



# DÍA

# H117

Results

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# 01

## Highlights



# H1 2017 highlights

**+4.1%**

+4.3% LFL

**Gross Sales Under Banner**

**+3.3%**

**Adj. EBITDA**

**EUR256.8m**

+EUR50m vs FY2016

**LTM Cash From Operations<sup>(1)</sup>**

**EUR103.7m**

vs June 2016

**Net debt reduction**

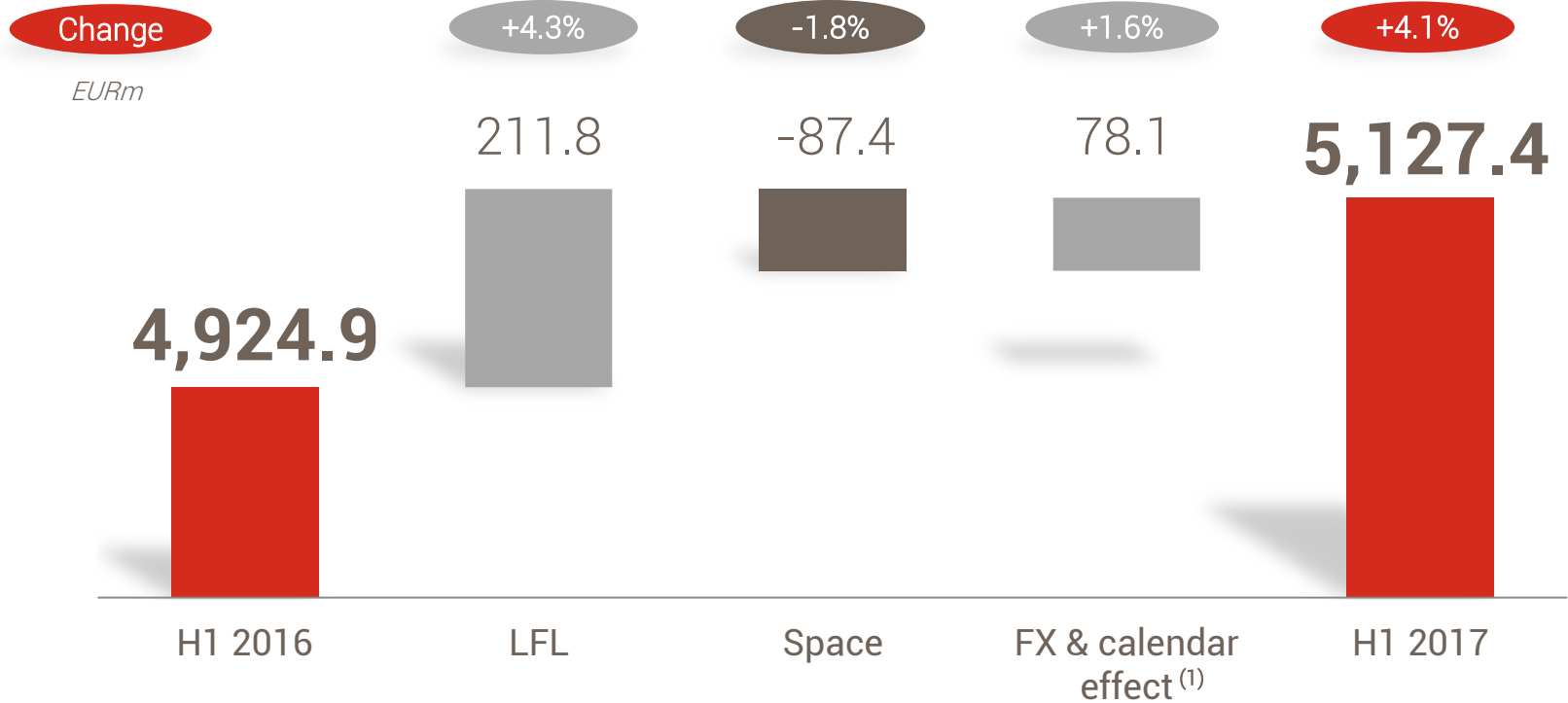
(1) Defined as adjusted EBITDA - Non-recurring cash items - Capex; on organic basis

