Autogrill Group

1st half 2001 results

Milan, 11 September 2001

Main comments

• 1st half well on budget for the year

• Relevant like-for-like growth in Italy (+4.5%), North America (+3% in airports despite traffic slowdown), Spain (+3.5%)

• EBITDA up 6.5% against 2000, with solid performance in US (10.3% of sales), dilution effect (-0.5%) coming from restructuring of Passaggio and non-recurring corporate costs (around E. 3.5 ml.)

• Net debt, excluding FX conversion impact, grew 2.2% against 1st half 2000: this means that the free cash flow generated over last year (about 160 euro million from June 2000) was able to fully finance the acquisition of Passaggio (5.5% of total group sales)

1st half Performance

Financial Highlights

	1H2001	1H2000	Var. %	Var. % net of FX impact
Systemwide Sales	1.524,3	1.369,2	11,3%	
Net Sales	1.487,9	1.330,0	11,9%	8,1%
EBITDA	151,4	142,2	6,5%	3,3%
% on net sales	10,2%	10,7%		
CASH FLOW	108,2	94,1	15,0%	7,2%
% on net sales	7,3%	7,1%		
CAPEX	78,7	82,7	-4,8%	-4,9%
% on net sales	5,3%	6,2%		
FREE CASH FLOW	10	-31,8	131,4%	-
% on net sales	0,7%	-2,4%		
NET DEBT	1.297,2	1.153,80	12,4%	2,2%

1st half Performance
Financial ratios

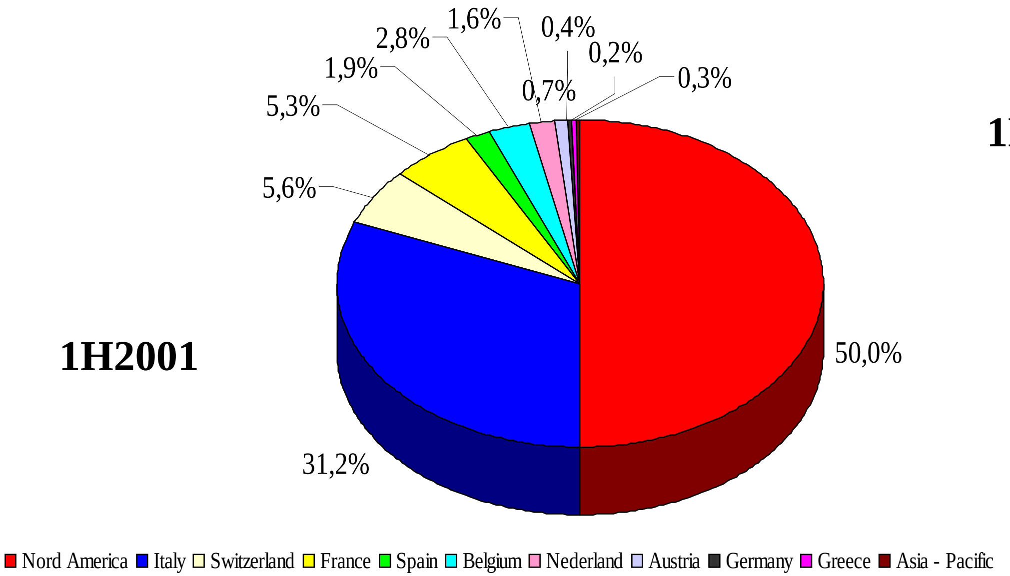
	1H2001 excl. Passaggio	1H2001	1H2000	Var. %
EPS on restated net profit		0,15	0,12	*27%*
ROI*	6,0%	5,3%	5,6%	
CFROI**	7,6%	7,1%	6,8%	
EBITDA interest coverage	4,8	4,2	4,7	
EBITA interest coverage	2,5	2,3	2,5	
Cash Flow/Net Debt	9,0%	8,3%	8,2%	

