

# Scandi Standard

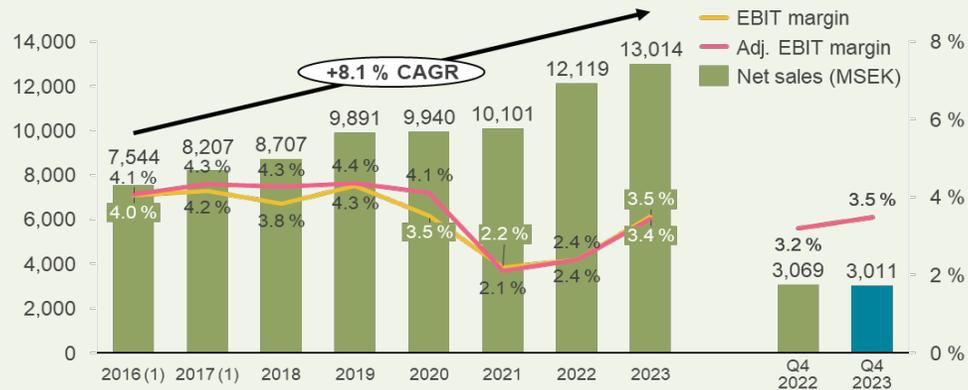
Q4 Report

9 February 2024



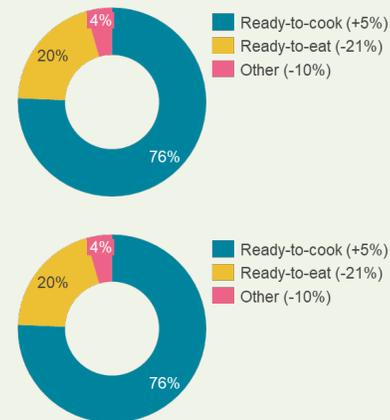
# Scandi Standard

## Net Sales and EBIT margin



1) Pro forma including Manor Farm

## Net sales



(% change vs YA in parenthesis)



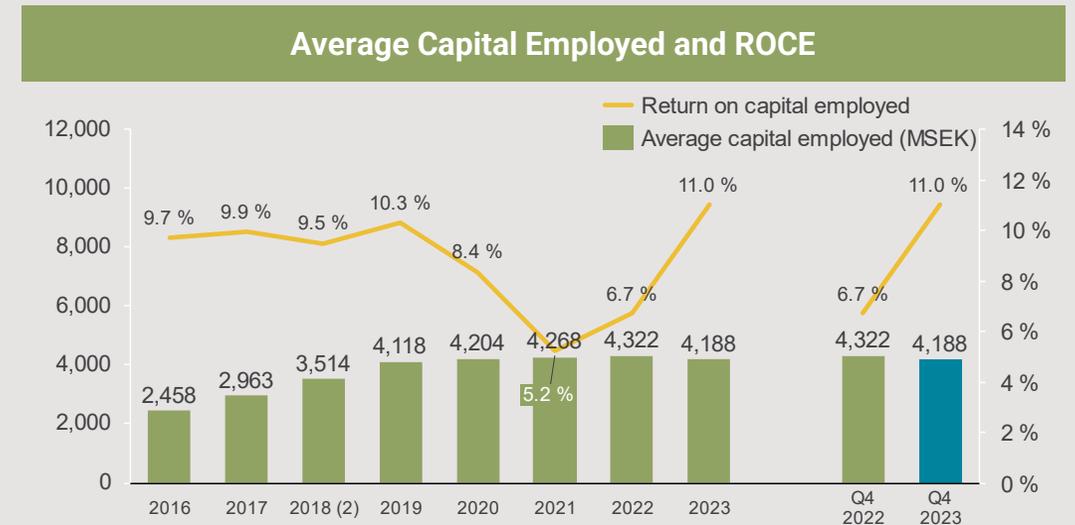
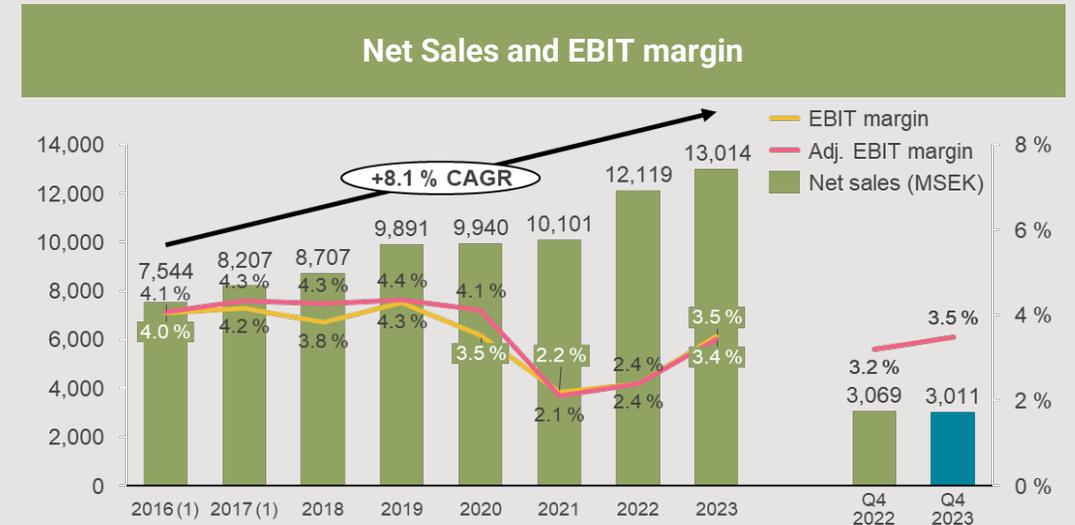
# Q4 2023: Improved margin and strong cashflow

- Strong demand at slightly lower prices
- Adj. EBIT MSEK 105 (99)
  - Ready-to-cook – Strong improvement
  - Ready-to-eat – Temporary low-capacity utilisation
  - Other - Rendering prices down from peak levels
- Strong cash flow
  - NIBD reduced by MSEK 107 to MSEK 1,571
- Ready-to-eat acquisition in Finland
- Dividend proposal of SEK 2.30 (1.15)

MSEK	Q4 2023	Q4 2022	Δ
Net sales	3,011	3,069	-2%
Operating income (EBIT)	105	99	6%
Operating margin (EBIT) %	3.5%	3.2%	0.3 ppt
Non-comparable items	-	-	N/A
Adj. EBIT	105	99	6%
Adj. EBIT margin %	3.5%	3.2%	0.3 ppt
Income for the period	66	55	20%
Earnings per share, SEK	1.01	0.86	18%

# Successful turnaround process

- 2016- 2019
  - High organic growth
  - Stable margins ~4% and ROCE of ~11%
- 2020-1H 2023
  - Covid-19 disruptions
  - Unsuccessful differentiation strategy in Denmark
  - Significant cost inflation
- Successful turnaround process
  - Forceful volume contractions to support required price increases
  - New course implemented in Ready-to-cook Denmark
  - Balance sheet strengthened through capital discipline and divestment
- Strong demand has recently allowed +12% volume ramp-up



1) Pro forma including Manor Farm

2) Recalculated for IFRS16

# Declining input costs

- Long period of sharply increasing input costs
  - Necessitated radical price increases to consumers
- Feed
  - Q4 prices on a stable level
  - Continued uncertainty in input costs
- Other costs
  - Packaging cost on a stable level
  - Hedging major part of electricity exposure
- Short production cycle in comparison to other protein enabling a more agile supply chain

	Index vs avg 2020										FC
Cost element	Q4 21	Q1 22	Q2 22	Q3 22	Q4 22	Q1 23	Q2 23	Q3 23	Q4 23	Q1 24	
Feed price	118	143	165	161	159	156	146	139	136	134	
Packaging	125	135	145	152	156	163	158	157	152	153	
Energy <sup>1,2)</sup>	496	471	480	812	725	386	243	149	293	271	

1) Nord Pool SE3 Historic monthly avg spot price,  
2) SE 3 Future 231229

Parameters	Poultry	Pork	Beef
Fillet price point (SEK/Kg) <sup>3)</sup>	182	246	676
Edible meat per 100 Kg feed (Kg) <sup>2)</sup>	39	18	7
Production cycle (months) <sup>1)</sup>	1.4	6.5	14

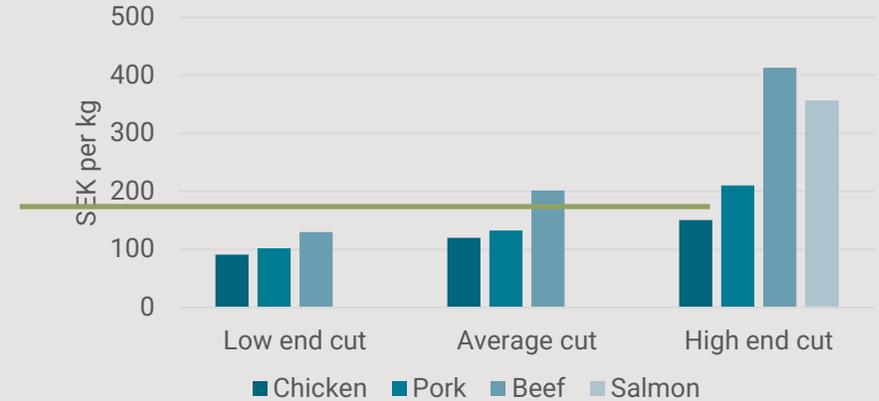
1) Foodprint  
2) Fry et al (2018)  
3) Price sample Mathem.se Jan 2024

# Chicken is an affordable product

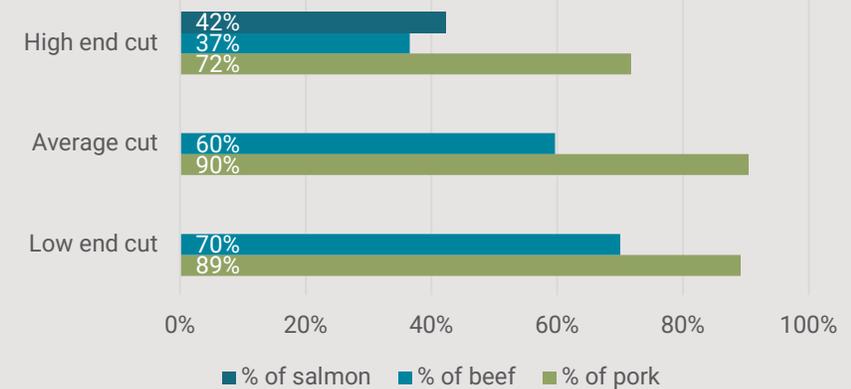
- Price has always been important for consumers
- Chicken affordable across segments
- Fillets even competitive in lower segments



## Relative pricing to consumer



## Discount in %



Note: See definitions and sources in appendix

# Leading positions in domestic markets

- Strong consumer preference for domestic produce
- Each country highly consolidated
- Large hurdle for new entrants
  - Requirement for domestic footprint
  - Long term relationships with poultry farmers
  - Increasing limitation for animal farming consents
- Ready-to-eat processing offers larger cross border synergies



