



Full Year 2015 Results

Focus on
organic growth
and cash
generation.

March 16, 2016

 **DUFRY**

Legal Disclaimer

Information in this presentation may involve guidance, expectations, beliefs, plans, intentions or strategies regarding the future. These forward-looking statements involve risks and uncertainties. All forward-looking statements included in this release are based on information available to Dufry AG (the “Company”) as of the date of this release, and we assume no duty to update any such forward-looking statements. Factors that could affect the Company’s forward-looking statements include, among other things: global GDP trends, competition in the markets in which the Company operates, unfavorable changes in airline passenger traffic, unfavorable changes in taxation and restrictions on the duty-free sale in countries where the company operates.

AGENDA

1. Overview Full Year 2015

- Highlights 2015
- Key Financials
- Update on Nuance and WDF integration
- Business Profile
- Business Model

2. Financials Full Year 2015

3. Outlook 2016

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OVERVIEW

FULL YEAR 2015

A transformational year leading to a change in the company profile

Solid financing backed by strong cash generation

Operational focus set on driving organic growth

HIGHLIGHTS 2015:

Solid operational performance despite volatility in currencies in 2015

Strong turnover
growth of 46.3%

Organic growth
excluding Brazil
and Russia of
+4.0%

Positive organic
growth expected
for FY 2016

- Turnover of CHF 6,139 million; growth of 46.3%
 - Like-for-like shows improving trend in Q4 versus Q3
 - Organic growth of -5.3%
 - Organic growth excluding Brazil and Russia of +4.0% for the year
 - Pro-forma organic growth including WDF of +0.8%
- High volatility in emerging markets currencies
- Important organic growth initiatives launched throughout the Group:
 - 189 new shop openings in 2015 representing 18,700 m² such as Spain, Zurich, Nigeria, Puerto Rico, Dominican Republic, Rio de Janeiro and others
 - 105 shops refurbished representing over 17,000 m² of retail space
 - 19,600 m² of new retail space signed
 - Brand plan with 25 largest suppliers focusing on novelties, promotions and new products
 - Healthy project pipeline of over 43,000 m² of retail space
 - Positive organic growth expected for FY 2016
- Gross profit increases to CHF 3,575 million with a margin of 58.2%
- EBITDA grows by 26% reaching CHF 724 million; with a margin of 11.8%

HIGHLIGHTS 2015:

Transformational acquisition of WDF and Nuance integration completed

Integration of Nuance completed with first synergies reflected in 2015 P&L

Transformational acquisition of World Duty Free

New Group organization launched

- Solid financials backed by higher net cash flow from operating activities* of CHF 492 million
 - Free cash flow* increased by 59% to CHF 338 million
 - Covenants in line with expectations
- Integration of Nuance successfully completed according to plan
- World Duty Free – a transformational acquisition
 - Generating synergies of CHF 105 million, of which:
 - CHF 55-60 million cost synergies
 - CHF 40-45 million gross margin synergies
- New Group organization, business model and branding strategy defined
 - unique commercial model with high standardization
 - centralized functions where scale benefits are available
 - increasing operational speed through flatter hierarchies and elimination of “business units” layer
- “Dufry” used as corporate brand while maintaining all existing retail brands at shop level
- Trading update

Note: * before acquisition related cash outflows

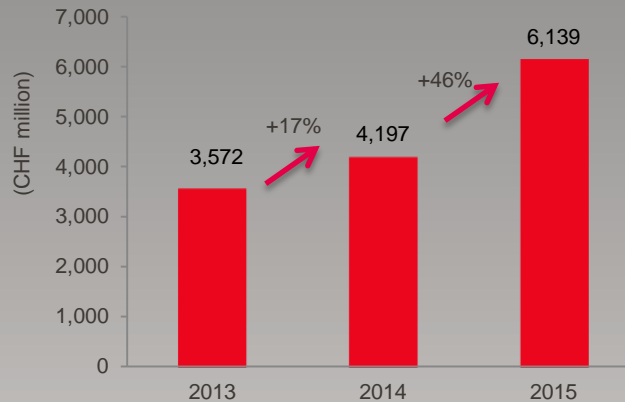
Turnover performance by region

Improved organic growth in Q4 versus Q3

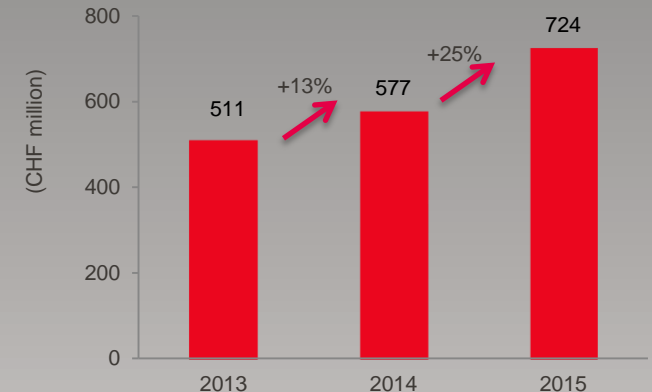
Except for Brazilians and Russians business performed well

WDF business had good performance in 2015, with Spain being particularly strong

Turnover Evolution



EBITDA Evolution



Turnover Growth Components

	Q3 '15	Q4 '15	FY '15
Like for Like	-8.8%	-6.4%	-5.6%
New concessions, net	0.7%	-0.1%	0.3%
Organic growth	-8.0%	-6.5%	-5.2%
Changes in scope	71.2%	60.2%	51.8%
Growth in constant FX	63.2%	53.7%	46.6%
FX impact	-0.7%	-1.8%	-0.2%
Reported Growth	62.4%	51.9%	46.4%
Organic growth excl. BRA / RUS			4.0%
Pro-forma organic growth including WDF			0.8%

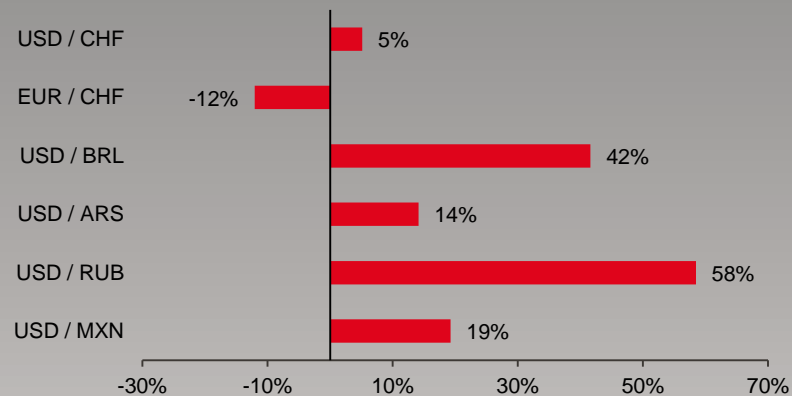
Aggregated FX development

Volatile emerging market currencies in 2015

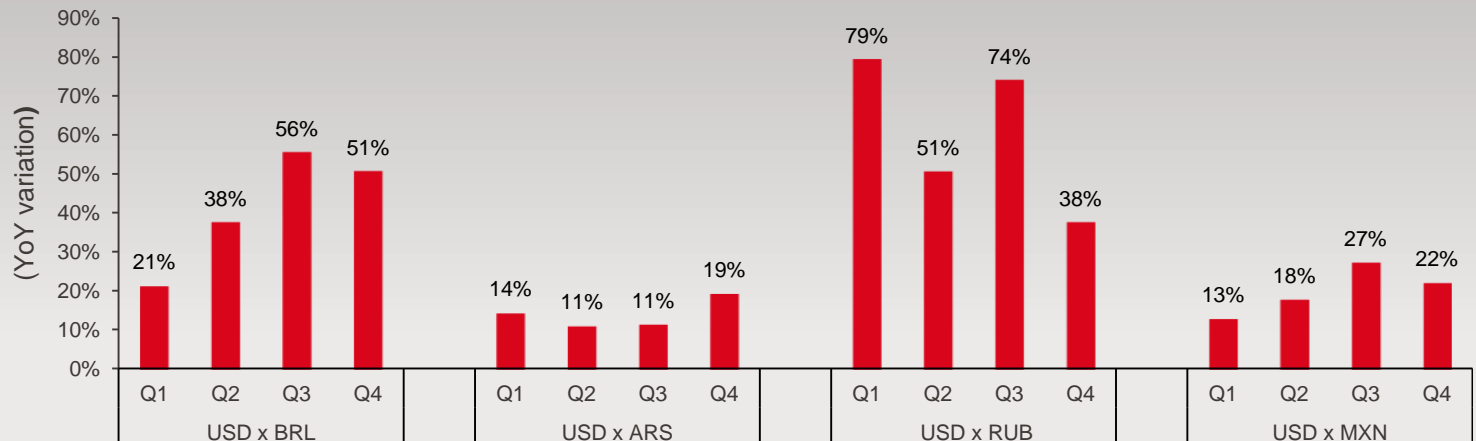
Devaluation impact was stable in Q4 compared to Q3

