

DIA GROUP

H1 2011 RESULTS PRESENTATION



30 August 2011



Disclaimer

The information in this report contains expressions which imply estimates, projections or forecasts relating to the possible future performance of the DIA company. Current and future analysts, brokers and investors must take into account that these estimates, projections and forecasts do not imply any guarantee of the DIA company's future performance and results, and entail risks and uncertainties, such that the future results and the real performance could differ substantially from these forecasts, projections and estimates.

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This presentation has to be accompanied by a verbal explanation. A simple reading of this presentation without the appropriate verbal explanation could give rise to a partial or incorrect understanding.



H1 2011 Gross sales under banner

REGION (EURm)	H1 2010	H1 2011	INC (w/o FX)
IBERIA	2,692	2,725	1.3%
FRANCE	1,409	1,349	-4.2%
EMERGING MARKETS	1,120	1,348	24.0%
TOTAL DIA GROUP	5,220	5,422	4.7%



Quarterly Gross sales under banner

› Growth versus the same period of 2010 (w/o FX)

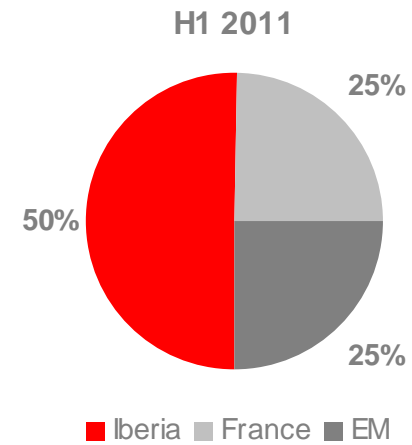
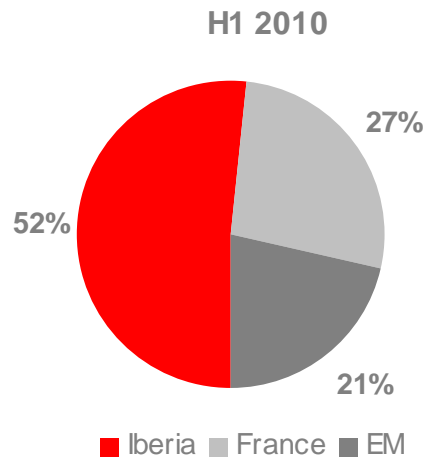
REGION		Q1 2011	Q2 2011	H1 2011
IBERIA	Total	0.2%	2.3%	1.3%
	LFL	-0.7%	1.2%	0.2%
FRANCE	Total	-4.6%	-3.8%	-4.2%
	LFL	-7.3%	-5.5%	-6.4%
EMERGING MARKETS	Total	24.1%	23.9%	24.0%
	LFL	13.8%	14.9%	14.4%
TOTAL DIA GROUP	Total	3.8%	5.5%	4.7%
	LFL	0.5%	2.5%	1.5%





DIA GROUP: Gross sales under banner

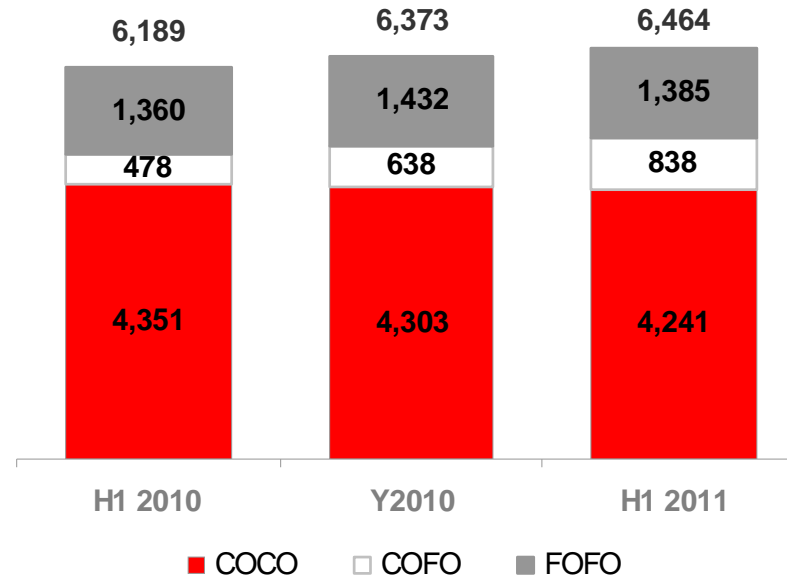
Breakdown by Region (*in % of Total Revenues*)





