hagar

Investor Presentation
Q2 2025/26

Strong performance and a new retail center in the Faroe Islands

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BÓNUS HAGKAUP olis ELDUM RÉTT AÐFÖNG Bananar STÓR KAUP ZARA sms

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Quarter at a Glance: Key Figures

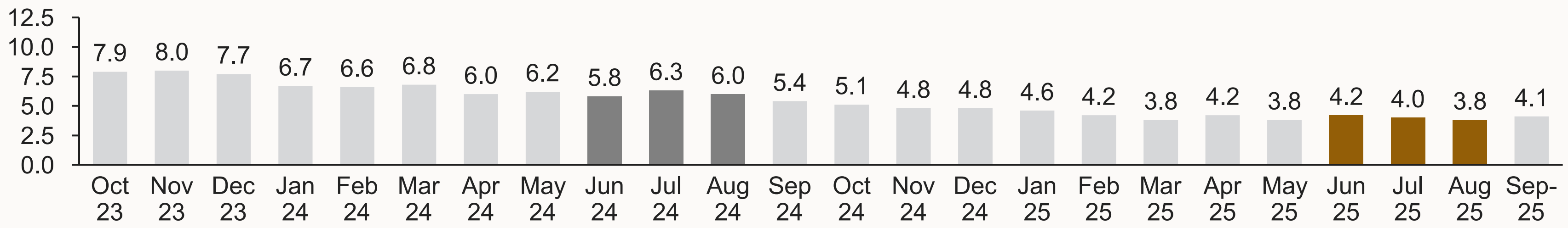
Q2 2025/26 (changes from Q2 2024/25*)

51.8 b.ISK	**5.5** b.ISK	**2.6** b.ISK
sales	EBITDA	profit
▲ 11.2%	▲ 36.6%	▲ 48.3%
24.8%	**15.0%**	**36.3%**
gross margin	OPEX ratio	equity ratio
▲ 3.0 pp	▲ 1.5 pp	▲ 1.4 pp

* P/F SMS became part of Hagar Group in Q4 2024/25 and therefore the impact is not reflected in the previous year's comparative figures

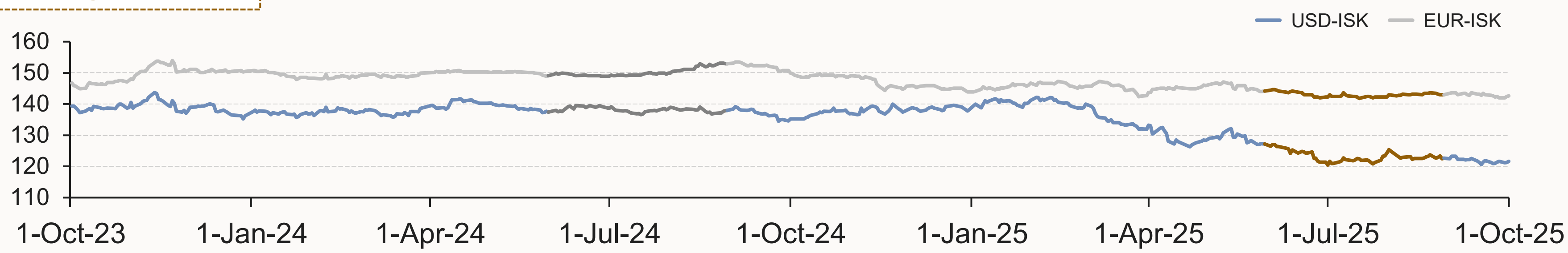
External factors: Inflation and USD decline – oil prices decrease but volatile

Consumer price index, *YoY change, %*



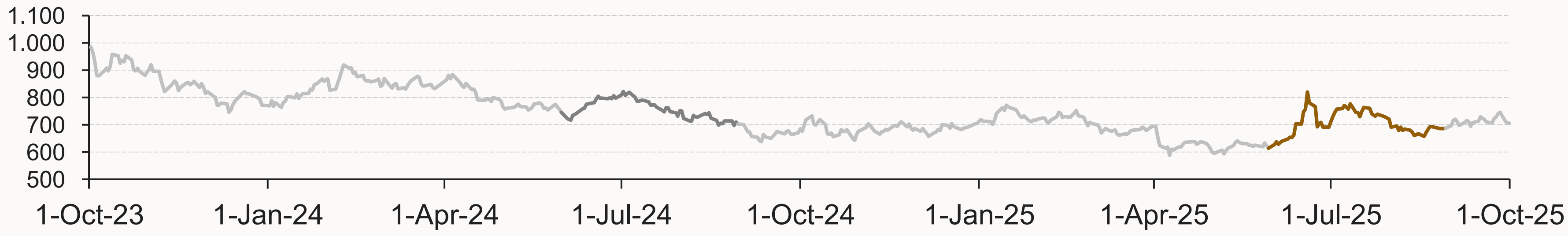
- **Inflation declined in the period** and ended at 3.8% - inflation is **lower than at the same time last year**, when it was around 6%

Exchange rate, *ISK*



- **ISK relatively stable against EUR while strengthening slightly towards USD** - ISK remains stronger than same time last year

Price development for ULSD (Diesel), *USD / mt*



- **Global oil market prices increased in Q2** - oil prices are a bit **lower than in the previous year,** but volatility remains high

Sources: Hagstofa Íslands (Statistics Iceland), Seðlabankinn (Central Bank of Iceland), data from comparison partners.

