



Avolta

Full Year Results 2024

12 March 2025



AGENDA

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FY 2024



Highlights 2024

Financials

+8.9% CER revenue growth, organic growth +6.3% (+7.7% Excl. Argentina)

CORE EBITDA increased +12.2% YoY to CHF 1,267m, margin 9.4%, +40 bps YoY

EFCF CHF 425m, +32% YoY, conversion +490bps

Strong start to 2025; YTD revenue growth +9.5% YoY, organic +6.0% YoY. Several seasonality effects in Q1 25

Capital Allocation

Leverage year-end 2.1x, down 0.5x from 2023, and 1.9x net of treasury share purchases

Cancellation of 6.1 million shares (4% of issued share capital) in December 2024

2025 share buyback program CHF 200m launched in January

Dividend CHF 1.00/share (+43% YoY) to be proposed at May 2025 AGM

Commercial & Digital

Robust business development in all regions and channels

Strong transformation of the physical spaces: Hybrid, Entertainment, Luxury specialty stores amongst others

Digital Innovation including Club Avolta, Avolta NEXT (start-ups), Smart Stores and new uses of Data

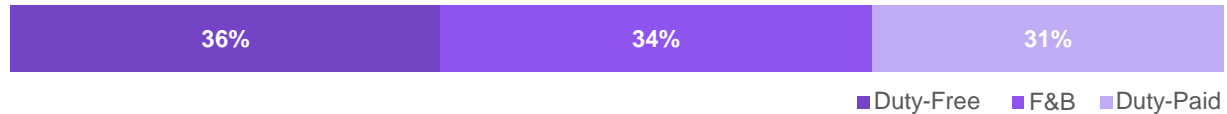
Exciting pipeline of opportunities for 2025

Region & Category Performance

Geographic Mix¹



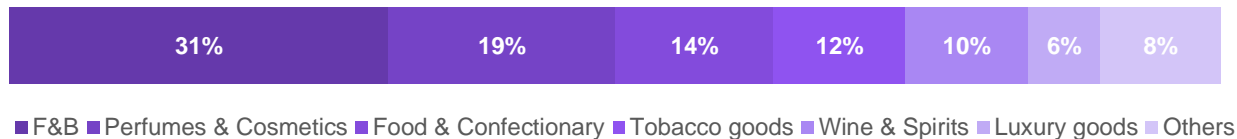
Business Lines



Channels



Category Mix



FY 2024 Regional Performance

CORE Turnover (CHFm)	FY 2024	LfL	OG YoY	OG YoY (Excl. Argentina)
EMEA	6,928	9.4%	9.4%	
N.America	4,297	5.4%	5.6%	
LATAM	1,572	-4.7%	-3.1%	7.0%
APAC	579	12.3%	3.5%	
Group	13,473	6.4%	6.3%	7.7%

Q4 2024 Regional Performance

CORE Turnover (CHFm)	Q4 2024	LfL	OG YoY	OG YoY (Excl. Argentina)
EMEA	1,659	9.5%	10.1%	
N.America	1,055	4.7%	4.2%	
LATAM	413	-9.6%	-8.4%	5.3%
APAC	154	12.3%	11.0%	
Group	3,301	5.3%	5.7%	7.8%

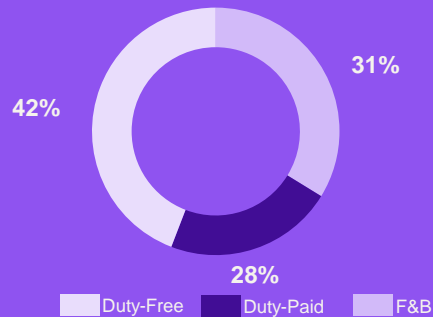
LfL = Like for Like
OG = Organic Growth

EMEA

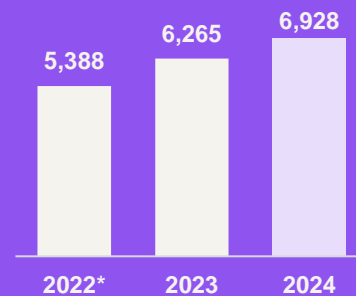
Overview and Key Highlights

CORE Turnover	CHF 6.9b
Countries	34
Stores & Restaurants	2,379
FTEs	27,358
Airports	164
Motorways and Others	631

