



Q4 Report

PRESENTATION WILL
BEGIN SHORTLY





Year-end Report

OCT - DEC 2025

with
Håkan Lagerberg, CEO
Jenny Graflind, CFO





Q4 2025 Highlights

Double-digit organic growth: +11%

Lower profitability mainly caused by one offs but initiated different actions and actions plans in group companies that under delivered – Focus 2026 – Profitability increase

New long term financial targets presented

Proposal of dividend: 0.28 SEK/share

NaturVet 33% and ProDen PlaqueOff 17% organic growth

Online, Pet Retail and our branded sales in **Vet** grew, but a soft quarter for contract manufacturing, especially for liquid dermatology



Profitability hit Q4

Higher marketing costs on Amazon related to transition of NaturVet and brand protection – *will still have some impact in H1*

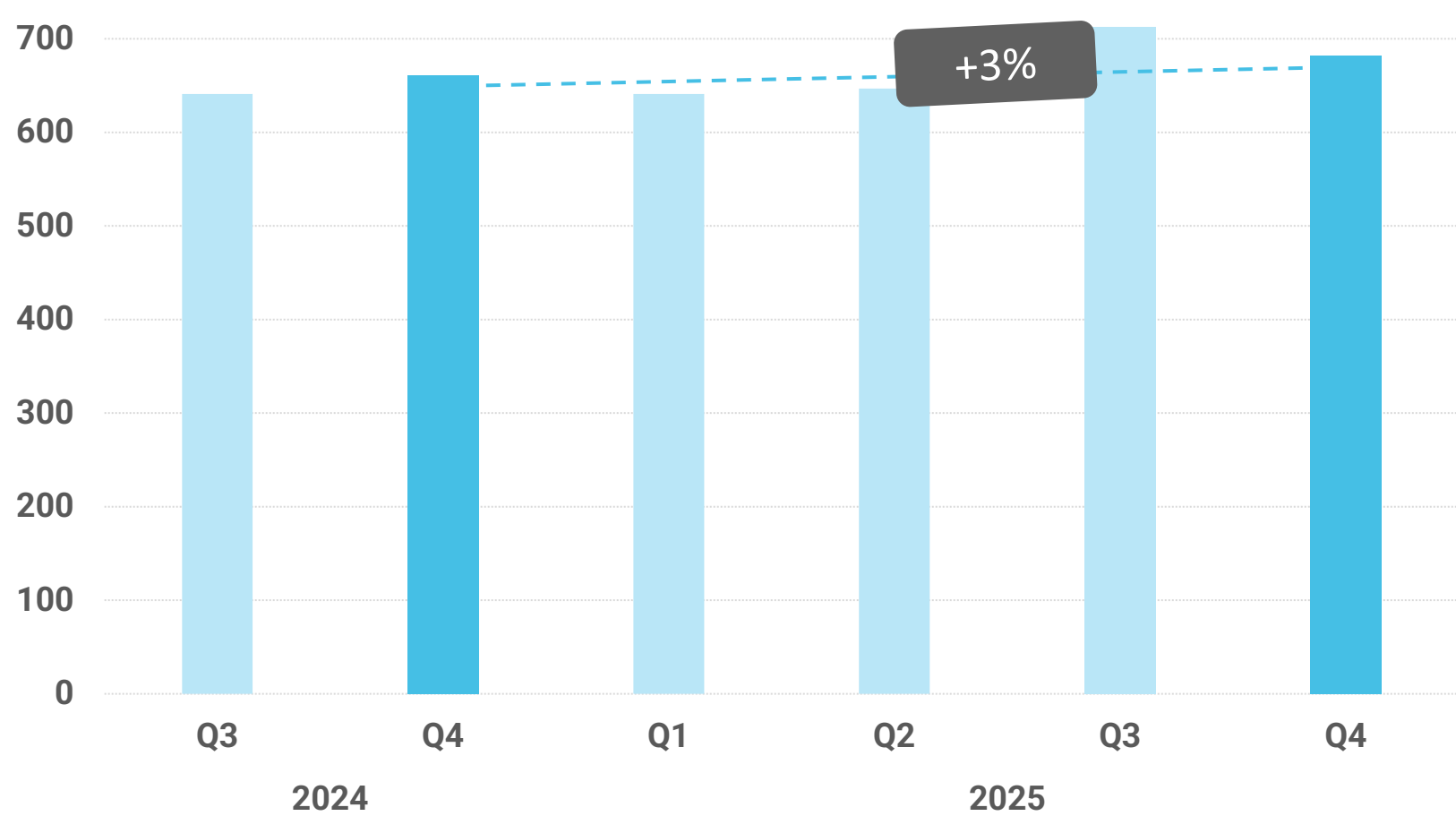
ERP implementation – caused interruptions and affected GM and volumes – *no impact going forward*

Marketing spend to support Big Box-partners, primarily Walmart and CVS. Low margin display campaign in 2000 Walmart stores. **Vet Worthy** launch in Pet retail. *-spend will be aligned with sales going forward*