FX translation impact for the year stood at - 0.2%

Main Currencies Development 2015 vs 2014



Weakening of local currencies in 2015



KEY FINANCIALS:

Several marketing initiatives launched and expanded throughout the Group

Alignment of Dufry promotion model across all retail brands

VIP Vouchers well accepted by customers

Pre-order service extended to new locations

Extension of global promotions

- Dufry's global promotion model has been extended to all countries. Global promotions are structured and agreed with brands and are launched in all markets simultaneously.
- Strong promotions with new brands to increase average spent
- Improved execution drives penetration

Customer retention programs

- VIP vouchers encouraging customers to return to shops extended to Nuance and main WDF locations. 5.5% sales increase seen in locations where implemented
- Dufry Red loyalty program enhanced with newly developed mobile application, piloted in Greece and to be launched in Armenia, Russia, Korea and Switzerland (Zurich)

New pre-order websites

- Online pre-order service successfully operated in Brazil now introduced in Zurich (Switzerland), with Swedish and Spanish websites to be launched shortly
- Unification of system platforms launched to allow faster setup of future pre-order websites

Customer engagement initiative

- Virtual make-up application piloted in Seattle, Argentina and Uruguay
- Offers a multi-brand experience engaging customers
- Application allows easy product testing for customers thus enhancing cross and up selling
- Can be deployed world-wide thanks to multi-language capability

KEY FINANCIALS:

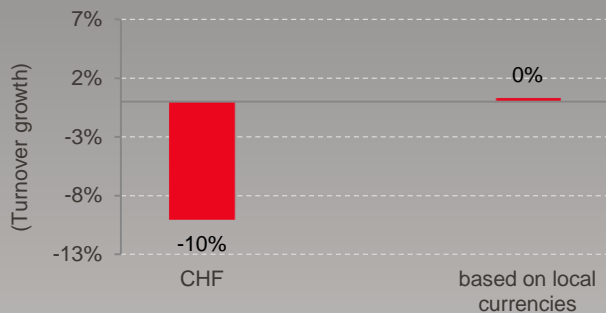
Turnover performance by region

Solid growth in US & Canada realized both on existing space and through new concessions

Good performances most markets in Central America & Caribbean

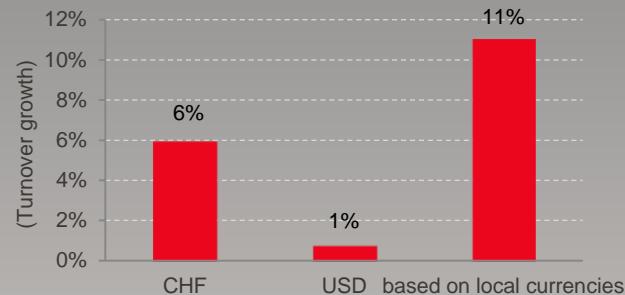
High volatility of RUR and BRL impacted destinations with high proportion of Russians & Brazilians

EMEA & Asia

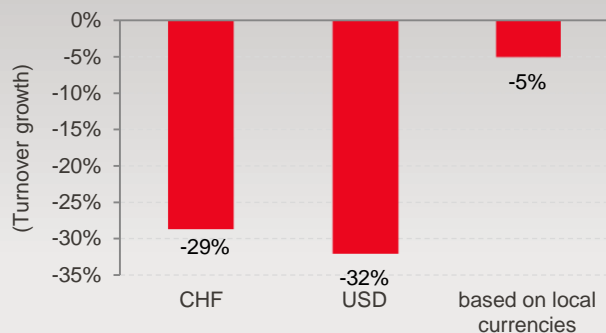


Excludes divestments & new operations in South Korea

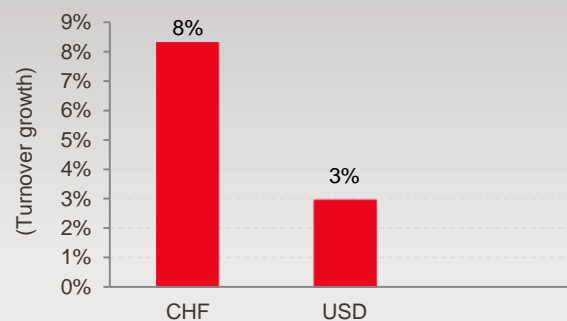
America I



America II



US & Canada



INTEGRATION UPDATE:

Nuance integration successfully completed; synergy delivery fully on track

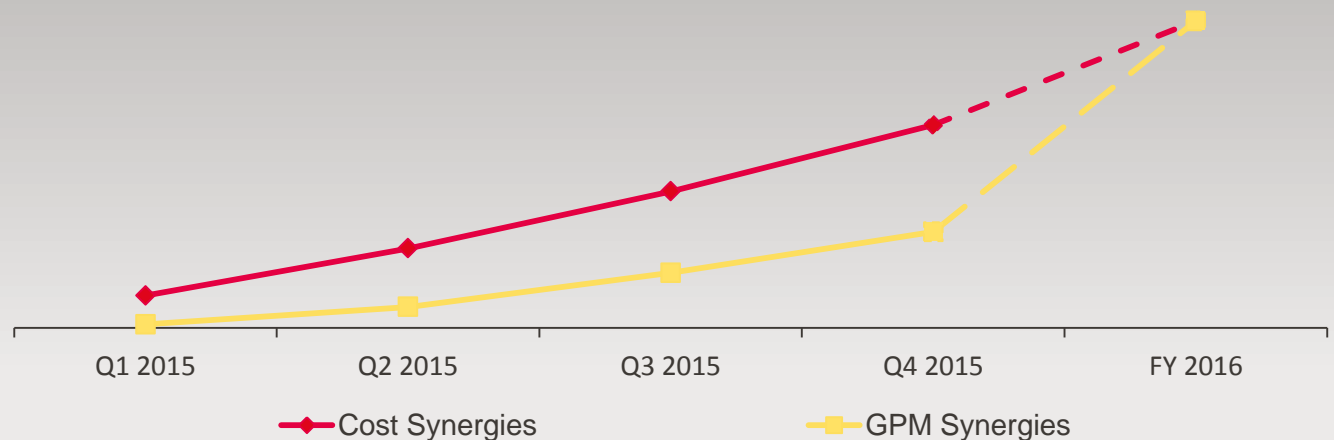
Synergy implementation on track by end 2015

- Integration of Nuance operations into new Dufry business operating model and Group divisional organization completed
- All integration work-streams closed
- Synergies fully implemented

CHF 34 million of Nuance synergies reflected in 2015 P&L

Synergies currently reflected in income statement FY 2015

Full CHF 70 million of Nuance synergies to be reflected in P&L by FY 2016



INTEGRATION UPDATE:

World Duty Free integration proceeding according to plan

Full WDF
ownership
reached in
November 2015

Detailed
integration plan
completed and
execution
started

WDF Synergy
potential of
CHF 105 million
confirmed

- Acquisition closed with full ownership and delisting of World Duty Free from Borsa Italiana on 13th November 2015
- Consolidation of WDF since August 2015
- New group-wide organization including WDF operations launched early February for all Group functions
 - Further fine-tuning of organization ongoing
- Integration plan completed
- Execution of integration plan started; expected to be completed by mid-2017
- Synergy potential in the magnitude of CHF 105 million confirmed
 - First synergies to be expected in second half of 2016
 - CHF 55-60 million cost synergies, CHF 45-50 million gross margin synergies

BUSINESS PROFILE:

New Dufry post integration of Nuance and World Duty Free

Transformational acquisitions have changed Dufry and the travel retail scope

Transformational acquisitions

	Dufry stand-alone FY 2013	Dufry + Nuance + WDF year-end 15	Growth
Turnover (CHF bn)	3.7	8.1*	119%
EBITDA (CHF bn)	0.51	1.0*	96%
Countries	47	63	34%
Retail space (m ²)	208,697	408,941	96%
Shops	1,389	2,208	59%
Employees (FTE)	16,423	28,853	76%
Market share	8.0%	24.0%	200%

* FY 2016 Bloomberg consensus (29/02/2016)

