



Dia  **Group**

Q1 16

Results

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01

Highlights



Highlights

- / Strong start to the year: 10.5% sales increase in local currency with positive growth in all countries.
- / 7% LFL (ex-calendar) at group level, double-digit growth in Emerging Markets and steady improvement in Iberia.
- / Improvement in customer value proposition driving uplift in sales.
- / Expansion in adjusted EBITDA margin supported by Emerging Markets.
- / Good progress in the integration of recent acquisitions.
- / More than EUR100m improvement in comparable debt performance.

02

Financial review



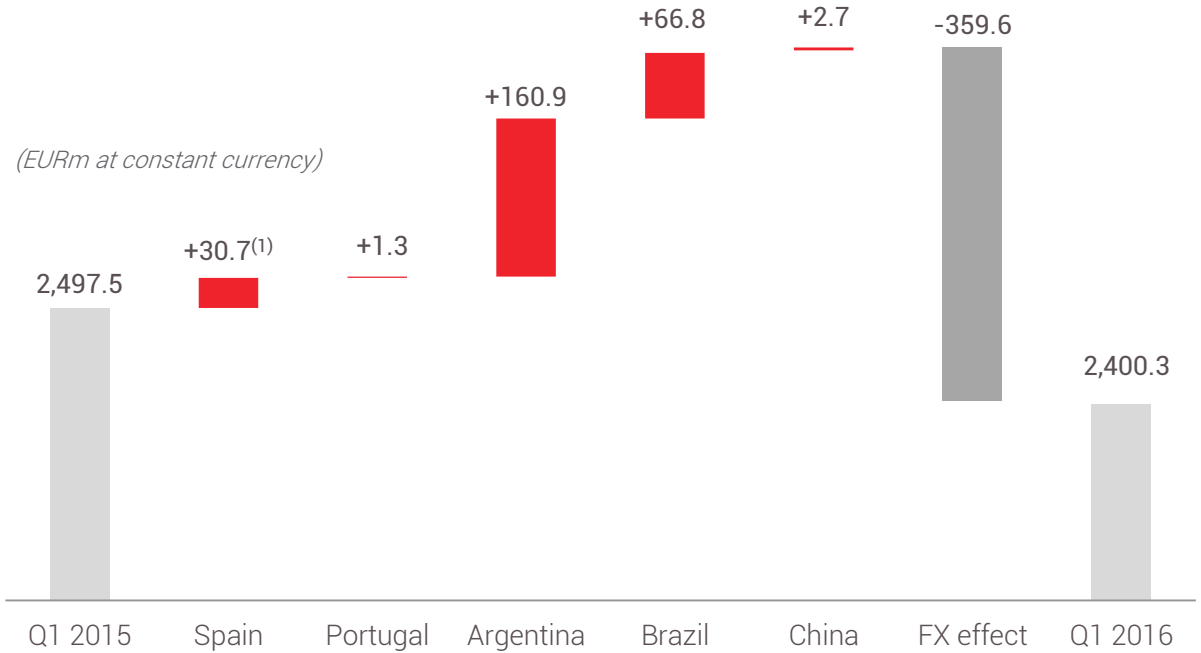
Q1 2016 Sales

	(EURm)	Q1 2016	INC w/o FX	INC
/ +10.5% gross sales under banner and +7.0% LFL growth.				
	Gross sales under banner	2,400.3	10.5%	-3.9%
	Iberia	1,599.2	2.0%	2.0%
	Emerging markets	801.1	24.8%	-13.9%
/ Market share gains in Spain, Brazil, Argentina and China.				
	Like-for-Like ⁽¹⁾		7.0%	
	Iberia		-0.3%	
	Emerging markets		15.6%	

(1) Excluding calendar effect

Q1 2016 Sales

- / Gross sales under banner in local currency grew in every country.
- / 14.4% negative currency effect.



