Full-year results 2024

Kilchberg, March 4, 2025

LINDT & SPRÜNGLI
MAÎTRE CHOCOLATIER SUISSE
DEPUIS 1845

LINDT & SPRÜNGLI

Agenda

01 Highlights 2024	*Adalbert Lechner*
02 Regional performance	*Adalbert Lechner*
03 Financial Results 2024	*Martin Hug*
04 Sustainability	*Martin Hug*
05 Growth Agenda & Outlook	*Adalbert Lechner*
06 Q&A	*Adalbert Lechner & Martin Hug*

LINDT & SPRÜNGLI

Financial highlights

Lindt & Sprüngli delivers strong performance in Sales, EBIT, and Free Cash Flow

Group sales (CHF)
5.47 bn

Organic sales growth
+7.8%

EBIT (CHF)
884 m

EBIT margin
16.2%
(+60bp)

Volume/Mix growth
+1.5%

Free cash flow (CHF)
635 m

Free cash flow margin
11.6%
(+240bp)

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Sustainability highlights

On track to achieve our 2025 targets

84.2% (+11.9pp)

of cocoa products sourced through Farming Program or other responsible sourcing programs

82.2% (+24.1pp)

of the sourced volumes of raw and packaging materials covered by a responsible sourcing program

Awarded with EcoVadis Silver Medal

Top 1%

for sustainable procurement within our industry

91.4% (+1.7pp)

of our packaging was designed to be recyclable

Global Chocolate Market and Trends in 2024

Challenging market environment

Global chocolate market impacted by price increases

Volume decline – slight value increase

Private label gaining

Premium segment continues to grow

+

Cocoa price inflation

Cocoa price soared to historic highs

Crop yields in West Africa (Ghana and Cote d'Ivoire) impacted by bad weather and diseases

In the last four years, supply was below demand

+

Trends

Ongoing premiumization

Mindful indulgence & health consciousness

Sustainability awareness

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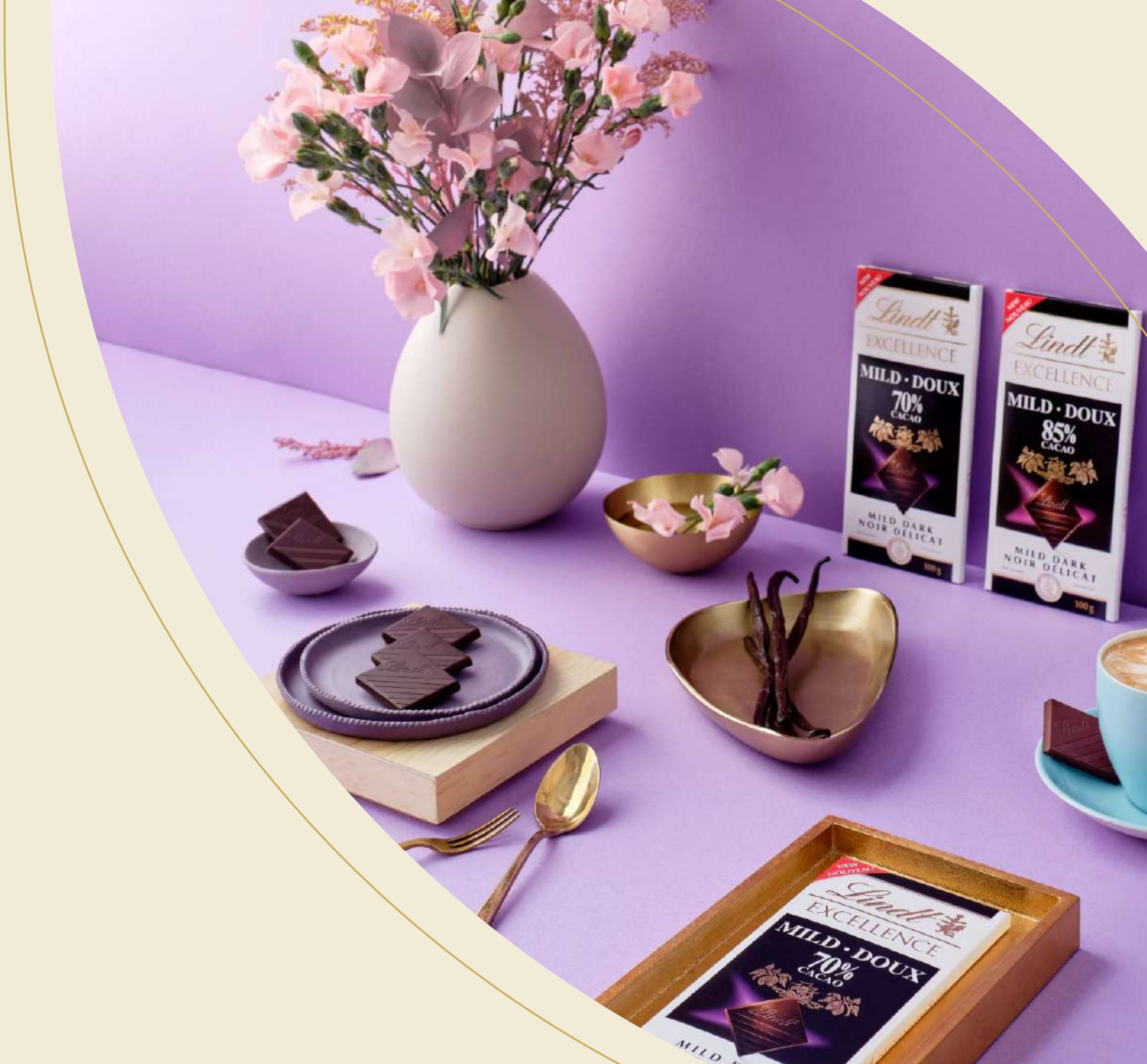
02

Regional performance



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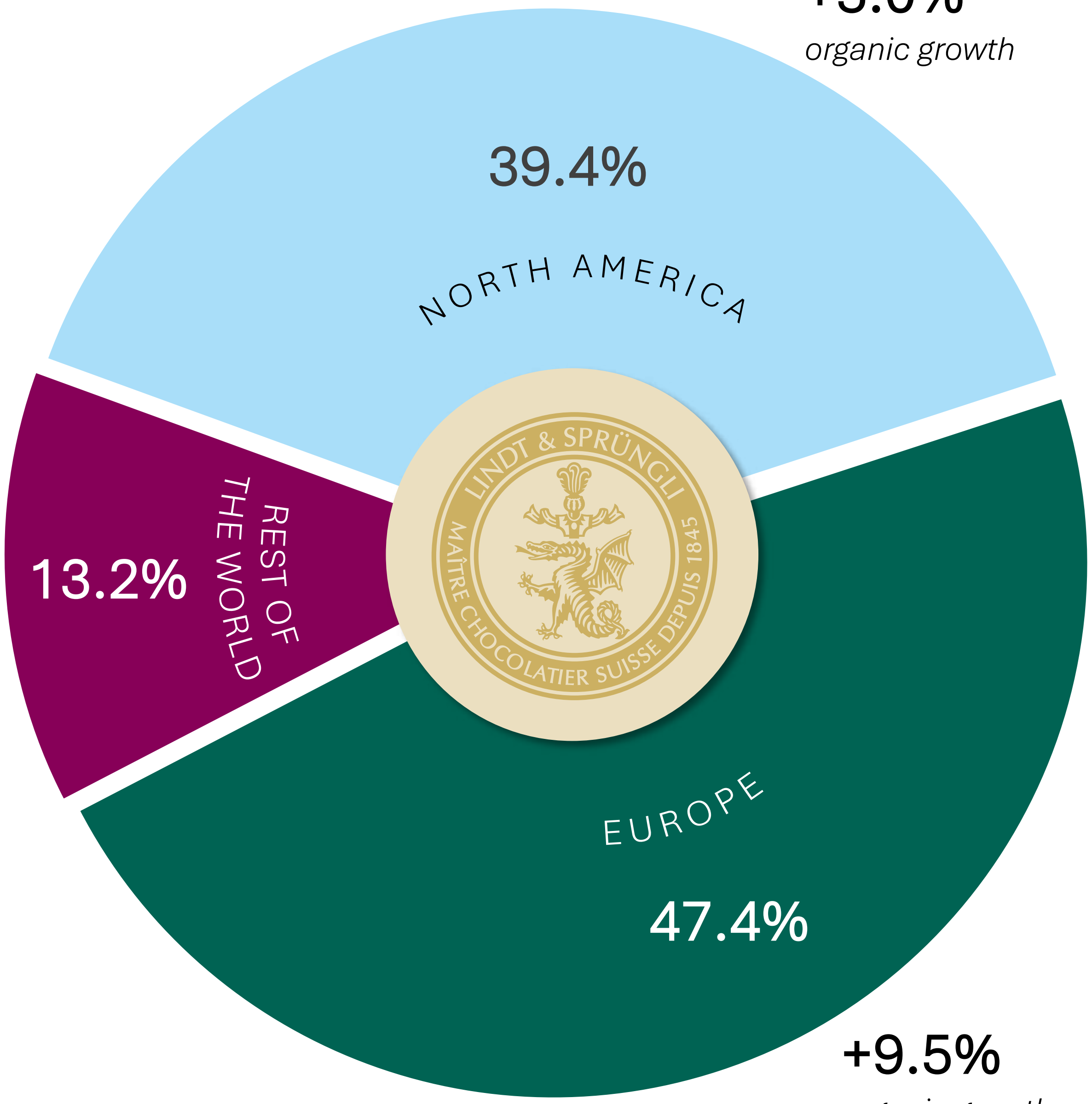
Sales growth across regions

Group Organic sales growth +7.8%



Europe


Lindt
EXCELLENCE
PISTAZIE
Lindt
FEINHERB
Feinherbe Chocolade mit
karamellisierten Pistazienstückchen und Fleur de Sel

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2.59 bn
Total sales in CHF

+9.5%
organic growth

EUROPE

Excellent development in Europe

Organic growth

Germany +5.6%	France +12.3%	UK +15.7%	Italy +4.6%	Switzerland +6.8%
CEE +20.7%	Iberia +9.4%	Austria +8.5%	Nordic +7.3%	Benelux +31.5%

1. Strong results in France with Excellence remaining the market leader in tablets.
2. UK achieves double-digit growth for the second year in a row despite high inflation and HFSS regulation.
3. CEE more than doubled sales since 2020, with strong growth momentum and still an underproportioned market share.

NORTH AMERICA

REST OF THE WORLD

North America

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2.15 bn
Total sales in CHF

+5.0%
organic growth

NORTH AMERICA

Solid performance despite a weak chocolate market

Organic growth

Ghirardelli	Lindt USA	Russell Stover
+9.4%	+4.9%	-5.3%
Canada	**Mexico**	
+6.8%	+9.3%	

1. Increased popularity from North American consumers and significant market share gains in volume and value.
2. Increased brand awareness through strong brand support and prominent store openings.
3. Russell Stover continued to streamline its portfolio.

EUROPE

REST OF THE WORLD

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Ghirardelli Store

Empire State Building

Rest of the World

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0.72 bn
Total sales in CHF

+10.0%
organic growth

REST OF THE WORLD

Strong growth in the Rest of the World

Organic growth

Distributors +5.4%	Australia +2.5%	Japan +24.7%
Global Travel Retail +9.3%	Brazil +17.7%	China +16.8%

1. Excellent development in core markets like Brazil, Japan, and China.
2. Global Travel Retail strengthens its market leadership position in Duty Free business.
3. Our subsidiary in Chile became operational, new subsidiary in India and a Joint Venture in Saudi Arabia.

