



# FULL-YEAR RESULTS 2020

# AGENDA

- 01** Group Highlights
- 02** Business Performance
- 03** Financial Summary
- 04** Outlook
- 05** Appendix





01

## GROUP HIGHLIGHTS FY 2020



# FINANCIAL HIGHLIGHTS

FY 2020

**CHF 2,561  
MILLION**

**TURNOVER IN  
FY 2020**

FY 2020 turnover of CHF 2,561.1 million and organic growth of -69.8% year-on-year, with encouraging re-initiation of travel upon easing of restrictions

**~CHF 1,312  
MILLION**

**COSTS SAVINGS  
IN FY 2020<sup>1</sup>**

Over-achieving yoy target of CHF 1 billion for FY 2020 and guiding for recurring sustainable fixed cost reductions of CHF 400 million going forward

**CHF -46  
MILLION**

**H2 2020 AV. CASH  
CONSUMPTION**

Decisive actions resulted in better than expected cash consumption in H2 2020, with FY 2021 EFCF break-even expected at -40% turnover level vs FY 2019

**CHF 1,993  
MILLION**

**INFLOW FINANCE  
INITIATIVES<sup>2</sup>**

Successful execution of various financial initiatives in FY 2020 incl. share placement, convertible bonds, bank loans and rights issue

**CHF 1,906  
MILLION**

**LIQUIDITY AS OF  
DEC 2020<sup>3</sup>**

Comprehensive set of initiatives resulted in strong liquidity position of CHF 1,905.7 million as of 31 Dec 2020 for driving re-openings & growth acceleration

<sup>1</sup> Savings include MAG relief of CHF 551.4 million, personnel and other expenses savings of CHF 527.3 million and CHF 233.4 million respectively for FY 2020

<sup>2</sup> Including gross proceeds from share placement of CHF 151.3 million, convertible bond of CHF 350 million, rights issue of CHF 820.4 million, mandatory convertible notes of CHF 69.5 million, and bank loans of around CHF 602 million as of 31 Dec 2020

<sup>3</sup> Including cash and cash equivalents of CHF 360.3 million, available committed credit lines of CHF 1441.3 million, and uncommitted lines of CHF 104.1 million

# BUSINESS HIGHLIGHTS

FY 2020

## MORE THAN 1,300 OF DUFY'S SHOPS OPEN GLOBALLY

As of end February, around 55% of stores were open, representing 60% of sales capacity, with expectation to open up to 60% of shops and 65% of sales capacity until end-March 2021

## SUCCESSFUL TRANSACTION & DELISTING OF HUDSON

Part of re-organization to further simplify corporate structure and to achieve material structural savings, expected to materialize already in FY 2021

## ADVENT & ALIBABA JOIN AS SIGNIFICANT SHAREHOLDERS<sup>1</sup>

Advent and Alibaba Group have joined Dufry's other long-standing shareholders to support the business during the re-opening and going forward

## PARTNERSHIP FOR CHINA DUTY-FREE OPERATIONS

JV with Alibaba Group to operate travel retail in China and drive digitalization globally, and first Hainan store opening in Q1 2021 in collaboration with HDH

## RE-ORGANIZED GROUP SET UP FOR EFFICIENCY & GROWTH

New regional setup implemented and restructuring largely completed to increase efficiencies, simplify operational management and decision-making

<sup>1</sup> Based on the number of new registered shares outstanding with Advent having 11.4%, and Alibaba 8.72% stake (including the mandatory convertible notes). Number of registered shares following rights issue of 80,263,682 (including 24,696,516 new shares) and of 82,357,621 including mandatory convertible notes (2,093,939 new shares)

# ENVIRONMENTAL, SOCIAL, GOVERNANCE HIGHLIGHTS

FY 2020

- Set up of comprehensive training program on sale of alcohol products based on Duty Free World Council guidelines with training execution to be delivered in 2021
- Continued enhancement of shopping environments with openings and refurbishments equal to 3% of Dufry's total retail space
- Development of Dufry Sustainability Strategy
- Implementation of strengthened ESG Governance structure
- Update of Dufry's Code of Conduct and public disclosure of the Supplier Code of Conduct

## CUSTOMER FOCUS

## EMPLOYEE EXPERIENCE

## TRUSTED PARTNER

## PROTECTING ENVIRONMENT

- Recertification of Equal Salary Certification in Switzerland
- Expansion of internal communication channels to improving reach of non-desktop employees
- Evolution of women@dufry initiative towards diversity & inclusion program
- Environmental Management System strengthened
- Implementation of plastic bag decommissioning plan for 2021-2022 execution
- Mapping of GHG emissions and first disclosure of CO<sub>2</sub> footprint



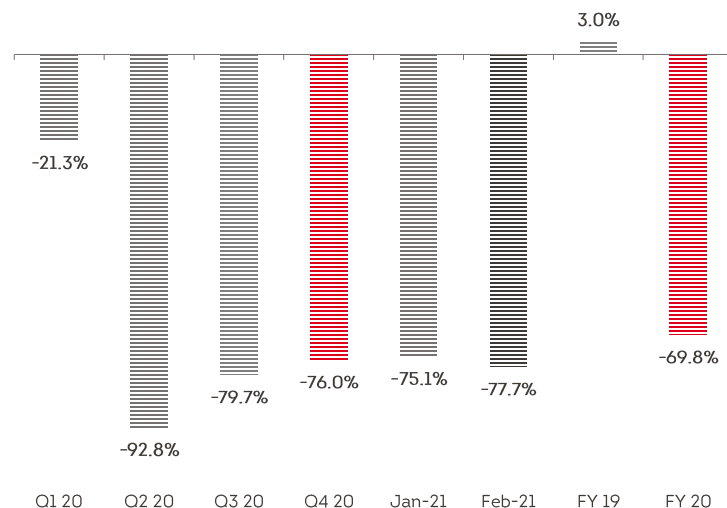
**02**

**BUSINESS PERFORMANCE**  
FY 2020

# ORGANIC GROWTH EVOLUTION GROUP

FY 2020

## ORGANIC GROWTH EVOLUTION in %



Note: Organic growth vs prior year; January & February 2021 organic growth vs 2019, preliminary (non-audited)

## TURNOVER FY 2020

**2,561** MILLION  
CHF

- Encouraging re-initiation of travel since Q3 upon easing of restrictions
- Plateauing since Q4 related to renewed containment measures in some countries, mostly across Europe
- Spend per passenger continues to be elevated due to passenger mix and profiles