Acquisitions open new scenarios

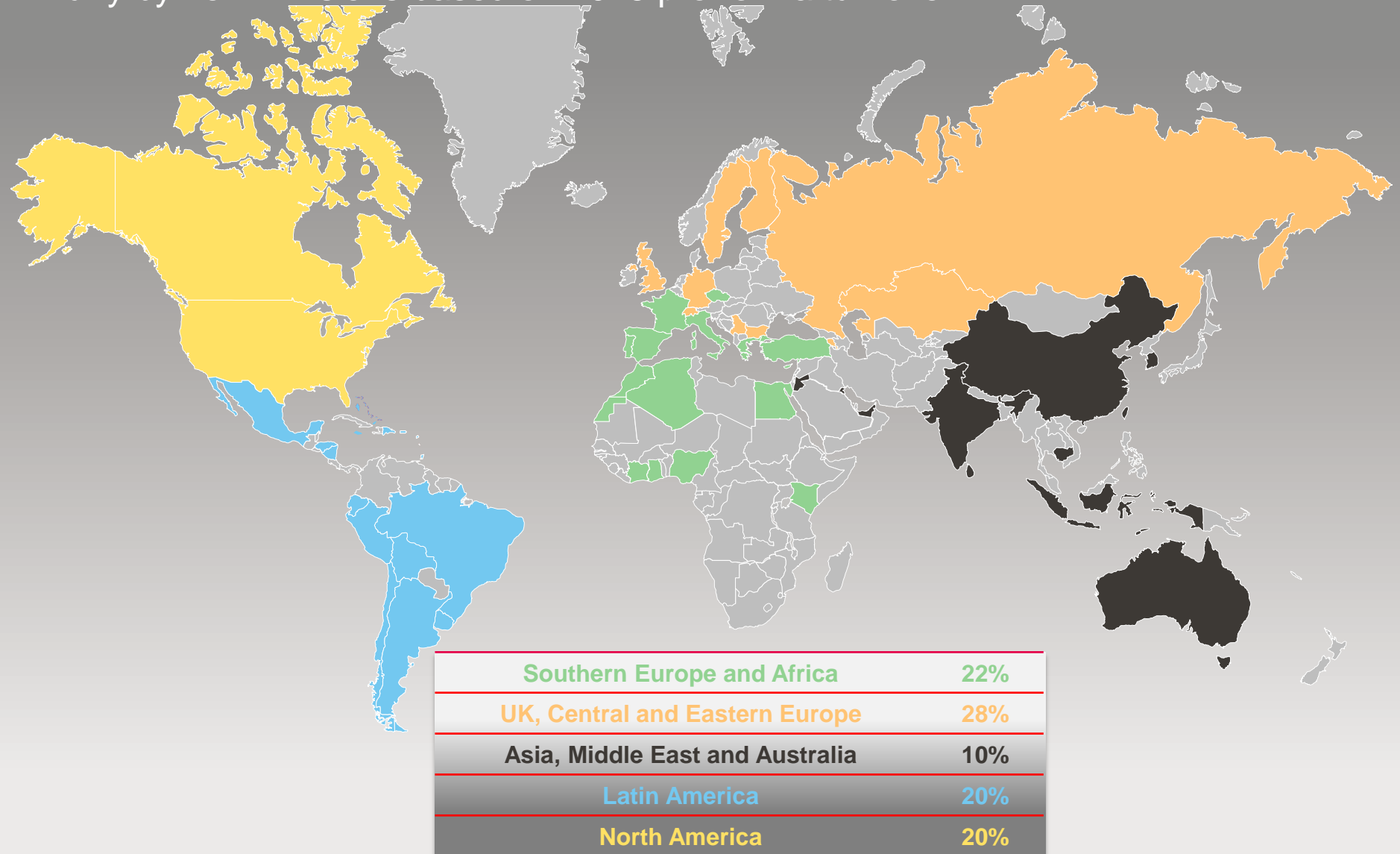
- Challenge for integration
- Acquired companies have their own business model and corporate culture (mission, vision and values)
- Ensure a consolidated, single-minded company.

New identity and new corporate culture to facilitate change

- All under the Dufry Group Brand
- All companies sharing the same DNA
- Align all new and old teams with the same goal.

BUSINESS PROFILE:

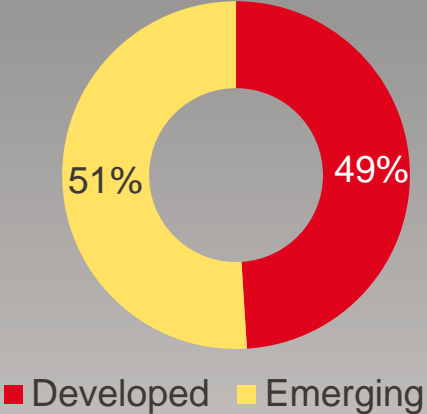
Dufry by new Divisions based on 2015 pro-forma turnover



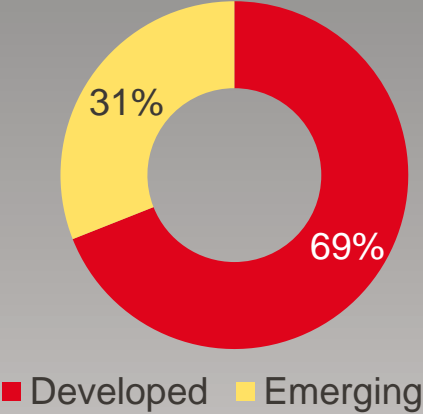
Note: Percentages based on PF 2015 turnover

BUSINESS PROFILE: EM & DM evolution before and after transformational acquisitions

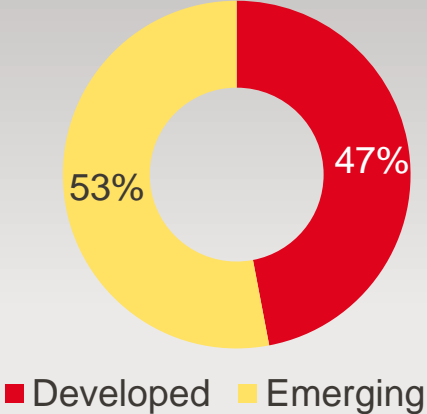
Split on Sales 2013



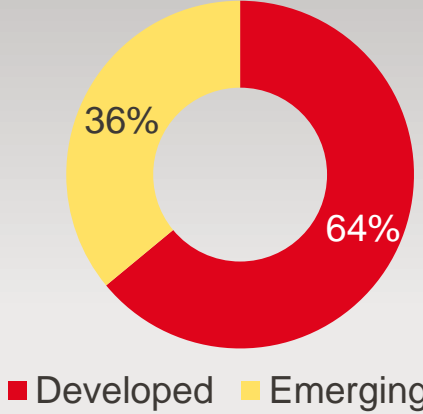
Split on Sales 2015



Split on EBITDA 2013



Split on EBITDA 2015



Note: Pro-forma including WDF; Considers Greece as developed market

BUSINESS PROFILE:

Diversified concession portfolio

Long-term
concession
portfolio

- Average concession fee level of 25.8% in FY 2015
- Long remaining life-time of concession
 - Above 8 years average remaining life
- Concession portfolio further diversified after the acquisition of Nuance and World Duty Free
 - Present in over 370 locations, with more than 2,200 shops
 - Reduced exposure to single contracts & markets
 - Largest contract represents 6%
 - Top ten contracts represents less than 25%

Presence in 370
locations reduces
exposure to
single markets

BUSINESS MODEL: Dufry's growth drivers going forward

Resilient PAX growth in Dufry locations going forward

Reduced exposure to single locations

Strong project pipeline to win new or expand existing concessions

Passenger growth

Passenger numbers in Dufry's operations expected to continue to grow in the medium and long term.

3-4%

Spend per passenger

Improvements in service levels at shops and developing marketing initiatives.

1-2%

New concessions, net

Expansion of current operations and opening of new locations. At renewal of existing concessions, retention rate of around 90%.

1-2%

Organic Growth

- Strong organic growth potential
- Diversification will help mitigate local impacts
- Exposure to single locations or nationalities further reduced
- Higher presence in developed markets will lead to stabilization of growth

5-7%

BUSINESS MODEL:

Good prospects for PAX growth in the short and long terms

5.6% average global passenger growth p.a. in the next 3 years with regional differences

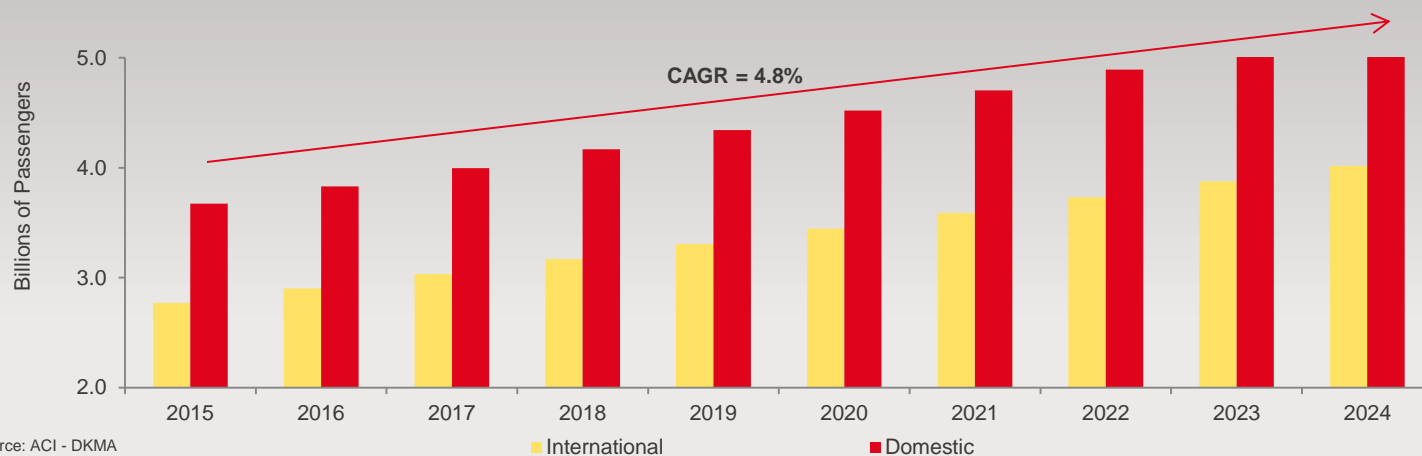
Strong long-term growth trends for international passengers

