

PEPS

Planet.Ethics.People.Social.

PEPS BY LAGARDÈRE TRAVEL RETAIL

Our CSR roadmap to create
a more sustainable Travel Retail industry.

April 2025

Lagardère
TRAVEL RETAIL

The world is changing, and so is our industry. The climate and environmental challenges we face today cannot be ignored. As businesses, **it's no longer enough to simply react; we must act.**

We are part of a dynamic and rapidly evolving industry, where innovation and growth are at the forefront. But with that momentum comes a powerful opportunity, a moment in time to pivot towards **sustainability** and take a leadership role in **the transformation of Travel Retail.** This is our chance to not just follow, but lead.

Together with our partners, we are embarking on **a journey to drive positive change.** A journey that will redefine the way we do business, with a focus on sustainability at its core. The road ahead will be challenging, but we are ready. **We are committed, to our local teams, to the communities we serve, and to the futures generations.**

Lagardère Travel Retail aims to align its direct and indirect emissions with SBTi requirements. This means we are committed to reduce our greenhouse gas emissions by 25% in absolute on our Scope 3 by 2030.

With clear, measurable, and ambitious goals across the four pillars of our CSR strategy, **PEPS (Planet. Ethics. People. Social)**, we are committed to **driving change and leading by example.** Supported by our dedicated teams and trusted business partners, we are shaping the future of sustainable Travel Retail.

This brochure complements our Group's annual CSR report and Universal Registration Document, where our CSR achievements are transparently shared in alignment with CSRD standards.



Dag Rasmussen
Chairman & CEO



Arnaud Rolland
VP CSR



Future is Local store in The Czech Republic.



Green lab store in Geneva Airport.



Team volunteering in Spain.

PEPS: A CSR MANIFESTO TO DRIVE SUSTAINABILITY IN OUR BUSINESS

Our long-term, science-based, cooperative and transparent strategy is articulated around four pillars which cover every aspect where as a business we have an impact and can make a difference: Planet. Ethics. People. Social.

PLANET

—
Reduce the environmental impact of our operations, and protect biodiversity, in cooperation with Landlords, Brands, and Suppliers

ETHICS

—
Promote Ethical business practices and support Brands and Partners who contribute to a responsible offer

PEOPLE

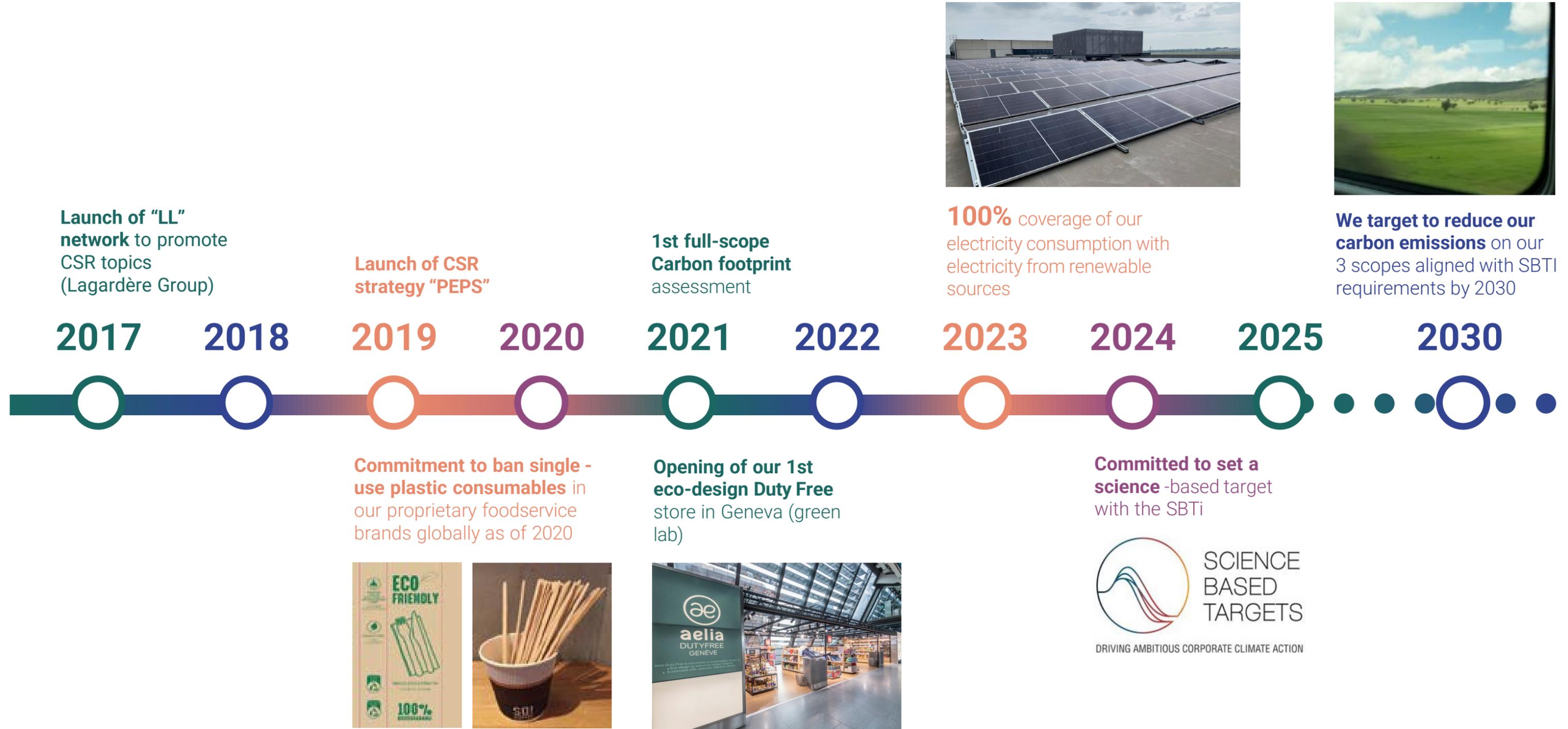
—
Offer our People an inclusive and stimulating work environment where everyone can thrive

