



3RD CAPITAL MARKETS DAY
INFORMATION SUMMARY

Las Rozas de Madrid, June 21st 2017.

Distribuidora Internacional de Alimentación, S.A. ("**DIA**" or the "**Company**"), will present today its strategy and future growth plan in its core markets, combining the essence of its low-cost and flexible model with a new approach fully focused on today's customer requirements.

The Company will also provide an update on its financial framework, expected short-term performance and long-term goals.

DIA is holding a Capital Markets Day for institutional investors and analysts today in London, United Kingdom, at 9 am GMT (10 am CET). Highlights include:

- DIA acts as one of the references in the industry in corporate governance matters.
- Consistent growth story with proximity, price and flexibility at the heart of our proposition.
- Sustainability of our business model backed by our extended franchise network, differentiated private label proposition and a loyal customer base.
- Continued 360° transformation to bring the customer at the center of everyday decisions:
 - Improved stores and extended offering to fulfill clients' increasing service expectations.
 - Enhancement of our integrated logistic model to rapidly adapt to customers' needs.
 - Full digitalization of the entire organisation.
- Significant avenues of growth:
 - Development of our strategic commercial alliances.
 - Organic growth to remain strong in Latin America, with the objective to have more than 1,500 stores in Brazil and 1,100 in Argentina by 2020.
 - Room for further expansion in Iberia supported by recovering LFLs and atomised market structure.
- Balanced financial policy, committed to maintain Investment grade rating while allowing flexibility to fund growth opportunities and remunerate our shareholders.
 - Capex expected to go down to the range of 3.5% - 4.0% over net sales
- DIA reiterates its 2017 Financial Outlook as well as the 2016-2018 targets
 - Organic sales growth of 7% in constant currency
 - Cash from Operations target of EUR 750 m for the 2016-2018 period

Ricardo Currás, CEO of DIA, said: “We are excited to share with investors and analysts some of our current projects to take the Company to the next level. Building on our DNA of efficiency, we are transforming the business in a radical way, listening to our



customers and partners. We are committed to meet our customers' needs, every day and everywhere, providing more quality and more savings on their daily purchases”.

Today, the company is presenting the projects that are transforming its business, improving its customer proposition, its prices and its services to delight its customers every day.

- There are significant growth opportunities ahead: Tangible organic potential in Latam where the company expects to increase its footprint by c.700 stores by 2020 taking advantage of the current favorable macro and food retail market prospects.
- The online opportunity:
 - eCommerce sales to grow by times to more than EUR120m by 2020
 - DIA is committed to be the best online grocer in the Spanish market, and to convert its more than 4,000 stores in Spain as a touch point for additional service and non-food eCommerce.

Finally, on the basis of a disciplined use of resources, DIA is committed to keep a balanced financial policy. Our solid Investment Grade rating allows for enough flexibility to fund growth opportunities while distributing returns to shareholders. We remain committed to maintain an Investment grade rating and higher than our industry peers returns, while devoting adequate resources to our profitable growth initiatives.

For more information, please check www.diacorporate.com