# 02

## Financial review





# 4.1% increase in Gross Sales Under Banner



(1) Calendar effect of -0.7%

# H1 2017 results summary

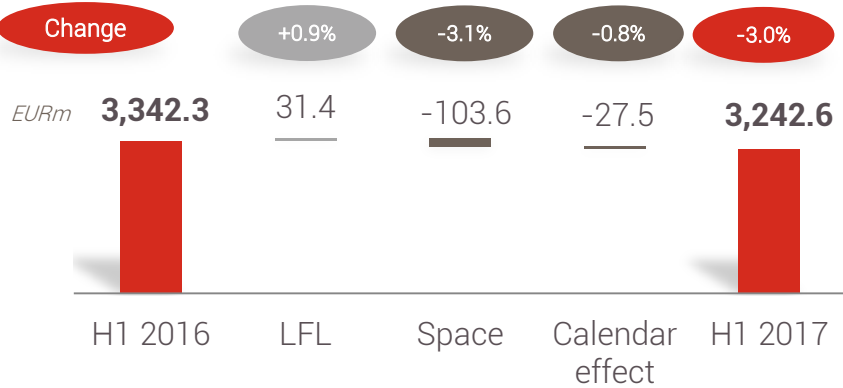
(EURm)	H1 2017	%	Change	FX effect	Change (ex-FX)
Net sales	4,287.6	100.0%	3.4%	2.4%	1.0%
Adjusted EBITDA <sup>(1)</sup>	278.3	6.5%	3.3%	1.7%	1.7%
D&A	-115.4	-2.7%	3.6%	2.7%	1.0%
Adjusted EBIT <sup>(1)</sup>	162.9	3.8%	3.1%	0.9%	2.2%
Non-recurring items	-48.2	-1.1%	1.0%	0.5%	0.5%
Non-Recurring cash items	-33.6	-0.8%	4.8%		-3.8% in Q2 2017
Long-Term Incentive Plans	-1.3	-0.0%	-86.7%		
Impairment and G/L in asset disposals	-13.3	-0.3%	129.1%		Linked to store closures in Spain
EBIT	114.7	2.7%	4.0%	1.1%	2.9%
Net profit from continuing operations	63.7	1.5%	-4.0%	1.2%	-5.2%
Underlying net profit	106.0	2.5%	4.3%	1.0%	3.2%

(1) Adjusted by non-recurring items

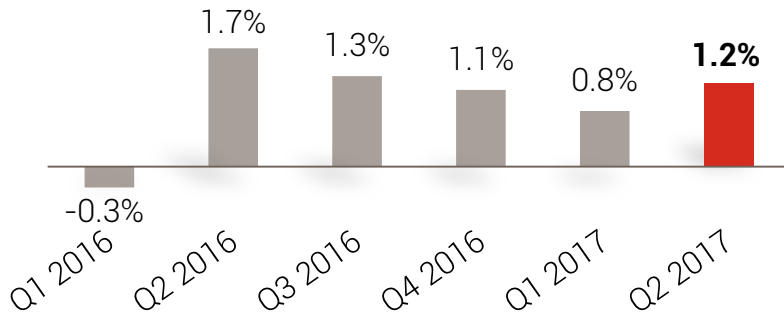


# Iberia

## Gross Sales Under Banner



## LFL ex-calendar

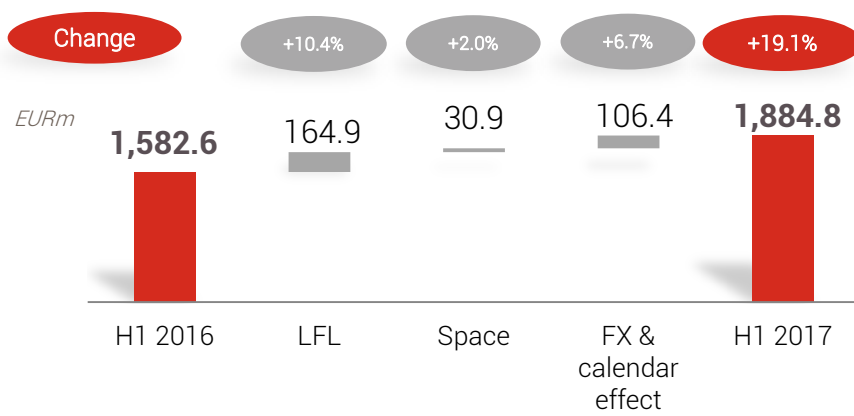


(EURm)	H1 2017	Change
Gross sales under banner	3,242.6	-3.0%
Net sales	2,717.4	-3.9%
Adjusted EBITDA	224.3	-2.4%
<i>Adj. EBITDA margin</i>	8.3%	12 bps
D&A	(84.3)	-6.0%
Adjusted EBIT	140.0	-0.1%
<i>Adj. EBIT margin</i>	5.2%	19 bps