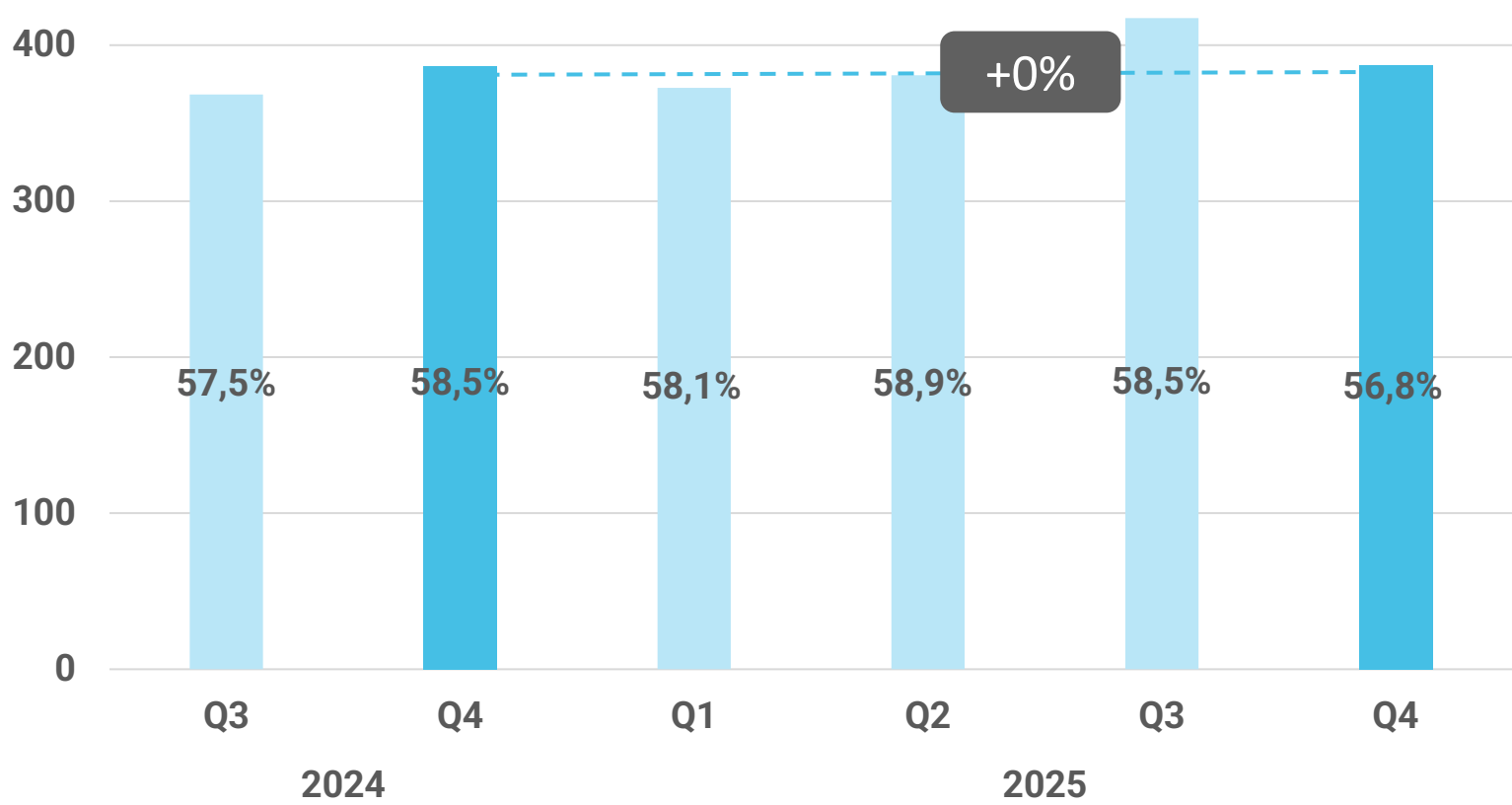
Inventory write offs

Financial Highlights Q4 2025

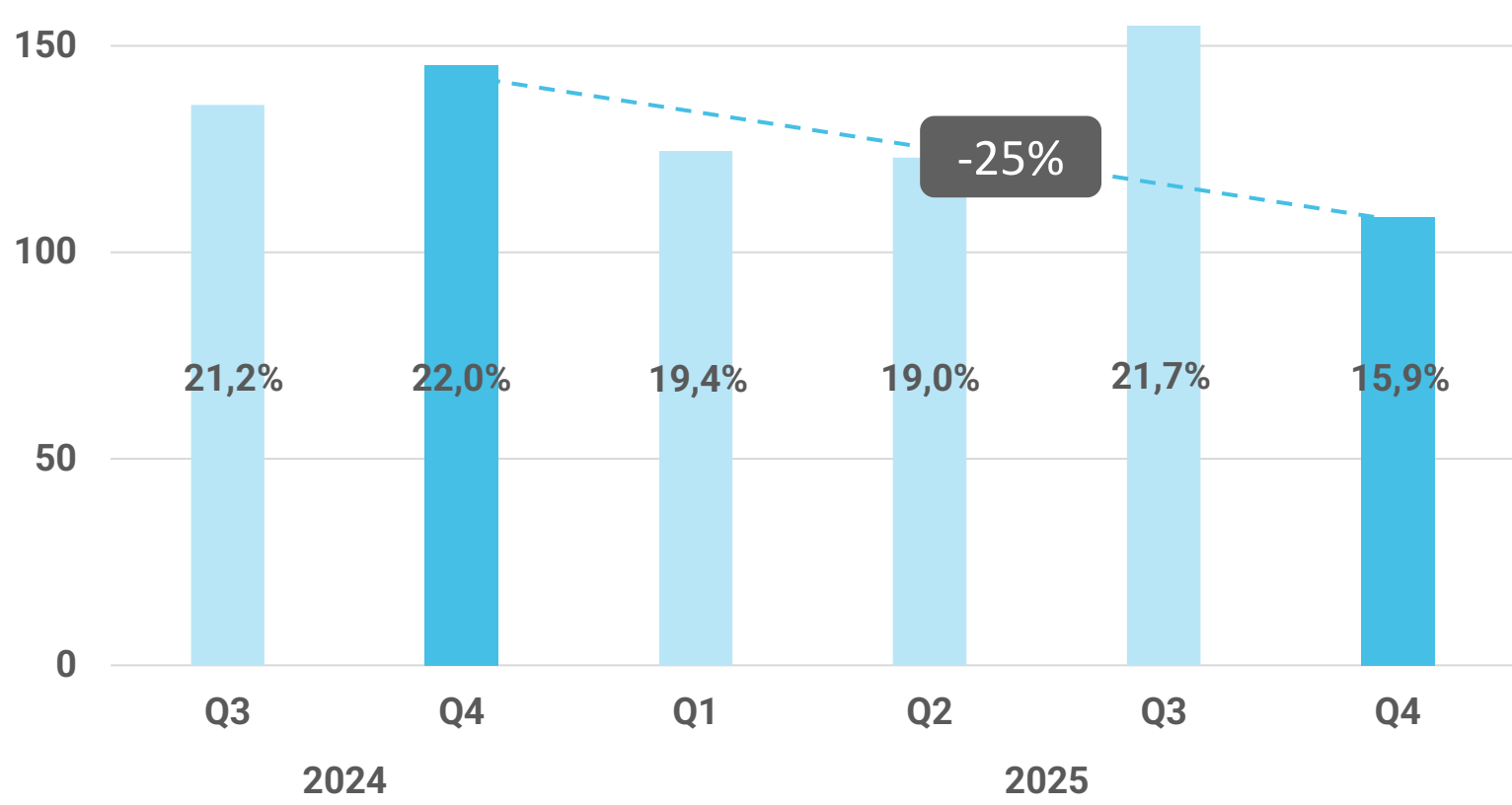
Net Revenue



Operational Gross Margin



Operational EBITDA



Comments

- Q: Org +11%, -12% Fx, +4% acq.
- 2025: 2,7B (2,5B) +9% organic
- GM 56,8% - Impacted by 1,5ppt:
 - Inventory WO
 - Low margin display at Walmart
- OpEx
 - External costs
 - Additional marketing connected with Big Box launch
 - Black Week marketing
- Personal costs in line with 2025 as % of sales

