



Dufry Presentation – 9M 2010 Results

November 2010



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.

- 1. Overview 9M 2010 Results & Main Events**
- 2. Dufry Strategy**
- 3. Financials**
- 4. Conclusion**

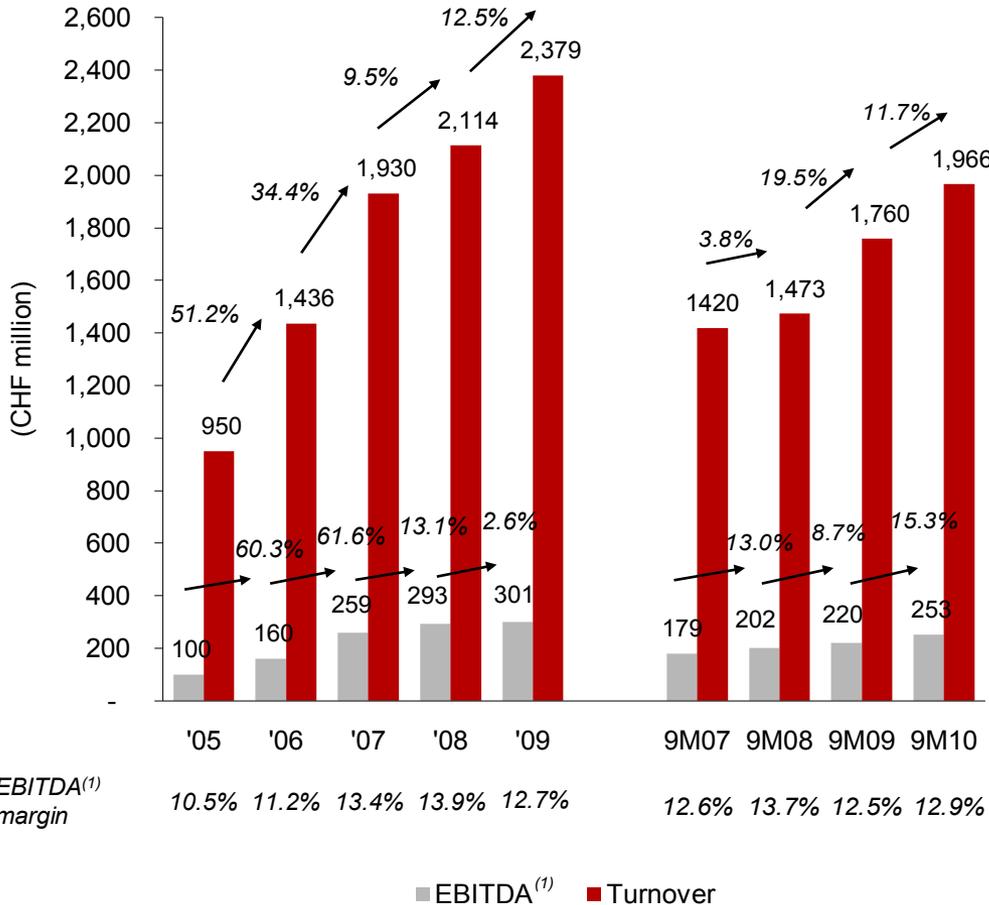
1. Overview 9M 2010 Results & Main Events

Main Events 9 Months 2010

- **Dynamic growth confirmed in 9 month 2010**
 - 16.1% turnover increase on constant FX rates
 - 20.5% EBITDA increase on constant FX rates
 - Organic growth accelerated to 10.7%
- **Positive outlook for travel retail industry**
 - Recovery from crisis in 2009 in all markets
 - Emerging markets much more resilient
 - Positive forecasts on passenger numbers: experts expect 4 – 5% international passenger growth in the coming years
 - Travel retail industry expected to grow 9% per annum over the next 10 years
- **Operations development**
 - Renewal and reconstruction of concessions in Cambodia, Newark, Moscow-Domodedovo
 - Sharm El-Sheikh and Algeria: business has normalized again
 - Mexicana in reorganization (Concurso Mercantil); stopped flying since end of August 2010
 - “Dufry Plus One” initiative performing as expected
- **Resources area development**
 - “One Dufry” initiative is on track
 - Improved cash management
 - Further tax planning project started
- **Trading update**

Key Figures 9 Months 2010

Turnover and EBITDA Evolution



- Turnover at constant FX rates +16.1% to CHF 2,044 m
- Gross margin improved to 57.2% from 55.8%
- EBITDA⁽¹⁾ at constant rates +20.5% to CHF 265 m
 - EBITDA⁽¹⁾ margin of 12.9%

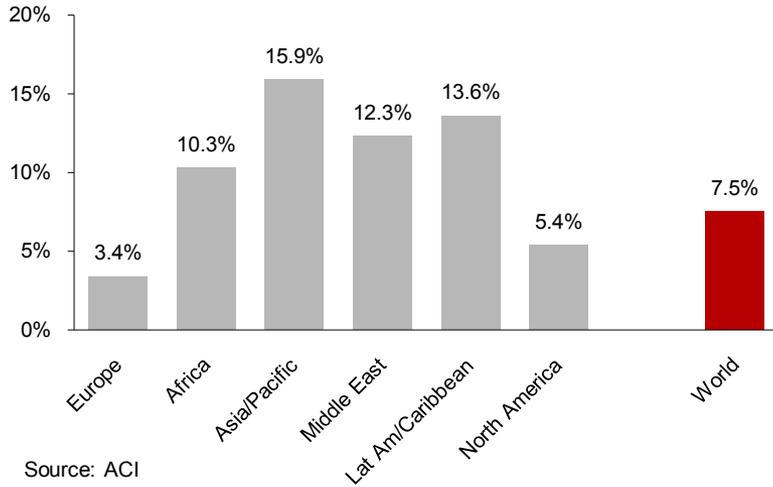
Note:

(1) EBITDA before other operational result

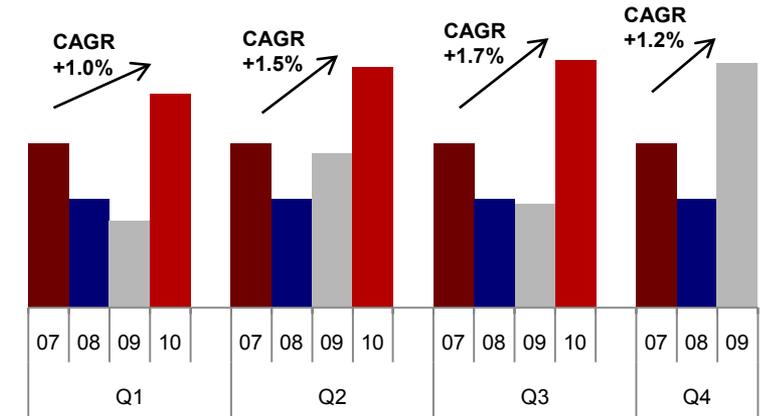


Update on Passenger Growth

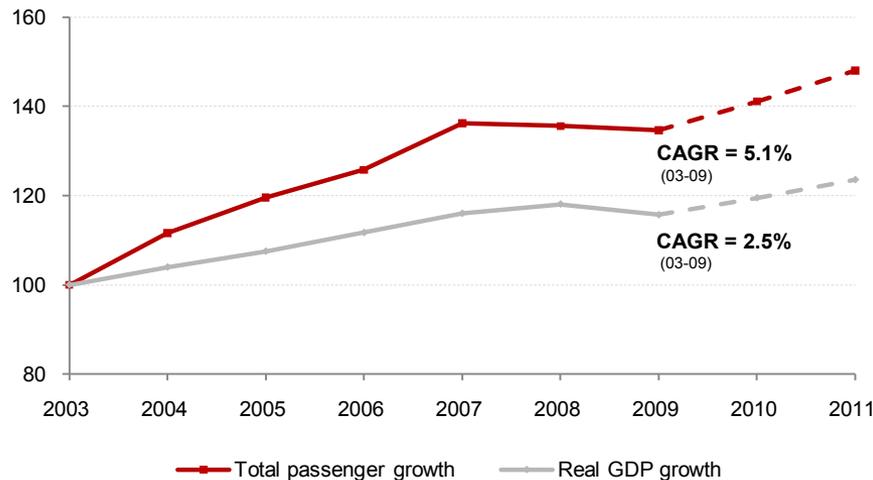
International PAX Growth Sept YTD



Quarterly Evolution of Int'l Passengers



Historic GDP and Passengers Growth

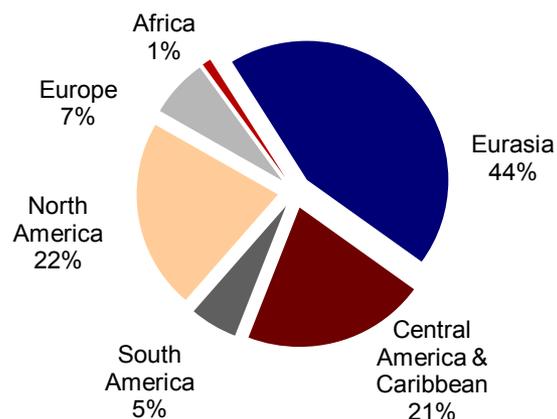


Update on Business Development

New Retail Space – Openings 2010 YTD

| Region | SQM | % |
|-----------------------------|---------------|-------------|
| Europe | 803 | 7% |
| Africa | 300 | 2% |
| Eurasia | 3,924 | 33% |
| Central America & Caribbean | 1,834 | 15% |
| South America | 603 | 5% |
| North America | 4,541 | 38% |
| Total | 12,005 | 100% |