Operations: Key takeaways from the quarter

- **Operations during Q2 went well and were above expectations - management's EBITDA guidance** for the financial year **has been raised** by ISK 1 billion and is now **ISK 17.0 - 17.5 billion**
- **All main business units are performing well - Q2 shows improved results** due to stronger Olís operations, SMS profitably above budget, and increased grocery volumes in Iceland
- **Gross margin strengthened significantly year-over-year**, due to the impact of SMS and Olís - gross margin for grocery retail remains stable
- **Customer visits to grocery stores in Iceland increased by approx. 5%** and **units sold by approx. 2%** - similar increase in activity in the Faroe Islands
- **Accumulated 12-month earnings per share were ISK 7.49, up 67% from ISK 4.49 last year** - **excluding one-off items related to SMS**, earnings per share were **ISK 6.58, up 47%**
- **Hagar repurchased own shares** in the amount of ISK 395 million during Q2 and held 11.8 million shares at the end of the quarter - now holds 13.8 million in nominal shares, **equal to 1.25% of total share capital**

Operating segment #1: Increased activity and solid performance

Stores & Warehouses (Iceland) – Income Statement Q2 2025/26 (m.ISK)

- **Revenue from “Stores & Warehouses (Iceland)” was ISK 34.4 billion**, up 7% year-over-year
- **EBITDA amounted to just over ISK 3.1 billion, or 9.1% of revenue,** increasing by about 5% YoY - **profit decreased slightly, among other things due to a negative ISK 60 million impact from valuation changes**
- **Volumes continued to grow YoY as visits to grocery stores increased by about 5%**, and **units sold by about 2%** - Hagkaup similar YoY while there was a considerable increase at Bónus
- **Operations of Aðföng and Bananar in line with good performance in the stores** - other operations**, Eldum Rétt, Stórkaup, and Zara** overall with strong performance

	Q2 '25/26	Q2 '24/25	Δ	%Δ
Revenue	34.436	32.257	2.179	+6,8%
Expenses	-31.311	-29.283	-2.028	+6,9%
EBITDA	**3.125**	**2.974**	**151**	**+5,1%**
EBITDA %	*9,1%*	*9,2%*	*-0,1%*	*-1,6%*
EBIT	**1.981**	**2.004**	**-23**	**-1,1%**
EBIT %	*5,8%*	*6,2%*	*-0,5%*	*-7,4%*

*EBIT: Profits after depreciation, revaluation and effect from associate companies

Key operations in the segment (Stores & Warehouses - Iceland)

BÓNUS
HAGKAUP
AÐFÖNG
Bananar
STÓRKAUP
ELDUM RÉTT
ZARA

Bónus: Customer visits increase by over 6%

- **Q2 revenue amounted to just under ISK 25.3 billion, an increase of nearly 8% YoY -** operations performed well and profitability was broadly **in line with the prior year**
- **Sales volumes continued to increase, and the number of customers grew by over 6% year-over-year - units sold increased by more than 2%,** despite an increased offering of more economic volume pack products
- **Through disciplined operations and efficient procurement, Bónus succeeded in lowering the prices of around 900 items year-over-year** - a solid achievement during times of inflation
- **"Value of the Week in Bónus" highlights the company's strong value proposition** - the initiative delivered tens of millions ISK in savings for customers
- **Increased product selection and convenience for families** boosts attendance and sales - **better selection of fruits and vegetables**, free fruit snacks for children, children's shopping carts, toys, and a significant increase in the range of convenient ready-made meals

Hagkaup: Innovation supports strong operations

- **Q2 revenue amounted to just under ISK 6 billion, increasing by over 4%** year-over-year - **profitability also strengthened in percentage terms**
- The summer started slowly, **but visits and units sold increased in July and August**
- **A record number of customer visits during summer months** - particularly in larger format stores
- **The number of orders and revenue in Hagkaup´s online stores increased by over 60% YoY** - cosmetics, toys, catering, and more
- **Hagkaup has established a strong foothold and large audience on various social media platforms** - a high number of views results in strong attendance and sales for featured events and products
- **Overall, the business continues to perform well,** supported by a broad selection and continuous innovation that drives operational strength

Operating segment #2: Strong quarter – new services & revenue streams

Olís - Income Statement Q2 2025/26 (m.ISK)

- **Revenue in Q2 amounted to just over ISK 14 billion**, a decline of 4.5% - **global market prices are lower** than last year, as well as **a slight reduction in sales volumes**
- **EBITDA amounted to ISK 1.77 billion**, or 12.5% of revenue, an improvement of ISK 727 million or 70% YoY - **profitability also strengthened significantly**
- Sales volume in liters declined by 2% - **retail demand remained strong with an increase in sold liters**, while **sales to industrial customers decreased slightly**
- **Focus on operational improvements at service stations** continued to deliver results, **while dry goods sales increased further**, and **labor efficiency improved** - leading to strong **operating improvements independent of liters sold**
- **Growth opportunities** captured during the quarter:
  - **Two new ÓB stations opened,** in Búðardalur and Kjarnagata, Akureyri - both in strong strategic locations
  - **Two new Glans car wash facilities** opened - in Selfoss and Gullinbrú

	Q2 '25/26	Q2 '24/25	Δ	%Δ
Revenue	14.087	14.756	-669	-4,5%
Expenses	-12.320	-13.716	1.396	-10,2%
EBITDA	**1.767**	**1.040**	**727**	**+69,9%**
EBITDA %	*12,5%*	*7,0%*	*+5,5%*	+78,0%
EBIT	**1.619**	**906**	**713**	**+78,7%**
EBIT %	*11,5%*	*6,1%*	*+5,4%*	+87,2%

*EBIT: Profits after depreciation, revaluation and effect from associate companies

Key operations in the segment (Olís)

olís ób glans GRILL 66

Operating segment #3: Strong performance and new store openings

Stores & Warehouses (Faroe Islands) - Income Statement Q2 2025/26 (m.ISK)

- **Revenue in Q2 amounted to just over ISK 4 billion - EBITDA totaled ISK 593 million**, or 14.7% of sales, and **profit was ISK 382 million**, or 9.5% of sales
- **SMS activity in the Faroe Islands continues to expand**, and the performance of all major business units remains strong - **visits to the company's grocery stores have increased by approx. 5%** YoY
- **Bónus' loyalty program is now used by around 25% of the Faroese population** - significantly enhancing customer experience and service quality
- **SMS's new 3,000 m² retail center opens in Runavík** in November - **the property will be part of SMS's existing real estate portfolio** and will host SMS's own stores and restaurants, along with third-party retail units
- **Collaboration between Hagar and SMS on operational improvements** - focusing on cost efficiency, product range, new services, purchasing, and site development, among other initiatives

