SEATTLE TACOMA

DUFFY STORE

PROCESS/REQUEST FOR
PROPOSAL FOR
THE MANAGEMENT AND
OPERATION OF DUTY FREE

PACKAGE:
RFP 23-1DF
Good Afternoon & Thank You
Talented team with extensive experience

Kate Herzig  
EVP, DF Operations

Rachel Parmelee  
SVP, DF Operations

Jordi Martin-Consuegra  
Deputy CEO

Iris Messina  
VP, Business Development

Lila Pettit  
General Manager

Godwin Gabriel  
(ACDBE Partner)

Katherine Lam + Daniel Nguyen  
(ACDBE Partner)

Marques Warren  
(ACDBE Partner)

Randi Maya Sibonga  
(ACDBE Partner)
Talented team with extensive experience

Todd Knight  
Senior Director  
Design + Construction

Thomas McCrave  
Director Global Shop Development

John Ferrara  
VP Design + Construction

Mike Petersen  
SVP Operations

Shelby Scales  
VP Partner Relations

Justin Jensen  
Senior Director Design & Construction
Global Operations

More diversified, more resilient, and equipped with additional resources to transform travel.

- 75 Countries
- 2.3B Guests Served
- 60,000+ Employees
- 6 Continents

26% F&B
36% Duty Free
38% Duty Paid
Value-Creation Flywheel
Creating opportunities for all stakeholders

Traveler Focused Strategy

Value Proposition

Brands

Traveler

Landlords

Service Orientation

Retail & F&B
Hybrid Innovation

Data Driven Programming

Digital Engagement
Your Partner Today
Your Partner Tomorrow (we hope)
GUIDING PRINCIPLES

#1 Be Data-Driven

#2 Embrace Authenticity

#3 Prioritize Social Responsibility

#4 Include Experiential Elements
Principle #1
Data-Driven Programming
Principle #2
Authentically, Embracing Seattle-Tacoma

“Seattle is like a global gumbo, a melting pot with all kinds of people – they’re all here.”
– Quincy Jones

"Few downtowns compare with Seattle for its diversity." - Cheryl Landes

“In Seattle, you haven’t had enough coffee until you can thread a sewing machine while it’s running.” - Jeff Bezos
Principle #3
Environmental & Social Governance

Sustaining our Environment & Communities
Principle #4
Elevated & Immersive Experiences

TASTING EVENTS
Liquor & Confection

MEET MAKERS
Local Small Activations

BEAUTY EXPERIENCES
Brand & Service Events
Digitally Enhanced Experiences
## Engagement Throughout the Journey

<table>
<thead>
<tr>
<th>PRE TRAVEL</th>
<th>IN AIRPORT</th>
<th>IN FLIGHT</th>
<th>POST TRAVEL</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Plan</strong></td>
<td><strong>Hybrid Solutions</strong></td>
<td><strong>Payment Options</strong></td>
<td><strong>Exceptional Service</strong></td>
</tr>
<tr>
<td><strong>Pre-Purchase</strong></td>
<td><strong>Integrates concessions</strong></td>
<td><strong>Mobile payment</strong></td>
<td><strong>Special events</strong></td>
</tr>
<tr>
<td>Purchase ahead</td>
<td>Experiential elements</td>
<td>Self Check-out</td>
<td>Exclusive promotions</td>
</tr>
<tr>
<td>Identify options</td>
<td>Full Service</td>
<td>Concierge service</td>
<td></td>
</tr>
</tbody>
</table>

## Digital Elements

- Purchase ahead
- Identify options
- Exclusive promotions
- Concierge service
- Experiential elements
- Mobile payment
- Expanded assortment
- Gate delivery
- Self Check-out
- Special events
- Loyalty rewards
- Returns & support
Program Themes & Highlights
Tech-Enhanced Experiences

Virtual Try On

Whiskey Finder

Fragrance Finder

Skincare Analysis
Selfie Moments
Seasonal Event Calendar

Spring
Mother’s Day Perfume and Skincare Event
Blossom & Bloom: A Mother’s Day Beauty Soiree
Date: Week leading up to Mother's Day
Features:
• Exclusive hand massages with luxurious creams.
• Personalized skin care analysis by expert dermatologists.
• Showcase of premium perfumes and skincare products.

