ORIOR AG

Alternative Performance Measures
Full Year 2024

Alternative Performance Measures

ORIOR uses financial performance measures in its Annual Reports, Half Year Reports and additional communication with investors that are not defined by Swiss GAAP FER (Alternative Performance Measures). According to the management they provide useful and relevant information regarding the operative and financial performance of the group.

Below the most important performance measures are explained and reconciled to Swiss GAAP FER figures. The Alternative Performance Measures in use may not correspond to performance measures with similarly titled measures of other companies. Every Alternative Performance Measure shown in the financial report is related to the performance of the current and the previous year. For the sake of completeness, it should be noted that the previous year's figures were adjusted in line with the 2024 Financial Report to reflect changes in accounting policies and due to error corrections.

Performance

Net sales development
Due to its international profile and frequent acquisitions the ORIOR Group classifies net sales developments to the previous year in three effects:

- Organic growth
- Currency translation effect
- Acquisition, divestment and consolidation effect

Organic growth
Organic growth is defined as the net sales developments after removal of acquisition/divestment effects as well as changes to the scope of consolidation and currency effects. This allows for a year-on-year comparison based on a constant scope of consolidation and constant exchange rates. The calculated organic growth corresponds to the residual value after calculating the effects of exchange rates, acquisition, divestment, and changes in scope of consolidation.

Currency effect
The currency effect shows the impact of exchange rate fluctuations on net sales. It is calculated as difference between net sales of the current year and net sales translated at constant exchange rates (i.e. using the prior-year average exchange rate to convert the net sales of foreign subsidiaries).

Acquisition, divestment and consolidation effect
The acquisition, divestment and consolidation effect represents the net sales gained or lost through acquisitions, divestments, and changes to the scope of consolidation. As long as the prior-year comparative period of an acquired business is not yet included in the consolidated income statement, its net sales are reported under acquisition, divestment and consolidation effect. Accordingly, the net sales from acquisitions and the change to the scope of consolidation changes are included in this effect for the first 12 months following the transaction/change.

In the event of a divestment, the related net sales are also reported under this effect for the prior-year comparative period.

The resulting effects are then shown in relation to the net sales of the previous year.

Net sales development 2024	Jan – Dec 24	Org	FX	Akq/Cons	Jan – Dec 23
Net sales from goods and services *in TCHF*	642 080	3 003	– 4 017	0	643 094
Net sales development by effect	***–0.2%***	***0.5%***	***–0.6%***	***0.0%***	
Ø exchange rate CHF/EUR			0.9525		

Net sales development 2023	Jan – Dec 23	Org	FX	Akq/Cons	Jan – Dec 22
Net sales from goods and services *in TCHF*	643 094	13 328	– 6 925	0	636 691
Net sales development by effect	***1.0%***	***2.1%***	***–1.1%***	***0.0%***	
Ø exchange rate CHF/EUR			0.9716		

Gross profit and gross margin

Gross profit and gross margin are not defined in the income statement presentation by nature of expense under Swiss GAAP FER. ORIOR uses gross profit and gross margin to provide greater transparency regarding development of raw materials/goods purchased. Gross profit consists of the net sales reduced by raw materials, goods and services purchased adjusted by changes in inventories of finished and unfinished goods. Gross margin is calculated as gross profit divided by net sales.

		Restated
in TCHF	**Jan – Dec 24**	**Jan – Dec 23**
Net sales from goods and services	642 080	643 094
Raw materials/goods and services purchased	– 351 154	– 334 736
Changes in inventories of finished and unfinished goods	5 636	– 2 190
Gross profit	**296 562**	**306 168**
Gross margin	*46.2%*	*47.6%*

EBITDA and EBITDA margin

EBITDA (Earnings before Interest, Taxes, Depreciation and Amortisation) corresponds to the operating profit before the deduction of interest, tax, depreciation and amortisation. EBITDA margin is calculated as EBITDA divided by net sales.

