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## Note to 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 operative and financial performance of the Group. The document "Alternative Performance Measures Half Year 2021", which is available on <https://orior.ch/en/financial-reports>, defines these alternative performance measures.

# Agenda

## First Half 2021

- CEO statement
- Group initiatives
- Results and key figures First Half 2021

## Outlook

- CEO statement
- Guidance FY2021
- ESG/sustainability at ORIOR
- Outlook ORIOR segments

## Appendix

- ORIOR 2025 strategy
- Key strategic initiatives: ORIOR New Normal, ORIOR Champion Model, ORIOR Bridge-building
- ESG/sustainability at ORIOR
- Share information
- ORIOR sites and information about the competence centres

## CEO statement

*First-half results show a significant improvement; expansion of plant-based production capacity initiated*

**Revenues** > revenues increase 1.6% to CHF 291.9m; organic +0.9%, currency translation +0.7%.

- *Key positive factors: Convenience segment's outperformance, measures introduced under New Normal initiative.*
- *Key negative factors: Refinement segment's weak performance, slow recovery of food service and food travel business.*

**Profitability** > EBITDA increased 32.3% to CHF 31.1m, EBITDA margin increased to 10.6% (H1 20: 8.2%)

- *Key factors:*
  - *Growth with high-margin product segments*
  - *More flexible costs and processes*
  - *New financial basis for Casualfood and corona-related aid and support payments*

### Other initiatives and measures

- *Expansion of plant-based production capacity started.*
- *Site management: Integration of ham curing/aging facilities (Prodor) into Rapelli's main production site has begun. (Scheduled for completion in Q2 2022).*
- *ESG / sustainability at ORIOR:*
  - *Third Sustainability Report published*
  - *ORIOR Switzerland now sources only sustainable hydropower*
  - *Revision of Code of Conduct; whistle-blowing system being introduced*
  - *Data for CDP disclosures submitted*

## CEO statement









*Organic growth at Group level impacted by corona, prior-year comparison base and Casualfood*



## Decentralized business model

*Underpinned by strong, autonomous competence centres with diversified product worlds*

- Competence centre philosophy enables strong identification, speed and agility thanks to lived individuality, strong regional roots and market proximity.
- Group-wide initiatives such as the ORIOR New Normal, the interdisciplinary Champion Model and the synergistic ORIOR Bridge-building initiative optimise costs and create new sales potential.
- Broad footprint makes ORIOR unique and resilient.

Convenience Kategorie-Pioniere				Refinement Starke Traditionsmarken			International			
Fredag	Le Patron	Pastinella	Biotta	Rapelli	Albert Spiess	Möfag	Culinor	Casualfood	Gesa	Spiess Europe
										
										

- Expansion of plant-based production capacity started.
- Plant development: Transfer of ham curing/aging facilities (Prodor) to Rapelli's main production site has begun.
- No change in the scope of consolidation during period under review:
  - Fourth and final purchase of Casualfood shares (11%) scheduled for autumn 2022.



## Expansion of plant-based production capacity

*Securing long-term delivery capability to meet fast-growing demand for plant-based specialities*

### **Veggie competence – early history and status quo**

- Fredag has been a pioneer in producing vegetarian and vegan specialities for more than 25 years.
- In 1995 Fredag launched what was probably the first national listing of a meat alternative product in Switzerland.
- Fredag constantly refined and duplicated its offering to encompass all retail and food service channels.
- Different technologies are deployed to produce these products: high-moisture (wet) extrusion, tofu-based, heat-based, marination and frying processes.
- Fredag is – thanks to its high level of quality and culinary expertise as well as its innovation power – one of the leading producers of plant-based specialities for the entire Swiss food market to this very day.



### **Expansion of production capacity**

- Starting point: existing wet extrusion production lines fully utilised (3 shifts at full capacity).
- Investment in state-of-the-art wet extrusion production capacity
  - > Competence in producing meat alternatives strengthened
  - > Ability to supply domestic and foreign markets sustained and strengthened
  - > Commitment to Switzerland as a production base underscored by creating more jobs

# Plant-based competence and partnerships

Broad range of products, brands and strategic partnerships

- Specialities under our own brands Noppa's®, Happy Vegi Butcher® and Nature Gourmet®.
- Broad range of vegetarian and vegan products under the brands of our retail partners (e.g. Cornatur, V-Love, Délicorn, Karma, Yolo, Veggie, Vemondo, etc.).
- Extensive offering of vegetarian and vegan products for food service industry (e.g. classic horeca, leisure, travel and system gastronomy).
- Plant Meat Ltd, London (UK): Fredag has been the designated Leading Partner or strategic partner for the fast-growing line of vegan products marketed under the THIS® brand from the very beginning.
- Arley Group Ltd, Wilmslow Cheshire (UK): Another strategic Fredag partnership is with Arley Group Ltd – a promising start-up with global ambitions offering an attractive cross-category range of plant-based products (meat, dairy, egg).

**THIS**

**arley**  
plant-based evolution

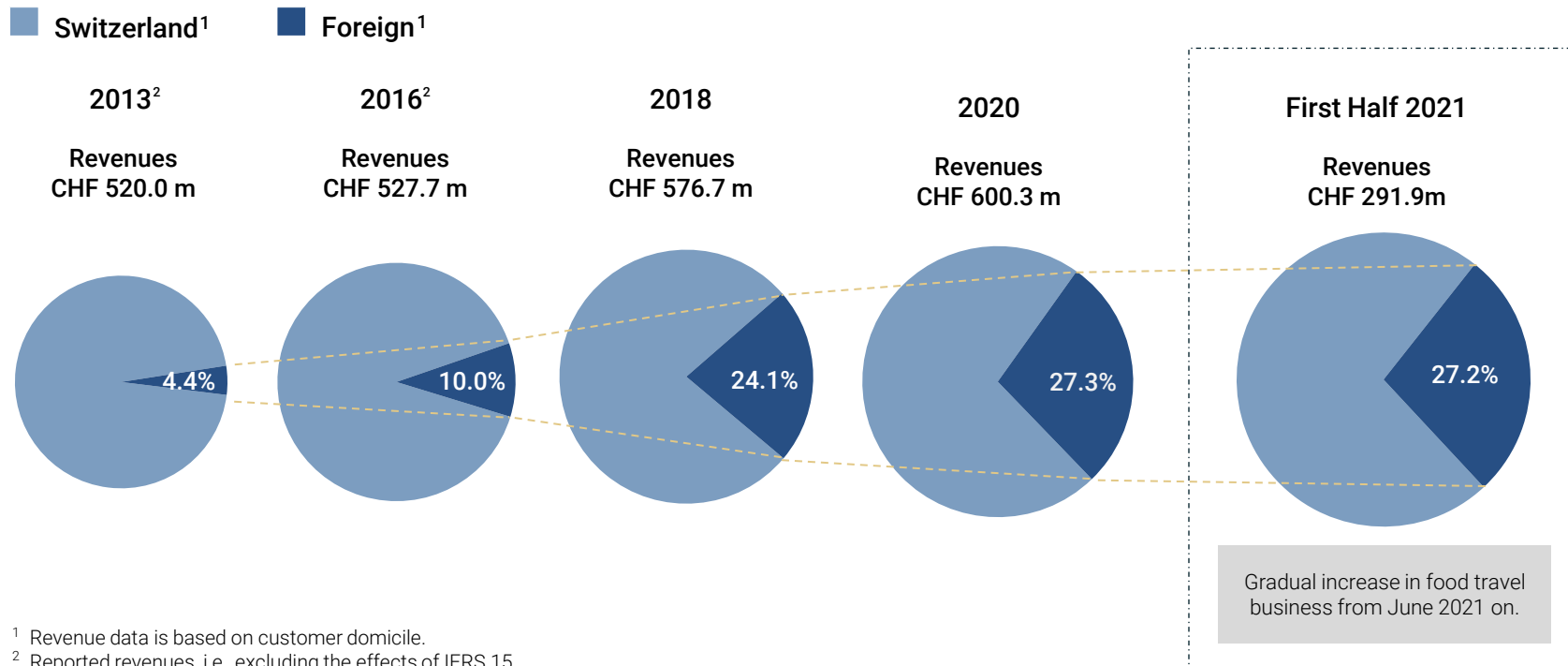




# Resilient profile thanks to broader footprint

*Diversification across categories, channels, customer and in geography strengthens the profile*

- Percentage of foreign revenues will steadily increase with the ongoing gradual recovery of the food service and food travel business.
- The strategically broad portfolio illustrated how important each segment and their respective competence centres are for the stability of the entire Group.