Project Pipeline



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

Selected Projects in 2010

| Location | New Space (sqm) | Comment |
|--|-----------------|------------------|
| Region Europe | | |
| Italy, various locations (incl. Hudson New s) | 500 | |
| France, Guadeloupe - Renew al and expansion | | planned for 2011 |
| Region Africa | | |
| Egypt, Borg El-Arab and Assyud | 810 | |
| Region Eurasia | | |
| China, Shanghai | 1,476 | |
| Cambodia - Renew al and expansion | 1,238 | planned for 2011 |
| Singapore - Hudson New s | 742 | |
| Russia, Moscow - Hudson New s | 109 | |
| Serbia, Belgrade - Hudson New s | 183 | |
| Region Central America & Caribbean | | |
| Mexico, various locations (incl. Hudson New s) | 850 | |
| Dominican Republic, various locations | 517 | |
| Honduras, Roatan | 446 | |
| Region South America | | |
| Brazil, various locations | 603 | |
| Region North America | | |
| New ark - Renew al and expansion | 1,566 | |
| Cleveland | 747 | |
| San Jose | 545 | |
| San Francisco - Renew al and expansion | 319 | |
| Canada, Edmonton - Renew al and expansion | 489 | |
| Los Angeles - Renew al and expansion | 1,920 | planned for 2011 |

2. Dufry Strategy

Dufry's Positioning

Evolution of Dufry 2003–2009

| | 2003 | → | 2009 | Growth | CAGR % ⁽²⁾ |
|------------------------------|--------|---|---------|--------|-----------------------|
| Countries | 25 | → | 40 | 60% | 8% |
| Airports | 47 | → | 143 | 204% | 20% |
| Shops | 227 | → | 1,109 | 389% | 30% |
| Retail Surface (sqm) | 36,750 | → | 150,000 | 308% | 26% |
| Turnover (CHFm) | 686 | → | 2,379 | 247% | 23% |
| EBITDA ⁽¹⁾ (CHFm) | 49 | → | 301 | 514% | 35% |

Notes:

(1) EBITDA before other operational result

(2) CAGR 2003-2009

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)

Dufry Key Aspects

Dufry has a clear and consistent business model and strategy

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

Shop Concepts

General Travel Retail Shops



Duty free shop - Italy

Brand Boutiques



Victoria's Secret shop - US

News and Convenience Stores



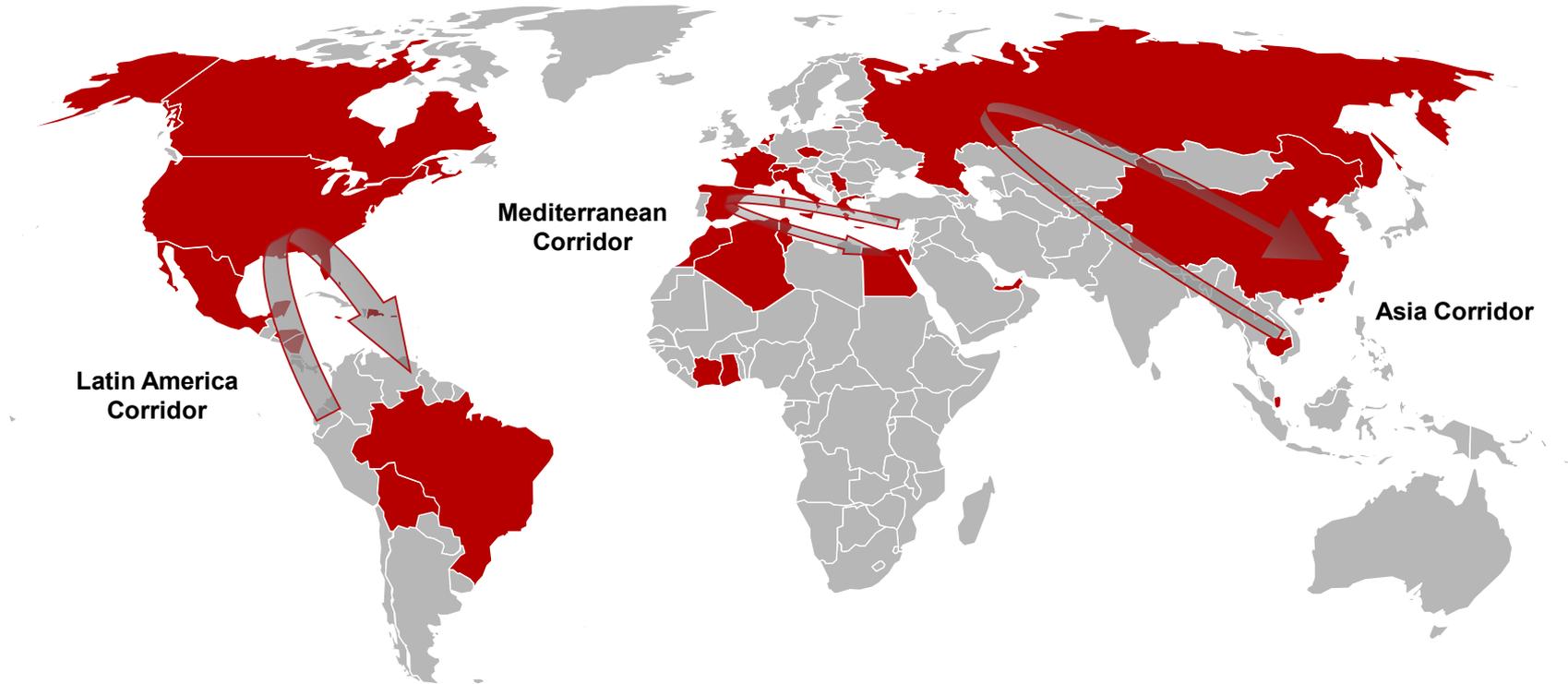
Hudson News shop - US

Specialized Shops

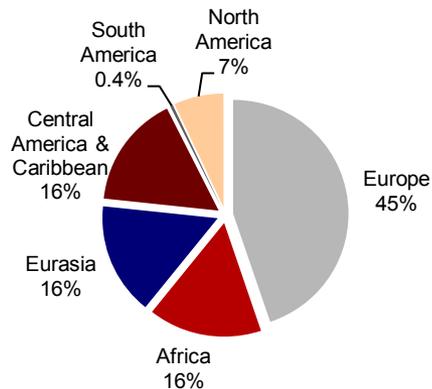


Jewelry shop - Barbados

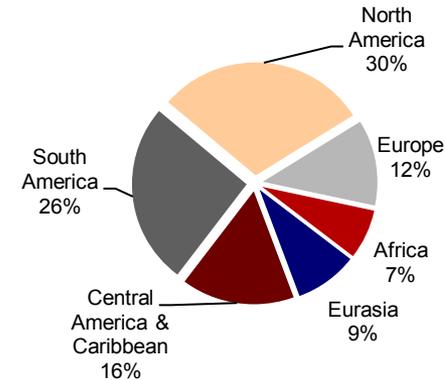
Globally Diversified and Focused on Emerging Markets



