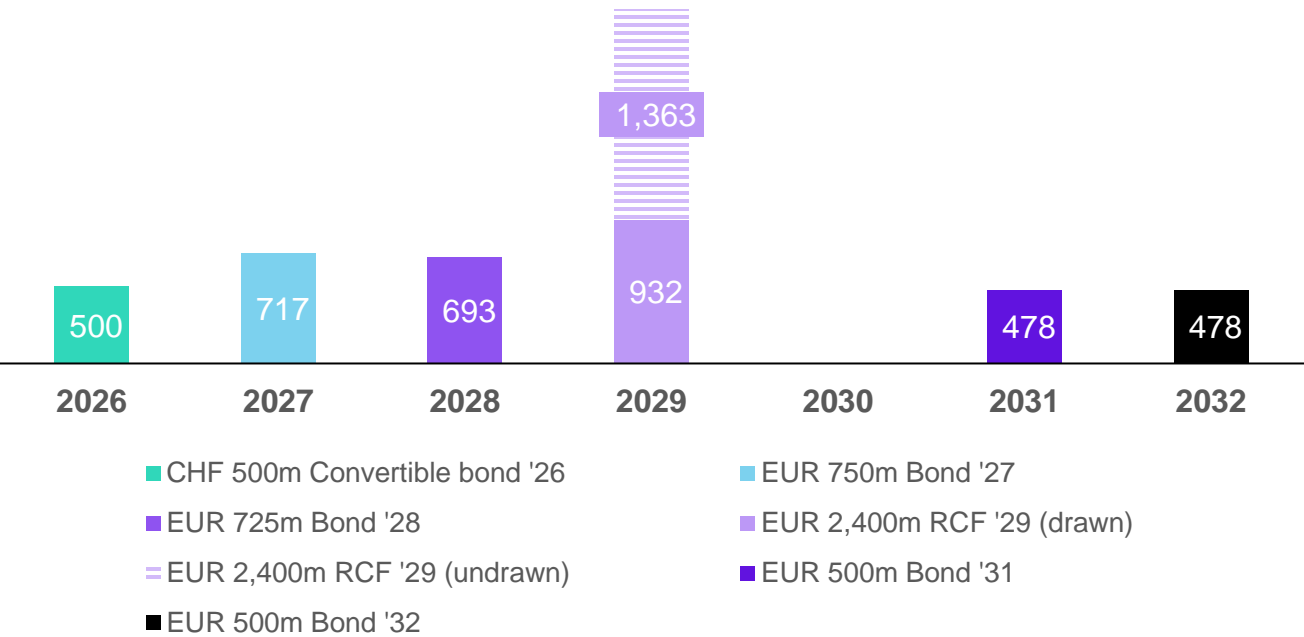


# Clear Capital Allocation Policy

## Balance sheet efficiency (II/II)

Debt Maturity Profile

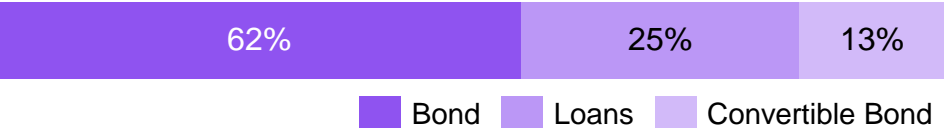
In CHFm



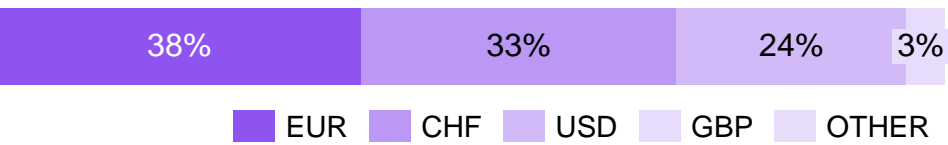
- Well balanced debt maturity profile (average maturity of PF 4.3 years)
- Access to different financing products incl bonds and bank debt
- Product mix geared towards fixed rate products with high visibility on interest expenses