\* Note: Estimate based on retail sales per market

# Expecting strong growth in consumption

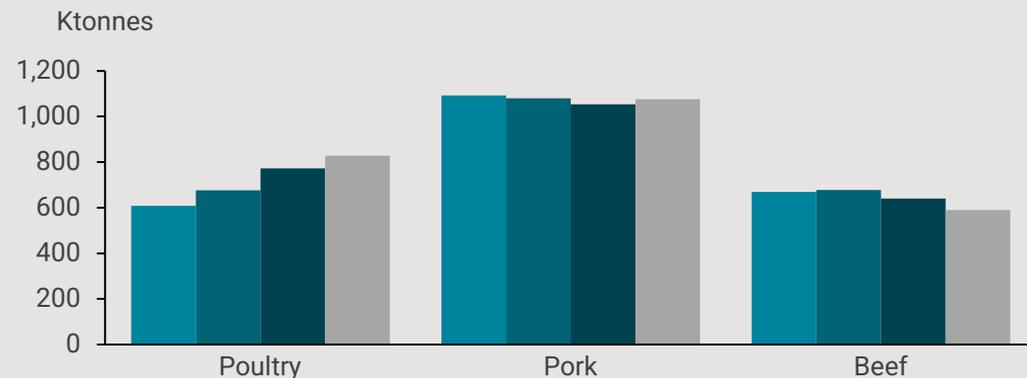
- **Strong poultry growth in the Nordics and Ireland**
  - 36% poultry growth from 2010-2022
  - 15% poultry growth expected from 2022 to 2030
    - ~1.8% annual growth
- **Stable for pork**
- **11% drop for beef**

Source: Rabobank

### Poultry consumption Nordics & Ireland



### Consumption (2010/14/18/22)



Source: Rabobank

# Growth and value drivers

Responsible, safe and nutritious

Convenient, versatile and tasteful

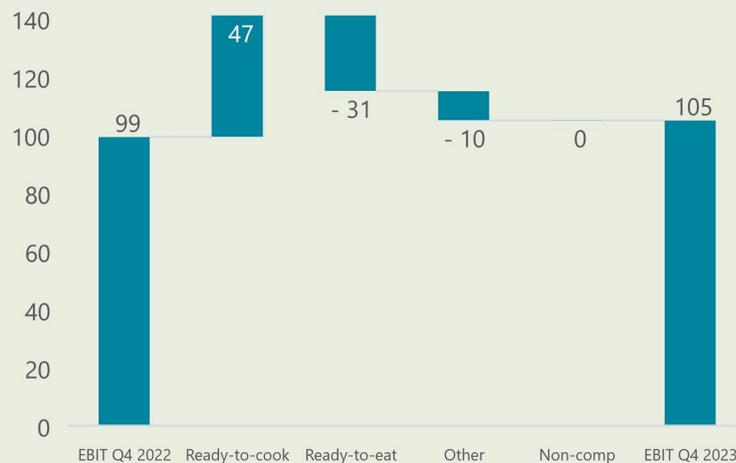
Growth & value

Affordable because it's sustainable

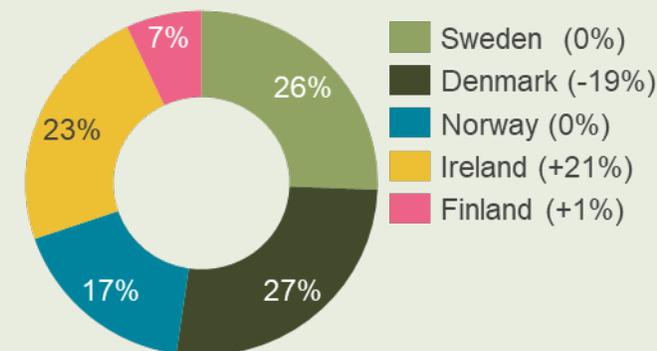


# Q4 2023: Strong improvement in Ready-to-cook

Change in EBIT  
per segment



Net sales Q4 2023  
(% change vs YA in parenthesis)



MSEK	Ready-to-cook		Ready-to-eat		Other		Total	
	Q4 2023	Q4 2022	Q4 2023	Q4 2022	Q4 2023	Q4 2022	Q4 2023	Q4 2022
Net sales	2,278	2,164	600	756	134	149	3,011	3,069
EBIT	77	31	22	53	6	16	105	99
EBIT margin, %	3.4%	1.4%	3.7%	7.0%	4.2%	10.6%	3.5%	3.2%
Non-comparable items <sup>1)</sup>	-	-	-	-	-	-	-	-
Adj. EBIT <sup>1)</sup>	77	31	22	53	6	16	105	99
Adj. EBIT <sup>1)</sup> margin, %	3.4%	1.4%	3.7%	7.0%	4.2%	10.6%	3.5%	3.2%

1) Adjusted for non-comparable items. see note 5 in quarterly report.

# Ready-to-cook – Encouraging demand in several markets

- 5% increase in net sales (4% local currency)
  - 12% increase in harvest volume
- Adj. EBIT MSEK 77 (31)
  - Profitable volume growth
  - Significantly lower losses in Denmark
- Reduced number of personnel injuries (LTI performance)
- Improved animal welfare metrics driven by Ireland
  - Improved foot pad scores (animal welfare indicator)
  - 37% reduction in percent of flocks treated with antibiotics versus fourth quarter 2022

MSEK	Q4 2023	Q4 2022	2023	2022
Net sales	2,278	2,265	9,577	8,674
<b>EBIT</b>	<b>77</b>	<b>31</b>	<b>261</b>	<b>47</b>
EBIT margin, %	3.4%	1.4%	2.7%	0.5%
Non-comparable items <sup>1)</sup>	-	-	8	-
<b>Adj. EBIT<sup>1)</sup></b>	<b>77</b>	<b>31</b>	<b>253</b>	<b>47</b>
Adj. EBIT <sup>1)</sup> margin, %	3.4%	1.4%	2.6%	0.5%
Chicken processed (GW) <sup>2)</sup>	68,361	61,011	269,780	255,652
LTI per million hours worked <sup>3)</sup>	27.0	29.1	25.4	30.7
Animal welfare indicator <sup>4)</sup>	4.9	11.4	9.9	12.2
Use of antibiotics (% of flocks treated)	6.2	9.9	8.1	10.8
Critical complaints <sup>5)</sup>	0	0	0	0

1) Restated non-comparable items, see note 5

2) Grill weight, tonnes. Grill weight is the weight of gutted bird. Previously reported figures showed live weight, tonnes. Historical data converted by a factor of 0.72.

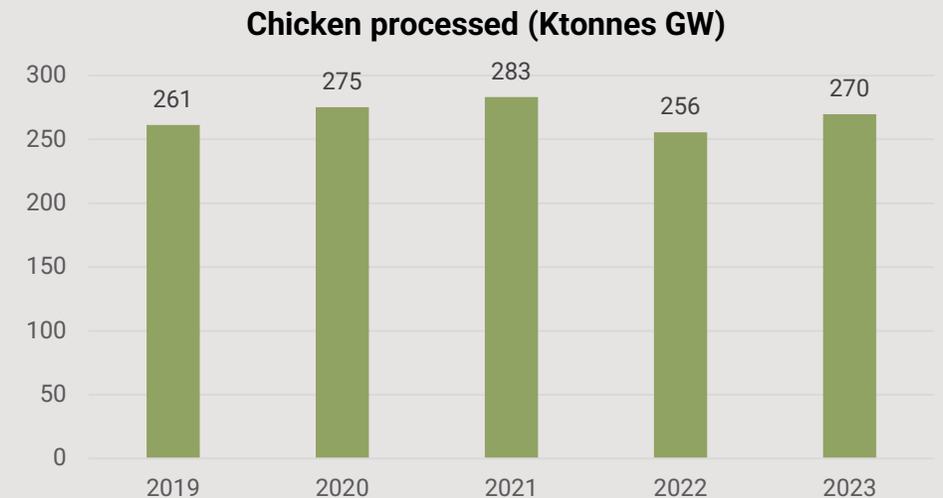
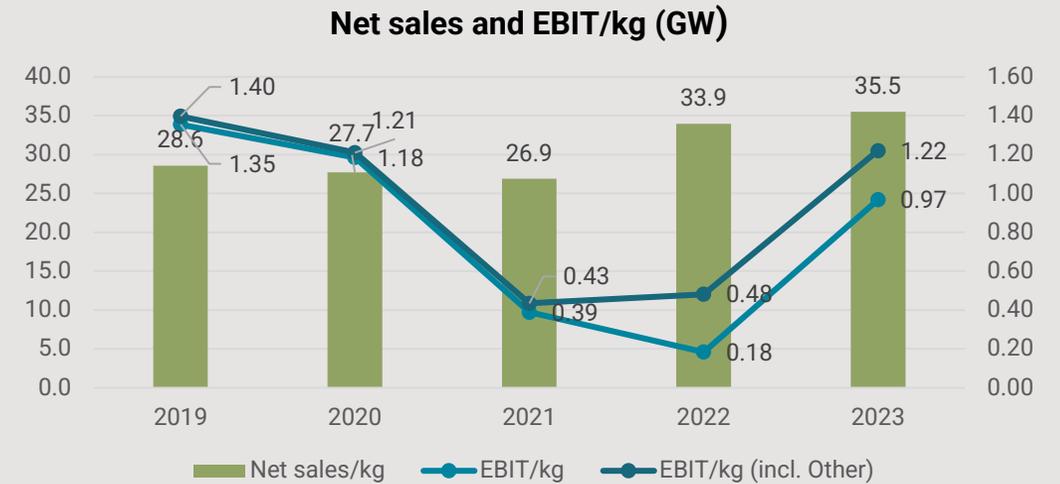
3) Injuries lead to absence at least the next day, per million hours worked

4) Foot score; leading industry indicator for animal welfare

5) Includes recall from customers or consumers, presence of foreign objects in the product, allergen or incorrect content or sell by dates

# Ready-to-cook – Solid recovery

- 12% volume growth (Q4/Q4)
  - Supported by ~10% price reductions during 2H 2023
  - Sweden still operating at ~85% of historic level
- Ready-to-cook: Quarterly EBIT/kg of SEK 1.13 (0.50)
  - All time high Q4 numbers,
- Other: Quarterly EBIT/kg contribution of SEK 0.14 (0.42)
  - Normalization of rendering prices continuing to drop into Q1 2024
  - Partially mitigated by operational performance
  - Large potential in extraction and sale of parts for human consumption



# Export prices remain at high level

- 2% drop in realised prices vs. Q4 2022
- Continued uncertainty in Export prices
- Efforts to improve market performance
  - Strategic client relationships
  - Improved sales and operations planning
  - Increased flexibility between export and Ready-to-eat
  - Reduced exposure to spot markets
- Working to broaden export permits from all countries



