Alternative Performance Measures

The Emmi Annual Report, the Emmi Half-year Report and other communication from Emmi to investors and analysts contain alternative performance measures (APM), which management uses to assess the financial performance of the Group and which are not defined by Swiss GAAP FER, the recognized accounting standard Emmi applies. Such APM can be income statement, balance sheet or cash flow figures. Management believes that these non-Swiss GAAP FER performance measures provide useful information regarding the Group's financial performance. Such measures may not be comparable to similar measures presented by other companies. The APM used by Emmi are explained and/or reconciled to Swiss GAAP FER performance measures in this document.

Foreword

This edition is published together with the Emmi Half-year Report 2026.

Organic growth

Organic growth represents the net sales growth after excluding the impacts of (a) acquisitions and divestments of businesses (referred to as «acquisition effects» in Emmi's communication) and (b) movements in foreign currency exchange rates (referred to as «currency effects» in Emmi's communication).

(a) Acquisition effects: For calculating organic growth, the net sales of an acquired business are excluded for the 12 months following the business combination. Net sales of a divested business are removed from comparatives (previous year) for the 12 months prior to the divestment. Supply agreements related to the divested business are included in the acquisition or divestment effect for the 12 months following the divestment.

(b) Currency effects: The effects of changes in foreign currency exchange rates are calculated as the difference between the current year net sales (including effects of acquired and divested businesses) converted into Swiss Francs at the current year's average exchange rates and the current year's net sales (including effects of acquired and divested businesses) converted at the prior year's average exchange rates.

For Emmi Group, the reconciliation of organic growth to the sales performance (in %) for the first semester of 2026 is as follows:

	1st half-year 2026	1st half-year 2025
Organic growth	3.6%	4.4%
Acquisition effects	0.7%	11.8%
Currency effects	-2.1%	-3.5%
Sales performance	2.2%	12.7%
Net Sales in CHF million	2,323.5	2,272.4

Similar reconciliations for the business divisions Switzerland, Americas, Europe and Global Trade can be found in the media release.

Earnings before interest and taxes (EBIT)
Earnings before interest, taxes, depreciation and amortisation (EBITDA)

EBIT is commonly defined as Earnings before interest and taxes and EBITDA as Earnings before interest, taxes, depreciation and amortisation.

Emmi Group uses EBIT and EBITDA as important financial measures, where EBIT is defined as the operating profit and EBITDA is used as an operating cash flow indicator.

EBIT is defined as net profit before:

- Minority interests
- Income taxes
- Financial result
- Income from associates and joint ventures

EBITDA is defined as EBIT before:

- Depreciation (including impairment charges) of property, plant and equipment
- Amortisation (including impairment charges) of intangible assets

A reconciliation table between net profit and EBITDA is presented below.

in CHF thousand	1st half-year 2026	1st half-year 2025
Net profit	**100,866**	**97,236**
Minority interests	12,343	6,679
Income taxes	24,079	20,534
Financial result	16,559	20,709
Result from associates and joint ventures	-1,579	197
EBIT	**152,268**	**145,355**
Amortisation of intangible assets	15,226	15,448
Depreciation of property, plant and equipment	63,226	62,281
EBITDA	**230,720**	**223,084**

EBIT margin is when EBIT is calculated as percentage of net sales:

in CHF thousand	1st half-year 2026	1st half-year 2025
EBIT	152,268	145,355
Net sales	2,323,464	2,272,428
EBIT margin	**6.6%**	**6.4%**

EBITDA margin is when EBITDA is calculated as percentage of net sales:

in CHF thousand	1st half-year 2026	1st half-year 2025
EBITDA	230,720	223,084
Net sales	2,323,464	2,272,428
EBITDA margin	**9.9%**	**9.8%**

Net debt

Net debt is a measure to show the net level of financial debt with external parties after considering cash, current securities readily convertible into cash and interest-bearing loans and other receivables.

