

**Cheffelo Q1 2025**  
2025-05-07

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# Today's agenda and presenters

- Cheffelo in brief
- Q1 2025
- Financials
- Concluding remarks
- Q&A



Walker Kinman  
CEO



Erik Bergman  
CFO



# Our purpose: Innovating the mealtime experience

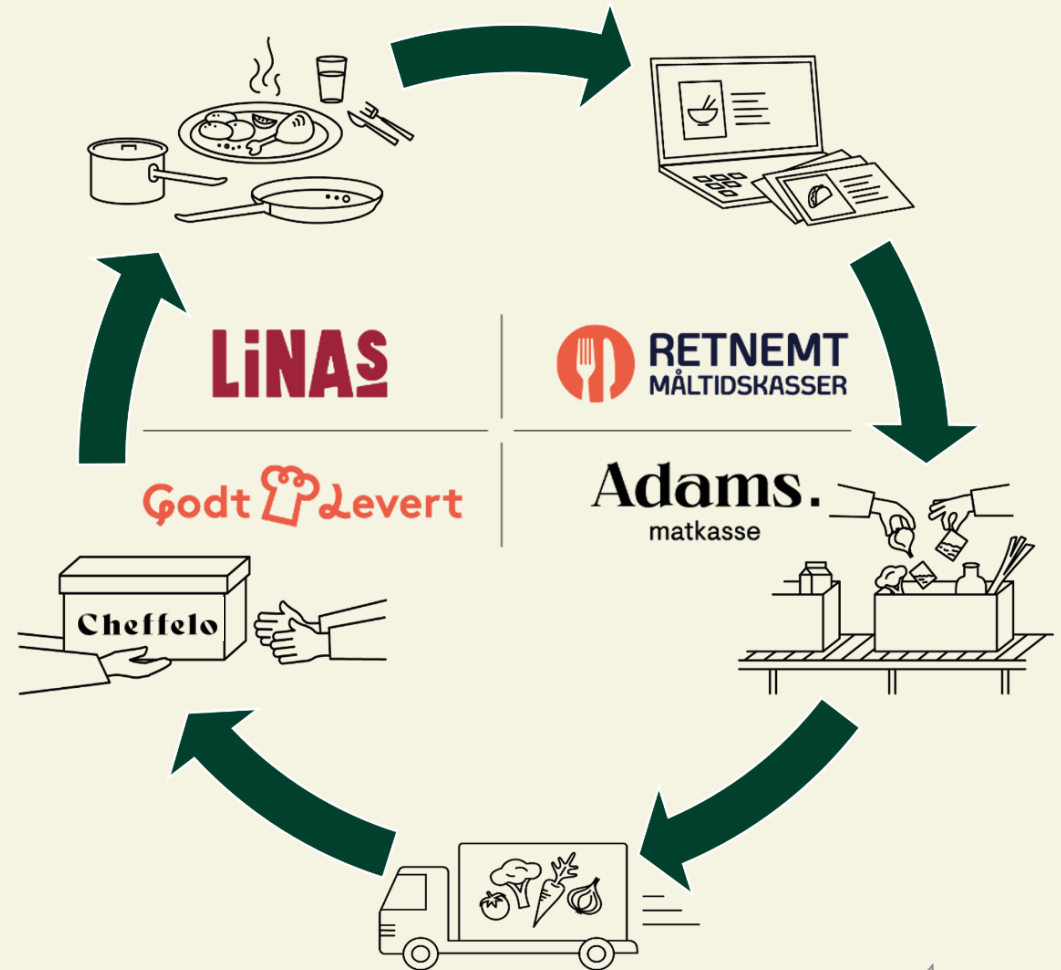
Our vision: Simplifying everyday life

Strong local brands with heritage in innovation and entrepreneurship



# Our business model: subscription-based home delivery of mealkits

- Demand driven business model
  - Near-zero inventory
  - Minimal food waste
- Local taste preferences
  - Local chefs and dieticians
  - Widest selection of recipes
- Personalized customer experience
  - Proprietary tech solutions
  - AI recommendation engine
  - 100% customer unique production
- Strong, scalable supply chain
  - Efficient processes
  - Nordic sourcing





