

# ORIOR

★★★★★  
EXCELLENCE IN FOOD



2023 **ORIOR Group**  
FULL YEAR RESULTS

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## Performance measures

ORIOR uses alternative performance measures in this presentation which are not defined by Swiss GAAP FER. These alternative performance measures provide useful and relevant information regarding the Group's operative and financial performance. The document "Alternative Performance Measures Full Year 2023", which is available on <https://orior.ch/en/financial-reports>, defines these alternative performance measures.

# Agenda

## Full Year 2023

- CEO statement CEO Daniel Lutz
- Group initiatives
  
- ORIOR segments CFO Andreas Lindner
- Consolidated income statement and balance sheet
- Further key figures for the ORIOR Group

## Outlook

- CEO statement CEO Daniel Lutz
- ORIOR Group
- Q&A

## CEO statement

*Organic growth of 2.1%; challenging environment weighs on profitability*

**Net sales** > Net sales increased by 1.0% to CHF 643.1 million; organic growth: +2.1%, currency effect -1.1%

**Profitability** > EBITDA fell to CHF 59.2 million (previous year: CHF 64.1 million); EBITDA margin of 9.2% (previous year: 10.1%)

*Main positive drivers:*

- > *Culinor had an exceptionally good financial year thanks to innovations, customer/channel development, and cost pass-throughs*
- > *Casualfood benefited from higher passenger frequencies and opening of new outlets with new concepts*
- > *Rapelli and Biotta posted solid performances*
- > *Cost pass-throughs, cost-cutting measures, efficiency improvements*

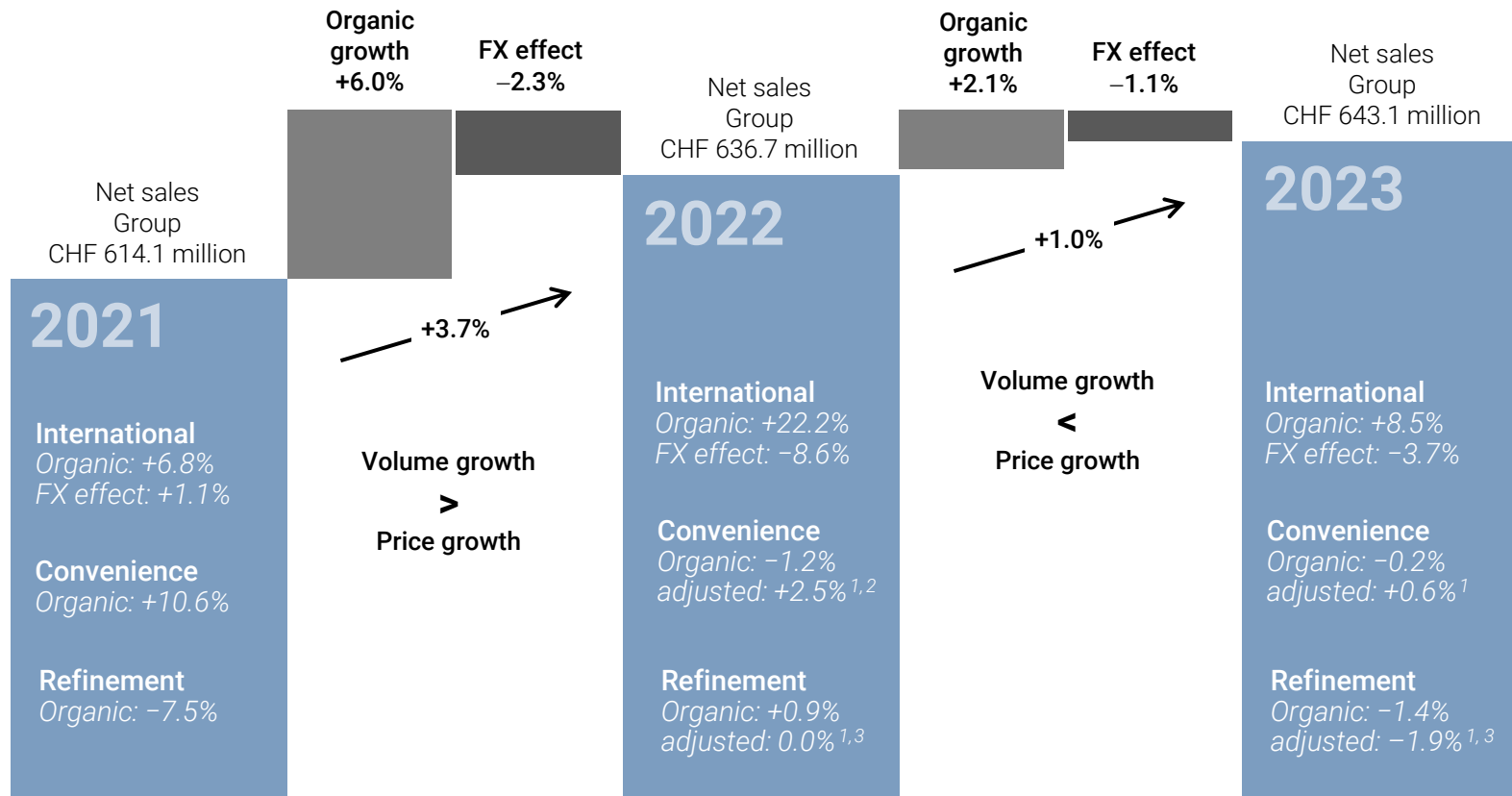
*Negative factors – accumulation of adverse factors, especially in H2:*