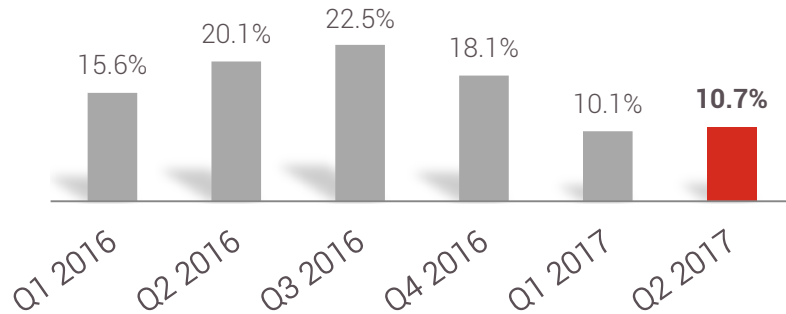
- / Sales impacted by store closures and a negative calendar effect in a competitive market environment.
- / 1.2% "growth on growth" LFL in Q2 2017.

# Emerging Markets

## Gross Sales Under Banner



## LFL ex-calendar

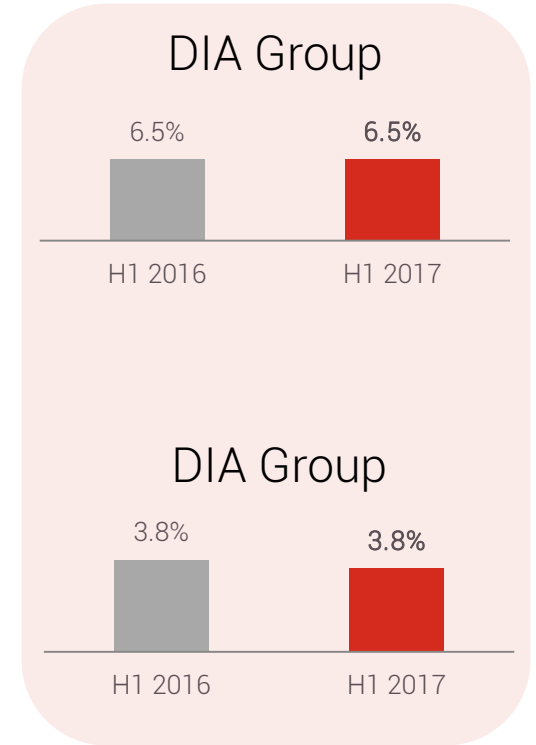
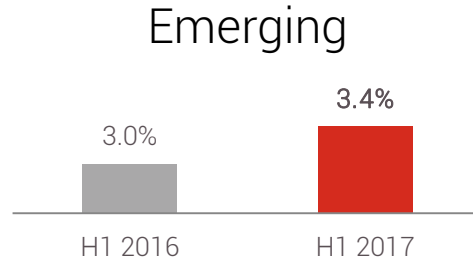
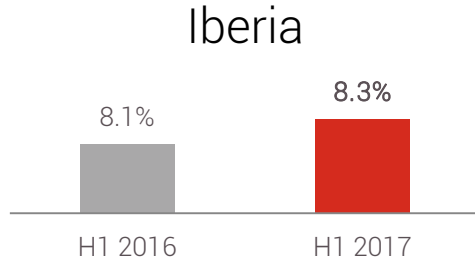


(EURm)	H1 2017	Change (ex-FX)	Change
Gross sales under banner	1,884.8	12.1%	19.1%
Net sales	1,570.2	11.4%	18.9%
Adjusted EBITDA	54.0	25.5%	36.8%
<i>Adj. EBITDA margin</i>	<i>3.4%</i>		<i>45 bps</i>
D&A	(31.1)	30.1%	43.9%
Adjusted EBIT	22.9	19.9%	28.1%
<i>Adj. EBIT margin</i>	<i>1.5%</i>		<i>11 bps</i>

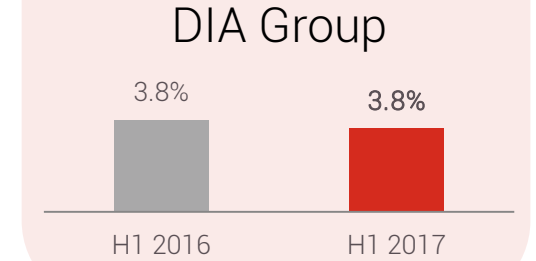
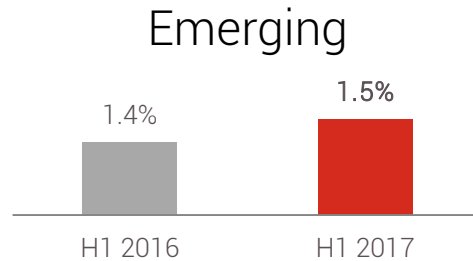
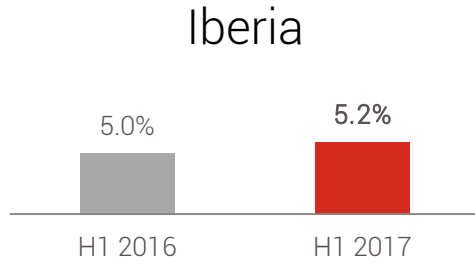
- / Sales represent 37% of total group sales.
- / Very strong improvement in operating margins in Q2 2017.