(1) Online contributing EUR3.6m (+66% versus Q1 2015)

Q1 2016 P&L

<i>(EURm)</i>	Q1 2016	INC w/o FX	INC
Net sales	2,021.3	8.9%	-5.0%
Adjusted EBITDA <i>Adjusted EBITDA margin</i>	117.0 5.8%	5.7%	-1.2%
D&A	(54.7)	16.6%	7.8%
Adjusted EBIT <i>Adjusted EBIT margin</i>	62.3 3.1%	-2.5%	-7.9%
Underlying net profit	38.7	-3.0%	-0.6%

- / FX currency effect of -13.9% on net sales and -6.9% on adjusted EBITDA.
- / D&A growth due to acquisitions (of which EUR3.5m comes from Eroski).

Iberia

/ Sustained improvement in LFL with very strong beginning of the year in Portugal.

/ Growth in Spain and Portugal.

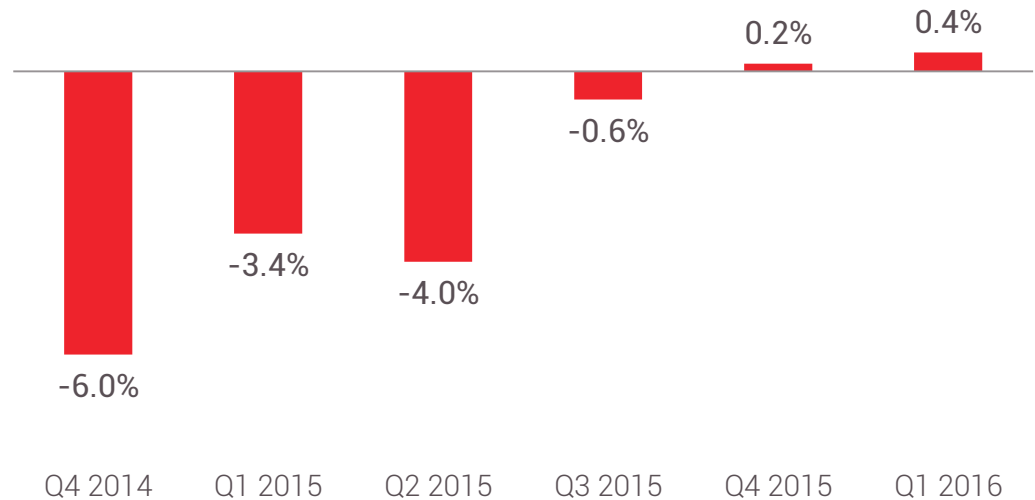
/ Adjusted EBIT margin flat in Iberia at constant perimeter.

/ 106 upgrades to new DIA formats.

<i>(EURm)</i>	Q1 2016	INC
Gross sales under banner	1,599.2	2.0%
Net sales	1,355.5	0.6%
Adjusted EBITDA – <i>Adjusted EBITDA margin</i>	101.1 <i>7.5%</i>	0.3% <i>-2bps</i>
Adjusted EBIT – <i>Adjusted EBIT margin</i>	57.7 <i>4.3%</i>	-7.2% <i>-36 bps</i>

LFL ex-calendar effect and cannibalization in Iberia

- 1.1% negative calendar effect due to the different timing of Easter, which always has a negative impact on DIA's proximity business in Spain.