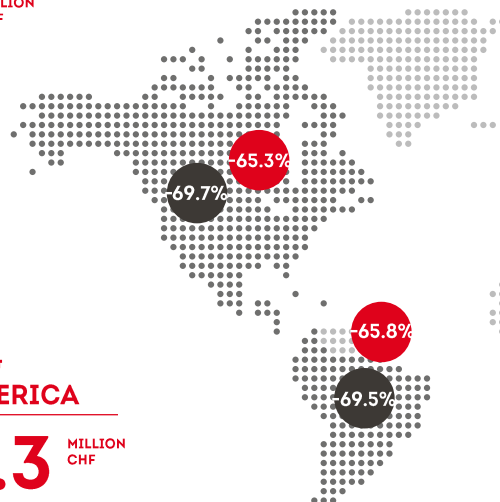


# TURNOVER AND ORGANIC GROWTH BY REGION

FY 2020

## NORTH AMERICA

**644.4** MILLION CHF  
**130.6** MILLION CHF

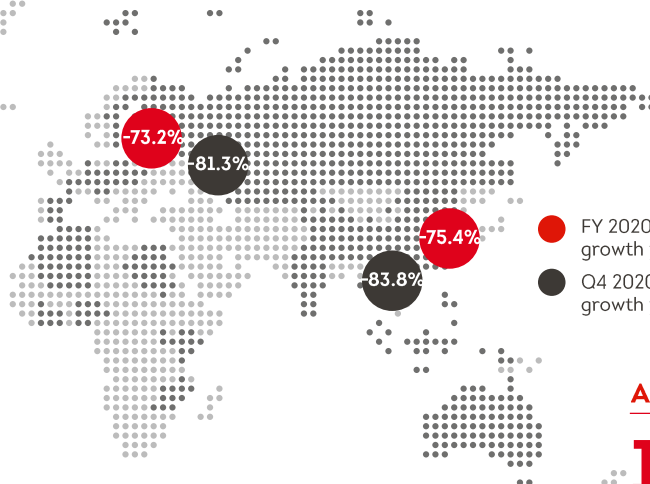


## CENTRAL & SOUTH AMERICA

**497.3** MILLION CHF  
**106.7** MILLION CHF

## EUROPE, MIDDLE EAST & AFRICA

**1,144.5** MILLION CHF  
**192.5** MILLION CHF



## ASIA PACIFIC

**160.0** MILLION CHF  
**25.5** MILLION CHF

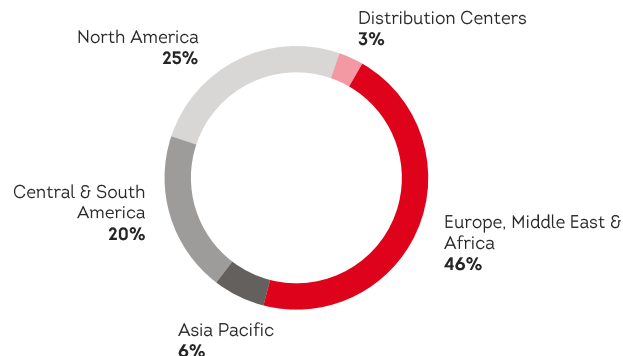
- FY 2020 turnover & organic growth year-on-year (in %)
- Q4 2020 turnover & organic growth year-on-year (in %)

Distribution Centers: FY 2020 CHF 114.9 million turnover and organic growth of -40.4 %; Q4 2020 CHF 31.9 million turnover and organic growth of -42.5 %  
Note: Please see [here](#) further details on the historical information under the new regional setup

# NET SALES BY REGION & SECTOR

FY 2020

## DUFYR BY REGION – FY 2020



## DUFYR BY SECTOR – FY 2020

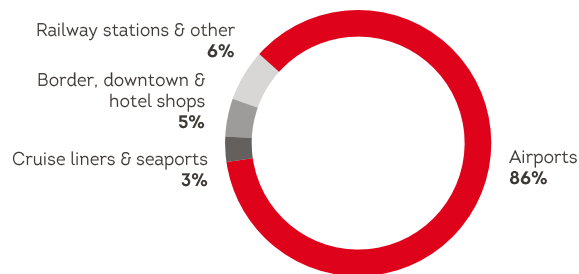


- Regional split shifted slightly with Americas gaining share due to more flexible travel regimes and Dufry's exposure to domestic and intra-regional travel in the region
- Duty paid gained 500 basis points as domestic and intra-regional travel partially resumed vs nearly non-existent international travel

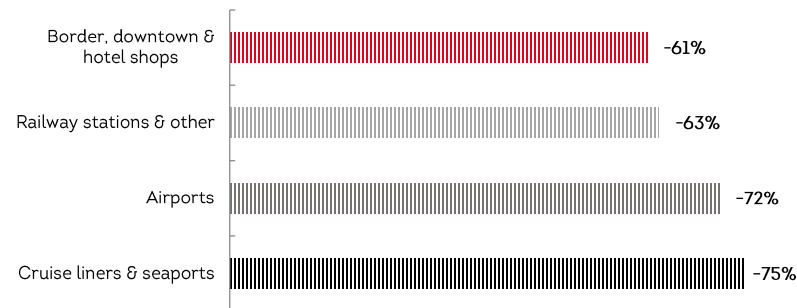
# NET SALES & PERFORMANCE BY CHANNEL

FY 2020

## DUFRY BY CHANNEL – FY 2020



### Net sales 2020 vs 2019

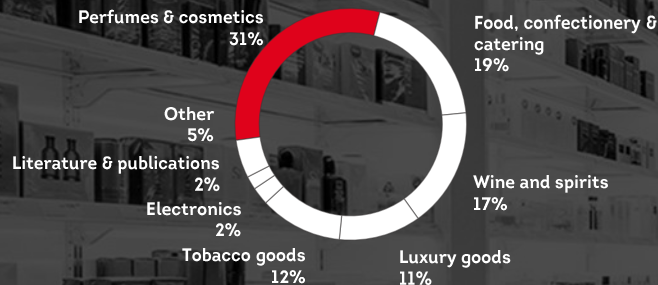


- Airport channel lower by 200 basis points compared to 2019
- Border and downtown gained 200 basis points, railway stations and other with 100 basis points increase compared to 2019, and performing slightly ahead of other channels
- However, no significant channel shift despite travel restrictions

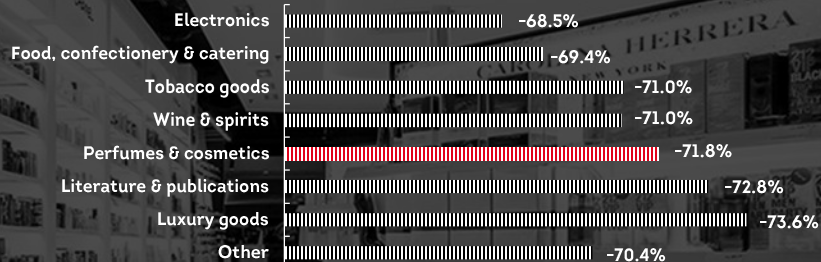
# NET SALES & PERFORMANCE BY CATEGORY

## FY 2020

### DUFRY BY PRODUCT CATEGORY - FY 2020



### Net sales 2020 vs 2019



- Perfumes & cosmetics remained pre-dominant category, food & confectionary increased share slightly
- Convenience and general stores predominately open, supporting related categories
- Specialty shops in most locations remained closed during 2020, with uptake of luxury goods expected in line with re-openings and resuming of travel



# RETAIL SPACE DEVELOPMENT

## Highlights Q4 2020



First Hudson Nonstop store with Amazon's Just Walk Out technology opened at Dallas Love Field Airport (TX, US)



Dufry's new exclusive duty-paid landside brand paradise ANECDOTE located at the Circle at Zurich Airport (CH)



New duty-free and duty-paid concept stores opened in Fortaleza, Brazil, operating 675 m<sup>2</sup> in Pinto Martins Airport



New concession at Istanbul Sabiha Gökçen International Airport to operate 3,900 m<sup>2</sup> of duty-free and specialty shops until 2032

### TOTAL RETAIL SPACE - FY 2020

~470,000 SQM

### GROSS RETAIL SPACE OPENED - FY 2020

9,600 SQM  
2% of total retail space

### GROSS RETAIL SPACE REFURBISHED - FY 2020

12,800 SQM  
3% of total retail space

# PARTNERSHIP WITH ALIBABA & HDH IN CHINA

Mova Mall opening represents Dufry's first involvement in a duty-free operation in China



*Official opening ceremony attended by government officials, brand partners, HDH and Dufry representatives, local media*



*Development of WeChat mini program and promotions via Alipay, Wechat, Fliggy, etc.*

- Successful opening of the first shop within cooperation agreement between Hainan Development Holding (HDH), Alibaba Group and Dufry at Haikou's Mova Mall, Hainan, end of January 2021
- First online sales channels already implemented: Reserve & Collect, Home Delivery, WeChat mini program, banners on Alipay and Fliggy
- 38,920 m<sup>2</sup> opening of the total retail space to be reached through further shop openings in Q3 2021 and Q1 2022
- Offering will include around 350 brands across all product categories



