

Cloetta

**Successful year ends
with exceptionally
strong profit**

Interim report
Q4/2025



Agenda

1. Cloetta in brief
2. Strategic priorities and financial targets
3. Quarterly update
4. Financials
5. Q&A



Northern Europe's leading confectionery company creating joy through iconic brands for over 160 years

Powered
by Joy

Countries with
operations

12

10 **Superbrands**
of net sales

>50%

Candy & Chocolate



Pastilles & Gum



Pick & mix



Net sales

8.5

SEKbn

Profitability

12.1%

Operating profit
margin, adj.

Employees

2,500

(on average)

Joined the

**Science Based
Targets initiative
(SBTi)**

in 2020

Investment case

1

Northern Europe's leading confectionery company, creating joy through iconic brands for over 160 years

2

A **non-cyclical market** with stable consumer demand **outgrowing FMCG Food**

3

Broad confectionery portfolio favoured by evolving **consumer preferences**

4

Iconic brand portfolio of international Superbrands and strong local hero brands with **high consumer loyalty**

5

Attractive **growth opportunities** in **scaling of Superbrands**, focused **expansion beyond core markets**, and **excelling in marketing and innovation**

6

Selective M&A to **accelerate strategy** of geographic presence and category expansion

7

Committed to sustainability and responsible sourcing across the value chain

8

Attractive cash flow generation with **clear upside on margin** and **shareholder value**

Agenda

1. Cloetta in brief
- 2. Strategic priorities and financial targets**
3. Quarterly update
4. Financials
5. Q&A



Our vision

**To be the winning
confectionery
company, inspiring
a more joyful world**



Strategic framework to drive profitable growth

Vision

To be the winning confectionery company, inspiring a more joyful world

Strategic priorities

1

Win
with our
Superbrands

2

Grow
beyond core
markets

3

Excel
in marketing and
innovation

Accelerator

Selective M&A

Enablers

Enhancing the operating model

Further leverage people & culture

1 Win with our Superbrands

Further geographical expansion at the end of 2025

Kexchoklad expands into Finland



Another major step for Superbrands

- Kexchoklad is the most sold countline brand in Swedish retail
- Follows successful re-launch in Denmark in 2024
- Brand building follows the Swedish assets
- Focused marketing efforts further support launch throughout 2026

#1
in Sweden



→ Market share target reached during first weeks

→ Above 90% weighted distribution* in Finnish retail at launch

* % of total Chocolate category sales that comes from stores where the product is present

Expanding Superbrands into new Core markets



2023



2024



2025



Update on global agreement with IKEA Food Supply AG

IKEA*

Building a truly global collaboration with IKEA* over the mid-term

- **Global agreement** signed in 2025 with IKEA Food Supply AG
- The global agreement **focuses on selected Superbrands** and one local hero brand
- Cloetta's **products have now been made available in 14 countries in Europe** under the global agreement
- Further **gradual roll-out of geographical expansion expected during 2026-2027**
- Other commercial details and plans part of the **confidential agreement** and further updates will be given to the extent that the agreement allows

2 Grow beyond core markets

Continued progress on expanding existing NA business

Continued strong growth, preparation to expand both segments proceeding according to set 3-year plan



Update on on-going North America expansion

Commercial infrastructure

- **Local commercial leader** in place to implement go-to-market-strategy and build the local organisation
- **Central support from Europe** will continue
- Next update expected in connection with the Q2/2026 interim report

Branded packaged products

- Initial geographical **focus on U.S. East Coast**
- **Packaging and recipe development** to fulfill significantly food regulatory requirements completed to enable roll-out in 2026/2027

Pick & mix

- Pilot projects delivered consumer insights needed to successfully launch P&M in NA in the long-term
- **CandyKing NYC store opened** to support brand and concept launch in NA



2 Grow beyond core markets

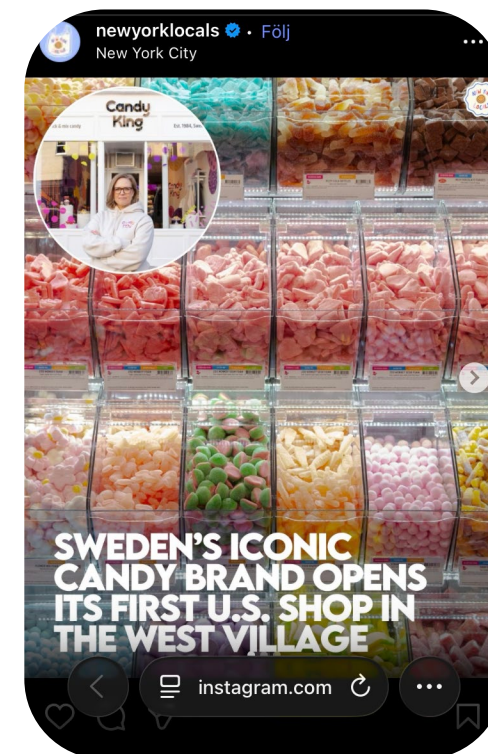
Showcasing the CandyKing brand and concept

Opening of NYC store marks CandyKing's US entry



Brand and concept launched in the U.S.