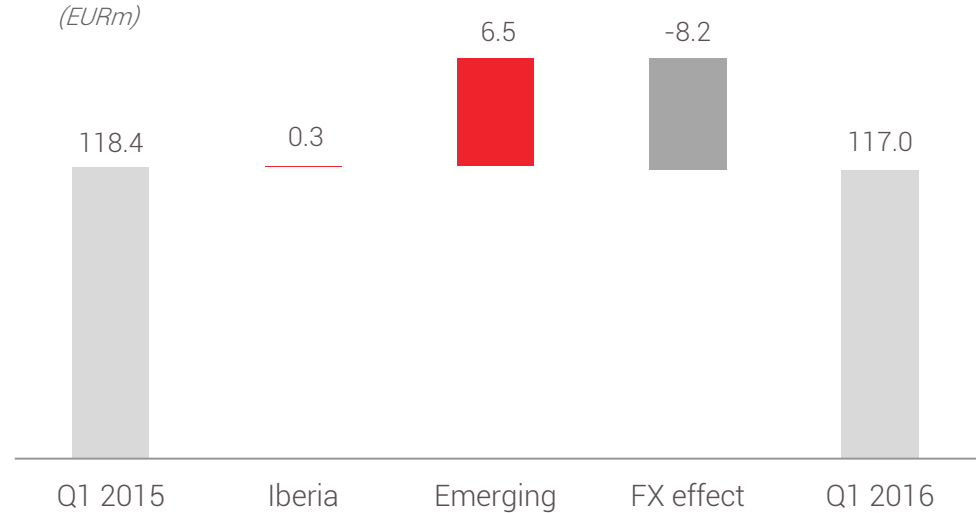


Emerging Markets

	<i>(EURm)</i>	Q1 2016	INC w/o FX	INC
/ 24.8% growth in gross sales under banner (37.1% in Argentina and 15.1% in Brazil).	Gross sales under banner	801.1	24.8%	-13.9%
/ LatAm business growth continues to accelerate well ahead of the market, increasing share in both countries.	Net sales	665.8	23.3%	-14.6%
	Adjusted EBITDA – <i>Adjusted EBITDA margin</i>	15.8 <i>2.4%</i>	36.9%	-9.7% <i>13 bps</i>
	Adjusted EBIT – <i>Adjusted EBIT margin</i>	4.5 <i>0.7%</i>	52.5%	-16.0% <i>-1 bp</i>
/ +254 new stores versus last year.				

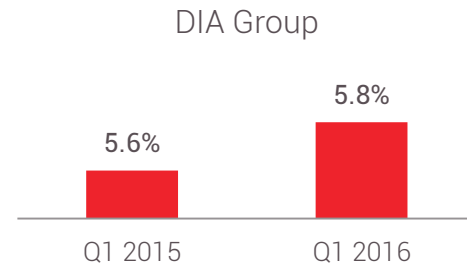
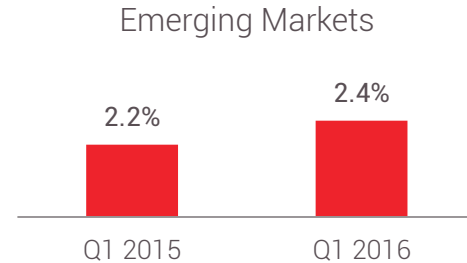
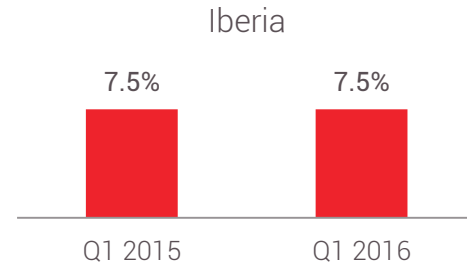
Adjusted EBITDA

- Adjusted EBITDA increased by 5.7% (ex-currency) with growth in both segments (36.9% in Emerging Markets).



