



PRESENTATION OF THE FOURTH QUARTER AND FULL-YEAR 2018

14 FEBRUARY 2019

AGENDA

- A** Operating Companies' Performance
- B** Kinnevik's Financial Position
- C** Key Priorities

TODAY'S PRESENTERS

Georgi Ganev

Chief Executive Officer

Joakim Andersson

Chief Financial Officer

Torun Litzén

Director Corporate Communications

SECTION A

OPERATING COMPANIES' PERFORMANCE

- *Tele2 has completed the transformational mergers in Sweden and the Netherlands*
- *Millicom completed the secondary listing of the company's shares on the Nasdaq Stock Market in New York*
- *Kinnevik announced the SEK 0.9bn investment into MatHem, Sweden's leading independent online grocery retailer*

AN EVENTFUL YEAR HAS COME TO AN END, WE ARE NOW LOOKING AHEAD TO 2019

NAV 31 DECEMBER 2018

SEK **70.5**bn

CHANGE IN NAV Q/Q

(10)%

1 YEAR TSR

(16)%

5 YEAR TSR

(1)%

Key portfolio development

- Tele2 has *continued to execute on its strategy by completing transformational mergers in Sweden and the Netherlands*, as well as exercising the put option relating to the joint venture in Kazakhstan
- On 9 January 2019, *Millicom completed the listing of the company's shares on the Nasdaq Stock Market in New York*, allowing the company to reach a broader investor base as well as improving the liquidity of the stock

Investment management

- Total *investments of SEK 392m in the fourth quarter*, whereof SEK 227m in Travelperk, an end-to-end platform allowing businesses to efficiently manage corporate travel, SEK 111m in Livongo, and SEK 54m in other existing assets
- In relation to the Tele2 / Com Hem merger, *Kinnevik received SEK 1.2bn in cash and SEK 3.6bn in Tele2 shares in exchange for its shares in Com Hem*
- On 14 February 2019 *Kinnevik announced that it has committed to invest SEK 0.9bn into Mathem, Sweden's leading independent online grocery retailer*, resulting in a 38% ownership stake for Kinnevik

Financial position

- *Net asset value of SEK 70.5bn (SEK 256 per share)*, down SEK 8.2bn or 10% during the quarter, driven by negative share price development in Zalando and other e-commerce assets, partially offset by Tele2 and Millicom
- *Net debt position decreased by SEK 1.2bn to SEK 2.9bn*, as a consequence of the Tele2 / Com Hem merger as well as Kinnevik receiving the second tranche of Millicom's annual dividend during the quarter, resulting in leverage of 4% of Portfolio Value by the end of the year

2018 Dividend Recommendation

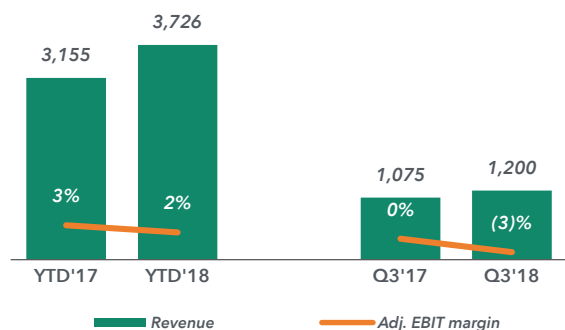
- Kinnevik's Board of Directors recommends an *ordinary dividend of SEK 8.25 per share for 2018 equivalent to a dividend yield of 3.9%*. The Annual General Meeting will be held on 6 May 2019

OUR LARGE TELECOM COMPANIES HAD A STRONG QUARTER WHILE ZALANDO'S SHARE PRICE HAS DECREASED ON THE BACK OF A DISAPPOINTING Q3



CONTINUED DEVELOPMENT OF FULFILLMENT NETWORK

EURm



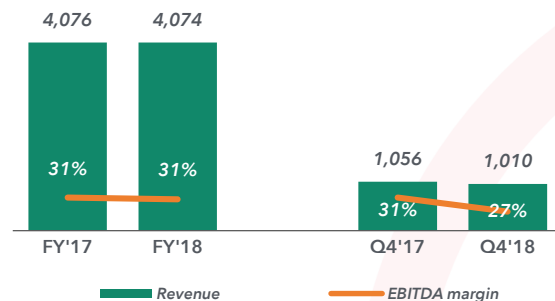
- Zalando *continues to expand its offering in line with its clear growth agenda*, launching the beauty segment for men as well as expanding it to new markets
- The *fulfilment network ramp-up continues with the Szczecin site successfully operating at capacity*. The site will serve Zalando deliveries to customers from all 17 European markets
- Zalando reports its Q4 2018 results on 28 February 2019

Note: EBIT adjusted for share-based compensation.