		Restated
in TCHF	**Jan – Dez 24**	**Jan – Dez 23**
Earnings before interest and taxes (EBIT)	– 31 878	26 203
+ Depreciation – property, plant and equipment	18 963	18 827
+ Amortisation – intangible assets	8 455	8 294
+ Impairment property, plant and equipment	25 243	0
+ Impairment intangible assets	1 323	0
+ Impairment financial assets	384	0
EBITDA	**22 488**	**53 324**
Net sales from goods and services	642 080	643 094
EBITDA	22 488	53 324
EBITDA margin	***3.5%***	***8.3%***

Adjusted EBITDA

ORIOR uses an adjusted EBITDA in order to disclose the development of operative performance excluding expenses from corporate transactions – mainly transaction and integration costs – and non-recurring expenses (restructuring measures and non-operational legal obligations/consulting costs).

This ensures comparability, as these are one-off effects. EBITDA adjusted for these effects is reported as adjusted EBITDA.

		Restated
in TCHF	**Jan – Dec 24**	**Jan – Dec 23**
EBITDA	22 488	53 324
+ One-off extraordinary adjustments		
Reorganisation/restructuring Culinor	10 119	
Reorganisation/restructuring at Group level	1 477	
Obligations of Casualfood	4 453	
Legal cases and consulting costs	1 223	
Adjusted EBITDA	**39 760**	**53 324**

Net sales from goods and services	642 080	643 094
Adjusted EBITDA	39 760	53 324
Adjusted EBITDA margin	***6.2%***	***8.3%***

Liquidity/capital structure

Equity ratio

Equity ratio is the ratio of total equity, including non-controlling interests, to total assets or total liabilities.

		Restated
in TCHF	**31.12.2024**	**31.12.2023**
Total assets	349 129	362 494
Shareholders' equity ORIOR AG	30 785	81 600
Non-controlling interests	0	0
Total equity	30 785	81 600
Equity ratio	***8.8%***	***22.5%***

		Restated
in TCHF	**31.12.2024**	**31.12.2023**
Theoretical total assets incl. goodwill	431 440	453 565
Theoretical equity incl. goodwill	113 096	172 671
Non-controlling interests	0	0
Total theoretical equity incl. goodwill	113 096	172 671
Equity ratio incl. goodwill	**26.2%**	**38.1%**

Core cash conversion

ORIOR defines core cash conversion as the ratio of cash flow from operating activities before change in net working capital (NWC) to adjusted EBITDA. This metric indicates how much of the operating result before depreciation and amortisation (adjusted EBITDA) was converted into cash flow from operating activities before changes in net working capital.

		Restated
in TCHF	**Jan – Dec 24**	**Jan – Dec 23**
Cash flow from operating activities before change in NWC	33 661	45 786
Adjusted EBITDA	39 760	53 324
Core cash conversion	***84.7%***	***85.9%***

Net debt/adjusted EBITDA ratio

The ORIOR Group uses this key figure to illustrate the relationship between indebtedness and profitability. To calculate it, net debt (as derived below) is divided by adjusted EBITDA.

		Restated
in TCHF	**Jan – Dec 24**	**Jan – Dec 23**
Adjusted EBITDA	39 760	53 324
+ Current financial liabilities	91 706	30 118
+ Non-current financial liabilities	102 600	102 738
– Cash and cash equivalents	– 12 641	– 15 937
– Derivate financial instruments (assets)	– 294	0
Net debt	**181 371**	**116 919**
Net debt/adjusted EBITDA ratio	***4.56***	***2.19***

ROCE

Return on Capital Employed (ROCE) shows the profitability of the capital employed. It is calculated by relating the operating result, adjusted for special items and impairments over the past 12 months, to the capital employed as at the reporting date.

		Restated
in TCHF	**Jan – Dec 24**	**Jan – Dec 23**
+ Current assets	189 093	185 916
– Current liabilities	– 192 419	– 151 444
– Cash and cash equivalents	– 12 641	– 15 937
– Securities	– 712	– 708
+ Current financial liabilities	91 706	30 118
+ Property, plant and equipment	114 130	123 350
+ Intangible assets	40 530	47 109
+ Financial assets	5 376	6 117
Capital employed	**235 063**	**224 521**
EBIT – LTM *	– 31 878	26 203
Impairments	26 950	0
Special items from reconciliation to adjusted EBITDA	17 272	0
EBIT – LTM * adjusted	**12 344**	**26 203**
ROCE	***5.3%***	***11.7%***

* LTM = Last Twelve Months