SOCIAL

—
Leverage our global network of employees and operations to support local communities

«To support our PEPS strategy we have set ambitious targets to measure the progress towards fulfilling our commitments. They are fully aligned with our stakeholders' needs and expectations and will be monitored and reported on a yearly basis.»

KEY DATES IN OUR CSR JOURNEY



LAGARDÈRE TRAVEL RETAIL'S CSR STRATEGY

COMMITMENTS

PLANET

Increase the sustainability of our operations

 Reduce carbon emissions to contribute to ambitious industry targets

 Reduce waste

 Promote responsible packaging and disposables



ETHICS

Be the partner of choice for a responsible offer

 Develop local food and products sourcing

 Promote responsible products and ingredients

 Cultivate ethical behavior



PEOPLE

Place people at the heart of our strategy

 Ensure security and well-being at work

 Promote employee engagement

 Foster diversity and equal opportunities



SOCIAL

Provide support to the local communities

 Support local communities

 Encourage and facilitate volunteering

 Leverage our network to make targeted donations



2024 KEY FIGURES



PLANET

Commitment to **25%** absolute reduction in carbon emissions on our Scope 3 by 2030, aligned with SBTi requirements



99% of our operations have switched to **eco-friendly bags and disposables**



ETHICS

68% of eggs purchased for our operations are **cage-free**

Launch of our Responsible Offer Programme

We Care We Do

**WE DO
WE CARE
WE DO
WE CARE**



PEOPLE

77% of countries run **employee engagement surveys** & implement **staff initiatives**

55% of our **manager employees** are women



SOCIAL

2.2 M€ donated to local communities

+12 500 hours were dedicated to **employee volunteering**

PLANET

We are committed to increasing the sustainability of our operations



Reduce carbon emissions contributing to ambitious industry targets



OUR CO₂ REDUCTION COMMITMENT ON DIRECT EMISSIONS (scope 1&2)

We cover **100%** of our electricity consumption in all operations with **electricity from renewable sources since the end of 2023**

OUR CO₂ REDUCTION TARGET ON INDIRECT EMISSIONS (scope 3)

We are committed to a **25%** **absolute reduction in carbon emissions** on our Scope 3 by 2030 (from a 2024 baseyear), aligned with **SBTi requirements**



SCIENCE
BASED
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION



REDUCE CARBON EMISSIONS CONTRIBUTING TO AMBITIOUS INDUSTRY TARGETS

We cover **100%** of our electricity consumption in all operations with **electricity from renewable sources since the end of 2023**

DIRECT EMISSIONS (SCOPE 1 & 2)

OUR COMMITMENT

Lagardère Travel Retail aims to **reduce its environmental impact and the greenhouse gas emissions (GHG) generated by its activities** in all of its operations.