NEWLY ANNOUNCED MEDIUM-TERM GROWTH PLAN

USDm



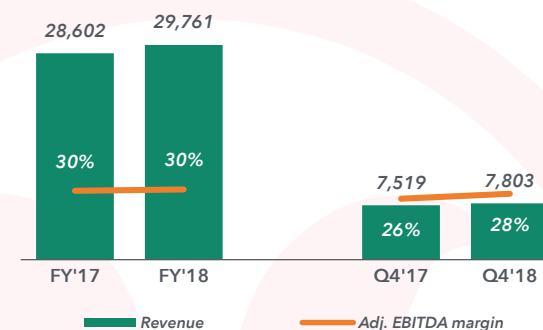
- Solid *Latam service revenue growth of 4.3% in 2018* and EBITDA growth of 2.6%
- *Equity free cash flow of USD 326m* during 2018, up 6.6%
- Millicom introduced medium-term growth plans for its Latam segment with *mid-single-digit service revenue growth, mid-to-high-single-digit EBITDA growth and OCF growth of around 10%*
- *Proposed dividend of USD 2.64 per share*

Note: Figures includes Guatemala (55% ownership) and Honduras (66.7% ownership) and excludes discontinued operations.



YET ANOTHER SOLID QUARTER, AND THE TRANSFORMATION CONTINUES

SEKm



- *Revenue grew 3% Y/Y and the adjusted EBITDA margin amounted to 28%* in Q4 2018
- Tele2 announced that *synergy estimates are raised from SEK 900m to SEK 1,350m* to be realized within three years, instead of five as previously communicated
- Proposed *dividend of SEK 4.40 per share, with additional shareholder remuneration after the closing of the divestments of the operations in Kazakhstan and the Netherlands*

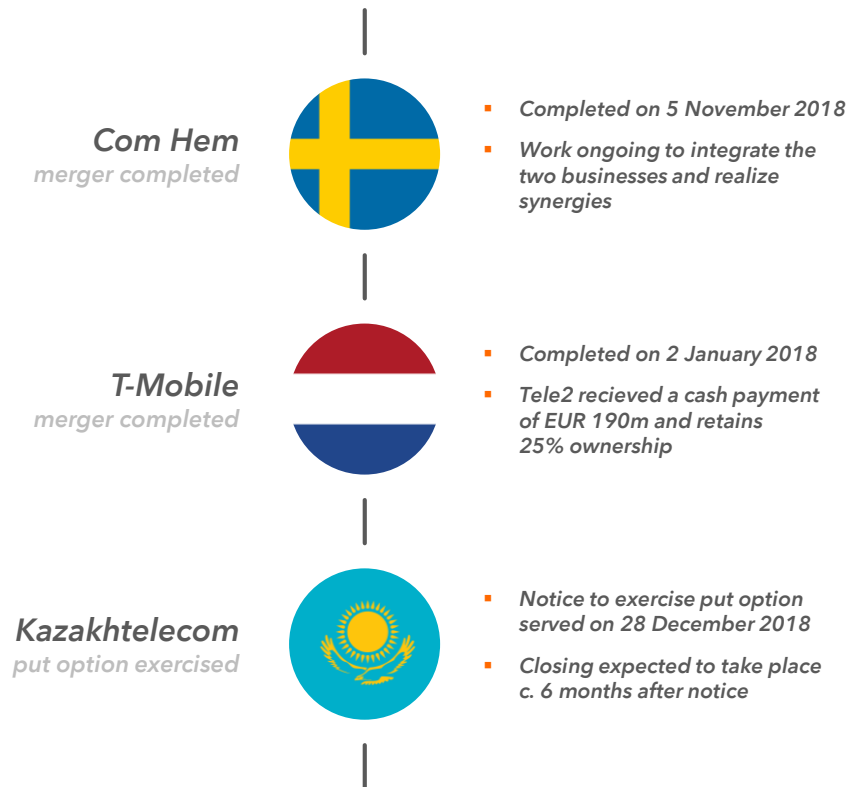
Note: Figures include Com Hem and are presented on a like-for-like basis. Discontinued operations include Tele2 Netherlands and Kazakhstan and the former operations in Austria, Italy and Russia.

TELE2 ANNOUNCED / COMPLETED THREE MAJOR DEALS DURING THE FOURTH QUARTER WITH A POSITIVE OUTLOOK ON 2019 AND BEYOND



Transformational Events

Overview of Transactions



New Guidance

2019 & Mid Term

2019

End-user service revenue is expected to be **approximately unchanged** compared with 2018, as revenue growth enhancing initiatives are being rolled out and are estimated to have impact the following years

Mid-single digit growth of adjusted EBITDA

Capex between **SEK 2.9-3.2 billion**, excluding spectrum

Mid Term

Low-single digit growth of end-user service revenue

Mid-single digit growth of adjusted EBITDA

Capex of **SEK 3.0-3.5 billion** during roll-out of 5G and Remote-PHY, excluding spectrum

