



Dufry Presentation – 2010 Full Year Results

March 2011



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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.

- 1. Overview 2010 Results & Main Events**
- 2. Dufry Strategy**
- 3. Financials**
- 4. Conclusion**

1. Overview 2010 Results & Main Events

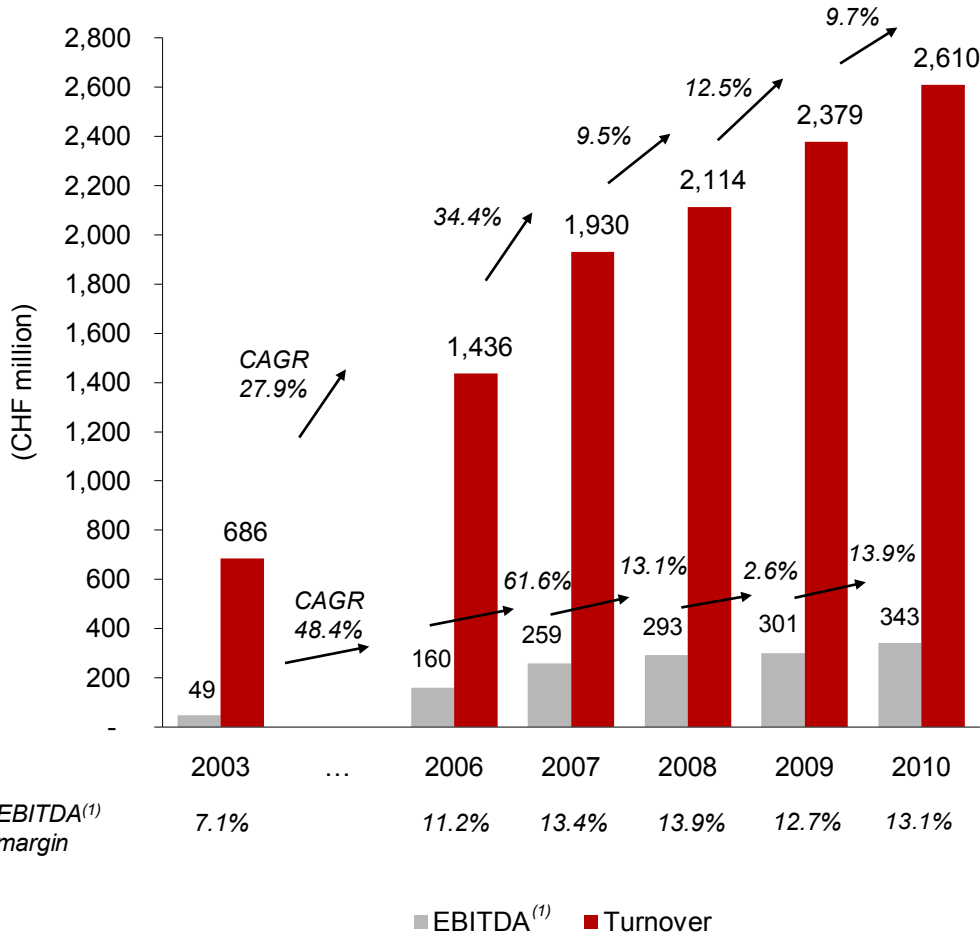
Main Events 2010

- **Growth outperforming passenger traffic**
 - Global passenger traffic growth of 6.3% over 2009
 - 15% turnover increase on constant FX rates
 - Gross margin of 57.5% versus 55.9% in 2009
 - 19% EBITDA increase on constant FX rates
 - Double digit organic growth of 10%
- **Strong performance in Emerging and Developed Markets**
- **Operations and Resources development**
 - Added space in 2010 (net) of 9,000 sqm
 - China (1,200 sqm)
 - USA (2,600 sqm)
 - Brazil (500 sqm)
 - Mexico: Mexicana situation
 - Dufry Plus One: First results in productivity and gross profit margin
 - One Dufry: First results in cash and tax management and IT
- **Update on Rio legal case**
- **Trading Update**
 - Snow disruptions in the USA at the beginning of the year
 - Political turmoil in Tunisia and Egypt had a local impact and also affected other operations
 - Gradual improvement



Key Figures 2010

Turnover and EBITDA Evolution



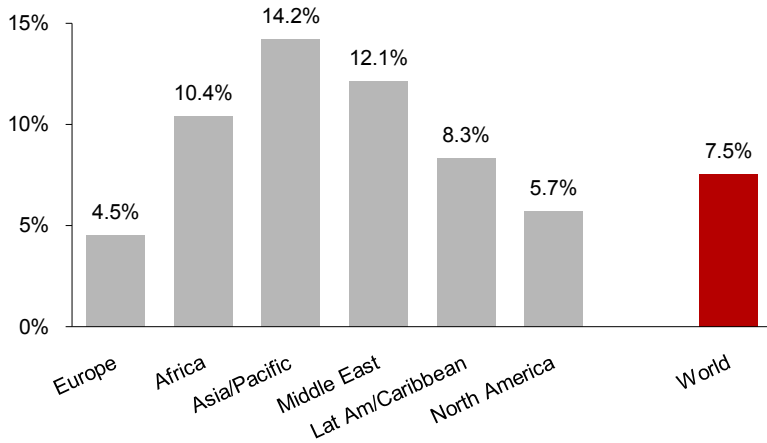
- Turnover at constant FX rates 14.8% to CHF 2,730 m
- Gross margin improved to 57.5% from 55.9%
- EBITDA⁽¹⁾ at constant rates +19.2% to CHF 359.0 m
 - EBITDA⁽¹⁾ margin of 13.1%

Note:
 (1) EBITDA before other operational result



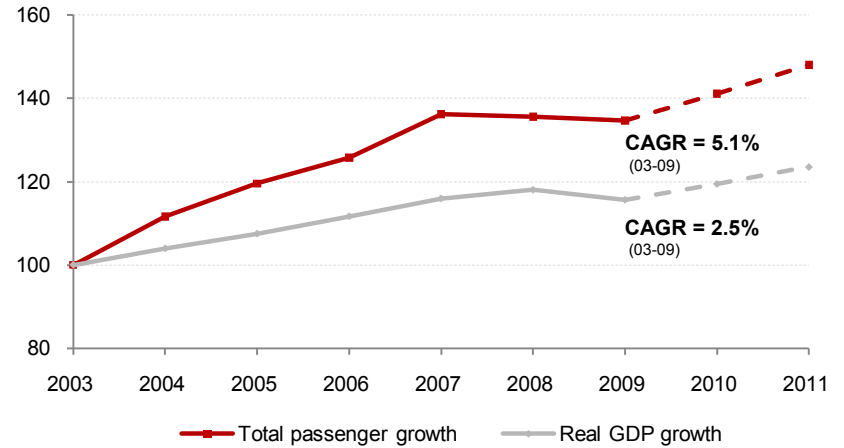
Update on Passenger Growth

International PAX Growth 2010



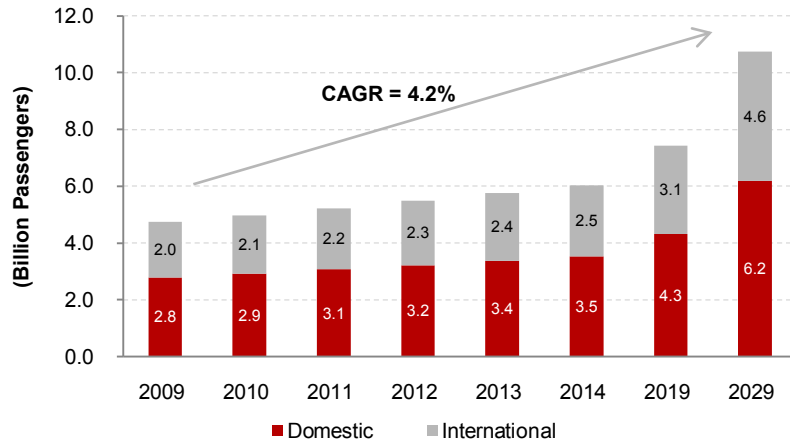
Source: ACI

Historic & forecast GDP and Passengers Growth



Source: Company, ICAO, ACI, IMF

Long-term Passenger Forecast



Source: ACI-DKMA, October 2010

Mid-term International Passenger Forecast

	2011	2012	2013	2014
EUROPE	5.4%	3.4%	3.3%	3.2%
AFRICA	8.7%	6.0%	5.7%	5.4%
ASIA/ PACIFIC	8.0%	6.1%	6.0%	5.8%
MIDDLE EAST	11.1%	9.3%	8.7%	8.2%
LATIN AMERICA	5.2%	4.1%	4.0%	3.9%
NORTH AMERICA	4.3%	2.9%	2.8%	2.7%
WORLD	6.6%	4.6%	4.5%	4.4%

