



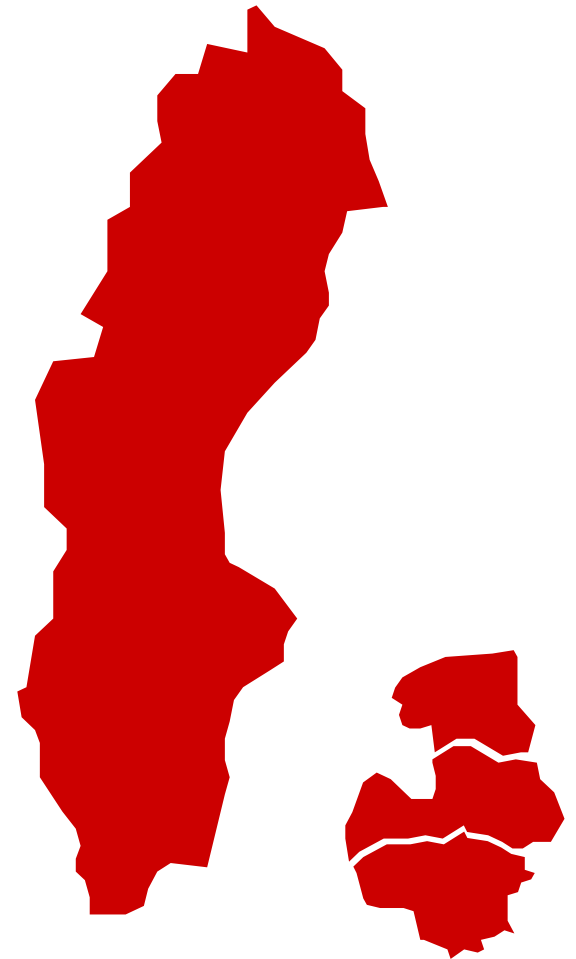
# Transparency

Lena Sparring  
Director Product Safety and Quality  
ICA Sweden



# Presenting ICA Gruppen

- ICA Gruppen is a leading retail company with a focus on food and health
- 1,718 own and retailer-owned grocery stores in Sweden and the Baltic countries and 385 pharmacies in Sweden
- Core business is grocery retail
- Operations in Sweden and the Baltic countries.
- Net sales SEK 104 billion
- EBIT SEK 4,7 billion
- Approx. 30,000 employees
- Listed on NASDAQ OMX



# The ICA idea, retail business and sustainability - our foundation



# Customers

in all our markets  
appreciate and

**expect us**

**to act**

in an open and honest manner



# What our customers need and expect: responsibility and trust

*“I want to know where and how the products are manufactured.”*

*“I like to support my local suppliers!”*

*“When shopping at ICA/Rimi I don't have to worry about product safety! I trust that you work in a proactive way and minimise the damage if anything happens.”*



**50%**

of the Swedish consumer  
worry about

the **content** of the food

# Q1 ICA Call center received more than 1500 questions about content and origin



# What our co-workers want and need: trust, pride and efficient work

*"I feel proud to work for a company that handles quality, health, environment and social issues in a proactive way."*

*"Well secured and operationally oriented routines generate efficient workdays."*





