

DIA at a glance

Main milestones

102-2

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Distribuidora Internacional de Alimentación S.A., DIA, is a multi-banner, multi-channel and multi-brand retailer that sells food, household, health and beauty products to more than 20 million clients worldwide. With stores in Spain, Portugal, Argentina and Brazil

102-6, the company, which is listed on the Madrid Stock Exchange and is part of the selective IBEX 35 index, has an average annual turnover of more than EUR9 billion.



9,390
million turnover



6,157
stores
2,610 own stores
3,547 franchises



+7,500
own-label SKUs
sold in 30 countries



+40,000
employees



+23,400
jobs generated in franchises



+20
million clients



45
million loyalty cards issued



313.9
Kwh/m²
Relative electricity consumption



61,505
tonnes of CO2 equivalent emissions savings

Business map



Employees a 31 de december

102-7

SPAIN


5,148
gross sales (€millions)


26,693
employees


3,474
stores


21
floor area

5,275 in 2017

26,035 in 2017

3,497 in 2017

416,391 m²

PORTUGAL


808
gross sales (€millions)


3,564
employees


532
stores


3
floor area

834 in 2017

3,646 in 2017

559 in 2017

75,635 m²

BRAZIL


1,640
gross sales (€millions)


8,923
employees


1,172
stores


7
floor area

1,997 in 2017

8,393 in 2017

1,115 in 2017

167,711 m²

ARGENTINA


1,795
gross sales (€millions)


4,502
employees


979
stores


5
floor area

2,934 in 2017

4,539 in 2017

926 in 2017

102,690 m²

Banners



Proximity format

Floor area between 400 and 700 m²

Expanding the offer in perishable goods



Family proximity supermarket

Wide range of perishable goods and personalised customer service

More than 7,500 SKUs, of which 1,500 are fresh products

300, 500, 700 or 1,000 m² in urban areas



Stores in small towns

Stores in small towns, especially in rural areas, which do not require investment in store infrastructure

Managed by franchisees



Attraction format

Floor area between 700 and 1,000 m² in suburban areas

Client parking

More than 3,500 SKUs



Minipreço Market:

Proximity stores in urban centres. Floor areas between 250-400 m² and a range of 3,000 SKUs

Minipreço Family:

Attraction format in the suburbs. Floor areas up to 1,000 m², with covered parking and up to 4,500 SKUs



Rural stores

Rural stores in the Portuguese market that do not require investment in store infrastructure

They are run by franchisees

Brands



The Group's traditional banner. With more than 30 years in the market and over 4,100 SKUs, it spans every consumer products category.



This brand specialises in personal hygiene and grooming products. It currently has more than 700 SKUs and has been at the forefront of the most important developments in recent years.



This is the Group's premium, high added-value banner. It offers more than 250 SKUs.



The company's own label dedicated to make-up and cosmetics. It currently offers more than 230 SKUs.



The banner for baby and childcare products. It was offering more than 110 SKUs at the end of 2018.



Specialised in pet care, offering more than 110 SKUs.



The latest own label developed by the DIA Group, focused on products related to a balanced and healthy diet. It offers more than 130 SKUs.



The DIA Group currently has a portfolio of own labels that span the main consumer products categories

Exports

The company also exports its own-label brands from the Spanish and Portuguese markets, which represent an unbeatable opportunity for business expansion and growth in countries where it does not have a physical presence.

As well as further consolidating the DIA brand at a global level, exports also enable the local suppliers with whom the company works to broaden their horizons and boost their image internationally. This year, over €40 million in exports were recorded to 33 markets all over the world.

Exports

40

Euro million

Exports were recorded to

33

markets

Evolution and results of operations

3.1 Main financial indicators

- In 2018, gross sales under banner fell by 14.9% to EUR9.39bn (0.9% down ex-currency).
- According to the Company's new definition of LFL (adjusted by inflation in Argentina, among others), the group's LFL was -3.6% in 2018, versus -4.9% in 2017.
- Excluding IAS29 and the discontinuation of Clarel, the adjusted EBITDA was EUR385m, at the upper end of the range of the EUR350-400m guidance provided on 15 October 2018.
- Net debt amounted to EUR1,452m by end-2018, which compares with EUR945m in the same period last year. This EUR506m increase was namely due to the EUR259m decrease in trade working capital related to the lower payment periods with suppliers.
- The Company's consolidated balance sheet shows negative equity of EUR166m by the end of 2018 (EUR99m negative in the parent company). The BOD has approved refinancing plan that includes a EUR600m capital increase and the divestment of some non-core assets.
- DIA has decided to open Employment Regulation Proceedings in DIA and TWINS companies in Spain. This process is initiated to enhance and strengthen the future sustainability of the DIA Group may affect a total of 2,100 employees.

P&L summary (€m)	2017	2018	Change	Change (ex-FX)
Net sales	8,217.5	7,288.7	-11.3%	7.4%
Operating income (EBIT)	218.0	-94.5	-	-
Net attributable profit	101.2	-352.6	-	-