Summer
Premium Tequila and Cocktail Tasting
Summer Sips: Tequila Tastings Under the Sky
Date: Mid-July
Features:
• Margarita and premium tequila tasting sessions.
• Expert mixologists crafting unique summer cocktails.
• Interactive booths showcasing top tequila brands.

Autumn
Whiskey Festival (Dufry)
Autumn Spirits: Whiskey Festival
Date: Late September
Features:
• Tasting opportunities with premium whiskey brands.
• Educational sessions about whiskey history and distillation.
• Exclusive discounts on select whiskey purchases.

Winter
Holiday Cosmetic Event
Winter Glow: Holiday Cosmetic Gala
Date: Early December
Features:
• Free mini makeovers by professional makeup artists.
• Makeup tutorials focusing on holiday trends.
• Special offers on leading cosmetic brands.
Personalization Stations
Haute Parfumerie
Luxury Fragrance

CREED
1760

DIPTYQUE
PARIS

PENHALigon's
Mind. Body. Soul. & Clean Beauty
Wellness Forward Offering
Urban Armour – ESG
Protecting you, communities, & the planet
Rainier’s Market

Community Mentorship Program

- Annual program
- Starts with Shark Tank
- Select local vendors to be part of the Rainier’s Market
- We’ll give them feedback on offering, pricing, promotions
- Make connections as needed (supply chain, marketing, etc.)
- End of year presentation (update)
- We discuss graduation to permanent assortment
Exploring Seattle-Tacoma

Custom merchandise and artwork, developed exclusively for Seattle-Tacoma.
Concourse A – Unique Concepts
DF – Spirits and Tobacco
Distillery – Concourse A

Industrial-inspired space that houses a selection of local Washington and renowned global spirits and tobacco brands.
"Speakeasies were the crucible where jazz and rebellion were forged together, creating a cocktail of liberation in an era of prohibition."
Bellevue

“Bellevue 2035 – The City Where You Want To Be”
Suncatcher & Master of Time
North Concourse – Concept
Store concepts imagined as a series of experiential trails through Seattle's urban and natural playgrounds with Seattleites at the heart.

**THE WONDER TRAILS**

Taking its name from the iconic "Wonderland Trail" around Mount Rainier our "Wonder Trails" concept takes passengers on a series of Seattle inspired experiential journeys.
Step 1 - Customer Experience

Ensure a relaxed, comfortable and familiar environment for all passengers
Step 2 - Commercial Success

Ensure Commercial success through right sizing and future proofing of categories
Engaging, attracting and entertaining passengers throughout the Passenger Journey
Creating a unique Sense of Place that resonates with the Pacific Northwest region
The Beauty Trail.

AMBIENCE
- A bright fresh uplifting environment with light diffused through transparent colour glasses and shimmering silver metallic ceilings overhead.
- Elements of nature woven throughout the space inspired by the Chihuly Glass Gardens.
- Fully personalised brand spaces.
- Leverage brand equity and encourage highly creative activations.
- Heightened sensorial experiences in our luxury spa areas.

ASSORTMENT
- Indie make-up brands
- Indie skin care brands
- The world’s best beauty brands
- Luxury Spa brands
- Clean Beauty
- New Natura Perfumery concept
- New mind, body, soul concept
- 25 new beauty brands

INITIATIVES
- Color Play Ground (test & play)
- Magic Mirrors
- Interactive screens
- Instagrammable moments
- Bespoke audio
AMBIENCE

- A space with the feeling of the great outdoors. The area is defined by timber framing evocative of a modern timber building construction. Lots of visual graphic references to the Mount Rainier National Park further enhance the outdoor feeling.
- Laid back environment with exciting performances by local Seattle musicians and performers.
- A fun space with lots of engaging features like our Hershey Caravan and characterful Pet Set area.

ASSORTMENT

- Cross category, authentic local products
- Local vendors
- Value offers
- Unexpected and surprising categories in line with emerging trends
- Private label products - exclusive to Bufry

INITIATIVES

Giving Back To Communities

- Give back to communities via partnerships with local associations to support local craftspeople and manufacturers
- Supporting local vendors
- Truck Stage featuring local Seattle performers
AMBIENCE
- A raw industrial environment evocative of the Speakeasy bars of Capital Hill. Brickwork walls, blackened steel framing, concrete floors and industrial inspired glowing lighting features create a space full of warmth and texture.
- Leverage brand equity and encourage highly creative activations.
- Heightened sensorial experiences at our tasting bar and American Whiskey wall.

