



Sligro Food Group N.V.

## Half-year figures 2017

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Amsterdam, 20 July 2017

## Agenda

Welcoming remarks	Koen Slippens
Half-year figures 2017	Rob van der Sluijs
Food retail	Koen Slippens
Foodservice	Koen Slippens
Outlook	Koen Slippens

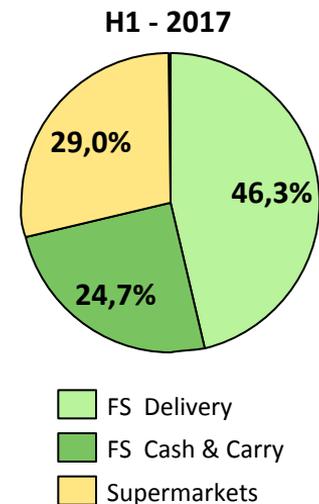
# Net sales



Sligro Food Group N.V.

amounts *€ million	H1-2017	H1-2016	H1-2017	H1-2016
<b>Net sales</b>	<b>1,435</b>	<b>1,355</b>	<b>100.0%</b>	<b>100.0%</b>
Gross margin	331	308	23.1%	22.8%
Other operating income	7	1	0.5%	0.1%
Expenses	-264	-243	-18.3%	-17.9%
<b>EBITDA</b>	<b>74</b>	<b>66</b>	<b>5.2%</b>	<b>4.9%</b>
Impairments	-3	-	-0.2%	0.0%
Depreciation	-23	-20	-1.6%	-1.5%
<b>EBITA</b>	<b>48</b>	<b>46</b>	<b>3.4%</b>	<b>3.4%</b>
Amortisation	-13	-12	-1.0%	-0.9%
<b>EBIT</b>	<b>35</b>	<b>34</b>	<b>2.4%</b>	<b>2.5%</b>
Interest	1	1	0.1%	0.1%
<b>Profit before tax</b>	<b>36</b>	<b>35</b>	<b>2.5%</b>	<b>2.6%</b>
Taxes	-8	-7	-0.6%	-0.5%
<b>Profit for the half-year</b>	<b>28</b>	<b>28</b>	<b>1.9%</b>	<b>2.1%</b>

H1 - 2017	SFG	FS	FR
Net sales	+ 5.9%	+ 8.3%	+ 0.5%
Organic growth	+ 3.3%	+ 4.6%	+ 0.5%

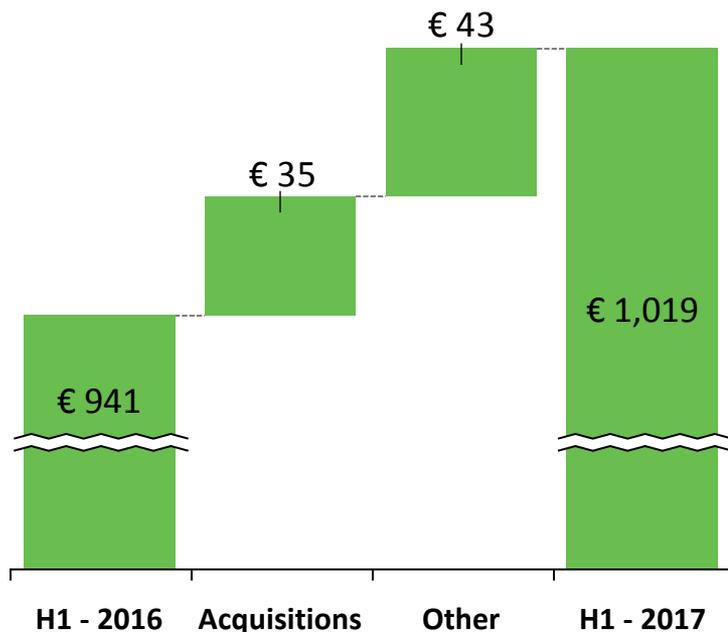


# Net sales Foodservice



Sligro Food Group N.V.

Amounts x € million



H1 - 2017	FS
Net sales	+ 8.3%
Organic growth	+ 4.6%

- Cash & Carry growing, Delivery Service growing even faster
- Sales posted by acquisitions:
  - De Kweker (€1 million, Jan - Feb)
  - Java (€19 million, Jan - Feb)
  - ISPC (€15 million, May - June)
- Q2 strong thanks to fine weather
- Extra sales generated by export trade of baby foods and beer

# Net sales: Geographical segmentation



Sligro Food Group N.V.