**03**

**FINANCIAL SUMMARY**  
FY 2020

# INCOME STATEMENT FY 2020

Reflecting cost reduction achievements & one-off effects

in CHF million	FY 2020 Reported	%	FY 2019 Reported	%	Δ
<b>Turnover</b>	<b>2,561.1</b>	<b>100.0%</b>	<b>8,848.6</b>	<b>100.0%</b>	<b>-71.1%</b>
<b>Gross Profit</b>	<b>1,377.3</b>	<b>53.8%</b>	<b>5,323.2</b>	<b>60.2%</b>	<b>-74.1%</b>
Lease Expenses	8.0	0.3%	(1,372.9)	-15.5%	-100.6%
Relief of MAG	380.3	14.8%	-	-	-
Personnel Expenses	(716.0)	-28.0%	(1,243.3)	-14.1%	-42.4%
D&A (incl. impairment)	(2,841.9)	-111.0%	(1,777.0)	-20.1%	59.9%
Other expenses, net	(328.2)	-12.8%	(561.6)	-6.3%	-41.6%
<b>Operating Profit (EBIT)</b>	<b>(2,500.8)</b>	<b>-97.6%</b>	<b>432.8</b>	<b>4.9%</b>	<b>-2,933.6</b>
Financial Result <sup>1</sup>	(191.8)	-7.5%	(127.7)	-1.4%	50.2%
Lease Interest	(178.7)	-7.0%	(187.7)	-2.1%	-4.8%
FX	0.1	0.0%	(9.2)	-0.1%	9.3
<b>Profit before Taxes</b>	<b>(2,871.2)</b>	<b>-112.1%</b>	<b>108.3</b>	<b>1.2%</b>	<b>-2,979.5</b>
Income Taxes	130.7	5.1%	(78.2)	-0.9%	208.9
<b>Net Profit</b>	<b>(2,740.5)</b>	<b>-107.0%</b>	<b>30.1</b>	<b>0.3%</b>	<b>-2,770.6</b>
Non-Controlling Interest	226.8	8.9%	(56.6)	-0.6%	283.4
<b>Net Profit to equity holders</b>	<b>(2,513.7)</b>	<b>-98.1%</b>	<b>(26.5)</b>	<b>-0.3%</b>	<b>-2487.2</b>
<b>KPI's<sup>3</sup></b>					
<b>Adjusted Operating Profit (adj. EBIT)</b>	<b>(1,561.6)</b>	<b>-61.0%</b>	<b>767.7</b>	<b>8.7%</b>	<b>-2329.3</b>
<b>Adjusted Net Profit</b>	<b>(1,658.4)</b>	<b>-64.8%</b>	<b>349.3</b>	<b>3.9%</b>	<b>-2,007.7</b>
<b>Adjusted EPS</b>	<b>(28.4)</b>		<b>7.0</b>		<b>-35.4</b>

<sup>1</sup> Excluding lease interest & FX

<sup>2</sup> Write-offs accounted for 350 bps, remaining part related to retail, whole sale or mix effect and change in ratio of duty/ freight

<sup>3</sup> Please find reconciliation on Dufry's adjusted KPIs in appendix and on page 239 of [Full-year results 2020 financial report](#)

- Gross profit affected by change in retail/whole-sale mix, promotions and one-time inventory write-offs<sup>2</sup>, especially related to cruise business
- Covid-19-related relief of MAG of CHF 551.4m, thereof CHF 380.3m recognized in P&L
- Personnel and other expense savings of CHF 527.3m and 233.4m respectively compared to 2019, restructuring costs of CHF 73.3m included
- Impairments of CHF -1,193.2m as a consequence of the pandemic, thereof CHF 1,024.8m related to depreciable and amortizable assets, representing a timing shift in this regard

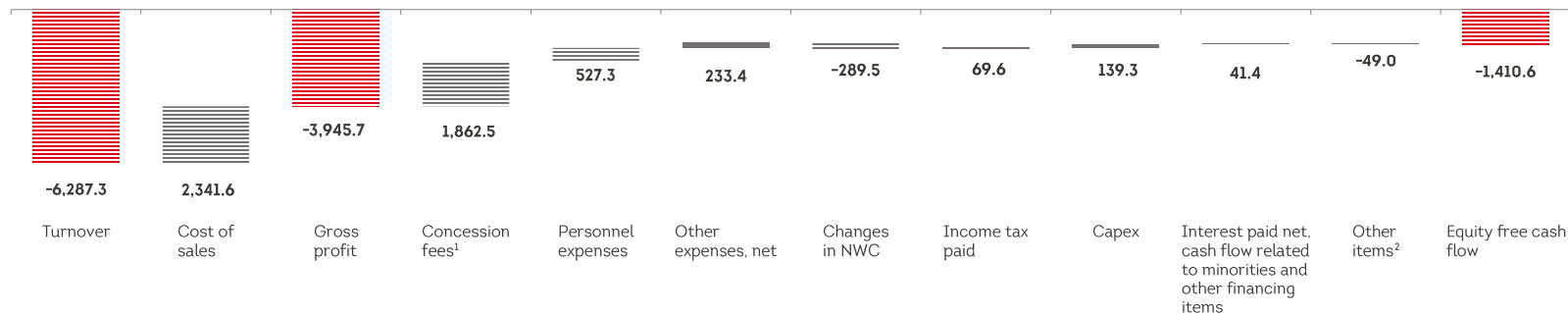


# EXPENSE AND CASH SAVINGS

FY 2020

## CHANGES IN P&L AND CASH FLOW LEVEL FY 2020 VS FY 2019

in CHF million



- Loss of turnover of CHF 6,287 million results in change of Equity Free Cash Flow of CHF -1,411 million FY 2020 compared to FY 2019
- Impact of turnover loss on EFCF mitigated by cost savings and tight cash flow management in 2020

<sup>1</sup> Concession fees as lease expenses + lease payments, net (not double-counting MAG relief) in FY 2020

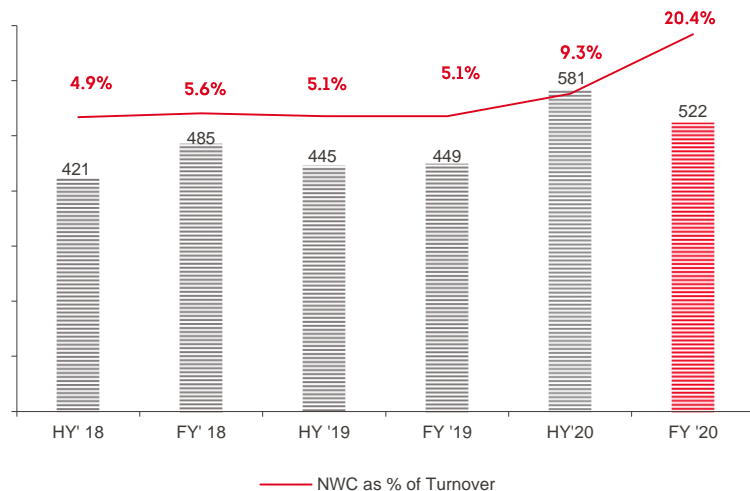
<sup>2</sup> Other items include increase in allowances and provisions, other non-cash items and loss on sale of non-current assets

# NET WORKING CAPITAL DEVELOPMENT

FY 2020

## CORE<sup>1</sup> NET WORKING CAPITAL EVOLUTION

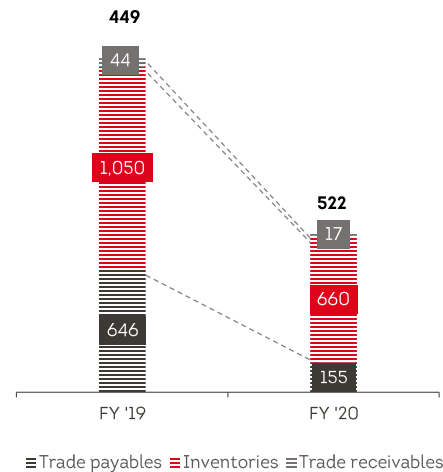
in CHF million



<sup>1</sup> Core NWC: Inventories + Trade and credit card receivables - Trade payables

