



**October 2023 –  
June 2024  
Interim Report  
Q3/2024**

**1 October 2023 –  
30 June 2024**

Interim Report 1 October 2023 – 30 June 2024

## Musti remains resilient, continuing to grow customer base

### April – June 2024

- Group net sales totaled EUR 104.0 (103.3) million, an increase of 0.7%.
- Like-for-like sales decreased by 2.6%.
- Adjusted EBITDA was EUR 12.5 (17.3) million.
- Adjusted EBITDA margin was 12.0% (16.7%).
- Adjusted EBITA was EUR 3.9 (9.5) million.
- Adjusted EBITA margin was 3.7% (9.2%).
- Net cash flow from operating activities was EUR -3.3 (22.1) million (including impact of non-recurring items EUR 8.7 million).
- Operating profit was EUR 1.7 (9.9) million.
- Profit for the period totaled EUR -0.2 (7.3) million.
- Earnings per share, basic was EUR -0.01 (0.22).
- Number of stores grew to 350 (341).
- Number of loyal customers grew to 1,575 thousand (1,522 thousand).

### October 2023 – June 2024

- Group net sales totaled EUR 326.9 (315.4) million, an increase of 3.7%.
- Group net sales growth excluding the changes in the currency exchange rates was 5.0%
- Like-for-like sales growth was 1.8%.
- Adjusted EBITDA was EUR 47.9 (53.0) million.
- Adjusted EBITDA margin was 14.7% (16.8%).
- Adjusted EBITA was EUR 22.8 (30.1) million,
- Adjusted EBITA margin was 7.0% (9.5%).
- Net cash flow from operating activities was EUR 19.5 (50.5) million (including impact of non-recurring items EUR 13.6 million).
- Operating profit was EUR 6.0 (27.1) million.
- Profit for the period totaled EUR 0.8 (19.1) million.
- Earnings per share, basic was EUR 0.02 (0.57).

### Key events in the quarter

- The non-recurring cost items had a significant negative impact on the operating cash flow during the third quarter. The costs were attributable mainly to the public tender offer. Also, the product recall of certain SMAAK-products in November caused non-recurring costs. In addition, the Board of Directors decided, that the rewards for the performance period 2023-2025 of the long-term incentive plan are settled fully in cash which had an adverse impact on the cash flow.

The figures in parentheses refer to the comparison period, i.e., the same period in the previous year, unless stated otherwise. Musti Group's previous financial year was from 1 October to 30 September and the current is from 1 October to 31 December.

## Key figures

EUR million or as indicated	4-6/2024	4-6/2023	Change %	10/2023-6/2024	10/2022-6/2023	Change %	FY2023
Net sales	104.0	103.3	0.7%	326.9	315.4	3.7%	425.7
Net sales growth, %	0.7%	8.2%		3.7%	9.0%		8.9%
LFL sales growth, %	-2.6%	10.2%		1.8%	9.3%		9.5%
LFL store sales growth, %	-5.4%	7.3%		-0.9%	6.6%		6.7%
Online share, %	26.1%	23.5%		24.5%	23.1%		23.0%
Gross margin, %	43.3%	45.7%		44.4%	45.6%		45.7%
EBITDA	11.8	19.2	-38.2%	35.4	54.5	-35.0%	74.6
EBITDA margin, %	11.4%	18.5%		10.8%	17.3%		17.5%
Adjusted EBITDA	12.5	17.3	-27.8%	47.9	53.0	-9.6%	73.6
Adjusted EBITDA margin, %	12.0%	16.7%		14.7%	16.8%		17.3%
EBITA	3.2	11.4	-71.6%	10.3	31.5	-67.3%	43.6
EBITA margin, %	3.1%	11.0%		3.1%	10.0%		10.2%
Adjusted EBITA	3.9	9.5	-59.4%	22.8	30.1	-24.1%	42.6
Adjusted EBITA margin, %	3.7%	9.2%		7.0%	9.5%		10.0%
Operating profit	1.7	9.9	-82.5%	6.0	27.1	-78.0%	37.8
Operating profit margin, %	1.7%	9.6%		1.8%	8.6%		8.9%
Profit/loss for the period	-0.2	7.3	-102.6%	0.8	19.1	-95.7%	26.5
Earnings per share, basic, EUR	-0.01	0.22	-102.7%	0.02	0.57	-95.9%	0.79
Net cash flow from operating activities	-3.3	22.1	-115.1%	19.5	50.5	-61.3%	79.6
Investments in tangible and intangible assets	3.7	2.9	26.9%	11.7	9.0	28.8%	11.9
Net debt / LTM adjusted EBITDA	2.4	2.1	12.7%	2.4	2.1	12.7%	1.9
Number of loyal customers, thousands	1,575	1,522	3.5%	1,575	1,522	3.5%	1,543
Number of stores at the end of the period	350	341	2.6%	350	341	2.6%	342
of which directly operated	345	328	5.2%	345	328	5.2%	330

**“Musti remains resilient, continuing to grow the customer base and market share during a soft trading period stemming from the summer holiday season, and low consumer confidence.” – David Rönnerberg, Musti Group CEO**

**The business environment continued to be challenging. We continued to invest in enabling greater convenience through our omni and pure play online initiatives, opened six new stores to extend direct reach and focused price and campaign activities, all of which have aided customer satisfaction, although affected sales mix, growth and profitability.**

Group net sales increased by 0.7% to EUR 104.0 (EUR 103.3) million. The growth was delivered by a growth in our online offering 7.4% to EUR 26.1 (24.3) million and offset by relatively flat development -1.6% in store sales to EUR 75.3 (76.6) million including -2.6% store like-for-like growth (partly impacted by inflation). Positively, vendor price inflation has moved back to long term averages after 18 months of significant price rises. Online sales accounted for 25.1% (23.5%) of total net sales. We opened six directly operated stores and are actively looking for new opportunities outside our current operating environment.

Gross margin decreased to 43.3% (45.7%) due to targeted investment in price and campaign activities. The share of employee benefits and other operating expenses as percentage of sales was 33.2% (30.1%) driven mainly by the increased number of stores. The overall share of operating expense as percentage of sales will rebalance as new stores ramp. As a consequence of all the above, Group adjusted EBITA decreased by 59.4% to EUR 3.9 (9.5) million. The decrease was mainly due to the pressure in gross margin resulting from a weak consumer climate. Adjusted EBITA margin was 3.7% (9.2%). Profit before taxes amounted to EUR -0.5 (9.5) million.

The long-term market trend of Pet Parenting has globally experienced a year of stabilization with temporarily soft demand, affected by the macro consumer climate including a short-term decrease in households bringing a new puppy or kitten into them as we return to long term new puppy and kitten growth post an inflated COVID period. Our expectation, based on recent data, is that the market is rebounding to the long-term trend. Our fundamentals and competitive advantage remain strong, the customer base is growing year on year in all countries, as is spend per customer. Norway, where we have most headroom for growth, is showing the strongest trends.

As we move into Q4, our focus remains on executing on our long-term Nordic strategy and seeking further opportunities to expand the Musti business, focusing on the components within our control in the temporarily softer market environment. Musti is the leader in the structurally growing Nordic market and with our concept we are well positioned for the improving economic outlook and the improving consumer climate.

To our team members - on behalf of our shareholders, our Board, our Group management team and myself, thank you for the year so far, I hope you have a great summer and will be back rested for the exciting path we have in front of us.

David Rönnerberg,  
CEO

## Financial targets

Following its review in April 2024, the Board of Directors of Musti Group Plc decided to withdraw the company's long-term financial targets, updated by the Board of Directors on 3 May 2021. With the new majority owner, Musti Group is now in a new strategic phase with need to focus on sustainable growth to create value to its pet parent customers, owners and other stakeholders. In addition, the Board of Directors resolved to amend the company's dividend policy as follows: The company's net profit shall be used towards financing the company's growth and investments, and the company does not expect to distribute dividends. The Board of Directors may however assess dividend distribution annually.

## Market outlook

Musti Group operates in the Nordic pet care market, broadly defined as the sale of pet food, products, services and veterinary care across Finland, Sweden and Norway. Musti Group's core market consisting of pet food and products was estimated by Euromonitor at approximately EUR 2.1 billion in 2022, with Sweden as the largest market, accounting for approximately EUR 0.8 billion, Finland approximately EUR 0.7 billion and Norway approximately EUR 0.6 billion.

Pet Parenting refers to the tendency of people to treat their pets like family members. As a result of this trend, people are spending more on higher quality and more premium food, as well as a more diverse range of products and services. This underlying pet parenting trend that drives the long-term structural growth of the pet care market remains robust, shifting spend towards higher quality nutrition, more diverse range of accessories and wider adoption of services.

In the early 2020's the number of new puppies and kittens increased across the Nordic markets. While the number of new puppies and kittens has thereafter stabilized closer to long term average levels, the larger cohorts 2020–2022 are visible as a step-change in the pet population and have thus increased the addressable market size for future years with a long tail effect.

Musti's latest fiscal year proves that the pet care market is by nature resilient, underpinned by non-discretionary purchasing behavior. Non-discretionary categories such as food and cat litter sum up to majority of total market spend and are characterized by repeat purchasing behavior.

## Group Performance

### Net sales

EUR million	4-6/2024	4-6/2023	Change %	10/2023-6/2024	10/2022-6/2023	Change %	FY2023
Net sales							
Group	104.0	103.3	0.7%	326.9	315.4	3.7%	425.7
Finland	45.0	47.5	-5.2%	142.8	139.9	2.1%	189.9
Sweden	42.1	41.1	2.6%	131.6	127.5	3.3%	170.9
Norway	16.9	14.8	14.3%	52.4	48.0	9.3%	64.9

### April – June 2024

Group net sales increased by 0.7% to EUR 104.0 million (EUR 103.3 million). The increase was largely due to an increased number of directly operated stores (6), partly offset by weak consumer climate. Currency exchange rates did not have a significant impact on the sales growth. Like-for-like growth, which is calculated in local currencies, amounted to -2,6% (10.2%).

Store sales decreased by 1.6% to EUR 75.3 million (EUR 76.6 million). We added six directly operated stores during the quarter to our network. Like-for-like store sales growth was -5.4% (7.3%). Online sales increased by 7,4% to EUR 26.1 million (EUR 24.3 million). Like-for-like online sales growth was 6.6% (19.9%). Online sales accounted for 25.1% (23.5%) of total net sales.

### October 2023 – June 2024

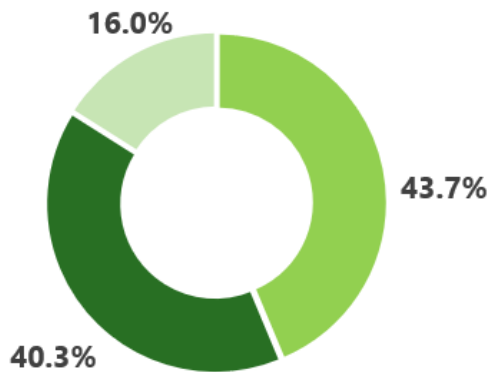
Group net sales increased by 3.7% to EUR 326.9 million (EUR 315.4 million). The increase was largely due to price increases and was affected negatively by currency exchange rate fluctuations. The acquisition of Premium Pet Food Suomi Oy, which was carried out in the beginning of Q3/2023, increased the net sales by EUR 3.6 million.

Currency exchange rate changes affected the growth negatively by 1.3%-points. Weakened SEK exchange rate decreased sales by EUR 1.8 million bringing 0.6 %-points headwind to growth. Weakened NOK exchange rate decreased sales by EUR 2.4 million bringing 0,8 %-points headwind to the growth. Group net sales growth excluding the changes in the currency exchange rates was 5.0%. Like-for-like growth, which is calculated in local currencies, amounted to 1.8% (9.3%).

