

Cover Letter & Introduction




COVER LETTER

ON BEHALF OF SEA TAC DUTY FREE JV, WE ARE PLEASED TO SUBMIT OUR PROPOSAL FOR DEVELOPMENT AND MANAGEMENT OF DUTY-FREE OPERATIONS AT SEATTLE TACOMA INTERNATIONAL AIRPORT. SEA TAC DUTY FREE JV IS A JOINT VENTURE BETWEEN HUDSON GROUP (HG) RETAIL, LLC (75%) AND FOUR (4) SMALL BUSINESS PARTNERS: EQUITY PARTNER RANDI MAYA SIBONGA OF MCSB, INC. (2%) AND ACDBE-CERTIFIED PARTNERS – KATHERINE LAM OF BAMBUZA, GODWIN GABRIEL OF MOOVN TECHNOLOGIES, LLC AND MARQUES WARREN OF WARREN'S NEWS & GIFT, INC., EACH WITH 7.67% OWNERSHIP.

RAISING THE BAR AT SEA-TAC

We're proud to be your duty-free partner today. While we've operated well and maintained exceptional service and offerings, we're thrilled to be able to redesign and reimagine the program. To create our updated offer, we carefully analyzed your current program, passenger personas, airlines and terminal layouts. We're confident that our new program will transform the duty-free experience at Sea-Tac and create a locally-inspired, globally-relevant program befitting Seattle Tacoma and the Pacific Northwest.



SPEAKEASY

Relax & sample liquors

VIRTUAL TRY-ON

Digital, experiential shopping

POP-UP ZONES

Discover local makers

COCOA CAMPER

Hershey-branded immersion

TASTING BAR

Sample spirits & wines

TRUCK STAGE SPACE

SEA special events

SELFIE OPPORTUNITIES

Photo & experiential moments

[Click here to see a short video showcasing the new Sea-Tac Duty Free Program](#)



BUILDING SUSTAINABLE, INCLUSIVE COMMUNITIES

At the core of our operations is our focused ESG (Environmental, Social & Governance) Strategy, articulated through four key pillars: Environment, People, Customers, and Partners.

Environment: Advancing Eco-Friendly Solutions

Committed to sustainability, we employ eco-conscious operations and construction. We source from B-Corps, eliminate plastic bags, manage waste responsibly, and employ energy-efficient designs.

People: Fostering an Inclusive Workforce

We excel in recruitment, career growth, and fair pay within a diverse, equitable culture, making us a Sea-Tac employer of choice. Regular D&I training and surveys refine our people-focused strategies.

Customers: Prioritizing Safety and Feedback

Aligned with the Dufry Code, customer well-being is paramount. We uphold product safety, ethical marketing, and leverage multiple channels to gather crucial customer insights.

Partners: Strengthening Community Ties

Our network positively impacts local economies, offering jobs, and career growth. We include Seattle-area equity partners, a small-business incubator, and support indigenous and M/WBE groups.

Our aim is to continue to turn the world of travel into a world of opportunity, we take responsibility in making a difference in the communities where we both live and work.



WORLD CLASS, WORLD WIDE SETTING DUTY-FREE INDUSTRY STANDARDS

We are the leading duty-free retailer in North America, operating in 19 airports across the U.S. and Canada. Our status as an industry frontrunner enables us to continually refine our comprehensive product selection. To deliver a truly exceptional product array, we carefully tailor each offering to meet the distinct requirements of each airport location and its primary passenger demographics. Boasting collaborations with over 1,000 brand partners and suppliers, we offer the world's most diverse product range.

MASTERING LOCAL LICENSING OUR COMPREHENSIVE SERVICE PORTFOLIO AT SEA-TAC

Today, our diverse portfolio at Sea-Tac includes duty-free, duty-paid, and food and beverage services. This breadth of experience gives us intricate knowledge of local licensing requisites crucial for executing this proposal's components. In addition, we've diligently analyzed neighboring concessions to ensure that our immersive elements complement rather than compete with existing offerings.

IN CLOSING – THANK YOU

Thanks so much for your time and consideration. We look forward to our continued partnership with Seattle Tacoma International Airport.



Creating Opportunity

Our Strong Alliances with Small Business Leaders

For this opportunity, we have formed partnerships with four small businesses, three of which are based in Seattle. These partners include Randi Maya Sibonga from MCSB, Inc. as an equity partner, and ACDBE-certified partners Katherine Lam from Bambuza, Godwin Gabriel from MDOVN Technologies, LLC, and Marques Warren from Warren's News & Gift, Inc. We take immense pride in having these dynamic business partners, and in the following sections, we provide further insights into each of them.



Godwin Gabriel

MDOVN Technologies, LLC

Godwin Gabriel, Moovn Technologies Founder and self-taught technologist, launched Moovn, a Seattle-based rideshare that competes globally with Uber and Lyft. As a newcomer to the ACDBE program, he's eager to learn from industry veterans Katherine, Marques, and Randi.



Katherine Lam

Bambuza

Katherine Lam, MBA, a first-gen Vietnamese-American entrepreneur, upholds integrity, stewardship, and community. She mentors small businesses, fosters their participation in contracts, and champions local equitable access to opportunities, fair wages, and meaningful careers.



Marques Warren

Warren's News & Gift, Inc.

Marques Warren is a 2nd generation airport concessionaire and industry expert. His father opened their first shop at Sea-Tac in 1994. Warren is currently the Vice President of Operations at WNG, which today, in partnership with the Hudson, operates 18 stores at Sea-Tac.



Randi Maya Sibonga

MCSB, Inc

Randi Maya Sibonga, President of MCSB, Inc, a Seattle small business, broke barriers at Sea-Tac by being the first women- and minority-owned retailer. Starting small, they now operate various retail and dining units throughout the airport, including duty-free shops and restaurants.



Creating Opportunity, Locally

Design & Construction Opportunities

In our pursuit to deliver unmatched excellence in design and construction at SEA Terminal, we place a high value on collaborating with local businesses, particularly those certified as Minority and Women-Owned Business Enterprises (M/WBE). With a conscientious approach towards community involvement and economic growth, we not only aim to meet but exceed the M/WBE participation goals set forth in the Request for Proposals (RFP). Below, we detail our strategies in both the design and construction phases, illustrating how we integrate local expertise to bring about exceptional, inclusive, and sustainable outcomes.



CONSTRUCTION

Design M/WBE Involvement

The RFP specifies a 14% participation goal in design & engineering for TRA-related foundational construction. We've identified two M/WBE architectural firms—Rolluda Architects and Scharrer Architecture—with robust experience on similar projects at the Port of Seattle. Pending airport approval, they are our preferred partners, allowing us to surpass this participation benchmark.

Construction M/WBE Involvement

The RFP sets a 15% participation target for TRA-related foundational construction services. While PCL is not M/WBE-certified, they have a strong network of certified subcontractors and suppliers and are 100% employee owned. Given PCL's proven track record on several major terminal projects at SEA and their familiarity with SEA's operational protocols, they are well-suited to partner with us. With their assistance, we are committed to not just meeting, but exceeding the 15% participation goal through a dedicated M/WBE outreach initiative post-award.

10.1

Financial Capability



Seattle-Tacoma
International
Airport

10.1 FINANCIAL CAPABILITY & FUNDING OF CAPITAL



In this endeavor, we have collaborated with four small businesses, including three local to Seattle. Our aim was to enhance community engagement. The comprehensive RFP includes multiple pages of required forms and information. While striving for inclusivity, we face constraints due to page limitations, which also extend to financial documentation. Despite these challenges, we have made every effort to present complete and transparent information.

Our proposing entity, SEA TAC Duty Free JV, is a newly formed joint venture between Hudson Group (HG) Retail, LLC (75%) and four small business partners: equity partner Randi Maya Sibonga of MCSB, Inc. (2%) and ACDBE-certified partners – Katherine Lam of Bambuza, Godwin Gabriel of MOOVN Technologies, LLC, and Marques Warren of Warren’s News & Gift, Inc., each with 7.67% ownership.

Our partners have requested that their financial documents be kept confidential. Therefore, we have provided them as a separate file titled “Confidential.Files.SEA TAC Duty Free JV.” In that file, we have included the Personal Net Worth Statement for ACDBE Program Eligibility, required by the U.S. Department of Transportation to comply with the 49 CFR Part 26 regulations as they pertain to our ACDBE partners. Additionally, we have provided financial statements (inclusive of only balance sheets, income and cashflow statements) for all other partners there.

Our commitment to local engagement has presented certain challenges due to page limitations. All required information has been provided in good faith, and we stand ready to furnish further financial documentation as needed to ensure full transparency.

FUNDING OF CAPITAL

Hudson, as the primary partner in this joint venture, surpasses the criteria for demonstrating stability and extensive experience. Furthermore, our affiliation with Dufry serves as compelling evidence of our financial and operational capabilities. To reinforce our commitment, we have enclosed a letter of assurance from Hudson’s CFO, Ryan Scanlan, affirming our financial capacity to support this project. Additionally, we have approached our commercial banking institution, Bank of America, to provide a letter of support. In the event that third-party financing becomes unavailable for any reason to our partners, Hudson shall serve as the lender of last resort.

BALANCE SHEETS, INCOME STATEMENTS & CASHFLOW STATEMENTS

In this section, we have provided financial documents for Hudson and have included financial statements for our partners in the confidential file mentioned above.

PARTNER CERTIFICATION

Please note, SEA TAC Duty Free JV is a joint venture and therefore, does not have officers. Please see page 28 of the draft agreement attached to Form A.4 in the Minimum Qualifications file provided separately. The Executive Committee overseeing the joint venture is described there in detail.

OPTIMIZING REVENUE & TRAVELER EXPERIENCE

FIVE REASONS WE'RE YOUR IDEAL DUTY-FREE PARTNER AT SEA-TAC

Our unparalleled services not only amplify sales but also elevate traveler satisfaction and foster seamless collaboration with property owners throughout the contract term. Here are five compelling reasons that underscore our exceptional suitability to remain your duty-free partner at Sea-Tac.

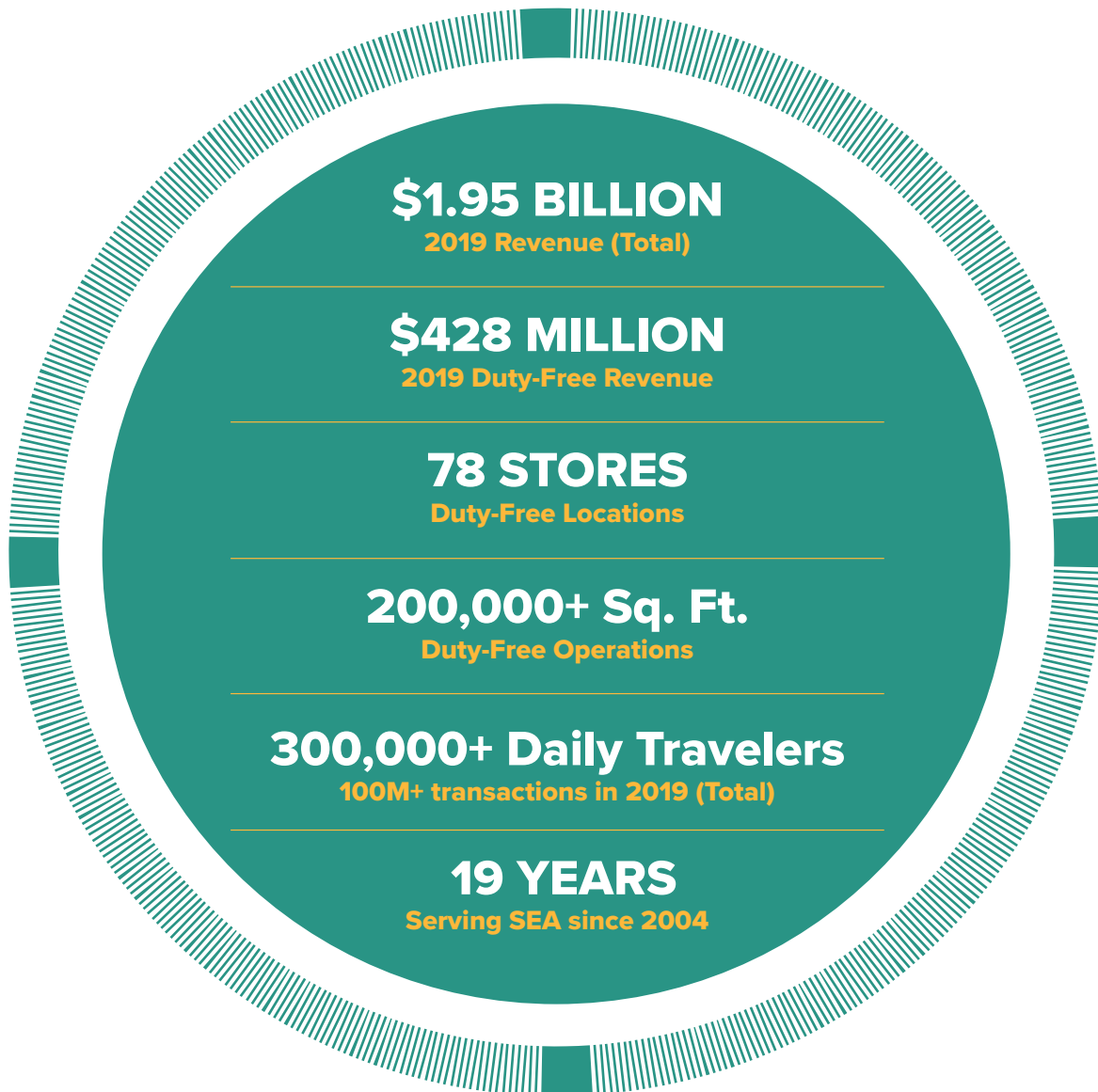


We're honored to have been selected to operate the new, world-class duty-free program that just opened Boston Logan Airport. Please [click HERE](#) to see a short video about that project.



