

SEATTLE TACOMA

DUFFRY STORE



SEA
Seattle-Tacoma
International
Airport

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

PACKAGE:
RFP 23-1DF

UPGRADE
YOUR DUTY
FREE TODAY!
DISCOVER GREAT SAVINGS
IN-STORE

UNCLE NEAREST

DUTYFREE
DISTILLERY
TRAIL

DISCOVER GREAT SAVINGS
IN-STORE

SEATTLE TACOMA

Good Afternoon & Thank You

Welcome

The smart way to enjoy
great airport prices

Reserve from your home

mind. body. soul.

JO MALONE

TYLIE

CAPITOL PET SHOP FOOD HALL

UPGRADE
YOUR DUTY
FREE TODAY!

DISCOVER GREAT SAVINGS
IN-STORE

UP TO 40% OFF
ON THE NEAREST
DUTY FREE STORE

DUTY FREE
DISTILLERY
TRAIL

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

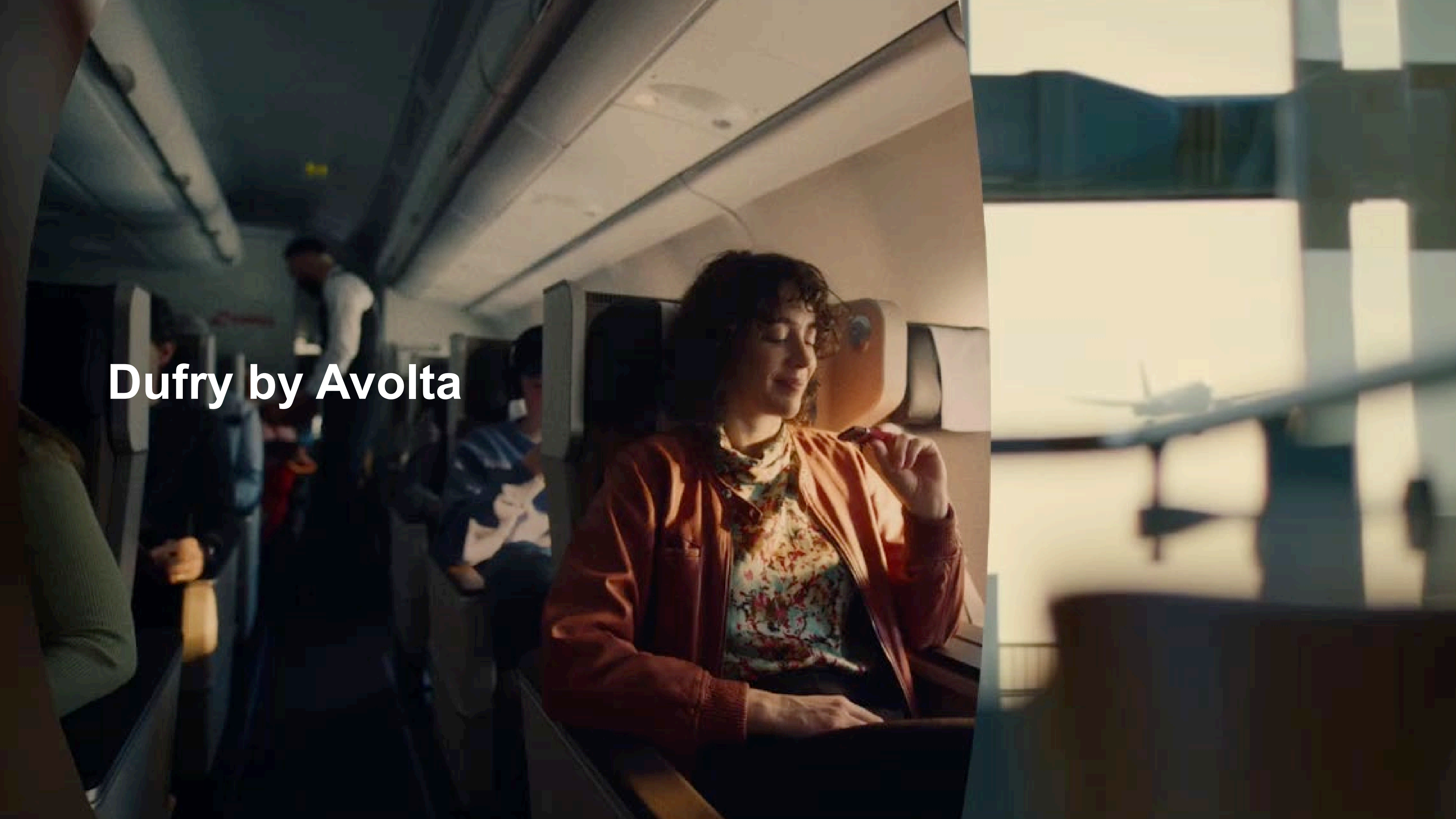


Shelby Scales
VP Partner Relations



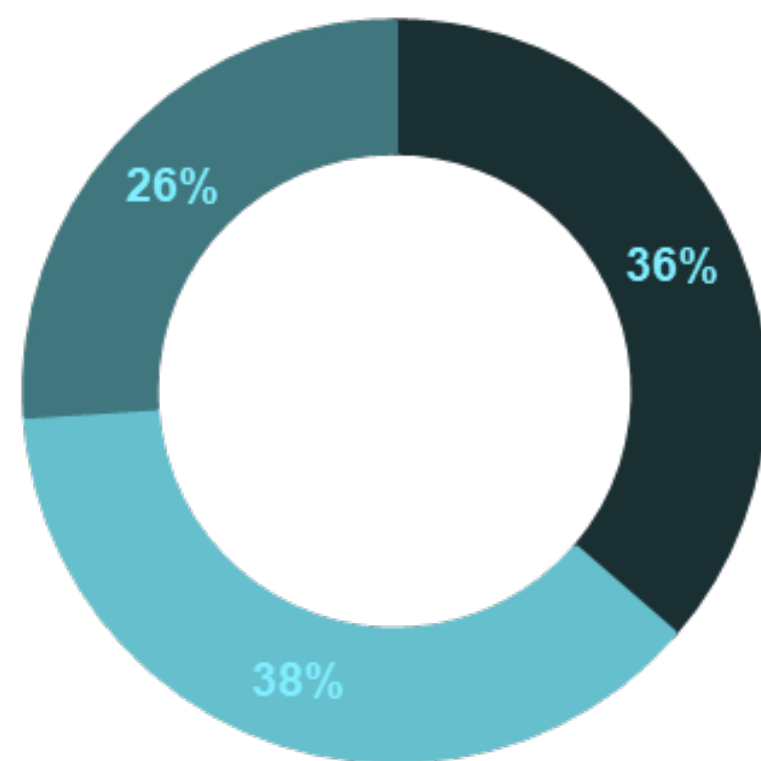
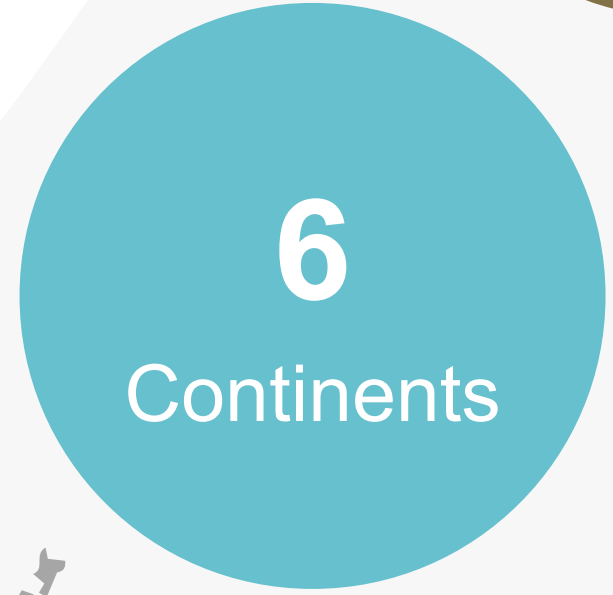
Justin Jensen
Senior Director Design &
Construction

Dufry by Avolta



Global Operations

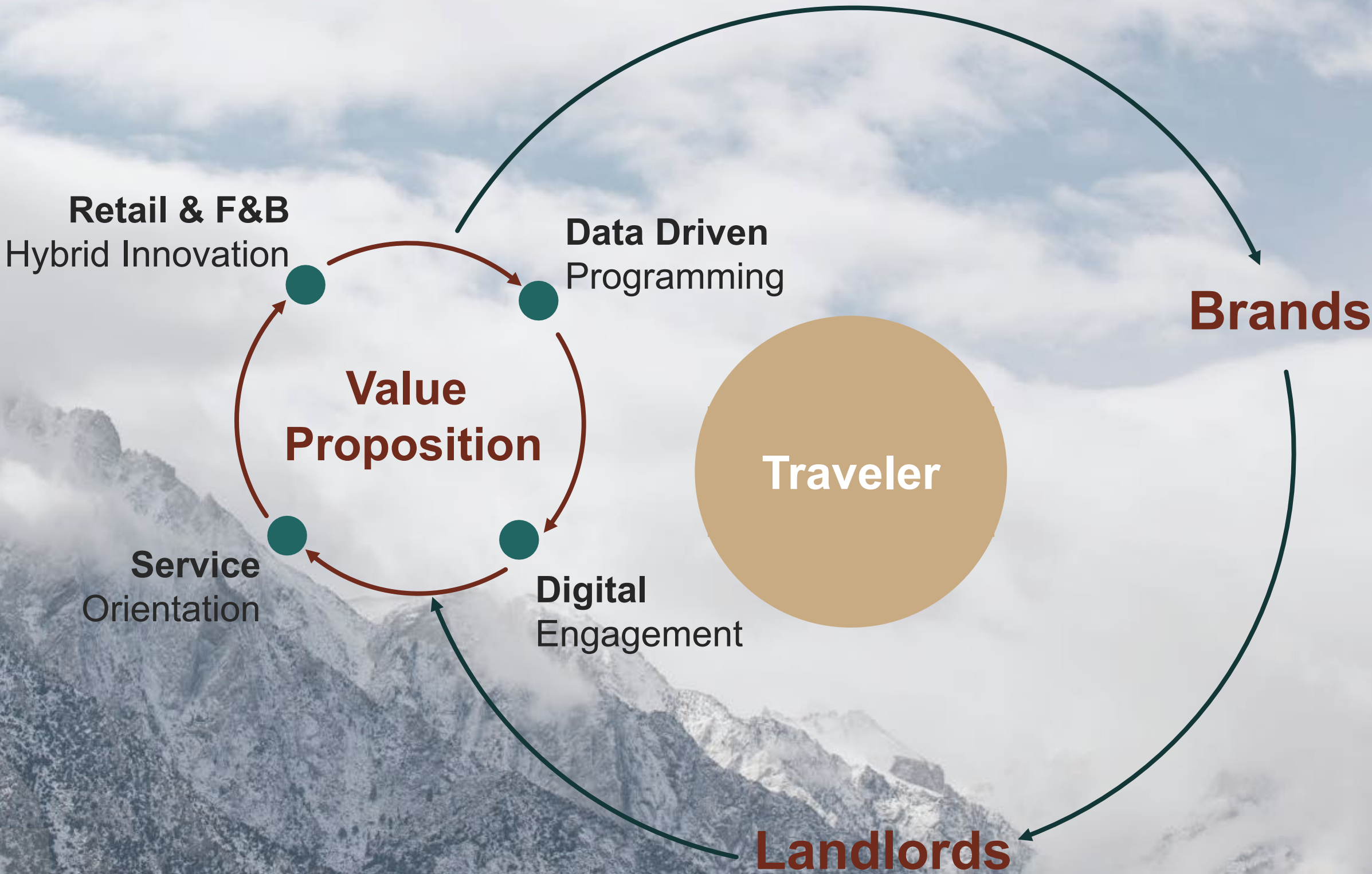
More diversified, more resilient, and equipped with additional resources to transform travel.



■ F&B
■ Duty Free
■ Duty Paid

Value-Creation Flywheel

Creating opportunities for all stakeholders



Traveler Focused Strategy

A photograph of a retail store, likely a cosmetics or perfume shop, with a blue overlay. In the center, a woman with blonde hair in a bun, wearing a dark jacket with white stripes on the sleeves and a name tag, is holding a small white jar of product. She is smiling and looking at two other women. One woman with long dark hair is also smiling and looking at the product. The other woman has long dark hair and is looking towards the product. In the background, there are shelves of various cosmetic products, including Lancôme and Chanel. A shopping basket is visible in the foreground. The text "Your Partner Today" and "Your Partner Tomorrow (we hope)" is overlaid in white on the left side of the image.