- CandyKing is an iconic pick & mix candy brand
- Execution of set 3-year plan continues
- Store has been profitable since it's opening
- Current focus on consumer and customer brand and concept awareness

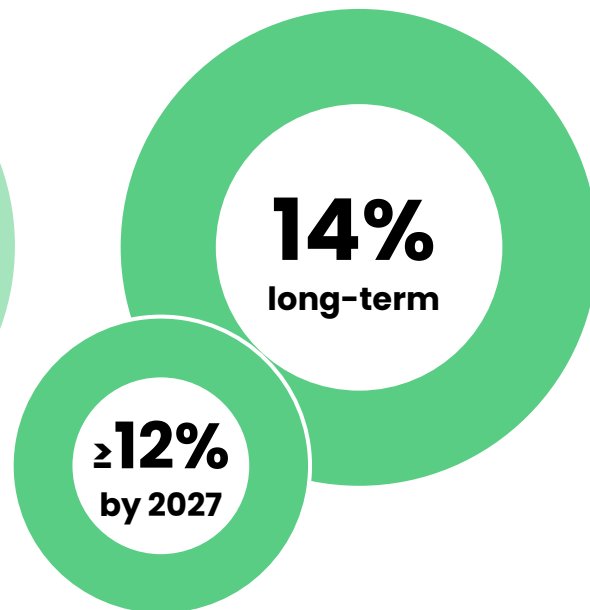


Our long-term financial targets

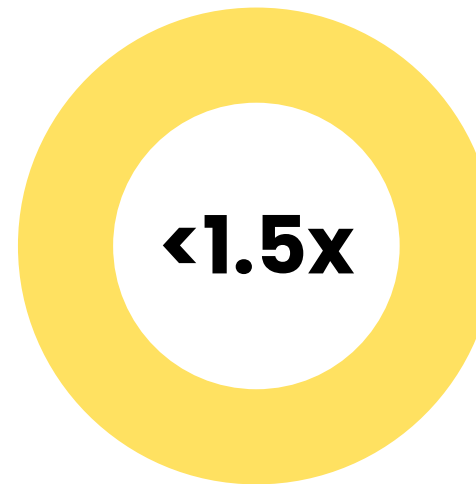
Organic sales growth



Adjusted EBIT margin



Net debt / EBITDA¹



Dividend policy



Previous target

1-2%

14% long-term

Around 2.5x

40-60%

¹ Net debt / EBITDA target may be temporarily exceeded in the event of acquisitions, provided there is a clear path to de-leveraging

Agenda

1. Cloetta in brief
2. Strategic priorities and financial targets
- 3. Quarterly update**
4. Financials
5. Q&A

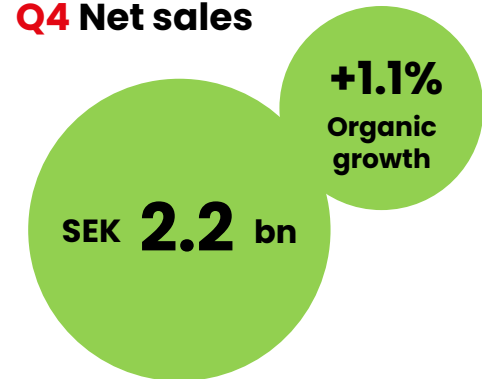


Successful year ends with exceptionally strong profit

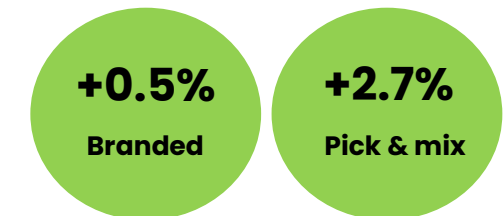
Q4/2025

- **Growth in both business segments**
- Continued **strong performance in the Nordics, more stable sales** in the **rest of Europe**
- Another quarter of **lower inflation affected market dynamics**
- **Partial compensation** for **supplier quality incident** in 2024 **received**
- **Full-year EBIT margin step-up** driven by **margin-enhancing activities**, expected **savings** related to the **change** in **operating structure** and was **aided** by the **compensation**
- Progress on the **long-term plan for geographical expansion** for **P&M**
- Another step closer to **delivering** on **all our long-term financial targets**
- The Board proposes an **increased dividend** of **SEK 1.40** (1.10) per share