Source: Air4casts March 2011

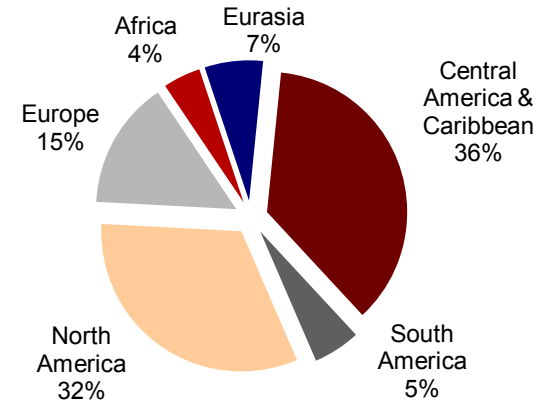


Update on Business Development

Changes in the Retail Space in 2010

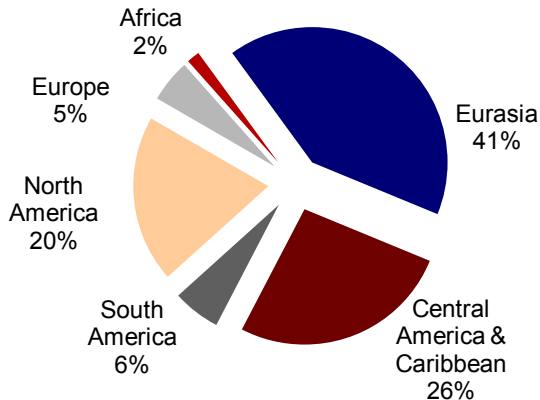
Region	Added space	Closed space	Net effect
Europe	3,670	1,939	1,731
Africa	995	189	806
Eurasia	4,013	1,334	2,679
Central America & Carib.	1,201	677	524
South America	975	509	466
North America	4,770	2,212	2,558
Total	15,623	6,860	8,763

Expected new space for 2011



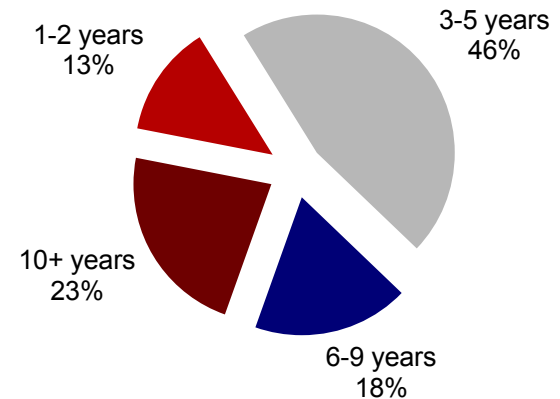
Around new 10,000 sqm are expected for 2011

Project Pipeline



Pipeline includes more than 45,000 sqm with a timeframe of 12-18 months

Net Sales by duration of contracts FY 2010



2. Dufry Strategy

Dufry's Positioning

Evolution of Dufry 2003–2010

	2003	→	2010	Growth	CAGR % ⁽²⁾
Countries	25	→	41	64%	7%
Airports	47	→	143	204%	17%
Shops	227	→	1,140	402%	26%
Retail Surface (sqm)	36,750	→	154,366	320%	23%
Turnover (CHFm)	686	→	2,610	280%	21%
EBITDA ⁽¹⁾ (CHFm)	49	→	343	600%	32%

Notes:

(1) EBITDA before other operational result

(2) CAGR 2003-2010

Dufry Key Aspects

Dufry has a clear and consistent business model and strategy

- Global leading player in travel retail
- Diversified and global footprint with high emerging market exposure
- Solid and diversified concession portfolio
- Global database with detailed commercial information, including centralized customer information
- Varied product mix and sales channels
- Strong margins and cash flow generation
- Focus on improving operational capabilities and cash generation

Travel Retail: Attractive Fundamentals

- Secular growth through increasing passenger numbers
- Convenience and impulse purchasing are important drivers
- Temporarily captive customers
- No substitution threats (e.g. internet)

Shop Concepts

General Travel Retail Shops



Duty free shop - Italy

Brand Boutiques



Victoria's Secret shop - US

News and Convenience Stores



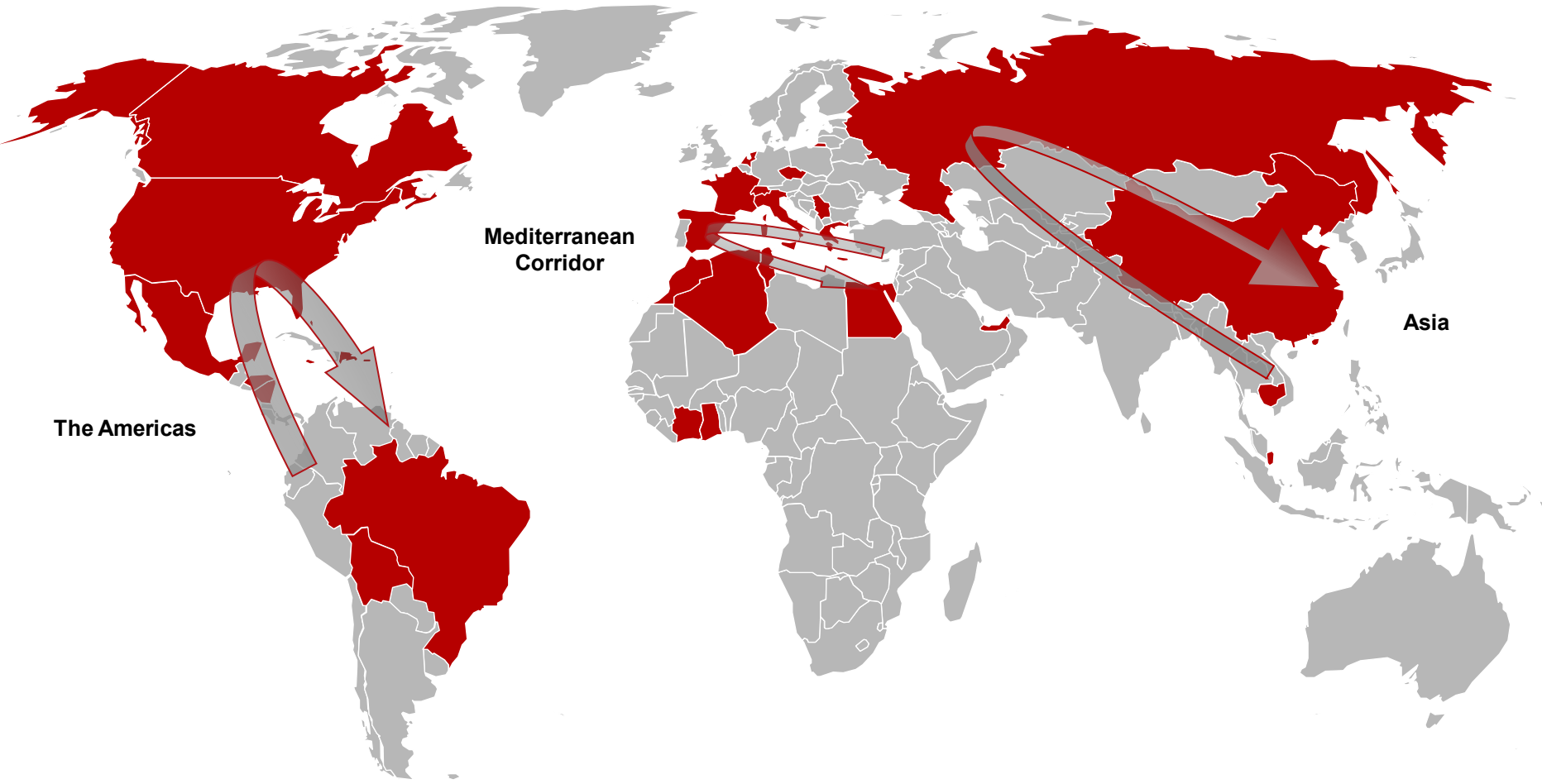
Hudson News shop - US

Specialized Shops



Jewelry shop - Barbados

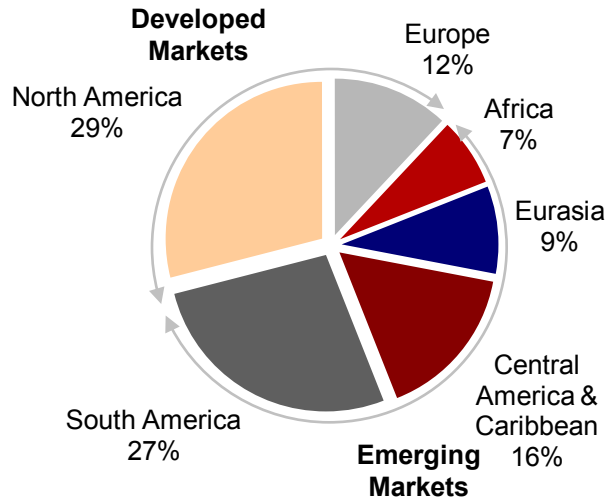
Globally Diversified and Focused on Emerging Markets and Tourist Destinations