Short Term International PAX Forecasts

	2016	2017	2018
Europe	5.1%	4.4%	4.3%
Africa	-1.2%	1.8%	1.8%
Asia/Pacific	8.8%	7.5%	7.0%
Middle East	8.8%	7.8%	7.2%
LatAm/Caribbean	8.1%	6.9%	6.4%
North America	5.1%	3.4%	3.2%
World in total	6.3%	5.4%	5.2%

Source: Air4casts (30/02/2016)

Long Term PAX Forecasts



BUSINESS MODEL:

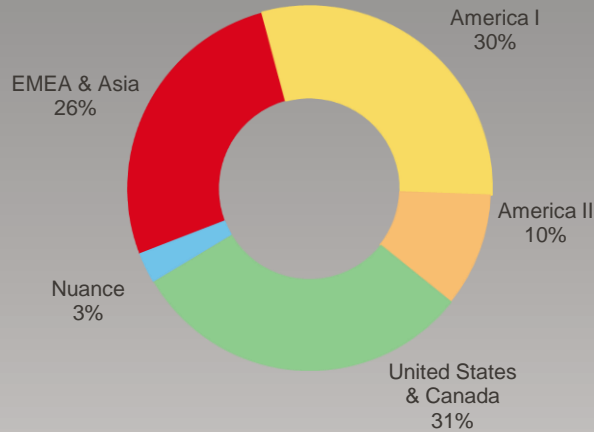
Considerable openings of new retail space

18,700 m²
of additional retail
space opened
in 2015

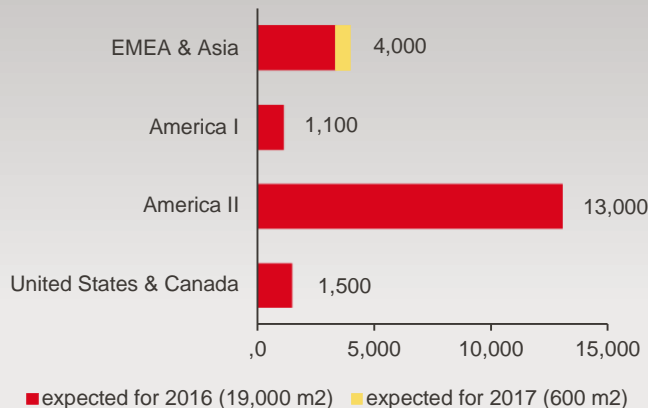
19,600 m²
additional retail
space already
signed for
opening

Strong pipeline
of potential new
projects

Openings 2015

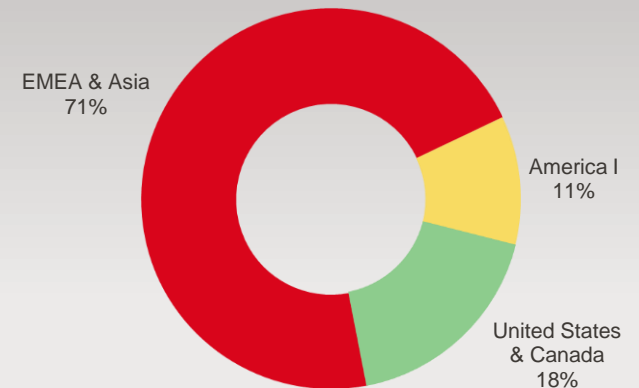


19,600 m² signed space



- Dufry opened a total of 189 new shops in 2015
- Openings represent over 5% of total retail space
- Signed space for openings in 2016 corresponds to an increase of 5% on existing total retail space

Project Pipeline: 43,800 m²



BUSINESS MODEL:

Asia-Pacific logistics and procurement platform launched in Hong Kong

World-wide logistics and procurement structure completed

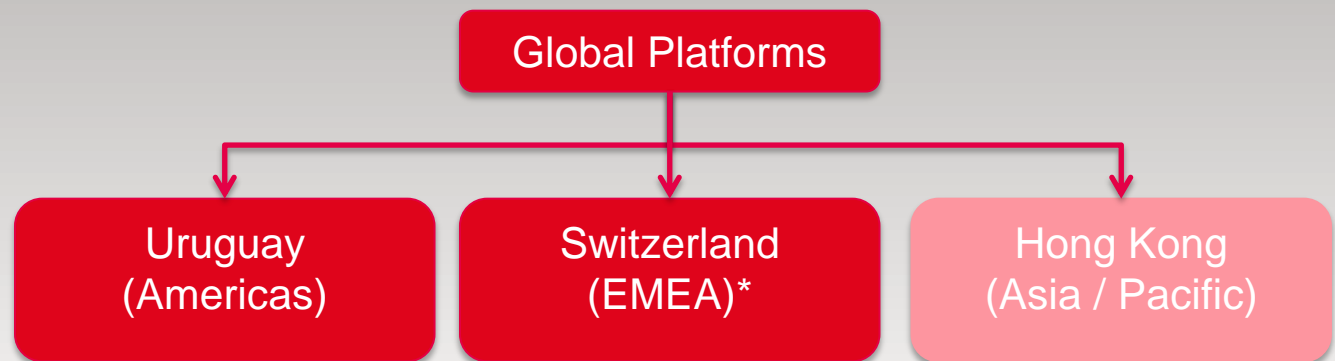
Provide best coverage to all divisions

Increase speed to market

New platform to drive growth in Asia

- Strengthen commercial and business development skills in the region
- Deliver better service to operations with strong dedicated team
- Enhance cooperation with suppliers with local know-how
- Realize synergies within current logistics and procurement activities
- Enable future organic growth in the region

Third pillar of global Supply Chain



* UK and Spain currently still served separately

BUSINESS MODEL:

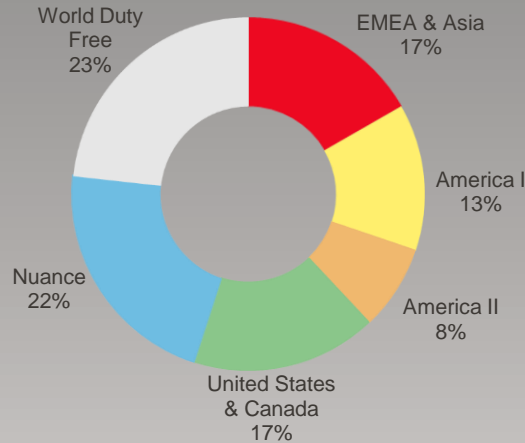
Dufry by geographic split

Well balanced geographic diversification mitigates risk exposure

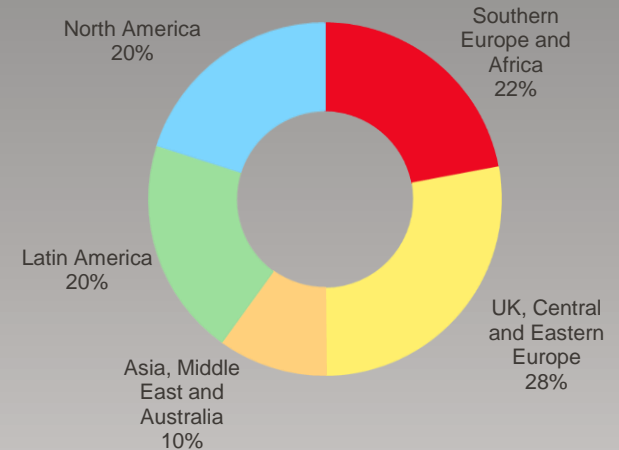
Ongoing growth potential in all regions with new concessions

Asia is key growth area

Dufry by Region FY 2015 reported



Dufry by Division PF 2015



Opportunities going forward

- Focus on growth in Asia with opportunities for organic growth and acquisitions
- Increase retail space in Europe, North America and LATAM from signed space short-term
- Drive shop refurbishment plan to increase sales across divisions
- Assess opportunities for bolt-on acquisitions

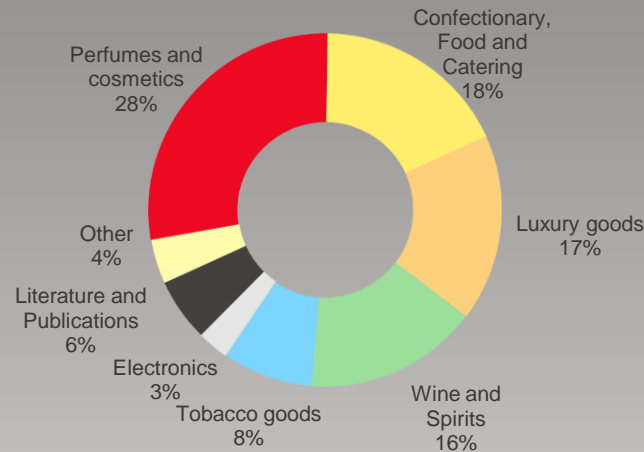
BUSINESS PROFILE:

