

# 9M 2011 RESULTS

The logo for DIA (Directia Informatizarii Actuale) is displayed in white on a red background. It consists of the letters 'DIA' in a bold, sans-serif font, followed by a square icon containing a percentage sign (%).

DIA %

15 November 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.*



## DIA GROUP: Gross sales under banner

<b>REGION (EURm)</b>	<b>9M 2010</b>	<b>9M 2011</b>	<b>INC (w/o FX)</b>
<b>IBERIA</b>	4,110.6	4,150.4	<b>1.0%</b>
<b>FRANCE</b>	2,088.0	1,983.4	<b>-5.0%</b>
<b>EMERGING MARKETS</b>	1,786.4	2,092.4	<b>23.6%</b>
<b>TOTAL DIA GROUP</b>	<b>7,985.0</b>	<b>8,226.2</b>	<b>4.5%</b>



# DIA GROUP: Quarterly gross sales under banner

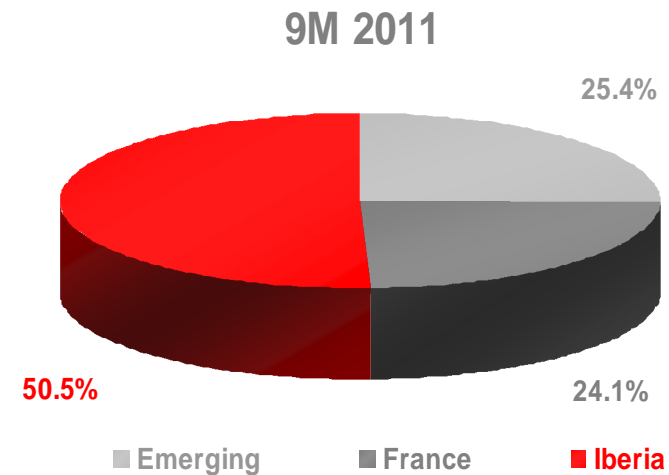
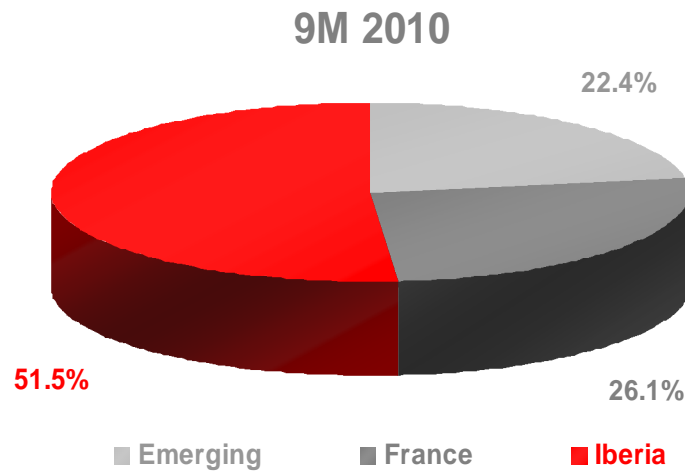
› Growth versus the same period of 2010 (w/o FX)

REGION (EURm)		Q1 2011	Q2 2011	Q3 2011	9M 2011
IBERIA	Total	0.2%	2.3%	0.4%	1.0%
	LFL	-0.7%	1.2%	-0.6%	0.0%
FRANCE	Total	-4.6%	-3.8%	-6.6%	-5.0%
	LFL	-7.3%	-5.5%	-7.7%	-6.8%
EMERGING MARKETS	Total	24.1%	23.9%	22.9%	23.6%
	LFL	13.8%	14.9%	15.5%	14.8%
DIA GROUP	Total	3.8%	5.5%	4.1%	4.5%
	LFL	0.5%	2.5%	1.5%	1.5%



# DIA GROUP: Gross sales under banner

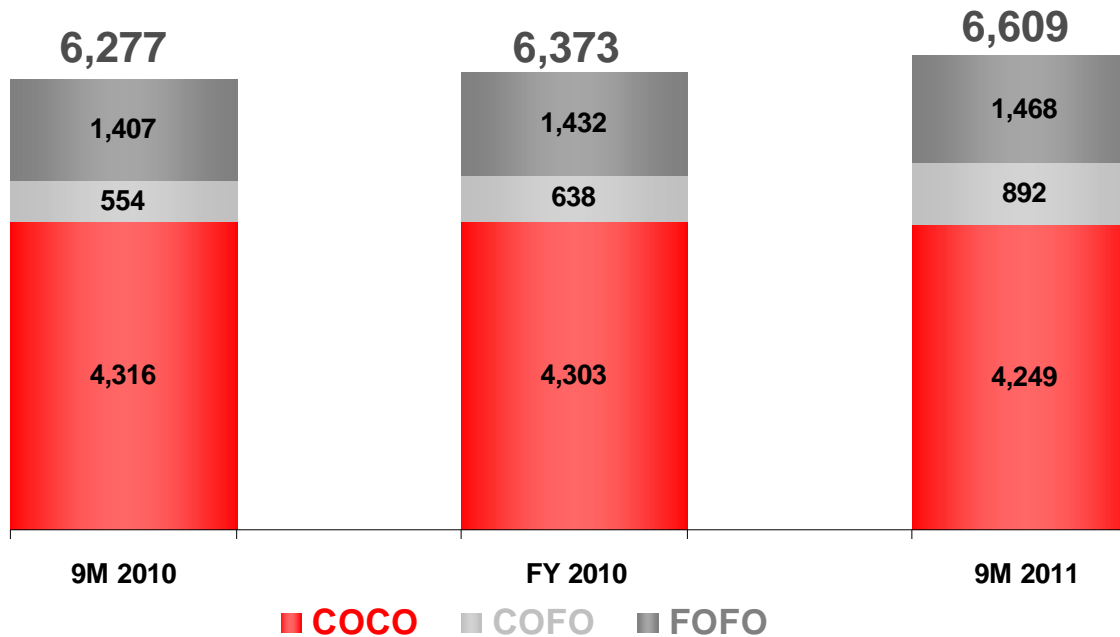
## Breakdown by Region *(as a % of total revenues)*





# DIA GROUP: Expansion

**DIA Group Expansion** (Number of stores)



**236** new stores in 9M 2011 and **332** since Sep. 2010

**194** transfers from COCO to COFO

**567** transformations to DIA Market & DIA Maxi

- A total 2,765 remodelled stores to Market & Maxi format (65% of the COCO store network versus 49% at end-2010).
- Franchise represent 35.7% of total stores as of September versus 32% at end-2010.





