

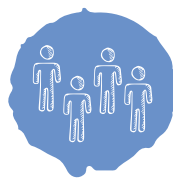
Key Facts

2019

Growing Good Business

www.musgravegroup.com

Investing in people



41,000

people employed



5,000+

employees received
Breakthrough
development training



graduate employer
of the year

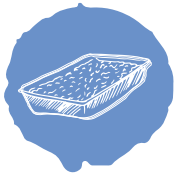


best training and
development programme
for business/management



Bring *Your Good*

Taking care of our world



460,000kgs

of non-recyclable black plastic
fruit & veg trays have been
replaced with recyclable
alternatives



2.7 million

single-use plastic SuperValu
bags removed from our
supply chain



1.1 million

meals donated to
Irish charities through
FoodCloud



100

autism-friendly
SuperValu stores

Musgrave Group plc

Musgrave House, Ballycurreen, Airport Road, Cork, Ireland, T12 TN99

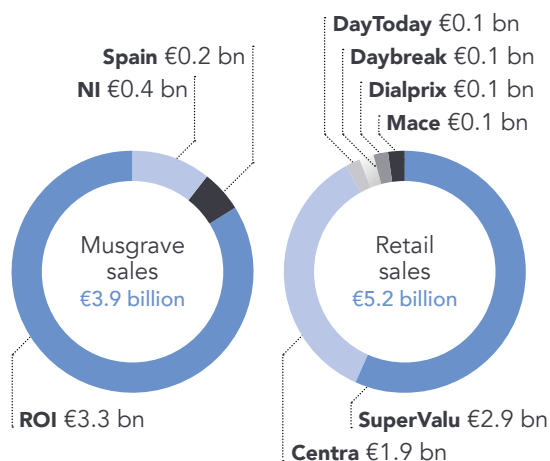
Tel +353 (0)21 452 2100 ♦ **Email** group@musgrave.ie

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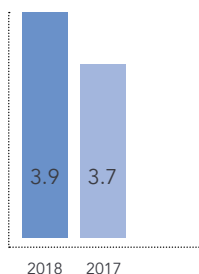
www.musgravegroup.com

Musgrave

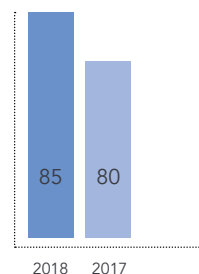
2018 financial highlights



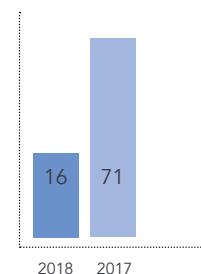
Group turnover
€ billions



Profit before tax
€ millions

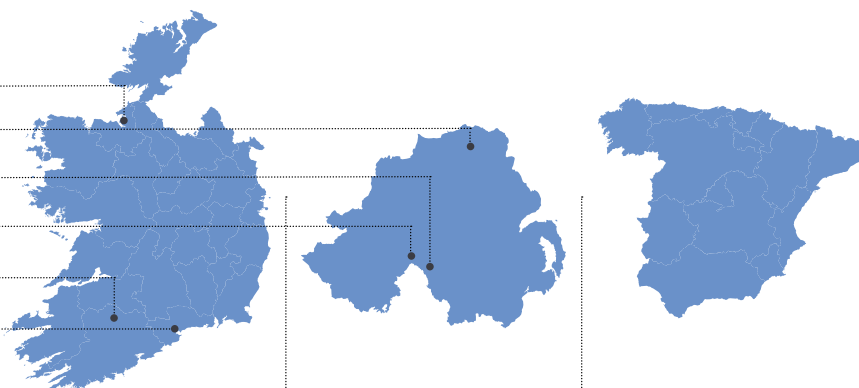


Net cash
€ millions



Stores of the year

- Cosgrove's **Centra**, Maugheraboy
- McCool's **SuperValu**, Ballymoney
- Boyd's **Centra**, Junction One
- Boyd's **Mace**, Toomebridge
- Dano's **SuperValu**, Mallow
- Daybreak**, Dungarvan



Number of retail stores

as of 31 December 2018

	<i>Republic of Ireland</i>	<i>Northern Ireland</i>	<i>Spain</i>
SuperValu	219	35	—
Centra	460	89	—
Mace	—	88	—
DayToday	145	82	—
Daybreak	234	—	—
Dialprix	—	—	83
Donnybrook Fair	5	—	—

Taking care of our world

Sustainability has always been important to our business, and it is reflected in the clear, measurable commitments outlined in our **Taking Care of our World** strategy.