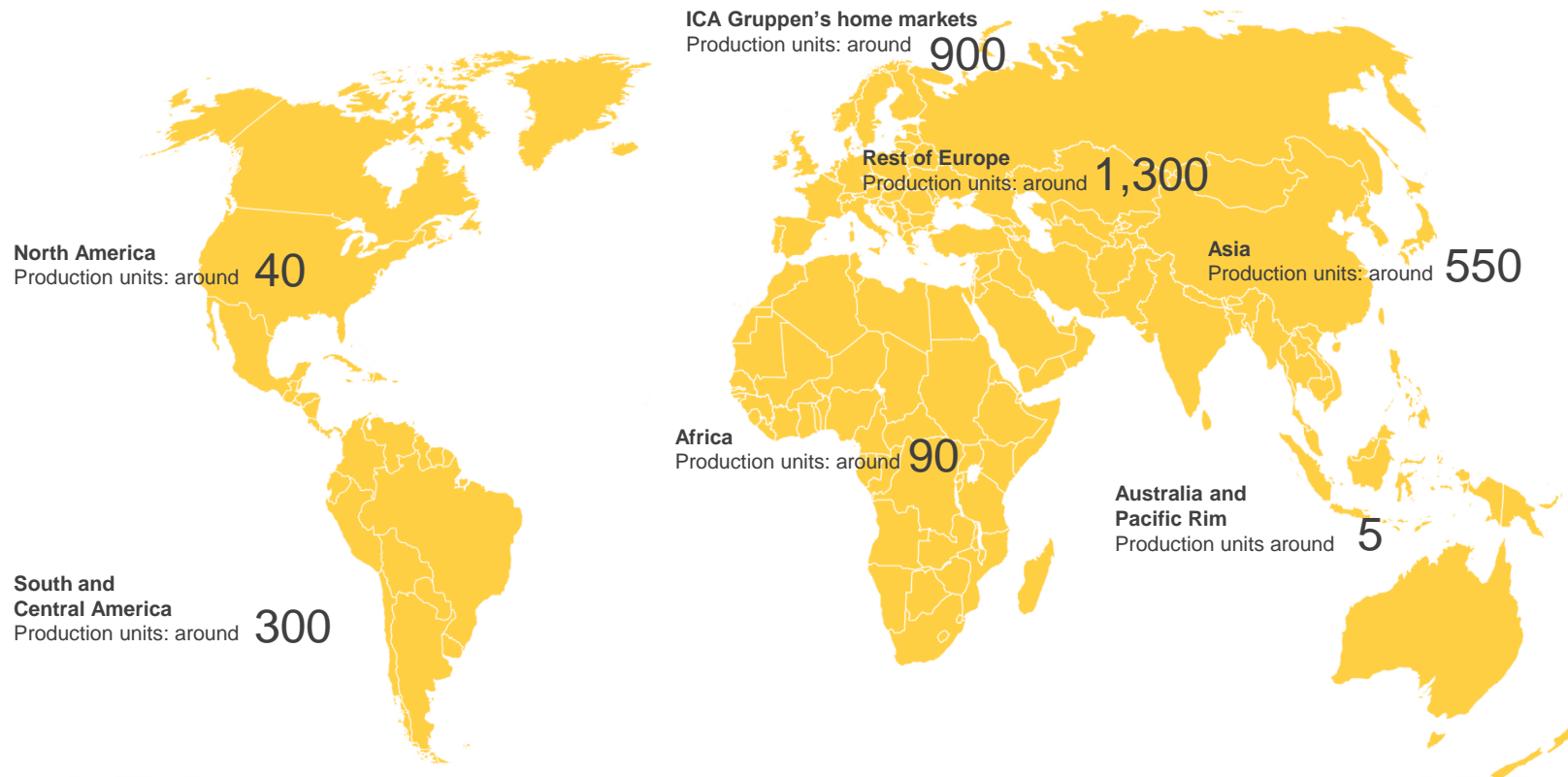
# Challenge:

ICA has approx **80.000** articles

located at

**>3000** manufacturing sites  
in **75** countries

# Ethical trade – ICA's world of suppliers



# Then what to do...?



## ICAs Suppliers

ICA source from suppliers all around the world. The largest sourcing volume comes from Scandinavia and Baltics. The requirements set by ICA apply to all suppliers, both for supplier brands and corporate brands, but the follow-up of requirements applies only to corporate brand manufactured products.



### ICAs definition of Supplier Brand

Brand which is well known to customers and therefore the supplier is anticipated to take responsibility for CR issues. Documentation shall be submitted to ICA upon request.



### ICAs definition of Corporate Brand

Brand owned by ICA/RIMI (private label) or where the supplier is not well known so that ICA/RIMI is anticipated to take responsibility for CR issues. Close follow up and documentation stored in ICA system.

## Supplier & Product demands

Below an extract of the ICA/Rimi's requirements. The requirements apply to all ICA/Rimi suppliers and products:

### Supplier Demands

- Supplier Quality & Environmental system.
- Social Responsibility in manufacturing in high risk countries

### Product General Demands

- Legal demands according to safety, labelling, language and sorting.