DIA GROUP Expansion

DIA GROUP Expansion (Number of Stores)



- ▶ 400 transformations from COCO stores to Dia Market and Dia Maxi formats during H1 2011

Dia Market and Dia Maxi reach 61% of the COCO store network at the end of H1 2011 versus 49% at the end of 2010

- ▶ 142 transfers from COCO stores to COFO during H1 2011

Franchise stores represent 34% of the total stores at the H1 2011 versus 32% at the end of 2010





DIA GROUP: Summarized Income Statement

EURm	H1 2010	H1 2011	INC (w/o FX)
GROSS SALES under banner	5,220.0	5,422.4	4.7%
Adjusted Cash EBITDA	212.4	233.8	10.6%
Adjusted Cash EBITDA margin	4.5%	4.9%	
Adjusted EBIT	77.7	100.8	30.3%
Adjusted EBIT margin	1.7%	2.1%	
EBIT	36.9	44.4	21.3%
NET PROFIT from continuing operations	-10.5	4.7	ns



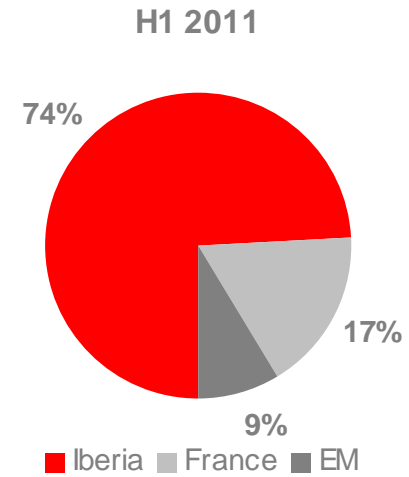
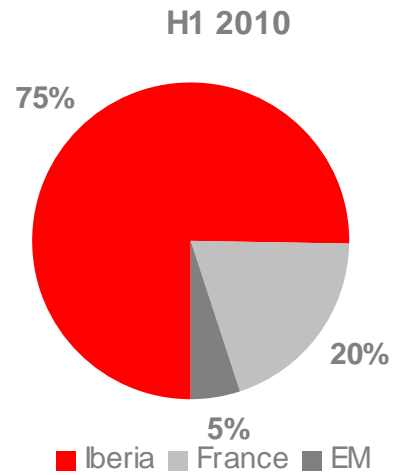
H1 2011 Adjusted Cash EBITDA

REGION (EURm)	H1 2010	H1 2011	INC (w/o FX)
IBERIA	160	174	8.6%
FRANCE	42	40	-4.9%
EMERGING MARKETS	11	20	101.0%
TOTAL DIA GROUP	212	234	10.6%



DIA GROUP: Adjusted Cash EBITDA

Breakdown by Region (in % of Total Adjusted Cash EBITDA)