ASSORTMENT
- The best American whiskey and liquor brands.
- 5 new brands from local distilleries.
- 16 new iconic and globally-recognized brands.

INITIATIVES
- Interactive screens.
- Virtual assist app providing attentive service, useful tips and suggestions from the expected to comprehensive tasting specialist split.
- Virtual / actual subscription sign up.
- QR codes for more in-depth information.
- Try Before You Buy Experience / Brand activation.
**AMBIENCE**
- An edgy environment full of references to the urban playgrounds of the city featuring concrete floors, timber hoarding panels with graffiti style signage and metal mesh paneling.

**ASSORTMENT**
- Collection of B Corp Certified and Sustainable brands and featuring local Seattle brand Feller, in addition to a Sunglasses corner.
  - Protecting you, Protecting Communities, Protecting the Planet

**INITIATIVES**
- The assortment reflects the sustainability initiative to support brands that do good
Customer experience adjusted to take into account cross passenger flow – ensuring that commercial offer is attractive to both passenger flows.

Introduction of New Premium sub-category concepts:
- Luxury Fashion
- Elevated Liquor & Tobacco environment
- Elevated P&C environment

Creating Retail Destinations in response to Concourse configuration:
Decompression and welcome areas featured:

Perfume & Cosmetics – Golden Garden Park
Local Products – Mount Rainer National Park
Liquor & Tobacco – Global Distillery Trail
Luxury Fashion & Accessories – Bellevue Luxury Shopping
**AMBIENCE**
- A raw industrial environment evocative of American Whiskey distilleries, Charred timber clad walls, and industrial copper piping with integrated glowing lighting features create a space full of warmth.
- The Vault creates a speakeasy warm glowing heart to the space “a room within the room”
- Leverage brand equity and encourage highly creative activations.
- Heightened sensorial experiences at our tasting bar and American Whiskey wall.

**ASSORTMENT**
- The best American whiskey and liquor brands
- 5 new brands from local distilleries
- 15 new iconic and globally recognized brands

**INITIATIVES**
- Interactive screens
- Virtual assist app providing attentive service, useful tips and suggestions from the expected to comprehensive obscure specialist spirits
- Virtual / actual subscription sign up
- QR codes for more in-depth information
- Tasting Experience / Brand activation

**DISTILLERY TRAIL DUTYFREE**
Inspired by the Speakeasy of Seattle and American whiskey distillers our Ladies and Gentleman’s bar and restaurant features a full of timber and copper styling.

The space features the “Vaults” luxury liquid room at its heart. Like the stealthy secret passageways, visitors get an order, our dedicated staff will create a drink within a room. Visitors access to explored a world of flavor behind the bar.
AMBIENCE
- A space full of light stone and art deco inspired timeless classicism featuring formal planting creates an ambiance and feeling of a trip to the luxury Bravorn Shopping area in Bellevue.

ASSORTMENT
- Urban Armour: Featuring local and global sustainable/BCorps brands
- Urban Luxury: Featuring quiet luxury brands focusing on timeless elegance and sophistication.
- Master of Time Concept curated Luxury watch & Jewelry lineup
- Suncatcher, offers range of brands that covers Luxury, Lifestyle, Fashion and Icon product segment

INITIATIVES
- Focus on the younger generation of travelers.
- Sunglasses with digital element/Kering ECE
- Showcase a new Master of Time concept that incorporating iconic botanical representing Seattle and Washington coast
DAHLIA
Seattle City Official Flower
AMBIENCE
- A space with the feeling of the great outdoors. The area is defined by timber framing evocative of a modern timber building construction.
- At high level an array of digital banners dominate the space.
- Purchase of a number of local brands from the Mount Rainier National Park further enhance the outdoor feeling.
- The feeling of light through the trees is created with a timber perforated back lit panel of trees running through out the space.

ASSORTMENT
- Private label. Exploring Seattle which will be exclusive to Seattle Duty Free shops.
- Global and Local products and brands with ESG components, Lindt, Mondelez, Ritter, Chukar Cherries, Joco.
- Range of Global and Local brands that appeal to a wider audience. Lilo’s sugar-free, Franz-fine confection, Joco-vegan, gluten-free, non-gmo, kosher, nut free.

