

# Value chain

Cloetta's total purchasing costs amounted to SEK 4,416 m during the year, of which SEK 2,973m was for raw materials and consumables. The three main raw materials in terms of purchasing costs are sugar, cocoa and gelatin.

- Ability to impact: Low
- Suppliers approved and monitored against safety, quality, health & safety and sustainability
- Cloetta promotes sustainable agriculture & manufacturing of prioritised raw materials

Total net sales amounted to SEK 6,869m. Cloetta's largest customer category is the grocery retail trade. The service trade is also a very important customer group.

- Ability to impact: Medium
- Working toward ambitious science-based targets helps us contribute to our customers' targets
- Cloetta improves financial and environmental impacts by reducing packaging, and optimising transportation

## 2 Purchasing

## 4 Customer

Creating value

## 1 Product development

## 3 Manufacturing

## 5 Consumer

Based on a combination of consumer-driven needs/ preferences, innovation and opportunities in the existing manufacturing network.

- Ability to impact: High
- Develop alternatives to meet consumer health trends
- Increase proportion of natural ingredients
- Sugar-free, xylitol and functional ingredients
- Innovate products that create joy

By end of 2022 Cloetta had 2,873 employees and total personnel cost amounted to SEK 1,589m. Cloetta's factories had 1,678 employees. During the year, Cloetta produced about 104 thousand tonnes of candy, chocolate, chewing gum and pastilles.

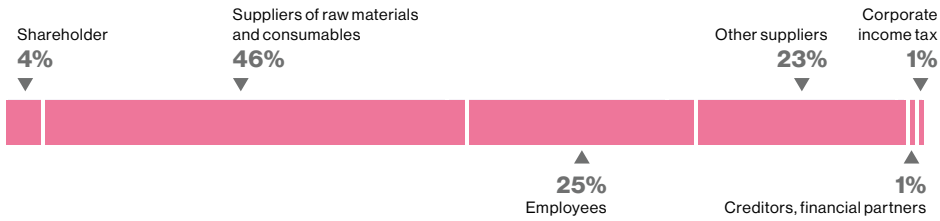
- Ability to impact: High
- Continuous improvement programme
- Health, Safety & Environment departments to mitigate environmental risks and reduce occupational incidents

Our company purpose, "We believe in the Power of True Joy" has our consumers at its center. We provide strong brands and a large range of pick & mix products. We also provide feedback on complaints and opinions in our customer service portal.

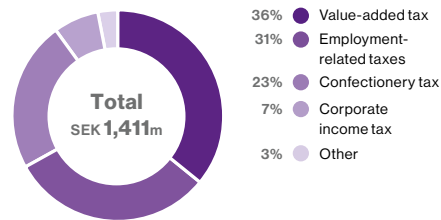
- Ability to impact: Medium
- High quality products marketed responsibly and transparently
- Consumers offered wide range of products
- Improved packaging solutions with minimal environmental impact

**Distributed value SEK 6,483m<sup>1</sup>**

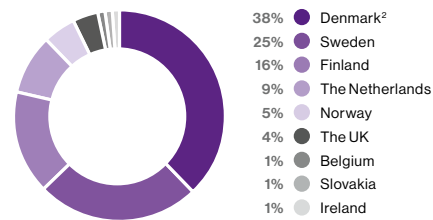
Manufacturing and sales of Cloetta's products generate economic value that benefits its stakeholders.



**Taxes paid**



**Taxes paid per country**



Our intention is to pay taxes in accordance with international and local legislation in the countries where Cloetta is operational.

1) Net sales of SEK 6,869m excluding profit for the year, amortisation, depreciation and impairments and including paid dividends. Total retained economic value of SEK 386m.  
 2) Tax paid in Denmark is proportionally higher due to sugar taxes.