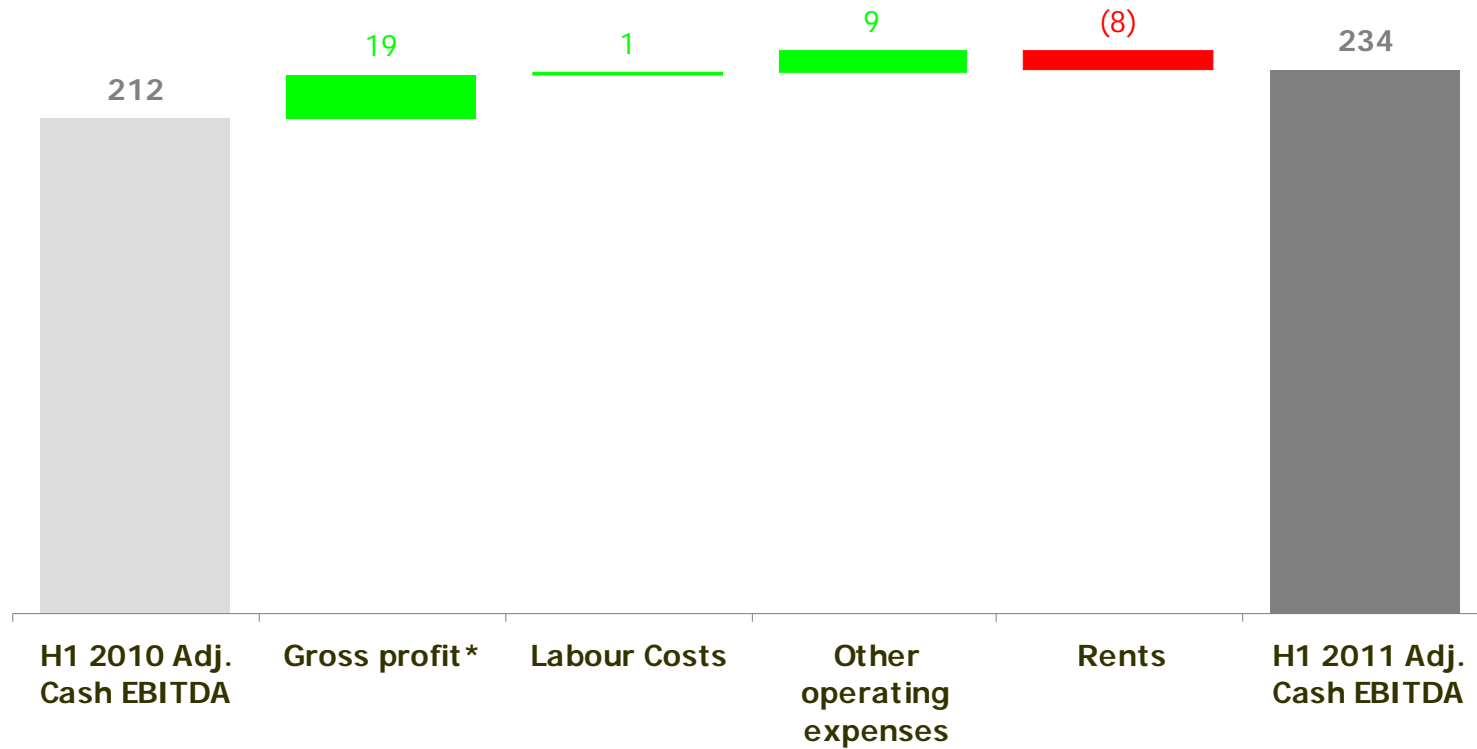
DIA GROUP: P&L

(EURm)	H1 2010	%	H1 2011	%	INC (w/o FX)
Gross sales under banner	5,220.0		5,422.4		4.7%
Net sales	4,671.0	100.0%	4,785.8	100.0%	3.1%
Cost of sales & other income	-3,701.4		-3,797.3		3.2%
Gross profit	969.6	20.8%	988.5	20.7%	2.6%
Labour costs	-396.9		-395.9		0.6%
Other operating expenses	-236.2		-227.2		-3.2%
Rents	-138.9		-146.7		6.4%
OPEX	-772.0	-16.5%	-769.8	-16.1%	0.5%
Adjusted Cash EBITDA ⁽¹⁾	212.4	4.5%	233.8	4.9%	10.6%
D&A	-119.8		-118.0		-1.2%
Adjusted EBIT	77.7	1.7%	100.8	2.1%	30.3%
Non-recurring items	-40.8		-56.4		38.3%
EBIT	36.9	0.8%	44.4	0.9%	21.3%
Net financial income/expenses	-4.0		-12.9		233.6%
Associate companies	-0.3		0.3		
EBT	32.5	0.7%	31.8	0.7%	-3.0%
Corporate taxes	-43.0		-27.1		-36.9%
Net profit	-10.5	-0.2%	4.7	0.1%	
(1) Logistics D&A	-14.8		-15.1		2.3%



DIA GROUP: Adjusted Cash EBITDA

Increase in Adjusted Cash EBITDA (EURm)