- > *Inflationary environment > rising input costs > higher selling prices > change in product mix demand*
- > *Rapid increase in pork prices in H2 in combination with time-limited bulk contracts orders at fixed prices*
- > *Higher input costs not passed through in full*
- > *Plant-based sales, particularly in the UK, far below expectations*
- > *Food service sector, particularly in Q4, below expectations, and modest Christmas sales*
- > *Declines in profitability despite measures implemented, also due to lower volumes*

### Major Group initiatives

- *Site development > increase and stabilise profitability and efficiency*
- *ORIOR Responsibility/ESG > continuous improvement of sustainability KPIs > target achievement on track*

# Organic growth of 2.1%



<sup>1</sup> Site development: volume transfer of the Convenience segment to the Refinement segment

<sup>2</sup> Turnover reclassification (net booking of intermediary sales) in the Convenience segment of CHF 4.1 million

<sup>3</sup> Discontinuation of sales to Russia

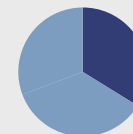
## ORIOR Convenience segment

Excluding one-off effects from volume transfer at previous year's level

### Net sales

Reduction of -0.2% to CHF 219.8 million (PY: -1.2%)  
– Adjusted for one-off effects: +0.6%

The Convenience segment generated 33.8% of Group sales.



Competence centres:

- *Fredag further expanded its core poultry business; its food service channel and the export of plant-based products did not perform in line with expectations.*
- *Le Patron with modest growth: good retail sales, food service and Christmas sales below expectations.*
- *Pastinella also up on the previous year thanks to pleasing growth with innovative products in the gastronomy sector.*
- *Biotta performed very well in its domestic Swiss market; exports suffered due to the strong Swiss franc.*

### Main positive drivers:

- *Overall, the Swiss domestic market performed well compared with the previous year, thanks in particular to solid growth in the retail channel.*
- *Core poultry range strengthened further.*
- *Pass-through of higher input costs.*
- *Realisation of efficiency optimisations.*

### Challenges and negative influences:

- *Inflation-driven weakening of sales markets (exports of plant-based products, Biotta exports, product mix shifts, food service sector).*
- *Christmas sales and major events, especially at Le Patron.*
- *Transfer of sales to the Refinement segment (CHF 1.7 million).*



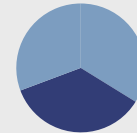
## ORIOR Refinement segment

*Accumulation of adverse factors and rapidly increasing pork prices in the second half of the year*

### Net sales

Reduction of –1.4% to CHF 245.7 million (PY: +0.9%)  
– Adjusted for one-off effects: –1.9%

The Refinement segment generated 35.5% of Group sales.