# DIA GROUP: Summarised Income Statement

<i>(EURm)</i>	9M 2010	9M 2011	INC (w/o FX)
<b>GROSS SALES</b> under banner	7,985.0	8,226.2	4.5%
<b>Adjusted Cash EBITDA</b>	346.1	377.2	9.7%
<i>Adjusted Cash EBITDA margin</i>	4.9%	5.2%	34 bp
<b>Adjusted EBIT</b>	141.3	175.7	25.0%
<i>Adjusted EBIT margin</i>	2.0%	2.4%	44 bp
<b>EBIT</b>	74.3	106.3	44.0%
<b>NET PROFIT</b>	4.6	32.4	581.0%



## DIA GROUP: Adjusted Cash EBITDA

REGION ( <i>EURm</i> )	9M 2010	9M 2011	INC (w/o FX)
<b>IBERIA</b>	258.6	282.6	<b>9.3%</b>
<b>FRANCE</b>	66.8	60.6	<b>-9.3%</b>
<b>EMERGING MARKETS</b>	20.6	34.1	<b>76.9%</b>
<b>DIA GROUP</b>	346.1	377.2	<b>9.7%</b>

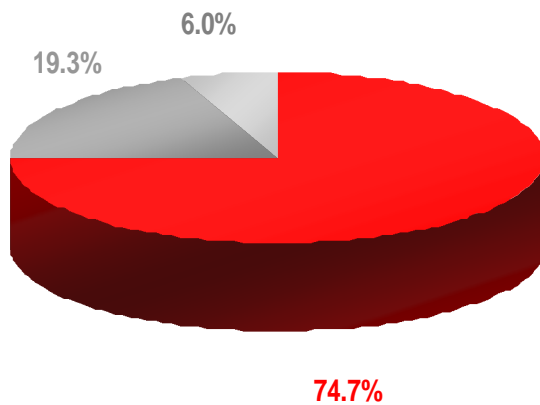




# DIA GROUP: Adjusted Cash EBITDA

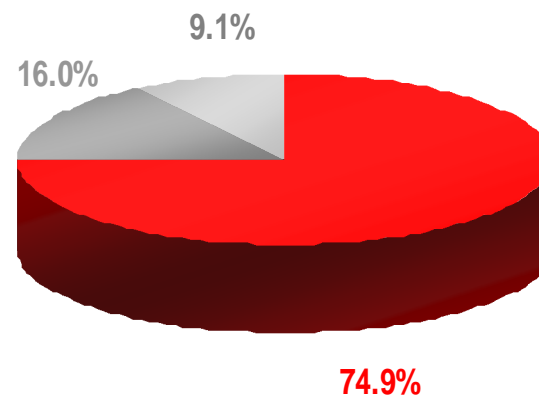
## Breakdown by Region *(as a % of total Adjusted Cash EBITDA)*

9M 2010



■ Iberia   ■ France   ■ Emerging

9M 2011



■ Iberia   ■ France   ■ Emerging



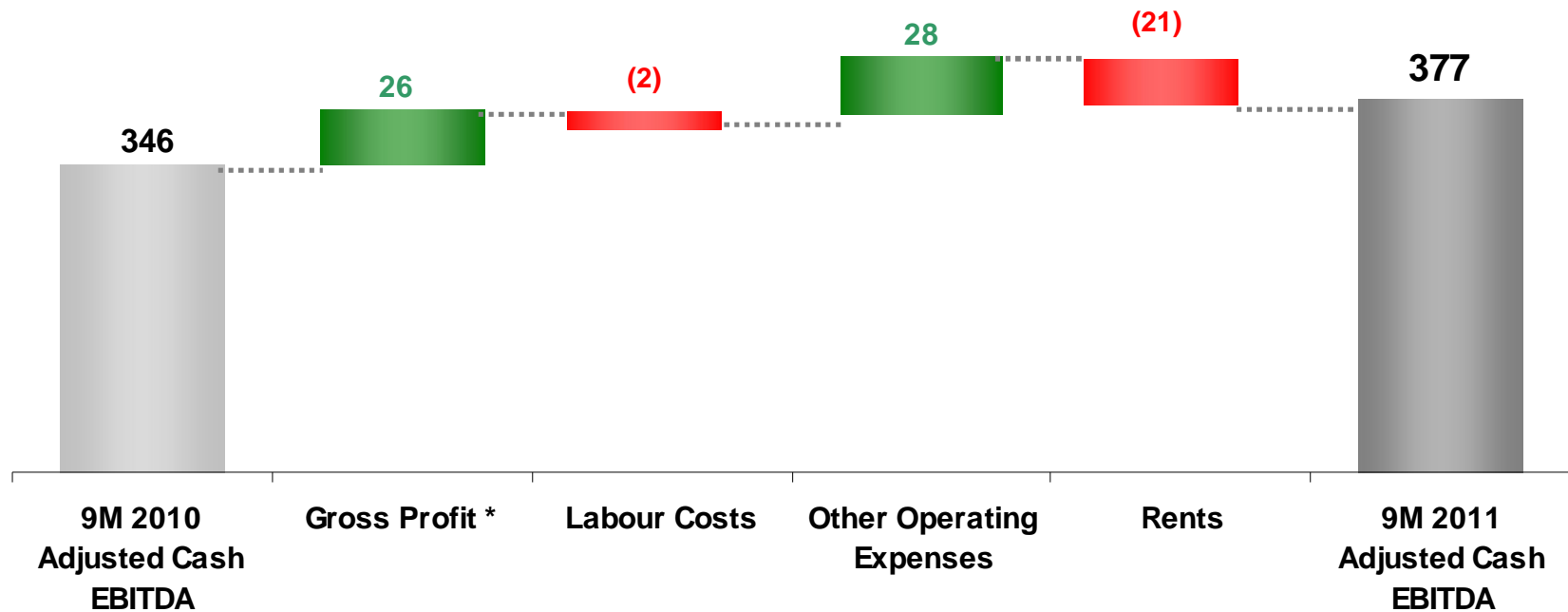
# DIA GROUP: P&L

<i>(EURm)</i>	9M 2010	%	9M 2011	%	INC w/o FX
<b>Gross sales under banner</b>	<b>7,985.0</b>		<b>8,226.2</b>		<b>4.5%</b>
<b>Net sales</b>	<b>7,111.6</b>	<b>100.0%</b>	<b>7,243.0</b>	<b>100.0%</b>	<b>3.2%</b>
Cost of sales & other income	-5,631.7		-5,737.4		3.2%
<b>Gross profit</b>	<b>1,479.9</b>	<b>20.8%</b>	<b>1,505.6</b>	<b>20.8%</b>	<b>3.0%</b>
Labour costs	-595.1		-596.8		1.7%
Other operating expenses	-350.8		-322.8		-6.7%
Rents	-210.4		-231.0		11.3%
<b>OPEX</b>	<b>-1,156.2</b>	<b>-16.3%</b>	<b>-1,150.6</b>	<b>-15.9%</b>	<b>0.9%</b>
<b>Adjusted Cash EBITDA</b>	<b>346.1</b>	<b>4.9%</b>	<b>377.2</b>	<b>5.2%</b>	<b>9.7%</b>
D&A	-182.4		-179.4		-1.0%
<b>Adjusted EBIT</b>	<b>141.3</b>	<b>2.0%</b>	<b>175.7</b>	<b>2.4%</b>	<b>25.0%</b>
Non-recurring items	-66.9		-69.4		4.0%
<b>EBIT</b>	<b>74.3</b>	<b>1.0%</b>	<b>106.3</b>	<b>1.5%</b>	<b>44.0%</b>
Net financial income/expenses	-8.2		-24.6		213.3%
Associate companies	-0.5		0.6		-243.2%
<b>EBT</b>	<b>65.6</b>	<b>0.9%</b>	<b>82.4</b>	<b>1.1%</b>	<b>24.3%</b>
Corporate taxes	-61.0		-50.0		-18.1%
<b>Net profit</b>	<b>4.6</b>	<b>0.1%</b>	<b>32.4</b>	<b>0.4%</b>	<b>581.0%</b>
(1) Logistics D&A	-22.5		-22.1		-0.5%