Dufry Turnover by Region - 2003



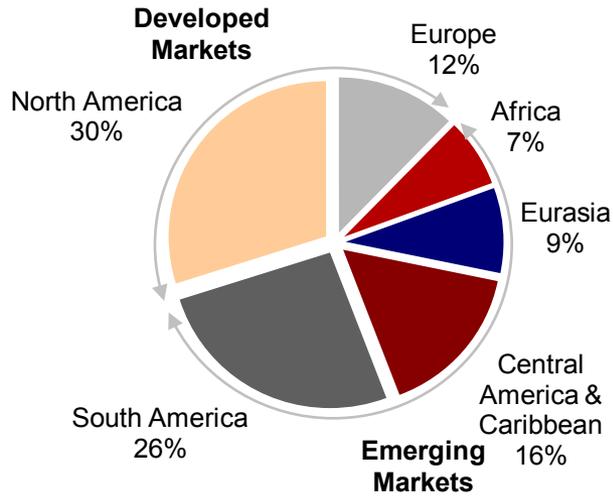
Dufry Turnover by Region - 2010



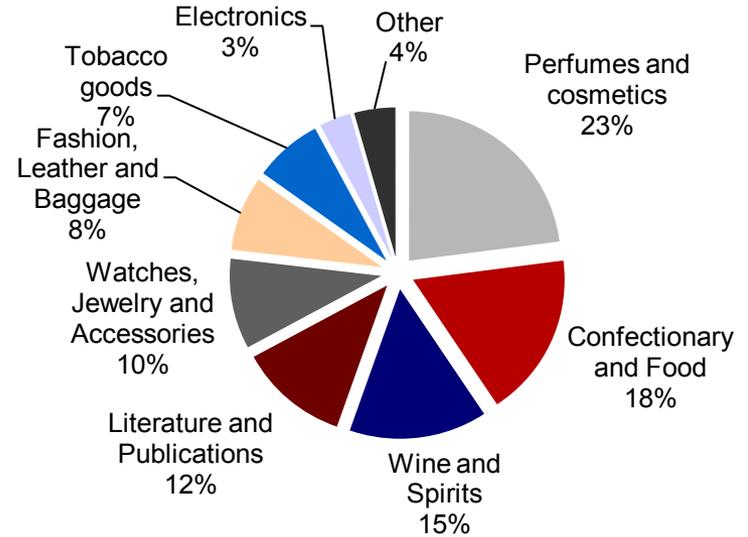


Dufry's Performance 9 Months 2010

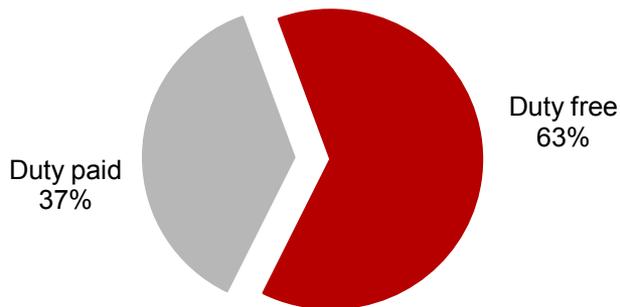
Dufry per Region



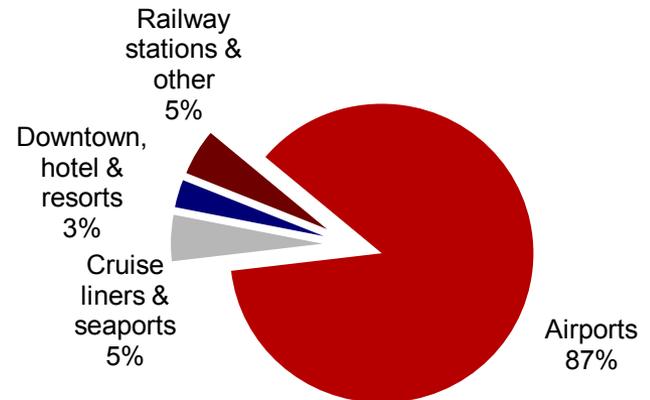
Dufry by Product



Dufry by Sector

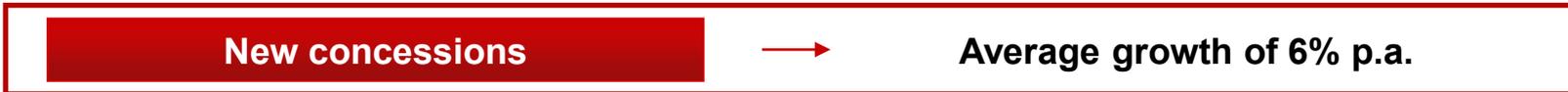
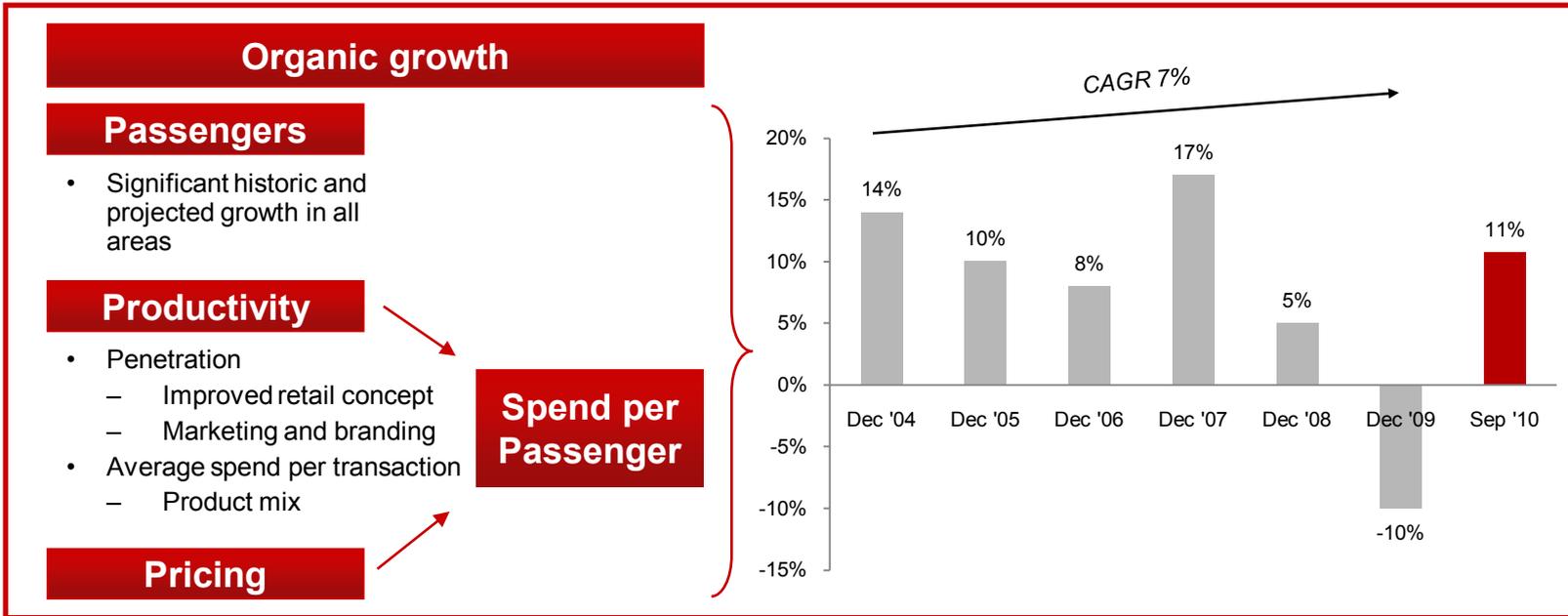


Dufry by Channel





Global Growth Opportunities



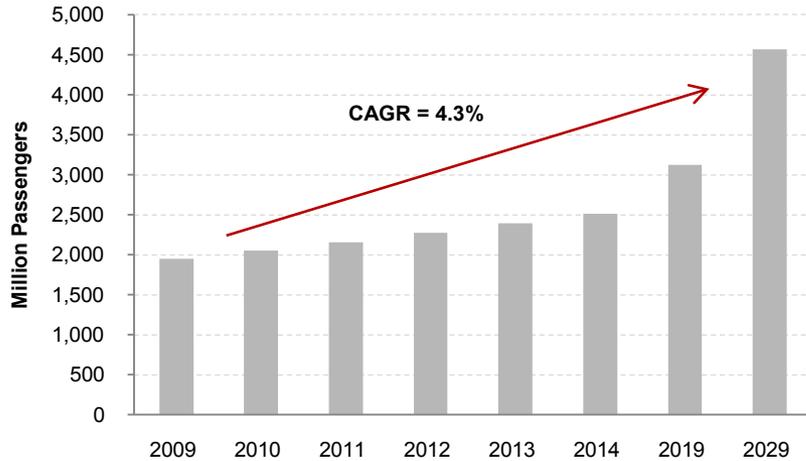
TOP-LINE GROWTH: 26% p.a. (1)