INITIATIVES
- Partner with local business to develop a calendar of events to highlight local brands and communities.
- Charity partnerships with local vendors supporting communities, such as Girls Scout, Campfire Explorer’s club.
- Explore hybrid activations and tastings with F&B and across categories.

SEA
AMBIENCE
- A bright fresh uplifting environment with the feeling of a space where light is diffused through trees
- A palette of sandstone and golden tones mixed with light timber all inspired by the beach at Golden Gardens Park
- Fully personalised brand boutiques
- Leverage brand equity and encourage highly creative activations
- Heightened seasonal experiences in our luxury Haute Perfumerie area

ASSORTMENT
- Haute Perfumerie concept
- Top-selling skincare brands
- Clean beauty Concept

INITIATIVES
- Haute Perfumerie and top skincare brands targets across main nationalities in the terminal.
- Clean beauty targets younger generation of travelers who focus on ingredients that are safe, non-toxic, and ethically sourced.
Our Sustainable Store Strategy

Our Sustainable Store Strategy has been developed to support our GS&G team’s capabilities in delivering store concepts that deeply respect the sustainability discipline and the environment by tackling this important challenge. Our Seattle stores will be a demonstration of Dufry’s commitment to creating legacy for Seattle's future.

A snapshot of our Sustainable Store Strategy is as follows. Composed of five components that address sustainability challenges, the strategy has delivered tangible value in Dufry projects executed around the world and simultaneously facilitating further enhancements in our capabilities.

Our Sustainable Store Strategy process assesses store development at four stages:

1. Benchmarking across a number of sustainability parameters such as energy consumption, to provide a benchmark for improvements.

2. Design principles to develop practical systems through collaboration with airport authority partners that are appropriate to the airport environment. For example, we analyse natural air flow to establish if free cooling is an option in order to minimise the use of air conditioning systems. We subsequently install appropriate control systems.

3. Commissioning stage evaluation of sustainability measures to determine that they are meeting our criteria, with an expectation that they over-achieve on set energy targets.

4. Post occupancy monitoring through control systems that are operated remotely generating data to ensure all the systems are performing in accordance with the design.

Store development focus areas

Our Sustainable Store Strategy adopts the most energy-efficient technologies, especially for lighting and appliances, and gives preference to the use of more sustainable construction materials and processes. Focus areas include:

- analysis of energy consumption in current stores to establish the current annual consumption average. Taking advantage of the construction of the new stores, and the installation of new and more efficient equipment, we target a reduction in electricity consumption per m².

- use of low consumption LED light bulbs.

- all equipment that does not need to stay on for 24 hours (mainly servers and refrigerators for food items) remains turned off while not being used. In addition to the dimming of lighting systems at off peak periods.

- employment of LEED principles, which is the most widely used sustainable building rating system in the world.

- optimum use of sustainably generated natural resources such as FSC certified timber.

- reduction of cooling load through energy efficient technology such as building management systems that minimise energy consumption.

- stores are designed for flexibility to ensure they can be adapted to changing needs to mitigate the need to replace unitary fittings and potential landfill waste.

- all materials are selected for durability, visual appeal and ease of maintenance.

- materials are selected to ensure their VCC content and emissions are within the acceptable ratings.

- we avoid the use of Polyvinyl Chloride (PVC) materials where possible.

- we aspire to minimise waste during the design phase, optimising product introduction off site.
Our Pacific Northwest Partners
MARQUES WARREN
WARREN’S NEWS & GIFT, INC.

- Seattle’s Most Influential People 2023 - Business
- Second generation ACDBE business owner
- Liquor License Operator, Amazon (first Nonstop powered by Amazon), Wine and Spirit store
- Cultivator of local vendors and brands to highlight within portfolio including Westland Distillery
- JV Role & Responsibility: 7.67% owner ($1.6M)
Roles & Responsibilities

KATHERINE LAM + DANIEL NGUYEN
BAMBUZA SOUTH WATERFRONT, LLC, PRESIDENT & CEO

• 20 years’ experience food business, family-built and founded in downtown Seattle
• Asian-American hospitality business bringing unique seasonality of products of Asian culture
• Now expanded to PDX, SEA, SNA
• Experienced with quality control of perishables
• JV Role & Responsibility: 7.67% owner ($1.6M)
Roles & Responsibilities

