



# Presentation of Q4 and annual results 2022/23

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April 28<sup>th</sup> 2023

\*This presentation is translated from the Icelandic version which was published on April 28<sup>th</sup>, 2023. Should there be discrepancies between the two versions, the Icelandic version will take priority over the translated version.

# Overview

## Highlights from operations

Financial statements

Status and prospects

## Quarter in a nutshell: Key figures

Q4 2022/23 (changes from Q4 2021/22)

**40,2** b.ISK

sales

▲ 13,8%

**2,4** b.ISK

EBITDA

▼ 1,5%

**0,7** b.ISK

profit

▲ 1,5%

**19,3%**

gross margin

▼ 1,4%pt.

**13,7%**

salaries- and cost ratio

▼ 0,5%pt.

**38,8%**

equity ratio

▼ 2,2%pt.

## Year in a nutshell: Key figures

12M 2022/23 (changes from 12M 2021/22)

**162,0** b.ISK

sales

▲ 19,3%

**12,0** b.ISK

EBITDA\*

▲ 14,5%

**4,9** b.ISK

profit

▲ 23,7%

**19,1%**

gross margin

▼ 1,8%pt.

**12,9%**

salaries- and cost ratio

▼ 0,9%pt.

**38,8%**

equity ratio

▼ 2,2%pt.

\* One-off items 1,4 b.ISK

# This stands out in the quarter

- **Hagar's operations proceeded well in the quarter**, especially when one looks to how the **demanding operational environment in retail has been** - severe mixture of price escalations and increased operational costs
- **Very massive supply price rises from wholesalers and manufacturers in Q4 - Special emphasis on economical supply purchases and operations** to counteract price escalations
- **Increased activity continuing in daily groceries** and the number of visits and units sold increases - total sales of **fuel litres decreases** due to a decline in sales to bulk users
- **Gross margin in ISK grows between the years but the Groups margin ratio decreases** - Hagar participating in the fight against inflation
- **Hagar reached an agreement to purchase Dista ehf.** but Dista is a wholesaler with alcoholic and non-alcoholic beverage - **requisites for due diligence assessment and agreement by the CA**
- **The quarter used extensively, as the year, to strengthen Hagar's operations into the future**, a.o. by the digital tour, cooperation with Klasi, further growth of Eldum rétt and development of innovations for the stores



HAGKAUP

olis

AÐFÖNG

Bananas

STÓRKAUP |

ELDUM  RÉTT

ZARA



# Stores and warehouses: Increased activity but profit like last years

Income statement Q4 2022/23 (m.ISK)

- **Income** from groceries, specialty articles and warehouses **increased just over 13% between the years and amounted to 28.7 b.ISK** - EBITDA was just under **2.1 b.ISK (7,3%)**
- **EBITDA decreases by 5%** compared to Q4 2021/22
- **Highest price increases from wholesalers and manufacturers** seen in recent times - effects of war reflected in higher supply prices
- **Inflation in groceries in Q4 lowest in Iceland (about 10%)** compared to the Scandinavian countries (12-20%) and among the lowest in Europe (average ~18%)
- **New supply procurement pattern in groceries is noticeable** - more customers look for cheaper alternatives to branded products
- **Sold units** in groceries retail **grow** considerably and **visits largely** - **Christmas sales excellent** in spite of Icelanders' increased travel abroad
- Record number of home deliveries from **Eldum rétt** and "single dishes" available in the Hagkaup's stores

|                 | Q4 '22/23    | Q4 '21/22    | Δ           | %Δ           |
|-----------------|--------------|--------------|-------------|--------------|
| Income          | 28.706       | 25.355       | 3.351       | +13,2%       |
| Expenses        | -26.603      | -23.148      | -3.455      | +14,9%       |
| <b>EBITDA</b>   | <b>2.103</b> | <b>2.207</b> | <b>-104</b> | <b>-4,7%</b> |
| <i>EBITDA %</i> | 7,3%         | 8,7%         | -1,4%       | -15,8%       |
| <b>EBIT</b>     | <b>1.246</b> | <b>1.272</b> | <b>-26</b>  | <b>-2,0%</b> |
| <i>EBIT %</i>   | 4,3%         | 5,0%         | -0,7%       | -13,5%       |



HAGKAUP



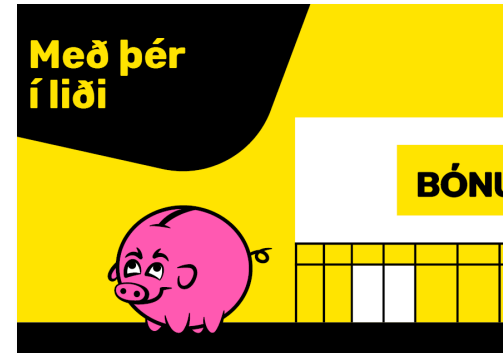
Bananar STÓRKAUP

ELDUM  RÉTT

ZARA

# Bónus: Greatest year in history and innovations ahead

- Sales in Q4 amounted to just under 19.4 b.ISK and grew by 14% from previous year - **greatest year in the history of Bónus with sales over 73 b.ISK**
- A substantial tailwind with Bónus after positive changes - stores renovations, extended opening hours and increased operations at checkout
- Number of customers and sold units still grow considerably between the years (Q4) – the most economical food basket has weight under present economical conditions
- Turnover increase supports profits but margin ratio has decreased - extensive price rise from suppliers and weakening exchange rate
- Bónus as before **most often with the lowest retail prices** as portrayed by market surveys
- Interesting developments in the coming weeks - new stores and solutions that improve the customers perceptions