Tele2 raised synergy estimates relating to the merger with Com Hem and announced that **proceeds from the Dutch and Kazakh deals will be distributed** to shareholders

OUR PRIVATE COMPANIES CONTINUE TO FOCUS ON GROWTH, STRATEGIC PARTNERSHIPS AND PRODUCT INNOVATION



- 11.0 million active customers at the end of Q3 2018
- Q3 2018 net merchandise value growth of 23% and net revenue growth of 17%¹
- The gross profit margin declined slightly and amounted to 36%. The adjusted EBITDA margin continued to improve as a result of successful path-to-profit initiatives and scale benefits²

Share of private portfolio:

28%



- Based on the second half of CY 2018, Quikr generated just under USD 50m in annualised cash revenue at a year on year growth rate of over 80%
- Three of the five categories the company operates in continued to be at or around break-even profitability, driven by the fact that over 95% of traffic comes from unpaid sources and efficient channelling of the user base

Share of private portfolio:

14%



- Over 398,000 customers at the end of Q4 2018 (26% growth)
- Assets under management of USD 14.3bn (15% growth)
- During the quarter the company launched Cash Analysis which examines the expenses in checking accounts on a daily basis to project optimal balance ranges

Share of private portfolio:

10%



- At the end of December 2018, BIMA had 7.2 million active customers, representing a yearly increase of 31% excluding discontinued products and markets
- In Q4 2018, BIMA launched BIMA Sehat, a health and teledoctor service in Pakistan, building on its existing insurance product offering in the market

Share of private portfolio:

7%



- Livongo's member base grew to over 100,000 members after another record-setting year expanding the client base to more than 600 clients
- The company announced Applied Health Signals to better describe its category of companies that aggregate, interpret, apply and iterate health data to improve health outcomes

Share of private portfolio:

6%



- "GP at hand", the digital GP service in collaboration with the NHS, continued its growth to over 41,000 registered members
- Babylon has surpassed 3 million direct members spanning the UK, Rwanda and other international markets, and tens of millions more can access its services via partnerships such as with Prudential

Share of private portfolio:

4%

1) Pro forma growth; Zalora excludes Thailand and Vietnam; Jabong and Namshi are excluded. Revenue and NMV growth at constant currencies

2) Excluding impairment losses, share-based payment expenses and a one-off provision release

