# Cloetta

# Superbrands and operational efficiency drive exceptional profitability

Interim report

**Q2/2026**

# Agenda

1. **Strategic priorities and financial targets**
2. Quarterly update
3. Financials
4. Q&A

## Our vision

# To be the winning confectionery company, inspiring a more joyful world

# Strategic framework to drive profitable growth

| | |
|---|---|
| Vision | To be the winning confectionery company, inspiring a more joyful world |
| Strategic priorities | 1 **Win** with our Superbrands<br>2 **Grow** beyond core markets<br>3 **Excel** in marketing and innovation |
| Accelerator | Selective M&A |
| Enablers | Enhancing the operating model<br>Further leverage people & culture |


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# Our long-term financial targets

| | Organic sales growth | Adjusted EBIT margin | Net debt /EBITDA[1] | Dividend policy |
|---|---|---|---|---|
| | 3-4% | 14% long-term<br>≥12% by 2027 | <1.5x | >50% of profit after tax |
| Previous target | 1-2% | 14% long-term | Around 2.5x | 40-60% |

[1] Net debt / EBITDA target may be temporarily exceeded in the event of acquisitions, provided there is a clear path to de-leveraging

# Enhancing operating model to drive profitable growth

## Recap from Investor Day 2025

**Margin and profit through NRM**

- Drive margin accretive NPDs
- Focus on promo optimisation
- Remove unprofitable and small items
- Harmonise portfolio

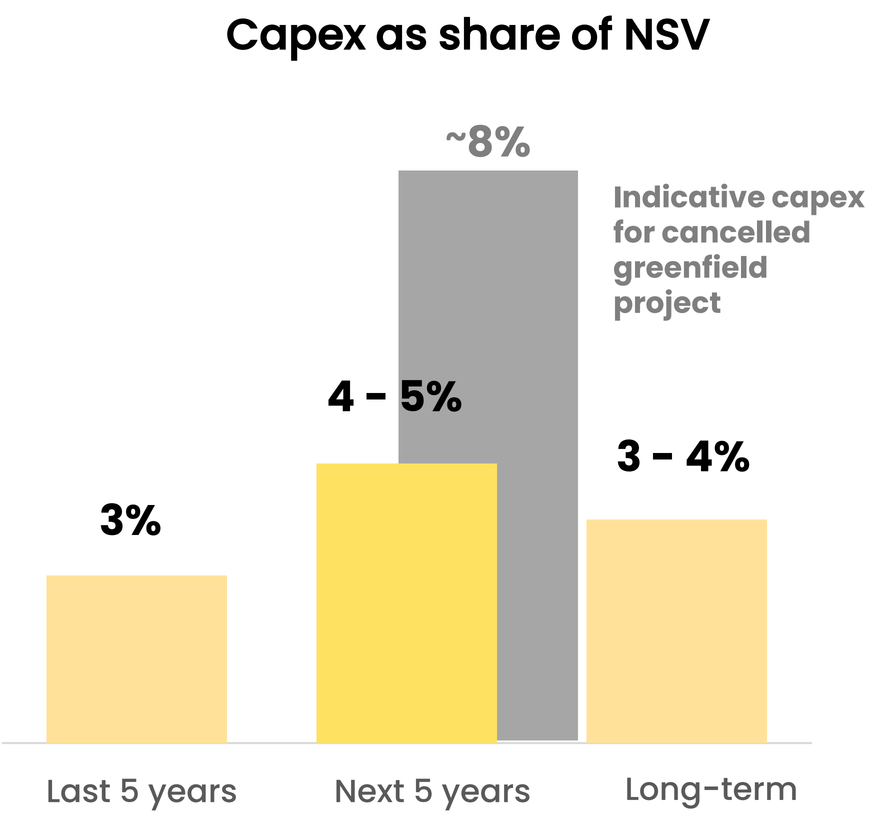
**Effective operating structure**

- Focus on strategic priorities
- Increase organisational efficiency
- Optimise processes
- Enhancing speed and agility

**Supply chain fit for purpose**

- Focus on efficiency and productivity
- Mid-term step-up in capex for capacity, efficiency and capabilities
- Make or buy strategy

# Mid-term Capex step-up for capacity, efficiency and capabilities




### Manufacturing footprint
Optimising our manufacturing network to support growth, flexibility and cost competitiveness

- Capacity investments aligned to growth priorities
- Accelerated equipment modernisation, prioritising core technologies
- Increased automation to boost productivity

### Digitalisation
Integrated, digital capabilities improving speed, agility and decisions

- End-to-End planning capabilities improving service and inventories
- MES (Manufacturing Execution System) across all plants
- Real-time data enabling faster decisions