EUROPE

NORTH AMERICA

Direct to Consumer business (Global Retail)

Unique brand building opportunity and premium shopping experience

+16.7%

Organic sales growth
+7.6% comp. store growth

568 **(+45)**

Physical stores

21

E-Shops with over-proportional growth

First store openings in Chile, Mexico and New Zealand

Loyalty program "MyLindt" gives us access to first party data

Trend toward gifting and personalization continues

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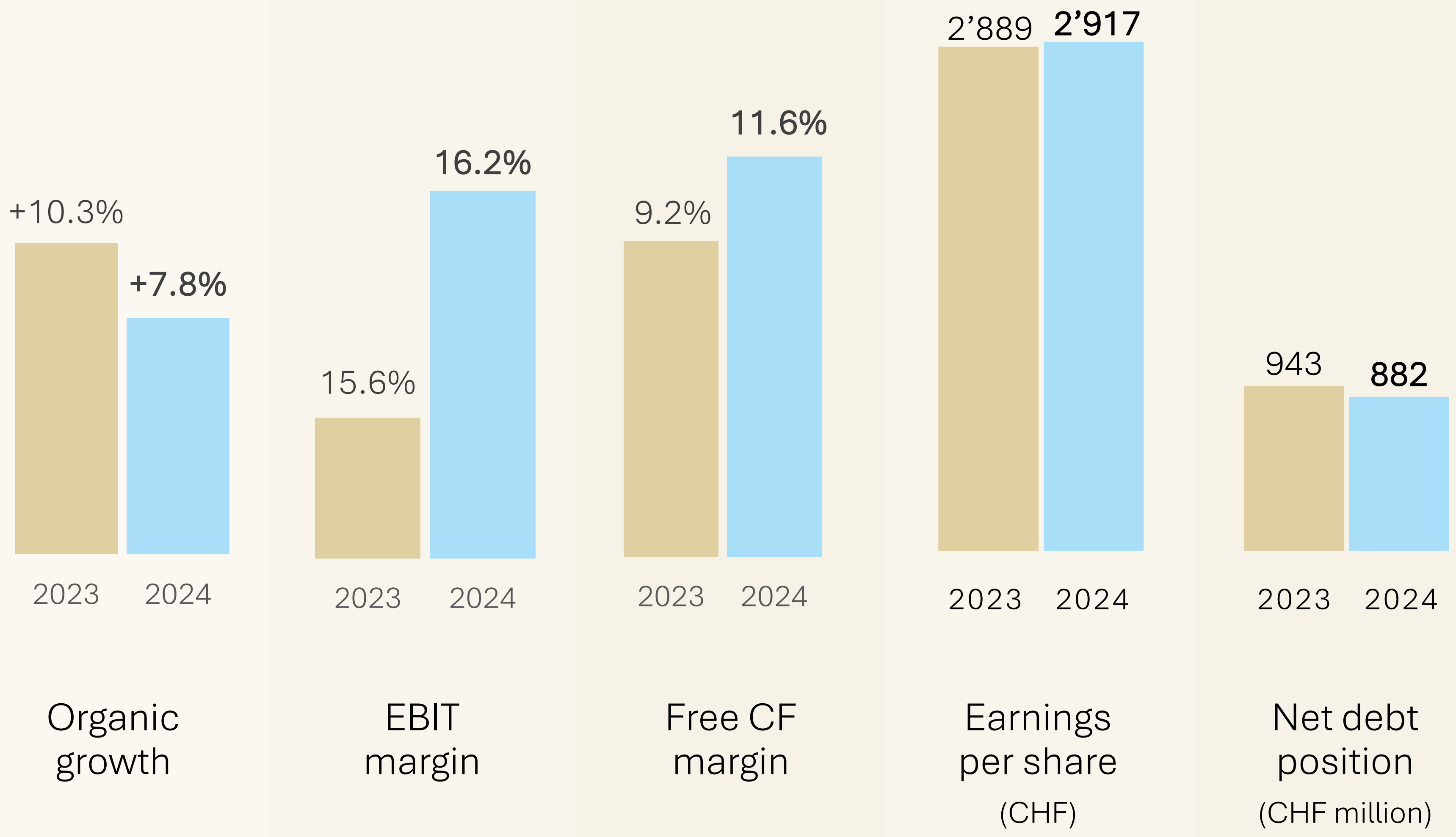
03

Financial Results 2024

Overview – Year 2024

Key performance indicators remain strong



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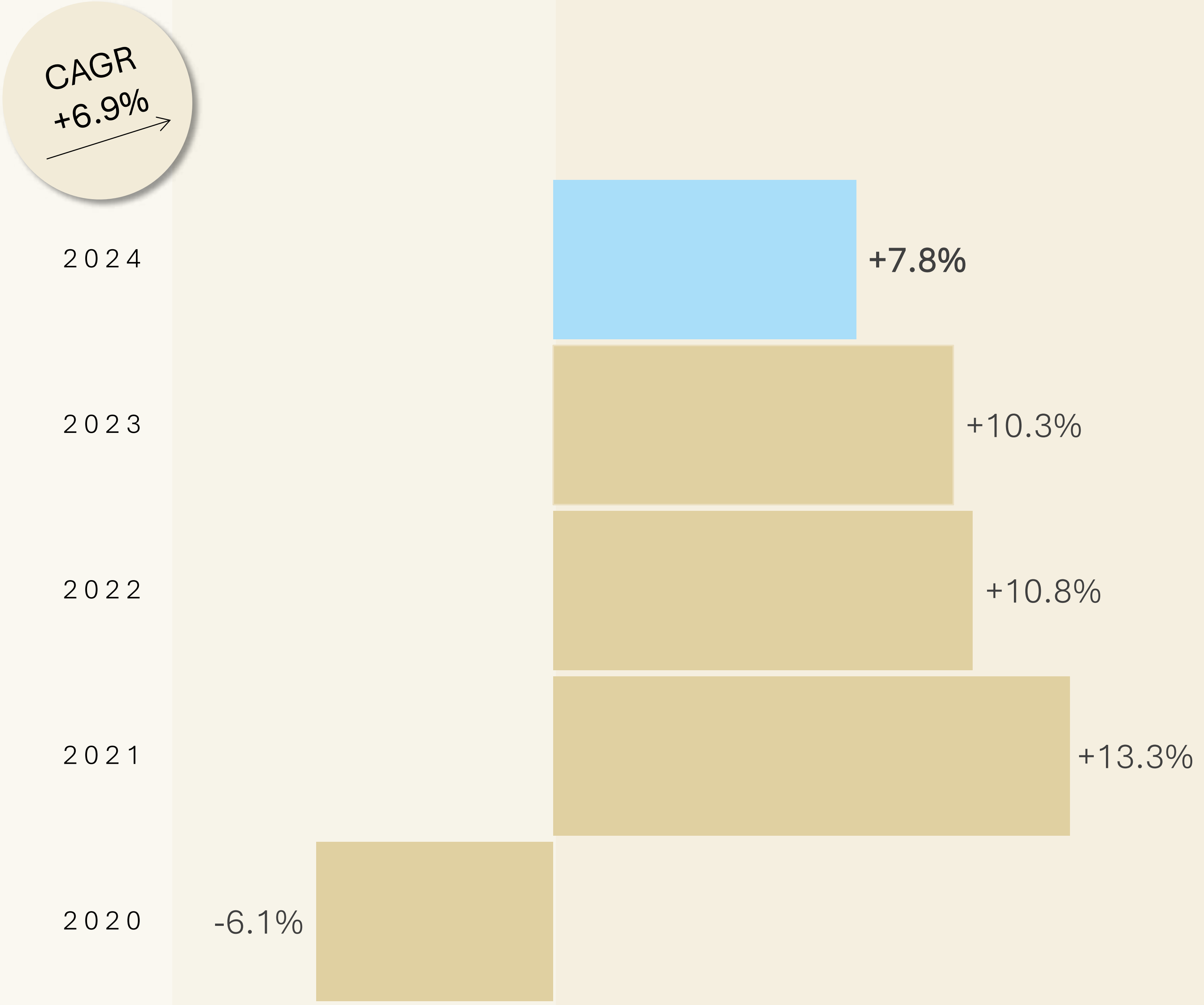
Organic sales growth

Compound average growth rate in the last 5 years of +6.9% (despite the pandemic)



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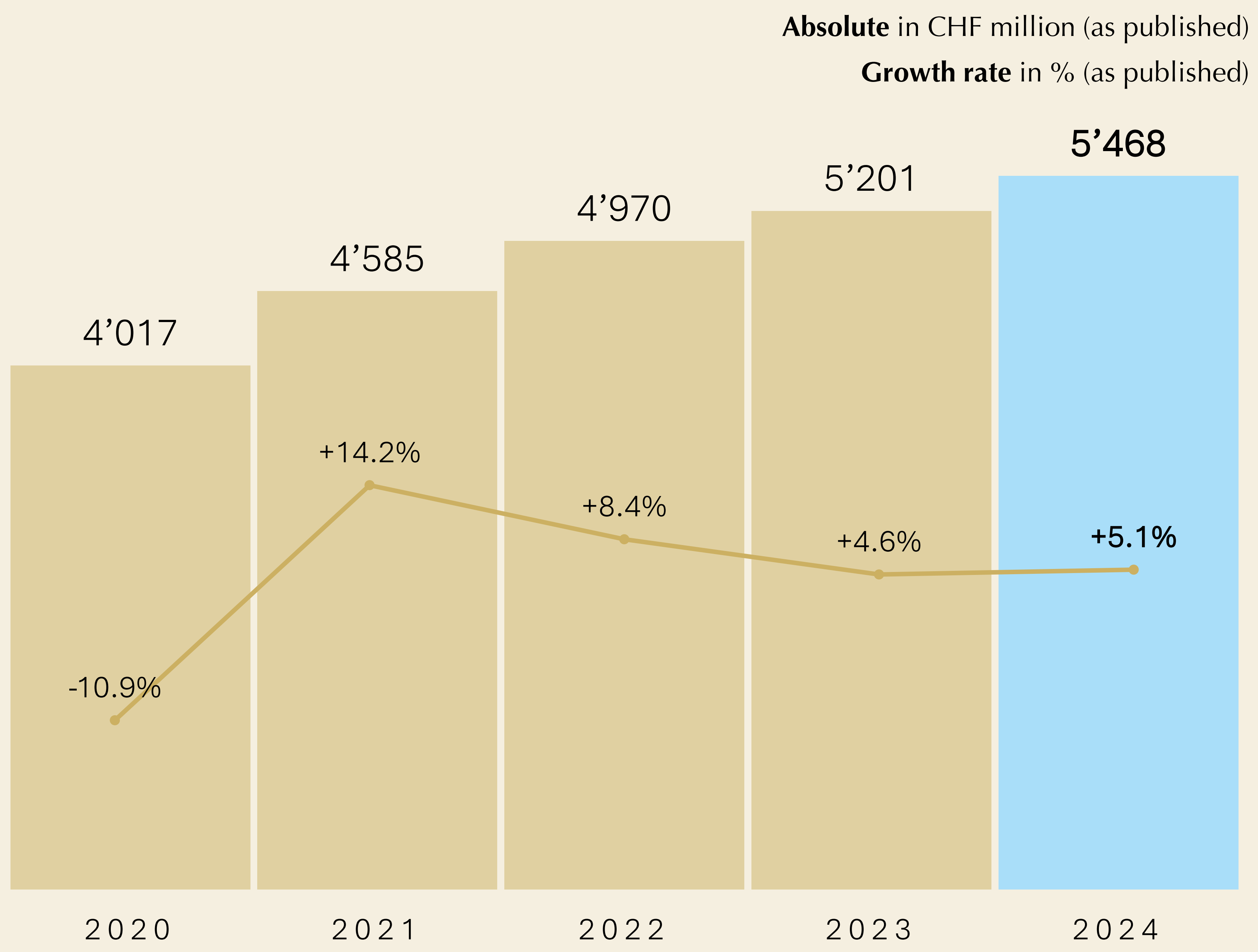
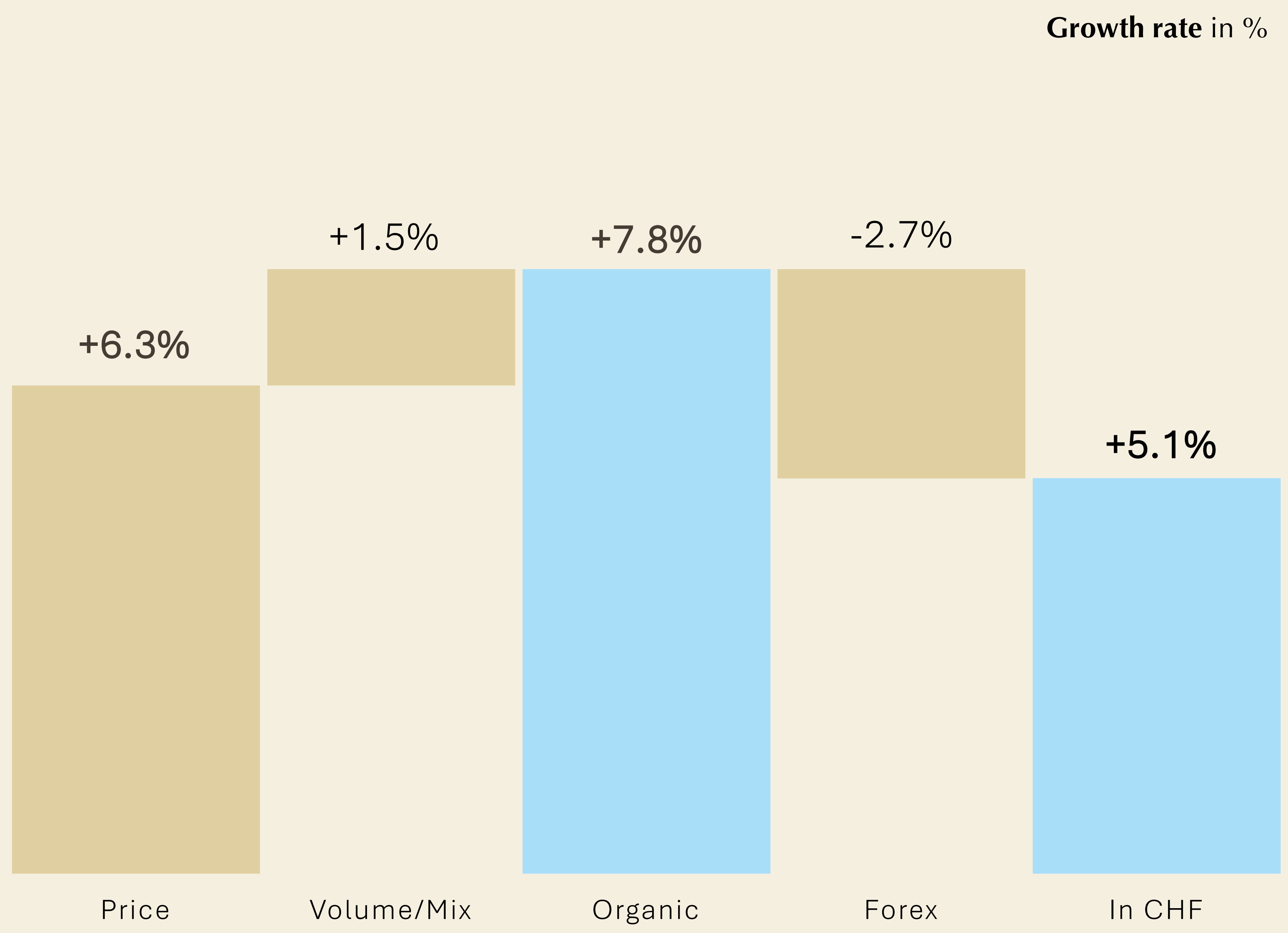
Sales Growth in CHF