Note: price development based on Q4 2023 volume mix

# Ready-to-cook Denmark

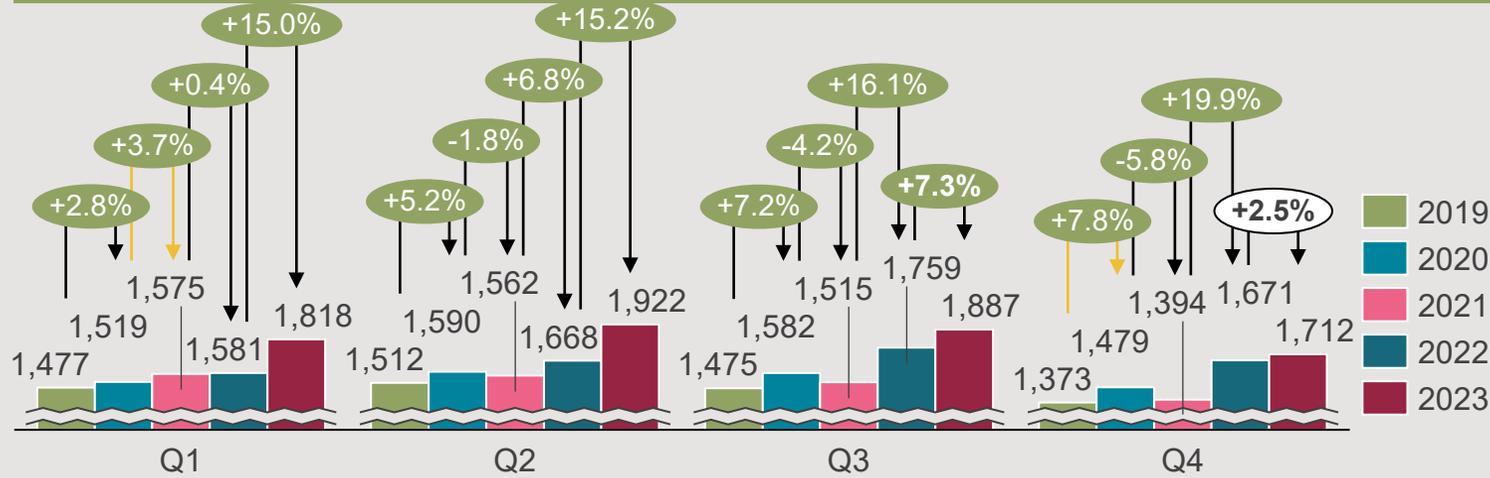
## Shift focus from restructuring to gradual improvement

- Radical slow growing bird strategy reversed
  - Share reduced to ~50% to balance demand
  - Materially reduced downgrading
  - Focus on tapping differentiation potential
- Increasing integration with Ready-to-eat
  - Both slow growing and conventional raw material

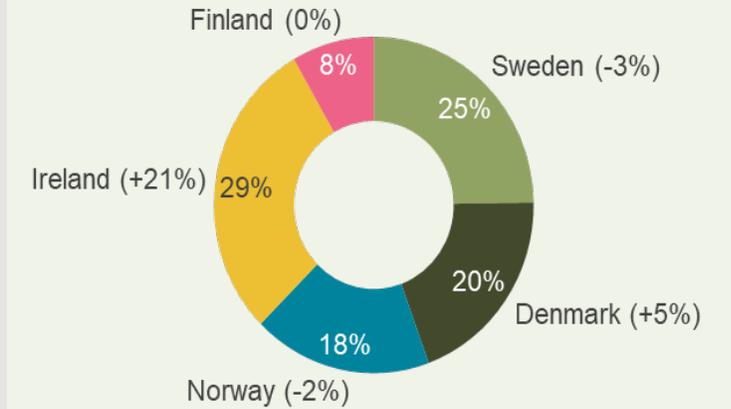


# Ready-to-cook – Strong demand in most markets/segments

Retail Net sales development, (MSEK)



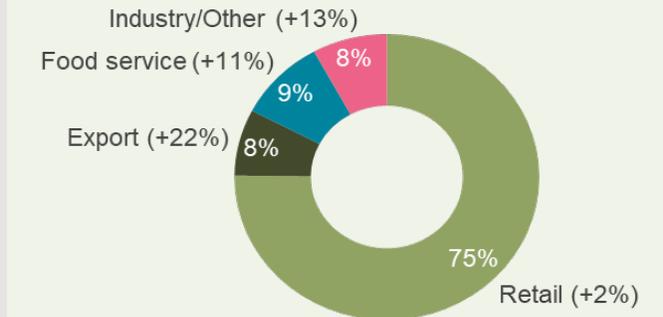
Net sales per country



Food service Net sales development, (MSEK)



Net sales per channel



(% change vs YA in parenthesis)

# Ready-to-eat – Temporary reduced activity level

- Net sales down -21%
- EBIT MSEK 22 (53)
  - Margin drop driven by plant utilization
- Adverse development in Loss Time Injuries
  - Corrective actions taken to prevent reoccurrence
  - Continuous work to analyze risk and ensure preventive measures are taken

MSEK	Q4 2023	Q4 2022	2023	2022
Net sales	600	756	2,873	2,949
<b>EBIT</b>	<b>22</b>	<b>53</b>	<b>158</b>	<b>209</b>
EBIT margin, %	3.7%	7.0%	5.5%	7.1%
Non-comparable items <sup>1)</sup>	-	-	-	-
<b>Adj. EBIT<sup>1)</sup></b>	<b>22</b>	<b>53</b>	<b>158</b>	<b>209</b>
Adj. EBIT margin, % <sup>1)</sup>	3.7%	7.0%	5.5%	7.1%
LTI per million hours worked <sup>2)</sup>	26.1	4.8	13.5	11.8
Critical complaints <sup>3)</sup>	0	1	0	2

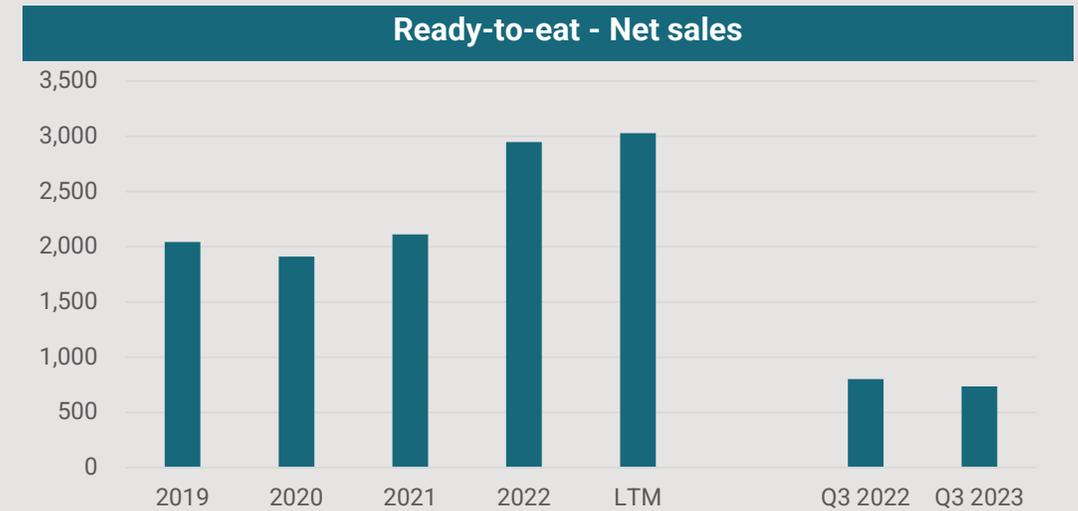
1) Restated non-comparable items. see note 5

2) Injuries lead to absence at least the next day, per million hours worked

3) Includes recall from customers or consumers, presence of foreign objects in the product, allergens or incorrect content or sell by dates

# Ready-to-eat – Continue to rebuild orderbook

- **Loss of breaded contract to Continental Europe**
  - High volume, low margin business phased out 1/7 and 1/10 2023
- **EBIT likely to bottomed out in Q4 2023**
- **Good traction in replacing lost business**
  - Aiming for more diversified and profitable client portfolio
- **Using window of lower utilisation in Farre plant**
  - Upgrades and maintenance to meet highest standards
  - Preparations for future expansion
- **Increasing use of internal raw material**

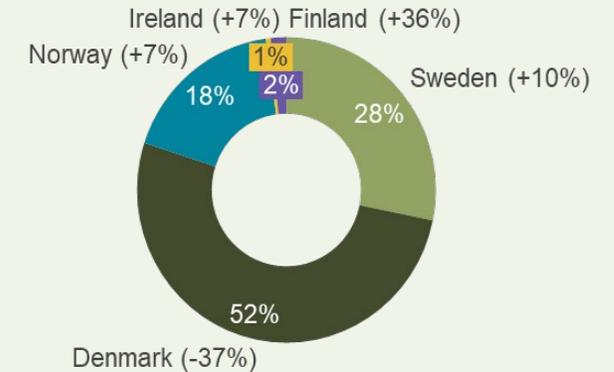


# Ready-to-eat – Strong underlying demand

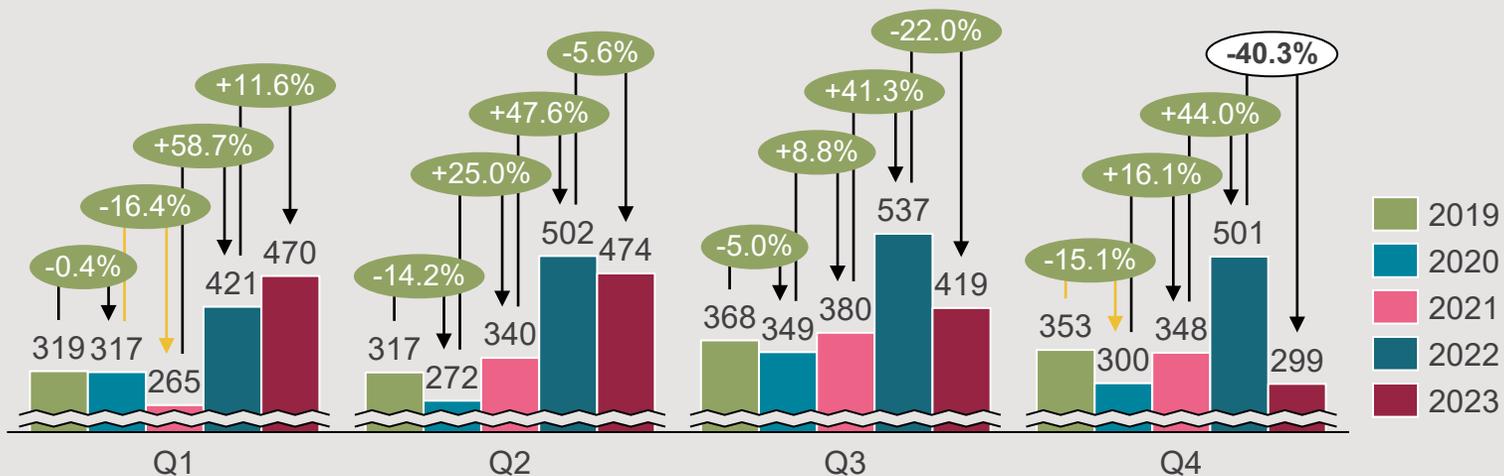
Retail Net sales development, MSEK



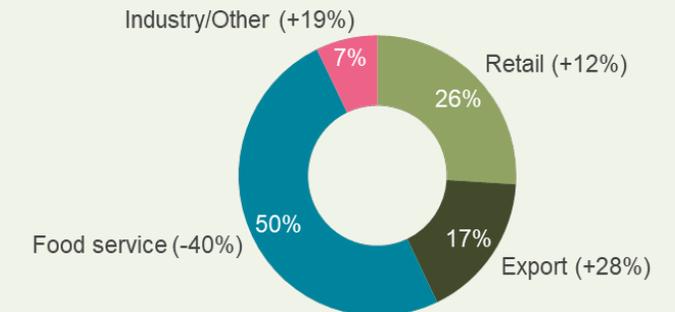
Net sales per country



Food service Net sales development, MSEK



Net sales per channel



(% change vs LY in parenthesis)