## CORE<sup>1</sup> WORKING CAPITAL BREAKDOWN

in CHF million

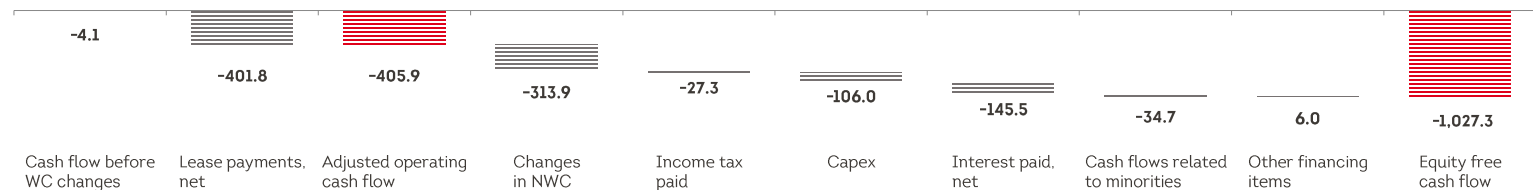


# CASH FLOW STATEMENT

FY 2020

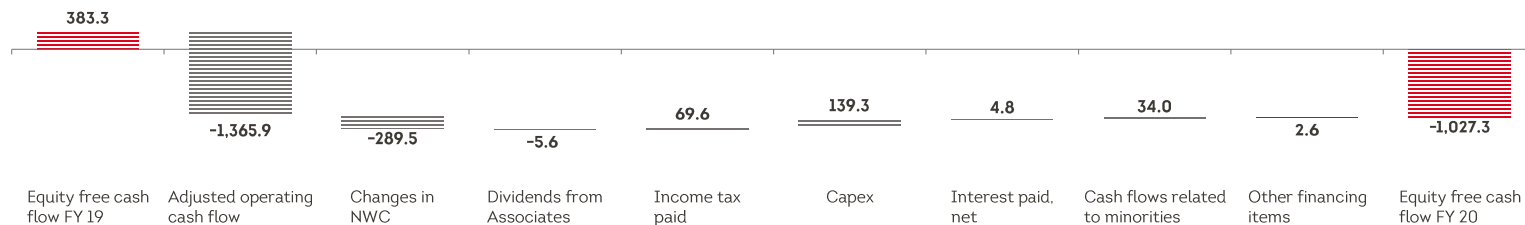
## CASH FLOW STATEMENT FY 2020

in CHF million



## CHANGES IN EQUITY FREE CASH FLOW FY 19 VS. FY 20

in CHF million



# FINANCING INITIATIVES EXECUTED IN FY 2020

Strengthening Dufry's financial structure

**CAPITAL INCREASE WITH  
ISSUANCE OF 26.8 MILLION  
NEW SHARES<sup>1</sup>**

**CHF 890 MILLION**

**NEW CREDIT FACILITY &  
COVID-19-RELATED LOANS<sup>2</sup>**

**CHF ~602 MILLION**

**ISSUANCE OF  
CONVERTIBLE BOND<sup>3</sup>**

**CHF 350 MILLION**

**PLACEMENT OF  
5.5 MILLION SHARES IN  
MAY 2020**

**CHF 151 MILLION**

**WAIVING OF COVENANTS  
WITH 1<sup>st</sup> TESTING SEP 2021**

Increased threshold of 5x net debt/adj.  
operating cash flow (LTM/constant FX)  
for September and December 2021  
testing

**2020 WAIVING OF  
DIVIDEND**

Cancellation of dividend payment for  
full-year 2019 in April 2020 as part of  
first measures to protect liquidity

<sup>1</sup> 24.7 million shares from rights issue and 2.1 million shares from mandatory convertible notes (MCN); gross proceeds include CHF 820.4 from rights issue and CHF 69.5 million from MCN

<sup>2</sup> CHF 397 million under new 12-months committed credit facility with two 6-months extensions and approx. CHF 205 million of Covid-19-related government-backed loans (FX rate as of 31 December 2020)

<sup>3</sup> Conditionally convertible into shares, with maturity May 4, 2023

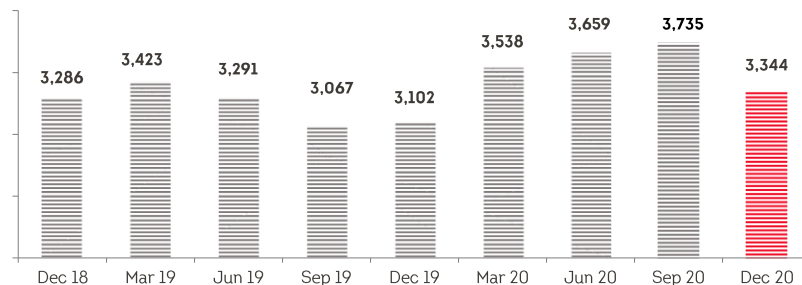


# DEBT OVERVIEW

FY 2020

## NET DEBT EVOLUTION (as of 31 December 2020)

in CHF million



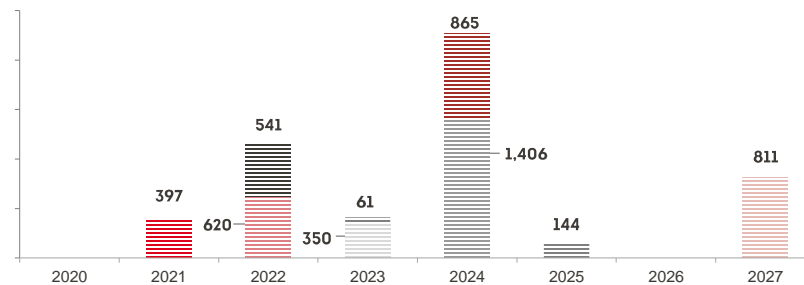
- Net Debt as of December 2020 increased by only CHF 242 million compared to December 2019

Note: FX rates as of Dec 31, 2020: USD = 0.8851, EUR = 1.0814, GBP = 1.2106

<sup>1</sup> Facility fully undrawn

## DEBT MATURITY PROFILE (as of 31 December 2020)

in CHF million



= Term Loan A (USD 700m)

= RCF (EUR 1'300 m)

= Convertible Bond (CHF 350 m)

= EUR Bond (EUR 800 m)

= Term Loan B (EUR 500m)

= Liquidity Facility (EUR 367m)<sup>1</sup>

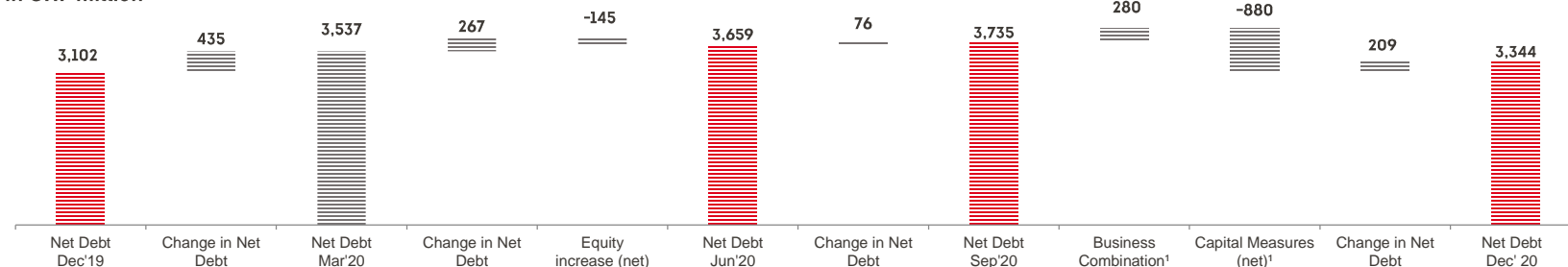
= EUR Bond (EUR 750 m)

= Covid-19 related government-backed loans  
(GBP 50 m + EUR 115 m + CHF 20 m)

# CHANGE IN NET DEBT

FY 2020

in CHF million



- Change in net debt (ND) improved drastically from H1 2020 to H2 2020 driven by gradually reduced monthly cash outflow related to business operations
- Equity measures taken further strengthened balance sheet and improved net debt position
- Change in net debt as a proxy for cash consumption, however, FX and other non-cash impacts excluded

<sup>1</sup> In the Q3 2020 presentation the pro-forma information for business combination (Hudson transaction) was provided with CHF 295m. Actuals for FY 2020 are CHF 275.4m for business combinations, especially acquisition of remaining Hudson shares not already owned by Dufry and CHF 4.5m in transaction related costs. Rights issue and MCN were pro-forma disclosed with CHF 859m; actuals for FY 2020 include CHF 820.4m from rights issue, CHF 69.5m from mandatory convertible notes, CHF 28.9m equity component of convertible bond, and CHF 38.9m transaction-related costs for equity and debt instruments

# CASH CONSUMPTION

FY 2020

2020 (in CHF million)	Q1'20	Q2'20	Q3'20	Q4'20
<b>Equity Free Cash Flow</b>	<b>-483.1</b>	<b>-265.7</b>	<b>-51.0</b>	<b>-227.5</b>
Equity- and financing measures	0.0	145.1	0.0	600.0 <sup>2</sup>
FX adjustments & other <sup>1</sup>	47.8	-1.2	-24.3	18.7
Change in Net Debt	-435.3	-121.8	-75.3	391.2