We have set ourselves ambitious targets both for our direct emissions (scopes 1 & 2) and our indirect emissions (scope 3), in line with the **Paris Agreement** to hold global temperature increase to well below 2°C above pre-industrial levels and pursue efforts to limit it to 1.5°C above pre-industrial levels.

OUR ACTION PLAN

To **reduce the energy consumption** in our point of sales, offices, and warehouses, we have put in place a series of obligatory measures since 2023 including **temperature adaptation, IT and maintenance best practices, latest generation of LED lighting, and low consumption point of sale equipment**. Best practices are regularly shared with all countries and progress is tracked annually. **Energy audits and vehicle electrification** are used to enhance further reductions in our key operations.

For its electricity supply, **Lagardère Travel Retail has accelerated the switch to 100% renewable sources**, working closely with our landlord partners and suppliers. We also pursue the installation of solar panels. We have reached a **23% renewable electricity coverage worldwide*** in 2024, completed to reach **100% through the purchase of certified Guarantees of Origin**.

*consolidated entities

CASE STUDIES



Closed fridges in our Natoo store in Germany to avoid energy depletion.



Installation of solar panels on the roof of our warehouse in Belgium and electrical charging stations on the parking lot.



REDUCE CARBON EMISSIONS CONTRIBUTING TO AMBITIOUS INDUSTRY TARGETS

We are committed to a **25% absolute reduction in carbon emissions** on our Scope 3 by 2030 (from a 2024 baseyear), aligned with **SBTi requirements**

INDIRECT EMISSIONS (SCOPE 3)

OUR COMMITMENT

For our direct and indirect emissions, **Lagardère Travel Retail is committed to follow a carbon reduction trajectory** which is **aligned with SBTi requirements**. As such, we are committed to reducing our Greenhouse Gas emissions **by 25% in absolute figures on our Scope 3 emissions by 2030 vs the base year 2024**.

OUR ACTION PLAN

Given its retail operations, Lagardère Travel Retail's main lever to address decarbonation is strongly related to its **product offering** available across all its point of sales (stores and restaurants).

As per its carbon footprint assessments, the purchase of goods account **for 83% of Lagardère Travel Retail's** carbon emissions, making it essential to collaborate closely with our **suppliers and brand partners, and progress hand in hand**. We collaborate through industry federations to achieve our common goals (ETRC, Perifem...) and aim to monitor our suppliers' progress down to product level in the future.

To enhance the transition, and accelerate the reduction efforts, Lagardère Travel Retail has defined extensive guidelines for **"responsible" products** to raise awareness and support its buyers – both in central purchasing teams and in local markets – to help them make the most informed choices and promote low-carbon product options.

The main decarbonization levers identified for Lagardère Travel Retail are described below:

- **Carbon reduction commitments of its suppliers**, ideally with a validated SBTi trajectory
- Encourage **non-SBTi suppliers to** put in place and officialise **decarbonisation commitments**
- Increase **low carbon meal options** in our dining operations
- Enhance a **low-carbon textile offer**
- Promote **refurbished electronics** offer
- Continue to **reduce food waste**

PLANET

We are committed to increasing the sustainability of our operations



Reduce waste



Promote responsible packaging and disposables



2025 KEY TARGETS

100% of countries have **waste measurement systems and waste reduction initiatives** in place



100% of countries have **switched to responsible consumables**



TARGETS FOR OUTLETS SELLING WATER BOTTLES

- Encourage all stores to have an **alternative to single-use plastic water bottle** by the end of 2024
- Accelerate switch of single-use plastic water bottle to 100% RPET, at least **3/4 will be 100% RPET** by the end of 2025





REDUCE WASTE

100% of countries have **waste measurement systems and waste reduction initiatives** in place

In 2024, Lagardère Travel Retail furthered its efforts to **reducing food waste** not only in its **Dining** operations but **also across Travel Essentials, and Duty Free & Fashion**, by launching a **global anti-waste program on a worldwide scale**. The **FLOW Anti-Waste Programme** leverages every possible success factor to reduce wastage, while ensuring that the topic is accessible to all. It is based on : measurement, staff engagement, anti-waste standard operating procedures, in-store promotions and excess food management.



