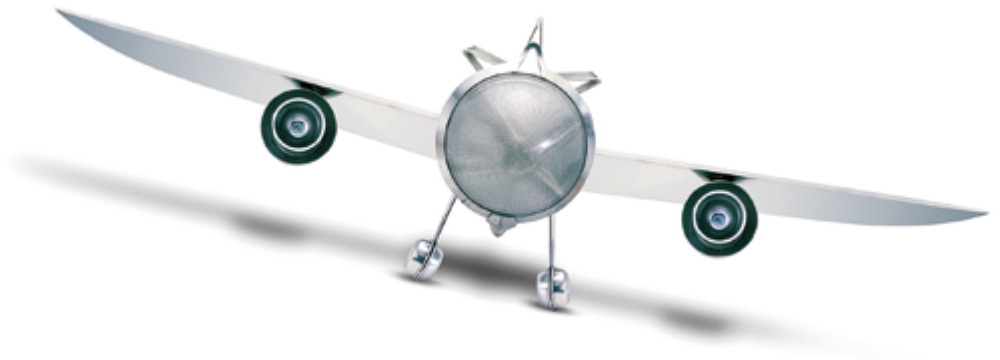


THE GROUP	FOOD & BEVERAGE	ECONOMIC & FINANCIAL INFORMATION
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## The Group



## AUTOGRILL AT A GLANCE

Autogrill is the world's leading provider of Food & Beverage services for travelers. Present in 30 countries with a workforce of about 54,000, it manages more than 4,300 points of sale in about 1,000 locations. It operates mainly through concessions: at airports and railway stations, along motorways, on high streets and at shopping centers, trade fairs and cultural attractions.

over **3.9 billion**  
2014 revenue

**30**  
countries

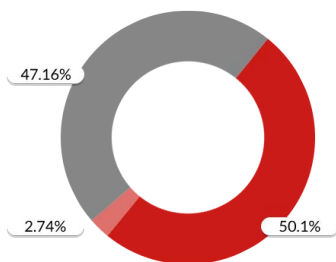
more than **4.300**  
stores

about **1,000**  
locations

## Geographical presence

Australia	Denmark	India	The Netherlands	Sweden
Austria	Emirates	Indonesia	Poland	Turkey
Belgium	Finland	Ireland	Russia	United Arab Emirates
Canada	France	Italy	Singapore	United Kingdom
Czech Republic	Germany	Malaysia	Slovenja	USA
China	Greece	New Zealand	Spain	Vietnam

Location by channel	North America	International	Italy	Other European countries	Total
Airports	82	43	8	11	144
Motorways	97	-	410	215	722
Railway stations	-	-	14	37	56
Malls	5	-	36	9	50
Others	-	-	20	7	27
<b>Total</b>	<b>184</b>	<b>43</b>	<b>488</b>	<b>279</b>	<b>994</b>



## Ownership structure

Autogrill - listed on the Italian stock exchange - is controlled by Schematrentaquattro S.p.A. (which is totally owned by Edizione S.p.A., the Benetton family holding company) which hold 50.1% of the stock.



THE GROUP	FOOD & BEVERAGE	ECONOMIC & FINANCIAL INFORMATION
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Food & Beverage

BRAND PORTFOLIO

The Company manages a portfolio of 250 brands specially selected for each country.

The rich variety of brands provided, both proprietary and licensed, together with the ability of create food & beverage concepts in line with international gastronomic trends, is one of the strengths of Autogrill's marketing strategy that makes its business model unique.

