



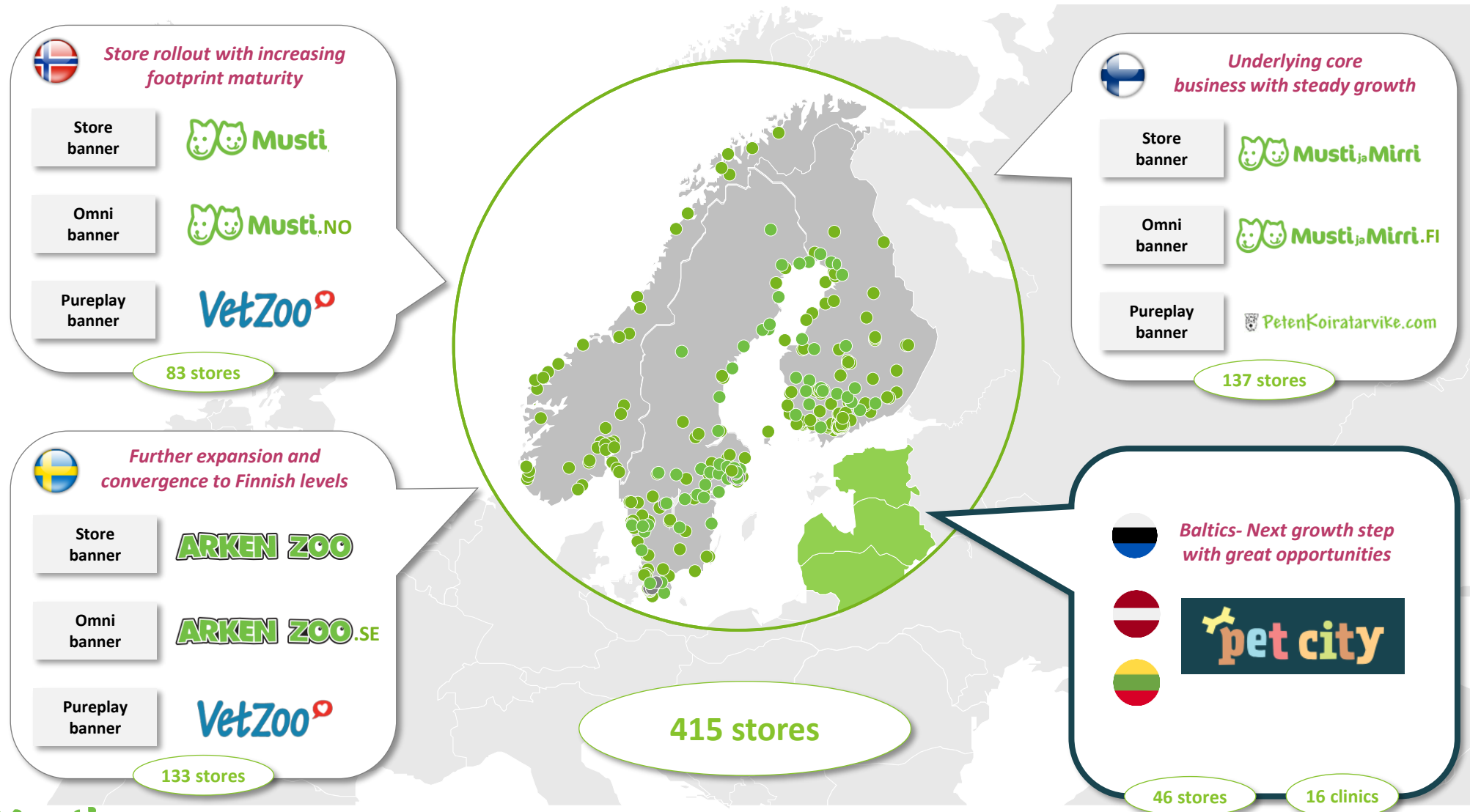
Financial Statements Release
1 October 2023–31 December 2024