# Hagkaup: Improved online store, new services and business partners

- **Sales in Q4 amounted just under 6.6 b.ISK** and increased by 5% from previous year - **sold units decreases** between the years but **customers visits increase**
- **Christmas sales proceeded excellently** in spite of increasing travelling of nationals abroad
- **Hagkaup's online sales have been favourably received** - more than 10.000 orders delivered in the autumn months
- **Most Hagkaup stores have upgraded appearance** and carbonised cooling systems installation about to be completed - Hagkaup will be the first 100% carbonised retail chain in Iceland
- **The most elegant cosmetic store in the country advances in an environmentally friendly manner** - new Sóley filling station
- **Diverse exciting services and innovations** - Icelandic small producers in the limelight, gourmet days, Sælkerabúðin, 17 Sortir, Veisluhorn, Partydeild, Lemon shop locations in four Hagkaup stores etc.
- **Hagkaup participates in good causes** - grants to the Cancer Society, planning and reading initiative with primary school children with Oreo, grants to Orðalykil, etc.

## HAGKAUP





# Olís: Strong quarter and year - result of optimisation (1/2)



Income statement Q4 2022/23 (m.ISK)

- **Income in Q4 amounted to 11.9 b.ISK** and increased by 13% between the years - **EBITDA amounted to 303 m.ISK (2.5%)**, exceeding last year
- **Increased sales in the retail market** of fuel and dry products, but extensive **decline in sales to bulk users** - the total sale of fuel litres **decreased**
- **Excellent revenue in the quarter and the year is** a.o. the result of four interacting factors
  - **Changed emphasis and optimisation activities in the last 2 years** - salary costs decrease, more economical operation of service stations and more efficient service to bulk users
  - **Extensive demand due to** bulk users activities and strong retail along with the increase in the number of tourists
  - Effective inventory control and currency hedging, along with world market fuel price increase returned **strong margin in sales to bulk users**
  - **One-off sales profit of properties** a.o. connected to the Hagar's purchase of shares in the property development company Klasi

|                 | Q4 '22/23   | Q4 '21/22   | Δ            | %Δ               |
|-----------------|-------------|-------------|--------------|------------------|
| Income          | 11.929      | 10.568      | 1.361        | +12,9%           |
| Expenses        | -11.626     | -10.333     | -1.293       | +12,5%           |
| <b>EBITDA</b>   | <b>303</b>  | <b>235</b>  | <b>68</b>    | <b>+28,9%</b>    |
| <i>EBITDA %</i> | <i>2,5%</i> | <i>2,2%</i> | <i>+0,3%</i> | <i>+14,2%</i>    |
| <b>EBIT</b>     | <b>132</b>  | <b>1</b>    | <b>131</b>   | <b>+13100,0%</b> |
| <i>EBIT %</i>   | <i>1,1%</i> | <i>0,0%</i> | <i>+1,1%</i> | <i>+11594,0%</i> |



# Olís: Strong quarter and year - result of optimisation (2/2)



Income statement Q4 2022/23 (m.ISK)

- **Simplification of the corporate branch network** which was carried out earlier in the operating year **continues to yield good results**
- **Stórkaup** was founded on the basis of selected product categories of the corporate sector and operations **have started well**
- **Conversion of Olís service centres is well advanced and is well received** - improved service experience and positive effect on sales
- **Lemon mini** has become a part of fresh and diversified food offered at eight Olís stations – integrated into the operation of service centres



## ***The rear view mirror:*** The results of the changed emphasis can be seen during the year

- **In the past operating year, we observed the results of the changed emphasis at Hagar materialise in the** company's operations
- **These changes had a positive impact on operations, with better customer service, new revenue streams and interesting opportunities** for the future