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



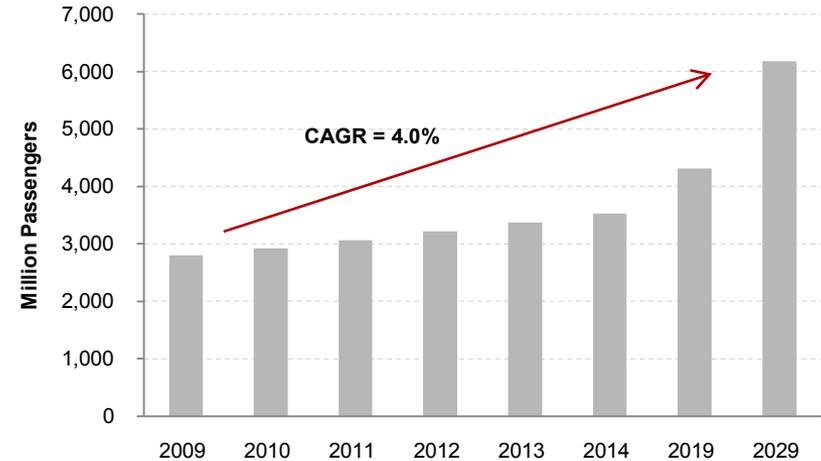
Passenger Forecasts

International Long-term Passenger Forecast



Source: ACI-DKMA, October 2010

Domestic Long-term Passenger Forecast



Source: ACI-DKMA, October 2010

Mid-term International Passenger Forecast

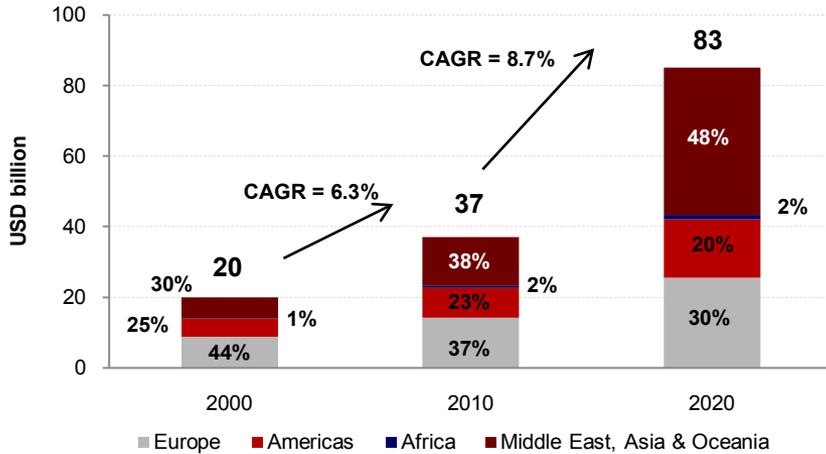
| | 2010 | 2011 | 2012 | 2013 |
|---------------|-------------|-------------|-------------|-------------|
| EUROPE | 1.6% | 4.9% | 2.7% | 2.7% |
| NORTH AMERICA | 2.6% | 4.6% | 2.5% | 2.5% |
| LATIN AMERICA | 7.0% | 3.8% | 3.8% | 3.8% |
| ASIA/ PACIFIC | 13.7% | 8.4% | 6.5% | 6.2% |
| MIDDLE EAST | 11.3% | 8.6% | 7.9% | 7.4% |
| AFRICA | 7.7% | 8.1% | 6.2% | 6.1% |
| TOTAL | 5.3% | 5.9% | 4.1% | 4.0% |

Source: Air4casts October 2010



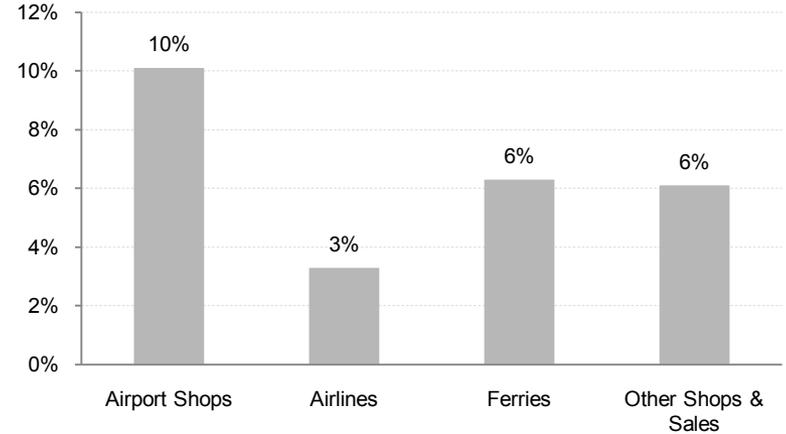
Travel Retail Market is Highly Fragmented