Dufry by category

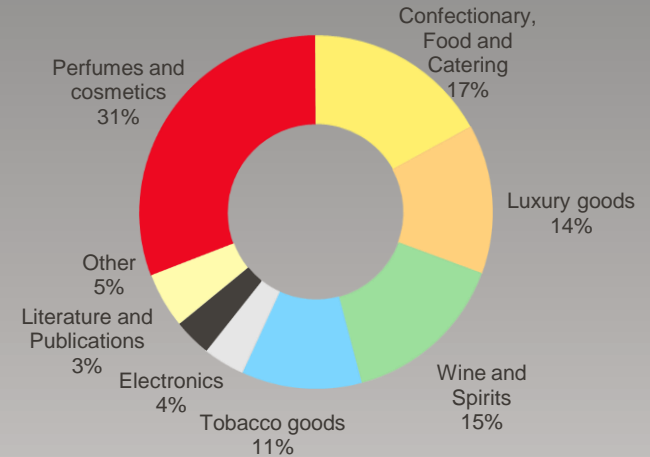
Brand plan driving sales across categories

Perfume and Cosmetics and Luxury to grow at highest pace

Dufry by Category FY 2013



Dufry by Category FY 2015



Opportunities going forward

- Brand plan to generate more sales across categories
 - Launch novelties
 - Introduce travel retail exclusivities & limited editions
 - Expand brand presence throughout whole network of 2,200 shops
- Perfumes & Cosmetics, Confectionary & Food and Luxury Goods expected to continue to be the most dynamic categories going forward

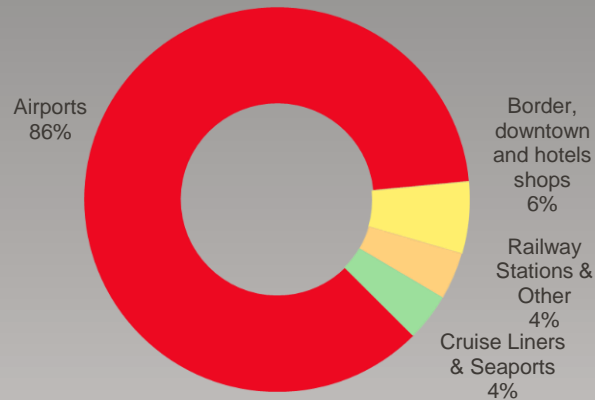
BUSINESS PROFILE:

Dufry by channel

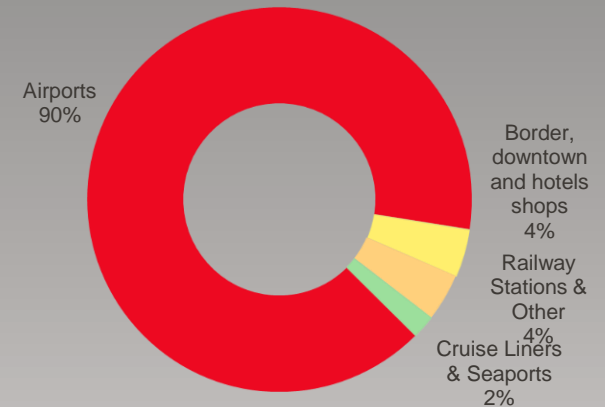
Airports remain major channel

Additional growth opportunities in alternative channels

Dufry by Channel FY 2013



Dufry by Channel FY 2015



Opportunities going forward

- Airports still growing channel adding more and more retail space
 - Open new stores in existing locations; e.g. Brazil in 2015
 - Win new concessions
 - Benefit from opportunities in duty-free and duty-paid
- Explore / analyze alternative channels, such as downtown duty-free and border shops in selected areas
- Explore online opportunities in travel retail

BUSINESS PROFILE:

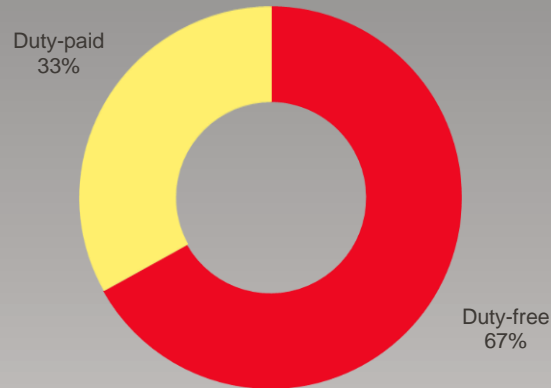
Dufry by sector

Further expansion in duty-free and duty-paid

Domestic passenger are great opportunity

Expand and internationalize successful retail concepts

Dufry by Sector FY 2013



Dufry by Sector FY 2015



Opportunities going forward

- Classic duty-free business still growing resiliently
 - Higher number of international passengers
 - Moderate, but resilient and increasing penetrations in North America
 - Attractive alternative channels
- Accelerate international expansion of Hudson and Dufry Shopping targeting domestic passengers with attractive duty-paid offer

BUSINESS MODEL:

General Travel Retail Shops – Duty-Free shop in Bali



- Large selection of products with all core categories
- Typically located in main passenger flow areas
- Both arrival and departure zones
- Ideal to implement walk-through concepts
- 710 shops operated as of December 2015

BUSINESS MODEL:

Dufry Shopping – Duty-Paid pilot store in Brasilia, Brazil



- Similar offer of travel retail shops, but with duty-paid regime
- Targeting domestic passengers and also typically located in main passenger flow areas
- Pilot store in Brasilia, Brazil of 1,600 m² showing good results
- New concession won in 2015 to open a similar shop of 1,300 m² in Rio de Janeiro

BUSINESS MODEL:

Brand boutiques – Individual brand shops; e.g. Victoria's Secret



- Enhancing passenger shopping experience as typically add-on to travel retail shops or convenience stores
- Show-case for global brands located in duty-paid or duty-free areas
- Examples: Bally, Burberry, Bvlgary, Chopard, Ermenegildo Zegna, Hugo Boss, Lacoste, Kiehls, Montblanc, MAC
- 220 brand boutiques operated as of December 2015; 35 of which opened in 2015

BUSINESS MODEL: Convenience Shops – Hudson store in Philadelphia



- Shops offer wide assortment of soft drinks, publications, confectionary, travel accessories, electronics, souvenirs, etc.
- Very flexible concept for domestic and international passengers as well as alternative channels; e.g. train stations
- Concept enhanced in 2013 and deployed internationally ever since; now present in 15 countries
- 635 convenience shops operated as of December 2015 world-wide

BUSINESS MODEL: Specialized Shops – Thematic shops; e.g. Do Brazil



- Shop concept offers products from the same category or a specific theme but from several brands
- Examples are Kids Works, Sun Catcher, World of Whiskeys, Master of Time, Sound & Vision, Tech on the go, etc.
- Concept is deployed internationally and can be located at airports, sea-ports, on board cruise-liners, hotels or down-town areas
- 643 specialized shops operated as of December 2015 world-wide

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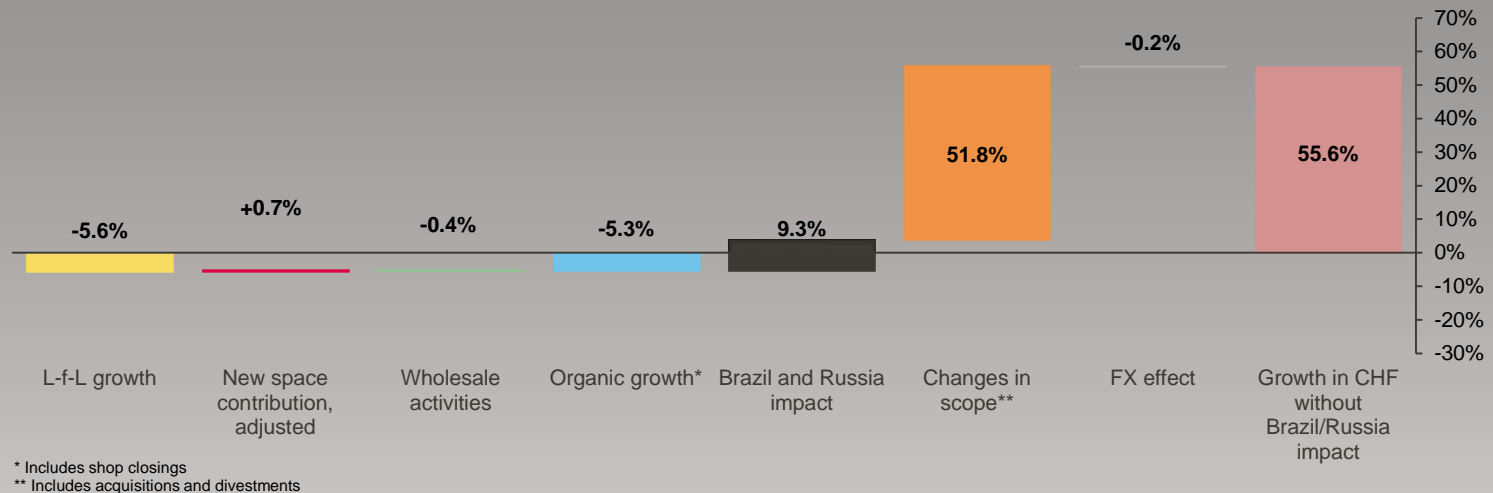
FINANCIALS FULL YEAR 2015