### Process Excellence
Continuous improvement to drive further productivity, competitiveness and resilience

- Competitive sourcing and supplier development
- Design-to-value embedded in NPD with SKU discipline now business-as-usual
- Lean tools and standardised ways of working with SBTi roadmaps

# Securing a production network aligned to long-term growth, flexibility and competitiveness

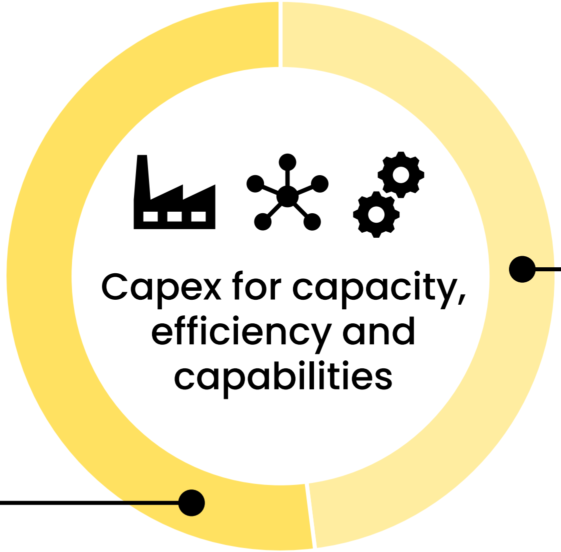
## Capex split, including step-up, by investment area

Capex for other manufacturing technologies, including:

**Chocolate**

**Foam candy**

**Pastilles**




Capex replacing the greenfield project:

**Moulded starch[1]**

[1] The cancelled greenfield plant was designed to produce candy only based on moulded starch technology

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# Superbrands and operational efficiency drive exceptional profitability

Q2/2026

- **Volume growth** with **exceptional profitability**
- **H1 organic growth 3.8 per cent,** in line with long-term target of 3–4 per cent
- **Quarterly P&M growth** affected by **earlier Easter**
- **Superbrands** performing across **all core markets** with **clear expansion milestones** in and outside core markets;
  - Largest pastilles Superbrand **Läkerol currently launched** in **the Netherlands**
  - **Finalising nationwide U.S. roll-out** of **selected SKUs** from **one Superbrand**
  - **First CandyKing P&M concept** in **U.S. retail**
- Outstanding **operational efficiency**
- **Mid-term 12% profitability target** by 2027 remains **well within sight already in 2026**

**Q2 Net sales**

SEK **2.1** bn

**+0.8%** Organic growth

**Q2 Organic sales growth**

**+3.3%** Branded

**-4.6%** Pick & mix

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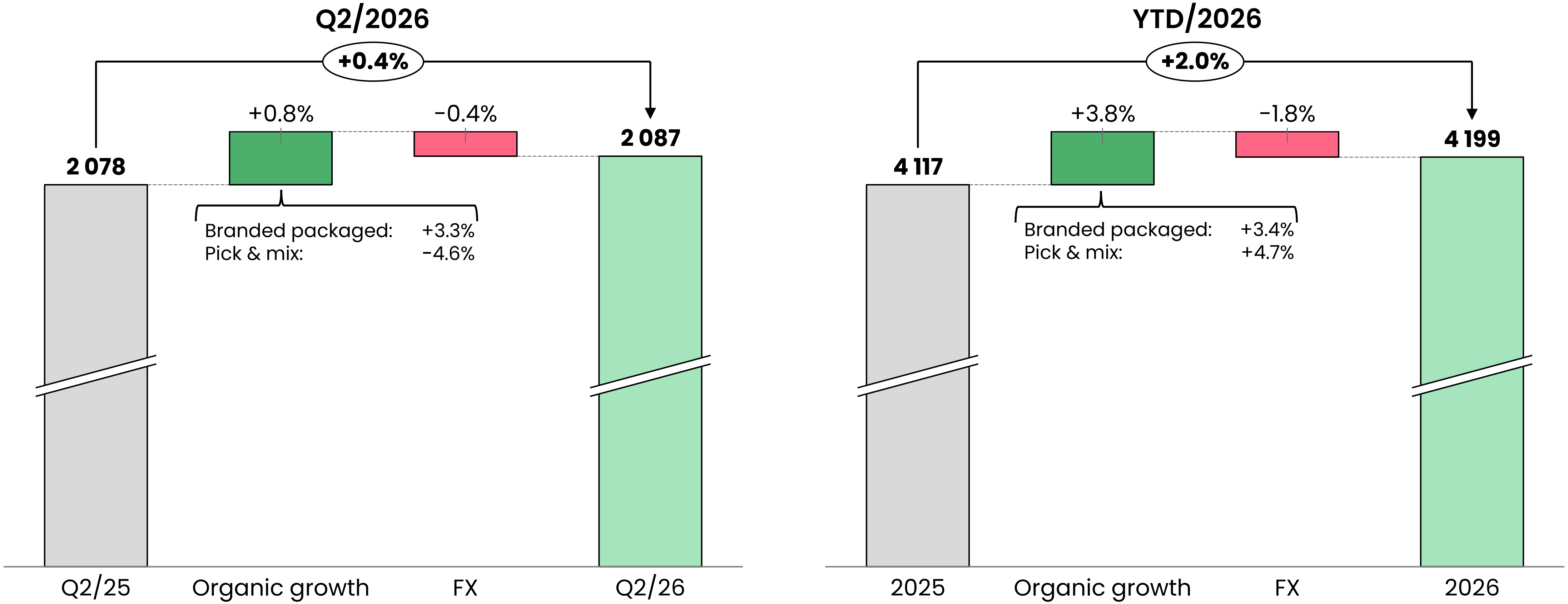
# YTD organic sales +3.8% in line with long-term target