## Q1 highlights:

*Good start to the year with increased growth rate and jump in EBIT profitability*

- Net sales growth of 17.6% (2.1%) \*
  - Stand-out growth in Norway (25.4%) \*
  - 3<sup>rd</sup> quarter with double-digit growth in Sweden (12.6%)
  - Add-ons and Groceries (A&G) up 55%
- Active customer growth of 6.5% (-2.5%)
- Order frequency growth of 5.7% (4.8%)
- EBIT profitability more than doubling to MSEK 20.5 (10.0)

\*=adjusted for currency effects

# Net sales development by market – Q1 2025



**Adams.**

**Norway** Net sales<sup>1)</sup> +25.4% (-5.5%)

**LiNAS**

**Sweden** Net sales 12.6% (2.1%)

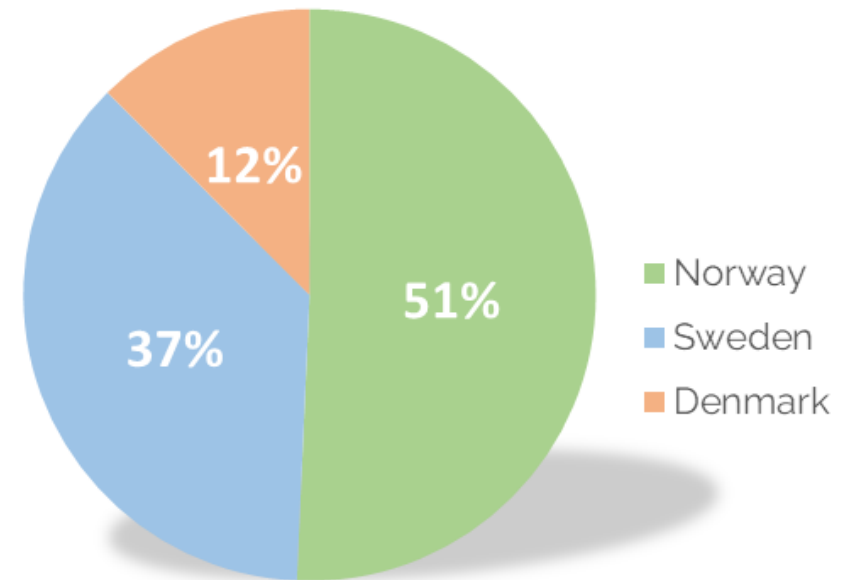
*(Sweden Online Grocery Index Q1 +2.2%)<sup>2)</sup>*



**Denmark** Net sales<sup>1)</sup> +4.8% (43.9%)

*(Denmark Online Grocery Index Jan-Feb +2.9%)<sup>3)</sup>*

Q1 Share of Net Sales



1) Net sales in local currency.