# Ready-to-eat sites

## Farre

- International sales
- Breaded products
- 57,000 tonnes p.a. product weight
- 53% internal sourcing



## Stokke

- Domestic sales
- Cooked and fried ready to eat products
- 4,000 tonnes p.a.
- 100 % internal sourcing



## Valla

- Domestic sales
- Cooked and fried ready to eat products
- 3,000 tonnes p.a.
- 100 % internal sourcing



## Honkajoki

- Domestic sales
- Cooked and fried ready to eat products
- 1,000 tonnes p.a.
- 70 % internal sourcing



# Ready-to-eat – Strong, uneven growth expected to continue

- 6x organic growth in 7 years
  - 40% in 2022
- Two main types of business
  - Breaded processing in Denmark (sales to Northern Europe)
  - Integrated, local businesses in Sweden and Norway
- Products aligned with consumer preferences
  - Easy to prepare, convenient products
- Higher return on investment vs. Ready-to-cook
- Expansion in Norway
  - New capacity expected to become effective mid 2024



# CFO Comments



# Q4 2023 P&L – Increased earnings per share

- Net sales is slightly below PY due to RTE contract and Other/Ingredients but almost fully offset by RTC
- EBITDA 206 MSEK (202)
  - 6.9% (6.6%) EBITDA margin
- EBIT 105 MSEK (99) with strengthened margin (+0.3 pp)
- Decreased finance costs
  - Lower cost mainly from increased interest income linked interest-bearing receivables, and lower interest costs
- Net income 66 MSEK (55)
- Earnings per share 1.01 SEK (0.86)
- Feed efficiency at stable, strong level
- Improved employee safety (LTI's)

MSEK	Q4 2023	Q4 2022	Δ	2023	2022
Net sales	3,011	3,069	-2%	13,014	12,119
EBITDA	206	202	2%	880	722
Depreciation	-93	-91	-2%	-376	-382
Amortization	-10	-13	23%	-47	-52
<b>Operating income EBIT</b>	<b>105</b>	<b>99</b>	<b>6%</b>	<b>457</b>	<b>290</b>
Finance net	-28	-32	13%	-124	-105
<b>Income after finance net</b>	<b>77</b>	<b>67</b>	<b>15%</b>	<b>333</b>	<b>186</b>
Income tax expenses	-11	-12	8%	-59	-47
<b>Income for the period</b>	<b>66</b>	<b>55</b>	<b>20%</b>	<b>273</b>	<b>138</b>
Earnings per share, SEK	1.01	0.86	18%	4.11	2.02
Feed efficiency (kg feed/live weight)	1.49	1.51	-1%	1.50	1.50
Lost time injuries per million hours worked (LTI)	23.3	24.8	-6%	23.8	27.4

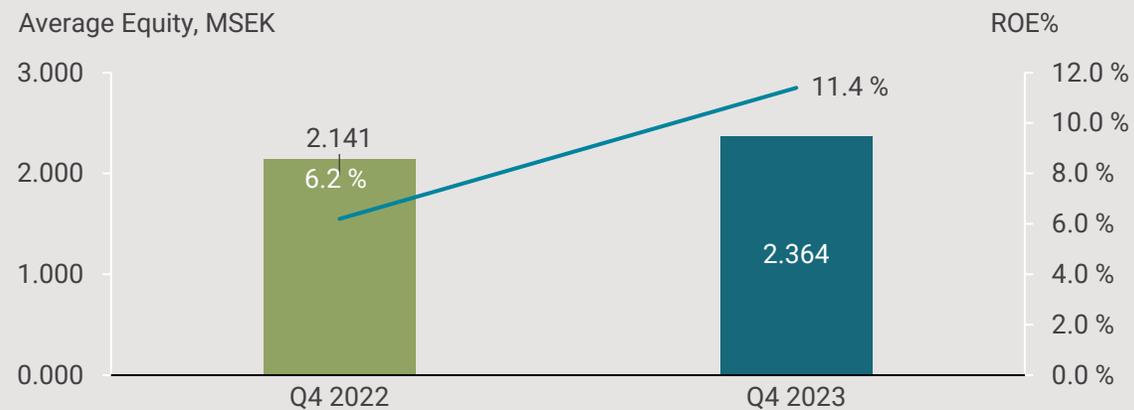
# Strong increase in returns

- Last twelve months
  - ROCE 11.0% (6.7%)
  - ROE 11.4% (6.2%)
  
- Equity ratio 36.0% (33.5%)

## Capital Employed and ROCE



## Equity and ROE



N.b. ROCE and ROE trailing twelve months

# Net interest-bearing debt reduced by 107 MSEK

- Significant higher Operating cash flow
  - Improved EBITDA
  - Working capital strengthened
  - Large proportion of 2023 CAPEX in the quarter
- Paid tax affected positively by refund of preliminary income tax
- Other items mainly include net change/adjustments to leasing assets and currency effect

MSEK	Q4 2023	Q4 2022	2023	2022
<b>Opening balance NIBD</b>	<b>1,678</b>	<b>1,733</b>	<b>1,983</b>	<b>1,980</b>
EBITDA	206	202	880	722
Change in working capital	87	-203	228	-136
Net capital expenditure	-165	-168	-338	-311
Other operating items	-19	-22	-99	-79
<b>Operating cash flow</b>	<b>109</b>	<b>-192</b>	<b>671</b>	<b>197</b>
Paid finance items, net	-29	-30	-132	-95
Paid tax	23	3	-54	-55
Dividend	-	-5	-75	-4
Business combinations	-40	-	126	-
Other items <sup>1)</sup>	44	-26	-124	-45
<b>Other cash flow</b>	<b>-2</b>	<b>-57</b>	<b>-259</b>	<b>-199</b>
<b>Change in NIBD</b>	<b>107</b>	<b>-249</b>	<b>412</b>	<b>-3</b>
<b>Closing balance NIBD</b>	<b>1,571</b>	<b>1,983</b>	<b>1,571</b>	<b>1,983</b>
Capex/Depreciations	233%	240%	118%	114%
Paid financial expenses/NIBD	-1.8%	-1.5%	-8.4%	-4.8%
Net cash flow per share <sup>2)</sup>	2.25	-3.75	5.53	0.02
Dividend per share	-	0.08	1.14	-
NIBD/Adj. EBITDA	1.8	2.7	1.8	2.7

1) Other items mainly consist of effects from changes in foreign exchange rates and net change of leasing assets

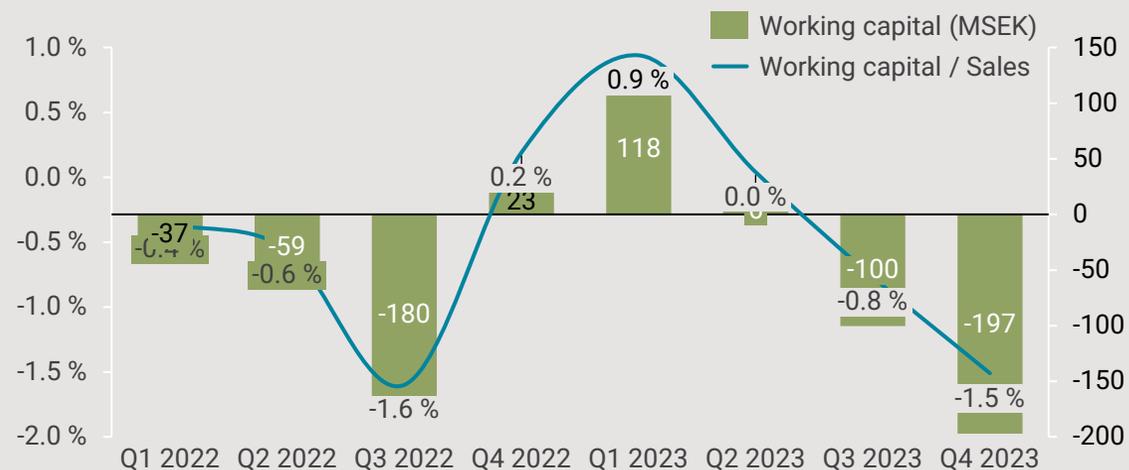
2) Change in NBID, adjusted for Dividend and Business combinations

# Improved working capital

- Decreased inventory vs Year end 2022
- Receivables below PY and Payables in line
- Other working capital mainly driven by holiday debt
- Target level Working capital/Sales (LTM) adjusted for financing 6%
  - Q4 2023 adjusted for financing elements at 4%