Store sales increased by 0.6% to EUR 240.4 million (EUR 239.0 million). We added a net 15 directly operated stores during the year to date and 17 during the last 12 months to our network. Like-for-like store sales growth was -0.9% (6.6%). Online sales increased by 9.6% to EUR 79.9 million (EUR 72.9 million). Like-for-like online sales growth was 10.7% (18.4%). Online sales accounted for 24.5% (23.1%) of total net sales.

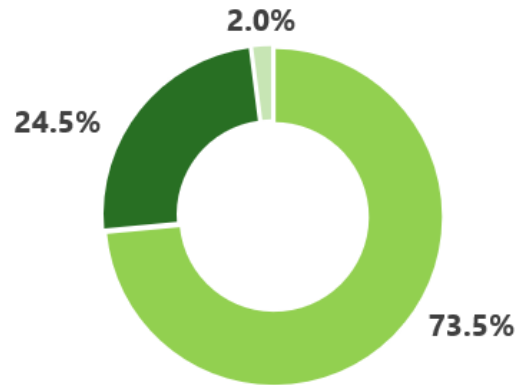
The number of loyal customers increased by 3.5% to 1,575 thousand (1,522 thousand). Rolling 12 months average spend per loyal customer was EUR 186.6 (EUR 180.7) as per 30 June 2024.

Net sales by segment 10/2023-6/2024



■ Finland ■ Sweden ■ Norway

Net sales by channel 10/2023-6/2024



■ Store sales ■ Online sales ■ Other sales\*

\*Other sales include franchise fees and wholesale.

## Result

### April – June 2024

Group adjusted EBITA decreased by 59.4% to EUR 3.9 million (EUR 9.5 million). The decrease was mainly due to continuous weak consumer climate and pressure in gross profit. Recent movements of the local currencies SEK and NOK had a negative impact of EUR 0.1 million on adjusted EBITA. Adjusted EBITA margin was 3.7% (9.2%).

Gross margin decreased to 43.3% (45.7%) due to targeted investment in price and campaign activities and a slight decrease in the share of sales of own and exclusive brands to 50.2% (51.4%). The share of employee benefits and other operating expenses as percentage of sales was 33.2% (30.1%) driven by increased number of stores.

Depreciation amounted to EUR 8.6 million (EUR 7.8 million) and amortization amounted to EUR 1.5 million (EUR 1.4 million). Main driver is the growing store network via IFRS 16 impact.

Adjustments to EBITA were EUR -0.6 million (EUR 1.9 million) in the quarter. The adjustments include costs relating to the public tender offer and restructuring. The adjustments in the comparison period include a fair value gain of EUR 2.4 million on the previously held share of Premium Pet Food Suomi Oy. Unadjusted operating profit decreased by 82.5% to EUR 1.7 million (EUR 9.9 million).

Profit before taxes amounted to EUR -0.5 million (EUR 9.5 million). The impact of financial income and expenses (net) on profit before taxes was EUR 2.2 million negative (EUR 0.5 million negative), mainly due to interest expenses and change in fair value of hedging instruments. Loss for the period was EUR -0.2 million (EUR 7.3 million) and basic earnings per share was -0.01 (0.22).

### October 2023 – June 2024

Group adjusted EBITA decreased by 24.1% to EUR 22.8 million (EUR 30.1 million). The decrease was due to continuous weak consumer climate and pressure in gross profit. Recent movements of the local currencies SEK and NOK had a negative impact of EUR 0.5 million on adjusted EBITA (EUR 2.3 million negative in the comparison period). Adjusted EBITA margin was 7.0% (9.5%).

Gross margin decreased to 44.4% (45.6%). The share of sales of own and exclusive brands was 51.6% (52.5%). The share of employee benefits and other operating expenses as percentage of sales was 34.5% (29.8%) mainly driven by the significant amount of non-recurring costs.

Depreciation amounted to EUR 25.1 million (EUR 23.0 million) and amortization amounted to EUR 4.3 million (EUR 4.3 million). Main driver is the growing store network via IFRS 16 impact.

Adjustments to EBITA were EUR -12.5 million (EUR 1.4 million) in the reporting period. The adjustments include costs relating to the public tender offer, the value added taxes related to IPO, restructuring, and the product recall which was made in November.

Unadjusted operating profit decreased by 78.0% to EUR 6.0 million (EUR 27.1 million). The costs were attributable mainly to the public tender offer. Also, the product recall of certain SMAAK-products in November caused non-recurring costs. In addition, the Board of Directors decided in December 2023, based on the combination agreement with the Offeror, that the rewards for the performance periods 2021-2023 and 2023-2025 of the long-term incentive plan will be settled fully in cash, which also had an adverse impact on the cash flow.

Profit before taxes amounted to EUR 1.1 million (EUR 24.8 million). The impact of financial income and expenses (net) on profit before taxes was EUR 4.9 million negative (EUR 2.3 million negative), mainly due to interest expenses and change in fair value of hedging instruments. Profit for the period was EUR 0.8 million (EUR 19.1 million) and basic earnings per share was 0.02 (0.57).

Musti Group has been subject to a tax audit of Musti Group Oyj, Musti Group Finland Oy and Musti Group Nordic Oy regarding financial years 2018-2020. Musti Group Oyj has in October 2021 received a tax audit report from the Finnish tax authorities. The tax audit report included subsequent taxes and tax increases amounting to a total of EUR 0.9 million, relating to the VAT deductibility of IPO related costs. Tax and increases have been paid in November 2021. The Company disagreed with the interpretation made in the tax audit and filed a claim for adjustment. Based on the decisions by the Tax Administration, the Company recognized EUR 0.4 million in May 2023 and EUR 0.2 million in February 2024 of VAT as an expense.

## Financial position and cash flow

In April-June 2024, the net cash flow from operating activities totaled EUR -3.3 million (EUR 22.1 million) negatively affected by the non-recurring costs, which incurred mainly from the public tender offer. Change in net working capital had an impact of EUR -13.2 million (EUR 6.2 million) to the cash flow during the quarter. Cash flow used in investing activities during the quarter amounted to EUR 5.4 million (EUR 6.7 million).

In October 2023 - June 2024, the net cash flow from operating activities totaled EUR 19.5 million (EUR 50.5 million). Change in net working capital had an impact of EUR -10.7 million (EUR 4.6 million) to the cash flow during the reporting period. Cash flow used in investing activities during the reporting period amounted to EUR 16.7 million (EUR 15.4 million).

Cash and cash equivalents at the end of the period amounted to EUR 12.7 million (30 September 2023: EUR 22.0 million). Total consolidated assets amounted to EUR 403.5 million (30 September 2023: EUR 394.2 million).

Equity attributable to owners of the parent company totaled EUR 161.8 million (30 September 2023: EUR 164.3 million).

Gearing at the end of the reporting period was 99.9% (30 September 2023: 83.9%) and net debt amounted to EUR 161.6 million (30 September 2023: EUR 137.9 million). At the end of the period, the interest-bearing loans and commercial papers included in net debt amounted to EUR 89.8 million (30 September 2023: EUR 79.4 million) and lease liabilities EUR 82.7 million (30 September 2023: EUR 79.8 million).

Musti Group focuses on maintaining sufficient liquidity in the group. In addition to the cash and cash equivalents of EUR 12.7 million at the end of the period, Musti Group had an unutilized EUR 5.0 million bank overdraft, unutilized revolving credit facilities in total of EUR 20 million and a EUR 50 million commercial paper program of which EUR 20 million was in use.

On March 28<sup>th</sup> Musti Group signed a bridge financing agreement of EUR 90 million to refinance debt maturing due to the public tender offer and hence followed change of control event. The new facility consists of a EUR 70 million term loan and a EUR 20 million revolving credit facility. The new term loan facility was withdrawn in April to repay EUR 70 million of maturing term facilities.

## Investments

In April-June investments in tangible and intangible assets amounted to EUR 3.7 million (EUR 2.9 million). Investments were mainly related to new and relocated stores, logistics and production machinery as well as IT and digital platform development projects. Musti Group acquired 2 pet stores through business acquisitions in Sweden during the review period.

In October 2023 – June 2024, investments in tangible and intangible assets amounted to EUR 11.7 million (EUR 9.0 million). Investments were mainly related to new and relocated stores, logistics and production machinery as well as IT and digital platform development projects. In addition, in October 2023 - June 2024 EUR 5.1 million were invested in business acquisitions of stores in Sweden whereby Musti Group acquired 6 pet stores.

## Business segment performance

Musti Group's reporting segments are based on geographical regions Finland, Sweden and Norway. The segment structure is based on geographical division where Finland, Sweden and Norway are separated to individual operating segments based on



how the chief operating decision-maker monitors the business operations. In other items, Musti Group reports the Group functions, including the operations of the headquarters, the central warehouse and production.

## Finland

Finland is Musti Group's most mature market. Musti Group holds approximately 32% share of the total pet food and products market. Musti's network has nationwide coverage, and a vast majority of Finnish pet parents are within convenient reach of a Musti store, which are typically located at high traffic locations such as large hypermarkets and popular retail areas. Management continuously seeks opportunities to further optimize convenience to meet the needs of pet parents.

In Finland, Musti Group focus is both on serving existing customers better to increase share of wallet and to continue winning new customers, both of which support like-for-like growth. Musti's brands in Finland include Musti ja Mirri (store and omnichannel) and Peten Koiratarvike (online focus complemented by select stores).

EUR million or as indicated	4-6/2024	4-6/2023	Change %	10/2023-6/2024	10/2022-6/2023	Change %	FY2023
Net sales	45.0	47.5	-5.2%	142.8	139.9	2.1%	189.9
Net sales growth, %	-5.2%	15.6%		2.1%	11.6%		11.9%
LFL segment sales growth, %	-6.5%	11.2%		-0.8%	9.9%		9.7%
EBITDA	10.3	12.8	-20.0%	35.5	37.7	-5.9%	52.6
EBITDA margin, %	22.8%	27.0%		24.8%	26.9%		27.7%
Adjusted EBITDA	10.5	12.8	-17.9%	36.0	37.7	-4.5%	52.6
Adjusted EBITDA margin, %	23.4%	27.0%		25.2%	26.9%		27.7%
EBITA	7.3	10.0	-26.8%	26.8	29.4	-8.8%	41.5
EBITA margin, %	16.3%	21.1%		19.1%	21.0%		21.8%
Adjusted EBITA	7.6	10.0	-24.2%	27.3	29.4	-7.0%	41.5
Adjusted EBITA margin, %	16.9%	21.1%		19.1%	21.0%		21.9%
Number of stores	138	136	1.5%	138	136	1.5%	136
of which directly operated	138	136	1.5%	138	136	1.5%	136

## April – June 2024

Net sales in Finland decreased by 5.2% to EUR 45.0 million (EUR 47.5 million). Sales were still negatively affected by weak consumer climate and the product recall made in November 2023. Like-for-like growth was -6.5%.

EBITA decreased by 26.8% to EUR 7.3 million (EUR 10.0 million). Adjusted EBITA decreased by 24.2% to EUR 7.6 million (EUR 10.0 million). The decrease in profitability was due to pressure in gross margin arising from targeted investment in price and campaign activities, and weak consumer climate. Adjusted EBITA margin was 16.9% (21.1%).

During Q3, one third party store was acquired.

## October 2023 – June 2024

Net sales in Finland increased by 2.1% to EUR 142.8 million (EUR 139.9 million). Sales growth was a result of steady growth especially in online channels and the acquisition of Premium Pet Food Suomi Oy pet food factory, which was carried out during Q3/2023. Sales were negatively offset by weak consumer climate and the product recall in November 2023. Like-for-like growth was -0.8%.

EBITA decreased by 8.8% to EUR 26.8 million (EUR 29.4 million). Adjusted EBITA decreased by 7.0% to EUR 27.3 million (EUR 29.4 million). Adjusted EBITA margin was 19.1% (21.0%).

During the reporting period, one new directly operated store was opened and one third party store acquired.