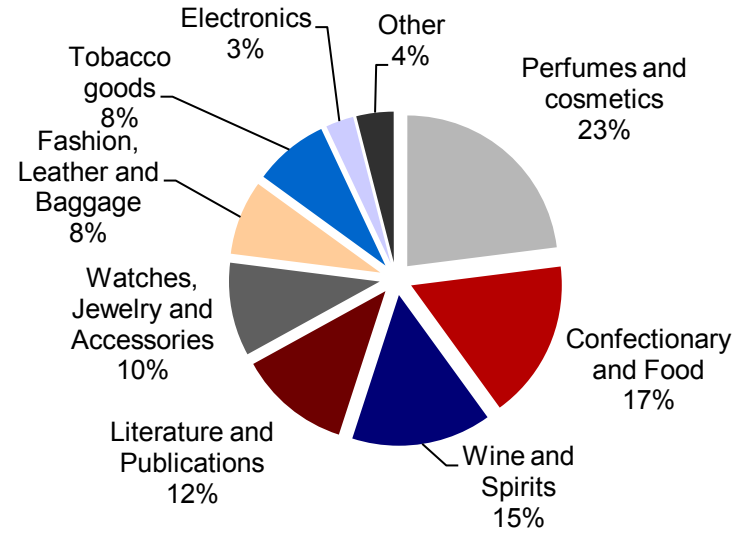


Dufry's Sales Performance 2010

Dufry per Region



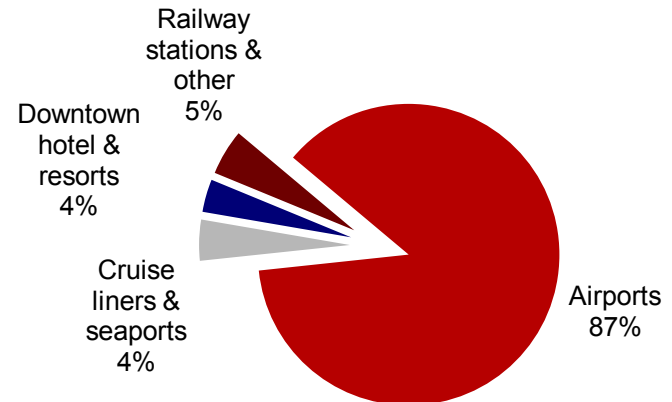
Dufry by Product



Dufry by Sector

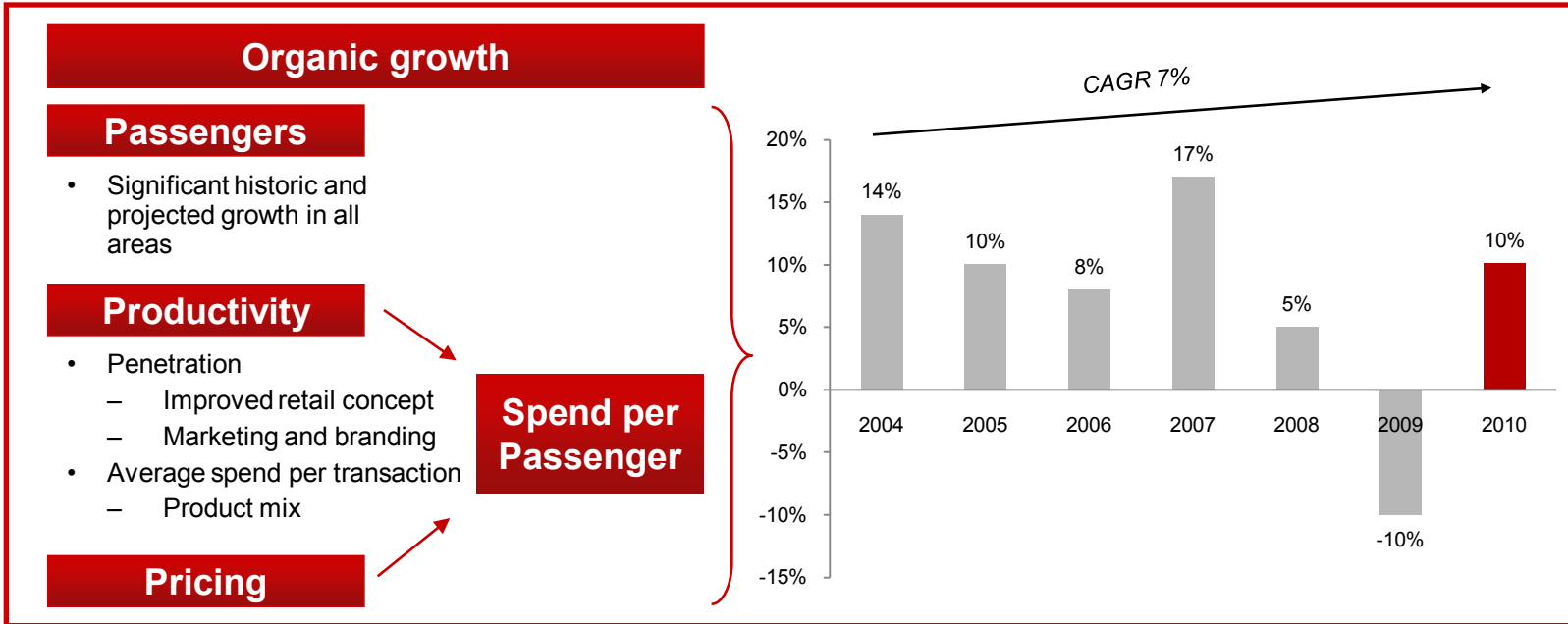


Dufry by Channel





Global Growth Opportunities



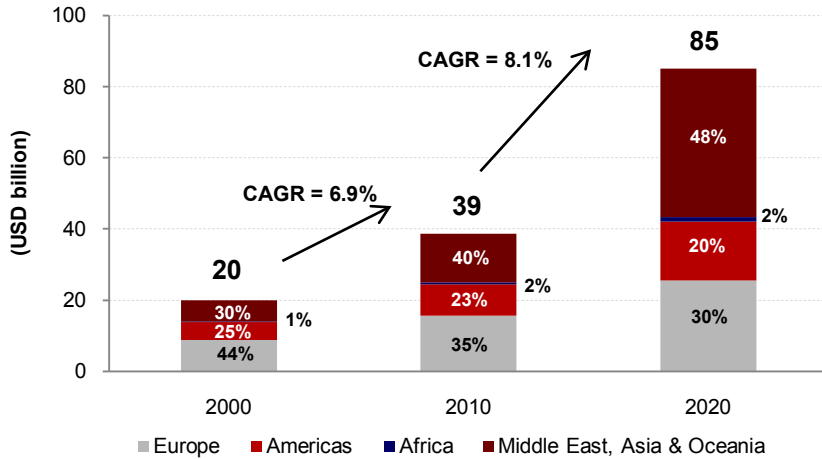
TOP-LINE GROWTH: 24% p.a. (1)

Note: (1) On constant FX rates; FX effect -3% p.a.