- Cash consumption defined as Equity Free Cash Flow, also including FX adjustments
- Significant reduction during 2020 due to decisive actions taken, with cash consumption of CHF 748.8 million in H1 vs cash consumption of CHF 278.5 million in H2
- Cash consumption in H2 2020 of CHF -45.7 million vs targeted CHF 60 million monthly average

<sup>1</sup> FX adjustments and other include FX impact on net debt, FX impact on liquidity, arrangement fee amortization; rounding errors might occur

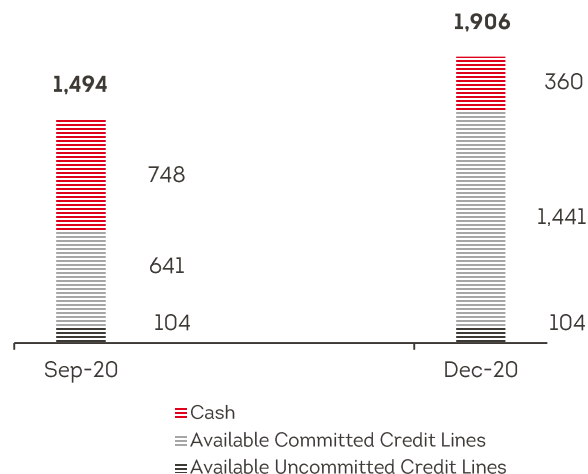
<sup>2</sup> Include CHF 275.4m for business combinations, especially acquisition of remaining Hudson shares not already owned by Dufry and CHF 4.5m in transaction related costs, CHF 820.4m from rights issue, CHF 69.5m from mandatory convertible notes, CHF 28.9m equity component of convertible bond, and CHF 38.9m transaction-related costs for equity and debt instruments

# LIQUIDITY POSITION

FY 2020

## LIQUIDITY POSITION AS OF 31 DEC 2020

in CHF million



- Cash and cash equivalents of CHF 360.3 million
- Committed available credit lines of CHF 1,441.3 million, thereof
  - CHF 983.9 million available under Main Syndicated Facilities
  - CHF 396.9 million available under New Liquidity Facilities Agreement granted in April
  - CHF 60.5 million available Covid-related government-backed loans
- CHF 104.1 million available uncommitted lines





04

OUTLOOK

# GLOBAL AIR TRAVEL PAX RECOVERY FORECASTS

Leading associations and data providers expect recovery between 2022-2024

Data provider	Recovery 2019 level	Forecasts			Date of publication
		2021 vs. 2019	2021 vs. 2020	2022 vs. 2019	
ACI	2023	-37%	72%	-	08/12/20
IATA (RPK)	2024	-49%	50%	-	03/02/21
IATA (PAX)	2024	-38%	56%	-	24/11/20
ICAO	not provided	-44 to -56%	-	-	10/03/21 <sup>1</sup>
Air4cast	2022	-47%	40%	-9%	10/03/21 <sup>1</sup>

<sup>1</sup> Numbers updated to meet recently updated numbers from ICAO and Air4cast

Latest forecasts on PAX (number of passengers) provided by industry associations International Air Transport Association (IATA), Airports Council International (ACI), International Civil Aviation Organization (ICAO), and independent data providers Air4Cast, InterVistas (not updated since April 2020)

# TURNOVER SCENARIOS 2021 AND RELATED COSTS AND CASH FLOW

EFCF break-even at around -40% turnover in 2021 vs 2019

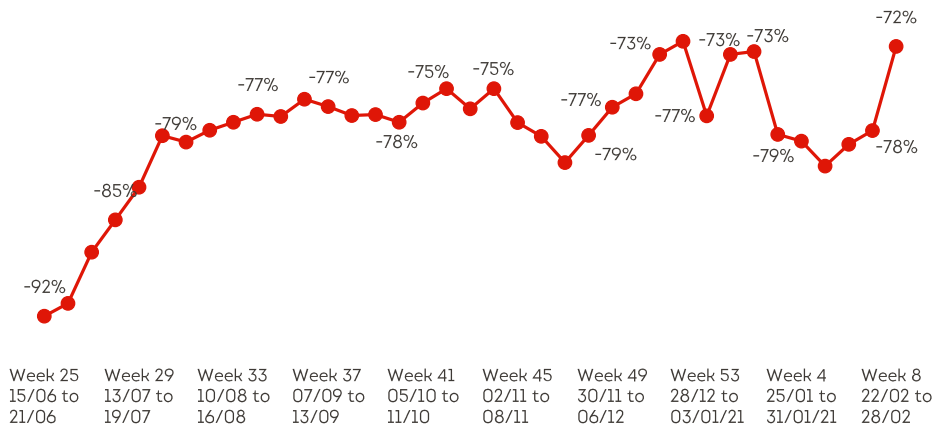
Sensitivity Analysis	Turnover Scenarios for 2021 (turnover FY 2021 vs FY 2019)	
	-40%	-55%
Concession Fees (pre-IFRS 16)	~33% of turnover	~35% of turnover
Personnel Expenses (fixed & variable)	~17% of turnover	~19% of turnover
Other Expenses, net (fixed & variable)	~8% of turnover	~10% of turnover
Capex	~CHF 160m	~CHF 130m
<b>Average monthly cash flow (EFCF)</b>		
H1 2021	~CHF -50m	~CHF -60m
H2 2021	~CHF +50m	~CHF -20m
<b>FY 2021</b>	<b>break-even</b>	<b>~CHF -40m</b>

Scenarios are including changes in working capital; concession fees pre-IFRS 16: variable lease expenses and fixed lease payments related to FY 2021, independent of payment terms

# RE-OPENINGS WITH POSITIVE SALES TREND

Weekly sales relatively stable since Q3 2020

## WEEKLY SALES EVOLUTION, in %



Note: Organic growth vs prior year; January & February 2021 organic growth vs 2019, preliminary (non-audited)

- Despite restrictive actions in selected regions sales on low but relatively stable, resilient level since Q3 2020, supported by Dufry's broad geographical exposure
- Performance driven by easing of containment measures and establishing of travel regimes to allow re-openings
- Demand for travel and travel retail resumes once restrictions lifted

# HAVING RE-OPENED AROUND 1,300 SHOPS GLOBALLY

Re-opening as a location-specific, shop-by-shop decision in line with PAX

## NORTH AMERICA

**635** SHOPS

## EUROPE, MIDDLE EAST AND AFRICA

**324** SHOPS

## CENTRAL & SOUTH AMERICA

**295** SHOPS

## ASIA PACIFIC

**37** SHOPS

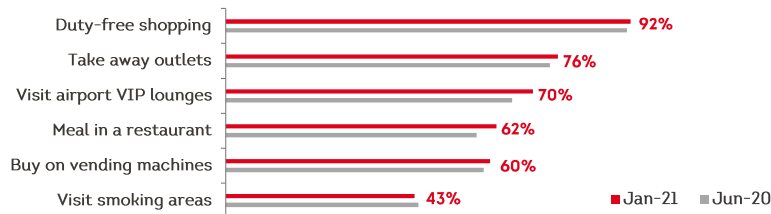
- As per end February, around 1,300 shops globally were open, representing around 60% in sales capacity compared to full-year 2019
- Most currently re-opened shops include locations in the US, among others, Denver, Atlanta, Miami, Tampa, in UK, Greece, Spain, Morocco, Chile, Colombia, and in Puerto Rico
- At the end of March, Dufry expects to operate around 60% of shops, representing 65% of sales capacity

# ENCOURAGING CUSTOMER INSIGHTS FOR ACCELERATING RECOVERY

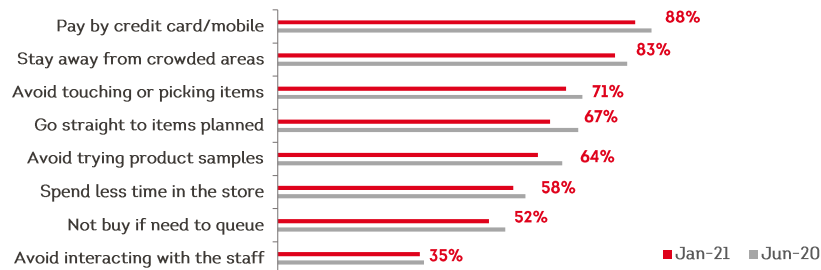
Customers engage mostly the same with travel retail with shopping main activity