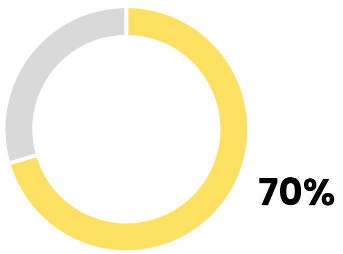
## Net sales



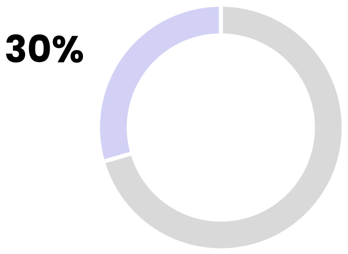
# Strong Superbrands growth; earlier Easter shows in P&M

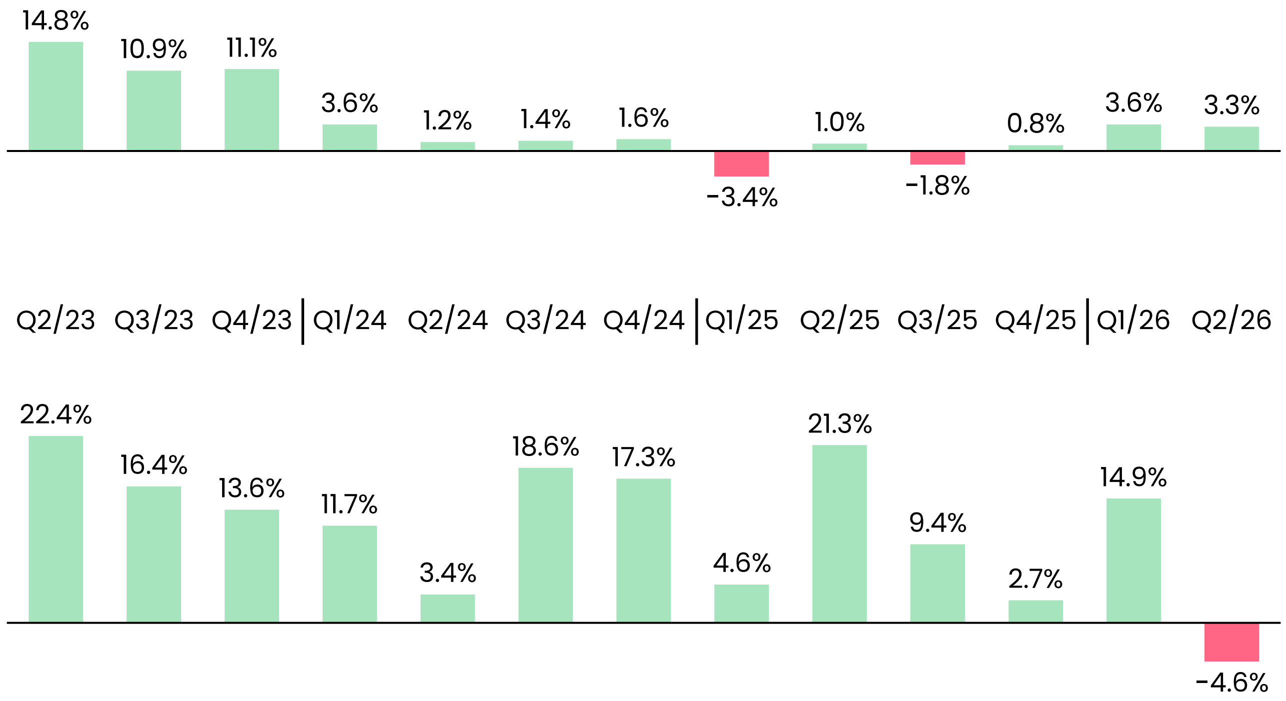
Q2 share of net sales and organic sales growth by quarter