## Sweden

In Sweden, Musti Group's focus is on further expansion and increasing efficiency. Musti is the overall market leader with approximately 28% market share. Musti's brands in Sweden are Arken Zoo (store and omnichannel) and VetZoo (online focus).

Musti's goal in Sweden is to continue strong like-for-like growth across all channels through customer acquisition and gaining share of wallet, continued network expansion and strong margin improvement. Significant network expansion has taken place in FY20 to FY23, taking directly operated store count from 68 at end of FY19 to 119 by end of FY23 and strengthening our position across Swedish cities. Ramping up newer store cohorts is a key growth and margin driver, along with increasing own and exclusive brands share of sales and online channel profitability towards the levels in Finland.

EUR million or as indicated	4-6/2024	4-6/2023	Change %	10/2023-6/2024	10/2022-6/2023	Change %	FY2023
Net sales	42.1	41.1	2.6%	131.6	127.5	3.3%	170.9
Net sales growth, %	2.6%	1.0%		3.3%	4.1%		3.6%
LFL segment sales growth, %	-1.4%	8.5%		2.0%	8.4%		8.6%
EBITDA	7.0	8.6	-18.6%	26.0	26.5	-2.1%	36.3
EBITDA margin, %	16.6%	21.0%		19.7%	20.8%		21.2%
Adjusted EBITDA	7.0	8.6	-18.6%	26.2	26.7	-1.9%	36.5
Adjusted EBITDA margin, %	16.6%	21.0%		19.9%	20.9%		21.4%
EBITA	4.0	6.0	-33.5%	17.1	18.5	-7.2%	25.5
EBITA margin, %	9.4%	14.6%		13.0%	14.5%		14.9%
Adjusted EBITA	4.0	6.0	-33.5%	17.3	18.6	-6.8%	25.7
Adjusted EBITA margin, %	9.4%	14.6%		13.2%	14.6%		15.0%
Number of stores	132	131	0,8%	132	131	0,8%	131
of which directly operated	127	118	7.6%	127	118	7.6%	119

### April – June 2024

Net sales in Sweden increased by 2.6% to EUR 42.1 million (EUR 41.1 million). The SEK exchange rate in Q3 had a negative impact of EUR 0.7 million in Q3. The like-for-like growth, which is calculated in local currencies, was -1.4%.

EBITA and Adjusted EBITA decreased by 33.5% to EUR 4.0 million (EUR 6.0 million). The decrease was mainly driven by weak consumer climate combined with fixed cost base. Adjusted EBITA margin decreased to 9.4% (14.6%).

During Q3, two third party stores were acquired.

### October 2023 – June 2024

Net sales in Sweden increased by 3.3% to EUR 131.6 million (EUR 127.5 million). The weakened SEK exchange rate decreased sales by EUR 2.1 million in the reporting period. The growth excluding the adverse effect from the currency exchange rate change was 4.9%. The like-for-like growth, which is calculated in local currencies, was 2.0%.

EBITA decreased by 7.2% to EUR 17.1 million (EUR 18.5 million). Adjusted EBITA decreased by 6.8% to EUR 17.3 million (EUR 18.6 million). Adjusted EBITA margin decreased to 13.2% (14.6%).

During the reporting period, two new directly operated stores were opened, six stores were acquired, and five franchise stores left the chain.

## Norway

In Norway, Musti Group's focus is on market share gain through continued customer acquisition supported by store roll-out, and on increasing country profitability. Norway remains a more fragmented market compared to Finland and Sweden with Musti holding approximately 16% share of the total pet food and products market. Musti Group's brands in Norway are Musti (store and omnichannel) and VetZoo (online).

Musti entered Norway in October 2016, and average age profile of the 75 stores (at end of FY23) is young with many stores in ramp-up mode. Ramp-up has progressed according to Musti Group's plans and maturation of the network continues to be a key driver of growth and country profitability.

EUR million or as indicated	4-6/2024	4-6/2023	Change %	10/2023-6/2024	10/2022-6/2023	Change %	FY2023
Net sales	16.9	14.8	14.3%	52.4	48.0	9.3%	64.9
Net sales growth, %	14.3%	7.1%		9.3%	15.6%		14.9%
LFL segment sales growth, %	6.2%	11.7%		9.5%	9.7%		11.3%
EBITDA	3.8	3.4	11.8%	12.1	11.3	7.4%	15.1
EBITDA margin, %	22.4%	22.9%		23.1%	23.5%		23.2%
Adjusted EBITDA	3.8	3.4	11.8%	12.2	11.3	8.1%	15.1
Adjusted EBITDA margin, %	22.4%	22.9%		23.2%	23.5%		23.2%
EBITA	2.2	2.0	10.9%	7.6	7.0	7.6%	9.4
EBITA margin, %	13.2%	13.6%		14.5%	14.7%		14.5%
Adjusted EBITA	2.2	2.0	10.9%	7.7	7.0	8.7%	9.4
Adjusted EBITA margin, %	13.2%	13.6%		14.6%	14.7%		14.5%
Number of stores	80	74	8.1%	80	74	8.1%	75
of which directly operated	80	74	8.1%	80	74	8.1%	75

## April – June 2024

Net sales in Norway increased by 14.3% to EUR 16.9 million (EUR 14.8 million), driven by like-for-like growth of 6.2% and ramp-up of the stores opened during the latest twelve months. The NOK exchange rate in Q3 had a EUR 0.7 million negative impact on net sales. The growth excluding the adverse effect from the currency exchange rate change was 10.5%.

EBITA and Adjusted EBITA increased by 10.9% to EUR 2.2 million (EUR 2.0 million) supported by good sales and disciplined cost control, despite adverse development of currency exchange rates. Adjusted EBITA margin was 13.2% (13.6%).

During Q3, three new directly operated stores were opened.

## October 2023 – June 2024

Net sales in Norway increased by 9.3% to EUR 52.4 million (EUR 48.0 million), driven by like-for-like growth of 9.5% and ramp-up of the stores opened during the latest twelve months. The NOK exchange rate in the reporting period had a EUR 2.2 million negative impact on net sales. The growth excluding the adverse effect from the currency exchange rate change was 13.8%.

EBITA increased by 7.6% to EUR 7.6 million (EUR 7.0 million). Adjusted EBITA increased by 8.7% to EUR 7.7 million (EUR 7.0 million). The currency exchange rate continued to affect profitability negatively throughout the reporting period. Adjusted EBITA margin was 14.6% (14.7%).

During the reporting period, five directly operated stores were opened.

## Group functions

### April – June 2024

Adjusted EBITA was EUR -9.9 million (EUR -8.5 million). Costs increased mainly in central warehouses and various group functions. Adjusted Group functions cost in relation to group net sales was 9.6% (8.2%).

The EBITA impact of the Group functions was EUR -10.3 million (EUR -6.6 million). The adjustments include costs relating to the public tender offer and restructuring. The adjustments in the comparison period include a fair value gain of EUR 2.4 million on the previously held share of Premium Pet Food Suomi Oy.

## October 2023 – June 2024

Adjusted EBITA was EUR -29.5 million (EUR -25.0 million). The adjustments include costs relating to the public tender offer, the value added taxes related to IPO, restructuring, and the product recall which was made in November. Adjusted Group functions cost in relation to group net sales was 9.0% (7.9%). The increase related to the changed structure of the Group functions after the integration of Premium Pet Food Suomi Oy's production.

The EBITA impact of the Group functions was EUR -41.2 million (EUR -23.4 million). The costs relating to the public tender offer were the main driver for the increased costs.

## Personnel

At the end of the reporting period on 30 June 2024, the number of personnel was 1,819 (1,740) of whom 740 (701) were employed in Finland, 730 (708) in Sweden and 350 (331) in Norway.

## Changes in Group structure

Musti Group divested its subsidiary Djurfriskvård Borlänge AB in May 2024. The company did not have any business operations and the divestment did not have a material impact on the Group's income statement or balance sheet.

## Changes in Group management

On 16 May 2024 Musti Group announced that Toni Rannikko will step down as the CFO and a member of the Management Team of Musti Group plc during summer 2024. Robert Berglund will start as new CFO (Chief Financial Officer) and member of the Management Team of Musti Group plc, 1st August 2024. Robert has previously been CFO of Musti Group during the years 2017 to 2021.

## Governance

### Annual General Meeting

Musti Group plc's Annual General Meeting was held on 31 January 2024 in Helsinki, Finland. Shareholders could participate in the Annual General Meeting and exercise shareholder rights by attending the meeting, by voting in advance or by way of proxy representation.

The documents of the Annual General Meeting held on 31 January 2024 are available at [www.mustigroup.com/agm](http://www.mustigroup.com/agm).

### Extraordinary General Meeting

Musti Group plc's ("Musti", "Company") Extraordinary General Meeting was held on 12 April 2024 in Helsinki.

The Extraordinary General Meeting decided that the number of members of the Board of Directors shall be five (5). The Extraordinary General Meeting elected Maria Cláudia Teixeira de Azevedo, João Pedro Magalhães da Silva Torres Dolores and João Nonell Günther Amaral as new members, and Jeffrey David and Johan Dettel were re-elected as members of the Board of Directors. The term of office of those members of the Board of Directors of Musti who were not re-elected, ended upon the closing of the Extraordinary General Meeting.

The Extraordinary General Meeting decided that section 10 of the Articles of Association of Musti is amended to read as follows:

10 §

The financial period of the Company shall be the calendar year (1 January–31 December).

The Extraordinary General Meeting decided also that the current financial period of the Company, which commenced on 1 October 2023, shall continue until 31 December 2024. The length of the current financial period shall thus be 15 months. From 1 January 2025 onwards, the financial period of Musti will be the calendar year (1 January–31 December) in accordance with the amended Articles of Association.

In its organizing meeting following the Extraordinary General Meeting, the Board of Directors of Musti Group Plc elected Cláudia Azevedo as the Chair of the Board of Directors and Jeffrey David as the Vice-Chair of the Board of Directors. Moreover, the Board of Directors appointed members to its Audit Committee and Remuneration Committee.

João Dolores was elected as the Chair of the Audit Committee and Johan Dettel as a member of the Audit Committee.

Cláudia Azevedo was elected as the Chair of the Remuneration Committee and Jeffrey David and João Günther Amaral as other members of the Remuneration Committee.

## Shares and shareholders

### Share capital

At the end of the reporting period on 30 June 2024, Musti Group's share capital was EUR 11,001,853.68 and the total number of shares outstanding was 33,535,453. The company has one share class. Each share carries one vote and entitles to the same dividend.

### Trading of shares

Trading of Musti Group's share commenced on the Prelist of Nasdaq Helsinki Ltd on 13 February 2020 and on the Official List on 17 February 2020.

The opening price of the share was EUR 23.40 on the first trading day of the third quarter on 2 April 2024. The closing price of the share on the last trading day of the reporting period on 28 June 2024 was EUR 26.10. The highest price of the share during April – June 2024 was EUR 26.65, the lowest EUR 23.40. The average closing price during April – June 2024 was EUR 25.10 and the average volume per day was 19,135 shares.

Musti Group's market capitalization was EUR 875.3 million on 28 June 2024.

### Own shares

On 30 June 2024 Musti Group held 147,566 (147,566) own shares representing 0.44% (0.44%) of the total number of shares and votes.

Musti Group did not purchase its own shares during the reporting period.

### Public Tender Offer for Musti's shares

A consortium comprising Sonae, Jeffrey David, Johan Dettel and David Rönnerberg announced a recommended public tender offer through Flybird Holding Oy for all shares in Musti on 29 November 2023. On 20 February 2024, the Offeror announced the final result of the tender offer and that it completes the tender offer and that it will commence a subsequent offer period for those shareholders of Musti who have not yet accepted the tender offer. On 11 March 2024, the Offeror announced the final result of the subsequent offer period. The shares validly tendered during the subsequent offer period represent approximately 80.65 per cent of the shares and votes in Musti.