SUMMARIZING PRE-PANDEMIC PERFORMANCE A 2019 OVERVIEW

We have compiled an overview of our 2019 operations, which serves as the last standard year before the onset of the pandemic. Should you require it, we are also prepared to furnish up-to-date information for the year 2023 upon request.



BANKRUPTCY

Our proposing entity and none of the associated entities have filed for bankruptcy within the past 10 (ten) years.

JUDGEMENTS OR LAWSUITS

Hudson is currently a party to the following lawsuits that have arisen in the ordinary course of business. None of these actions has had or is reasonably expected in the future to have a material adverse effect on the Company's business or to affect its ability to operate or meet any of its contractual obligations. Hudson is not aware of any judgments having been entered against it over the past 10 years that have had a material adverse effect on Hudson's business or affected its ability to operate or meet any of its contractual obligations.

- 1. Mariyah Scott, Ashley Kennedy & Kelly Lewis v. Airport Management Services, LLC, Hudson Group (HG) Retail, LLC and John Does 1 through 100, Superior Court of California, Los Angeles County, No. BC593927** - This is a pending putative class action lawsuit in which Plaintiffs allege various violations of California wage and hour statutes. The parties have reached an agreement to settle this lawsuit and the settlement has received the final approval of the Court. Dismissal of this action is expected before the end of this year.
 - 2. The Nuance Group (Canada) Inc. Global Design Solutions Inc., L'Occitane International S.A., Illuminated Lightpanels, Inc. and Linel Lighting LLC, Ontario Superior Court of Justice, CV-20-00003505-0000**
 - 3. SSP Canada Food Services Inc. v. The Nuance Group (Canada) Inc., Global Design Solutions Inc., L'Occitane International S.A., Illuminated Lightpanels, Inc. and Linel Lighting LLC, Ontario Superior Court of Justice, CV-21-00000744-0000**
 - 4. Greater Toronto Airports Authority v. The Nuance Group (Canada) Inc., Global Design Solutions Inc., L'Occitane International S.A., Illuminated Lightpanels, Inc. and Linel Lighting LLC, Ontario Superior Court of Justice, CV-2100658816-0000**
- These are three related property damage/products liability lawsuits arising from a fire that occurred on the premises of a duty free store operated by a Hudson affiliate at Toronto Pearson International Airport. This fire arose as a result of a defective light fixture contained in a display unit located in the store in question. The light fixture was manufactured, installed and maintained by various third parties, from whom Hudson is seeking indemnification.
- 5. Lewis v. JetBlue Airways Corp and Hudson (HG) Retail Group, LLC, United States District Court of Massachusetts, Civil Action No. 2210527-AK-** This is a defamation lawsuit brought by a JetBlue passenger who claims to have been falsely accused of shoplifting by the defendants in this case.

10.2

Concept Development & Customer Experience



Seattle-Tacoma
International
Airport

10.2 CONCEPT DEVELOPMENT & CUSTOMER EXPERIENCE

PROGRAM VISION

At the intersection of innovation, localization, and customer-centricity lies the blueprint for Seattle Tacoma International Airport's new duty-free retail space. In crafting this sanctuary of shopping and comfort, we've been guided by three foundational pillars: Localized Identity, Data-Centric Planning, and Transformative Experiences. These principles don't just define our approach; they set us apart in delivering a truly unique journey for every traveler who walks through our doors. What follows is a deeper dive into the meticulous considerations and strategic integrations that make our duty-free program a benchmark in airport retail.



PRINCIPLE #1

EMBRACE AUTHENTICITY

Our duty-free program vision for Sea-Tac starts with a cornerstone: local authenticity. We blend globally renowned luxury brands with local partnerships to create an atmosphere steeped in the unique culture of Seattle-Tacoma and the Pacific Northwest.



PRINCIPLE #2

EXCELLENCE THROUGH DATA-DRIVEN STRATEGY

Data-Centric Planning is pivotal to our operational efficiency and customer satisfaction. Through analytics, we tailor product assortments, optimize space, and staff strategically, shaping a seamless and responsive shopping experience.



PRINCIPLE #3

SENSORY ENRICHMENT & TRANSFORMATIVE EXPERIENCES

We elevate the retail interaction into a multisensory journey enveloped in guilt-free joy. Through curated music, aromatic scents, vibrant aesthetics, advanced technology, and exceptional service, we go beyond traditional retail expectations.



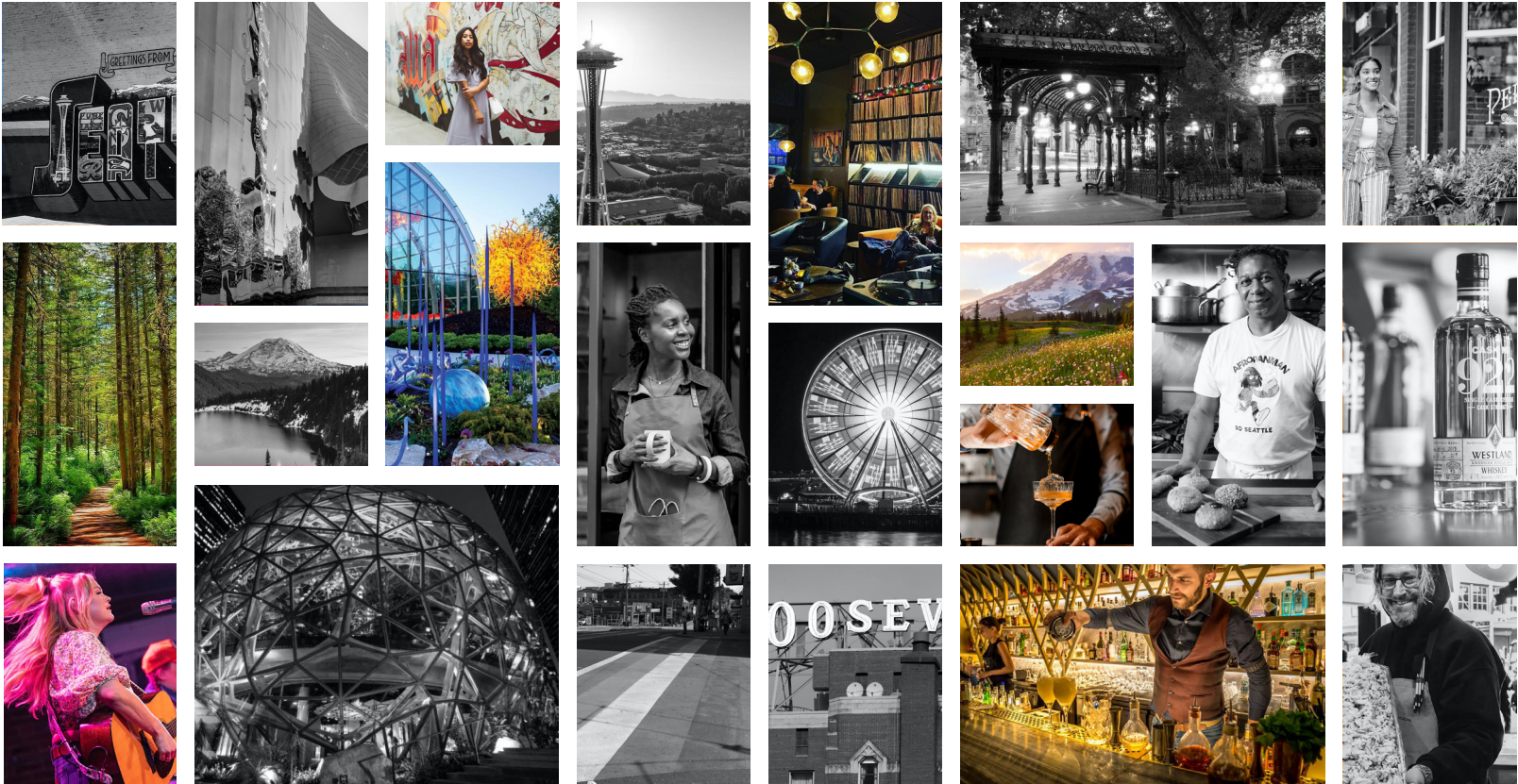
PRINCIPLE #1 EMBRACE AUTHENTICITY

Our Localized Identity Strategy at SEA is composed of three key elements: Sense of Place, Global and Local Partnerships, and Local Business Synergy. Together, these components work in harmony to create a retail environment at Seattle Tacoma International Airport that is both globally appealing and deeply rooted in the local ethos. Whether it's the design aesthetic that captures the Pacific Northwest spirit, the carefully curated brand partnerships, or collaborations with local businesses, each facet is designed to offer passengers an authentic, enriching experience.

Sense of Place: Our design seamlessly integrates elements evocative of Seattle-Tacoma and the Pacific Northwest. Visitors instantly recognize their unique geographical setting.

Global and Local Partnerships: Our extensive global supply network brings world-renowned luxury brands to the airport. Simultaneously, we prioritize local collaborations to enrich authenticity and create local economic avenues.

Local Business Synergy: We join hands with businesses rooted in the area, tapping into their local expertise and contributing to regional economic growth.





PRINCIPLE #2 EXCELLENCE THROUGH DATA-DRIVEN STRATEGY

In a fast-paced retail landscape, Data-Centric Planning serves as our guiding principle to deliver an optimized, seamless experience for passengers. Leveraging in-depth analytics, we focus on three core areas: custom-tailored product offerings, agile space utilization, and performance-driven staffing. This data-driven methodology not only enhances passenger satisfaction but also ensures operational efficiency. Read on to understand the individual components that shape our strategic commitment to Data-Centric Planning.





PRINCIPLE #3 SENSORY ENRICHMENT & TRANSFORMATIVE EXPERIENCES

Beyond mere transactional interactions, we aim to offer something truly extraordinary—a Transformative Experience that envelops travelers in an aura of guilt-free joy. Achieving this involves much more than stocking high-quality products. It's about creating a multisensory journey enhanced by elements like curated music, invigorating scents, and vibrant aesthetics. Additionally, we integrate advanced technology and prioritize exceptional customer service, encapsulating our commitment to go above and beyond mere retail expectations. Dive in to explore the rich tapestry of elements that constitute our Transformative Experiences.



Concourse A: Four Unique Experiences. World-Class Luxury. Local Essence.

Immerse yourself in Concourse A, where unparalleled luxury meets the rich, regional character of the Seattle Tacoma area. Our spaces offer a harmonious blend of top-tier duty-free exclusivity and local authenticity.

The Beauty Trail: An Oasis of Elegance

Discover perfumes, cosmetics, and wellness products in a serene, glass-encased garden setting that elevates your beauty shopping experience.

Rainiers Market: A Local Showcase

Relish in the quintessence of the region with locally-sourced foods, artisanal gifts, and souvenirs that put the spotlight on the best of local craftsmanship.

The Distillery Trail: Global Meets Local

Navigate an industrial-chic space offering both globally-acclaimed liquor and tobacco brands, alongside a curated selection of Washington's own spirits.

Urban Armour: Stylishly Rugged

Experience the casual yet cutting-edge fashion scene of Seattle through a vibrant, athleisure-oriented environment.



THE BEAUTY TRAIL
PERFUME & COSMETICS & MIND.BODY.SOUL.
LOOK & FEEL



RAINIERS MARKET
LOCAL FOOD
LOOK & FEEL



THE DISTILLERY TRAIL
TOBACCO & LIQUOR
LOOK & FEEL



URBAN ARMOUR
LOCAL FASHION
LOOK & FEEL

10.2 CONCEPT DEVELOPMENT & CUSTOMER EXPERIENCE I CONCOURSE A – CATEGORY PLACEMENT

In Concourse A, we've crafted a strategic category layout to guide passengers through an interconnected tapestry of experiences that encapsulate both our exceptional product offerings and the distinctive spirit of Seattle.

Front of Walkway: A Gateway to Beauty and Wellness

As you enter, you're greeted by an elegantly appointed perfume and cosmetics section on the left. This area is further energized by an adjacent events space, fostering a dynamic atmosphere of innovation and newness. Seamlessly adjoining this is the Mind.Body.Soul section, deepening your engagement with holistic wellness.

Center Stage: The Magnet of Rainiers Market

Positioned at the heart of the layout, Rainiers Market offers a compelling range of multi-category local products. The allure is heightened by our "Truck Stage," where passengers can indulge in live performances by emerging and iconic Seattle artists. Adding

to this central attraction is a Hershey Caravan installation and local events space, strategically located near the new Concourse A expansion exit to entice incoming passengers.

Right-Hand Side: A Fusion of Luxury and Authenticity

Our liquor and tobacco section offers a curated tasting experience at its core, featuring an array of both global and local brands. Tobacco offerings are thoughtfully positioned at the back, discretely delineated by low-level glass screening. This transitions naturally into our Urban Armour section, where passengers can explore an authentic selection of Seattle's outdoor fashion brands—the perfect memento of your journey.