Q4 Net sales



Q4 Organic sales growth



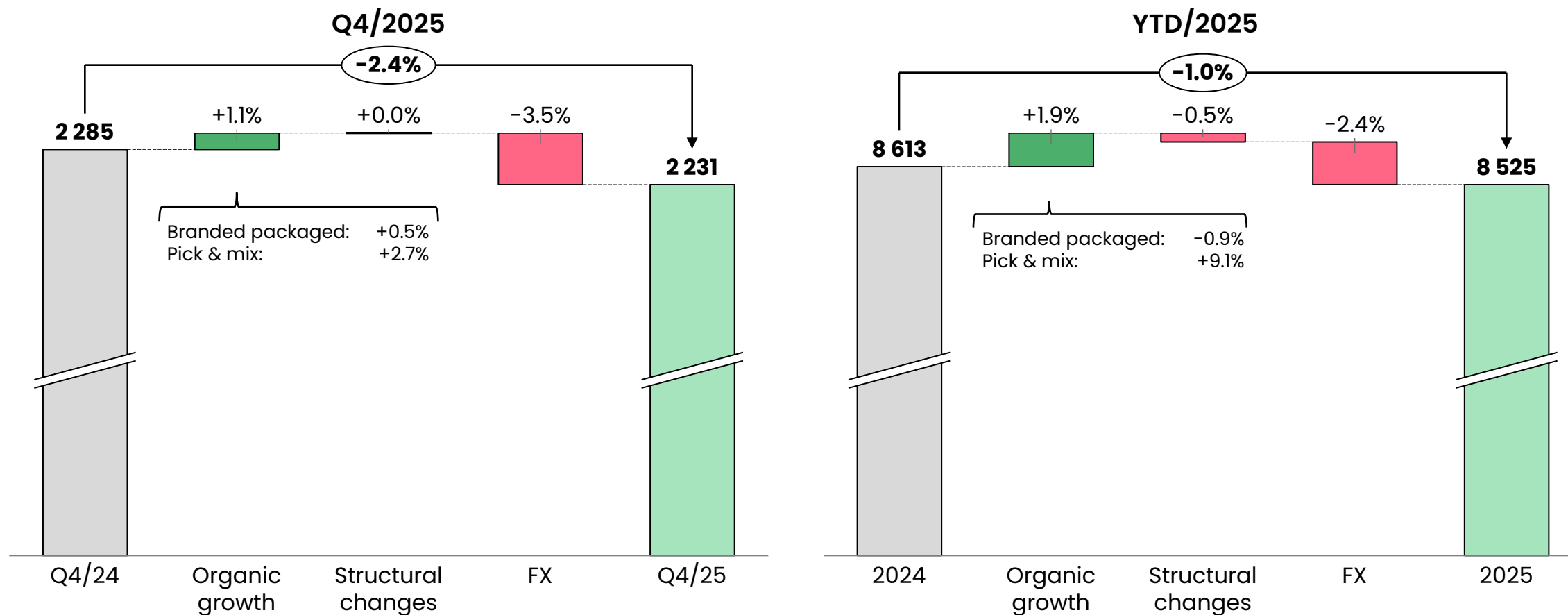
Agenda

1. Cloetta in brief
2. Strategic priorities and financial targets
3. Quarterly update
- 4. Financials**
5. Q&A



Year-to-date organic sales +1.9%

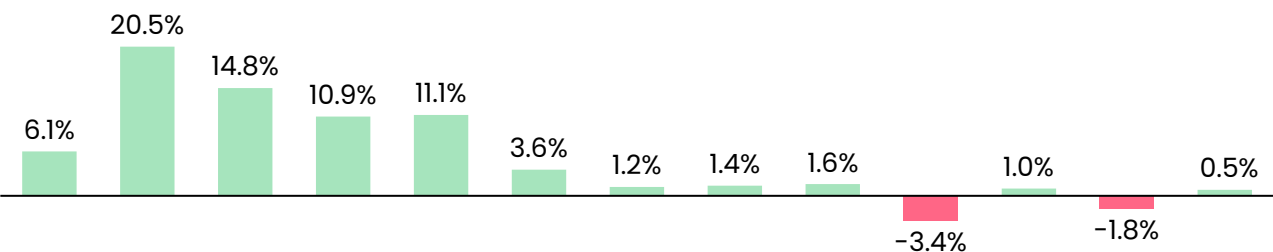
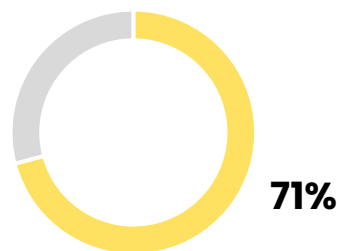
Net sales