**Branded packaged products**




**Pick & mix**





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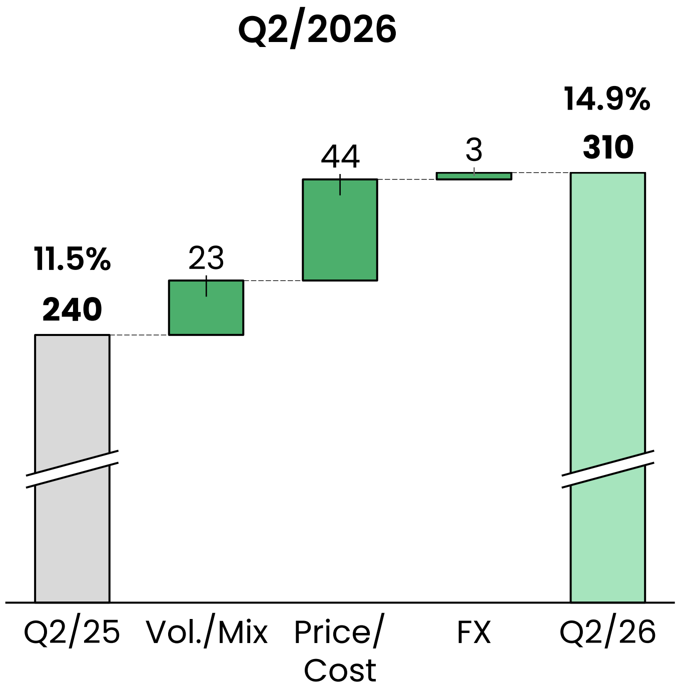
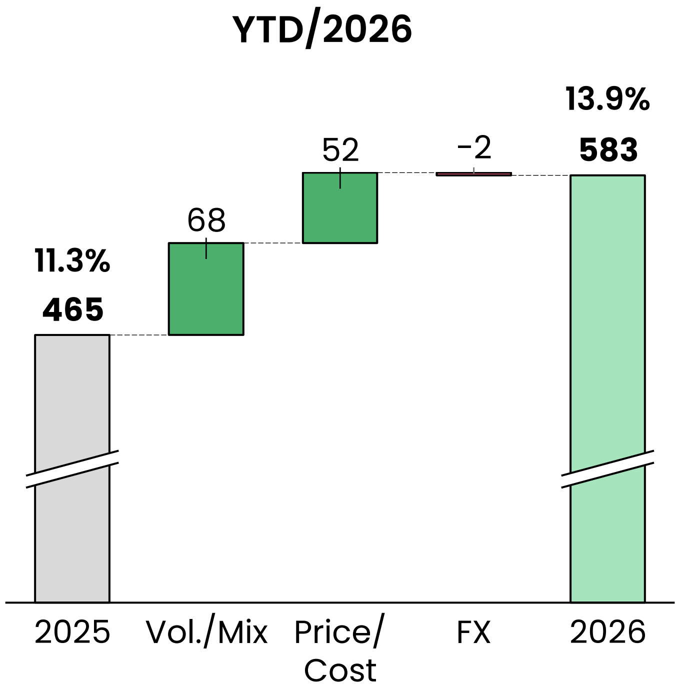
# Continued margin gains with exceptionally strong Q2

## Operating profit, adjusted

- Strong **volume in both segments YTD and for Branded packaged products in Q2,** while Pick & mix volume reflects expected Easter phasing to Q1
- **Favourable mix driven by Superbrands** in core markets
- **Exceptional operational efficiency across the business:** Net revenue management, end-to-end operations performance and carry-over savings from the updated organisation structure in 2025
- Investment in geographic expansion to step-up in second half of the year