STRATEGIC CATEGORY LAYOUT: A SEAMLESS JOURNEY OF EXPERIENCE & EXPLORATION



The Beauty Trail.

Where Artistry and Nature Coalesce

Drawing inspiration from Seattle's iconic Chihuly Glass Gardens, our Beauty Trail elegantly marries elements of glass and nature within our Perfume & Cosmetics and mind.body.soul. sections.

Perfume & Cosmetics: A Canopy of Elegance

Our Perfume & Cosmetics department is crowned with transparent, colored glass canopies, creating an aura of opulence. Above, steel ceilings imitate water ripples, casting a shimmering light across the space. At the category's core, a flourishing blossom tree marks our luxurious spa area for sensorial rejuvenation. Complementing these elements, a transparent graphic of the Chihuly gardens serves as a dramatic backdrop, elevating the aesthetic richness of the environment.

mind.body.soul: A Sanctuary of Natural Serenity

The mind.body.soul. category harmonizes with this artistic vision, employing natural blonde timbers and a living green wall to envelop passengers in an oasis of nature.

This synthesis of artful glass and natural elements creates a captivating experience for airport passengers, magnifying the value and functionality of each space.

10.2 CONCEPT DEVELOPMENT & CUSTOMER EXPERIENCE | CONOURSE A – THE BEAUTY TRAIL EXPERIENCE

Step into a transformative airport sanctuary devoted to perfume, cosmetics, and wellness, where meticulous attention to detail enriches your travel experience. Our space combines radiant, uplifting ambience with a curated assortment of the finest in beauty and wellness products, all wrapped in the distinct character of Seattle. From the elegantly crafted atmosphere to a carefully selected range of premium products and forward-thinking initiatives, our offering is a harmonious blend designed to captivate and cater to the discerning airport passenger.

AMBIENCE

- Bright fresh uplifting environment with light diffused through transparent color glass and shimmering silver metallic ceilings overhead
- Elements of nature woven throughout the space inspired by the Chihuly Glass Gardens
- Fully personalized brand spaces.
- Leverage brand equity and encourage highly creative activations
- Heightened sensorial experiences in our luxury spa area

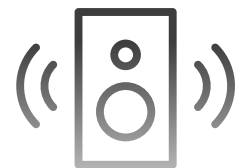


ASSORTMENT

- Indie make-up brands
- Indie skin care brands
- The world's best beauty brands
- Luxury Spa brands
- Clean Beauty
- New Hatue Perfumery concept
- New mind.body.soul. concept
- 25 new beauty brands

INITIATIVES

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



MODERN OASIS— YOUR WELLNESS JOURNEY BEGINS HERE



Step into a revitalizing haven designed for the modern traveler. Our wellness space blends natural materials and live plants with sleek, minimalist furniture for a refreshing ambiance. Explore a curated selection of sustainable, health-focused products, both global and local. Recharge with our Juice Bar's fresh, refrigerated offerings and make informed choices through our innovative Lift and Learn technology. Experience wellness redefined, tailored for the discerning airport passenger.

AMBIENCE

- Refreshing and rejuvenating space full of natural materials and real planting with minimal clean lined furniture and a contemporary feel

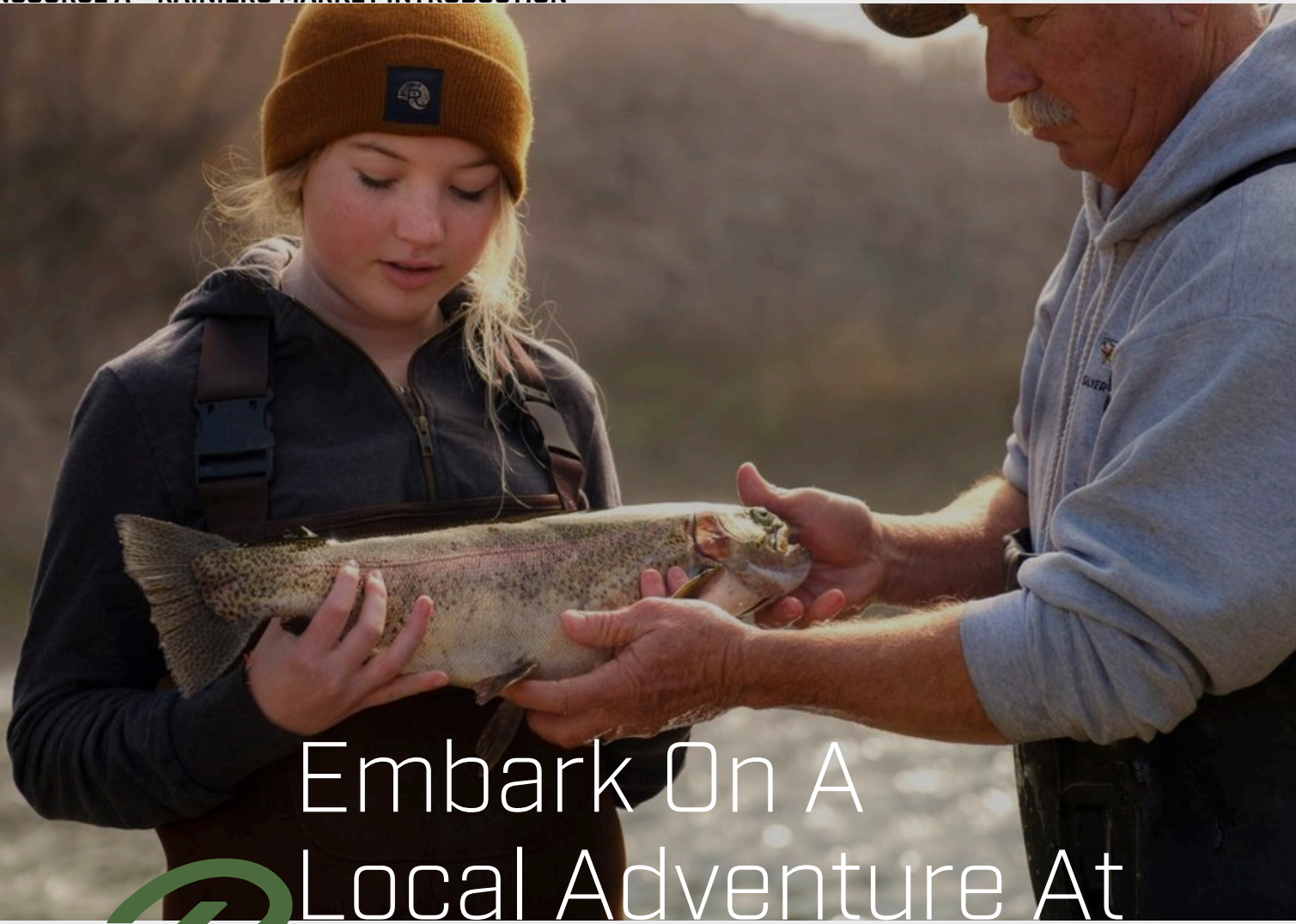
ASSORTMENT

- Globally and locally-sourced products with an emphasis on sustainability and healthy living.
- Incorporate F&B in the form of a Juice Bar, potentially with a healthy food and snack offering

INITIATIVES

- Lift and Learn technology
- Refrigerated fresh juices

The Juice Bar is designed to feature pre-packaged, locally-sourced fresh juices aimed at enhancing health and well-being. These selections are complementary and will not compete with neighboring traditional food and beverage options.



Embark On A
Local Adventure At
Rainier's
MARKET

Step into Rainiers Market, your gateway to the natural and cultural riches of Seattle, inspired by the iconic landscapes of Mount Rainier National Park. Begin your journey at our dynamic Truck Stage, where local artists perform against the backdrop of a vintage American truck, offering an authentic touch of Seattle. The market's design, featuring timber-framed cabin architecture and sky-like overhead panels, immerses you in an outdoor atmosphere. Discover local souvenirs set against a picturesque Mount Rainier meadow graphic wall, and engage with our community through the Shop Local mentorship program. Experience a sense of place and community, meticulously curated for the discerning airport passenger.

Immerse Yourself In A Pacific Northwest Experience

Step into a realm that brings the grandeur of the great outdoors right to the airport terminal. Defined by modern timber framing and enhanced by visual tributes to Mount Rainier National Park, our space captures the very essence of the Pacific Northwest. But we offer more than just an escape; this is a vibrant, laid-back environment where local Seattle musicians provide a dynamic soundtrack to your journey. Engaging features like our Hershey Caravan and whimsical Pet Set area add layers of fun and discovery.

Giving Back to Communities

AMBIENCE

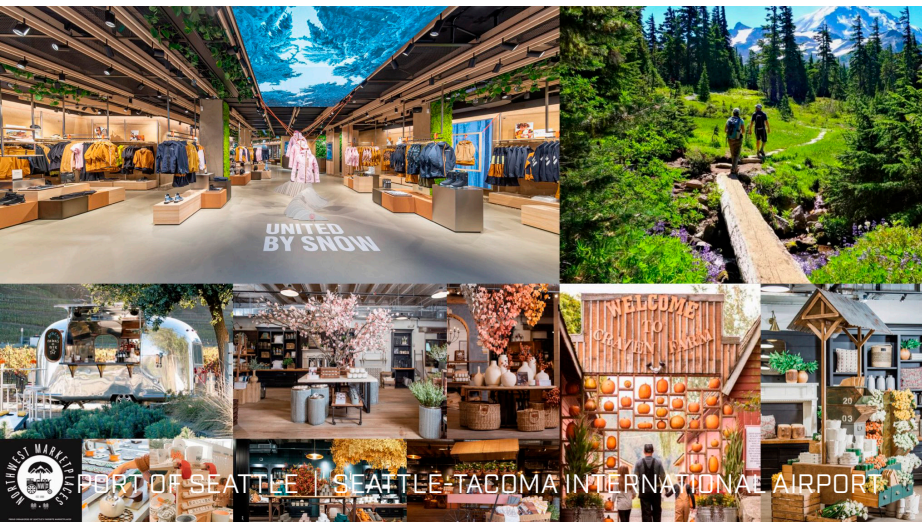
- A space with the feeling of the great outdoors - defined by timber framing evocative of a modern timber building construction
- Visual graphic references to the Mount Rainier National Park further enhance the outdoor feeling
- Laid back environment with exciting performances by local Seattle musicians 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 Dufry

INITIATIVES

- Give back to communities via partnerships with local associations to support local craftspeople and manufacturers
- Supporting local vendors
- Truck Stage featuring local Seattle performers



10.2 CONCEPT DEVELOPMENT & CUSTOMER EXPERIENCE CONCOURSE A – RAINIERS MARKET – THE TRUCK STAGE



Nirvana



Pearl Jam

Seattle boasts a dynamic and layered music legacy that traces its origins to the mid-19th century with the arrival of the first European settlers. The city gained worldwide recognition in the early 1990s as the birthplace of the Grunge Era, giving rise to seminal bands like Nirvana and Pearl Jam. This era cemented Seattle's identity in the global music landscape as a hub for grunge. However, the city's musical tapestry is far from one-dimensional. Shaped by demographic shifts since the early 1900s, Seattle's music scene is a rich blend of varied rhythms and styles. In contemporary times, numerous bands continue to sustain the city's reputation in heavy-music genres. Moreover, Seattle honors its musical past through cutting-edge venues, notably the Experience Music Project museum, which serves as an architectural marvel and a tribute to its rich musical history.

Upon entering the space, visitors are welcomed by The Truck Stage Seattle, featuring a striking, hunter green vintage pickup truck that serves as a captivating focal point. This encourages travelers to stop and immerse themselves in the experience. Considering Seattle's monumental contribution to the global music scene, we eagerly anticipate the diverse musical talents that will grace Concourse A at Sea-Tac Airport.



Introducing a Delectable Journey

Savor the Best of Seattle's Local Chocolatiers

We're thrilled to announce that we'll soon be offering an exquisite selection of locally-made chocolates right here in Seattle, featuring renowned brands like Fran's Chocolates and jcoco. These artisanal delights not only promise an unparalleled taste experience but also represent the remarkable craftsmanship and social commitment of Seattle's own chocolatiers. Stay tuned for these mouthwatering additions that not only indulge your taste buds but also serve a greater purpose in our community and beyond.



Fran's Chocolate

Fran Bigelow is a master chocolatier and an artist with an unyielding quest for perfection. Behind her warm exterior lies an intense passion for chocolate, evident in her extraordinary confections. Founded in 1982 after a Paris visit ignited her European-like passion for pure flavors, Fran's patisserie and chocolate shop became a trailblazer in the U.S. artisan chocolate scene. Today, with four locations in the greater Seattle area and two in Japan, she continues to set the standard in the industry.

Her chocolates, meticulously crafted and exquisitely packaged, are more than just confections; they are an experience that elevates any occasion. Be it luscious truffles or addictive salt caramels, each bite embodies Fran's dedication to quality and craftsmanship. With offerings that have become key to countless celebrations and thoughtful exchanges, Fran's influence extends beyond borders, inspiring both artisans and aficionados to pursue the extraordinary in chocolate.

jcoco

chocolate that feeds

Chocolate That Feeds

In 2012, jcoco emerged with a dual mission: redefine gourmet chocolate and drive social change. Today, it's not just a brand but a culinary experience that has donated 3.7 million servings to anti-hunger initiatives. Sourced solely from Peruvian chocolatiers, jcoco guarantees not only unique flavor but also ethical, traceable, and sustainable practices. Partnering with farmers compensated above industry norms, the brand fosters a thriving, eco-friendly ecosystem.