Travel Retail Development by Region



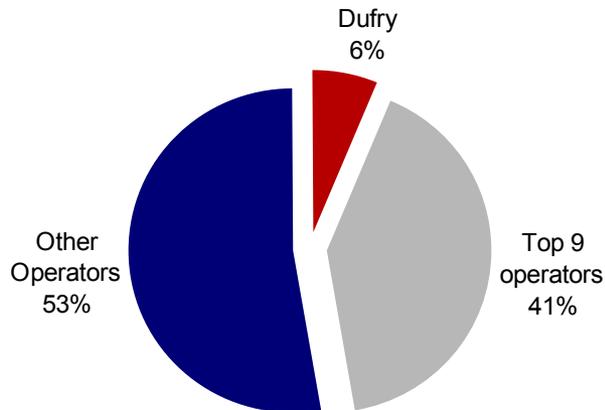
Source: Company, Generation AB

Long-term Growth by Sales Channel



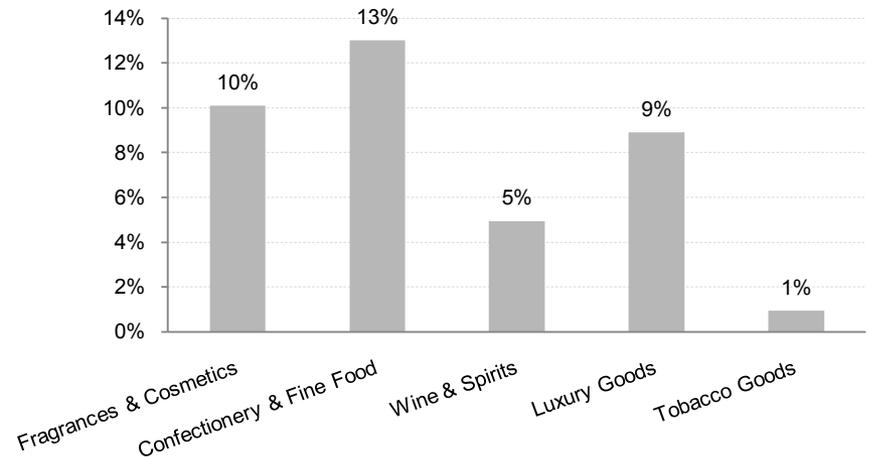
Source: Generation AB

Travel Retail Industry



Source: Company, Generation AB

Long Term Growth by Product Category

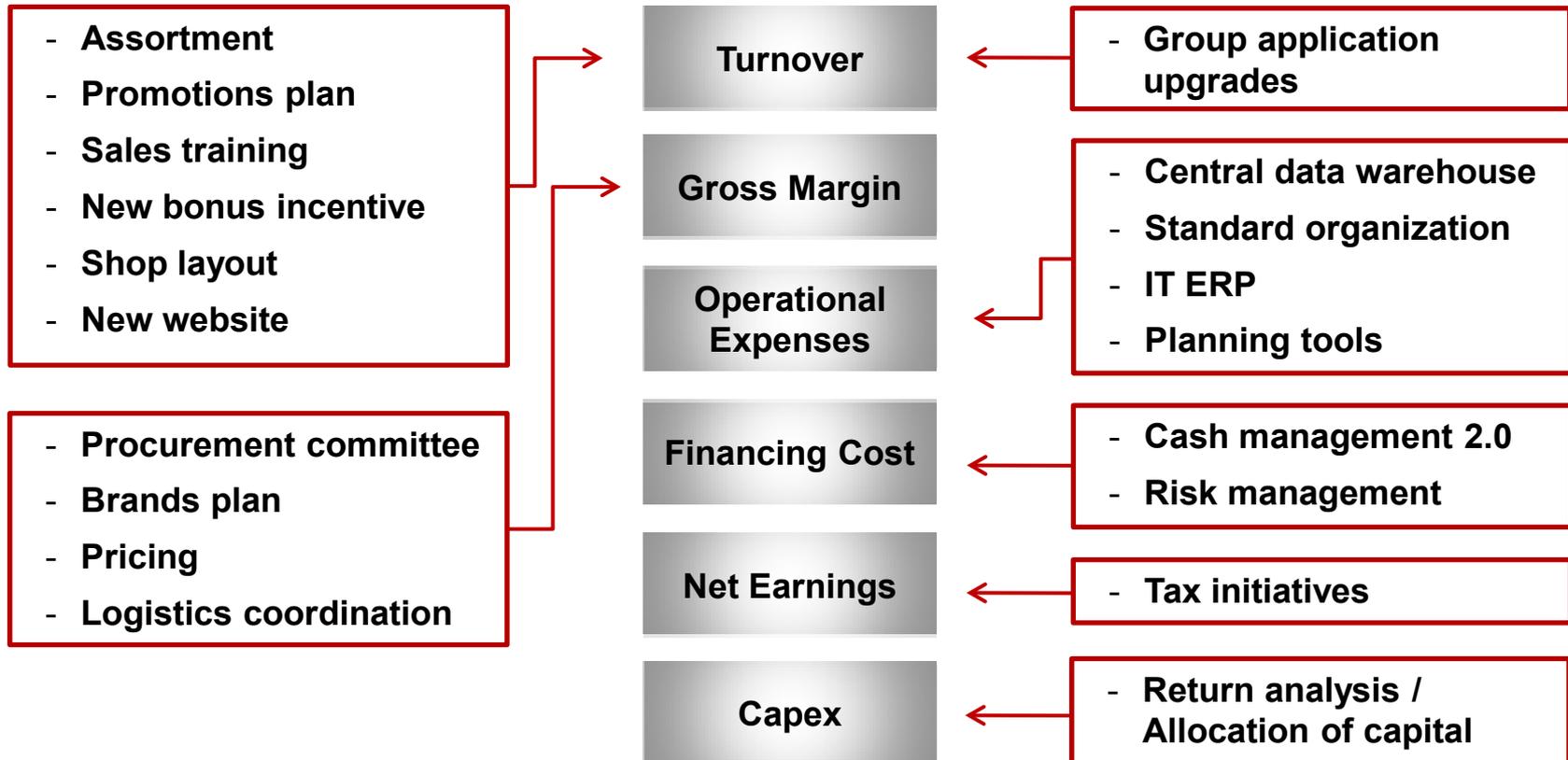


Source: Generation AB

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

DUFRY
plus one!

One!
DUFRY!



3. Financials



Turnover Growth

Turnover Growth Components

| | |
|---------------------------------------|--------------|
| Organic Growth | 10.7% |
| New Concessions | 5.4% |
| Turnover Growth at constant FX | 16.1% |
| FX Translation Effect | 4.4% |
| Reported Growth | 11.7% |

FX Rate Development

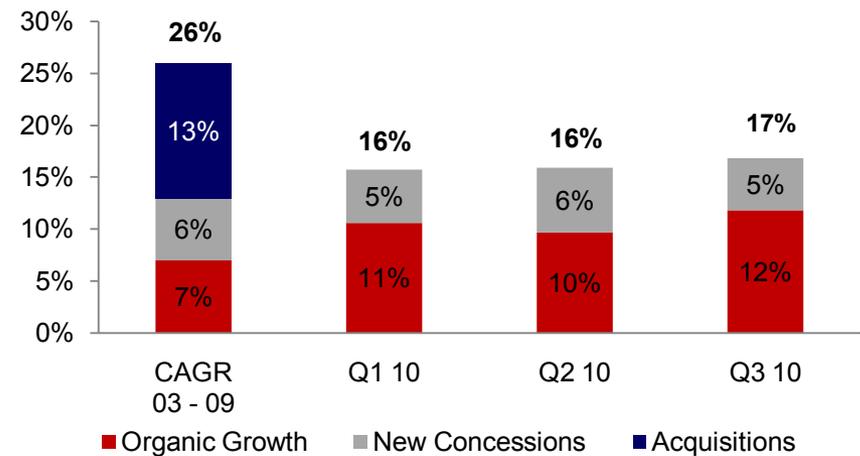
| | Q1 | Q2 | Q3 | Q4 |
|----------------|-------|-------|--------|-------|
| CHF/USD 2010 | 1.058 | 1.109 | 1.032 | |
| CHF/USD 2009 | 1.150 | 1.113 | 1.063 | 1.021 |
| % Change 10/09 | -8.0% | -0.4% | -2.9% | |
| CHF/EUR 2010 | 1.463 | 1.409 | 1.333 | |
| CHF/EUR 2009 | 1.497 | 1.514 | 1.520 | 1.509 |
| % Change 10/09 | -2.3% | -6.9% | -12.3% | |

Source: Swiss National Bank

Turnover Growth by Region

| Region | Growth at Constant FX |
|-----------------------------|-----------------------|
| Europe | 7.0% |
| Africa | 3.8% |
| Eurasia | 4.2% |
| Central America & Caribbean | 11.1% |
| South America | 44.0% |
| North America | 12.1% |

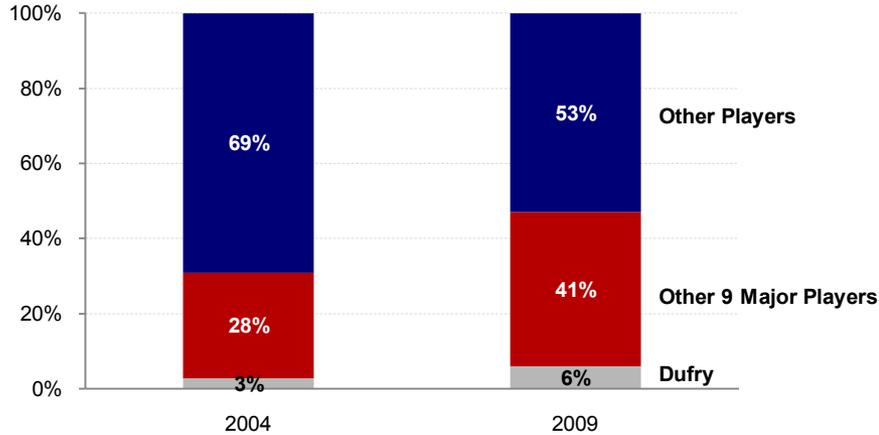
Turnover Growth Evolution





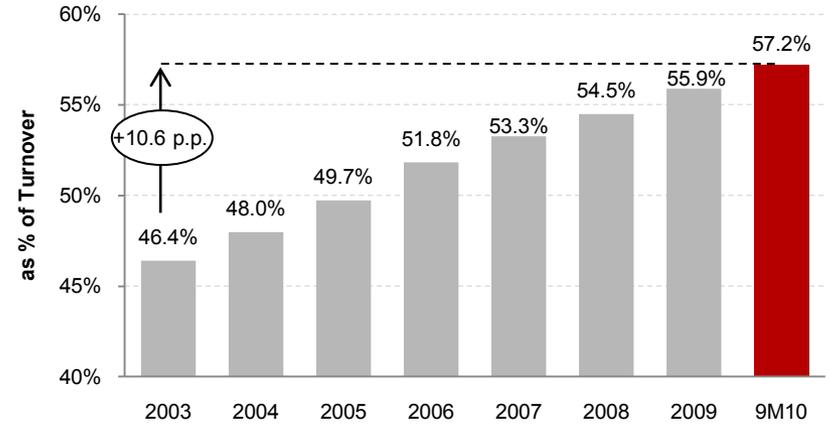
Key Business Drivers

Travel Retail Industry Consolidation



Source: Company, Generation AB

Gross Profit Margin



Profit Metrics

| (CHF million) | 9M 10 | % | 9M 09 | % | 9M10 / 9M09 |
|---------------------|----------------|--------------|--------------|--------------|--------------|
| GROSS PROFIT | 1,124.5 | 57.2% | 982.1 | 55.8% | |
| EBITDA | | | | | |
| FX Constant | 264.8 | 12.9% | 219.7 | 12.5% | 20.5% |
| Reported | 253.4 | 12.9% | 219.7 | 12.5% | 15.3% |