Adjusted EBITDA margins

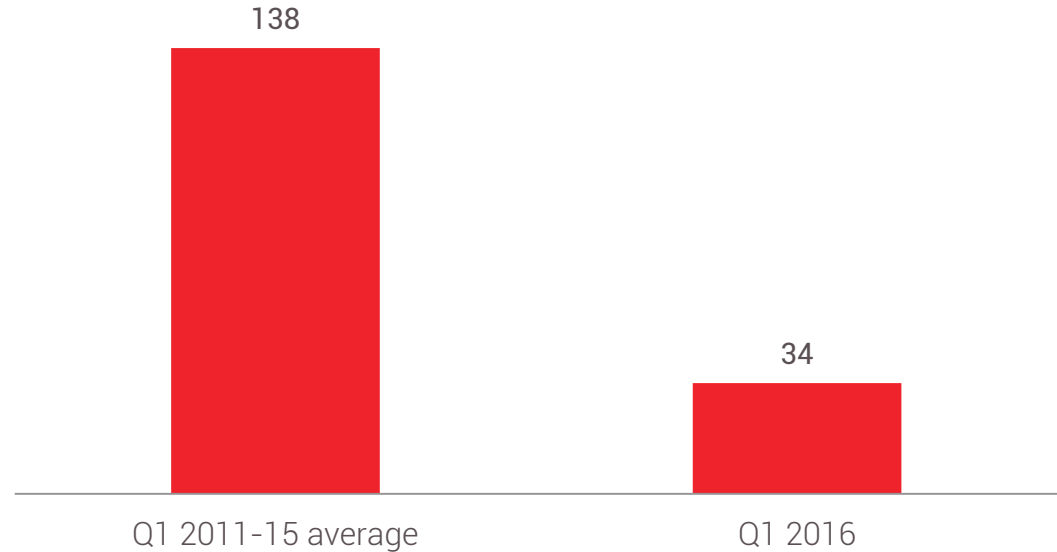
- / Adjusted EBITDA margin stable in Iberia, despite dilutive effect from acquisitions.
- / Sustained improvement in Emerging Markets for 7th consecutive year.



Net debt

Net debt change in the first quarter

(EURm)



- / Q1 2016 increase in net debt is EUR104m lower than average of past 5 years.
- / Cash-flow generation is on track with the annual and mid-term targets.

03

Closing
remarks
and Q&A



Closing remarks

/ Top-line growth: a key priority.

- Sales growth in every country.
- Improvement in commercial proposition driving sales momentum.

/ On track to meet the 2016 targets and generate strong cash flow in the year.

/ Iberia:

- Positive LFL trend confirmed.
- Sustained adjusted EBITDA margin.
- Successful integration of acquisitions:
 - Double-digit growth in key categories such as perishables and HPC in existing DIA stores.
 - Strong growth of private label in La Plaza de DIA and Clarel.

/ Emerging Markets:

- Strong organic expansion.
- Acceleration of LFL.
- Improvement in margins.



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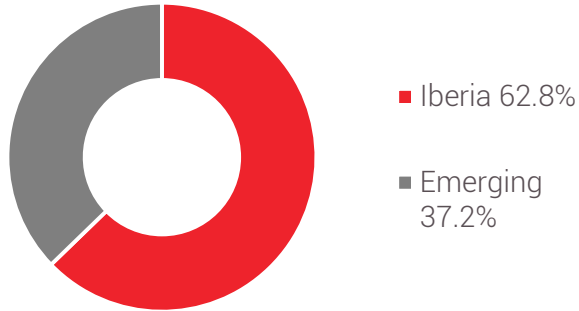
Results