in CHF thousand	**30.6.2026**	**31.12.2025**
Bank overdrafts	47,195	57,389
Finance lease liabilities	1,161	1,217
Loans	32	32
Bonds	150,000	150,000
Current financial liabilities	**198,388**	**208,638**
Bank overdrafts	109,595	114,759
Finance lease liabilities	8,143	8,786
Loans	216	601
Bonds	974,520	974,520
Non-current financial liabilities	**1,092,474**	**1,098,666**
Financial liabilities	**1,290,862**	**1,307,304**
Cash and cash equivalents	384,099	376,535
Current securities	23,290	29,028
Non-current loans and other receivables	21,074	19,153
Cash and cash equivalents, current securities and interest-bearing loans and other receivables	**428,463**	**424,716**
Net debt	**862,399**	**882,588**

Net debt ratio is defined as net debt divided by EBITDA (last 12 months, LTM):

in CHF thousand	**30.6.2026**	**31.12.2025**
Net debt	862,399	882,588
EBITDA (LTM)	499,888	492,252
Net debt ratio	**1.73**	**1.79**

Cash flow before changes in net working capital, interest and taxes

This is a subtotal used in the determination of the cash flow from operating activities and is defined as cash flow from operating activities before changes in net working capital, interest paid and taxes paid. The positions included in this subtotal are visible directly in the consolidated cash flow statement.

Free cash flow

Free cash flow represents the cash generating capability of the Emmi Group to acquire companies, acquire stakes in associates or joint ventures, pay dividends or repay debt.

As per the table below, Free cash flow therefore equals cash flow from operating activities plus cash flow from investing activities adding back the cash outflows and inflows from the acquisition activity (consolidated companies, associates, joint ventures, minority interests).

in CHF thousand	**1st half-year 2026**	**1st half-year 2025**
Cash flow from operating activities	202,647	168,020
Cash flow from investing activities	-83,891	-106,055
Adding back:		
Acquisition of minority interests	284	31,617
Proceeds from sale of shares in associates	-679	-
Free cash flow	**118,361**	**93,582**

Operating cash conversion

The operating cash conversion measures the ability of the Emmi Group to convert earnings before interest, taxes, depreciation and amortisation (EBITDA) into cash and cash equivalents. It is defined as cash flow from operating activities divided by EBITDA.

in CHF thousand	1st half-year 2026	1st half-year 2025
Cash flow from operating activities	202,647	168,020
EBITDA	230,720	223,084
Operating cash conversion	**87.8%**	**75.3%**

Operating net working capital

Emmi Group monitors its operating net working capital in order to assess how efficient it is managing its operating cash conversion cycle. Operating net working capital is the sum of trade receivables and inventories minus trade payables.

in CHF thousand	30.6.2026	31.12.2025
Trade receivables	507,905	542,006
Inventories	660,463	599,915
Trade payables	-402,540	-419,644
Operating net working capital	**765,828**	**722,277**

Return on invested capital (ROIC)

The return on invested capital (ROIC) measures the efficiency of the invested capital. ROIC is defined as net operating profit after taxes (NOPAT) as a percentage of the average invested capital:

in CHF thousand	**30.6.2026**	**31.12.2025**
Net operating profit after taxes (NOPAT)	279,738	274,037
Average invested capital	3,550,021	3,593,910
ROIC	**7.9%**	**7.6%**

The reconciliation from EBIT to **net operating profit after taxes** is shown in the following table:

in CHF thousand	**30.6.2026**	**31.12.2025**
EBIT[1]	341,537	334,622
Result from sales of non-current assets[1]	-393	-431
Net operating profit before taxes	**341,144**	**334,191**
Income tax (notional tax rate of 18%)	-61,406	-60,154
Net operating profit after taxes (NOPAT)	**279,738**	**274,037**

[1] last 12 months

The **average invested capital** is calculated based on the average of the preceding 13 months. It is composed as follows:

in CHF thousand	**30.6.2026**	**31.12.2025**
Trade receivables	507,472	505,307
Other receivables	70,570	73,832
Inventories	632,429	617,256
Prepayments and accrued income	100,038	97,831
Employer contribution reserves	2,059	2,120
Property, plant and equipment	1,269,970	1,268,462
Intangible assets	421,753	437,834
Goodwill at cost	1,302,445	1,324,990
Trade payables	-352,717	-348,377
Other payables	-90,522	-76,471
Accrued liabilities and deferred income	-284,205	-278,885
Provisions	-29,272	-29,990
Average invested capital	**3,550,021**	**3,593,910**