Competence centres:

- *Rapelli delivered a solid performance with growth in the retail and food service sectors.*
- *Albert Spiess significantly below expectations.*
- *Möfag grew its sales once again.*

### Main positive drivers:

- *Rapelli's core and brand range recorded pleasing growth.*
- *Partial pass-through of higher input costs.*
- *Realisation of efficiency optimisations.*
- *Sales transfer from the Convenience segment (CHF 1.4 million).*

### Challenges and negative influences:

- *Inflation-driven weakening of sales markets > Product mix shifts, weakening food service, strong Swiss franc > lack of intercompany sales with Spiess Europe.*
- *Price increase for pork combined with agreed (time-limited) fixed prices.*
- *Loss of a major order and modest Christmas sales in food service sector at Albert Spiess.*



## ORIOR International segment

*Very good performance thanks to customer and channel expansions, innovations and cost pass-throughs*

### Net sales

Increase of +4.8% to CHF 198.8 million

- Organic: +8.5% (PY: +22.2%)
- FX effect: –3.7% (PY: –8.6%)

The International segment generated 30.7% of Group sales.



Competence centres:

- *Culinor Food Group performed exceptionally good, thanks to cost pass-throughs, innovations and channel expansions.*
- *Casualfood performed very well, also thanks higher passenger frequencies.*
- *Gesa posted another very pleasing result; highly specialised niche proved itself once more.*
- *Spieß Europe significantly below expectations, in particular due to inflation-related effects in France.*

### Main positive drivers:

- *Pass-through of higher input costs*
- *Innovations and new listings, including in the entry-level price segments*
- *Customer and channel development*
- *Realisation of efficiency optimisations*
- *Traveller volume high/rising*

### Challenges and negative influences:

- *Weakened sales markets due to inflation*
  - > *Cost pass-through pressure*
  - > *Shifts in product mix*
  - > *Slump in sales in France (high-end premium)*
- *Shortage of skilled labour*
  - > *Higher costs for well-qualified employees*
- *Labour costs higher in general*



**culinor**



**vaco's kitchen**





## Consolidated income statement

CHF million	2023	2022	Δ in %
<b>Net sales</b>	<b>643.1</b>	<b>636.7</b>	+1.0%
Cost of materials/change in inventory	-334.2	-344.2	
<b>Gross profit</b>	<b>308.9</b>	<b>292.5</b>	+5.6%
as % of net sales	48.0%	45.9%	+210 bps
<b>EBITDA</b>	<b>59.2</b>	<b>64.1</b>	-7.7%
as % of net sales	9.2%	10.1%	-86 bps
Depreciation and amortisation	-27.1	-26.2	
<b>EBIT</b>	<b>32.1</b>	<b>37.9</b>	-15.3%
as % of net sales	5.0%	6.0%	-96 bps

- Gross margin increased by 210 bps to 48.0%
- EBITDA -7.7% below previous year's level  
*Main drivers: challenging environment with high input costs (energy, raw materials, staffing), declining volumes and product mix shifts towards lower-margin ranges*
- EBIT lost -15.3% and stands at CHF 32.1 million  
*Main factors: lower EBITDA and higher depreciation and amortisation*

## Consolidated income statement | EBIT – Net profit for the period

CHF million	2023	2022	Δ in %
<b>EBIT</b> as % of net sales	<b>32.1</b> 5.0%	<b>37.9</b> 6.0%	-15.3% -96 bps
<b>Net financial result</b>	<b>-2.6</b>	<b>-2.5</b>	
<b>Profit before taxes</b> as % of net sales	<b>29.5</b> 4.6%	<b>35.4</b> 5.6%	-16.7%
<b>Income taxes expense</b>	<b>-4.7</b>	<b>-5.0</b>	
Non-controlling interest	0.0	0.2	
<b>Net profit attributable to ORIOR shareholders</b> as % of net sales	<b>24.8</b> 3.9%	<b>30.2</b> 4.7%	-17.8%

- The financial result includes interest expenses, foreign currency effects, profit from the Smartseller joint venture, and results from interest rate and currency hedging instruments.
- Bond (CHF 110 million) was repaid as contractually agreed end of September 2023 and refinanced with a SARON-based syndicated loan (total volume CHF 150 million).
- Weighted average income tax rate of 16.8% (previous year: 16.6%) and is within the expected medium-term range of 15.0 to 19.0%.