Back-up

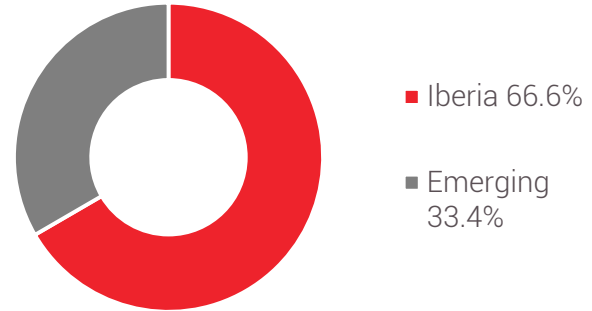


Gross sales & Adjusted EBITDA by segment

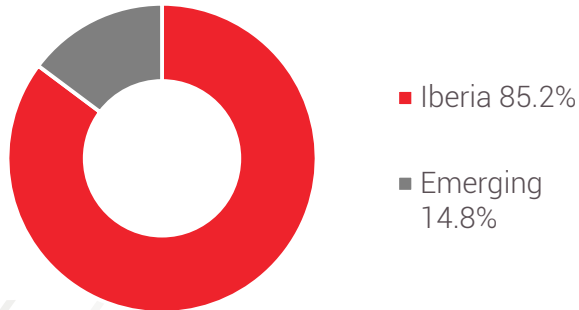
Q1 2015 Gross sales under banner



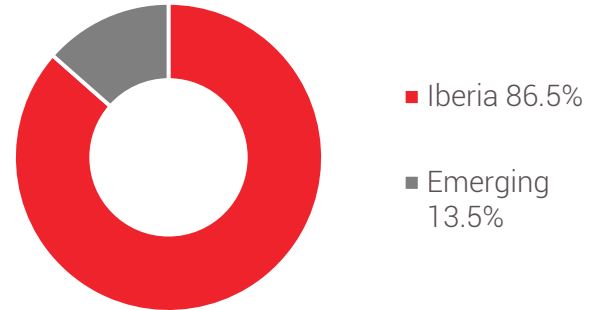
Q1 2016 Gross sales under banner



Q1 2015 Adjusted EBITDA



Q1 2016 Adjusted EBITDA

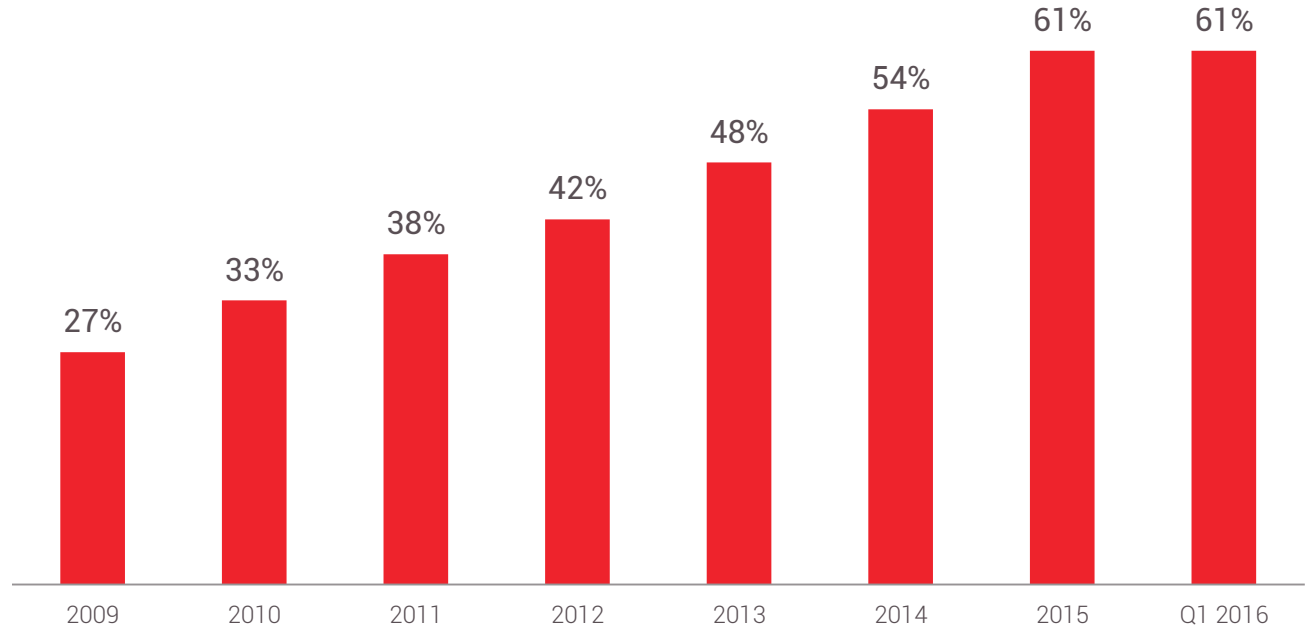


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Adjusted EBIT	62.3	-2.5%	-7.9%
<i>Adjusted EBIT margin</i>	<i>3.1%</i>		
Net attributable profit	25.6	-13.6%	-5.8%
Underlying net profit	38.7	-3.0%	-0.6%

