LOTUS BAKERIES GROUP

Half-Year 2026 Results

August 7, 2026

Highlights Half-Year 2026

Revenue 749 €m	+14.0%	EBITDA(u) of 156 €m or 20.9% on revenue	20.9%
Net result 98 €m	+23.5%	Net financial debt at 0.3x EBITDA(u)	0.3

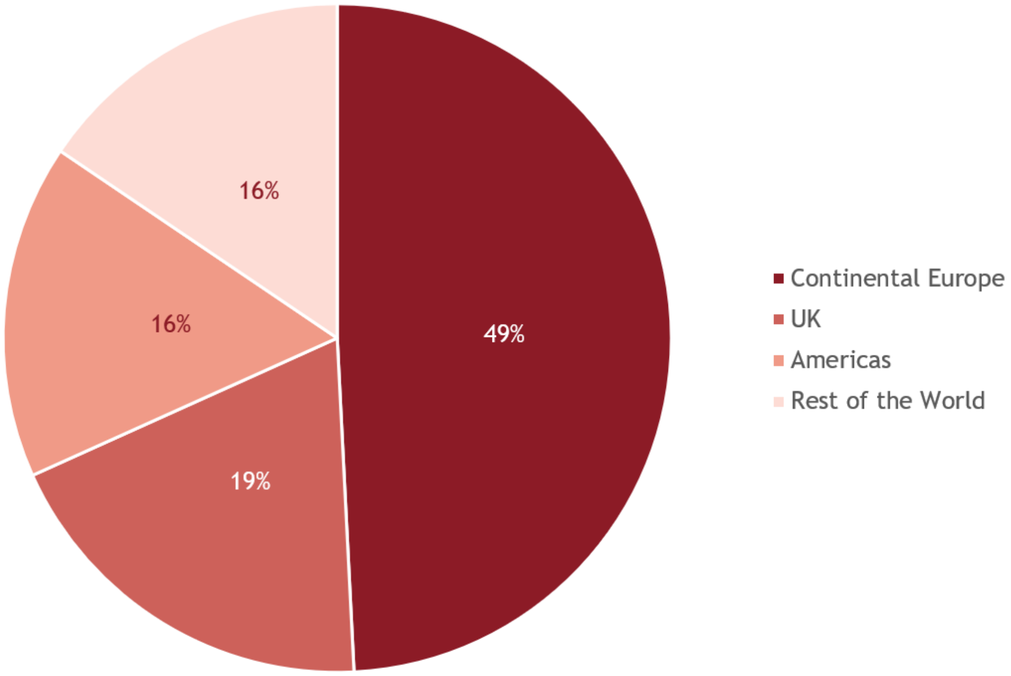
Strong growth for both Lotus Biscoff and Lotus Natural Foods

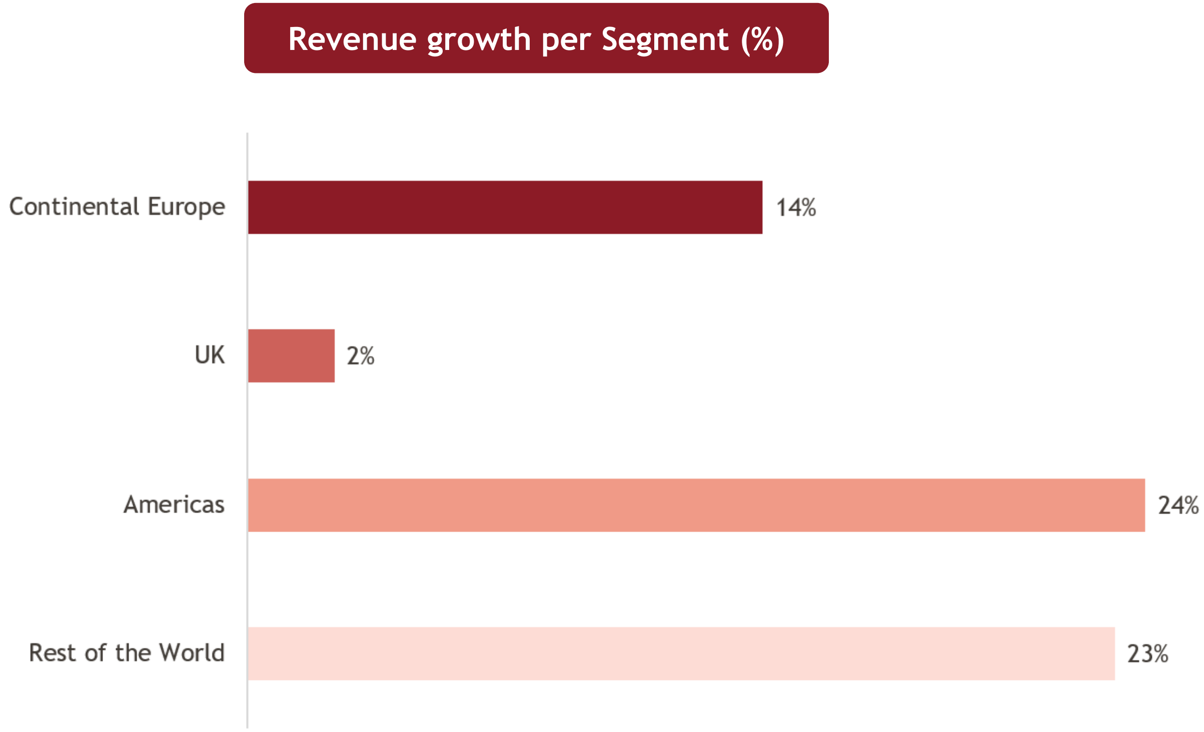
Plant in Thailand (Chonburi) fully operational and performing at the upper end of expectations