*... let's examine some selected examples on the following pages*



# *The rear view mirror:* Digital tour improves service and increases efficiency

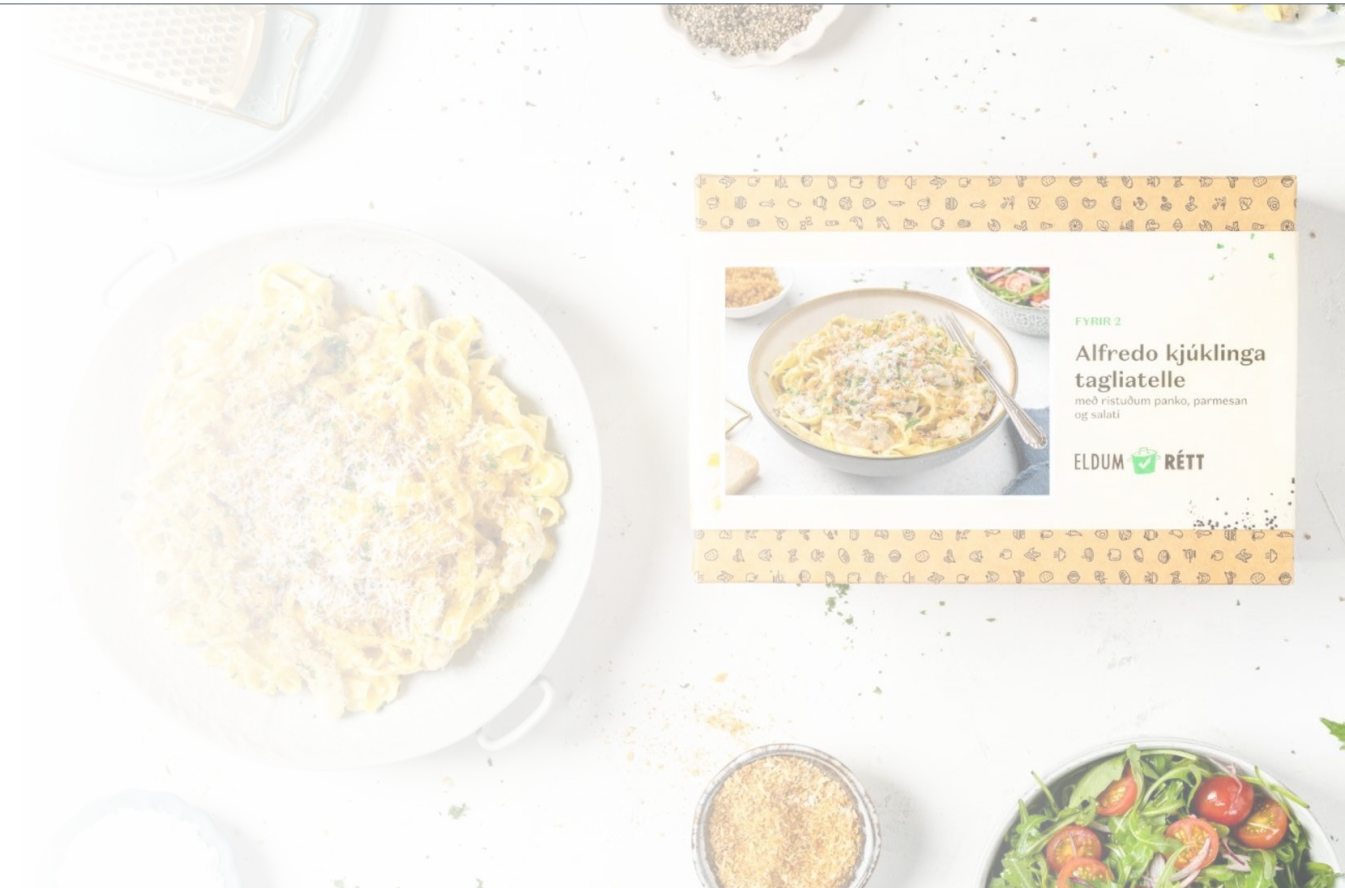
- **Particular emphasis on the digital tour at Hagar and subsidiaries - touches many and different aspects of the operations**, among other things:
  - **Implementation of updated and/or new IT systems and processes**, e.g. warehouse and financial systems, **which simplify operations** and create a basis for advancement
  - **Online store** (e.g. for Hagkaup and Stórkaup) **creates a foundation for other digital projects** and **improves customer service** with increased coverage
  - **Simplified and improved internal work processes and practices**, e.g. through the implementation of automated procurement, inventory management systems, "bots", etc.
  - **New payment and card system** for Hagar stores based on a national authorisation search





## *The rear view mirror:* Eldum rétt one of the largest online store offering food

- **Eldum rétt became a subsidiary of Hagar** in November 2022
- **The purchase was a part of Hagar's efforts to respond to the changing needs of customers** with an increased emphasis on **healthy, simple** and **time-saving** solutions where **food waste is minimal**.
- **Few solutions meet these customer needs** as well as the Eldum rétt solutions
- **Continuously increasing demand for the company's services**, primarily through **subscriptions in the online store** and now recently in **the sale of "Single dishes" in Hagkaup**
- Eldum rétt has become **one of the largest online food store in the country**





## *The rear view mirror:* Klasi a channel for development projects and new opportunities

- **During the year, Hagar's development and property projects were successfully launched through Klasi**, in which Hagar owns now a one third share
- **The objective is to accelerate value creation** based on the group's development assets, **create new opportunities** related to the Klasi's other assets and **enable the Hagar's management to focus primarily on core operations** in the grocery and fuel market
- **Exciting projects are ahead** for the development of Klasi's assets, as the **expected building volume** of the current projects **is exceeding 300,000 m<sup>2</sup>**, of which up to **1,500 apartments** are included