Your Partner Today
Your Partner Tomorrow (we hope)

Duty-Free Team @ Seattle Tacoma International Airport



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

SEA

“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



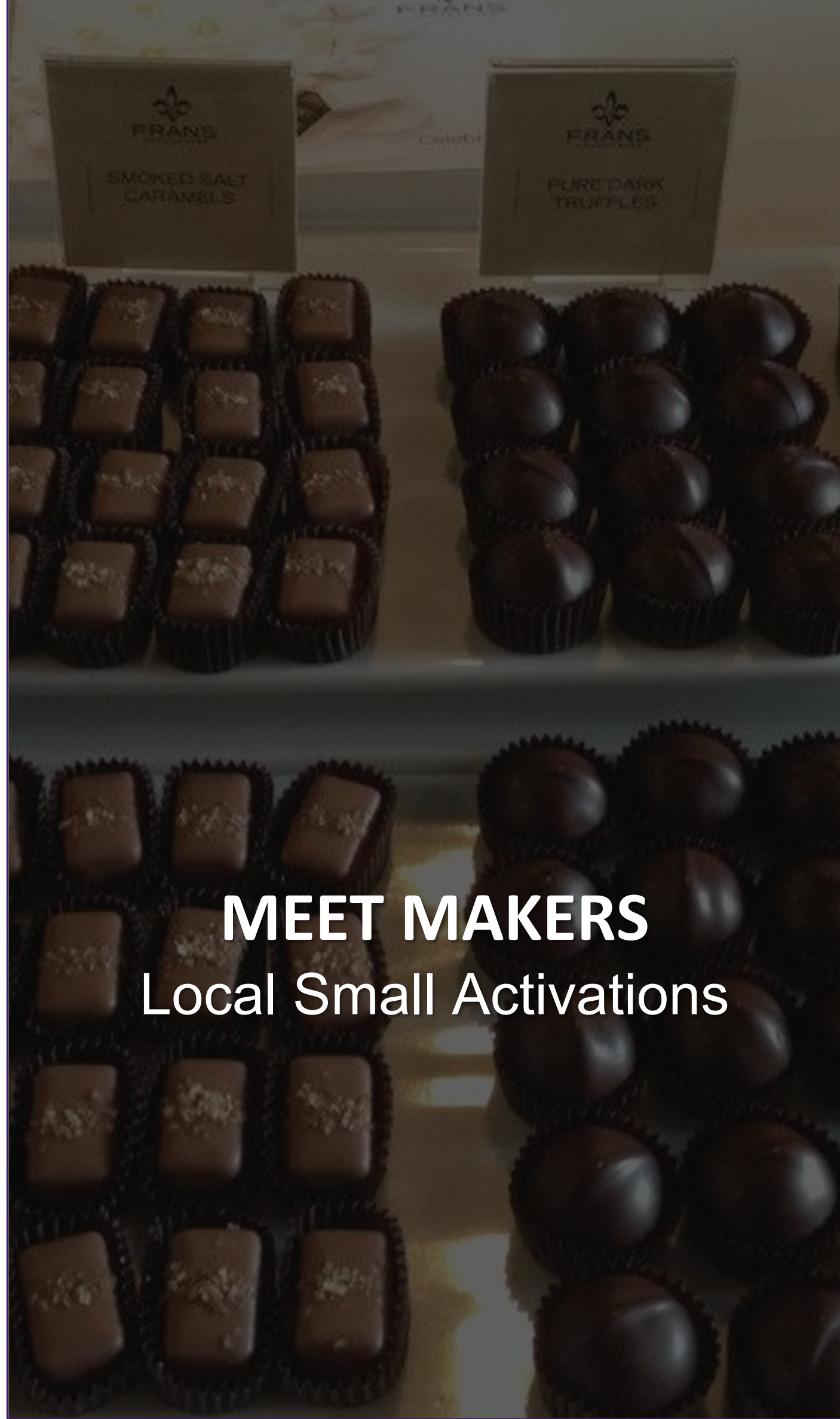
Principle #4

Elevated & Immersive Experiences



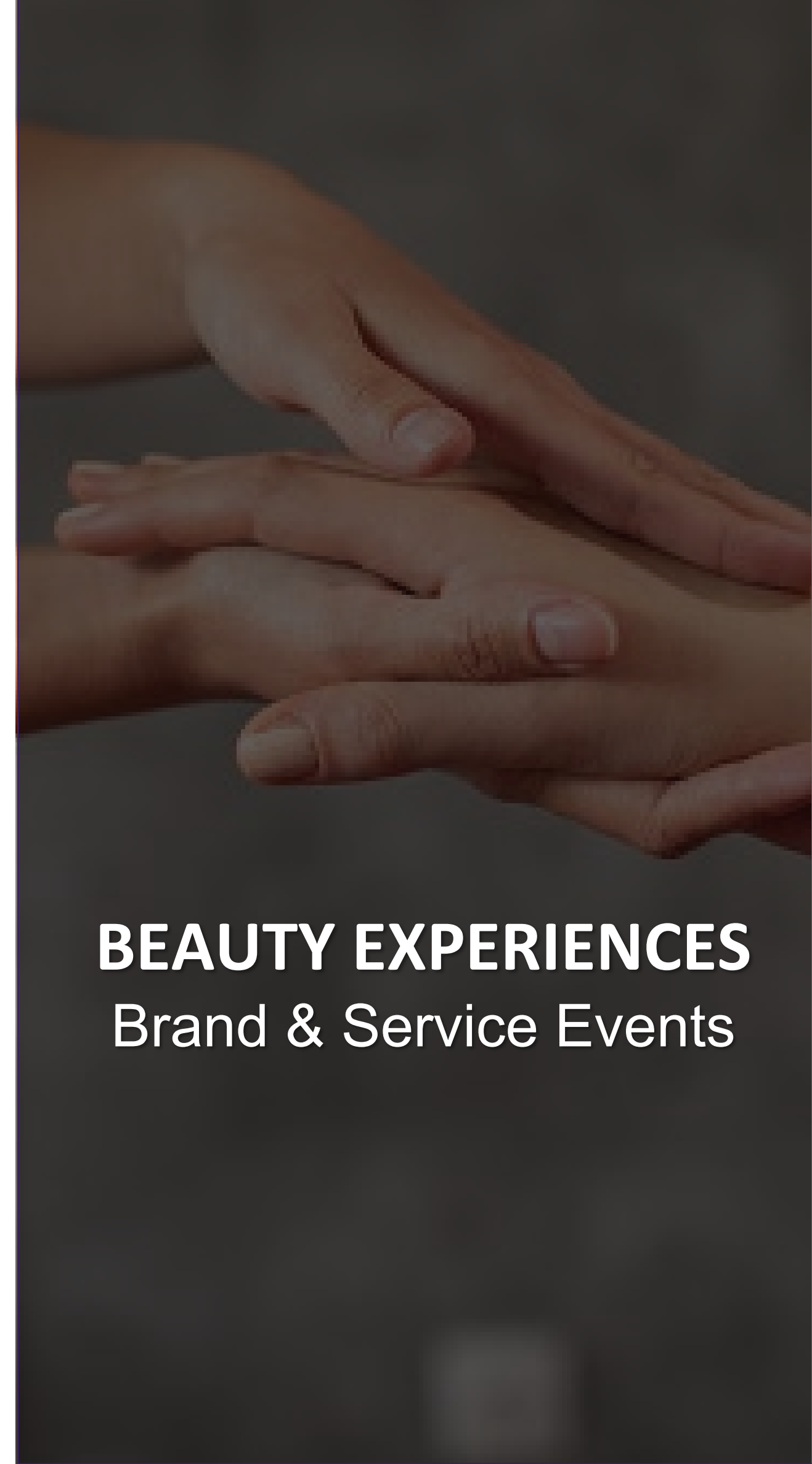
TASTING EVENTS

Liquor & Confection



MEET MAKERS

Local Small Activations



BEAUTY EXPERIENCES

Brand & Service Events

Digitally Enhanced Experiences



Journey

Focus



Engagement Throughout the Journey



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

The Beauty Trail.

Rainier's MARKET

DISTILLERY TRAIL

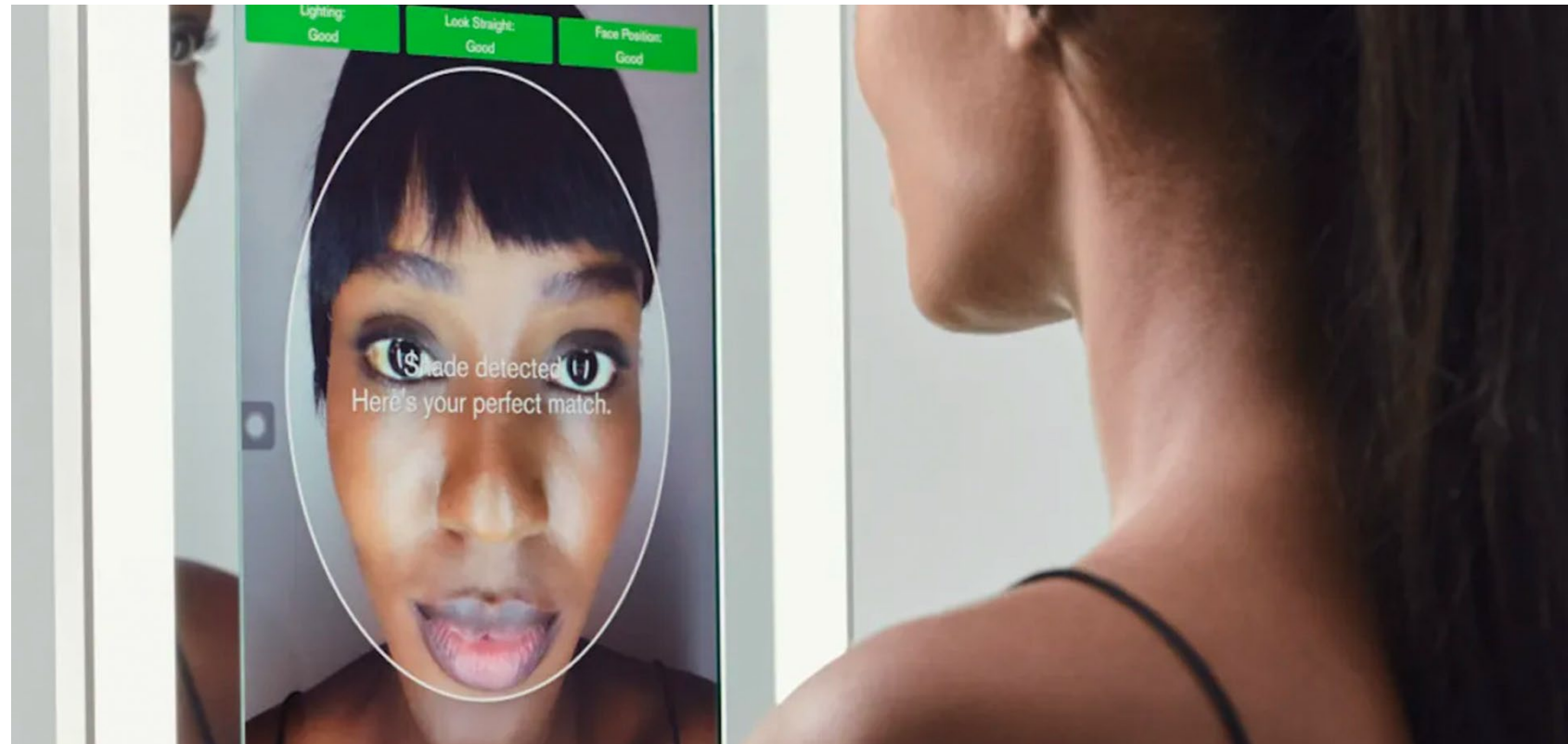
URBAN ARMOUR

Program Themes & Highlights

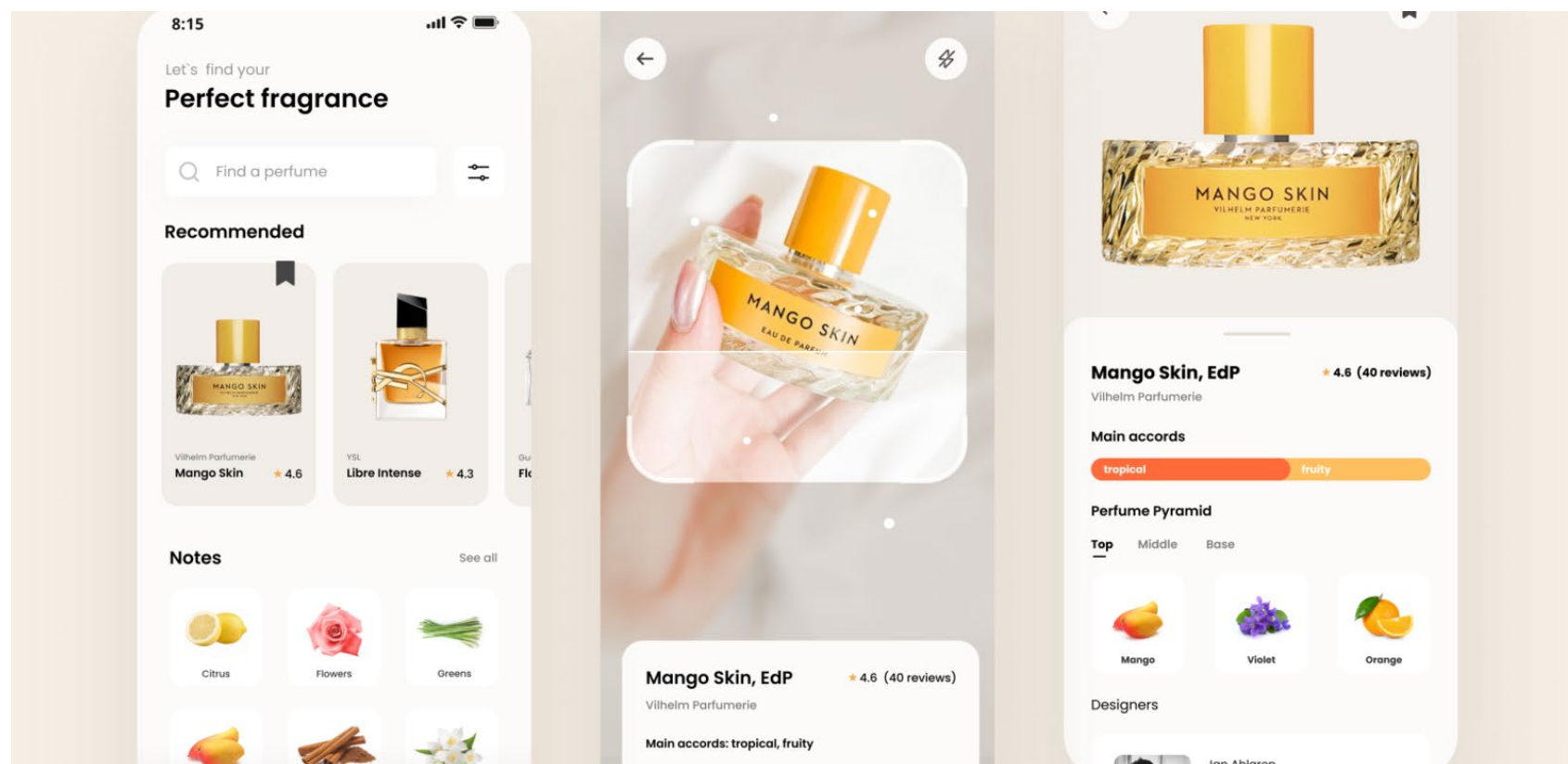
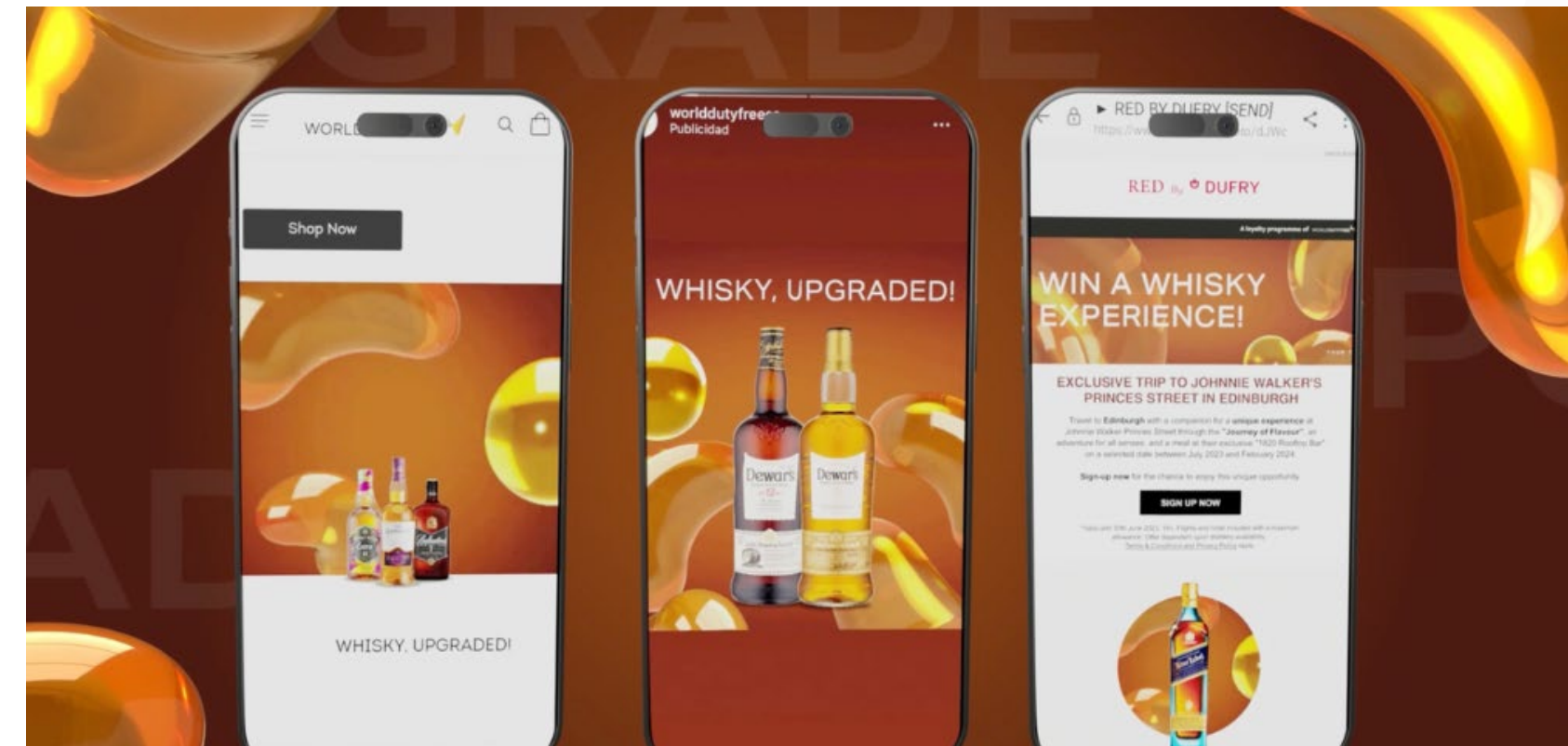