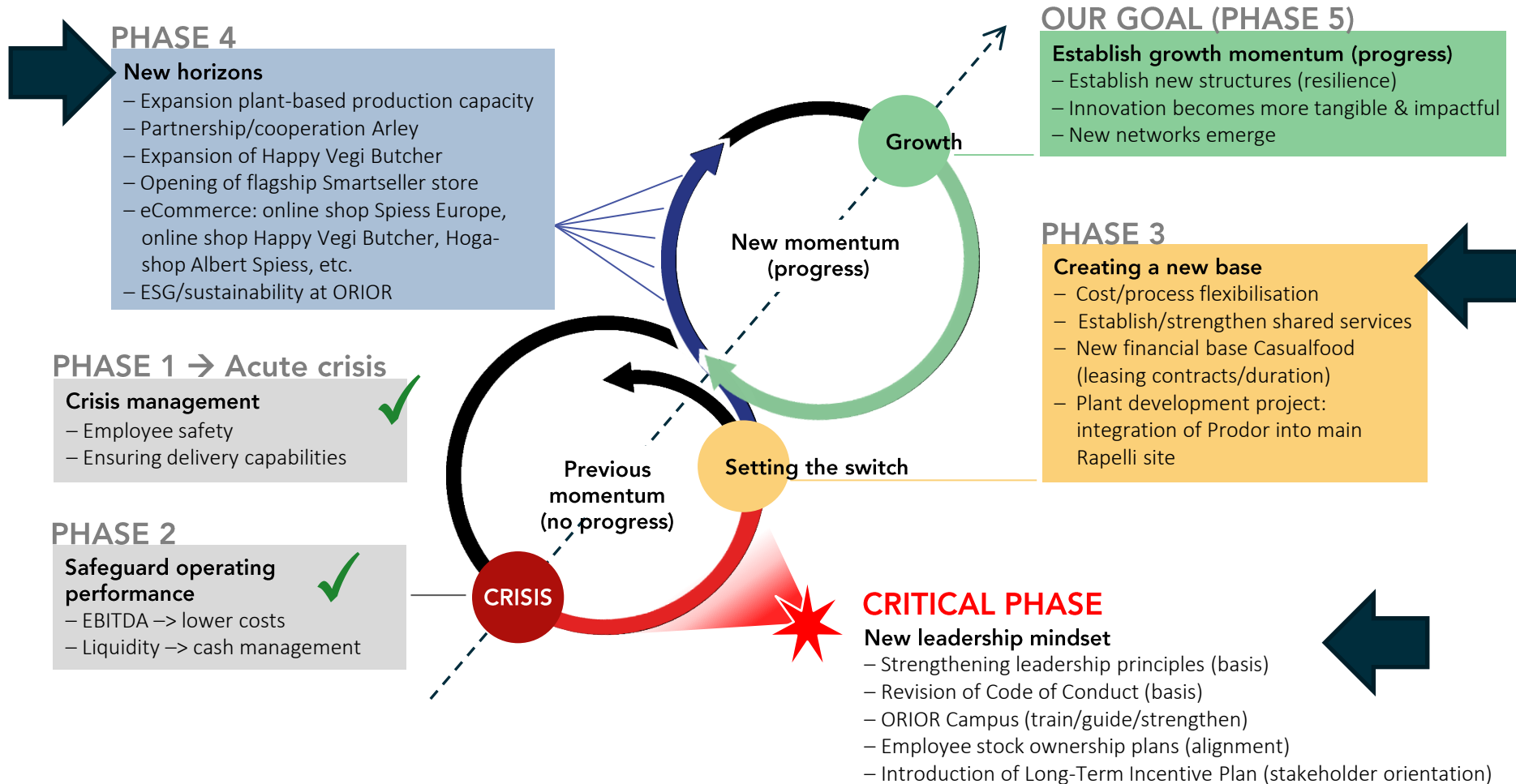


<sup>1</sup> Revenue data is based on customer domicile.

<sup>2</sup> Reported revenues, i.e., excluding the effects of IFRS 15.

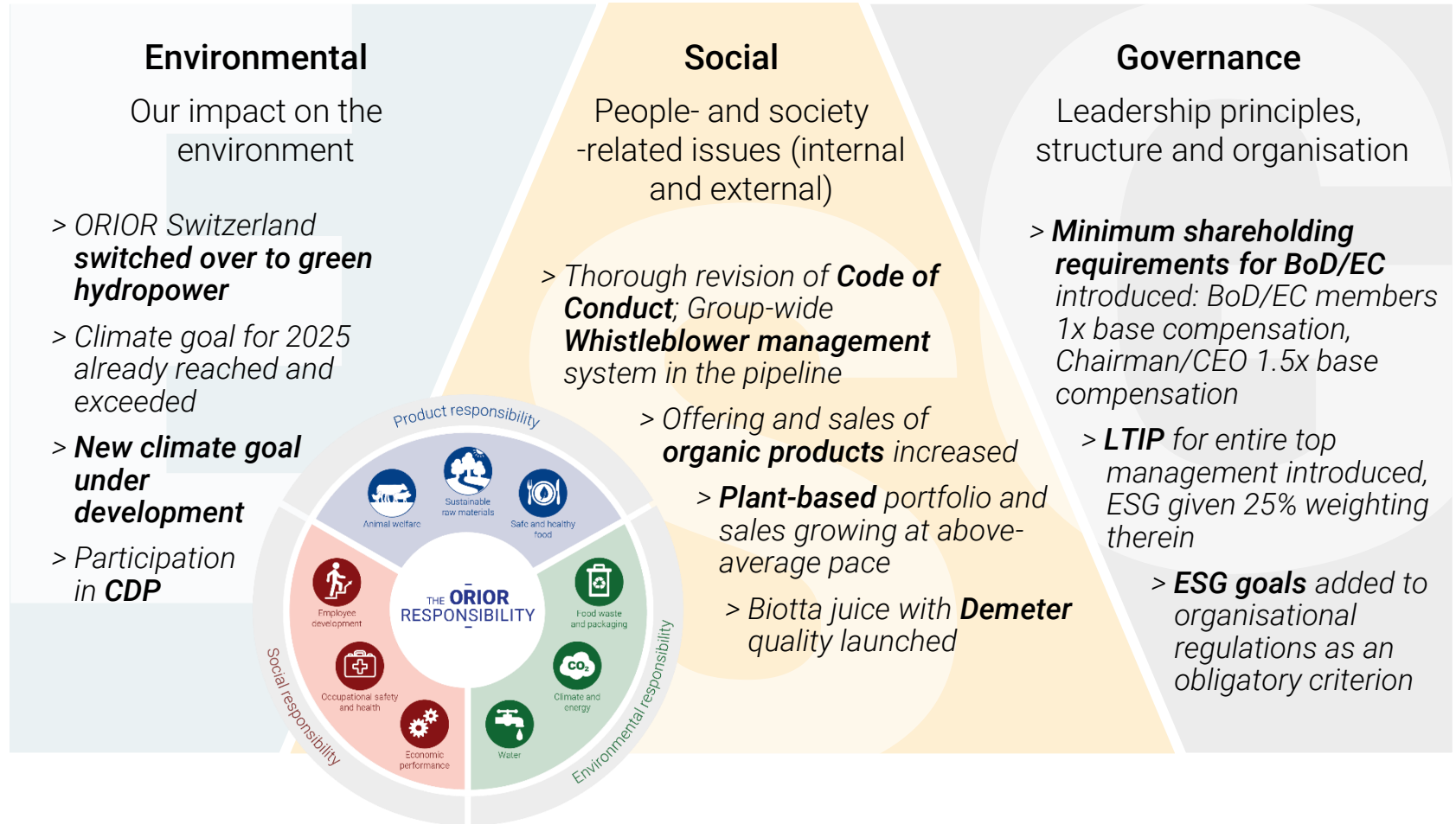
# ORIOR New Normal

Multi-stage model for sustainable growth



# ESG/Sustainability at ORIOR

Third GRI Sustainability Report published, numerous measures and projects launched/completed



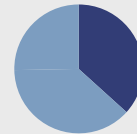
## Convenience Segment

*Above-average organic growth, fueled by all competence centres*

Revenues up +13.5% to CHF 108.1 million

- Organic: +13.5%
- FX effect: 0.0%

Convenience segment  
as % of ORIOR Group  
revenues: 36.7%



- Centres of competence: Fredag a very strong performer, Pastinella consistently positive, Biotta with good performance in core portfolio and online, Le Patron with a good Easter season.
- Market: retail good; tangible recovery among food service customers since June.
- Flexibilisation of process and cost structures has an ongoing positive effect on profitability.
- Construction to expand production capacity of plant-based specialities started; new capacity to come onstream from Q1 2022 on.