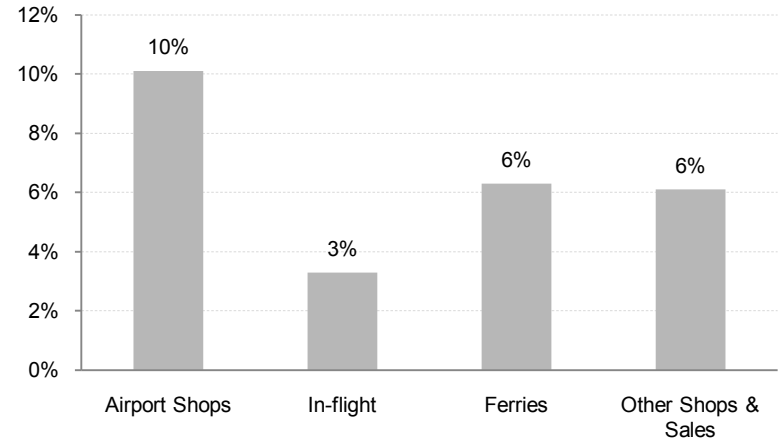
Travel Retail Market

Travel Retail Development by Region



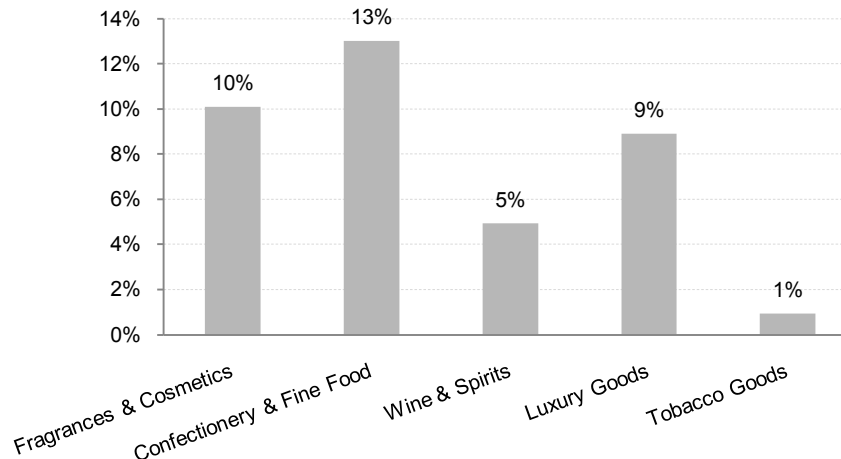
Source: Company, Generation AB

Long-term Growth by Sales Channel



Source: Generation AB (2010 – 2020)

Long Term Growth by Product Category

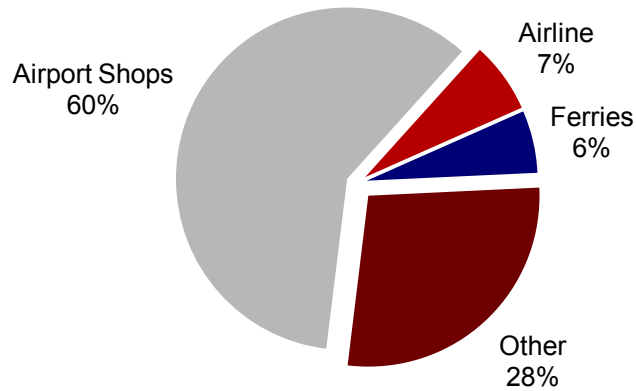


Source: Generation AB (2010 – 2020)



