



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



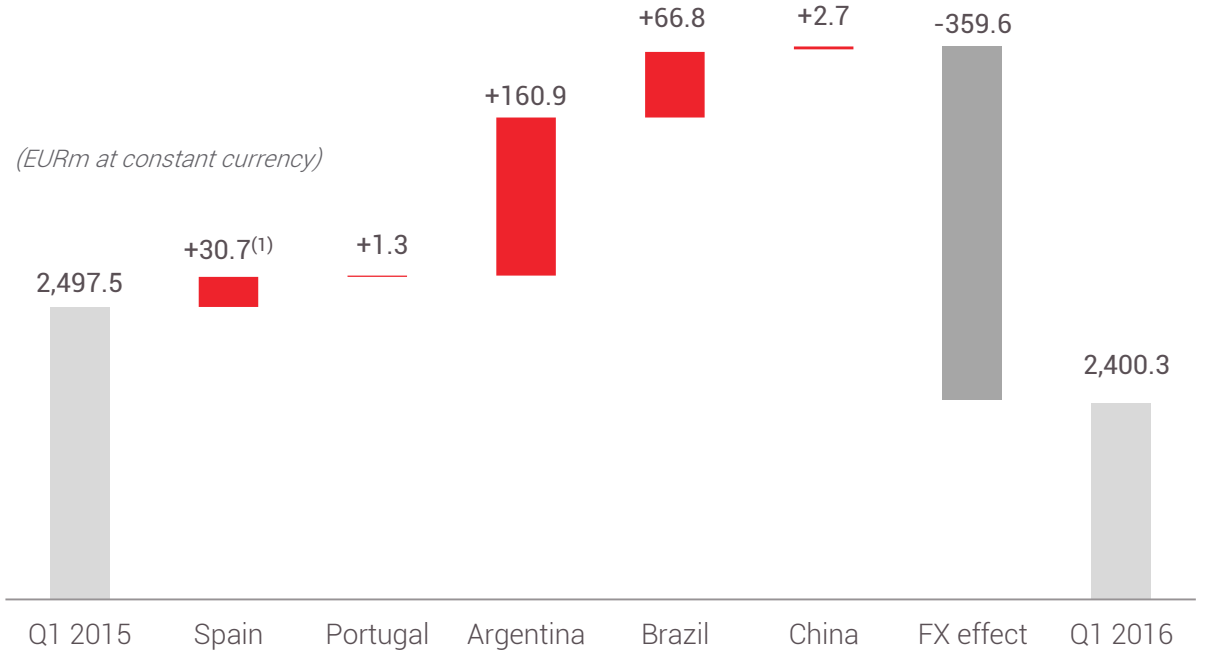
Q1 2016 Sales

| | (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.

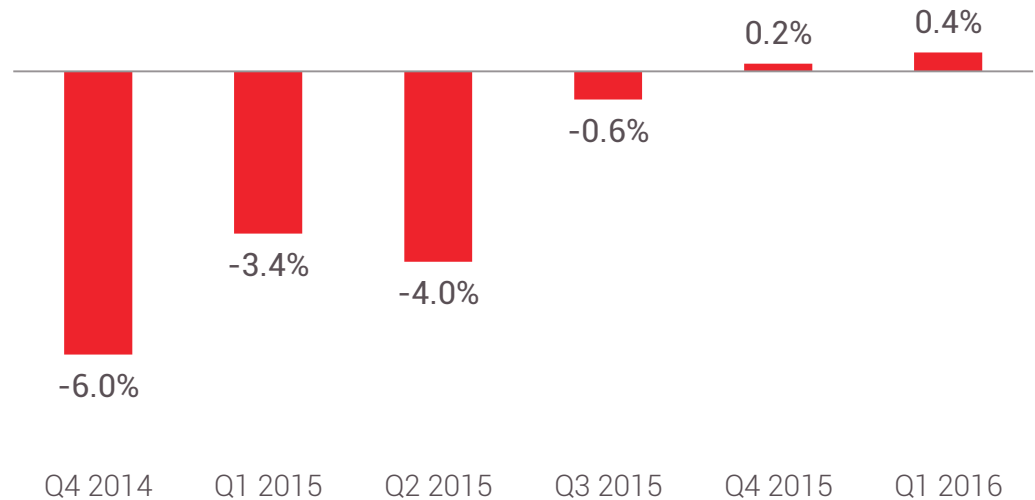
/ Adjusted EBIT margin flat in Iberia at constant perimeter.