### Product highlights

- Very pleasing, double-digit growth with plant-based specialities.
- Steady increase in demand for and awareness of sustainability-related product aspects:
  - > *Regional and/or organic raw materials, domestic production, light processing, wholesome and healthy recipes.*
  - > *Willingness to pay extra for high-quality products continues to grow.*

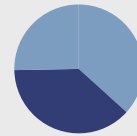
## Refinement Segment

*Weaker than expected*

Revenues down –5.1% to CHF 125.1 million

- Organic: –5.1%
- FX effect: 0.0%

Refinement segment  
as % of ORIOR Group  
revenues: 38.0%



- Centres of competence: Möfag solid, Rapelli and Albert Spiess show year-on-year declines.
- Key factors: high comparison base (H120: +3.7%, FY20: +3.3% organic growth), tight supply of raw materials, product line adjustments and unforeseen difficulties in implementing a new IT system that temporarily slowed down certain processes and led to logistical challenges.
- Market: more of a negative factor; especially normalisation in retail channel and resumption of cross-border shopping. From June on, poor weather impacted domestic tourism and barbecue products.
- Raw materials: meat prices still high, esp. for domestic meat; supply tight, esp. Swiss and organic categories

### Product highlights

- Innovation and snacking generate higher revenues, e.g. myEnergy, Aperitivo.
- Successful launch of Pure Nature line and development of new concepts such as top-your-salad.
- Good sales from online Albert Spiess shop; online shop Spiess Europe and Hoga-shop in the pipeline.



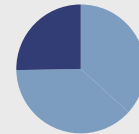
## International Segment

*Almost held prior-year level, tangible upturn in food travel since June 2021*

Revenues –0.1% lower at CHF 74.7 million  
(organic excl. Casualfood +6.2%)

- Organic: –2.9%
- FX effect: +2.7%

International segment  
as % of ORIOR Group  
revenues: 25.3%

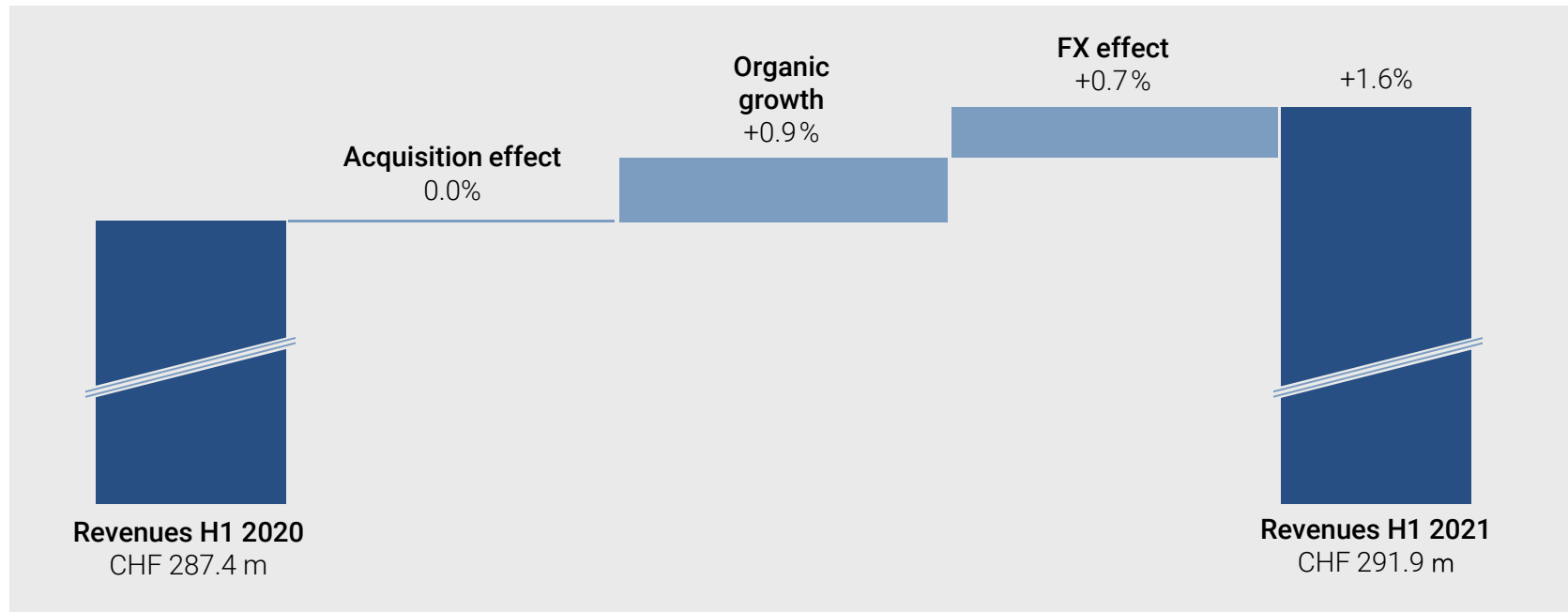


- Centres of competence: Culiner Food Group with good growth thanks to larger customer portfolio; Biotta sister company Gesa and Spiess Europe very strong, business at Casualfood catching up since June 2021.
- Change in financial conditions for Casualfood provides greater flexibility and a new basis with a lasting positive impact on profitability.
- Year-on-year comparison distorted by the good course of business during the first three pre-pandemic months of 2020.

### Product and concept highlights

- Culiner's fresh meals new listings were very successful; steadily growing home-delivery offering continues to generate good growth.
- Trend categories organic, quality, etc. support the very good performance of Gesa and Spiess Europe.
- Flagship Smartseller store (integrative food & beverage, convenience store and duty free concepts) opened in Ljubljana.

## Group growth of 1.6%



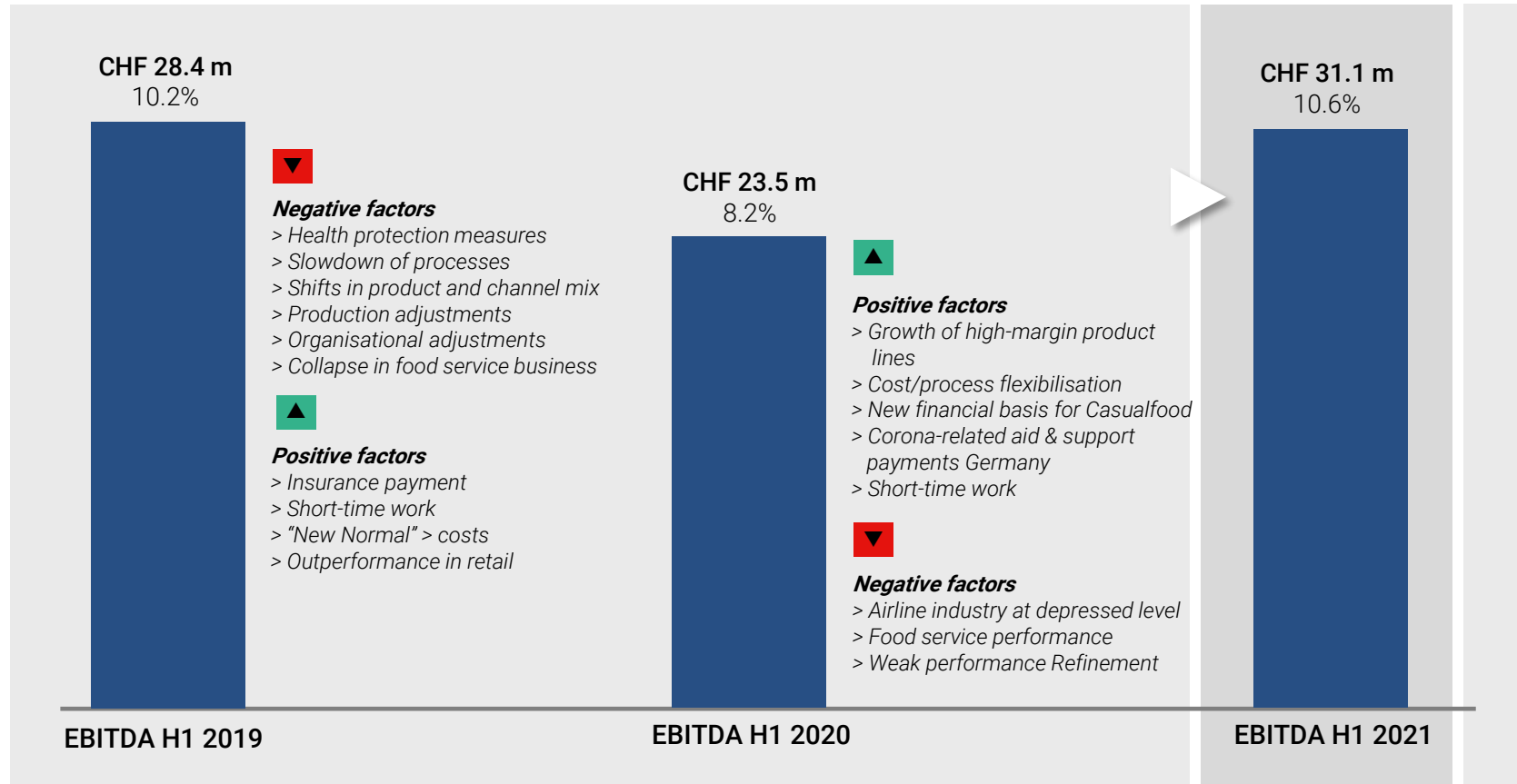
- No acquisition effect: fourth and final tranche of Casualfood acquisition representing an 11% interest scheduled for autumn 2022.
- Organic growth of + 0.9%
  - *Outperformance of Convenience segment; solid performance from Culinor, Möfag, Spiess Europe and Gesa.*
  - *Weaker revenues at Refinement segment due in part to high comparison base.*
  - *Food service and food travel at lower levels; upswing since June 2021.*
- Positive FX effect of +0.7%.