Analysis of turnover growth

Improvement in like-for-like growth in Q4 versus Q3

Gradual improvement seen going forward

Growth Components FY 2015



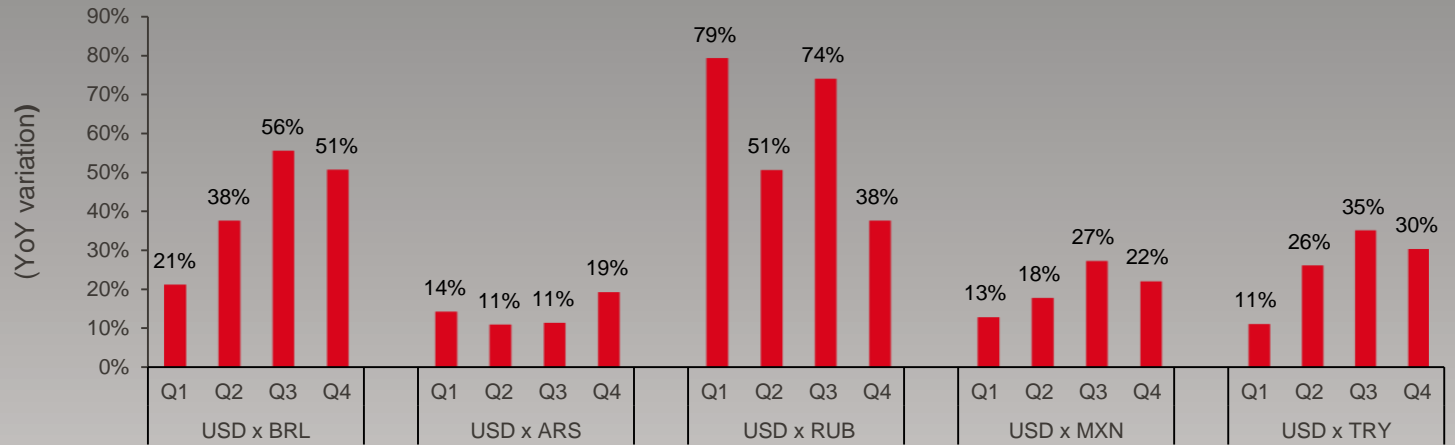
- Improvement of L-f-L growth in Q4 '15 of over two percentage points to -6.4% compared to Q3 2015
- General trends seen in Q3 continued in Q4, except for selected emerging markets, solid performance of majority of the business
- Nuance acquisition annualized in September, 2015 and included in organic growth since then
- Pro-forma organic growth of WDF +9.6%

Aggregated FX development

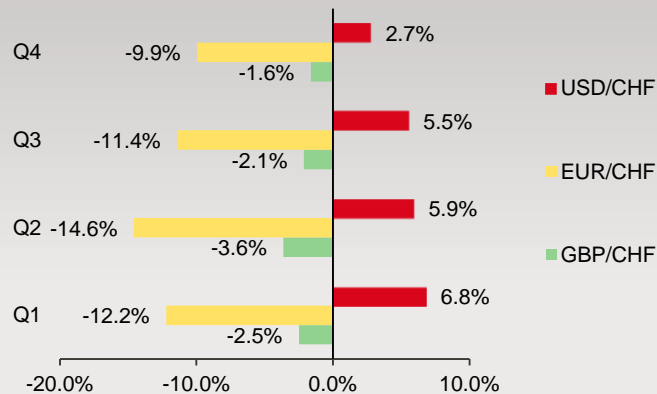
Volatile emerging market currencies in 2015

FX translation impact for the year stood at - 0.2%

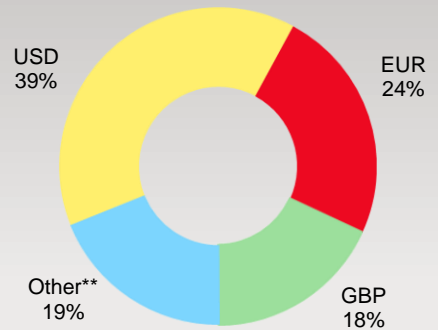
Weakening of local currencies in 2015



Main Currencies Development



Turnover by currency*



* Pro-forma including last twelve months of WDF
 ** Other includes CHF, CAD, AUD, HKD, etc.

Income statement

Nuance and
WDF
consolidation
impacting all
elements of P&L

Income statement 2015				
(CHF million)	2015	%	2014	%
Turnover	6,139.3	100.0%	4,196.6	100.0%
Gross profit	3,574.7	58.2%	2,463.6	58.7%
Concession fees	(1,582.6)	-25.8%	(965.6)	-23.0%
Personnel expenses	(856.2)	-13.9%	(609.7)	-14.5%
Other expenses	(416.1)	-6.8%	(314.1)	-7.5%
Share of result of associates	4.0	0.1%	2.3	0.1%
EBITDA⁽¹⁾	723.8	11.8%	576.5	13.7%
Depreciation	(135.8)	-2.2%	(88.2)	-2.1%
Amortization	(309.0)	-5.0%	(160.7)	-3.8%
Linearization	(29.2)	-0.5%	-	-
Other operational result	(117.1)	-1.9%	(61.1)	-1.5%
EBIT	132.7	2.2%	266.5	6.4%
Financial result	(179.5)	-2.9%	(159.5)	-3.8%
EBT	(46.8)	-0.8%	107.0	2.5%
Income tax	10.1		(20.4)	-0.5%
Net Earnings from continuing operations	(36.7)	-0.6%	86.6	2.1%
Net Earnings from discontinued operations	(0.2)		(0.8)	
Net Earnings	(36.9)	-0.6%	85.8	2.0%
Non-controlling interests	(42.4)	-0.7%	(34.2)	-0.8%
Net Earnings to equity holders	(79.3)	-1.3%	51.6	1.2%
Cash Earnings excl. acq. related one-offs ⁽²⁾	292.1	4.8%	220.5	5.3%

1 Before other operational results

2 Excludes transaction costs of WDF acquisition

Key changes in Income Statements

Nuance and
WDF impacting
P&L

Income statement 2015			
(CHF million)	2015	%	Comments
Turnover	6,139.3	100.0%	WDF fully consolidated from Aug/2015. Nuance fully consolidated from September 2014
Gross profit	3,574.7	58.2%	Synergies from Nuance of CHF 35m confirmed for FY 2016. Synergies from WDF of CHF 45-50m
Concession fees	(1,582.6)	-25.8%	Higher concessions fees from WDF. Increase in 2016 of ca. 100-150 bps due to the consolidation.
Personnel expenses	(856.2)	-13.9%	Lower personal and general expenses due to consolidation and synergies.
Other expenses, Share of result of associates	(412.1)	-6.7%	Cost synergies from Nuance of CHF 35m, fully reflected in 2016 Cost synergies from WDF CHF 50-60m
EBITDA⁽¹⁾	723.8	11.8%	EBITDA margin of 13.5%-14.0% expected once all synergies are reflected in the P&L
Depreciation	(135.8)	-2.2%	
Amortization	(309.0)	-5.0%	Approx. CHF 400m expected in FY 2016, of which ca. CHF 350m acquisition-related
Linearization	(29.2)	-0.5%	Linearization stand-alone of CHF -11.5m Effect from up-front payment for Spanish concessions of CHF -17.7m
Other operational result	(117.1)	-1.9%	CHF 77m transaction and restructuring costs of WDF in 2015. CHF 30-40m of non-recurring restructuring cost to be expected for 2016
EBIT	132.7	2.2%	

¹ Before other operational results

Key changes in Income Statements

Nuance and WDF impacting P&L

Income statement 2015			
(CHF million)	2015	%	Comments
EBIT	132.7	2.2%	
Financial result	(179.5)		<i>Non-recurring cost for WDF transaction of -32m in 2015 Run rate of ca CHF 50m per quarter going forward</i>
EBT	(46.8)	-0.8%	
Income tax	10.1		<i>Taxes are impacted by transaction and financing costs, as well as deferred taxes Effective tax rate expected in the area of 25% going forward</i>
Net Earnings from discount. Operat.	(0.2)		
Net Earnings	(36.9)	-0.6%	
Non-controlling interests	(42.4)		<i>Includes minorities from WDF of CHF 11m</i>
Net Earnings to equity holders	(79.3)	-1.3%	
Acquisition-related amortization	262.1		
Acquisition-related one-offs	109.3		
Cash Earnings excluding acquisition related one-offs	292.1		
Weighted average number of shares, in millions	45.8		<i>Current number of shares 53.9 million</i>
Cash EPS	6.38		
Deferred tax on acquisition-related amortization, per share	(1.32)		
Linearization, per share	0.64		