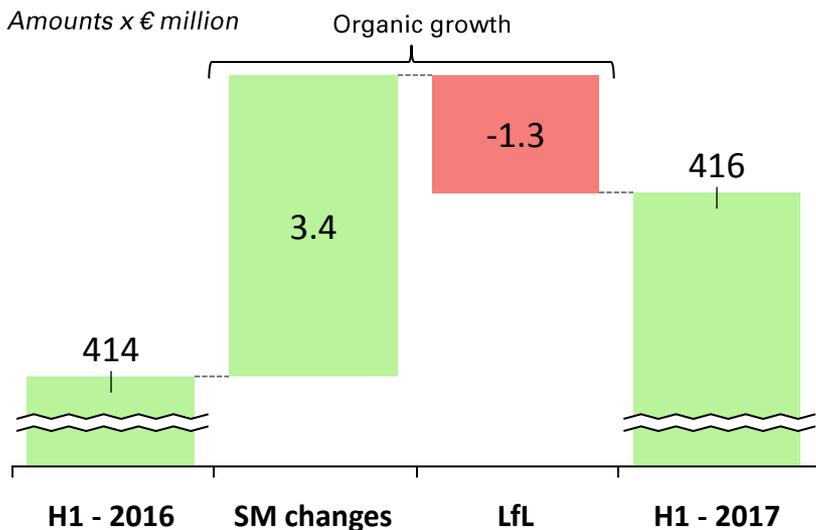
Net sales amounts *€ million	Foodservice		Food retail		Total	
	2017	2016	2017	2016	2017	2016
Netherlands	922	880	416	414	1,338	1,294
Belgium from the Netherlands	19	17	-	-	19	17
Belgium from Belgium	78	44	-	-	78	44
<b>Total</b>	<b>1,019</b>	<b>941</b>	<b>416</b>	<b>414</b>	<b>1,435</b>	<b>1,355</b>

# Net sales Food retail



Sligro Food Group N.V.

Amounts x € million



H1 - 2017	FR
Net sales	+ 0.5%
Organic growth	+ 0.5%

- Growth at EMTÉ lagging behind the market
- Newly opened stores adding sales (2 stores in H2 2016)
- 3 stores closed as from H2 2016
- EMTÉ 3.0 upgrade programme active

	IRI	Nielsen	Avg. IRI / Nielsen	EMTÉ cons.sales	Δ
Q1	2.5%	2.3%	2.4%	0.5%	-1.9%
Q2	4.9%	4.3%	4.6%	1.5%	-3.1%
H1-2017	3.7%	3.3%	3.5%	1.0%	-2.5%

## Net sales Food retail (H1-2017)

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- EMTÉ total LfL - 0.3%
  - EMTÉ 2.0 LfL - 0.1%
  - EMTÉ 3.0 after conversion LfL + 1.5%
  
  - How we are measuring net sales EMTÉ 3.0 :
    - Fase I, conversion period (ca 2 weeks): - 76.2%
    - Fase II, after conversion + 1.5%
- } - 1.3%

# Gross margin



Sligro Food Group N.V.

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- Gross margin percentage up by 0.3%-points
- Foodservice margins improved due to:
  - Regional share of sales in delivery market up
  - Improved margin on promotions
- Food retail margin increasing due to:
  - Somewhat lower share of promotions
  - Improved margin on promotions
  - Boost from savings campaigns

# Expenses



Sligro Food Group N.V.

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- Total costs, impairment losses, depreciation charges and amortisation up by 0.8%
- Foodservice:
  - Increase in acquisition costs
  - Increased costs for Sligro Belgium start-up
  - Decrease in wage and transport costs from 'Kick the Costs' cost-cutting programme
- Food retail:
  - Wage costs and depreciation (standardised) higher in 3.0 format
  - New 3.0 stores still in growth phase
  - Impairment losses recognised in connection with conversion

# Amortisation Details



Sligro Food Group N.V.

amounts * € million	SFG		Foodservice		Food retail	
	H1-2017	H1-2016	H1-2017	H1-2016	H1-2017	H1-2016
Software	4	4	4	4	-	-
Customer contracts	3	2	3	2	-	-
Acquisitions	6	6	2	2	4	4
<b>Amortisation reported</b>	<b>13</b>	<b>12</b>	<b>9</b>	<b>8</b>	<b>4</b>	<b>4</b>

## Specialties for coming years:

- FS: Increase in amortisation of other intangible assets from ISPC (May) and Tinteligen (July) acquisitions – together approx. €1 million annually
- FR: Decrease in the amortisation of other intangible assets due to absence of EDAH amortisation (July) – €4 million annually

# EBIT



Sligro Food Group N.V.