### Authorizations of the Board of Directors

The Annual General Meeting 31 January 2024 authorized the Board of Directors to decide on the repurchase of the Company's own shares and/or on the acceptance as pledge of the Company's own shares as follows.

The number of own shares to be repurchased and/or accepted as pledge based on this authorization shall not exceed 3,185,000 shares in total, which corresponds to approximately 9.5 per cent of all of the shares in the Company. However, the Company together with its subsidiaries cannot at any moment own and/or hold as pledge more than 10 per cent of all the shares in the Company.

Own shares may be repurchased only using the unrestricted equity of the Company at a price formed in public trading on the date of the repurchase or otherwise at a price determined by the markets.

The Board of Directors was also authorized to decide on all other matters related to the repurchase and/or acceptance as pledge of own shares. Own shares can be repurchased using, inter alia, derivatives. Own shares can be repurchased otherwise than in proportion to the shareholdings of the shareholders (directed repurchase).

This authorization cancels the authorization given by the Annual General Meeting held on 30 January 2023 to decide on the repurchase the Company's own shares and/or to accept the Company's own shares as pledge. This authorization is effective until the conclusion of the next Annual General Meeting, however, no longer than until 31 March 2025.

The Annual General Meeting authorized the Board of Directors to decide on the issuance of shares as well as the issuance of special rights entitling to shares referred to in chapter 10 section 1 of the Finnish Companies Act as follows. The number of shares to be issued based on this authorization shall not exceed 3,185,000 shares, which corresponds to approximately 9.5 per cent of all of the shares in the Company. The authorization covers both the issuance of new shares as well as the transfer of treasury shares held by the Company.

The Board of Directors was authorized to decide on all the conditions of the issuance of shares and of special rights entitling to shares. The issuance of shares and of special rights entitling to shares may be carried out in deviation from the shareholders' pre-emptive rights (directed issue).

This authorization cancels the authorization given by the Annual General Meeting held on 30 January 2023 to decide on the issuance of shares as well as on the issuance of special rights entitling to shares. This authorization is effective until the conclusion of the next Annual General Meeting, however, no longer than until 31 March 2025.

## Shareholders and flagging notifications

At the end of the reporting period, the number of registered shareholders was 5,885. The proportion of nominee-registered shareholders was 6.8% of the company's shares. The 20 largest shareholders registered in the book-entry register maintained by Euroclear Finland Oy held a total of 91.66% of Musti Group's shares and votes at the end of the reporting period.

During October 2023 – June 2024, Musti Group received the following announcement under Chapter 9, Section 5 of the Securities Markets Act:

- On 23 November 2023 Musti Group plc received a notification according to which Grandeur Peak Global Advisors LLC's holding of the shares and votes of the company decreased below the threshold of 5 percent on 22 November 2023.
- On 5 December 2023 Musti Group plc received a notification according to which FMR LLC's holding of the shares and votes of the company decreased below the threshold of 5 percent on 4 December 2023.
- On 12 December 2023 Musti Group plc received a notification according to which SMALLCAP World Fund, Inc.'s holding of the shares and votes of the company decreased below the threshold of 5 percent on 8 December 2023.
- On 14 December 2023 Musti Group plc received a notification according to which The Capital Group Companies, Inc.'s holding of the shares and votes of the company decreased below the threshold of 5 percent on 13 December 2023.
- On 21 December 2023 Musti Group plc received a notification according to which The Goldman Sachs Group, Inc.'s holding of the shares and votes of the company increased above the threshold of 5 percent on 20 December 2023.
- On 22 December 2023 Musti Group plc received a notification according to which The Goldman Sachs Group, Inc.'s holding of the shares and votes of the company decreased below the threshold of 5 percent on 21 December 2023.
- On 5 January 2024 Musti Group plc received a notification according to which The Goldman Sachs Group, Inc.'s holding of the shares and votes of the company increased above the threshold of 5 percent on 3 January 2024.
- On 11 January 2024 Musti Group plc received a notification according to which Samson Rock Event Driven Master Fund Limited's holding of the votes of the company increased above the threshold of 5 percent on 10 January 2024.
- On 16 January 2024 Musti Group plc received a notification according to which the combined ownership of the following parties increased above the threshold of 5 percent on 15 January 2024: Sand Grove Opportunities Master Fund Ltd, Investment Opportunities SPC for the Account of Investment Opportunities 2 Segregated Portfolio, New Holland Tactical Alpha Fund, Prelude Structured Alternatives Master Fund Lp, QSMA Torus SP, Amundi Sand Grove Event Driven Fund.
- On 18 January 2024 Musti Group plc received a notification according to which JPMorgan Securities PLC's holding of the votes of the company increased above the threshold of 5 percent on 17 January 2024
- On 24 January 2024 Musti Group plc received a notification according to which JPMorgan Securities PLC's direct holding of the votes of the company increased above the threshold of 5 percent on 22 January 2024.
- On 13 February 2024 Musti Group plc received a notification according to which the combined holding of Flybird Holding Oy and Sonae – SGPS, S.A. of the shares and votes of the company increased above the threshold of 5 percent on 13 February 2024.
- On 21 February 2024 Musti Group plc received a notification according to which the combined holding of Flybird Holding Oy and Sonae – SGPS, S.A. of the shares and votes of the company increased above the threshold of 10 percent on 20 February 2024.
- On 21 February 2024 Musti Group plc received a notification according to which Samson Rock Capital LLP's holding of the voting rights of the company decreased below the threshold of 5 percent on 20 February 2024.
- On 21 February 2024 Musti Group plc received a notification according to which Samson Rock Event Driven Master Fund Limited's holding of the shares of the company decreased below the threshold of 5 percent on 20 February 2024.
- On 22 February 2024 Musti Group plc received a notification according to which the combined holding of Flybird Holding Oy and Sonae – SGPS, S.A. of the shares and votes of the company increased above the threshold of 15 percent on 21 February 2024.

- On 26 February 2024 Musti Group plc received a notification according to which JPMorgan Securities PLC's holding of the shares and votes of the company decreased below the threshold of 5 percent on 23 February 2024.
- On 5 March 2024 Musti Group plc received a notification according to which the holding of Flybird Holding Oy of the shares and votes of the company increased above the threshold of 50 percent on 5 March 2024.
- On 6 March 2024 Musti Group plc received a notification according to which the The Goldman Sachs Group, Inc.'s holding of the shares and votes of the company decreased below the threshold of 5 percent on 5 March 2024.
- On 20 March 2024 Musti Group plc received a notification according to which the holding of Flybird Holding Oy of the shares and votes of the company increased above the threshold of 2/3 on 20 March 2024.
- On 21 March 2024 Musti Group plc received a notification according to which the combined holding of the voting rights of the company of the following parties decreased below the threshold of 5 percent on 20 March 2024: Sand Grove Opportunities Master Fund Ltd, Investment Opportunities SPC for the Account of Investment Opportunities 2 Segregated Portfolio, New Holland Tactical Alpha Fund, Prelude Structured Alternatives Master Fund Lp, QSMA Torus SP, Amundi Sand Grove Event Driven Fund.

A list of the largest registered shareholders is available on the company's website at [www.mustigroup.com/investors/](http://www.mustigroup.com/investors/).

## Managers' transactions

Musti Group's managers' transactions as of the listing have been published as stock exchange releases, and they are available at the company's website at <https://www.mustigroup.com/releases-and-publications/>.

## Remuneration schemes

The Board of Directors decides on Musti Group's remuneration schemes and plans, such as short- and long-term incentive schemes as well as pension arrangements, upon the recommendation of the Remuneration Committee and in accordance with the company's effective remuneration policy. Musti Group presented a remuneration policy for approval to the shareholders for the first time at the Annual General Meeting 2021.

### Bonus scheme

The company operates a bonus scheme, which is determined by the Board of Directors of the company upon the recommendation of the Remuneration Committee and in accordance with the company's effective remuneration policy. The CEO and the members of the management team are eligible to participate in the bonus scheme in accordance with the company's bonus policy. The payment of annual bonuses is conditional upon the attainment of key performance targets of the company.

The bonuses of the CEO and the management team are based on personal targets and certain profitability targets set for the financial year. The maximum performance bonus is equivalent to a six months' full salary for the CEO and a three months' full salary for the members of the management team.

### Long-term incentives

The Board of Directors of Musti Group plc decided on 7 May 2020 on a long-term incentive plan for the management team and the key employees, the Performance Share Plan (PSP) 2020-2024.

On 16 December 2022, The Board of Directors of Musti Group plc decided to launch a new share-based incentive plan for Musti Group's key employees, the Performance Share Plan (PSP) 2023-2027.

The aim of a share-based compensation plans is to align the objectives of the shareholders and key employees for increasing the value of the company in the long term. The plans are also to commit the key employees to the company and to offer them competitive incentive schemes that are based on earning and accumulating shares.

#### Performance Share Plan 2020–2024

The Performance Share Plan consists of three performance periods, covering the financial years of 2020–2022, 2021–2023 and 2022–2024. The Board of Directors decides on the plan's performance criteria and targets to be set for each criterion at the beginning of each performance period. The potential reward based on the plan will be paid partly in the company's shares and partly in cash after the end of each performance period. The cash proportion is intended for covering taxes and tax-related costs arising from the reward to a participant. The Board of Directors decided in December 2023 that the rewards for the performance period 2021-2023 will be settled fully in cash in January 2024.

The company's management team member is obliged to hold at least 50 per cent of the net number of shares paid to the member on the basis of the plan, until the value of his or her total shareholding in the company equals to 50 per cent (100 per cent for the CEO) of his or her annual base salary. Such number of shares must be held as long as the membership in the Management Team continues.

#### Performance Share Plan 2023–2027

The Performance Share Plan 2023–2027 consists of three consecutive performance periods, covering the financial years of 2023–2025, 2024–2026 and 2025–2027. The Board of Directors decides on the plan's performance criteria and targets to be set for each criterion at the beginning of each performance period. The potential reward based on the plan will be paid partly in the company's shares and partly in cash after the end of each performance period. The cash proportion is intended for covering taxes and tax-related costs arising from the reward to a participant. In April 2024, the Board of Directors resolved on the payment in cash of the already allocated share plan incentive based on the 2023 performance. The payment in cash was resolved in order to facilitate the establishment of a new long-term incentive plan during 2024. The paid cash incentives amounted to approximately EUR 2.4 million.

The company's group management team member is obliged to hold at least 50 per cent of the net number of shares paid to the member on the basis of the plan, until the value of his or her total shareholding in the company equals to 50 per cent (100 per cent for the CEO) of his or her annual base salary. Such number of shares must be held as long as the membership in the group Management Team continues.

## Responsibility

Musti Group is committed to developing its responsibility policies and best practices on a long-term basis and it is committed to being a responsible forerunner in its industry. Musti Group is the only pet specialty company to have committed to the United Nations Global Compact. The company has built a strong responsibility foundation and key performance indicators to measure the results and revises responsibility program and targets regularly as part of a continuous improvement to stay relevant in the responsibility work.

Conducting operations in a sustainable, responsible, and environmentally friendly way requires focused and purposeful actions at all levels of the organization. The basis of all Musti Group's responsibility approach is a responsible supply chain, reducing environmental impact as well as good governance and high ethics. In addition, the company has identified three particular focus areas, themes, in order to communicate with its stakeholders: pets and their parents, employees and communities. The most important themes under pets and their parents are high-quality and safe products and services as well as satisfied and loyal customers. Under employees, the most important themes are thriving experts and well-being at work, and under communities, working for the common good and openness for new inventions.

