

Welcome to Dagrofa

Corporate presentation



Dagrofa – One of Denmark's largest logistics and sales companies

- Total annual revenue of EUR +2.5 billion in 2022
- 14,500 dedicated employees
- Head Quarter: Ringsted, Denmark
- One-stop supplier
- Major exporter of branded and Private Label products to customers outside Denmark
- More than 40 years expertise in customized solutions
- Denmark's broadest and deepest assortment with more than 18,500 unique item numbers

Top Management and Organization

Dagrofa is owned by NorgesGruppen, which holds 49%, KFI Erhvervsdrivende owns 42% and the merchants own 9%.



Group CEO
Tomas Pietrangeli



Group CFO
Thomas Thellersen Børner



Chief Executive Officer
Dagrofa Foodservice
Michael Christensen



Chief Executive Officer
Dagrofa Logistik
Dan Kolding



HR Director
Laura Marie Larsen



Director, Business
Development & Market
Analysis
Charlotte Kunnerup



Category Director
Jesper Bjerring



IT Director
Kenneth Svendsen



Chief Executive Officer,
Meny
Richo Boss



Chief Executive Officer,
SML
Esben Keller

The history of Dagrofa

Dagrofa a/s is founded
In 1978 Lund & Rasmussen a/s took over the share majority in Styhr & Kjær a/s, which hereafter made a partnership with Lund & Rasmussen a/s under the name Dagros i/s, which later via a merger became Dagrofa a/s.



Dagrofa bought the concern Ove Juel Catering a/s, which 3 years later merged with Flensted Catering a/s under the name Catering Engros a/s.

2000

1978

SuperGros
On 1st of January 2000 Dagrofa a/s and Centralkøb a/s joined forces and created SuperGros a/s.
The joined forces made SuperGros a/s the largest grocery wholesaler in Denmark.



Dagrofa aquired former wholesaler Chr. Kjærsgård, which had been supplier to the super market chain Let-Køb.



Dagrofa a/s enters a partnership with Norwegian NorgesGruppen re. Establishing the discounter KIWI mini price

2003

2008

2007



Dagrofa a/s aquires Fog Anlæg a/s as well as Fog Fødevarer a/s and converts their super markets to SuperBest stores.



Dagrofa is now owned by NorgesGruppen, which owns 49%, KFI Erhvervsdrivende Fond, which owns 42%, and the store owners, who own 9%

2013



MENY – The city's food market. A new food market sees the light of day



SuperGros a/s changes name to Dagrofa Logistik a/s

2014

2015



Dagrofa a/s closes the KIWI chain in Denmark 25 of the KIWI stores are converted into Spar and 2 are converted into MENY

2017

2019

Under the new koncern strategy FoodService Danmark, S-Engros and Catering Engros join forces and become Dagrofa Foodservice.



The title of the strategy for 2022-2024 is revealed to the public, and Dagrofa can look forward to creating #FremgangSammen



2020

2021

2022

After the first year with the new strategy, Dagrofa achieved the best result for 11 years.

Dagrofa

Business units

Dagrofa's core and foundation is based upon a strong merchant spirit in all business units.

RETAIL



MENY is Denmark's food market with a wide range of meat, cheese, fruit and vegetables as well as beverages.

Spar, Min Købmand and Let-Køb are small local supermarkets and convenience stores.



Min KØBMAND LET-KØB

WHOLESALE



Turnover 2022 - EUR 1,8 mia.

Sales & Logistics company that delivers to Dagrofa's own chains as well as convenience customers, independent chains and export customers.

OMHU



Grøn Balance

FOODSERVICE



Turnover 2022 – EUR 0,60 mia

One of the leading suppliers of food to the foodservice sector in Denmark. We have several specialist companies.



Dagrofa has four supermarket chains

They are the local focal point and important for the connectivity in both in both cities, towns and villages.

MENY



MENY is Denmark's FOOD market. Here, we are merchants with more than 5,000 professionally trained butchers, fishmongers, cheese masters, wine experts and greengrocers.

SPAR



SPAR is driven by local merchants who are passionate about strengthening the local community where the store is located. The SPAR merchant hosts market days and other events for the town and supports local sponsorships.

MIN KØBMAND



Here, you can chat with your neighbor, get dinner inspiration and take a stroll through the store, which always offers a wide range of goods tailored to local needs. Many of the stores have started with the help of local citizens. It doesn't get more local than this.