Note: : All growth rates are year-on-year, unless otherwise stated

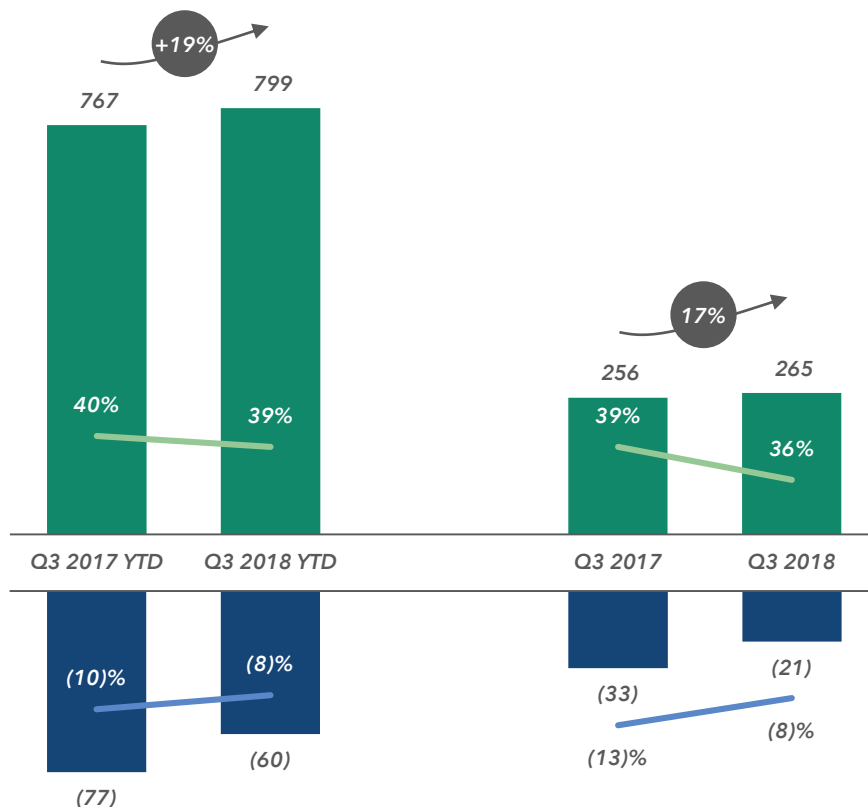
Source: Company Information

GFG KEEPS GROWING AND PROFITABILITY IS TRENDING UPWARDS



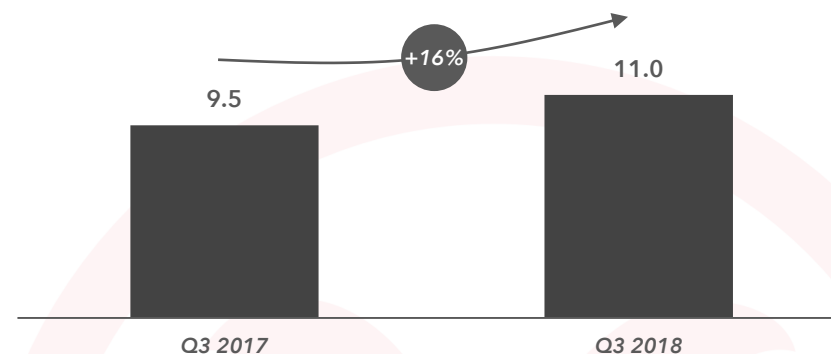
Growth & Margin Development

• Net Revenue, • Gross Margin, • Adjusted EBITDA¹, • Adjusted EBITDA Margin¹



KPI Development

Active Customers (millions)



Regional Update

- **Lamoda** grew net revenue by 9% and NMV by 21%. Gross margin decreased slightly to 32%, partly due to delayed uptake of the Fall/Winter inventory given an extended warm weather period. During Q3, Lamoda developed its partnership with Inditex adding two more brands to its marketplace platform
- **Dafiti** grew both net revenue and NMV by 14%. Gross margin declined to 41% in the quarter, driven largely by country mix effects. Improvements in the fulfilment network enable faster delivery at lower costs, combined with enhanced flexibility
- **The Iconic** grew net revenue and NMV by 35% and 39% respectively and gross margin increased to 46% in the quarter. The Iconic launched its kids category during the quarter to further enhance relevance to its customer base
- **Zalora** grew net revenue and NMV by 23% and 28% respectively while gross margin amounted to 23%

1) Excluding impairment losses, share-based payment expenses and a one-off provision release

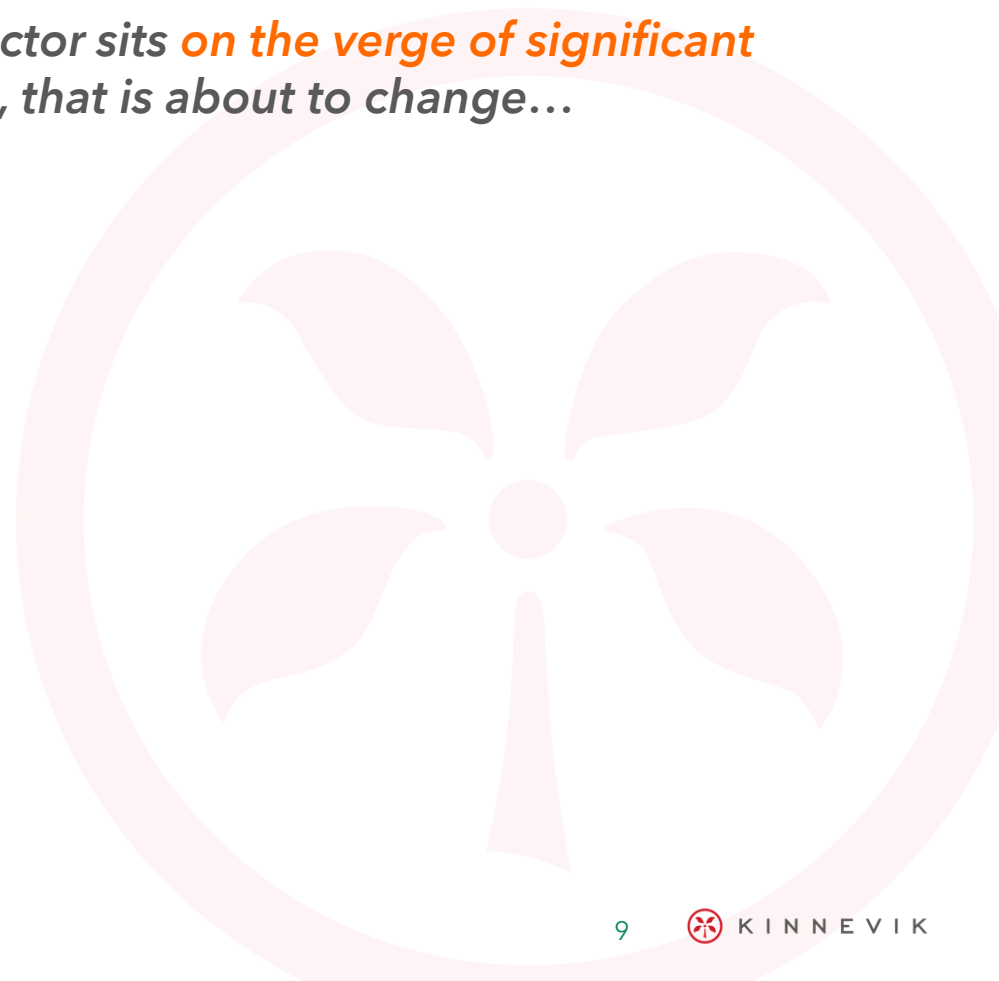
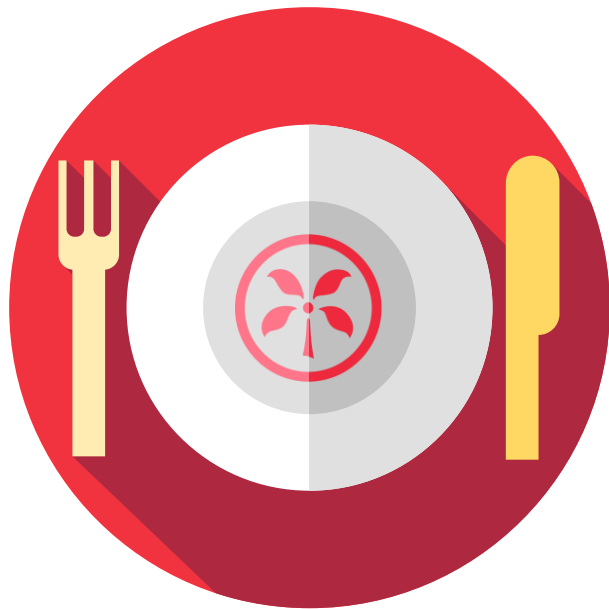
Note: All growth rates are constant currency and pro forma, unless otherwise stated