Income Statement

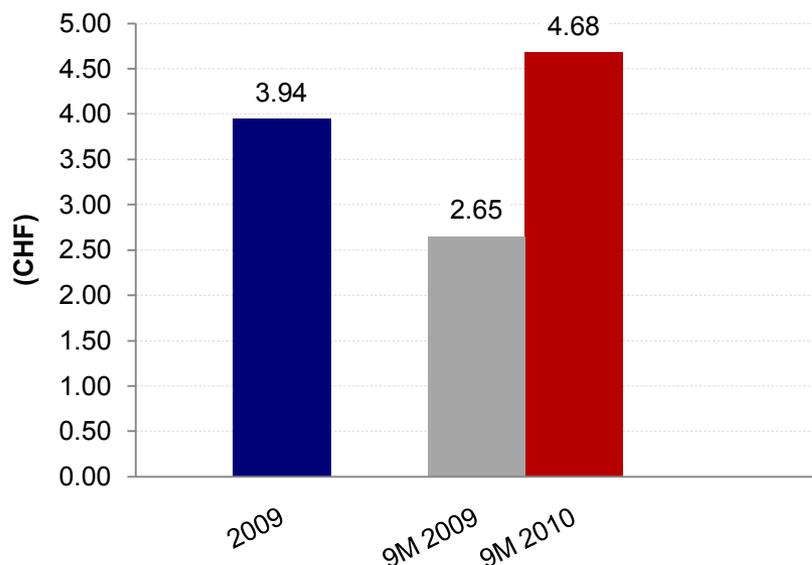
| (CHF million) | Dec '03 | % | Dec '07 | % | Dec '08 | % | Dec '09 | % | Sep '09 | % | Sep '10 | % |
|------------------------------|--------------|--------|----------------|--------|----------------|--------|----------------|--------|----------------|--------|----------------|--------|
| Turnover | 685.7 | 100.0% | 1,930.3 | 100.0% | 2,113.5 | 100.0% | 2,378.7 | 100.0% | 1,759.5 | 100.0% | 1,966.2 | 100.0% |
| Gross profit | 318.1 | 46.4% | 1,028.0 | 53.3% | 1,151.9 | 54.5% | 1,329.4 | 55.9% | 982.1 | 55.8% | 1,124.5 | 57.2% |
| Concession fees | 117.6 | 17.2% | 367.6 | 19.0% | 408.0 | 19.3% | 480.1 | 20.2% | 355.2 | 20.2% | 416.1 | 21.2% |
| Personnel expenses | 92.9 | 13.5% | 234.6 | 12.2% | 276.1 | 13.1% | 361.3 | 15.2% | 267.0 | 15.2% | 299.4 | 15.2% |
| Other expenses | 58.7 | 8.6% | 166.6 | 8.6% | 174.4 | 8.2% | 186.9 | 7.9% | 140.2 | 8.0% | 155.6 | 7.9% |
| EBITDA ⁽¹⁾ | 48.9 | 7.1% | 259.3 | 13.4% | 293.4 | 13.9% | 301.1 | 12.7% | 219.7 | 12.5% | 253.4 | 12.9% |
| Depreciation | 20.8 | 3.0% | 33.2 | 1.7% | 39.7 | 1.9% | 63.9 | 2.7% | 48.1 | 2.7% | 48.0 | 2.4% |
| Amortisation | 5.8 | 0.8% | 37.0 | 1.9% | 46.7 | 2.2% | 59.1 | 2.5% | 43.8 | 2.5% | 46.0 | 2.3% |
| EBIT ⁽¹⁾ | 22.3 | 3.2% | 189.1 | 9.8% | 207.0 | 9.8% | 178.1 | 7.5% | 127.8 | 7.3% | 159.4 | 8.1% |
| Other operational result | -38.3 | | 3.2 | | -11.9 | | -14.7 | | -7.8 | | -9.9 | |
| Financial result | -4.7 | | -27.9 | | -47.3 | | -43.4 | | -33.8 | | -22.3 | |
| EBT | -20.7 | -3.0% | 164.4 | 8.5% | 147.9 | 7.0% | 120.0 | 5.0% | 86.2 | 4.9% | 127.2 | 6.5% |
| Income tax | 12.6 | | 38.3 | | 30.1 | | 22.7 | | 21.0 | | 19.3 | |
| As % of EBT | | | 23.3% | | 20.4% | | 18.9% | | 24.4% | | 15.2% | |
| Net Earnings | -33.3 | -4.9% | 126.0 | 6.5% | 117.8 | 5.6% | 97.3 | 4.1% | 65.2 | 3.7% | 107.9 | 5.5% |
| <i>Attributable to:</i> | | | | | | | | | | | | |
| Minority interest | 0.1 | | 51.0 | | 67.5 | | 58.8 | | 36.9 | | 24.4 | |
| Equity holders of the parent | -33.4 | | 75.0 | | 50.3 | | 38.5 | | 28.3 | | 83.5 | |

Notes:

(1) EBITDA and EBIT before other operational result

Net Earnings / Earnings Per Share

Core Earnings Per Share



Net Earnings

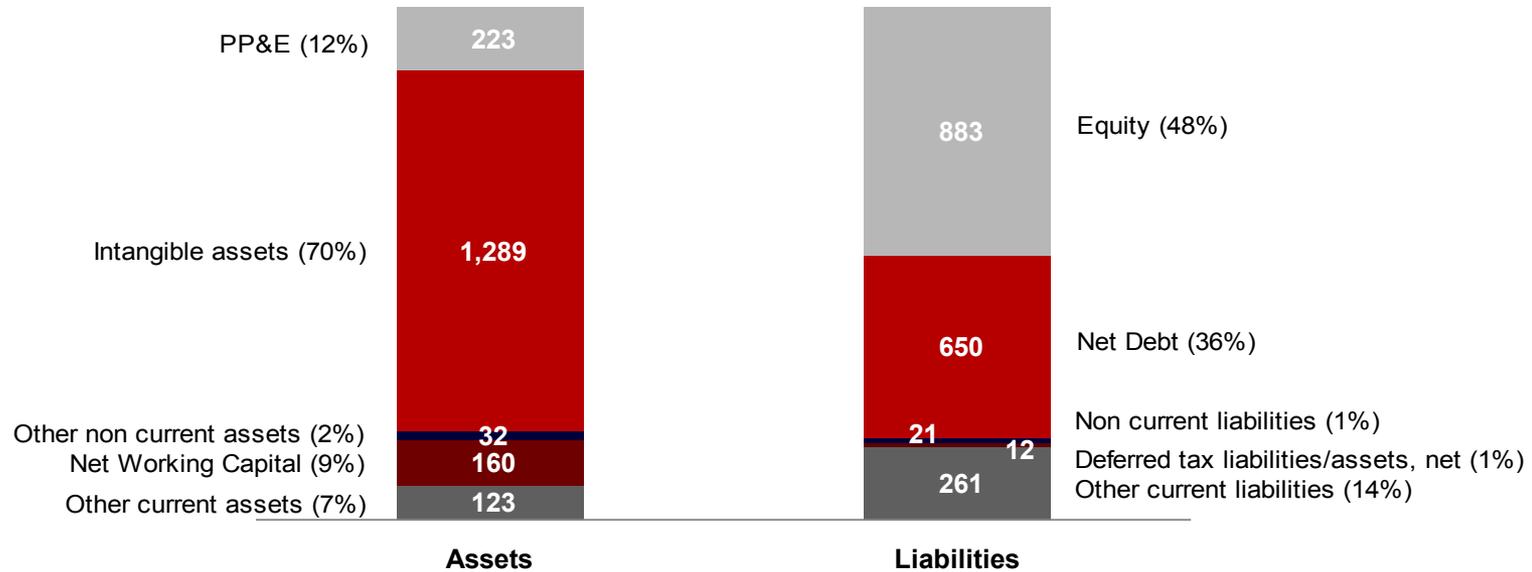
| CHF million | 9M 10 | 9M 09 | Growth |
|---|-------------|-------------|--------------|
| NET EARNINGS | 107.9 | 65.2 | 65.5% |
| Minority Interest | 24.4 | 36.9 | |
| Equity Holders of the Parent | 83.5 | 28.3 | |
| Shares outstanding ⁽¹⁾ (million) | 24.6 | 19.2 | |
| Basic EPS | 3.39 | 1.47 | |
| Acq. Related Amort. Per share | 1.29 | 1.18 | |
| CORE EPS | 4.68 | 2.65 | 76.6% |