*I*n 2015, we became one of the first businesses globally to align its sustainability strategy with the United Nations Sustainable Development Goals.

Our Taking Care of our World sustainability strategy is a set of 27 commitments, which stretch our business in the four core areas of health, people, communities and the environment – from reducing food waste in our supply chain, to growing sales of healthy food items by 25% in SuperValu and Centra stores.

The strategy has become embedded in every area of the business, and in 2018 we added new commitments to tackle plastic packaging in our supply chain, with a pledge to make 100% of SuperValu's own brand and fresh produce packaging reusable, recyclable or compostable by 2025. In SuperValu we have already moved to compostable fruit and vegetable bags, which has resulted in 2.7 million plastic bags being removed from our supply chain and in Frank and Honest we have completed our rollout of 100% compostable coffee cups and lids.

Sustainability commitments



CARING FOR OUR WORLD

We will minimise the impact of our operations on the world around us and use our network to influence others to do likewise.



INSPIRING HEALTHIER LIVES

We will improve the health of 2 million consumers across the island of Ireland.



PEOPLE & PARTNERSHIPS

We will support our people and our partners to live and work sustainability, ensuring our business is the most trusted in Ireland.



BUILDING SUSTAINABLE COMMUNITIES

We will make a positive impact on the planet by enabling our partners to make every local community in Ireland a sustainable community.

Reinterpreting **retail,** *transforming* **wholesale**

We have a clear vision for **transforming the food business in Ireland**. It is a vision that creates opportunities for Musgrave at every eating occasion, both in and out of the home.

We are committed to innovation and food leadership to stretch our existing brands, create new brands and look for opportunities to build or acquire businesses in new and emerging sectors of the food industry. From developing digital technology to make shopping quicker and more convenient to creating new and unique in-store foodie experiences to excite our customers.

Our business is all about creating outstanding brands that outpace consumer expectations and are strongly differentiated in relentlessly competitive markets. This commitment to reinterpreting retail to remain relevant to consumers is hardwired into our corporate culture, but we can't do it alone. It can only be brought to life through the expertise and passion of our retail partners.

We recognise that not only are they key to the local innovation that is such an important differentiator alongside international competitors, but they also hold the key to the continuing relevance and resurgence of the physical store; social and community hubs delivering outstanding food experiences to local communities.

Chris Martin
CEO, Musgrave



SuperValu's living herb wall
in Castletroy



1,500

local jobs created
due to the
Food Academy
programme



MUSGRAVE
MarketPlace

€10m

invested in the
brand over two
years



SuperValu
Centra

Celebrating
40 years of
transforming
retail in Ireland

Who we are

Musgrave is a sixth generation, Irish family business with a **140 year heritage** in food and brand innovation.

Every day we feed one in three people across the island of Ireland through our market-leading food retailer, wholesale and foodservice brands, including SuperValu, Centra and Musgrave MarketPlace.

Our purpose is Growing Good Business – creating a sustainable, profitable business that benefits our shareholders, our people, partners, local communities and the wider Irish economy.

We are Ireland's largest private sector employer, with over 41,000 employees across 1,440 locations in the Republic of Ireland, Northern Ireland and Spain. As one of Ireland's most trusted brands, we have the scale, reach and responsibility to make a positive impact on the environment, as well as the health and wellbeing of people and communities across the country.



SuperValu

Centra

Daybreak

MACE



DONNYBROOK FAIR

Dialprix

MUSGRAVE
MarketPlace

Dialsur
TU CASH & CARRY

LA ROUSSE
FOODS

FRANK AND HONEST
GOURMET COFFEE COMPANY

CHIPMONGERS
FOR CHIP LOVERS

Musgrave