Financial Highlights Q4 2025

Comments

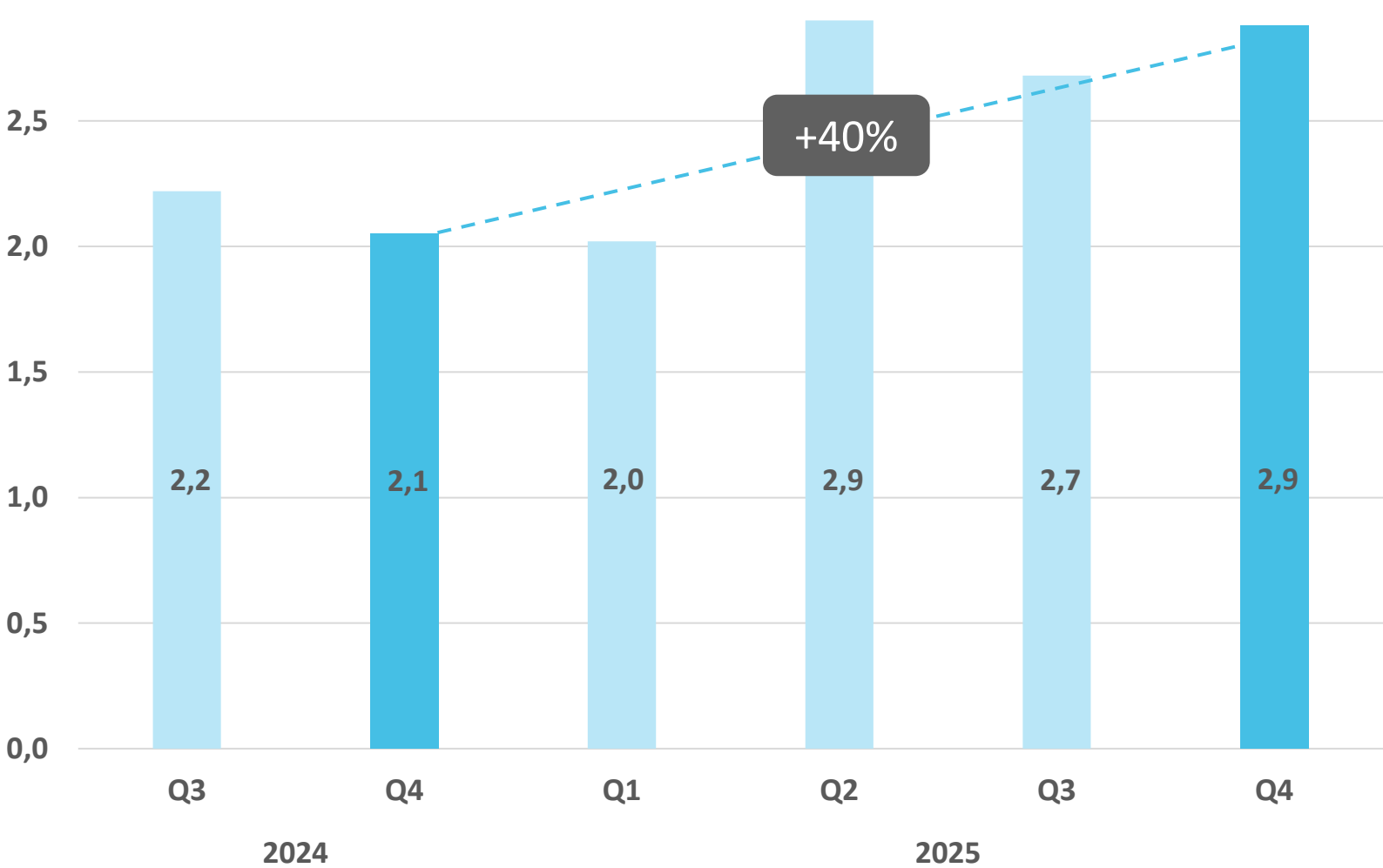
Net Debt/EBITDA

- Impacted by a lower EBITDA

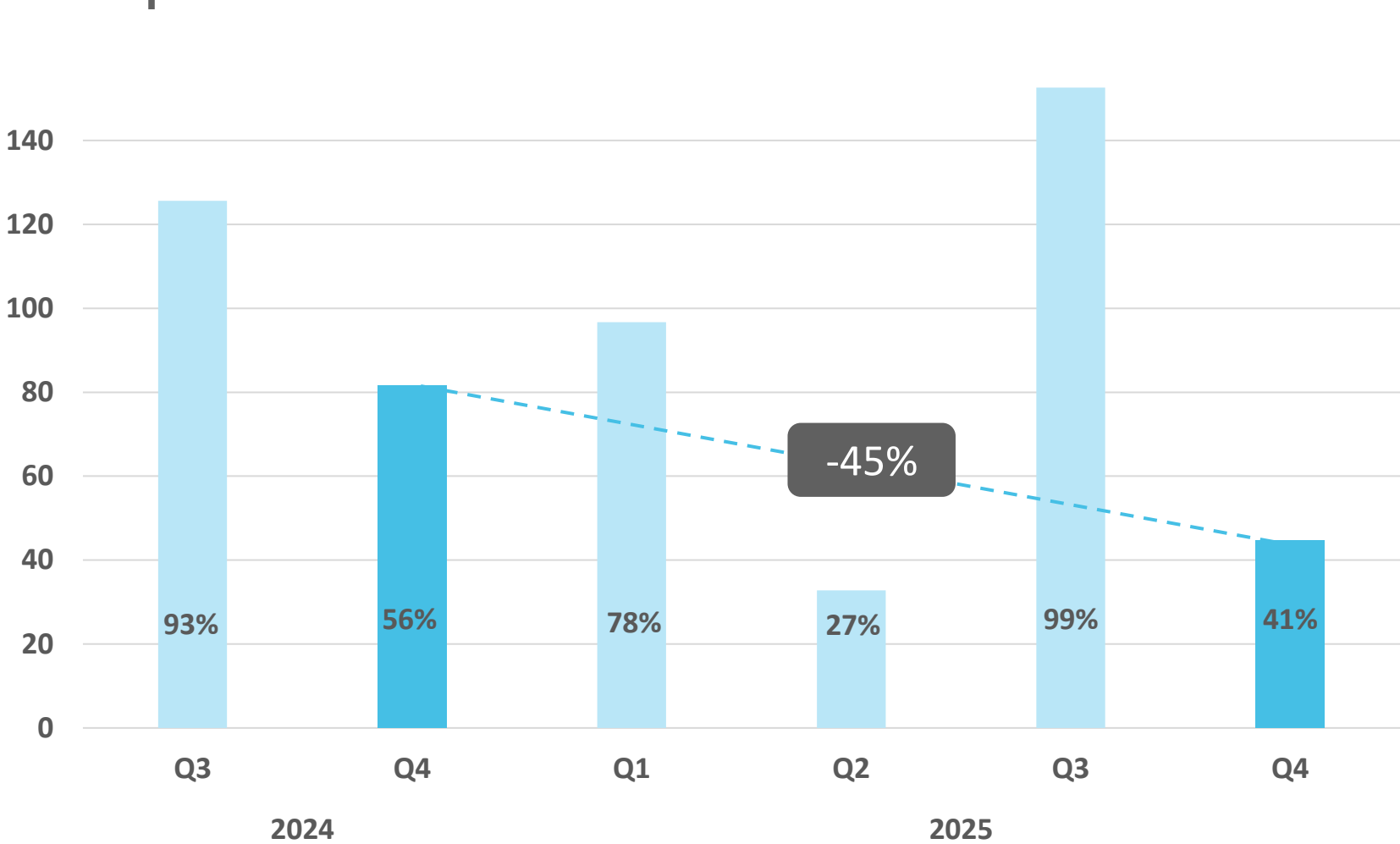
Cash

- 41% cash conversion vs Op. EBITDA
 - Minor change to WC
 - Larger taxpayments in Q
- Reduced debt:
 - Q: 65M
 - 2025: 217M
- Better usage of cash – 83M reduction with cashpool
- CapEx – Below 2%