11 February 2025
CEO David Rönnerberg
CFO Robert Berglund



Musti is the only pan-Nordic omnichannel player in pet care

Store and omnichannel banners complemented by leading pureplay brands



Summary Q5 and FY2024

Q5, October – December 2024

October 2023 –
December 2024

Net sales

EUR 122.2m

Growth excl. currency effects

5.6%

Like-for-like sales growth

1.2%

Net sales

EUR 560.6m

Own and exclusive brands

51.8%

Operating cash flow

EUR 7.6m

Online like-for-like growth

8.8%

Operating cash flow

EUR 46.9m

of customers growth

2.6%

Gross margin

44.0%

Adjusted EBITDA

EUR 17.2m

Adjusted EBITDA

EUR 81.6m

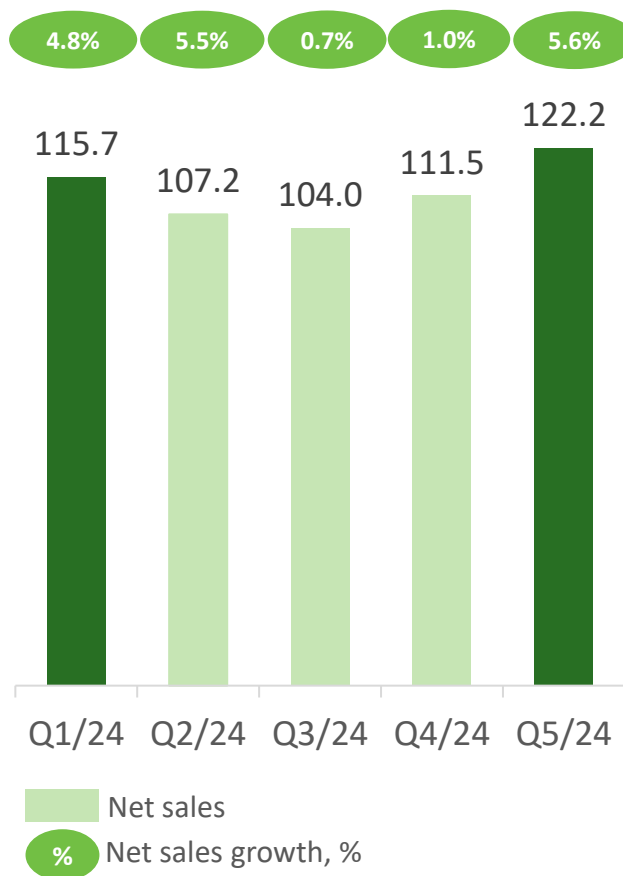


Key topics of Q5

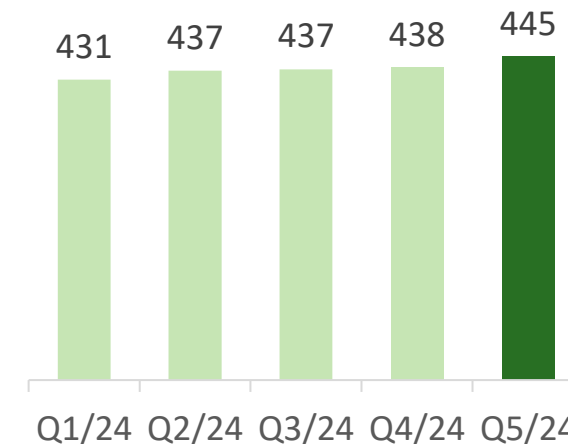
Q5 net sales grew 5.6% to EUR 122.2 million in weak consumer climate

- Group net sales increased by 5.6% to EUR 122.2 (115.7) million. The increase was largely due to solid online sales and the acquisition of Pet City.
- Pet City increased net sales by EUR 3.2 million in December. The net sales would have been approximately EUR 9.1 million if Pet City had been consolidated from the beginning of the quarter, increasing the Group net sales with 10.7%.
- Currency exchange rates did not have a significant impact on net sales growth.
- Like-for-like sales growth, which is calculated in local currencies, was 1.2% (4.8%).
- 65 directly operated stores were added to our network, of which 62 as part of the acquisition of Pet City.