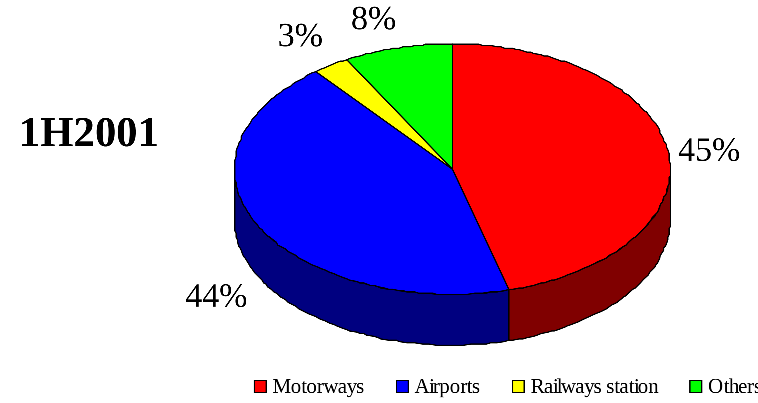
* EBITA on Net Invested Capital

** Cash Flow on Net Invested Capital

1st half Performance

Sales breakdown by country and by channel





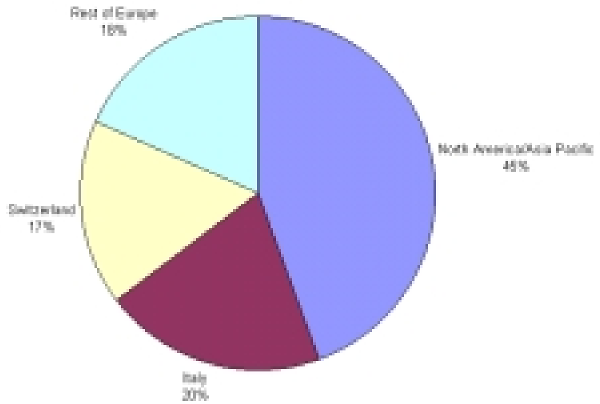
AUTOGRILL MARKET SHARES

Country	Motorways		Airports		Railway Stations	
	Rank	MKT share	Rank	MKT share	Rank	MKT share
Italy	1st	75%	1st	41%	3rd	20%
US	1st	40%	1st	50%		
France	2nd	21%			1st	34%
Switzerland	2nd	40%	1st	80%	1st	68%
Belgium	1st	48%				
Nederland	1st	36%	1st	94%		
Spain	2nd	20%				
Austria	2nd	24%				