Sales reaching a new record high of CHF 5.5 billion despite the strengthening of CHF



Sales: Growth Factors

Organic growth of 7.8% driven by price and positive Volume/Mix



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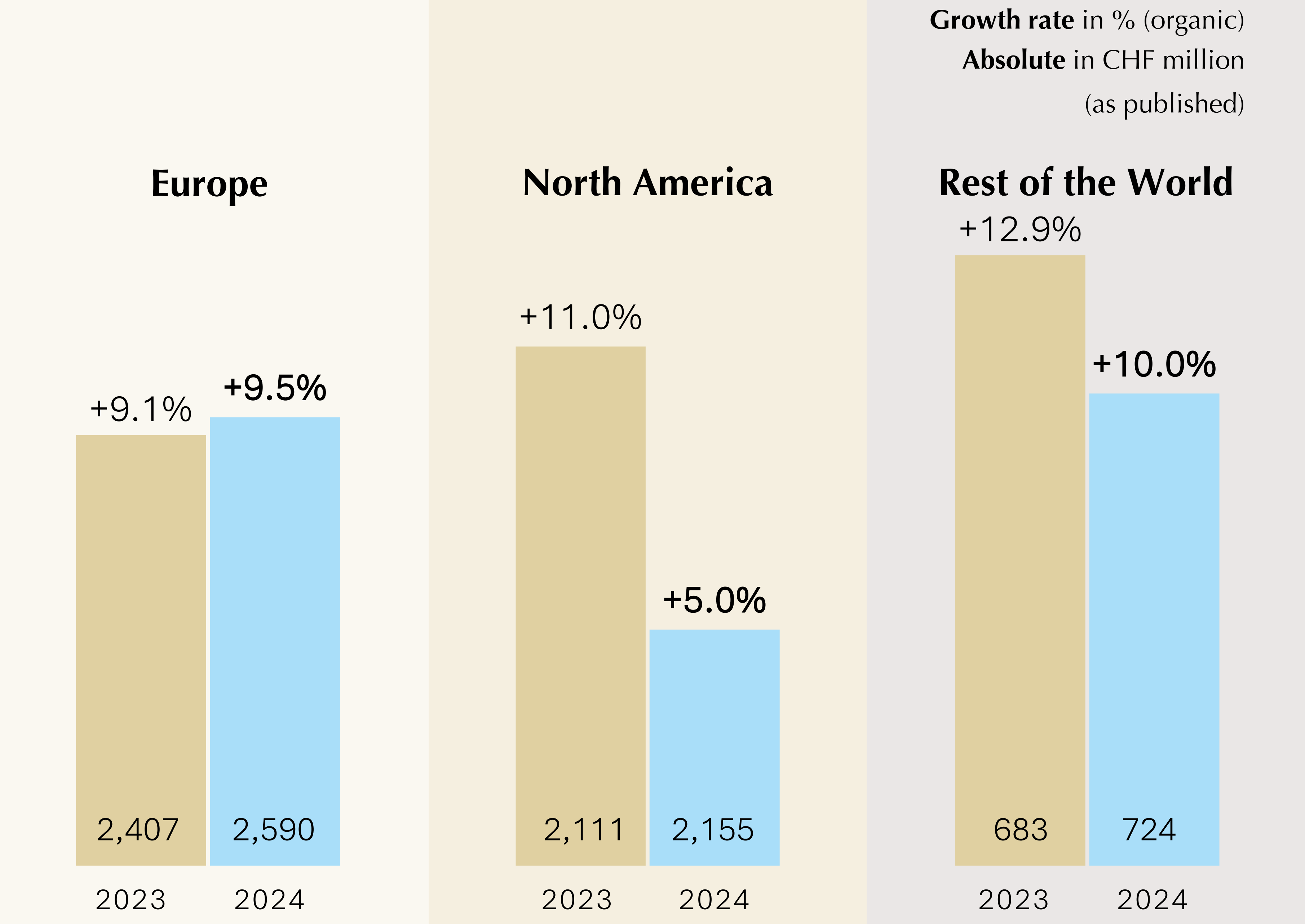
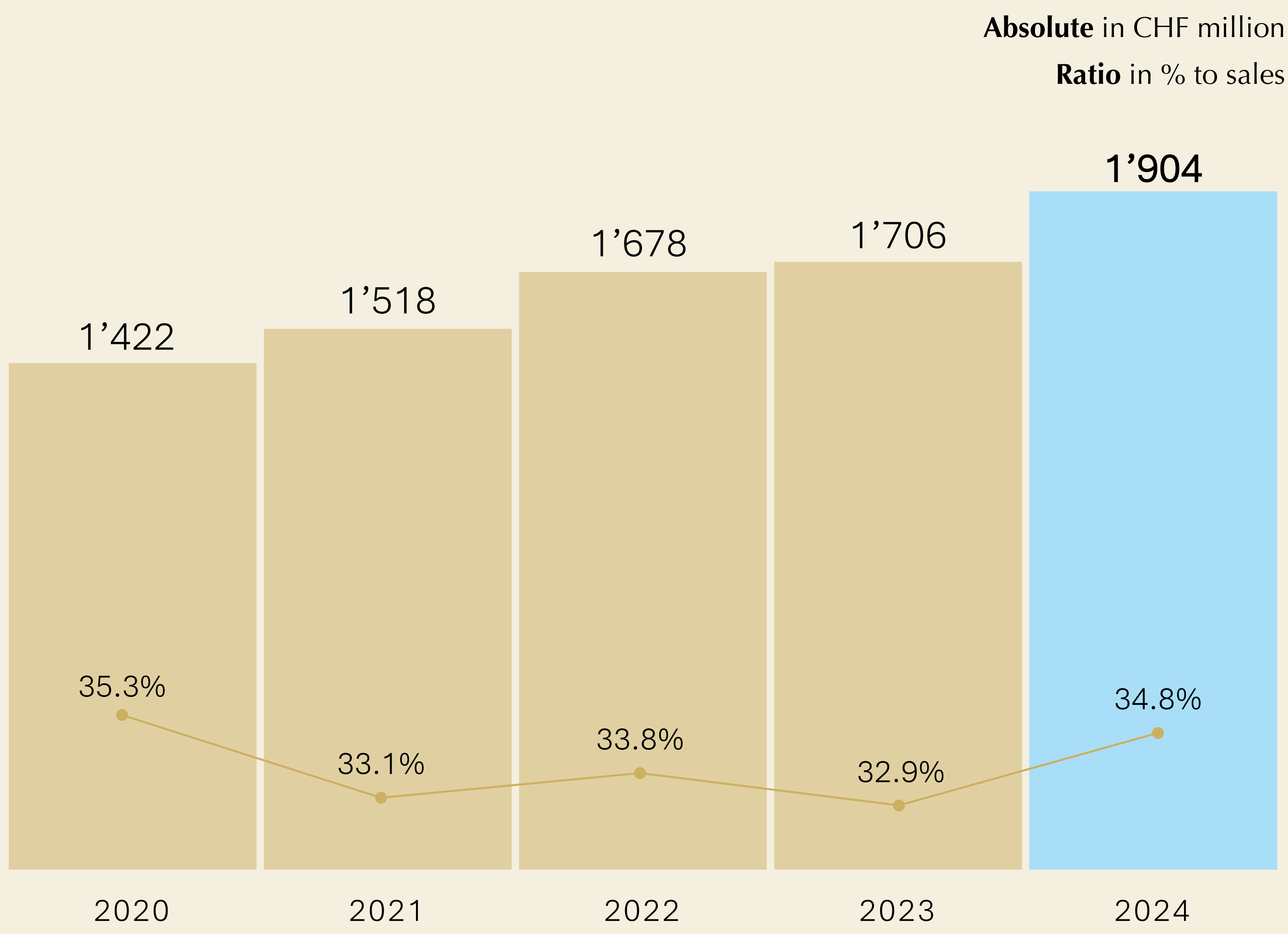
Sales Analysis: Segment Information

Strong growth in Europe and solid growth in the other regions



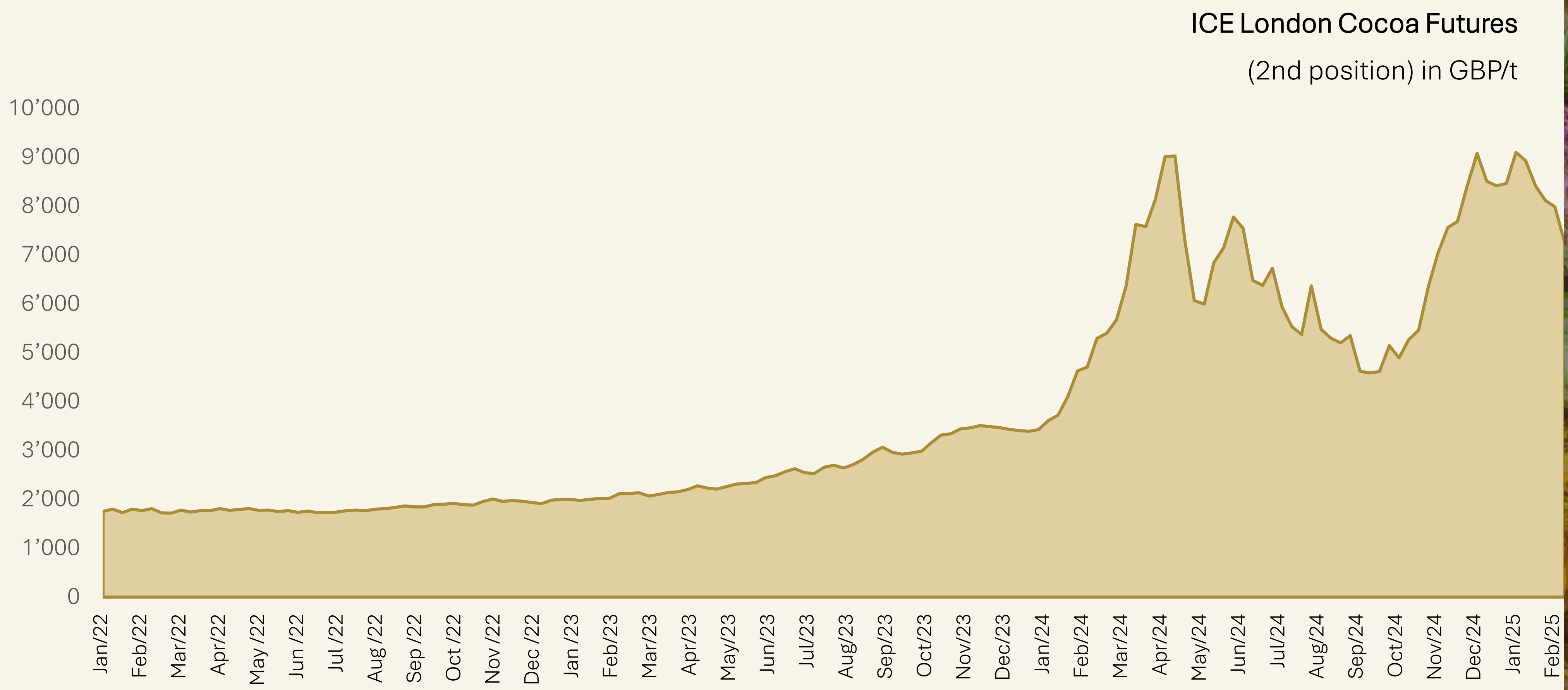
Material Costs incl. Change in Inventories