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- Foodservice EBIT up by €2 million
  - Sales growth outstripping the market
  - Improvement in gross margin
  - Cost savings, especially on Delivery Services
  - Increased acquisition costs and start-up costs for Sligro Belgium
- Food retail EBIT down by €1 million
  - Growth in sales too low
  - Improvement in gross margin
  - 3.0 format costs higher than for 2.0
  - Conversion-related impairment losses more than offset by income from sales of real estate (other operating income)

# Exceptional, incidental items in reported EBIT



Sligro Food Group N.V.

amounts * € million	SFG		Foodservice		Food retail	
	H1-2017	H1-2016	H1-2017	H1-2016	H1-2017	H1-2016
<b>EBIT reported</b>	<b>35</b>	<b>34</b>	<b>33</b>	<b>31</b>	<b>2</b>	<b>3</b>
Impairment losses	3	-	-	-	3	-
Book profits	-5	-	-	-	-5	-
Professional fees connected with acquisitions	2	1	2	1	-	-
Integration costs connected with acquisitions	pm	pm	pm	pm	-	-
Start-up costs in Belgium	1	-	1	-	-	-
<b>EBIT 'normalised'</b>	<b>36</b>	<b>35</b>	<b>36</b>	<b>32</b>	<b>-</b>	<b>3</b>

# Net profit



Sligro Food Group N.V.

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- Net profit €28 million (same as H1 2016)

	H1-2017	H1-2016	change
Profit for the half-year (€ *million)	28	28	-2.1%
Basic earnings per share (€)	0.63	0.65	-3.1%

- Tax burden in the Netherlands increased by more than 2%-points due to expiry of innovation tax break
- Interim dividend of €0.50 per share for 2017 payable 2 October

# Segment results



Sligro Food Group N.V.

amounts * € million	Foodservice		Food retail	
	H1-2017	H1-2016	H1-2017	H1-2016
Net sales	1.019	941	416	414
Other operating income	0	0	7	1
EBITDA	60	55	14	11
EBITA	42	39	6	7
EBIT	33	31	2	3
EBITDA as % of net sales	5,9%	5,9%	3,3%	2,7%
EBITA as % of net sales	4,2%	4,2%	1,3%	1,6%
EBIT as % of net sales	3,2%	3,3%	0,4%	0,7%
Net capital expenditure	34	27	5	8
Depreciation and amortisation software	-21	-19	-6	-5
Net capital employed (mid-year)	629	565	102	118
EBITDA as % of average CE	22,8%	25,5%	24,7%	22,2%
EBITA as % of average CE	17,1%	19,8%	10,5%	14,7%
EBIT as % of average CE	14,0%	17,0%	3,4%	8,8%

- Foodservice
  - Result reduced by non-recurring charges
  - NCE: increased as a result of acquisitions
- Food retail
  - Result reduced by impairments, but offset by book profits
  - New and converted 3.0 sites put pressure on result
  - NCE: decrease owing to improvement in working capital and sale of retail property

# Cash flow statement



Sligro Food Group N.V.

amounts *€ million	H1-2017	H1-2016
Net cash generated from operations	78	79
Interest etc.	1	1
Corporate income tax paid	-24	-26
<b>From operating activities</b>	<b>55</b>	<b>54</b>
Acquisitions / divestments	-38	-51
Investments in associates	-	-
Net capital expenditure	-39	-35
<b>From investing activities</b>	<b>-77</b>	<b>-86</b>
Changes in debt	-1	30
Dividend paid / change in own shares	-34	-33
<b>From financing activities</b>	<b>-35</b>	<b>-3</b>
Movement in cash and short-term bank borrowings	-57	-35
Balance at start of year	92	94
<b>Balance year-end</b>	<b>35</b>	<b>59</b>
<b>Free cash flow</b>	<b>16</b>	<b>19</b>

- €1 million improvement in operating cash flow
- Settlement of CIT for 2016 and CIT 2017 paid in advance in full
- Investment cash flow high owing to acquisition of ISPC and conversion of EMTÉ and Sligro to 3.0
- Dividend is final dividend for 2016 (€0.85 per share)

amounts *€ million	H1-2017	H1-2016
<b>Cash flow from changes in working capital</b>		
Inventories	12	-5
Debtors and other current assets	6	3
Current liabilities	-9	14
<b>Total improvement in working capital</b>	<b>9</b>	<b>12</b>

