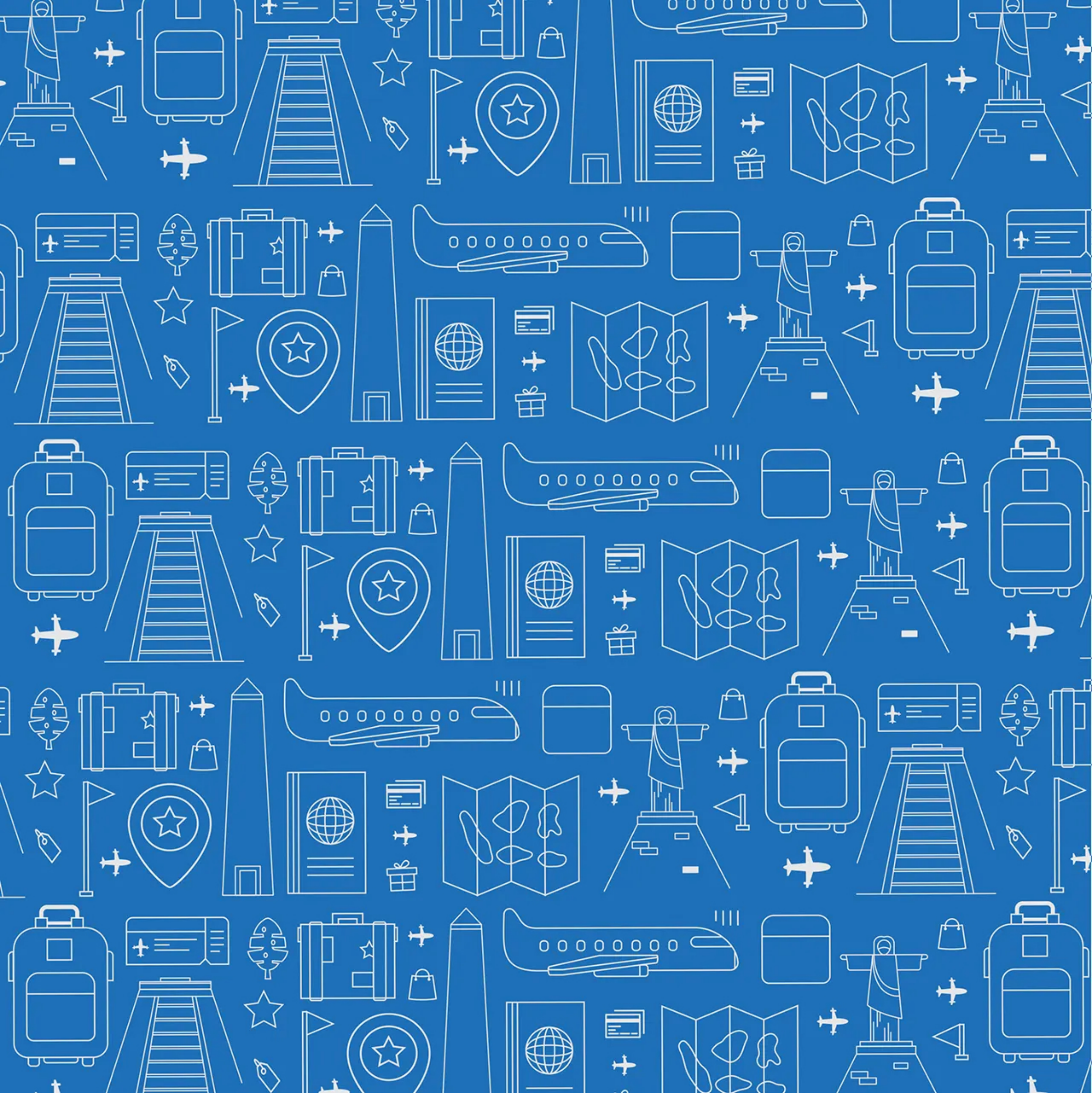




asutil

Asociación Sudamericana
de Tiendas Libres



A photograph of three business professionals in a modern office setting. On the left, a man in a dark suit stands in profile, facing right. In the center, a woman in a dark suit stands facing forward. On the right, a man in a dark suit stands facing left, gesturing with his right hand towards the woman. The background is a bright, out-of-focus office space with large windows.