Net Debt / EBITDA

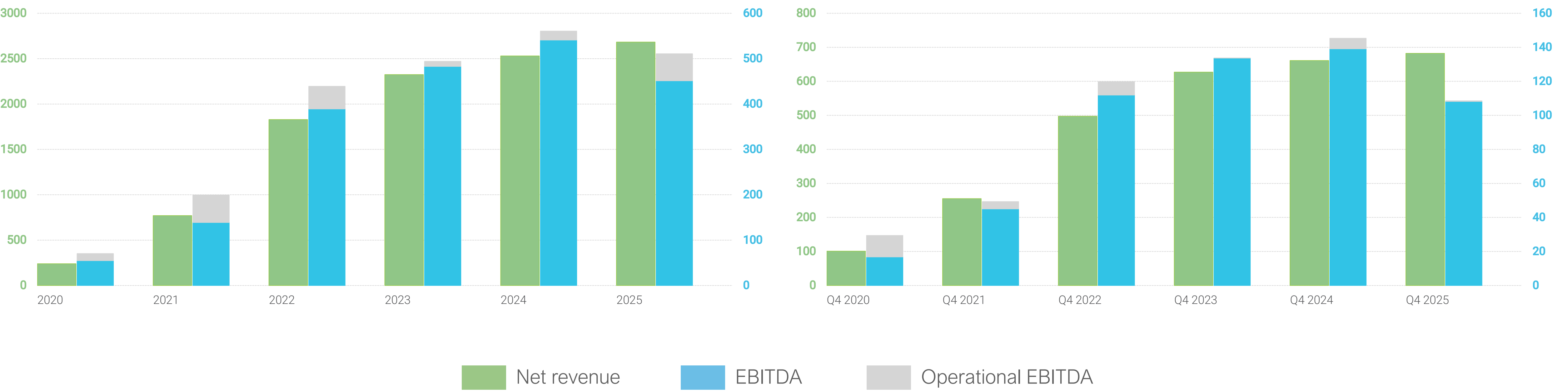


Op. cash flow / Cash conversion