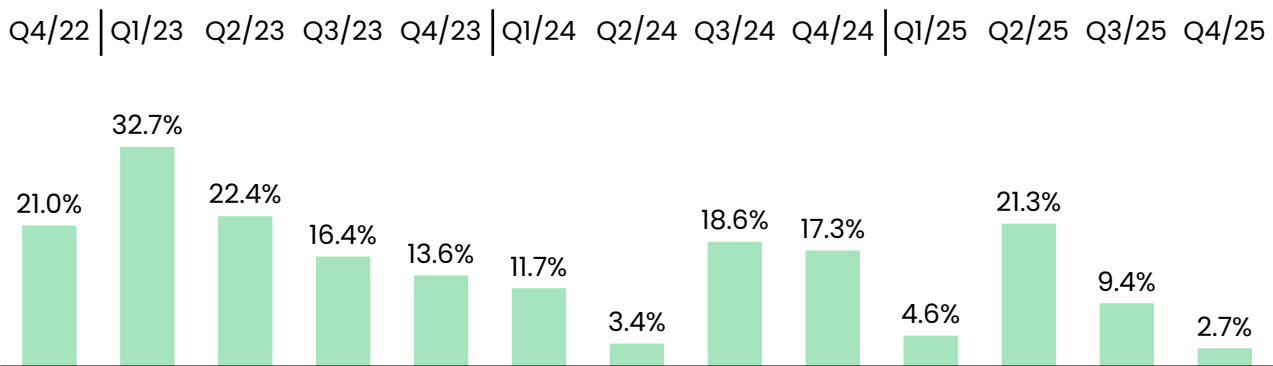
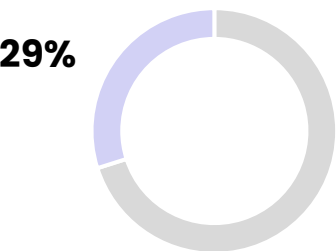
Sales development

