



PRESENTATION OF THE FOURTH QUARTER AND FULL-YEAR 2019

6 FEBRUARY 2020

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Today's Agenda

- 1** Pivoting Our Portfolio Towards Growth
- 2** Operating Companies' Performance
- 3** Kinnevik's Financial Position
- 4** Key Priorities

Today's Presenters

Georgi Ganev
Chief Executive Officer

Torun Litzén
Director Corporate Communications

Samuel Sjöström
Head of Strategy

OUR NAV IS LARGELY UNCHANGED DURING THE QUARTER AS STRONG TRADING IN ZALANDO WAS OFFSET BY WEAKER PERFORMANCE IN TELE2

NAV 31 DECEMBER 2019

SEK **73.3**BN

CHANGE IN NAV Q/Q

(1)%

1-YEAR TSR

40%

5-YEAR TSR

9%

2019: **A Year of Pivoting our Portfolio Towards Growth**

- Doubled down on our **Healthcare strategy** by investing SEK 2.0bn into Livongo, Babylon, Cedar and VillageMD
- Built leadership position in **Nordic online groceries** by investing SEK 1.2bn into MatHem and Kolonial
- Distributed our entire SEK 16.5bn shareholding in **Millicom** to our shareholders, corresponding to SEK 60 per share
- Monetized a 5% stake in in **Zalando** generating gross proceeds of SEK 5.9bn, with our retained shareholding amounting to SEK 30.8bn per end of 2019
- Amended our **shareholder remuneration policy** to cease paying ordinary cash dividends in favor of paying out excess capital generated by our investment activities in the form of extraordinary dividends
- **Full-year investments of SEK 4.6bn**, whereof SEK 1.6bn into two new growth companies and SEK 3.0bn in follow-on investments in the **high-performing business of our unlisted and early growth portfolio**, in line with our capital allocation framework
- **Full-year divestments of SEK 6.2bn**, whereof SEK 5.9bn from Zalando and SEK 128m from Westwing

Financial Position

- Net asset value of SEK 73.3bn (SEK 265 per share), down 1% during the quarter and **up 31% during 2019**, including dividends paid
- Net debt position of SEK 0.9bn, corresponding to a **leverage of 1.3%** of Portfolio Value by the end of 2019

Organisation

- Kinnevik has appointed **Anna Stenberg as Chief People and Platform Officer**, a new role in the Kinnevik management team

WE HAVE HAD AN EVENTFUL YEAR 2019 DELIVERING ON OUR KEY PRIORITIES

Key Priorities For 2019

Priorities & Developments

What We Said

Intensify Active Ownership

- Active ownership is a **core pillar of Kinnevik's strategy**, and key to building successful businesses
- We will **continue to focus on creating value** in our large listed companies

Accelerate Private Portfolio

- Identify and **accelerate the key assets in our private portfolio**, and invest in a number of new companies in the coming years

Increase Nordic Focus

- Increase our efforts to **identify new investments in our focus markets**, including the Nordics

What We Did



Strong TSR of 40% during 2019



Clear Strategy outlined at the Capital Markets Day



Doubled Down on Our Healthcare Strategy with investments in Babylon, Cedar, Livongo and VillageMD



Leadership Position in Nordic Online Groceries through investments in MatHem and Kolonial



IPOs of Livongo and GFG



Distributed Millicom to Shareholders, a value transfer of SEK 60 per share



Sell-Down of a 5% Stake in Zalando, generating gross proceeds of SEK 5.9bn

WE BEGAN EXECUTING ON OUR CAPITAL ALLOCATION PLAN DURING 2019, ADDING TWO NEW COMPANIES AND FUNDING OUR HIGH-PERFORMERS

Our Allocation of Capital

Framework and 2019 Outcome

Capital Allocation Framework

2023 Plan

1/3 in First Round Investments
2/3 in Follow-On Investments

1-2 New International Growth Co's p.a.
1-2 New Nordic Venture Co's p.a.