2) As measured by the Swedish Food Retailers Federation

3) As measured by Danske Statistik



# Unrivaled Customization – Your taste, your choice

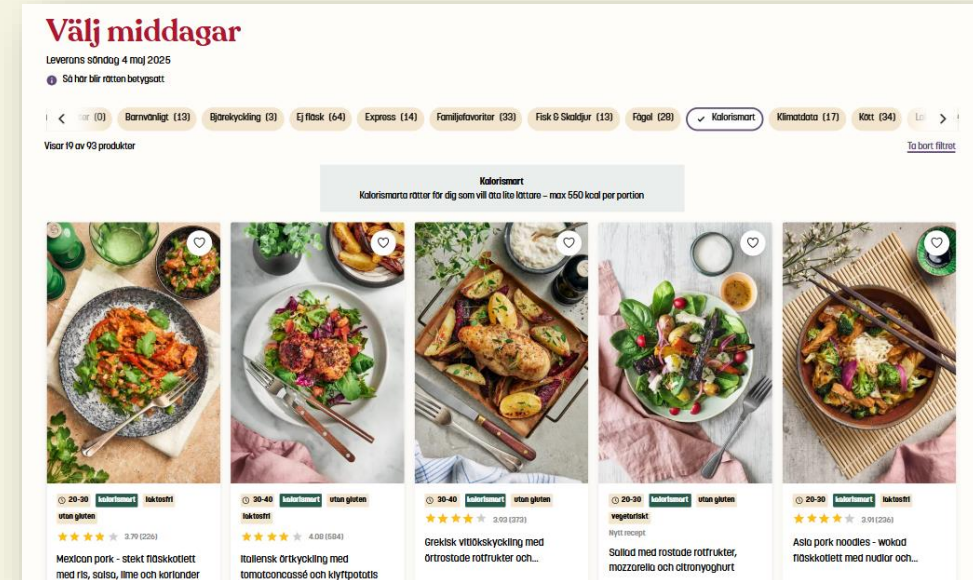


Broadest recipe selection every week

Launch of low-calorie dishes in Q4

Option to skip printed recipes

Over 200 unique recipes every month in all markets



Weekly AI generated menu based on customer preferences and historical purchase patterns

Choice of 2, 3, 4, 5, or 6 portions



# Unrivaled Customization – Meeting customer needs



Grocery product subscription to simplify weekly refrigerator stocking

Do-it-yourself options with raw proteins and side-salad kits (or taco-Friday traditions)



Multiple delivery options on preferred days

Deliver to over 91% of households in NO, SE and DK





# Where is growth coming from?



## **Optimize pricing**

- AOV up 4.5%
- Price increases
- Larger basket sizes
  - More portions
  - More recipes
  - A&G



## **Increase Active customers**

- Third consecutive quarter of growth in Q1
- Active customer growth of 6.5% (-2.5%)
- Customer acquisition increased by 30% in Q1, led by Norway
- Momentum in Norway and Sweden continuing into Q2



## **Boost Order frequency**

- Increase of 5.7% in Q1 2025
- Reorganization placing more focus on retention via customer experience and product innovation



## **Expand Add-ons & groceries**

- 55% growth in Q1
- A&G now 1.9% (1.4%) of Net sales
- Basket penetration rate up 2.6ppts
- UX changes and new capabilities in production in Q2



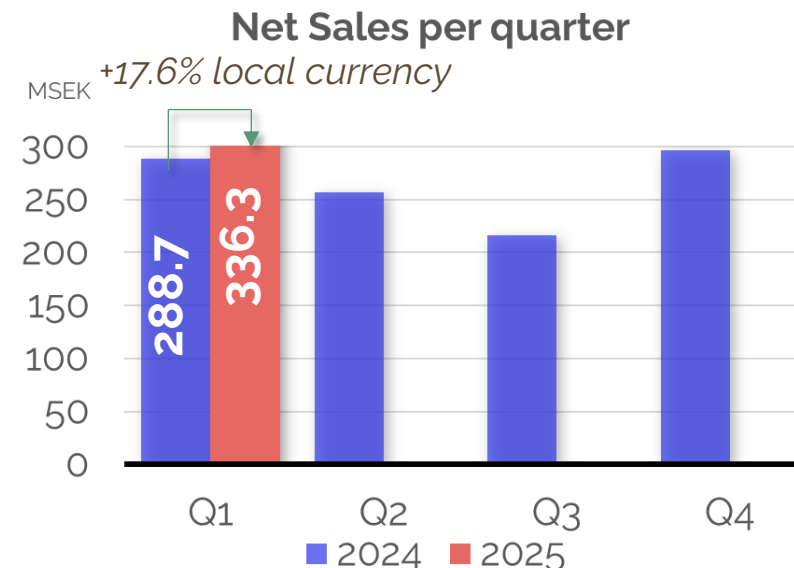
Financials

**Cheffelo**



# Double-digit Net sales growth

- Net sales growth of 16.5%.
  - 17.6% when adjusting for currency effects.
- Timing of Easter affects the comparability of many reported metrics. Excluding Easter week, Net Sales grew by 14.0% in local currency.
- Increase in Active customers, Order frequency and Average order value all contributed to the growth.
- Customer acquisition increased by 30%, contributing to a third consecutive quarter of growth in active customers.