### Product Specific Demands

- a selection of the total list of demands:
- No preventive use of antibiotics.
  - Animal welfare according to ICA requirements (Belgian Blue restriction).
  - Meat from animals under threat of extinction cannot be sold.
  - Tropical woods to be sold only if FSC-certificated.



Food F&V HPC Non food

**Trading partner (TP)**

The company with a business relation to ICA

**Supplier company (SC)**

Company that sell / distributes MS products. Could be equal to TP and/or MS depending on company relation. Can also be a provider of support, marketing and sales to MS. Not equal to agent.

**Manufacturing site (MS)**

Unit that places the product in the box/carton dedicated to ICA or company that performs the final step in the production or processing of the product.

**Farm, ranch or grower company\***

The farm, rancher or grower. Can be a MS if placing the product in a box/carton.

\*Please note, some products are audited at grower or farm level. Examples of such are products containing meat, fish, poultry and some fruit and vegetables.

# Certification - a systematic approach to achieve efficiency, traceability and transparency





# Product Information

https://levnet.ica.se/levnet/pqm.nsf/StartPage\_Start

**ICA**

**PRODUCT QUALITY MANAGEMENT**

PRODUCT SUPPLIER ADMIN ABOUT PQM

Overview  
Specifications  
Draft  
Tests  
Prov  
Prov F&V  
Reports

https://levnet.ica.se/levnet/pqm.nsf/0/5CB827D8D

ICA Intranät

Close Edit Print Expand all Collapse all Create follow-up test Connect with BU Copy spec

**ICA I Love Eco Ekologisk yoghurt I**

**Product Composition**

Added Amount (%)	Component	Origin
99,9	High pasteurized milk*	Svenskt
0,1	Yoghurt culture.	
100 %		