Higher expense ratio partly compensated by price increases



Cocoa Price

Record high cocoa bean prices



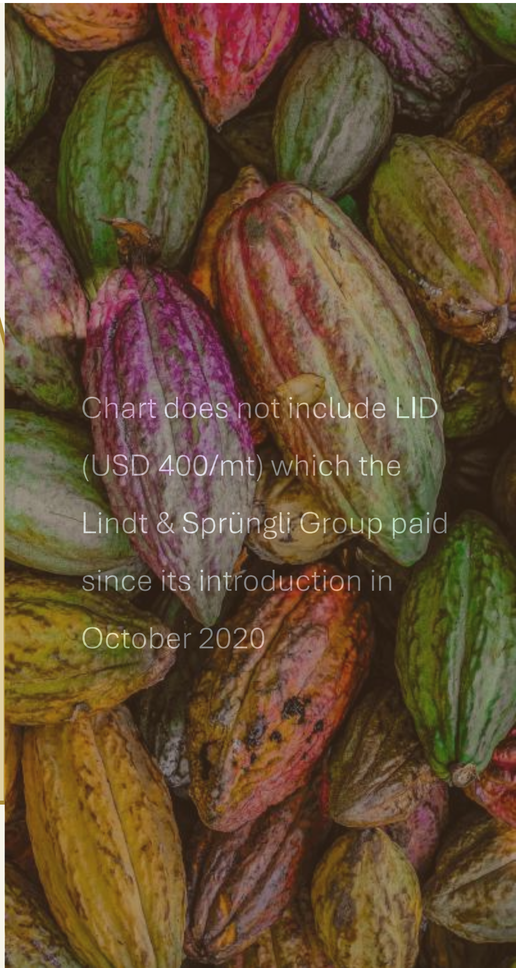
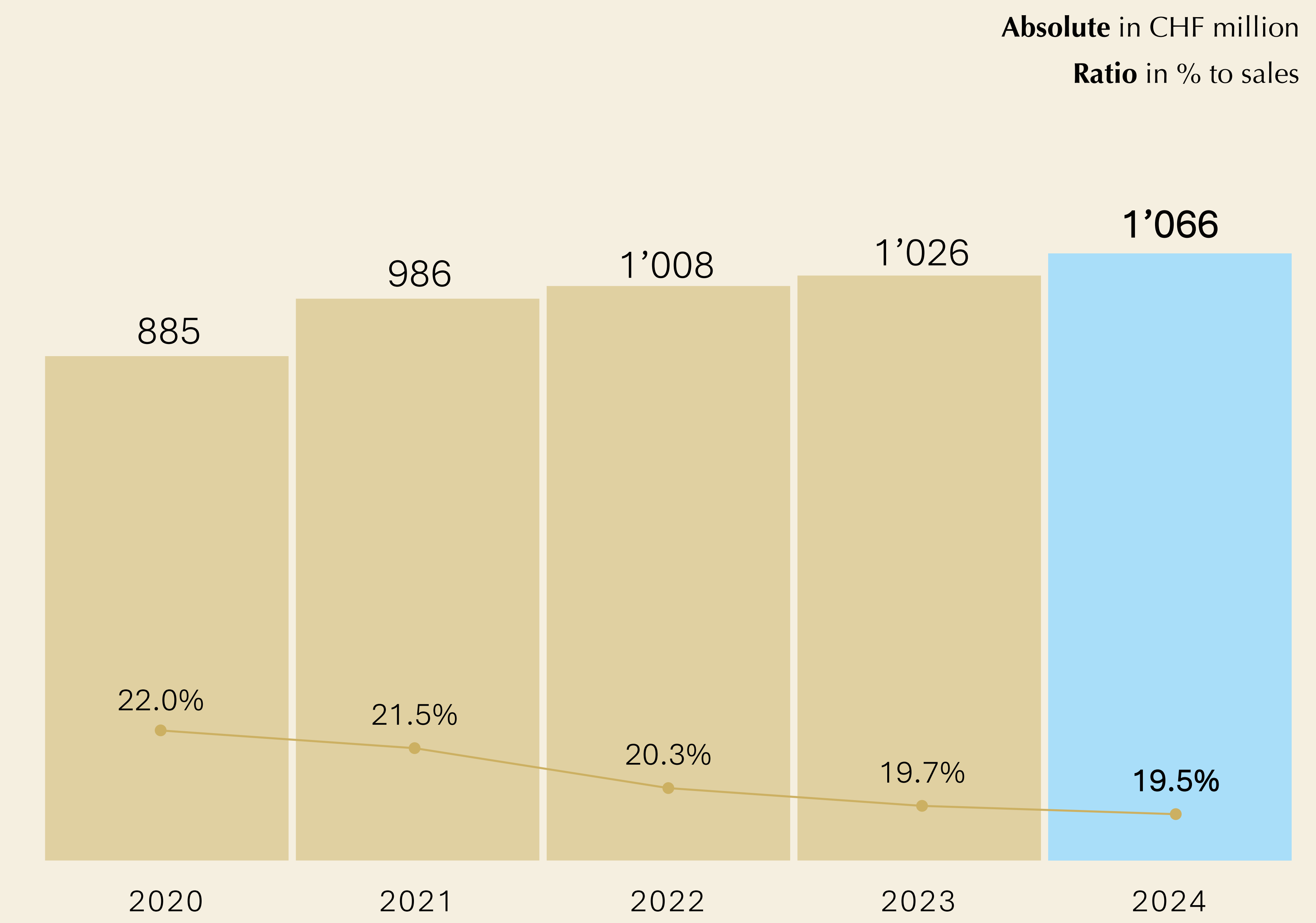


Chart does not include LID (USD 400/mt) which the Lindt & Sprüngli Group paid since its introduction in October 2020