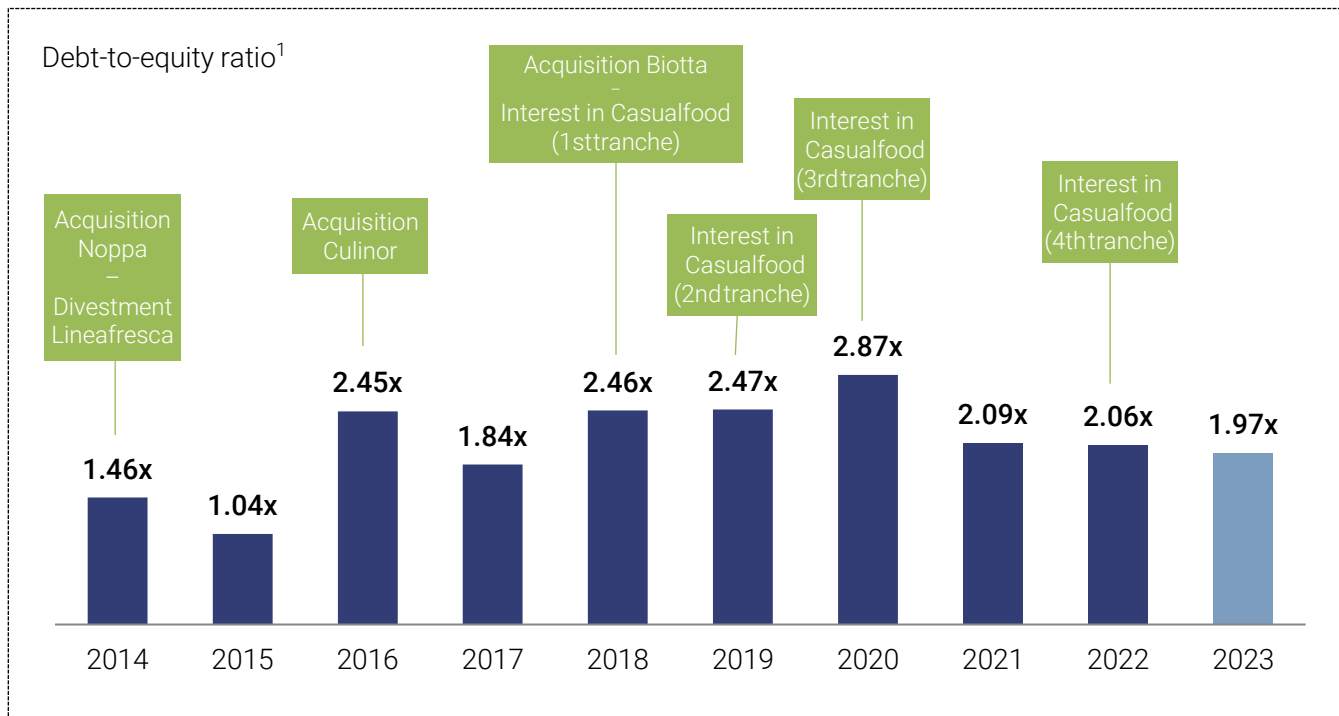
## Consolidated balance sheet

CHF million	31.12.2023		31.12.2022	
Current assets	188.7	51.2%	192.2	50.2%
Property, plant and equipment	126.5		129.4	
Intangible assets	47.1		55.8	
Financial assets	6.1		5.8	
<b>Total assets</b>	<b>368.4</b>	100.0%	<b>383.1</b>	100.0%

CHF million	31.12.2023		31.12.2022	
Liabilities	281.9	76.5%	301.6	78.7%
Equity	86.5	23.5%	81.6	21.3%
<b>Total liabilities and shareholders' equity</b>	<b>368.4</b>	100.0%	<b>383.1</b>	100.0%

- No notable change in balance sheet metrics from previous year.
- Ongoing decrease of intangible assets due to ordinary amortisation.
- Increase in equity ratio to 23.5% (shadow statement including goodwill 38.7%) due to continuous reduction of external debt.