LET-KØB



Let-Køb's core values are proximity, service and quality. As a Let-Køb merchant, you are the focal point of the local community, where familiar and happy faces are encountered daily.

New CSR strategy for the entire Dagrofa 2021-2024.



The three focus areas

CLIMATE & SUSTAINABLE ENERGY

1



PUBLIC HEALTH & RESPONSIBLE CONSUMPTION

2



SUSTAINABLE DEVELOPMENT LOCALLY

3



A large industrial warehouse with a conveyor belt system and stacks of GRØN BALANCE boxes.

Dagrofa Logistik

- Dagrofa - Sales and Logistic company
- Consolidation and deliveries built on a strong and efficient value chain
- We deliver to app. 600 stores daily – 100 of our own stores
- 2 terminals – Vejle and Ringsted
- Approximately 500 employees
- 3.000 pallets run through the warehouses daily
- 24/7 service

Our ambition is...

... to be a skilled, dynamic and value-creating partner for our export customers – offering tailor-made logistic solutions and plug and play PL concepts, based on an excellent market expertise and development.

We are a Danish wholesaler, driven by professionalism and strong results – combined with a strong solidarity and commitment among our owners and partners.

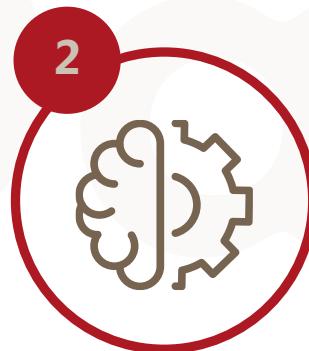


Core values

Our goal and core values in a cooperation, is to seek win-win solutions – based upon a strong logistic foundation and a drive to win and create value for our partners and end-consumers.



PARTNERSHIP



BUSINESS
EXCELLENCE



CUSTOMER
PERSPECTIVE



VALUE -
CREATION



PROGRESS

Private Label

Provider of full-range concepts
for national and export partners

Dagrofa

Plug & play PL concepts with full coverage

A wide range of 16 strong private brands & labels – with more than 3,000 SKUs

Our unique and innovative products often win consumer tests rated on taste, design and quality.

DISCOUNT

First Price



Entry level quality

MAINSTREAM

Gestus



Good quality
- matching leading brands

ORGANIC FOOD & CLEAN NONFOOD

Grøn Balance



Good quality
- matching leading brands

PREMIUM

OMHU



Good quality
- uniqueness

Private Label buying power

Purchasing and product development takes place locally and through strategic procurement alliances in the Northern region and Europe. In this way, we can consolidate our volumes and ensure even better prices and conditions for our products.

Dagrofa



NATIONALLY



NORDIC

EMD



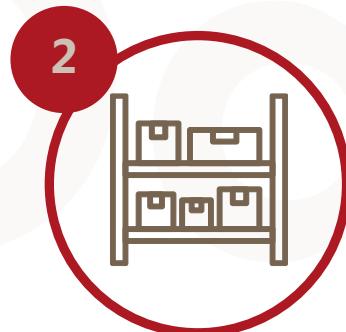
EUROPEAN / GLOBALLY

Winning in the market

A combination of Plug & Play concepts and a flexible and low-cost logistics setup, gives customers increased competitiveness and unique opportunities for consolidation across many product categories.



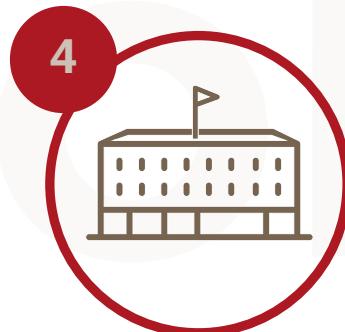
PLUG AND PLAY PL
CONCEPTS



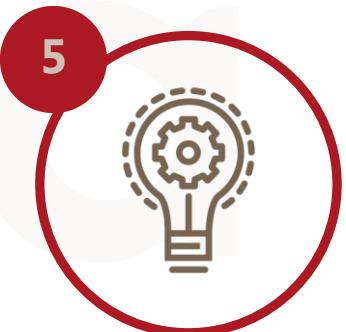
MORE THAN 3,000
PRIVATE LABEL SKUs



FLEXIBLE AND
LOW-COST
LOGISTICAL SETUP



PROFESSIONAL
BACKOFFICE



INNOVATION

Grøn Balance

Products which live up to the highest standards
regarding quality and product safety

Developed with care for you & the environment

With a strong eco friendly packaging profile.