Channel



CORE Turnover CHFm



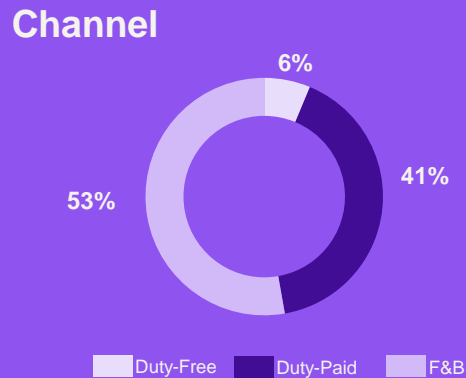
- **Key awards:** Nikola Tesla Airport in Belgrade (Serbia), Varna and Burgas airports in Bulgaria, Edinburgh Airport, Lagos (Nigeria), Türkiye, entry in Saudi Arabia and in Tunisia (2025)
- **Significant performance of renovated Spanish concessions**
 - 2/3 of refurbishments completed by December 2024
 - Remaining 1/3 refurbishments to be completed by end 2025



North America

Overview and Key Highlights

CORE Turnover	CHF 4.3b
Countries	2
Stores & Restaurants	2,046
FTEs	27,705
Airports	100
Others	14



- Healthy business development opportunities in the region
 - Key awards: JFK T8 11+ year duty-paid, F&B and convenience contracts, T6 18-year contract duty-free, travel convenience, specialty retail and hybrid
- Present in 67 airports out of the largest 75 by annual traffic
- Retention rate of **91%** in USA
- USA 2024 market share **~33% in line with last few years** with strong pipeline for growth

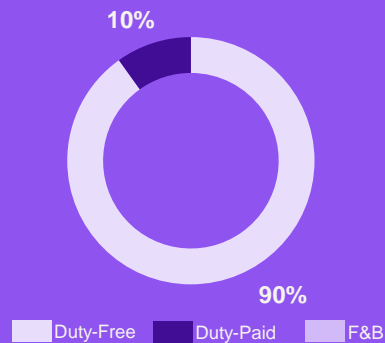


LATAM

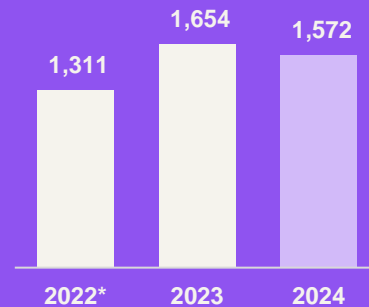
Overview and Key Highlights

CORE Turnover	CHF 1.6b
Countries	22
Stores	429
FTEs	6,734
Airports	66
Others	39

Channel



CORE Turnover CHFm



- Full Year OG **+7.0%** excl. Argentina
- Selective growth
 - Key awards: ten-year contract at **Manaus Airport**, and 4 new Norwegian Cruise Line ships
- **First LATAM hybrid** store opened in Mexico City, followed closely by new Sao Paulo/Conghonas Retail & F&B award in Brazil
- New F&B presence sets the foundations for untapped growth

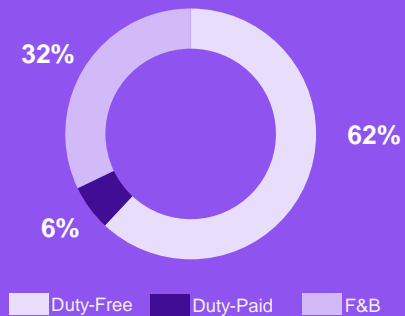


APAC

Overview and Key Highlights

CORE Turnover	CHF 0.6b
Countries	12
Stores & Restaurants	333
FTEs	5,856
Airports	26
Others	11

Channel



CORE Turnover



- Returning back to growth after period of portfolio optimization
- Chinese PAX continues to recover
- Growth opportunities in entire region e.g. India and Indonesia
- Progressively addressing commercial footprint
 - Key awards: Perth Airport, Macau Airport and Medan (Indonesia), Noida International Airport
 - Master Concessionaire contract at Wuhan Tianhe Int. Airport for 77 shops
- Purchase of **Free Duty** concessions with incremental revenues of **CHF 250m**