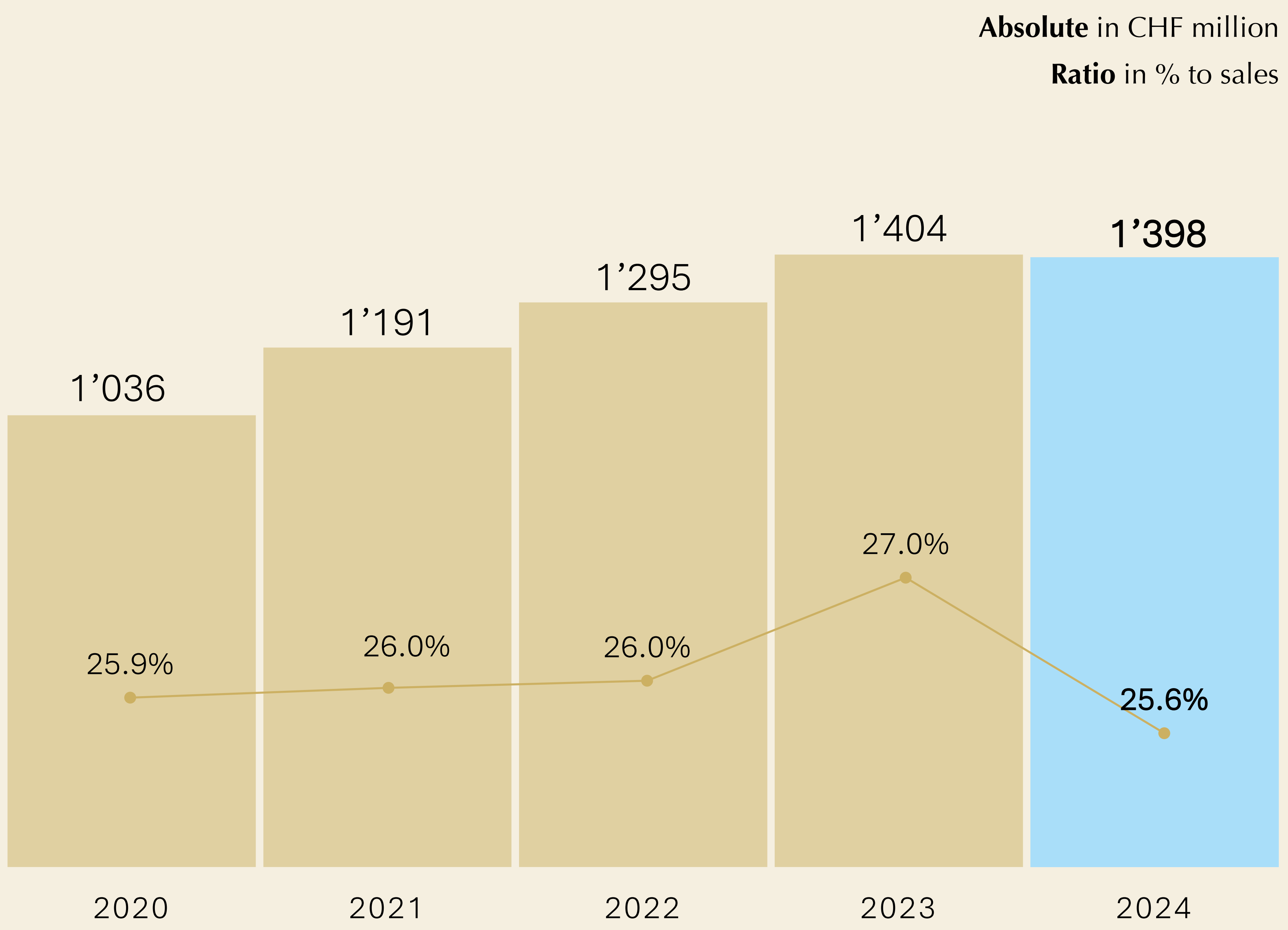
Personnel Expenses

Positive trend continues



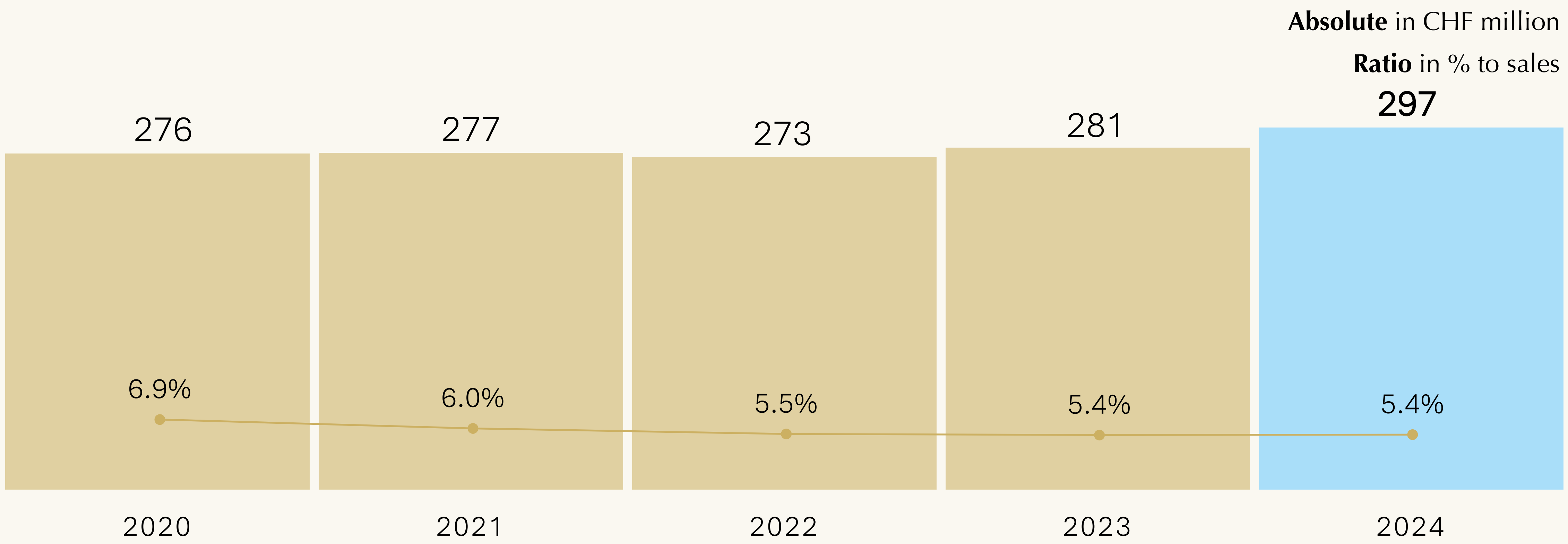
Operating Expenses

Increased brand support offset by efficiencies in supply chain



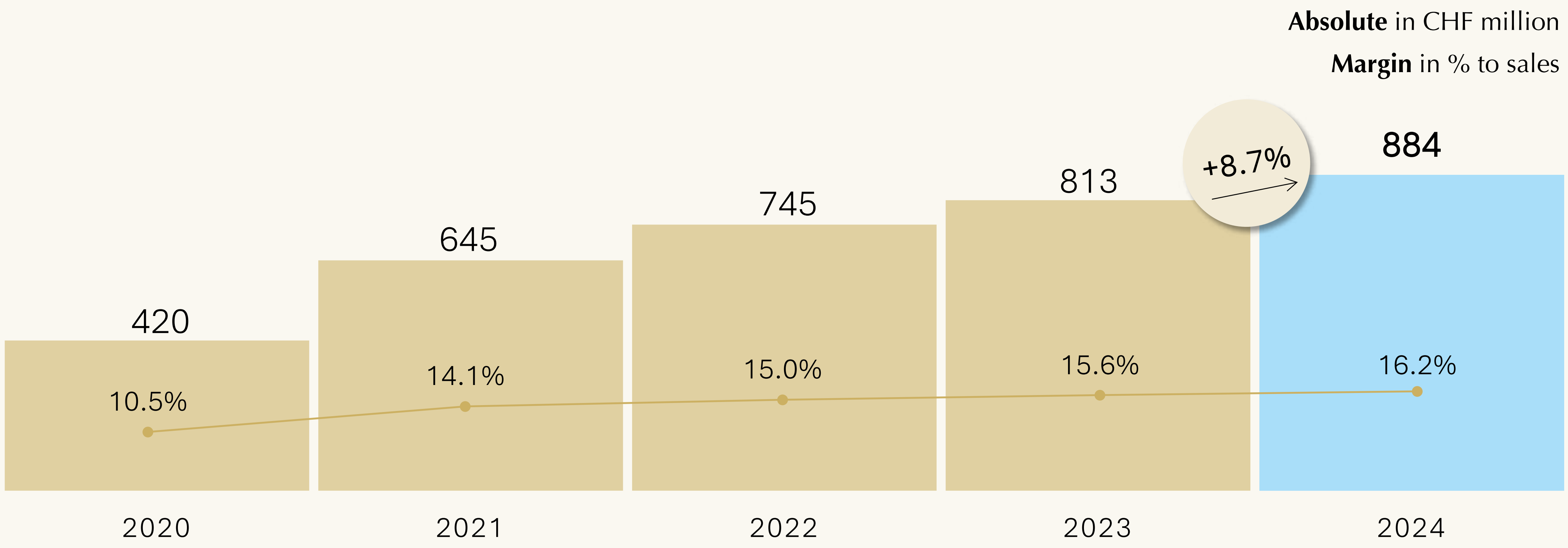
Depreciation and Impairments

Decrease in percentage of sales over the last years



Operating Profit (EBIT)

EBIT-margin continues to improve by +60 bp in 2024



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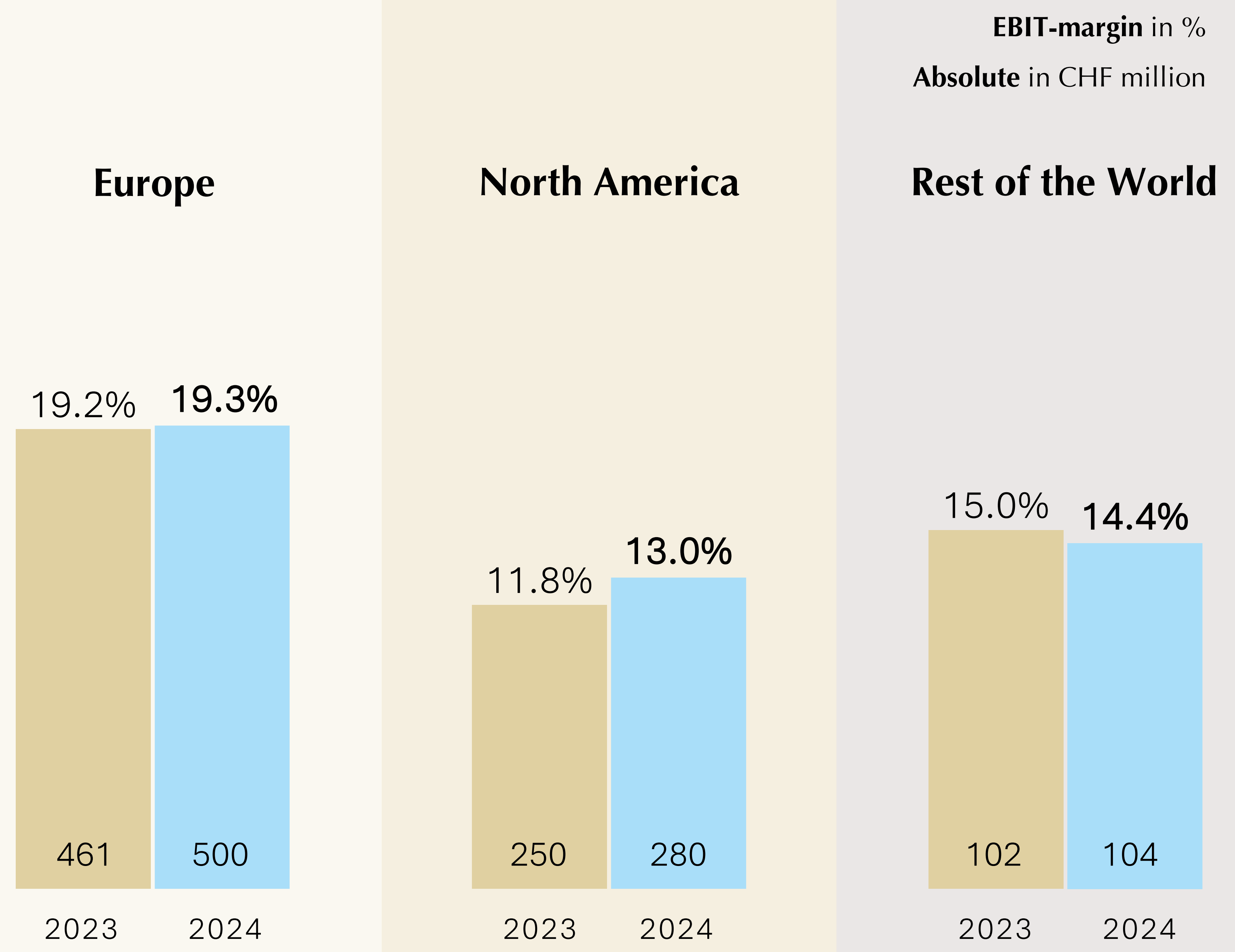
EBIT by Segment

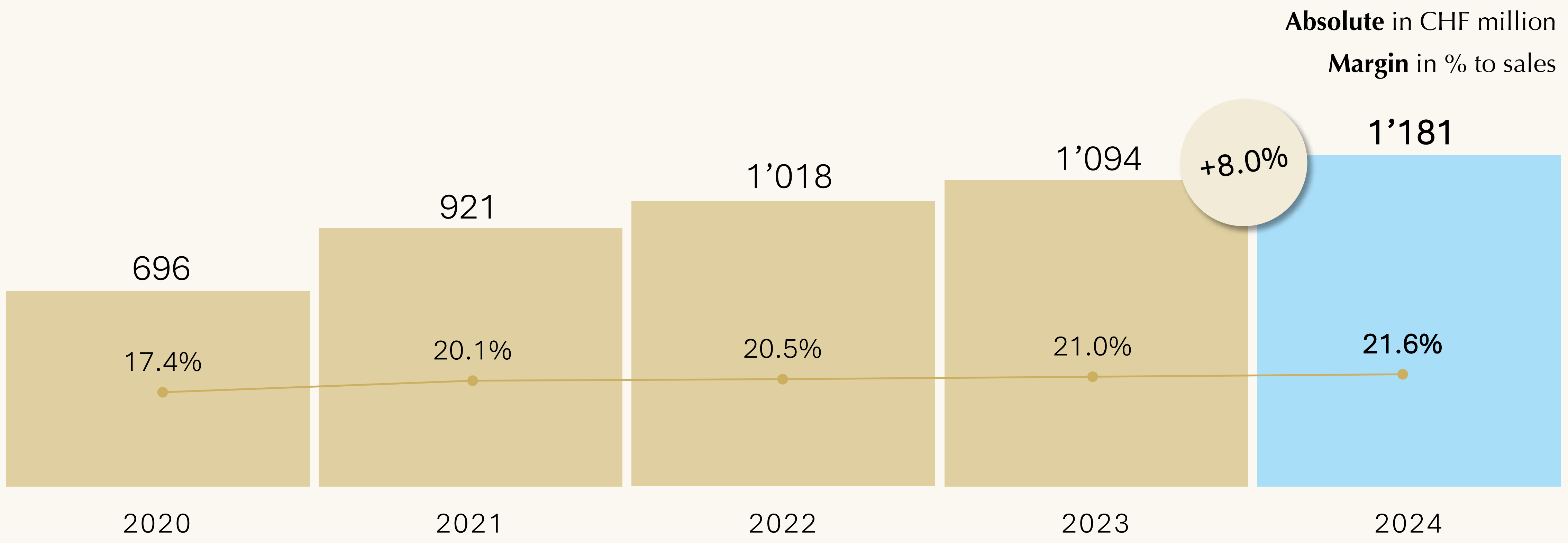
Continuous increase of profitability in North America