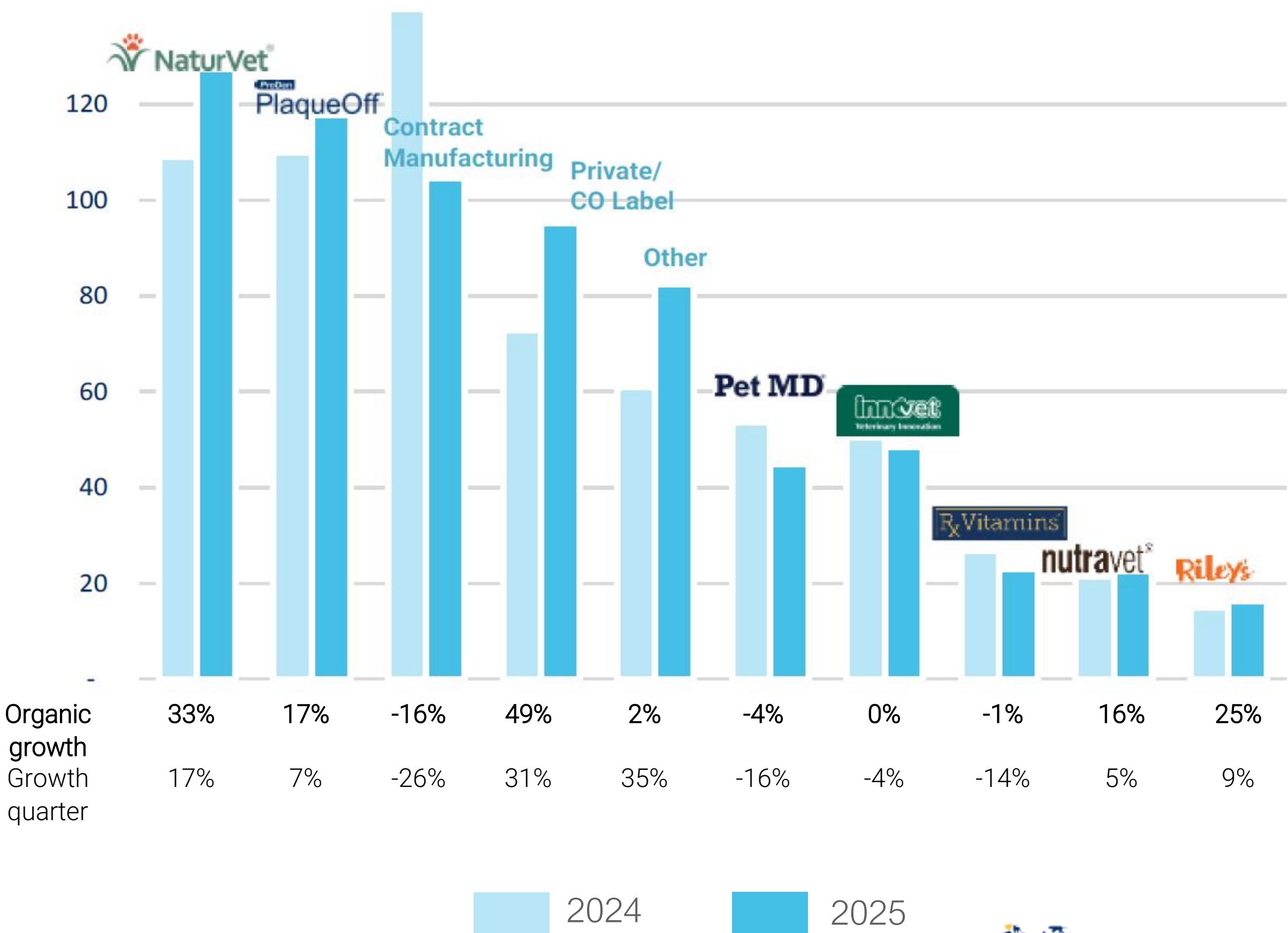
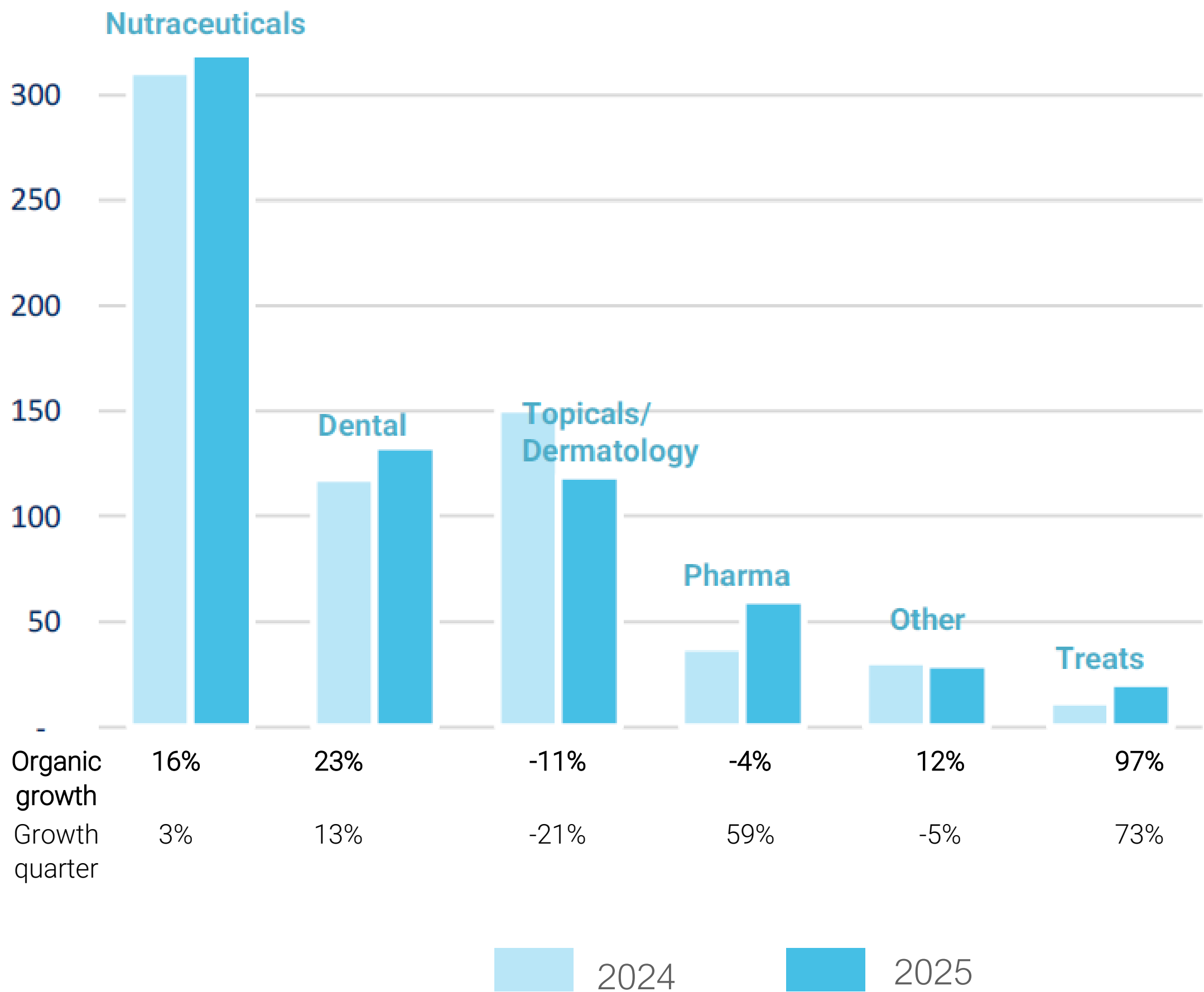
Rolling 4 quarters