	Q2 '25/26	Q2 '24/25	Δ	%Δ
Revenue	4.037	0	4.037	-
Expenses	-3.444	0	-3.444	-
EBITDA	**593**	**0**	**593**	**-**
EBITDA %	*14,7%*	-	-	-
EBIT	**382**	**0**	**382**	**-**
EBIT %	*9,5%*	-	-	-

*EBIT: Profits after depreciation, revaluation and effect from associate companies

Key operations in the segment (Stores & Warehouses – Faroe Islands)

BÓNUS
mylnan
BURGER KING
SUNSET
ANGUS
SUSHI DAILY
HORNIÐ
MIKLAGARÐUR
Rumbul BARA LÁGIR PRÍSIR
Sheep
sms

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General Overview: Selected operational highlights

"Barnabox / Barnabónus"

- *Over 3,500 families have received the "Barnabox", with more to be delivered soon*
- *The initiative will be repeated in 2026, and applications are already open*

Store Renovation

- *Renovation work has progressed well in recent periods, with many Bónus and Hagkaup stores now completed*
- *The Bónus store in Stykkishólmur was refurbished this quarter*

"Sports candy"

- *Over 20 tons of LazyTown "sports candy" sold so far this year*
- *Available at Bónus, Hagkaup, and Olís*

Product Developm. at Eldum rétt

- *Continuous product development with tens of new dishes added to the catalog*
- *Strong demand for "Ready to Cook" meals*

General Overview: Selected operational highlights

„Refurinn“ at Hagkaup

- *Continuous product development at Hagkaup in recent years - “Refurinn” is the latest addition*
- *Customers buy an ice cream box, pick toppings and mix*
- *Available in five stores*

Expansion at Olís

- *Olís has expanded its operations with two new ÓB stations and two Glans car wash facilities*
- *New service features have also been introduced, such as coffee from Kaffitár, Pikkoló, etc.*

Events

- *A broad range of events have attracted record participation and boosted sales*
- *Examples include Danish Days, LazyTown Festival, Haggi Run, and cooking shows*

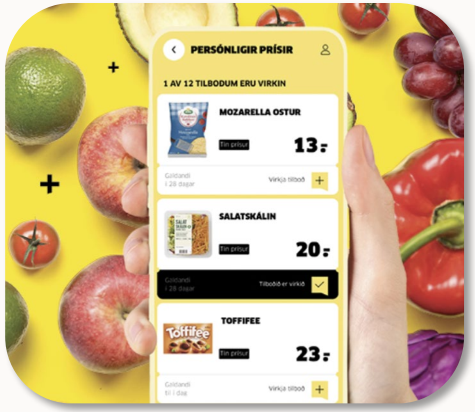
Summer Campaign at Olís

- *The Olís Summer Campaign was a major success again this year, just as it was last summer*
- *Olís was recently nominated for two international marketing awards for its 2024 campaign*

General Overview: Selected operational highlights

"Sjálfbærnivísir PwC"

- *Hagar ranks among the leaders in the "PwC Sustainability Index" for transparency and emission reduction*
- *One of two listed companies in Iceland to achieve this distinction*

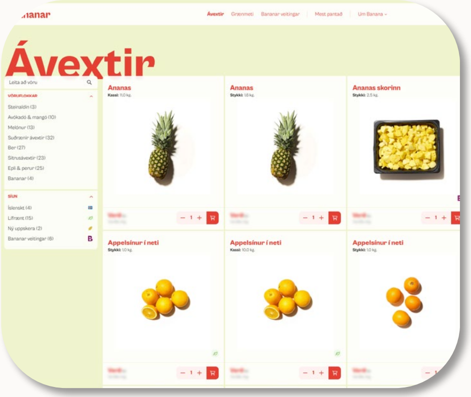


Loyalty Program in Faroe

- *Bónus in the Faroe Islands recently launched a customer loyalty program*
- *The reception has been excellent - roughly 25% of the population already signed up*

"Framúrskarandi fyrirtæki"

- *Hagar and many subsidiaries are classified as "Outstanding Companies" be Creditinfo*
- *Hagar, Hagar verslanir (Bónus, Hagkaup, Aðföng), Olís, Eldum rétt, Bananar og Noron (Zara)*

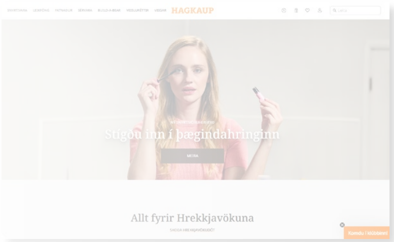


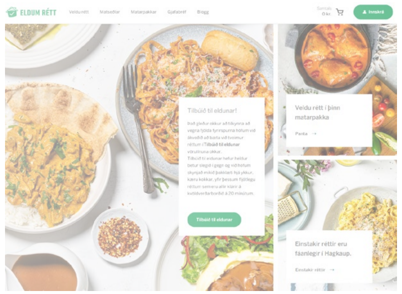
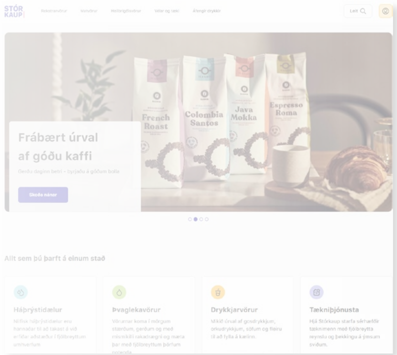
Digital Transformation

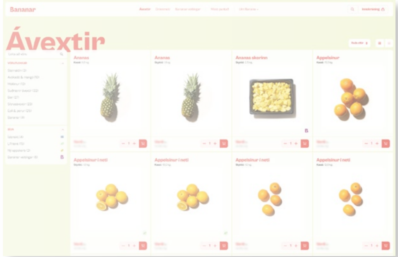
- *Strong focus on digital transformation across Hagar, particularly in developing customer-facing solutions*
- *More details on the following pages*

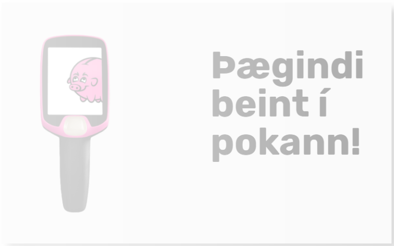
Digital Transformation: IT infrastructure has strengthened significantly