# Stable operating margins in H1 2017 due to mix effect

Adj. EBITDA margin

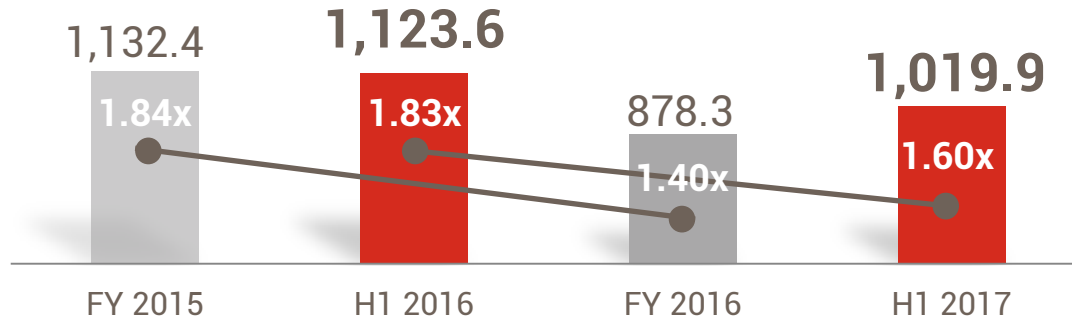


Adj. EBIT margin



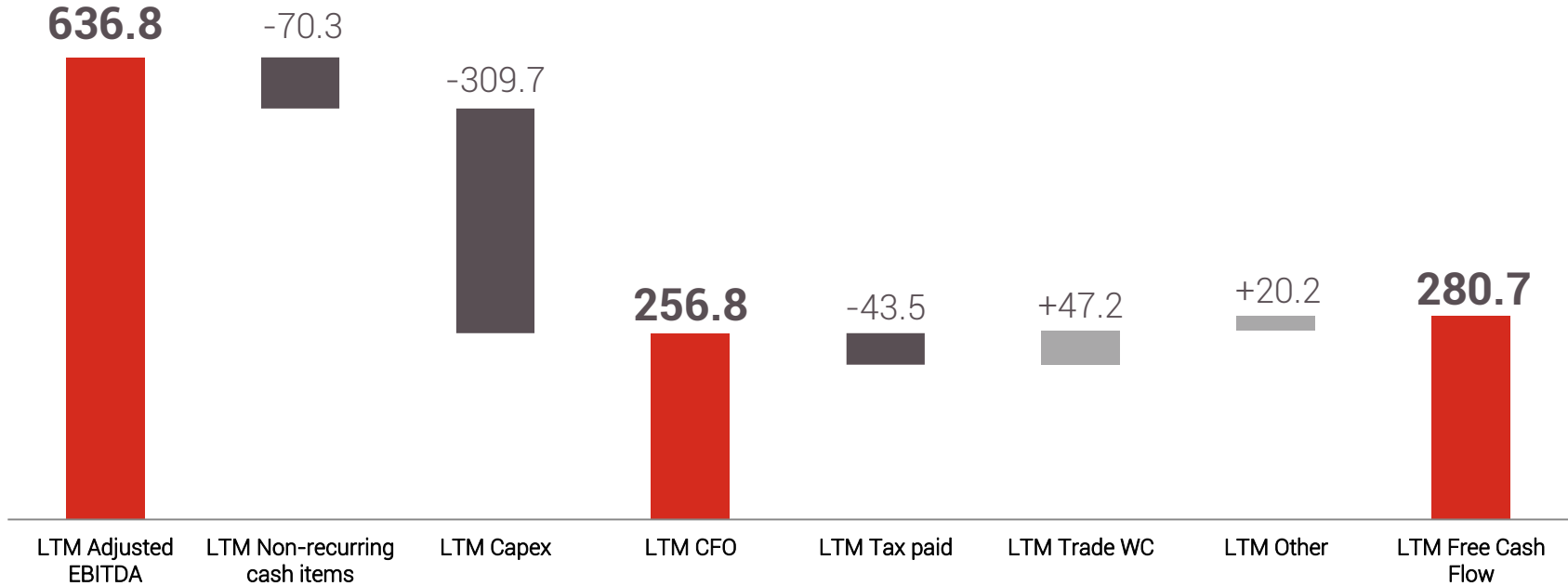
# Net debt reduction of EUR103.7m in the last twelve months

EURm



- / Leverage down from 1.8x to 1.6x net debt to adj. EBITDA.
- / Average maturity of total debt is now 3.5 years.
- / EUR128.5m dividend payment on July 18<sup>th</sup>.