/ 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.

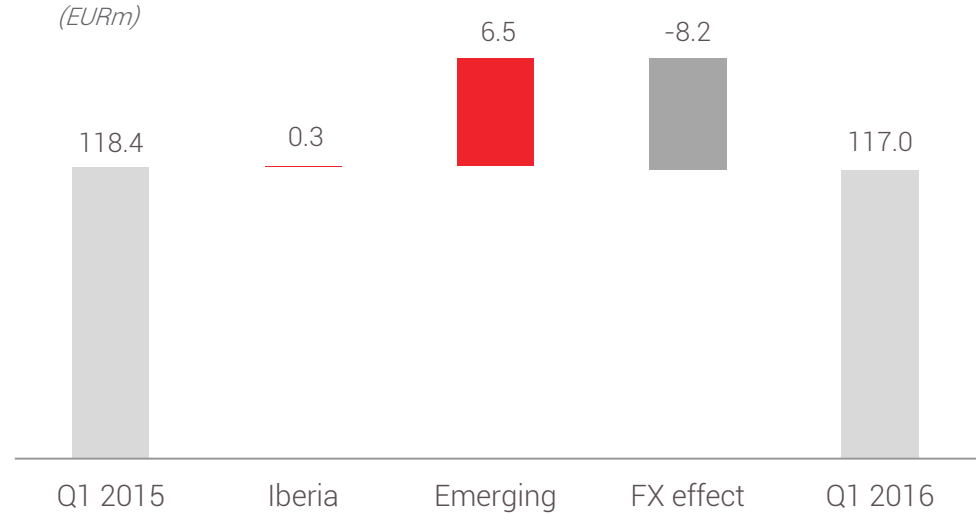


Emerging Markets

| | <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. | | | | |

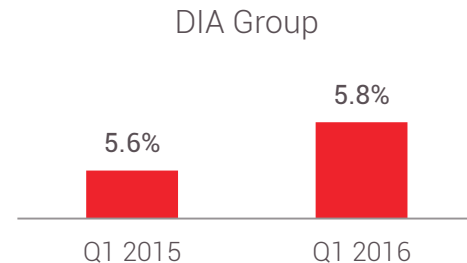
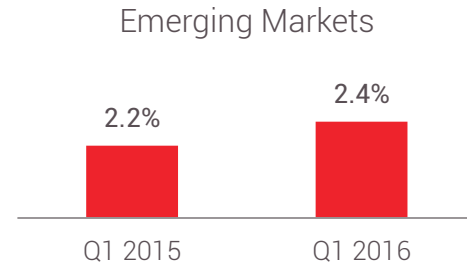
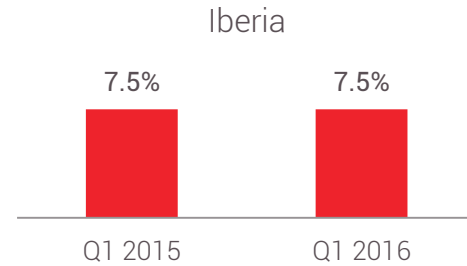
Adjusted EBITDA