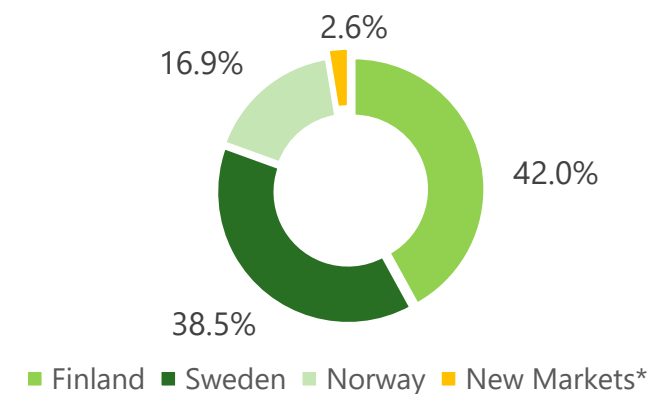
Quarterly net sales, EUR million



Net sales: rolling 12 months, EUR million



Net sales by segment in Q5/2024

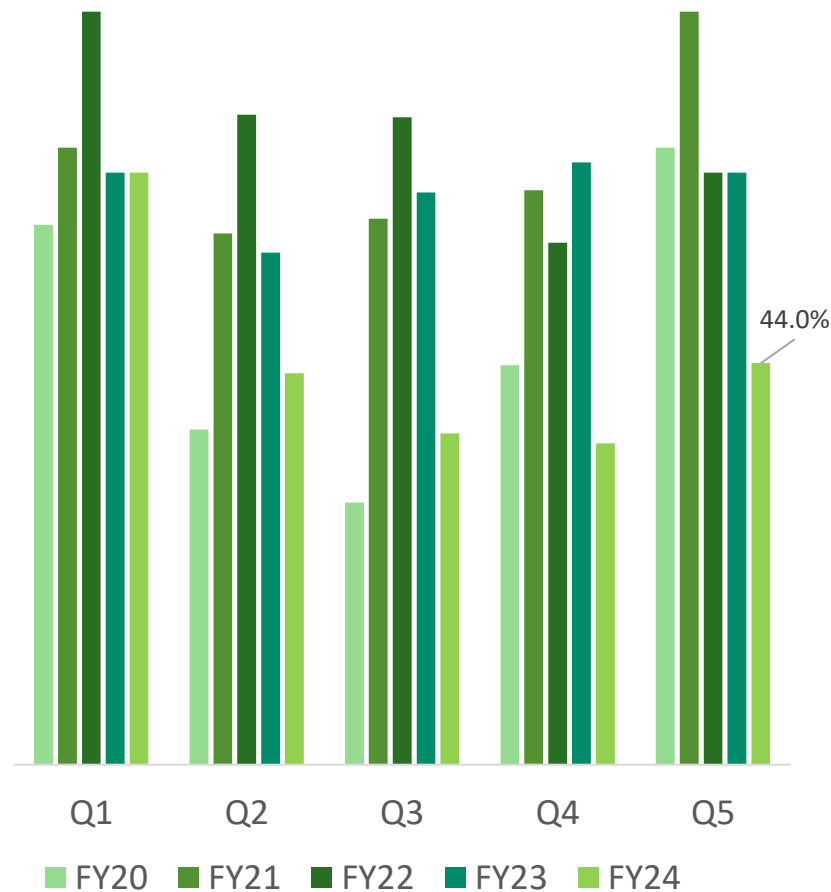


*Pet City is reported in New Markets segment

Gross margin still facing temporary pressure

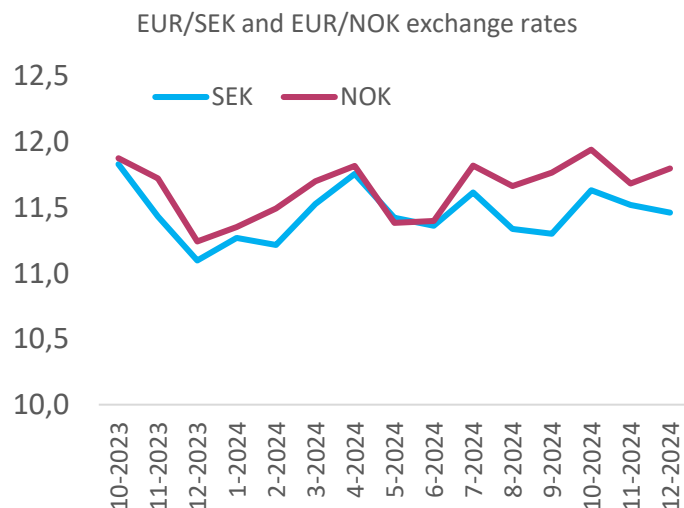
