

## Strategic priorities

*Cloetta's mission is “to bring a smile to your Munchy Moments”. For us, the consumer must always be front and centre, and we do everything we can so that our customers perceive Cloetta as their number one partner. Cloetta's goal is to grow organically and with acquisitions to an EBIT margin, adjusted of 14 per cent.*

*Cloetta aims to strengthen its position as the leading confectionery company in Northwestern Europe. Cloetta has strong leading local brands and a leading position in pick & mix. Cloetta can utilize its scale in production and innovation and its strong route to market to continuously enhance its brands with a focus on high quality and local traditions.*

*Cloetta's core categories are candy, chocolate, pastilles, chewing gum, nuts and pick & mix. The company's core markets, where organic growth should be at least 1 – 2 per cent, are Sweden, Finland, the Netherlands, Denmark, the UK, Norway and Germany. Cloetta will also selectively expand and grow faster with a number of brands in International Markets.*

*Cloetta will create the conditions for growth by building “One Cloetta” with a common agenda across the Group. Further, a focus on cost-efficiency will enable Cloetta to increase profitability and invest for the future. Investments may be made to strengthen and increase the Group's capabilities within production, marketing or sales as well as selective acquisitions.*

## Cloetta's strategy is built on three pillars:

1

### Drive growth

- **Strengthen** the strong local brands and selectively expand brands internationally
- **Focus** on core markets and double the sales in International Markets
- **Grow** market shares and volume in branded packaged products
- **Grow** the pick & mix penetration and offering in core markets
- **Selective** acquisitions in Cloetta's core categories in core and adjacent markets

2

### Facilitate growth

- **Zero tolerance** for occupational accidents
- Create "**One Cloetta**" with one agenda and way of working
- **Strengthen** brand and category management
- Create a **winning** culture
- **Develop**, attract and retain skilled leaders and employees

3

### Fund growth

- Drive **cost saving** activities throughout the entire organisation
- Embed "**Perfect Factory**" and Lean programme in the supply chain
- **Insource** production
- **Improve** profitability in pick & mix
- **Improve marketing efficiency** and internal systems and processes