## New US private placement shelf facility in April 2016:

- 'Basic agreement' running for three years, amount of uncommitted facility €100 million, minimum drawdown €10 million at a time – €30 million drawn under the facility immediately in April 2016
- A second tranche of €40 million, at an interest rate of 1.6% p.a., will be drawn under this facility in September 2017, maturing in 8 years' time
  
- Existing US private placement contracted in 2010 due for repayment in December 2017 and December 2020
  
- The net interest-bearing debt is made up as follows:

amounts *€ million	Mid-year 2017	Year-end 2016	Mid-year 2016
Long-term liabilities	98	103	167
Current portion of long-term borrowings	73	71	-
Fair value of derivatives	-13	-23	-16
Cash	-35	-92	-59
<b>Net interest-bearing debt</b>	<b>123</b>	<b>59</b>	<b>92</b>

# Segment cash flow



Sligro Food Group N.V.

amounts * € million	Foodservice		Food retail	
	H1-2017	H1-2016	H1-2017	H1-2016
EBIT	33	31	2	3
Depreciation and amortisation of software	21	20	9	4
Amortisation of other intangible assets	5	4	4	4
Other operating income in CAPEX	-	-	-5	1
Changes in working capital	5	-1	4	13
Financial income and expense	-	-	1	1
Corporate income tax paid	-20	-24	-4	-2
<b>From operating activities</b>	<b>44</b>	<b>30</b>	<b>11</b>	<b>24</b>
Net capital expenditure	-34	-27	-5	-8
<b>Free cash flow</b>	<b>10</b>	<b>3</b>	<b>6</b>	<b>16</b>
Acquisitions / divestments	-38	-47	-	-4

## Foodservice

- Investment in conversion of 3.0 and Online
- Acquisition of ISPC
- Working capital: decrease primarily owing to reduction in inventories

## Food retail

- Investments mainly relate to conversion of EMTÉ 3.0 format
- Depreciation relates to impairment of €3 million
- Disposal income of €8 million
- Working capital: decrease primarily owing to reduction in inventories

# Food retail

- Market trends
- Sligro Food Group Food retail operations
- Evaluation of Food retail within SFG

# Food retail market trends 2017

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- Food retail market growth H1 2017: 3.5% \*
- Economic recovery visible in sales
- Market growing more strongly than last year representing real growth
- Basic price level showing an increase in 2017
- Sharp rise in the share of promotions in supermarket sales
- Greater competition from various channels:
  - Supermarket density continues to increase
  - Rapid growth of online shopping (varying significantly region by region)
  - Low-end non-food retailers claiming part of 'near food'

\* Average of IRI and Nielsen figures

- Overall growth in net sales at EMTÉ +0.5%, i.e. lagging behind the market (nationally)
- Local market share holding up
- 9 EMTÉ stores added to 3.0 format stores – new format now rolled out to 24 stores in total
- Further roll-out of personalised offers and monetising of data
- Voted most customer friendly supermarket (SAMR)
- Awarded Best Cheese Department crown for the 5th time (GfK)
- Changes in the store network:
  - Change from branch to franchise: Montfoort
  - Transferred to a different format : Oisterwijk FP, Ederveen

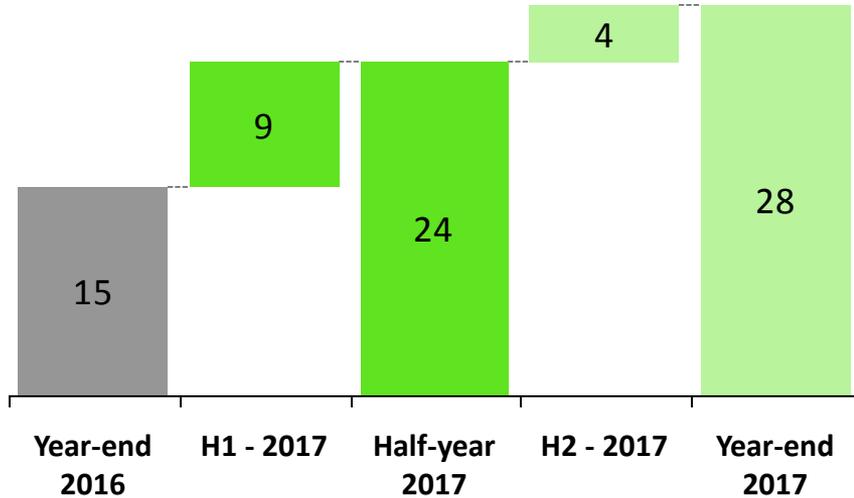
	Branches	Franchises	Totaal
Year-end 2016	99	34	133
Change from branch to franchise	-1	1	-
Transferred to a different format	-1	-1	-2
Half-year 2017	97	34	131