- Focus in recent years has been on **strengthening Hagar's infrastructure to support its digital transformation** and **enhance internal operations** and **enable new customer-facing products and services**
- **The digital journey has progressed well**, with **digital tools now used widely** to make shopping simpler, more engaging, and more efficient - a **significant transformation** over the past 3 - 4 years
- **Several new services** have been launched, including:
  - **Online Stores (B2C):** Hagkaup's online store for cosmetics, toys, specialty goods, clothing, and catering, and Veigar's online store for alcoholic beverages
  - **Online Stores (B2B):** Stórkaup's online store for operational supplies, healthcare products, food products, and more, and Bananar's online store for fruit and vegetables
  - **Services (B2C):** Gripið & Greitt „scan-and-go" solution at Bónus, and the Olís/ÓB app offering in-app payments, discounts, etc.
  - **Eldum rétt (B2C):** Continued development of the online store







Loyalty Program: Hagar will introduce a loyalty program for customers

- **Hagar has placed strong emphasis on business development in recent periods** to **enhance services and create new revenue streams** - digital initiatives play a major role in this effort, opening up a wide range of opportunities
- New channels are emerging that make it **possible to interact with and serve customers more efficiently** than before
- **In the near future, Hagar will launch a customer loyalty program** built on its digital infrastructure and the accumulated knowledge of recent years - **one of the most extensive technological projects** Hagar has undertaken to date
- The technical foundation **enables the integration of selected brands under a single loyalty program**, allowing **Hagar to serve customers in a more unified and comprehensive manner than before**

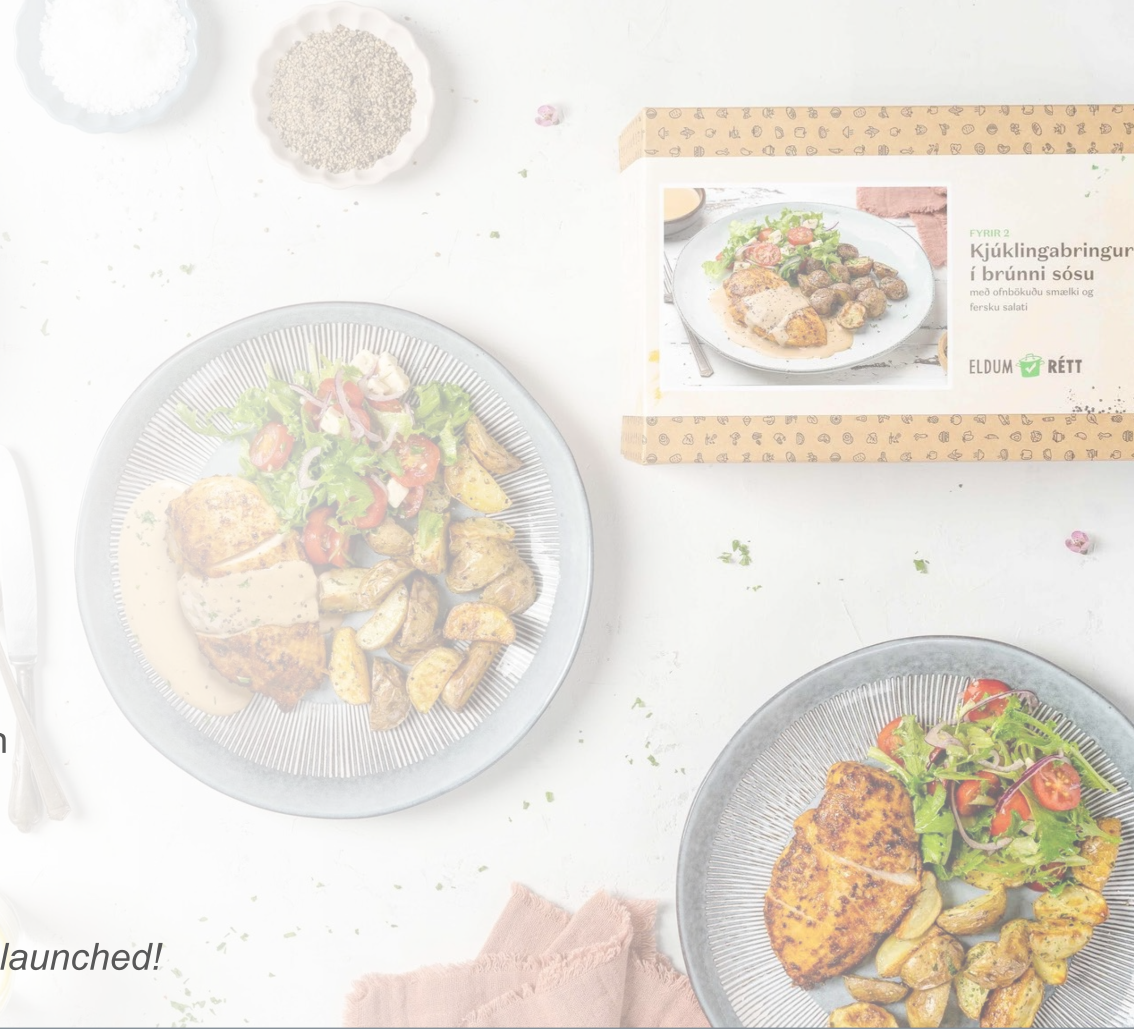
Loyalty Program: Customers will experience enhanced service

- **The loyalty program will allow customers to enjoy a level of service comparable to what is common in neighboring countries** and in the markets that Hagar benchmarks itself against
- **The program is simple and efficient to use and will offer better prices, service, and overall experience** - members will for example gain access to:
  - …better and personalized **offers and prices**
  - …**special discounts** with selected partners
  - …**events** hosted by Hagar companies
  - …an **overview of their purchase history**
  - …**savings suggestions**
  - …etc.