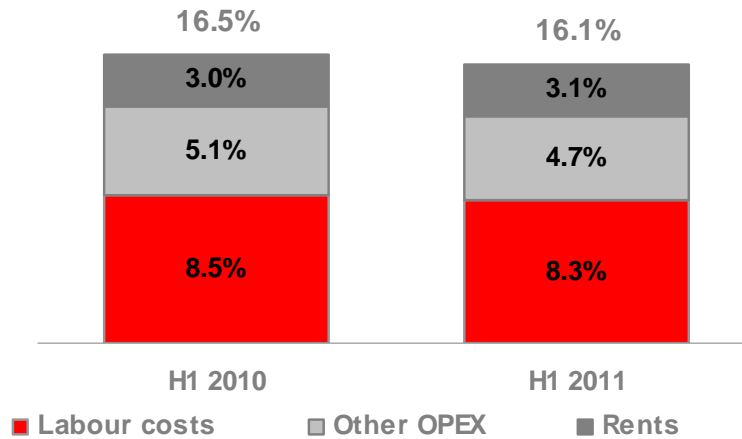


(*) Gross profit does not include Logistic D&A



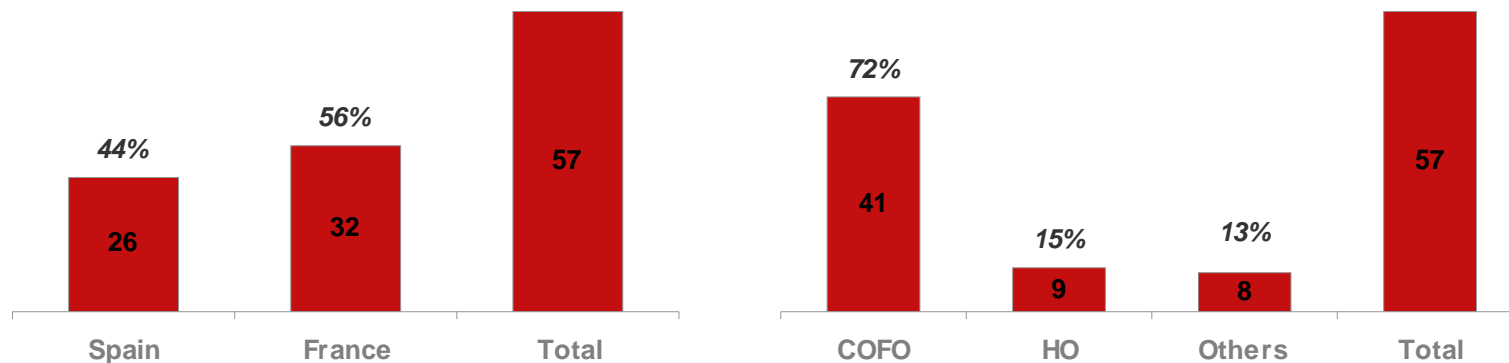
DIA GROUP: Efficiency improvement H1 2011

DIA GROUP Opex Breakdown (in % of net sales)



- ▶ The transfer of COCO stores to COFO stores in the semester implies a 1.5% reduction in the number of full-time employee equivalents (43,945 employees in 2011)
- ▶ Operating expenses were kept under strict control
- ▶ Rental growth in line with the growth in the number of COCO and COFO stores

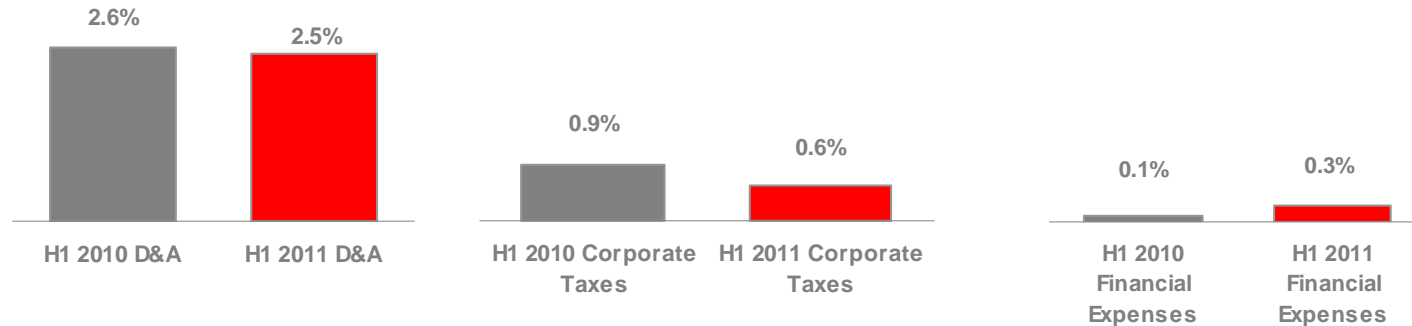
Spain & France Productivity Improvement Programme H1 2011 (EURm)



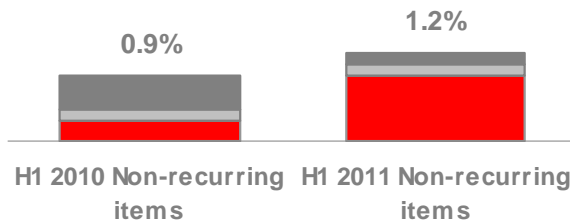


DIA GROUP: P&L

DIA GROUP P&L Breakdown (in % of net sales)