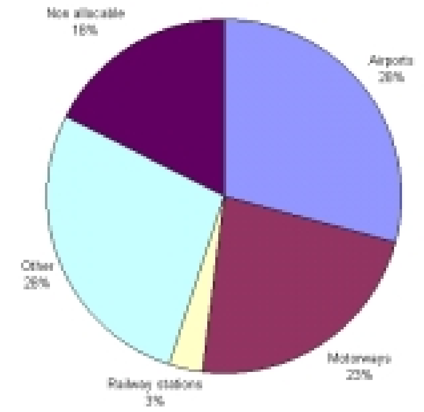
1st half Performance

Capital expenditure analysis

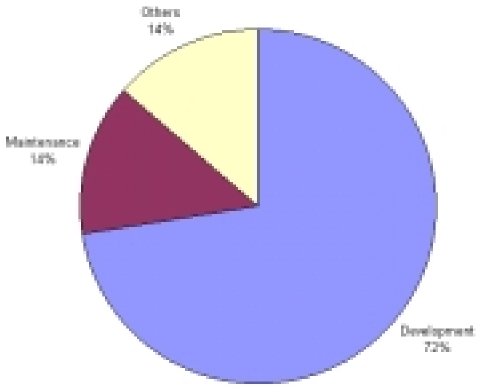
Capital expenditure by country

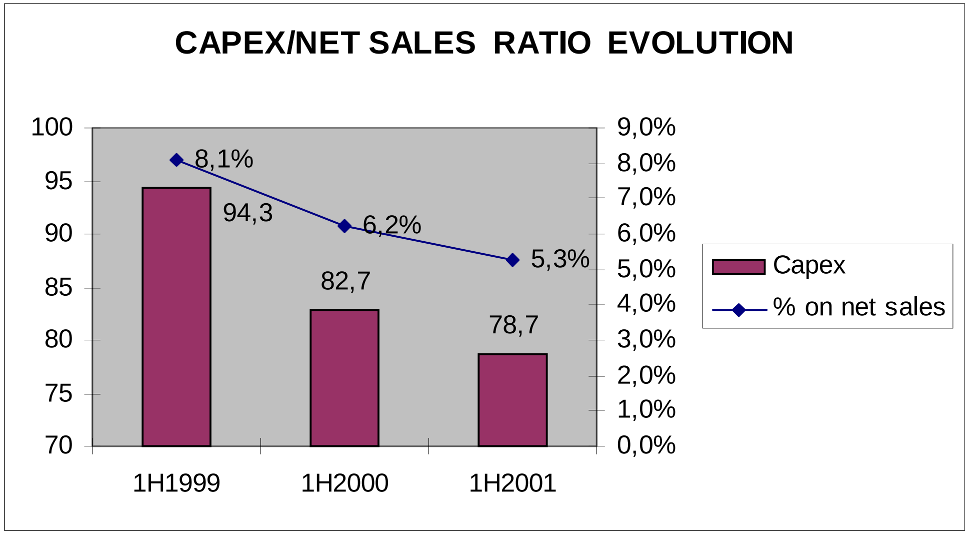


Capital expenditure by channel



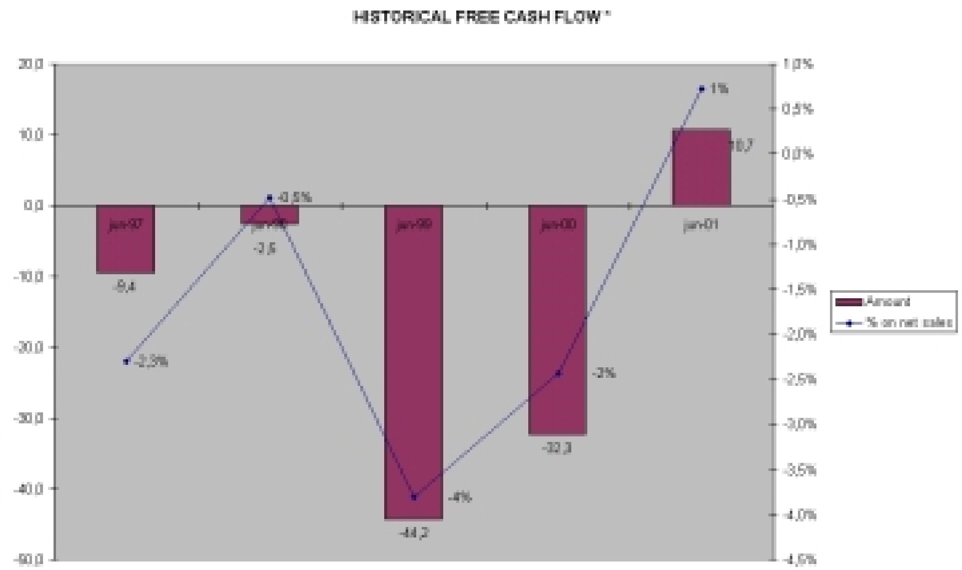
Capital expenditure by scope



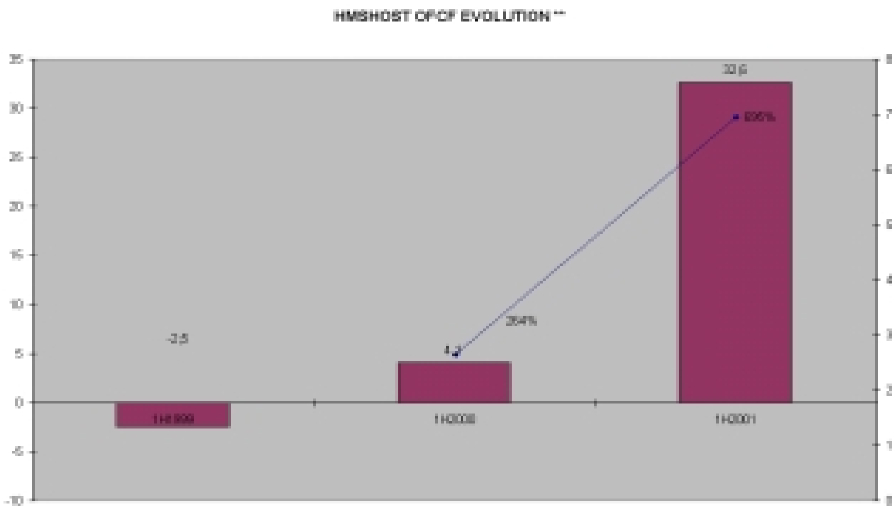


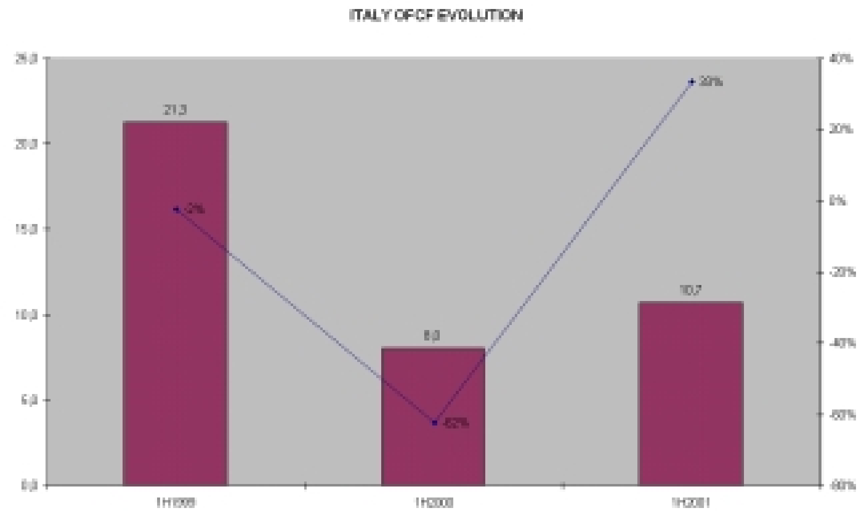
1st half Performance

Free cash flow analysis



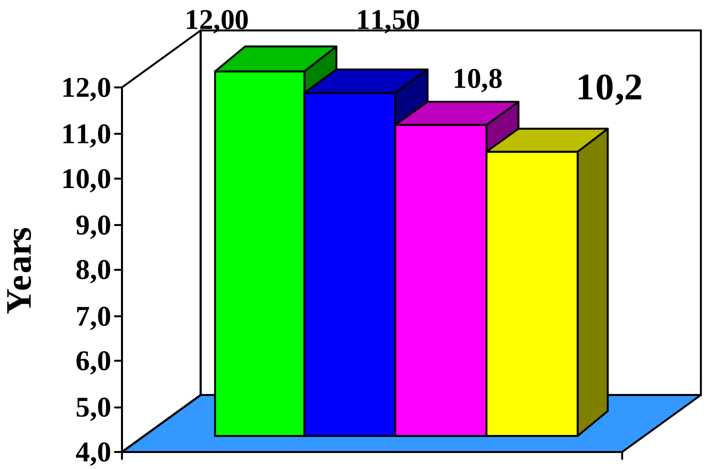
- For the first time since 1997, the Group generated free cash flow during the first half, despite seasonal trends
- Performance was particularly strong at HMSHost which reported an operating free cash flow of 32 million dollars against 4 million in the first half of 2000 (+695%)