Loyalty Program: The system will be a platform for continued growth

- **The loyalty program marks a major step forward for Hagar and its customers** - creates new opportunities to **better understand and serve customers**, especially through:
  - **Gain a detailed overview of the company's customer base**, both as a whole and by smaller geographical areas
  - **Learn and understand purchasing behavior** and subsequently adapt services and product selection accordingly
  - **Communicate directly with customers** through more targeted messages, discounts, and other content
  - **Introduce customers to new products**, innovations, and Hagar's broad range of goods and services
- **Hagar anticipates significant development of the loyalty program** in the coming periods - **Hagar will also build on its foundation to introduce new products and services**

…further information about the program will be shared once the solution is launched!



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Operations in Q2 were strong and exceeded management's budget

Income Statement Q2 2025/26 (m.ISK)

- **Sales in Q2** amounted to 51.8 b.ISK, **increasing by 11.2%** YoY - an increase of 3.0% excl. SMS
- **Gross profit** was 12.9 b.ISK, **rising by 26.5%** - an increase of 12.8% excl. SMS
- **Gross margin** was 24.8% and **increased by 3.0 percentage points** YoY – in addition to the **impact of SMS, the increase is mainly attributable to Olís** while the grocery stores in Iceland remained almost unchanged
- **Operating expenses increase** by 23.9% YoY - increase by 7.4% excl. SMS
- **EBITDA** amounted to 5.5 b.ISK., an **increase of 36.6%** YoY - increase by 21.9% excl. SMS
- **Profit** was 2.6 b.ISK compared to 1.7 b.ISK last year or **48.3% increase**

	Q2 '25/26	Q2 '24/25	Δ	%Δ
Sales	*51.817*	*46.579*	*5.238*	*+11,2%*
Gross profit	**12.874**	**10.174**	**2.700**	**+26,5%**
Other operating income	*395*	*121*	*274*	*+226,4%*
Salaries	*-5.301*	*-4.248*	*-1.053*	*+24,8%*
Other operating expenses	*-2.483*	*-2.033*	*-450*	*+22,1%*
EBITDA	**5.485**	**4.014**	**1.471**	**+36,6%**
Depriciation	*-1.544*	*-1.231*	*-313*	*+25,4%*
Value of investment property	*-124*	*0*	*-124*	-
EBIT	**3.817**	**2.783**	**1.034**	**+37,2%**
Net finance expense	*-834*	*-746*	*-88*	*+11,8%*
Effect of results of associates	*165*	*127*	*38*	*+29,9%*
Profit	**2.556**	**1.723**	**833**	**+48,3%**
Other comprehensive income	*-104*	*0*	*-104*	-
Total comprehensive income	**2.452**	**1.723**	**729**	**+42,3%**

A strong first half of the year with increased profit

Income Statement 6M 2025/26 (m.ISK)

- **Sales for 6M** amounted to 99.9 b.ISK, an **increase of 10.2%** YoY - 2.0% growth excl. SMS
- **Sales growth for stores and warehouses in Iceland** was 6.8% while **sales in Olís declined** by 8.7%
- **Gross profit** amounted to 24.5 b.ISK, **up 24.3%** YoY - with a **gross margin** of 24.5%, an **increase** of 2.8 percentage points
- **Operating expenses increased** by 23.0% YoY - or 7.2% excl. SMS
- **EBITDA** amounted to 9.5 b.ISK, **rising 31.9%** YoY - or 16.3% growth excl. SMS
- **EBITDA for stores and warehouses in Iceland** increased by 7.8% while **EBITDA at Olís** rose by 41.9% - **EBITDA from SMS** was 1.1 b.ISK
- **Profit** was 3.7 b.ISK, an **increase** of 44.6%

	6M '25/26	6M '24/25	Δ	%Δ
Sales	99.932	90.646	9.286	+10,2%
Gross profit	**24.493**	**19.711**	**4.782**	**+24,3%**
Other operating income	713	263	450	+171,1%
Salaries	-10.628	-8.625	-2.003	+23,2%
Other operating expenses	-5.047	-4.121	-926	+22,5%
EBITDA	**9.531**	**7.228**	**2.303**	**+31,9%**
Depriciation	-3.002	-2.612	-390	+14,9%
Value of investment property	-297	0	-297	-
EBIT	**6.232**	**4.616**	**1.616**	**+35,0%**
Net finance expense	-1.793	-1.535	-258	+16,8%
Effect of results of associates	197	152	45	+29,6%
Profit	**3.721**	**2.573**	**1.148**	**+44,6%**
Other comprehensive income	-80	0	-80	-
Total comprehensive income	**3.641**	**2.573**	**1.068**	**+41,5%**

Profitability ratios improve and gross margin strengthens

Key operational metrics (6M 2021/22 – 6M 2025/26)

- **Strong YoY sales growth**, driven by the impact of SMS and solid growth in Icelandic stores and warehouses - partly offset by a decline at Olís, mainly due to lower global oil prices
- **Gross margin increased** by 2.8 percentage points YoY - SMS contributed positively during the period, and Olís reported stronger margins than last year, while the grocery segment in Iceland remained broadly stable
- **Salary and cost ratios increased** YoY - primarily due to the impact of SMS
- **EBITDA margin** at 9.5% for the period, compared to 8.0% in the previous year
- **Profit margin** at 3.7%, compared to 2.8% in the previous year

Cash from operating activity amounted to 9.2 b.ISK at the end of Q2

Cash Flow Statement 6M 2025/26 (m.ISK)

- **Cash from operating activity** amounted to 9.2 b.ISK at the end of August, an increase of 3.6 b.ISK from the comparative period last year
- **Investing activities** totaled 2.1 b.ISK compared to 1.1 b.ISK last year
- **Investments during the period** incl. upgrades in several Bónus and Hagkaup stores, new Glans car wash facilities, two new ÓB self-service stations, as well as software and other digital solutions - also incl. new retail center for SMS
- **Financing activities** amounted to 4.5 b.ISK, compared to 3.3 b.ISK in the prior year - incl. 395 m.ISK share buybacks during Q2
- **Cash increased** by 2.6 b.ISK during the period, reaching 4.9 b.ISK at the end of Q2, compared to 3.0 b.ISK last year