# Last twelve months Cash-Flow generation



# 03

## Closing remarks

LANGOSTINO ARGENTINO  
*Hymenopodidae* spp.  
**12,15** €/kg  
PVP

LANGOSTINO COCIDO  
*Litopenaeus vannamei*  
**10,55** €/kg  
PVP

Oferta

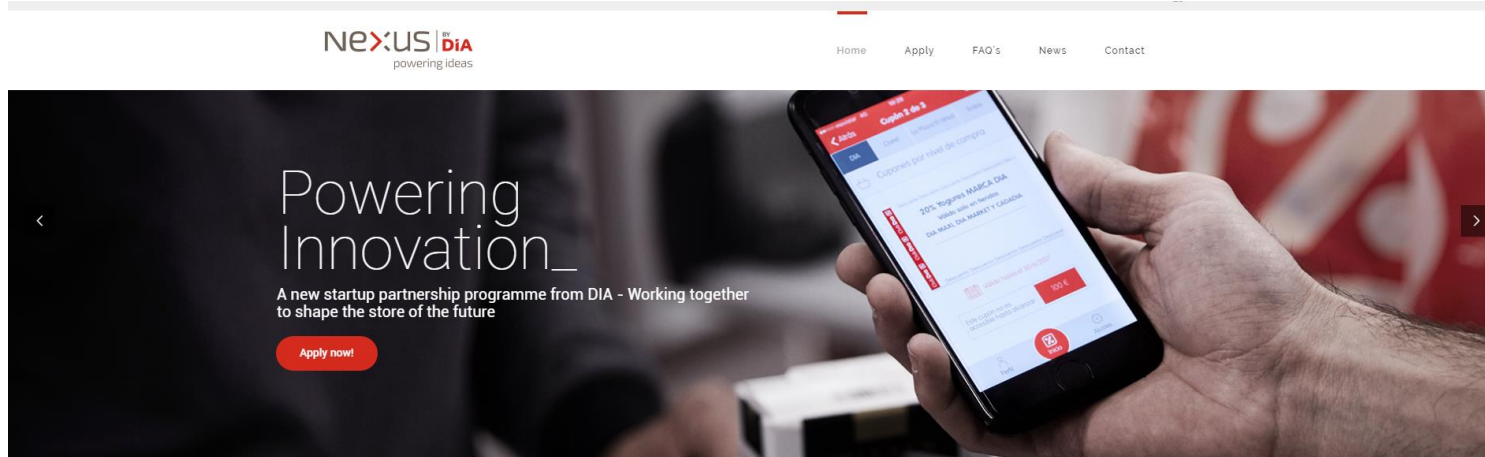
CIGALA CRUDA Nº3  
*Neohomarus norvegicus*  
**12,90** €/kg  
PVP



# Business highlights

- / DIA Market update gaining momentum in Iberia: 162 stores remodeled in H1 2017, of which more than half franchised stores.
- / 29 La Plaza de DIA upgrades as of June 30<sup>th</sup>; 100 expected for 2017 year-end.
- / Online sales in Spain grew by 2.9 times to EUR26.2m.
- / Portugal turnaround confirmed with positive growth both in sales and EBIT.
- / Successful promotional activities and outstanding launch of new private label categories in Argentina.
- / Positive LFL growth rate in Brazil supported by the newly upgraded DIA Maxi stores.
- / DIA Club now available in all the franchised stores in Brazil.

# Powering innovation: new project to attract digital talent



## Find out about Nexus by DiA programme

Nexus by DiA offers startups access to 10 weeks of senior leadership and expert knowledge across its network, working together to shape the future of the supermarket experience.

Based in our Madrid Headquarters startups will have the opportunity to access our 40 million plus customers base, test solutions in DiA stores across Spain, as well as accessing our data and customer insights to develop a shopping experience that truly delights our customers.

We are ready to partner with leading startups to power innovation in retail, if you have something you think we need to see – tell us!



## Closing remarks

- / Focus on maintaining the LFL performance in Iberia through the active improvement of the store base.
- / Space contraction in Spain to ease in the second half of 2017.
- / Synergies will continue to be invested in customer through prices and improvements in service.
- / Low inflation in LatAm is expected to continue during the coming months.
- / DIA is on track to meet the set of targets announced for 2017.