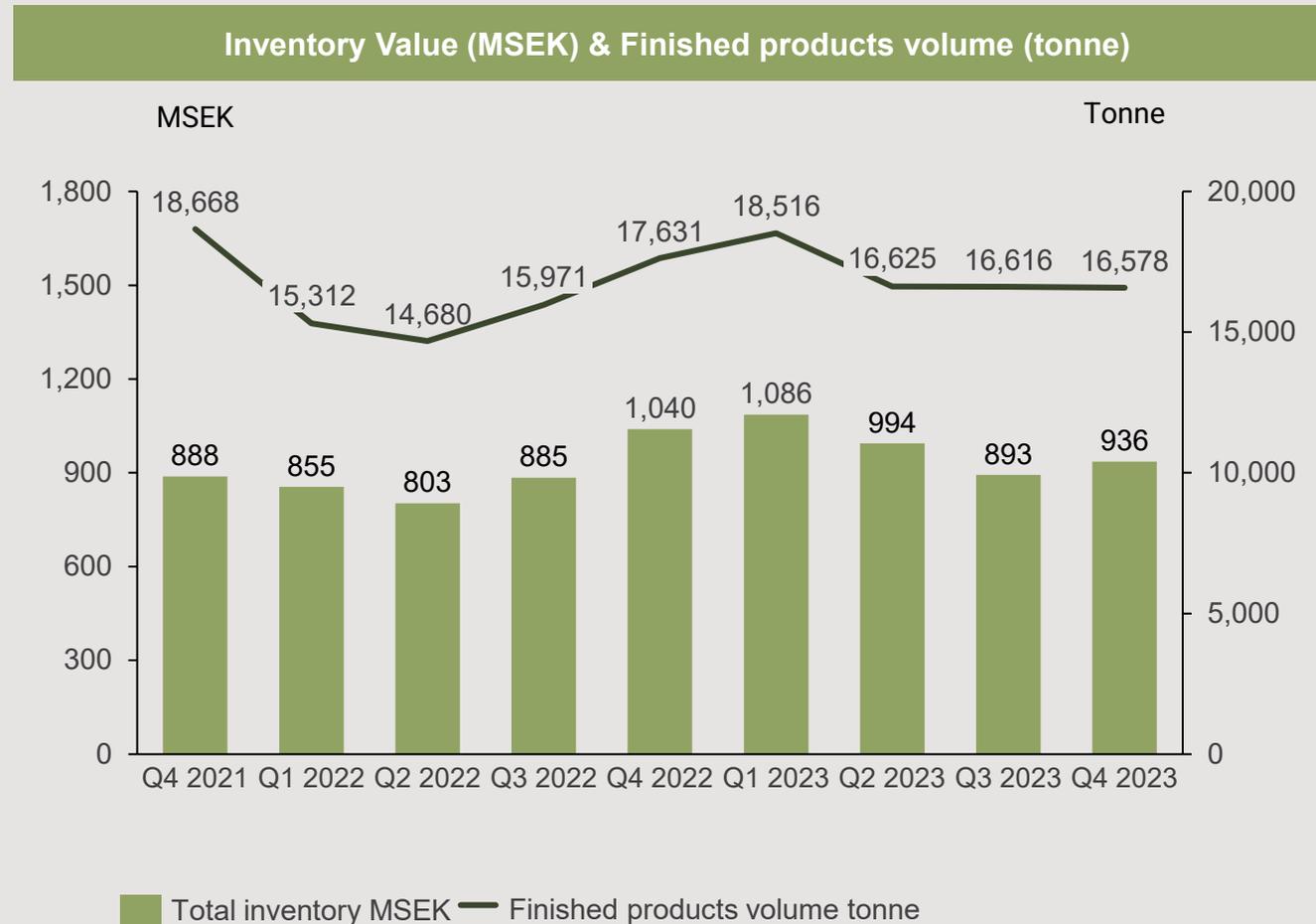
MSEK	December 31, 2023	December 31, 2022
Inventory	936	1,040
Trade receivables	1,044	1,095
Trade payables	-1,620	-1,619
Other working capital, net	-558	-493
<b>Working capital</b>	<b>-197</b>	<b>23</b>
Working capital/sales	-1.51%	0.19%

## Working Capital



# Continued focus on inventory management

- Improved inventory according to plan
  - Total inventory reduced with 104 MSEK vs end 2022
  - Changed mix in inventory
  - Reduced inventory safety stock requirements
    - Ref. loss of Ready-to-eat contract
- Continued Focus area
  - Use flexibility in bird intake to balance supply/demand
  - Optimise sales and operations planning
  - Active use of export channel to maintain domestic pricing



# Cash flow guidance

- 2024 capital expenditures estimated at 500 MSEK
  - Expansion of Ready-to-eat plant in Norway
  - Increase in deboning capacity in several markets
  - Investment in IE product differentiation and efficiency
  - New ERP system
- Q1 2024 paid financing cost estimated to ~8% p.a. of NIBD
  - Interest payments on bank financing estimated to 5.5% p.a.
  - Residual linked to IFRS interest components of leasing, factoring and vendor financing
- Blended effective tax rate of about ~18%
- Dividend proposal SEK 2.30 / 150 MSEK (1.15 / 75 MSEK)
  - Dividend policy of ~60% of net earnings over time

## Capital expenditure and Depreciation



## Dividend and Yield



# Ensuring welfare - Cornerstone in licence to operate

## Responsible animal welfare

- Rearing mortality
- Antibiotics use, foot pad scores and transport mortality
- Primary data from growers

## Safety for consumer and employees

- Salmonella and campylobacter
- Residual bone fragments and critical complaints
- Employee injuries, satisfaction & motivation
- Inclusion culture

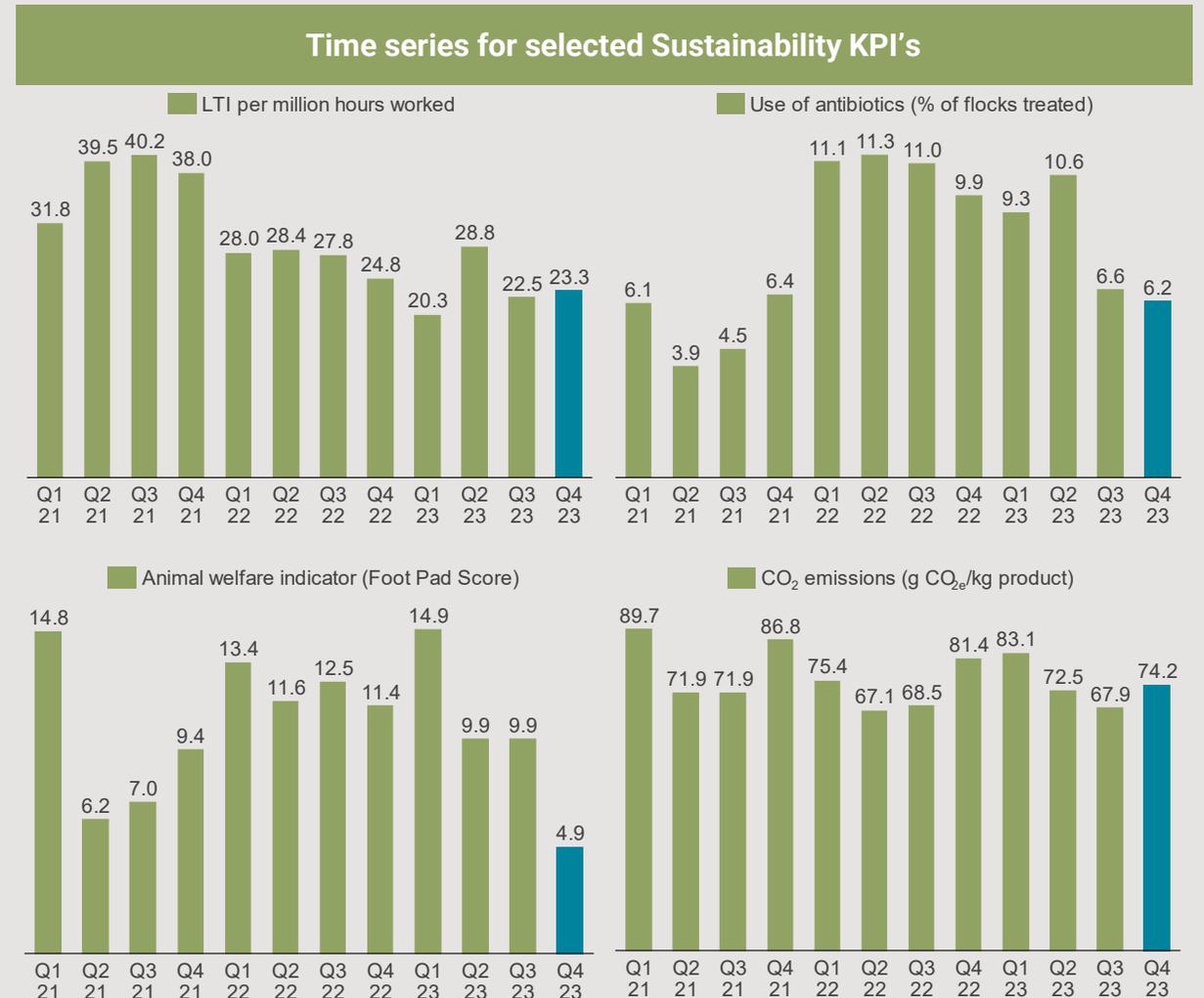
## Nutritious

- Fat level and profile
- Salt level and clean label policy compliance



# Sustainability scorecard

Sustainability Overview	Q4 2023	Q4 2022	Δ	2023	2023 Target
LTI per million hours worked	23.3	24.8	-6%	23.8	24.8
Use of antibiotics (% of flocks treated)	6.2	9.9	-37%	8.1	8.7
Animal welfare indicator (foot score)	4.9	11.4	-57%	9.9	9.8
CO2 emissions (g CO2e/kg product)	74.2	81.4	-8%	74.5	67.2
Critical complaints	0	1	0%	0	0
Feed efficiency (kg feed/live weight)	1.49	1.51	-1%	1.50	1.49



# Structured approach receiving recognition

## Sustainability focus areas

### Value chain focus (Scope 1-3)

farm to fork with focus on data quality, target setting and reduction initiatives.



**Improving governance structure** and processes related to e.g., management of impacts, risks and opportunities. This is done through established frameworks such as TCFD



**Increased transparency** transparent communication to all stakeholders, e.g., investors, customers, consumers. Examples include carbon footprint calculations, climate labelling, investor ratings



## ESG ratings

Focused work with transparency has led to significant improvements in investor ESG ratings.

Rating framework	Latest rating
CDP DISCLOSURE INSIGHT ACTION	A-
MSCI	AA
ISS ESG	C
SUSTAINALYTICS	10/360 in packaged foods
FAIRR A COLLER INITIATIVE	16/60

# Strategic pillars to achieve our goals



Increase the value  
of our protein



Ramp up  
our efficiency



Integrated  
sustainability



Better  
together

# Trusted by everyone, where people can develop

We want to be the leading provider of high-quality and sustainable chicken, setting the industry standard for excellence in animal welfare, environmental responsibility, and customer satisfaction.

With this comes earnings – and our right to grow.

We target SEK 3 SEK per kilo (GW) and a robust growth in the coming years.

Objectives and investment priorities

5-7%

Organic Net  
sales  
growth p.a.