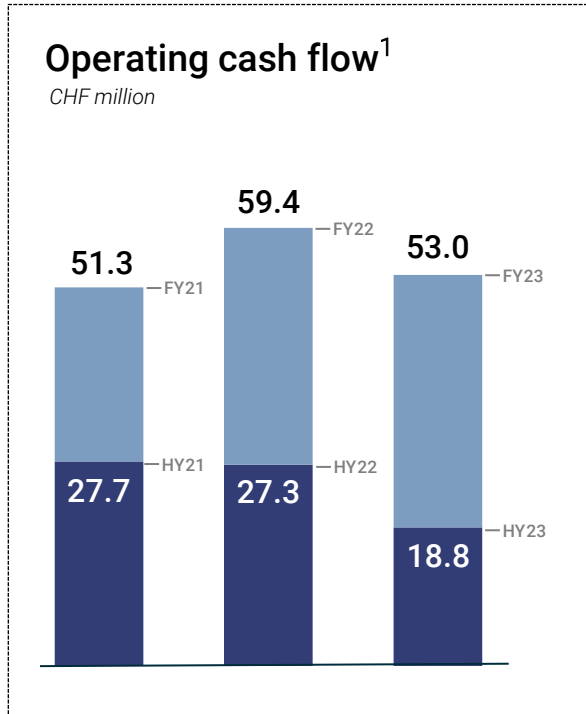
## Debt-to-equity ratio



- Further improvement in debt ratio thanks to solid free cash flow.

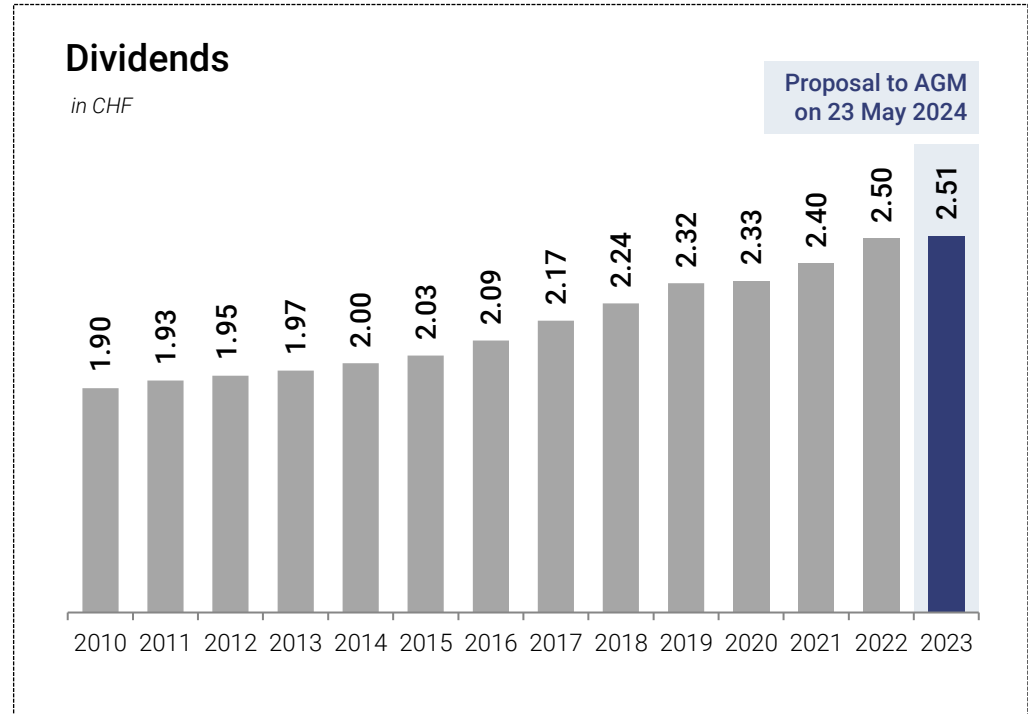
<sup>1</sup> 2014–2016 based on IFRS

## Operating cash flow and dividends



<sup>1</sup> 2021 restated








- High cash conversion of 89.5% (2023: 92.7%)
- Free cash flow increase to CHF 35 million (2023: CHF 18.0 million), primarily due to lower investments.



- Proposal of a dividend of CHF 2.51 per share (increase of +0.4%)
- Attractive dividend policy with at least the same absolute dividend for the coming years confirmed.

## ESG/sustainability at ORIOR

Highlights 2023

-  Improvements in line with defined **sustainability targets**: four out of five KPIs **on track**.
-  SBTi Commitment Letter submitted. **CCF** calculation **including Scope 3** (baseline) completed for entire Group. Drafting of targets initiated.
-  Commitment to ESG ratings strengthened further; **2nd place in Inrate Corporate Governance Rating<sup>1</sup>**, **CDP “B” rating** confirmed once again.
-  **Go-live of sustainability dashboard** > used for the first time for the 2023 survey > future efficiency gains and improved overview of progress during the year.
-  **Culinor sustainability report** (GRI) finalised and published.
-  **Double materiality analysis** process completed > development of the new Sustainability Strategy 2025–2030 begins.
-  Internal **workshop series** with focus on sustainability launched.