Evenly Distributed Capital

Target of 30 Companies

2019 Outcome

SEK 4.6bn Invested in Total

35% / SEK 1.6bn in First Round Investments
65% / SEK 3.0bn in Follow-On Investments

VillageMD (International Growth)
MatHem (Nordic Early Growth)

48% / SEK 2.2bn into e-Commerce & Marketplaces
43% / SEK 2.0bn into Healthcare
8% into Financial Services

From 31 to 26 Companies

New & Follow-Ons

Geographies & Stages

Sectors

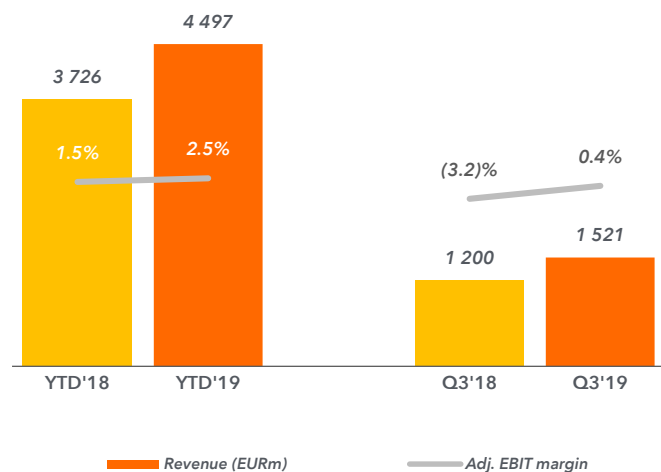
of Companies

In 2020 we will continue pivot the make-up of our portfolio - increasing the share of unlisted companies and balancing our portfolio across our focus sectors, geographies and stages

STRONG FINANCIAL DEVELOPMENT IN OUR TWO LARGE LISTED COMPANIES

Zalando

Strong Financial Performance Driven by Customer Growth

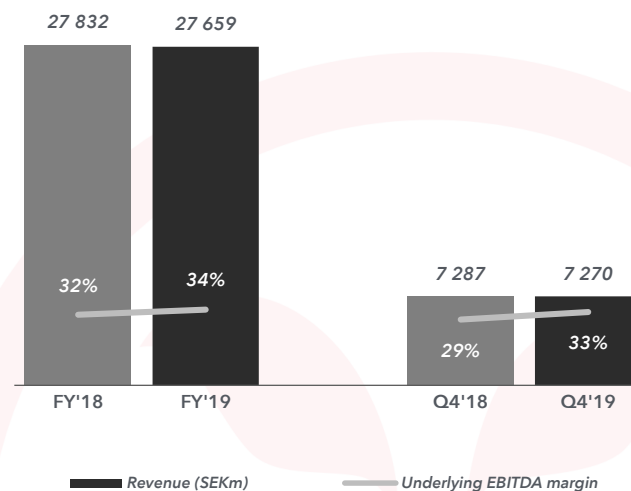


- Q3 2019 revenue and GMV growth of 27% and 25% respectively, with an **adjusted EBIT margin of 0.4%**, driven by strong traffic and active customer growth
- Full-year outlook was confirmed**, with GMV growth in the 20-25% range, and adjusted EBIT in the upper half of the initial 175-225 MEUR range
- The company launched a new sustainability strategy** which aims for a net-positive impact for people and the planet, and committed to a net-zero carbon footprint in its own operations, all deliveries and returns

Note: EBIT adjusted for share-based compensation.

Tele2

Integration of Com Hem Completed Ahead of Time



- Q4 2019 revenues of **SEK 7.3bn** and end user service revenue of **SEK 5.0bn**, both largely flat on an organic basis
- Organic underlying EBITDA growth of 10%**, driven by synergies from the Com Hem merger and continued strong performance in the Baltics
- The integration of Com Hem was concluded during the quarter**, two years ahead of plan, with SEK 800m in cost savings delivered
- The Board of Directors proposed an **ordinary dividend of SEK 5.50 per share** and an **extraordinary dividend of SEK 3.50 per share**

Note: Underlying EBITDA excludes IFRS 16. Figures include Com Hem and are presented on a like-for-like basis. Discontinued operations include Tele2 Netherlands, Kazakhstan and Croatia.