Philanthropy is ingrained in jcoco's operations, with 10% of net profits directly fighting food insecurity in America. Strategic partnerships with reputable food banks amplify this commitment. Choosing jcoco is more than an indulgence—it's a vote for social change, making each bite a step toward a better future for American communities.

10.2 CONCEPT DEVELOPMENT & CUSTOMER EXPERIENCE | CONCOURSE A – RAINIERS MARKET – HERSHEY COCOA CAMPER

Hershey Chocolate, an American confectionery giant, has been in the business since 1894. The Cocoa Camper in Concourse A at Sea-Tac is sure to be a hit among domestic and international travelers. Experience the rich indulgence of hot chocolate or other mouthwatering chocolate treats, handcrafted for the discerning traveler.

Pioneering Tradition Meets Culinary Innovation

Demonstrating a 21% growth since 2016, Hershey's sustained success underscores its consumer appeal and product demand. Now, it melds tradition with innovation, bringing a curated chocolate experience to Seattle, a city renowned for its eclectic food culture.

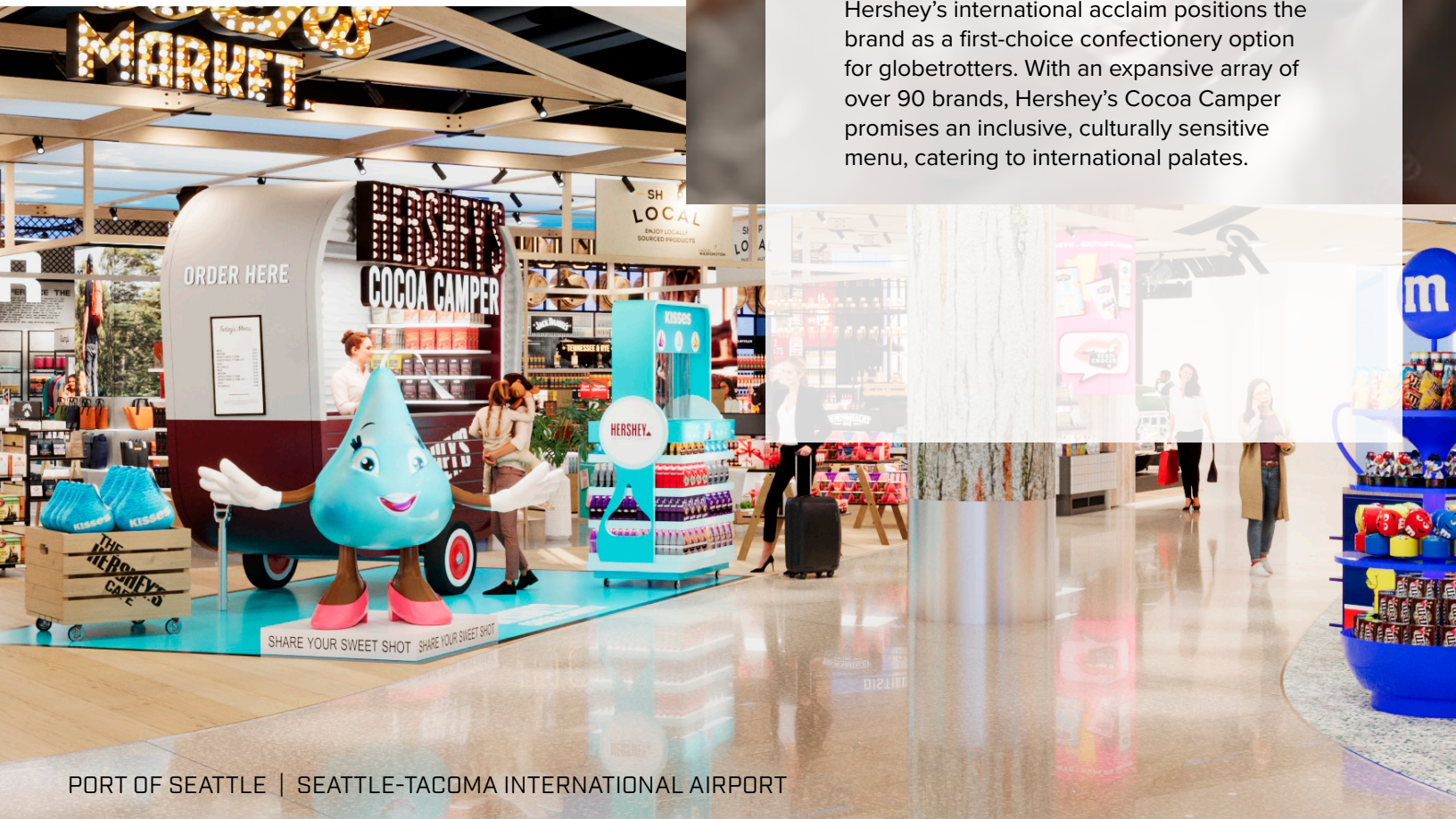
Tailored for Seattle's Tech-Savvy Audience

Seattle's dynamic, tech-oriented populace continually seeks novel experiences. The Cocoa Camper not only offers delectable chocolates but also represents an evolution in Hershey's diverse product offerings, resonating with this ever-curious community.



A Global Sensation in Concourse A

Hershey's international acclaim positions the brand as a first-choice confectionery option for globetrotters. With an expansive array of over 90 brands, Hershey's Cocoa Camper promises an inclusive, culturally sensitive menu, catering to international palates.



THE PET SET: TRAVEL-READY PET ESSENTIALS

Seamlessly integrated within Rainiers Market, "The Pet Set" offers passengers the ultimate convenience for last-minute pet necessities such as leashes, treats, and toys. This specialty zone not only adds value but also capitalizes on a burgeoning pet care market, now worth an astounding \$232.5 billion globally.

Unlocking Vast Market Potential for the Global Traveler

A standout feature of "The Pet Set" is its alignment with growing international trends in pet ownership. Take China as an illustrative example: in just three years, the nation experienced a surge of 11.8 million new cat owners, totaling 36 million in 2022. This underscores the accelerating demand for pet-related products, fortifying "The Pet Set" as both a timely and astute addition to our airport's retail landscape.

“

The Pet Set" isn't just a retail section; it's a strategic response...

”



In Tune with Increasing Consumer Demand

"The Pet Set" isn't just a retail section; it's a strategic response to upward shifts in global pet ownership and consumer needs. Count on "The Pet Set" SEA travelers' experience while catering to the evolving lifestyle of today's pet owner.





Experience the Fusion of Global & Local Spirits

Influenced by the timeless allure of Capitol Hill speakeasies, our Distillery Trail provides passengers a sophisticated, industrial setting. The meticulously painted brick walls and barrel-themed partitions set the stage for a unique tasting experience. In collaboration with global liquor giants like Johnny Walker and Grey Goose, as well as select local producers like Westland and Copperworks Distillery, we deliver an eclectic spirit-tasting journey that honors the essence of historical speakeasies.



SPIRITS: A JOURNEY IN ELEGANCE & CRAFTSMANSHIP



Enter an industrial haven meticulously engineered to capture the mystique of Capitol Hill's legendary speakeasies. With an interior showcasing classic brick walls, robust steel frames, and concrete flooring, this space resonates warmth and texture. Industrial-themed, radiant lighting further enriches the ambiance, making it truly exceptional.

AMBIENCE

- A raw industrial environment evocative of the Speakeasy bars of Capitol 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
- 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
- Try Before You Buy Experience / Brand activation

AMERICAN WHISKEY



Introducing a Delectable Journey

Experience the Pinnacle of Washington's Craftsmanship at Sea-Tac

We are thrilled to unveil an exceptional array of Washington's premier wineries and distilleries, to be featured in the duty-free program at Seattle-Tacoma International Airport (Sea-Tac). Handpicked for their exemplary qualities, these brands offer passengers an unparalleled encounter with the Pacific Northwest's artisanal landscape. Each brings something extraordinary to the table, from pioneering techniques to sustainable sourcing, making them not just regional gems but essential experiences for every traveler. Whether you're a local or simply transiting, these selected brands serve as your pre-flight passport to Washington's authentic flavors.



Chateau Ste. Michelle: As Washington's most venerable winery, Chateau Ste. Michelle has been instrumental in shaping the state's wine culture. Known for its exquisite Riesling, Chardonnay, and Cabernet Sauvignon, the winery masterfully merges traditional European techniques with cutting-edge American methods.



Woodinville Distillery: Woodinville showcases premium bourbon and whiskey, matured in freshly charred American Oak barrels. With a dedication to local grain sourcing and a scrupulous aging regimen, the distillery has earned accolades for its superior spirits.



Westland Distillery: A hallmark of Pacific Northwest craftsmanship, Westland Distillery focuses on American Single Malt Whiskey. Prioritizing regional ingredients and sustainable methodologies, the brand has established an unparalleled position in the whiskey domain.



Whidbey Island Distillery: Nestled in the scenic vistas of Whidbey Island, this distillery is a pioneer in fruit-infused liqueurs. Utilizing native berries and groundbreaking distillation techniques, Whidbey Island Distillery delivers an authentic farm-to-bottle experience.



Copperworks Distillery: Strategically situated along Seattle's bustling waterfront, Copperworks Distillery excels in crafting limited-edition gin and American Single Malt Whiskey. Acclaimed for its inventive methods, the distillery employs artisanal brewing skills to enhance flavor complexity.

10.2 CONCEPT DEVELOPMENT & CUSTOMER EXPERIENCE CONCOURSE A – THE DISTILLERY TRAIL TASTING BAR



Sip, Savor, and Soar Your Gateway to Global and Local Spirits in Concourse A

The whiskey-barrel-inspired activation zone serves as a compelling focal point, designed to captivate travelers. Through regular “sample before you purchase” events, this area enriches the experience for Concourse A visitors, offering them abundant opportunities to taste and appreciate spirits. The space features renowned global brands such as Jack Daniels and Jim Beam, alongside regional distillers including Woodinville Distillery.



URBAN ARMOUR

Where Seattle's Edgy Aesthetics Meet Sustainable Fashion

Inspired by Gorpcore—a fashion trend emblematic of Seattle's unique style—the edgy, outdoor urban design defines our Fashion and Accessories section. Featuring graffiti-adorned concrete walls and chipboard paneling, the space evokes the essence of Seattle's urban playgrounds. We enthusiastically embrace the "Urban Armor" concept for B Corp/Sustainable products, emphasizing a triple-layer of protection: for you, for communities, and for the planet.

BALENCIAGA

10.2 CONCEPT DEVELOPMENT & CUSTOMER EXPERIENCE | CONCOURSE A – URBAN ARMOUR EXPERIENCE



An avant-garde space inspired by the city's dynamic landscapes, complete with polished concrete floors, timber panels adorned with graffiti-inspired signage, and metallic mesh detailing.

Product Selection

Showcasing a curated collection of B Corp Certified and sustainable brands, we proudly feature Seattle's local gem, Feller. An exclusive corner dedicated to sunglasses elevates your options. Our focus is threefold: Protecting You, Protecting Communities, and Protecting the Planet.

Sustainability Efforts

Our product assortment mirrors a firm commitment to sustainability, exclusively featuring brands that make a positive impact.

Elevating Business, Empowering Communities: Certified Excellence in Social Impact & Sustainability.