## *The rear view mirror:* Other items

- **Stórkaup:** Launching of a new company with a focus on bulk users, and especially with a focus on operational, health and hygiene products - the development proceeded well and therefore food items have recently been added to the operation
- **Aðföng and Bananar:** Extensive work to strengthen the infrastructure through improvements of quality processes, product development, information technology and warehouse enlargement - these units at Hagar form an important backbone of Hagar's supply and distribution network on which the efficient operation of our stores is based
- **Social footprint:** Excellent results have been achieved in strengthening Hagar's positive social footprint, where emphasis has been on sharpening performance in environmental and sustainability matters, a.o. with increased waste sorting and use of environmentally friendly refrigerants in the stores, support for food production entrepreneurship and other good causes





## ***The front windshield:*** The front windshield is bigger than the rear view mirror

- **Although it is enjoyable to review** the last year's achievements, **it is equally important to look ahead, where there is plenty on the drawing board.**
- **The projects are scheduled for various lengths in time,** but some will be **launched in the coming weeks**

*... let's examine some selected examples on the following pages*



## ***The front windshield:*** Hagkaup's party dishes among many innovations

- Hagkaup's party dishes will be officially introduced in the coming weeks, but this is an impressive addition for the customers
- Party dishes will be a.o. useful for customers in preparation of parties, meetings, or larger events, but it will be possible to order refreshments through the online store and have it delivered at a predetermined time
- Selected products currently available from Hagkaup will be offered, but a lot of new party dishes are also being introduced



## ***The front windshield:*** New stores on strong locations

- **Two new Bónus stores will be opened in the coming summer months**, one replacing an older store but the other in a new market zone
- **The older Bónus store at Holtagarðar will be closed and a new and considerably larger will be opened** at a better location in the building
- **A new Bónus store will be opened at Norðlingaholt** - exceptional location for the **inhabitants in Norðlingaholt** and adjoining neighbourhoods but also „**the last stop when leaving the city to the east**“





## ***The front windshield:*** „Gripið & Greitt“ will improve the shopping experience for nationals

- **Bónus will introduce "Gripið & Greitt "** to customers in the coming weeks when **Hagar's " Gripið & Greitt "** solution will be implemented in the first stores
- **Development has been in preparation for some time** and the G&G will greatly improve the service experience and **customer convenience** - simple login, in-store hand scanners, direct-to-bag scanning, smart scales for fresh product, pay by weight, shopping lists, purchase history, analytics, etc.
- **The solution will soon be implemented in the Bónus store** at Smáratorg and in the future in more other stores
- The development of the G&G also promotes **improvements in processes and systems**, thus preparing the company for **further development**



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# Excellent sales increase in Q4 and profit rises a little

## Income Statement Q4 2022/23 (m.ISK)

- **Sales in Q4 increased** by 13.8% between the years or by 4,9 b.ISK
- **Gross margin in ISK increased** by 447 m.ISK or 6.1% but the **margin ratio** declined by 1.4%-points, from 20.7% to 19.3%
- **Salaries rose considerably in the quarter**, both due to extended operations at Bónus but not the least because of effects from labour agreements
- **Other operational costs rose** slightly or by 2.1% between the years
- **EBITDA in Q4** amounted to 2,406 m.ISK and **declined** by 1.5% between the years
- **The profit** amounted to 735 m.ISK and **increased** by 1.5% between the years

|                              | Q4 '22/23    | Q4 '21/22    | Δ          | %Δ           |
|------------------------------|--------------|--------------|------------|--------------|
| Sales                        | 40.160       | 35.288       | 4.872      | +13,8%       |
| <b>Gross profit</b>          | <b>7.739</b> | <b>7.292</b> | <b>447</b> | <b>+6,1%</b> |
| Other operating income       | 179          | 171          | 8          | +4,7%        |
| Salaries                     | -3.886       | -3.428       | -458       | +13,4%       |
| Other operating expenses     | -1.626       | -1.593       | -33        | +2,1%        |
| <b>EBITDA</b>                | <b>2.406</b> | <b>2.442</b> | <b>-36</b> | <b>-1,5%</b> |
| Depreciation                 | -1.248       | -1.234       | -14        | +1,1%        |
| Net finance expense          | -503         | -399         | -104       | +26,1%       |
| <b>Profit for the period</b> | <b>735</b>   | <b>724</b>   | <b>11</b>  | <b>+1,5%</b> |

# Strong operations in demanding environment

## Income Statement 12M 2022/23 (m.ISK)

- The number of **sold units** in grocery retail grew by some extent in the year and **customers visits** grew as well
- **Sold fuel litres decreased** slightly - decline in sale to bulk users but increase in retail sales through the year
- **The margin ratio** in groceries **has declined** but the consequences are mostly due to decrease in fuel sales of the Group
- **One-off items impact** the year and amounted to about 1.4 b.ISK but were 349 m.ISK the year before
- **Salaries costs and other operational costs grew** extensively in the year, mainly due to effects from labour agreements and inflation
- **EBITDA excluding one-off items** grew by 4.5% between the years and **profit** by 2.5%