PROMOTE RESPONSIBLE PACKAGING AND DISPOSABLES

100% of countries have **switched to responsible packaging & disposables**

Our constant objective is to **move towards circularity** and guide our teams to make the best material decisions for packaging and disposables. We created internal "**Material Guidelines**" for disposables and shopping bags, based on life cycle assessment principles.

To continue our fight for plastic reduction **we focused on our number one selling product : the water bottle.**

We are working with international key partners to propose innovative alternatives to single-use plastic bottles such as **fountain solutions, returnable bottles, non-plastic options**, etc.

We keep on testing alternatives across our network, and we currently have fountain trials underway in France, Poland, the Czech Republic, and soon in the US. We are planning more trials in other regions.

CASE STUDIES



Our in-store promotions on close to expiry date products to reduce food-waste in Czech Republic



Our signage in store to raise awareness on food waste and encourage customers to buy our FLOW products



Water dispenser installed in 13 new rehydration stations of INMEDIO stores in Poland, offering filtered water with a selection of water bottle flasks

ETHICS

We are the partner of choice for a responsible offer



Develop local food and products sourcing



Promote responsible products and ingredients



Cultivate ethical behaviour



2025 KEY TARGETS

100% of suppliers have signed our responsible supplier charter

100%

100% of new staff and risk populations receive anti-bribery training*

100%

100% of eggs purchased for our restaurants are cage-free

68%

100%

*over the last two years to train new staff

100% of new staff and risk populations receive **anti-bribery training**

100% of suppliers have signed our **responsible supplier charter**



DEVELOP LOCAL FOOD AND PRODUCTS SOURCING

In Palermo Aelia Duty Free, we have partnered with more than **30 local suppliers**. As a result, **60% of sales in Palermo come from products sourced in Italy**, of which **more than half from Sicily**. Through a qualitative and authentic offer we are also **supporting local economies and producers**. In Catania airport, three stores - Bottega dei Sapori, I dolci di Agata and Scirocco sell 100% Sicilian products, as well as Cagliari airport. Similarly, in Brindisi the Bottega dei Sapori store offers **100% Apulian products**.



PROMOTE RESPONSIBLE PRODUCTS AND INGREDIENTS

We are **committed to a continuous improvement and in-depth transformation of our offer**. Our Responsible Offer program, called "**We Care, We Do**" help selecting and promoting products providing strong guarantees on one or more of the following areas of responsibility: **environment, ethical relationships with producers, animal welfare, and safety / nutrition**.



CULTIVATE ETHICAL BEHAVIOUR

100% of eggs purchased for our restaurants **are cage-free**

Lagardère Travel Retail cares about **animal welfare**. After taking the decision in 2018 to commit to only **buy eggs produced by cage-free hens** by 2025, the French and Czech entities joined the **European Chicken Commitment**. They have pledged that by 2026, **100% of chicken meat raw material sourcing will meet all the criteria of the European Chicken Commitment**.

CASE STUDY



We Care We Do : as part of its PEPS roadmap, Lagardère Travel Retail is committed to continuous improvement and in-depth transformation of its offer.

Our Responsible Offer program, called "We Care, We Do" was created in 2021, with specific sustainability criteria for our Duty Free activity.

In 2023, after a year of workshops with internal and external experts, we strengthened our methodology and enlarge its scope of application to all our activities (Duty Free and Fashion, Dining, and Travel Essentials).

**WE DO
WE CARE
WE DO
WE CARE**

PEOPLE

We place people at the heart of our strategy and we want to be recognized as the most attractive employer in the Travel Retail industry

 **Ensure security and well-being at work**

 **Promote employee engagement**

 **Foster diversity and equal opportunities**



2025 KEY TARGETS

100% of countries run **employee engagement surveys** & implement **staff initiatives**



100% of managers receive **Diversity & Inclusion awareness training**



50-50 (+/- 10pts) gender balance within Top Executive teams





ENSURE SECURITY AND WELL-BEING AT WORK

100% of managers receive **Diversity & Inclusion awareness training**

Since the beginning of our sustainability journey, Lagardère Travel Retail is committed to promoting inclusion and diversity. We have seen **the development of D&I committees**, dedicated **volunteering days**, and **trainings** for our managers.



PROMOTE EMPLOYEE ENGAGEMENT

50-50 (+/- 10pts) gender balance within Top Executive teams

Poland has been a key player in actions **supporting women** development with a series of activities under their Women's Empowerment Project, and the III Academy for Future Women Leaders.