04

Q&A



05

Back-up



## Gross sales under banner by country

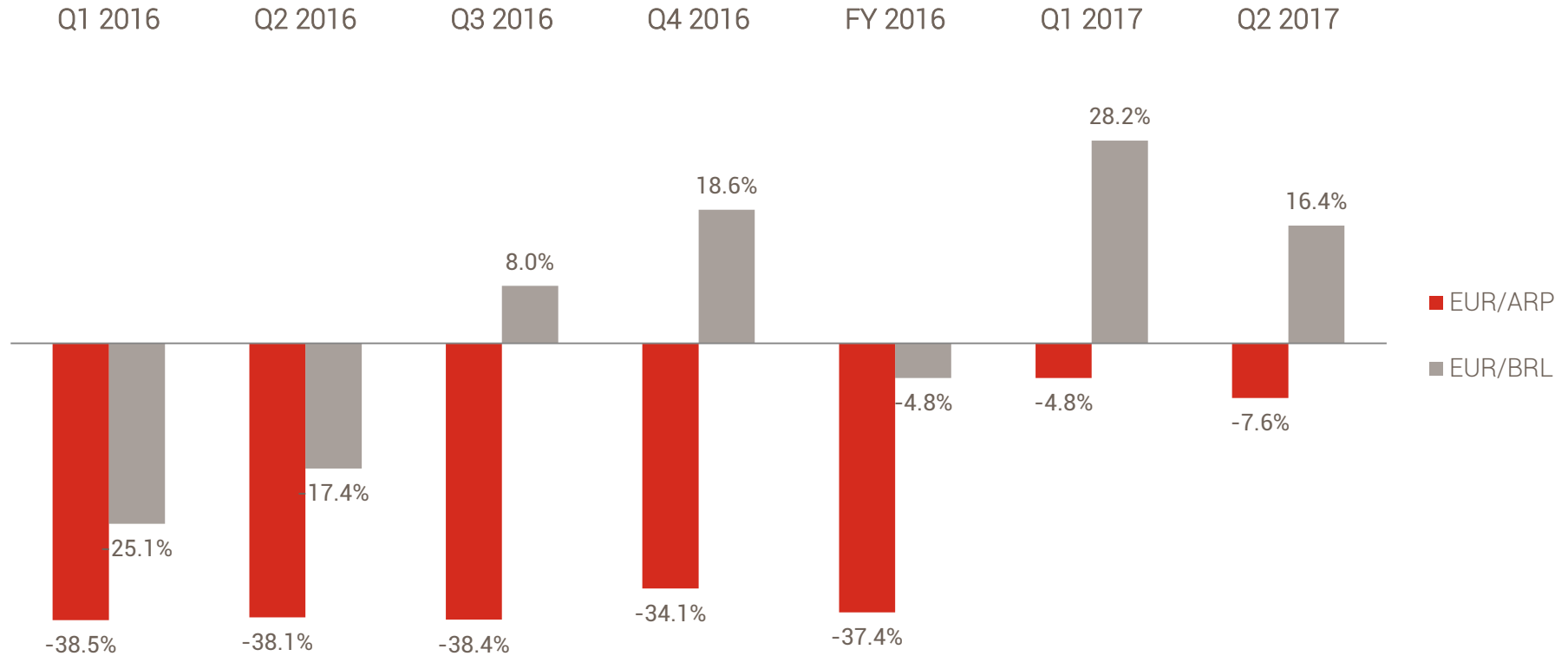
(EURm)	H1 2017	%	Change	FX effect	Change (ex-FX)
Spain	2,833.9	55.3%	-3.6%	-	-3.6%
Portugal	408.7	8.0%	1.5%	-	1.5%
<b>IBERIA</b>	<b>3,242.6</b>	<b>63.2%</b>	<b>-3.0%</b>	<b>-</b>	<b>-3.0%</b>
Argentina	880.3	17.2%	15.7%	-7.2%	22.9%
Brazil	1,004.5	19.6%	22.2%	20.0%	2.2%
<b>EMERGING MARKETS</b>	<b>1,884.8</b>	<b>36.8%</b>	<b>19.1%</b>	<b>6.9%</b>	<b>12.1%</b>
<b>TOTAL DIA</b>	<b>5,127.4</b>	<b>100.0%</b>	<b>4.1%</b>	<b>2.2%</b>	<b>2.9%</b>