Rolling twelve months - net revenue and EBITDA



Product- and brandsplit – Q4

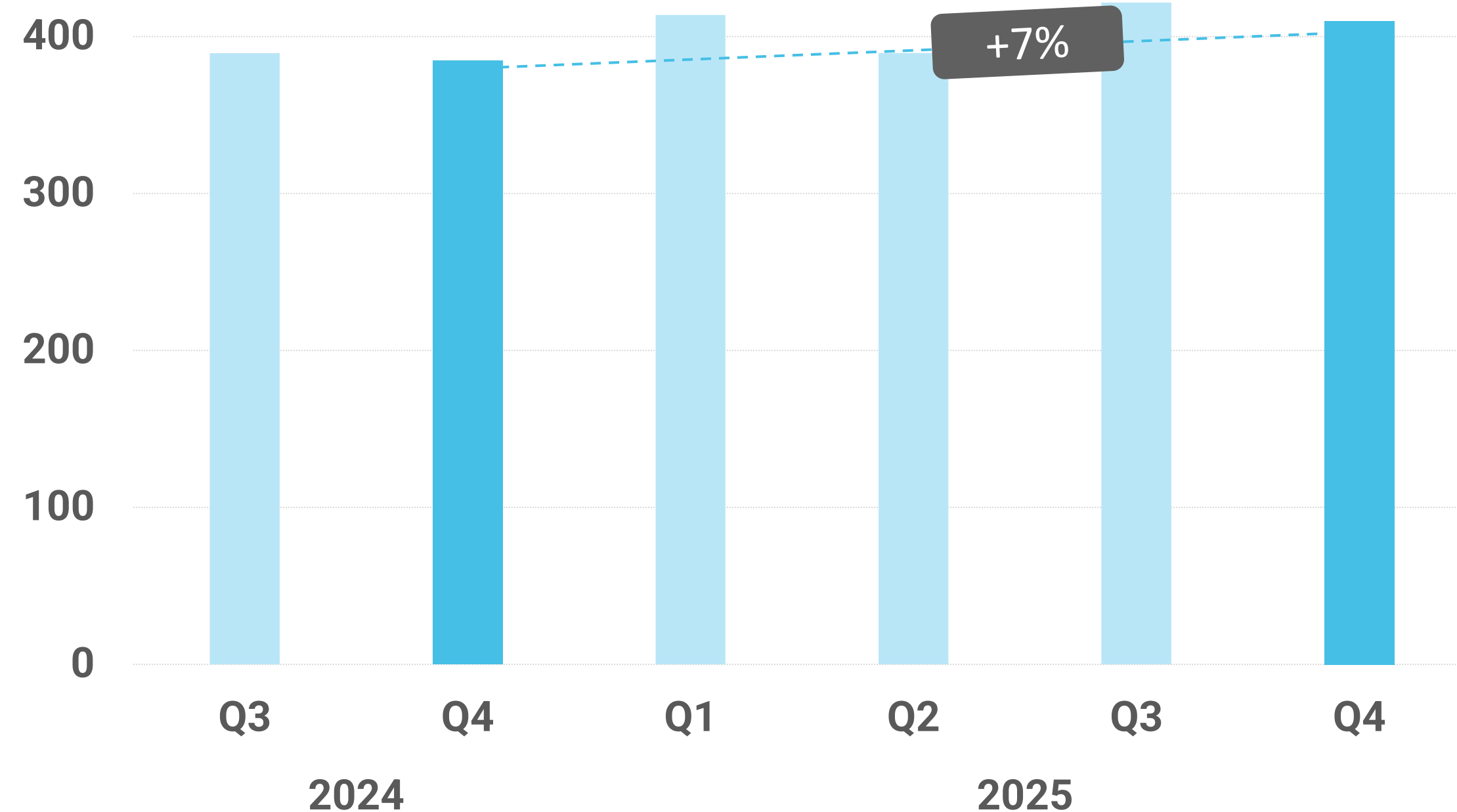
Not adjusted for acquisition or currency



