ICA Gruppen
Equity story
A stable foundation for continued profitable growth

<table>
<thead>
<tr>
<th>#1</th>
<th>Leading positions and strong brands</th>
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<tbody>
<tr>
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<td>ICA Gruppen has leading market positions in grocery retail and pharmacy supported by very strong brands.</td>
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<table>
<thead>
<tr>
<th>#2</th>
<th>Unique business model in Sweden</th>
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<td>Grocery retail business in Sweden combines market leading scale with local knowledge and entrepreneurship through independent retailers.</td>
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<th>#3</th>
<th>Strong financial position and stable returns</th>
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<td>A stable business and a strong financial position provides attractive returns for shareholders.</td>
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<th>#4</th>
<th>Capacity to invest to capture new opportunities</th>
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<td>Strong operational cashflows and scale enables investments in innovation, digitalisation and infrastructure.</td>
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<th>#5</th>
<th>Extensive digital agenda</th>
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<td>Ambitious agenda to reduce cost and capture additional synergies through digitalisation.</td>
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Leading positions and strong brands

- A leading retail company focused on food and health
- A synergistic group structure where each part contributes to the whole
- Core business in grocery retail – leading positions both online and offline in Sweden under the ICA brand and strong position in the Baltics under the Rimi brand
- Supporting businesses, profitable in their own right and providing synergies to the core
- 2018 total sales: SEK 115bn of which ICA Sweden: SEK 82bn
- 2018 Operating profit: SEK 4.7 bn
- Share listed on Nasdaq Stockholm (Large Cap)

Our vision:
We make everyday a little easier

### ICA
- Grocery retail market leader in Sweden
- 1,277 Stores
- 36% Market share
- 82,411 Net sales
- 3,332 EBIT

### ICA Fastigheter
- ICA Real Estate - supports ICA Sweden’s store network
- 2,591 Net sales
- 417 EBIT

### ICA Banken
- ICA Bank - full-service bank and insurance offering
- >800,000 Bank customers
- >140,000 Insurance customers
- 1,353 Net sales
- 71 EBIT

Ambitious sustainability targets
- Climate-neutral operations by 2020
- Cut food waste in half by 2025
- Best at helping consumers make healthy choices by 2020
- Socially audited and quality certified corporate brand suppliers

Long-term financial targets
- Growth faster than the market
- EBIT margin: 4.5%
- Dividend payout ratio: >50%
- ROCE: 7.5%
- Net debt/EBITDA: <3

SEK million. All figures as of end 2018.
Unique business model in Sweden

- A unique business model where independent retailers own their stores and decide on assortment and pricing. Founded in 1917 and a major success factor for ICA over the past century. Still unique and relevant
- ICA Sweden – wholesale sales to the retailers while also offering supporting services, such as e-commerce fulfilment, central marketing and payment solutions
- ICA Sweden also responsible for store network planning, initial financing & retailer recruiting
- Four different store formats
  - ICA Maxi
  - ICA Kvantum
  - ICA Supermarket
  - ICA Nära

Combining local entrepreneurship with scale advantages...

ICA Sweden

- Goods and services
- Wholesale margin
- Royalty
- Profit sharing
- Cost coverage

External suppliers (>10,000) 81% of goods

ICA Maxi Special

- Non-food
- Assortment & private label development
- Format & business development
- Marketing & market analysis
- E-commerce solutions
- Store network planning, financing & retailer recruiting
- Logistics
- Operational support

Independent ICA retailers

- Approx. 1,500 retailers in Sweden operating almost 1,300 stores
- Independent store companies with their own P/L and B/S
- Set their own prices and assortment
- Free to purchase from other suppliers (today ~80% from ICA Sweden)

External suppliers 19% of goods

Customers

Brand
Scale
Efficiency

Commitment
Entrepreneurship
Local market knowledge

A strong, locally adapted customer offering
Leading positions and strong brands…

- ICA – a market leader in grocery retail in Sweden and one of Sweden’s best-known brands
- Rimi Baltic – strong retailer positions in Estonia, Latvia and Lithuania. #1 in Latvia
- Apotek Hjärtat – the second largest company in the Swedish pharmacy market
- ICA Real Estate has a large and actively managed property portfolio within the retail segment – AUM ~SEK 20 bn
- ICA Bank – >800,000 customers and a vital part of the ICA system

…generating a solid cash flow and a stable financial performance…

- Supports core business development
- Funds growth projects
- Enables stable return for the shareholders.