# EMTÉ 3.0 conversion schedule and stores opened



Sligro Food Group N.V.

As at year-end 2017, 28 stores will have been converted to 3.0 format



3.0 format stores are spread over the entire EMTÉ catchment area

## Savings programme:

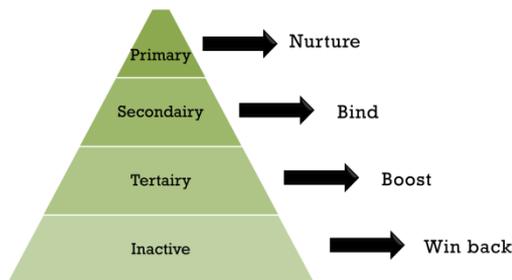
- > 850,000 loyalty cards issued
- 65% of total sales can be linked to individual customers / families in the Netherlands

## Personalised offers:

- Approx. 385,000 emails containing personalised offers are sent out each week
- N=1. Each email is unique to a particular customer, based on individual purchasing habits
- 45% of the customers open the emails
- Email recipients spend more than the control group long-term
- The programme is supported by 41 partners (suppliers)

## CRM:

- Type of promotion depends on value of customer, determined *dynamically*



beste mevrouw Dikken,  
 Hoge gemist hebben in onze supermarkt? Kom  
 nu 5 euro korting op uw kassaart bij besteding  
 g in persoonlijke en wordt verrekend bij de kassa  
 hand van uw FijnproeversPas.  
 gen in deze mail zijn geldig van zondag 9 juli t/m  
 zaterdag 15 juli 2017

Klantwaarde	Samenstelling	Keuze 1	Keuze 2	Keuze 3	Keuze 4
PERSONLIJK EXTRAATJE Rummo Pasta Alle soorten 1+1 GRATIS	PERSONLIJK EXTRAATJE Rummo Pasta Alle soorten 50% korting	PERSONLIJK EXTRAATJE Rummo Pasta Alle soorten 2+1 GRATIS	PERSONLIJK EXTRAATJE Rummo Pasta Alle soorten 25% korting		
BVA zwak Basket Offer	Max Y Max Z	Aanbieding A Aanbieding B	Aanbieding C Aanbieding D		

# Food retail within SFG – our vision (2017 AGM)



- We have faith in the combination of Food Retail and Food Service in the Netherlands:
  - Synergy in terms of purchasing conditions (not least through Superunie) and improved conditions year-on-year (gross margin)
  - Synergy in terms of shared logistics and office functions and departments thanks to a maximised central management (reduced costs)
  - Synergy in terms of the broad base for investments in people, processes, systems and data
  - Synergy in terms of distinctiveness and shared experience within the Group (branch operation, approach to customers, online operations)
- Both in the Netherlands and internationally there is a blurring of the food retail and foodservice markets, making it more sensible than ever to have both segments under one roof, from the point of view of economies of scale and transfer of knowledge
- But only on condition that:
  - Food Retail shows structural growth in the years ahead towards 'reasonable' returns (approx. 2.5% EBITA/Sales, 15% EBITA/net invested capital)
  - Food Retail does not distract management attention away from Foodservice
  - Food Retail CAPEX is not hampered by investments in Foodservice (CAPEX and acquisitions)
- In all cases, over the coming period we will be exploring the longer term strategic options for our Food Retail operations in relation to market developments

# Food retail within SFG – evaluation of format

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## Evaluation:

- Customers are enthusiastic about EMTÉ 3.0 format
- However, enthusiasm does not translate sufficiently into sales growth
- 3.0 format cost structure is higher than that of 2.0 and this will depress results if sales do not grow sufficiently
- Actions to optimise the format in H2 2016 and H1 2017 are already beginning to pay off
- It is going to take longer before we see the results contained in our business case