Net sales North America 409.9 MSEK

MSEK 7% growth, organic 22%

60%
of total net revenue

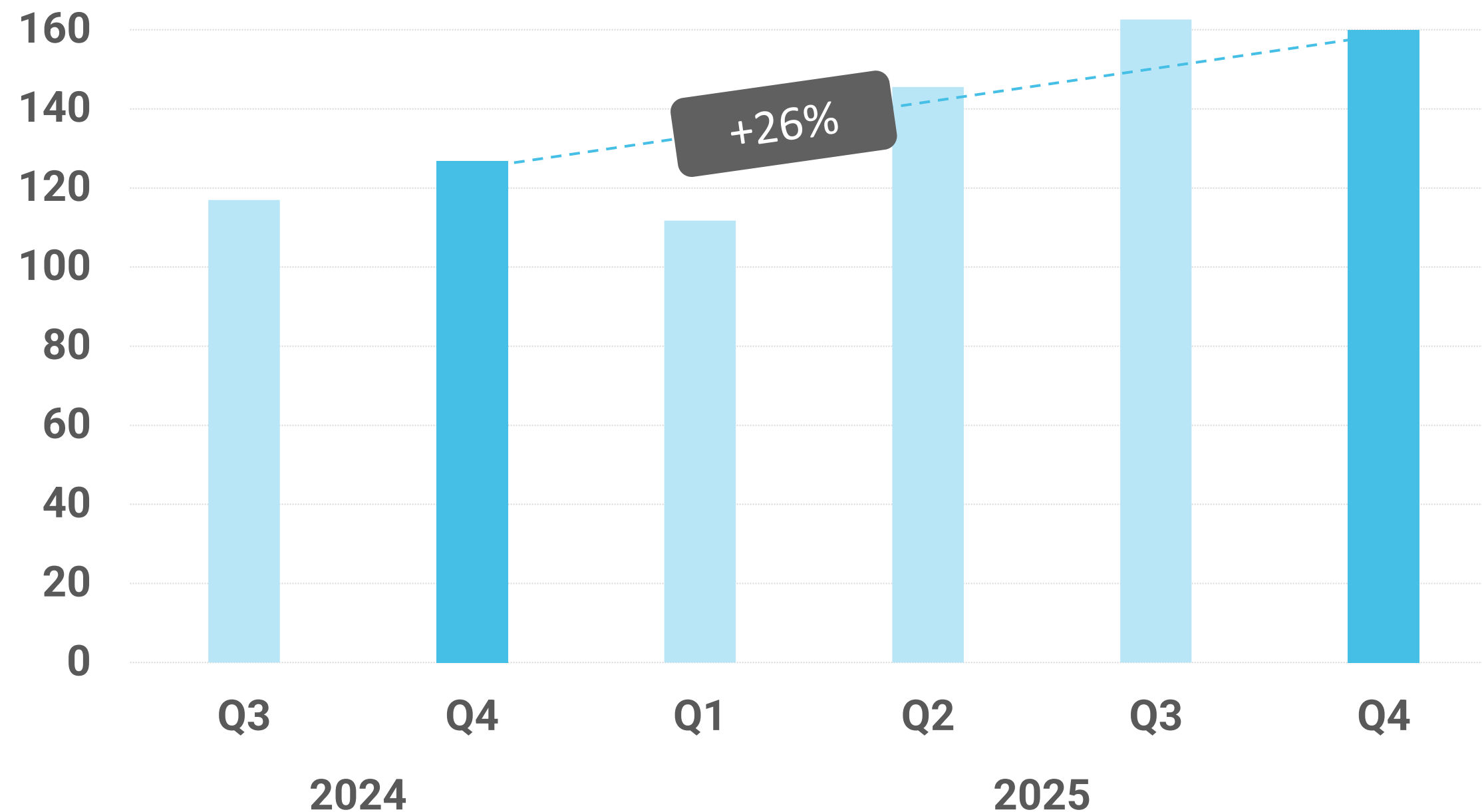


- Online and Pet retail/BB drivers
- Strongest growth, NaturVet, ProDen PlaqueOff and Riley's
- NaturVet big display campaign in 2000 Walmart stores – almost doubling sales in store from 1st week of January
- Vet Worthy now present in +500 retail stores
- Private Label & Treats

Net sales Europe 126.8 MSEK

26% growth, organic 10%

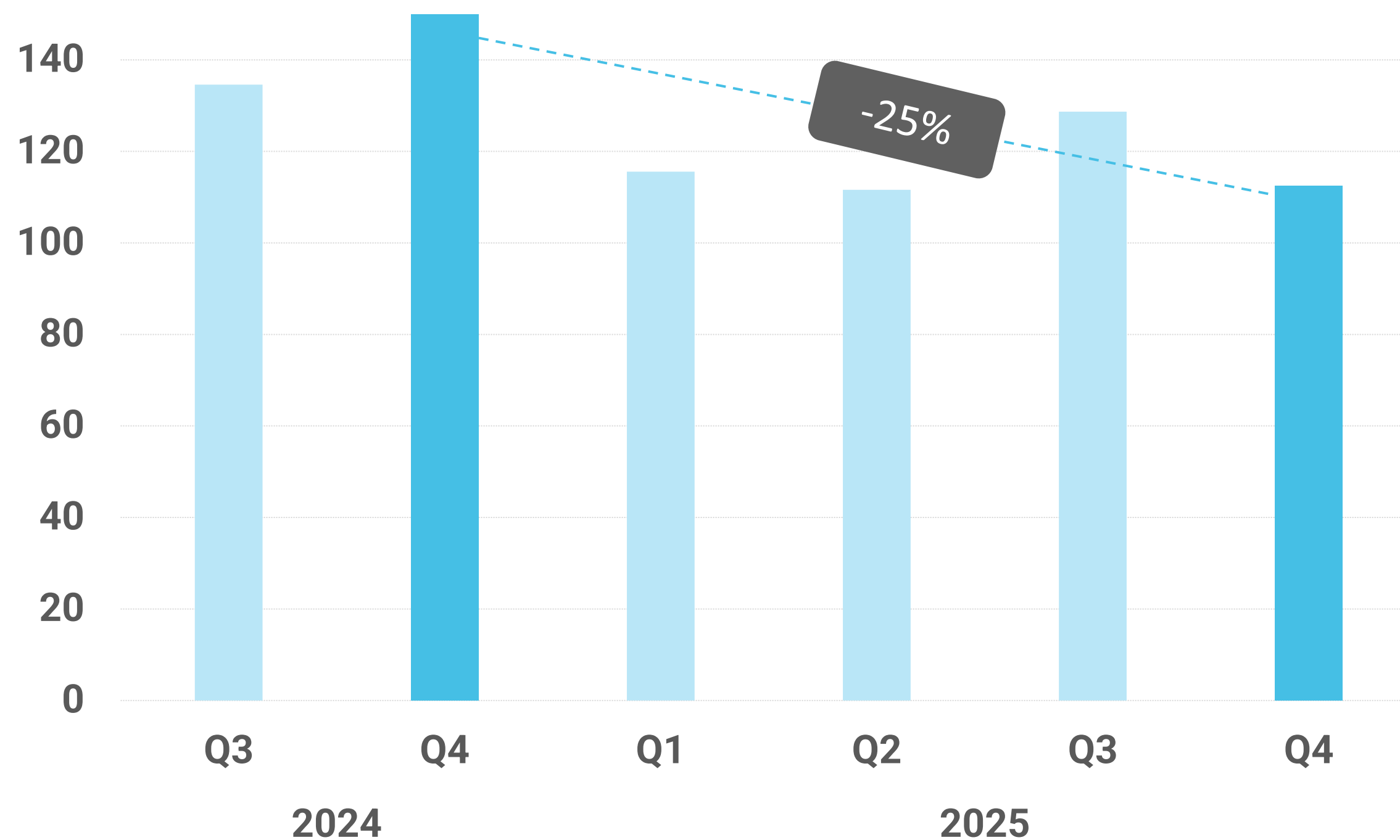
23%
of total net revenue



- Overall UK group companies strong performance
- Amazon team build out – responsible for marketing and sales in rest of EU
- Nordic and Spain continue to grow
- Italien company strong profitability with single digit growth

Net sales Production 112.4 MSEK - 25% growth, organic -16%

17%
of total net revenue



- Cautious vet market for contract manufacturing
- Delays in Pharma project
- 2 new material projects signed in Q1
- Ophthalmic facility on track, completed q1/2, first customer signed and in production Q2/3
- Increase of internal revenue 15% - eliminated on group level
- Vetio UK, Ireland and North bounce back with increase of external customers in Q1 and Vetio S from Q2

Examples of Product launches 2026

Calmaia® chews innovative and patented combination of Tryptofan and PEA-UM Developed by Innovet and manufactured by Vetio! to support dogs at different life stages and meet age-specific nutritional and physiological needs