Largest-ever Biscoff investment programme, with at least 500 €m of investments planned over the 5-year period 2026-2030

Revenue by segment

Broad-based growth across continents





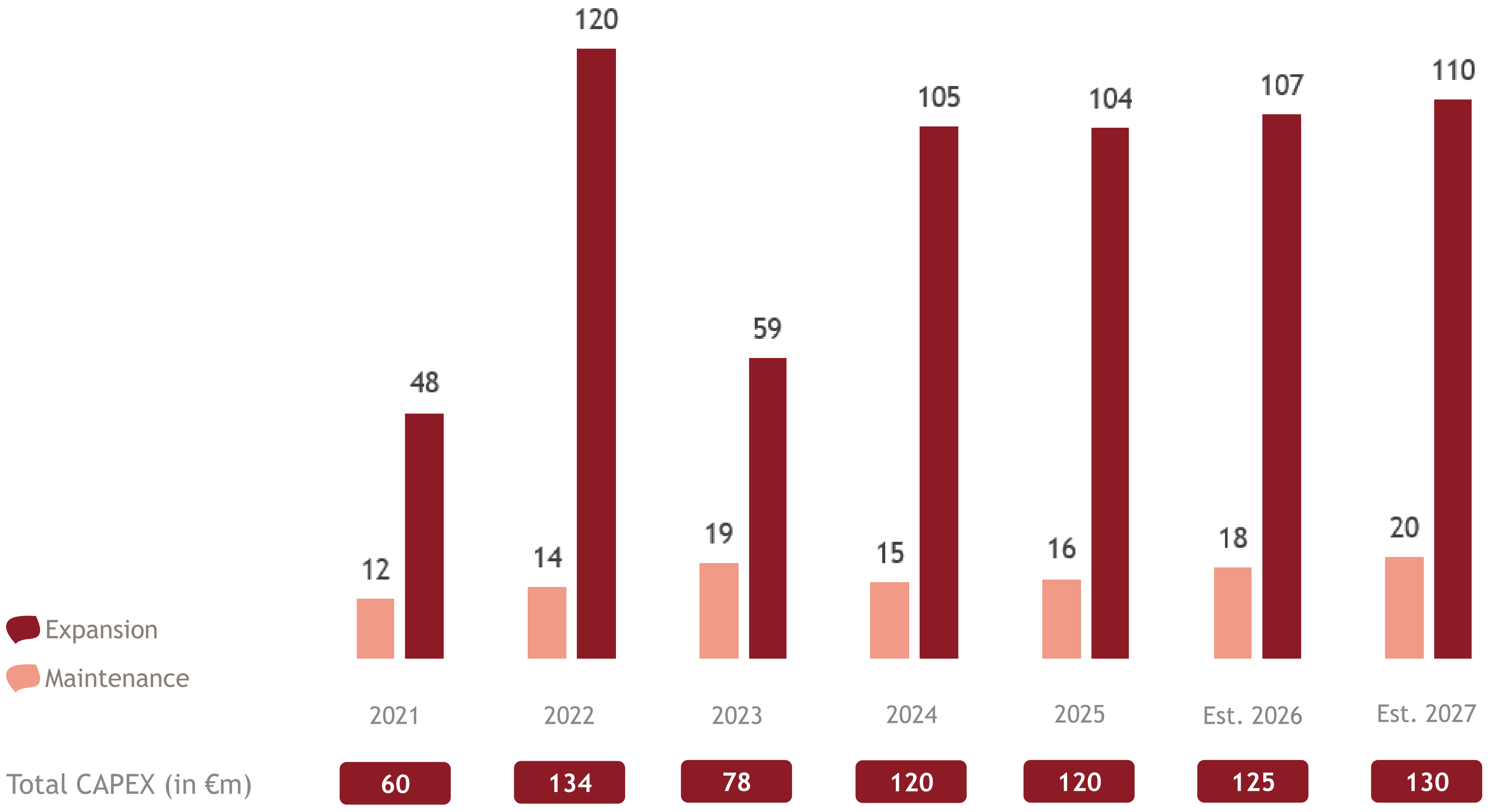
Strong organic growth with increased profitability