Bringing Customer-Centricity to life

Innovative new concepts

- Evolving store offerings with refurbishments
- Merger of physical retail and digital innovation
- Fusing luxury, innovation, and sustainability
 - **Presented By** at Zayed Airport, Abu Dhabi

Local

- Strengthening local sense of place
- Leaning on local brands
 - **Agave World** in Cancun International T3

Hybrids

- More than **20 Hybrid concepts** opened in 2024, building on strong vendor partnerships
- 25% of North America tenders requesting Hybrid concepts
 - **Hungry Club**, Barcelona and Madrid. Considered one of the top eight airport restaurants in the world by Bloomberg (20/02/25)

Entertainment

- **800 global activations** across all the regions
 - Global and Local festivities, Sports events, Gaming, Customer-specific oriented (Children, teens, nationalities, destinations)



Delivering on Digital Transformation

Club Avolta

- **Expanded coverage** to all our business lines: Duty Free, Duty Paid and F&B
- **New benefits** with airport lounge, mobility and lifestyle partners, such as status match with leading airlines and hotel chains (e.g. Raddison Hotels)
- Offered over 200 **unique experiences** to our loyal members, including downtown exclusive events and personalized products

Avolta NEXT

- Start-up co-creation platform to accelerate innovation
- 3 active start-up led innovations implemented
- Milan based F&B innovation hub

Smart Stores

- **450 Smart store tech** deployments including Camera Analytics, Virtual Try-On Makeup and other innovations to enhance shopping experience

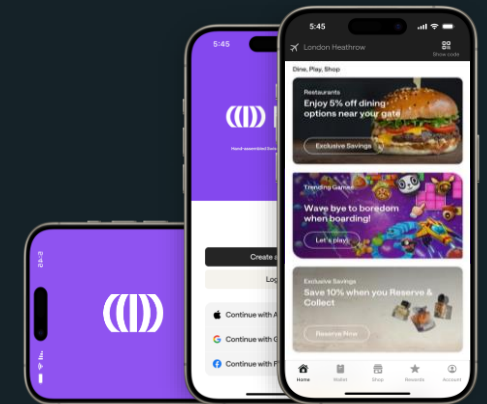
Leverage on AI

- **Avolta GPT**, internally-fenced AI tool
- AI driven “**intelligent management platform**” for store and operational managers
- Shelf and product assortment **recognition software**, incl. AI-driven recommendations

Club Avolta
>10m members

Club Avolta ATV
+3x more on
average

Club Avolta
>5%
annualized
revenues in
2024



02

Financial Update



Key Figures for 2024

REVENUE

CHF

13.5b

GROWTH

+6.3% Organic
+8.9% CER

EBITDA

CHF

1,267m

EBITDA MARGIN

9.4%

EFCF

CHF

425m

EFCF CONVERSION

33.5%

CORE Profit & Loss

CHFm	2024	%	2023	%
Net sales	13,241		12,329	
Advertising income	232		206	
Turnover (CORE)	13,473	100.0%	12,535	100.0%
Cost of sales	-4,690	-34.8%	-4,477	-35.7%
Gross profit	8,783	65.2%	8,058	64.3%
Concession expenses	-3,409	-25.3%	-3,179	-25.4%
Personnel expenses	-2,749	-20.4%	-2,539	-20.3%
Other expenses (net)	-1,358	-10.1%	-1,210	-9.7%
EBITDA (CORE)	1,267	9.4%	1,130	9.0%
Depreciation, amortization and impairment	-368	-2.7%	-312	-2.5%
EBIT (CORE)	899	6.7%	818	6.5%
Financial result	-187	-1.4%	-201	-1.6%
EBT	712	5.3%	616	4.9%
Income tax	-162	-22.8%	-159	-25.9%
Net profit	550	4.1%	457	3.6%
Non-controlling interests	-164	-29.8%	-149	-32.6%
Profit equity holders (CORE)	386	2.9%	308	2.5%