Musti Group sets high standards for quality, safety and expertise, putting the welfare of pets, people and the environment first. The company has already taken concrete actions to this end, having been a member of amfori Business Social Compliance Initiative (amfori BSCI) since 2017. The company also expects its major suppliers to commit to Musti Group's requirements regarding responsible business practices. Following the Musti Group Supplier Code of Conduct and all national laws and regulations is imperative. The company is conducting visits to the supplier sites in Europe, also the BSCI visits the company's supplier sites in high-risk countries. Furthermore, the company has a third-party partner in China who visits and audits the sites in Asia. The company has initiated more systematic processes for supply chain sustainability, especially in high-risk countries and in high-risk countries 100% of our tier one suppliers have been audited.

Musti Group's Non-Financial Information Report for the financial year 2023 was published on 15 December 2023 together with the Financial Statements and the Board of Directors' report. The report is available at <https://www.mustigroup.com/investors/reports-and-presentations/>.

## Risks and uncertainties

Musti Group's risk profile follows the general risk level of the retail and grocery trade. The industry is not particularly cyclical and not subject to rapid changes. The company regularly monitors changes in the risks and their impact on the business. The company implements risk management continuously and systematically according to a scheduled process. The risk management process ensures that risks related to the Group are identified, estimated, and controlled in a proactive way and the management of risks is monitored. The company's risk management includes, among others: identification and review of risks, risk assessment, determining and implementing control measures for the identified risks, and monitoring and reporting of risks.

Musti Group's risk management and risks related to the company's operations are described in more detail in the Board of Directors' Report published on 15 December 2023 which is available at <https://www.mustigroup.com/investors/reports-and-presentations/>.



## Seasonality

Musti Group's business is characterized by a generally limited seasonality effect, with the high share of recurring food and stable products of net sales translating into low seasonality within years. However, there are certain intra-year fluctuations that affect cash flows, sales and profitability, which are made evident by Musti Group's financial year being from 1 October to 30 September. Usually, the period between July to December has higher sales and profitability margins compared to January to June, driven by higher sales of accessories and other seasonal products.

The volumes and timing of Musti Group's sales may vary somewhat due to weather conditions, with sales of pet clothing being primarily impacted. Cold winters and rainy weather generally result in higher sales of coats and shoes for pets.

## Significant events after the reporting period

There were no significant events after the reporting period.

## Financial calendar

Musti Group's Interim Report for October 2023 – September 2024 will be published on 7 November 2024.

## Webcast for analysts and media

A webcast for the analysts and media will be arranged on 30 July 2024 at 14:00 EEST via Teams. To register in advance, please send an email to [ir@mustigroup.com](mailto:ir@mustigroup.com). The event will be held in English. The report will be presented by CEO David Rönnerberg and CFO Robert Berglund.

Helsinki 30 July 2024

Board of Directors

The information in this Interim Report is unaudited.

### Further Information:

David Rönnerberg, CEO, tel. +46 70 896 6552

### Distribution:

Nasdaq Helsinki  
Principal media  
[www.mustigroup.com](http://www.mustigroup.com)

## Condensed financial information

### Condensed consolidated statement of income

EUR thousand	1 Apr 2024 - 30 Jun 2024	1 Apr 2023 - 30 Jun 2023	1 Oct 2023 - 30 Jun 2024	1 Oct 2022 - 30 Jun 2023	1 Oct 2022 - 30 Sep 2023
Net sales	104,020	103,295	326,884	315,352	425,740
Other operating income	1,294	3,038	3,129	4,399	5,052
Share of profit of a joint venture	0	0	0	324	324
Materials and services	-58,973	-56,079	-181,699	-171,652	-231,252
Employee benefit expenses	-20,616	-18,718	-62,266	-57,980	-76,782
Other operating expenses	-13,896	-12,380	-50,658	-35,989	-48,527
Depreciation, amortization and impairment	-10,090	-9,213	-29,431	-27,316	-36,756
Operating profit	1,739	9,942	5,959	27,139	37,800
Financial income and expenses, net	-2,233	-473	-4,877	-2,308	-4,083
Profit before taxes	-493	9,469	1,081	24,831	33,717
Income tax expense	306	-2,209	-263	-5,733	-7,229
Profit/loss for the period	-188	7,260	818	19,097	26,487
Attributable to:					
Owners of the parent	-193	7,249	789	19,071	26,448
Non-controlling interest	5	11	29	27	39
Earnings per share (EUR) for profit attributable to owners of the parent					
Basic EPS (EUR)	-0.01	0.22	0.02	0.57	0.79
Diluted EPS (EUR)	-0.01	0.22	0.02	0.57	0.79

### Consolidated statement of comprehensive income, IFRS

Profit/loss for the period	-188	7,260	818	19,097	26,487
Other comprehensive income					
Items that may be reclassified to profit or loss in subsequent periods:					
Translation differences	1,867	-4,393	1,482	-8,171	-5,562
Other comprehensive income, net of tax	1,867	-4,393	1,482	-8,171	-5,562
Tax on other comprehensive income	81	337	100	637	450
Total comprehensive income	1,760	3,205	2,400	11,564	21,375
Attributable to:					
Owners of the parent	1,754	3,197	2,369	11,534	21,338
Non-controlling interest	5	11	29	27	37

## Consolidated statement of financial position

EUR thousand	30 Jun 2024	30 Jun 2023	30 Sep 2023
<b>ASSETS</b>			
Non-current assets			
Goodwill	180,520	172,467	174,375
Other intangible assets	18,810	18,801	18,413
Right-of-use assets	78,525	76,536	75,771
Property, plant and equipment	29,261	27,193	27,570
Deferred tax assets	2,962	3,668	2,824
Derivative financial instruments	2	1,508	1,257
Other non-current receivables	86	152	111
<b>Total non-current assets</b>	<b>310,166</b>	<b>300,325</b>	<b>300,322</b>
Current assets			
Inventories	60,081	56,347	58,385
Trade and other receivables	14,207	11,833	11,575
Derivative financial instruments	761	742	394
Income tax receivables	5,651	1,944	1,612
Cash and cash equivalents	12,664	15,805	21,954
<b>Total current asset</b>	<b>93,364</b>	<b>86,671</b>	<b>93,920</b>
<b>TOTAL ASSETS</b>	<b>403,530</b>	<b>386,996</b>	<b>394,242</b>
<b>EQUITY AND LIABILITIES</b>			
EUR thousand			
30 Jun 2024			
30 Jun 2023			
30 Sep 2023			
<b>EQUITY ATTRIBUTABLE TO OWNERS OF THE PARENT</b>			
Share capital	11,002	11,002	11,002
Other reserves	123,349	123,349	123,349
Treasury shares	-5,340	-5,340	-5,340
Translation differences	-9,240	-13,329	-10,721
Retained earnings	41,979	38,664	46,009
<b>Total equity attributable to owners of the parent</b>	<b>161,750</b>	<b>154,346</b>	<b>164,299</b>
Equity attributable to non-controlling interest	74	80	88
<b>Total equity</b>	<b>161,825</b>	<b>154,427</b>	<b>164,387</b>
<b>LIABILITIES</b>			
Non-current liabilities			
Loans from credit institutions	0	69,932	69,943
Lease liability	56,649	56,704	55,518
Deferred tax liabilities	5,398	4,014	4,881
Derivative financial instruments	3	0	0
Non-current interest-free liabilities	2,110	1,994	2,031
<b>Total non-current liabilities</b>	<b>64,160</b>	<b>132,644</b>	<b>132,372</b>
Current liabilities			
Loans from credit institutions	69,933	0	0
Commercial papers	19,818	13,419	9,412
Lease liability	26,041	23,756	24,307
Trade and other payables	57,248	58,207	61,725
Derivative financial instruments	483	179	306
Income tax liabilities	3,926	4,294	1,711
Provisions	97	71	21
<b>Total current liabilities</b>	<b>177,546</b>	<b>99,925</b>	<b>97,482</b>
<b>Total liabilities</b>	<b>241,706</b>	<b>232,569</b>	<b>229,855</b>
<b>TOTAL EQUITY AND LIABILITIES</b>	<b>403,530</b>	<b>386,996</b>	<b>394,242</b>

**Consolidated statement of cash flows**

EUR thousand	1 Apr 2024 - 30	1 Apr 2023 - 30	1 Oct 2023 - 30	1 Oct 2022 - 30	1 Oct 2022 - 30
	Jun 2024	Jun 2023	Jun 2024	Jun 2023	Sep 2023
<b>Cash flows from operating activities</b>					
Profit before income taxes	-493	9,469	1,081	24,831	33,717
Adjustments					
Depreciation, amortization and impairment	10,090	9,213	29,431	27,316	36,756
Financial income and expenses, net	2,233	473	4,877	2,308	4,083
Other adjustments	-1,709	-2,248	-3,478	-2,314	-2,174
Cash flows before changes in working capital	10,121	16,907	31,912	52,141	72,381
Change in working capital					
Increase (-) / decrease (+) in trade and other receivables	-1,622	2,181	-2,693	253	-522
Increase (-) / decrease (+) in inventories	-1,568	4,552	-1,208	3,037	2,127
Increase (+) / decrease (-) in trade and other payables	-10,056	-508	-6,800	1,333	13,096
Cash flows from operating activities before financial items and taxes	-3,126	23,133	21,210	56,764	87,082
Income taxes paid	-213	-1,033	-1,687	-6,257	-7,532
Net cash from operating activities	-3,339	22,100	19,523	50,507	79,550
<b>Cash flows from investing activities</b>					
Investments in tangible and intangible assets	-3,730	-2,940	-11,656	-9,048	-11,863
Acquisition of subsidiaries and business acquisitions, net of cash acquired	-1,751	-3,766	-5,094	-6,319	-6,715
Disposal of subsidiaries	52	0	52	0	0
Net cash from investing activities	-5,430	-6,706	-16,698	-15,367	-18,578
<b>Cash flows from financing activities</b>					
Capital returns paid	0	-76	0	-8,423	-16,770
Dividends paid	0	0	-26	0	0
Proceeds from non-current loans	0	10,033	0	10,033	10,044
Repayments of non-current loans	0	-8,427	0	-8,427	-8,427
Issuance of commercial papers	5,020	-5,594	10,396	-2,131	-6,138
Repayments of lease liabilities	-6,726	-6,109	-19,729	-18,283	-24,427
Interest and other financial expenses paid	-1,065	-902	-4,448	-2,810	-4,147
Interest and other finance income received	473	345	1,678	742	1,209
Net cash flow from financing activities	-2,298	-10,729	-12,129	-29,299	-48,655
Net change in cash and cash equivalents	-11,066	4,665	-9,304	5,841	12,317
Cash and cash equivalents at the beginning of the period	23,760	11,485	21,954	10,054	10,054
Foreign exchange differences and cash impact of acquisitions and divestments	-29	-345	14	-90	-417
Cash and cash equivalents at end of the period	12,664	15,805	12,664	15,805	21,954

## Consolidated statement of changes in equity

EUR thousand	Attributable to owners of the parent						Non-controlling interest	Total equity
	Share capital	Other reserves	Own shares	Translation differences	Retained earnings	Total		
Equity at 1 Oct 2023	11,002	123,349	-5,340	-10,721	46,009	164,299	88	164,387
Profit/loss for the period					789	789	29	818
Translation differences				1,481		1,481	1	1,482
Tax on other comprehensive income					100	100		100
Comprehensive income	0	0	0	1,481	888	2,369	30	2,400
Capital return		0				0		0
Dividends						0	-26	-26
Share-based incentive plan					-4,936	-4,936		-4,936
Other changes					18	18	-18	0
Equity at 30 Jun 2024	11,002	123,349	-5,340	-9,240	41,979	161,750	74	161,825

EUR thousand	Attributable to owners of the parent						Non-controlling interest	Total equity
	Share capital	Other reserves	Own shares	Translation differences	Retained earnings	Total		
Equity at 1 Oct 2022	11,002	140,043	-6,910	-5,161	21,318	160,292	75	160,367
Profit/loss for the period					19,071	19,071	27	19,097
Translation differences				-8,168		-8,168	-3	-8,171
Tax on other comprehensive income					637	637		637
Comprehensive income	0	0	0	-8,168	19,707	11,540	24	11,564
Capital return		-16,694				-16,694		-16,694
Share-based incentive plan			1,570		-2,380	-809		-809
Other changes					18	18	-18	0
Equity at 30 Jun 2023	11,002	123,349	-5,340	-13,329	38,664	154,346	81	154,427

## Basis of preparation and accounting policies

The Group's consolidated financial statements are prepared in accordance with the International Financial Reporting Standards (IFRS) as implemented within the EU.