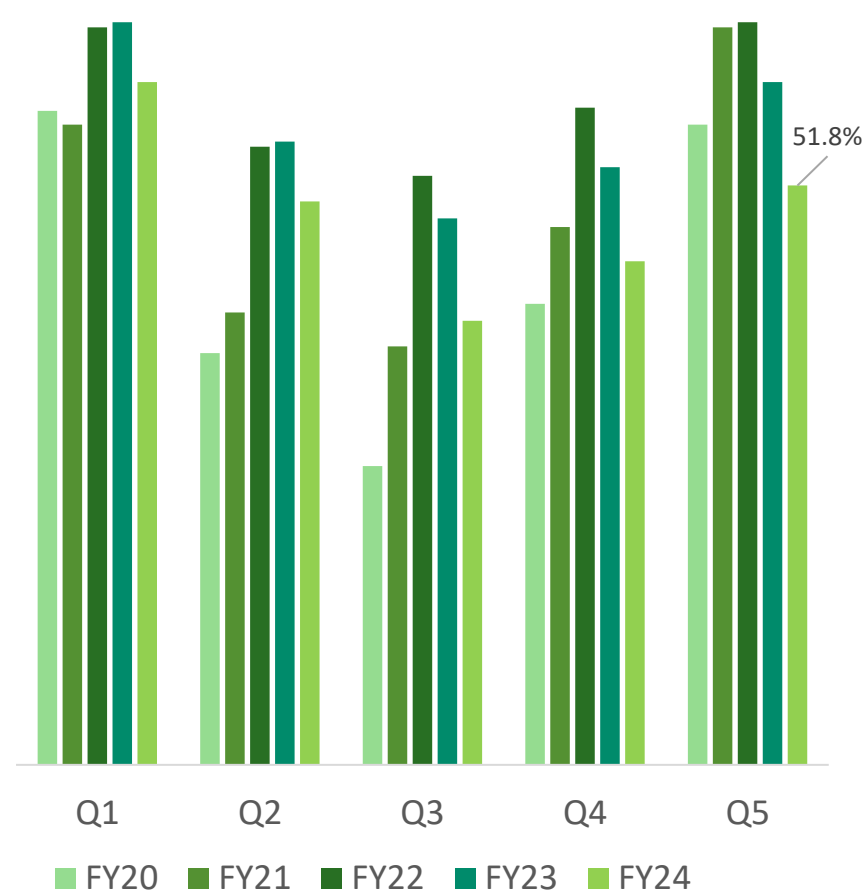
- Gross margin was 44.0% (45.9%).
- Gross margin was negatively affected by targeted investment in price and campaign activities, slower sales in discretionary items and a slight decrease in the share of sales of own and exclusive brands to 51.8% (53.0%).