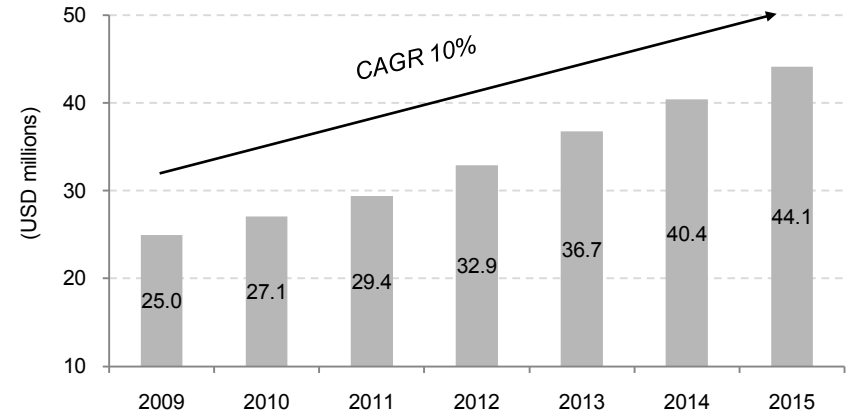
Travel Retail Market

Travel Retail Market by Channel in 2010



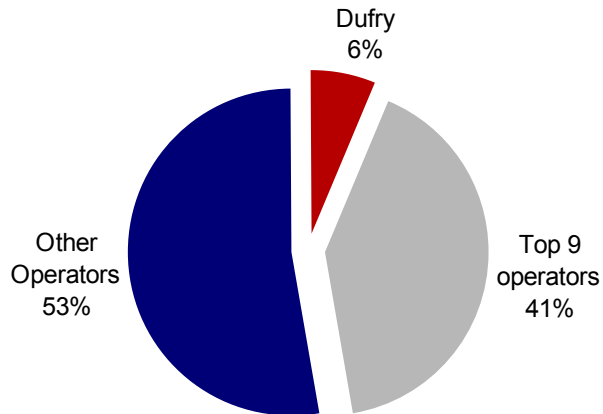
Source: Generation AB

Airport Retailing forecast market Size



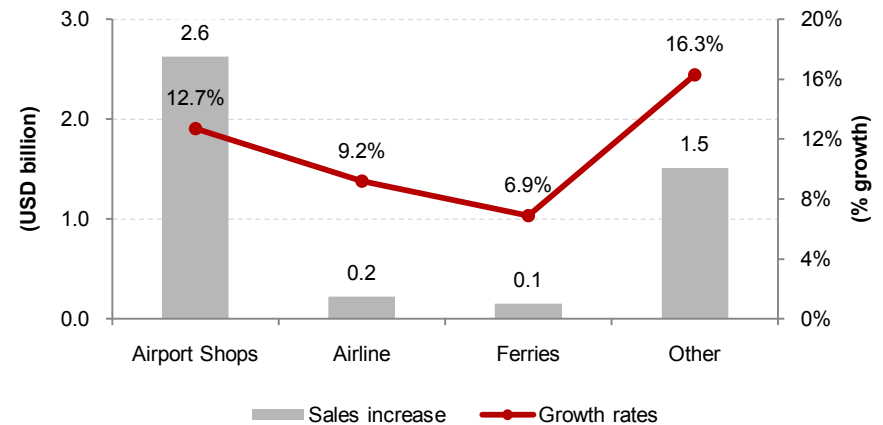
Source: Verdict

Travel Retail Industry



Source: Company, Generation AB

Travel Retail Development in 2010

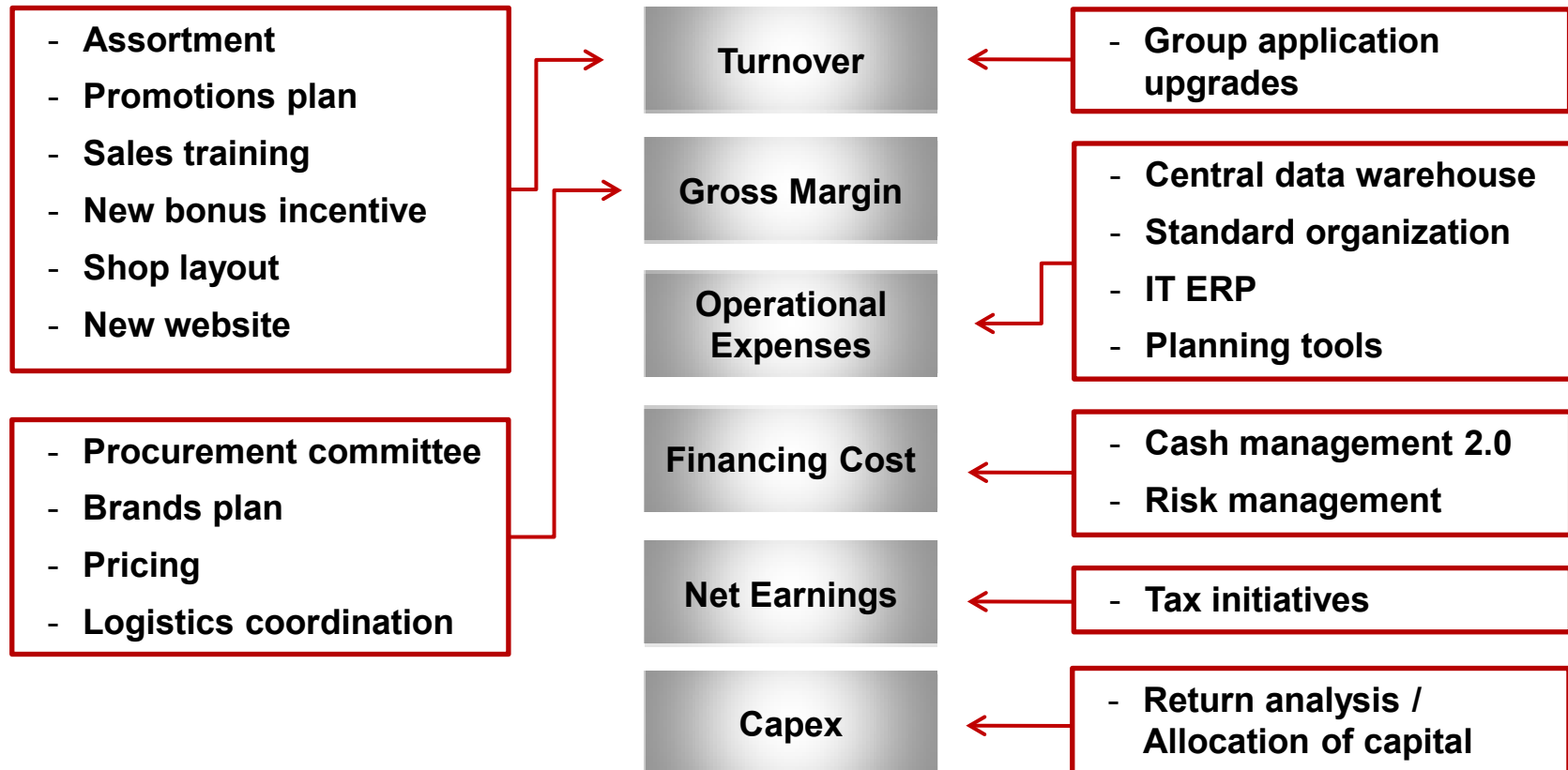


Source: Generation AB

Dufry Plus One and One Dufry: 360° Approach to Business

DUFRY
plus one!

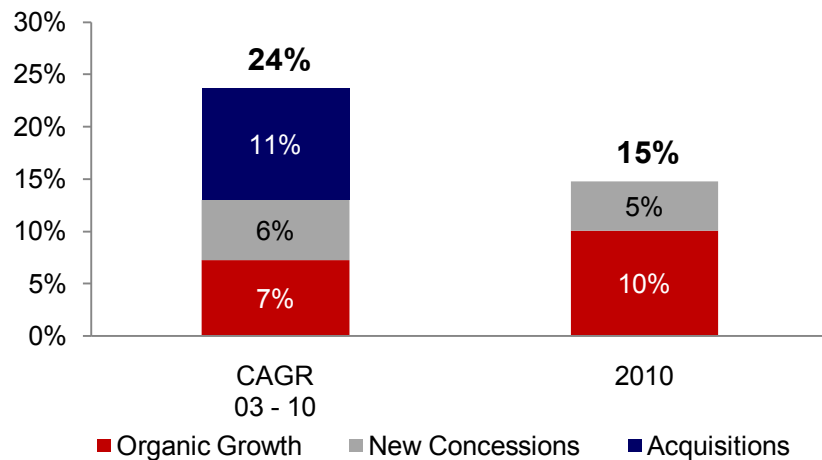
One!
DUFRY!



3. Financials

Turnover Growth

Turnover Growth Evolution



Turnover Growth Components

Organic Growth	10.1%
New Concessions	4.7%
Turnover Growth at constant FX	14.8%
FX Translation Effect	-5.1%
Reported Growth	9.7%

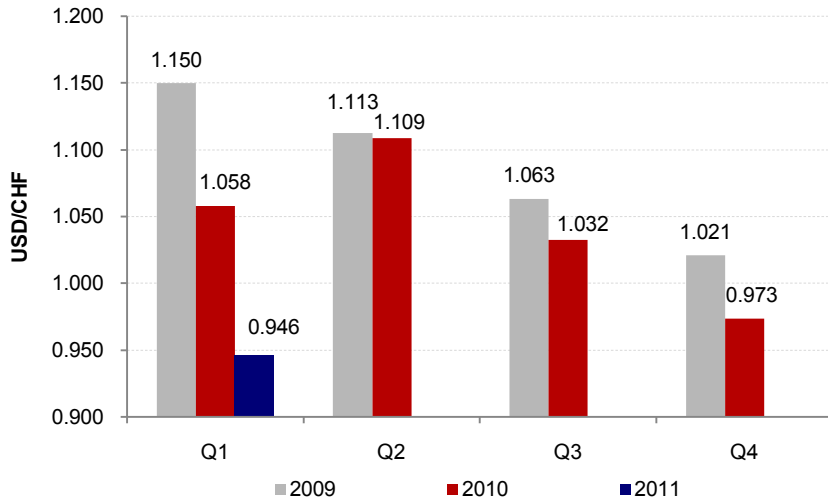
Turnover Growth by Region

Region	Turnover at Constant FX	Turnover Reported
Europe	6.3%	-1.9%
Africa	5.3%	-3.2%
Eurasia	2.7%	-1.3%
Central America & Caribbean	6.4%	2.0%
South America	39.5%	34.6%
North America	11.6%	8.0%
Dufry Group	14.8%	9.7%