Source: Company Information

CAPTURING THE DIGITALIZATION OF FOOD

The Nordic food market has been **dominated by large offline players** with strong market positions

As the food sector sits **on the verge of significant transformation**, that is about to change...



GROCERIES IS A HIGHLY ATTRACTIVE ONLINE VERTICAL GIVEN ITS NON-CYCLICAL NATURE AND ATTRACTIVE PURCHASE PATTERNS ...

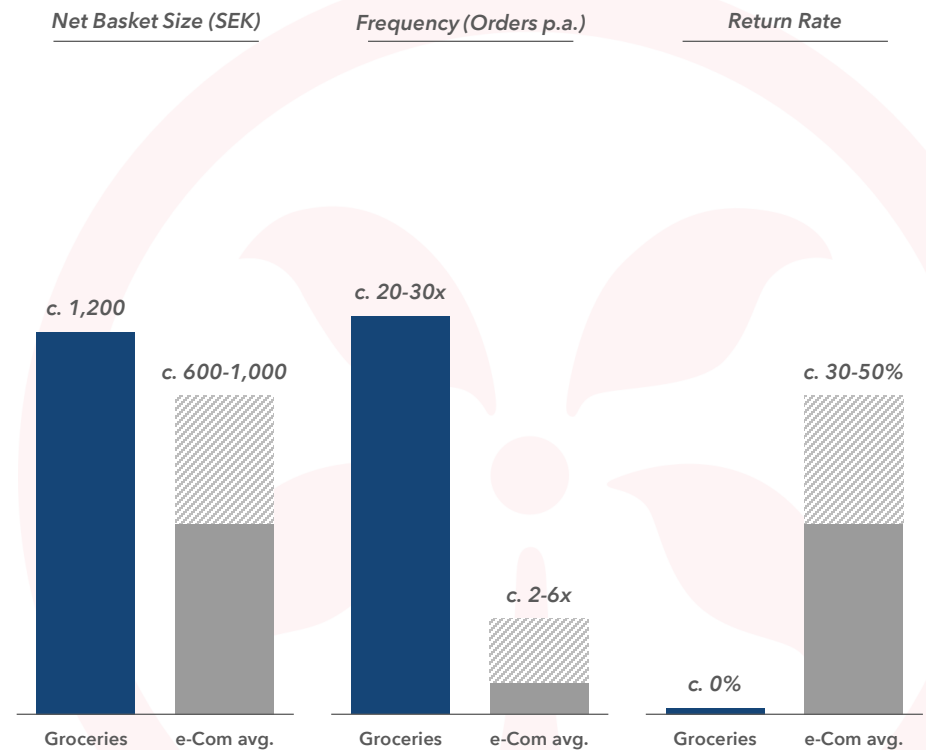
Why Online Groceries is Attractive

The Customer Opportunity Associated With Food

Sector Differentiators

- I Large Share of Consumer Wallet with Demographic Tailwinds**
Big opportunity even in a single country
- II Online Penetration Still Very Low**
Enabling growth over time
- III Low per Item Price**
Limiting brands' ability to sell directly to consumers
- IV Big Baskets with No Returns**
Enabling home delivery
- V High Frequency**
Warrants a native app, enabling push notifications
- VI Perishables are Key**
No international competition (unlike other e-Com categories)
- VII Operational Complexity and Capex**
When surmounted, they create barriers to entry
- VIII Access to the Home**
Enabling additional services and last mile deliveries