Q4 share of net sales and organic sales growth by quarter

Branded packaged products



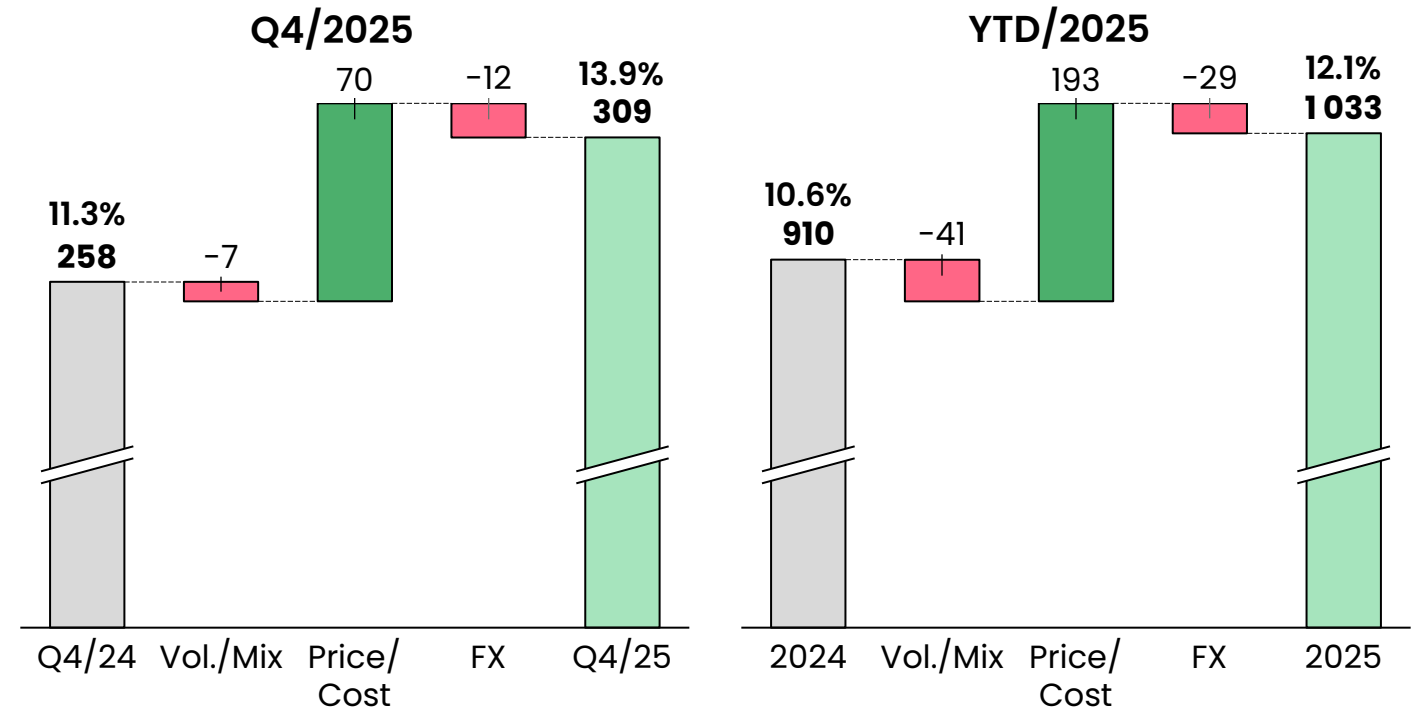
Pick & mix



Continued significant EBIT-margin step-up

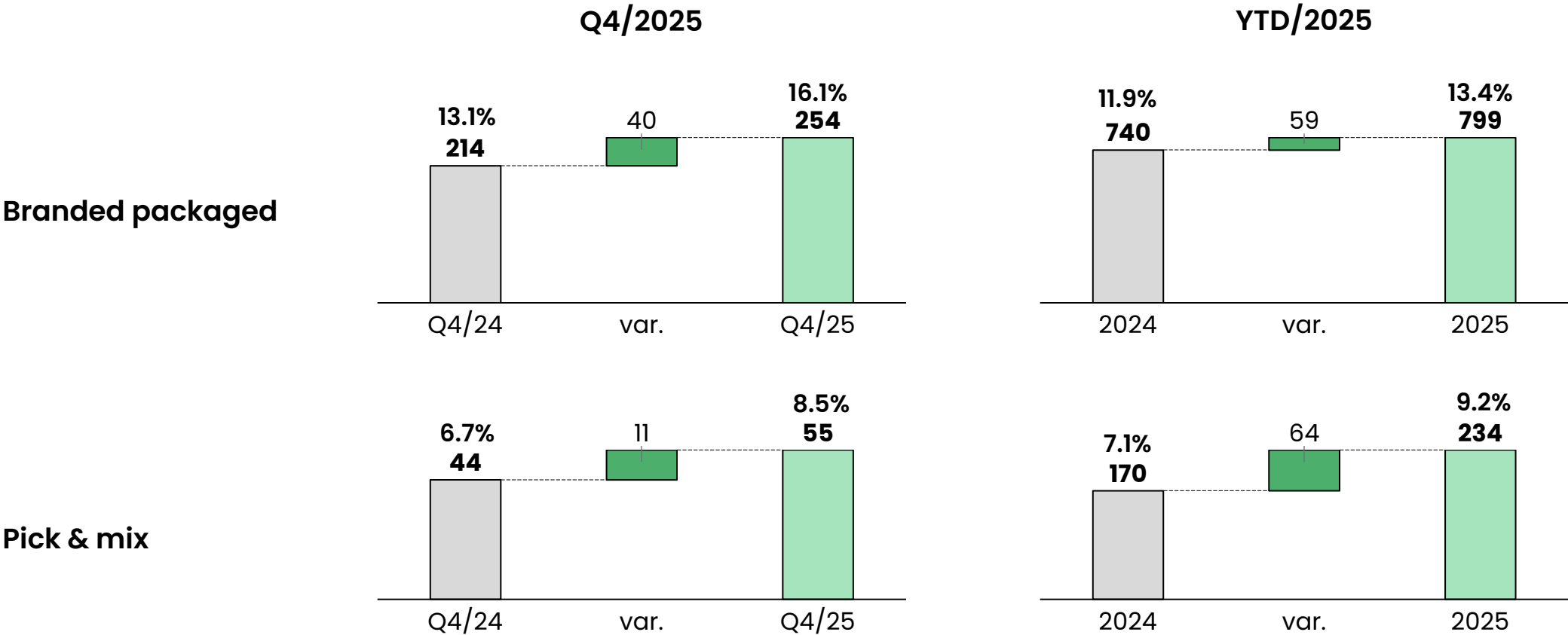
Operating profit, adjusted

- Improvement driven by previous **fair pricing** and savings from **new operating structure**
- Profitability further strengthened by **net revenue management** including portfolio optimisation
- Uplift achieved with **continued long-term investments in Superbrands**
- Expected **partial compensation** for 2024 **supplier quality incident** tips full-year margin above 12%