# DIA GROUP: Adjusted Cash EBITDA

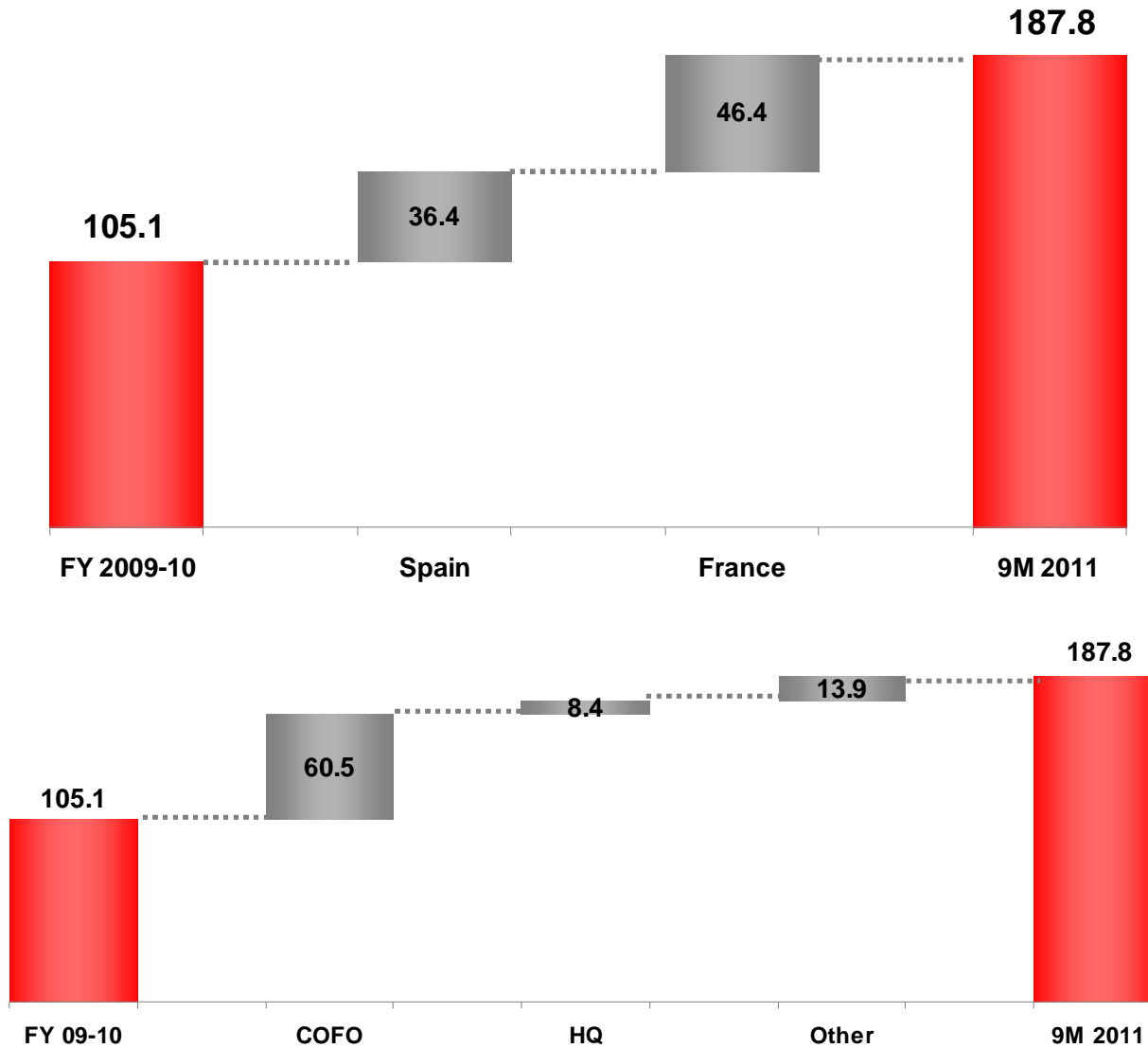
**Increase in Adjusted Cash EBITDA (EURm)**