Net result increase of 23.5%

in €m	HY 1 2026	*% Revenue*	HY 1 2025	*% Revenue*	% Evolution
Revenue	749.1		657.3		14.0%
Raw materials, packaging and co-manufacturing	-245.5		-222.8		
Services and other goods	-197.9		-173.2		
Employee benefit expenses	-141.7		-128.2		
Depreciation, amortisation expenses and impairments	-25.3		-19.6		
Other operating income and expenses	-7.7		-3.8		
Underlying operating result – EBIT(u)	131.0	*17.5%*	109.7	*16.7%*	19.4%
Underlying operating cash flow - EBITDA(u)	156.3	*20.9%*	129.3	*19.7%*	20.9%
Non-underlying items	-0.9		-3.9		
Operating result – EBIT	130.2	*17.4%*	105.9	*16.1%*	23.0%
Financial result	-2.1		-2.2		
Result before taxes	128.1	*17.1%*	103.6	*15.8%*	23.6%
Income taxes	-30.0		-24.2		
Net result	98.1	*13.1%*	79.4	*12.1%*	23.5%
EPS in EUR	120.7		97.7		23.5%

Investment Programme

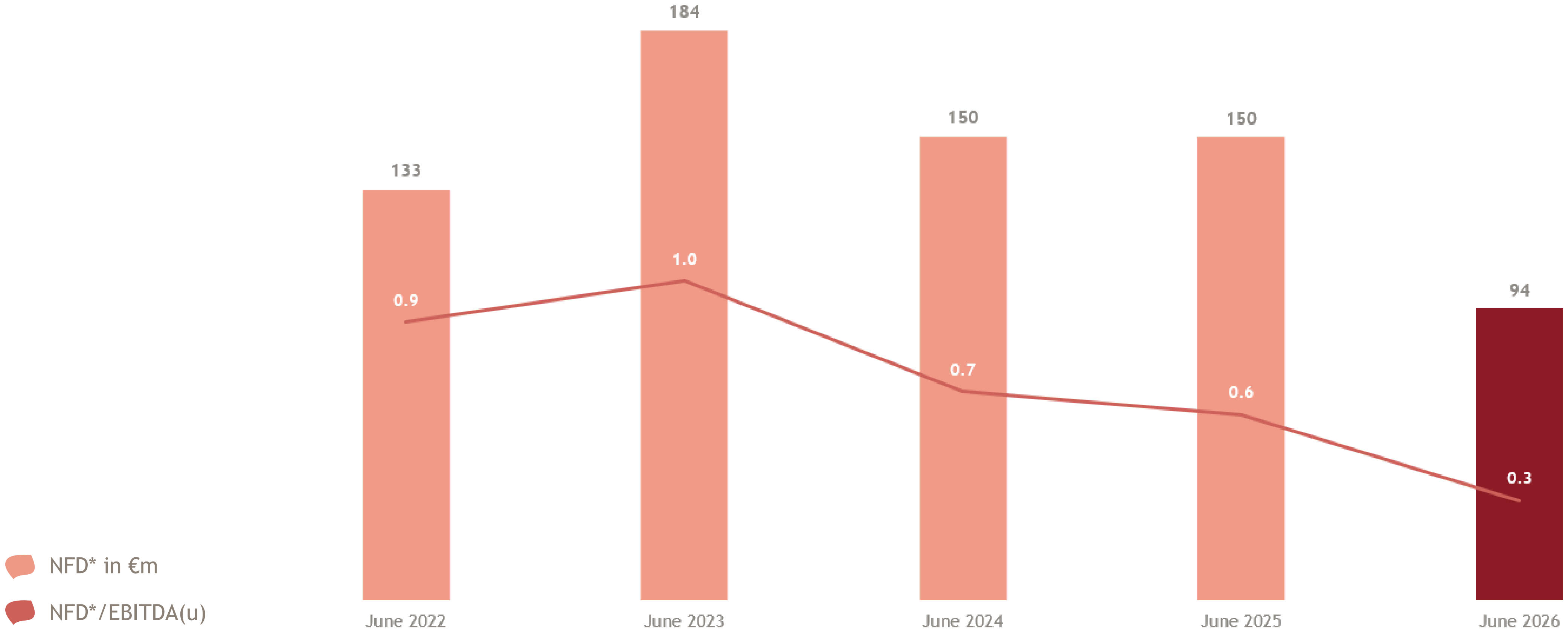
Combined 2026-2027 capital expenditure now estimated to be more than EUR 250 million