⁽¹⁾ Weighted average

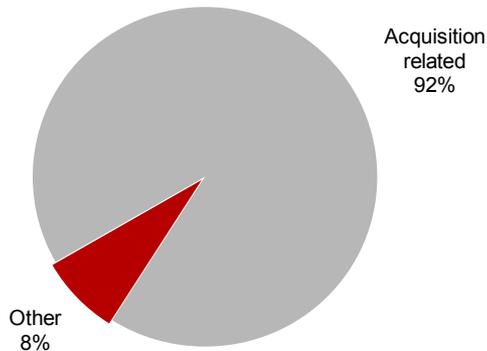
- Core EPS (Cash EPS) excludes amortization related to acquisitions
- Acquisitions are non-recurring transactions
- Give an indication on sustainable Cash EPS

Summary Balance Sheet September 2010

(CHF million)

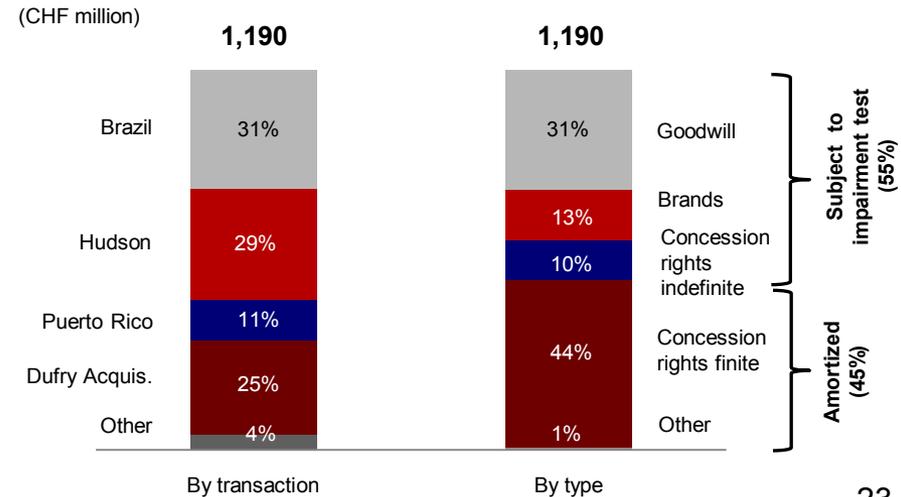


Intangible Assets



Intangible assets as of Sep. 30, 2010: CHF 1,289 million

Acquisition-related Intangible Assets





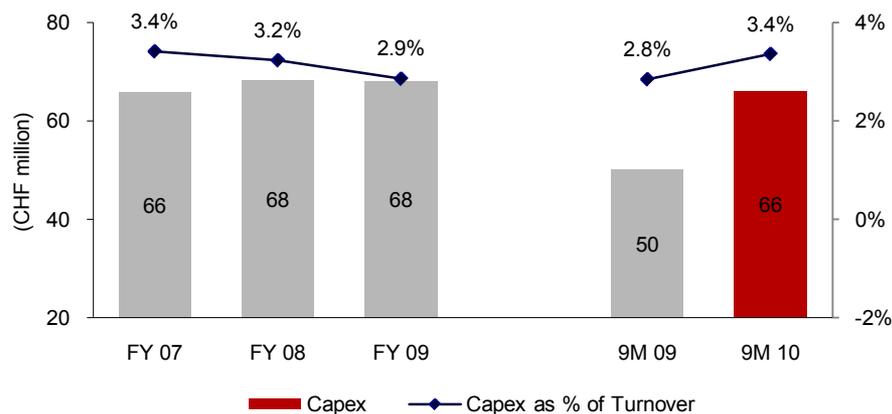
Balance Sheet

| ASSETS | | | | |
|---------------------------------------|-------------------|-------------------|-------------------|-------------------|
| (CHF million) | 31/12/2007 | 31/12/2008 | 31/12/2009 | 30/09/2010 |
| Property, Plant & Equipment | 128.5 | 249.8 | 241.6 | 222.6 |
| Intangible assets | 1,052.0 | 1,410.9 | 1,350.5 | 1,288.7 |
| Deferred tax assets | 21.0 | 139.0 | 140.9 | 146.0 |
| Other non-current assets | 17.0 | 36.8 | 34.7 | 31.6 |
| Non-Current Assets | 1,218.5 | 1,836.5 | 1,767.7 | 1,688.9 |
| Inventories | 291.4 | 344.3 | 306.5 | 304.3 |
| Trade receivables, net | 52.0 | 44.3 | 48.2 | 58.0 |
| Other current assets | 89.4 | 121.1 | 122.4 | 122.9 |
| Cash & equivalents | 125.1 | 263.7 | 405.3 | 137.7 |
| Current Assets | 557.9 | 773.4 | 882.4 | 622.9 |
| TOTAL ASSETS | 1,776.4 | 2,609.9 | 2,650.1 | 2,311.8 |
| LIABILITIES & EQUITY | | | | |
| (CHF million) | 31/12/2007 | 31/12/2008 | 31/12/2009 | 30/09/2010 |
| Parent equity | 507.8 | 660.0 | 674.5 | 800.2 |
| Minorities | 230.1 | 293.6 | 323.1 | 82.4 |
| Equity | 737.8 | 953.6 | 997.6 | 882.6 |
| Financial Debt | 495.5 | 1,087.9 | 1,015.0 | 787.2 |
| Deferred tax liab. | 172.9 | 163.2 | 163.5 | 157.6 |
| Other non-current liab. | 22.7 | 18.7 | 16.3 | 21.3 |
| Trade payables | 165.6 | 151.8 | 202.0 | 202.3 |
| Other current liabilities | 181.9 | 234.7 | 255.7 | 260.8 |
| Liabilities | 1,038.6 | 1,656.3 | 1,652.5 | 1,429.2 |
| TOTAL LIABILITIES & EQUITY | 1,776.4 | 2,609.9 | 2,650.1 | 2,311.8 |

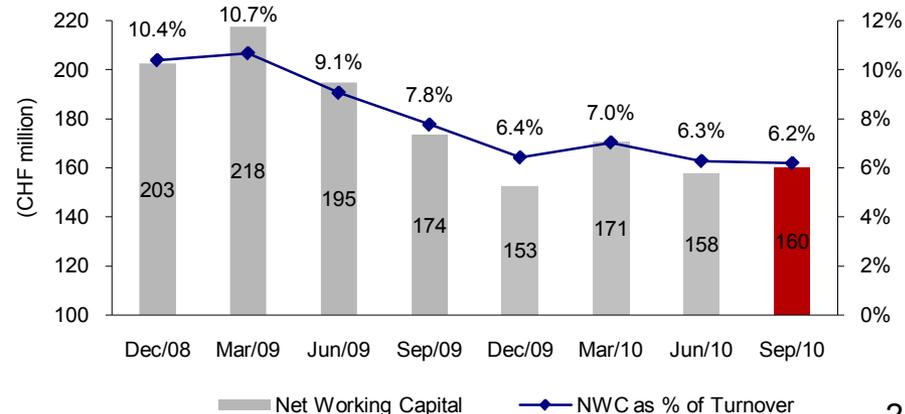
Cash Flow Statement

| In millions of CHF | 9M 2010 | 9M 2009 |
|---|----------------|----------------|
| Net debt - Dec 31 | (609.8) | (824.2) |
| Cash flow before working changes | 259.2 | 237.1 |
| Change in net working capital | (8.2) | 75.5 |
| Income taxes paid | (23.7) | (20.9) |
| Net cash flows from operating activities | 227.3 | 291.7 |
| Capex (PPE and intangible assets) | (66.2) | (50.1) |
| (Acquisitions) / proceeds from sale of investments, net of cash | (13.1) | (10.6) |
| Net interest paid | (27.4) | (24.9) |
| Dividends paid to group and minority shareholders | (172.0) | (19.0) |
| Share issuance costs and arrangements fees paid | (20.6) | - |
| Other | 3.7 | (0.3) |
| Cash flow affecting net debt | (68.3) | 186.8 |
| Currency translation | 28.6 | (5.1) |
| Net debt - Sep 30 | (649.5) | (642.5) |
| Extraordinary dividend | 158.0 | - |
| Net debt proforma before extraordinary dividends payment | (491.5) | (642.5) |