Stratford's new and improved Keto-C® Product Line combines the power of our CeraGuard™ Technology to help restore the skin barrier, alleviate itching while controlling both yeast/fungus and bacteria on the skin

Nutravet launches several (+5) innovations in 2026

NaturVet two new programs: Dual Action & Specific Solutions

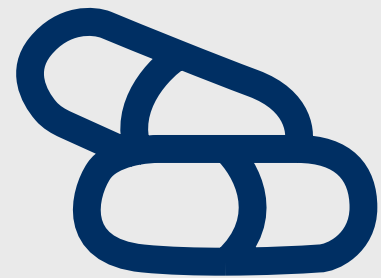




Swedencare's New financial targets

- Annual double digit organic growth
- Establish an Op. EBITDA margin above 26% midterm (approx. 23% Op. EBIT)
- Dividend 40% of net profit, adjusted for non-operating costs
 - Swedencare will take into account consolidation and investment needs, liquidity, and financial position
 - Increased every year since first payout (2021) - Historical annual increase: 5%-25%
- Net debt/EBITDA < 2,0 (Long term target with flexibility for acquisitions)

Structural key growth drivers



- **Pharma:** Expected to be one of the fastest-growing product groups, supported by a strong pipeline and good visibility from contracted projects. With higher profitability than the Group average, Pharma growth also supports positive margin mix over time.



- **Product portfolio expansion & innovation:** Ongoing portfolio expansion across core health categories, supported by science-backed development and strong brands.



- **Big Box/FDMC retail:** A channel opportunity comparable in size to traditional pet retail, expanding reach to new consumer segments without diluting margins.



- **Pricing opportunities:** Selective pricing initiatives remain available, supported by strong brands and limited historical price increases.



- **Amazon, D2C & other online:** Continued growth in e-commerce, supported by improved channel economics as key markets transition to in-house operations.



Record Online Growth Fueled by Key Brands in North America



**Brian Nugent, Chief Commercial Officer
Swedencare North America**

Swedencare's Online Mission

To empower pet parents worldwide with seamless access to Swedencare's premium pet health products through innovative digital platforms, improving the health and well-being of pets while delivering reassurance, education, and exceptional customer experiences throughout their lifelong journey.



SWEDENCARE

Swedencare North America
Online Division

Pet MD[®]

- Founded by Ed Holden who continues to manage both Pet MD, the company, as well as the online sales of other Swedencare owned brands.
- > 20% online growth YoY.
- Original Pet MD team intact and utilizes in-house algorithms to assess advertising and resource allocation.



Pet MD[®]

- Pet MD primarily sells through leading online pet e-commerce players like CHEWY and Amazon, and to a lesser extent D2C.
- Proprietary algorithms and in-house creative deliver continued leading ROAS and lower customer acquisition costs versus third-party sellers.
- Leverages SC internal manufacturing and brands.



chewy
amazon

Swedencare U.S. Online Brands Snapshot

Pet MD[®]

- Acts as the train tracks for SC's other online brands.
- Mature Online Brand.
- Only sold online, never in a retail outlet.



Grooming

Medicated

Otic

Wellness

Dental

Swedencare U.S. Online Brands Snapshot

ProDen

PlaqueOff®

- SC core product and premium oral health care product.
- High margin operator.
- Online assortment grew by > 30% YoY.

chewy
amazon



Dental

Powder

Chews

Bones

Bites

SWEDENCARE

Swedencare U.S. Online Brands Snapshot

Riley's

- SC entry into the premium treat category.
- Premium treats have high re-order & subscribe & save rates (16 x per year).
- High purchase frequency drives strong customer lifetime value and brand loyalty.
- Riley's online assortment grew by > 30% YoY.

chewy
amazon



Treats

Organic

Premium

Protein

Swedencare U.S. Online Brands Snapshot



- Unique evidence-based formulations.
- Sold directly to 5,000 veterinary hospitals.
- Pet owners are very loyal to these products.

Behavior

Cardio

Derma

Gastro

Immune



Swedencare U.S. Online Brands Snapshot

VETCLASSICS®

- Unique delivery forms (powder, tablets, chews).
- Sold through veterinary distributors into veterinary hospitals.
- Expansive range of premium products
- Developed by Veterinarians.

Allergy

Digestive

Grooming

Joint

Liver

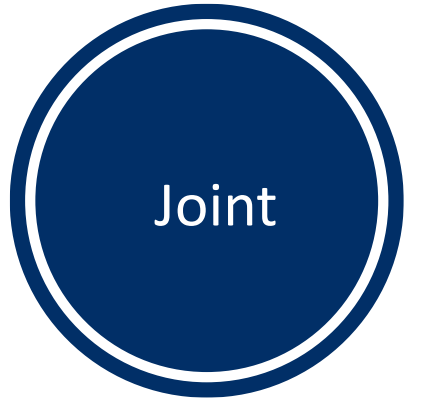
chewy
amazon



Swedencare U.S. Online Brands Snapshot



- Swedencare's premiere brand currently sold in PetSmart, PETCO, Walmart, Tractor Supply, and other retailers.
- Previously sold on Amazon and CHEWY via a 3rd party relationship
- Pet MD completed take over in April 2025.
- Full margins now fully recognized following sell-through of acquired inventory.



Swedencare U.S. Online Brands Snapshot



Challenges overcome:

- Similar to ProDen PlaqueOff...Lessons learned...
- Rebranding (old labels vs new labels)
- Rogue Sellers (3rd parties)
- MAP Pricing established across platforms
- AMZN Anti-Counterfeit transparency Programs



Pet MD: Proven platform for scalable, high-margin online growth

VETCLASSICS®

Riley's

Pet MD®

Rx Vitamins


NaturVet®

ProDen
PlaqueOff®

Continued Initiatives:

Continue to market and grow SC-owned brands online.

- Continued focus on launching SC internally MFG products under existing brands (line expansions).
- Continue to selectively acquire and scale complementary brands using the proven Pet MD model.
- Continued optimization of advertising efficiency using proprietary in-house algorithms.

Pet MID[®]

Rx Vitamins[®]

VETCLASSICS[®]


NaturVet[®]

Riley's[®]

ProDen
PlaqueOff[®]

Thank you! Questions?

 **SWEDENCARE**



Thank you for
participating!

Q&A