The nonfood series of clean products, in high quality, always marked with Nordic Swan Eco- and Asthma Allergy Nordic label. The range consists of more than 100 products.



The food series of guaranteed organic products, always marked with the Danish organic, or the EU organic label. The range consists of more than 200 products.

Certifications

It can be difficult to distinguish between which products are organic, environmentally- and allergy-friendly. Therefore, all Grøn Balance products are labelled with one or more certifications.

NORDIC SWAN ECOLABEL



Guarantee eco friendly ingredients.

ASTHMA ALLERGY NORDIC



Guarantee fragrance-free and without disruption substances.

DANISH ECO LABEL



DK authorities have controlled the company that has processed, packaged or labeled the product.

EUROPEAN ECO LABEL



The label is mandatory on all organic foods approved in Europe.

Improved eco friendly profile

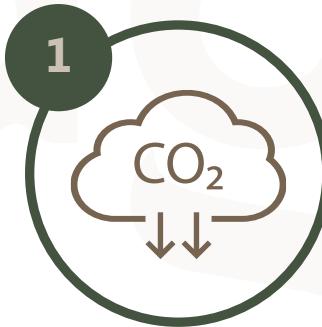
As consumers have a growing focus on the environment and sustainability, we are tightening the packaging requirements for Grøn Balance.

EXISTING



+

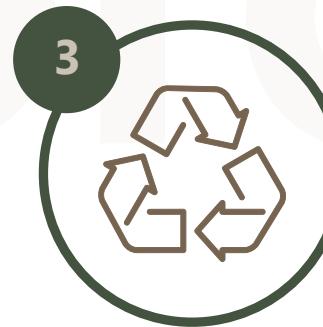
NEW REQUIREMENTS FOR PACKAGING



General reduction
of packaging.



All packaging in mono-
materials or easily
separable materials.

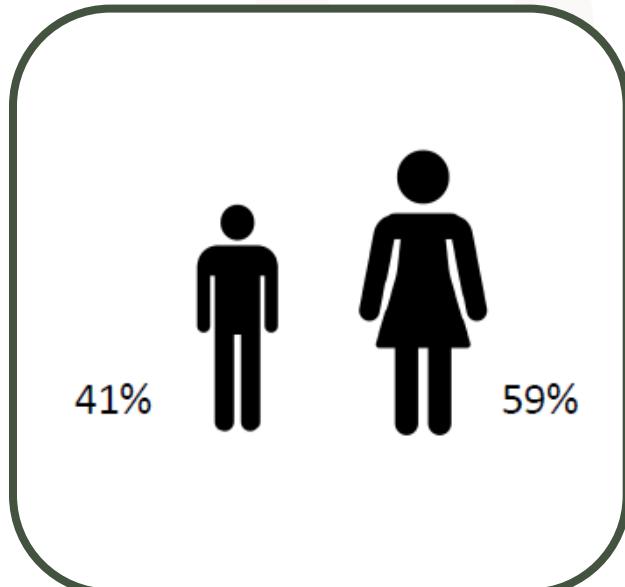


Nonfood/Nearfood
products, which are
not intended for food
contact, should be in
(partly) recycled
materials.

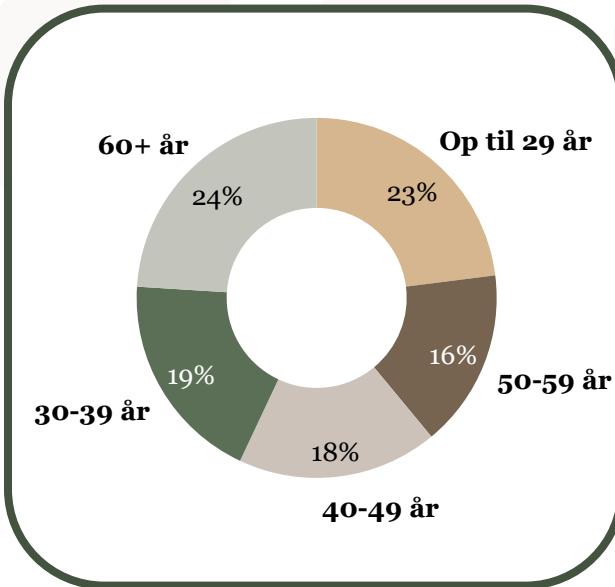
Audience and image

The core target group is the conscious consumers in all ages. They prefer organic food and eco- and allergy-friendly products. Families (30–49-year-olds) with small children shop on average more often, and for a larger amount than other age groups.