Gross margin %



Q5 comparatives are Q1 periods (Oct-Dec) of the next financial years

O&E %



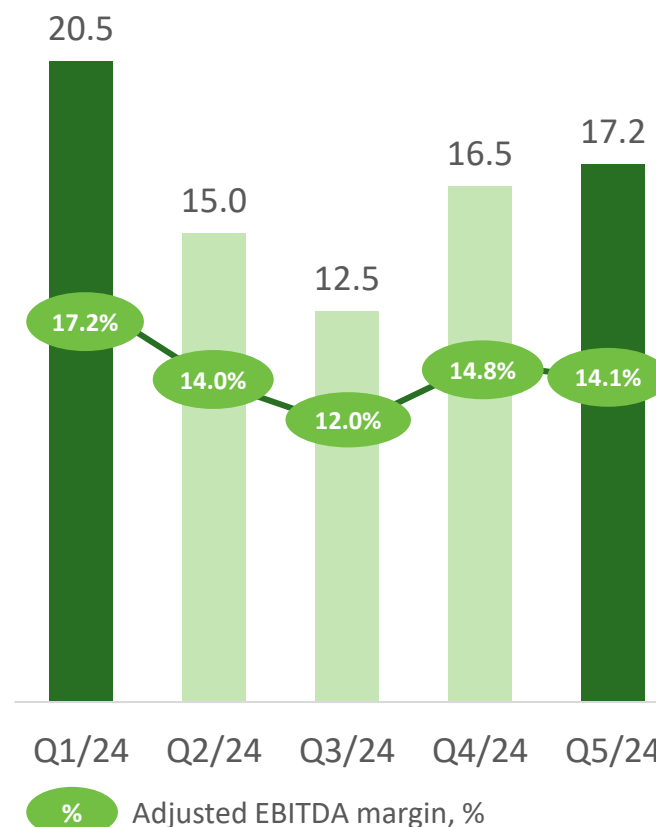
Source: ECB, monthly closing rate



Group adjusted EBITDA decreased by 16.0% to EUR 17.2 million in Q5/24

- Group adjusted EBITDA decreased by 16.0% to EUR 17.2 (20.5) million. Adjusted EBITDA was impacted 1.3 MEUR of non recurring costs.
- The decrease was due to continuous weak consumer climate, pressure in gross profit and inflation.
- Currency exchange rates did not have a significant impact on adjusted EBITDA during the quarter.
- Adjusted EBITDA margin was 14.1% (17.7%).
- Adjusted Group functions cost in relation to group net sales was 9.4% (8.6%). Costs increased mainly in central warehouses and various group functions.

Quarterly adjusted EBITDA, EUR million



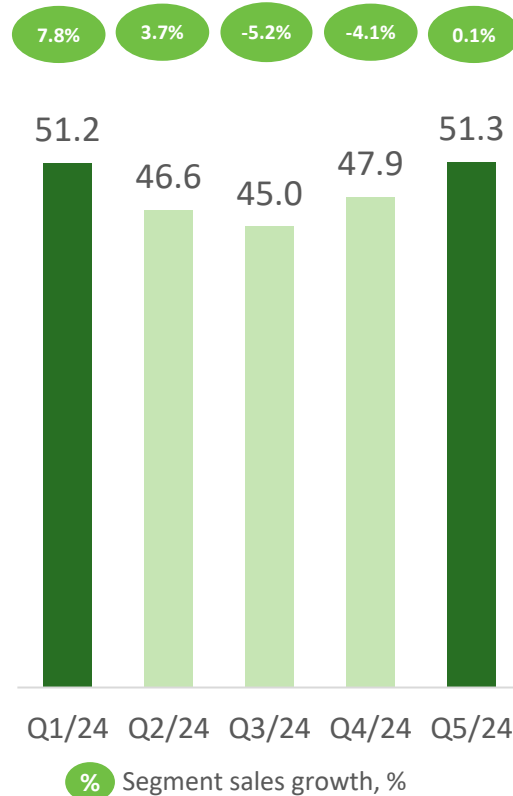


Segments

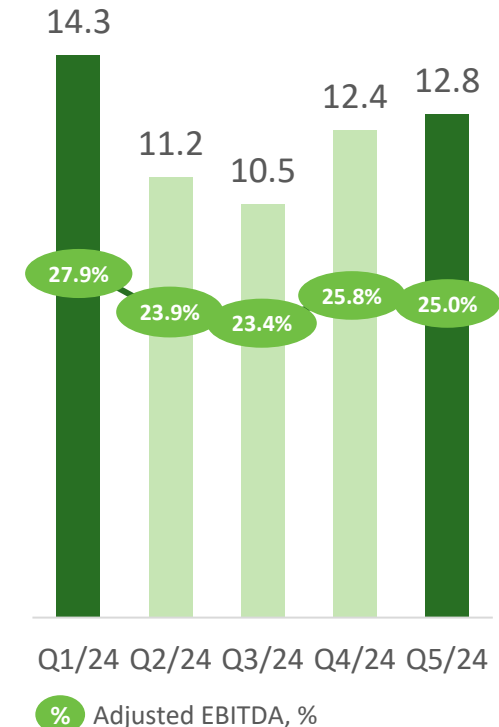
Net sales in Finland increased by 0.1% to EUR 51.3 million in Q5/24