- ▶ **Financial expenses:** Increase in financial expenses in H1 2011 is due to the distribution of the first extraordinary dividend in December 2010 (EUR452m)
- ▶ **Corporate taxes:** Effective tax rate affected in H1 2011 by the non-recognition of tax breaks on loss-making countries



- Gains/losses on disposal of assets
- Impairment and re-estimation of useful life assets
- Restructuring costs

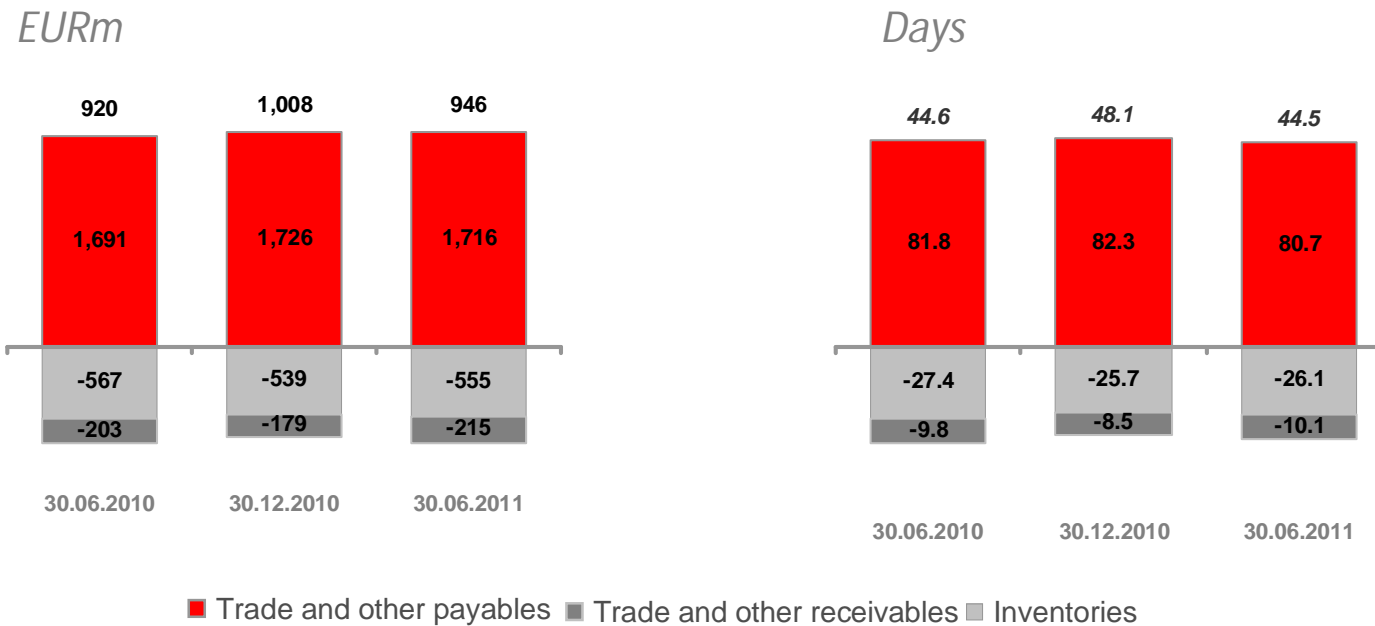
- ▶ **Non-recurring items:** in H1 2011 restructuring costs are in line with H1 2010 excluding the extraordinary costs of DIA's stock market flotation (EUR12.5m) and the increase in the provision related to the VAT court case in France (EUR16.3m)