WHAT IS ASUTIL?



ASUTIL is an international non-profit association established in 1994 to represent and promote the interests of companies and institutions in the Duty-Free Shops sector across Latin America and the Caribbean. Officially registered in Uruguay in 1995, the association is dedicated to advocating for its members, fostering their progress, and protecting their interests. ASUTIL aims to be the leading reference for the duty-free sector in the region, offering its members valuable information, networking opportunities, and international representation.





2024 - 2028

IMMEDIATE GOALS



Support Industry Development:

Actively work towards the growth and advancement of the duty-free industry by providing expert advice and protection to our members, ensuring they remain competitive and resilient in a changing market.

Expand as a Representative Entity and Permanent Forum:

Expand as a strong, unified entity that serves as a permanent platform for dialogue, decision-making, and representation of the duty-free industry's interests on both local and international stages.

Legislation and Information Management:

Systematically collect, analyze, and organize relevant legislation and information concerning Free Shops. Ensure timely dissemination of this data to members, empowering them to stay informed and compliant with evolving regulations.



Government and Association Advocacy:

Act as the primary voice for our members, guiding them through complex regulatory environments and representing their interests before governments, international bodies, and other industry associations. Strengthen these relationships to ensure our members' perspectives are well-represented in policy discussions.

Promotion of Free Shops:

Increase awareness of the role and importance of Duty-Free Shops by actively promoting their activities and contributions to the economy, thereby enhancing their reputation and influence.

Research, Studies, and Events:

Conduct targeted research and studies that address current industry challenges and opportunities. Organize events that foster knowledge exchange, networking, and collaboration among members. These events will serve as critical touchpoints for sharing insights, shaping industry trends, and advancing collective goals.

Global Cooperation and Exchange:

strengthening and enhancing existing relationships with other institutions and associations worldwide. This robust cooperative exchange of knowledge and best practices will strengthen the global duty-free sector and provide members with access to a broader range of resources and opportunities.



BRIEFS, STUDIES & REPORTS

- ▶ Presidency reports: made every two years, at the end of the term of office of the authorities of ASUTIL and are presented in the General Assembly.
- ▶ Financial reports: are monthly prepared by ASUTIL's accountant.
- ▶ Macroview reports: are made especially for ASUTIL by the company.
- ▶ MacroView, whose CEO is the economist Carlos Melconian. A report on the situation of ARGENTINA and another of BRAZIL is provided each month.
- ▶ LATAM reports: are developed by mInd-set, a company that specializes in the Duty-Free market and are published quarterly.
- ▶ DFWC studies.

Some of these are exclusively for members.

02 | THE TEAM



ASUTIL TEAM



The ASUTIL Board of Directors is composed of seven members, each elected for a two-year term. The board includes a President, Vice President, Secretary & Treasurer, and four Directors. To be eligible for the board, members must have a minimum of two years of membership in ASUTIL and must be operators of Duty-Free Shops. The current board for the 2024-2026 period is as follows:

- **Enrique Urioste** – President & CEO Latam & Caribbean, AVOLTA – President
- **Gustavo Fagundes** – CEO, AVOLTA GM Brazil – Vice President
- **Marcelo Montico** – CEO, Neutral by Luryx – Secretary & Treasurer
- **Martín Laffitte** – Bernabel Trading S.A. – Director
- **Gandhi Abdullah** – Siñeriz – Director
- **Fabrizio Belo** – Avolta GM Uruguay – Director
- **Danny Yohoros** – CEO & President, Top Brands International – Director

The Board of Directors relies on a dedicated management team to handle the daily operations of the association. This team, led by Secretary-General **Carlos Loaiza Keel** and supported by **Silvia Gestal**, who has served as the Assistant to the Board since 2015, has been further strengthened by the recent addition of **Diego de Freitas** as Conference Manager and Business Developer. Together, they work cohesively to ensure the smooth functioning and professionalization of the association.