(\* ) Gross profit does not include Logistics D&A



# DIA GROUP: Efficiency improvement 9M 2011

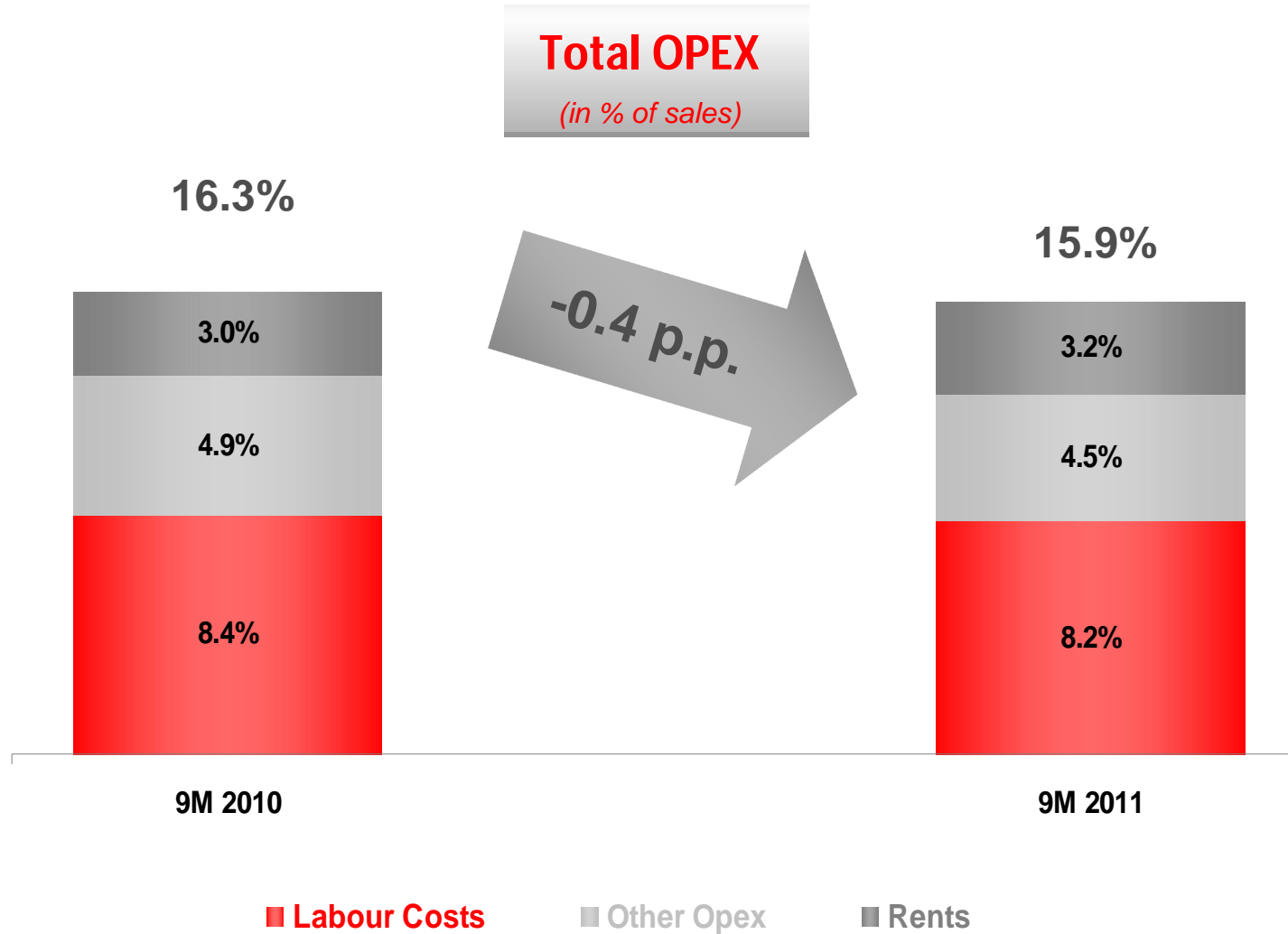


Spain & France  
Efficiency Improvement  
2009-2011  
**EUR188m**



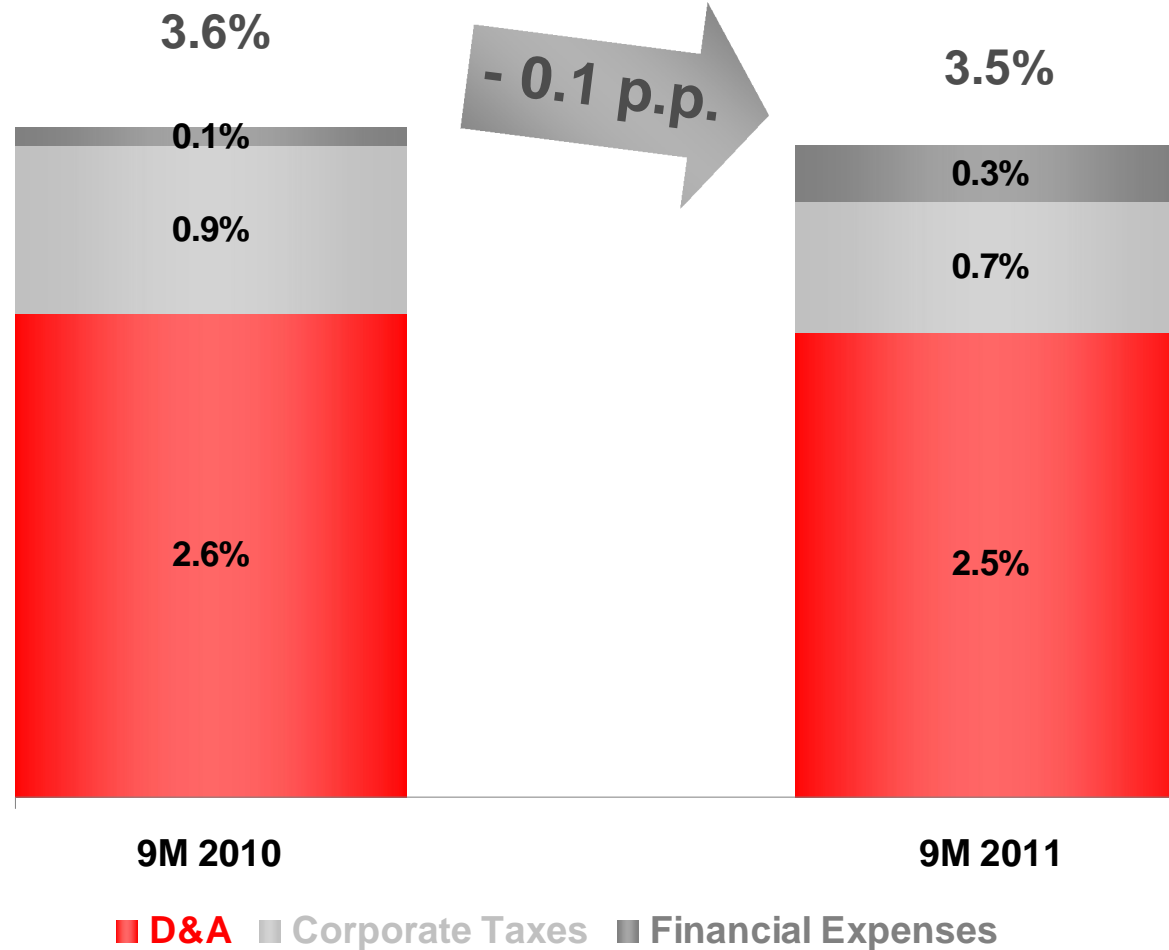


# DIA GROUP: P&L Breakdown (I)





## DIA GROUP: P&L Breakdown (II)



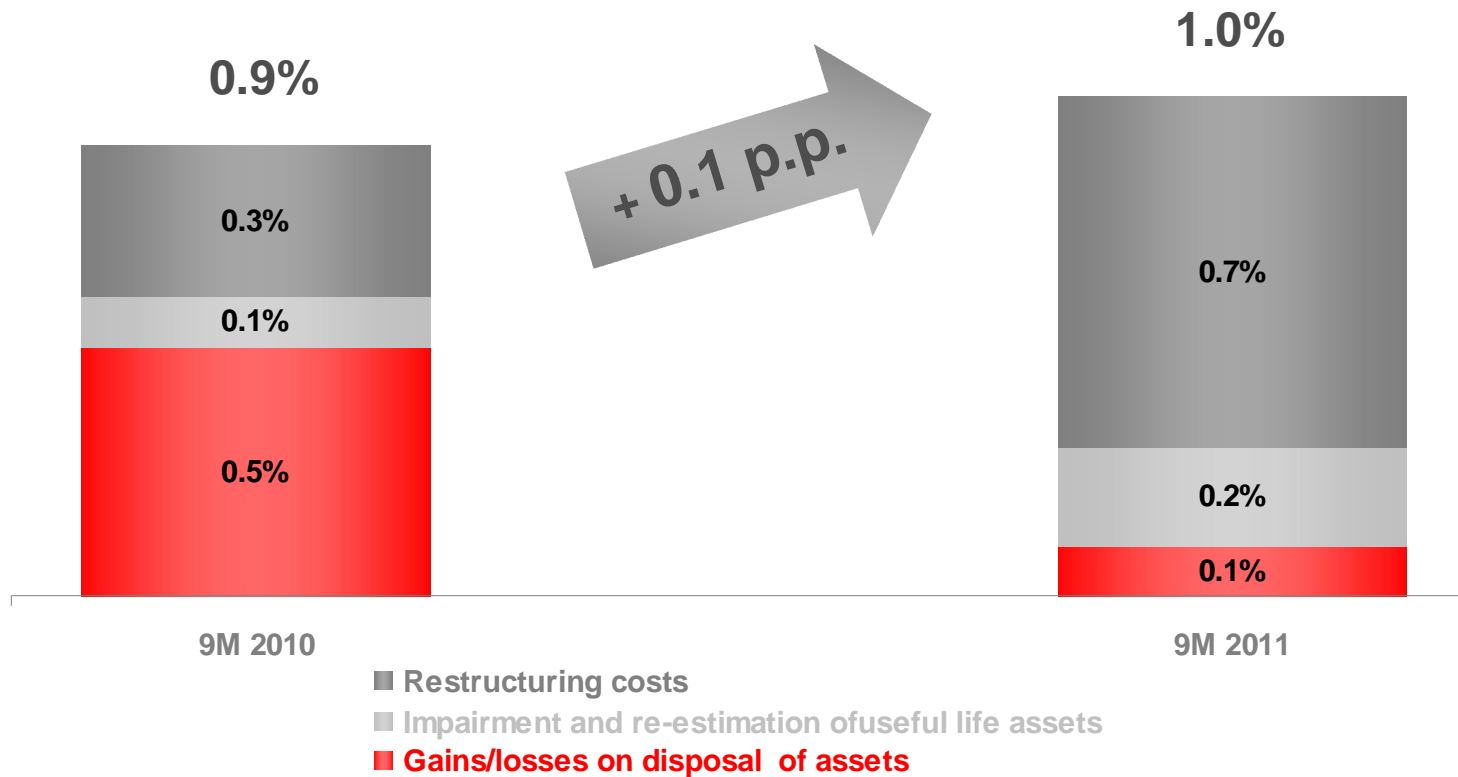
- ▶ Increase in financial expenses in 9M 2011 is due to the distribution of the two extraordinary dividends in December 2010 (EUR452m) and June 2011 (EUR389m).