- Net sales in Finland increased by 0.1% to EUR 51.3 (51.2) million.
- Sales were still negatively affected by weak consumer climate and the product recall made in November 2023.
- Like-for-like sales growth was -0.1%.
- Adjusted EBITDA decreased by 10.4% to EUR 12.8 (14.3) million.
- Adjusted EBITDA margin was 25.0% (27.9%).
- The decrease in profitability was due to pressure in gross margin arising from targeted investment in price and campaign activities, and weak consumer climate.
- One directly operated store was closed during the quarter.

Net sales, EUR million



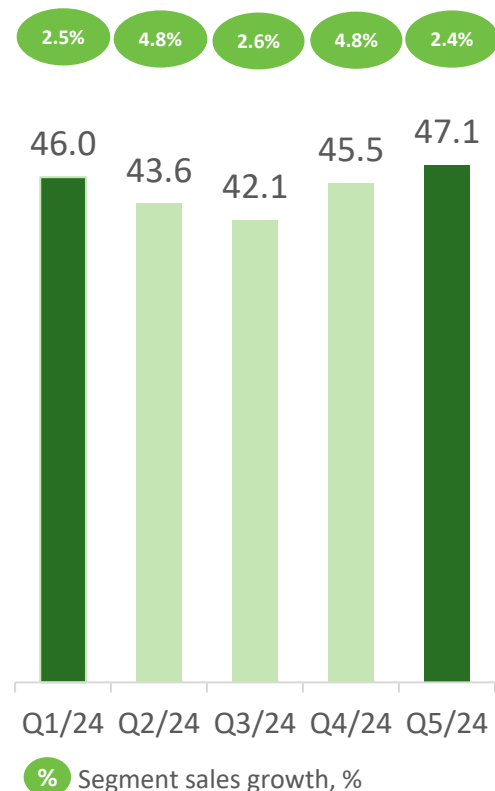
Quarterly adjusted EBITDA, EUR million



Net sales in Sweden increased by 2.4% to EUR 47.1 million in Q5/24

- Net sales in Sweden increased by 2.4% to EUR 47.1 (46.0) million. The growth was driven by increased number of stores opened during the last 12 months.
- SEK exchange rate did not have a significant impact on net sales growth in the quarter.
- Like-for-like sales growth, which is calculated in local currencies, was -0.2%.
- Adjusted EBITDA decreased by 14.4% to EUR 8.8 (10.3) million which was mainly driven by pressure in gross margin, weak consumer climate and fixed cost base.
- Adjusted EBITDA margin was 18.8% (22.4%).
- During the quarter, one new directly operated store was opened and one third party store was acquired. One franchise store left the chain.