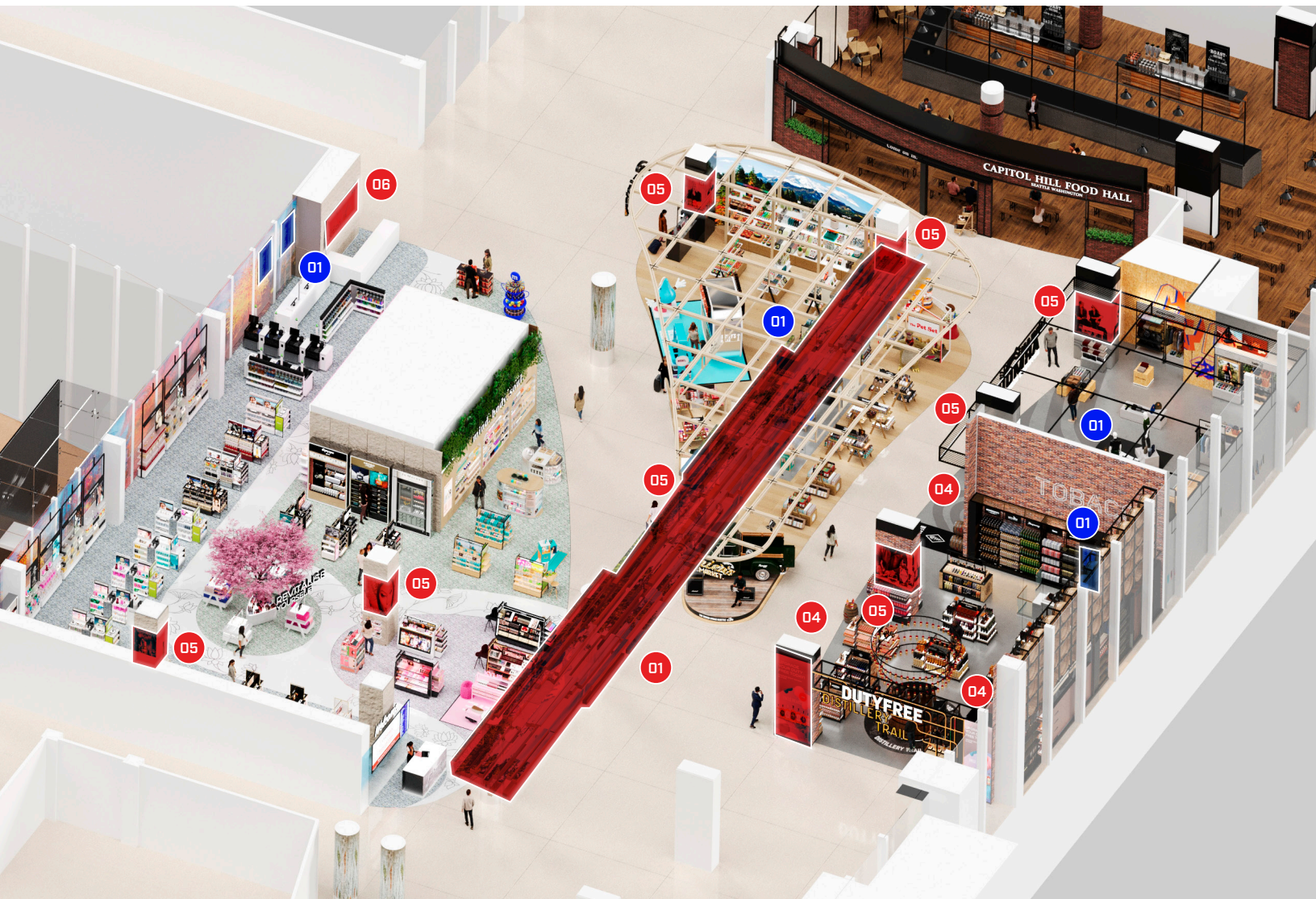
A B-corp, or Certified B Corporation, is a profit-seeking enterprise that has successfully completed an extensive evaluation by B Lab, a nonprofit entity. This certification attests to the company's exemplary standards in various key domains, including social and ecological impact,

as well as corporate accountability and transparency. Specifically, the company is assessed on the following criteria:

1. **Social Influence:** Demonstrated dedication to beneficial social effects, including employee well-being and active community involvement.
2. **Eco-Efficiency:** Commitment to environmental stewardship through sustainable operations and minimal ecological impact.
3. **Corporate Responsibility:** Strong governance frameworks that enable ethical business decisions.
4. **Operational Openness:** Full and clear revelation of organizational procedures, performance indicators, and societal impacts.



10.2 CONCEPT DEVELOPMENT & CUSTOMER EXPERIENCE I CONCOURSE A – DIGITAL ENGAGEMENT PROFILE



DIGITAL EXPERIENCE DISPLAYS

- 01 HIGH LEVEL DIGITAL SHARDS
- 02 DIGITAL SCREENS FULL HEIGHT
- 03 DIGITAL SCREEN CONCIERGE DESK
- 04 SINGLE FACE SCREENS
- 05 DIGITAL SCREEN WRAPS AROUND COLUMNS
- 06 DIGITAL SCREEN PERSONALISATION STATION

FLIGHT INFO SCREENS (FIDS)

- 01 FIDS BEHIND CASH DESKS
- 02 FIDS BEHIND CONCIERGE DESK

10.2 CONCEPT DEVELOPMENT & CUSTOMER EXPERIENCE | CONCOURSE A – DIGITAL ENGAGEMENT PROFILE



Attract, Connect, Engage & Entertain

Our customer engagement approach fosters meaningful relationships by utilizing thoughtfully designed store layouts that narrate compelling stories and deliver enriching experiences. We also incorporate digital tools and interactive touchpoints that add value, while presenting the latest trends for a more tailored customer experience.

1. DECOMPRESSION ZONE

A calming and positive first impression to reset customer mindset (by Airport)

2. WELCOME ZONE

- Meet & Greet Ambassador
- Experience the elevated Customer Service /Concierge
- Check in with your Dufry RED membership

- Interactive screens – Find out your tailored offers, check out the latest events and deals instore
- Pick up your Reserve and Collect order

3. BRAND EXPRESSION – 3 AXIS BRANDS

Interactive screens

4. EVENT SPACE

- Rotating event space
- Encouraged brand collabs'
- Brand activation Pop-ups

5. INDIE MAKE UP & SKINCARE

• Interactive screens

6. LUXURY SPA

- Interactive screens
- Instagramable moment
- Bespoke audio

7. LUXURY FRAGRANCE

- Interactive screens
- Bespoke aroma

8. FRAGRANCE

- Interactive screens
- Air Parfum Fragrance Explorer

9. MIND.BODY.SOUL

• Interactive screens

10. PAYMENT

- Self checkout
- iPad payment

11. PERSONALIZATION STATION

- Interactive screens
- Personalization expert

12. CONFECTIONERY

- Tasting / Sampling experience

10.2 CONCEPT DEVELOPMENT & CUSTOMER EXPERIENCE I CONCOURSE A – DIGITAL ENGAGEMENT [CONTINUED]



13. THE STAGE

- Rotating calendar of events for local performers.

14. LOCAL INCUBATOR

Rotating calendar of showcasing for local vendors (Example : Boma Jewelry)

15. CAMP COCOA

- Camp Cocos sponsored by Hershey

16. EVENT SPACE

- Rotating event space
- Encouraged brand collabs'
- Brand activation Pop-ups
- Iconic Seattle events

17. PETS

- Rotating event space
- Encouraged brand collabs'
- Brand activation Pop-ups

18. AMERICAN LIQUOR

- 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
- Try Before You Buy Experience
- Iconic Seattle Liquor Events

19 URBAN ARMOUR

- Personal / digital assistant through mobile app
- Virtual try-on app for clothing
- WeChat / Brand ambassadors
- QR codes for additional information

South Concourse:

Quintessential Luxury Meets Local Flavor

Enter South Concourse and discover a fusion of international luxury and Seattle Tacoma's distinct local charm. Our carefully designed spaces blend high-end, duty-free elegance with the authentic flavors of regional culture.

The Distillery Path: The Artisan Vaults

Traverse an industrial-inspired space that houses a selection of renowned global spirits and tobacco brands, alongside Washington's signature liquors.

Bellevue: Elegance

Encounter global prestige through a refined collection of sunglasses, jewelry, watches, and accessories that captivate and entice.

The Beauty Trail: A Sanctuary of Sophistication

Embark on a journey through an array of fragrances, cosmetics, and wellness essentials, enveloped in the golden

and natural splendor reminiscent of Golden Gardens National Park.

Rainiers Market: A Celebration of Local Craftsmanship

Delight in the region's finest, featuring locally-harvested foods, artisanal gifts, and keepsakes that spotlight exemplary local talent.

Urban Armour: Casual Chic Redefined

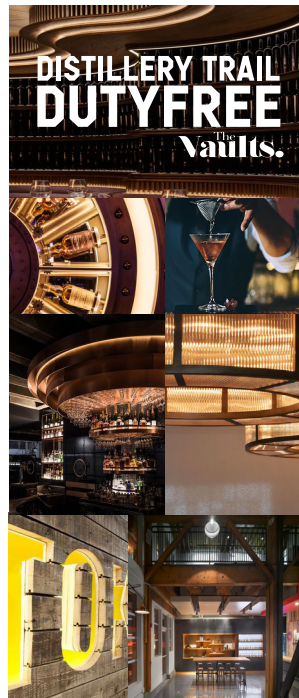
Engage with Seattle's fashion-forward, athleisure focus in a dynamic, laid-back setting.



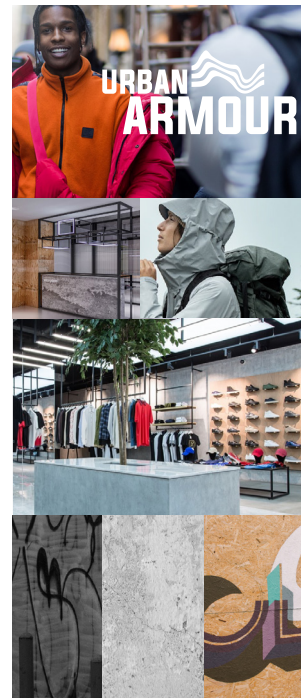
RAINIERS GOURMET MARKET
LOCAL FOOD, SOUVENIRS, GIFTS,
CONFECTIONERY
LOOK & FEEL



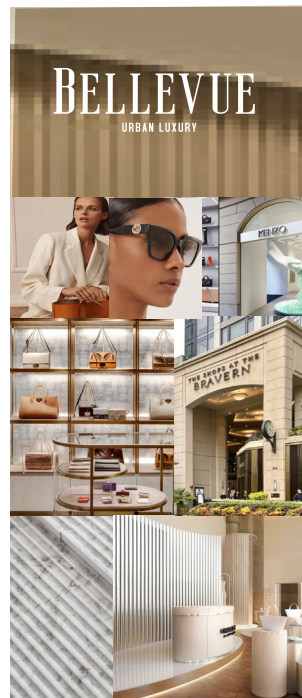
THE BEAUTY TRAIL
PERFUME & COSMETICS
LOOK & FEEL



THE GLOBAL DISTILLERY TRAIL
FEATURING THE VAULTS
TOBACCO, LIQUOR & LUXURY
ASSORTMENT
LOOK & FEEL



URBAN ARMOUR
LOOK & FEEL



BELLEVUE URBAN LUXURY
WJA & FASHION
LOOK & FEEL

10.2 CONCEPT DEVELOPMENT & CUSTOMER EXPERIENCE SOUTH CONCOURSE – CATEGORY PLACEMENT

Our category layout strategy for South Concourse is designed to guide passengers through a series of immersive experiences that not only showcase our products but also evoke the essence of Seattle.

Entrance Experience:

As passengers step off the train and enter, they are greeted by our carefully curated Liquor and Tobacco section, positioned to the right. Within this category, our speakeasy-inspired Vaults room awaits, housing a selection of premium liquors and a well-stocked humidor.

Beauty Trail:

Moving deeper into the layout, passengers encounter our Beauty trail area. Here, we feature our 3 Axis brands, providing passengers with the opportunity to explore and purchase their favorite beauty products. Beyond 3 Axis, our Haute Parfumerie concept offers a luxurious fragrance experience, combining digital and physical elements for fragrance discovery.

Skincare and More:

The Beauty trail extends further into fragrance, makeup, and culminates with our skincare segment, showcasing iconic brands that captivate and engage shoppers.

Urban Luxury Oasis:

Positioned centrally at the entrance area from the train is our Sunglasses island, introducing visitors to our Urban Luxury world. Progressing from Sunglasses, passengers encounter our Master of Time luxury watch brand concept to the left. Continuing deeper into the space, they discover our luxury multi-brand fashion and accessories section. Adjacent to this is our Urban Armour multi-brand fashion store, featuring Seattle's outdoor fashion brands.

Gourmet Delights:

In the northern part of the layout, within a striking double-height architectural space, our Rainier Gourmet Market is unveiled. This captivating area is accentuated by high-level, large-format digital banners that create a wow factor within the concourse. The journey through this section continues into Confectionery and concludes with our POS area, offering both self-checkout and full-service options for passengers' convenience.

OPTIMIZED CATEGORY LAYOUT

A SMOOTH EXPEDITION OF EXPERIENCE & DISCOVERY



The Vaults.

Drawing inspiration from Seattle's Speakeasys and American whiskey distilleries, our Liquor and Tobacco Distillery Trail exudes the authentic ambiance of a distillery, with rich accents of charred timber and gleaming copper piping. At its core, this space proudly showcases our Vaults luxury liquor room. Reminiscent of a well-guarded speakeasy, passengers can step into our exclusive "room within a room" Vaults space, where they are invited to immerse themselves in a world of opulent liquors, hidden away like a closely-held secret.

SPIRITS: A JOURNEY IN ELEGANCE & CRAFTSMANSHIP



Enter an industrial haven meticulously engineered to capture the mystique of Capitol Hill's legendary speakeasies. With an interior showcasing classic brick walls, robust steel frames, and concrete flooring, this space resonates warmth and texture. Industrial-themed, radiant lighting further enriches the ambiance, making it truly exceptional.

AMBIENCE

- A raw industrial environment evocative of the Speakeasy bars of Capitol 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
- 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
- Try Before You Buy Experience / Brand activation

AMERICAN WHISKEY



10.2 CONCEPT DEVELOPMENT & CUSTOMER EXPERIENCE SOUTH CONCOURSE – DISTILLERY TRAIL – THE VAULTS



Embark on a journey into our captivating speakeasy-inspired enclave, where an aura of adventure and exclusivity awaits. Within the South Concourse, travelers can indulge in a delightful array of spirits, from beloved local gems like Woodinville Straight Bourbon Whiskey to international favorites such as Glenfiddich and Dewar's.



BELLEVUE

URBAN LUXURY



Luxury Oasis Inspired by Bellevue's Bravern

Step into elegance, a tribute to the opulence of Bellevue's iconic Bravern. Here, we've recreated the enduring charm of this luxury destination, with its classic architecture and European village-like landscaping. Amidst this enchanting ambiance, you'll find an exclusive assortment, featuring a Suncatcher sunglasses boutique, an array of watches, exquisite jewelry, accessories, and high-fashion boutiques. Explore the epitome of upscale allure within these walls.