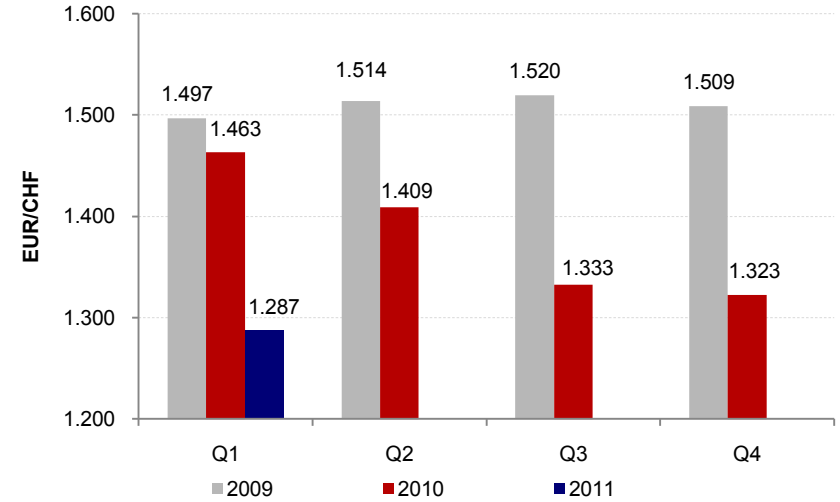


FX Impact

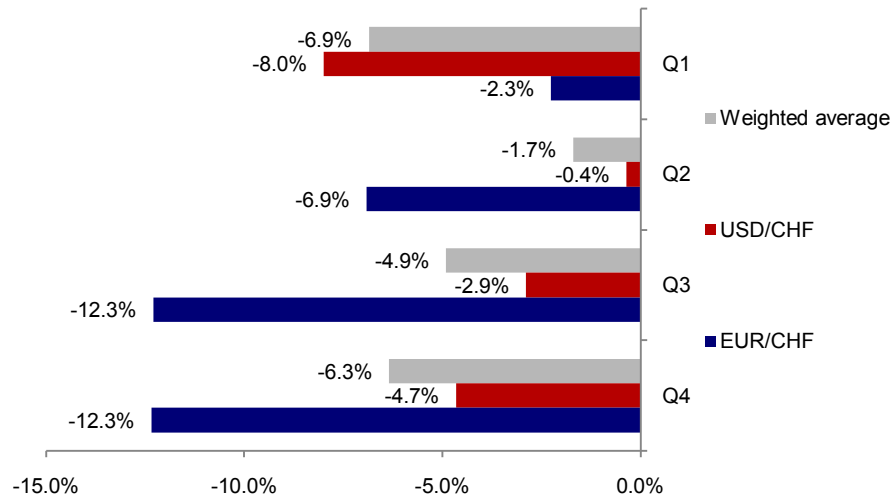
USD/CHF Development



EUR/CHF Development



FX Rate Development in 2010



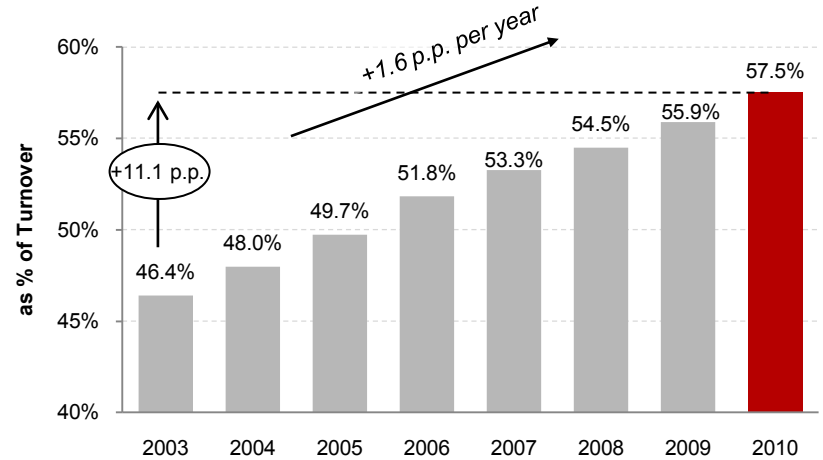


Key Business Drivers

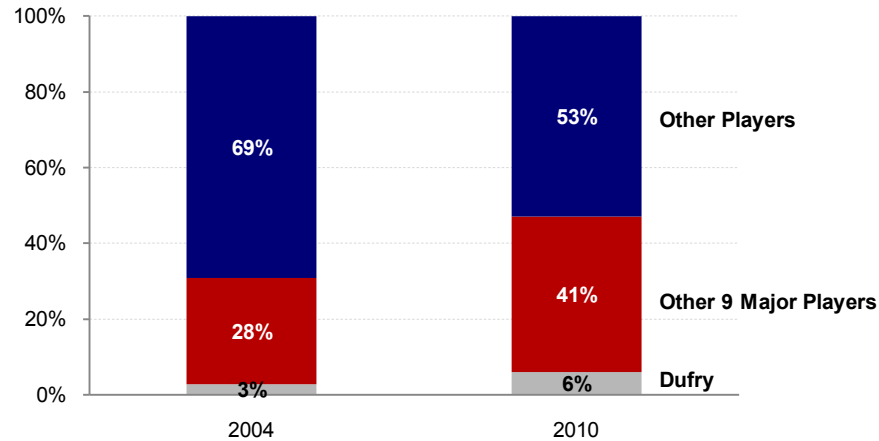
Profit Metrics

(CHF million)	2010	%	2009	%	2010/2009
GROSS PROFIT	1,501.9	57.5%	1,329.4	55.9%	13.0%
EBITDA					
Constant FX	359.0	13.1%	301.1	12.7%	19.2%
Reported	343.1	13.1%	301.1	12.7%	13.9%

Gross Profit Margin



Travel Retail





Income Statement

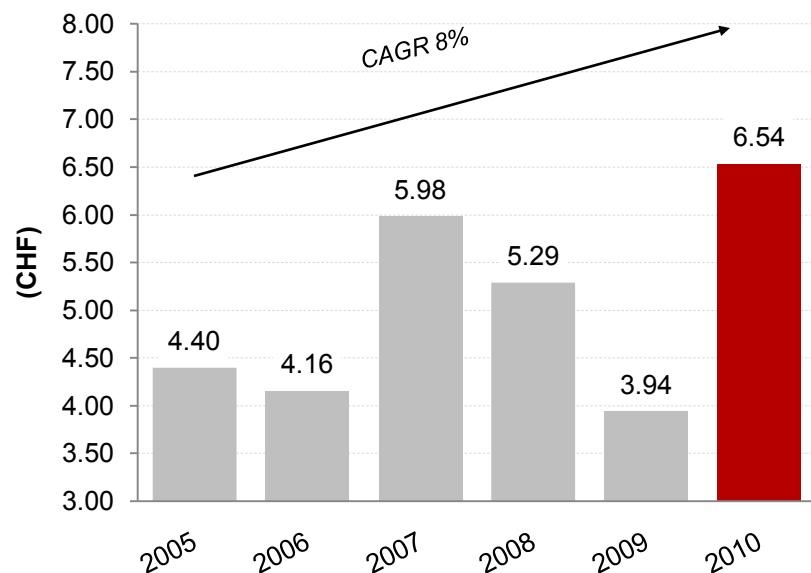
(CHF million)	Dec '03	%	Dec '07	%	Dec '08	%	Dec '09	%	Dec '10	%
Turnover	685.7	100.0%	1,930.3	100.0%	2,113.5	100.0%	2,378.7	100.0%	2,610.2	100.0%
Gross profit	318.1	46.4%	1,028.0	53.3%	1,151.9	54.5%	1,329.4	55.9%	1,501.9	57.5%
Concession fees	117.6	17.2%	367.6	19.0%	408.0	19.3%	480.0	20.2%	553.1	21.2%
Personnel expenses	92.9	13.5%	234.6	12.2%	276.1	13.1%	361.3	15.2%	398.9	15.3%
Other expenses	58.7	8.6%	166.6	8.6%	174.4	8.2%	187.0	7.9%	206.8	7.9%
EBITDA ⁽¹⁾	48.9	7.1%	259.3	13.4%	293.4	13.9%	301.1	12.7%	343.1	13.1%
Depreciation	20.8	3.0%	33.2	1.7%	39.7	1.9%	63.9	2.7%	63.7	2.4%
Amortisation	5.8	0.8%	37.0	1.9%	46.7	2.2%	59.1	2.5%	65.8	2.5%
EBIT ⁽¹⁾	22.3	3.2%	189.1	9.8%	207.0	9.8%	178.1	7.5%	213.6	8.2%
Other operational result	-38.3		3.2		-11.9		-14.7		-15.7	
Financial result	-4.7		-27.9		-47.3		-43.4		-32.2	
EBT	-20.7	-3.0%	164.4	8.5%	147.9	7.0%	120.0	5.0%	165.7	6.3%
Income tax	12.6		38.3		30.1		22.8		20.9	
As % of EBT			23.3%		20.4%		19.0%		12.6%	
Net Earnings	-33.3	-4.9%	126.0	6.5%	117.8	5.6%	97.3	4.1%	144.8	5.5%
<i>Attributable to:</i>										
Minority interest	0.1		51.0		67.5		58.8		28.2	
Equity holders of the parent	-33.4		75.0		50.3		38.5		116.6	

Notes:

(1) EBITDA and EBIT before other operational result

Net Earnings / Earnings Per Share

Core Earnings Per Share



Net Earnings

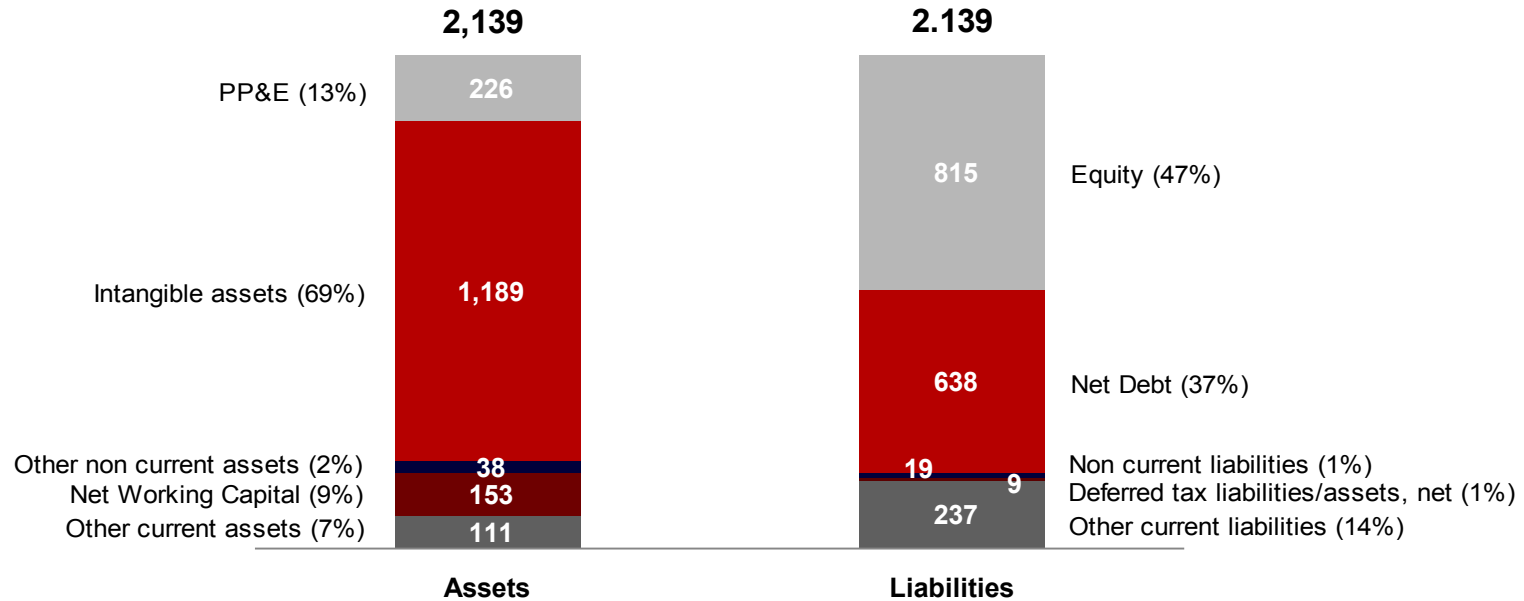
CHF million	2010	2009	Growth
NET EARNINGS	144.8	97.3	48.8%
Minority Interest	28.2	58.8	
Equity Holders of the Parent	116.6	38.5	
Shares outstanding ⁽¹⁾ (million)	25.2	19.2	
Basic EPS	4.63	2.01	
Acq. Related Amort. Per share	1.90	1.93	
CORE EPS	6.54	3.94	65.9%