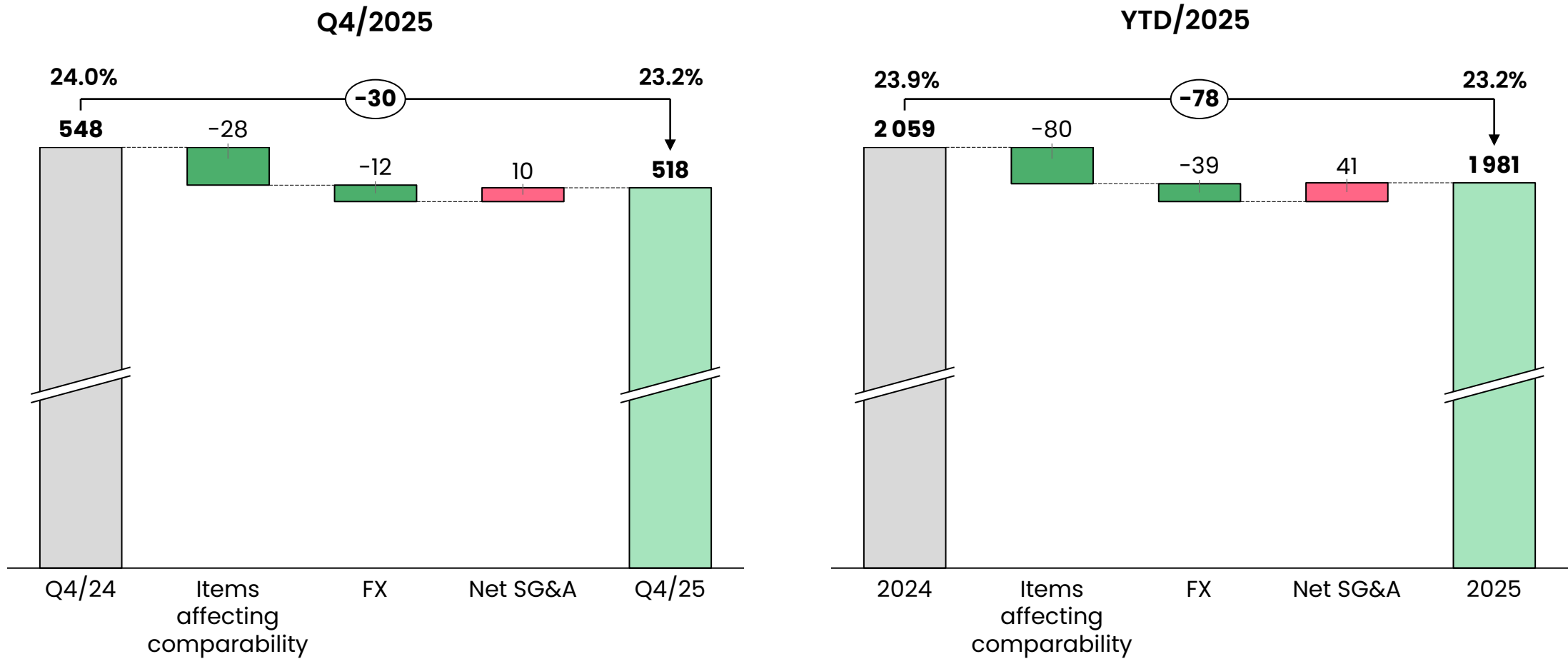
Branded profitability recovery continued in the quarter