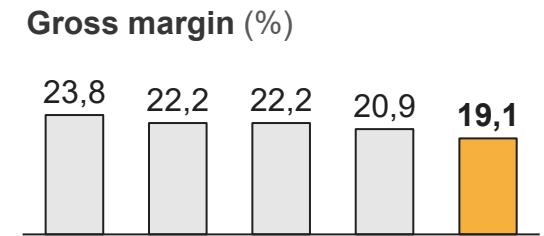
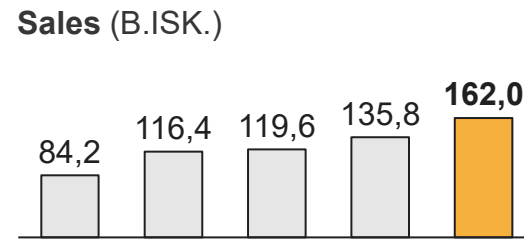
|                              | 12M '22/23    | 12M '21/22    | Δ            | %Δ            |
|------------------------------|---------------|---------------|--------------|---------------|
| Sales                        | 161.992       | 135.758       | 26.234       | +19,3%        |
| <b>Gross profit</b>          | <b>30.987</b> | <b>28.441</b> | <b>2.546</b> | <b>+9,0%</b>  |
| Other operating income       | 1.997         | 874           | 1.123        | +128,5%       |
| Salaries                     | -14.345       | -12.992       | -1.353       | +10,4%        |
| Other operating expenses     | -6.598        | -5.805        | -793         | +13,7%        |
| <b>EBITDA</b>                | <b>12.041</b> | <b>10.518</b> | <b>1.523</b> | <b>+14,5%</b> |
| Depreciation                 | -4.453        | -4.241        | -212         | +5,0%         |
| Net finance expense          | -1.887        | -1.503        | -384         | +25,5%        |
| <b>Profit for the period</b> | <b>4.949</b>  | <b>4.001</b>  | <b>948</b>   | <b>+23,7%</b> |

# Cost ratios have improved with increased sales

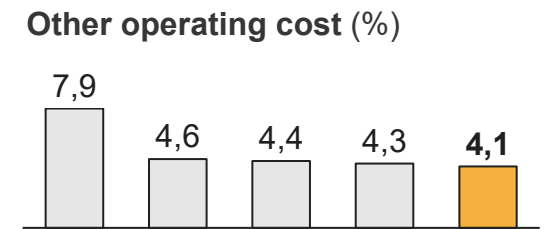
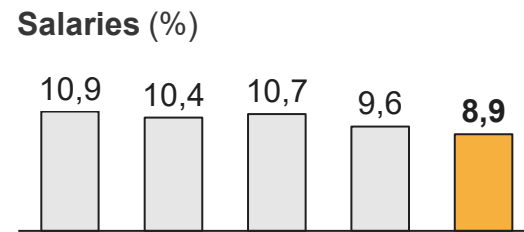
Operational key factors (12M 2018/19 – 12M 2022/23)

- **Extensive sales increase** in recent years but **margin ratio** has been falling in the same time - Olís a part of the Hagar Group from and onward Q4 2018/19
- **Salaries and cost ratios** have improved by increased sales, in spite of escalating salaries and operating costs in recent quarters
- Implementation of **IFRS16 leasing standard** explains considerable change in costs and EBITDA ratios for the operating year 2019/20
- **EBITDA ratio** 7.4% in the year passing and **profit ratio** 3.1%
- **EBITDA ratio without one-off items for both periods** decreases from 7.5% to 6.6% between the years

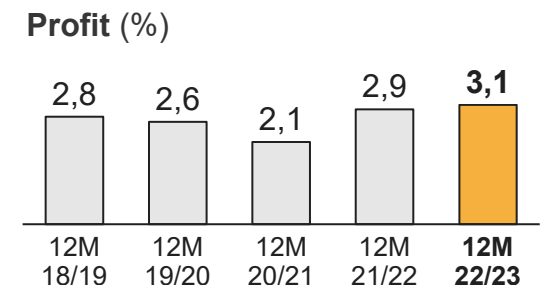
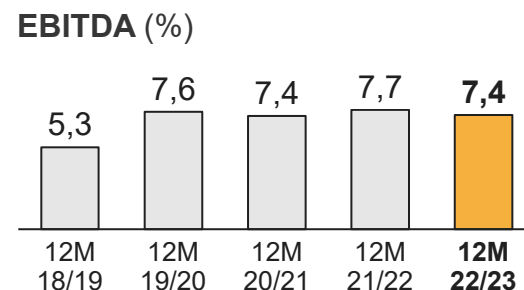
## Sales and gross margin



## Operating cost



## Profit





# Strong cash flow and cash from operations grows through the year

Cash flow statement 12M 2022/23 (m.ISK)