	6M 2025/26	6M 2024/25	*Change*
Profit for the period	3.721	2.573	1.148
Adjustments	5.868	4.713	1.155
Working capital	**9.589**	**7.286**	**2.303**
Change in current assets	-1.226	-2.238	1.012
Change in current liabilities	2.903	2.428	475
Paid interests and taxes	-2.085	-1.919	-166
Cash from operating activity	**9.181**	**5.557**	**3.624**
Investing activities	-2.099	-1.099	-1.000
Financing activities	-4.465	-3.301	-1.164
Change in cash	**2.617**	**1.157**	**1.460**
Net cash at the end of August	**4.904**	**2.984**	**1.920**

Strong financial position at the end of August

Balance Sheet 31 August 2025 (m.ISK)

- **Non-current assets** amounted 81.2 b.ISK, decreasing by 722 m.ISK during the period
- **Current assets** totaled 27.1 b.ISK, increasing by 3.9 b.ISK since last year-end, mainly due to higher cash balances
- **Equity** amounted to 39.3 b.ISK and the company held 11.8 million **own shares** at the end of August
- **Total liabilities** were 68.9 b.ISK, an increase of 2.4 b.ISK, primarily due to higher short-term trade payables
- **Interest-bearing short-term debt** amounted to 6.0 b.ISK at the end of August - incl. 1.4 b.ISK in **promissory notes** and 3.8 b.ISK in **short-term DKK financing related to Hagar's acquisition of SMS**

	31.08. 2025	28.02. 2025	%Δ
Property, plant and equipment	36.367	35.632	*+2%*
Intangible assets	15.335	15.601	*-2%*
Other non-current assets	29.452	30.643	*-4%*
Non-current assets	81.154	81.876	*-1%*
Inventories	13.085	13.974	-
Trade receivables	9.076	6.887	*+32%*
Cash	4.904	2.299	*+113%*
Current assets	27.065	23.160	*+17%*
Total assets	**108.219**	**105.036**	***+3%***
Liabilities and equity	**108.219**	**105.036**	***+3%***

	31.08. 2025	28.02. 2025	%Δ
Borrowings	17.146	17.137	*+0%*
Lease liabilities	15.343	15.947	*-4%*
Income tax	4.465	3.883	*+15%*
Non-current liabilities	36.954	36.967	*-0%*
Borrowings	5.953	6.278	*-5%*
Lease liabilities	3.423	3.630	*-6%*
Trade payables	22.587	19.672	*+15%*
Current liabilities	31.963	29.580	*+8%*
Total liabilities	**68.917**	**66.547**	***+4%***
Total equity	**39.302**	**38.489**	***+2%***

Return on equity increases significantly during the period

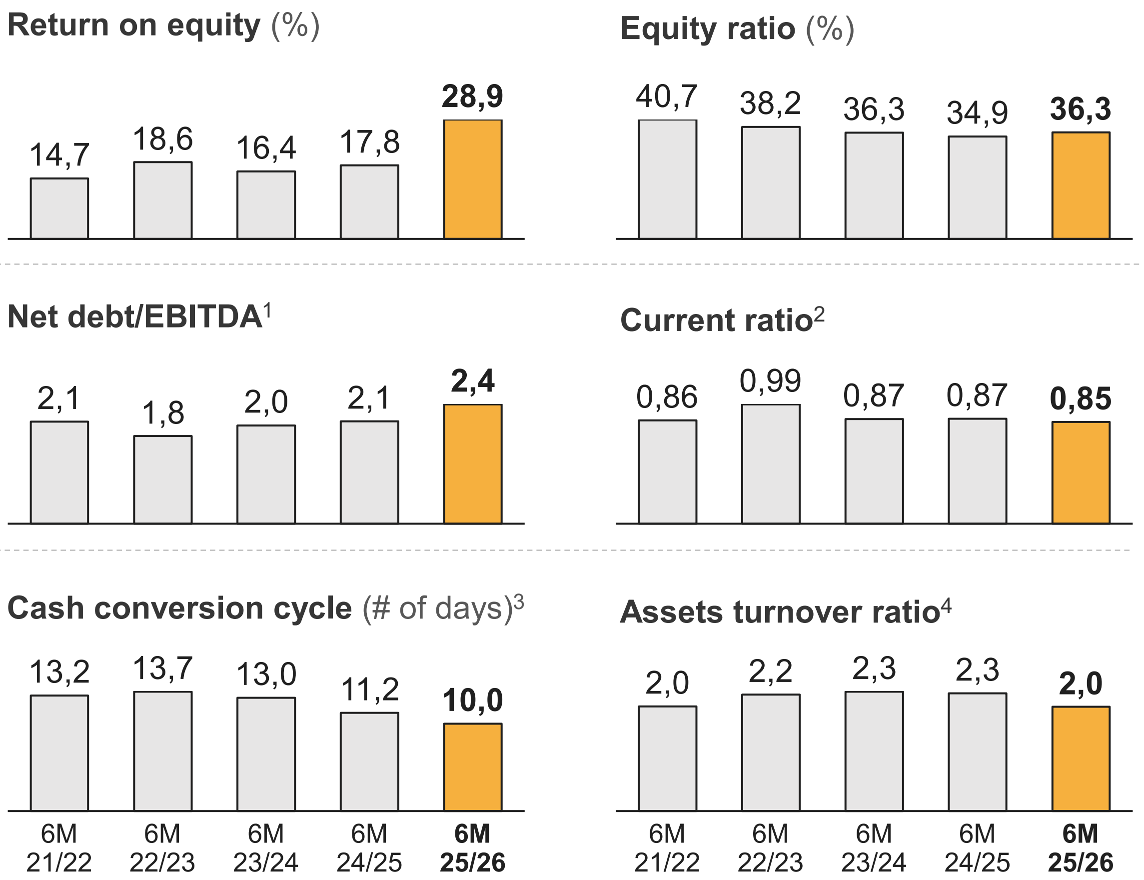
Key financial metrics (6M 2021/22 – 6M 2025/26)

- **Return on equity was 28.9%** over the past 12 months, showing a significant increase compared to the same period last year
- **Equity ratio** at the end of Q2 was 36.3% - **in line with the board's target** of approximately 35.0%
- **Net interest-bearing debt**, incl. lease liabilities, amounted to 37.0 b.ISK at the end of Q2, equivalent to 2.4 x 12-month EBITDA - **the increase mainly driven by the acquisition of SMS**
- **Current ratio** was 0.85 at the end of Q2, compared to 0.87 in the prior year
- **Cash conversion cycle** was 10.0 days, compared to 11.2 days last year
- **Asset turnover** was 2.0 compared to 2.3 in the previous year