# DIA GROUP: P&L Breakdown (III)

## Total Non-recurring items

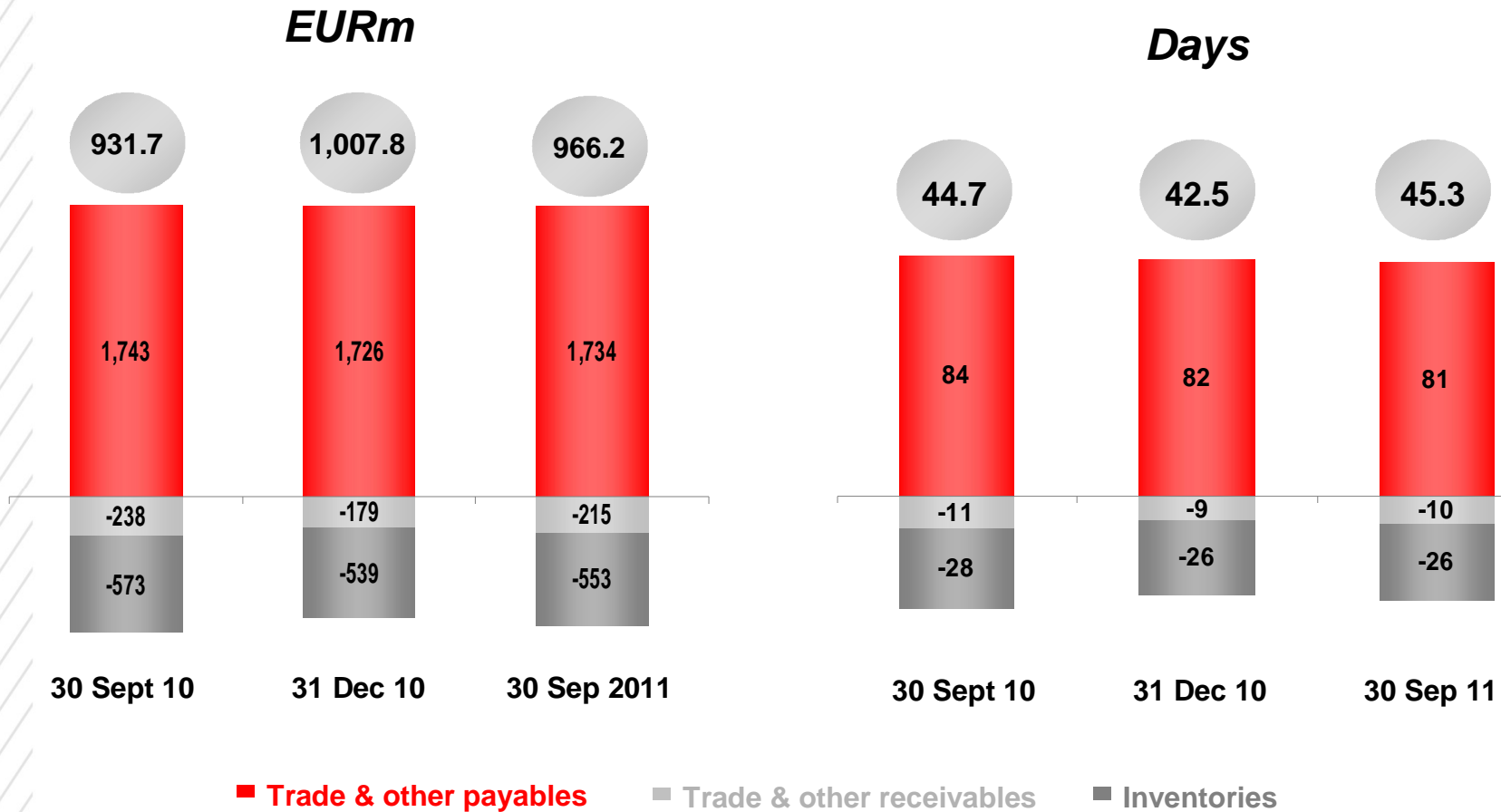
(in % of sales)



- Restructuring cost items were affected by the extraordinary costs of DIA's stock market flotation (EUR18.6m) and the increase in the provision related to the VAT court case in France (EUR16.3m).



# DIA GROUP: Working Capital Management



- ▶ Negative trade working capital increased by 3.7%, remaining close to one billion euros (EUR0.97bn).