At least EUR 500 million investments planned for Biscoff over the 5-year period 2026-2030

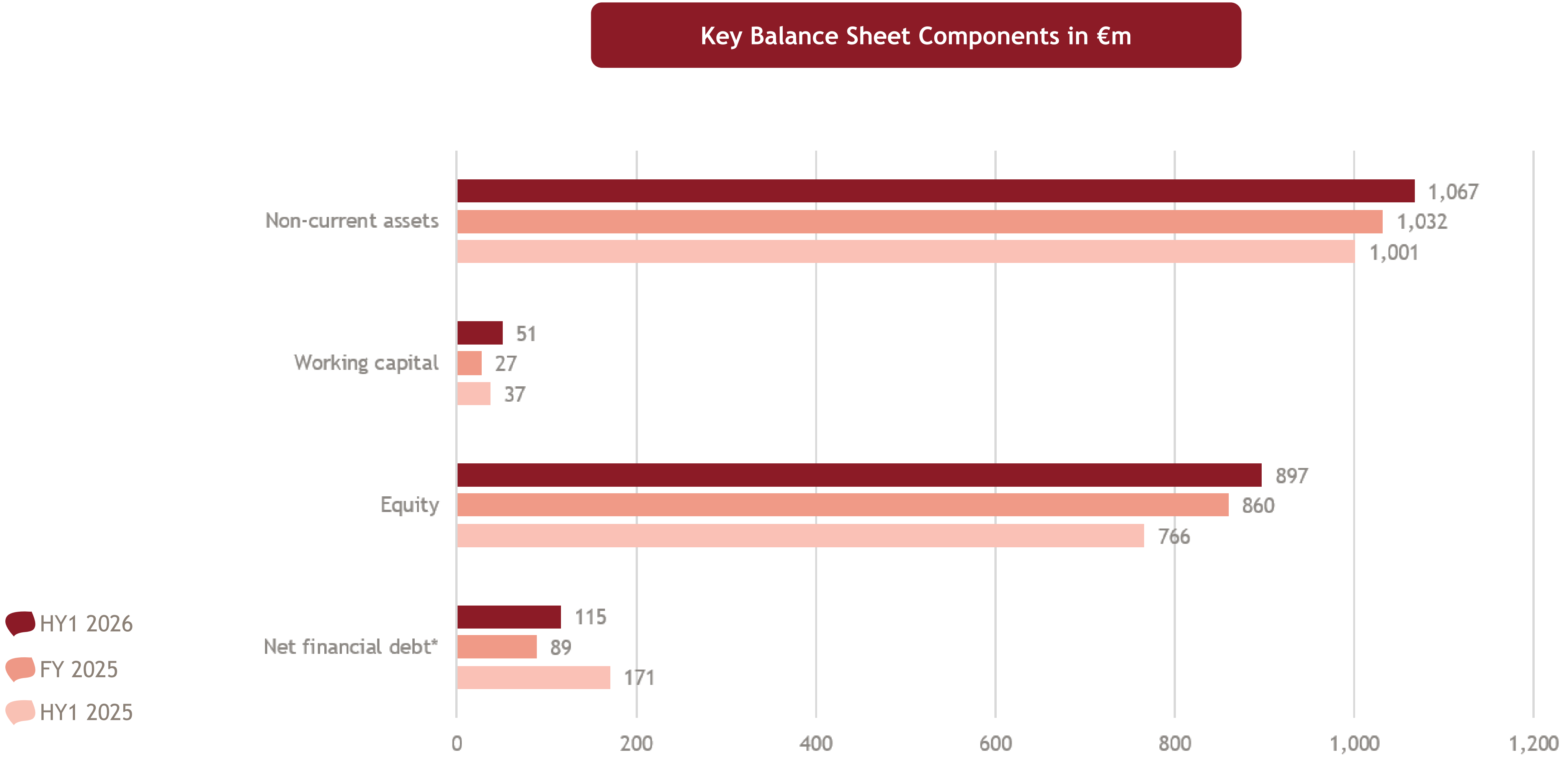
Net financial debt reduction to 0.3 times EBITDA(u)

Continued strong cash flow generation further reduced net financial debt



* Excl. IFRS16

Strong balance sheet



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THANK YOU!