90%

services managed through concession contracts

900 million

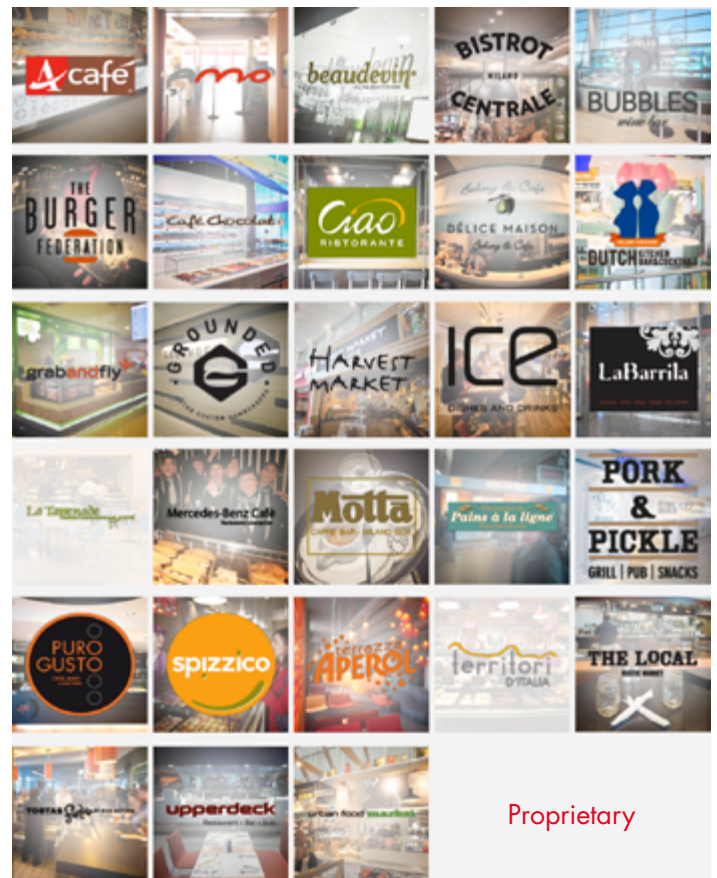
customers served each year

250 brands

proprietary and licensed

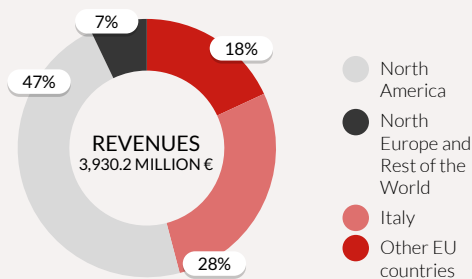
BUSINESS SEGMENT

Autogrill serves a world on the move. The global Autogrill restaurant provides Food & Beverage services to 900 million travelers each year. The Group operate across four continents. HMSHost is the Company through which the Group operate in over 80 airports and about 100 gas stations in North America. Through its division, HMSHost International, the Group pursue business development in Asia and the Middle East, and manage the activities in the main airports and railway stations in Northern Europe and Oceania. In each market, customers know us through familiar international and local brands. About the 90% of the Group's food and beverage services are managed through concession contracts with landlords of airports, motorway service stations and railway stations.

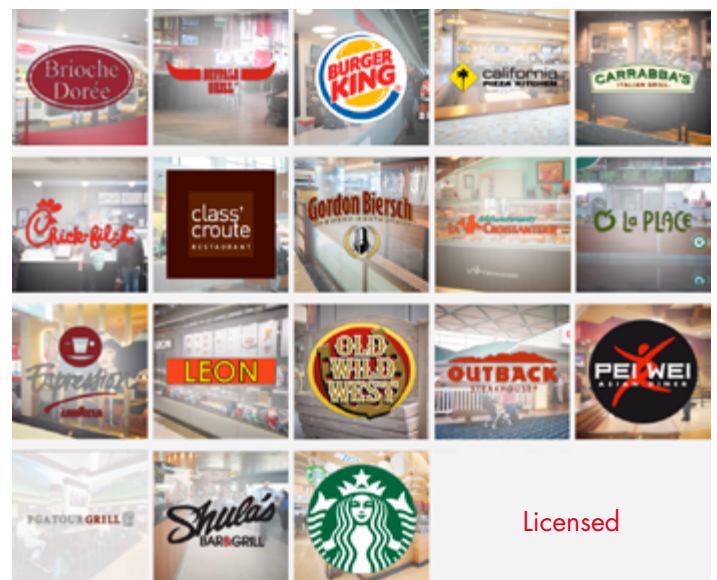
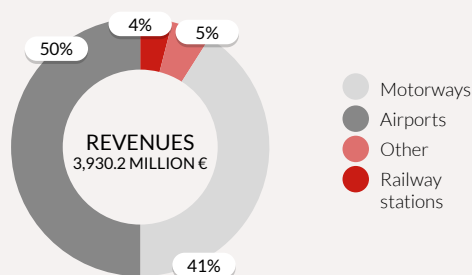