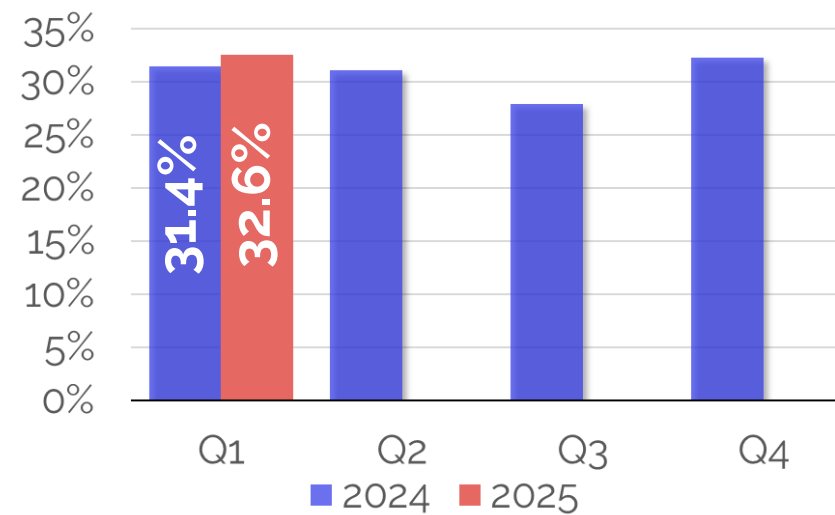
	Q1 2025	Q1 2024	Δ %	LTM Q1 2025	FY 2024
Net sales, MSEK	336.3	288.7	16.5%	1 105.7	1 058.2
Net sales growth excluding currency effects, %*	17.6	2.1		n/a	7.1
Deliveries, (in thousands)	388.5	345.2	12.5%	1 275.7	1 232.4
Average order value, SEK	866	836	3.5%	867	859
Active customers, (in thousands)	86.8	81.5	6.5%	n/a	n/a
Order frequency	4.47	4.23	5.7%	n/a	n/a



# Economies of scale help drive increase in contribution margin

- Contribution margin increase of 1.2 pp.
- The improvement was driven by continuous improvements in operations and economies of scale from higher volumes.
- Contribution margin typically varies with seasonality, with higher levels expected in the first, second, and fourth quarters.

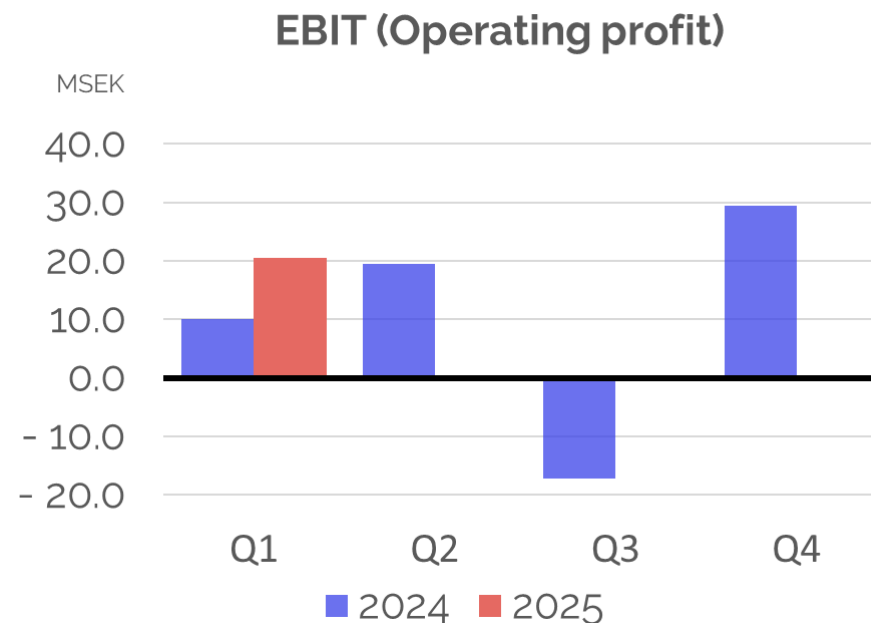
Contribution margin per quarter



	Q1 2025	Q1 2024	Δ %	LTM Q1 2025	FY 2024
Contribution margin, %	32.6	31.4	1.2 pp	31.3	30.9
Contribution margin, MSEK	109.6	90.8	20.8%	345.5	326.7
Contribution margin per delivery, SEK	282.3	263.0	7.3%	270.9	265.1

# EBIT expansion of 105%

- EBIT margin increase to 6.1% (3.5%).
  - The improvement of 2.6 percentage points was primarily driven by economies of scale
- Sales and marketing expenses for the quarter amounted to MSEK 47.6 (42.6).
- Q1 relative Sales and marketing expenses at same level as LY, when adjusting for organizational changes.