<sup>1</sup> [Inrate Medienmitteilung zRating Studie 2023 - News](#)

# Stabilisation and increase of profitability and efficiency

## Business and product portfolio/customer analysis

### *Measures*

- *More consistent promotion of high-margin product ranges.*
- *Tailor innovations to meet changing consumer needs -> value engineering across various price points.*
- *Orders and products with an inadequate volume and/or margin structure are*
  - renegotiated (price increases),*
  - modified within the overall offer or*
  - cancelled (cut-the-tail).*
- *Adjustment of structural costs to match new starting position, including variabilisation of direct personnel costs.*

## Five-year plan

- *Early launch of five-year plan in light of persistently challenging environment.*
- *Site development 2030 will play a central role in this by helping to increase profitability and improve efficiency.*

# Outlook for the ORIOR Group

## General assessment

- *Underlying conditions: persistently strained geopolitical situation with volatile markets and inflationary effects.*
- *Further organic growth expected, driven by all segments, particularly the International segment.*
- *Improvement in EBITDA margin expected.*
- *Focus: improve profitability, increase efficiency and innovation.*

## Net sales > organic growth (price and volume) of 1.5–2.5% expected

- Good growth in International segment: passenger frequencies and travel volume should continue to rise, additional new concept openings and launch of innovations by Culinor in fresh convenience sector are expected.
- Convenience segment with modest growth thanks to positive trend in food service sector, with innovations and further strengthening of core product ranges.
- Moderate growth expected for Refinement segment.

	Guidance FY 2024	FY 2023
<b>Net sales for the ORIOR Group</b>	<b>CHF 652.7 to 659.2 million<sup>1</sup></b>	<b>CHF 643.1 million</b>

<sup>1</sup> At constant exchange rates (average euro rate for FY23: 0.9716)



# Outlook for the ORIOR Group

**EBITDA** > increase in absolute EBITDA and EBITDA margin expected

- *Ambition of an EBITDA margin of 10% confirmed, recovery to this level likely to stretch over the next two to three years due to current challenging overall conditions.*
- *Further cost pass-throughs in light of higher input costs.*
- *Further productivity increases and flexibilisation of costs and processes.*
- *Rising/persistently high input costs, including for raw materials, energy, packaging, transport, personnel, etc.*
- *Product portfolio analysis, followed by product range and structural adjustments if necessary.*
- *Cultivation of new markets, especially for plant-based products.*
- *Innovations with improved margin structure.*

	Guidance FY 2024	FY 2023
<b>EBITDA Group</b>	<b>Margins of 9.3 to 9.5%</b>	<b>9.2%</b>

## Outlook for the ORIOR Group

	Guidance FY 2024	FY 2023
<b>Tax ratio</b>	<b>15.0 to 19.0%</b>	<b>16.8%</b>

- Tax ratio in the expected medium-term range

	Guidance FY 2024	FY 2023
<b>Operational CAPEX</b>	<b>CHF 18.0 to 22.0 million</b>	<b>CHF 19.9 million</b>
<b>Strategic CAPEX (site development)</b>	<b>CHF 30.0 to 34.0 million</b>	

- CAPEX 2023 is divided into regular/operational CAPEX as well as in strategic investments (site development)
  - > Purchase of neighbouring building at strategically important Oberentfelden site

## Decentralised business model

*Resilient thanks to decentralised positioning, strong brands and product worlds, and broad diversification*

Convenience				Refinement			International			
Fredag	Le Patron	Pastinella	Biotta	Rapelli	Albert Spiess	Möfag	Culinor	Casualfood	Gesa	Spieß Europe
										

### Competence centre philosophy

- Strong identification
- Proximity to the market as well as rapid responses and agility thanks to lived individuality
- Strong regional roots

### Key strategic initiatives to unlock sales potential, increase efficiency and optimise costs

- Forward-looking “ORIOR New Normal”, intradisciplinary Champion Model, interdivisional ORIOR Bridge-building

### Broad diversification

- In the product and range categories: fresh meals, fresh pasta, plant-based specialities, pâtés, terrines, organic vegetable and fruit juices, premium meat products, and food travel islands
- In channels: from traditional retailers and discounters to the food service and travel food markets
- In the customer portfolio: broadly supported by small, medium-sized and major customers
- In geographical market coverage: local, regional, national and international (foreign share of 2023 sales by customer domicile: 31.7%)