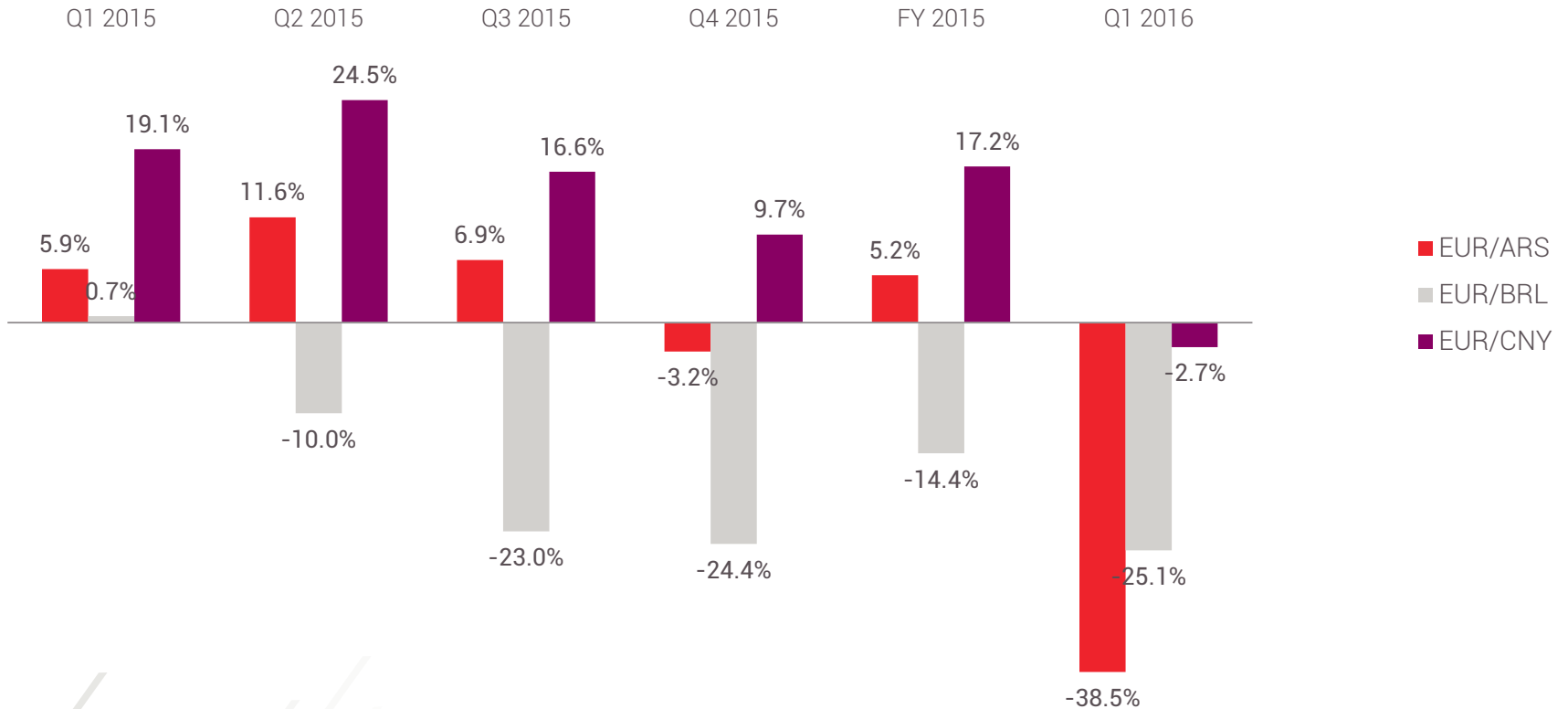
/ Adjusted EBIT growth ex-currency and at constant perimeter (ex-Eroski) is +2.8%.

Growing contribution of DIA banner franchised stores



DIA banner stores

Currency performance



Bloomberg average currency rates (a negative change in exchange rates implies a depreciation versus the Euro)



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