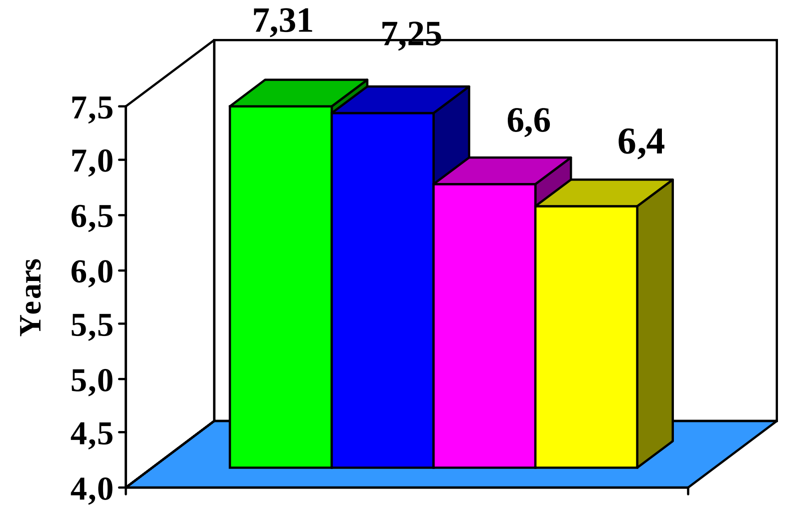


*Cash flow - capex +ΔWC + Dividend
**EBITDA - Capex +ΔWC

Portfolio average residual life

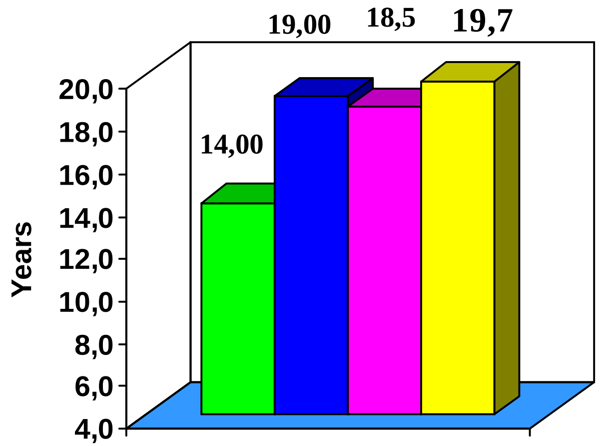


ITALY



HMSHost

EUROPE



1998 1999 2000 1H2001

Strategic evolution

Restructuring and integration results

- During 1st half 2001, 29 European motorway areas (15% of the total) were refurbished introducing Autogrill standards and concepts
- We lunched a loyalty program which covers 450 European MSA in Italy, France and Spain dedicated to bus drivers.
- Two A-Cafè were opened in Greece and France
- Two Spizzico were opened in Switzerland, while PanEsprit opened its first location outside motorways

New generation motorway areas figures

euro million	Turnover	Δ vs 2000
Montelimar (France)	**4,8**	**54,8%**
Benicarlo (Spain)	**1,4**	**25,0%**
La Macchia (Italy)	**2,9**	**70,0%**