MEMBERS

OPERATORS



BECOME A MEMBER



MEMBERS

SUPPLIERS



DIAGEO



BECOME A MEMBER



MEMBERS

SUPPLIERS

MARS



CAMPARI
GROUP



BECOME A MEMBER



OFFICE



ASUTIL's headquarters are in Montevideo, Uruguay, at the World Trade Center (Luis A. de Herrera 1248, Torre 1, Of. 201), the country's most modern business complex. Members are welcome to use the office facilities

Our LINKS



- ▶ Duty Free World Council
- ▶ International Association of Airport Duty Free Stores
- ▶ Tax Free World Association
- ▶ Frontier Duty Free Association Frontiere Hors Taxes
- ▶ European Travel Retail Council
- ▶ Airports Council International
- ▶ Middle East & Africa Duty Free Association
- ▶ Inter alia



03 | EVENTS





ASUTIL CONFERENCE & EVENTS



ASUTIL's events are the premier business forums in Latin America and the Caribbean, exclusively bringing together the top 300 leaders and key figures in the Duty-Free sector.

Held annually, these events provide unparalleled opportunities for networking, collaboration, and access to invaluable industry insights.

The ASUTIL Conference, established in 1997, is a cornerstone event that rotates locations each year, attracting the most prominent players in the industry. It offers a productive environment where attendees can engage in meaningful dialogue, share knowledge, and build lasting partnerships. In 2023, the conference returned to Buenos Aires with the theme "It's back," and in 2024, it was held in Bogotá with the theme "Evolution" of Travel Retail. This year, the Bogotá conference broke all records, achieving unprecedented numbers in attendance, sessions, keynote speakers, stands, and business lounges, setting a new benchmark for future events and showcasing the dynamic growth of the industry.

Additionally, ASUTIL significantly impacted the border duty-free market through its Border Encounters since 2013, with the most recent event held virtually in 2021.

04 | ASUTIL MAIN CONTRIBUTIONS





DUTY FREE

WORLD COUNCIL



We are members of the DFWC, together with IAADFS, TFWA, FDFA, and others relevant associations. The DFWC is the governing body of the DF worldwide, and we are one of the founding partners.

CSR



We are pleased to have developed a CSR program. In these recent years the ASUTIL has been able to carry out various CSR major actions. Throughout the EBS, several donations were made to a border entity. This year, after the arrival of the COVID-19, we have made a donation to the Ministry of Social Development of Uruguay, Hand in Hand for Haiti, Women in Travel Retail, the DFNI Charity Ball, among others had also been recipients of our collaborations.

DUTY-FREE STORES IN BRAZIL



ASUTIL, being declared as the association that interacts with the Brazilian government, has been working intensely with the RECEITA FEDERAL (taxes and customs) in the implementation of the new Brazilian law of the border free shops in twin cities. Mainly so that we make sure this new business is born in optimal conditions, and that guarantees are given to operators and suppliers.

TOBACCO AND LABELING



ASUTIL is working very hard with the tobacco companies, regarding the Tobacco Illicit Trade Protocol. The outcome of this work is very important and can affect the whole industry, because after that comes alcohol and chocolate and fine foods, which are already on the WHO list. We are also dealing with the labeling of edible products in Duty-Free. We are in constant communication with the governments and keeping track of the upcoming regulations in all Latin-American countries. We have conducted several meetings with the confectionary suppliers' members and keep them updated.





ALLOWANCES



This is a short review of the recent improvement in the allowances that have a direct impact in the whole business and that permits the increase of sales of all categories and particularly for high prices brands.

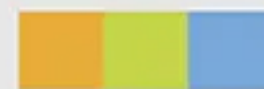
Argentina: USD 300 to USD 500 - January 2018