## Consolidated income statement

CHF million	Jan – Jun 2021	Jan – Jun 2020	Δ in %
<b>Revenues</b>	<b>291.9</b>	<b>287.4</b>	+1.6%
Cost of materials/change in inventory	-162.0	-161.9	
<b>Gross profit</b>	<b>129.9</b>	<b>125.5</b>	+3.5%
as a % of revenues	44.5%	43.7%	+84 bps
<b>EBITDA</b>	<b>31.1</b>	<b>23.5</b>	+32.3%
as a % of revenues	10.6%	8.2%	+248 bps

- Gross profit increased 3.5%, resulting in gross profit margin of 44.5%:
  - *Good performance with high-margin product lines.*
- Other operating income of CHF 6.1 m (prev. period: CHF 4.7 m), mainly represents corona-related aid and support payments
- EBITDA increased 32.3% to CHF 31.1 m
  - *More progress on the road to improvement thanks to cost and process flexibilisation.*
  - *New financial basis for Casualfood and corona-related aid and support payments.*

## Main factors influencing EBITDA



## Consolidated income statement | EBITDA – Net profit

CHF million	Jan – Jun 2021	Jan – Jun 2020	Δ in %
<b>EBITDA</b>	<b>31.1</b>	<b>23.5</b>	+32.3%
Depreciation and amortisation	–13.9	–13.4	
<b>EBIT</b> as a % of revenues	<b>17.1</b> 5.9%	<b>10.0</b> 3.5%	+70.7% +238 bps
<b>Net financial income/expense</b>	<b>–1.2</b>	<b>–1.3</b>	
<b>Profit before tax</b> as a % of revenues	<b>15.9</b> 5.5%	<b>8.7</b> 3.0%	+83.5%
<b>Income taxes</b>	<b>–2.4</b>	<b>–1.9</b>	
Minority interests	–0.0	+1.5	
<b>Net profit</b> as a % of revenues	<b>13.5</b> 4.6%	<b>8.3</b> 2.9%	+62.3%

- Good performance also reflected in the significant improvement in EBIT and net profit.
- Tax rate declined in the first half from 21.8% in H1 2020 to 15.3% in 1H 2021 (loss at Casualfood, no capitalisation of deferred tax assets on tax-loss carryforwards), just below the long-term target range of 16 to 20%.



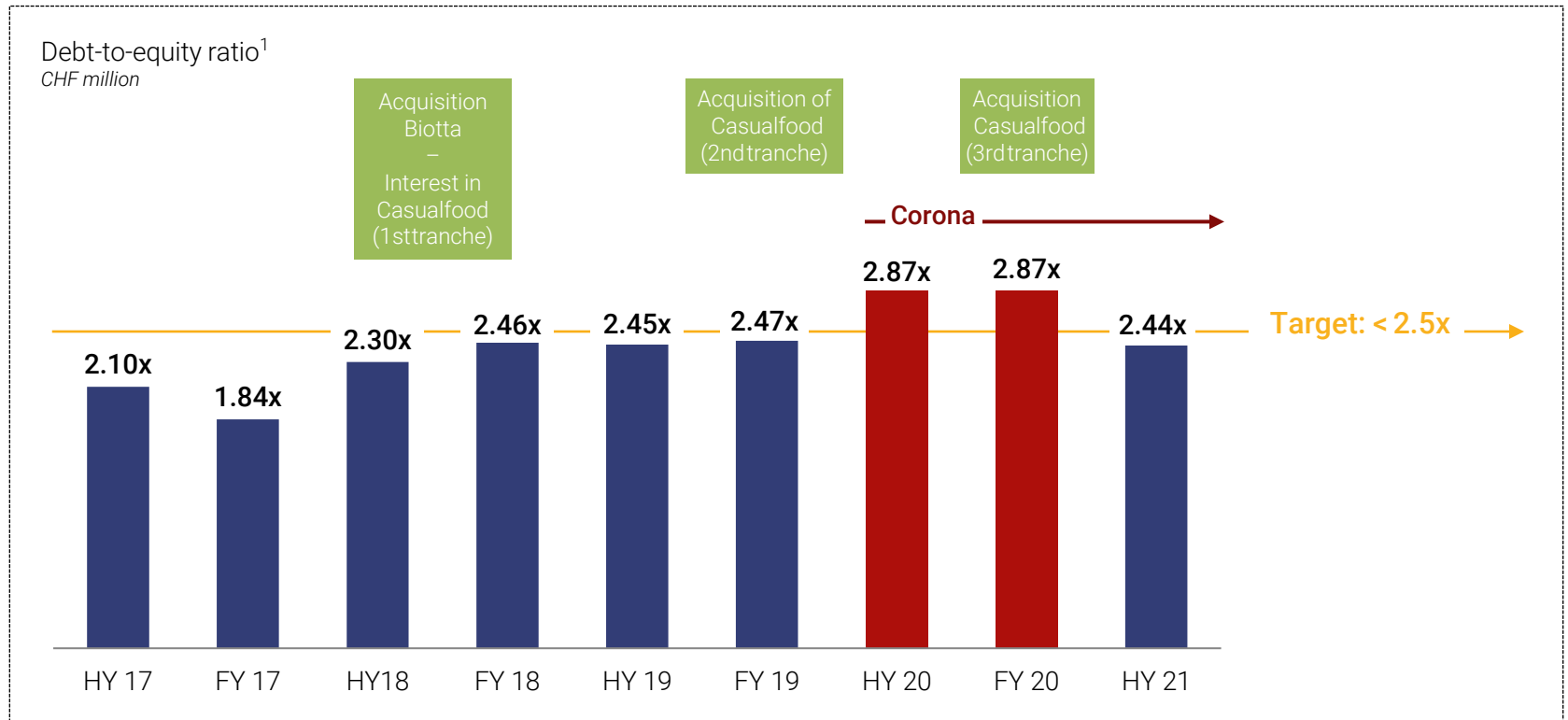
## Consolidated balance sheet

CHF million	30.06.2021		31.12.20	
Current assets	177.3	47.5%	178.4	47.0%
Non-current assets	121.9		126.1	
Intangible assets	71.3		72.6	
Financial assets	3.1		2.3	
<b>Total assets</b>	<b>373.6</b>	100.0%	<b>379.4</b>	100.0%

CHF million	30.06.2021		31.12.20	
Liabilities	305.7	81.8%	310.9	81.9%
Equity	67.9	18.2%	68.5	18.1%
<b>Total liabilities and shareholders' equity</b>	<b>373.6</b>	100.0%	<b>379.4</b>	100.0%

- No significant change in the balance sheet.
- Equity ratio of 18.2% (shadow accounting incl. goodwill: 36.8%).