Tech-Enhanced Experiences

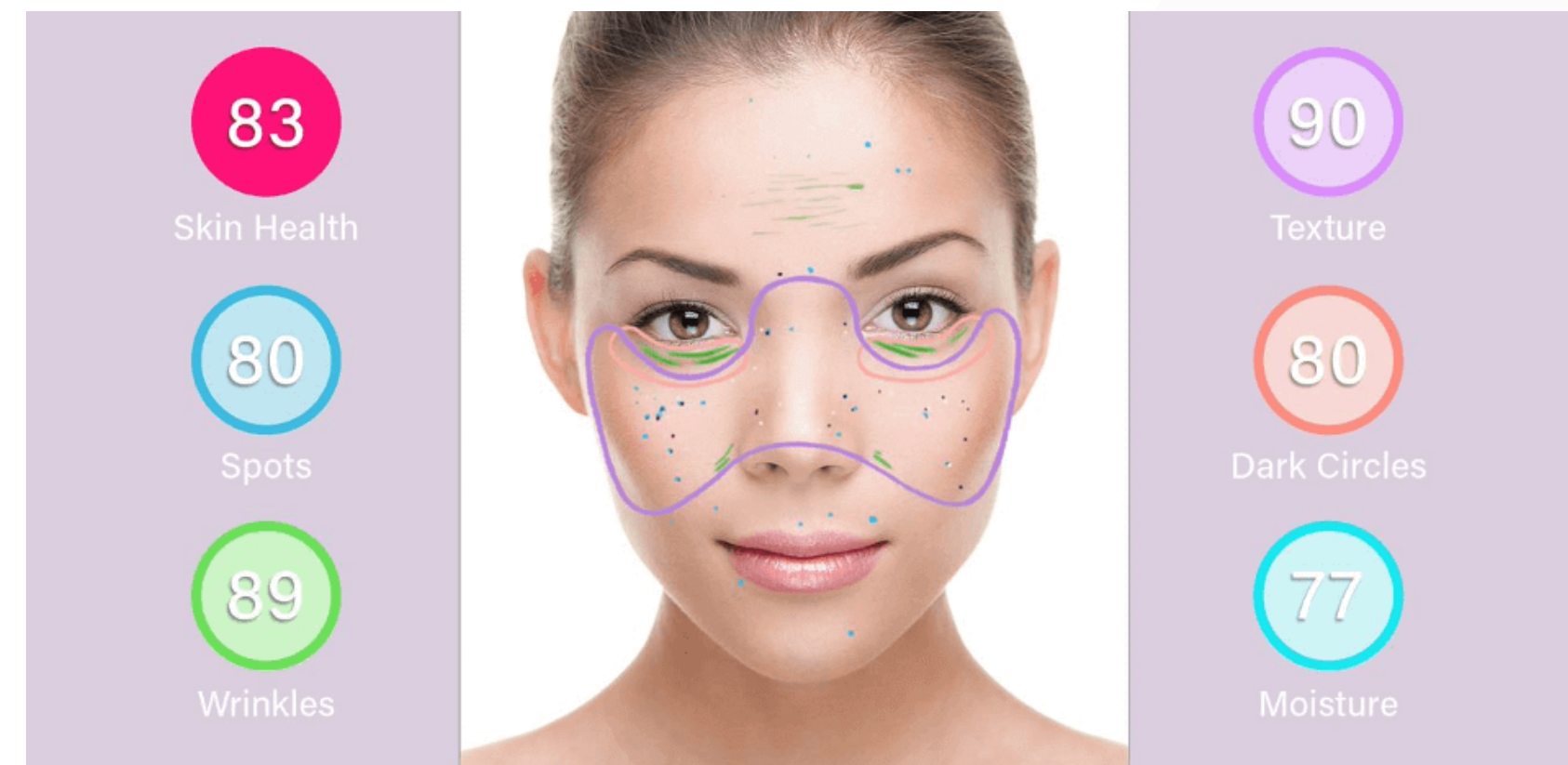
Virtual Try On



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.

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.

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.

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

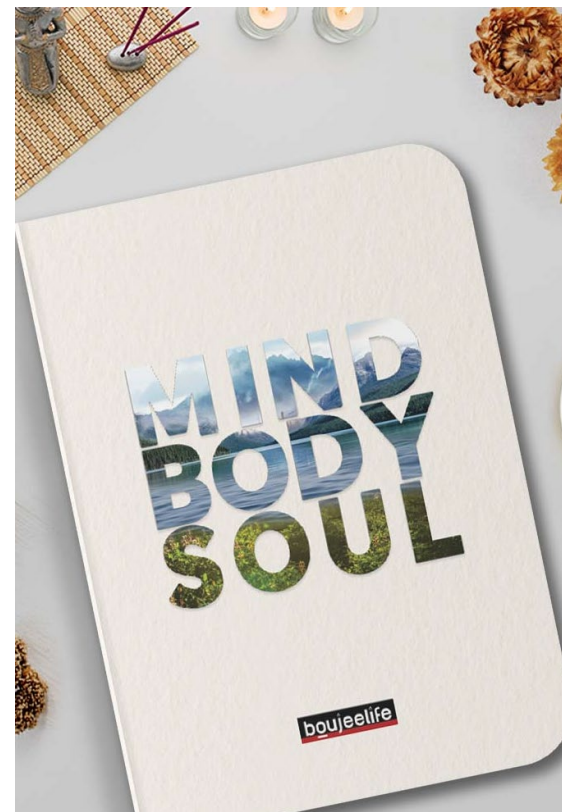
SEA



Mind. Body. Soul. & Clean Beauty

Wellness Forward Offering

Mind. Body. Soul



Clean Beauty



CLEAN beauty



Urban Armour – ESG

Protecting you, communities, & the planet



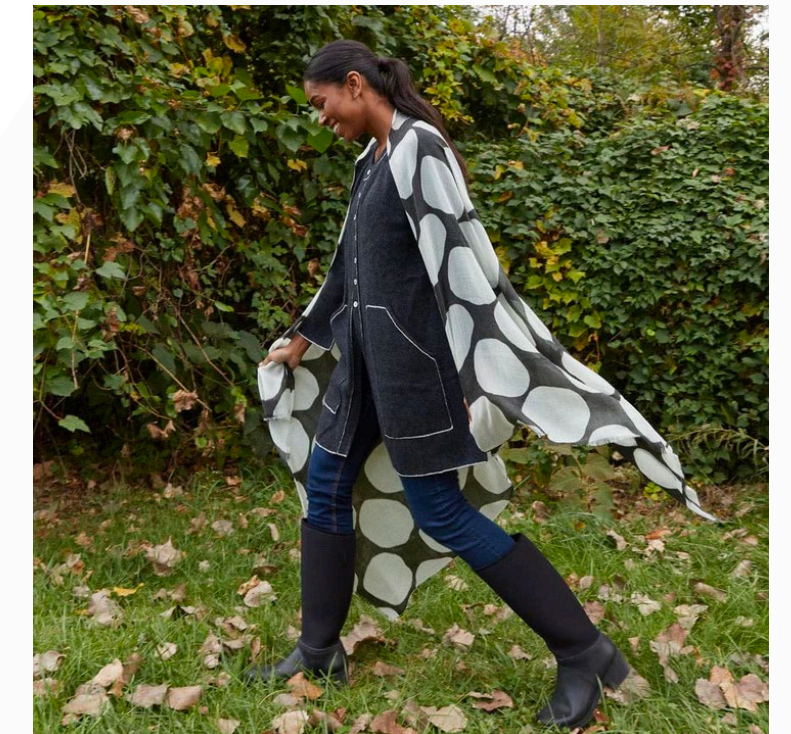
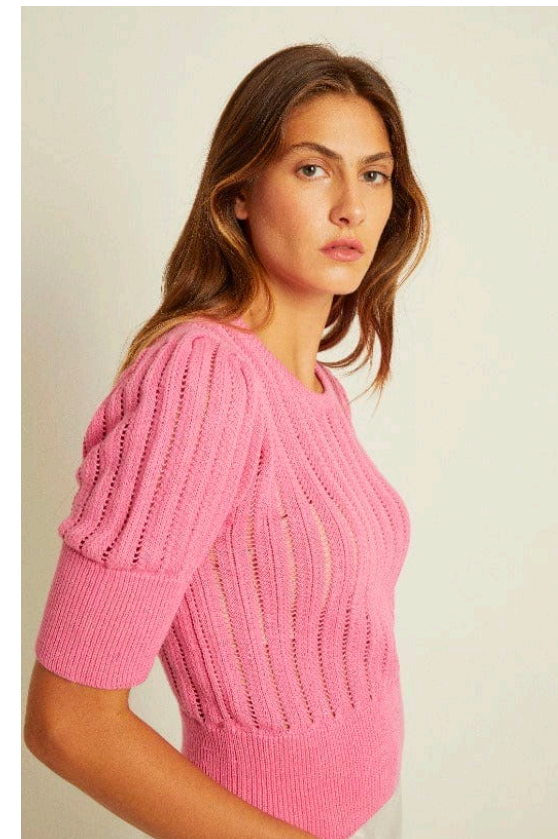
ECOALF