OUR GROWTH COMPANIES HAD STRONG CUSTOMER GROWTH IN THE QUARTER AND CONTINUED TO FOCUS ON PRODUCT DEVELOPMENT



- **Revenue growth of 148%** in Q3 2019 and a total of **208,000 enrolled diabetes members**, an increase of 118%
- **Livongo earned preferred status on the Express Scripts Digital Health Formulary**, making it easier for employers and health plans to integrate Livongo into their pharmacy benefit
- **Announced a partnership with Dexcom** to integrate its G6 device into Livongo's diabetes coaching platform



- **Over 70,000 registered patients for "GP at hand"**, Babylon's digital GP service in collaboration with the NHS, making it the third largest registered patient list in England
- Babylon **launched in the US in January 2020**, having secured two large strategic partners



- **12.4 million active customers** at the end of the quarter, an increase of 15%
- **Net Merchandise Value growth of 24%** in Q3 2019 and **revenue growth of 19%**
- **Marketplace share continued to grow and is now 22% of NMV**



- **Over 480,000 customers** at the end of Q4 2019 (20% growth) and **assets under management of USD 21.5bn** (51% growth)
- **The company launched the checking accounts** as part of its cash management platform Betterment Everyday, following the launch of high-yield cash accounts in the previous quarter



- **Net revenue growth of 14%** in Q3 2019 and **LTM net revenue growth of 20%** per 30 September 2019, with LTM growth partially fuelled by MatHem's acquisition of Fruktdudet
- Completed close to **1.5 million deliveries during the last twelve months** per 30 September 2019
- MatHem's new CEO Johan Lagercrantz joined the company in December