Debt Overview

### By Product



### By Currency



### By Interest



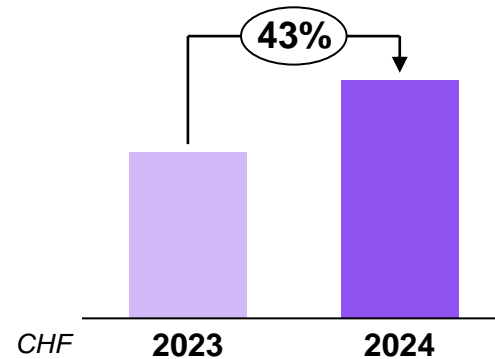
# Clear Capital Allocation Policy

## Capital returns



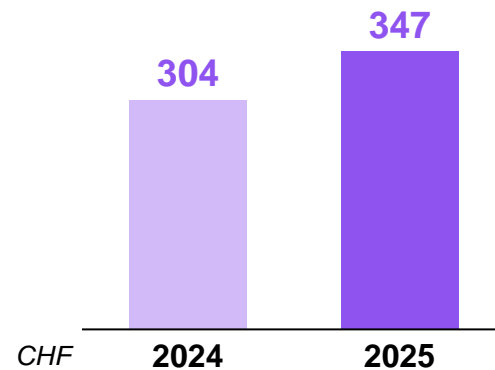
### Dividend

- FY 2024 dividend **CHF 1.00 per share** (+43% YoY)
- Medium-term targets and capital allocation policy underpins **progressive dividend growth** over the foreseeable future



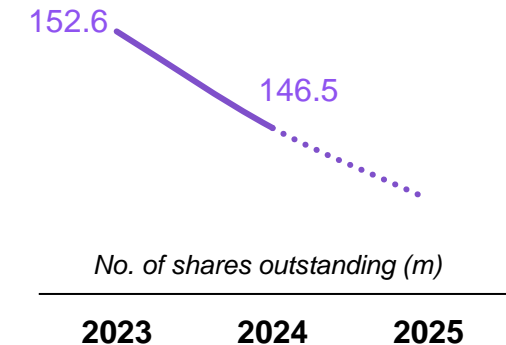
### Dividend & SBB

- A total of **CHF 651m** cash is expected to have been returned to shareholders in 2024 and 2025<sup>1</sup>



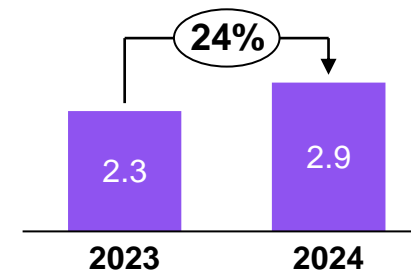
### Share Buyback (SBB)

- Share cancellation CHF 200m in 2024** (4% of outstanding shares)
- Share buyback 2025** of up to CHF 200m launched
- Medium-term excess cash to be returned via share buybacks

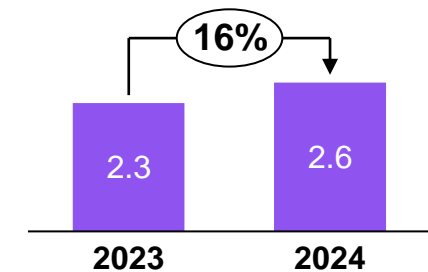


### Metric per Share

#### EFCF per Share



#### EPS



Continuous focus on improving governance, capital allocation and remuneration reflects our commitment to transparency & sustainable stakeholder value



# Avolta brands



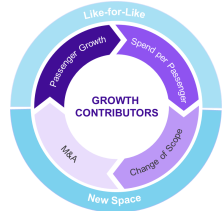
05

# Conclusion



# Conclusion – Avolta is surprisingly predictable & predictably surprising

## Growth Contributors



## Outlook

Organic Growth	+5% – 7%
EBITDA Margin (%)	+20 – 40 bps
EFCE Conversion (%)	+100 – 150 bps

## Capital Allocation

1 Invest in Growth (Organic & Inorganic)	Blank network upgrade; Digital and technology transformation; Business Development / new space; Small / medium sized selective M&A.
2 Balance Sheet Efficiency	Strong credit rating; Target net debt / EBITDA 1.5x - 2.0x; (maximally up to 2.5x for selective M&A).
3 Capital Returns	Pay a progressive dividend of ~1% of EBITDA, growing to 5% with EBITDA; Medium term secured cash to be returned via potential share buybacks.