10.2 CONCEPT DEVELOPMENT & CUSTOMER EXPERIENCE SOUTH CONCOURSE – BELLEVUE URBAN LUXURY EXPERIENCE



AMBIENCE

Immerse yourself in a space adorned with light stone and art deco-inspired timeless classicism. Formal planting enhances the ambiance, evoking the luxurious atmosphere of Bellevue's Bravern Shopping area.

ASSORTMENT

- **Urban Armour:** Discover a selection of both local and global sustainable/B-Corps brands, promoting ethical and environmentally conscious choices.
- **Urban Luxury:** Experience the epitome of quiet luxury with brands that emphasize timeless elegance and sophistication.
- **Master of Time Concept:** Delve into a carefully curated collection of luxury watches and jewelry that exemplify craftsmanship and style.
- **Suncatcher:** Explore a diverse range of brands encompassing Luxury, Lifestyle, Fashion, and Iconic product segments, catering to a variety of tastes.

INITIATIVES

- **Catering to the Next Generation:** Our focus extends to the younger generation of travelers, offering them unique experiences.
- **Sunglasses with a Digital Twist:** Discover sunglasses with innovative digital elements, including Kering DRC technology.
- **Master of Time Concept Redefined:** Experience a fresh interpretation of the Master of Time concept, incorporating iconic botanical elements that pay homage to Seattle and the Washington coast.





URBAN ARMOUR

Where Seattle's Edgy Aesthetics Meet Sustainable Fashion

Inspired by Gorpcore—a fashion trend emblematic of Seattle's unique style—the edgy, outdoor urban design defines our Fashion and Accessories section. Featuring graffiti-adorned concrete walls and chipboard paneling, the space evokes the essence of Seattle's urban playgrounds. We enthusiastically embrace the "Urban Armor" concept for B Corp/Sustainable products, emphasizing a triple-layer of protection: for you, for communities, and for the planet.

10.2 CONCEPT DEVELOPMENT & CUSTOMER EXPERIENCE SOUTH CONCOURSE – BELLEVUE URBAN LUXURY EXPERIENCE



As you step into this unique space, you'll immediately sense an edgy and urban vibe that pays homage to the lively playgrounds of the city. The floor beneath your feet is solid concrete, and the walls are a canvas of timber hoarding panels adorned with graffiti-style signage. Metal mesh paneling adds an industrial touch, creating an atmosphere that's both vibrant and rugged.

"Urban Armour" is a curated selection of brands that prioritize sustainability, drawing from both local and global sources. These brands are not just about style; they're about protecting our planet and communities. It's a triple-layered commitment – for you, for your fellow travelers, and for the Earth.

UPLIFTING BUSINESS, EMPOWERING COMMUNITIES CERTIFIED EXCELLENCE IN SOCIAL IMPACT & SUSTAINABILITY.



A B-corp, or Certified B Corporation, is a profit-driven enterprise that has undergone a rigorous evaluation by B Lab, a nonprofit organization. This prestigious certification serves as a testament to the company's outstanding standards across multiple critical domains, encompassing social and environmental impact, corporate accountability, and transparency. In particular, the company undergoes evaluation based on the following criteria:

1. **Social Influence:** Demonstrating unwavering commitment to creating positive social effects, including the well-being of its employees and active engagement within the community.
2. **Eco-Efficiency:** Pledging to environmental stewardship through sustainable practices and a dedication to minimizing ecological footprints.
3. **Corporate Responsibility:** Establishing robust governance frameworks that facilitate ethical decision-making in the business operations.
4. **Operational Openness:** Providing comprehensive and transparent insight into organizational processes, performance metrics, and societal contributions.

The Beauty Trail.

DISCOVER A WORLD OF BEAUTY: FROM PERFUME TO SKINCARE

Step into our Perfume and Cosmetics zone and immerse yourself in a sensory journey inspired by the iconic Golden Gardens Park. Our carefully curated assortment spans luxurious perfumes, high-end cosmetics, clean beauty brands, and premium skincare solutions.

Artful Design Meets Functionality

Framed by a unique timber-perforated backdrop, our space recreates the tranquil atmosphere of the park's wooded areas. Subtle ambient lighting complements the setting, capturing the ethereal glow of Golden Gardens Park's beach.

Elevate Your Travel Experience

Our thoughtfully curated product range offers airport passengers an unparalleled beauty experience, seamlessly blending aesthetics, comfort, and functionality in one inviting setting.

The Beauty Trail.



AMBIENCE

Elevate Your Senses in a Luminous Oasis

Experience a radiant and invigorating environment, designed to mimic the feeling of dappled sunlight filtering through a canopy of trees. Our color scheme, featuring a harmonious blend of sandstone and golden hues coupled with light timber accents, pays homage to the beach at Golden Gardens Park.

BRANDING AND EXPERIENCES

Personalized Luxury Boutiques

Capitalize on brand equity through our fully personalized brand boutiques, designed to foster inventive activations. Elevate your senses further with heightened sensory experiences in our opulent Haute Parfumerie area.



ASSORTMENT

Curated Selection for Discerning Tastes

Navigate through a premium assortment that includes our exclusive Haute Parfumerie concept, top-selling skincare products, and a dedicated Clean Beauty section.

INITIATIVES

Catering to Diverse Traveler Preferences

We target a wide array of nationalities by offering Haute Parfumerie and leading skincare brands. Our Clean Beauty initiative specifically appeals to the younger generation of travelers, focusing on safe, non-toxic, and ethically sourced ingredients.





Rainier's

GOURMET MARKET

Elevate Your Journey: Local Finds Amidst Majestic Mt. Rainier Vistas

As you step into our commercial zone's expansive double-height space, immerse yourself in a digital spectacle inspired by Mt. Rainier National Park. Our Local Food, Gifts, and Souvenirs section showcases stunning visuals of the park through a series of high-level, large-format digital screens. This vivid display offers passengers a truly awe-inspiring experience while they shop for local specialties.

10.2 CONCEPT DEVELOPMENT & CUSTOMER EXPERIENCE SOUTH CONCOURSE – RAINIER’S GOURMET MARKET EXPERIENCE



AMBIENCE

Step into Nature, in South Concourse

Revel in an environment that captures the essence of the great outdoors, characterized by modern timber framing. High above, digital banners dominate the space, complemented by graphic visuals reminiscent of Mount Rainier National Park. To elevate the experience further, a timber-perforated backlit panel depicting trees runs throughout the area, mimicking the soft light filtering through a forest canopy.

ASSORTMENT

Exclusive Finds & Ethical Choices

Discover “Exploring Seattle,” a private label exclusive to Seattle Duty-Free shops, along with an assortment of global and local products featuring ESG components. Brands like Lindt, Mondelez, Ritters, Chukar Cherries, and Jcoco make an appearance. Catering to diverse tastes, we offer an expansive range that includes Lily’s sugar-free treats, Fran’s fine confections, and Jcoco’s vegan, gluten-free, non-GMO, kosher, and nut-free options.

INITIATIVES

Community & Innovation

Benefit from a dynamic calendar of events developed in partnership with local businesses to spotlight regional brands and communities. Our philanthropic collaborations include charity partnerships with local vendors such as Girls Scout and Campfire Explorer’s Club. In addition, explore hybrid activations and tastings, crossing over Food & Beverage categories for an enriching shopping experience.

STRENGTHENING COMMUNITY TIES THROUGH PHILANTHROPY

We’re committed to local impact, partnering with organizations such as Girls Scout and Campfire Explorer’s Club. Through in-store events and donations, we provide a platform for these groups to amplify their mission, enabling passengers to contribute to valuable community causes.

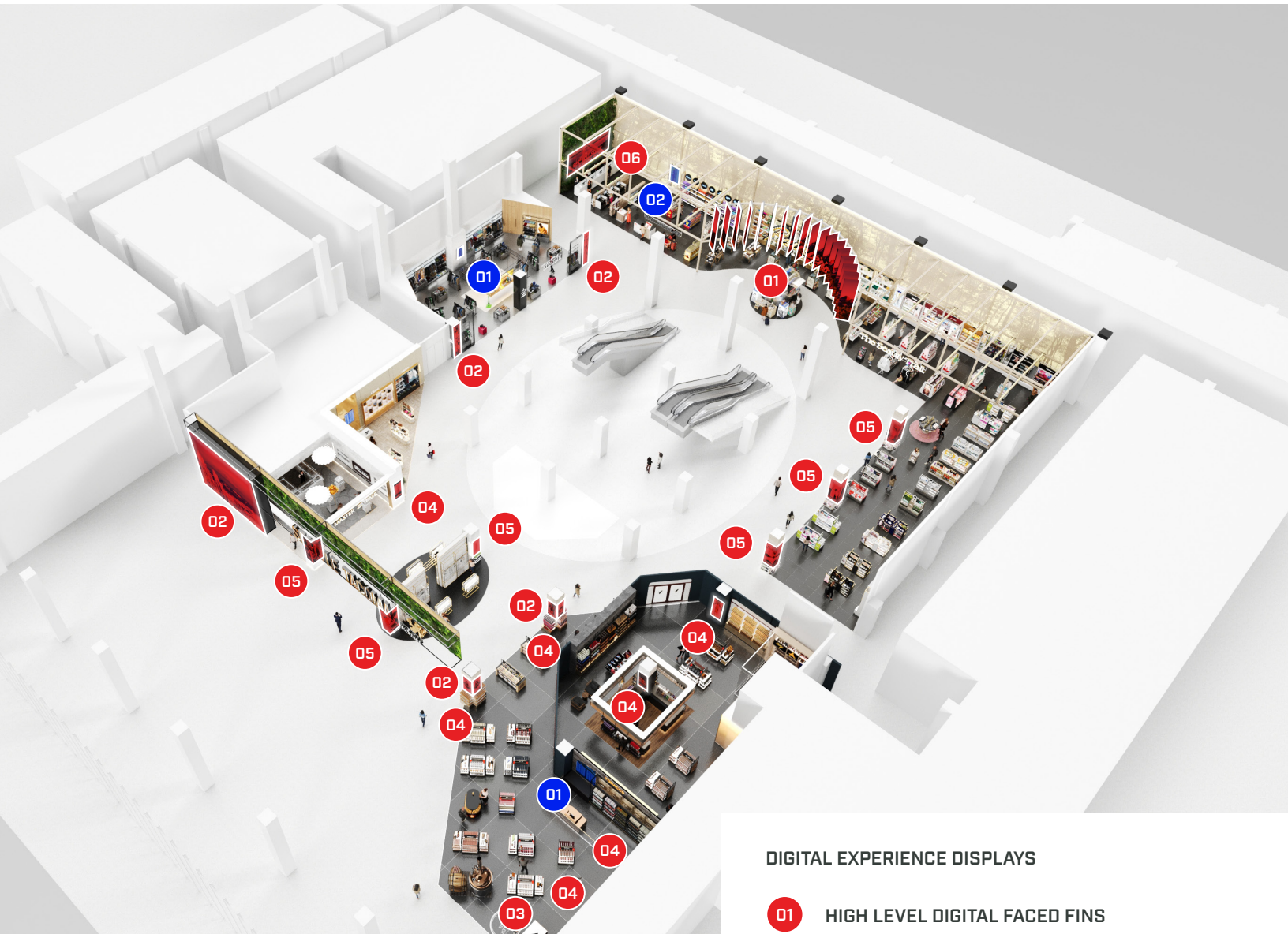


Crafting Shareable Moments with a Local Twist

To enhance the passenger experience, we're introducing a series of Instagram-ready spots strategically located in front of our retail area, near the main vertical circulation on the concourse. These interactive vignettes, enjoyable for all ages, will incorporate elements of Mount Rainier National Park, seamlessly connecting them to the retail world behind the "Instagram Island." Beyond photo opportunities, the island may also host live demonstrations by local Seattle artisans, offering passengers the unique chance to engage directly with the creators.



10.2 CONCEPT DEVELOPMENT & CUSTOMER EXPERIENCE SOUTH CONCOURSE - DIGITAL ENGAGEMENT



A Highlight of our Stores: Smart Tech Integration

One of the standout features of our stores is the strategic use of technology to deliver dynamic messaging to customers. As patrons pass by or enter the store, tailored communication enhances their shopping experience by providing real-time updates and information.