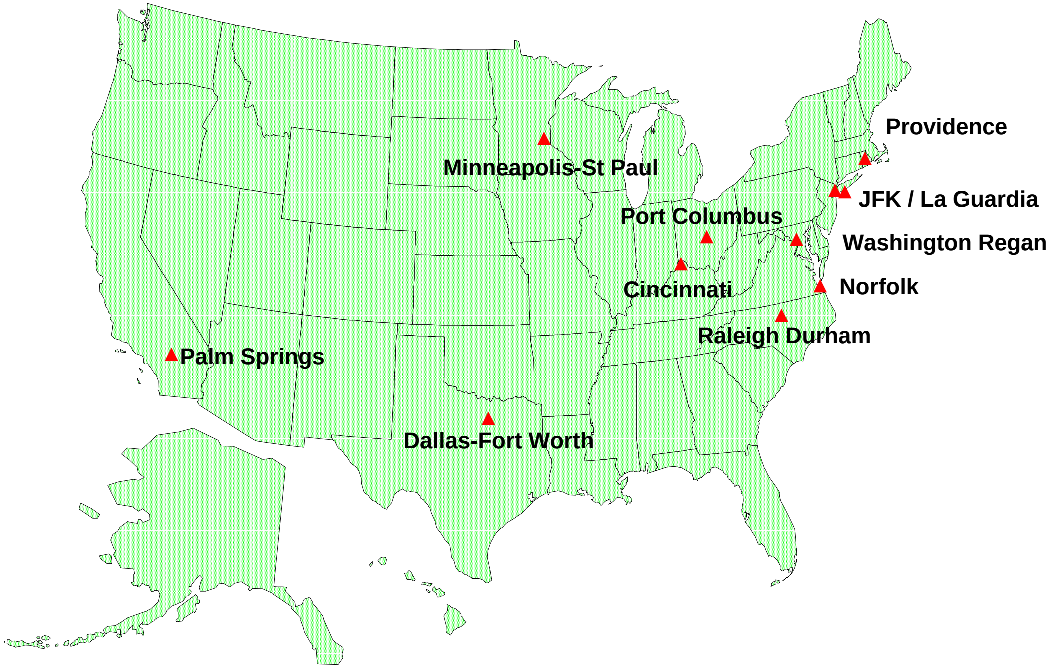
Strategic evolution

new contracts and relevant events

Country	Place	Data	Event	Channel	Product	Length	Total sales (euro mln)
Italy	Falconara, "Sanzio Ovest"	June	managing of both fuel and no-oil products in a travel plaza	street	oil&food	6 + renewal option	test location
	Roma Fiumicino terminal A	August	drugstore opening	airport	retail	5	test location
France	Lione, "La Part Dieu"	June	opening new locations	railway station	food	7	70
	Avignone	June - July	tender win - opening new location	railway station	food	10	12
	Le Mans	June	tender win	railway station	food	10	13
Spain	motorways A7, Tarragona-Alicante	February	contract extension	motorways	food	20 (until 2019)	650
Greece	Athens	March	opening new location	airport	food	5 + 5 renewal	11,5
Switzerland	Bavois	February	opening new locations	motorways	food		
	Bern	March	tender win	railway station	food	5 + 5 renewal	40
	Lully	March	opening new locations	motorways	food		
USA	Garden State Parkway	February	contract extension	motorways	food&retail	until 2020	800
	Cincinnati	March	contract extension	airport	food	until 2009	90
	Halifax	May	tender win	airport	food&retail	10 food - 5 retail	45 food - 10 retail
	S.Antonio	June	tender win	airport	food	7	28

Strategic evolution: acquisitions

Anton Airfood



- 3rd player in the market

- 90 locations in 11 airports

- specialised in the small-medium airport market segment

- 8 years of average residual portfolio life and no concessions expiring before 2005

- strong management relationships

- strong regional and national portfolio brand (Popeye's chicken, Jump, TGI Friday's, etc)

- efficient acquisition structure, using options designed to allow us to buy 96% of the stakes at a price linked to projected results (globally the multiples will be between 6.5 and 7.5 times EBITDA)

Strategic evolution: acquisitions

Zurich airport

• In March 2001 we increased our stake in Flughafen Restaurant from 48% to 50%

• In September we bought the remaining 50% from the Swissair Group for 16 CHF million

• The price reflects a 2001 EV/Sales of 0.4 and a 2001 EV/EBITDA of 4

Zurich airport

Our TOP AIR restaurant in Zurich airport

Strategic evolution: acquisitions

Portland International airport

- HMSHost was awarded a food and beverages contract at the international airport in Portland, Oregon (13.8 million passengers)

- The ten-year contract provides for the introduction of Starbucks and a specific pub brand.

- The contract will generate cumulate revenues of more than 30 million dollars.

- With this operation, the total revenues of the new contracts won by HMSHost in the year are in excess of 80 million dollars

Regional performances: HMS Host

Highlights

• **Comparable domestic airport concession revenues**, which comprise over 80% of total net sales, increased 3% due to 4% growth in revenues pe enplaning passengers (RPE) offset by a 1% drop in domestic passenger enplanements

•**Comparable motorway revenues**, which comprise over 15% of total net sales, increased by a solid 4% compared to the 1st half of 2000