**Suggestion ingredients list**  
Högpastöriserad mjölk\*, yoghurtkultur.  
\*Krav-ekologisk råvara.

**Remarks**  
\*Krav-ekologisk råvara.

**Nutritional Values**  
Click on the plus sign to expand the section.

**Allergy Information**  
Click on the plus sign to expand the section.

**Cooking Recommendations**  
Click on the plus sign to expand the section.

**Physical Characteristics**  
Click on the plus sign to expand the section.

**Chemical Values**  
Click on the plus sign to expand the section.



# ICAs work with Origin labelling

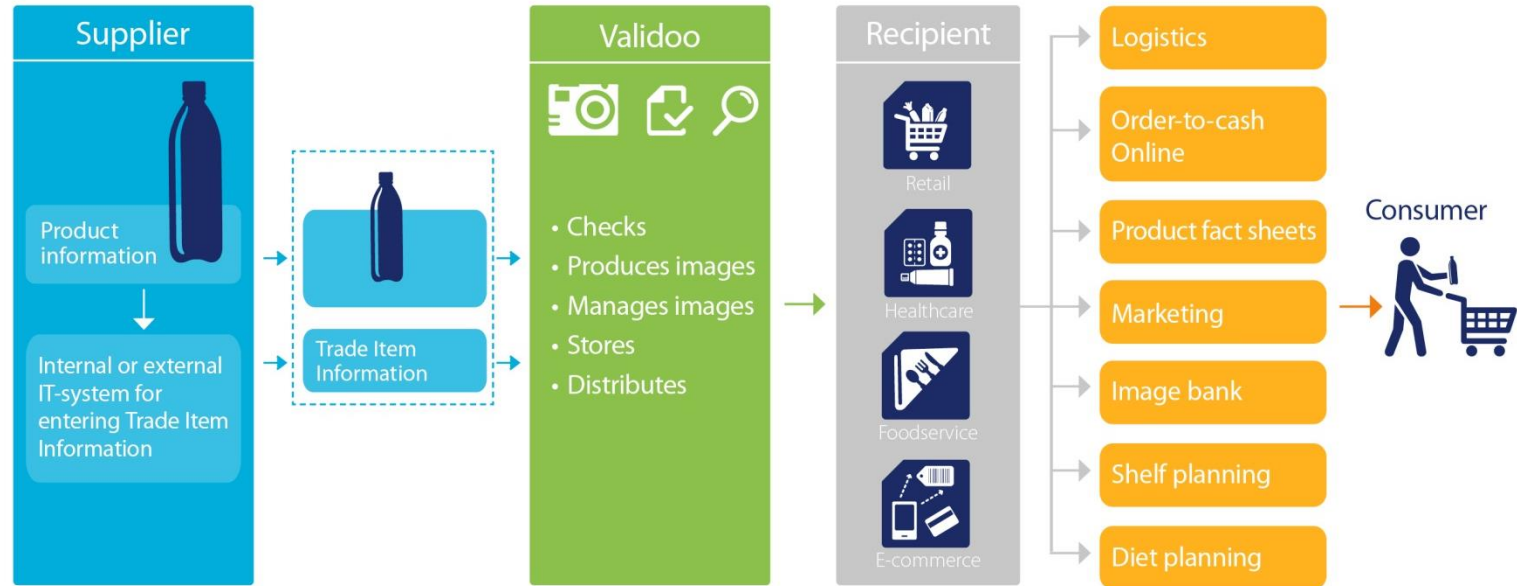


# Expand origin label in more product categories



# Online

# Collect Product Information



# Product Information Online Shop

Varukorg: 0

- Start
- Mina vanligaste
- Mina ordrar
- Mitt konto

- Kött, fågel & fisk +
- Mejeri, ost & ägg +
- Frukt & grönt +
- Bröd & kakor +
- Fryst +
- Skafferi +
- Färdigmat +
- Dryck -**
- Läsk +
- Vatten +
- Stilldrink +
- Öl, cider & must +
- Vin +

## Blendsaft Jordgubb

### 1,5l ICA

**24,95 kr + pant**

Jfr-pris 3,33 kr/lit exkl pant. Pant tillkommer med 2 kr.

- 0 st + ← *Lägg i varukorg*

Godtar ej ersättningsvara

#### Information från leverantör

Gjord på äpple, jordgubb, päron, druva och fläderbär. Koncentrerad blendsaft. Spädes 1+4 ger 7,5 liter

#### Ingredienser

INGREDIENSER Fruktjuice från koncentrat av (äpple 13%, jordgubb 10%, päron 8%, druva 8%, fläderbär 2%), socker, vatten, surhetsreglerandemedel (E 330), konserveringsmedel (E202, E211). Drinkfärdig saft innehåller 9% juice (2% jordgubbsjuice) och 7,5% tillsatt socker.

#### Näringsdeklaration

Energi (kcal) 60 kcal Energi (kJ) 280 kJ Fett 0 g Varav mättat fett 0 g Kolhydrater 16 60 g

# Easy shopping on specific consumer demands

The screenshot displays the ICA website interface. At the top, there is a navigation bar with the ICA logo, menu items (Recept, Handla, Hälsa, Buffé), a search bar (Sök på hela ica.se), and user options (Logga in, Mitt ICA). Below this, the store name 'Maxi ICA Stormarknad Solna' is shown, along with a welcome message for 'Niclas Johansson med personal' and a 'MAXI ICA STORMARKNAD' logo. A search bar is present with the text 'Sök produkt eller kategori:'. On the left, a sidebar menu lists categories: Start, Mina vanligaste, Mina ordrar, Mitt konto, Kött, fågel & fisk, Mejeri, ost & ägg, Frukt & grönt, Bröd & kakor, Frys, Skafferi, and Färdigmat. The main content area features a shopping cart with four items: 1) Price 49,34 kr (jfr-pris 109,16 kr/kg), 2) 200g ICA Gott Liv for 26,95 kr (jfr-pris 134,75 kr/kg), 3) Liv for 26,95 kr (jfr-pris 134,75 kr/kg), and 4) Price 52,95 kr (jfr-pris 73,54 kr/kg). Below the cart, a 'Fler produkter' section displays eight product recommendations: 'Handla vegetariskt', 'Ekologiskt - utvalda varor', 'Fri från gluten', 'Städ & disk', 'Fri från laktos', 'ICA Gott liv', 'Allt för grillen', and 'Allt för husdjuren'.