Versus e-Commerce average¹



1) Indicative and based on Kinnevik's assessment
Source: Kinnevik

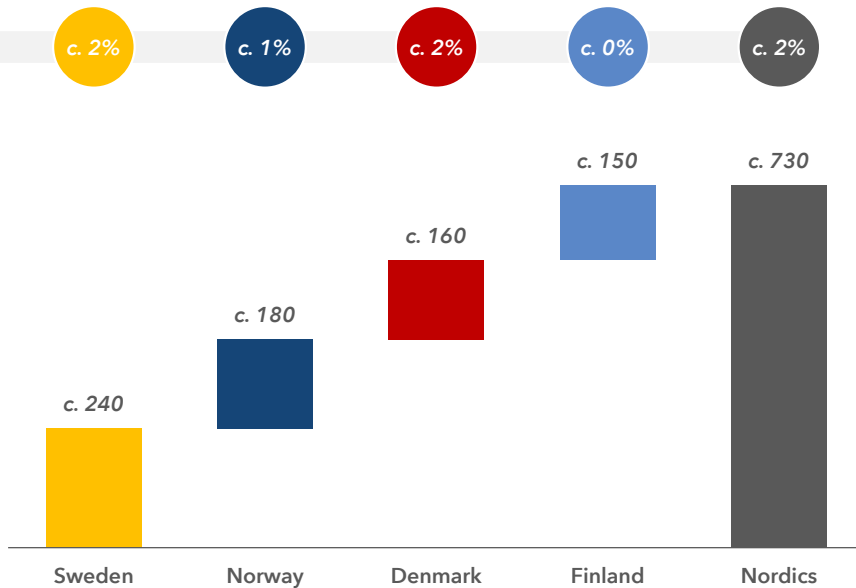
... AND THE MARKET OPPORTUNITY WITHIN THE NORDICS ALONE IS VAST

Size & Penetration

SEKbn & % of Total Grocery Market

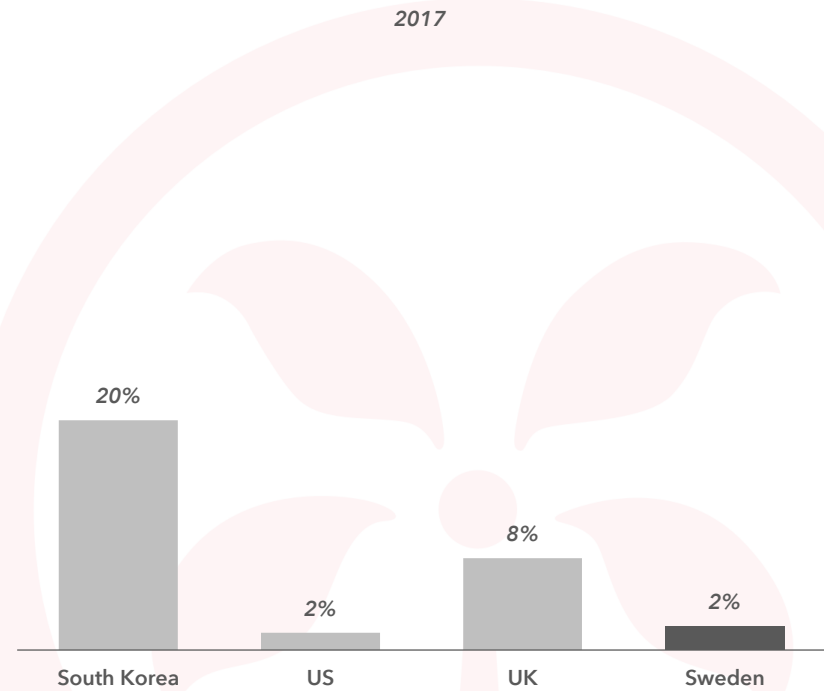
The Nordic Grocery Opportunity

Market Size (SEKbn) and Online Penetration (%)



Penetration Comparison

2017



At 20% online penetration - levels already achieved in South Korea - the Nordic online grocery market alone would amount to **SEK 150bn**

WE HAVE COMMITTED TO INVEST SEK 0.9BN IN MATHEM, WHEREOF 0.4 BN IN PRIMARY CAPITAL AND 0.5BN IN SECONDARY SHARES, TAKING OWNERSHIP TO 38%