## CUSTOMER BEHAVIOUR POST-COVID - JUN 2020 VS JAN 2021<sup>1</sup>

### I WILL ENGAGE THE SAME OR MORE...



### I WILL...



## CUSTOMER JOURNEY IN THE AIRPORT<sup>2</sup>

### ACTIVITIES DONE FROM SECURITY CONTROL UNTIL BOARDING



### TIME SPENT AMONG THE DIFFERENT ACTIVITIES



<sup>1</sup> Online survey w1 June 2020 (1,147 participants, 2.88% error margin), w4 Jan 2021 (1,354 participants, 2.65% error margin) from Dufry's customer data base, predominantly Europe

<sup>2</sup> Online survey Feb 2021: 1,780 participants from Dufry's customer base, global setup, error margin 2,32% (multiple answers on activities possible, time spent as % of 100)



# DUFRY 2021 PRIORITIES

Preparing the organization to re-initiate profitable growth

## 01 FOCUS ON EFFICIENCIES & CASH GENERATION

- Continued disciplined approach to cost, cash flow management
- New centralized OPEX & CAPEX deployment
- Re-openings aligned with profitability considerations

## 02 SECURING LIQUIDITY & REFINANCING

- Protection of liquidity amid limited visibility on recovery trajectory
- Currently no dividend payments with re-initiation depending on recovery trajectory
- Refinancing of 2021 & 2022 maturities initiated

## 03 DRIVE GROWTH IN CORE & OTHER CHANNELS

- Acting on organic growth opportunities during re-opening
- Focus on accelerating growth in Asia, expanding further into F&B in North America and globally, diversifying channels

## 04 ACCELERATE & SCALE UP DIGITAL

- Acceleration of digital transformation to diversify channels, increase conversion, optimize functions
- Roadmap in collaboration with Alibaba to start implementation in China & globally

## 05 CONTINUE TO STRENGTHEN SUSTAINABILITY

- Further embedding ESG in strategy and operations
- Focusing relevant initiatives on customer experience, environmental protection, employee relations and trustful partnerships

**Capital allocation focus on protection of liquidity and creating shareholder value through organic growth with mid-term focus on deleveraging, opportunistic M&A if accretive, re-considering of dividend payment**

# CONCLUSION

FY 2020

- **FY 2020 heavily impacted by health crisis** with locations forced to operate with limited capacity or even close temporarily, and short-term disrupted demand solely related to restrictions
- **Dufry decisively initiated mitigating measures**, achieving CHF 1,312 million cost savings in 2020 and a lower than targeted cash consumption of CHF 46 million per month on average in H2
- **Dufry changed the organizational setup and underlying cost structure** to foster a more efficient and flexible set up, with expected sustainable fixed cost savings of CHF 400 million
- **Strong liquidity position of CHF 1,906 million** based on decisive measures and successful implementation of financing initiatives with strong support by shareholders, bondholders, banks
- **Strategic plan 2021-2023 and roadmap for implementation defined**, setting Dufry up for recovery and growth beyond the crisis
- **Pipeline of opportunities** in core and other channels, through geographical diversification and digital transformation identified, important strategic partnerships established and Dufry well positioned to act on prospects
- **Strong indication that underlying demand** for travel and related shopping experience resume

# Temptation 雅婷



05

APPENDIX

# TURNOVER GROWTH COMPONENTS

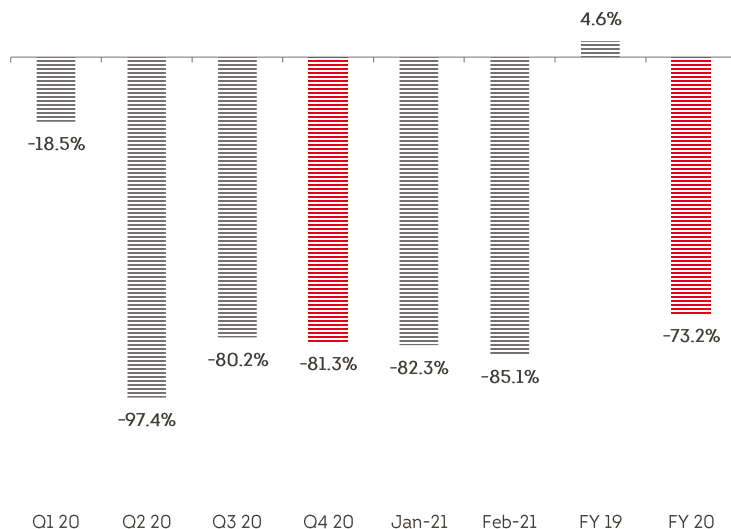
FY 2020

	Q1 '19	Q2 '19	Q3 '19	Q4 '19	Q1 '20	Q2 '20	Q3 '20	Q4 '20	FY '20	FY '19
Like for Like	-1.3%	0.0%	1.3%	2.2%	-20.1%	-88.5%	-76.9%	-74.5%	-67.2%	0.6%
New concessions, net	3.3%	2.3%	2.8%	0.9%	-1.3%	-4.3%	-2.8%	-1.6%	-2.6%	2.4%
<b>Organic growth</b>	<b>2.0%</b>	<b>2.3%</b>	<b>4.1%</b>	<b>3.1%</b>	<b>-21.4%</b>	<b>-92.8%</b>	<b>-79.7%</b>	<b>-76.0%</b>	<b>-69.8%</b>	<b>3.0%</b>
Changes in scope	-	-	-	0.4%	0.6%	-0.5%	-	-	-	0.1
<b>Growth in constant FX</b>	<b>2.0%</b>	<b>2.3%</b>	<b>4.1%</b>	<b>3.5%</b>	<b>-20.8%</b>	<b>-93.3%</b>	<b>-79.7%</b>	<b>-76.0%</b>	<b>-69.8%</b>	<b>3.1%</b>
FX impact	1.4%	-1.4%	-2.5%	-1.5%	-2.8%	-0.3%	-0.8%	-1.5%	-1.3%	-1.2%
<b>Reported Growth</b>	<b>3.4%</b>	<b>0.9%</b>	<b>1.6%</b>	<b>2.0%</b>	<b>-23.6%</b>	<b>-93.6%</b>	<b>-80.5%</b>	<b>-77.5%</b>	<b>-71.1%</b>	<b>1.9%</b>

# BUSINESS PERFORMANCE: EUROPE, MIDDLE EAST & AFRICA

FY 2020

## ORGANIC GROWTH EVOLUTION, in %



Note: Organic growth vs prior year; January & February 2021 organic growth vs 2019, preliminary (non-audited)

## TURNOVER FY 2020

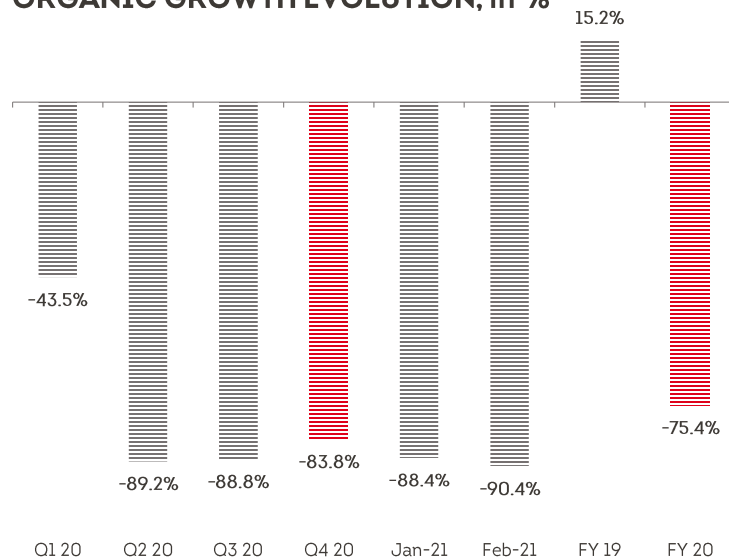
**1,144.5** MILLION CHF

- Performance improved in July and August, especially in Southern Europe with peak of summer holidays and supported by lifting of restrictions
- From end-August onwards, some countries with increased COVID-19 cases, resulting in renewed travel limitations put in place more broadly
- Mediterranean region, but also Eastern Europe, Russia, Middle East and Africa performed above average for the region, driven by less restrictions and available travel corridors, e.g. Russia-Turkey