Weighted average number of shares ('000)	147,526	136,299
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EPS

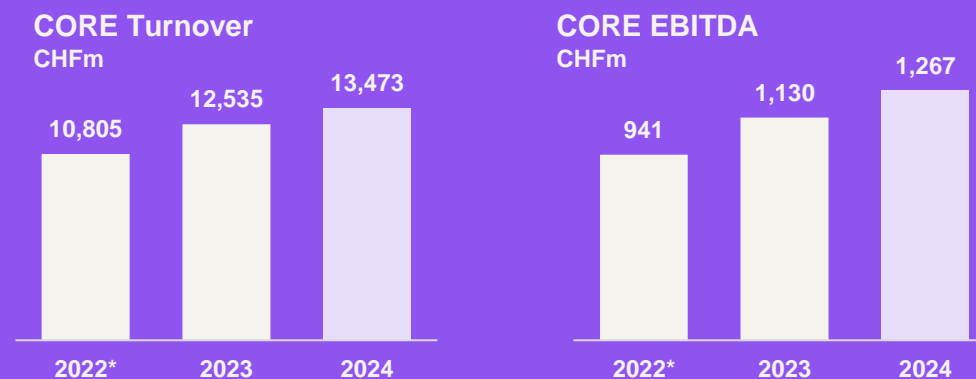
CORE EPS (Basic)	2.62	2.26
CORE EPS (Diluted)	2.57	2.21

Significant increase in Turnover

- FY CORE turnover +8.9% CER, up +6.3% on an organic basis (+7.7% excl. Argentina)
- Q4 CORE turnover +5.7% organic (+7.8% excl. Argentina)
- Momentum reflects continued strong business delivery

Earnings

- CORE EBITDA +12.2%, margin 9.4%, +40bps YoY
- Q4, low season quarter, EBITDA margin 7.8%, +30bps YoY
- Continued strong and focused execution



Cash Flow Statement

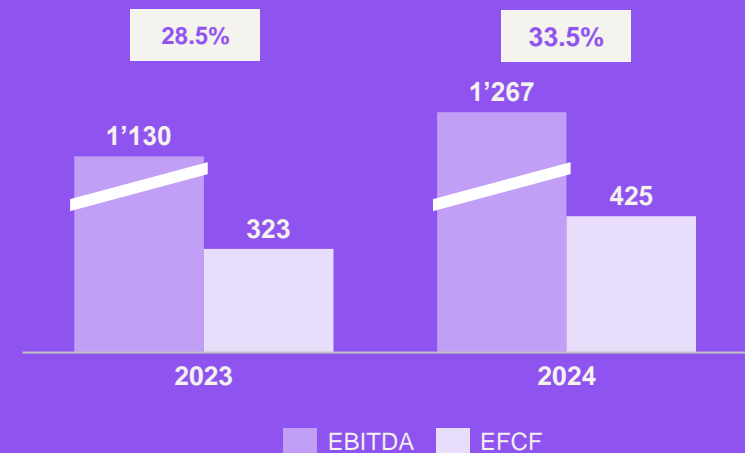
<i>CHFm</i>	2024	2023
CORE EBITDA	1,267	1,130
Changes in net working capital ¹	7	37
Capital expenditures	-473	-433
<i>% of Turnover</i>	-3.5%	-3.5%
Cash flow related to minorities	-124	-103
Dividends from associates	1	2
Income taxes paid	-120	-129
Cash flow before financing	558	504
Interest, net and other financing items	-133	-181
Equity free cash flow	425	323
<i>EFCF Conversion</i>	33.5%	28.5%
Purchase of treasury shares	-200 ²	-33
Dividend to equity holders	-104	
Other financing activities, FX on net debt	-87	-175 ³
Decrease/ (Increase) in Financial net debt	33	115
Net Debt		
– beginning of the period	2,696	2,811
– end of the period	2,663	2,696

Robust EFCF performance

- EFCF CHF 425m, conversion 33.5%, +490bps YoY
- Performance supported by:
 - Strong CORE EBITDA contribution
 - CAPEX 3.5% of turnover
- Medium-term target +100-150bps p.a. off new 2024 base