>6

% EBIT

>15

ROCE %

-50%

CO<sub>2e</sub>  
emissions

<1%

Antibiotics  
use

LTIFR

<15

Employee  
satisfaction

>75



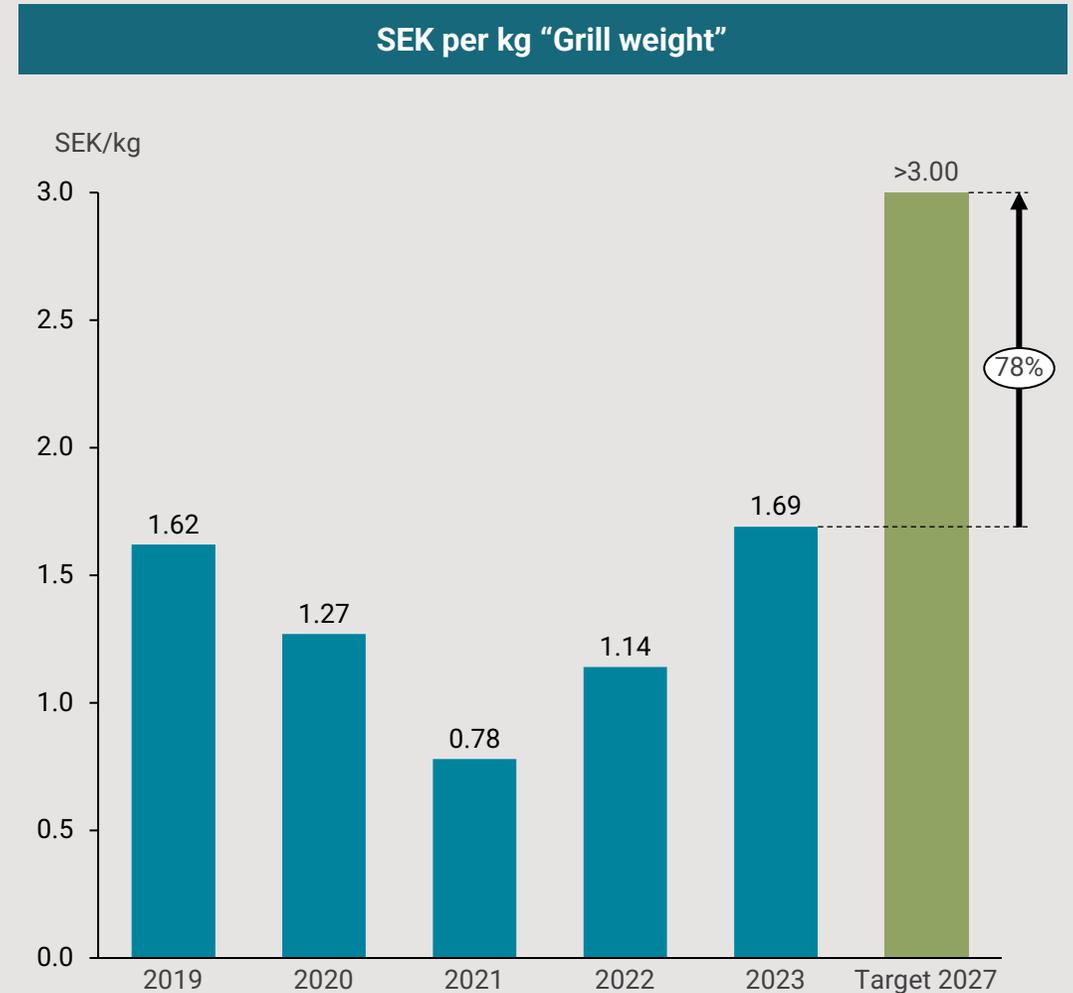
# Clear roadmap to > 3 SEK EBIT/kg target

## Climb the value ladder

- Balance supply to domestic fillet demand
- Value creation through increased consumer convenience
- Differentiation and branding opportunities
- Utilise further part of potential in Ingredients

## Large efficiency potential in the value chain

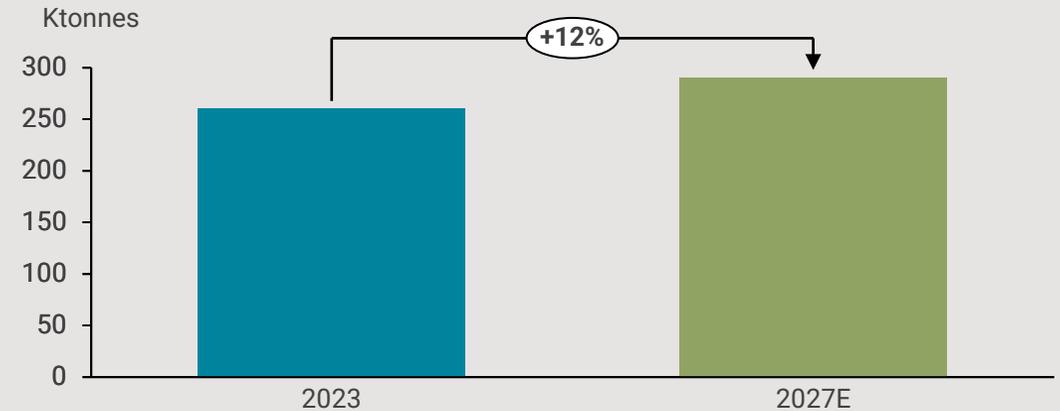
- Optimised utilisation of advantageous sustainability metrics
- Organizational performance, scalable platform structure and collaboration
- Production standardisation and automation
- Supply chain standardisation and digitalisation
- Increased collaboration in the value chain



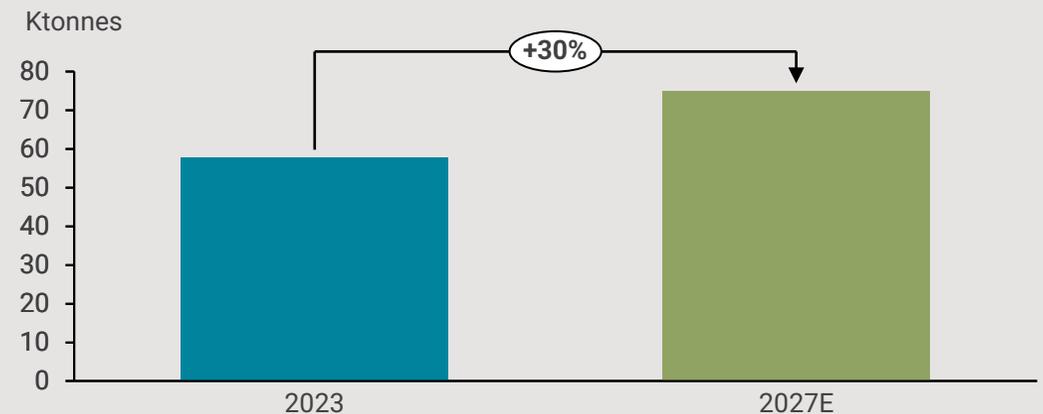
# ~2 bn investment programme 2024-2027

- Facilitating ~2% p.a. increase in Ready-to-cook throughput and increased headroom
  - Aligned with anticipated market growth
- Supporting ramp-up of Ingredients performance
- Preparing for significant Ready-to-eat growth
  - Ongoing expansion in Norway
  - Another breaded line in Denmark prepared
  - Additional investments to be evaluated during the horizon
- MSEK ~200 earmarked to meet sustainability targets

## Capacity – Ready-to-cook (Grill weight)



## Capacity – Ready-to-eat (Product weight)



# Summary and outlook

- Improved margin and strong cashflow in Q4
- Expecting continued profitable growth in RTC
- Strong focus on disciplined replacement in RTE
- Large potential in climbing the value ladder
- Well positioned to reach long term goals
- Clear investment program
- Dividend proposal of SEK 2.30 (1.15)