Net sales, EUR million



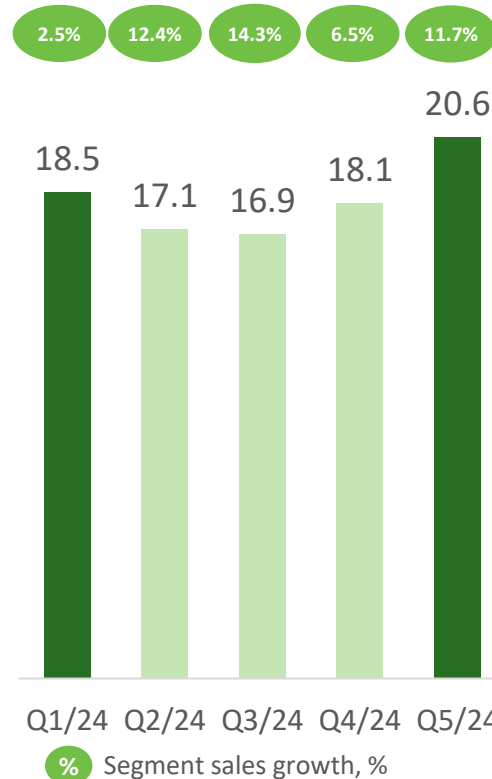
Quarterly adjusted EBITDA, EUR million



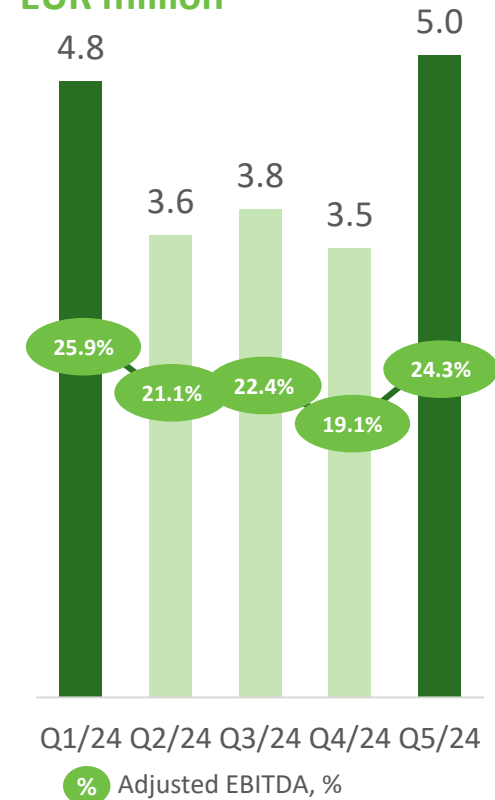
Net sales in Norway increased by 11.7% to EUR 20.6 million in Q5/24

- Net sales in Norway increased by 11.7% to EUR 20.6 (18.5) million, driven by like-for-like sales growth of 8.9% and ramp-up of the stores opened during the last 12 months.
- The NOK exchange rate had a EUR 0.1 million negative impact on net sales in the quarter.
- Like-for-like sales growth, which is calculated in local currencies, was 8.9%.
- Adjusted EBITDA increased by 4.6% to EUR 5.0 (4.8) million positively impacted by growth and scalability, and negatively by gross margin.
- Adjusted EBITDA margin was 24.3% (25.9%).
- Two new directly operated stores were opened during the quarter.

Net sales, EUR million



Quarterly adjusted EBITDA, EUR million



Net sales in New Markets was EUR 3.2 million in Q5/24

- Pet City, which is reported in the segment New Markets, was acquired in November 2024 and has been consolidated in Musti Group since December 2024.
- Net sales in New Markets was EUR 3.2 million in December 2024. The net sales would have been approximately EUR 9.1 million if Pet City had been consolidated from the beginning of the quarter and EUR 42.2 million if it had been consolidated from the beginning of the financial year.
- Adjusted EBITDA was EUR 0.2 million and adjusted EBITDA margin was 5.8%.
- Number of stores was 62 at the quarter end.