Investment for future growth (brand, people) in Rest of the World



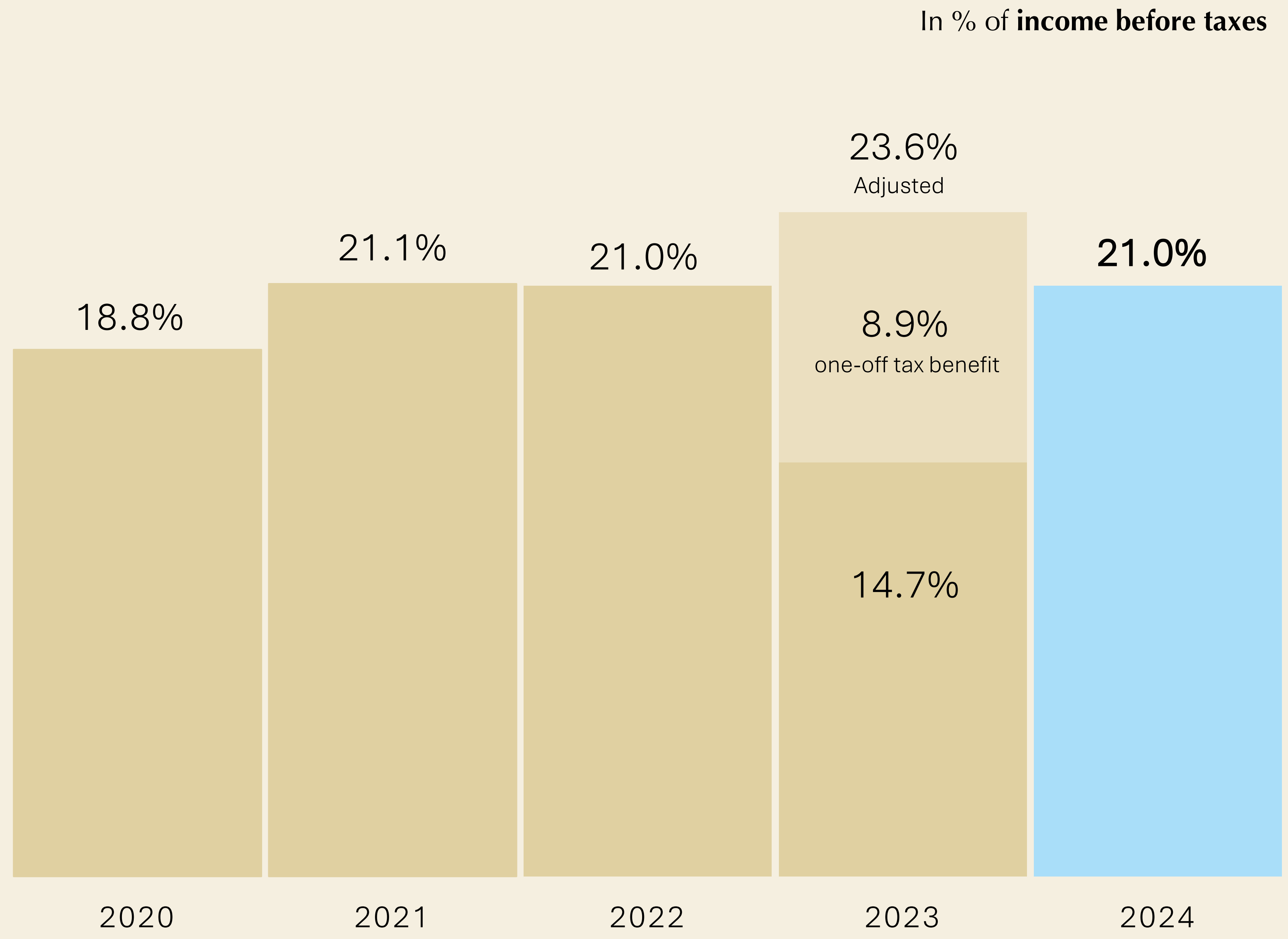
EBITDA

Achieving record levels



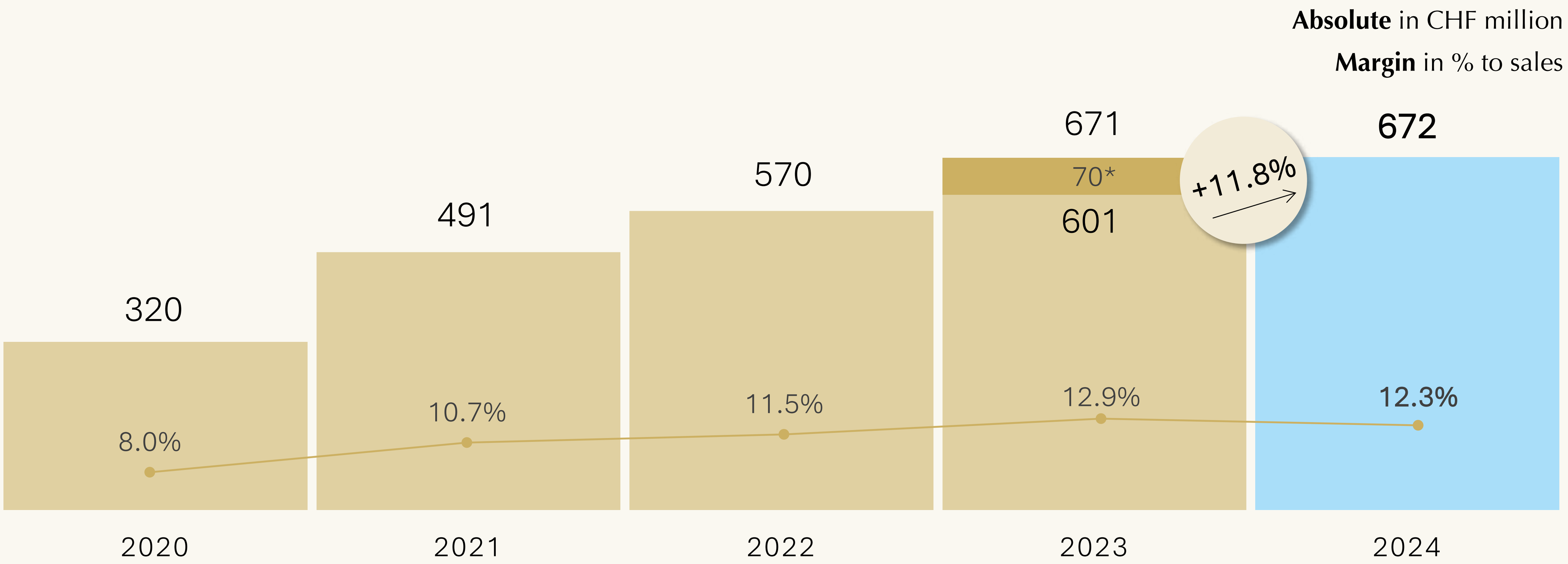
Tax Rate

Tax rate in line with the 5 year average



Net Income

Net Income up by +11.8% vs. 2023 (excluding 2023 one-off tax benefit)



* One-off tax benefit

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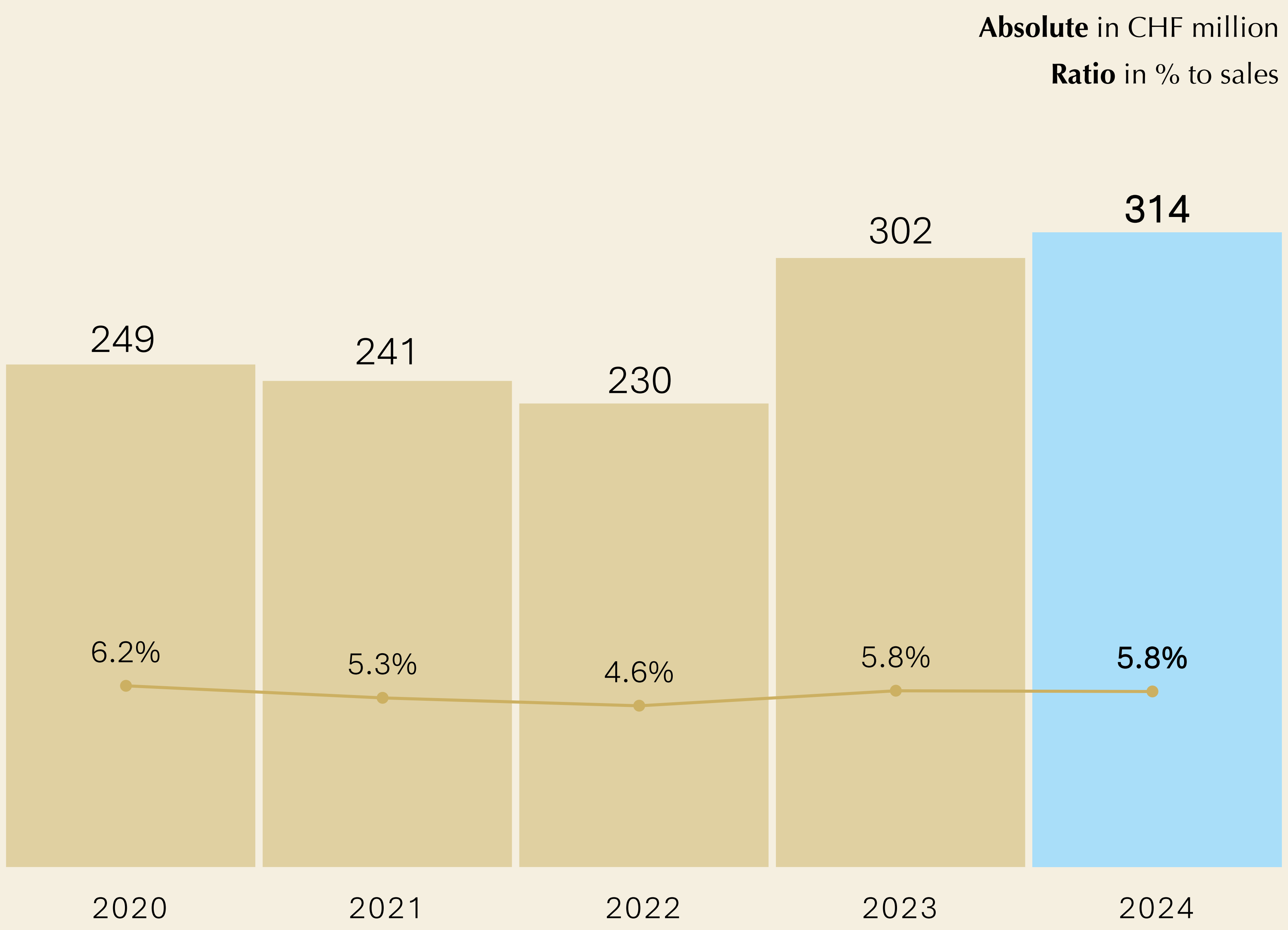
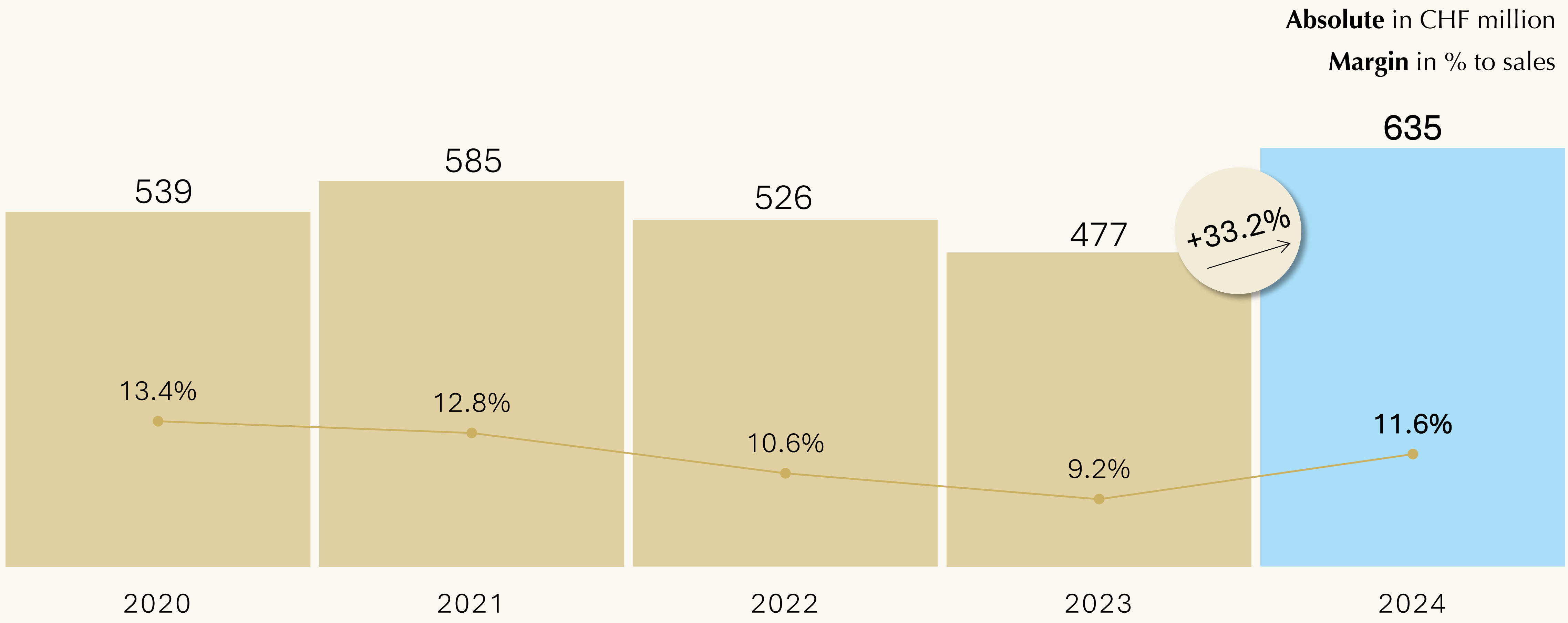
Capital Expenditure