## Short-term actions:

- Complete conversion on current projects (4 more stores in H2 2017), then pause conversion
- Concentrate on improving profitability and optimising the format

## Evaluation:

- An independent future no longer appears to be the best strategy for long-term value creation
- With a modest market share, it is difficult to keep pace with a changing market
- Any decision must take account of the internal synergies (€15–20 million p.a.) in addition to the stand-alone value of Retail
- Depending on the shape which it takes, a partnership could bring economies of scale and still retain synergistic gains for the Group, so this would be the preferred route, rather than disposal

## Short-term actions:

- Second-half: explore and validate the partnership route with interested parties
- Consider strategic interests in terms of partnership or sale (all stakeholders, including shareholders, employees, business partners, Superunie and the impact on Foodservice)

# Foodservice

- Market trends
- Sligro Food Group Foodservice

# Foodservice market trends 2017



Sligro Food Group N.V.

- Foodservice market grew by 1.6% in H1 2017, according to Foodstep
- We expect the rate of market growth to exceed this figure
- Economic recovery continues to be reflected in sales growth

**Foodservice Market 2016**

FSIN beleidsmonitor 2018

**+2.7%**

**Foodservice Market 2017**

Foodstep periodemonitor P6 2017

**+1.6%**

**Sligro FS NL H1 2017 (organic)**

SFG half-year figures 2017

**+4.7%**

**Sligro FS NL H1 2017**

SFG half-year figures 2017 (incl. De Kweker)

**+4.9%**



# Sligro Food Group Foodservice



Sligro Food Group N.V.

- Organic growth for Foodservice +4.6%, i.e. well ahead of the market
- Progress at acquisitions in Belgium is encouraging:
  - ISPC Belgium now part of SFG Foodservice for two months
  - Java doing well
- Upward trend in the course of Q2
- 13 outlets with Sligro 3.0 format
  - Purmerend Cash & Carry opened in H1 2017



# Sligro Food Group Foodservice – Customers



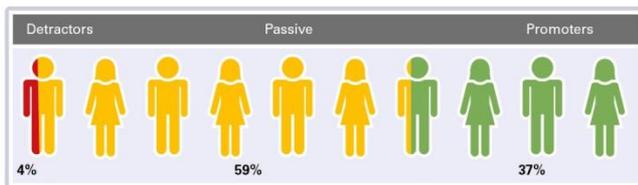
Sligro Food Group N.V.

- Net Promoter Score improving for both Cash & Carry and Delivery Service:

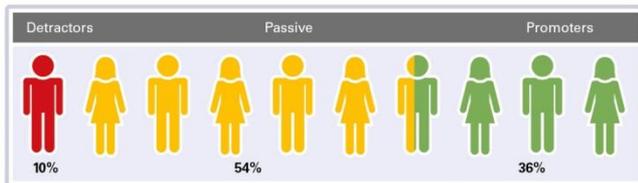
## 2017 Survey

### NET PROMOTER SCORE

Sligro  
Cash-and-Carry:  
33



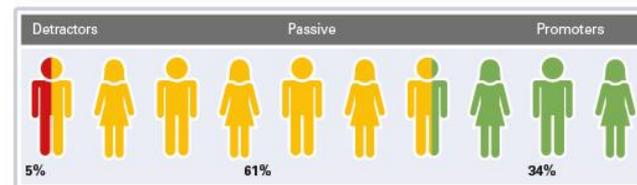
Sligro  
Delivery service:  
27



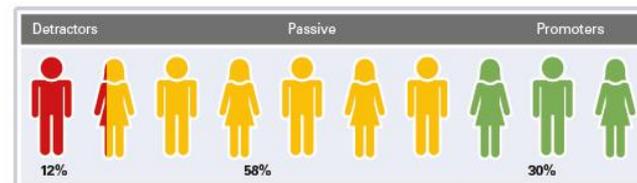
## 2016 Survey

### NET PROMOTER SCORE

Sligro  
Cash-and-Carry:  
29



Sligro  
Delivery service:  
18



- Both Foodservice channels are showing greatly improved Net Promoter Scores
- Our customers rate the developments in the 3.0 format highly both in-store (C&C) and online
- The operational performance of our delivery service scores well

# Sligro Food Group Foodservice – 3.0 roll-out

## Conversion calendar for Sligro 3.0 H2 2017

- Almelo Cash & Carry (Type III)
- Tiel Cash & Carry (Type I)
- Venlo Cash & Carry (Type III)
- Goes Cash & Carry (Type I)



# Sligro Food Group Foodservice – Acquisitions



Sligro Food Group N.V.