Operating profit, adjusted, by segment



Cost savings from new operating structure on track

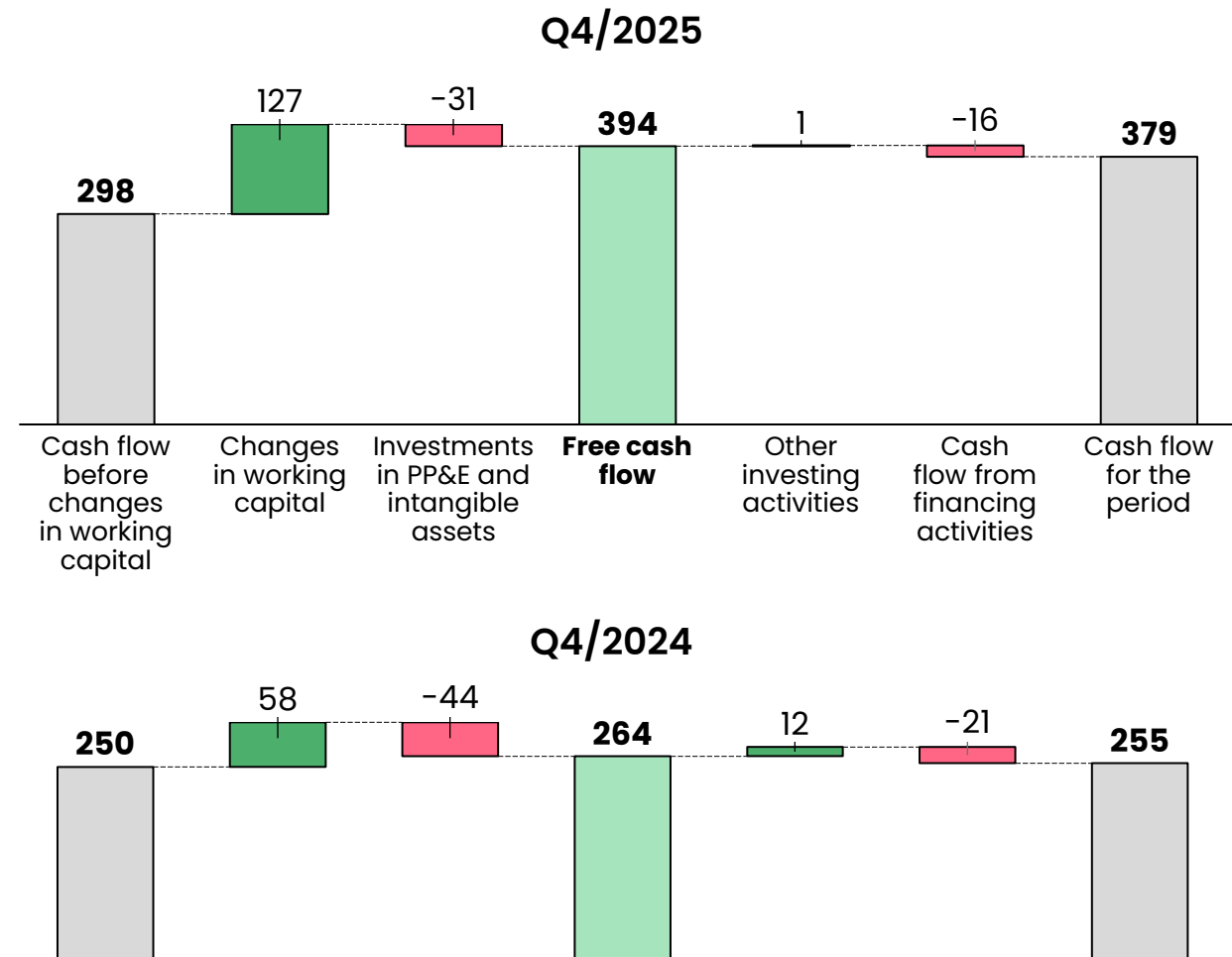
SG&A



Strong FCF driven by improved working capital

Cash flow

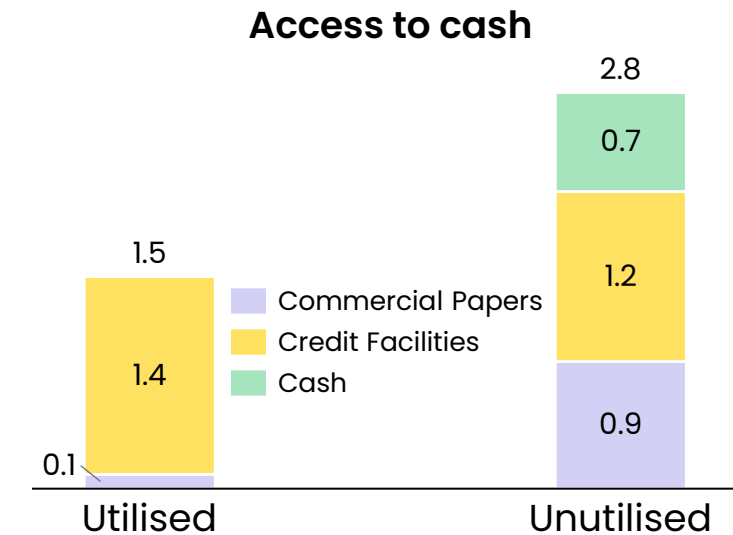
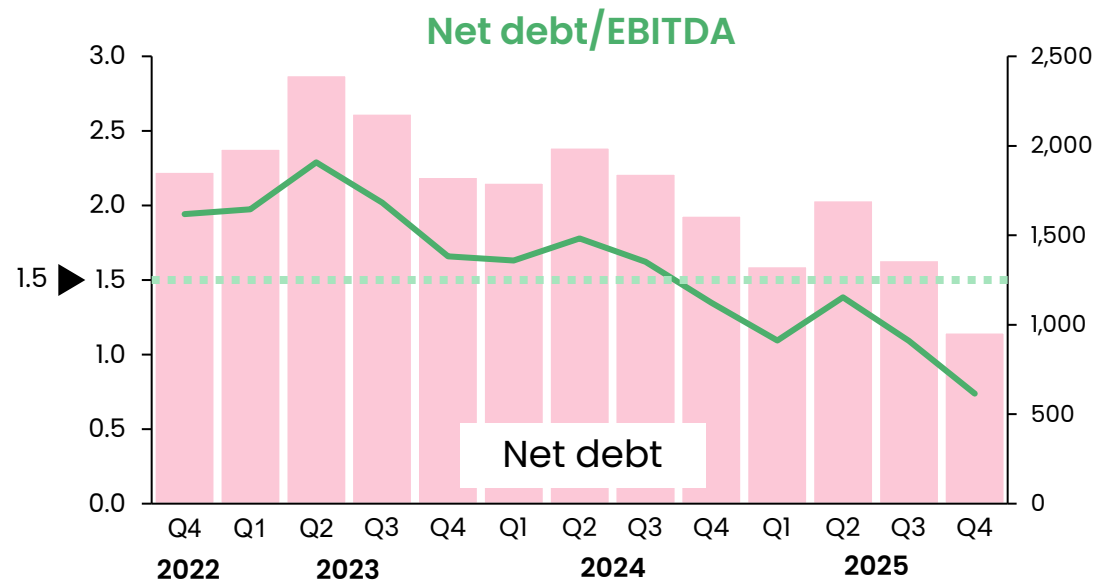
- Strong **free cash flow** driven by working capital development on receivables and payables on top of an improved operating result
- **Full year** cash flow from operating activities **exceeded** SEK 1.0bn and free cash flow **exceeded** SEK 0.9bn, both at an all time-high