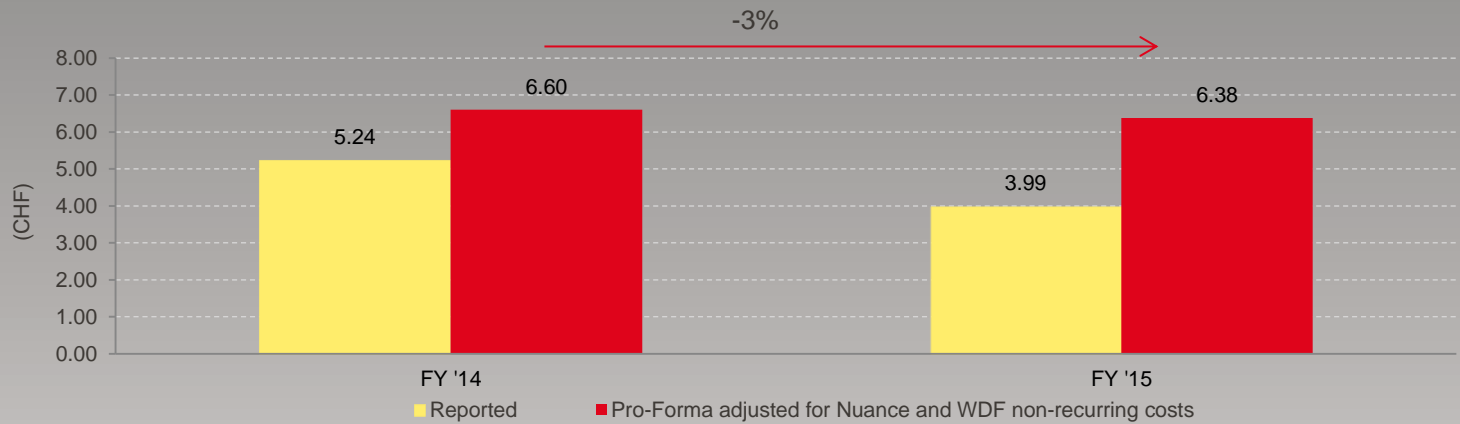
1 Before other operational results

Cash earnings

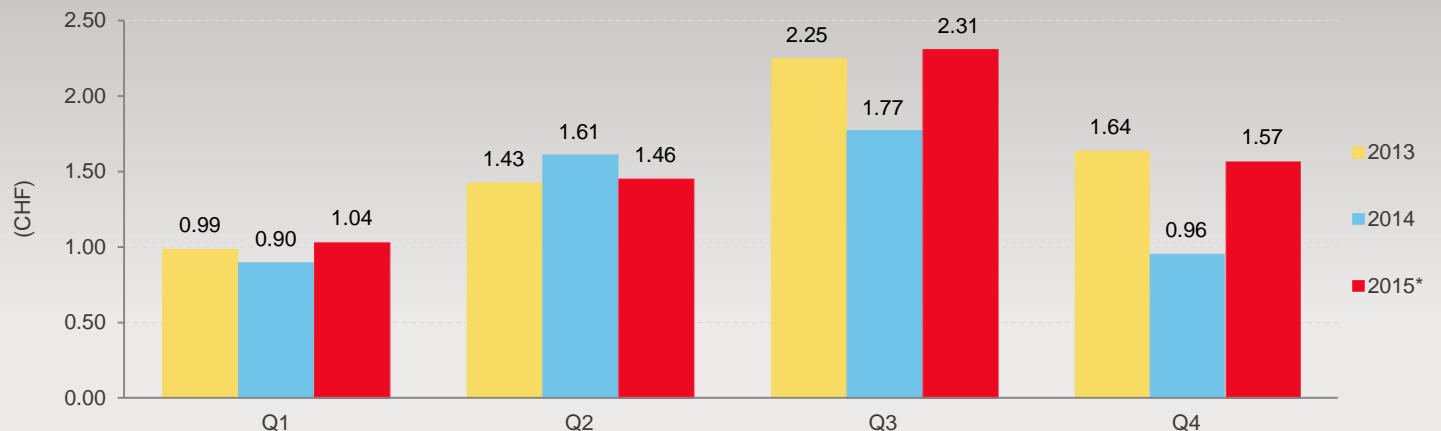
Cash EPS excluding one-offs from Nuance and WDF acquisitions nearly stable

Pro-forma Cash EPS is adjusted for one-offs from acquisition activities, thus providing a better base for comparison

Cash earnings per share 2015



Seasonality of Cash EPS



* Excludes transaction costs from Nuance and WDF acquisitions

Cash flow statement

Strong free cash flow generation increasing by 59.0%

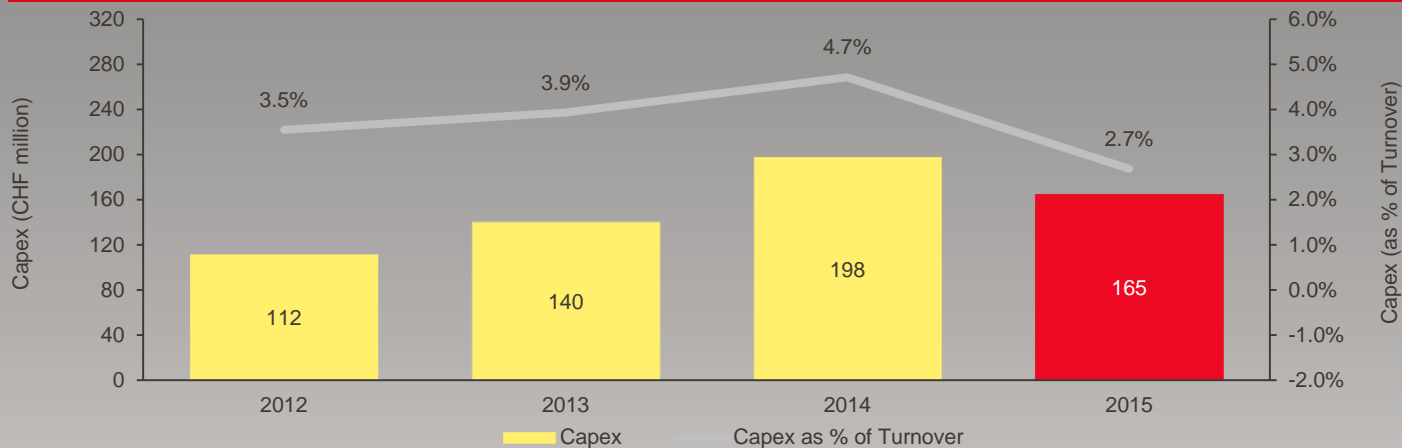
Cash flow statement 2015

(CHF million)	FY 2015	FY 2014
EBITDA before other operational result	723.8	576.5
Changes in net working capital	(83.9)	(38.5)
Taxes paid	(95.2)	(65.2)
Other operational items	(53.1)	(67.7)
Net cash flow from operating activities	491.6	405.1
Capex	(164.6)	(197.6)
Interest received	11.4	4.9
Free cash flow	338.4	212.4
Restructuring of operations	(74.7)	(13.6)
Business combinations, acquisition / sale of participation in subsidiaries	(2,938.9)	(1,312.9)
Cash flow after investing activities	(2,675.2)	(1,114.1)
Interest paid	(104.4)	(107.8)
Gross proceeds from issuance of shares and mandatory convertible notes	2,200.0	1,060.6
Arrangement fees, share issuance costs and other financing related costs	(138.3)	(68.7)
Cash flows related to minorities	(43.3)	(8.4)
Financial Investments	(11.7)	-
Cash flow used for financing	1,902.3	875.7
Change in Net Debt	(772.9)	(238.4)
Net debt from World Duty Free (2015), Nuance (2014)	(988.5)	(261.3)
Currency translation	157.9	(101.5)
Change in Net Debt, incl. Acquisition and Translation effect	(1,603.5)	(601.2)
Net debt		
– at the beginning of the period	2,354.4	1,753.3
– at the end of the period	3,957.9	2,354.5