# Change in Trade Working Capital

(EURm)	30 June 2017	Change	Change (ex-FX)
Inventories (A)	647.8	5.5%	8.8%
Trade & other receivables (B)	345.5	6.0%	7.8%
Trade & other payables (C)	1,736.4	6.2%	8.9%
<b>TRADE WORKING CAPITAL <sup>(1)</sup></b>	<b>-743.1</b>	<b>6.8%</b>	<b>9.6%</b>

(1) Trade working capital defined as A+B-C

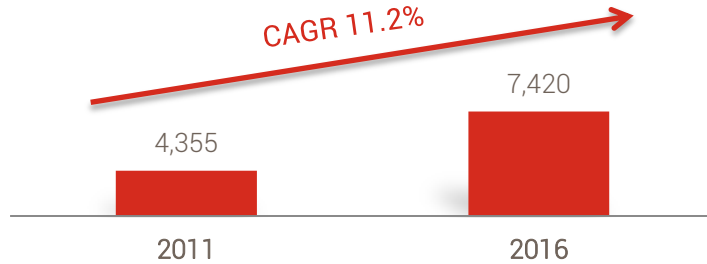
# Currency performance



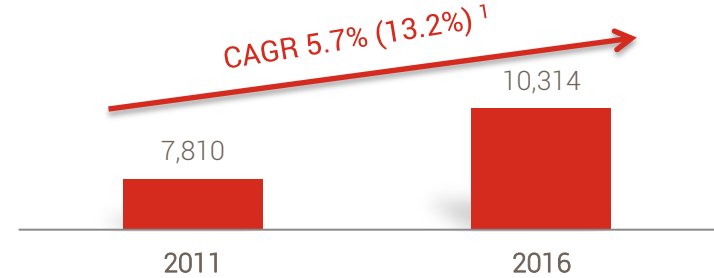
Bloomberg average currency rates (a negative change in exchange rates implies a depreciation versus the Euro)

# A story of consistent, profitable growth in food retail

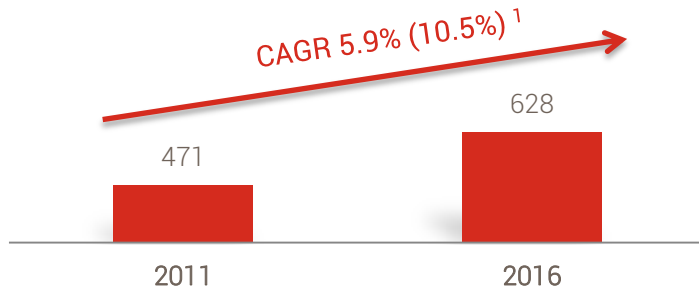
## # of stores



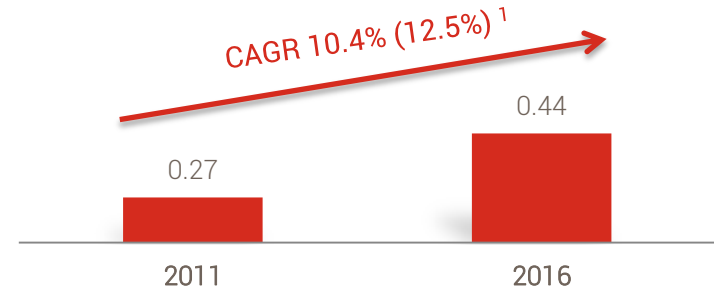
## Gross Sales Under Banner



## adj. EBITDA



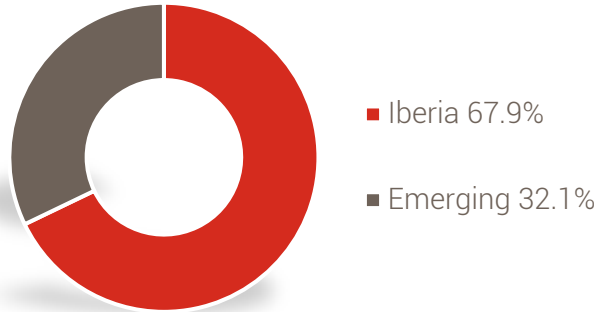
## Underlying EPS



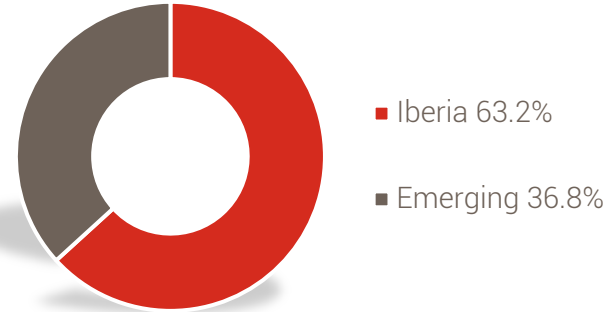
(1) Ex-currency, excluding China, France and Turkey