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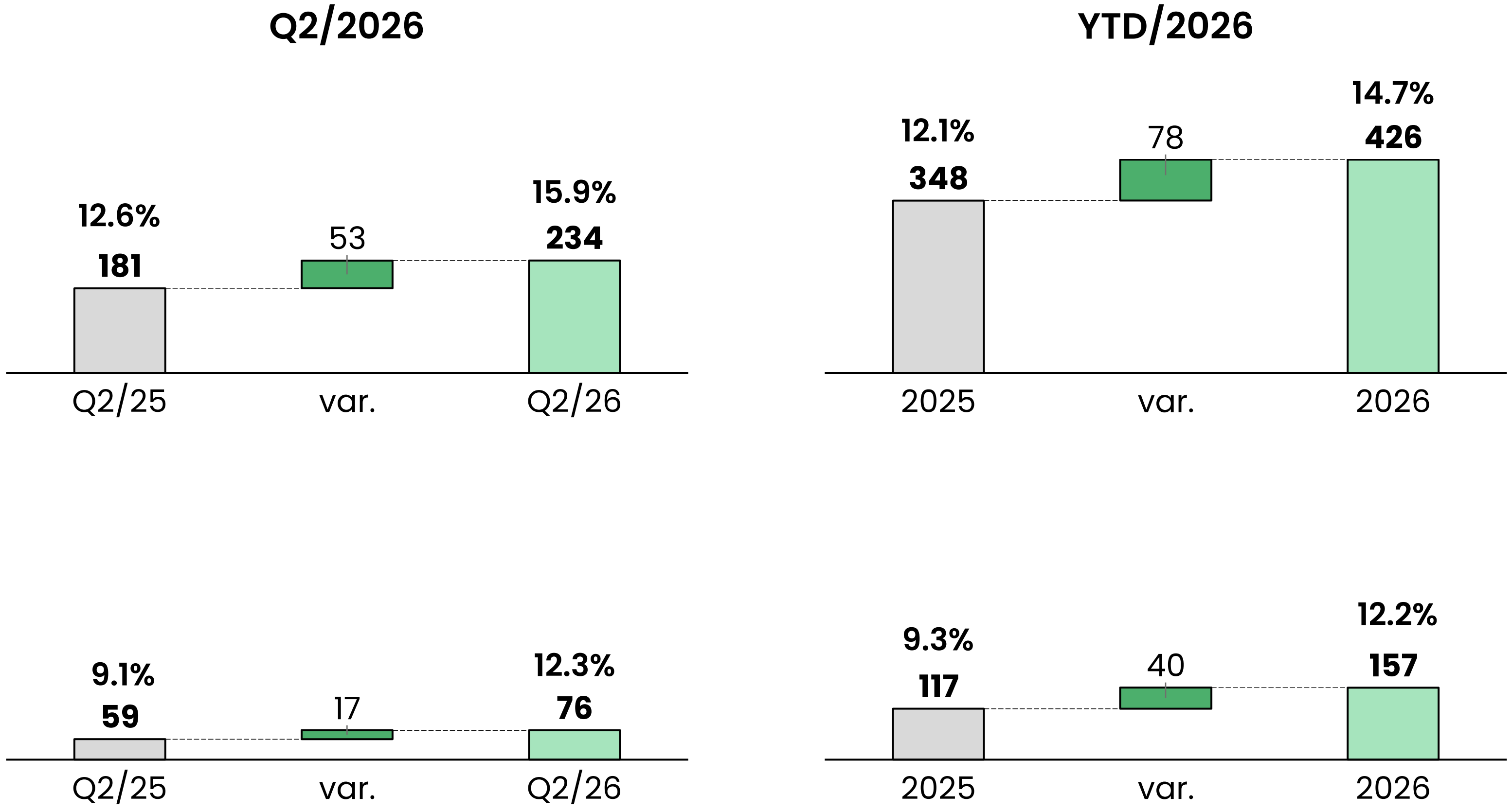
# Both segments driving profitability improvement