The interim report for 1 October 2023 – 30 June 2024 has been prepared in accordance with the IAS 34 Interim Financial Reporting standard and the accounting principles applied in the interim report are the same as in the financial statements.

The figures of the interim report have not been audited.

The Group's consolidated financial statements are prepared in euros, which is the company's operating currency and the company's and the Group's reporting currency. The interim report is presented in thousand euros unless otherwise stated.

## Critical accounting estimates and judgements

An IFRS-compliant interim report requires the Group's management to exercise judgment and make estimates and assumptions that affect the reported amounts of assets and liabilities and other information such as the amounts of income and expense. Although these estimates are based on the management's best knowledge at the time, it is possible that actual results differ from the estimates used in the interim report.

## Segments

### 4/2024-6/2024

EUR thousand	Finland	Sweden	Norway	Group functions	Group
Net sales *	45,009	42,112	16,899	0	104,020
% split of net sales between segment	43%	40%	16%	0%	100%
EBITDA	10,256	7,006	3,789	-9,222	11,829
Adjustments	266	0	0	356	621
Adjusted EBITDA	10,521	7,006	3,789	-8,866	12,451
Depreciation and impairment of right-of use assets and tangible assets	-2,928	-3,032	-1,552	-1,082	-8,595
EBITA	7,328	3,974	2,236	-10,303	3,235
Adjustments	266	0	0	356	621
Adjusted EBITA	7,593	3,974	2,236	-9,948	3,856
Amortization and impairment of intangible assets					-1,496
Operating profit					1,739
Financial income and expenses, net					-2,233
Profit before taxes					-493
Income tax expense					306
Profit/loss for the period					-188

\* Net sales include sales of products and services to external customers. There are no internal net sales between the segments.

### 4/2023-6/2023

EUR thousand	Finland	Sweden	Norway	Group functions	Group
Net sales *	47,455	41,054	14,785	0	103,295
% split of net sales between segment	46%	40%	14%	0%	100%
EBITDA	12,815	8,608	3,389	-5,657	19,155
Adjustments	0	0	0	-1,905	-1,905
Adjusted EBITDA	12,815	8,608	3,389	-7,562	17,250
Depreciation and impairment of right-of use assets and tangible assets	-2,803	-2,631	-1,373	-950	-7,756
EBITA	10,012	5,977	2,016	-6,607	11,399
Adjustments	0	0	0	-1,905	-1,905
Adjusted EBITA	10,012	5,977	2,016	-8,512	9,494
Amortization and impairment of intangible assets					-1,456
Operating profit					9,942
Financial income and expenses, net					-473
Profit before taxes					9,469
Income tax expense					-2,209
Profit/loss for the period					7,260

\* Net sales include sales of products and services to external customers. There are no internal net sales between the segments.

10/2023-6/2024					
EUR thousand	Finland	Sweden	Norway	Group	Group
Net sales *	142,826	131,646	52,412	0	326,884
% split of net sales between segment	44%	40%	16%	0%	100%
EBITDA	35,462	25,975	12,091	-38,138	35,390
Adjustments	540	182	78	11,734	12,534
Adjusted EBITDA	36,002	26,156	12,169	-26,404	47,924
Depreciation and impairment of right-of use assets and tangible	-8,664	-8,845	-4,512	-3,090	-25,110
EBITA	26,798	17,130	7,580	-41,228	10,280
Adjustments	540	182	78	11,734	12,534
Adjusted EBITA	27,338	17,311	7,658	-29,494	22,814
Amortization and impairment of intangible assets					-4,321
Operating profit					5,959
Financial income and expenses, net					-4,877
Profit before taxes					1,081
Income tax expense					-263
Profit/loss for the period					818

\* Net sales include sales of products and services to external customers. There are no internal net sales between the segments.

10/2022-6/2023					
EUR thousand	Finland	Sweden	Norway	Group	Group
Net sales *	139,915	127,478	47,960	0	315,352
% split of net sales between segment	44%	40%	15%	0%	100%
EBITDA	37,681	26,541	11,258	-21,026	54,455
Adjustments	0	117	0	-1,536	-1,419
Adjusted EBITDA	37,681	26,658	11,258	-22,562	53,035
Depreciation and impairment of right-of use assets and tangible	-8,283	-8,080	-4,211	-2,403	-22,977
EBITA	29,398	18,461	7,048	-23,428	31,478
Adjustments	0	117	0	-1,536	-1,419
Adjusted EBITA	29,398	18,578	7,048	-24,964	30,058
Amortization and impairment of intangible assets					-4,339
Operating profit					27,139
Financial income and expenses, net					-2,308
Profit before taxes					24,831
Income tax expense					-5,733
Profit/loss for the period					19,097

\* Net sales include sales of products and services to external customers. There are no internal net sales between the segments.



## FY2023

EUR thousand	Finland	Sweden	Norway	Group functions	Group
Net sales *	189,908	170,899	64,933	0	425,740
% split of net sales between segment	45%	40%	15%	0%	100%
EBITDA	52,569	36,282	15,072	-29,368	74,555
Adjustments	68	215	23	-1,239	-933
Adjusted EBITDA	52,637	36,497	15,095	-30,607	73,623
Depreciation and impairment of right-of use assets and tangible assets	-11,116	-10,781	-5,667	-3,416	-30,980
EBITA	41,453	25,500	9,405	-32,783	43,575
Adjustments	68	215	23	-1,239	-933
Adjusted EBITA	41,521	25,716	9,428	-34,023	42,643
Amortization and impairment of intangible assets					-5,776
Operating profit					37,800
Financial income and expenses, net					-4,083
Profit before taxes					33,717
Income tax expense					-7,229
Profit/loss for the period					26,487

## Business combinations

During the period 1 October 2023 - 30 June 2024 Musti Group acquired six pet stores in Sweden as business acquisitions. The total purchase price for the stores was approximately EUR 5.1 million and the resulting goodwill EUR 5.1 million. Goodwill is based on synergies from the acquisitions. The acquisitions did not have a material impact on group's net sales or result.

## Changes in group structure

Musti Group divested its subsidiary Djurfriskvård Borlänge AB in May 2024. The company did not have any business operations and the divestment did not have a material impact on the Group's income statement or balance sheet.

## Personnel

	30 Jun 2024	30 Jun 2023	30 Sep 2023
Personnel on average	1,716	1,624	1,640
Personnel at the end of period	1,819	1,740	1,643

## Related party transactions

Parties are considered to be related if one party has the ability to control or exercise significant influence on the other party, or if the parties exercise joint control in making financial and operating decisions. Musti Group's related parties include its subsidiaries, Board of Directors and the members of the management team, including the CEO, as well as their family members.

## The following transactions were carried out with joint ventures

EUR thousand	30 Jun 2024	30 Jun 2023	30 Sep 2023
Purchases of goods and services	0	4,638	4,638
Receivables	0	0	0
Payables	0	0	0
Other receivables	0	0	0
Guarantees given on behalf of joint ventures	0	0	0

Related party transactions are executed with the arms-length principle, and their terms and conditions correspond to transactions carried out with independent parties. No loans have been granted to the management, and no other transactions have been conducted with the management.

During the financial year 2023 Musti Group had a joint venture Premium Pet Food Suomi Oy, of which the Group acquired the full ownership on 3rd of April 2023, and it became a fully owned subsidiary. Prior to the transaction, Musti Group held 49.2% of the shares in the company.

## Goodwill, intangible assets and property, plant and equipment

EUR thousand	30 Jun 2024	30 Jun 2023	30 Sep 2023
Cost at the beginning of the period	220,356	205,937	205,937
Amortization, depreciation and impairment	-9,628	-9,259	-12,490
Additions	16,743	13,156	16,318
Acquisitions through business combinations	0	15,984	15,717
Disposals and closing of stores	0	-26	-55
Exchange rate differences	1,119	-7,333	-5,071
Cost at the end of the period	228,589	218,459	220,356

## Leases

### Right-of-use assets

EUR thousand	Land and water	Buildings and structures	Machinery and equipment	Total
30 Jun 2024				
Cost at the beginning of the reporting period	179	74,550	1,043	75,771
New contracts	0	5,372	1,516	6,888
Terminated contracts	0	-532	-58	-590
Revaluations and modifications	0	17,021	-1,165	15,856
Exchange rate differences	0	394	9	403
Depreciation	-3	-19,439	-361	-19,803
Cost at the end of the reporting period	176	77,366	983	78,525

EUR thousand	Land and water	Buildings and structures	Machinery and equipment	Total
30 Jun 2023				
Cost at the beginning of the reporting period	0	75,604	623	76,227
New contracts	0	6,380	756	7,135
Terminated contracts	0	-1,446	-29	-1,475
Revaluations and modifications	0	16,886	116	17,001
Exchange rate differences	0	-4,257	-38	-4,295
Depreciation	0	-17,831	-226	-18,058
Cost at the end of the reporting period	0	75,335	1,201	76,536

EUR thousand	Land and water	Buildings and structures	Machinery and equipment	Total
30 Sep 2023				
Cost at the beginning of the reporting period	0	75,604	623	76,227
New contracts	0	7,732	369	8,101
Acquisitions through business combinations	181	0	315	496
Terminated contracts	0	-1,470	-30	-1,500
Revaluations and modifications	0	19,384	118	19,502
Exchange rate differences	0	-2,764	-25	-2,789
Depreciation	-2	-23,937	-327	-24,266
Cost at the end of the reporting period	179	74,550	1,043	75,771

### Lease liability

EUR thousand	30 Jun 2024	30 Jun 2023	30 Sep 2023
Lease liability at the beginning of the reporting period	79,825	80,681	80,681
Net increases	22,569	18,046	23,553
Rent expenses	-21,804	-19,973	-26,743
Interest expense	2,099	1,705	2,334
Lease liability at the end of the reporting period	82,690	80,460	79,825
EUR thousand	30 Jun 2024	30 Jun 2023	30 Sep 2023
Non-current lease liability	56,649	56,704	55,518
Current lease liability	26,041	23,756	24,307
Total	82,690	80,460	79,825

## Lease contracts in the income statement

EUR thousand	1 Apr 2024 - 30 Jun 2024	1 Apr 2023 - 30 Jun 2023	1 Oct 2023 - 30 Jun 2024	1 Oct 2022 - 30 Jun 2023	1 Oct 2022 - 30 Sep 2023
Expenses from rental agreements not included in lease liability	-176	-213	-702	-759	-1,054
Depreciation of right-of-use assets	-6,761	-6,056	-19,803	-18,058	-24,266
Interest expenses from lease liability	-729	-613	-2,099	-1,705	-2,334
<b>Total</b>	<b>-7,666</b>	<b>-6,882</b>	<b>-22,604</b>	<b>-20,522</b>	<b>-27,654</b>

## Financial assets and liabilities

### Financial assets

	Financial assets at fair value through profit and loss	Financial assets at amortized cost	Book value	Fair value	Fair value hierarchy
EUR thousand					
30 Jun 2024					
Non-current assets					
Derivative financial instruments	2		2	2	Level 2
Other non-current assets		86	86	86	Level 2
Total	2	86	88	88	
Current assets					
Trade and other receivables*		7,158	7,158	7,158	Level 2
Derivative financial instruments	761		761	761	Level 2
Cash and cash equivalents		12,664	12,664	12,664	Level 2
Total	761	19,822	20,583	20,583	
Financial assets, total	764	19,908	20,672	20,672	