- **Cash from operation** in the year amounted to just over 9.1 b.ISK and increased compared to the previous year by 1.7 b.ISK
- Extensive changes in **current assets and liabilities** mainly due to higher inventories and accounts payable
- **Investment in operating assets** amounted to 2,301 m.ISK in the year, **investment in intangible assets** amounted to 709 m.ISK and impact from an **investment in a subsidiary** amounted to 1,275 m.ISK
- **Buy-back of own shares** in the year amounted to 1,500 m.ISK and **dividends** amounted to 2,265 m.ISK
- **Cash grew** by just under 2.1 b.ISK in the year and amounted to just under 2.9 b.ISK at the end of the year

|   | 12M 2022/23   | 12M 2021/22   | Change       |
|---|---------------|---------------|--------------|
| Profit for the period                     | 4.949         | 4.001         | 948          |
| Adjustments                               | 6.103         | 6.382         | -279         |
| <b>Working capital</b>                    | <b>11.052</b> | <b>10.383</b> | <b>669</b>   |
| Change in current assets                  | -1.796        | -3.678        | 1.882        |
| Change in current liabilities             | 2.253         | 2.389         | -136         |
| Interest and taxes paid                   | -2.371        | -1.683        | -688         |
| <b>Cash prov. by operating activities</b> | <b>9.138</b>  | <b>7.411</b>  | <b>1.727</b> |
| Investment activities                     | -3.962        | -1.864        | -2.098       |
| Financing activities                      | -3.090        | -5.152        | 2.062        |
| <b>Change in cash</b>                     | <b>2.086</b>  | <b>395</b>    | <b>1.691</b> |
| <b>Net cash at the end of the year</b>    | <b>2.869</b>  | <b>783</b>    | <b>2.086</b> |

# Assets rise year-on-year - robust economy at year end

Balance sheet 28<sup>th</sup> February 2023 (m.ISK)

- **Non-current assets increased** by 5.4 b.ISK in the year - mostly due to Hagar's purchase of Eldum rétt and a 1/3 share in Klasi
- **Current assets increased** by 1.4 b.ISK from the year's end 2021/22
- **Inventory grew** by 2.0 b.ISK in the year, mainly due to higher fuel inventories - **Inventory turnover rate** 11.2 compared to 11.0 in the previous year
- **Receivables credit period** is now 11.1 days compared to 11.7 days last year
- **Short time credit line** used for 1.8 b.ISK at the year's end and bill of exchange was just under 1.1 b.ISK
- **Equity** amounted to 27.9 b.ISK at the year's end and the company had 13.9 million **own shares**

|                               | 28. 2.<br>2023 | 28. 2.<br>2022 | %Δ          |                                | 28. 2.<br>2023 | 28. 2.<br>2022 | %Δ          |
|-------------------------------|----------------|----------------|-------------|--------------------------------|----------------|----------------|-------------|
| Property, plant and equipment | 21.236         | 21.215         | +0%         | Borrowings                     | 11.829         | 11.720         | +1%         |
| Intangible assets             | 12.430         | 10.723         | +16%        | Lease liabilities              | 7.056          | 6.918          | +2%         |
| Other non-current assets      | 16.836         | 13.126         | +28%        | Income tax                     | 2.216          | 2.312          | -4%         |
| <b>Non-current assets</b>     | <b>50.502</b>  | <b>45.064</b>  | <b>+12%</b> | <b>Non-current liabilities</b> | <b>21.101</b>  | <b>20.950</b>  | <b>+1%</b>  |
| Assets held for sale          | 0              | 2.388          | -           | Borrowings                     | 3.325          | 451            | +637%       |
| Inventories                   | 12.717         | 10.707         | +19%        | Lease liabilities              | 2.012          | 1.966          | +2%         |
| Trade receivables             | 5.919          | 6.250          | -5%         | Trade payables                 | 16.488         | 14.329         | +15%        |
| Cash                          | 2.869          | 783            | +266%       | Other                          | 1.150          | 770            | +49%        |
| <b>Current assets</b>         | <b>21.505</b>  | <b>20.128</b>  | <b>+7%</b>  | <b>Current liabilities</b>     | <b>22.975</b>  | <b>17.516</b>  | <b>+31%</b> |
| <b>Total assets</b>           | <b>72.007</b>  | <b>65.192</b>  | <b>+10%</b> | <b>Total liabilities</b>       | <b>44.076</b>  | <b>38.466</b>  | <b>+15%</b> |
| <b>Liabilities and equity</b> | <b>72.007</b>  | <b>65.192</b>  | <b>+10%</b> | <b>Total equity</b>            | <b>27.931</b>  | <b>26.726</b>  | <b>+5%</b>  |

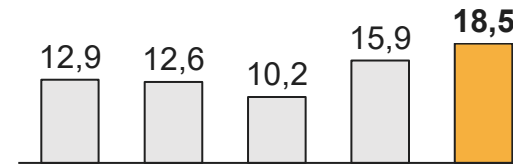
# Return on equity increases to some extent between the years

Economic key factors (12M 2018/19 – 12M 2022/23)

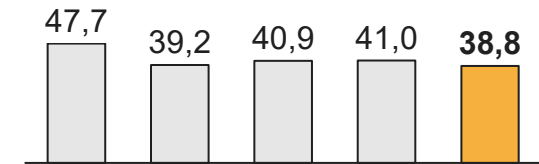
- **Return on equity 18.5%** in the year compared to 15.9% in the previous year
- **Equity ratio** at the year's end was 38.8% compared to 41.0% at the end of last year
- **Net interest-bearing debt** at year's end, including leasing liabilities, were 21.4 b.ISK or 1,8 x EBITDA of the year
- **Net interest-bearing debt** at year's end, excluding leasing liabilities, were 12.3 b.ISK or 1.0 x EBITDA of the year
- **The current ratio** at the end of the year was 0.94 compared to 1.15 at the end of the previous year
- **The cash conversion cycle** was 14.5 days compared to 15.4 days in the previous year
- **The assets turnover ratio** was 2.4 at the end of the year compared to 2.1 for the previous year