**Predictable & resilient growth,  
clear GROWTH CONTRIBUTORS**

**Robust and consolidated  
GROWTH ENGINE**

**Surprising travelers with new  
formats and holistic experiences**

**Surprising travelers thanks  
to digital & data**

**Predictable delivery on  
financial performance**

**Predictable return to shareholders  
through dividends & SBB**

## Growth Engine

Assortment / Pricing

Flexible

F&B Retail Enhanced

Distinctive Look and Feel

Smart Data

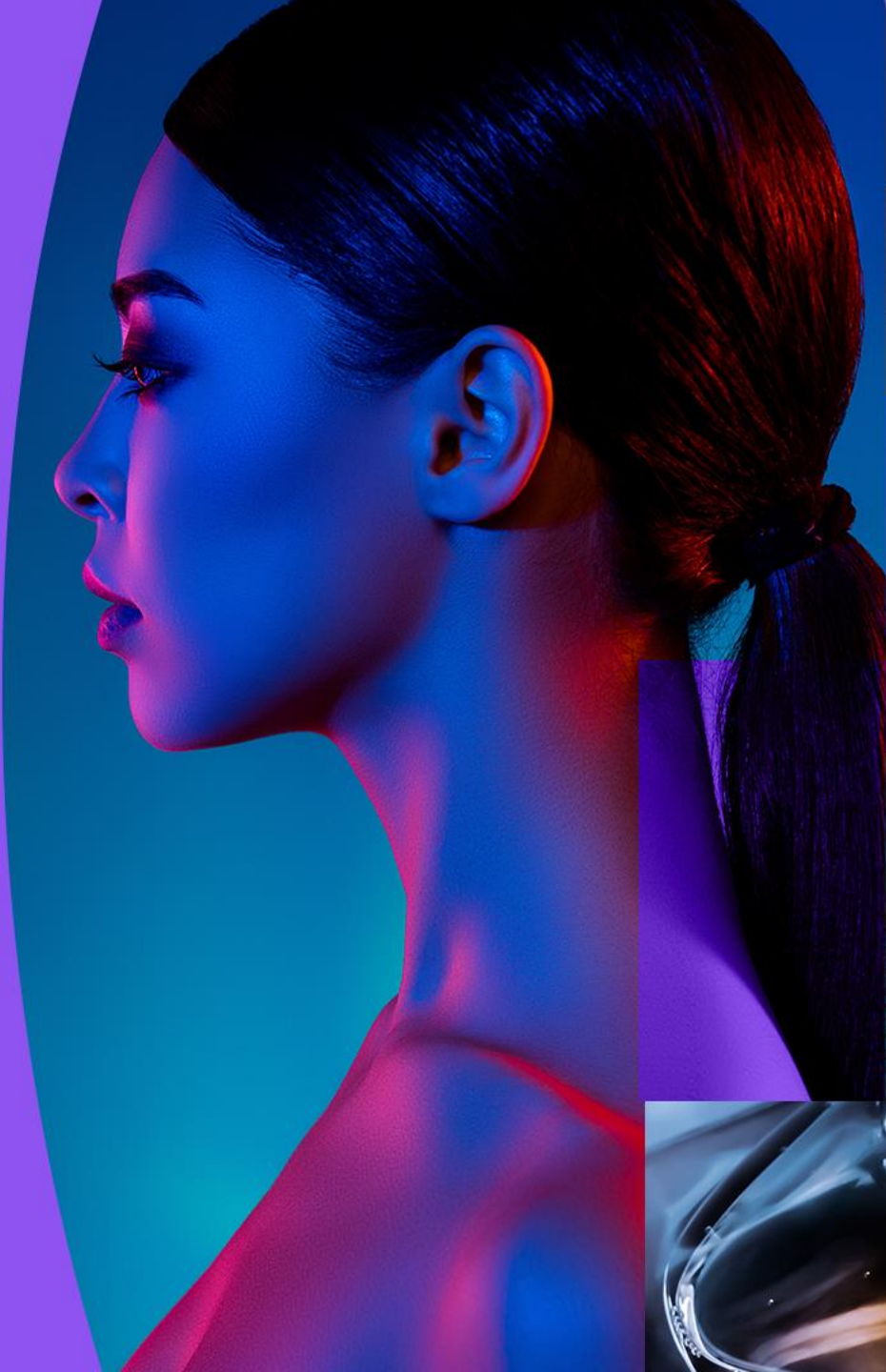
Entertainment

Loyalty

**SURPRISINGLY PREDICTABLE...**

**...PREDICTABLY SURPRISING**





# Thank You for your attention

Avolta's Capital Markets Day 2025  
is sponsored by:

CAROLINA HERRERA  
NEW YORK

*Kilian*  
PERFUME AS AN ART

ploom

BOWMORE  
EST. 1779  
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EXCEPTIONAL EXPERIENCES