⁽¹⁾ Weighted average

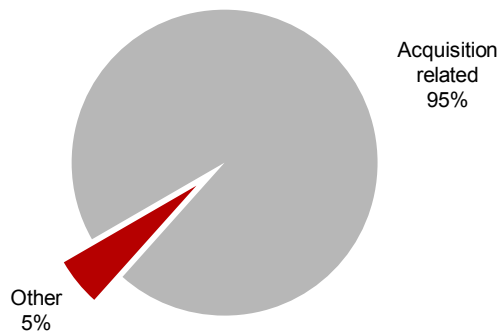
- Core EPS (Cash EPS) excludes amortization related to acquisitions
- Acquisitions are non-recurring transactions
- Give an indication on sustainable Cash EPS

Summary Balance Sheet December 2010

(CHF million)

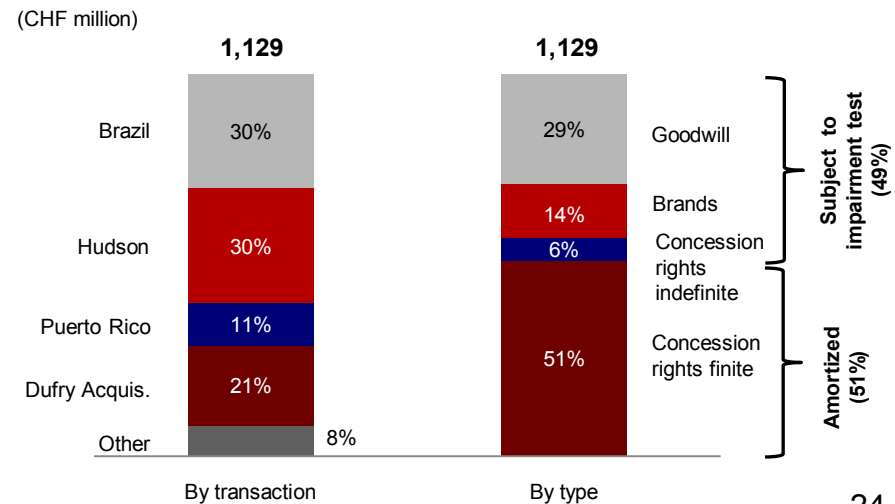


Intangible Assets



Intangible assets as of Dec. 31, 2010: CHF 1,189 million

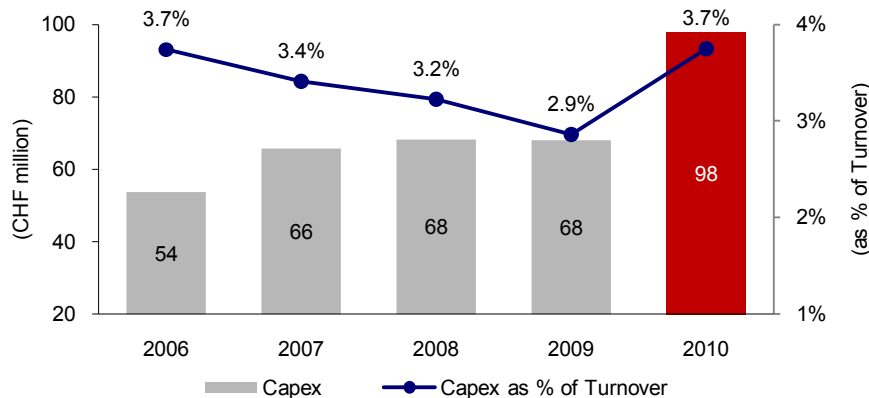
Acquisition-related Intangible Assets



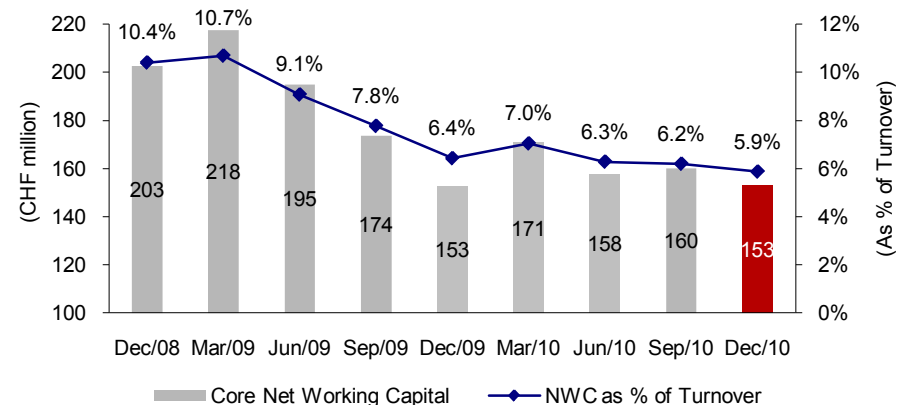
Cash Flow Statement

In millions of CHF	2010	2009
Net debt - Dec 31	(609.8)	(824.2)
Cash flow before working changes	372.8	313.9
Change in net working capital	(10.3)	105.5
Income taxes paid	(35.5)	(30.0)
Net cash flows from operating activities	327.0	389.4
Capex (PPE and intangible assets)	(97.9)	(68.0)
(Acquisitions) / proceeds from sale of investments, net of cash	(24.2)	(16.5)
Net interest paid	(33.0)	(29.2)
Dividends paid to group and minority shareholders	(175.2)	(28.1)
Share issuance costs and arrangements fees paid	(21.8)	-
Other	(24.8)	(26.0)
Cash flow affecting net debt	(49.9)	221.6
Currency translation	21.8	(7.2)
Net debt - Dec 31	(637.9)	(609.8)
DSA merger impact (Extrord. Divid., share issuance costs and arrang. fees paid)	179.8	-
Net debt proforma before DSA merger impact	(458.1)	(609.8)