With their commitment to promoting Singaporean's **cultural heritage and diversity** through the program "Celebrate All Things Peranakan", our teams in Singapore have received the Patron of Heritage Award 2023, an important recognition of the involvement and commitment of our local teams.



FOSTER DIVERSITY AND EQUAL OPPORTUNITIES

100% of countries run **employee engagement surveys** & implement **staff initiatives**

Employee engagement remains a key aspect of our roadmap. Since the launch of our **engagement surveys**, an increasing number of countries have joined the programme. Lagardère Travel Retail UAE implemented a system to create two Impact Plans : one focused on Opportunities and the other on Strengths, with monthly follow-ups to track progress, translating survey feedback into **actionable strategies**. This approach helps identify key **strengths and areas for improvement**, fostering continuous **growth in employee engagement** and overall **team performance**. Regular follow-ups ensure accountability, effectiveness of initiatives, and timely adjustments to achieve desired outcomes.

CASE STUDY



Best Airport Retail Initiatives - Celebrate All Things Peranakan

The Peranakan-themed display features the artist Nyonya Kebay's outfits nominated for UNESCO, with vibrant beaded slippers, hand-painted teapots and teacups, and colorful Tiffin carriers.

This initiative was awarded the prestigious Patron of Heritage Award 2023 by National Heritage Board and presented by the Singapore Minister of Culture, Community and Youth.

SOCIAL

We provide support to local communities



Support local communities



Encourage and facilitate volunteering



Leverage our network to make donations



2025 KEY TARGETS

100% of countries have developed initiatives to **support local communities**



100% of countries have developed an **employee volunteering program**



0,5% of earnings before interest and taxes (EBIT) are **donated**





SUPPORT LOCAL COMMUNITIES

100% of countries to develop initiatives to **support local communities**

In 2024, more than **12 500 hours** have been **dedicated to volunteering projects** and engagements throughout our activities across the world, and through various forms. Czech Republic has been supporting more than 10 caritative projects throughout the years with **donations, employee volunteering, contributions in kind or participation to charity events.**



ENCOURAGE AND FACILITATE VOLUNTEERING

100% of countries have developed an **employee volunteering program**

In Senegal, a **skill-based sponsorship** was established with a local Business School to share experience across different training modules topics varying from human resources, management to financial topics. Internships are also offered to students in our stores, during their curriculum, with opportunities for employment.



LEVERAGE OUR NETWORK TO MAKE DONATIONS

0,5% of earnings before interest and taxes (EBIT) are **donated**

Switzerland is involved in different actions relating to the **fight against cancer**, raising over 30 000 € through company and on-site donations thanks to travelers, and employee teambuilding. This amount was donated to support two local organisations, Ligue Genevoise contre le cancer and Swiss Cancer Screening.

France has raised over 500 000 € of contributions in kind to support a wide variety of associations **promoting culture, freedom of speech, fight against hunger and anti-waste programmes.**

CASE STUDIES



Staff members from our offices in **Madrid, Spain**, participated in a 2 days volunteering programme with the Fundacion Juan XXIII and Reforesta. Teams were able to show support for social inclusion and fight against deforestation through planting over 200 plants and trees.



In **Czech Republic**, charity campaigns took place in different point of sales, such as our restaurant Natoo, where proceeds from muesli bars sales where donated to Zdravotní klaun - Red Noses clown Doctors : a non-profit organisation dedicated to « bringing humour and laughter to people in need of joy ».



For **Pink October**, **Switzerland** developed a **collection programme** through all their shops to propose mini donations at their cash desk in order to support two organisations fighting against cancer.