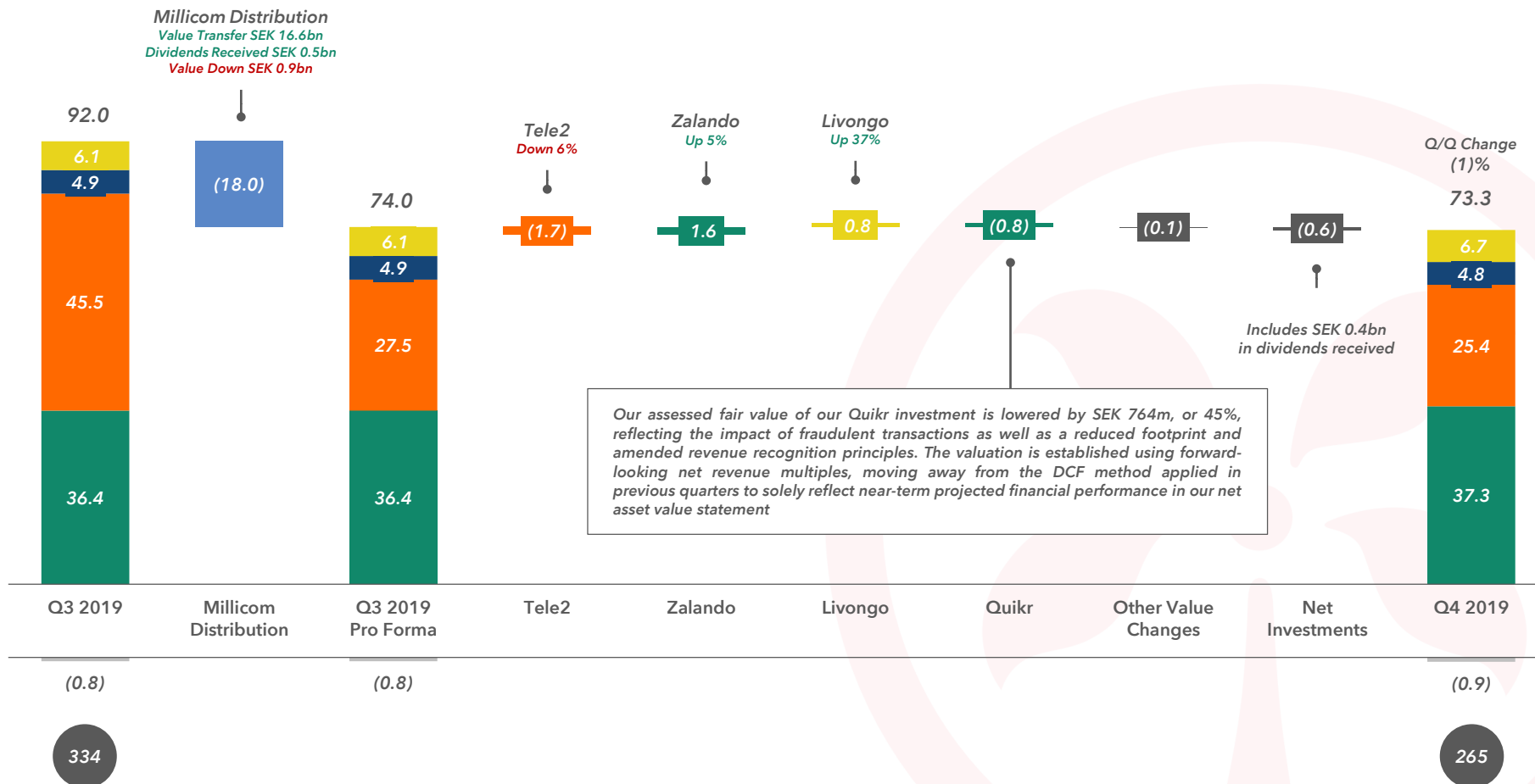


- **Oversees USD 3.3bn in total medical spend** per 31 December 2019
- VillageMD successfully launched its state-of-the-art primary care clinics called Village Medical next to five Walgreens stores

STRONG TRADING IN ZALANDO AND LIVONGO, OFFSET BY A WEAKER TELE2 AND A REVISION OF OUR VALUATION OF QUIKR, RESULTED IN A LARGELY UNCHANGED NAV

NAV Development (SEKbn)

• E-Commerce & Marketplaces, • TMT, • Financial Services, • Healthcare & Other, • Net Debt, • NAV Per Share



Note: The value of the Millicom distribution is based on the average price of Millicom's SDR on 5 December, SEK 438, the day the distribution was carried out.

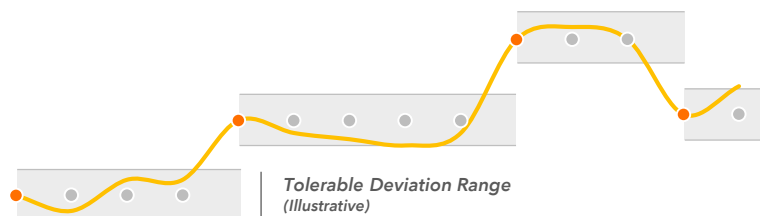
OUR VALUATION FRAMEWORK RENDERS QUARTER-ON-QUARTER CHANGES IN SEVERAL OF OUR INVESTMENTS' ASSESSED FAIR VALUES

Valuations & Disclosure

Methodology and Guidelines

Valuations

- Our unlisted holdings are valued using **IFRS 13** and the **International Private Equity and Venture Capital Valuation Guidelines**
- Fair values are typically based on **trading multiples** of relevant peer groups - and in some cases on **discounted cash flows**
- Valuations applied in **recent transactions** are used to calibrate inputs to our valuation models
- Valuations are **monitored regularly**, and not insignificant changes in business performance - such as reaching particular milestones - or equity markets are translated into **revised assessments** of fair values

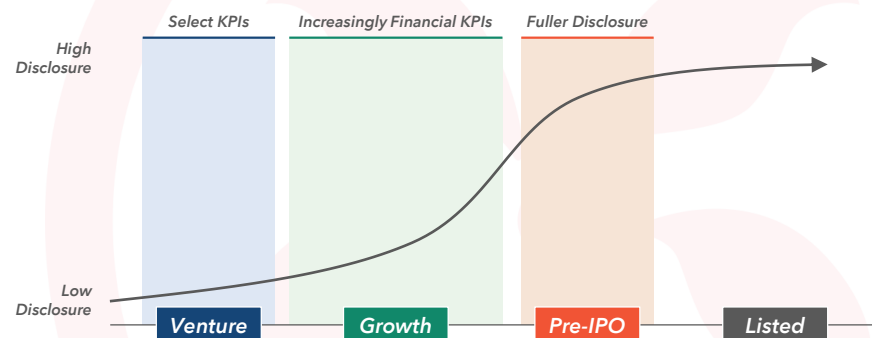


— Modelled Value

• Fair Value

Disclosure

- Squaring unlisted, growth-focused companies operating in highly dynamic environments with **public equity market disclosure standards** poses challenges
- We are actively working with our companies to **improve how we report their performance** to our investors
- We are seeking to increase our **disclosure level** and improve our **disclosure methodology** - and will provide more information as our companies grow and mature