Lowest-ever Net debt/EBITDA

Financial position

- **Net debt/EBITDA of 0.7x** remains well below long-term target of 1.5x
- **Net debt** decreased below SEK 1.0bn driven by the strong cash flow in the quarter
- **Unutilised financing and access to cash** of SEK 2.8bn
- **Dividend** proposal of SEK 1.40 (1.10) per share



Cloetta

Q&A



Cloetta



Thank you.

We hope the rest of your day is filled with many moments of joy!

Upcoming IR events 2026

Feb 5	Investor lunch in Stockholm (arranged by Danske Bank)
Mar 12	Annual and Sustainability report 2025
Apr 10	Plant visit for retail investors to Ljungsbro (arranged by DNB Carnegie Montrose)
Apr 21	Annual General Meeting 2026
May 6	Interim report Q1
May 28	Plant visit to Dublin in Ireland (arranged by Nordea)
Jun 3-4	Handelsbanken Nordic Small & Mid Cap Seminar (Stockholm)



Cloetta

Appendix



Cloetta

Greenfield facility – Pro forma profit and loss YTD

	YTD/2025				
	Reported	Greenfield	Pro-forma	Other items	Adjusted
			excl. greenfield	affecting comparability	
Net sales	8.525	–	8.525	–	8.525
Cost of goods sold	–5.436	129	–5.565	–6	–5.559
Gross profit	3.089	129	2.960	–6	2.966
Selling expenses	–1.184	–	–1.184	–32	–1.152
General and administrative expenses	–797	–4	–793	–12	–781
Operating profit	1.108	125	983	–50	1.033
Net financial items	–90	–9	–81	–	–81
Profit before tax	1.018	116	902	–50	952
Income tax	–227	–29	–198	10	–208
Profit for the period	791	87	704	–40	744
<i>Gross margin</i>	36,2%		34,7%		34,8%
<i>Operating profit margin</i>	13,0%		11,5%		12,1%
<i>Effective tax rate</i>	22,3%		22,0%		21,8%

Important information

- This presentation has been prepared by Cloetta AB (publ) (the “Company”) solely for use at this presentation and is furnished to you solely for your information and may not be reproduced or redistributed, in whole or in part, to any other person. The presentation does not constitute an invitation or offer to acquire, purchase or subscribe for securities. By attending the meeting where this presentation is made, or by reading the presentation slides, you agree to be bound by the following limitations.
- This presentation is not for presentation or transmission into the United States or to any U.S. person, as that term is defined under Regulation S promulgated under the Securities Act of 1933, as amended.
- This presentation contains various forward-looking statements that reflect management’s current views with respect to future events and financial and operational performance. The words “believe,” “expect,” “anticipate,” “intend,” “may,” “plan,” “estimate,” “should,” “could,” “aim,” “target,” “might,” or, in each case, their negative, or similar expressions identify certain of these forward-looking statements. Others can be identified from the context in which the statements are made. These forward-looking statements involve known and unknown risks, uncertainties and other factors, which are in some cases beyond the Company’s control and may cause actual results or performance to differ materially from those expressed or implied from such forward-looking statements. These risks include but are not limited to the Company’s ability to operate profitably, maintain its competitive position, to promote and improve its reputation and the awareness of the brands in its portfolio, to successfully operate its growth strategy and the impact of changes in pricing policies, political and regulatory developments in the markets in which the Company operates, and other risks.
- The information and opinions contained in this document are provided as at the date of this presentation and are subject to change without notice.
- No representation or warranty (expressed or implied) is made as to, and no reliance should be placed on, the fairness, accuracy or completeness of the information contained herein. Accordingly, none of the Company, or any of its principal shareholders or subsidiary undertakings or any of such person’s officers or employees accepts any liability whatsoever arising directly or indirectly from the use of this document.