Share-holders return

Risk in operations

Efficiency of assets



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

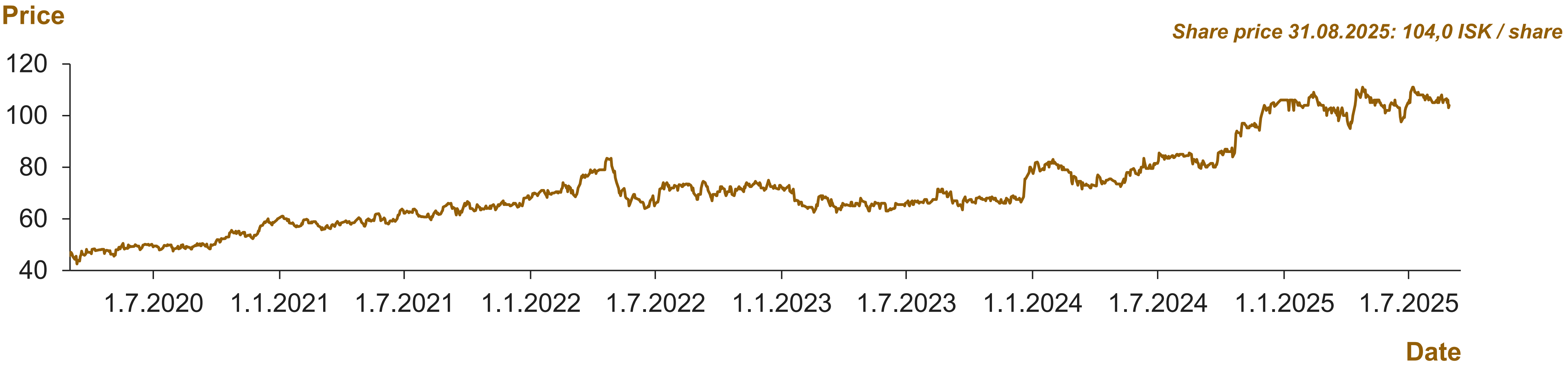
Operational Overview

Business Updates

Financial Statements

Status and Outlook

Share price and largest shareholders



Largest shareholders, *shares held at 31.08.2025*

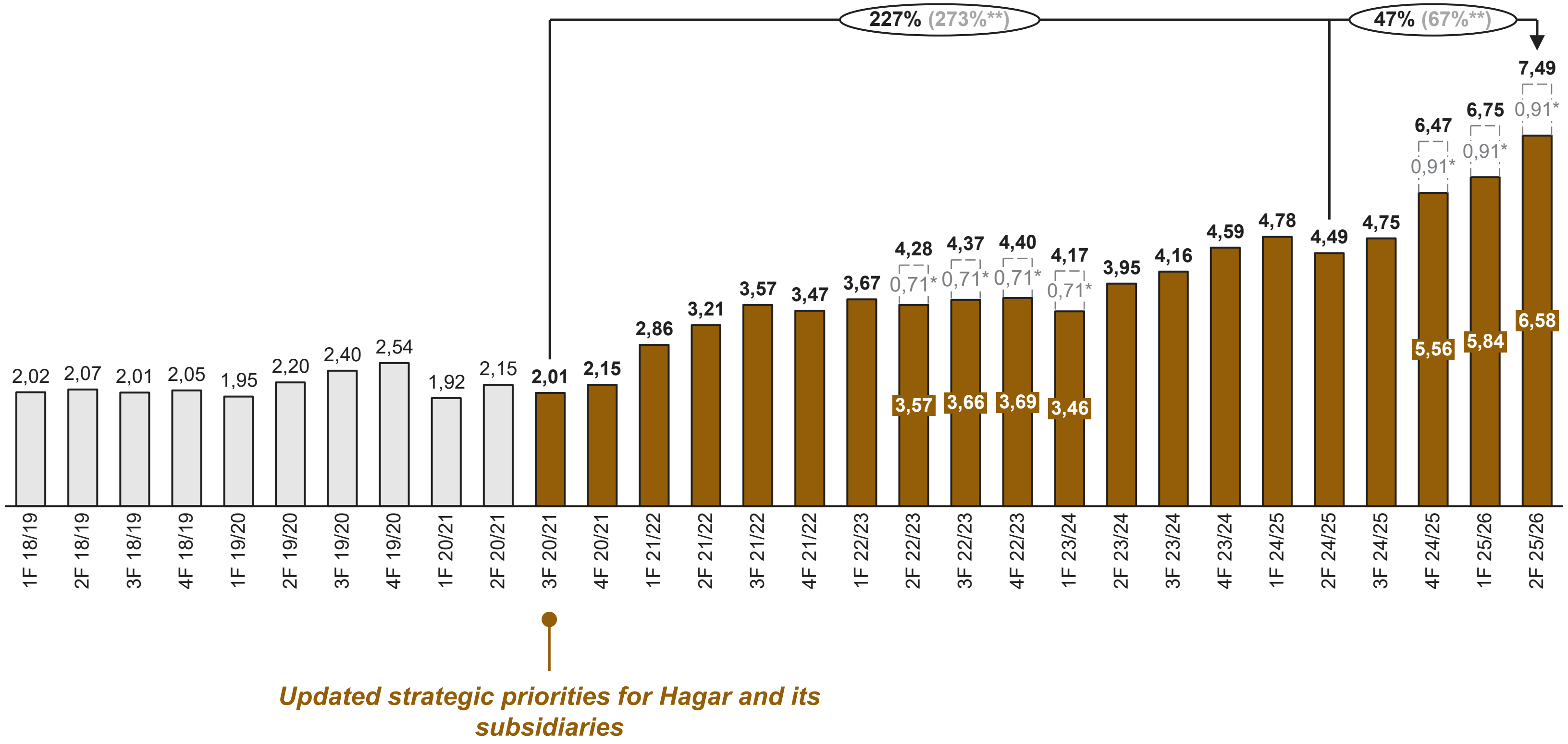
1.	Gildi - lífeyrissjóður	16,9%
2.	Lífeyrissjóður verslunarmanna	11,7%
3.	Lífeyrissjóður starfsmanna ríkisins A-deild	11,4%
4.	Brú lífeyrissjóður starfsm. sveitarfélaga	9,2%
5.	Kaldbakur ehf.	8,1%
6.	Birta lífeyrissjóður	6,6%
7.	Festa - lífeyrissjóður	4,2%
8.	Stapi lífeyrissjóður	3,2%
9.	Söfnunarsjóður lífeyrisréttinda	2,8%
10.	Brú R deild	2,1%