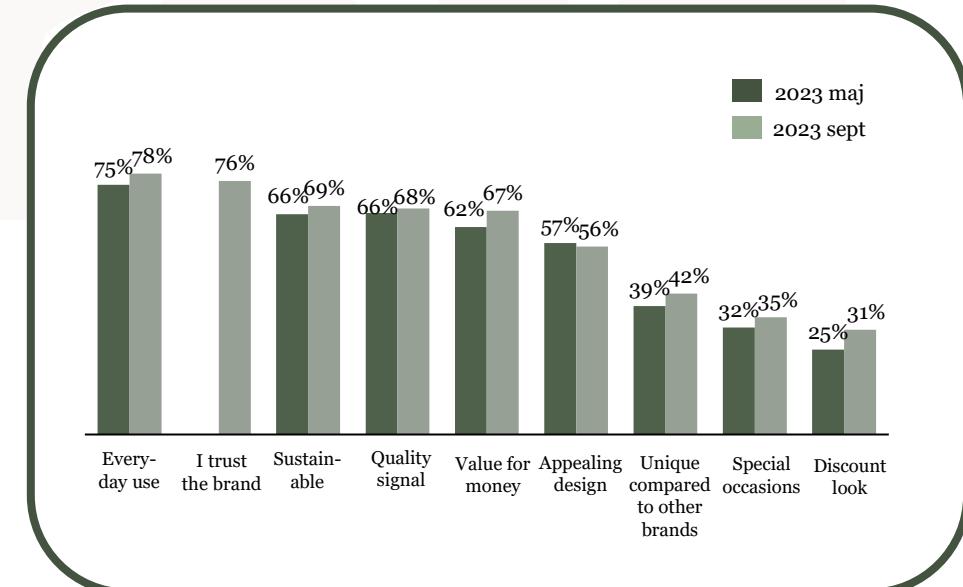
GENDER



AUDIENCE SPLIT



IMAGE





Baby & Kids

The range consists of 30 products in the categories; shampoo, bath, lotion, wet-wipes, diapers etc.

All products are Eco-labeled with the Swan and recommended by Asthma-Allergy Nordic.

All products are 100% free from perfume, color and other problematic substances that are suspected of being endocrine disruptors.

Grøn Balance

Personal Care

The range consist of 45 products in the categories; bath, hair, cleansing products, lotion, cotton wool, sun lotion etc.

All products are Eco-labeled with the Swan and recommended by Asthma-Allergy Nordic.

All products are 100% free from perfume, color and other problematic substances that are suspected of being endocrine disruptors.

 **Grøn Balance**



Household

The range consists of 30 products in the categories; wash and cleaning products.

All are effective despite the environmentally friendly ingredients.

All products are 100% free from perfume, color and other harmful substances.

All are Eco-labeled with the Swan and recommended by Asthma-Allergy Nordic.

Grøn Balance

Gestus – Everyday life and weekend luxury

A large series of tasty foods within many categories.

Gestus is a series of tasty foods – both affordable and of good quality. Everyday of the week must taste good. Even on an ordinary Monday or a festive Friday. Gestus can do that with taste experiences of good quality. The range consists of more than 900 products.



First Price – The Scandinavian price fighter



Discount brand with both food and non-food products

First Price is good groceries for you, who want to make the most of your money and your day. The choice is simple, because the price is as low as it can be, and the assortment covers most things across all categories.

That means you and your family can fill both the shopping cart and everyday life with exactly what matters most to you:
Because you always get more for less.
The range consists of more than 400 products.



How do you benefit?

International Brands

One-stop supplier

Competitive prices

High and consistant
quality and food safety

Buying power



Flexible delivery

Food + Non-Food

+18,000 products

Award winning PL

Innovative product
development

References

LØVBJERG

Normal

POUL HANSEN

Q8

SUPERLAND

FÅRUP
Et sommerland
heltude i skoven

ColorLine

RETNEMT
MÅLTIDSKASSER

Dagrofa
Logistik

PISIFFIK

ABC lavpris

KRÓNAN

BÓNU\$
-er billigast

nemlig.com
DAGLIGVARER NÅR
DET PASSER DIG

Fleggaard®
Lige over grænsen

ZOO
KØBENHAVN

Mågasin

NærKØB

MIKLAGARDUR

Sigro

ammenam

Wrist

SHIP SUPPLY

Wolt Market

Dagrofa
FOOD
SERVICE

myInn
HANDVERK SIDEN 1979



Thank you!