# Q&A

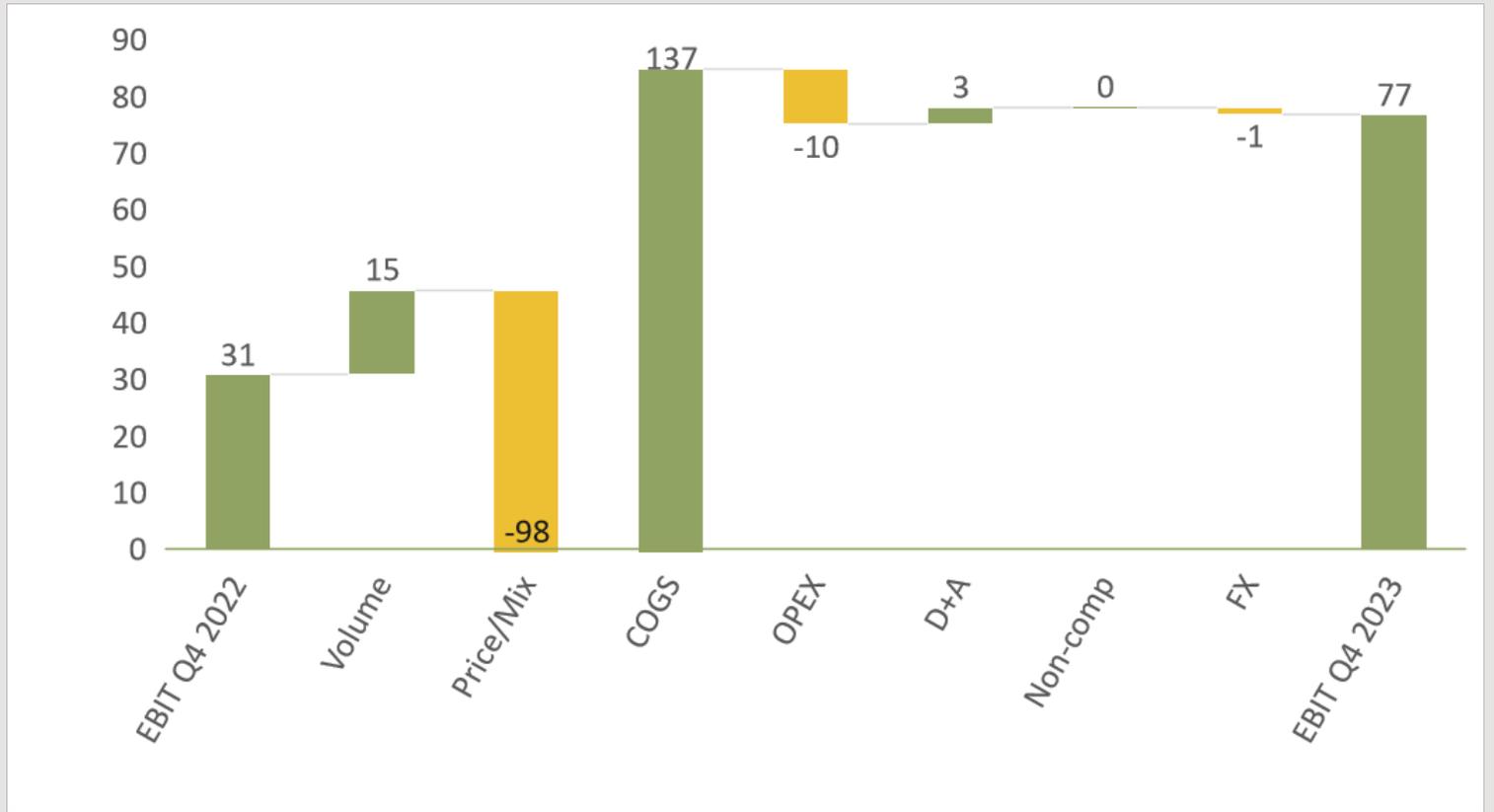


# Appendix



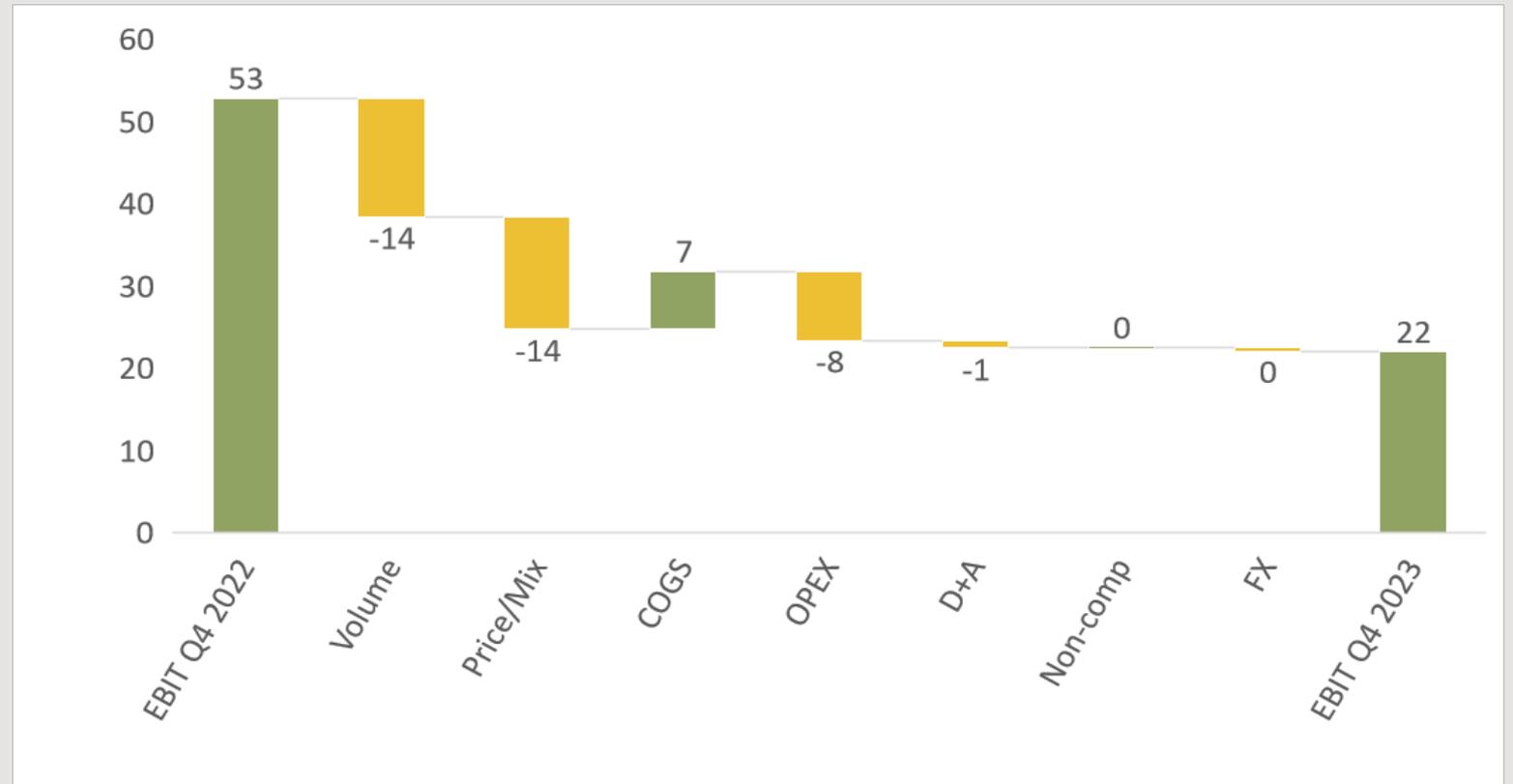
# EBIT: Ready-to-cook

- EBIT Q4 2022 – Q4 2023 (MSEK)



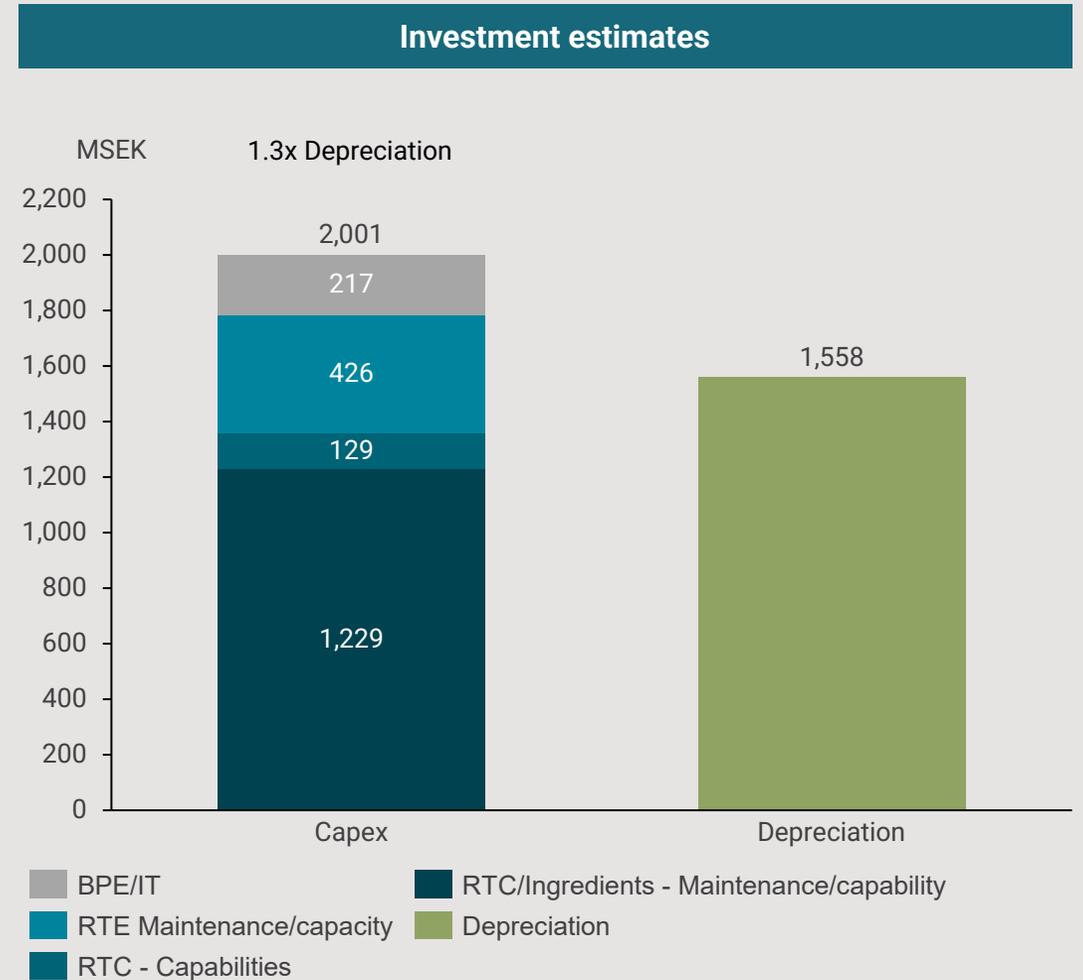
# EBIT: Ready-to-eat

- EBIT Q4 2022 – Q4 2023 (MSEK)



# ~2 bn investment programme 2024-2027

- We are building a robust vehicle to serve our home markets and beyond while utilizing the whole bird with increasing margins
- Total investments ~130% of anticipated depreciation
- Replacements also provide increased capacity and efficiency
- Focus on capabilities to save time for consumers
- Finalising BPE project to support efficiency



# Setting the direction with the 2030 Sustainability Goals

- Work to operationalize the goals is ongoing
- Experts on country and group level has been assigned linked to each goal
- Expert groups working towards setting local targets and identifying relevant actions to reach the targets
- Included in the financial long-term planning process with regards to required Opex and Capex

Goal	Key Performance Indicators	Target 2030
Providing local, healthy, safe and affordable protein	<ul style="list-style-type: none"> <li>• Critical complaints and recalls</li> <li>• Quality &amp; Food Safety Survey</li> <li>• Clean label policy compliance</li> <li>• Salt reduction</li> </ul>	<ul style="list-style-type: none"> <li>• 0</li> <li>• Response rate &gt;90%, scoring &gt;75%</li> <li>• 100%</li> <li>• Local targets</li> </ul>
Preserving and developing our animal welfare practices	<ul style="list-style-type: none"> <li>• Antibiotics</li> <li>• Foot pad score</li> <li>• Transport mortality</li> <li>• Rearing mortality</li> <li>• Growers to provide primary data on animal welfare</li> </ul>	<ul style="list-style-type: none"> <li>• &lt;1%</li> <li>• &lt;5</li> <li>• &lt;0.18%</li> <li>• &lt;3.5%</li> <li>• 100%</li> </ul>
Producing chicken with a lower climate impact – from farm to fork	<ul style="list-style-type: none"> <li>• Reduce absolute Scope 1 &amp; 2 emissions</li> <li>• Reduce absolute Scope 3 emissions</li> <li>• Soy reduction</li> <li>• Growers to provide primary data on environment</li> </ul>	<ul style="list-style-type: none"> <li>• -50%</li> <li>• -50%</li> <li>• -50%</li> <li>• 100%</li> </ul>
Using less plastic in a better way when designing our packaging	<ul style="list-style-type: none"> <li>• Recyclable packaging</li> <li>• Packaging from recycled or non-fossil</li> <li>• Plastics volume reduction</li> </ul>	<ul style="list-style-type: none"> <li>• 100%</li> <li>• 50%</li> <li>• 20%</li> </ul>
Maximizing use of resources and minimizing waste	<ul style="list-style-type: none"> <li>• Recycling</li> <li>• Food waste &amp; loss</li> <li>• Water</li> </ul>	<ul style="list-style-type: none"> <li>• Targets are under development</li> </ul>
Keeping our employees engaged, safe, and healthy	<ul style="list-style-type: none"> <li>• Satisfaction &amp; Motivation</li> <li>• Inclusive Culture</li> <li>• Lost Time Injury Frequency Rate</li> </ul>	<ul style="list-style-type: none"> <li>• &gt;72</li> <li>• &gt;90</li> <li>• 15</li> </ul>

# Useful links and conversions

## Commodity prices

- Wheat           CBOT
- Soy             CBOT
- Maize           CBOT
- Rape seed     ZMP

## Ross 308 chicken conversions

- Live Weight to GW 0.72
- Live Weight to edible meat ~0.4

# Chicken feed composition and substitutes

Standard feed	%	Low-range	High-range	Main substitutes	Main origin
Wheat	54%	40%	63%	Maize, oats	Local, EU
Soy	22%	11%	27%	Peas, beans, high protein vegetable products	South America
Maize	10%	0%	10%	Wheat, oats	EU
Fats	4%	4%	4%	N.a.	Local, EU
Grain bi-products	3%	0%	4%	Peas, beans, high protein vegetable products	Local, EU
Rape seed	3%	3%	3%	Peas, beans, high protein vegetable products	Local
Minerals/vitamins /premix/enzymes	3%	3%	3%	N.a.	EU
Amino acids	1%	1%	1%	Partly high protein vegetable products	EU, Asia
<b>Total</b>	<b>100%</b>				

# Price segments

Meat	High end cut	Average cut	Low end cut
Chicken	Breast fillet	Drumstick	Chicken legs & wings
	Thigh fillet		Minced (chicken)
Pork	Pork tenderloin	Pork spare ribs	Pork chops
	Pork chops		Minced (pork)
Beef	Filet mignon	Roast Beef	Stew pieces
	Entrecote		Minced (Beef)