Investment Overview

MatHem

Description

- MatHem is *Sweden's leading independent pure-play online grocery retailer* covering more than half of Swedish households
- *Household brand built over the past ten years*, with strong recognition
- *Revenues of approximately SEK 1.5 bn during 2018*, with more than one million deliveries completed

Case Validity

- Food is the *last big consumer category to undergo the classical offline to online shift*, and the benefits for the consumer of such a shift are significant
- The food industry is on the verge of significant transformation where *digital business models, focusing on health, nutrition and our environment will come in and offer the consumer more and better choice*
- Given consumer behaviour and the fundamental economics, *food is one of few categories that warrants a native app as well as proprietary last mile distribution*
- The *market opportunity in the Nordics alone is huge* at SEK 730 billion, with nascent online penetration in an international context
- MatHem is the *online pioneer and has a solid c. 30% market share*

Strategic Fit

- *Challenger business* offering a *better and more flexible customer experience* than incumbents
- Clear sustainability focus through emphasis on *local, fresh and organic* products
- Present in our home market, in a dualistic sense, where we can *add value through both our general e-commerce experience as well as our local network*



SECTION B

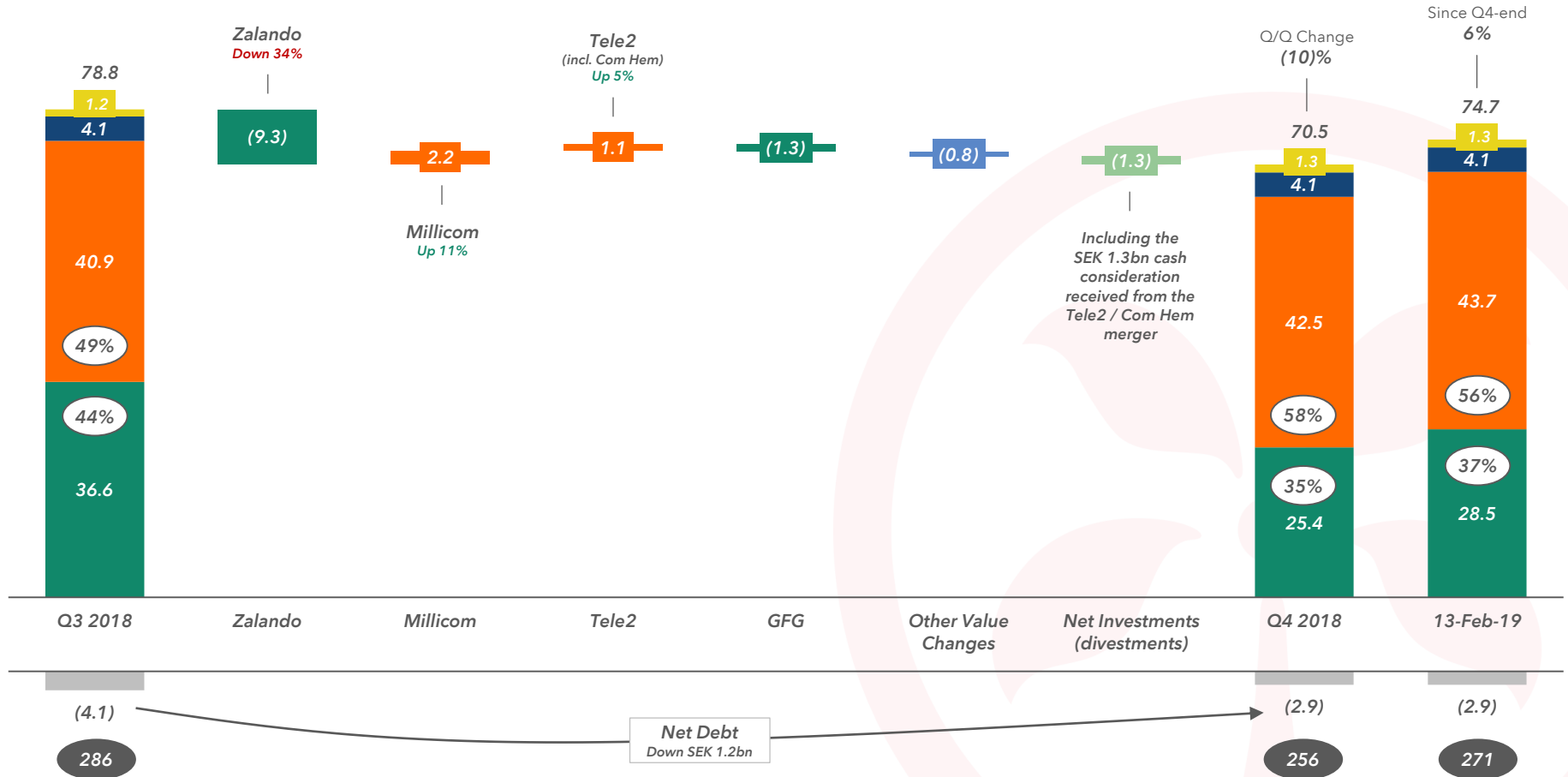
KINNEVIK'S FINANCIAL POSITION

- *Decrease in NAV of SEK 8.2bn as a consequence of negative share price development in Zalando in part offset by Tele2 and Millicom*
- *Net debt position of SEK 2.9bn corresponding to a leverage of 4% of Portfolio Value*