Shareholders return

Return on equity (%)

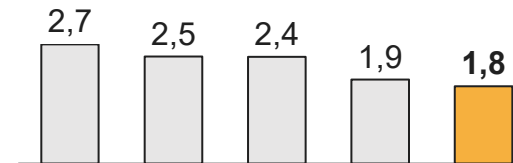


Equity ratio (%)

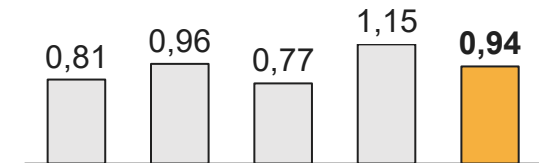


Risk in operations

Net debt/EBITDA<sup>1</sup>

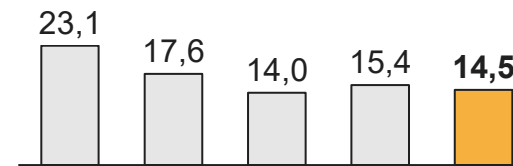


Current ratio<sup>2</sup>

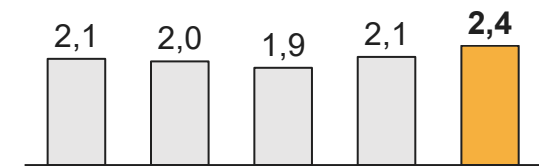


Efficiency of assets

Cash conversion cycle (# of days)<sup>3</sup>



Assets turnover ratio<sup>4</sup>



1) Net interest bearing debt (including leasing liabilities) / 12 months EBITDA 2) Current assets/ current liabilities  
 3) Cash conversion cycle = number of inventory days + number of days for accounts receivables – number of days for accounts payable 4) Sale / assets