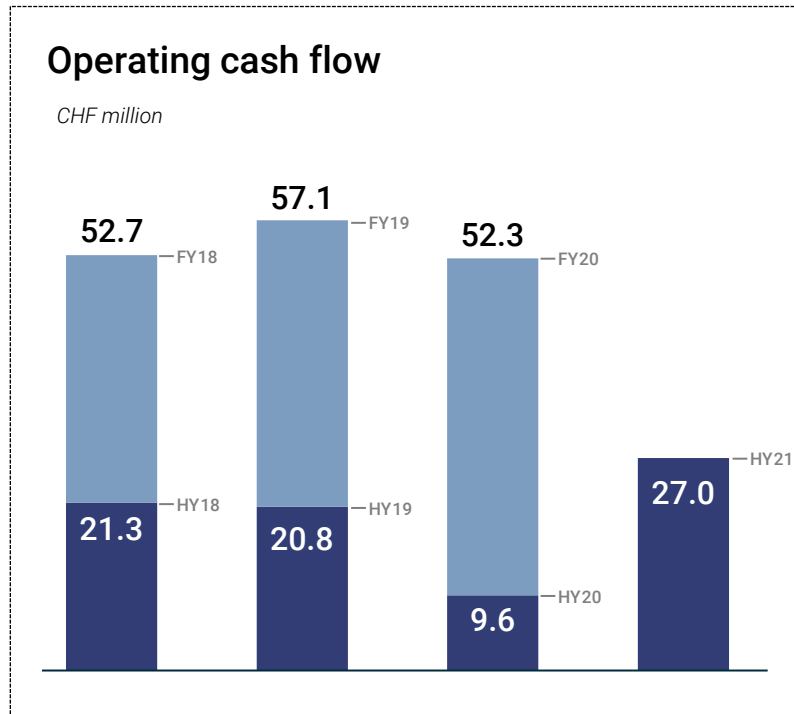
## Debt-to-equity ratio



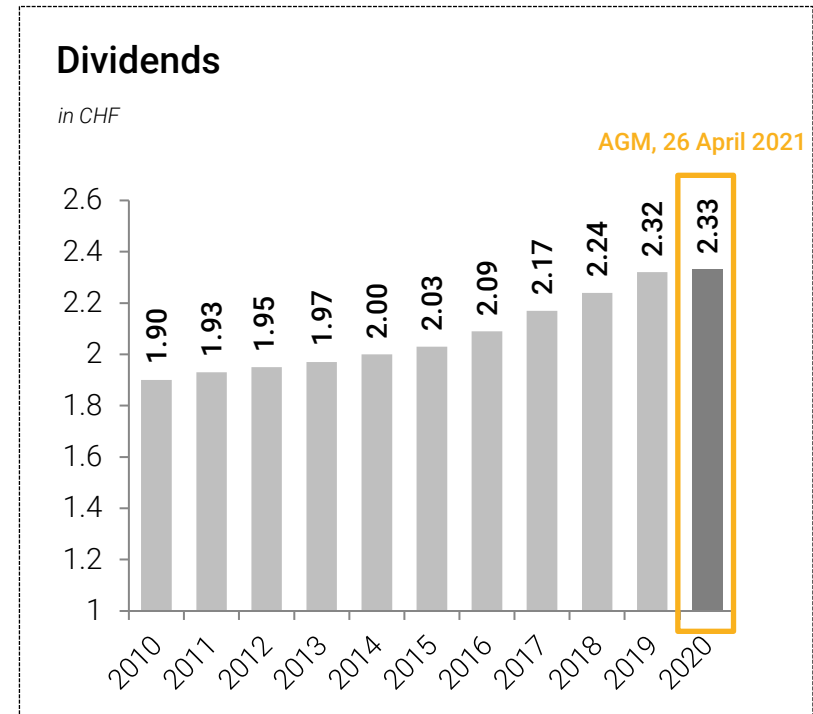
- Debt ratio temporarily higher in 2020 due to the pandemic and acquisition of third tranche of Casualfood shares (19%); purchase of fourth and final tranche of Casualfood shares (11%) planned for September 2022.
- Target debt ratio of < 2.5x.

<sup>1</sup> HY 17 based on IFRS.

## Operating cash flow and dividends



- Significant improvement in cash flow as a result of good operating results.



- Commitment to an attractive dividend policy with a steady increase in the absolute dividend confirmed.
- Shareholder base: long-term shareholders with significant stakes of >3%.

# ORIOR Group outlook for second half – CEO statement

## **General expectation** > good second half 2021

- *Further recovery in food service and food travel business expected; lower revenues in retail.*
- *Forecast based on assumption of no major change in overall situation with Corona.*

## **Other initiatives and measures**

- Expansion of plant-based production capacity started.
- Integration of ham curing/aging facilities (Prodor) into Rapelli's main production site has begun.
- Planning has begun for the transfer of production facilities in Uetendorf to Le Patron in Böckten and Rapelli in Stabio.
- We are ORIOR: introduction of talent management and succession planning and expansion of ORIOR Campus.

# Outlook for ORIOR Group

*Organic growth and significant increase in EBITDA margin*

CHF million

**Guidance confirmed**

Guidance FY 2021

FY 2020

**ORIOR Group revenues**

**605 to 615<sup>1</sup>**

**600.3**

- Organic growth of 0.8 – 2.4%
- Growth in International and Convenience segments:
  - Culinor Food Group, thanks as well to successful new product listings and larger customer portfolio.
  - Fredag and Biotta in Switzerland, also thanks to steady organic, veggie, vegan and regionality trends.
  - Contribution from Casualfood from summer on, thanks to slow increase in air travel, upside also seen from BER and Smartseller concept.

**Guidance increased:**

Guidance FY 2021

FY 2020

**Group EBITDA margin**

**10.2 to 10.5%**  
(previously 9.8 to 10.2%)

**8.8%**

- Continued growth with high-margin product segments (plant-based, organic, regional products, fresh pasta, fresh convenience, innovations).
- Cost and process flexibility with lasting positive impact on profitability.
- New financial basis for Casualfood, returns to pre-Corona profitability in the mid-term, faster than previously expected.
- Further corona-related aid and support payments from German government expected (less than in H1).

<sup>1</sup> At constant exchange rates (average EUR/CHF FY20: 1.0703).



# Outlook for ORIOR Group

*Organic growth and significant increase in EBITDA margin*

	Guidance confirmed	Guidance FY 2021	FY 2020
<b>Tax rate</b>		<b>15 to 19%</b>	<b>14%</b>

- Normalisation of the tax rate (absence of positive one-off effects from previous years).

CHF million	Guidance confirmed	Guidance FY 2021	FY 2020
<b>Capex</b>		<b>19 to 21</b>	<b>14.6</b>

- Capex 2021 includes routine/operating items as well as strategic outlays (site development).

## ESG/sustainability at ORIOR – CEO statement

*Increase the positive impacts and proactively strengthen communication*

- GRI Sustainability Report Culinar
- Intensify rapport/management ratings (focus on MSCI, ISS, Inrate)

### Environmental:

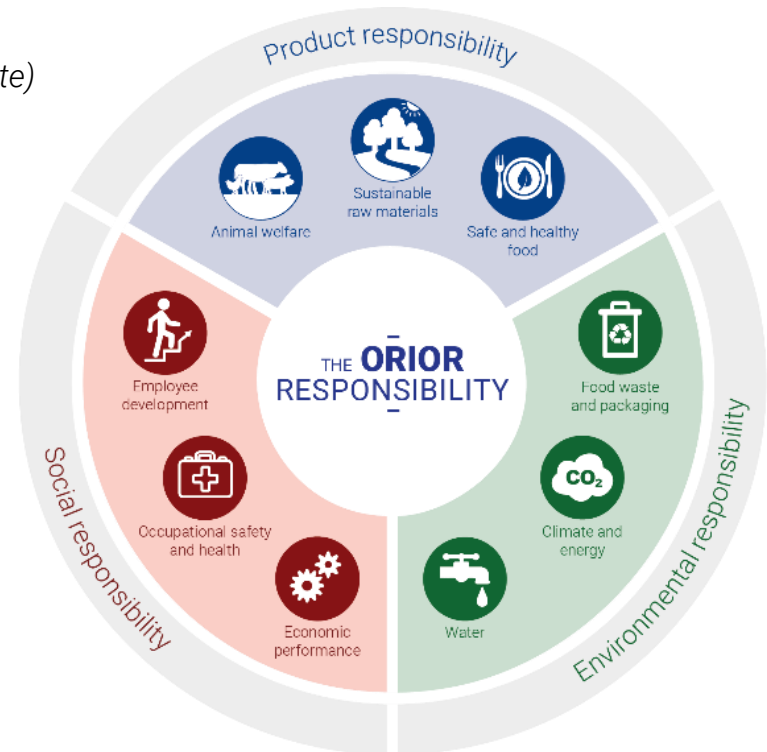
- Formulation of a new climate goal
- Framework agreement United Against Food Waste
- CDP Disclosure

### Social (employees and product):

- Supply chain management (upstream and downstream value chain processes)
- Anchor the revised Code of Conduct, incl. go-live of the Group-wide whistleblower management system
- Talent and succession management

### Governance:

- Determination of the compensation and shareholding principles
- Preparation for the new Swiss stock corporation law > Strengthening shareholder rights



# Outlook for the second half of 2021: Convenience Segment

*Slight increase in sales of high-margin product lines*

## Positive drivers:

- Innovation/new listings (including CRM developments), in general growth with plant-based and poultry products.
- New Biotta juices in 1 liter PET bottles in retail well-received, other strong performers: Bio Energy, "Wellness week", "My juice day" products and Demeter label.
- Demand for fresh pasta stable at high level, esp. al dente specialities.
- Gradual recovery in food service channels; upside potential, esp. at Le Patron, Fredag and Biotta.
- eCommerce Happy Vegi Butcher online shop, Brack Biotta.