# Lactose free milk

The screenshot shows a web browser window displaying the ICA website. The address bar shows the URL: [https://www.ica.se/handla/produkt/mellanmjolkdryck-laktosfri-1-5-1l-ica-id\\_p\\_7318690075707/#s=maxi-ica-stormarknad-solna-id\\_11920](https://www.ica.se/handla/produkt/mellanmjolkdryck-laktosfri-1-5-1l-ica-id_p_7318690075707/#s=maxi-ica-stormarknad-solna-id_11920). The page features a search bar at the top with the text "Sök produkt eller kategori:". Below the search bar is a navigation menu with categories like "Start", "Mina vanligaste", "Mina ordrar", and "Mitt konto". A sidebar on the left lists various product categories such as "Kött, fågel & fisk", "Mejeri, ost & ägg", "Frukt & grönt", "Bröd & kakor", "Fryst", "Skafferi", "Färdigmat", "Dryck", "Godis & snacks", "Barn", "Städ & disk", "Hälsa & skönhet", and "Receptfria läkemedel". The main content area is titled "Fri från laktos" and includes a sub-header "Här har vi samlat våra laktosfria alternativ. Handla hem allt från mjölk till crème fraiche och kvarg. Använd i matlagning eller avnjut som det är." Below this, there are 216 products listed, with the first four visible in a grid. Each product card shows an image of the milk carton, the product name, and the price. The products are: Mellanmjölkdryck Laktosfri 1,5% I ICA (15,95 kr), Mellanmjölkdryck Laktosfri 1,5% I Arla Ko (17,95 kr), Mellanmjölk Laktosfri 1,5% 1,5l Valio Eila (21,95 kr), and Mellanmjölkdryck Laktosfri I Valio Eila (16,95 kr). The Windows taskbar at the bottom shows the system tray with the date 2017-05-01 and time 22:34.