# BUSINESS PERFORMANCE: ASIA PACIFIC

FY 2020

## ORGANIC GROWTH EVOLUTION, in %



Note: Organic growth vs prior year; January & February 2021 organic growth vs 2019, preliminary (non-audited)

## TURNOVER FY 2020

**160.0** MILLION CHF

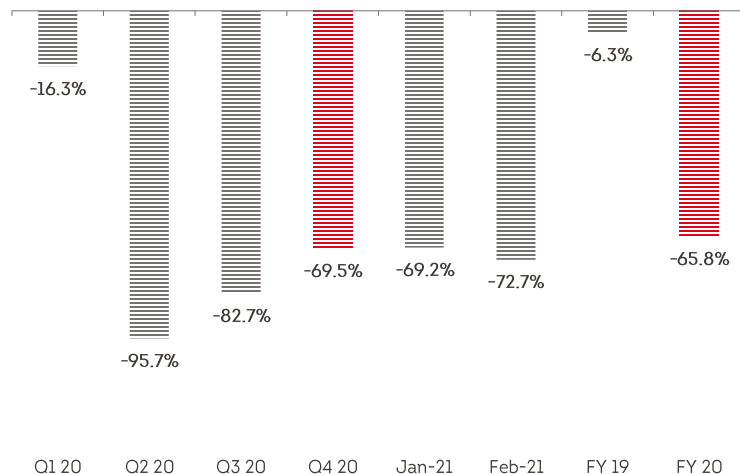
- Dufry's footprint in the region is geared towards international travel, which is still highly impacted
- APAC first impacted and was closing borders for inbound and outbound travel as the pandemic appeared in the region
- Majority of the shops in Dufry's Asia-Pacific locations were closed, including Australia, Hong Kong, Indonesia, Malaysia, South Korea, as conditions were not beneficial for international travel



# BUSINESS PERFORMANCE: CENTRAL & SOUTH AMERICA

FY 2020

## ORGANIC GROWTH EVOLUTION, in %



Note: Organic growth vs prior year; January & February 2021 organic growth vs 2019, preliminary (non-audited)

## TURNOVER FY 2020

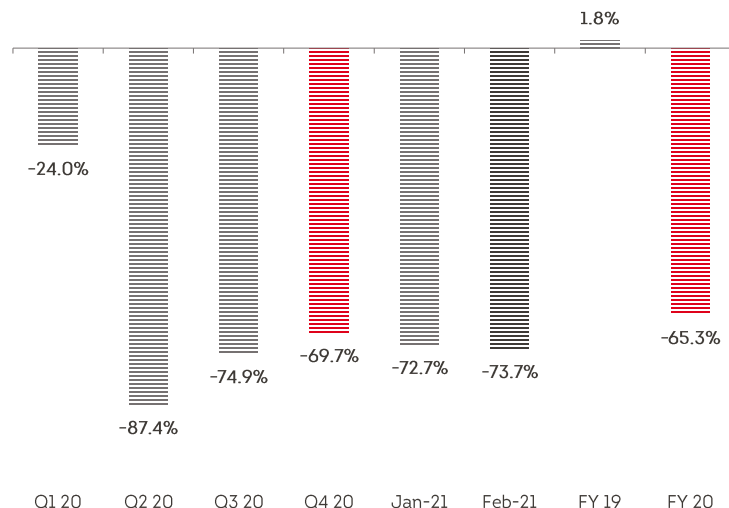
**497.3** MILLION CHF

- Central America and Caribbean performed more robustly compared to all other regions, driven by travel from the US and South America as well as international travel as more flexible travel conditions met continued demand
- The cruise business, located in the region, was heavily impacted
- South America saw demand pick-up in the fourth quarter amid border shop openings and increase of domestic and intra-regional travel, with re-openings in Argentina, Brazil, Peru, among others

# BUSINESS PERFORMANCE: NORTH AMERICA

FY 2020

## ORGANIC GROWTH EVOLUTION, in %



Note: Organic growth vs prior year; January & February 2021 organic growth vs 2019, preliminary (non-audited)

## TURNOVER FY 2020

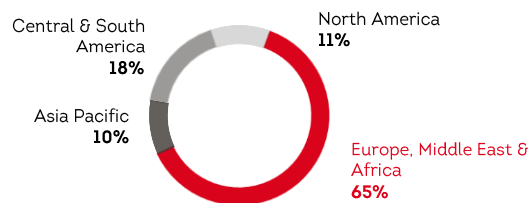
**644.4** MILLION CHF

- The region, especially the US, performed above group average due to the higher exposure to domestic travel
- Travel from the US to Central America was also supportive
- Dufry's Canadian operations remained negatively impacted due to higher exposure to international flights and ongoing restrictive measures
- The performance was driven by Hudson convenience stores, food and beverage and other duty-paid offerings

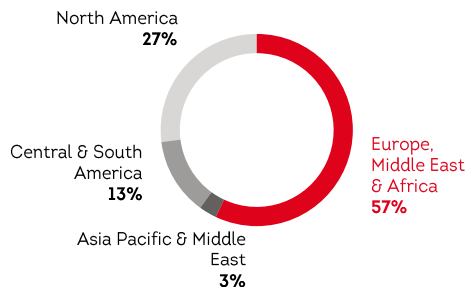
# RETAIL SPACE DEVELOPMENT

FY 2020

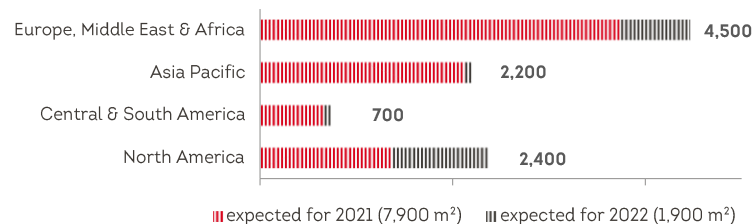
## 9,600 SQM OF GROSS RETAIL SPACE OPENED FY 2020



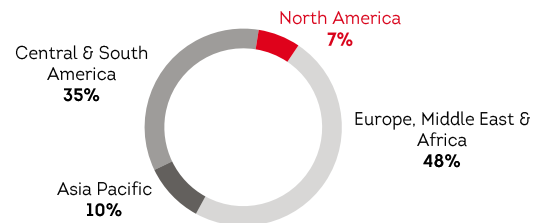
## 12,800 SQM OF RETAIL SPACE REFURBISHED FY 2020



## 9,800 SQM SIGNED SPACE



## PROJECT PIPELINE: 31,500 SQM



# INCOME STATEMENT ADJUSTED KPIs

FY 2020

in CHF million	FY 2020		FY 2019	
	Reported	%	Reported	%
<b>Operating Profit (EBIT)</b>	<b>(2,500.8)</b>	<b>-97.6%</b>	<b>432.8</b>	<b>4.9%</b>
Amortization of concession rights <sup>1</sup>	251.1	9.8%	308.9	3.5%
Impairment of concession rights <sup>1</sup>	556.8	21.7%	26.0	0.3%
Impairment of goodwill <sup>1</sup>	131.1	5.1%	-	-
<b>Adjusted Operating Profit (adj. EBIT)</b>	<b>(1,561.6)</b>	<b>-61.0%</b>	<b>767.7</b>	<b>8.7%</b>

in CHF million	FY 2020		FY 2019	
	Reported	%	Reported	%
<b>Net Profit to equity holders</b>	<b>(2,513.7)</b>	<b>-98.1%</b>	<b>(26.5)</b>	<b>-0.3%</b>
Amortization of concession rights <sup>1</sup>	251.1	9.8%	308.9	3.5%
Impairment of concession rights <sup>1</sup>	556.8	21.7%	26.0	0.3%
Impairment of goodwill <sup>1</sup>	131.1	5.1%	-	-
Interest on Lease Obligations	178.7	7.0%	187.7	2.1%
Transaction expenses <sup>1</sup>	-	-	2.9	0.0%
Income tax on above lines	(172.6)	-6.7%	(90.6)	-1.0%
Minority interest on above lines	(89.8)	-3.5%	(59.1)	-0.7%
<b>Adjusted Net Profit</b>	<b>(1,658.4)</b>	<b>-64.8%</b>	<b>349.3</b>	<b>3.9%</b>
Weighted average number of ordinary shares outstanding	58,450,437		49,885,624	
<b>Adjusted EPS</b>	<b>(28.4)</b>		<b>7.0</b>	