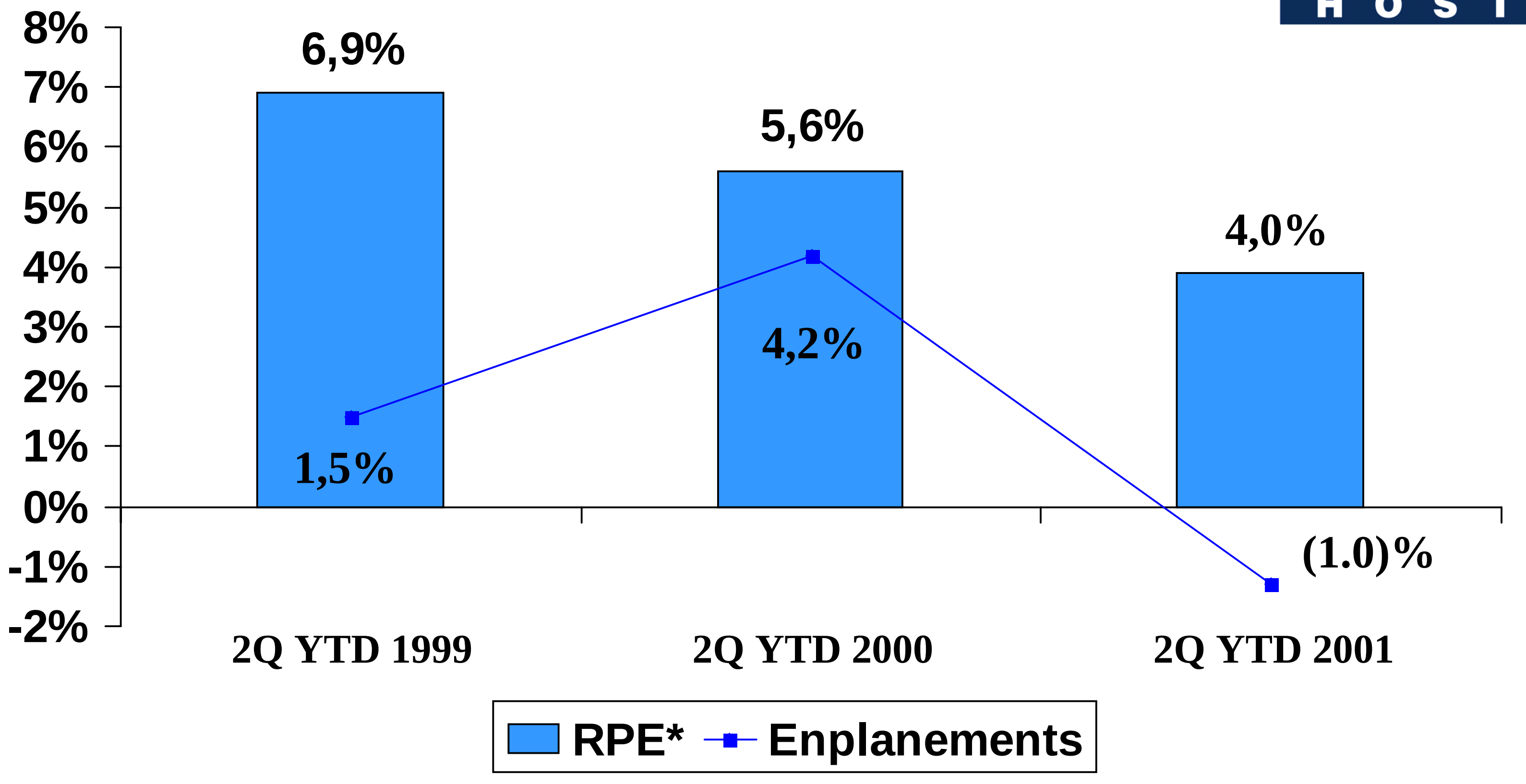
• **Total channel operating profit**, which excludes corporate general and administrative costs, reached 9.5% on net sales, compared with 9.1% in 1st half of 2000

•the airport channel reported a 4% increase in operating profit, reaching 12% of net sales (11.5% during 1st half of 2000)

•the tollroad channel reported an operating profit equal to 3% of sales (4% in 1st half of 2000). The deterioration is due to lower traffic as a result of bad weather during the first quarter of 2001 and a shortfall in traffic from six travel plazas under construction during the first half of 2001. We expect solid improvements in the coming quarters.