DIA GROUP: Strict Trade Working Capital Management

Trade working capital

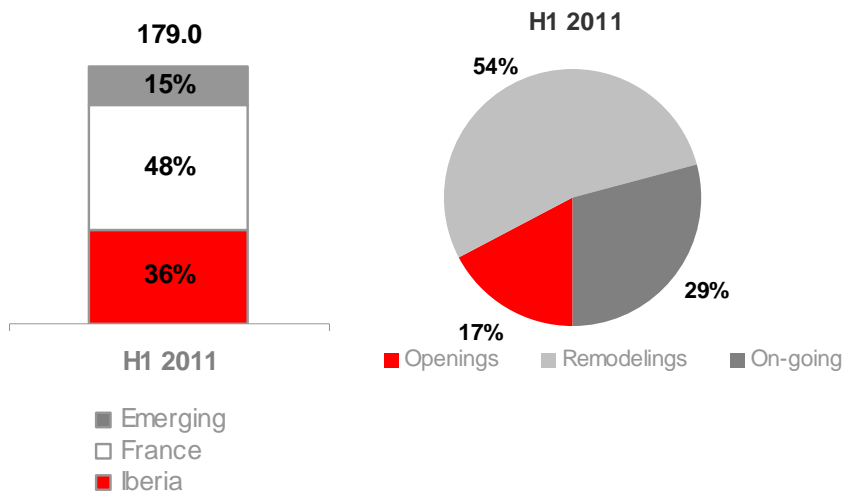


- ▶ Negative trade working capital remains close to one billion euros



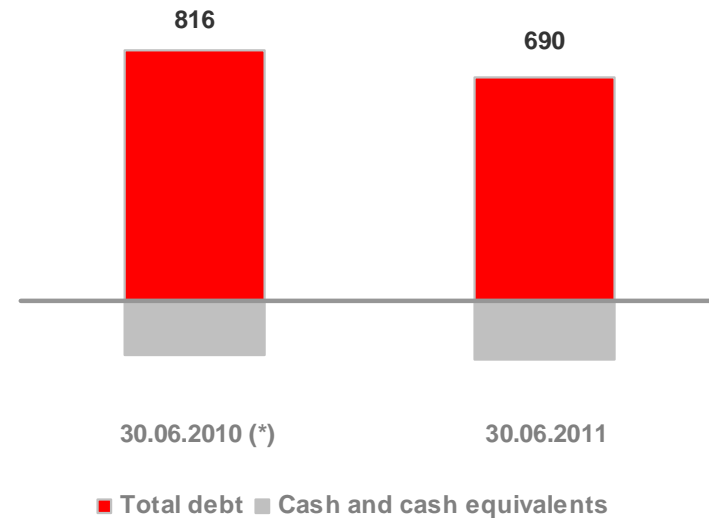
DIA GROUP: Capex and Net Debt

Capex (EURm)



- ▶ Capex is in line with the annual target of EUR300-350m

Net Debt (EURm)



- ▶ Financial debt slid by EUR126m versus 30 June 2010 and the financial debt/LTM cash-adjusted EBITDA ratio stood at 1.3x as of 30 June 2011

(*) Estimated proforma financial debt taking into account the payments of extraordinary dividends and the acquisition of Erteco



DIA GROUP: H1 2011 Highlights

- ▶ Solid revenues growth in H1 2011 due to:
 - Sales growth acceleration in Q2 2011
 - Q2 strong sales growth momentum in Iberia with positive LFL
 - Double-digit LFL growth in Emerging Markets
- ▶ Double-digit Adjusted Cash EBITDA growth (10.6%)
- ▶ Higher growth of Adjusted EBIT (30.3%) and EBIT (21.3%)
- ▶ Net financial debt is down EUR126m versus June 2010 proforma, and the net financial debt/LTM Adjusted Cash EBITDA ratio stands at 1.3x



DIA GROUP

H1 2011 REGION BUSINESS REVIEW





IBERIA

EURm	H1 2010	H1 2011	INC
Gross sales under banner	2,692	2,725	1.3%
Net sales	2,424	2,414	-0.4%
Adjusted Cash EBITDA	160	174	8.6%
% of net sales	6.6%	7.2%	60 bp

- ▶ Positive sales growth, with an upturn in the second quarter
- ▶ Strong improvement in Adjusted Cash EBITDA margin of 60bp, due to:
 - ▶ Transformation of COCO stores into DIA Market and Maxi stores
 - ▶ Transfers from COCO to COFO
 - ▶ Efficiency in costs and productivity gains