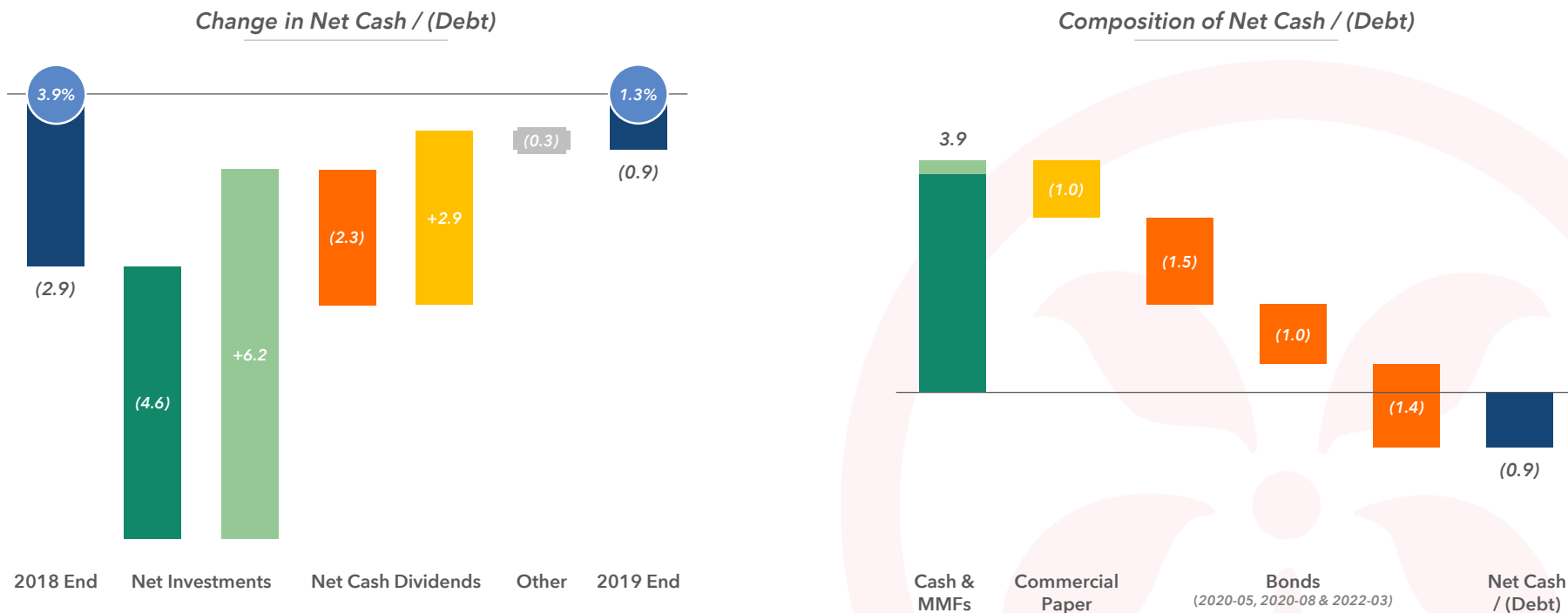


We continue to work towards **more dynamic and transparent** assessments of fair values, and will introduce **improvements of how we report the performance of our companies** during 2020

WE REDUCED OUR LEVERAGE BY MORE THAN 2.5 PERCENTAGE POINTS IN SPITE OF SIGNIFICANT DISTRIBUTIONS OF VALUE TO SHAREHOLDERS

Our Financial Position

% Leverage and SEKbn



Our financial position is strong, and provides the **foundation needed to execute on our 2020-23 capital allocation plan**
 We continue our transformation, and are looking to deploy **slightly less capital in 2020 than in 2019**

KINNEVIK HAS THREE CLEAR PRIORITIES GOING FORWARD

1
Continue to Evolve the
Portfolio Towards a
Higher Proportion of
Growth Companies

2
Strengthen Our
Portfolio Balance
Across Sectors, Stages
and Time to Liquidity

3
Reallocate Capital
More Dynamically
Through Attractive
Exits as Our Young
Portfolio Matures



BUILDING THE BUSINESSES THAT PROVIDE
MORE AND BETTER CHOICE