Source: NASDAQ OMX (13 October 2025)

Earnings per share continue to strengthen

Accumulated basic earnings per share for the past 12 months (ISK per share)

- **Earnings per share (EPS) continue to increase**, amounting to **ISK 6.58** for the past 12 months, or **ISK 7.49 per share when including one-off effects related to the acquisition of SMS in the Faroe Islands**
- **Excluding these one-off effects** following the acquisition, **EPS increased by nearly 47%** compared to last year
- **The improved EPS continues to be driven by** overall **operational improvements**, **strategic decisions**, **new business units**, and **increased activity - SMS became part of Hagar in Q4 2024/25**



Status and outlook

- External challenges, but **operations are going well and outlook for H2 is good**
  - **Continued uncertainty in the global business environment** with increased geopolitical tension and tariffs - geopolitical conflicts create uncertainty about **development of oil prices**
  - **Economic development and operating environment slowly moving in the right direction** - inflation is too high, tempering expectations of lowering of interest rates, strong ISK is a concern
  - **Persistent high inflation in food** - dairy products, meat, chocolate and coffee are the main culprits
  - **All of Hagar's business units are performing well** - SMS in the Faroe Islands is performing beyond expectations, ongoing volume increases in grocery, strong operating fundamentals at Olís service stations
  - **Investment in business development has started to deliver tangible returns** - launch of Hagar's loyalty system, with more projects to follow
  - **Strong financial position and funding ensured** - opportunities for further efficiencies related to operations in the Faroe Islands
  - **EBITDA guidance** for the financial year was **increased in September by ISK 1.0 billion** to now **ISK 17,000 - 17,500 million**
- Hagar has **demonstrated improved operations** and **ability to grow profitably** - the company is in a **strong position to meet challenges** and take advantage of opportunities that may arise in the Icelandic business and economic environment


Bananar


3

Questions?


HAGKAUP
HAGKAUP EXPRESS


Pay


BÓNUS


ZARA


Velkomin í
STÓRKAUP
ABENA

Companies within the Hagar Group in Iceland

hagar

BÓNUS

Bónus is a chain of discount stores that, from its founding, has offered the customers the lowest possible food price in Iceland. There are in total 33 stores but the product range covers all the primary household needs.

HAGKAUP

Hagkaup is a leading department store which emphasises on excellent service and a wide range of products. There are 7 stores, plus an online store, but the main product categories are food, cosmetics and toys.

olís

Olís specialises in the sale and service of fuel and other oil products, as well as fast food, various essential products for car owners, as well as multi-faceted services for e.g. fishing, contracting and transport enterprises throughout the country.

ELDUM RÉTT

Eldum rétt offers it's customers meal kits – available through its online store as well as in Hagkaup and Bónus – with recipes and precisely measured ingredients to cook healthy and delicious meals with minimal effort.

AÐFÖNG

Aðföng is a purchasing and logistics center for the retail and HoReCa market, but the company's activities consist of purchasing, inventory management and distribution for Bónus, Hagkaup, Olís and Stórkaup stores.

Bananar

Bananar is the largest importer and distributor of fresh vegetables, fruits and berries in Iceland and also one of the largest import companies in the country. Bananar is also the largest buyer and distributor of domestic vegetable and berry products.

STÓRKAUP

Stórkaup is a wholesaler servicing bulk users with supplies on a broad basis, with operational guiding principles in efficiency, modern level of service and a simple sales organisation and distribution. The main product categories are operational supplies, health products and food products.

ZARA

Zara is one of the world's largest fashion store chains selling clothing for adults as well as children at decent prices. Hagar manages the elegant Zara store in Smáralind.

ASSOCIATES WITHIN THE GROUP

KLASI

Olíudreifing

LEMON

SMALLER BRANDS WITHIN THE GROUP

ób

GRILL 66

H VEIGAR

VÍNFÖNG

FERSKAR KJÖTVÖRUR

HIMNESKT

ÍSLANDS NAUT

ÍSLANDS LAMB

Companies within the Hagar Group in Faroe Islands

Bónus is a nationwide chain of affordable grocery stores in the Faroe Islands, known for offering the best grocery prices in the country - eight locations in total.

Miklagarður is a hypermarket offering a wide range of products including food, toys, and other specialty products. Miklagarður also operates a meat processing facility that serves the SMS group.
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Mylnan is a combination of a convenience store and a bakery with four locations across Torshavn. It also serves as the primary supplier of baked goods for Bónus and Miklagarður.

SMS operates four restaurants in the main shopping mall, i.e. Burger King, Sunset Boulevard, Sushi Daily and Hornið. Additionally, SMS operates two steakhouses (Angus Steakhouse) in Torshavn and Klaksvik.

Rumbul & Sheep offer a variety of smaller items at affordable prices, making everyday essentials accessible across three locations in the Faroe Islands.

Ownership: 60%

Diversified property portfolio of 11,000 m², primarily used for own operations. Additionally, operating the main shopping mall, which houses both own stores but predominantly rented units.

Burn is a gym with three locations in Torshavn, offering flexible monthly subscriptions. In addition to general membership, it provides private lessons and personalized training.

Ownership: 50%
Associated company

Omaná is an ice cream and dessert provider that operates a dedicated dessert shop while also supplying ice cream and sweets at a group level.

Ownership: 50%
Associated company

Disclaimer

On behalf of Hagar, attention is drawn to the fact 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 time of publication or by any discussion by the company of the presentation. For these reasons, the statements and information carry a degree of uncertainty.

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