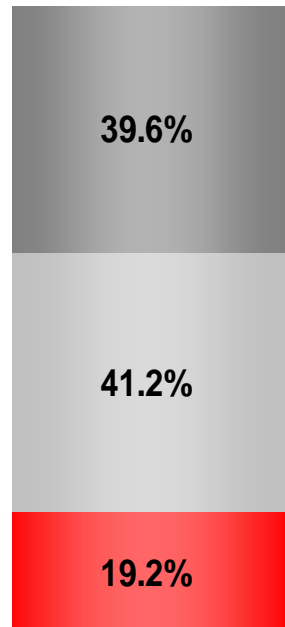






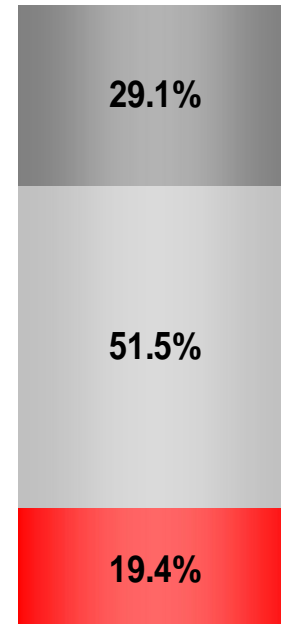
# DIA GROUP: Capex

### Capex by division



■ Emerging   ■ France   ■ Iberia

### Capex by concept



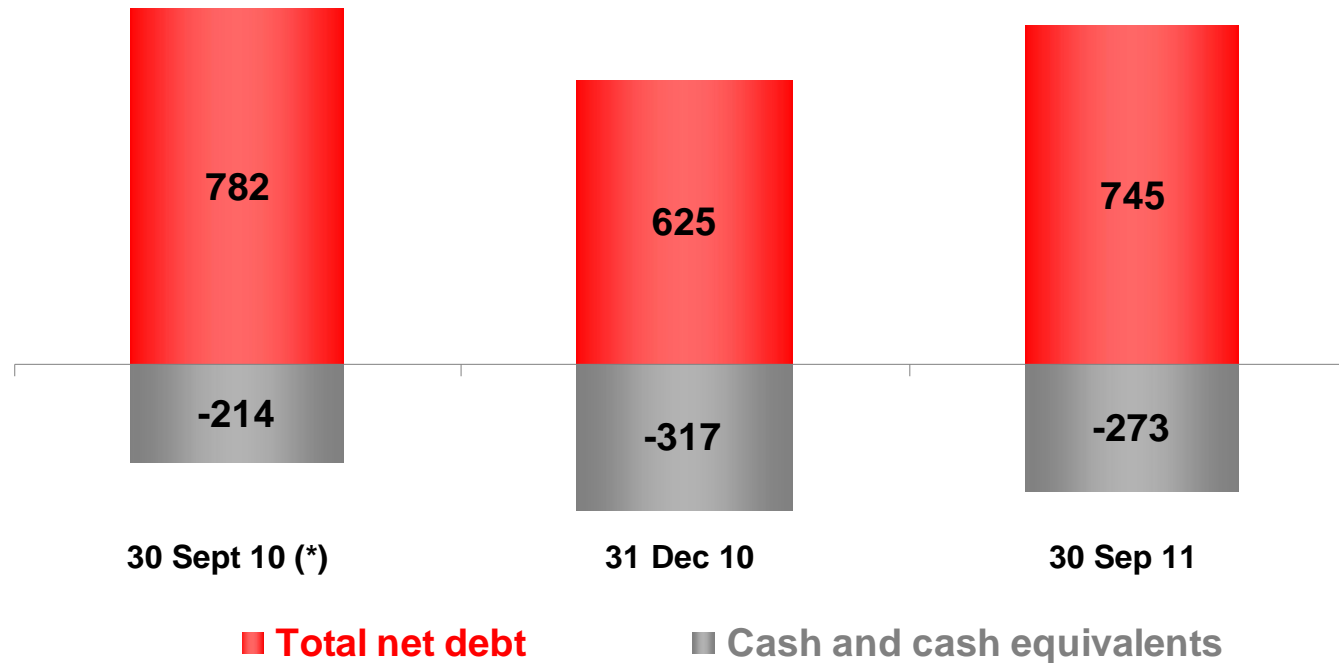
■ Openings   ■ Remodellings   ■ On-going

Capex 9M 2011  
EUR258m

- ▶ DIA Group's best estimate in terms of the total investment figure for 2011 is around EUR350m.



## DIA GROUP: Net Debt



- ▶ In line with the expected performance, actual net debt implies a ratio of 1.4x net debt versus Adjusted Cash EBITDA.
- ▶ DIA Group estimates that at end-2011, the net debt/EBITDA ratio will be 1.1x.
- ▶ During Q3 2011, DIA Group invested EUR28.1m in the share buyback programme.

(\*) Estimated proforma net debt



## DIA GROUP: 9M 2011 Highlights

- I** *Resilient performance of sales in 9M 2011 and dynamic Adj. Cash EBITDA growth, with interim evolution ahead of guidance (9.7% in 9M 2011 vs. 6.5% guidance for FY 2011). This sound performance of Adj. Cash EBITDA implies a 36bp improvement in standalone Q3 2011 and 34bp in 9M 2011*
- II** *Total 236 net openings in 9M 2011 to 6,609 stores, of which 145 were carried out in Q3 2011*
- III** *Net debt of EUR745m is under tight control. After investing EUR28.1m in the share buyback programme in Q3 2011, the company reduced net debt by EUR37m, forecasting a net debt to Adj. Cash EBITDA ratio 1.1x at end-2011*
- IV** *Like-for-like growth in gross sales under banner at constant currency improved by 1.5% in Q3 2011, in line with the accumulated LFL performance to September 2011. Underlying organic performance of DIA Group (seasonally adjusted) has improved consistently during 2011*

# 9M 2011 REGION BUSINESS REVIEW

Dia %



## IBERIA

<i>EURm</i>	9M 2010	9M 2011	INC
<b>Gross sales under banner</b>	4,111.0	4,150.0	1.0%
<b>Net sales</b>	3,681.0	3,668.0	-0.3%
<b>Adjusted Cash EBITDA</b>	258.6	282.6	9.3%
<i>Adjusted Cash EBITDA margin</i>	7.0%	7.7%	68 bp

- › The commercial environment remained stable amid difficult conditions, especially in the Portuguese market.
- › DIA Iberia managed to reach a gross sales under banner increase of 1.0%. Thanks to the solid position in Iberia and the transformation and efficiency programme, this improvement in gross sales translated into a significant increase in Adjusted Cash EBITDA margin from 7.0% to 7.7%.



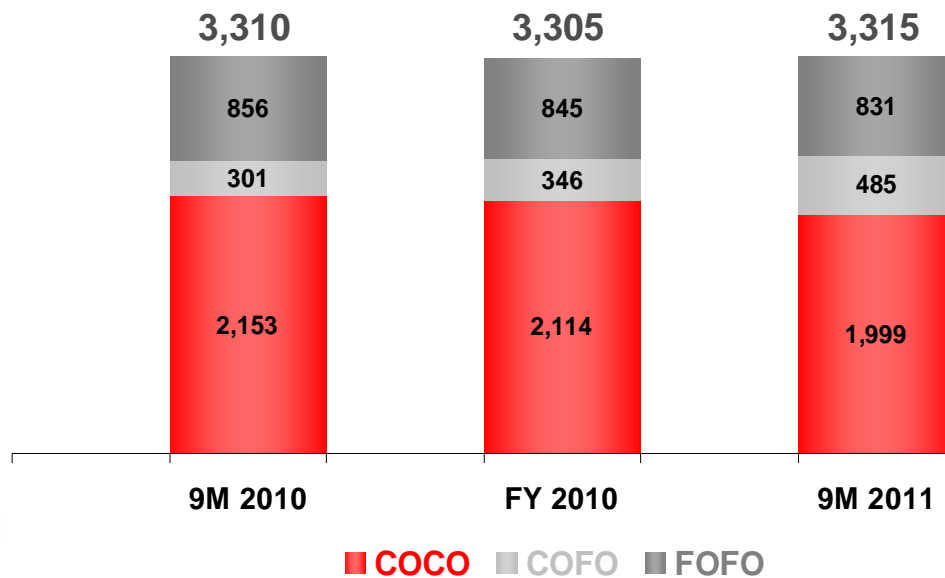
# IBERIA

## Gross sales under banner (EURm)

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

vs 2010	Q1 2011	Q2 2011	Q3 2011	9M 2011
<b>Total</b>	0.2%	2.3%	0.4%	1.0%
<b>LFL</b>	-0.7%	1.2%	-0.6%	0.0%

## IBERIA Expansion (Number of stores)



› DIA Market and DIA Maxi formats account for 83% of COCO stores.