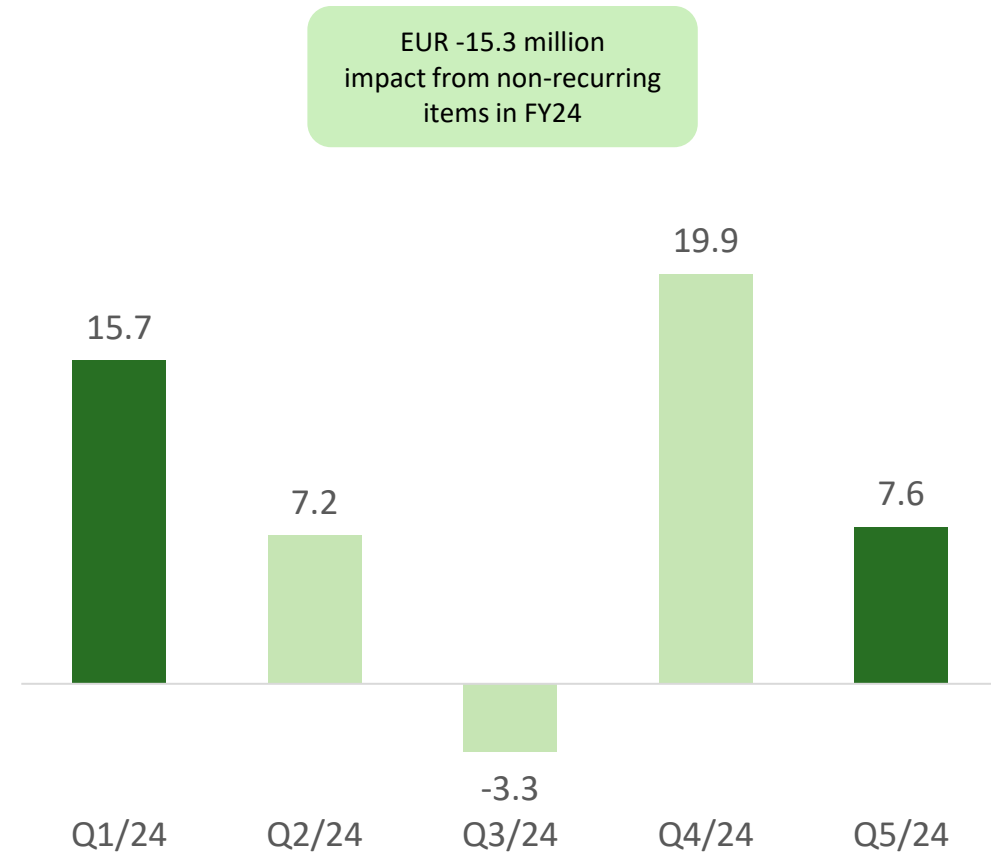


Financial position

Cash flow from operating activities totaled EUR 7.6 million in Q5/24

- Net cash flow from operating activities totaled EUR 7.6 (15.7) million in the quarter. Change in net working capital had an impact of EUR -6.8 (-3.0) million to the cash flow.
- In October 2023 - December 2024, the net cash flow from operating activities totaled EUR 46.9 (FY23: 79.6) million.
- Gearing at the end of the reporting period was 112.3% (31 December 2023: 80.0%).
- Net debt amounted to EUR 187.5 million (31 December 2023: EUR 137.0 million). At the end of the period:
 - interest-bearing loans and commercial papers included in net debt amounted to EUR 104.3 million (31 December 2023: EUR 74.9 million).
 - lease liabilities EUR 95.6 million (31 December 2023: EUR 79.3 million).
- Net debt in relation to LTM adjusted EBITDA was 3.1x.
- Cash and cash equivalents at the end of the period amounted to EUR 11.8 million (31 December 2023: EUR 18.9 million).
- Investments in tangible and intangible assets amounted to EUR 4.8 (4.0) million in the quarter.

Cash flow from operating activities, EUR million



Financial targets

- In April, the Board of Directors decided to withdraw the company's long-term financial targets.
- 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.
- Updated dividend policy: 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.

Summary of Q5/24

- Group net sales totaled EUR 122.2 (115.7) million, an increase of 5.6%. If Pet City would have been consolidated for the full quarter the net sales would have increased with 10,7%.
- Like-for-like sales growth, which is calculated in local currencies, amounted to 1.2% (4.8%).
- Online like-for-like sales growth was 8.8% (13.0%).
- Gross margin decreased to 44.0% (45.9%) due to targeted investment in price and campaign activities, slower sales in discretionary items and a slight decrease in the share of sales of own and exclusive brands to 51.8% (53.0%).
- Adjusted EBITDA decreased 16.0% to EUR 17.2 (20.5) million including non recurring cost of 1.3 MEUR
- Adjusted EBITDA margin was 14.1% (17.7%).
- The total number of customers increased by 2.6% to 1,866 thousand (1,818 thousand on 31 December 2023).
- Net cash flow from operating activities was EUR 7.6 (15.7) million.



More information

David Rönnerberg, CEO

+46 70 896 6552

david.ronnerberg@mustigroup.com

Robert Berglund, CFO

+358 50 534 8657

robert.berglund@mustigroup.com

www.mustigroup.com/investors

X [@MustiGroup](https://twitter.com/MustiGroup)

Interim Report for
January–March 2025 will
be published on **21 May
2025.**



Thank you!
