

Alternative Performance Measures Half-Year 2026



LINDT & SPRÜNGLI

Preface

Group Management communicates certain performance measures, be it in the annual report, the semi-annual report or other announcements, which they believe provide meaningful insights about the financial and operational performance of the Lindt & Sprüngli Group. These performance measures are not always defined by IFRS and are potentially not calculated the same way by other companies. The most relevant performance measures for the Lindt & Sprüngli Group are defined within this manual and derived based on the consolidated results.

Sales development

Sales development is an important performance measure for the Lindt & Sprüngli Group. Lindt & Sprüngli monitors the sales development through two key measures: sales growth in Swiss francs and organic growth.

Both growth measures include volume and price impacts. However, in contrast to sales growth in Swiss francs, organic growth adjusts for foreign currency impacts. Therefore, to calculate organic growth figures both current and prior year sales numbers are translated with current year exchange rates into group currency (CHF). Furthermore, organic growth is also corrected for changes in the consolidation scope, such as disposals or acquisitions. The two sales growth measures are derived as follows:

Sales development	January-June 2026	January-June 2025
Sales in CHF million	2,332.1	2,352.6
Growth in CHF in %	-0.9%	9.0%
Currency translation impact in % ¹	5.2%	2.0%
Other ²	–%	0.2%
Organic Growth in %	4.3%	11.2%

1 To translate into group currency (CHF), exchange rates of the current reporting period were used.

2 Discontinuation of the distribution of a third party candy brand in Canada.

Operating Profit EBIT before one-off costs

Neither in the first half of 2026 nor in prior year there were any one-off costs, therefore the derivation of the recurring operating profit based on the disclosed operating profit is dispensed.

Free cash flow

Free cash flow allows drawing a conclusion about the company's ability to generate free funds from its operating activities after its CAPEX in assets (property, plant and equipment, intangible assets as well as right-of-use assets) and after the impact of the variation margin accounting of commodity futures. Free cash flow is derived as follows from the consolidated cash flow statement:

CHF million	January-June 2026	January-June 2025
Operating cash flow	367.8	-150.5
CAPEX in property, plant and equipment	-132.7	-143.7
CAPEX in intangible assets	-20.4	-26.1
CAPEX in right-of-use assets ¹	-1.2	–
Variation margin of commodity futures ²	-152.4	240.6
Total free cash flow	61.1	-79.7
in % of sales	2.6%	-3.4%

1 This position consists of payments made before lease inception, which are disclosed within the cash flow from investment activities.

2 The variation margin of commodity futures includes CHF 23.7 million as at December 31, 2025 which represented a receivable and was presented within other receivables. During 2026, this position reversed into a payable of CHF 128.7 million as at June 30, 2026 and is presented in other payables.

Net debt (net financial position)

Net debt, also referred to as net financial position, consists of financial debt against third parties (for example bonds, loans, bank borrowings or other financial debt), under consideration of cash and cash equivalents, marketable securities and current financial assets. The below table illustrates how net debt is derived from the consolidated balance sheet:

CHF million	June 30, 2026	December 31, 2025
Marketable securities and current financial assets	4.1	0.6
Cash and cash equivalents	406.6	668.2
Bonds non-current	-1,174.0	-1,173.8
Lease liabilities non-current	-454.4	-442.2
Lease liabilities current	-90.7	-83.6
Bank and other borrowings	-127.1	-65.4
Total net financial position	-1,435.5	-1,096.2

Net debt shows the amount of additional current or non-current assets needed besides cash and cash equivalents, marketable securities and other current financial assets to settle financial debt.

While net debt in the table above includes the received variation margin of commodity futures of CHF 128.7 million as of June 30, 2026 within "Cash and cash equivalents" (posted variation margin of CHF 23.7 million as of December 31, 2025 within "Bank and other borrowings"), the Lindt & Sprüngli Group excludes the variation margin from the net debt within its internal analysis and presentation to investors. Net debt excluding the variation margin amounts to CHF 1,564.2 million as of June 30, 2026 (CHF 1,072.5 million as of December 31, 2025).



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