# Overview

Highlights from operations

Financial statements

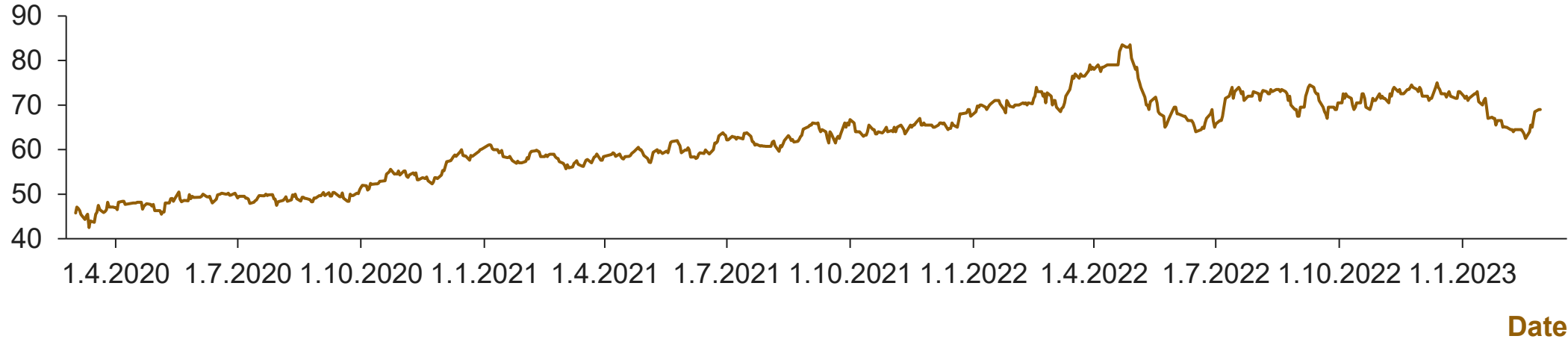
**Status and prospects**



# Market price and largest shareholders

## Market price

Closing price: 28.02.2023: 69,0 ISK/share



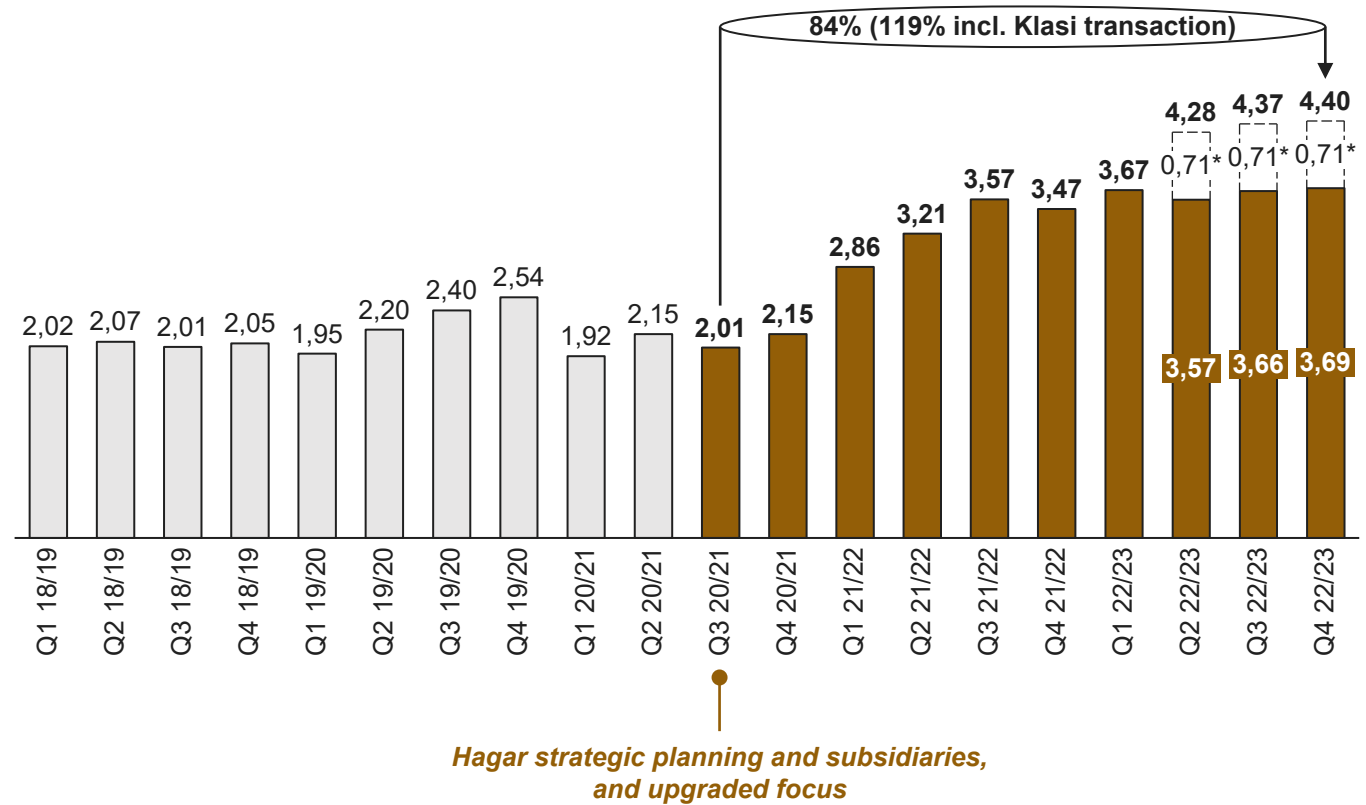
## Largest shareholders, shares held at end of 28.02.2023

|  |       |                                     |      |
|--|-------|-------------------------------------|------|
| 1. Gildi – Pension fund                    | 19,4% | 6. Kaldbakur ehf.                   | 4,5% |
| 2. The Pen.fund for state employees        | 13,6% | 7. Festa – Pension fund             | 4,2% |
| 3. The Pension fund of commerce            | 10,5% | 8. Stapi Pension fund               | 4,1% |
| 4. Birta Pension fund                      | 8,2%  | 9. SL Pension fund                  | 2,9% |
| 5. Brú pen. fund, municipalities employees | 7,8%  | 10. Icelandic securities - accounts | 2,7% |

# Earning per share has grown in the last quarters

Accumulated earnings per share last 12 months (ISK per share)

- **Earnings per share have been rising** in last quarters and the accumulated profit now is **3.69 ISK per share** for the last 12 months, **4.40 ISK per share including Klasi transaction**
- **The benefits of the first actions** related to strategic policy work and streamlining have **materialized in recent quarters**
- Continued focus on **projects that affect short-term operations**, but also on **larger projects that affect the medium and long-term operations**



\* Effect of Klasi transaction

# Status and prospects



- **In spite of inflation the operation is moving to a more normal state** subsequent to three unusual years where Covid and war have disrupted supply chains and caused spikes in commodity markets
- **Still a considerable uncertainty**, e.g. on price trends in the commodity markets, the ISK exchange rate, oil prices, inflation and interest rates - there are hopes that **price fluctuations and rises** from manufacturers and wholesalers **will slow down**
- **The prospects for operations are excellent** - growing number of customers, most cost-effective food options, new pillars in operations, continued emphasis on optimisation, the financial strength of Hagar and the marketing strength of operational sections
- **The management's guidance** for the operating year 2023/24 assumes that EBITDA will be between **11,000 - 11,500 m.ISK**
- **The investment guidance for the year 2023/24 amounts to 5,000 - 5,500 m.ISK**, a.o. due to the purchase of Norðlingabraut 2 and the opening of new Bónus stores







# Disclaimer

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*On behalf of Hagar, attention is drawn to that the statements and information in this presentation are based on, as appropriate, the plans and estimates of the company's directors, but not on facts that may be verified at the publication of the presentation or by any discussion by the company of the presentation. For these reasons the said statements and information constitute a degree of uncertainty.*

*Further the attention of investors is directed to the fact that many factors may have such effect that the operational environment and the performance of the company will turn out differently to what is stated in the presentation. The presentation will not be reviewed, revised, updated or changed to that effect by the company after its publication.*

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