ECOALF

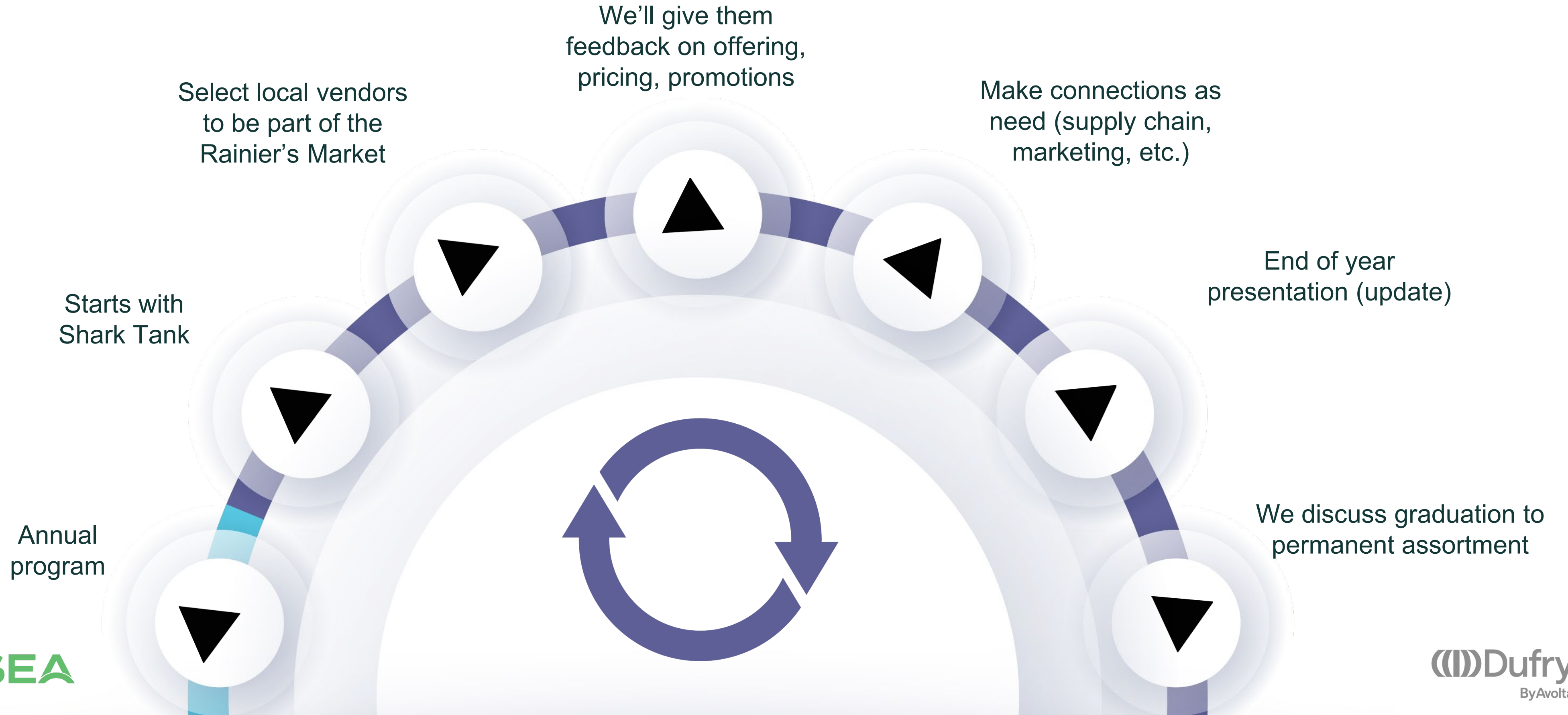


FELLER



Rainier's Market

Community Mentorship Program



Rainier's Market Shop Local



8TH GEN EIGHTH GENERATION
at Pike Place Market

boma


FELLER
SEATTLE



Exploring Seattle-Tacoma

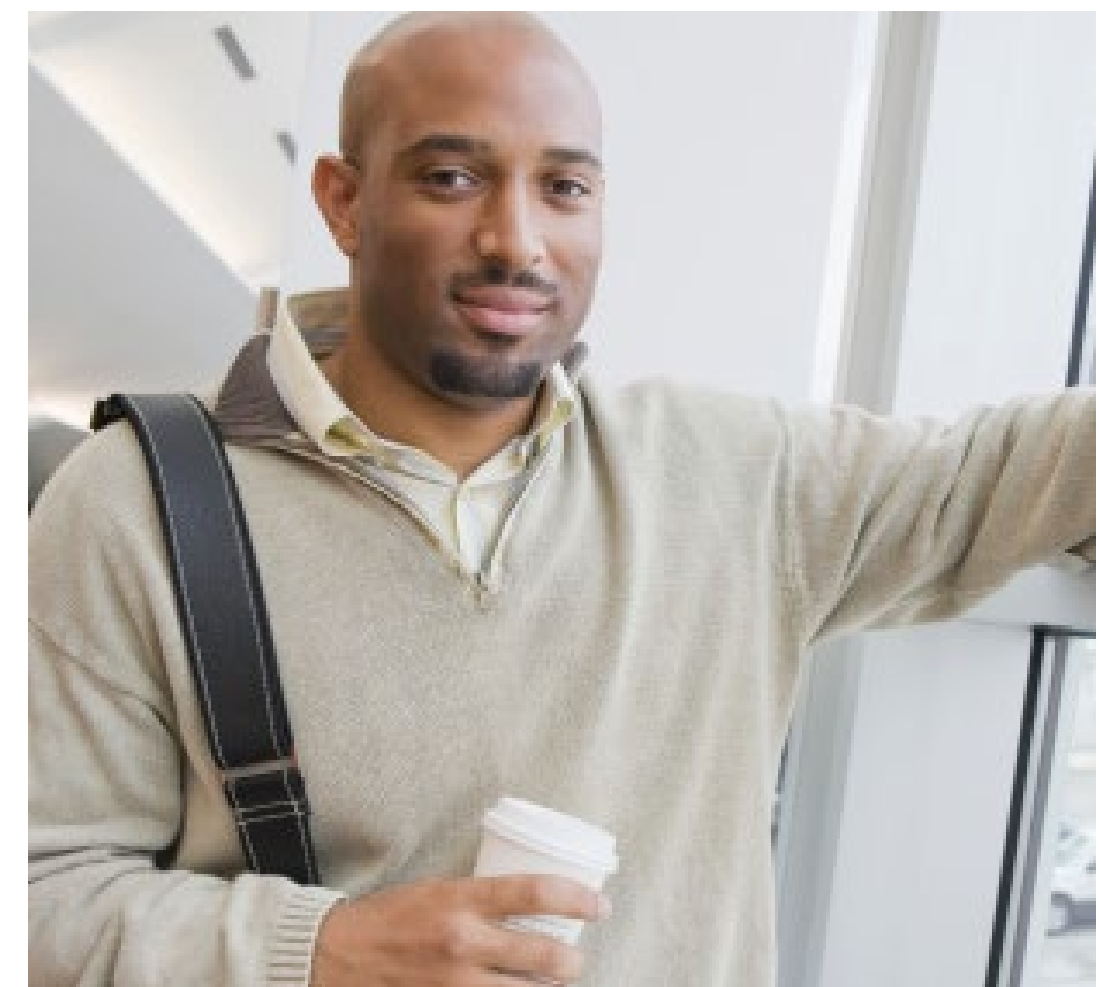
Custom merchandise and artwork, developed exclusively for Seattle-Tacoma.



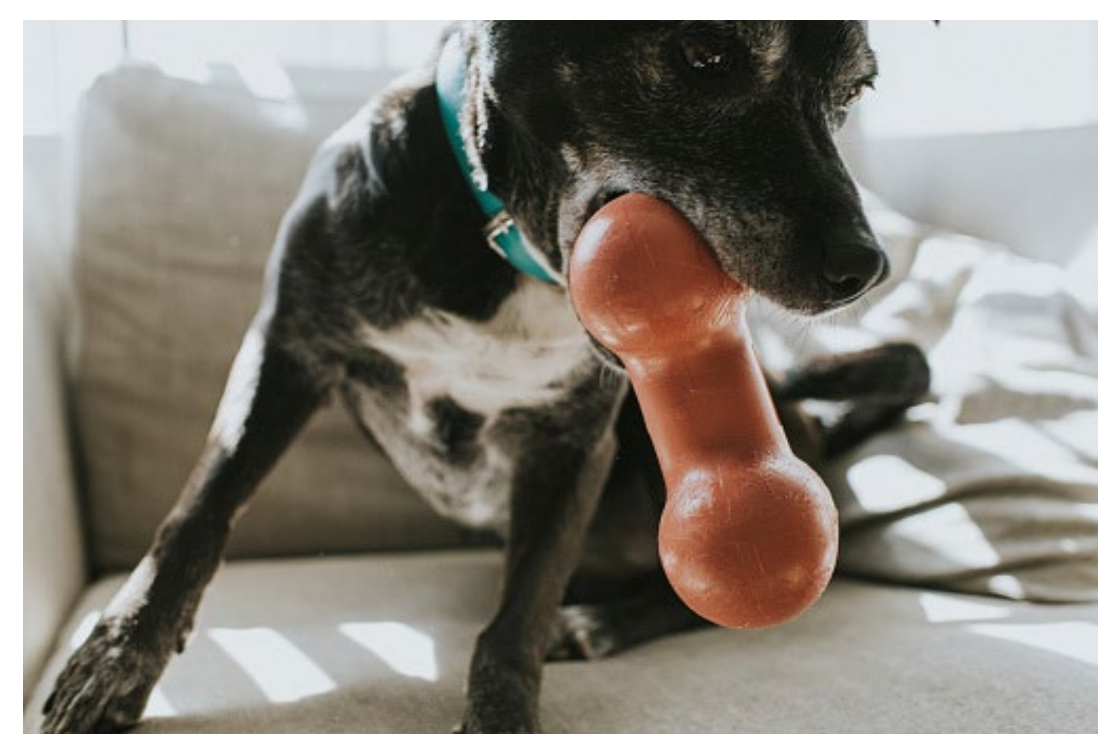
SEATTLE TACOMA

Concourse A – Unique Concepts









DF – Spirits and Tobacco

Distillery – Concourse A



South Concourse – Unique Concepts



CONNaisseur

COLLECTION



SPEAKEASY

“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”

Chloé
KENZO

Acne
STELLA
STELLA McCARTNEY

Suncatcher & Master of Time



Ω
OMEGA

IWC
SCHAFFHAUSEN

Dior

F
FENDI

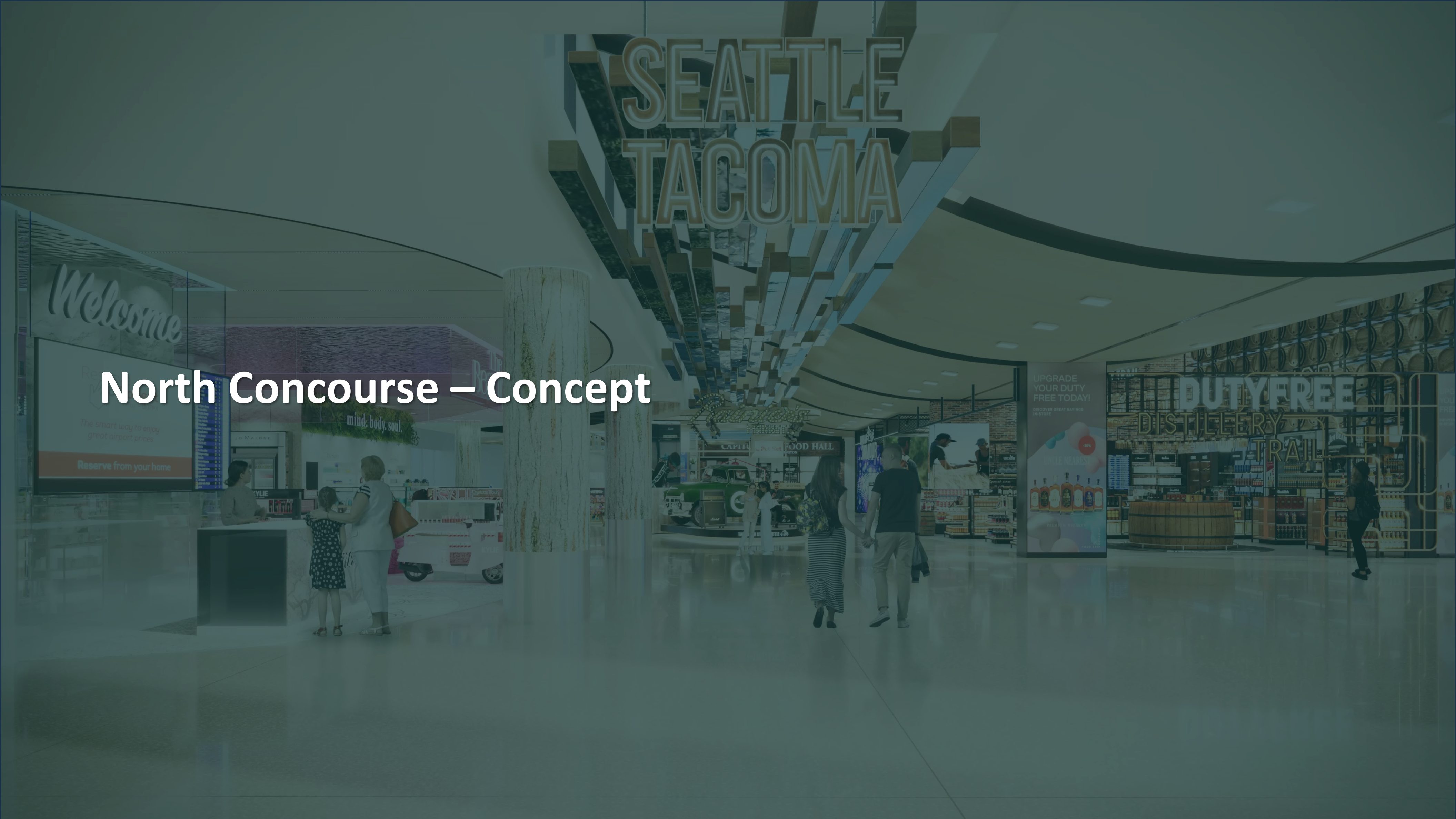
G U C C I

Y S L



SEATTLE TACOMA

North Concourse – Concept





SPIRITS



FRAGRANCE



TOBACCO



CONFECTION



COSMETICS

Renderings & Concept Design

Renderings & Concept Design



THE DESIGN 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

Step 3 – Attract, Engage and Entertain



Engaging, attracting and entertaining passengers throughout the Passenger Journey

Step 4 – Sense of Place

RAINIERS MARKET
Inspired by the Mount Rainier 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

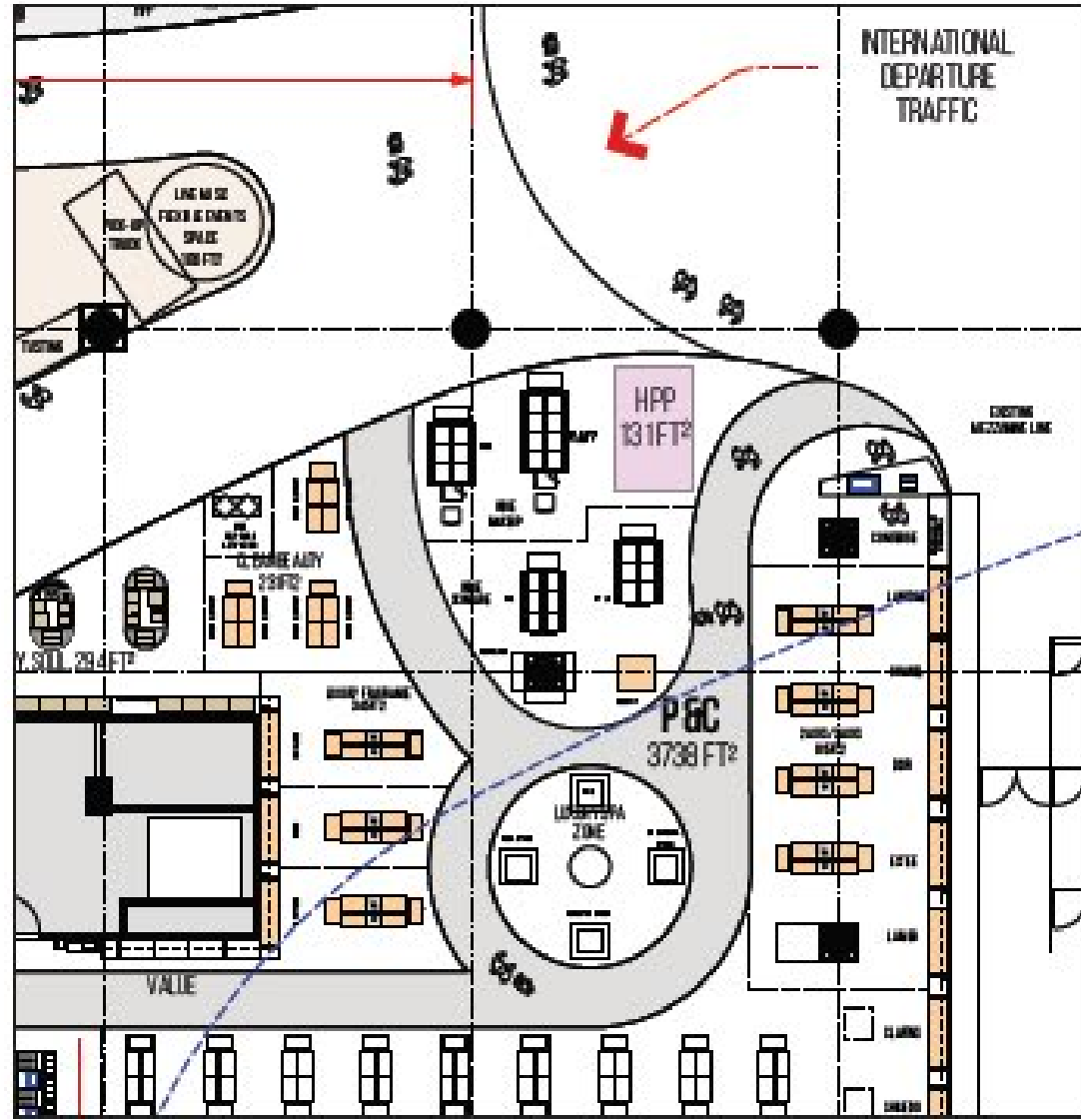
THE BEAUTY TRAIL
Inspired by Chihuly Gardens
Perfume & Cosmetics
mind.body.soul

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.