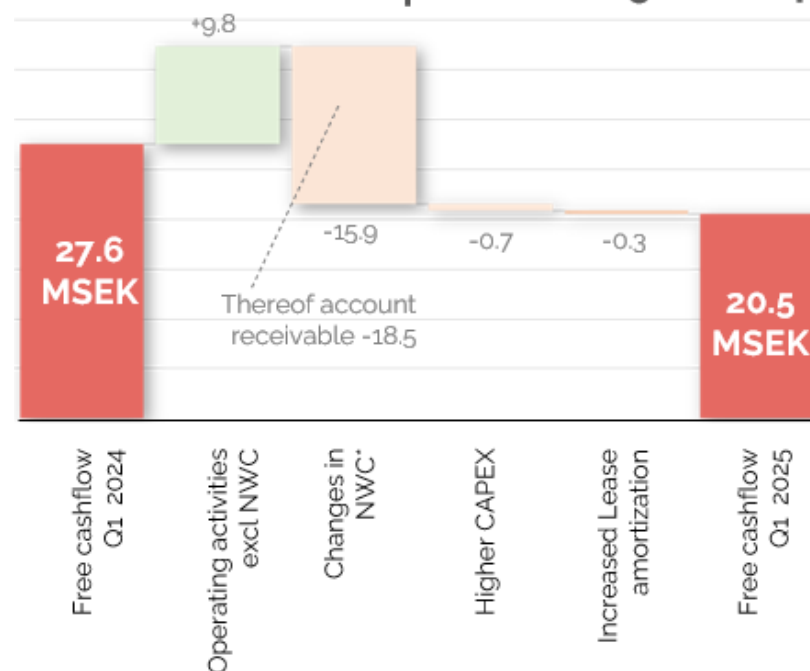


	Q1 2025	Q1 2024	Δ %	LTM Q1 2025	FY 2024
Sales and marketing expenses, MSEK	-47.6	-42.6	-11.8%	-139.1	-134.1
<i>in % of net sales</i>	-14.2	-14.7		-12.6	-12.7
EBIT (Operating profit), MSEK	20.5	10.0	105.0%	52.2	41.7
EBIT-margin, %	6.1	3.5	2.6 pp	4.7	3.9

# Increased profitability drives Cash flow

- Cashflow before changes in NWC\* increased by MSEK 9.8 vs LY
- A higher cashflow related to higher profitability was offset by a lower cashflow from NWC\*
- Timing of accounts receivables affects cashflow during the period

Free cashflow comparison 2025 vs 2024



MSEK	Q1 2025	Q1 2024	Δ	LTM Q1 2025	FY 2024
Cash flow from operating activities	30.4	36.4	-6.1	79.0	85.1
thereof Changes in Net working Capital	2.2	18.1	-15.9	-11.2	4.7
Cash flow from investment activities	-2.7	-2.1	-0.7	-11.7	-11.0
Cash flow from financing activities	-7.1	-6.8	-0.3	-50.3	-50.0
Free Cashflow	20.5	27.6	-7.1	46.7	45.2

\*NWC = Net Working Capital

\*\*Free cash flow: Cash flow from operating activities less amortization of lease liabilities and CAPEX





## Looking forward

- Full year Net sales growth expected to exceed upper financial target range of 8%
- Easter timing will impact Q2 comparisons
- Contribution margin expected to exceed 31% on an annual basis
- Sales and marketing expenses expected to be around 12% in 2025
- Increased volumes and economies of scale to drive higher profitability in 2025



Concluding remarks

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## Takeaways: Solid start to the year and good momentum into Q2

- Q1 growth in all markets—double digits in Norway and Sweden
- Third straight quarter of Active customer growth YoY, driven by higher acquisition
- Good momentum moving into Q2 with realistic expectations due to Easter timing reversal
- Full year Net sales growth expected to exceed upper financial target range of 8%
- Q1 EBIT more than doubled with higher profitability on increased volumes





Q&A