

Message from the Chairman of the Board of Directors



**Juan Carlos
Torres Carretero**
Chairman of the
Board of Directors

Dear Shareholders,

Avolta had a successful 2024, driving sustainable growth through winning important new concessions and successfully extending existing ones. A key factor was the implementation of our customer-centric Destination 2027 strategy.

While the macroeconomic and geopolitical environment remained challenging and was characterized by wars, political disruptions, inflation uncertainties and natural catastrophes, our customers' inherent propensity to travel grew global demand in the travel retail and food & beverage (F&B) industry, thereby solidifying the fundamental trend of sustainable growth in 2025 and beyond.

Footprint expansion, new concessions and contract extensions foster Avolta's resilience.

Avolta remains resilient by building on this favorable momentum and our strategically high diversification by geographies, channels and services. In 2024, the company continued to adapt and evolve the offering to meet changing traveler behaviors, creating opportunities driven by innovation, data revolution and digitalization.

As the first to unite travel retail, convenience and F&B at scale, Avolta operates at a unique intersection in the market, seamlessly combining retail, F&B, experiences and entertainment for travelers through a synergistic op-

erational and commercial strategy. An illustrative example is our newly opened The Corner by Real Madrid, blurring the lines between traditional travel retail and F&B. The concept teams a great café offering with licensed merchandise, in a setting reminiscent of the iconic Santiago Bernabéu Football Stadium. In addition, our new F&B concept, The Hungry Club by David Muñoz, was named by Business Power Travelers as one of the top eight airport restaurants in the world.

The new Club Avolta loyalty program is outperforming expectations by successfully combining the forces of travel retail and F&B globally. Launched less than six months ago, this platform is an important tool in understanding our customer needs.

In the 2024 business year, we delivered excellent financial performance across all key KPIs. Our resilient global business model and the initiatives launched during the business combination, continues to benefit the profitability of Avolta and the creation of shareholder value.

Our Consolidated CORE Turnover increased significantly, reaching CHF 13,473 million (CHF 12,535 million in 2023), with Organic growth of 6.3% on the previous year.

Our full-year 2024 CORE EBITDA, relying on strong commercial performance, increased productivity, and continued synergies, amounted to CHF 1,267 million (CHF 1,130 million in 2023), equal to a further improved CORE EBITDA margin of 9.4%. The overall positive trend in results is evident in our CORE Net Profit, which rose to CHF 550 million (compared to

CHF 457 million in 2023), and Equity Free Cash Flow (EFCF), which reached CHF 425 million (2023: CHF 323 million), thus exceeding our expectations at the beginning of the year.

Avolta's performance in 2024 contributed to positive growth for the last eight consecutive quarters. This consistent trend favorably influenced Avolta's share price, which started the year at CHF 31.84 on 3 January, and closed the year at CHF 36.34, climbing to more than CHF 40 in late January.

In an accurate depiction of the positive company performance, Avolta currently holds a (BB+) rating with Stable Outlook by Standard & Poors and a (Ba2) rating with Stable Outlook by Moody's. Both agencies upgraded these credit ratings during the 2024 reporting period.

At the Ordinary General Meeting of Shareholders in May 2024, for the first time Avolta presented its non-financial reporting as part of the annual report 2023 for approval on a non-binding consultative basis to our shareholders. The report was overwhelmingly accepted, with a majority of 97.64% of the votes.

Shareholder value further enhanced.

In 2024, Avolta reinforced its capital allocation policy, aiming to balance ongoing balance sheet de-leverage with shareholder returns, while retaining flexibility for organic growth and bolt-on acquisitions. As part of our medium-term Destination 2027

strategy, Avolta targets a leverage ratio of 1.5 - 2.0x net debt to CORE EBITDA, with near-term flexibility up to 2.5x for strategic business opportunities.

The company's overall positive performance on the 2024 business year allowed us to further lower the leverage ratio from 2.6x in 2023 to 2.1x in 2024 – the lowest since 2011 and closely approaching our mid-term target. Worth further mention in this context is our overall strong financial position underpinned by the available liquidity of CHF 2,214 million. Based on Avolta's intention to maintain a progressive dividend policy, we have committed to returning one-third of EFCF to shareholders. Reflecting the company's positive performance and results in 2024, the Board of Directors has resolved an increased dividend of CHF 1.00 per share for 2024 (previous year: CHF 0.70 per share), to be proposed for shareholder approval at the AGM in May 2025.

Beyond dividends, Avolta has the ambition of distributing medium-term excess cash to shareholders by way of share buybacks, thus further enhancing shareholder value.

CHF 200 million share buyback program launched.

I am pleased to confirm that after closing, on 27 January 2025 we executed a share buyback program to cancel up to CHF 200 million worth of Avolta shares by latest 31 December 2025 – reducing the number of outstanding

shares and condensing future earnings per share.

Fostering durable bonds with our communities.

Our commitment to engaging with and supporting local communities in the regions where we operate – an important aspect of our employee value proposition – inspired the creation of two new initiatives this year. In Spain, we launched the Eugenio Andrades' Legacy, an initiative dedicated to uplifting and supporting children with neurological disabilities. Meanwhile, in North America, we established the Journey for Good Foundation, evolving from the former HMSHost Foundation, to broaden our support across the entire region. 2024 also marks our 15th year of supporting SOS Children's Villages initiatives in Brazil, Mexico, and Kenya.

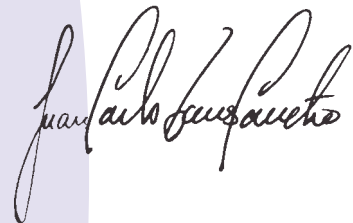
With thanks to our team members and all stakeholders.

Our achievements this year were not possible without the remarkable efforts of our team members and leadership across Avolta, I particularly want to thank our senior management and the leadership of our CEO. Their collaboration and commitment to operational excellence have enabled us to surpass our goals and continue advancing towards Destination 2027. I am deeply grateful to all our team members globally, for their

dedication to delivering exceptional service to travelers and for embracing working together as one unified, yet diversified company, to redefine the travel experience.

My sincere thanks also go to our concession partners and brand suppliers for their close collaboration, enabling us to innovate and elevate our offering. I am equally appreciative of the continued trust and support from our business partners, shareholders, bondholders, and lending banks, whose longstanding relationships with us reinforce our confidence in the journey ahead. Together, we are well-positioned for a promising future.

Sincerely,



Juan Carlos Torres Carretero

Together, we are well-positioned for a promising future.