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.

Creating a unique Sense of Place that resonates with the Pacific Northwest region



AMBIENCE

- A bright fresh uplifting environment with light diffused through transparent colour glass 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 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

The Beauty Trail.

REVITALISE YOURSELF!

mind. body. soul.



Name of Airlines	Code	Term
AIR NEW ZEALAND	NZ	T1
Aeroflot Russian Airlines	SU	T1
Air Canada	CA	T1
Air China	AC	T1
Air France	AF	T1
Air India	AI	T1
AirKorea	KE	T2
All Nippon Airways	NA	T1
Alaska Airlines	AS	T1
Bangkok Airways	BK	T2
Cathay Pacific	CA	T1
China Eastern	CE	T1
China Southern	CC	T1
Dragonair	KA	T1
EASTAR JET	ZC	T2
EVA Air	BR	T1
Etihad Airways	EK	T1
FINAIR	AY	T1
Gauche Indonesia	GA	T1
HK Express	UX	T2
Hong Kong Airlines	HA	T1
JAL AIR	JL	T2
Japan Airlines	JA	T1
Jet Airways	3N	T2
Jakarta Asia Airways	JK	T2
Jin Air	MJ	T2



The Beauty Trail.

Welcome

Reserve & Collect

The smart way to enjoy great brand prices.

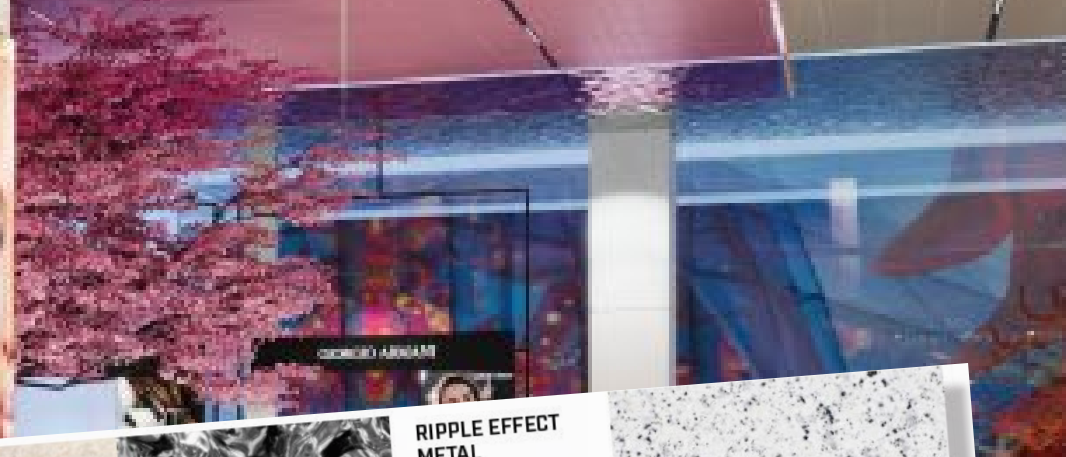
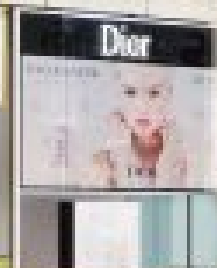
Scan your home

LANCÔME

CHANEL

Dior

REVITALISE YOURSELF!



ROUGH FINISH SANDSTONE RENDER

The Beauty Trail

FINE OAK LAMINATE FINISH

COLOURED GLASS PANELS

REVITALISE YOURSELF!

RIPPLE EFFECT METAL

CHERRY BLOSSOM TREE

GRANITE EFFECT PORCELAIN TILES

TERRAZZO EFFECT PORCELAIN TILES

KYLIE

Cristina Lilbury

Prep

Conceal

mind. body. soul.

Stay Healthy.

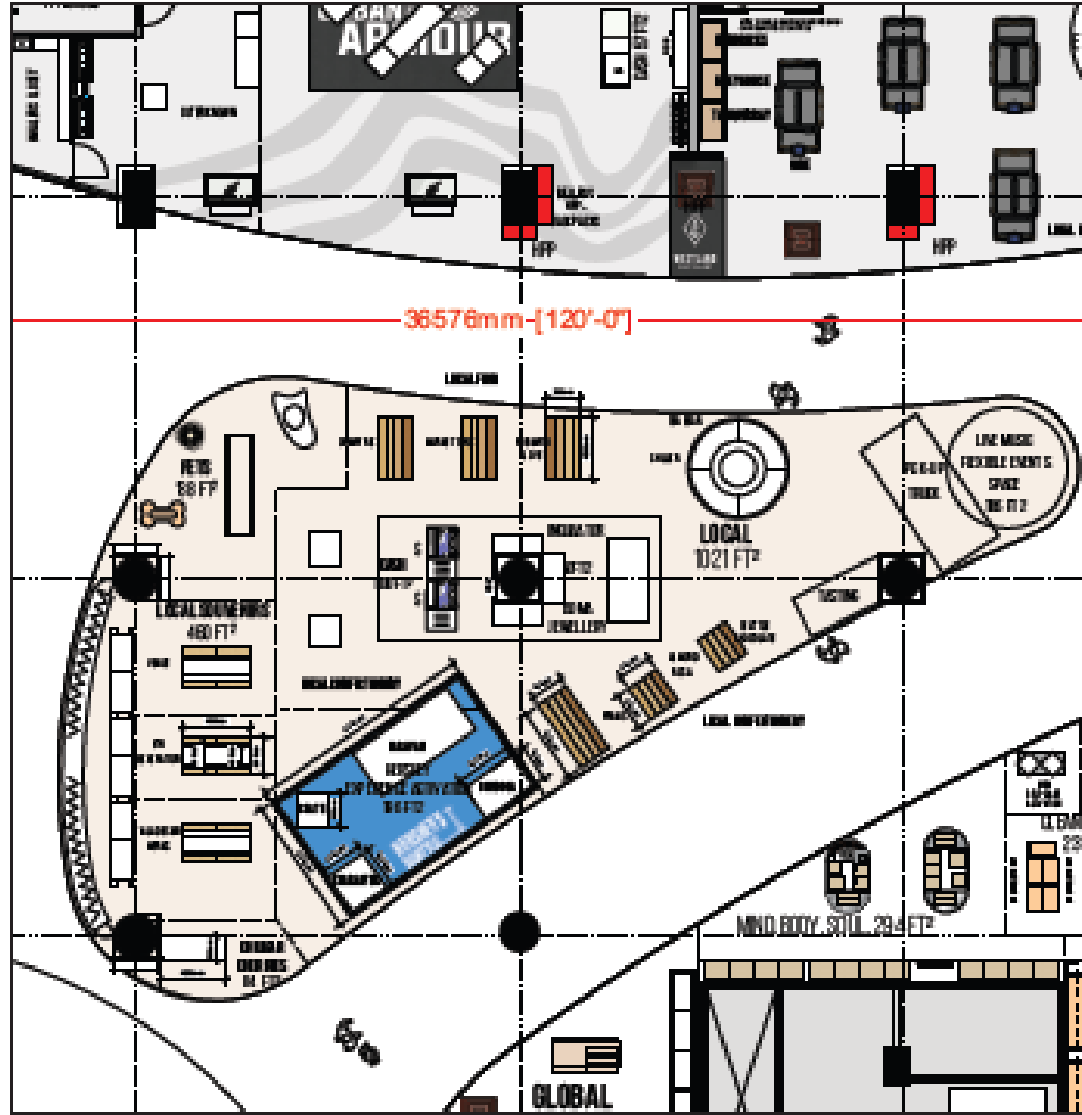
Travel Comfort.

Feel Better.

Feel Better.

Relax.





Inspired by the Mount Rainier National Park our local Rainiers Market area is an exciting trail through the great outdoors on Seattle's doorstep.

The space begins with our exciting Truck Stage that features a genuine vintage American truck as the backdrop. Here passengers are treated to performances by local Seattle artists giving a genuine sense of place and putting Seattleites at the heart of the concept. Timber framed cabin building construction details create an outdoor feel to the space. Light box sky panels in the ceiling bring the outdoors in. A Mount Rainier mountain meadow image graphic wall provides the backdrop to our souvenirs space.

This category is home to part of our community mentorship program through our Shop Local initiative.

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 Rainer 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

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

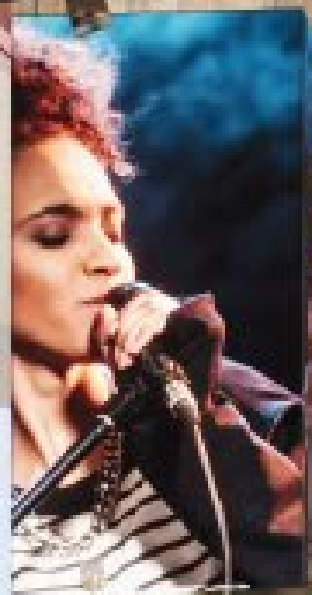
Rainier's MARKET

mind. body. soul.

ay Healthy.

Travel Comfort.

Feel Better.



SHOP LOCAL
SUPPORT LOCAL BUSINESS

boma

LOCAL

POLO

The Pet Set

HILL FOOD F

LE WASHINGTON



THE TRUCK STAGE SEATTLE 

SHOP LOCAL

ENJOY LOCALLY SOURCED PRODUCTS

MADE IN WASHINGTON

SHOP LOCAL
ENJOY LOCALLY SOURCED PRODUCTS

HERSHEY'S
COCOA CAMP

boma

Take a little piece of Seattle with you.

The Boma Gift Guide

Ready to Gift

SHOP LOCAL
ENJOY LOCALLY SOURCED PRODUCTS
MADE IN WASHINGTON

CAPITOL HILL FOOD HALL
SEATTLE WASHINGTON

The Pet Set

The Pet Set

Market's

Rub with love

Ready to Gift

Every piece of jewelry comes gift-wrapped

GET THE GIFT GUIDE AT THE SHOP OR ONLINE AT SHOPLOCAL.WA.GOV

BROWN & HALEY
1912

LILY'S

LILY'S SWEETS

LILY'S
THEOLOGICALLY SOUND CHOCOLATE

LILY'S

THEOLOGICALLY SOUND CHOCOLATE

LOOP TRAIL

INTERLAKEN PARK

The Pet Set

LOCAL

POLO

BOSS

HERSHEY'S
COCOA CAMPER

HERSHEY'S
COCOA CAMPER



The Pet Set

EXPOSED SERVICES
DECORATED IN DARK GREY

Rainiers
Market.

DIGITAL CEILING

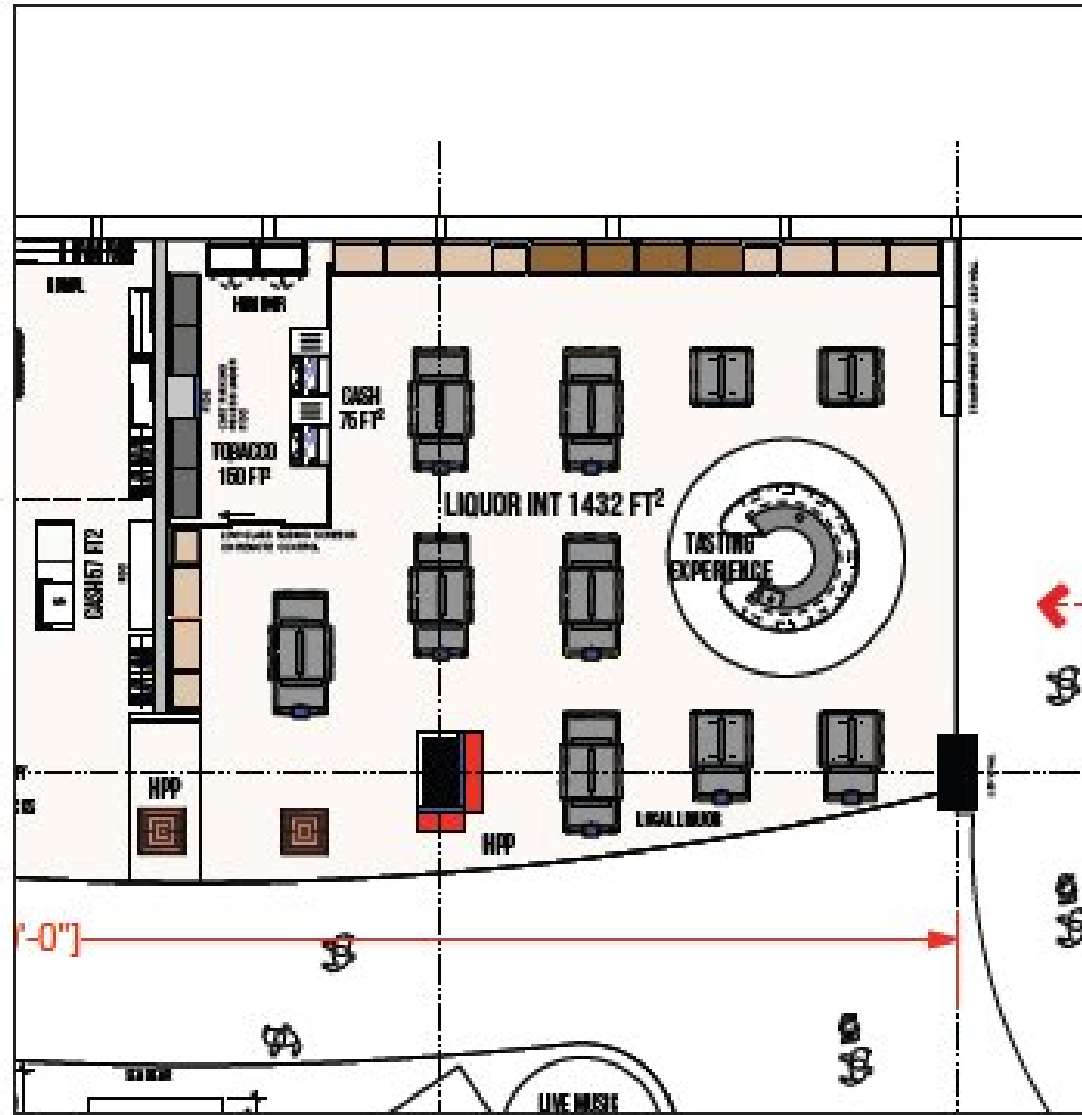
FULL HEIGHT ILLUMINATED
GRAPHIC

TIMBER & WIRE
FRAMES

POLISHED CONCRETE
FLOOR

TIMBER FLOORING





LIQUOR & TOBACCO,
INSPIRED BY CAPITOL HILLS BAR SCENE
& THE SPEAKEASYS OF SEATTLE

DISTILLERY TRAIL DUTY FREE

Inspired by the Capitol Hill bar scene and its 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 tasting experience at it's heart.