	Financial assets at fair value through profit and loss	Financial assets at amortized cost	Book value	Fair value	Fair value hierarchy
EUR thousand					
30 Jun 2023					
Non-current assets					
Derivative financial instruments	1,508		1,508	1,508	
Other non-current assets		152	152	152	Level 2
Total	1,508	152	1,660	1,660	
Current assets					
Trade and other receivables*		4,474	4,474	4,474	Level 2
Derivative financial instruments	742		742	742	Level 2
Cash and cash equivalents		15,805	15,805	15,805	Level 2
Total	742	20,278	21,020	21,020	
Financial assets, total	2,249	20,430	22,680	22,680	

	Financial assets at fair value through profit and loss	Financial assets at amortized cost	Book value	Fair value	Fair value hierarchy
EUR thousand					
30 Sep 2023					
Non-current assets					
Derivative financial instruments	1,257		1,257	1,257	Level 2
Other non-current assets		111	111	111	Level 2
Total	1,257	111	1,369	1,369	
Current assets					
Trade and other receivables*		6,050	6,050	6,050	Level 2
Derivative financial instruments	394		394	394	Level 2
Cash and cash equivalents		21,954	21,954	21,954	Level 2
Total	394	28,004	28,398	28,398	
Financial assets, total	1,651	28,115	29,766	29,766	

## Financial liabilities

EUR thousand	Financial liabilities at fair value through profit and loss	Financial liabilities at amortized cost	Book value	Fair value	Fair value hierarchy
30 Jun 2024					
Non-current liabilities					
Derivative financial instruments	3		3	3	Level 2
Lease liability		56,649	56,649	56,649	Level 2
Other non-current liabilities		2,110	2,110	2,110	Level 3
<b>Total</b>	<b>3</b>	<b>58,759</b>	<b>58,762</b>	<b>58,762</b>	
Current liabilities					
Loans from credit institutions		69,933	69,933	69,933	Level 2
Commercial papers		19,818	19,818	19,818	Level 2
Lease liability		26,041	26,041	26,041	Level 2
Trade and other payables*		29,921	29,921	29,921	Level 2
Derivative financial instruments	483		483	483	Level 2
<b>Total</b>	<b>483</b>	<b>145,714</b>	<b>146,197</b>	<b>146,197</b>	
<b>Financial liabilities, total</b>	<b>483</b>	<b>204,473</b>	<b>204,959</b>	<b>204,959</b>	

EUR thousand	Financial liabilities at fair value through profit and loss	Financial liabilities at amortized cost	Book value	Fair value	Fair value hierarchy
30 Jun 2023					
Non-current liabilities					
Loans from credit institutions		69,932	69,932	69,932	Level 2
Lease liability		56,704	56,704	56,704	Level 2
Other non-current liabilities		1,994	1,994	1,994	Level 2
<b>Total</b>		<b>128,630</b>	<b>128,630</b>	<b>128,630</b>	
Current liabilities					
Commercial papers		13,419	13,419	13,419	Level 2
Lease liability		23,756	23,756	23,756	Level 2
Trade and other payables*		23,389	23,389	23,389	Level 2
Derivative financial instruments	179		179	179	Level 2
<b>Total</b>	<b>179</b>	<b>60,563</b>	<b>60,743</b>	<b>60,743</b>	
<b>Financial liabilities, total</b>	<b>179</b>	<b>189,193</b>	<b>189,372</b>	<b>189,372</b>	

EUR thousand	Financial liabilities at fair value through profit and loss	Financial liabilities at amortized cost	Book value	Fair value	Fair value hierarchy
30 Sep 2023					
Non-current liabilities					
Loans from credit institutions		69,943	69,943	69,943	Level 2
Lease liability		55,518	55,518	55,518	Level 2
Other non-current liabilities		2,031	2,031	2,031	Level 3
<b>Total</b>		<b>127,492</b>	<b>127,492</b>	<b>127,492</b>	
Current liabilities					
Commercial papers		9,412	9,412	9,412	Level 2
Lease liability		24,307	24,307	24,307	Level 2
Trade and other payables*		36,078	36,078	36,078	Level 2
Derivative financial instruments	306		306	306	Level 2
<b>Total</b>	<b>306</b>	<b>69,798</b>	<b>70,104</b>	<b>70,104</b>	
<b>Financial liabilities, total</b>	<b>306</b>	<b>197,289</b>	<b>197,596</b>	<b>197,596</b>	

\*Other receivables and other payables include only items classified as financial assets or liabilities.

### Level 1

Quoted unadjusted prices at the balance sheet date in active markets. The market prices are readily and regularly available from an exchange, dealer, broker, market information service system, pricing service or regulatory agency. The quoted market price used for financial assets is the current bid price. Level 1 financial instruments include investments in funds classified as financial instruments at fair value through profit and loss. Musti Group does not have Level 1 financial instruments.

## Level 2

The fair value of financial instruments on level 2 is determined using valuation techniques. These techniques utilize observable market data readily and regularly available from an exchange, dealer, broker, market information service system, pricing service or regulatory agency. Musti Group has classified derivatives on level 2 of the fair value hierarchy.

## Level 3

A financial instrument is categorized into level 3, if the calculation of the fair value cannot be based on observable market data. Musti Group has classified earn-out liabilities on level 3 of the fair value hierarchy.

During the reporting period there has not been any transfers between the levels of the fair value hierarchy.

### Derivative financial instruments

EUR thousand	Nominal value	Receivables at fair value		Payables at fair value	Net fair value
30 Jun 2024					
Forward exchange contracts	71,536	287		-487	-200
Interest rate swaps	30,000	477		0	477
Total	101,536	764		-487	277

EUR thousand	Nominal value	Receivables at fair value		Payables at fair value	Net fair value
30 Jun 2023					
Forward exchange contracts	36,500	742		-179	563
Interest rate swaps	30,000	1,508			1,508
Total	66,500	2,249		-179	2,070

EUR thousand	Nominal value	Receivables at fair value		Payables at fair value	Net fair value
30 Sep 2023					
Forward exchange contracts	34,537	394		-306	87
Interest rate swaps	30,000	1,257			1,257
Total	64,537	1,651		-306	1,345

### Group commitments

EUR thousand	30 Jun 2024	30 Jun 2023	30 Sep 2023
Pledges given on behalf of Group companies and joint ventures			
Guarantees relating to rental payments	3,596	3,956	3,846
Other commitments	23	23	23
Total	3,619	3,980	3,870

#### Other commitments

Other guarantees	0	0	0
Lease liabilities for leases not recognized in the balance sheet	333	1,695	1,939
Total	333	1,695	1,939

Lease liabilities not recognized in the balance sheet include the nominal amount of low-value and short-term lease liabilities and the liability for agreements that will enter into force in the future.

### Contingent liabilities

Musti Group has been subject to a tax audit of Musti Group Oyj, Musti Group Finland Oy and Musti Group Nordic Oy regarding financial years 2018-2020. Musti Group Oyj has in October 2021 received a tax audit report from the Finnish tax authorities. The tax audit report included subsequent taxes and tax increases amounting to a total of EUR 0.9 million, relating to the VAT deductibility of IPO related costs. Tax and increases have been paid in November 2021. The Company disagreed with the interpretation made in the tax audit and filed a claim for adjustment. Based on the decisions by the Tax Administration, the Company recognized EUR 0.4 million in May 2023 and EUR 0.2 million in February 2024 of VAT as an expense.

**Financial ratios and alternative performance measures**

EUR millions or as indicated	4-6/2024	4-6/2023	Change %	YTD 2024	YTD 2023	Change %	FY2023
Net sales	104.0	103.3	0.7 %	326.9	315.4	3.7 %	425.7
Net sales growth, %	0.7 %	8.2 %		3.7 %	9.0 %		8.9 %
LFL sales growth, %	-2.6 %	10.2 %		1.8 %	9.3 %		9.5 %
LFL store sales growth, %	-5.4 %	7.3 %		-0.9 %	6.6 %		6.7 %
LFL online sales growth, %	6.6 %	19.9 %		10.7 %	18.4 %		19.0 %
Store sales	75.3	76.6	-1.6 %	240.4	239.0	0.6 %	322.3
Online sales	26.1	24.3	7.4 %	79.9	72.9	9.6 %	97.8
Online share of net sales, %	25.1 %	23.5 %		24.5 %	23.1 %		23.0 %
Gross margin, %	43.3 %	45.7 %		44.4 %	45.6 %		45.7 %
EBITDA	11.8	19.2	-38.2 %	35.4	54.5	-35.0 %	74.6
EBITDA margin, %	11.4 %	18.5 %		10.8 %	17.3 %		17.5 %
Adjusted EBITDA	12.5	17.3	-27.8 %	47.9	53.0	-9.6 %	73.6
Adjusted EBITDA margin, %	12.0 %	16.7 %		14.7 %	16.8 %		17.3 %
EBITA	3.2	11.4	-71.6 %	10.3	31.5	-67.3 %	43.6
EBITA margin, %	3.1 %	11.0 %		3.1 %	10.0 %		10.2 %
Adjusted EBITA	3.9	9.5	-59.4 %	22.8	30.1	-24.1 %	42.6
Adjusted EBITA margin, %	3.7 %	9.2 %		7.0 %	9.5 %		10.0 %
Operating Profit	1.7	9.9	-82.5 %	6.0	27.1	-78.0 %	37.8
Operating Profit margin, %	1.7 %	9.6 %		1.8 %	8.6 %		8.9 %
Profit/loss for the period	-0.2	7.3	-102.6 %	0.8	19.1	-95.7 %	26.5
Earnings/Share, basic, EUR	-0.01	0.22	-102.7 %	0.02	0.57	-95.9 %	0.79
Earnings/Share, diluted, EUR	-0.01	0.22	-102.7 %	0.02	0.57	-95.9 %	0.79
Cash flow from operating activities	-3.3	22.1	-115.1 %	19.5	50.5	-61.3 %	79.6
Investments in tangible and intangible assets	3.7	2.9	26.9 %	11.7	9.0	28.8 %	11.9
Net debt	161.6	147.9	9.2 %	161.6	147.9	9.2 %	137.9
Gearing, %	99.9 %	95.8 %		99.9 %	95.8 %		83.9 %
Net debt / LTM Adjusted EBITDA	2.4	2.1	12.7 %	2.4	2.1	12.7 %	1.9
Equity ratio %	40.1 %	39.9 %		40.1 %	39.9 %		41.7 %
Nr of loyal customers, thousands	1,575	1,522	3.5 %	1,575	1,522	3.5 %	1,543
Number of stores at end of period	350	341	2.6 %	350	341	2.6 %	342
of which directly operated	345	328	5.2 %	345	328	5.2 %	330
Own & Exclusive share, %	50.2 %	51.4 %		51.6 %	52.5 %		52.4 %