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



Adjusted EBITDA margins

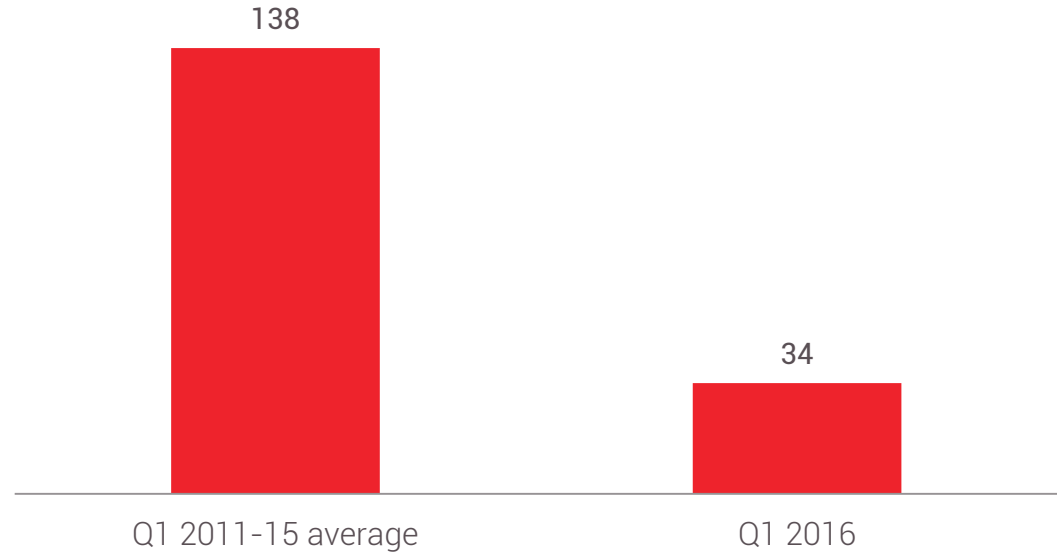
- / Adjusted EBITDA margin stable in Iberia, despite dilutive effect from acquisitions.
- / Sustained improvement in Emerging Markets for 7th consecutive year.



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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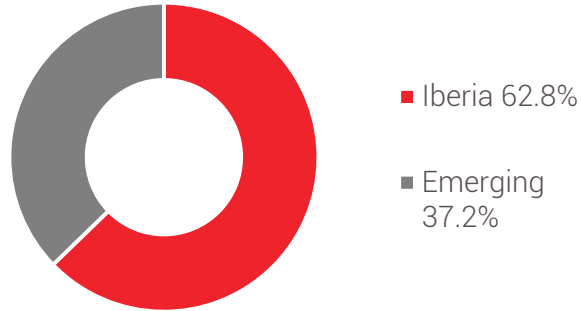
Results