## Challenges:

- Food service channels recovering only slowly:
  - > Event and catering,
  - > Canteen (WFH), institutions (restricted access),
  - > Domestic tourism behind year-ago levels (weather, travel to foreign countries now permitted)
- Change in consumer behaviour with ongoing product and channel mix shifts.
- Availability of raw materials and crops impacted by weather, esp. Swiss-grown, organic, poultry, Swiss soy beans, eggs, durum wheat).





# Outlook for the second half of 2021: Refinement Segment

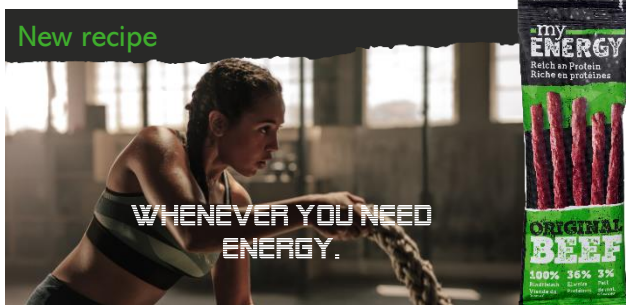
*Year-on-year decline due to strong comparison base and shifts in product portfolio*

## Positive drivers:

- Growing demand for and awareness of sustainability-related product aspects: esp. organic and regionality.
- Innovations in clean label (e.g. San Pietro), recipe improvements (palm oil free) and consumer experience (Ristorante Montalbano/Alpe Piora Taneda).
- Snacking and mini-format products from Albert Spiess (e.g. under the Pure Nature brand or myEnergy).
- Rapelli food truck.
- eCommerce: go-live Spiess Europe webshop and Hoga-Shop Albert Spiess, Rapelli online shop in the pipeline.

## Challenges:

- Retail trade (resumption of cross-border tourism, food service channels recovering only slowly).
- Bad weather and resumption of international travel: BBQ products under pressure, significant contraction in tourism gastronomy
- Change in product lineup in favour of higher margins.
- High comparison base from 2020 with good growth (H120: +3.7%; FY20: +3.3%).
- Volatile commodity prices (esp. Pork) and tight supply (esp. organic, Swiss grown)



# Outlook for the second half of 2021: International Segment

*Overall good growth expected, esp. at Casualfood from mid-year on*

## Positive drivers:

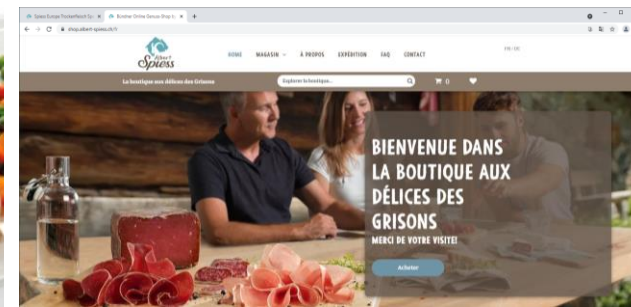
- New listings/ongoing development of sales channels with fresh meals in the Benelux and in France.
- Home-delivery business continues to grow.
- Gesa continues to perform well thanks to organic trend.
- Slight increase in demand for Bündnerfleisch in France.
- Flagship smart seller store in Ljubljana.
- More flexible financial framework for Casualfood and tangible increase in food travel business since June 2021.

## Challenges:

- Only gradual recovery of food travel industry:
  - > Subdued/restrained travel activity due to virus/vaccine situation.
  - > Government actions in different countries make planning and travel more difficult.
  - > Complicated travel refund processes are holding back international city and weekend getaways in particular.



Opening of flagship store in Ljubljana



# ORIOR



EXCELLENCE IN FOOD



## ORIOR 2025 Strategy

### Strategic pillars



**Hous of Innovation**

*Strategic pillar*

#### «House of innovation»

By embedding innovation deeply into our corporate culture, we will be able to generate sustainable value on our products, concepts, services and processes alongside the entire value chain. We aim at creating differentiating consumer and customer experiences as well as empowering our people to stay a step ahead in our business.



**Brand Experiences!**

*Strategic pillar*

#### “Brand Experiences!”

We view ourselves as a creative workshop focused on our brands, products and services and aiming to delight consumers with our stories and our passion for what we do. We are constantly developing new culinary worlds for our own brands and the brands of our customers and our communication is empathic.



**Strong Foundation and Operational Agility**

*Strategic pillar*

#### “Strong Foundation and Operational Agility”

We are working hand in hand to further strengthen our financial and operational foundations, each employee in their particular area and across the entire value chain. Our constant efforts and enhanced agility as well as digitalization help us to make progress towards Operational Excellence every day.

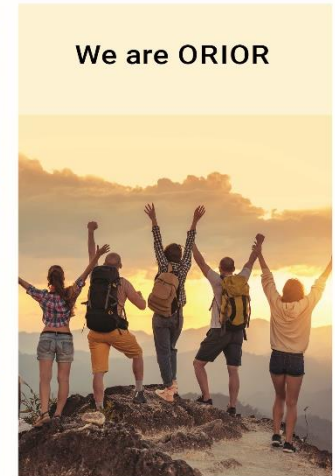


**The ORIOR Responsibility**

*Strategic pillar*

#### «The ORIOR Responsibility»

Sustainable business practices form the basis for Excellence in Food. Every day we strive to improve our performance across the entire value chain in keeping with our clearly formulated sustainability strategy and the objectives contained therein.



**We are ORIOR**

*Strategic pillar*

#### “We are ORIOR”

“We are ORIOR” is based on core company principles, open and direct communication and ethical and respectful conduct. We support and encourage cultural diversity at all centres of competence and enable employee development every day.

## ORIOR 2025 Strategy

# Overarching goals and our ambition

**Goal 1** ORIOR generates sustainable and profitable growth, sustained by its unique business model and broad footprint.

**Goal 2** ORIOR embraces management clarity and responsibility, entrepreneurship and strong common values.

**Goal 3** ORIOR celebrates its innovative skills in its brand, concept and product worlds, fascinating consumers time and again.

**Goal 4** ORIOR is an attractive, financially sound and resilient Food & Beverage Group.

**Goal 5** ORIOR steadily increases the absolute dividend.

**Goal 6** ORIOR invests in sustainable organisational development and is establishing the ORIOR Campus as its central platform for employee training and development.