# Segment information by quarter

Ready-to-cook, MSEK	2019	2020	Q1 2021	Q2 2021	Q3 2021	Q4 2021	2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022	2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023	2023
Net sales	7,467	7,619	1,938	1,943	1,942	1,789	7,611	2,046	2,199	2,265	2,164	8,674	2,373	2,495	2,431	2,278	9,577
Adjusted EBITDA	621	622	147	142	88	47	424	80	96	116	115	406	115	139	182	161	597
Depreciations	-210	-240	-65	-64	-69	-68	-266	-69	-99	-69	-73	-310	-71	-79	-75	-75	-299
Adjusted EBITA	411	382	82	77	20	-21	158	11	-3	46	42	97	44	60	107	86	297
Amortizations	-50	-50	-13	-12	-12	-13	-50	-13	-13	-13	-13	-52	-13	-12	-10	-10	-45
Adjusted EBIT	362	333	69	65	7	-32	110	-2	-16	34	31	47	31	48	97	77	253
Non-comparable items	-7	-7	-	-	-	-	-	-	-	-	-	-	-	-	8	-0	8
EBIT*	354	326	69	65	7	-32	110	-2	-16	34	31	47	31	48	105	77	261
Adjusted EBITDA margin, %	8.3%	8.2%	7.6%	7.3%	4.5%	2.6%	5.6%	3.9%	4.3%	5.1%	5.3%	4.7%	4.8%	5.6%	7.5%	7.1%	6.2%
Adjusted EBITA margin, %	5.5%	5.0%	4.2%	4.0%	1.0%	-1.1%	2.1%	0.6%	-0.1%	2.1%	1.9%	1.1%	1.9%	2.4%	4.4%	3.8%	3.1%
Adjusted EBIT margin, %	4.8%	4.4%	3.6%	3.3%	0.4%	-1.8%	1.4%	-0.1%	-0.7%	1.5%	1.4%	0.5%	1.3%	1.9%	4.0%	3.4%	2.6%
EBIT margin, %	4.7%	4.3%	3.6%	3.3%	0.4%	-1.8%	1.4%	-0.1%	-0.7%	1.5%	1.4%	0.5%	1.3%	1.9%	4.3%	3.4%	2.7%

Ready-to-eat, MSEK	2019	2020	Q1 2021	Q2 2021	Q3 2021	Q4 2021	2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022	2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023	2023
Net sales	2,042	1,911	444	536	589	543	2,112	643	748	802	756	2,949	765	774	734	600	2,873
Adjusted EBITDA	139	141	38	47	58	44	187	48	64	83	66	260	58	74	47	36	215
Depreciations	-52	-47	-12	-12	-12	-12	-49	-13	-13	-12	-13	-51	-14	-15	-15	-14	-57
Adjusted EBITA	87	94	26	35	46	31	138	35	51	70	53	209	45	59	32	22	158
Amortizations	-2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
Adjusted EBIT	85	95	26	35	46	32	138	35	51	70	53	209	45	59	32	22	158
Non-comparable items	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
EBIT*	85	95	26	35	46	32	138	35	51	70	53	209	45	59	32	22	158
Adjusted EBITDA margin, %	6.8%	7.4%	8.6%	8.7%	9.8%	8.1%	8.8%	7.4%	8.5%	10.3%	8.7%	8.8%	7.6%	9.5%	6.4%	6.0%	7.5%
Adjusted EBITA margin, %	4.2%	4.9%	5.9%	6.5%	7.8%	5.8%	6.5%	5.5%	6.8%	8.8%	7.0%	7.1%	5.9%	7.7%	4.3%	3.7%	5.5%
Adjusted EBIT margin, %	4.2%	5.0%	5.9%	6.5%	7.8%	5.8%	6.6%	5.5%	6.8%	8.8%	7.0%	7.1%	5.9%	7.7%	4.3%	3.7%	5.5%
EBIT margin, %	4.2%	5.0%	5.9%	6.5%	7.8%	5.8%	6.6%	5.5%	6.8%	8.8%	7.0%	7.1%	5.9%	7.7%	4.3%	3.7%	5.5%

\* Includes income from associated companies

Other, MSEK	2019	2020	Q1 2021	Q2 2021	Q3 2021	Q4 2021	2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022	2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023	2023
Net sales	381	411	88	85	102	103	377	104	109	135	149	496	146	142	143	134	563.6
Adjusted EBITDA	18	11	-1	0	5	11	15	10	19	23	26	79	24	25	12	10	71
Depreciations	-7	-4	0	-1	-1	0	-3	0	-1	-1	-1	-3	-1	-1	-2	0	-3
Adjusted EBITA	11	7	-2	-1	5	11	13	10	18	22	25	76	24	24	11	10	68
Amortizations	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
Adjusted EBIT	11	7	-2	-1	5	11	13	10	18	22	25	76	24	24	11	10	68
Non-comparable items	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
EBIT*	11	7	-2	-1	5	11	13	10	18	22	25	76	24	24	11	10	68
Adjusted EBITDA margin, %	4.6%	2.6%	-1.5%	-0.1%	5.4%	10.7%	4.0%	9.7%	17.9%	17.1%	17.6%	15.9%	16.7%	17.8%	8.6%	7.3%	12.7%
Adjusted EBITA margin, %	2.9%	1.7%	-2.0%	-1.0%	4.5%	10.3%	3.3%	9.4%	17.0%	16.5%	17.0%	15.3%	16.2%	17.1%	7.4%	7.3%	12.1%
Adjusted EBIT margin, %	2.9%	1.7%	-2.0%	-1.0%	4.6%	10.5%	3.4%	9.4%	17.0%	16.5%	17.1%	15.3%	16.2%	17.1%	7.5%	7.3%	12.1%
EBIT margin, %	2.9%	1.7%	-2.0%	-1.0%	4.6%	10.5%	-0.1%	9.4%	17.0%	16.5%	17.1%	15.3%	16.2%	17.1%	7.5%	7.3%	12.1%

Group Cost, MSEK	2019	2020	Q1 2021	Q2 2021	Q3 2021	Q4 2021	2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022	2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023	2023
Net sales	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
Adjusted EBITDA	-24	-18	-3	-17	-12	-4	-37	-2	-7	-9	-5	-23	-2	-8	-2	-0	-12
Depreciations	-2	-8	-3	-3	-3	-3	-11	-5	-5	-5	-4	-18	-5	-3	-5	-4	-16
Adjusted EBITA	-26	-26	-6	-20	-15	-7	-48	-6	-12	-14	-10	-41	-6	-11	-7	-4	-28
Amortizations	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-2	-	-2
Adjusted EBIT	-26	-26	-6	-20	-15	-7	-48	-6	-12	-14	-10	-41	-6	-11	-9	-4	-31
Non-comparable items	-	-52	-	-4	-13	26	9	-	-	-	-	-	-	-	-	-	0
EBIT*	-26	-78	-6	-24	-28	19	-39	-6	-12	-14	-10	-41	-6	-11	-9	-4	-31
Adjusted EBITDA margin, %	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Adjusted EBITA margin, %	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Adjusted EBIT margin, %	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
EBIT margin, %	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

TOTAL, MSEK	2019	2020	Q1 2021	Q2 2021	Q3 2021	Q4 2021	2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022	2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023	2023
Net sales	9,891	9,940	2,469	2,564	2,632	2,435	10,101	2,793	3,056	3,202	3,069	12,119	3,284	3,411	3,308	3,011	13,014
Adjusted EBITDA	753	756	180	171	139	98	589	136	172	212	202	722	196	230	240	206	871
Depreciations	-271	-299	-80	-80	-84	-84	-328	-86	-117	-87	-91	-382	-90	-97	-97	-93	-376
Adjusted EBITA	482	457	100	92	55	14	261	50	55	125	110	340	106	133	143	114	495
Amortizations	-52	-50	-13	-12	-12	-12	-50	-13	-13	-13	-13	-52	-13	-12	-12	-10	-47
Adjusted EBIT	431	410	88	79	43	3	213	37	42	112	99	290	93	121	130	105	449
Non-comparable items	-7	-59	-	-4	-13	26	9	-	-	-	-	-	-	-	8	-0	8
EBIT*	424	351	88	75	30	30	222	37	42	112	99	290	93	121	139	105	457
Adjusted EBITDA margin, %	7.6%	7.6%	7.3%	6.7%	5.3%	4.0%	5.8%	4.9%	5.6%	6.6%	6.6%	6.0%	6.0%	6.7%	7.2%	6.9%	6.7%
Adjusted EBITA margin, %	4.9%	4.6%	4.1%	3.6%	2.1%	0.6%	2.6%	1.8%	1.8%	3.9%	3.6%	2.8%	3.2%	3.9%	4.3%	3.8%	3.8%
Adjusted EBIT margin, %	4.4%	4.1%	3.5%	3.1%	1.6%	0.1%	2.1%	1.3%	1.4%	3.5%	3.2%	2.4%	2.8%	3.5%	3.9%	3.5%	3.4%
EBIT margin, %	4.3%	3.5%	3.5%	2.9%	1.1%	1.2%	2.2%	1.3%	1.4%	3.5%	3.2%	2.4%	2.8%	3.5%	4.2%	3.5%	3.5%

\* Includes income from associated companies

Live Weight Tonnes	362,996	382,257	95,759	100,586	102,736	94,288	393,369	92,357	88,639	89,338	84,737	355,072	90,420	93,031	96,296	N/A	N/A
Grill weight Tonnes**	261,357	275,225	68,947	72,422	73,970	67,887	283,226	66,497	63,820	64,324	61,011	255,652	65,103	66,982	69,333	68,361	269,780
EBIT / Kg Grill weight	1.62	1.27	1.27	1.04	0.40	0.44	0.78	0.56	0.66	1.74	1.63	1.14	1.42	1.80	2.00	1.54	1.69

\*\* Historic data converted using ratio of 0.72

# Forward looking statements

This presentation contains various forward-looking statements that reflect management's current views with respect to future events and financial and operational performance. The words "believe," "expect," "anticipate," "intend," "may," "plan," "estimate," "should," "could," "aim," "target," "might," or, in each case, their negative, or similar expressions identify certain of these forward-looking statements. Others can be identified from the context in which the statements are made. These forward-looking statements involve known and unknown risks, uncertainties and other factors, which are in some cases beyond the Company's control and may cause actual results or performance to differ materially from those expressed or implied from such forward-looking statements. These risks include but are not limited to the Company's ability to operate profitably, maintain its competitive position, to promote and improve its reputation and the awareness of the brands in its portfolio, to successfully operate its growth strategy and the impact of changes in pricing policies, political and regulatory developments in the markets in which the Company operates, and other risks.

The information and opinions contained in this document are provided as at the date of this presentation and are subject to change without notice.

No representation or warranty (expressed or implied) is made as to, and no reliance should be placed on, the fairness, accuracy or completeness of the information contained herein. Accordingly, none of the Company, or any of its principal shareholders or subsidiary undertakings or any of such person's officers or employees accepts any liability whatsoever arising directly or indirectly from the use of this document.