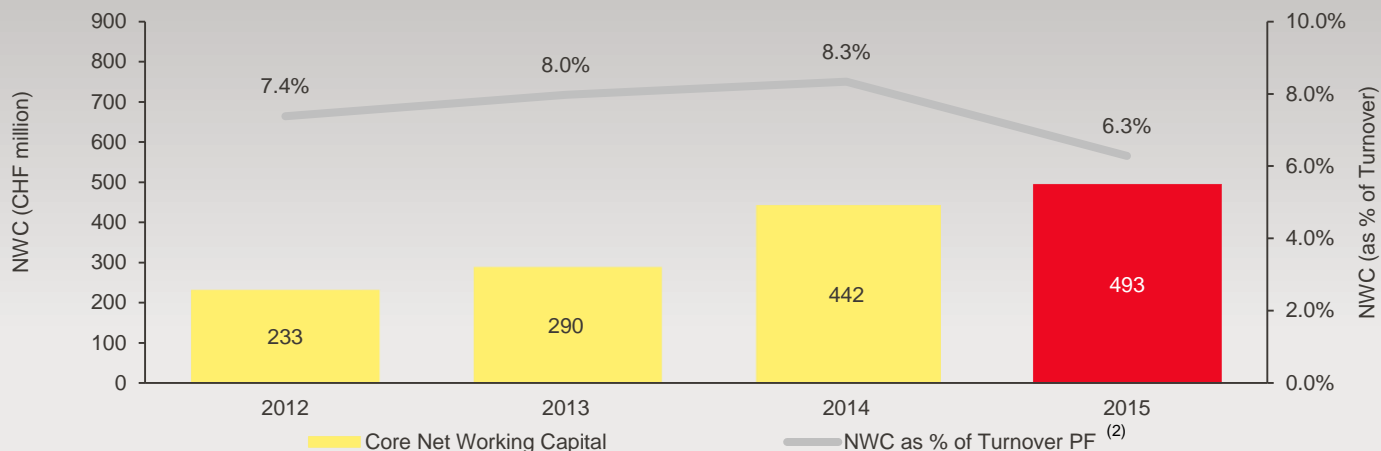
Capex & Net Working Capital

Capex returning to historical levels after expansion plan executed in 2014

Capex Evolution FY 2015



Core Net Working Capital Evolution FY 2015



(1) Inventories + Trade and credit card receivables - Trade payables (2) Adds LTM Turnover of acquisitions

Balance sheet

Assets are mainly related to intangible assets generated by acquisitions

Liabilities are mainly a combination of equity and debt, which financed acquisitions

Balance sheet

(CHF million)	31.12.2015	30.09.2015	Variation
PP&E	605	600	5
Concession right finite life	4,217	4,335	-118
Goodwill, Brands, concession right indef. Life	3,001	3,194	-193
Other intangible assets	90	90	0
Other non-current assets	347	159	188
Net Working Capital	493	447	46
Other current assets	382	339	43
Equity	3,333	3,315	18
Net Debt	3,958	2,807	1,151
Non current liabilities	304	352	-48
Deferred tax liabilities, net	489	546	-57
Other current liabilities	1,092	2,166	-1,074

Intangible assets by transaction

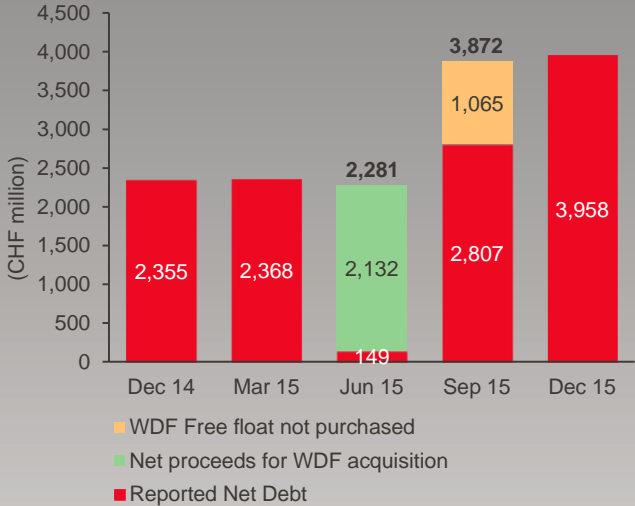


Financing & Covenants (1)

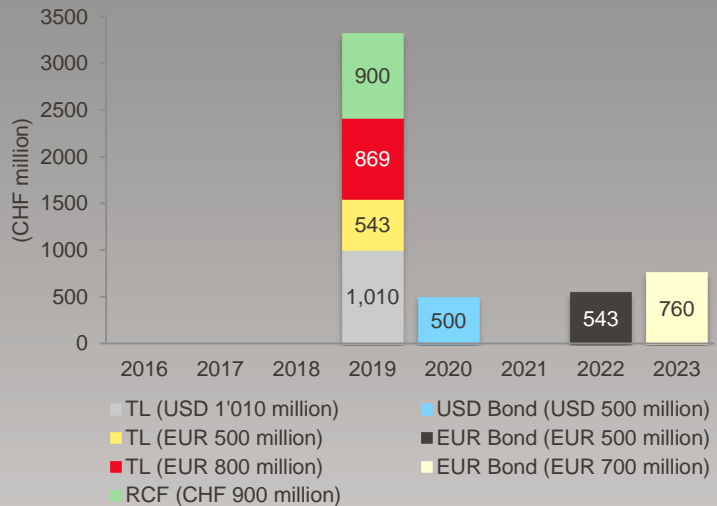
Debt structure well reflecting revenue currencies

No debt maturity until 2019

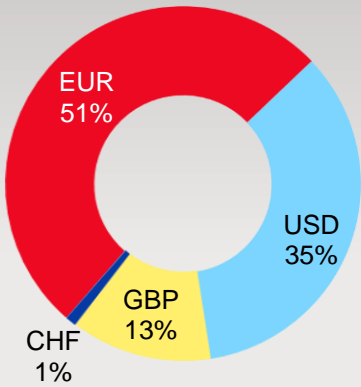
Net Debt Evolution FY 2015



Debt maturity profile



Pro-forma Net Debt by Currency



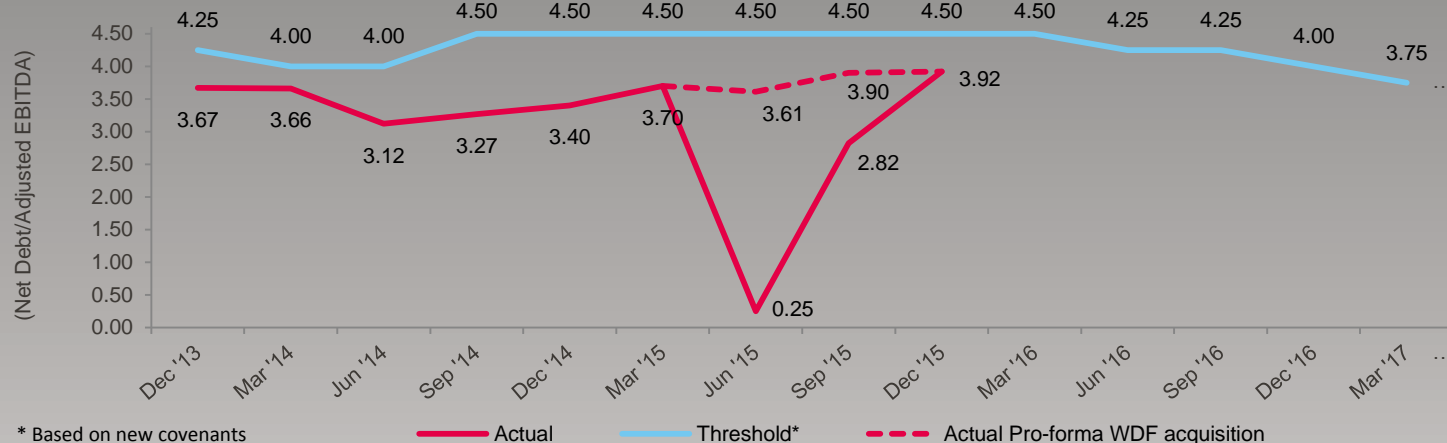
Financing & Covenants (2)

Leverage ratio clearly below covenant levels

No change in terms and conditions of financing

New covenants agreed with banks

Covenants evolution



New covenants

- New covenants threshold agreed with banks, starting in December 2015
- New covenant levels gives Dufry more flexibility to accelerate investment programme to drive organic growth and additional headroom positively viewed by risk agencies
- From Mar '17 onward, covenant of 3.75x to remain fix
- Deleveraging plan remains unchanged; achieve leverage below 3.0x in H2 2017

Solid financing structure and fast deleveraging driven by high cash generation capability

Strong cash
generation
capability

Long track-
record of
successful
deleveraging

Proven ability to
accelerate cash
generation short-
term

- Sustainable cash generation capability
 - High conversion rate of earnings (EBITDA) to free cash flows
 - Business characterized by low operational investment levels
- Long track record of successful deleveraging executed post acquisitions financed with debt instruments
- No debt maturities until 2019; provides ample time to reach target leverage
- Proven set of “self-helping tools” to accelerate cash generation short-term
 - Reduce Capex and short-term cash-outs
 - Stricter management of working capital
 - Self-helping measures applied as listed above during financial crises in 2008/09 resulted in year with highest cash generation ever

3

OUTLOOK 2016

OUTLOOK 2016

World Duty Free
integration and
synergy
implementation

Drive cash
generation and
deleveraging

Accelerate
organic growth
and Asia
expansion

- Focus in World Duty Free integration
 - Execute integration plan
 - Implement synergies of CHF 105 million
- Implement new organization and operating business model, aligning WDF integration
- Accelerate organic growth
 - Get new concessions
 - Increase retail space
 - Expand Hudson internationally
 - Internationalize and expand Dufry Shopping
- Drive Asia development
- Focus on cash generation and deleveraging

Thank you

 DUFRY