RANDI MAYA SIBONGA
MCSB, INC., PRESIDENT

- Equity partner bringing 25 years of airport experience and 10 years of Duty Free experience
- Connecting unrepresented communities
- Active advocate of Communities in School
- Mentor Moovn Technologies within our Mentoring Initiative
- JV Role & Responsibility: 2% owner ($425,460)
Roles & Responsibilities

GODWIN GABRIEL
MOOVN TECHNOLOGIES LLC

- CEO of Moovn Technologies currently in 5 countries
- 18 years’ experience in transportation focused businesses including rideshare, marketplace solutions and delivery
- Community leader in organizations focusing on Affordable Housing, Immigrant and Refugee Affairs, Public Safety and Youth in Foster Care
- Day-to-day operation of the North Terminal Kiosk location and Watches, Jewelry and Accessories compliance (South Satellite and Central Terminal locations)
- Mentee under MCSB within our Mentoring Initiative
- JV Role & Responsibility: 7.67% owner ($1.6M)
Design & Construction
Design & Construction Delivery Team

Todd Knight  
Sr. Director, Retail Design & Implementation

Justin Jensen  
Sr. Director, Design & Construction, Western US/Canada

John Ferrara  
Vice President, Design & Construction, North America
Design & Construction Delivery Team

Rolluda Architects, Inc
Minority-Owned, Seattle-based Architecture & Design Firm

Alex Rolluda
AIA, NCARB, President/Principal

Richard Murakami
RA, Principal

Scharrer Architecture
& Design
Women-Owned, Seattle-based Architecture & Design Firm

Christine Scharer
Principal/Owner

Erik Barr
Principal
Preferred Construction Partner

PCL Construction Services, Inc

Joshua Hunter
Project Manager, DBIA
What challenges do you foresee in building out both the Concourse A and South Concourse spaces?

**CONCOURSE A**
- Maintaining a Quality Passenger Experience throughout the Project Delivery Lifecycle
  - Multi-Phased Project
  - Exit Breach System Relocation
  - Directional Signage and Paths of Travel Maintenance
- Ensuring Close Coordination and Effective Communication between Airport Staff, Avolta Operations, and Design & Construction Delivery Team
  - Extensive Base Building Improvements
  - Multi-Phased Construction on Several Terminal Levels
- Constant Survey of Long Leadtime Items in support of Project Delivery Schedule

**SOUTH CONCOURSE**
- Maintaining a Quality Passenger Experience throughout the Project Delivery Lifecycle
  - Minimizing Shutdown Requests
  - Minimizing Impact to Passenger Usage of the Blue Train Line to A and B Concourses
- Passenger/Airport Community Safety
Please explain the rational used for estimating the Tenant Reimbursement design cost provided in the Proposal. How confident are you with that dollar amount?

Base building related design and engineering costs were developed in collaboration with two (2) local, experienced MBE/WBE A&E firms – Rolluda Architects and Scharrer AD.

- State of Washington’s Public Works A/E Fee Guideline is 10.33% of the project construction budget (renovation work).

- Exhibit 3 of the RFP - Conc A Duty-Free & Mezzanine Project Definition Document - outlined a project valuation of $45.7MM.

- The $4,720,810 fee estimate is 10.33% of the $45.7MM tenant reimbursement project valuation provided.

- This is only an estimate and will be driven by the final project valuation, base building conditions, and final scope of work.
General Contractor Construction Management (GCCM) is our preferred construction delivery methodology for Concourse A TRA base building work.

**Key Benefits**

- Construction delivery partner early engagement in design activities to avoid redesigns, last minute value engineering, and product leadtime constraints.

- Encourages early, regular proactive coordination with key Seattle-Tacoma International Airport stakeholders - Security/TSA, Operations, Facilities/Maintenance, Engineering, etc. – during all project phases.

- Allows real-time job costing at each construction phase.

- Prioritize early outreach to local WBE/MBE subcontractors and suppliers to achieve the goals around minority and women owned business participation.

- Allows early engagement for long lead time procurement to avoid schedule extensions and delays.
QUESTIONS
THANK YOU