## Operating profit, adjusted, by segment

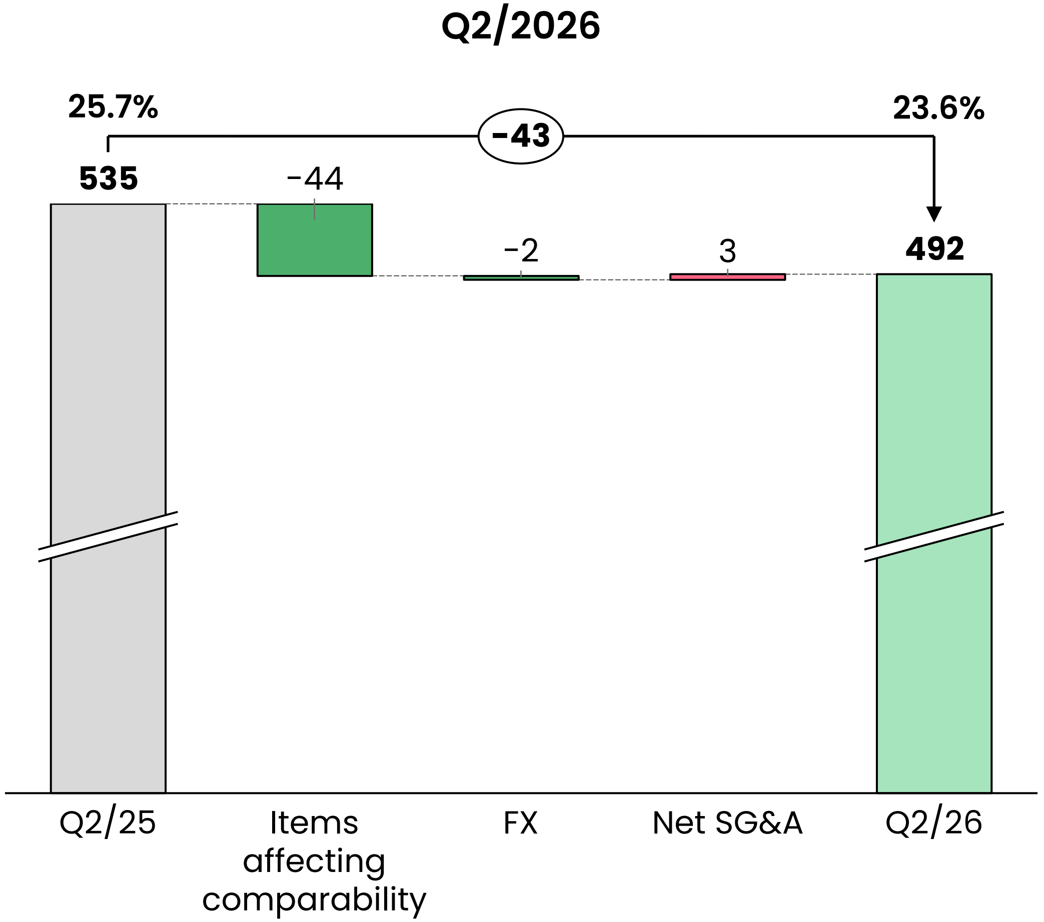
**Branded packaged**

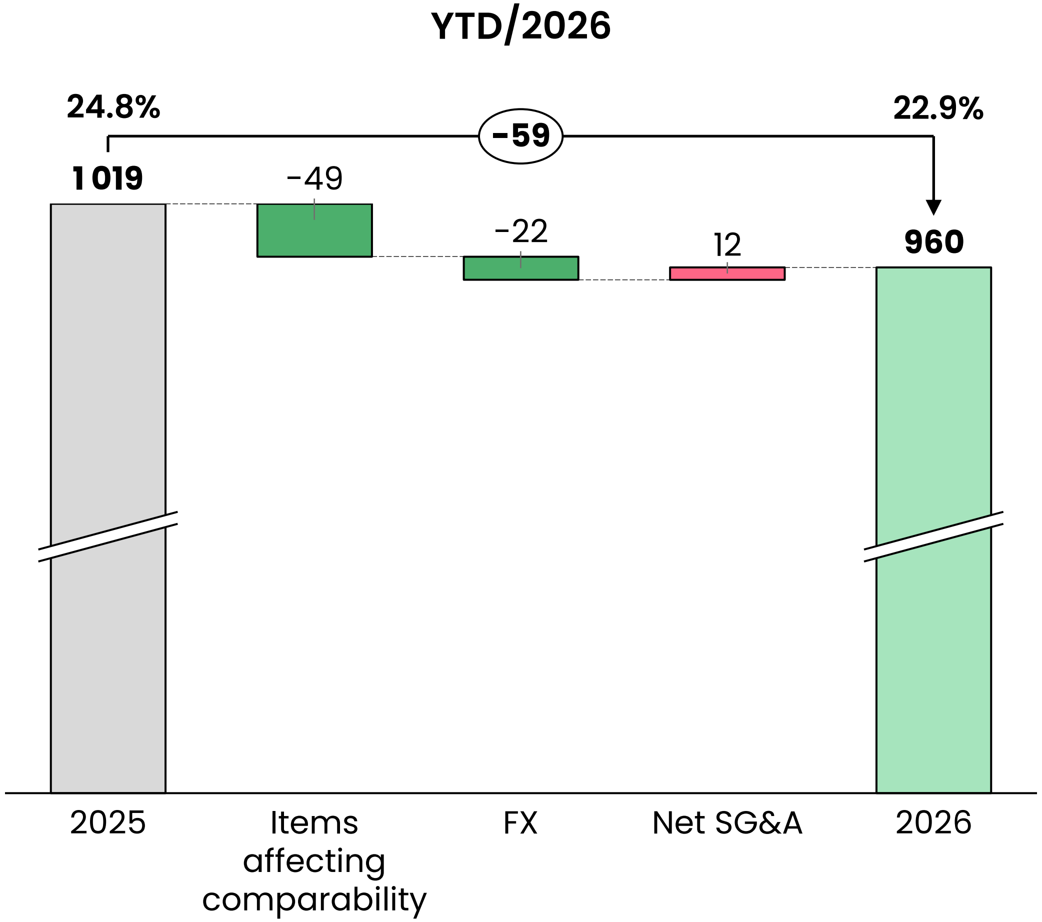
**Pick & mix**



# Cost savings offset increased marketing investments

## SG&A

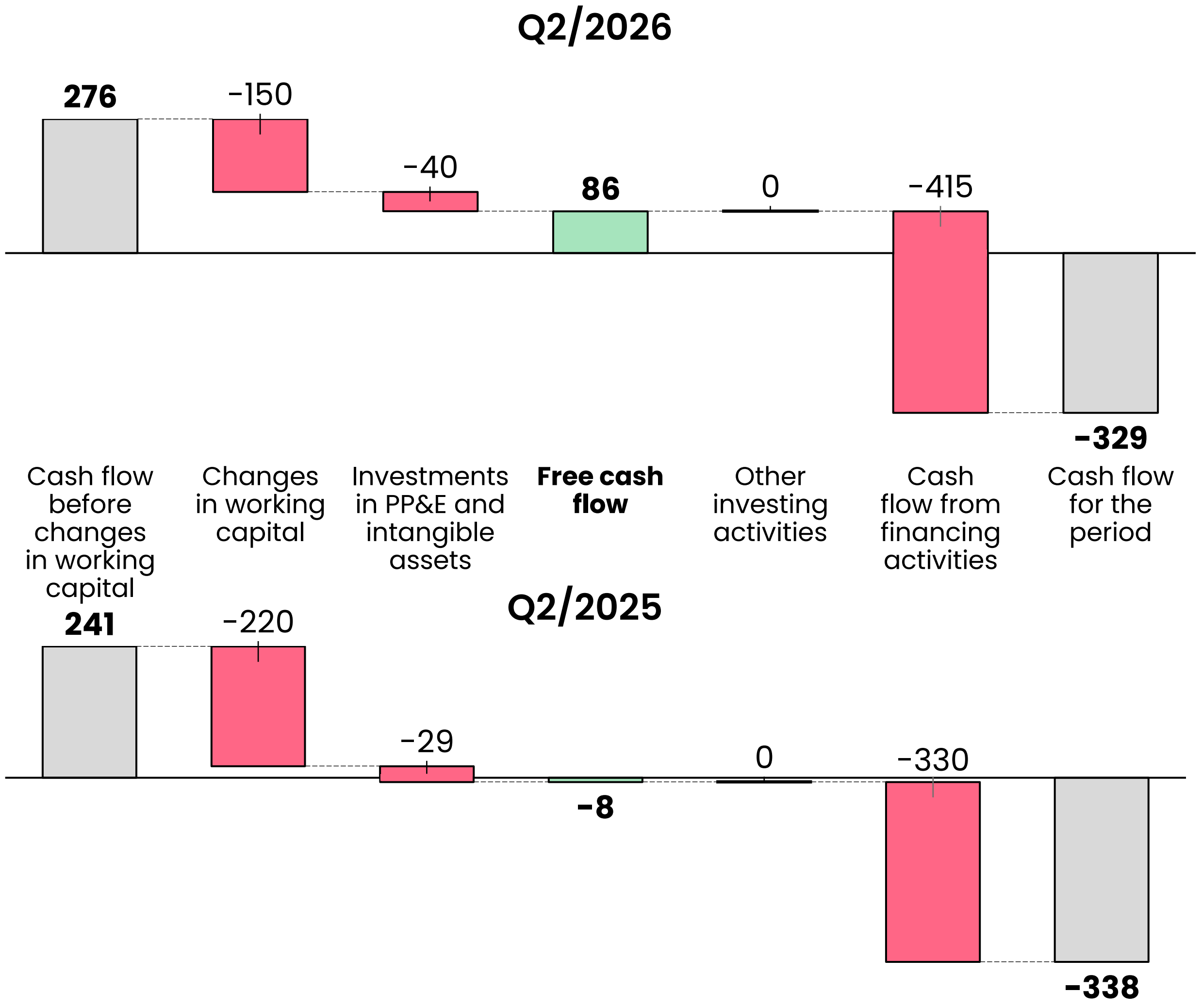


# Strong Free cash flow supported by earlier Easter

## Cash flow

- **Strong Free cash flow** driven by higher operating result and supported by lower effect of working capital on account of Easter phasing
- **Capex to support new plans as previously shared**, with communicated step-up in spend to 4-5% of Net Sales starting in 2027
- **Increased dividend payments** drive higher cash flow from financing activities