Back-up

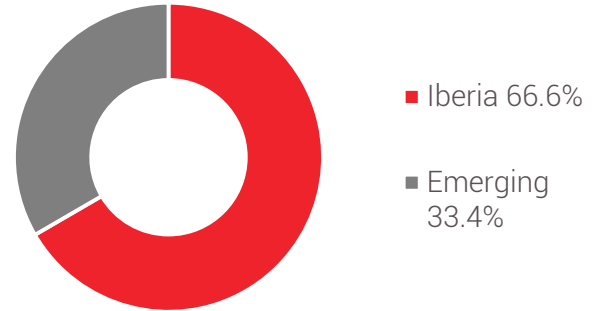


Gross sales & Adjusted EBITDA by segment

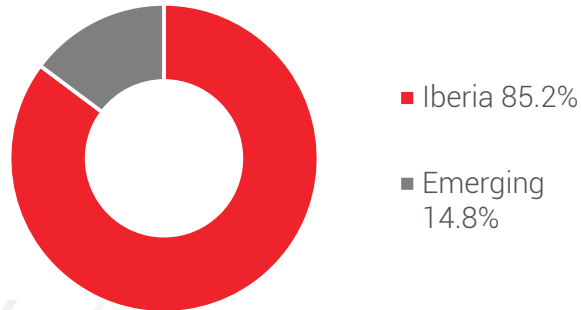
Q1 2015 Gross sales under banner



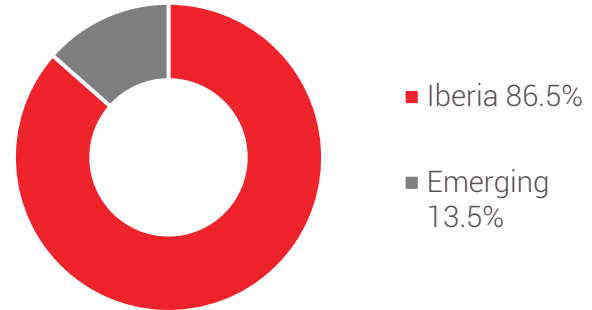
Q1 2016 Gross sales under banner



Q1 2015 Adjusted EBITDA



Q1 2016 Adjusted EBITDA

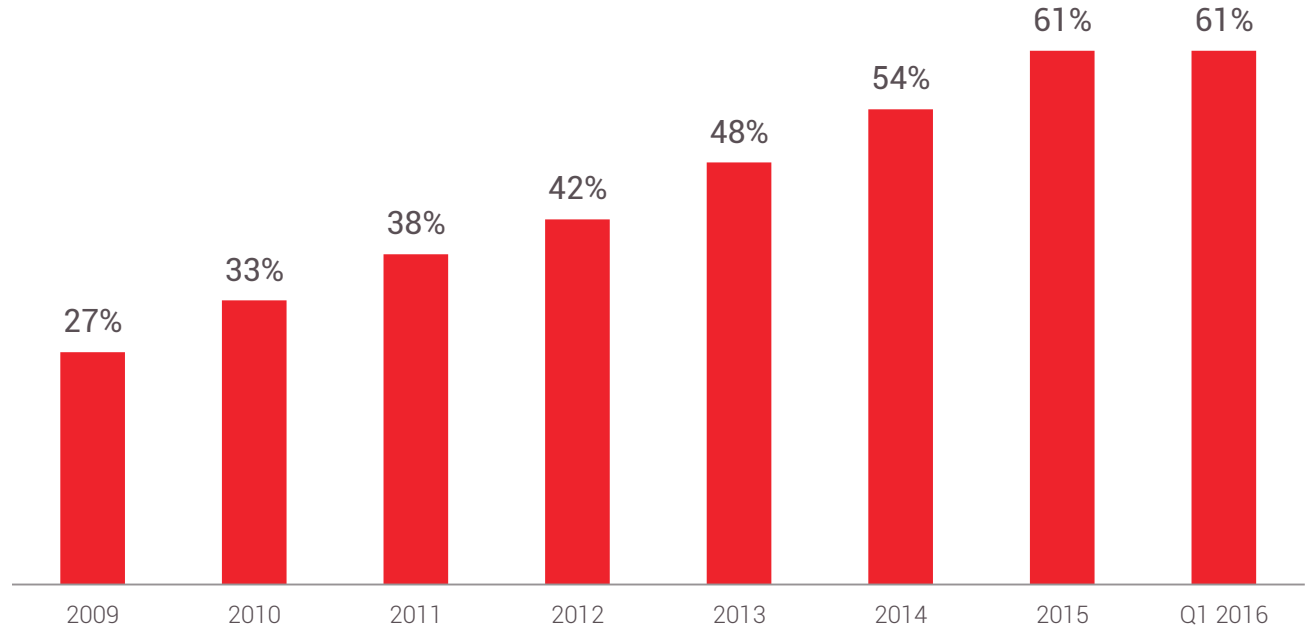


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| D&A | (54.7) | 16.6% | 7.8% |
| Adjusted EBIT <i>Adjusted EBIT margin</i> | 62.3 3.1% | -2.5% | -7.9% |
| Net attributable profit | 25.6 | -13.6% | -5.8% |
| Underlying net profit | 38.7 | -3.0% | -0.6% |