# FRANCE

<i>EURm</i>	9M 2010	9M 2011	INC
<b>Gross sales under banner</b>	2,088.0	1,983.4	<b>-5.0%</b>
<b>Net sales</b>	1,887.4	1,771.9	<b>-6.1%</b>
<b>Adjusted Cash EBITDA</b>	66.8	60.6	<b>-9.4%</b>
<i>Adjusted Cash EBITDA margin</i>	3.5%	3.4%	<b>-12 bp</b>

- ▶ In France, while the tough business scenario remains, gross sales under banner growth was -5.0% in 9M 2011.
- ▶ Q3 2011 saw a larger number of store transformations (112 stores in the quarter versus 167 stores in the first half of the year), which implies a bigger effect on sales due to the impact from temporary closures.
- ▶ Despite the negative commercial climate, the Adjusted Cash EBITDA margin was stable, with a slight decrease of 12bp in the first nine months to 3.4%.



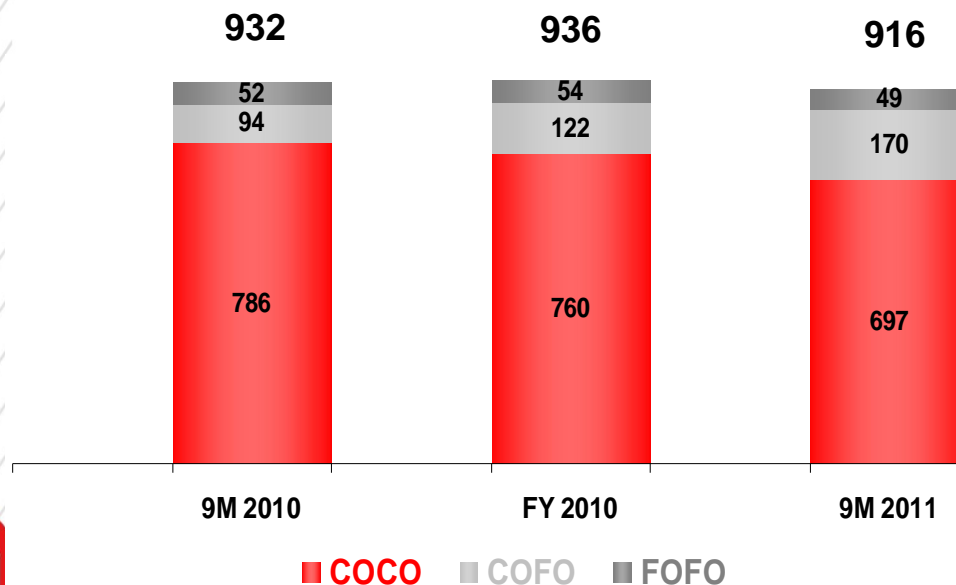
# FRANCE

## Gross sales under banner (EURm)

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

vs 2010	Q1 2011	Q2 2011	Q3 2011	9M 2011
<b>Total</b>	-4.6%	-3.8%	-6.6%	<b>-5.0%</b>
<b>LFL</b>	-7.3%	-5.5%	-7.7%	<b>-6.8%</b>

## FRANCE Expansion (Number of stores)



› DIA stores account for 65.3% of the COCO stores.

Stores under DIA format are 590 as of end-September. We expect one third of Ed stores pending of transformation at the end of the year.







## EMERGING MARKETS

<i>EURm</i>	9M 2010	9M 2011	INC (w/o FX)
<b>Gross sales under banner</b>	1,786.4	2,092.4	<b>23.6%</b>
<b>Net sales</b>	1,543.6	1,803.2	<b>22.9%</b>
<b>Adjusted Cash EBITDA</b>	20.6	34.1	<b>76.9%</b>
<i>Adjusted Cash EBITDA margin</i>	1.3%	1.9%	<b>55 bp</b>

- ▶ The DIA Group's emerging markets division (Argentina, Brazil, Turkey and China) had a strong gross sales under banner growth in euros of 17.1% despite the negative forex effect of 6.5%.
- ▶ Continuous improvement in the Adjusted Cash EBITDA margin, improving by 76.9% in 9M 2011.
- ▶ In the last 12 months, the emerging markets division increased its network by 343 net stores to 2,378, which represents a 17% increase.

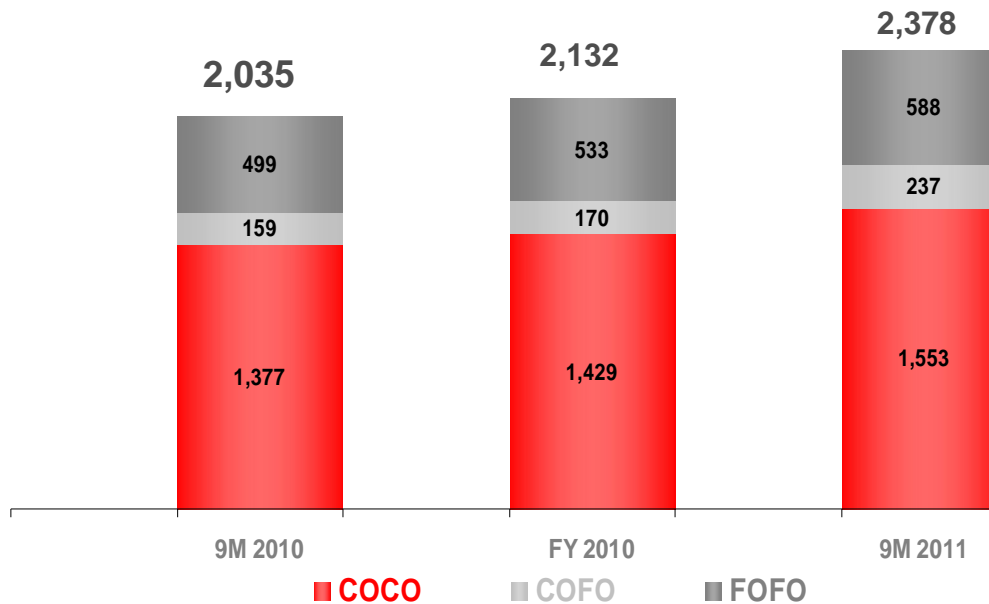


# EMERGING MARKETS

**Gross sales under banner (EURm)** ▶ Growth versus the same period of 2010 (w/o FX)

vs 2010 (w/o FX)	Q1 2011	Q2 2011	Q3 2011	9M 2011
<b>Total</b>	24.1%	23.9%	22.9%	<b>23.6%</b>
<b>LFL</b>	13.8%	14.9%	15.5%	<b>14.8%</b>

## EMERGING Expansion (Number of stores)



▶ DIA Market and DIA Maxi formats account for 42% of the COCO stores.