Note: Percentage numbers is a comparison related to turnover for the year

<sup>1</sup> Related to acquisitions

Please see full income statement in [Full Year 2020 Financial Report](#)

# TREATMENT OF MAG-RELIEF UNDER IFRS 16

## Accounting for FY 2020

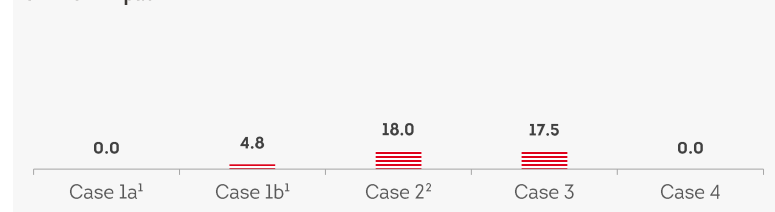
DUFY CASE	ACCOUNTING TREATMENT	MAG RELIEF
<b>CASE 1a:</b> MAG relief granted for 2020 and up to max June 2021 – contract signed in 2020	COVID-19 approach with full MAG relief reflected in P&L for period amendment was signed	<b>380.3</b>
<b>CASE 1b:</b> MAG relief granted for 2020 and up to max June 2021 – contract signed in 2021		<b>4.8</b>
<b>CASE 2:</b> MAG relief beyond June 2021, and/or other changes to contract e.g. prolongation	Modification Accounting with P&L impact over time based on new lease liability, right of use asset	<b>123.3</b>
<b>CASE 3:</b> Change to MAG per PAX or change to fully variable fee – contract signed in 2021	De-recognition from IFRS 16 treatment	<b>17.5</b>
<b>CASE 4:</b> Reduction of variable lease (MAG per PAX)	No IFRS 16 relevance	<b>25.5</b>
<b>TOTAL CASH FLOW IMPACT 2020</b> (in CHF million)		<b>551.4</b>

- MAG relief received in 2020 triggers different IFRS-16 related accounting-treatments
- Only part of the overall achievement of successful negotiations with landlords is reflected in 2020 P&L, a remaining part will only be recognized over time

2020 P&L Impact



2021 P&L Impact



<sup>1</sup> MAG relief, no changes in amortization & lease interest

<sup>2</sup> Lower amortization, only considering Q4 2020 / contract signing; full amortization effect in 2021

# BALANCE SHEET – OVERVIEW

FY 2020

in CHF million	31 Dec 2020	31 Dec 2019	Δ
<b>ASSETS</b>			
Property, plant and equipment	453.3	627.1	(173.8)
Right of Use assets	4,438.7	4,328.1	110.6
Intangible assets	2,196.8	3,236.1	(1,039.3)
Goodwill	2,369.3	2,611.3	(242.0)
Inventories	659.6	1,050.0	(390.4)
Other accounts receivable	315.0	422.0	(107.0)
Deferred tax assets	145.5	122.1	23.4
Other non-current assets	264.4	338.4	(74.0)
Other current assets	52.2	70.3	(18.2)
Cash and cash equivalents	360.3	553.5	(193.2)
<b>Total assets</b>	<b>11,255.0</b>	<b>13,358.9</b>	<b>-2,103.9</b>
<b>LIABILITIES</b>			
Equity	839.3	2,645.3	(1,806.0)
Non-Controlling interests	78.8	462.7	(383.9)
<b>Total equity</b>	<b>918.0</b>	<b>3,108.0</b>	<b>(2,189.9)</b>
Financial debt	3,704.3	3,655.4	48.9
Lease obligation	5,420.5	4,404.7	1,015.8
Deferred tax liabilities	321.9	396.8	(74.9)
Other non-current liabilities	118.7	176.8	(58.1)
Other current liabilities	771.6	1617.2	-845.6
<b>Total liabilities</b>	<b>10,337.0</b>	<b>10,250.9</b>	<b>86.1</b>
<b>Total equity and liabilities</b>	<b>11,255.0</b>	<b>13,358.9</b>	<b>-2,103.9</b>

Please see full balance sheet in [Full-Year 2020 Financial Report](#)



# CASH FLOW STATEMENT – OVERVIEW

FY 2020

	FY 2020	FY 2019	Δ
<b>Cash flow before working capital changes</b>	<b>(4.1)</b>	<b>2,223.7</b>	<b>(2,227.8)</b>
Lease payments, net	(401.8)	(1,263.7)	861.9
<b>Adjusted Operating Cash Flow</b>	<b>(405.9)</b>	<b>960.0</b>	<b>(1,365.9)</b>
Changes in NWC	(313.9)	(24.5)	(289.5)
Income tax paid	(27.3)	(97.0)	69.6
Dividends from associates	-	5.6	(5.6)
Capex, net of proceeds from sales	(106.0)	(245.3)	139.3
Interest received 3rd	23.3	31.0	(7.7)
<b>Free Cash Flow</b>	<b>(829.8)</b>	<b>629.9</b>	<b>(1,459.7)</b>
Interest paid	(168.8)	(181.3)	12.5
Cash flows related to minorities	(34.7)	(68.7)	34.0
Other financing items	6.0	3.3	2.6
<b>Equity Free Cash Flow</b>	<b>(1,027.3)</b>	<b>383.3</b>	<b>(1,410.6)</b>
Acquisition of Hudson shares / Business combinations	(275.3)	(48.7)	(226.6)
Financing activities, net <sup>1</sup>	1,020.5	(220.3)	1,240.8
FX adjustments and other	39.9	69.9	(30.0)
<b>Decrease/ (Increase) in net debt</b>	<b>(242.3)</b>	<b>184.2</b>	<b>(426.5)</b>

<sup>1</sup> Financing activities, net include CHF 820.4m from rights issue, CHF 151.3m from share placement, CHF 69.5m from mandatory convertible notes, CHF 28.9m equity component of convertible bond, and CHF 49.6m transaction-related costs for equity and debt instruments as well as business combinations, especially acquisition of Hudson shares  
Please see full cash flow statement in [Full Year 2020 Financial Report](#)

# UPCOMING EVENTS

2021

<b>17 Mar 2021</b>	Citi Virtual Infrastructure & Airline Field Trip
<b>18 Mar 2021</b>	Virtual Roadshow Switzerland, Credit Suisse
<b>24 Mar 2021</b>	Kepler Digital Swiss Seminar
<b>30-31 Mar 2021</b>	BofA ESG Consumer & Retail Conference
<b>12-13 Apr 2021</b>	Virtual Roadshow UK, BofA
<b>19-20 Apr 2021</b>	Virtual Roadshow APAC, Morgan Stanley
<b>21-22 Apr 2021</b>	Virtual Roadshow US, Goldman Sachs
<b>26 Apr 2021</b>	Virtual Roadshow Canada, RBC
<b>18 May 2021</b>	Dufry Annual General Meeting (AGM)
<b>20 May 2021</b>	Dufry Trading Update Q1 2021
<b>10 Aug 2021</b>	Dufry Half Year Results 2021

Subject to changes

# IR CONTACT DETAILS



**Dr. Kristin Koehler**  
**Global Head Investor Relations**

+ 41 61 266 44 22  
+ 41 79 563 18 09  
kristin.koehler@dufry.com



**Natália Barcellos**  
**Senior Investor Relations Analyst**

natalia.barcellos@br.dufry.com



**Eduardo Ganino**  
**Investor Relations Analyst**

+55 21 99871 0863  
eduardo.ganino@br.dufry.com



**Carolina Lopes**  
**Jr. Investor Relations Analyst**

carolinal.afamar@br.dufry.com

## 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.

This presentation does not constitute an offer to sell or the solicitation of an offer to buy securities, and shall not constitute an offer, solicitation or sale in any jurisdiction in which such an offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of that jurisdiction. There can be no assurance that any transaction will be pursued or consummated.

### Alternative Performance Measures:

This Presentation contains information regarding alternative performance measures. Definitions of these measures and reconciliations between such measures and their IFRS counterparts if not defined in the Presentation may be found on pages 239 to 241 of the Dufry AG Annual Report 2020 available on our [website](#).