# Gross Sales Under Banner & adj. EBITDA by segment

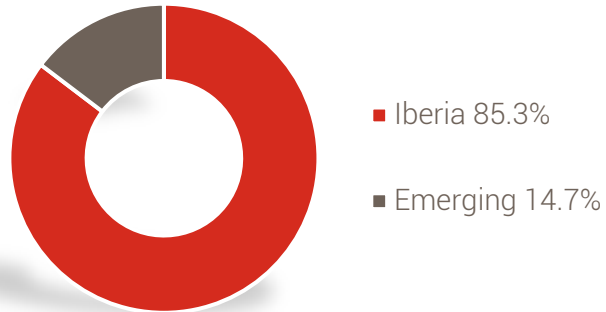
H1 2016 Gross sales under banner



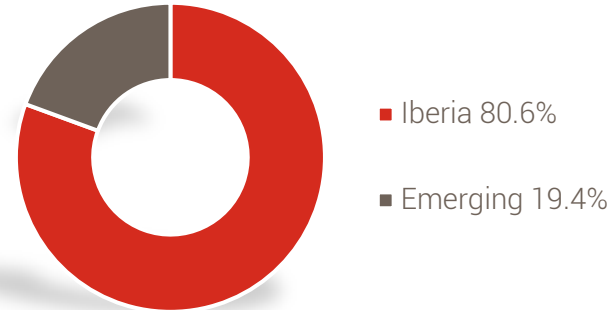
H1 2017 Gross sales under banner



H1 2016 adj. EBITDA

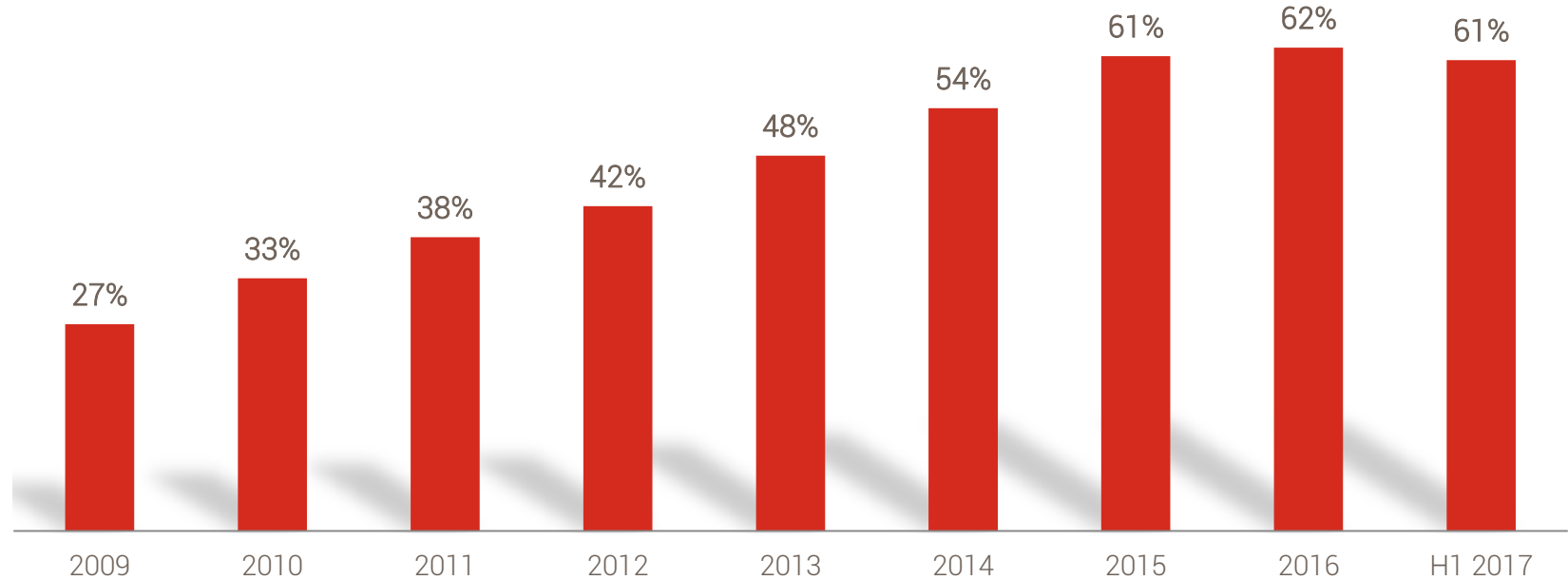


H1 2017 adj. EBITDA





# Growing penetration of Dia banner franchised stores



Reported data



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