ESTÉE  
LAUDER  
COMPANIES

*Maui Jim*

JTi

KERING  
EYEWEAR

Mondelēz  
International

PUIG

Vicenz  
ALIMENTI

MM  
GY  
Global

SUNTORY  
GLOBAL SPIRITS

cognizant

# Appendix





# Diverse executive team

## Avolta Global Executive Committee



**Xavier Rossinyol**  
Chief Executive Officer



**Yves Gerster**  
Chief Financial Officer



**Freda Cheung**  
President & CEO Asia Pacific



**Steve Johnson**  
President & CEO North America



**Luis Marin**  
President & CEO EMEA



**Enrique Urioste**  
President & CEO Latin America



**Pascal C. Duclos**  
Group General Counsel



**Vijay Talwar**  
Chief Commercial &  
Digital Officer



**Katrin Volery**  
Chief People, Culture &  
Organization Officer

# BoD & key shareholders – Balanced ownership & experienced leadership

## Board of Directors (BoD)



**Juan Carlos Torres**  
*Executive Chairman*



**Alessandro Benetton**  
*Honorary Chairman*



**Enrico Laghi**  
*Vice-Chairman*



**Sami Kahale**  
*Vice-Chairman*



**Bruno Chiomento**



**Heekyung Jo Min**  
*Lead Independent Director*



**Luis Maroto Camino**



**Joaquín Moya-Angeler Cabrera**



**Ranjan Sen**



**Mary J. Steele Guilfoile**

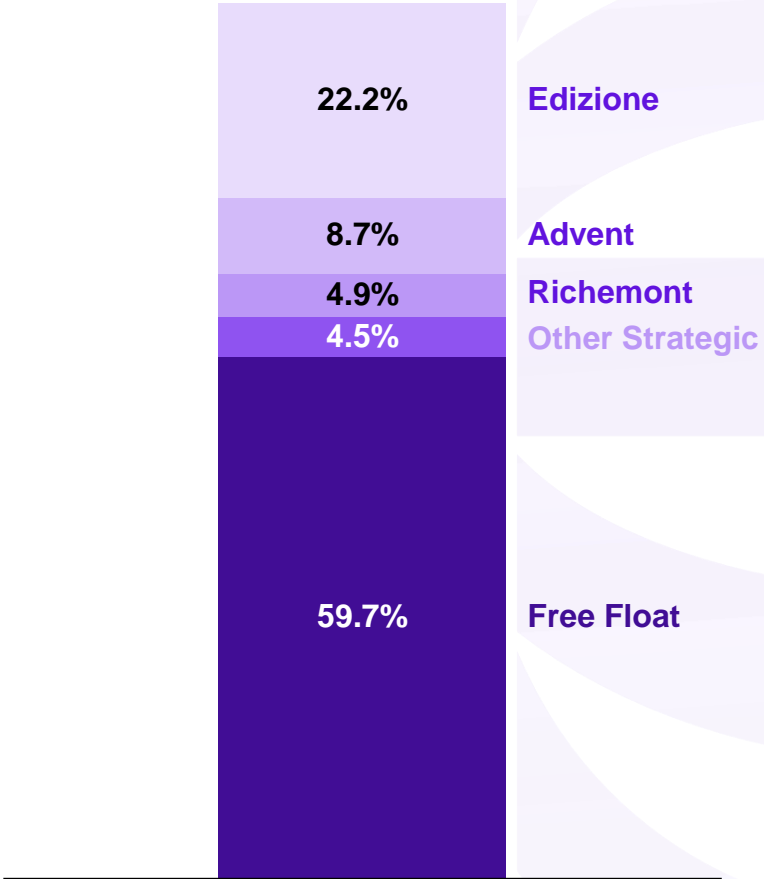


**Eugenia M. Ulasewicz**



**Jeanne Jackson**

## Key Shareholders



The background is a solid purple color. Overlaid on this are several large, semi-transparent circles of varying shades of purple. Additionally, there are several vertical lines of varying shades of purple that intersect the circles, creating a layered, geometric pattern.

# Journey on

# Legal Disclaimer

This document contains certain forward-looking statements. These forward-looking statements may be identified by words such as ‘believes’, ‘expects’, ‘anticipates’, ‘projects’, “targets”, ‘intends’, ‘estimates’, ‘future’, “outlook”, or similar expressions or by discussion of, among other things, strategy, goals, plans, intentions or financial performance. All forward-looking statements included in this document are based on current expectations, estimates and projections of Avolta AG (the “Company”) about the factors that may affect its future performance. Factors that could cause the Company’s results to deviate from such forward-looking statements include, among others: global GDP trends, competition in the markets in which the Company operates, unfavorable changes in airline passenger traffic, unfavorable changes in taxation and restrictions on the duty-free sale in countries where the company operates. Although the Company believes that its expectations reflected in any such forward-looking statement are based upon reasonable assumptions, it can give no assurance that those expectations will be achieved. The Company assumes no obligation to update forward-looking statements included in this document.

The Company does not sponsor, participate in or assist any American Depositary Receipts (“ADRs”) program. ADR holders are not shareholders of the Company and are not entitled to the same rights as holders of bearer shares or registered shares of the Company. To the extent that any ADR depository or ADR holder obtains any information regarding the Company, whether from the Company directly (including but not limited to investor presentations, investor relations materials, or other presentations), or otherwise, the Company does not endorse or support using that information in connection with any such ADR program.

**Alternative Performance Measures:** This document contains information regarding alternative performance measures. Definitions of these measures and reconciliations between such measures and their IFRS counterparts if not defined in the document may be found on pages 266-272 of the Avolta 2024 Annual Report available on our website at <https://www.avoltaworld.com/en/investors>.