ICA Mellanmjölkdryck Laktosfri 1,5% I ICA

ICA Mellanmjölkdryck Laktosfri 1,5% I Arla Ko

Mellanmjölk Laktosfri 1,5% 1,5l Valio Eila

Mellanmjölkdryck Laktosfri I Valio Eila

**15,95 kr**  
Jfr-pris 15,95 kr/L  
Mer info & villkor

**17,95 kr**  
Jfr-pris 17,95 kr/L  
Mer info & villkor

**21,95 kr**  
Jfr-pris 14,63 kr/L  
Mer info & villkor

**16,95 kr**  
Jfr-pris 16,95 kr/L  
Mer info & villkor

# Backside of telling...

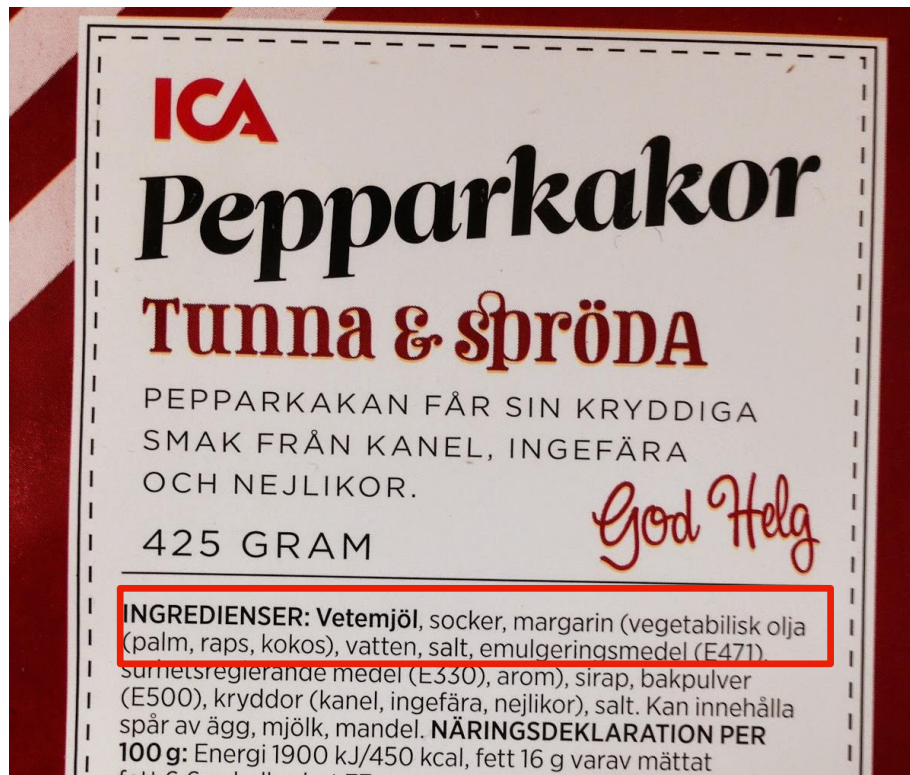




# The most hated cream...



When you actually know what vegetable fat it is...



**ICA**  
**Pepparkakor**  
**Tunna & spröda**

PEPPARKAKAN FÅR SIN KRYDDIGA  
SMÅK FRÅN KANEL, INGEFÄRA  
OCH NEJLIKOR.

425 GRAM

*God Helg*

**INGREDIENSER:** Vetemjöl, socker, margarin (vegetabilisk olja (palm, raps, kokos), vatten, salt, emulgeringsmedel (E471), surhetsreglerande medel (E330), arom), sirap, bakpulver (E500), kryddor (kanel, ingefära, nejlikor), salt. Kan innehålla spår av ägg, mjölk, mandel. **NÄRINGSDEKLARATION PER 100 g:** Energi 1900 kJ/450 kcal, fett 16 g varav mättat

The aim was to show we support swedish meat...



# And when what you label is wrong...



# Stop in the Cashier In F-Safe

**ICA F-SAFE Version 2.0**

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Kod100  
Återkallelse  
Riktad återkallelse  
Information  
Avblockering

---

Uppföljning  
Administration



The screenshot shows the ICA F-SAFE software interface for a cashier terminal. The main window is titled "ICA skolan" and includes navigation tabs for "STOREOFFICE", "SLINGAN", "ORDER/AOB", and "ONDEMAND". The interface is divided into several sections:

- Meddelande:** A table with columns "Användare", "Datum", "Innehåll", and "Bifogad fil". It shows a message from "IKC" dated 2004-09-01 regarding a system update.
- Anslagstavla:** A section for "Återkallelse av ICA:s MicroPopcorn 3x100g Lås i Store Office eller på Slingan".
- Redovisning:** A section with a "Dnsättning" chart showing sales trends. The chart compares "Jämför dag 2003-09-03 (0kr)" and "Total omsättning (203kr)".
- Oppna kassor (1st):** A section for "Kassa1 (Kassa 11)".
- Marginalvakt:** A section with a traffic light icon and status "Senast bearbetade data: 2004-09-01kl 15:45".
- Dagsstatus:** A section with a traffic light icon and status "Senast godkända dagutl. 2004-08-31".

# Press release



## Pressmeddelande

Solna, 2 december 2016

### ICA återkallar ICA Spanska Oliver Urkärnade 240 gram

*ICA återkallar ICA Spanska Oliver Urkärnade 240 gram med bäst-före-datum 2019-05-19 på grund av risk för glas i produkten.*

Återkallelsen är en försiktighetsåtgärd och gäller endast burkar med bäst-före-datum 2019-05-19. Produkter med annat bäst före datum omfattas inte av återkallelsen. I och med återkallelsen stoppas varorna för all försäljning i butikernas kassor.

ICA beklagar det inträffade och uppmanar alla kunder som har köpt denna produkt att kontakta ICAs kundkontakt på telefon 020-83 33 33 (öppet vardagar, måndag – fredag) alternativt lämna tillbaka produkten i butiken där den är köpt. Information finns också på [ICA.se](http://ICA.se).

#### För mer information

ICAs presstjänst, telefon: 010 422 52 52

# Annual Report 2016



## Table of contents

- + This is ICA Gruppen
- + Targets and strategy
  - 100 years of ICA
- + Sustainability
- + ICA Gruppen's segments
  - Risks and risk management
- + Corporate Governance Report
  - Shares and shareholders
- + Financial information
- + Sustainability information
  - Annual General Meeting, Calen...