EBITDA and EFCF

CHFm



Balance Sheet

<i>CHFm</i>	Dec 24	Dec 23	Delta
ASSETS			
Property, plant & equipment	1,296	1,131	165
Right of use assets	7,785	7,237	548
Intangible assets	1,935	2,144	-209
Goodwill	3,111	2,979	133
Inventories	1,276	1,062	214
Other accounts receivable	631	576	55
Deferred tax assets	166	165	1
Other non-current assets	342	382	-39
Other current assets	100	124	-24
Cash and cash equivalents	756	715	41
Total assets	17,400	16,515	885
LIABILITIES			
Equity attributable to equity of parent	2,349	2,361	-12
Non-controlling interests	171	135	36
Total equity	2,520	2,495	25
Borrowings	3,389	3,340	49
Lease obligations	8,520	7,853	667
Deferred tax liabilities	372	410	-39
Other non-current liabilities	234	198	36
Other current liabilities	2,365	2,218	147
Total liabilities	14,880	14,020	860
Total equity and liabilities	17,400	16,515	885

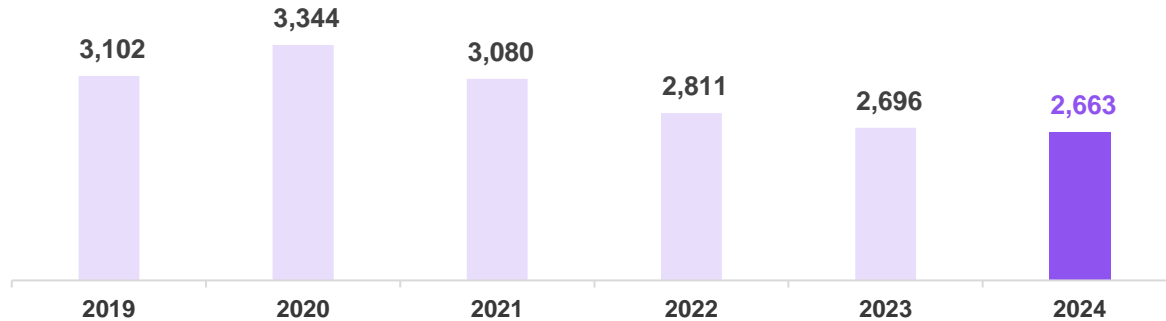
Balance Sheet mainly affected by

- New and extended concessions
- Purchase of Free Duty concessions
- Increase in inventory due to strong demand and business openings
- Dividend payment and treasury share cancellation

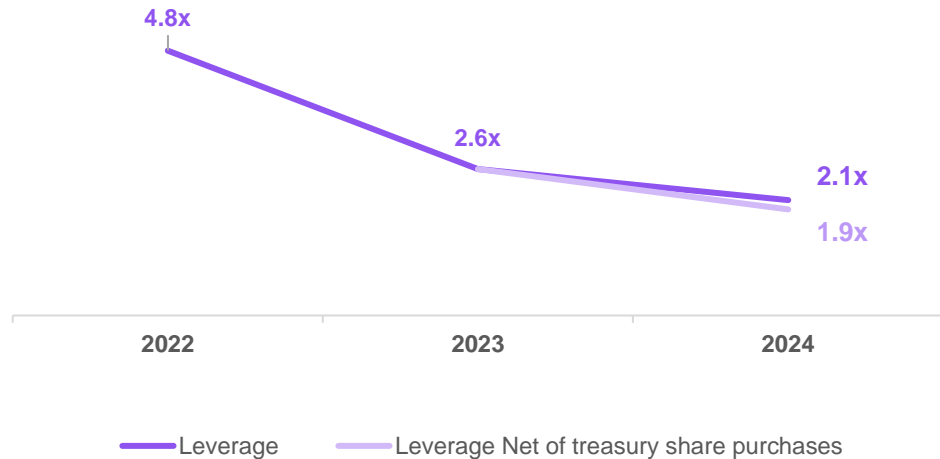
Financial Net Debt and Leverage

Financial Net Debt

CHFm



Leverage¹ (Net Debt / Core Ebitda)