Proprietary

Revenue 2014 for geographic area



Revenue 2014 for channel



Licensed

Economic & Financial Information

PERFORMANCE

2014 was characterized by sustained growth in passenger traffic in airports and a recovery in motorway traffic in all the main geographical regions in which the Group operates. Passenger traffic in airports was up 5.1% worldwide. Growth was significant in Europe (up 5.3%) and North America (up 3.3%) and particularly sustained in airports in the Middle East (up 9.4%) and Asia (up 5.9%).

The motorway channel in Italy showed faint signs of recovery, with traffic up 0.9%, due in part to falling fuel prices in the last quarter. Motorway traffic in the United States grew 0.5%.

In this scenario Autogrill carried forward its business development strategy, both by strengthening its commercial operations, especially in the airport channel, in markets where the Group is already active, like the United States, the UK, Germany and Scandinavian countries, and by exploiting major opportunities to expand in emerging and faster growing economies like Vietnam, Indonesia, Turkey and United Arab Emirates. In parallel, given the persistent weakness of the Italian market, the Company concentrated on redefining its operating perimeter through selective renewals in the motorway channel.

(m€)	Full Year 2014	Full Year 2013	Change 2013	Change at constant
<b>Revenue</b>	<b>3,930.2</b>	<b>3,984.8</b>	<b>-1.4%</b>	<b>-0.9%</b>
<b>EBITDA</b>	<b>316.2</b>	<b>314.0</b>	<b>0.7%</b>	<b>1.2%</b>
<i>EBITDA margin</i>	8.0%	7.9%		
<b>EBIT</b>	<b>118.6</b>	<b>88.3</b>	<b>34.4%</b>	<b>35.7%</b>
<i>EBIT margin</i>	3.0%	2.2%		
<b>Profit from continuing operations</b>	<b>37.0</b>	<b>8.3</b>	<b>343.7%</b>	<b>398.5%</b>
<i>% of revenue</i>	0.9%	0.2%		
<b>Profit from discontinued operations (demerger)</b>	<b>-</b>	<b>91.1</b>	<b>-100.0%</b>	<b>-100.0%</b>
<b>Profit attributable to owners of the parent</b>	<b>25.1</b>	<b>87.9</b>	<b>-71.4%</b>	<b>-71.1%</b>
<b>Earnings per share (€ cents)*</b>				
- basic	9.9	34.7		
- diluted	9.9	34.6		
<b>Net cash flows from operating activities</b>	<b>223.5</b>	<b>148.1</b>		
<b>Net investment</b>	<b>196.4</b>	<b>162.6</b>	<b>20.8%</b>	<b>21.0%</b>
<i>% of net sales</i>	5.0%	4.1%		

\* Earnings per share of third quarter 2013 includes Profit from discontinued operations (demerger)

(m€)	31.12.2014	31.12.2013	Change 31.12.2013	Change at constant
<b>Net invested capital</b>	<b>1,184.0</b>	<b>1,117.5</b>	<b>66.5</b>	<b>(17.3)</b>
<b>Net financial position</b>	<b>693.3</b>	<b>672.7</b>	<b>20.6</b>	<b>(35.4)</b>

The Autogrill share

Autogrill S.p.A. has been listed on the Italian stock exchange since 1997 and is in the FTSE MIB index, which lists major enterprises in terms of market capitalization.

Autogrill share historical figures	2014	2013	2012	2011	2010	2009	2008	2007
Number of shares making up share capital (million)	254.4	254.4	254.4	254.4	254.4	254.4	254.4	254.4
Capitalization (end of period - €m)	1,590	1,562	1,906	2,277	2,399	1,674	2,185	2,964
Average price over period (€)	6.48	4.99	7.49	8.95	9.43	6.58	8.59	14.21
Price at the end of period (€)	6.25	6.14	8.68	7.54	10.57	8.80	5.41	11.65
EPS (€)	0.09	0.34	0.38	0.49	0.41	0.14	0.33	0.62

Change in net financial position (€m)