# ORIOR



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# Share information

<b>Listing</b>	SIX Swiss Exchange	<b>Share price on 08.03.2024</b>	CHF 65.90
<b>Security number</b>	11167736		
<b>ISIN code</b>	CH011 1677 362		
<b>Ticker</b>	ORON		
<b>LEI</b>	50670020I84ZA17K9522		
<b>UID</b>	CHE-113.034.902		

<b>Dividend</b>	<b>2023</b>	<b>2022</b>	<b>2021</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>	<b>2015</b>	<b>2014</b>	<b>2013</b>	<b>2012</b>
Dividend per share in CHF	2.51 <sup>1</sup>	2.50	2.40	2.33	2.32	2.24	2.17	2.09	2.03	2.00	1.97	1.95
Dividend increase vs previous year in %	0.4	4.1	3.0	0.4	3.6	3.2	3.8	3.0	1.5	1.5	1.0	1.0

→ An attractive dividend policy with the ambition of a steady increase in the absolute dividend was confirmed in the ORIOR 2025 Strategy.

<b>Stock information/data</b>		<b>31.12.23</b>	<b>31.12.22</b>
Share price on 31.12.	in CHF	72.10	73.30
High (January–December)	in CHF	85.30	92.80
Low (January–December)	in CHF	69.60	65.80
Market cap	in CHF million	471.7	479.6
Earnings per share (diluted)	in CHF	3.79	4.61
Operating cash flow per share	in CHF	8.11	9.10
Shareholders' equity per share	in CHF	13.24	12.49

## Major shareholders (22.02.2024)<sup>2</sup>

UBS Fund Management (Switzerland) AG (CH)	10.02%
Credit Suisse Funds AG (CH)	7.7%
Swisscanto Fondsleitung AG (CH)	5.431%
Vontobel Fonds Services AG (CH)	4.9882%

## Company calendar

23.05.24	Annual General Meeting
21.08.24	Publication of half year results 2024

<sup>1</sup> Proposal to the AGM of 23 May 2024

<sup>2</sup> Information on major shareholders is given on page 14 in the 2023 Annual Report

# ORIOR locations

## ORIOR International

## ORIOR Switzerland



**Culinor, Destelbergen (BE)**  
 Chilled premium ready meals and meal components.



**Vaco's Kitchen, Olen (BE)**  
 Production of sous-vide products, chef meals and meal components.



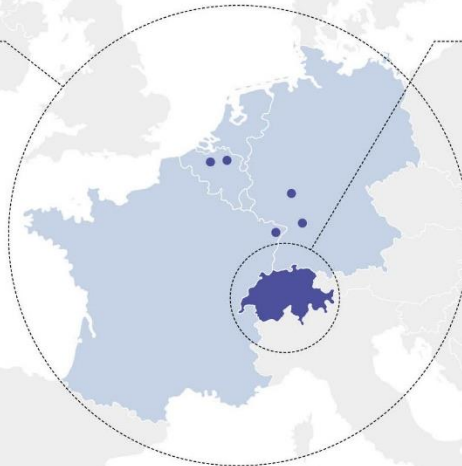
**Gesa, Neuenstadt-Stein (DE)**  
 Organic vegetable juices for food and beverage industry.



**ORIOR / Spiess Europe (FR)**  
 Distribution centre in Haguenau.



**Casualfood, Frankfurt (DE)**  
 "The taste of travelling". Gourmet islands for travellers on the go.



**Fredag, Root**  
 Poultry specialities, convenience meat dishes and vegetarian/vegan.



**Rapelli, Stabio**  
 Ticino charcuterie specialities like salami, prosciutto and coppa.



**Le Patron, Böckten**  
 Pâtés and terrines, ready meals, meal components.



**Albert Spiess, Schiers**  
 Grisons specialities like Bündnerfleisch, Salsiz and cured ham.



**Pastinella, Oberentfelden**  
 Fresh, filled and unfilled Italian-style pasta.



**Möfag, Zuzwil**  
 Fürstenländer specialities such as Mostbröckli and hams.



**Biotta, Tägerwilen**  
 Organic juices made from naturally grown fruits and vegetables.