DIGITAL EXPERIENCE DISPLAYS

- 01 HIGH LEVEL DIGITAL FACED FINS
- 02 DIGITAL SCREENS FULL HEIGHT
- 03 DIGITAL SCREEN CONCIERGE DESK
- 04 SINGLE FACE SCREENS
- 05 DIGITAL SCREEN WRAPS AROUND COLUMNS
- 06 DIGITAL SCREEN CASH DESK

FLIGHT INFO SCREENS (FIDS)

- 01 FIDS BEHIND CASH DESKS
- 02 FIDS WALL FITTED

10.2 CONCEPT DEVELOPMENT & CUSTOMER EXPERIENCE SOUTH CONCOURSE – ENGAGEMENT PLAN



1. DECOMPRESSION ZONE

- A calming and positive first impression to reset customer mindset (by Airport)

2. WELCOME ZONE

- Meet & Greet Ambassador
- Experience the elevated Customer Service /Concierge
- Check in with your Dufry RED membership
- Interactive screens – Find out your tailored offers, Check out the latest events and deals instore
- Pick up your Reserve and Collect order

3. AMERICAN LIQUOR

- 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
- Try Before You Buy Experience
- Iconic Seattle Liquor Events

4. LUXURY LIQUOR

- Tasting Experience

5. SUNGLASSES

- Interactive screens
- Virtual try-on app for Sunglasses

6. MASTER OF TIME

- Personal / digital assistant through mobile app
- WeChat / Brand ambassadors
- QR codes for additional information

7. URBAN ARMOUR

- Personal / digital assistant through mobile app
- Virtual try-on app for clothing
- WeChat / Brand ambassadors
- QR codes for additional information

10.2 CONCEPT DEVELOPMENT & CUSTOMER EXPERIENCE SOUTH CONCOURSE – ENGAGEMENT PLAN (CONTINUED)



8. URBAN LUXURY

- Personal / digital assistant through mobile app
- Virtual try-on app for clothing
- WeChat / Brand ambassadors
- QR codes for additional information

9. PAYMENT

- Self checkout
- iPad payment
- Gift wrapping station

10. CONFECTIONERY

- Tasting / Sampling experience

11. LOCAL INCUBATOR

- Rotating calendar of showcasing for local vendors (Example : Boma Jewelry)

12. BRAND EXPRESSION – SKINCARE BRANDS

- Interactive screens

13. LUXURY FRAGRANCE

- Interactive screens
- Bespoke aroma
- Physical fragrance explorer experience

14. BRAND EXPRESSION – 3 AXIS BRANDS

- Interactive screens

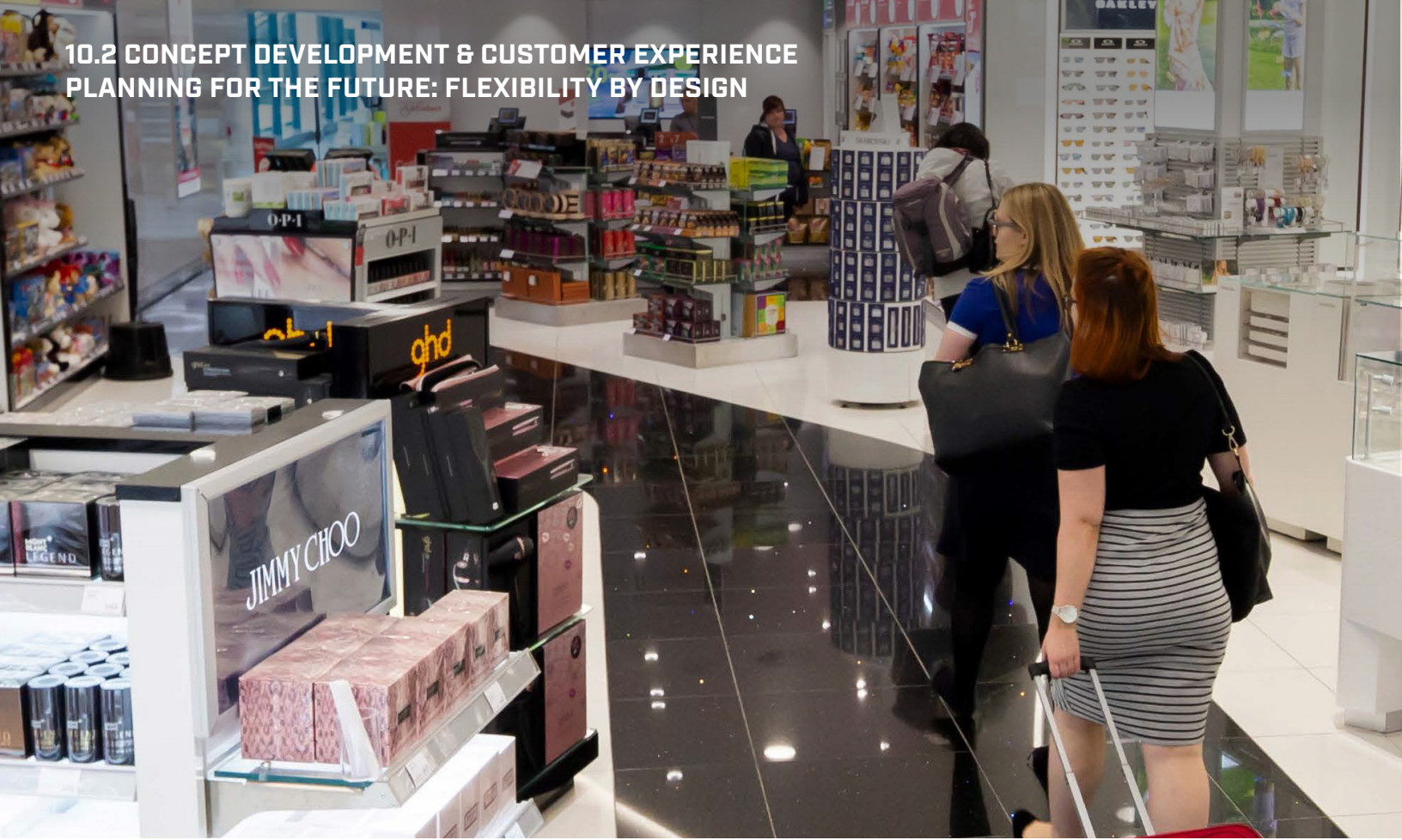


The journey of wonder extends into our North Concourse retail space, designed with a minimalist yet industrial aesthetic that echoes the vibe of Seattle's bustling urban environment.

MAXIMIZING SALES THROUGH THOUGHTFUL DESIGN

We've meticulously planned category sizes and their adjacencies to optimize revenue generation. The store ambiance is crafted to not only showcase products attractively but also to engage with passengers through tailored service. Our aim is to offer a shopping experience that is both reflective of the products we showcase and uniquely aligned with the Seattle airport's character.

10.2 CONCEPT DEVELOPMENT & CUSTOMER EXPERIENCE PLANNING FOR THE FUTURE: FLEXIBILITY BY DESIGN



In today's dynamic retail climate, adaptability is key. This philosophy is reflected in our flexible fixture designs, adaptive product offerings, real-time technology integration, and data-driven insights. By cultivating an environment that is both flexible and responsive, we not only meet but exceed passenger expectations, setting a new standard for airport retail. Below, explore the elements that constitute our approach to strategic adaptability.

Flexible Fixture Design: Our fixtures and shopping zones are semi-personalized, facilitating easy modifications and updates to accommodate brand shifts throughout the contract term.

Adaptive Perfume & Cosmetics Offerings: We provide various sizes and configurations of product bundles, enabling us to gauge consumer interest in specific brands efficiently.

Real-Time Technology Integration: Embedded technology tracks key metrics like sales volume and dwell time, allowing for prompt adjustments to product selections and brand visibility.

Biannual Customer Insight Surveys: These surveys collect critical data on buying preferences and demographic factors, informing our ongoing program refinements.

10.2 CONCEPT DEVELOPMENT & CUSTOMER EXPERIENCE ROTATING BRANDS & PRODUCTS OVER TIME



CONTINUOUS PRODUCT & BRAND EVOLUTION A STRATEGY FOR SUSTAINED SUCCESS



The fluidity of products and brands is a cornerstone of our commercial strategy, vital not only for launching new programs but also for maintaining operational success. To keep pace with evolving consumer trends and shopping habits, we employ a multi-pronged approach to optimize performance.

Biannual Performance Review

Twice a year, each unit undergoes a comprehensive assessment. We analyze product performance across categories and use camera data to evaluate dwell time. This multifaceted analysis, combined with sales metrics, allows us to identify influencing factors—be it product selection, store layout, or fixture effectiveness—and adjust accordingly.

Ongoing Consumer Trend Monitoring

Beyond store-level and sales data, we consistently scrutinize broader trends, including category-specific shifts, travel patterns, flight schedule changes, demographic variations, and technological innovations. This extensive consumer analysis informs our strategy, ensuring that our offerings continually evolve to meet the needs and preferences of passengers.

10.2 CONCEPT DEVELOPMENT & CUSTOMER EXPERIENCE ATTRACTING DUTY-PAID TRAVELERS



SEA will serve as a gateway that serves diverse travelers, each with unique needs and preferences. While international travelers have long been the focus of duty-free retail, domestic passengers represent an untapped market brimming with potential. Our strategic approach reimagines the duty-free experience, tailoring it to capture the attention and spending power of domestic travelers. From a restructured layout to curated product assortments, discover how we're elevating airport shopping to new, inclusive heights.

RETHINKING DUTY-FREE LAYOUTS FOR DOMESTIC APPEAL

Traditional duty-free philosophy blends bonded items with other categories, understood by international travelers but less inviting to domestic passengers. Our layout distinctly separates bonded goods, encouraging domestic travelers to explore.

CURATED MERCHANDISE FOR DOMESTIC TASTES

Our merchandising strategy is tailored with precision to resonate with domestic travelers, effectively maximizing revenue streams. Highlighting a few focus areas:

Beauty & Fragrance: A Global Mix

Fragrance preferences are diverse. We curate scents for both international and local tastes. We also feature travel-

friendly mini sizes in beauty products, inviting domestic passengers to try and buy. "Clean beauty" is a priority, valued by Western and U.S. customers.

Ethical Fashion Choices

Younger and U.S. travelers value social responsibility. Our apparel range includes products from Black-owned, women-led, and small businesses, with a focus on ethical factors like sustainability and fair trade.

Local Artisanal Keepsakes

The U.S.'s geographical size makes duty-free shopping distinct. Both international and domestic travelers prefer local items. This appeals to both international and domestic passengers who favor "homegrown" items.