Brasil: USD 500 to USD 1000 - January 2020

Uruguay: USD 300 to USD 500 in 2010 and USD 500 to USD 650 - November 2017

Mercosur: USD 150 to USD 300, to be harmonized in all countries

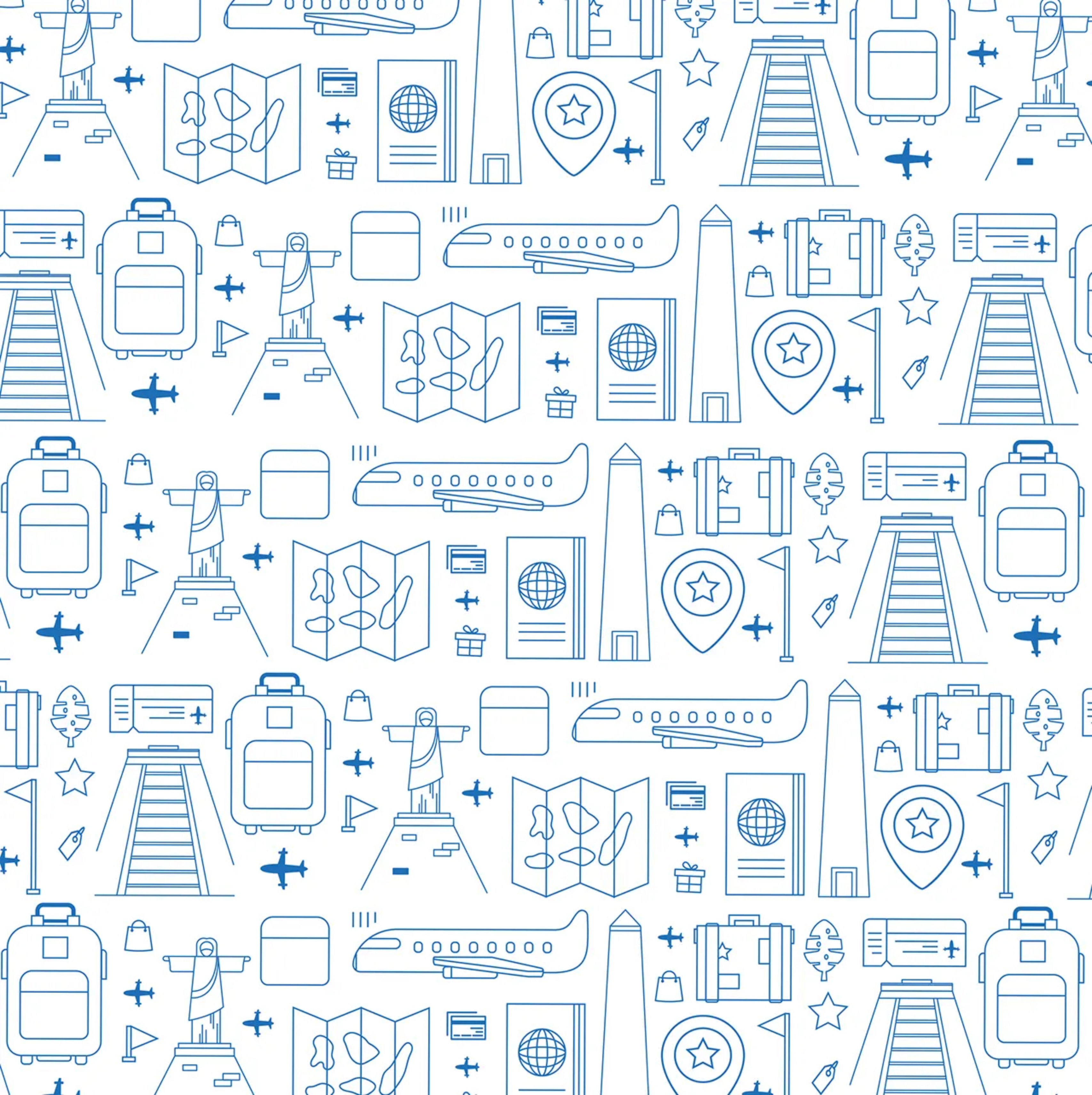
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Throughout these years, we have gained invaluable insights from the road we've traveled, undertaking numerous initiatives and embracing constant challenges. ASUTIL has taken several successful steps to enhance the operational status of its associates. We continue to move forward with a focus on the future, recognizing that teamwork is and will remain essential in facing ongoing challenges. We invite all stakeholders to join us in being part of this ongoing transformation.

We extend our deepest gratitude to our partners, team members, authorities, and the media. Most importantly, we thank our operators and suppliers, without whose contributions and support, none of our achievements would have been possible.

ASUTIL has earned great prestige and a solid reputation, both within the industry and with regional governments. We look forward to what the future holds, with our eyes firmly set on continuous evolution.





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