**Goal 7** ORIOR takes responsibility and promotes sustainability steadfastly, proactively and purposefully.

### **Our ambition**

#### **Organic growth**

*2% to 4% on average*

#### **Operating profitability**

*Annual absolute EBITDA growth*

*EBITDA margin > 10%*

#### **Debt ratio**

*Continuous deleveraging*

*Net debt/EBITDA of < 2.5x*

#### **Strengthening balance sheet quality:**

*Equity ratio of > 25%*

*Increasing capital efficiency (ROCE)*

#### **Dividend**

*Steady increase in absolute dividend*

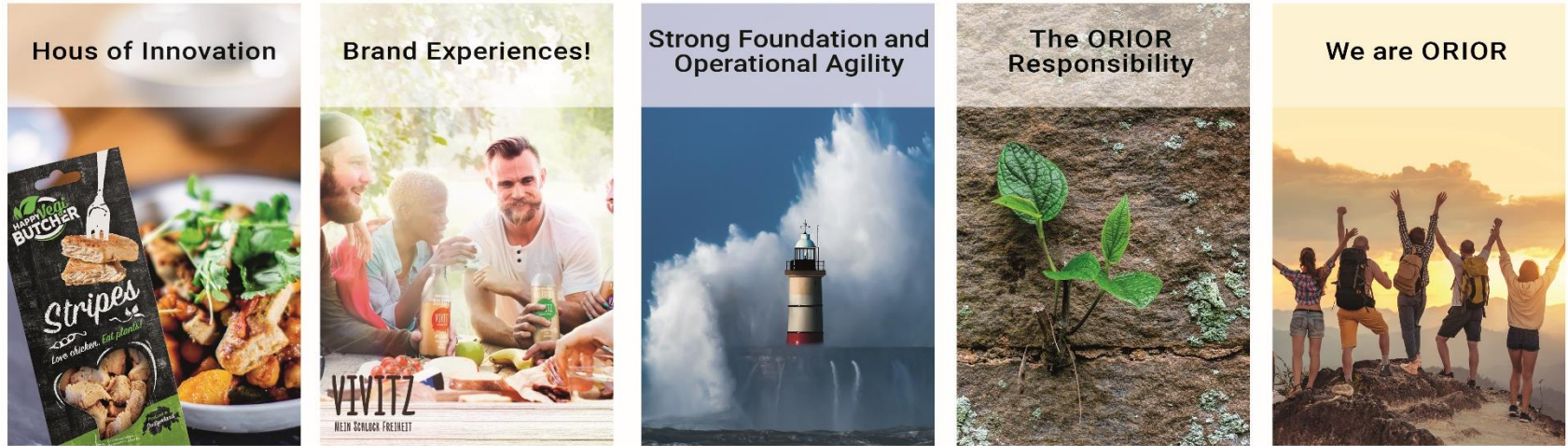
#### **Responsibility**

*Improvement index > 80% along all our sustainability goals*

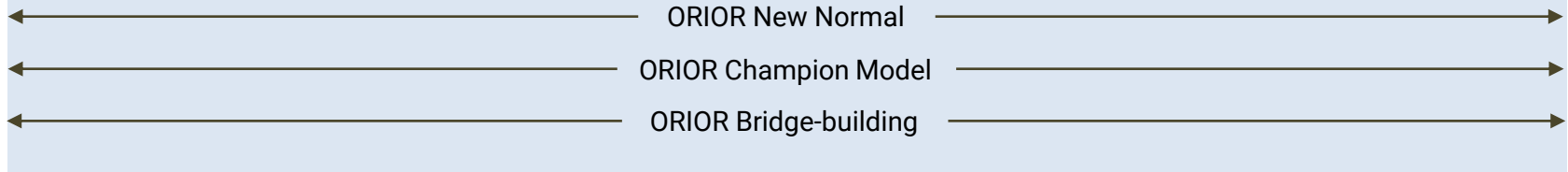


## ORIOR 2025 Strategy

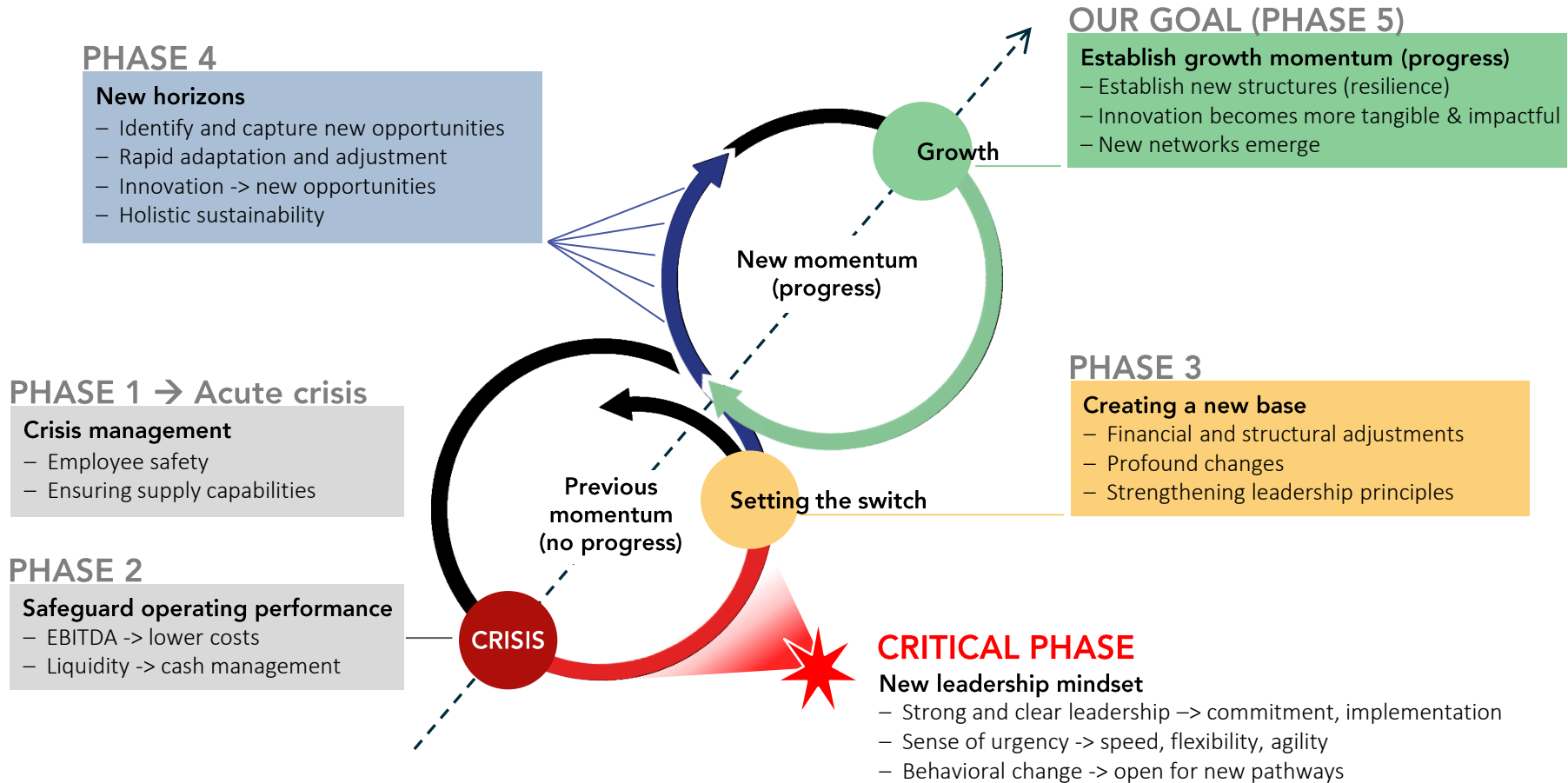
### Key strategic initiatives



### Key strategic initiatives



Key strategic initiative  
**ORIOR new normal**

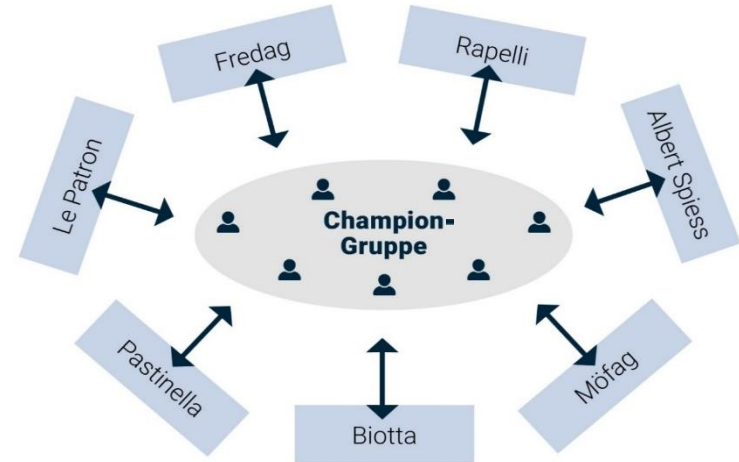


*Key strategic initiative*

## ORIOR Champion Model

*Fundamental to ORIOR's decentralised organisational structure*

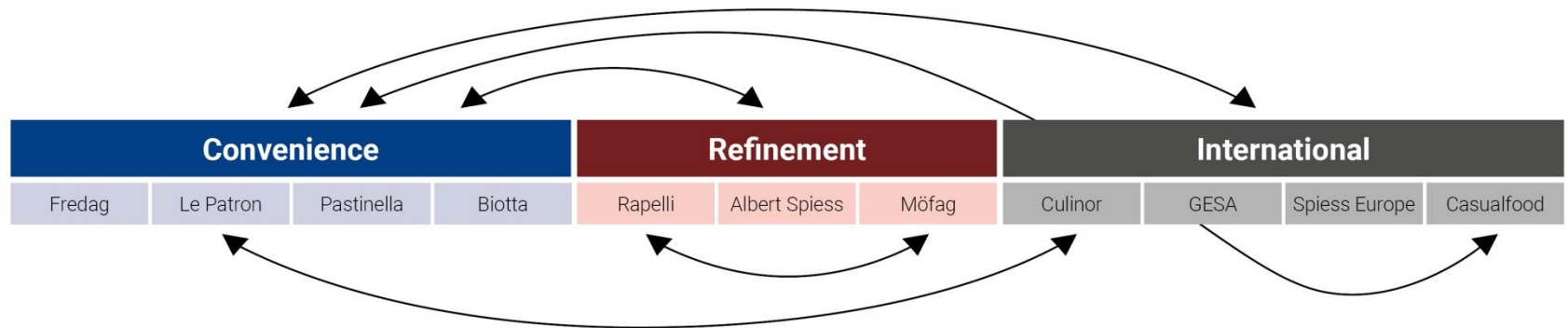
1. **Encourage responsibility, identification and motivation.**
2. **Substantial value creation** for the business units and the ORIOR Group.
3. **Strengthen** competence centres through **intra-disciplinary, functional** collaboration and the **sharing/exchange** of know-how. Focus is on potential cost-efficiency gains and knowledge transfer.
4. **Ongoing development of key employees:** ORIOR Campus, "on the job"



Key strategic initiative

## ORIOR Bridge-building

*Generate incremental revenues through increased collaboration*



### Goals

- Building bridges will generate **new growth**.