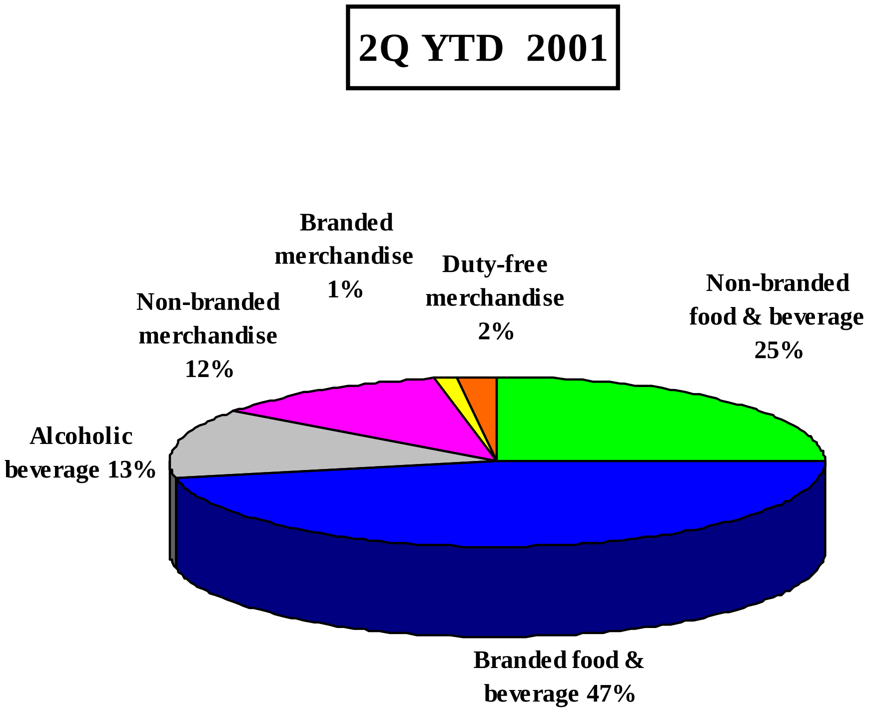
Regional performances

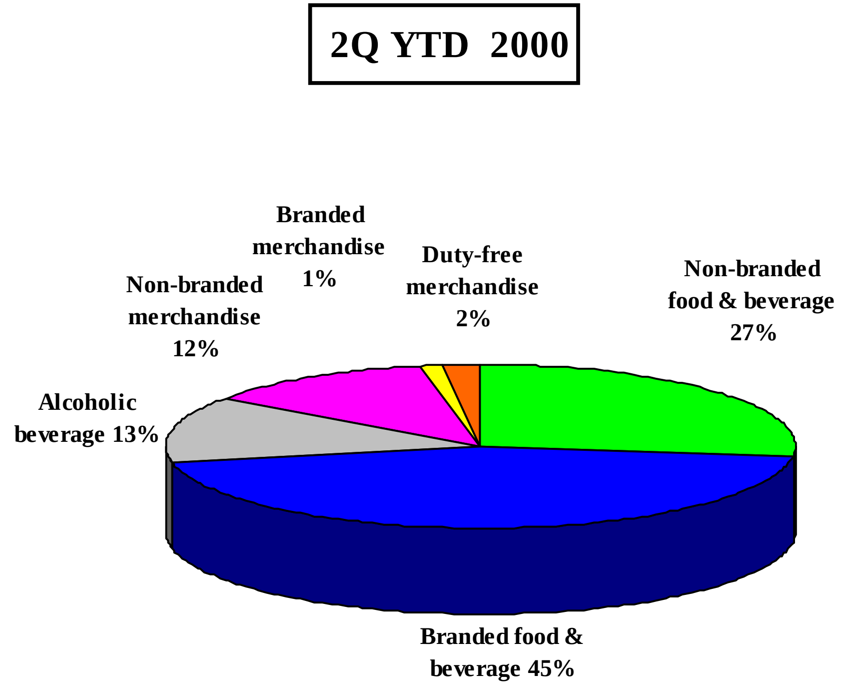
HMS Host - RPE & Enplanement Growth



* Annualized comparable domestic revenues per enplaning passenger and estimated enplanement growth

Regional performances
HMS Host





Regional performance
HMS Host - awards

- in August, the IATA 2001 survey ranked the airports of **Minneapolis-St. Paul** (first in the world across all categories), **Amsterdam**, **Seattle**, **Atlanta** (3rd, 4th and 5th, respectively in the category over 25ml. pass.), **Vancouver** (4th in the 15-25 ml. category) and **Montreal Dorval** (4th in airports with fewer than 15 ml.) as the Top Airports Worldwide for restaurant-eating facilities.

- in June the "2001 Airport Food Ratings" of the "Physicians Committee for Responsible Medicine" recognised **San Francisco, Minneapolis-St. Paul, and Chicago O'Hare** International airports as offering the travelling public the healthiest food and beverage alternatives

Samuel Adams in Atlanta airport


Sbarro in Schiphol airport

Regional performances
ITALY

• Net sales increased 6% vs. last year, reaching 464 million euros.

• EBITDA increased 6.8%, reaching 13.9% of net sales (13.8% in 1st half 2000)

•The tollroad channel generated net sales of 367.2 million euros , up 5.2% vs 1st half of 2000 (+4.9% like-for-like against +3.7% traffic growth)

•The airport channel reported net sales of 15.4 million euros (+20%), while railway station net sales grew 55% vs 1st half of 2000 (4.2 million euros)

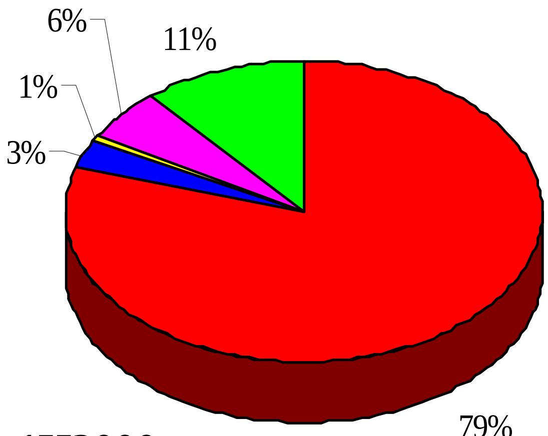
•QSR net sales exceeded 42 million euros, growing by 30% over 1st half of 2000