Capex Evolution

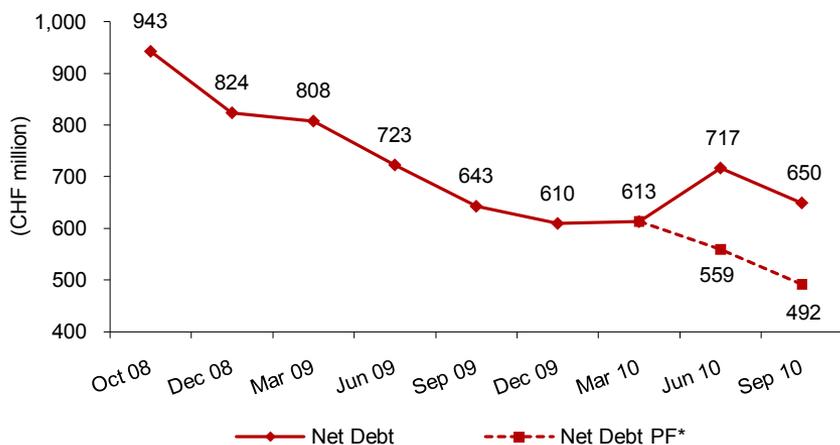


Net Working Capital Evolution



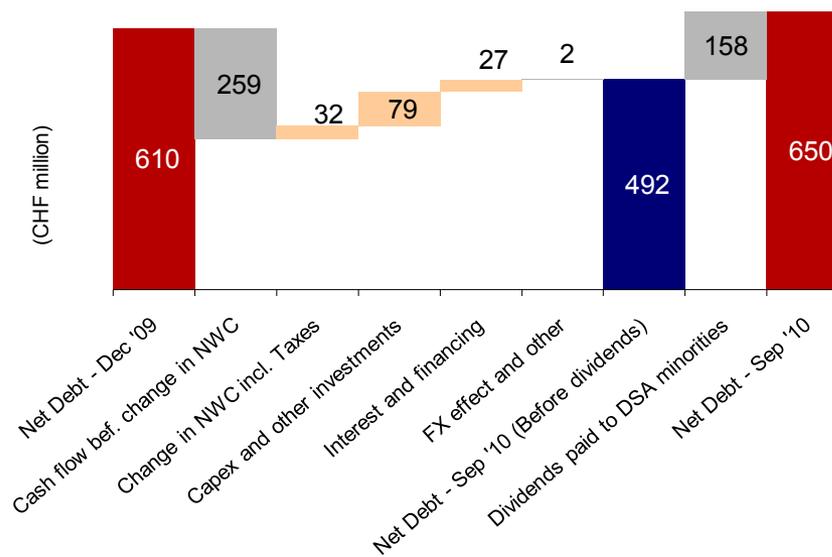
Financing and Covenants

Net Debt Evolution



* Net Debt PF excluding dividend paid to DSA minorities

Change in Net Debt



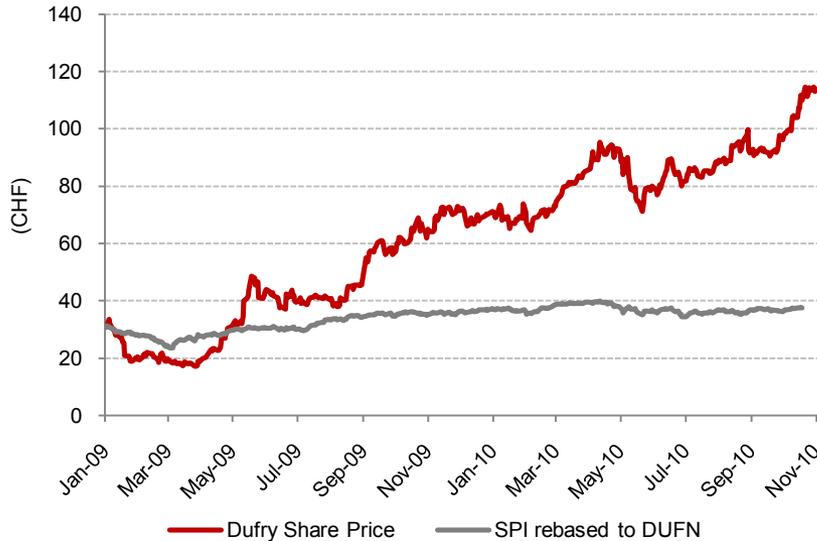
Covenants

| Ratio | Actual | | | | Required |
|-----------------------------------|---------|---------|---------|---------|----------|
| | Dec '09 | Mar '10 | Jun '10 | Sep '10 | Sep '10 |
| Total drawn debt / Adj. EBITDA | 2.7x | 2.6x | 2.5x | 2.2x | < 3.0x |
| Adj. EBITDA / Total Interest exp. | 7.4x | 9.1x | 12.5x | 13.6x | > 4.0x |



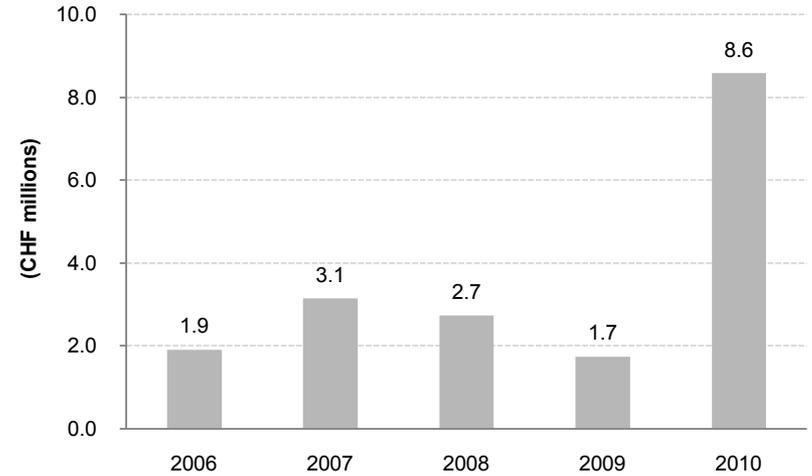
Trading Volumes

Dufry AG Share Price



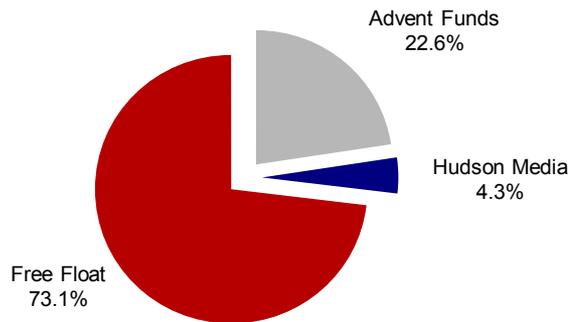
Note: SPI rebased to Dufry in Jan-09

Daily Average Volume in CHF

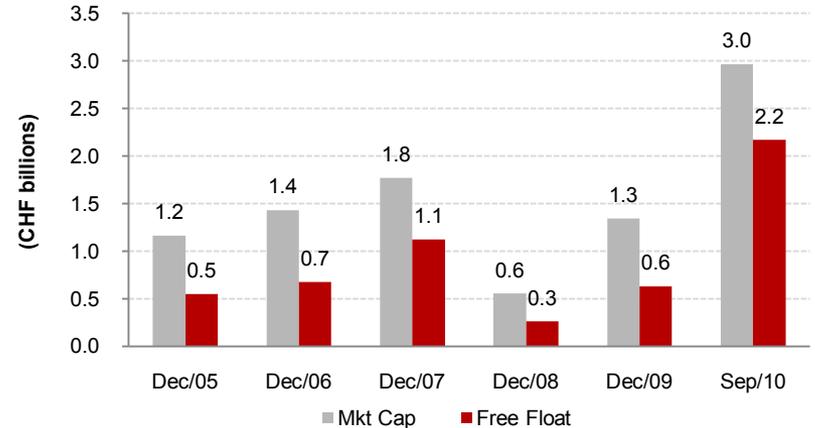


Note: Since April 2010 including trading volumes of Dufry AG BDR

Shareholder Structure



Market Capitalization and Free Float





4. Conclusion

Conclusion/Outlook

- Strong performance of first six months has continued in Q3 2010
 - Q4 comparables are stronger
 - Passenger forecast for short- and medium-term are positive
- Continued focus on driving operational performance
 - Productivity improvements
 - Gross margin increase
 - Operational cost management
- Growth through new concessions and acquisitions
 - Strengthen business in emerging markets
 - Financial flexibility through free cash flow and existing credit lines

Thank You