Net Debt CHF 2,663m

- Leverage¹ to 2.1x Net Debt/ CORE EBITDA (1.9x net of treasury share purchases)
- Mid-term target ratio 1.5x-2.0x

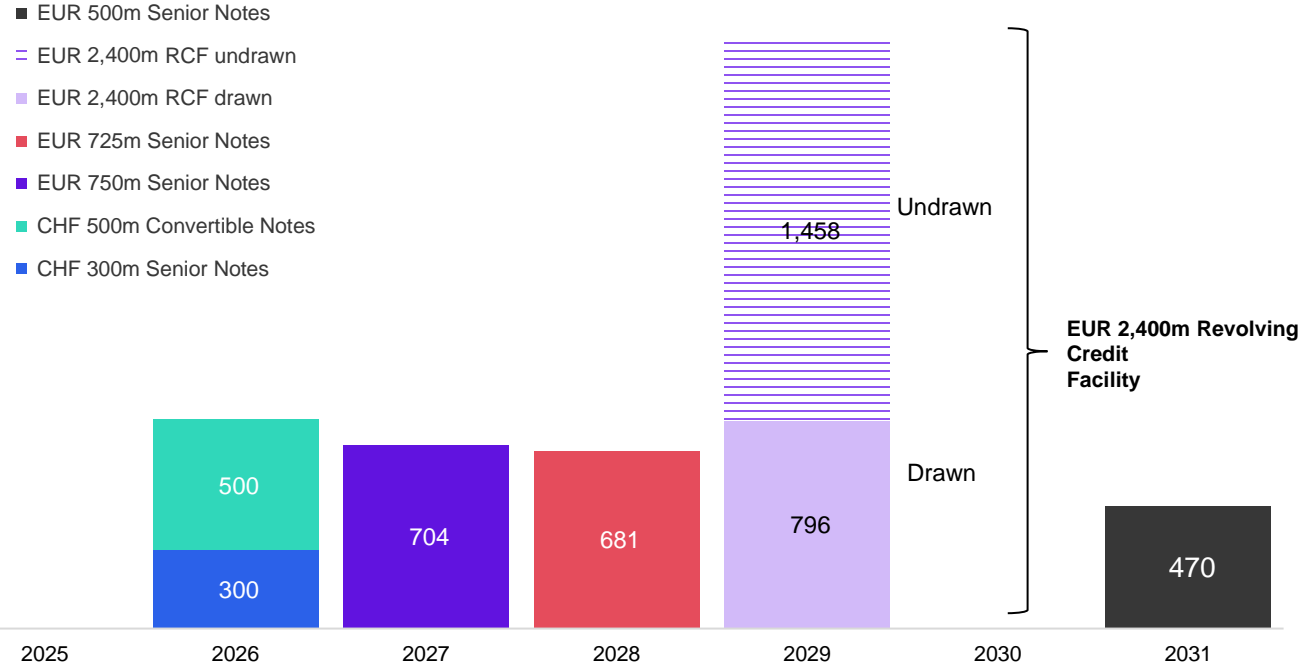
Evolution of Credit Ratings

	2022	2023	2024
Rating S&P / Moody's	B+ / B1	BB / Ba3	BB+ / Ba2

Maturity Profile & Liquidity Position

Maturity Profile

CHFm



- No 2026 maturity refinancing risk due available liquidity
- Refinancing with either cash, new bond(s) or a combination

Well diversified financing structure

RCF extension

- Maturity extended by 2 years to 2029
- Margin reduction driving CHF 10m interest savings p.a.