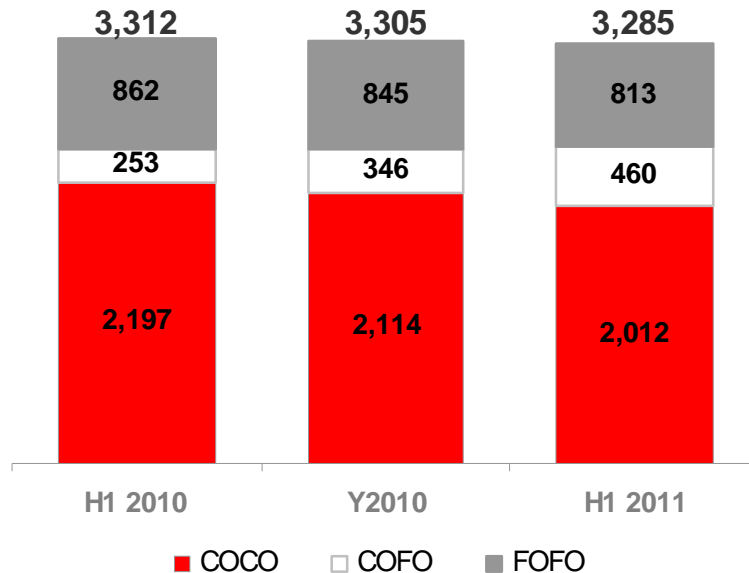


IBERIA: Quarterly gross sales under banner

› Growth versus the same period of 2010

REGION		Q1 2011	Q2 2011	H1 2011
IBERIA	Total	0.2%	2.3%	1.3%
	LFL	-0.7%	1.2%	0.2%

IBERIA Expansion (Number of Stores)



› DIA Market and DIA Maxi formats account for 79% of COCO stores





FRANCE

EURm	H1 2010	H1 2011	INC
Gross sales under banner	1,409	1,349	-4.2%
Net sales	1,277	1,206	-5.6%
Adjusted Cash EBITDA	42	40	-4.9%
% of net sales	3.3%	3.3%	2 bp

- ▶ Despite the drop in sales figures, profitability is holding up in terms of % of sales.

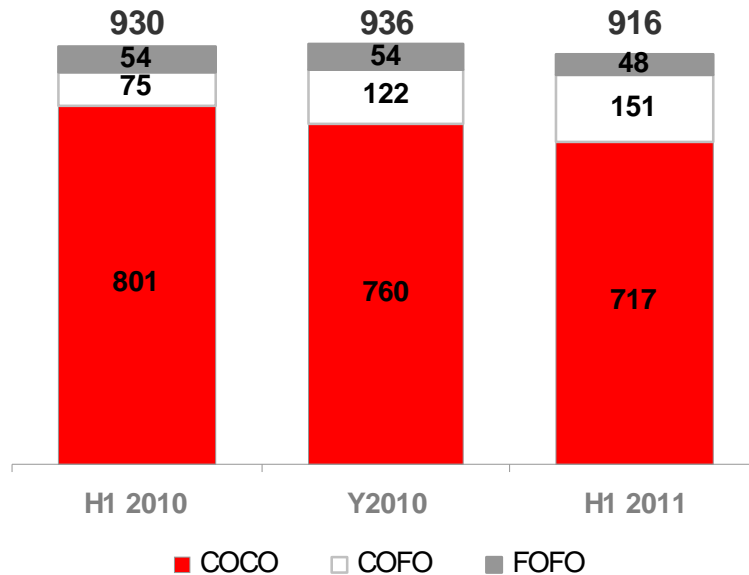


FRANCE: Quarterly gross sales under banner

› Growth versus the same period of 2010

REGION		Q1 2011	Q2 2011	H1 2011
FRANCE	Total	-4.6%	-3.8%	-4.2%
	LFL	-7.3%	-5.5%	-6.4%

FRANCE Expansion (Number of Stores)



› DIA stores account for 54% of the COCO stores





EMERGING

EURm	H1 2010	H1 2011	INC (w/o FX)
Gross sales under banner	1,120	1,348	24.0%
Net sales	970	1,166	23.3%
Adjusted Cash EBITDA	11	20	101.0%
% of net sales	1.1%	1.7%	65 bp

- ▶ Strong Gross sales growth in euros of 20.4% , with a negative forex effect of 3.6%
- ▶ Adjusted Cash EBITDA doubled in the first half. All the countries in the region improved results both in terms of value and margin