Continued investments into growth and efficiency



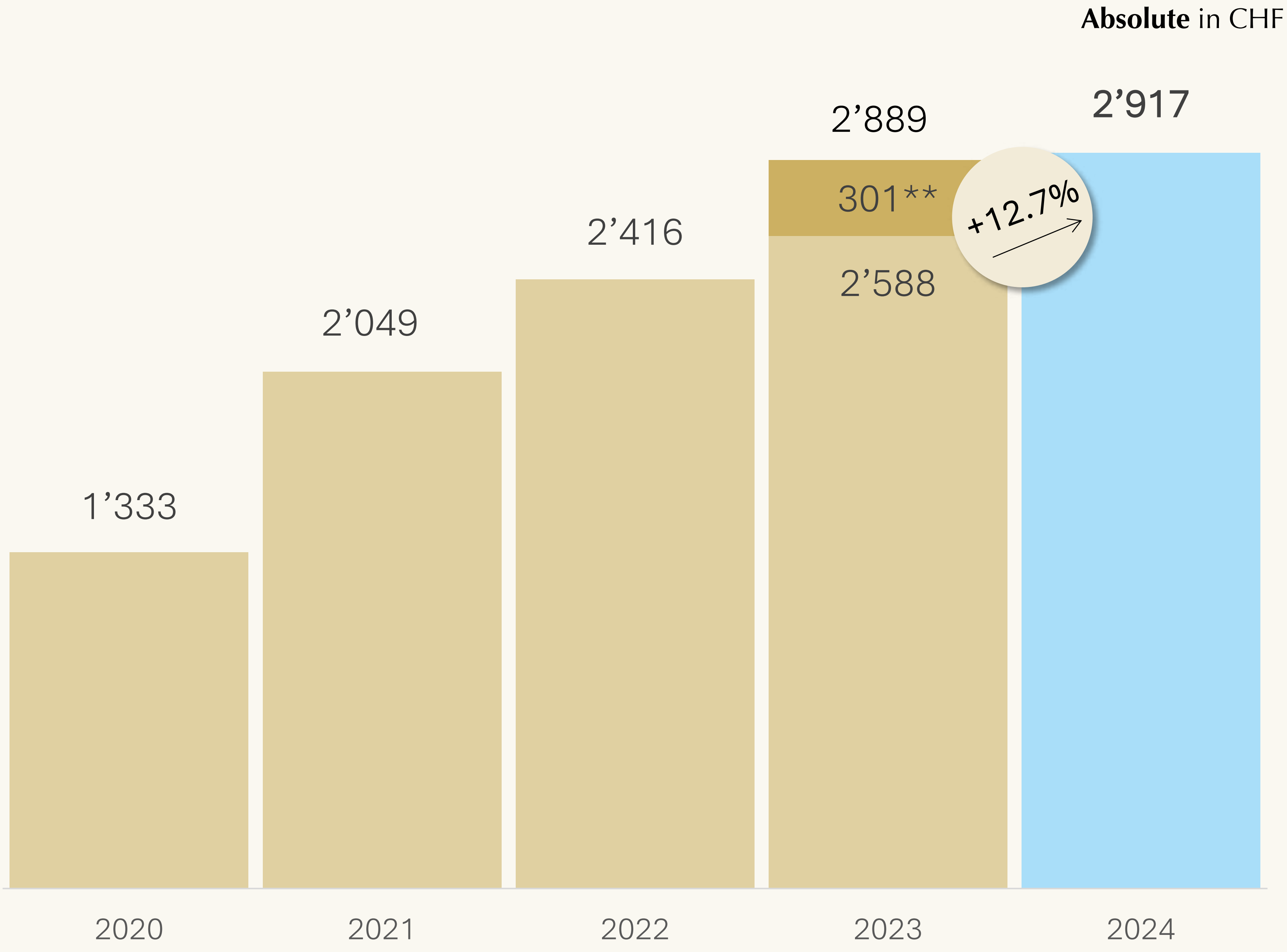
Free Cash Flow

Strong Free Cash Flow development by good Net Working Capital management



Non-diluted Earnings per Share*

Double digit increase of EPS compared to 2023 (excluding 2023 one-off tax benefit)

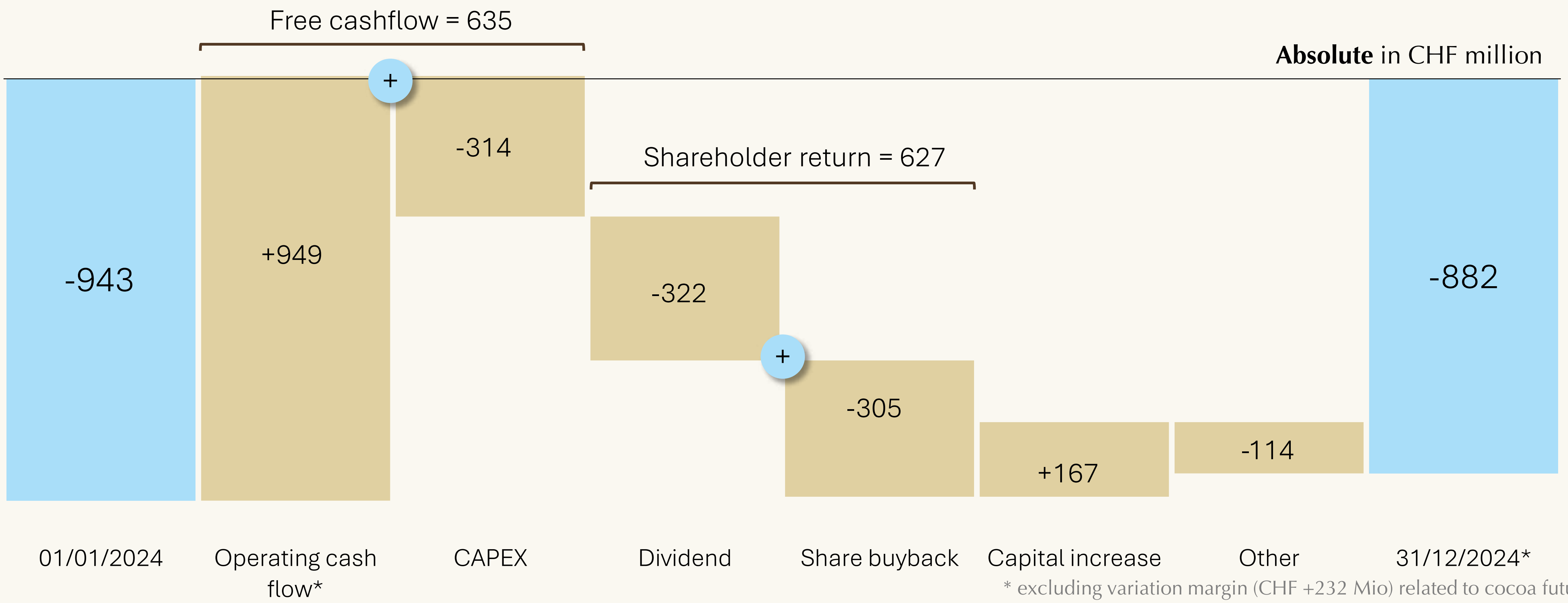


* Equivalent to 10 PC
** One-off tax benefit

Net Financial Position

Decrease in Net Debt Position driven by strong Free Cash Flow

EBITDA
×0.75

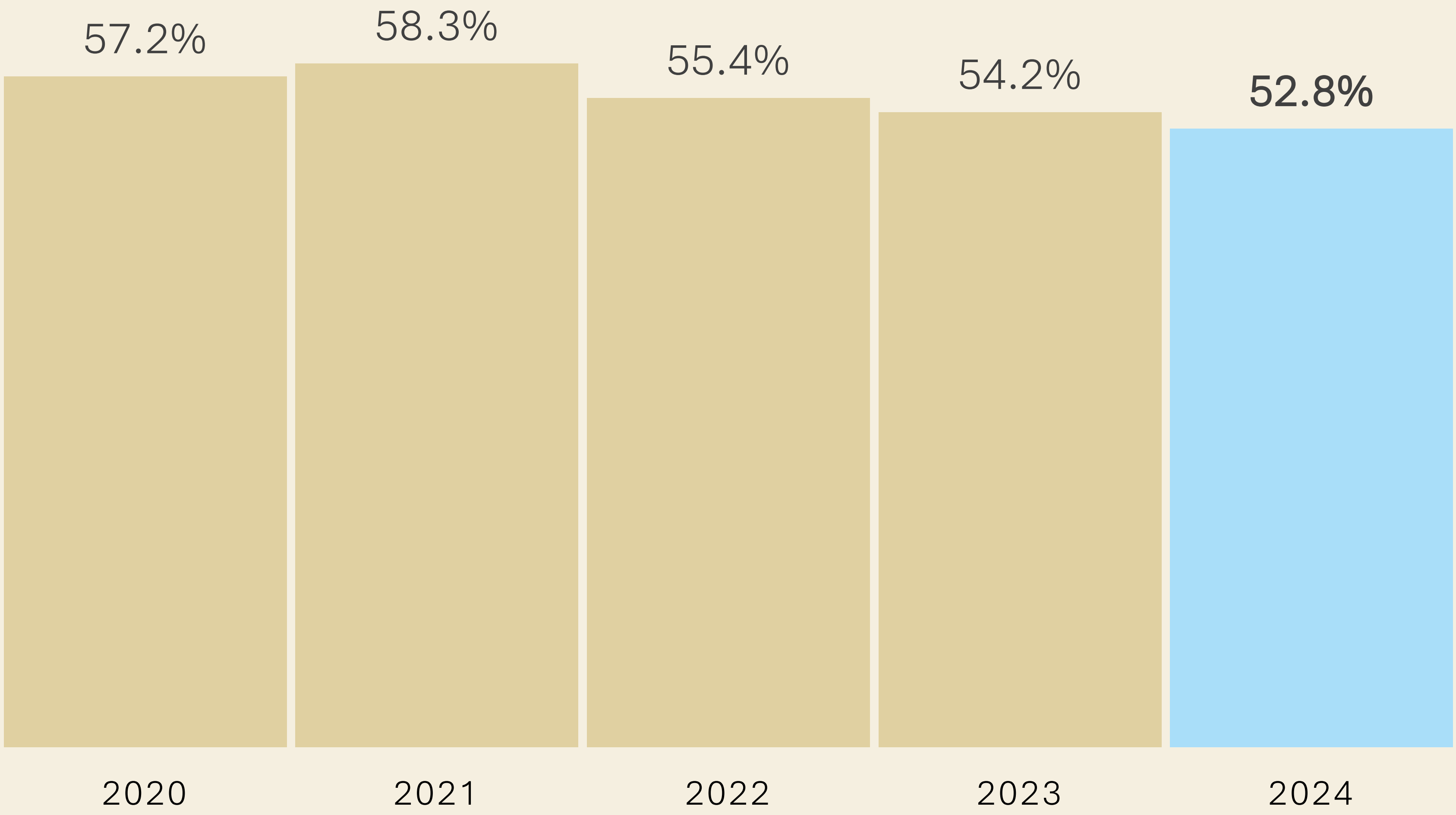


* excluding variation margin (CHF +232 Mio) related to cocoa futures

Equity Ratio

Balance sheet remains strong

In % of **total assets**



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Shareholder Return

Increase in shareholder return continues

	2020	2021	2022	2023	2024
Ordinary dividend reg. (CHF)	1’100	1’200	1’300	1’400	1’500*
Dividend yield reg.	1.2%	1.0%	1.4%	1.4%	1.5%
Payout ratio	82.5%	59.3%	54.6%	49.2%	51.9%
Share buyback (CHF million)	-	445	551	594	305
Market capitalization (CHF million)	20’994	30’035	22’679	23’958	23’350

* Subject to approval by the AGM

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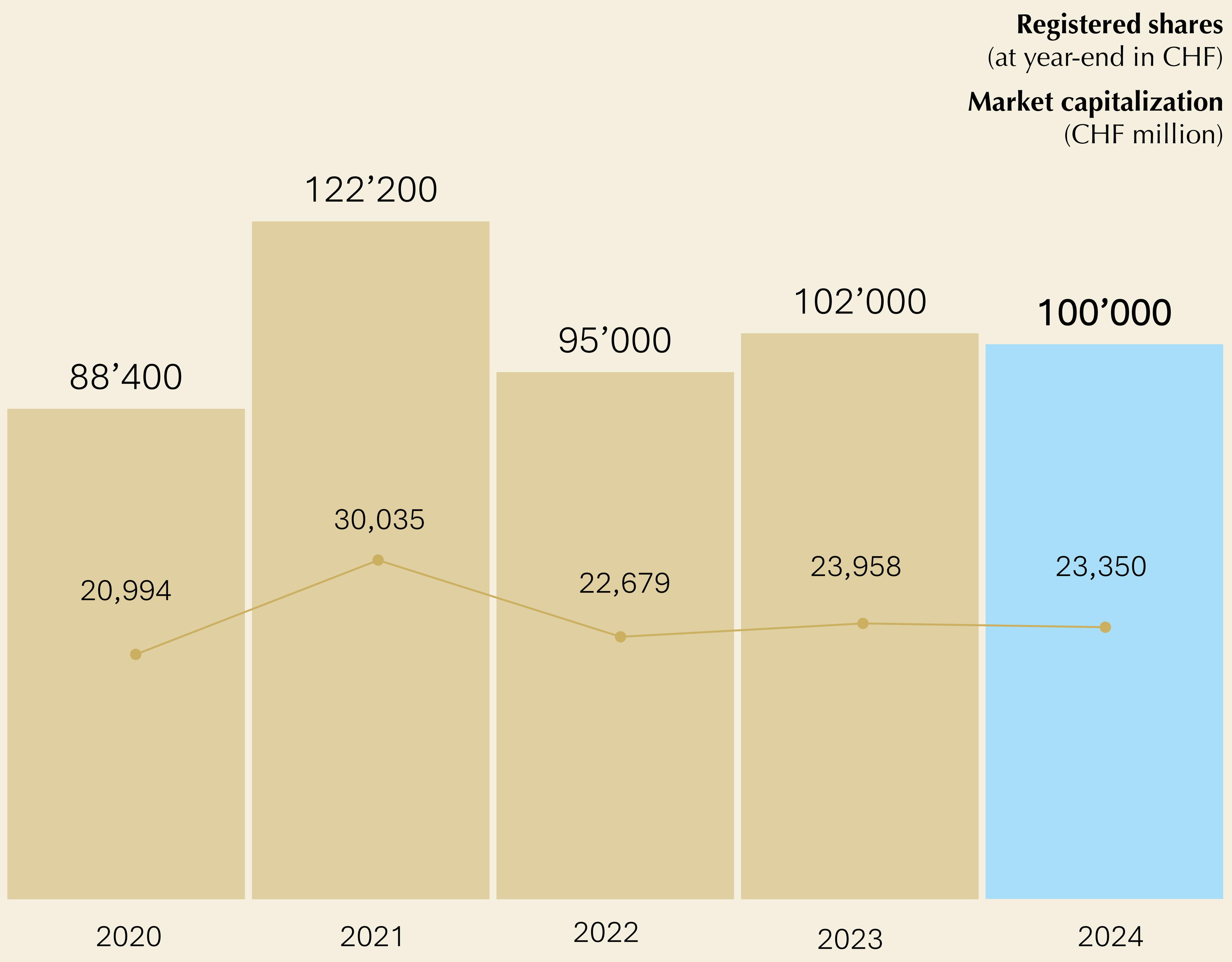
Share price & Market Capitalization