## Foodservice acquisitions 2016–2017

- De Kweker
  - Integration completed
  - De Kweker Texel outlet (Cash & Carry) absorbed into Texel Sligro outlet
  - New Sligro - De Kweker Purmerend 3.0 store opened 29 May
- Java
  - Integration completed
  - New Frozen Foods DC commissioned (room for expansion)
  - Shared service centre for Sligro Food Group Belgium launched
- ISPC
  - ISPC part of the group since May
  - Integration in full swing
- Tintelingen
  - Acquisition completed at beginning of July 2017
  - Integration commenced – should be working well by Christmas



**tintelingen**  
het beste cadeau

# Strategic partnership between SFG and Heineken



On 9 May 2017, Sligro and Heineken announced progress towards a strategic partnership with the following aims:

- Sligro to become Heineken's logistics partner for the Dutch hospitality sector
- Sligro to take over the wholesale activities of Heineken's other food and non-food range
- For Sligro this represents an increase of approx. €150 million in Delivery Service sales
- Heineken to become the beer and cider partner for Sligro
- Customers will have the advantage of a one-stop shop for all their drink, food and non-food orders
- The partnership will increase both partners' customer base
  - Sligro will be delivering to 25,000 addresses and Heineken to 18,000 addresses (some of them being customers of both companies)
- We expect to complete this transaction towards the end of the y



# Heineken – supply chain integration



Sligro Food Group N.V.

- Existing supply chain landscape
    - Sligro: 8 Delivery Service outlets + 3 C&C with delivery services
    - Heineken wholesale: 13 distribution centres
- } Post-integration: 8 Delivery Service Outlets and 2 C&C with delivery services (excl Wadden Islands)
- On completion of the transaction, Sligro will be responsible for the entire logistics operation
  - The goal is to create an integrated state-of-the-art distribution network in which Sligro will be investing €80–100 million over the next few years – with sale & leaseback also as an option
  - The revamped sligro.nl website is to become the platform for the online orders
  - As Sligro continues to grow and invest, the transaction is not expected to result in any job losses





[Vestigingen](#) | [Klantenservice](#) | [Erik van der Pasch](#)

Alle producten ▾
Mijn producten ▾
Aanbiedingen ▾
Inspiratie & Advies
Favorieten

Home ▸ Non-food

Productgroep

- Bar- & keukenapparatuur (409)
- Bar- & keukengereedschap (1.122)
- Serveer- & presenterbenodigdheden (808)
- Pannen (279)
- Servies, glaswerk & bestek (1.852)
- Disposables (1.627)
- Inrichting & binnenmeubilair (742)
- Terrasbenodigdheden & -meubilair (488)
- Kantoorbenodigdheden (510)
- Textiel & kleding (796)
- Opberging & transport (211)
- Licht, klimaat & energie (238)
- Schoonmaak, veiligheid & hygiëne (1.014)
- Relatie- & kerstpakketten (10)

## Non-food



### Fruits de mer benodigdheden

### Aanbiedingen uit de folder

 Catertech Koelkast met glasdeur Doos 145240 van 13 jul t/m 31 jul <b>629<sup>00</sup></b>	 Prima Donna Staafmixerset Doos 557916 van 13 jul t/m 31 jul <b>49<sup>00</sup></b>	 Take Dis Bekier scooty Rol 100 stuks 112696 van 13 jul t/m 31 jul <b>4<sup>05</sup></b>	 De'Longhi Espressomachine Doos 168138 van 13 jul t/m 31 jul <b>349<sup>00</sup></b>	 Global Messeniet G2, G5, GS11 en GS33 Per Stuk 282746 van 13 jul t/m 31 jul <b>159<sup>00</sup></b>
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Trendy disposables



Take it slow

## Roll-out process survey

How do our customers rate the roll-out to the new ordering system?