• Spizzico comparable growth was 13%, while BK -11.2% due to mad cow effect

•12 new Spizzico/Burger King outlets were opened during the first half

Regional performances

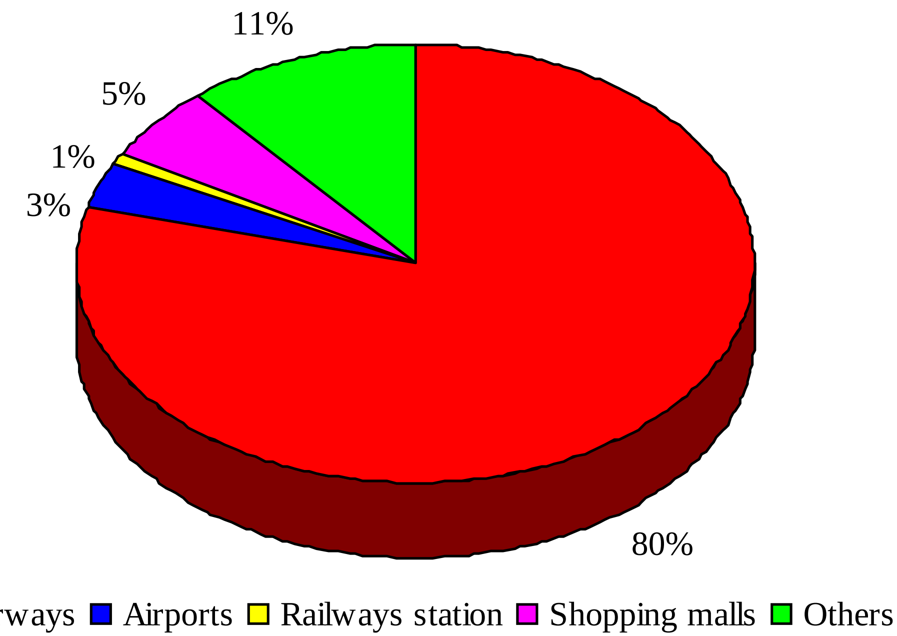
ITALY - Sales breakdown by channel and product



1H2000

	1H2001	1H2000	Var. %
Catering	276,3	256	8%
Retail	180,7	172,7	5%
Other*	6,7	9	-26%
Total	463,7	437,7	6%

1H2001



Regional performances

Switzerland

euro million	MOTORWAYS	AIRPORTS	OTHER CHANNELS		TOTAL
Net Sales	**25**	**11,2**	**46,4**		**82,6**
EBITDA by channel	**4,8**	**1,2**	**1,6**		**7,6**
% on net sales	***19,2%***	***10,7%***	***3,4%***		***9,2%***
Unall. Costs				**-6,2**	**-6,2**
EBITDA					**1,4**
% on net sales					***1,7%***

PROJECTS

- Integration and portfolio restructuring
- Rebrandings and refurbishments
- Cost synergies
- Development

ACTION

- Passaggio Holding was renamed **AUTOGRILL SCHWEIZ AG**
- acquisition of **100% of Zurich airport concession**
- disposal of non-strategic business and assets
- opening of “Bavois” and “Lully” travel plaza
- Bern railway station tender won
- in May opening of locations in shopping malls
- opening of the first 2 Spizzico in Switzerland

Regional performances

Rest of Europe

- Net sales in the other European countries rose overall by 3.6% with EBITDA moving from 13.5% of 1st half 2000 net sales to 12.6% .

- Excellent net sales performance in France (+8.7% to 79.4 million euros) and Spain (+6.2% to 28 million euros)

- Net sales growth reflected the closure of locations in shopping malls in Belgium and Luxembourg (- 2.4 million euros) and the negative performance of the Netherlands (-3.5%) due to a sharp fall in traffic from Germany as a result of mad cow disease and foot and mouth.

- Margins reflected negative performance in Austria and Germany (-1.2 million euros) as well as severe strikes on the French railways

Outlook

Strategies

- Business performance strengthens our budget forecasts with significant net sales performance in all the main countries and improved margins, especially in the USA and at Group level

- Progress in the integration of Passaggio confirms the minimal dilution on margins expected for 2001 at the time of the acquisition (0.1-0.2 % of Ebitda) and the positive contribution expected over the next few years

- Generation of net cash, which continues to be significantly higher than expected, will enable the Group to support its growth strategies in strategic countries/channels (Noth America, continental Europe)

- The Group intends to complete a number of other extraordinary operations to boost its market shares and rationalise its portfolio:
  - medium-size acquisitions (net sales of 50-100 million euros) in major countries/channels
  - disposal of non-core businesses
  - new contracts, especially in the airport channel

Outlook

Financials

	2001	Var. Vs 2000 %
Net Sales	**3300**	**8,6%**
EBITDA	**408**	**9,4%**
% on net sales	***12,4%***	
CASH FLOW	**285**	**10,5%**
% on net sales	***8,6%***	
CAPEX	**200**	**9,9%**
% on net sales	***6%***	
FREE CASH FLOW	**105**	
% on net sales	**3%**	
Net financial position	**1060**	**-6,8%**

Amounts in euro million
Exchange rate euro/Usd 0,90

- We are working on the business plan for the period 2002-2004.
- The first view "at a glance" confirms and enforces the opportunities and results of the previous plan in terms of sales, EBITDA and Free Cash Flow