NEGATIVE NAV DEVELOPMENT DUE TO CONTINUED WEAK SHARE DEVELOPMENT IN ZALANDO, PARTIALLY OFFSET BY TELE2 AND MILLICOM

NAV Development (SEKbn)

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



MAINTAINED STRONG BALANCE SHEET IN LINE WITH FINANCIAL TARGETS

Investment Activity

SEKm

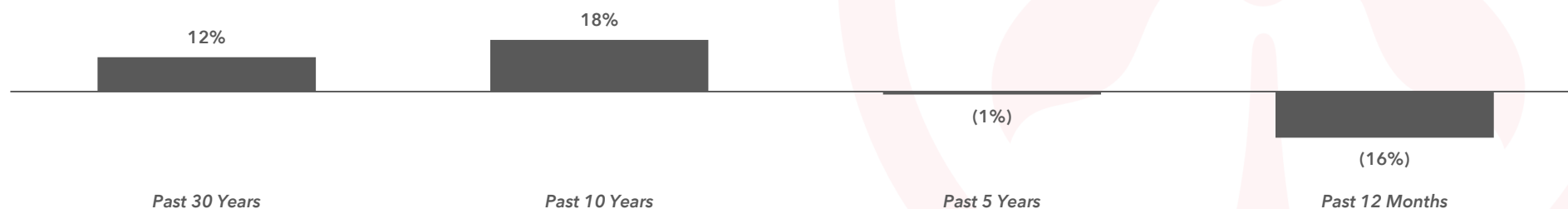
Q4 2018	Amount
Travelperk	227
Livongo	111
Other	54
Investments	392
Com Hem	1,187
Other	10
Divestments	1,197
Net Investments / (Divestments)	(805)

Financial Position

SEKm

Item	SEKm
Net Cash / (Debt) Per 30 September 2018	(4,106)
Net Investments / (Divestments)	805
Operating Expenses and Change in Net Assets / (Liabilities)	(35)
Dividends Received	449
Net Cash / (Debt) Per 31 December 2018	(2,887)
Leverage	3.9%

Total Shareholder Return



RECOMMENDED DIVIDEND OF SEK 8.25 PER SHARE

Our Financial Targets

Attractive returns

Kinnevik's objective is to generate a long-term total return for our shareholders in excess of the cost of capital. We aim to deliver an **annual total shareholder return of 12-15% over the business cycle**

Low leverage

Given the nature of Kinnevik's investments **our goal is to carry low leverage in the parent company, not exceeding 10% of portfolio value**

Increasing shareholder remuneration

Kinnevik aims to pay an **annual dividend growing in line with dividends received from its investee companies** and the cash flow generated from its investment activities

Dividend Proposal



*Kinnevik's Board of Directors recommends an ordinary dividend per share of SEK 8.25 for 2018
The proposed dividend corresponds to a dividend yield of 3.9%, and SEK 2.3bn in total dividends paid
Including the recommended dividend for 2018, Kinnevik has over the last 5 years paid SEK 10.9bn in ordinary cash dividends*

SECTION C

KEY PRIORITIES

- *We have had a busy year, delivering on our key priorities*

WE HAVE HAD A BUSY YEAR, WITH ACTIVITIES FOCUSED AROUND THREE KEY AREAS

Key Priorities

Priorities & Developments

What We Said

What We Did

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

- The **merger between Tele2 and Com Hem has been a top priority** during the year and the completion is a testament to what we mean by Active Ownership
- In order to expedite the European Commission's clearance of the merger **we distributed our shares in MTG** to our shareholders, **effectively transferring SEK 4.2bn or SEK 15 per Kinnevik share to shareholders**

- **Ten new companies** have joined our portfolio, and Kinnevik has deployed a total of **SEK 2.1bn** into these new companies
- We have also successfully **accreted our ownership stakes in existing assets**, with an additional **SEK 0.6bn** deployed into companies such as Livongo and Babylon

- We have **re-established our presence in the Nordics** and put a Nordic investment team in place
- We made **four investments in the Nordics**, two of which in Sweden (Budbee and Karma), one in Denmark (Pleo) and one in Norway (Kolonial)

In 2019, we will continue to drive this agenda, but we expect the number of new investments during 2019 to be fewer in favor of more sizeable investments, as demonstrated by the investment in MatHem we announce today



BUILDING THE BUSINESSES THAT PROVIDE
MORE AND BETTER CHOICE