…that allows us to capture opportunities – both online and offline

- Digitalisation of retail requires large upfront investments in infrastructure, systems and competences – scale matters
- Growth in online sales outperforming average online market growth

Attractive historical return

Since formed in 2013, ICA Gruppen has gradually increased its ordinary dividend while also managing to maintain a high level of investment. The Group’s financial targets include providing a dividend of at least 50% of profit for the year. The target reflects ICA Gruppen’s stable earnings and is to be at a competitive level for the sector.

Dividend per share and dividend yield
Extensive digital agenda – focus on four areas

- ICA: Increased capex spend on e-commerce infrastructure with back-end systems and e-commerce warehouse. Ocado-powered CFC to open in 2022.
- Rimi Baltic: Launch of online shopping in 2019/2020
- Apotek Hjärtat: A broader offering and faster deliveries
- Aim to significantly improve last mile offer in major cities

**Key digital initiatives**

AI & Data centre of excellence
Ocado deal signed
First ICA dark store
Apotek Hjärtat launches Click&collect, Click&express
Investment in and partnership with Min Doktor
Launch of My climate goal, ICA Voice and ICA Spara

**ICA online 2018**

- Total sales online: SEK 1.7 bn
- Online share of total sales: 1.5%
- Online share active stores: 2.8%
- Growth in sales online 2018: 42%

**Apotek Hjärtat online 2018**

- Online total market share of sales: >10%
- Online market growth: 38%
- Apotek Hjärtat online growth 2018: 55%
Q2 Report 2019
Continued good earnings performance – Hemtex sold

Financial

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<td>30,529</td>
<td>29,258</td>
<td>+4.3%</td>
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<td>1,365</td>
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<td>EBIT margin:</td>
<td>4.5%</td>
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Events

- Hemtex divested in May – capital loss SEK 382 million
- Anders Bärlund, new Chief Strategy & Business Development Officer at ICA Gruppen

Store sales and retail market in Q2

Sweden – Store sales growth in line with market

- ICA store sales in Sweden, growth of +4.1%, in comparable stores +3.9%
- Price and calendar effect of +4.4% (price +2.7%, calendar +1.7%)
- Market growth according to DVI* +4.3%
- ICA Online sales growth +36% (food online +42% and menu baskets +6%). Market growth +24%
- Establishments Q2: 1 new store

Rimi Baltic – Increased inflation and high market growth

- Rimi store sales +3.6%, comparable sales +5.1%
- Estonia comparable +2.8%
- Latvia comparable +6.3%
- Lithuania comparable +4.9%
- Inflation +3.3%
- Market growth 8.2%
  - Estonia +6.5%
  - Latvia +7.0%
  - Lithuania +9.8%
- Establishments Q2: 3 new stores

Apotek Hjärtat – Sales development slightly above market growth

- Apotek Hjärtat sales growth +3.4% (adjusted growth 2.8%, fixed prices prescription drugs, excl. Minutkliniken)
  - Prescription +4.0%
  - OTC 1.6%
  - Traded goods +2.3% (excl. Minutkliniken +5.8%)
- Market growth of +2.9%. Adjusted 2.7%
  - Prescription +1.7%
  - OTC +2.9%
  - Traded goods +8.6%
- Strong online growth, Apotek Hjärtat +45%, market+37%
- Establishment Q2: 3 new pharmacies

MSEK

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*Food retail index/Dagligvaruindex, except Netto
** DVI Online

As of January 1, 2019, ICA Gruppen reports in accordance with IFRS 16. 2018 numbers have been recalculated.