# The future is already here





# The Challenge

## Supply-side

## Demand-side

### *Pizza:*

- Daily price variability
- Weekly changes in suppliers
- New Quality reporting
- Traceability challenges based on recipe changes for product options

### *Packaging/Shipping:*

- Frozen Line 'cold carriers'
- Restaurant Line - DSD to local chains
- Each item needs to be recorded/traced

### *Consumer Preference for whole grain:*

- Reduces white flour demand:  
Northeast: 48%  
Southeast: 2%
- Increase whole grain suppliers
- Monitor channel inventory

### *Olives:*

New labeling requirements  
**Traveled 5,000 miles.**

### *Tomatoes:*

Weekly Price changes  
Increase over 40% in 2011  
**Traveled 2,900 miles.**

### *California Red Onions:*

Price increase  
**Traveled 3,000 miles.**

### *Peppers:*

Dozens of recalls in category  
**Traveled 750 miles.**

### *Canadian Wheat:*

Import requiring labels  
license and database to maintain  
records and reports  
**Traveled 1,800 miles.**

### *Produce price volatility:*

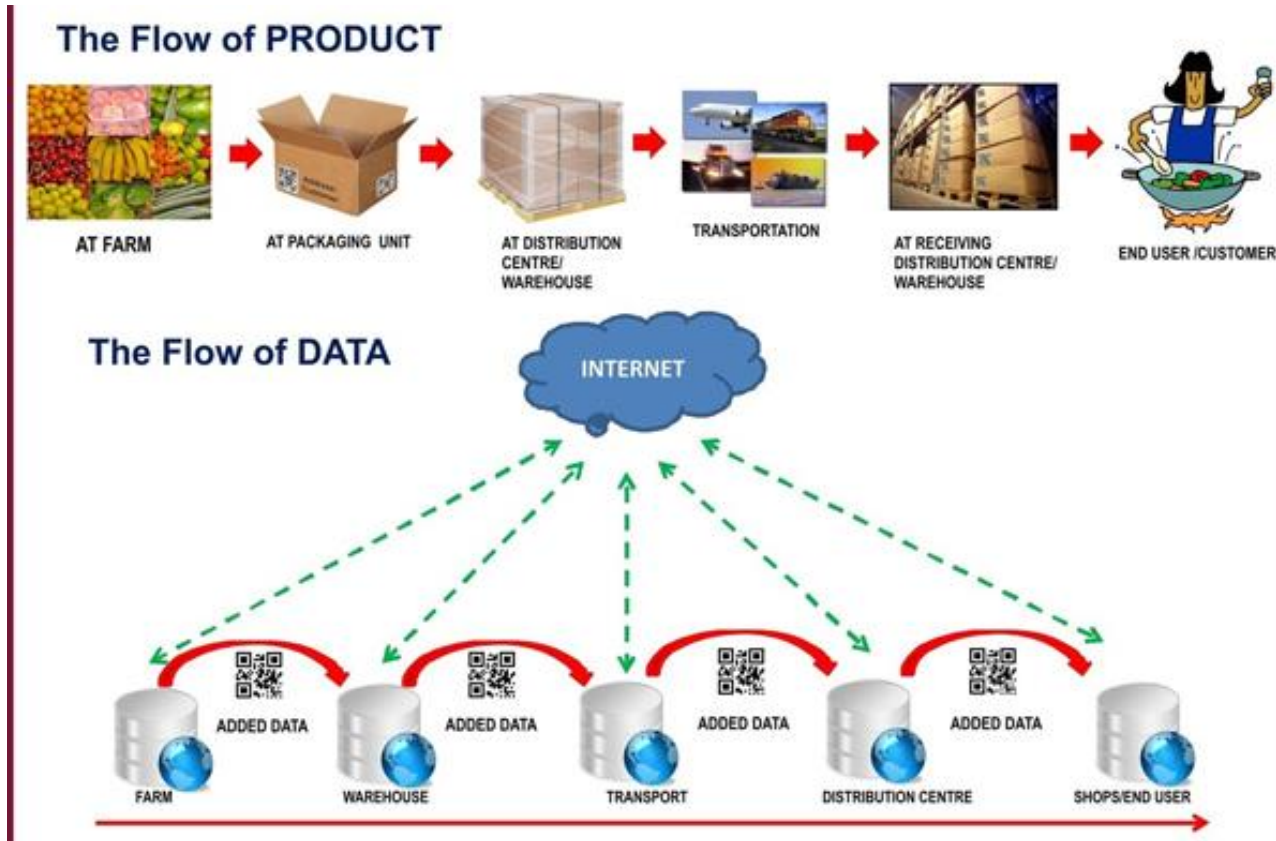
Requires price/margin  
adjustments by restaurants  
and grocers