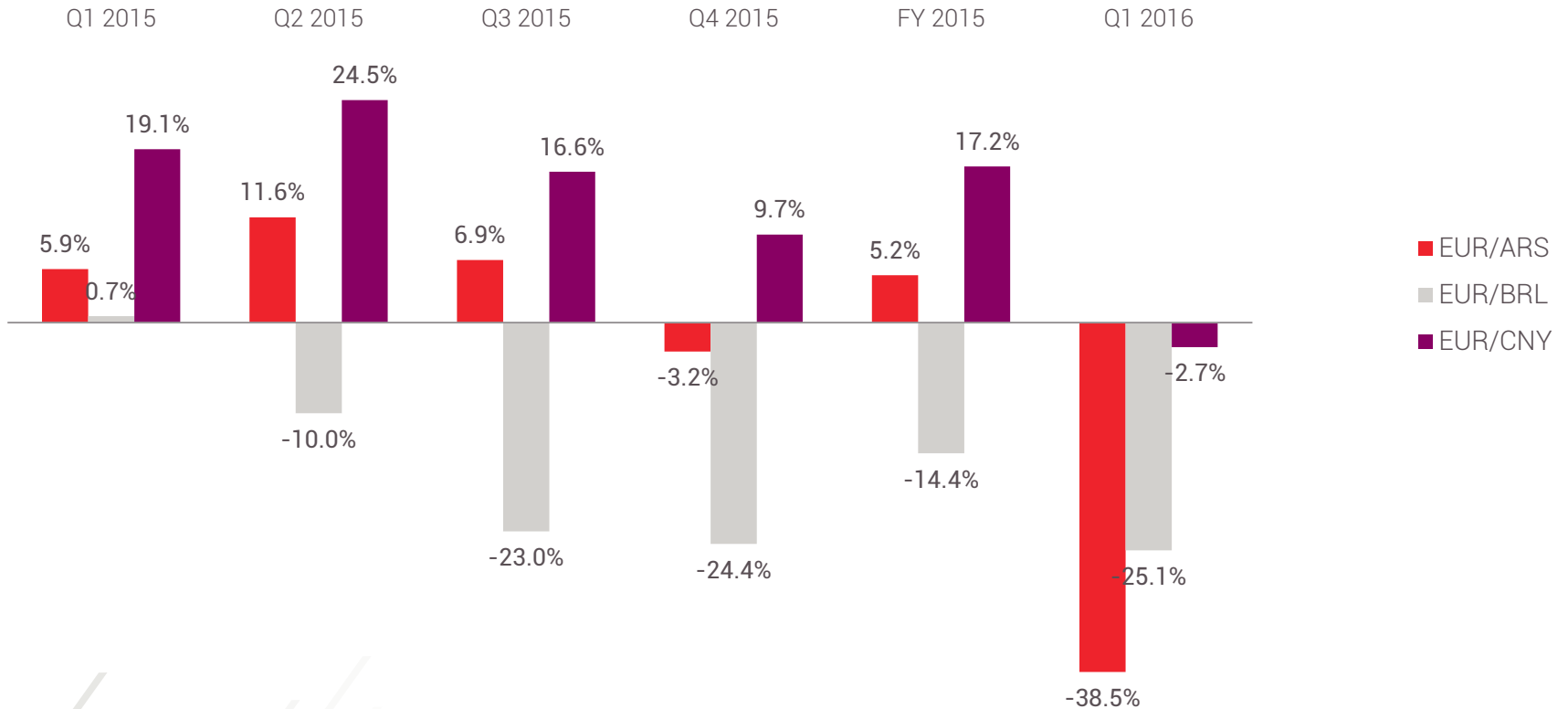
/ Adjusted EBIT growth ex-currency and at constant perimeter (ex-Eroski) is +2.8%.

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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