## ON THE BALL

Continuous improvement based on customer insights:

- 3 large-scale surveys
- 3 customer days with interviews
- 24/7 telephone support and recording

ROLL-OUT status 18/7/17

**Half of delivery customers** currently have access

**Large customers to follow in the summer**

2017

This year, all delivery customers are using the new platform

MOBILE

Orders via mobile and tablet are gaining significant ground on desktops

APPROACH

All customers are personally supported in the transition from Slimis to the new platform

# The new E-Commerce platform (Online 3.0)

## NEW FUNCTIONALITIES

Customers are satisfied with the following functionalities:

- ✓ Easy browsing
- ✓ Even faster ordering
- ✓ Recognisable product images
- ✓ Improved search engine
- ✓ Clear navigation
- ✓ Viewing invoices
- ✓ Comprehensive product and allergen information
- ✓ Managing own organisation

## USE OF SEARCH ENGINE

In

**1 in 3 sessions,  
customers**

use the optimised search engine

## USER-FRIENDLINESS

Customers rate the user-friendliness of the new system as

***“Very pleasant”***

## PRODUCT DATA

**> 60,000 items**

2/3 with image

## DURATION OF VISIT

Customers spend an average of

**24 minutes**

on the new platform

# Sligro Food Group Foodservice - Sligro Belgium



Sligro Food Group N.V.

## Sligro Belgian update

- Java Frozen Foods DC operational on 22 April 2017 (construction started at the end of September 2016).

The new building allows a start to be made with the further expansion of Java

- Java's back-office organisation will undergo further professionalisation in order to function as the shared service centre for Sligro's Belgian activities
- ISPC as been part of SFG since May
- Start of construction in Antwerp now scheduled for Q4 2017
- Planning application in Bruges is ongoing
- Selection process for integrated ICT platform in Belgium in full swing





Sligro Food Group N.V.

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# Outlook

- No definite forecasts for full-year results
- Recovery continuing in both market segments
- In the short term, further integration costs and start-up costs for Sligro Belgium
- Start of construction for Sligro outlet in Antwerp
- Choices to be made for retail operations
- Completion of Heineken transaction and start of integrations / SC optimisation
- Study to identify ICT 2020 landscape for the Netherlands and Belgium



# Annexes

# Profit and loss account



Sligro Food Group N.V.

amounts *€ million	H1-2017	H1-2016	change	H1-2017	H1-2016
<b>Net sales</b>	<b>1,435</b>	<b>1,355</b>	5.9%	<b>100.0%</b>	<b>100.0%</b>
Gross margin	331	308	7.4%	23.1%	22.8%
Other operating income	7	1	466.7%	0.5%	0.1%
Expenses	-264	-243	8.6%	-18.3%	-17.9%
<b>EBITDA</b>	<b>74</b>	<b>66</b>	<b>10.8%</b>	<b>5.2%</b>	<b>4.9%</b>
Impairments	-3	-		-0.2%	0.0%
Depreciation	-23	-20	13.2%	-1.6%	-1.5%
<b>EBITA</b>	<b>48</b>	<b>46</b>	<b>4.1%</b>	<b>3.4%</b>	<b>3.4%</b>
Amortisation	-13	-12	11.6%	-1.0%	-0.9%
<b>EBIT</b>	<b>35</b>	<b>34</b>	<b>1.6%</b>	<b>2.4%</b>	<b>2.5%</b>
Interest	1	1	16.7%	0.1%	0.1%
<b>Profit before tax</b>	<b>36</b>	<b>35</b>	<b>2.0%</b>	<b>2.5%</b>	<b>2.6%</b>
Taxes	-8	-7	18.8%	-0.6%	-0.5%
<b>Profit for the half-year</b>	<b>28</b>	<b>28</b>	<b>-2.1%</b>	<b>1.9%</b>	<b>2.1%</b>

# Balance sheet



Sligro Food Group N.V.

amounts *€ million	1-7-2017	2-7-2016		1-7-2017	2-7-2016
<b>Non-current assets</b>			<b>Shareholders' equity</b>	<b>621</b>	<b>603</b>
Intangible assets	261	228			
Property, plant and equipment	378	341	<b>Provisions</b>	<b>38</b>	<b>35</b>
Investment property	19	19			
Financial assets	64	71	<b>Long-term borrowings</b>	<b>98</b>	<b>168</b>
	<b>722</b>	<b>659</b>			
<b>Current assets</b>			<b>Current liabilities</b>		
Inventories	238	232	Current portion of long-term borrowings	73	-
Receivables and other current assets	217	185	Credit institutions	-	-
Assets held for sale	3	4	Trade and other payables	306	265
Cash and cash equivalents	35	59	Other current liabilities	79	68
	<b>493</b>	<b>480</b>		<b>458</b>	<b>333</b>
<b>Total assets</b>	<b>1,215</b>	<b>1,139</b>	<b>Total equity and liabilities</b>	<b>1,215</b>	<b>1,139</b>