10.3

Unit Design, Materials, Capital Investment & Estimated TRA Design Costs



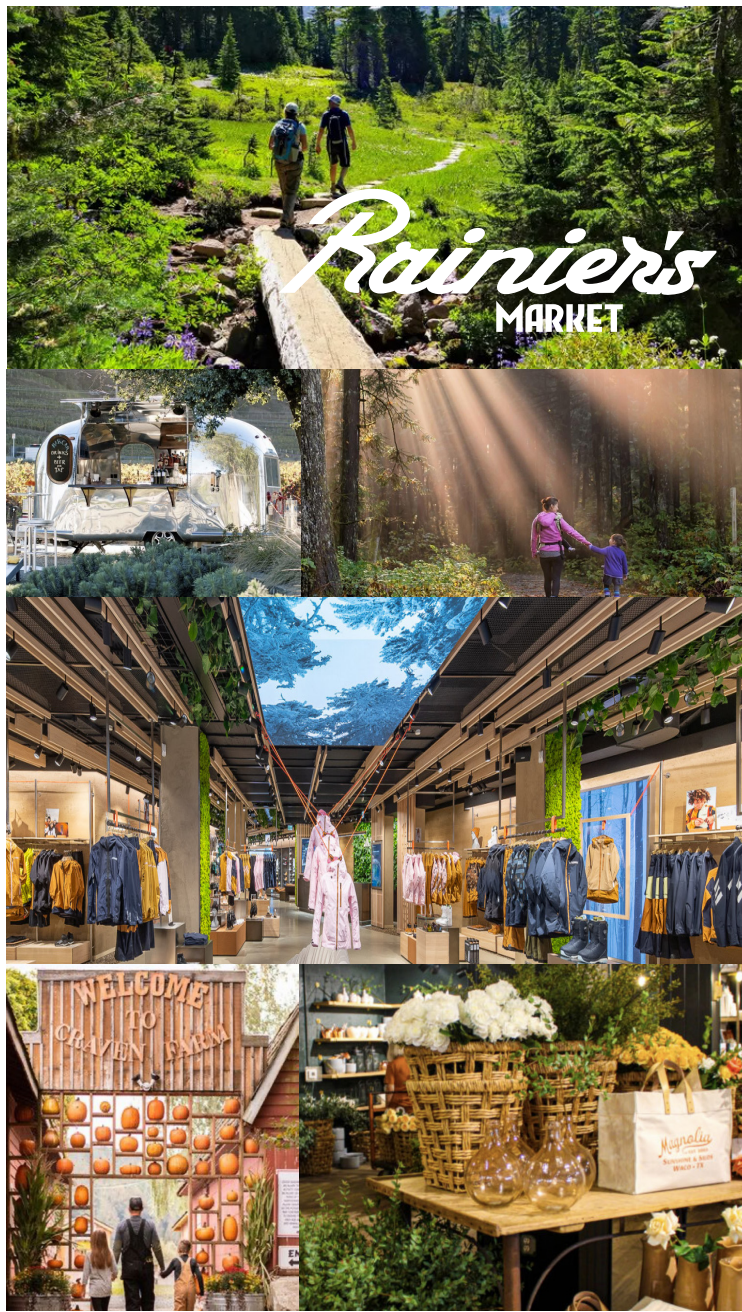
Seattle-Tacoma
International
Airport

CONCOURSE A - DESIGN

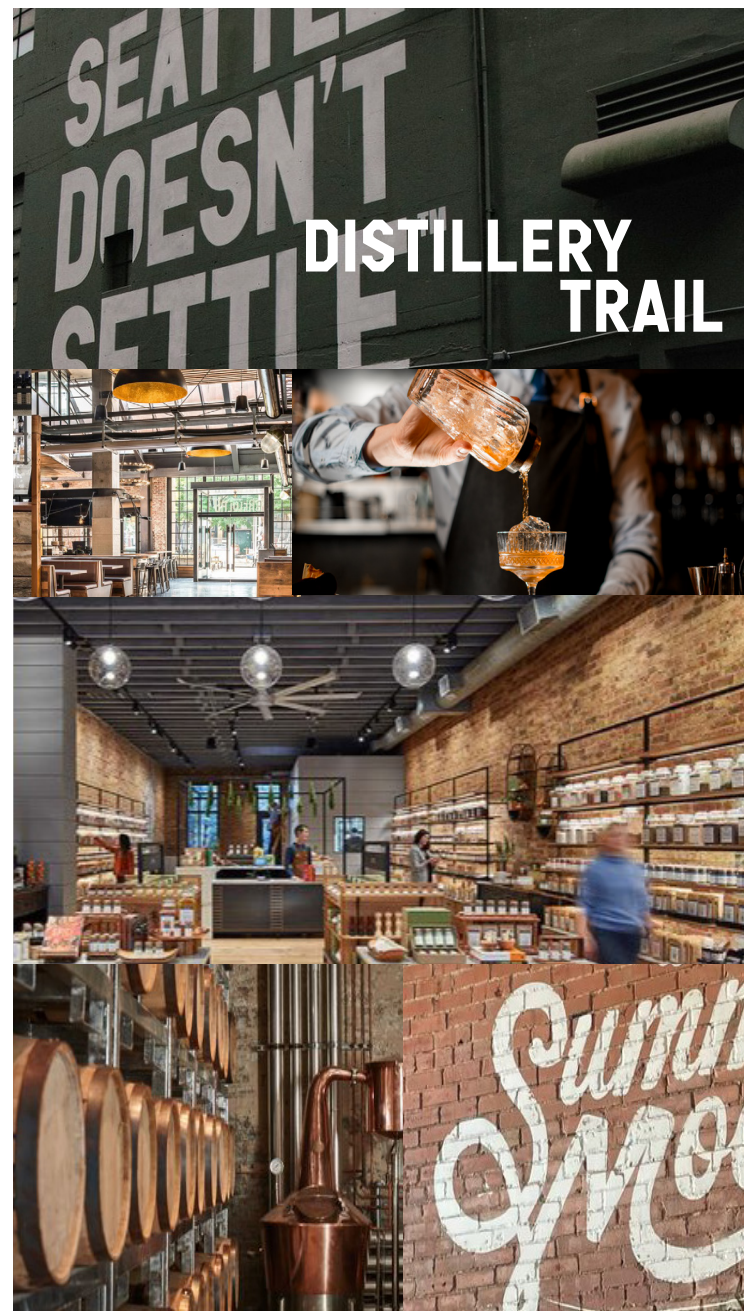
Rendering Introduction



THE BEAUTY TRAIL
PERFUME & COSMETICS & MIND.BODY.SOUL.
LOOK & FEEL



RAINIERS MARKET
LOCAL FOOD
LOOK & FEEL



THE DISTILLERY TRAIL
TOBACCO & LIQUOR
LOOK & FEEL



URBAN ARMOUR
LOCAL FASHION
LOOK & FEEL

A SERIES OF EXPERIENTIAL TRAILS

Concourse A begins with a journey through our Chihuly Gardens inspired Beauty Trail. A trail through Mount Rainier National Park informs our Rainiers Market. The energy, bar culture and nightlife of Capitol Hill is captured in our Liquor and Tobacco Distillery Trail that flows into our Urban Armour fashion trail inspired by the Gorpcore trend synonymous with Seattle and featuring sustainable and B Corp certified brands to foster a better community and planet.

Our experiential trails will continue into the South Concourse where a completely different series of Seattle inspired concepts have been created for passengers to discover and enjoy...



THE BEAUTY TRAIL
Inspired by Chihuly Gardens
 Perfume & Cosmetics
 mind.body.soul.

THE BEAUTY TRAIL
 Inspired by the beautiful color glass and green lush surroundings of Chihuly Gardens our Beauty Trail is a fusion of transparent color glass intertwined with nature.



RAINIERS MARKET
 Inspired by the Mount Rainer National Park our local market area is an exciting trail through the great outdoors on Seattle's doorstep.



RAINIERS MARKET
Inspired by Mount Rainier National Park
 Local Food, Souvenirs, Gifts & Pets

URBAN ARMOUR
 Gorpcore, the fashion trend synonymous with Seattle has inspired the edgy urban outdoor aesthetics of our Fashion and Accessories category. Featuring sustainable "B Corp Certified and Sustainable" fashion for embracing the outdoors



URBAN ARMOUR
Inspired by the Gorpcore trend [synonymous with Seattle] that focuses on fashion made for embracing the outdoors.
 Fashion & Accessories

THE DISTILLERY TRAIL
Inspired by Capitol Hill's bar culture and speakeasy's
 Liquor & Tobacco



THE DISTILLERY TRAIL
 Inspired by the Capitol Hill bar scene and it's Speakeasy's. Our Distillery Trail takes passengers into an industrial stripped back environment with painted brick work and barrel framed walls with a local liquor speak easy inspired try before you buy experience at it's heart.



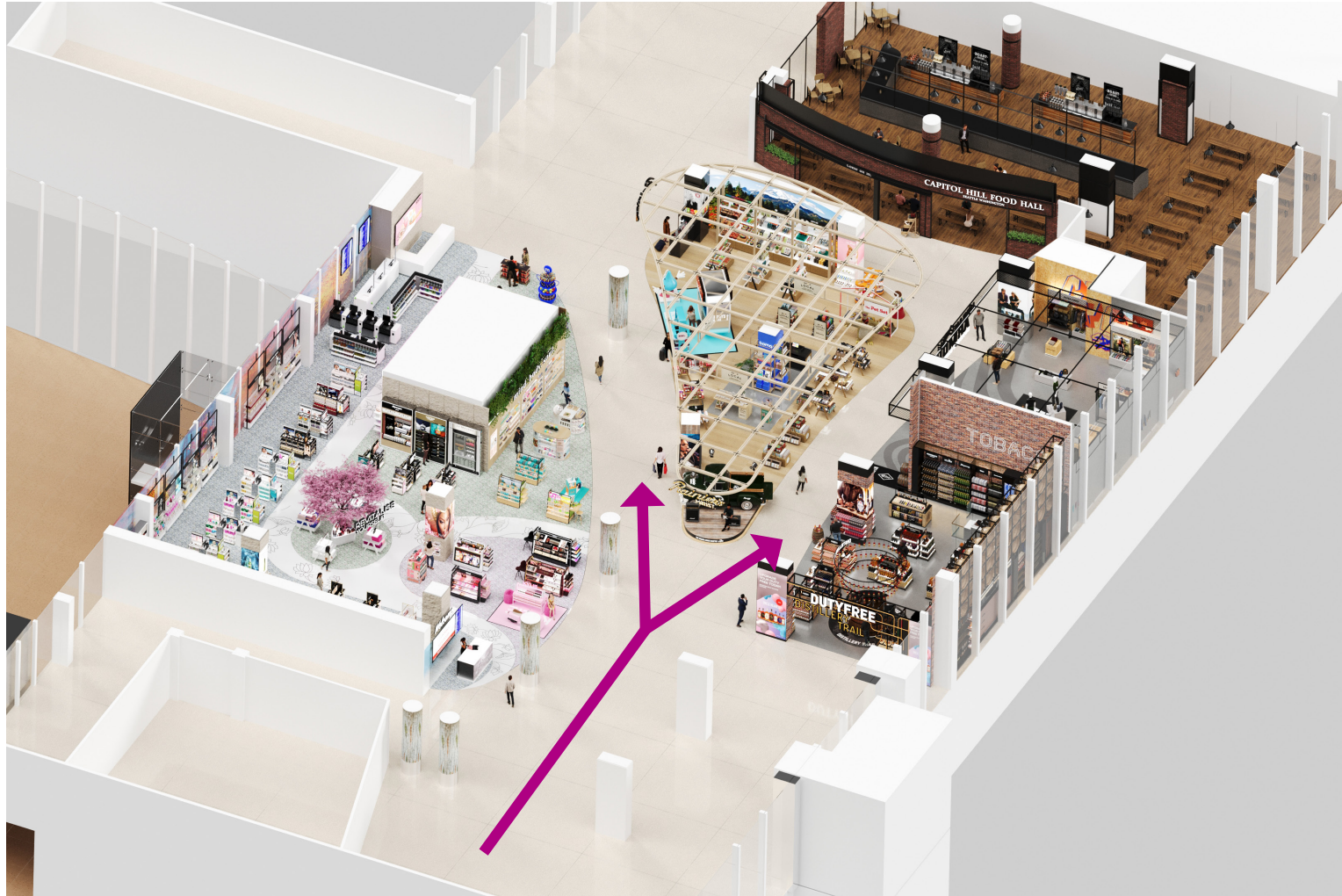
ZONING

Our category layout strategy aims to take passengers through a series of experiential trails which embody both the products and also delivers a sense of Seattle. We locate perfume and cosmetics upfront and on the left of the walkway and this is anchored with an events space to ensure newness and innovation, This logically sits next to mind.body.soul. deeper into the left hand side of the space to bridge the categories seamlessly. Behind mind.body.soul our confectionery area and POS can be found.

The center of the plan features multi category local products under the 'Rainiers Market' concept, this has been centrally located as we know this is a key customer attractor which has an element of theatre and engagement for all passengers. The level of attraction is further amplified in this category with our "Truck Stage" area right at the front. Here passenger can experience performances from up and coming Seattle artists as well as established Seattle favorites. Emphasis to the rear of this central space has been heightened with a Hershey Caravan installation and local events space to attract passengers into the store from the exit from the new expansion of Concourse A.

To the right hand side of the space our liquor and tobacco area features a tasting experience at its heart with a strong emphasis on local brands. Tobacco is located to the back of the space and is clearly visible within the department whilst being separated with low level glass screening from the rest of the store. From liquor and tobacco the journey continues into our local fashion "Urban Armour" concept offering passengers authentic Seattle based outdoor fashion brands, the perfect gift idea.





Ariel View – Front



Ariel View – Back

UNIFY THE JOURNEY

Discover Rainier's Market, the Heart of the Space

In these visual layouts, passenger movement is depicted from dual angles for a comprehensive understanding. On the left, you'll notice the initial entry point for guests, immediately divided by the strategically positioned Truck Stage. This ensures that the venue captures immediate attention. Conversely, the second layout illustrates the area from an opposing vantage point, against the flow of passenger traffic.

Visitors veering left past the Truck Stage will be irresistibly lured into The Beauty Trail, while those who proceed to the right can indulge in a curated experience at The Distillery Trail, followed by Urban Armour. Unifying the entire space is Rainier's Market, a central hub where all passengers are invited to discover locally crafted gifts and explore specially designed activation zones.

ENTRANCE CONCEPT DIGITAL FOREST SHARDS...

A series of digital forest shards fill the double height volume available within the space creating a dramatic dynamic ever changing entrance statement. The digital shards play imagery of the mountain and forests of Mount Ranier National Park. The digital content of the shards is used to deliver sense of place Seattle imagery as well as marketing messages encouraging passengers to explore the store. The sides of the shards are faced in light oak timber and names of iconic Seattle and Mount Ranier National Park trail names feature on the sides of the shards.



UPGRA
YOUR
FREE T
DISCOVER GRE
IN-STORE







The Beauty Trail

REVITALISE YOURSELF!

mind. body. soul.

Name of Airlines	Code	Term	Asia
AIR NEW ZEALAND	NZ	T1	
Aeroflot Russian Airlines	SU	T1	
Air Canada	AC	T1	
Air China	CA	T1	
Air France	AF	T1	
Air India	AI	T1	
AirAsia	AK	T2	
All Nippon Airways	NH	T1	
Asiana Airlines	OZ	T1	
Bangkok Airways	PG	T2	
Cathay Pacific	CX	T1	
Cebu Pacific Air	5J	T1	
China Airlines	CI	T1	
China Eastern Airlines	MU	T1	
China Southern	CZ	T1	
City Airways	EB	T2	
Dragonair	KA	T1	
EASTAR JET	ZE	T2	
EVA Air	BR	T1	
Emirates airline	EK	T1	
Ethiopian Airlines	ET	T1	
FINNAIR	AY	T1	
Garuda Indonesia	GA	T1	
HK Express	UO	T2	
Hong Kong Airlines	HX	T1	
JEJU AIR	7C	T2	
Japan Airlines	JL	T1	
Jet Airways	9W	T2	
Jetstar Asia Airways	3K	T2	
Jin Air	LJ	T2	

WELCOME



The Beauty Trail.

Welcome

Reserve & Collect
by DUFFY

The smart way to enjoy great airport prices

Reserve in your home

LANCÔME

CHANEL

Dior

REVITALIZE YOURSELF

RATH LABS

KYLIE

Charlotte Tilbury
Prep

Conceal

NARS

CHIHULY GARDENS SEE THROUGH GRAPHIC WALL

Our Chihuly Gardens transparent graphic wall creates a dramatic back drop to our Beauty trail and an equally attractive presentation from the arrivals hall. The transparent graphic wall allows visibility into the perfume and cosmetics category from the arrivals hall.



CHIHULY GARDENS TRANSPARENT GRAPHIC WALL
Photo example of transparent digital print vinyl onto clear glass







mind. body. soul.

Stay Healthy.

Travel Comfort.

Feel Better.

Feel Better.

Relax.

MOROCCANOIL

MOROCCANOIL

Marshall

THE TRUCK STAGE



mind. body. soul.

Stay Healthy.

Travel Comfort.

Feel Better.

Relax.

THE TRUCK STAGE SEATTLE