Strong available liquidity at CHF 2,214m

- CHF 756m cash
- CHF 1,458m committed credit facilities available
- **Weighted avg. maturity 3.8 years**
- **Weighted avg. interest 3.4%**
- **Balance fixed/ floating rate 77% / 23%**
- **Debt split: USD: 23%, EUR: 37%, CHF: 39%, other 1%**

Outlook

((|) Avolta)

Medium-Term Outlook

(per annum at CER)

Organic Growth

+5% – 7%

EBITDA Margin (%)

+20 – 40 bps

EFCF Conversion (%)

+100 – 150 bps

Capital Allocation Policy

1 Invest In Growth (Organic & Inorganic)

- **Store Network Upgrading**
- **Digital and Technology Transformation**
- **Business Development in new locations**

- **Small/medium size selective M&A**
 - Value accretive
 - Cash funded

2 Balance Sheet Efficiency

- **Strong Credit Rating**
- **Target net debt / EBITDA 1.5x - 2.0x** (flexibility up to 2.5x for selective M&A)

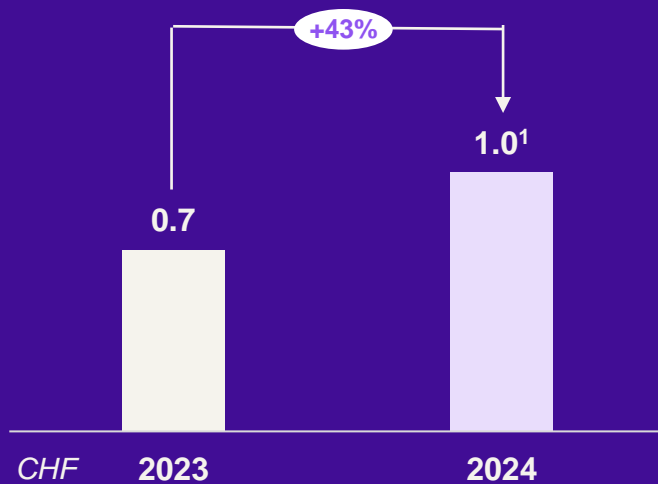
3 Capital Returns

- **Pay a Progressive Dividend**
 - ~1/3 of EFCF, Growing in line with EFCF
 - FY 2024: CHF 1.00/share (+43% YoY) to be proposed at May 2025 AGM
- **Distribution of Excess Cash**
 - Medium-term excess cash returned via potential share buybacks

Focus on Per Share Metrics

Dividend

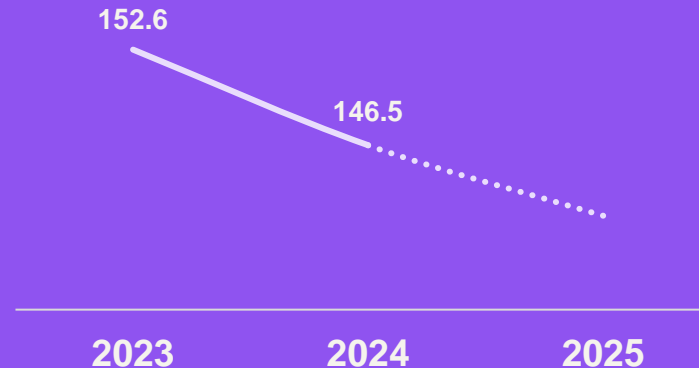
- FY 2024 dividend CHF **1.00/share** (+43% YoY) to be paid following 2025 AGM approval
- Medium-term targets and capital allocation policy underpins sustainable dividend growth over the foreseeable future



Share Buyback

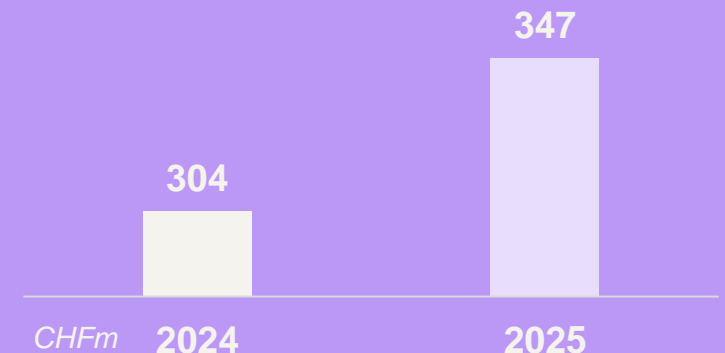
- 2024 share cancellation totalled CHF 200m and represented **4% of outstanding shares**
- Share buyback 2025 of up to **CHF 200m launched**
- Medium-term excess cash to be returned via share buybacks

Number of shares outstanding (m)