WESTLAND DISTILLE

COPPERWORKS DISTILL

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
- Hightened 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



Senior MARKET

FOOD HALL

TOBACCO

DUTY FREE DISTILLERY

TRAIL

UPGRADE YOUR DUTY FREE TODAY!

DISCOVER GREAT SAVINGS IN-STORE

UNCLE NEAREST

-30%

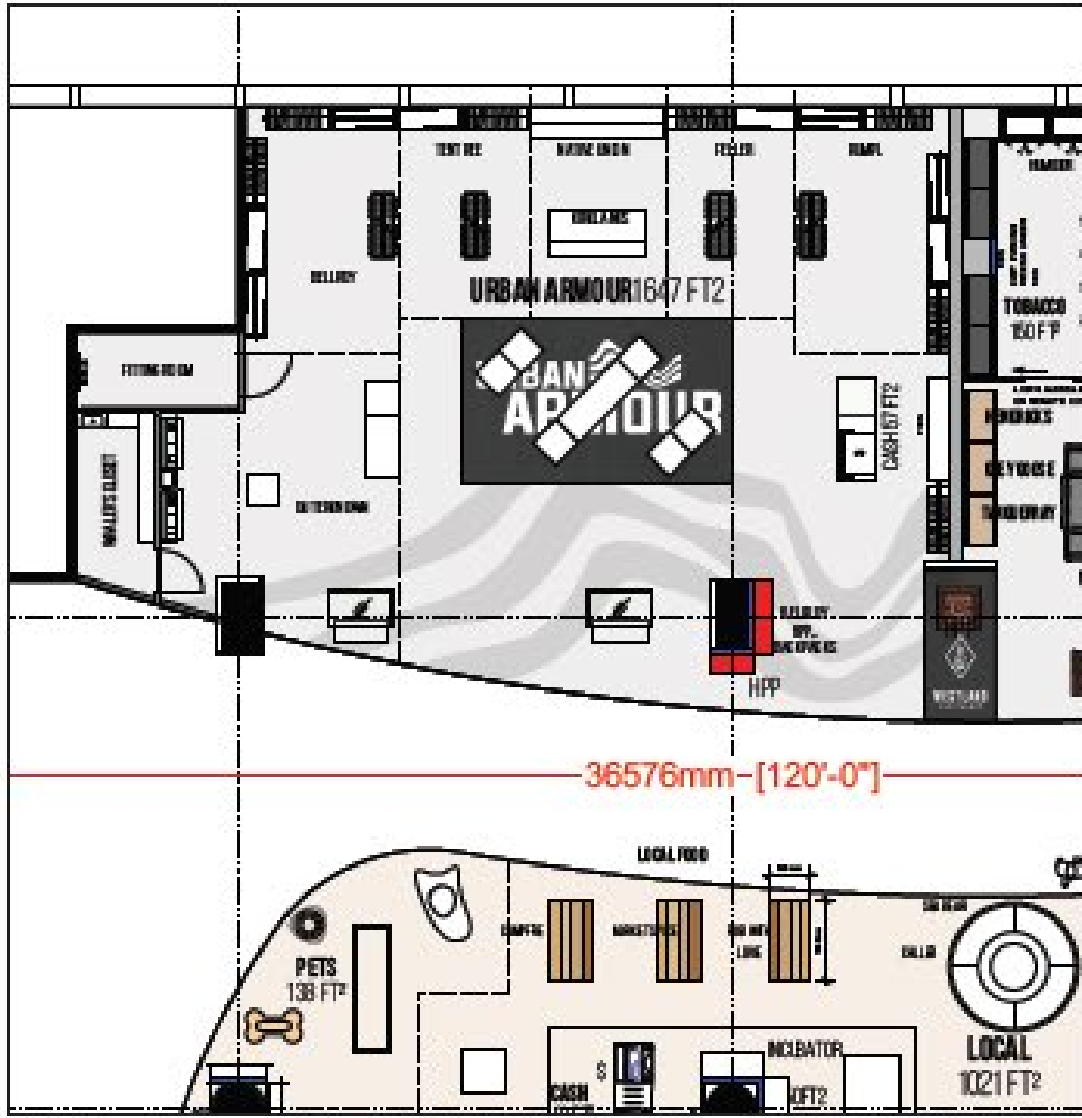


PREMIUM WHISKEY

YOUR TRIP

THE TRIP SEATTLE





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



URBAN ARMOUR

SUNCATCHER

SUNCATCHER

ATCHER

bellroy

bellroy

EXPERIENCE THE OUTDOOR

Rumpl

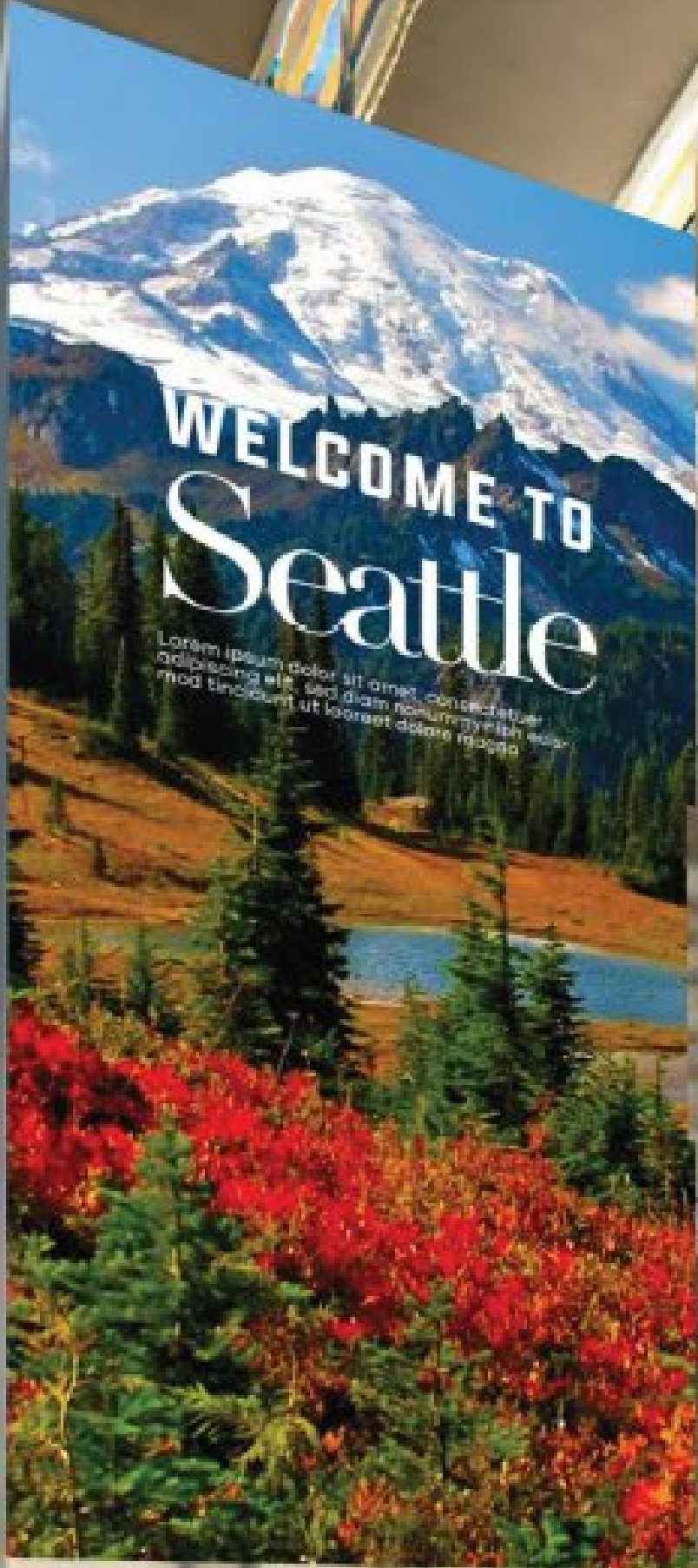
NATIVE UNION

FELLEN

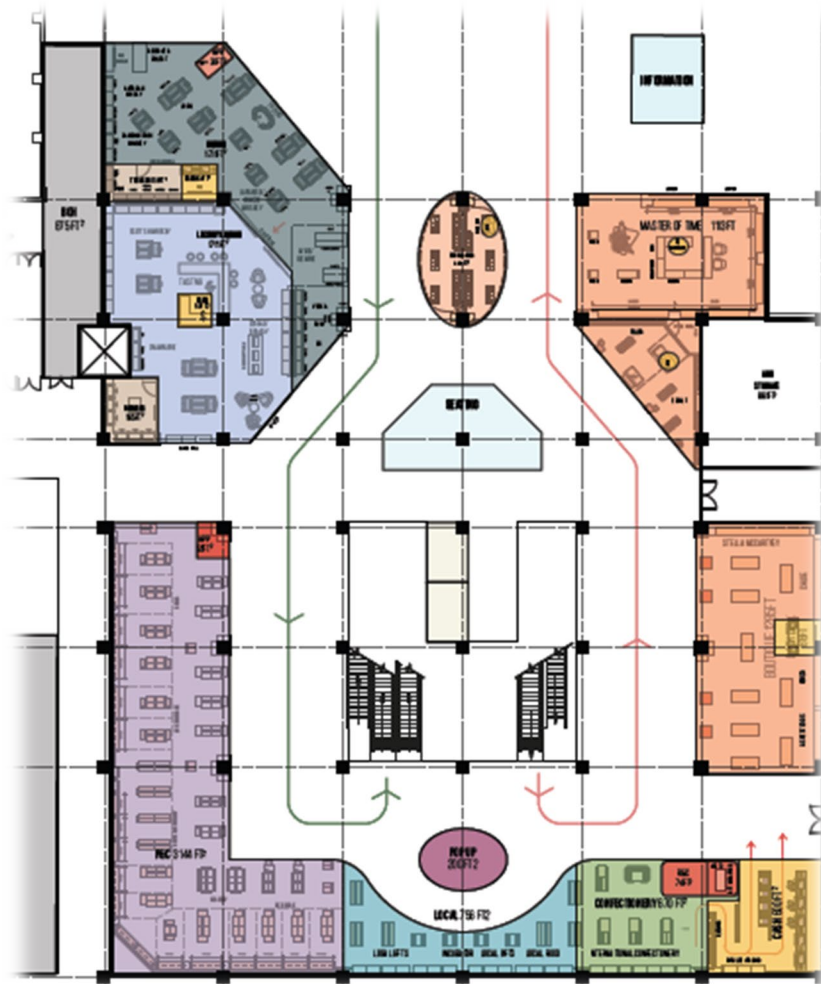
DUITDOWN

URBAN ARMOUR

- ROUGH CONCRETE FINISH
- GRAPHICS ONTO OSB
- BLACK HATCHED WIRE
- POLISHED CONCRETE EFFECT PORCELAIN TILE
- OSB
- POLISHED CONCRETE EFFECT PORCELAIN TILE



South Concourse – Commercial Approach



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

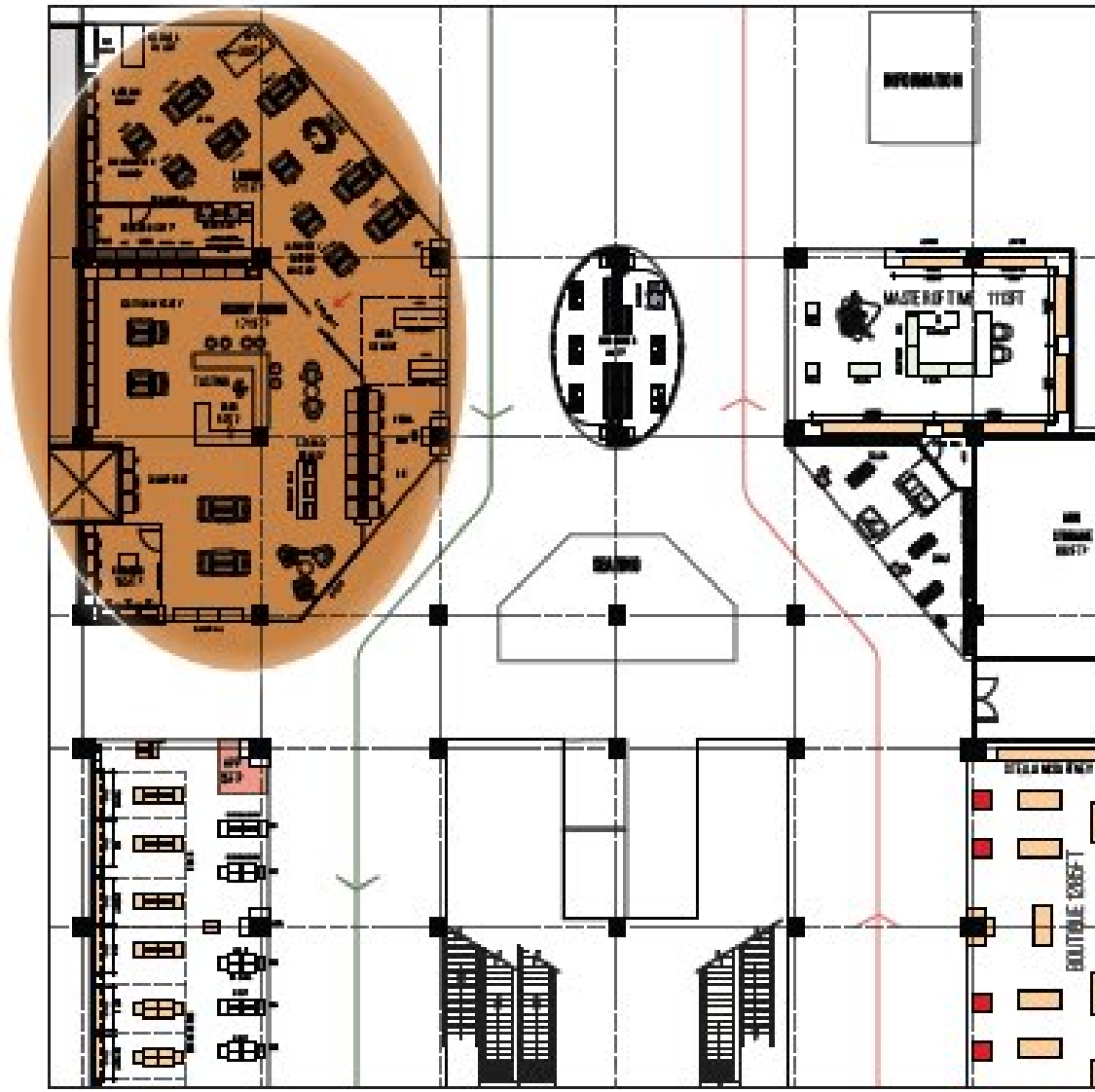


Perfume & Cosmetics – Golden Garden Park

Local Products – Mount Rainer National Park

Liquor & Tobacco – Global Distillery Trail

Luxury Fashion & Accessories – Bellevue Luxury Shopping



TOBACCO & LIQUOR & LUXURY ASSORTMENT
INSPIRED BY THE SPEAKEASY BARS OF SEATTLE

DISTILLERY TRAIL DUTYFREE

The
Vaults.