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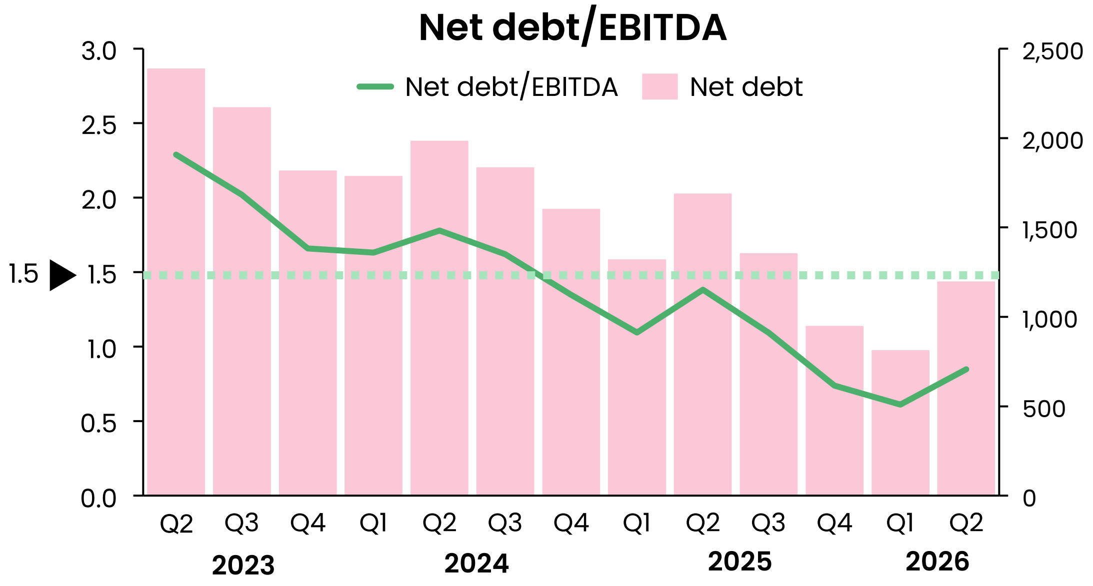
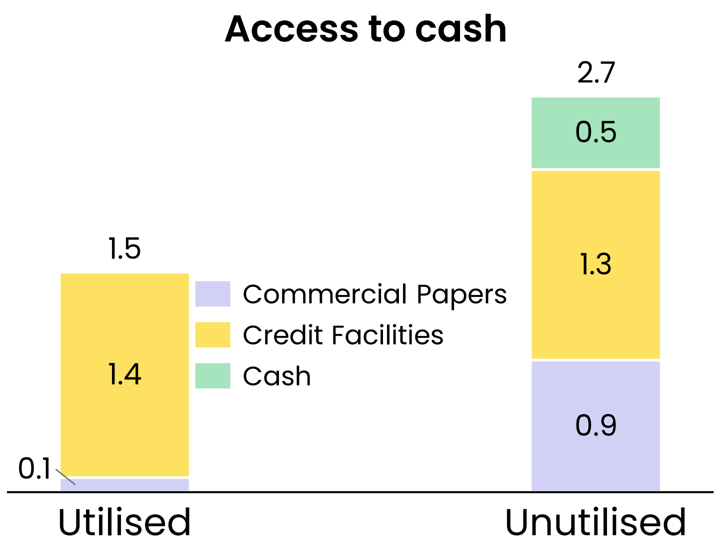
# Lowest-ever Q2 Net debt/EBITDA

## Financial position

- **Net debt/EBITDA** of 0.8x improved 0.6x vs last year and remains well below long-term target of 1.5x
- **Net debt** at all-time low level of SEK 1.2bn for a Q2 despite higher dividend payments
- **Unutilised financing and access to cash** of SEK 2.7bn





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# Q&A

# Thank you.

We hope the rest of your day is filled with many moments of joy!

**Upcoming IR events**

| | |
|---|---|
| Aug 19, 2026 | Nordea Equities' Small & Mid Cap Days 2026 (Stockholm) |
| Sep 17, 2026 | Road show in New York City (arranged by Handelsbanken) |
| Nov 4, 2026 | Interim Report Q3 |
| Nov 5, 2026 | Road show in Stockholm (hosted by Nordea) |
| Feb 3, 2027 | Year-end Report 2026 |
| Mar 11, 2027 | Annual and Sustainability Report 2026 |

# Appendix

# Investment case

1. **Northern Europe's leading confectionery company, creating joy through iconic brands for over 160 years**

2. A **non-cyclical market** with stable consumer demand **outgrowing FMCG Food**

3. **Broad confectionery portfolio** favoured by evolving **consumer preferences**

4. **Iconic brand portfolio** of international Superbrands and strong local hero brands with **high consumer loyalty**

5. Attractive **growth opportunities** in **scaling of Superbrands**, focused **expansion beyond core markets**, and **excelling in marketing and innovation**

6. **Selective M&A to accelerate strategy** of geographic presence and category expansion

7. **Committed to sustainability** and responsible sourcing across the value chain

8. **Attractive cash flow** generation with **clear upside on margin and shareholder value**

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