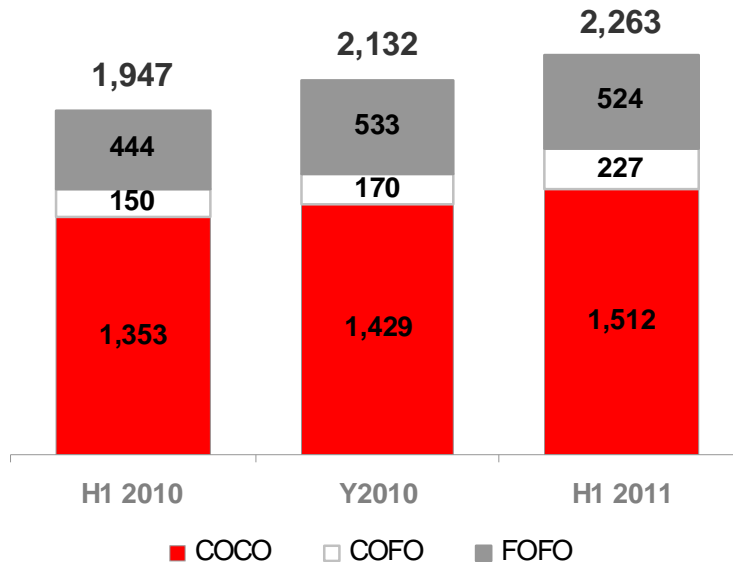


EMERGING: Quarterly gross sales under banner

› Growth versus the same period of 2010 (w/o FX)

REGION	Q1 2011	Q2 2011	H1 2011
EMERGING MARKETS Total	24.1%	23.9%	24.0%
LFL	13.8%	14.9%	14.4%

EMERGING Expansion (Number of Stores)



› DIA Market and DIA Maxi formats account for 39% of the COCO stores





2011 outlook

1

In Iberia, DIA, through its plans to update its commercial formats and the transfer of COCO stores to COFO stores, will improve its competitive position and its profitability

2

In France, in a context of fierce competition, we will maintain the targeted pace of our transformation plan in order to protect our margins

3

In Emerging markets, strong LFL growth is set to continue, as well as total sales, with expansion gradually accelerating. EBITDA growth will clearly exceed sales growth

DIA Group confirms the targets it has set for 2011



Q&A





Appendix





DIA GROUP: Balance Sheet

(EURm)	JUNE 2010	DECEMBER 2010	JUNE 2011
Non-current assets	2,198	2,142	2,178
Inventories	567	539	555
Trade & other receivables	203	179	215
Other current assets	167	77	91
Cash & cash equivalents	227	317	236
TOTAL ASSETS	3,362	3,253	3,275
<hr/>			
Total equity	789	422	40
Long-term debt	33	28	16
Provisions	194	184	205
Deferred tax liabilities	10	10	20
Short-term debt	185	540	911
Trade & other payables	1,691	1,726	1,716
Other current liabilities	460	342	367
TOTAL EQUITY & LIABILITIES	3,362	3,253	3,275



DIA GROUP: Net sales

Net sales by Region (*EURm*)

	H1 2010	H1 2011	INC (w/o FX)	INC
Spain	2,026	2,025	0.0%	0.0%
Portugal	398	389	-2.3%	-2.3%
IBERIA	2,424	2,414	-0.4%	-0.4%
FRANCE	1,277	1,206	-5.6%	-5.6%
Argentina	254	306	33.6%	20.5%
Brazil	461	572	19.2%	24.0%
Turkey	178	208	27.5%	17.2%
China	76	79	3.9%	3.8%
EMERGING MARKETS	970	1,166	23.3%	20.2%
TOTAL DIA GROUP	4,671	4,786	3.1%	2.5%





DIA GROUP: Quarterly Adjusted Cash EBITDA

Quarterly Adjusted Cash EBITDA by Region (*EURm*)

	Q1 2010	Q1 2011	INC (w/o FX)	INC
IBERIA	62	74	19.4%	19.4%
FRANCE	16	17	7.8%	7.8%
EMERGING MARKETS	2	8	222.8%	227.9%
TOTAL DIA GROUP	80	99	23.1%	23.2%

	Q2 2010	Q2 2011	INC (w/o FX)	INC
IBERIA	98	99	1.7%	1.7%
FRANCE	26	23	-12.6%	-12.6%
EMERGING MARKETS	8	13	66.2%	53.2%
TOTAL DIA GROUP	132	135	2.9%	2.1%



Glossary

- ▶ **Gross sales under banner:** total turnover value obtained in stores, including indirect taxes (sales receipt value) and in all the company's stores, both integrated and franchised.
- ▶ **Net sales:** total accounting income after deducting to the gross sales under banner the indirect taxes and the margin-sharing with franchises.
- ▶ **LFL sales growth under banner:** growth rate of gross sales under banner of all DIA stores which are more than a year old.
- ▶ **Adjusted Cash EBITDA:** "Operating profit" before "Gains/losses of disposal of assets", "Depreciation, amortization and impairment", "Depreciation of logistics assets" included in "Cost of sales" in the income statement and "Other restructuring costs and income" (included in "Operating expenses").