Inspired by the Speakeasys of Seattle and American whiskey distilleries our Liquor and Tobacco Distillery Trail has a raw distillery feel full of charred timber and copper piping.

The space features our Vaults luxury liquor room at its heart. Like a best kept secret speakeasy, Passengers can enter our enclosed "room within a room" Vaults space to explore a world of luxury liquor.

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
- Hightened sensorial experiences at our tasting bar and American Whiskey wall

ASSORTMENT

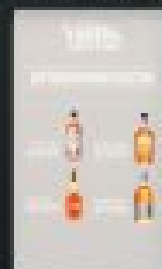
- The best American whiskey and liquor brands
- 5 new brands from local distilleries
- 15 new iconic and globally recognized brands

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

The Vaults. DUTY FREE

The Vaults.
DUTY FREE



The Vaults.
DUTY FREE





The Vaults TRY BEFORE YOU BUY

BEST STRAIGHT BOURBON DOUBLE GOLD MEDAL

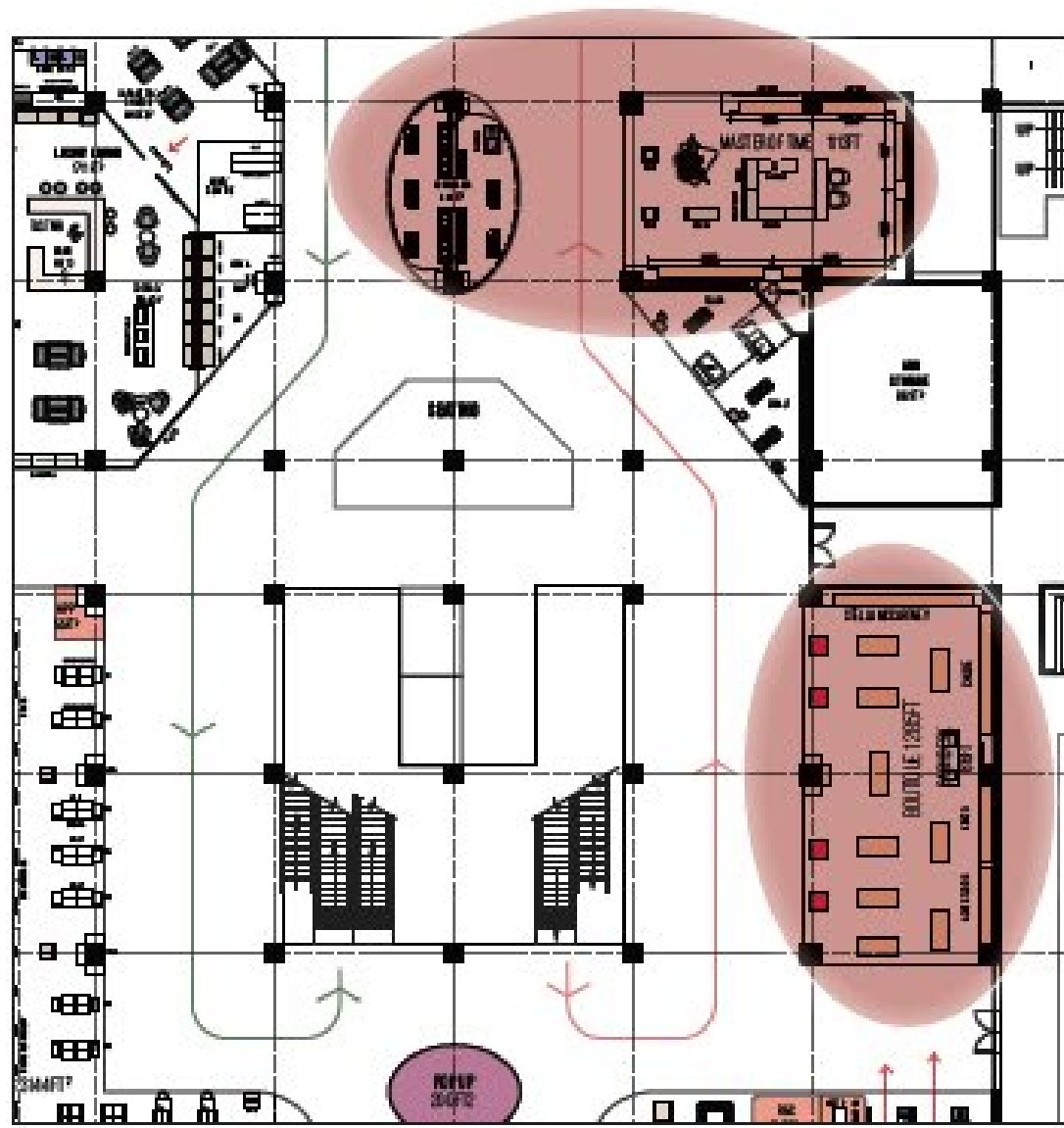
KAVALAR

MACALLAN

HIGHLAND PARK

GLENMORANGIE

TEACHER'S



SUNGLASSES (SUNCATCHER),
WJA & FASHION BOUTIQUES
INSPIRED BY BELLEVUE LUXURY

BELLEVUE

URBAN LUXURY

A concept space inspired by Bellevue's luxury shopping at the Bravern. An established luxury landmark featuring classic, timeless architecture and lush landscaping reminiscent of a European village.

AMBIENCE

- A space full of light stone and art deco inspired timeless classicism featuring formal planting creates an ambience and feeling of a trip to the luxury Bravern Shopping area in Bellevue.

ASSORTMENT

- Urban Armour: Featuring local and global sustainable/B-Corps 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 DRC
- Showcase a new Master of Time concept that incorporating iconic botanical representing Seattle and Washington coast

DAHLIA
Seattle City Official Flower



MASTER OF TIME



BELLEVUE

URBAN LUXURY

STELLA McCARTNEY

Chloé

KENZO

Acne Studios



COMMA

Gates

SUNCATCHER SEATTLE

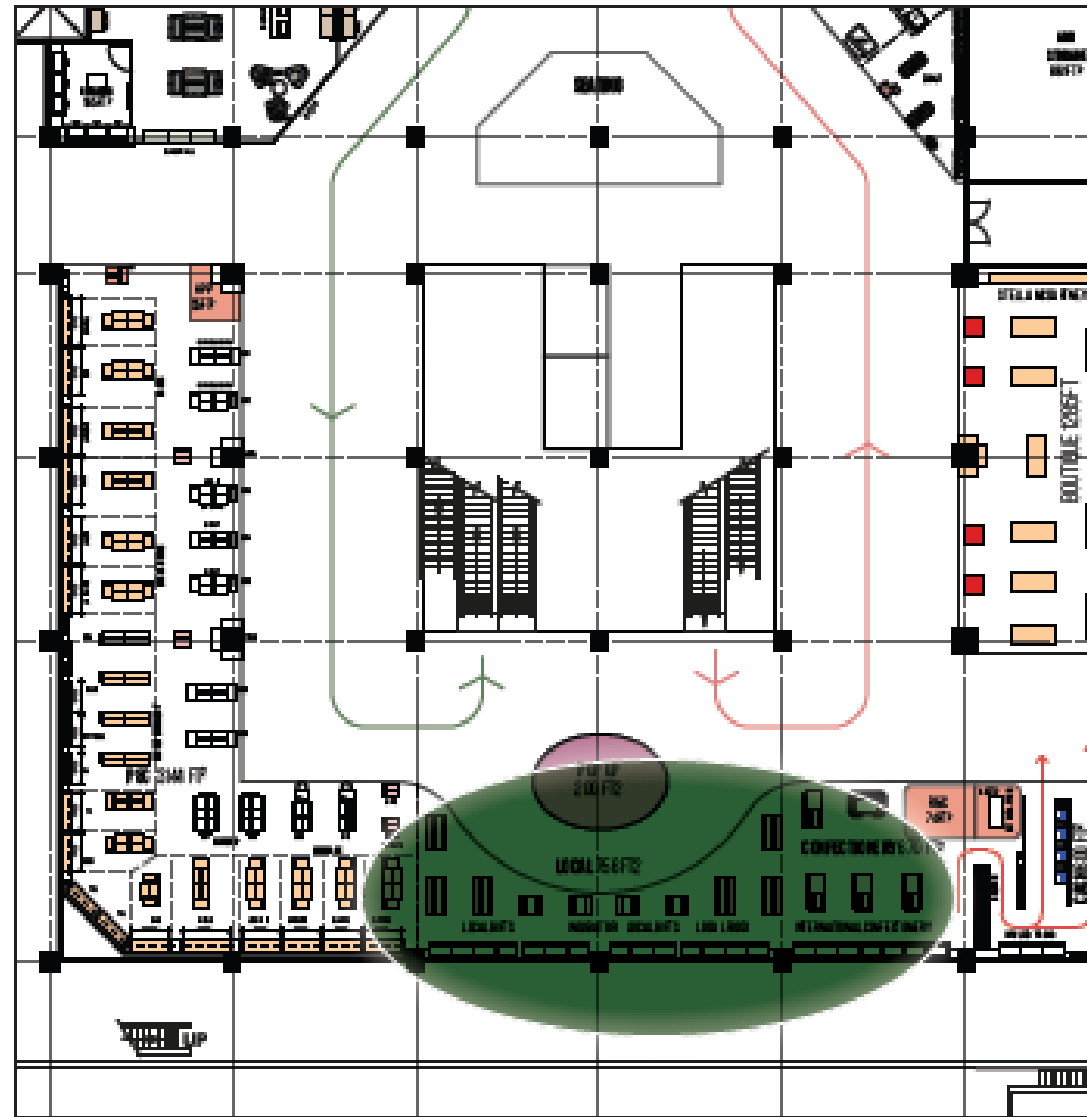
MASTER @ TIME

TAGHeuer



A3 - A21 Way to Gates

A dark grey rectangular sign with a white upward-pointing arrow on the left. To the right of the arrow are three yellow circular icons: an airplane, a suitcase, and a family (two adults and a child).



LOCAL FOOD, SOUVENIRS, GIFTS,
CONFECTIONERY & POS
INSPIRED BY A TRAIL THROUGH
MOUNT RAINIER NATIONAL PARK

Rainier's GOURMET MARKET

Inspired by a trail through Mt. Rainier National Park, our local food, gifts and souvenirs category features a series of giant digital screens at high level, creating a canvas for imagery of Mt. Rainier National Park to be presented to passengers. A spectacular digital experience as you arrive in the double height space area of the commercial zone.

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.
- Lots of visual graphic references to the Mount Rainer 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, Ritters, Chukar Cherries, Jcoco
- Range of Global and Local brands that appeal to a wider audience. Lily's-sugar free, Frans-fine confection, Jcoco-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 cross categories.