Dividend & SBB²

- Combined 2024 dividend (to be paid following 2025 AGM approval) and SBB 2025 anticipated to total CHF 347m
- A total of CHF 651m cash is expected to have been returned to shareholders in 2024 and 2025



Corporate Governance

Use of Equity

- Proposal to shareholders at upcoming AGM to approve Capital Range of +10%/-10% versus the range approved by shareholders in 2024 of +20%/-10%

Remuneration

Further alignment of remuneration with shareholder interest considering feedback received

- Total GEC compensation 2024 versus 2023 -24.3%
- Updates to incentive schemes KPIs in 2025
 - Adding CORE EPS¹ as target to Short Term Incentive Plan
 - Targets: CORE Turnover (25%), CORE EBITDA (20%), EFCF (20%), CORE EPS (35%)
 - Increase weight of relative TSR in Long Term Incentive Plan from 25% to 50%
 - Targets: relative TSR (50%), CORE EPS (30%), Sustainability (20%)
- Proposal to shareholders at upcoming AGM to approve the maximum total remuneration of CHF 37m for the GEC, remaining unchanged
- Proposal to shareholders at upcoming AGM to approve maximum total remuneration of the Board of Directors to be reduced from CHF 11.0m to CHF 10.6m

04

Conclusion



Conclusion

Key Financial Highlights

- Strong FY 2024 +8.9% CER revenue growth, OG +6.3% (+7.7% Excl. Argentina)
- CORE EBITDA +12% YoY to CHF 1,267m, margin 9.4%
- FY EFCF CHF 425m (+32% YoY)
- Strong start to 2025; YTD revenue growth +9.5% YoY, organic +6.0% YoY. Several seasonality effects in Q1'25

Key Operational Highlights

- Robust business development in all regions and channels
- 800+ entertainment initiatives
- Increased proportion of tenders won with hybrid concepts (Retail + F&B),
- Continue to Digitally innovate: 450 smart store deployments, Club Avolta and Avolta NEXT (start-ups)

Shareholder Value

- Cancellation of 6.1m shares (4% of issued share capital) in December 2024
- Share Buyback of up to CHF 200m launched 2025
- Dividend CHF 1.00/share (+43% YoY) to be proposed at May 2025 AGM
- Governance enhancements being implemented, ensuring alignment with shareholder interests

Medium-term targets confirmed, building on strong 2024 base

Q&A

05

Appendix



Income Statement 2024 – IFRS to CORE Bridge

<i>CHFm</i>	IFRS Actual FY24	CORE Adjustments	CORE Actual FY24
Net sales (IFRS) / (CORE)	13,493	-252	13,241
Advertising income	232	0	232
Turnover (IFRS) / (CORE)	13,725	-252	13,473
Cost of sales (IFRS) / (CORE)	-4,924	234	-4,690
Gross profit (IFRS) / (CORE)	8,801	-18	8,783
Leases expenses (IFRS) / Concession exp. (CORE)	-1,951	-1,458	-3,409
Personnel expenses	-2,749	0	-2,749
Other expenses net (IFRS) / (CORE)	-1,318	-39	-1,358
Operating Profit wo D&A / CORE EBITDA	2,783	-1,516	1,267
D&A / impairment intangibles	-1,849	1,481	-368
Operating Profit / CORE EBIT	934	-35	899
Financial result (IFRS) / (CORE)	-587	400	-187
Profit before Tax / CORE EBT	347	365	712
Income tax (IFRS) / (CORE)	-87	-75	-163
Net profit / CORE Net profit	260	290	550
Non-controlling interests	-157	-7	-164
Profit equity holders	103	283	386

Selected Events

14 May	Avolta AGM
15 May	Q1 Trading Update
26 June	Avolta Capital Markets Day, Barcelona
31 July	Half-Year Results
30 October	Q3 Trading Update

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Legal Disclaimer

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Alternative Performance Measures: This document contains information regarding alternative performance measures. Definitions of these measures and reconciliations between such measures and their IFRS counterparts if not defined in the document may be found on pages 266-272 of the Avolta 2024 Annual Report available on our website at <https://www.avoltaworld.com/en/investors>.