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04

Sustainability

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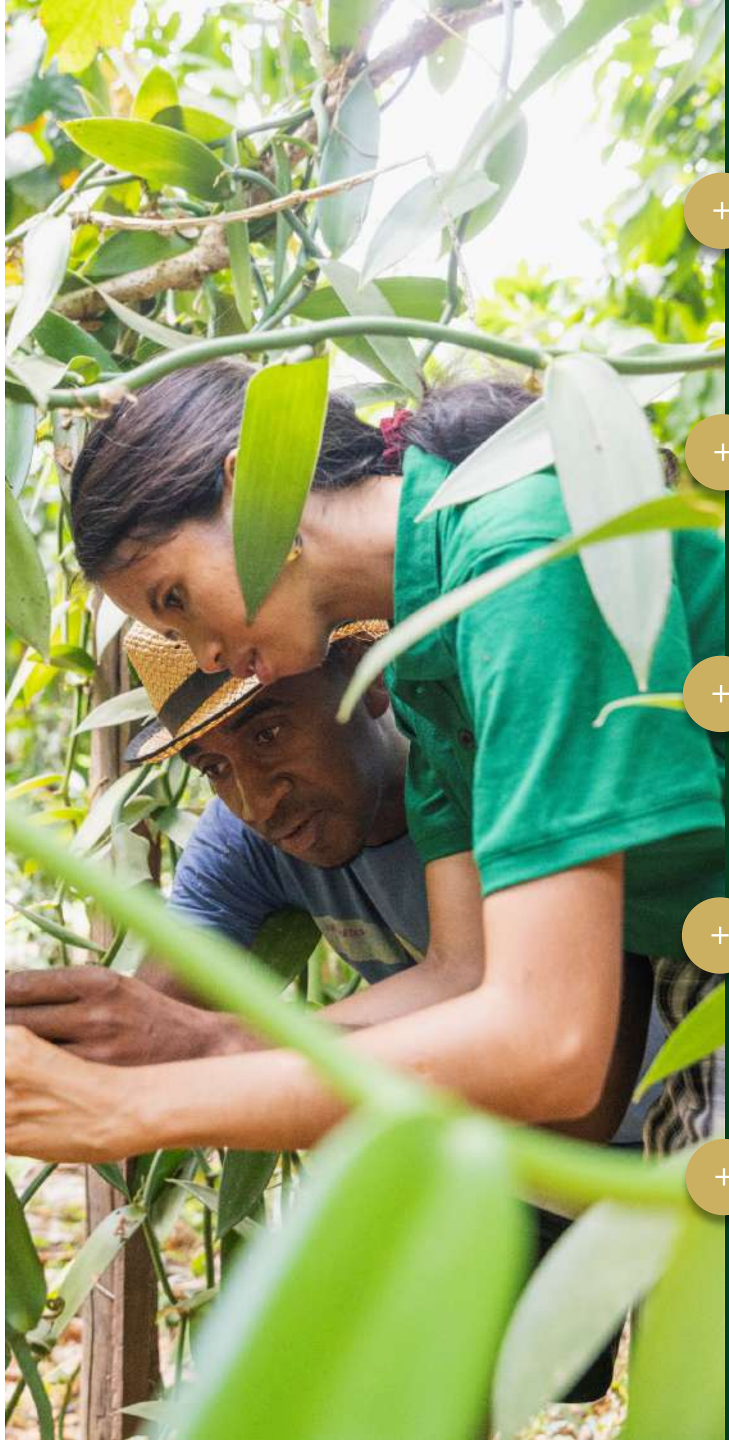
Responsible cocoa sourcing: Strategic progress in 2024



- Joined the International Cocoa Initiative (ICI)
- Improved traceability systems
- Introduced Rainforest Alliance Certification in addition to our Farming Program
- Started design of a living income pilot program
- Initiated an agroforestry program in Côte d’Ivoire

Farming Program highlights 2024

84.2% (+11.9pp)

of cocoa sourced through the Farming Program or other responsible sourcing programs

CHF 33.6 million

invested in the responsible sourcing of cocoa in 2024

260

drinking water systems and boreholes built and functioning since the start of the Farming Program (2008)

75

schools built or renovated since the start of the Farming Program (2008)

11’700

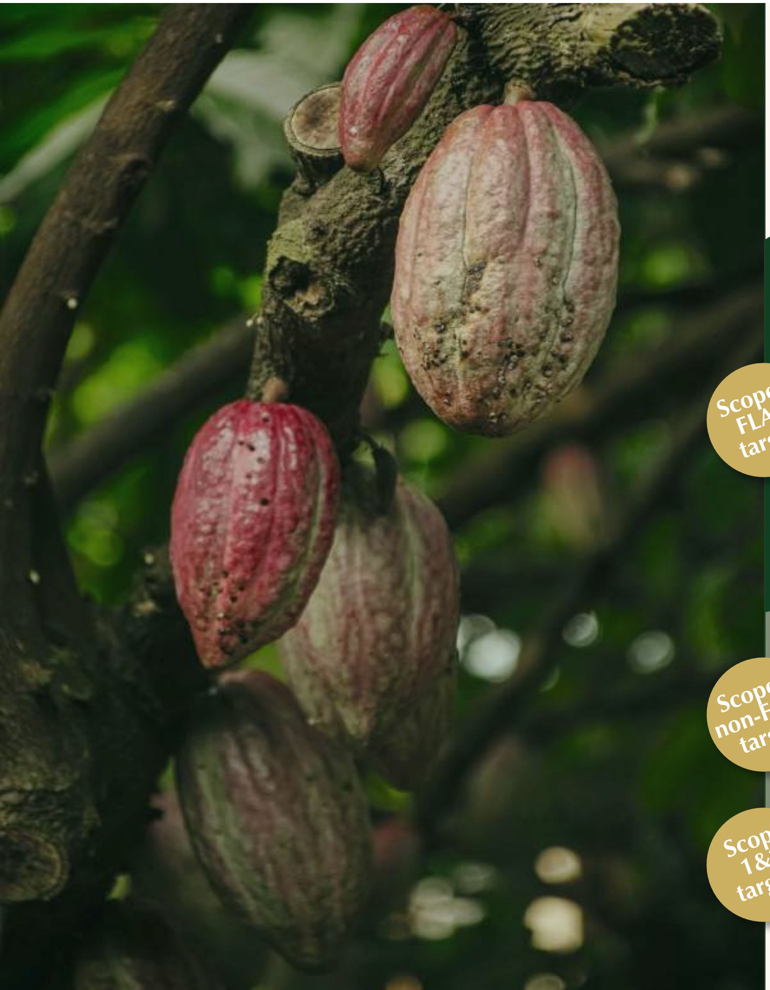
individuals trained in additional **Income Generating Activities** (IGA) in 2024

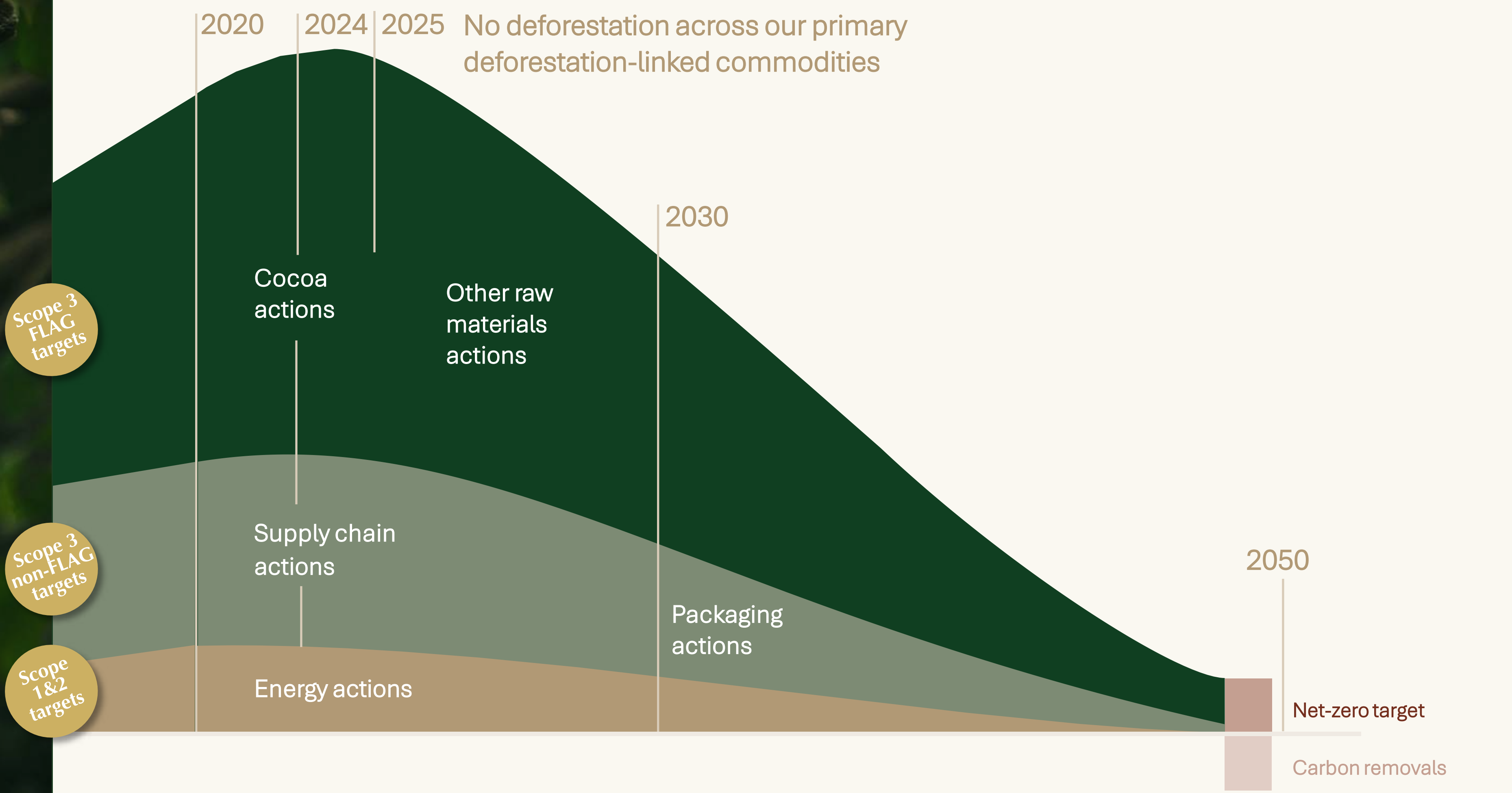
118’000

farmers in seven origin countries participated in the Farming Program in 2024

Our roadmap to net-zero

Lindt & Sprüngli has science-based climate targets approved by the Science Based Targets initiative (SBTi), with the ultimate goal of net zero emissions by 2050.





05

Growth Agenda & Outlook

Our strategy

to enchant the world with chocolate

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Where to play	How to Win	
Expansion	**Consumer Centricity**	**Innovation & Quality**
• Geographical: Leverage key Markets, expand in Emerging markets • Channels where premium is relevant (Physical and Digital) • Premium Chocolate related Segments	• Focus on Indulgence and Gifting for premium experience • Superior Brand Equity • Consumer Insights • Brand Experience with own shops	• Strengthen the core • Highest quality & best taste • Continuous Innovation • New Demand Moments

Entrepreneurial Culture – Thriving Together

Sustainability & Ethics

Operational Efficiency

Technology

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Outlook

Ambition to grow faster than the market

Cocoa price hikes requires price increase in 2025

Continued brand support to drive growth and household penetration

Financial Year 2025

7-9%

Organic sales growth

20-40 bp

Improvement of EBIT margin above 2024

Medium to long term

6-8%

Expected sales growth per year

20-40 bp

Improvement of EBIT margin per year

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The *Highlight* of the Year

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Q&A

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We Enchant the World with Chocolate

Disclaimer

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The forward-looking statements involve certain risks and uncertainties that could cause actual results to differ materially from those contained in the forward-looking statements.

Potential risks and uncertainties include such factors as general economic conditions, foreign exchange and commodity price fluctuations, competitive product and pricing pressures, regulatory developments, global health issues, and geopolitical crises.