bama MARKET

bama

The Beauty Trail

BUY LOCAL
MADE IN WASHINGTON

BUY LOCAL
MADE IN WASHINGTON

BUY LOCAL
MADE IN WASHINGTON

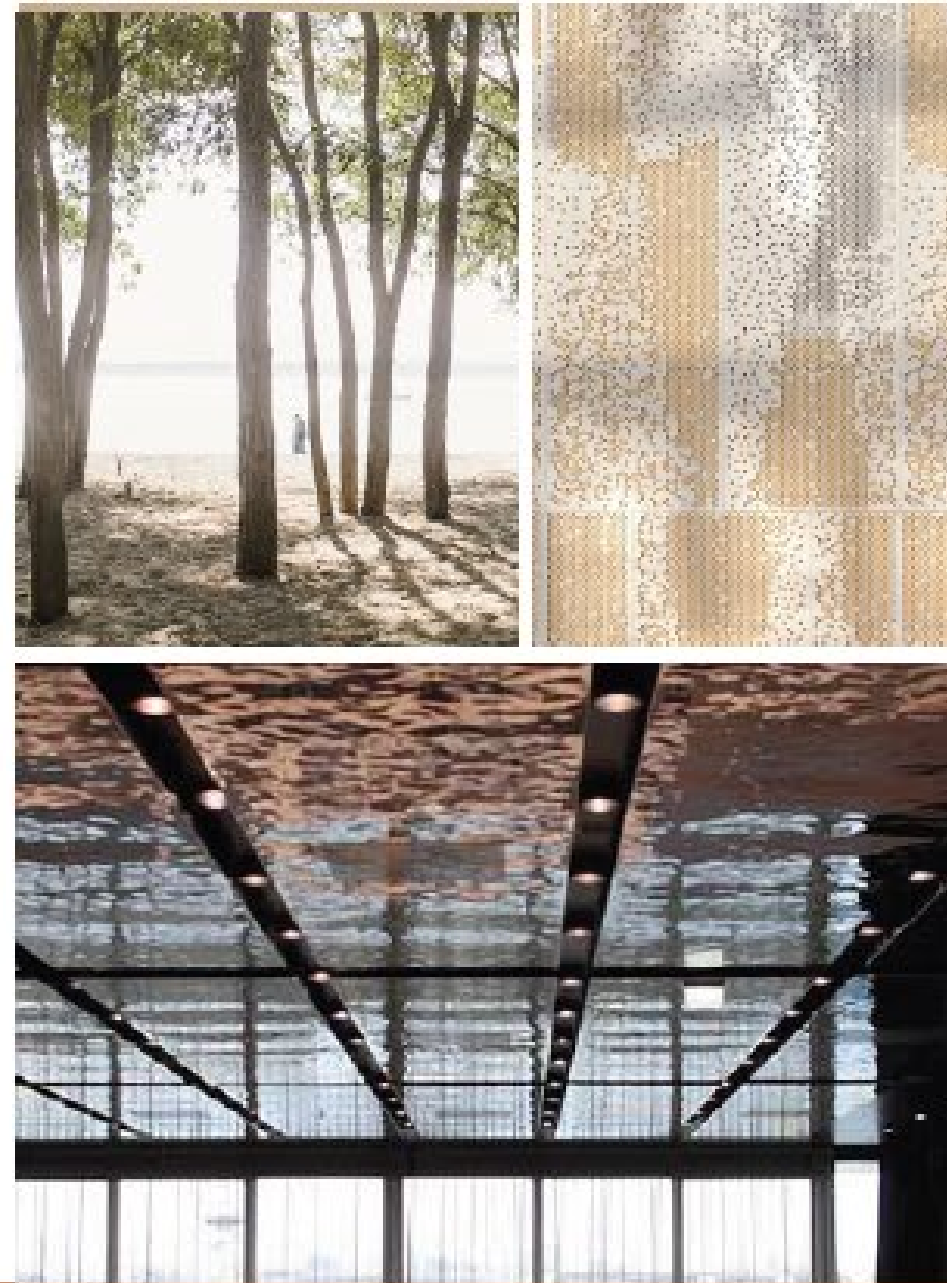
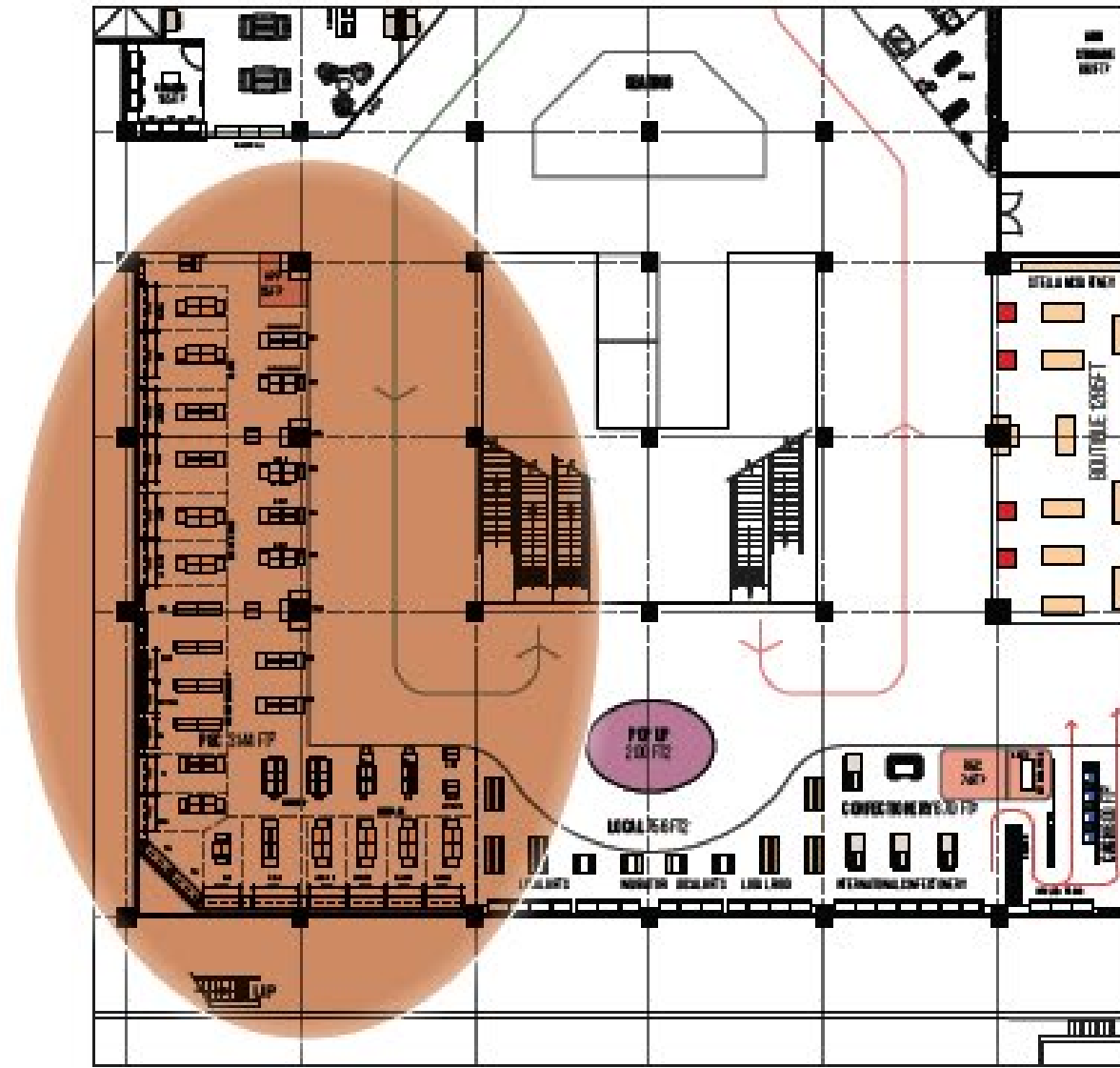
bama

BUY LOCAL
MADE IN WASHINGTON

Product Name	Price	Quantity
Product A	\$10.00	100
Product B	\$15.00	50
Product C	\$20.00	25
Product D	\$25.00	10
Product E	\$30.00	5
Product F	\$35.00	3
Product G	\$40.00	2
Product H	\$45.00	1
Product I	\$50.00	1
Product J	\$55.00	1
Product K	\$60.00	1
Product L	\$65.00	1
Product M	\$70.00	1
Product N	\$75.00	1
Product O	\$80.00	1
Product P	\$85.00	1
Product Q	\$90.00	1
Product R	\$95.00	1
Product S	\$100.00	1







PERFUME & COSMETICS
INSPIRED BY GOLDEN GARDENS PARK

The Beauty Trail.

Our perfume and cosmetics area is a trail through the beautiful Golden Gardens Park. The entire area features a timber perforated graphic back drop of trees with the light from the beach of Golden Gardens Park beyond evocative of this iconic area within the park.

AMBIENCE

- A bright fresh uplifting environment with the feeling of a space where light is diffused through trees
- A palette of sand stone 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
- Hightened sensorial experiences in our luxury Haute Parfumerie 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.

The Beauty Trail

HAUTE PARFUM
SEATTLE





The Beauty Trail

MODERN
MUSE
BY DR. OETTERLI

N°5
L'EAU
CHANEL
PARIS

ESTÉE LAUDER

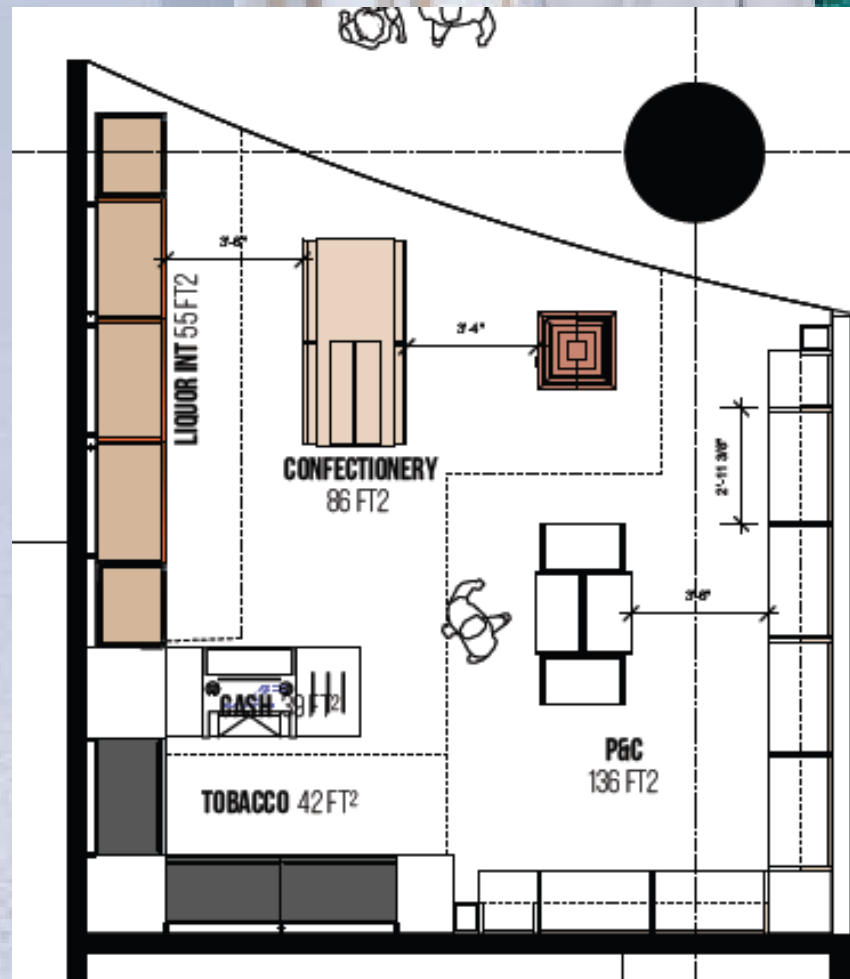
L'AMÉRIQUE

New

New

New

SEATTLE TACOMA DUFY STORE



Our Sustainable Store Strategy

Our Sustainable Store Strategy has been developed to support our GSD 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.



D Designing and Planning Sustainably
U United Green Team
F Free of Pollution Shops
R Reduce, Recycle, Refurbish, Reuse, Retain
Y Yes to Responsibility Sourced Materials

SEA



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 airflow 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 shops, 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 VOC 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 stage, optimising prefabrication off site



Our Pacific Northwest Partners

Roles & Responsibilities

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)



SEATTLE TACOMA

Design & Construction

Welcome

The smart way to enjoy
great airport prices

Reserve from your home

mind. body. soul.

JO MALONE

STYLIE

CAPITOL FOOD HALL

UPGRADE
YOUR DUTY
FREE TODAY!

DISCOVER GREAT SAVINGS
IN-STORE

UP TO 40% OFF
ON THE NEAREST



SEEK OUT SUNDAYS
TAKE FREE

DUTY FREE
DISTILLERY
TRAIL

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 Scharrer

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

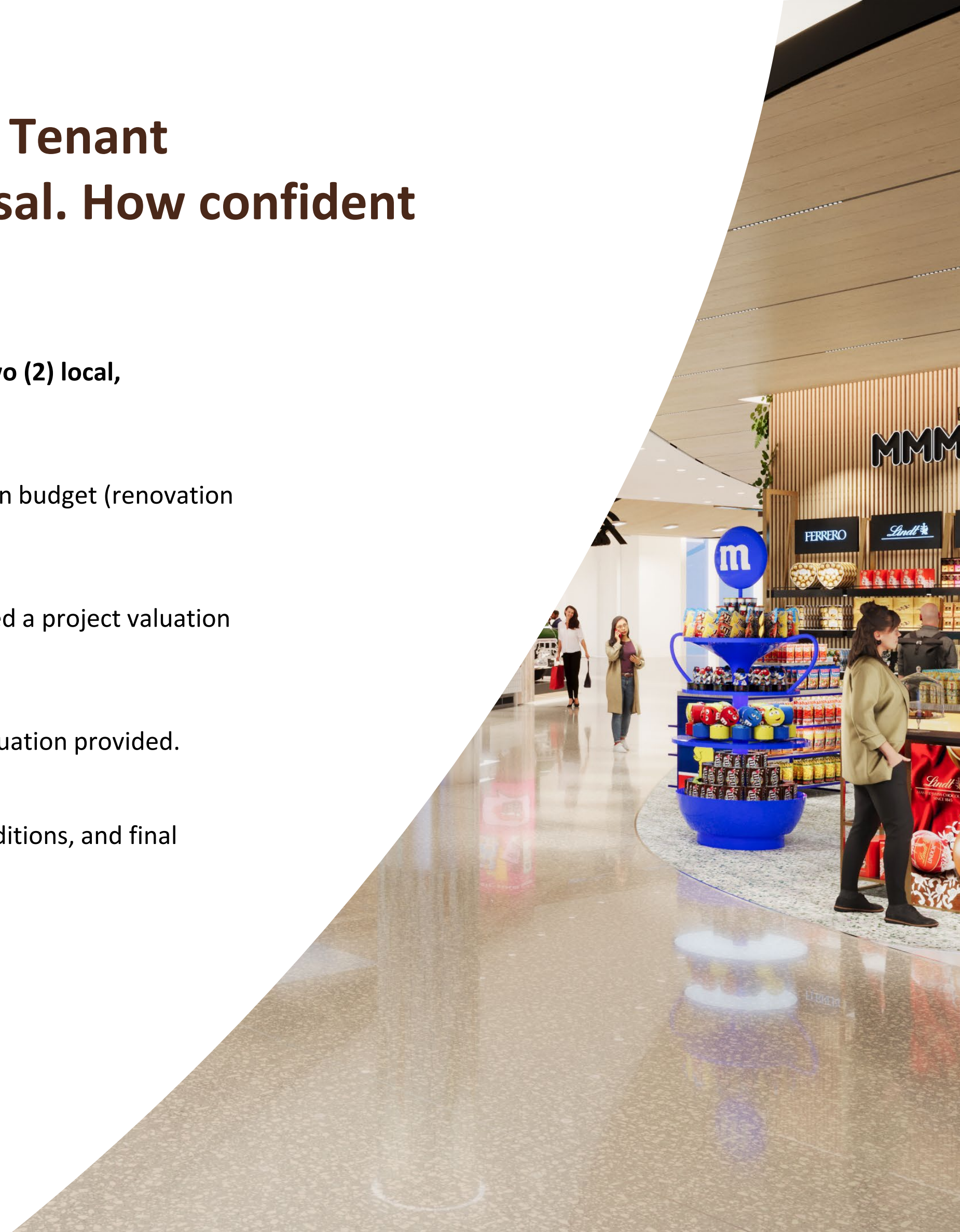
- **Maintaining a Quality Passenger Experience throughout the Project Delivery Lifecycle**
 - Minimizing Shutdown Requests
 - Minimizing Impact to Passenger Usage of the Blue Train Line to A and B Concourses
- **Passenger/Airport Community Safety**



Please explain the rationale 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.



Please specify if you intend on using Design Bid Build (DBB) or General Contractor Construction Management (GCCM) delivery methodology for the Tenant Reimbursement on Concourse A.

General Contractor Construction Management (GCCM) is our preferred construction delivery methodology for Conc 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.



SEATTLE TACOMA

QUESTIONS

Welcome

The smart way to enjoy
great airport prices

Reserve from your home

mind. body. soul.

JO MALONE

The Beauty

CAPITOL FOOD HALL

UPGRADE
YOUR DUTY
FREE TODAY!

DISCOVER GREAT SAVINGS
IN-STORE

WINE NEAREST

FROM \$10.99

TAKE 10%

DUTY FREE
DISTILLERY
TRAIL

SEATTLE TACOMA

THANK YOU

Welcome

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great airport prices

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JO MALONE

TYLIE

CAPITOL PET SHOP FOOD HALL

UPGRADE
YOUR DUTY
FREE TODAY!

DISCOVER GREAT SAVINGS
IN-STORE

WINE NEAREST

FROM \$10 BOTTLES

TAKE FREE

DUTY FREE
DISTILLERY
TRAIL