

Looking ahead

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14. April 2010



Point of departure – 2008



- Result 2008: -719 MNOK
- Stores 641
– + 100 associated stores
- Employees in administration 894
- Markedsandel: 16,4%



When going through hell, keep going



Our formats today

Format	Antall butikker*
ICA Maxi	25
ICA Supermarked/ICA Naer	340
Rimi	247

Omtrent halvparten av butikkene drives som franchise.



*Antall butikker per 1. januar 2010.



Our formats in the future

Format	Antall butikker*
ICA Maxi	25
ICA Supermarked	150
New Rimi	400

With the majority of Rimi stores on franchise.



*"Shoot for the moon.
Even if you miss you'll land amongst the stars."
- Les Brown*



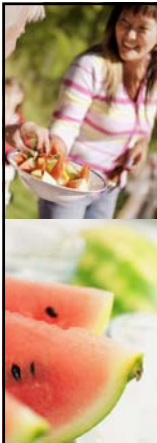
The rebirth of



- Norwegian brand by nature
- Modern traditional
- Easy to shop
- Rational assortment
- Fresh and welcoming
- Price competitive



*"Some Men see things as they are and ask: Why?
We (I) see things that never were and ask: Why Not"*



Questions?