## 2011 outlook

1

*DIA Group expects to end fiscal year 2011 with net sales growth of over 3% in constant terms.*

2

*The company forecasts FY 2011 Adjusted Cash EBITDA of over EUR540m.*

3

*DIA Group expects to reach a commercial network of close to 6,800 stores at year-end of 2011.*

**Q&A**

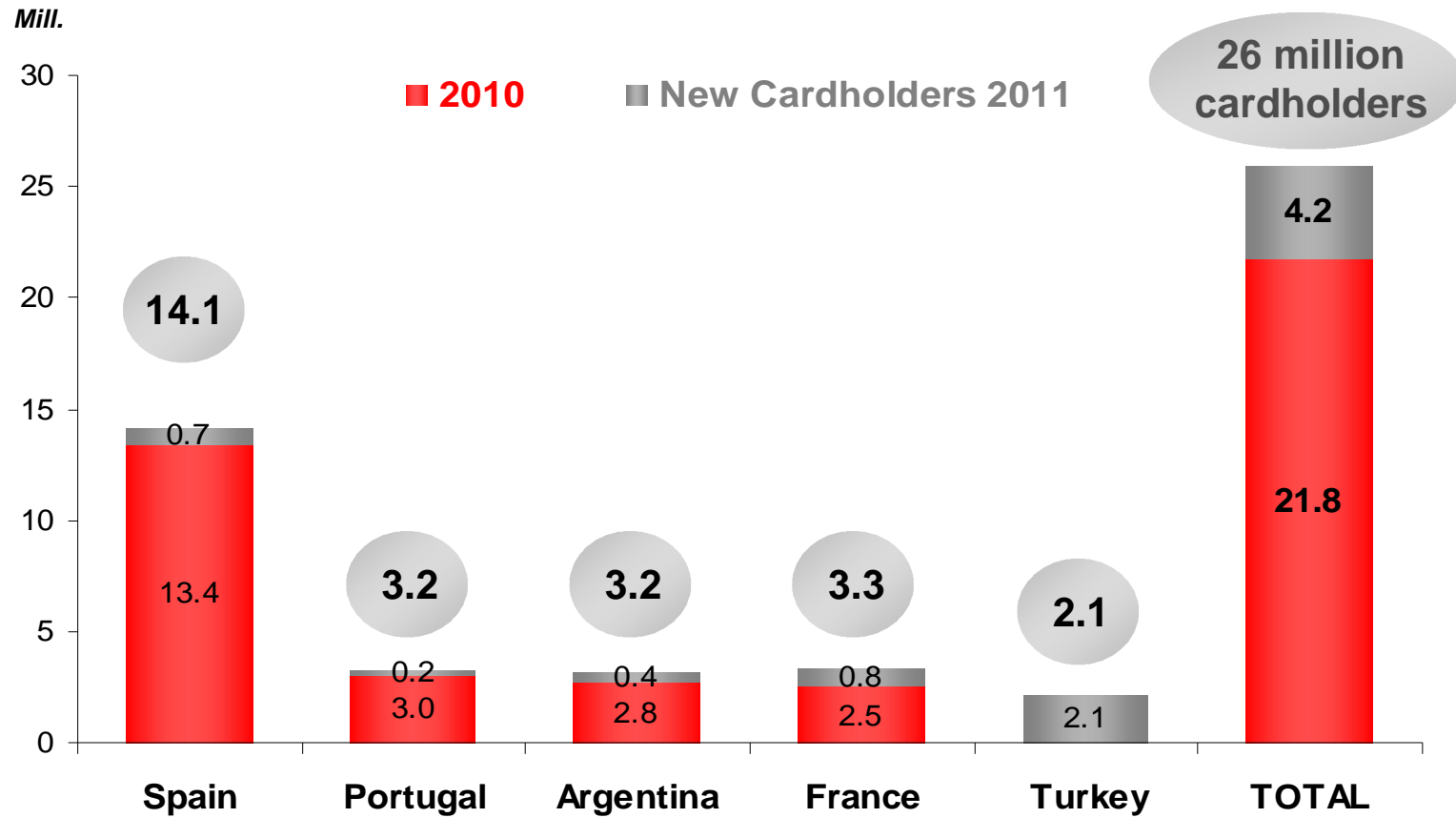
**Dia %**

# Appendix

Dia %



# DIA GROUP: ClubDIA



- ▶ ClubDIA reached 26 million cardholders thanks to the 4.2 million new members who joined the programme in 9M 2011.





## DIA GROUP: Balance Sheet

<i>EURm</i>	SEPTEMBER 2010	DECEMBER 2010	SEPTEMBER 2011
Non-current assets	2,174.0	2,141.5	2,159.9
Inventories	573.3	539.3	552.8
Trade & other receivables	237.9	179.0	214.7
Other current assets	106.5	76.7	102.3
Cash & cash equivalents	214.1	316.8	272.7
<b>TOTAL ASSETS</b>	<b>3,305.8</b>	<b>3,253.4</b>	<b>3,302.4</b>
Total equity	835.1	422.5	33.6
Long-term debt	39.6	28.0	669.5
Provisions	182.8	184.4	176.2
Deferred tax liabilities	12.4	10.4	27.0
Short-term debt	130.7	540.5	347.8
Trade & other payables	1,742.9	1,726.1	1,733.7
Other current liabilities	362.3	341.5	314.6
<b>TOTAL EQUITY &amp; LIABILITIES</b>	<b>3,305.8</b>	<b>3,253.4</b>	<b>3,302.4</b>



## DIA GROUP: Net sales

<i>EURm</i>	9M 2010	9M 2011	INC (w/o FX)	INC
Spain	3,066	3,067	0.0%	0.0%
Portugal	615	601	-2.3%	-2.3%
<b>IBERIA</b>	<b>3,681</b>	<b>3,668</b>	<b>-0.3%</b>	<b>-0.3%</b>
<b>FRANCE</b>	<b>1,887.4</b>	<b>1,771.9</b>	<b>-6.1%</b>	<b>-6.1%</b>
Argentina	405	486	35.7%	20.1%
Brazil	739	882	17.2%	19.4%
Turkey	279	309	26.6%	10.8%
China	121	126	5.8%	4.1%
<b>EMERGING MARKETS</b>	<b>1,543.6</b>	<b>1,803.2</b>	<b>22.9%</b>	<b>16.8%</b>
<b>TOTAL DIA GROUP</b>	<b>7,112</b>	<b>7,243</b>	<b>3.2%</b>	<b>1.8%</b>





# DIA GROUP: Quarterly Adjusted Cash EBITDA

<i>EURm</i>	Q1 2010	Q1 2011	INC (w/o FX)	INC
IBERIA	62	75	19.4%	19.4%
FRANCE	15.6	16.9	7.8%	7.8%
EMERGING MARKETS	2.4	7.7	221.6%	226.7%
<b>TOTAL DIA GROUP</b>	<b>80.4</b>	<b>99.0</b>	<b>23.1%</b>	<b>23.2%</b>

<i>EURm</i>	Q2 2010	Q2 2011	INC (w/o FX)	INC
IBERIA	97.6	99.3	1.7%	1.7%
FRANCE	26.2	22.9	-12.5%	-12.5%
EMERGING MARKETS	8.2	12.6	66.3%	53.3%
<b>TOTAL DIA GROUP</b>	<b>132.0</b>	<b>134.8</b>	<b>2.9%</b>	<b>2.1%</b>

<i>EURm</i>	Q3 2010	Q3 2011	INC (w/o FX)	INC
IBERIA	98.7	108.8	10.3%	10.3%
FRANCE	25.0	20.8	-16.9%	-16.9%
EMERGING MARKETS	10.0	13.8	51.4%	37.0%
<b>TOTAL DIA GROUP</b>	<b>133.7</b>	<b>143.4</b>	<b>8.3%</b>	<b>7.2%</b>



## 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, amortisation 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").