Finland							
Net sales	45.0	47.5	-5.2 %	142.8	139.9	2.1 %	189.9
Net sales growth, %	-5.2 %	15.6 %		2.1 %	11.6 %		11.9 %
LFL sales growth, %	-6.5 %	11.2 %		-0.8 %	9.9 %		9.7 %
EBITDA	10.3	12.8	-20.0 %	35.5	37.7	-5.9 %	52.6
EBITDA margin, %	22.8 %	27.0 %		24.8 %	26.9 %		27.7 %
Adjusted EBITDA	10.5	12.8	-17.9 %	36.0	37.7	-4.5 %	52.6
Adjusted EBITDA margin, %	23.4 %	27.0 %		25.2 %	26.9 %		27.7 %
EBITA	7.3	10.0	-26.8 %	26.8	29.4	-8.8 %	41.5
EBITA margin, %	16.3 %	21.1 %		18.8 %	21.0 %		21.8 %
Adjusted EBITA	7.6	10.0	-24.2 %	27.3	29.4	-7.0 %	41.5
Adjusted EBITA margin, %	16.9 %	21.1 %		19.1 %	21.0 %		21.9 %
Nr of loyal customers, thousands	531	531	0.0 %	531	531	0.0 %	534
Number of stores at end of period	138	136	1.5 %	138	136	1.5 %	136
of which directly operated	138	136	1.5 %	138	136	1.5 %	136
Own & Exclusive share, %	53.0 %	54.9 %		54.0 %	56.0 %		55.9 %
Sweden							
Net sales	42.1	41.1	2.6 %	131.6	127.5	3.3 %	170.9
Net sales growth, %	2.6 %	1.0 %		3.3 %	4.1 %		3.6 %
LFL sales growth, %	-1.4 %	8.5 %		2.0 %	8.4 %		8.6 %
EBITDA	7.0	8.6	-18.6 %	26.0	26.5	-2.1 %	36.3
EBITDA margin, %	16.6 %	21.0 %		19.7 %	20.8 %		21.2 %
Adjusted EBITDA	7.0	8.6	-18.6 %	26.2	26.7	-1.9 %	36.5
Adjusted EBITDA margin, %	16.6 %	21.0 %		19.9 %	20.9 %		21.4 %
EBITA	4.0	6.0	-33.5 %	17.1	18.5	-7.2 %	25.5
EBITA margin, %	9.4 %	14.6 %		13.0 %	14.5 %		14.9 %
Adjusted EBITA	4.0	6.0	-33.5 %	17.3	18.6	-6.8 %	25.7
Adjusted EBITA margin, %	9.4 %	14.6 %		13.2 %	14.6 %		15.0 %
Nr of loyal customers, thousands	718	695	3.3 %	718	695	3.3 %	701
Number of stores at end of period	132	131	0.8 %	132	131	0.8 %	131
of which directly operated	127	118	7.6 %	127	118	7.6 %	119
Own & Exclusive share, %	44.5 %	45.4 %		46.3 %	46.5 %		46.4 %
Norway							
Net sales	16.9	14.8	14.3 %	52.4	48.0	9.3 %	64.9
Net sales growth, %	14.3 %	7.1 %		9.3 %	15.6 %		14.9 %
LFL sales growth, %	6.2 %	11.7 %		9.5 %	9.7 %		11.3 %
EBITDA	3.8	3.4	11.8 %	12.1	11.3	7.4 %	15.1
EBITDA margin, %	22.4 %	22.9 %		23.1 %	23.5 %		23.2 %
Adjusted EBITDA	3.8	3.4	11.8 %	12.2	11.3	8.1 %	15.1
Adjusted EBITDA margin, %	22.4 %	22.9 %		23.2 %	23.5 %		23.2 %
EBITA	2.2	2.0	10.9 %	7.6	7.0	7.6 %	9.4
EBITA margin, %	13.2 %	13.6 %		14.5 %	14.7 %		14.5 %
Adjusted EBITA	2.2	2.0	10.9 %	7.7	7.0	8.7 %	9.4
Adjusted EBITA margin, %	13.2 %	13.6 %		14.6 %	14.7 %		14.5 %
Nr of loyal customers, thousands	327	297	10.3 %	327	297	10.3 %	308
Number of stores at end of period	80	74	8.1 %	80	74	8.1 %	75
of which directly operated	80	74	8.1 %	80	74	8.1 %	75
Own & Exclusive share, %	57.3 %	57.3 %		58.7 %	58.0 %		57.9 %

## Calculation formulas of key performance indicators

Key Performance Indicator	Definition
Gross profit	Net sales - Material and services
Earnings before interest, taxes, depreciation and amortization (EBITDA)	Operating profit + Depreciation, amortization and impairment
Adjusted earnings before interest, taxes, depreciation and amortization (Adjusted EBITDA)	Operating profit + Depreciation, amortization and impairment + adjustments
Earnings before interest, taxes and amortization (EBITA)	Operating profit + amortization and impairment of intangible assets
Adjusted earnings before interest, taxes and amortization (Adjusted EBITA)	Operating profit + amortization and impairment of intangible assets + Adjustments
Earnings per share, basic	$\frac{\text{Profit/loss for the period} - \text{Non-controlling interests}}{\text{Average number of shares}}$
Earnings per share, diluted	$\frac{\text{Profit/loss for the period} - \text{Non-controlling interests}}{\text{Average diluted number of shares}}$
Net Debt	Interest bearing liabilities - Loan receivables +/- Derivative financial instruments - Cash and cash equivalents
Gearing (%)	$\frac{\text{Net debt}}{\text{Equity}}$
Net debt/LTM (last twelve months) Adjusted EBITDA	$\frac{\text{Net debt}}{\text{LTM adjusted EBITDA}}$
Equity ratio (%)	$\frac{\text{Total equity}}{\text{Total assets} - \text{Advances received}}$
LFL (Like-for-like) sales growth (%)	$\frac{\text{Sales of online channels and stores that have been open more than 13 months}}{\text{Sales from corresponding online channels and stores in the same time period}}$
Own & Exclusive share (%)	$\frac{\text{Sales of own and exclusive product sales}}{\text{Product sales in own channels}}$
Online share (%)	$\frac{\text{Online sales}}{\text{Net sales}}$

## Reconciliation of key performance indicators

EUR millions or as indicated	1 Apr 2024 - 30 Jun 2024	1 Apr 2023 - 30 Jun 2023	1 Oct 2023 - 30 Jun 2024	1 Oct 2022 - 30 Jun 2023	1 Oct 2022 - 30 Sep 2023
<b>Gross profit</b>					
Net sales	104.0	103.3	326.9	315.4	425.7
Material and services	-59.0	-56.1	-181.7	-171.7	-231.3
Gross profit	45.0	47.2	145.2	143.7	194.5
Gross margin (%)	43.3 %	45.7 %	44.4 %	45.6 %	45.7 %
<b>Earnings before interest, taxes, depreciation and amortization (EBITDA)</b>					
Operating profit	1.7	9.9	6.0	27.1	37.8
Depreciation, Amortization and Impairment	10.1	9.2	29.4	27.3	36.8
Earnings before interest, taxes, depreciation and amortization (EBITDA)	11.8	19.2	35.4	54.5	74.6
EBITDA margin (%)	11.4 %	18.5 %	10.8 %	17.3 %	17.5 %
<b>Adjusted earnings before interest, taxes, depreciation and amortization (Adjusted EBITDA)</b>					
Operating profit	1.7	9.9	6.0	27.1	37.8
Depreciation, amortization and impairment	10.1	9.2	29.4	27.3	36.8
Adjustments	0.6	-1.9	12.5	-1.4	-0.9
Adjusted earnings before interest, taxes, depreciation and amortization (Adjusted EBITDA)	12.5	17.3	47.9	53.0	73.6
Adjusted EBITDA margin (%)	12.0 %	16.7 %	14.7 %	16.8 %	17.3 %
<b>Adjustments (EBITDA)</b>					
Restructuring related expenses	0.3	0.0	0.3	0.0	0.5
Acquisition & IPO related expenses	0.0	0.4	0.2	0.4	0.4
Non-recurring costs (Public Tender Offer & product recall)	0.3	0.0	12.1	0.0	0.0
Other items affecting comparability	0.0	-2.3	0.0	-1.9	-1.4
Adjustments (EBITDA)	0.6	-1.9	12.5	-1.4	-0.9
<b>Earnings before interest, taxes and amortization (EBITA)</b>					
Operating profit	1.7	9.9	6.0	27.1	37.8
Amortization and impairment of intangible assets	1.5	1.5	4.3	4.3	5.8
Earnings before interest, taxes and amortization (EBITA)	3.2	11.4	10.3	31.5	43.6
EBITA margin (%)	3.1 %	11.0 %	3.1 %	10.0 %	10.2 %
<b>Adjusted earnings before interest, taxes and depreciation (Adjusted EBITA)</b>					
Operating profit	1.7	9.9	6.0	27.1	37.8
Amortization and impairment of intangible assets	1.5	1.5	4.3	4.3	5.8
Adjustments	0.6	-1.9	12.5	-1.4	-0.9
Adjusted earnings before interest, taxes and depreciation (Adjusted EBITA)	3.9	9.5	22.8	30.1	42.6
Adjusted EBITA margin (%)	3.7 %	9.2 %	7.0 %	9.5 %	10.0 %
<b>Adjustments (Operating profit)</b>					
Restructuring related expenses	0.3	0.0	0.3	0.0	0.5
Acquisition & IPO related expenses	0.0	0.4	0.2	0.4	0.4
Non-recurring costs (Public Tender Offer & product recall)	0.3	0.0	12.1	0.0	0.0
Other items affecting comparability	0.0	-2.3	0.0	-1.9	-1.4
Adjustments (Operating profit)	0.6	-1.9	12.5	-1.4	-0.9
<b>Earnings per share, basic</b>					
Profit/loss for the period	-0.2	7.3	0.8	19.1	26.5
Non-controlling interest	0.0	0.0	0.0	0.0	0.0
Average number of shares	33.4	33.4	33.4	33.4	33.4
Earnings per share, basic	-0.01	0.22	0.02	0.57	0.79

Earnings per share, diluted					
Profit/loss for the period	-0.2	7.3	0.8	19.1	26.5
Non-controlling interest	0.0	0.0	0.0	0.0	0.0
Average number of shares, diluted	33.6	33.6	33.6	33.6	33.6
Earnings per share, diluted	-0.01	0.22	0.02	0.57	0.79
Net debt					
Interest-bearing liabilities	174.6	165.8	174.6	165.8	161.2
Derivative financial instruments	-0.3	-2.1	-0.3	-2.1	-1.3
Cash and cash equivalents	12.7	15.8	12.7	15.8	22.0
Net debt	161.6	147.9	161.6	147.9	137.9
Gearing (%)					
Net Debt	161.6	147.9	161.6	147.9	137.9
Equity	161.8	154.4	161.8	154.4	164.4
Gearing (%)	99.9 %	95.8 %	99.9 %	95.8 %	83.9 %
Net debt/LTM Adjusted EBITDA					
Net debt	161.6	147.9	161.6	147.9	137.9
LTM adjusted EBITDA	68.5	70.7	68.5	70.7	73.6
Net debt/LTM adjusted EBITDA	2.4	2.1	2.4	2.1	1.9
Equity ratio (%)					
Total equity	161.8	154.4	161.8	154.4	164.4
Total assets	403.5	387.0	403.5	387.0	394.2
Advances received	0.3	0.3	0.3	0.3	0.3
Equity ratio (%)	40.1 %	39.9 %	40.1 %	39.9 %	41.7 %
LFL sales growth (%)					
Net sales	104.0	103.3	326.9	315.4	425.7
Net sales growth %	0.7 %	8.2 %	3.7 %	9.0 %	8.9 %
Other growth %	3.3 %	-2.0 %	1.8 %	-0.2 %	-0.6 %
LFL sales growth (%)	-2.6 %	10.2 %	1.8 %	9.3 %	9.5 %
LFL store sales growth (%)					
Store sales	75.3	76.6	240.4	239.0	322.3
Store sales total growth %	-1.6 %	4.6 %	0.6 %	8.3 %	7.3 %
Other growth %	3.8 %	-2.7 %	1.4 %	1.7 %	0.6 %
LFL store sales growth (%)	-5.4 %	7.3 %	-0.9 %	6.6 %	6.7 %
Net sales					
Store sales	75.3	76.6	240.4	239.0	322.3
Online sales	26.1	24.3	79.9	72.9	97.8
Other sales	2.6	2.5	6.6	3.4	5.7
Net sales	104.0	103.3	326.9	315.4	425.7
Online share (%)					
Net sales	104.0	103.3	326.9	315.4	425.7
Online sales	26.1	24.3	79.9	72.9	97.8
Online share (%)	25.1 %	23.5 %	24.5 %	23.1 %	23.0 %