Capex Evolution



Core Net Working Capital Evolution¹

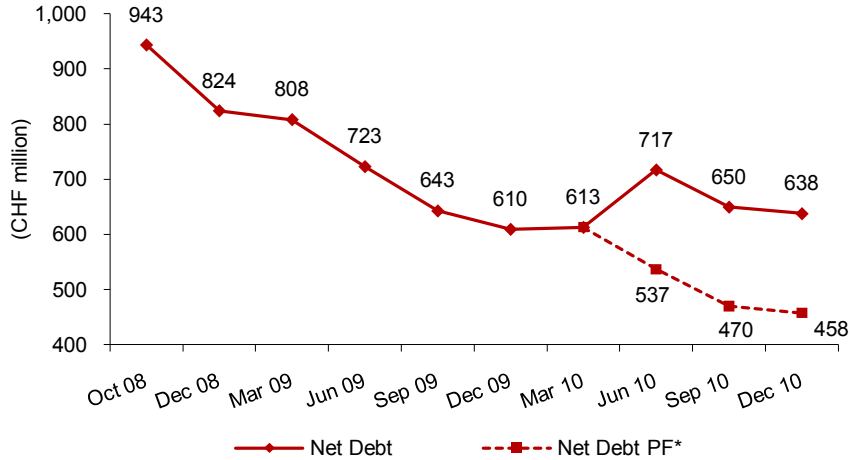


¹ Inventories + Trade and credit card receivables - Trade payables



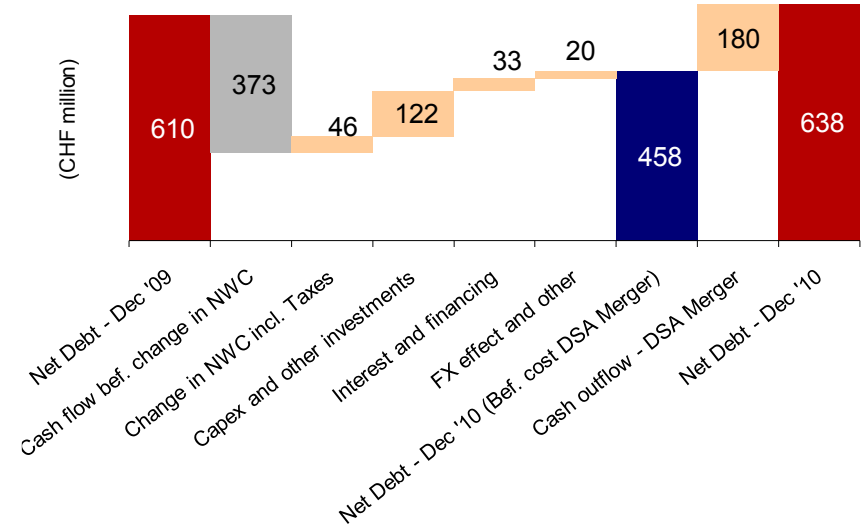
Financing and Covenants

Net Debt Evolution

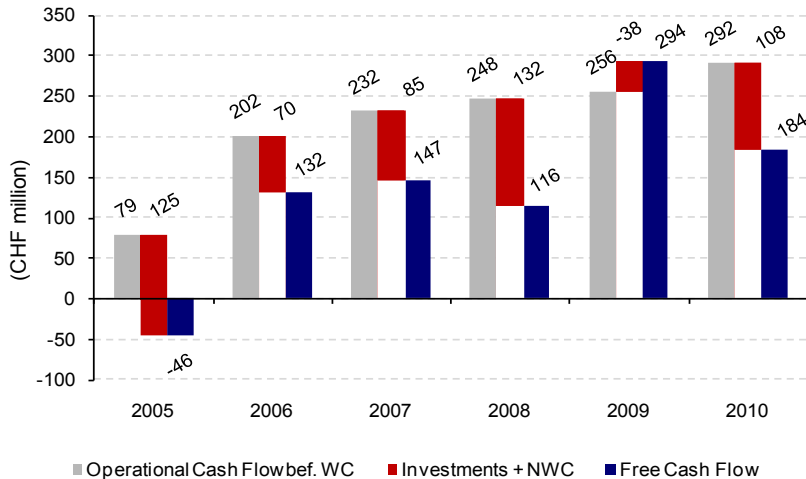


* Net Debt PF excluding dividend paid to DSA minorities, share issuance costs and arrangement fees paid

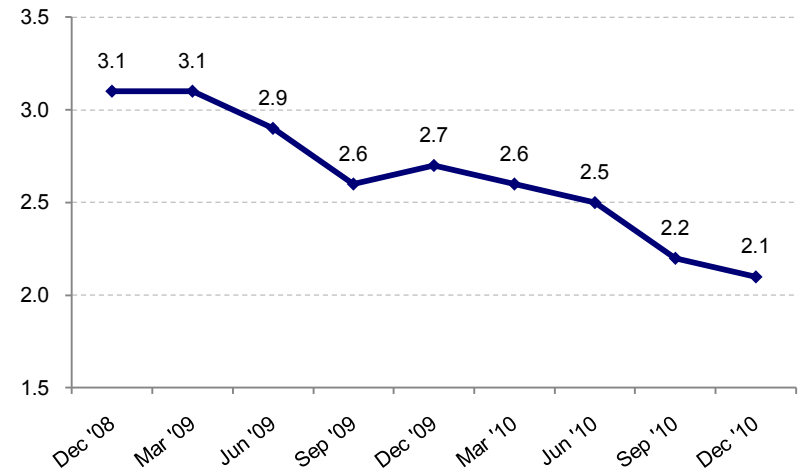
Change in Net Debt



Cash Flow Evolution



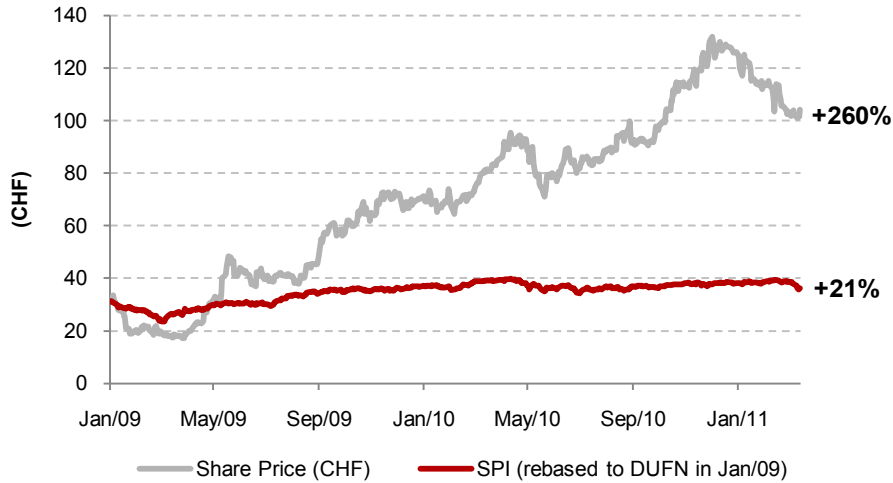
Net Debt / EBITDA Evolution





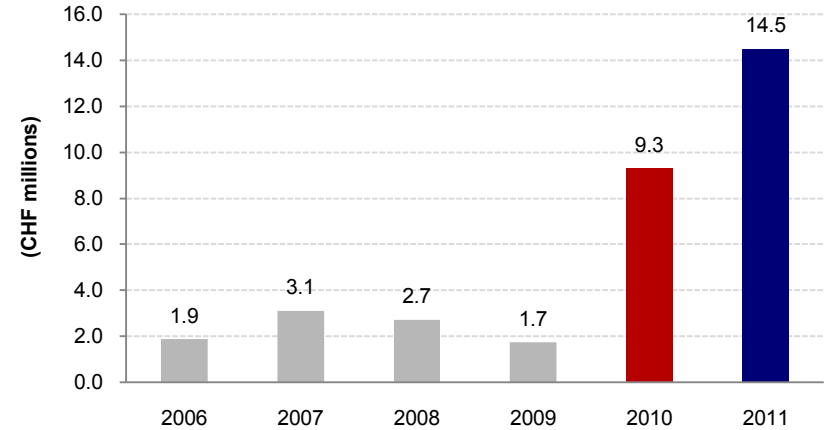
Trading Volumes

Dufry AG Share Price



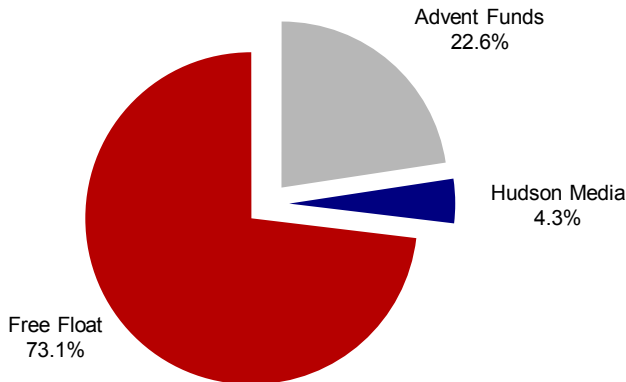
Note: SPI rebased to Dufry in Jan-09. 2011 until 18/Mar.

Daily Average Volume in CHF

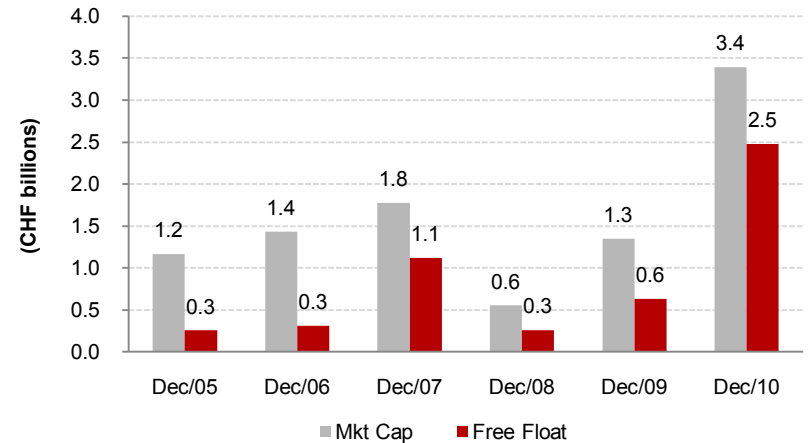


Note: Since April 2010 including trading volumes of Dufry AG BDR. 2011 until 18/Mar.

Shareholder Structure



Market Capitalization and Free Float



4. Conclusion

Conclusion/Outlook

- **Continued focus on driving operational performance and improve cash management**
 - Productivity improvements
 - Gross margin increase
 - Operational cost management
 - Global cash pooling
- **Growth through new concessions and acquisitions**
 - Strengthen business in emerging markets
 - Strong balance sheet and cash generation
- **Business outlook remains positive**
 - Increased volatility in the short term
 - Economic and political landscape

Thank You