### *Mushrooms:*

Shipment spoilage due to  
temperature variability in shipment.  
Replaced with retail supplies at retail price  
**Travelled 5,000 miles.**



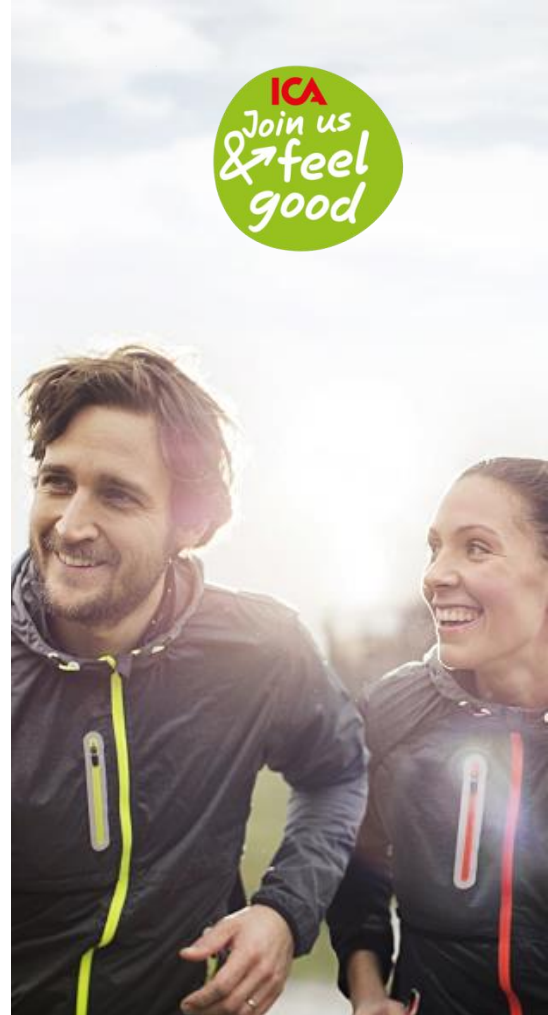
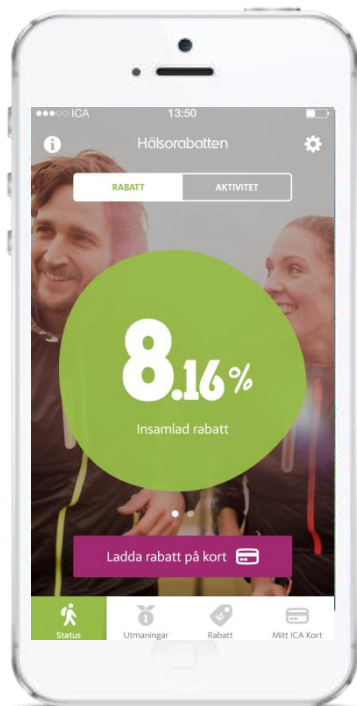
# The Path of Food traceability



# Instant information with your phone



# Health – train and get discount!



# Transparency to save the planet

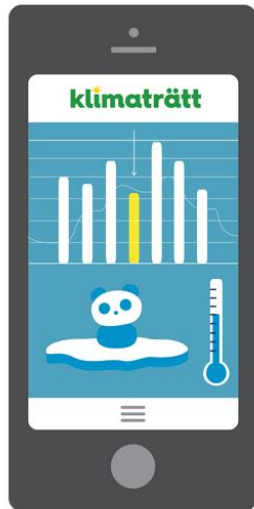
**klimaträtt**  
för dig som vill handla gott!

HEM

OM PROJEKTET

RECEPT

NYHETER OCH PRESS



Tack