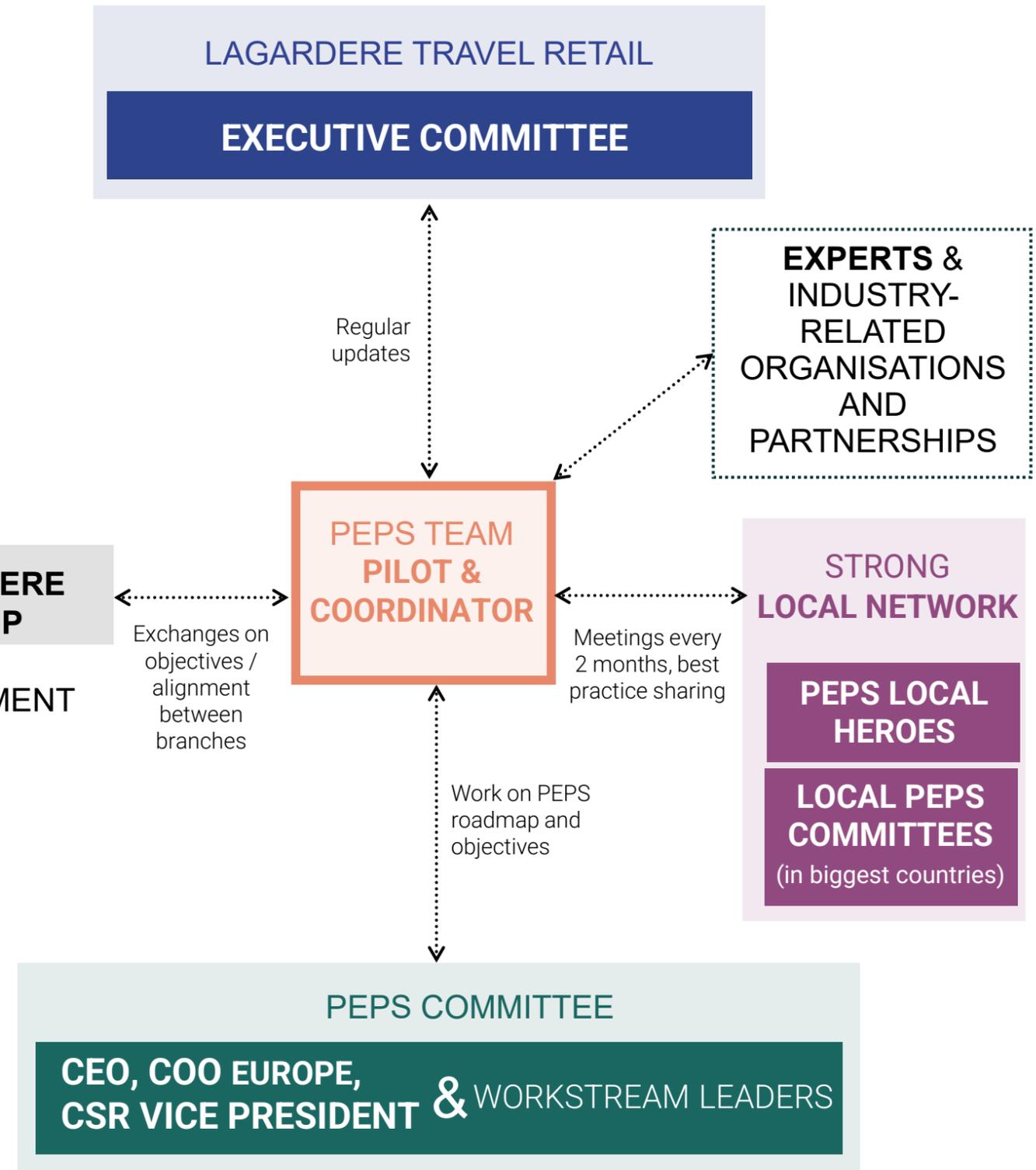
The **Peruvian teams** were rewarded by the **Lima Airport Partner**, for their work supporting the surrounding communities of the airport through their recruitment programme. « *Commitment to the Environment* » award during the « *Estrella Jorge Chavez* » Award Ceremony

A GLOCAL GOVERNANCE TO STEER & EXECUTE THE PEPS STRATEGY

Under the guidance and supervision of **the Executive Committee and Lagardère Group**, the **PEPS team** are coordinating and supporting each of the **four pillars of our CSR strategy**.

Workstream leaders who are part of the **PEPS Committee** are **responsible to drive action** in their respective fields, ensuring targets remain relevant and are fully met.

At a local level, a strong and active community of **over 40 PEPS Local Heroes** is **responsible for embedding the PEPS strategy**, and adapting it to their local environments and stakes.



PEPS

Planet.Ethics.People.Social.

We are on a journey to make our business and the Travel Retail industry more sustainable

PEPS
2024
IN NUMBERS

150+

PEPS initiatives rolled out around the world

40

PEPS Local Heroes

2,2M

Euros in donations

4 100

Employees involved in volunteering

12,500+

Hours spent by employees in volunteering

Lagardère
TRAVEL RETAIL