### Ideas

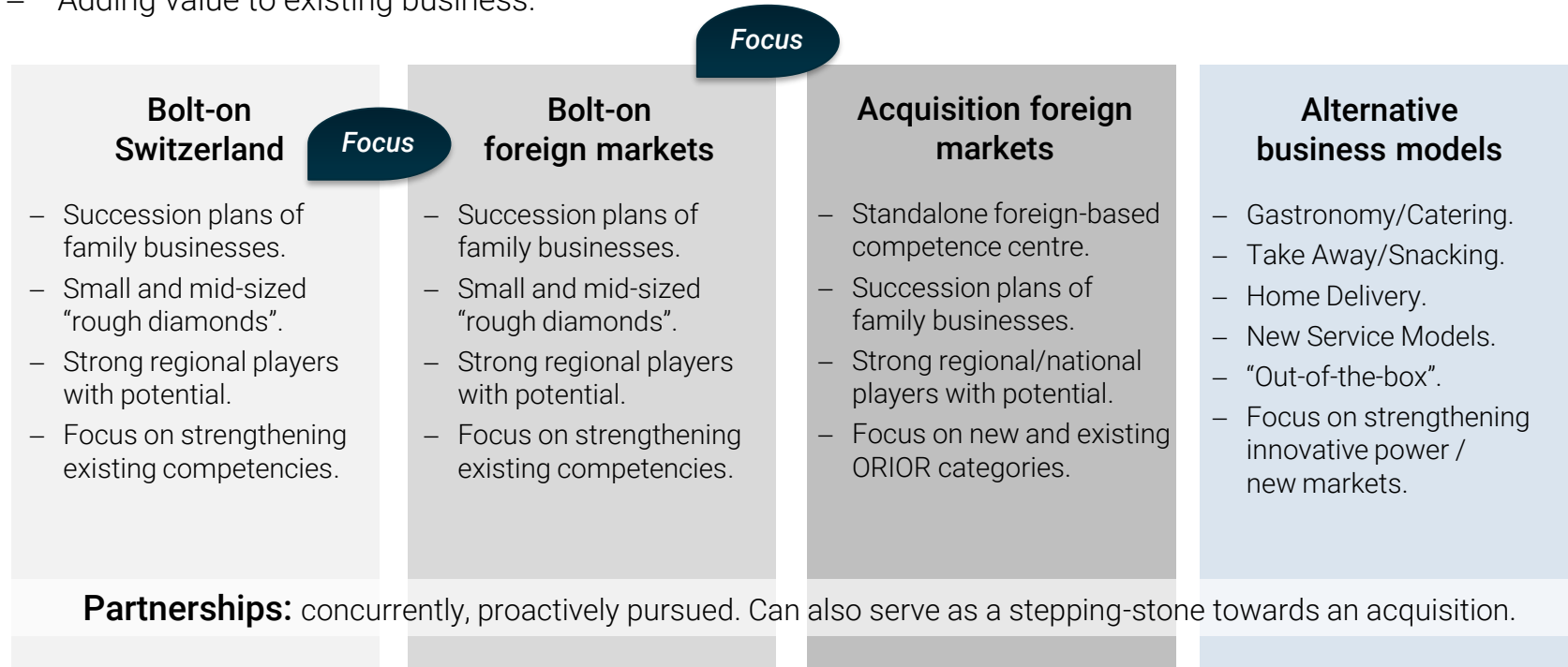
- Proactive and situational **cooperation** on **value-creating projects** involving multiple segments and/or business units to:
  - **capture new sales potential:** e.g. by expanding existing successful brands, products, concepts or ideas in new channels or markets.
  - **develop new sales potential:** e.g. through know-how and knowledge transfer within the Group.

## ORIOR 2025 Strategy

### M&A priorities

#### M&A strategy basics

- In accordance with the primary goals of the ORIOR 2025 Strategy.
  - *Particularly with regard to the long-term strengthening of balance sheet quality and dividend policy.*
- Expand, strengthen or round off existing core competencies.
- 3 fits: strategic fit, cultural fit, financial fit
- Adding value to existing business.







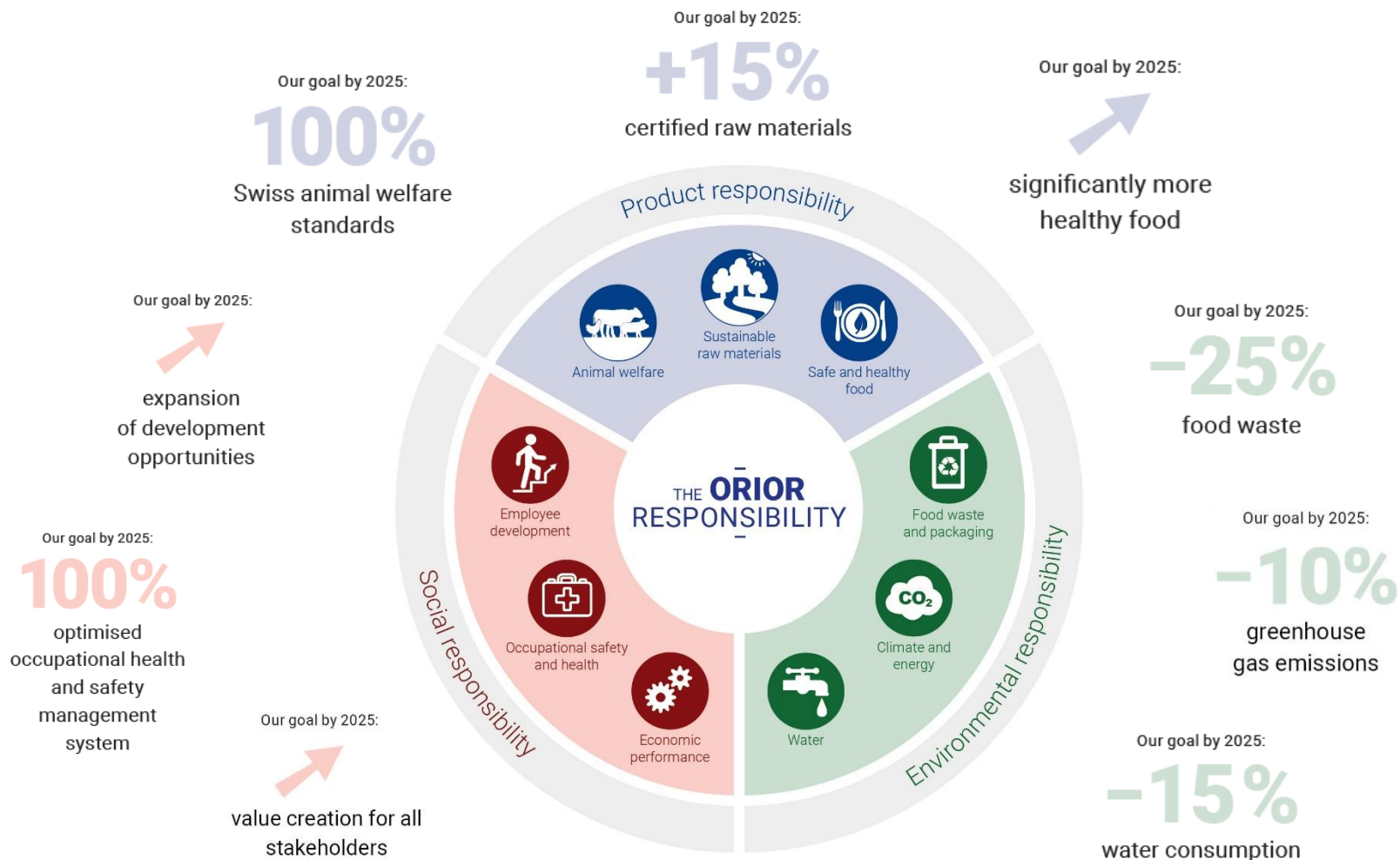
ESG / Sustainability at ORIOR

## The ORIOR Responsibility – highlights 2020

- ✓ Sustainability confirmed as a strategic pillar in the **ORIOR Strategy 2025**.
- ✓ **Sustainability management** further strengthened, corporate sustainability management established at Group level.
- ✓ **Cooperation** between the different bodies (Champion Groups, Sustainability Committee, etc.) further developed.
- ✓ All Swiss subsidiaries switched over to eco-friendly **hydroelectricity**.
- ✓ Progress on ESG issues even more firmly linked to **compensation and shareholding policy**: including introduction of minimum shareholdings for BoD and EC, LTIP with ESG target, importance of ESG defined in Organisational Regulations.
- ✓ **Code of Conduct** completely revised to cover evolving requirements.
- ✓ Continued progress in **data collection** of ESG indicators.
- ✓ Analysis of and engagement with external **ESG ratings** and improvement of definitions.

ESG / Sustainability at ORIOR

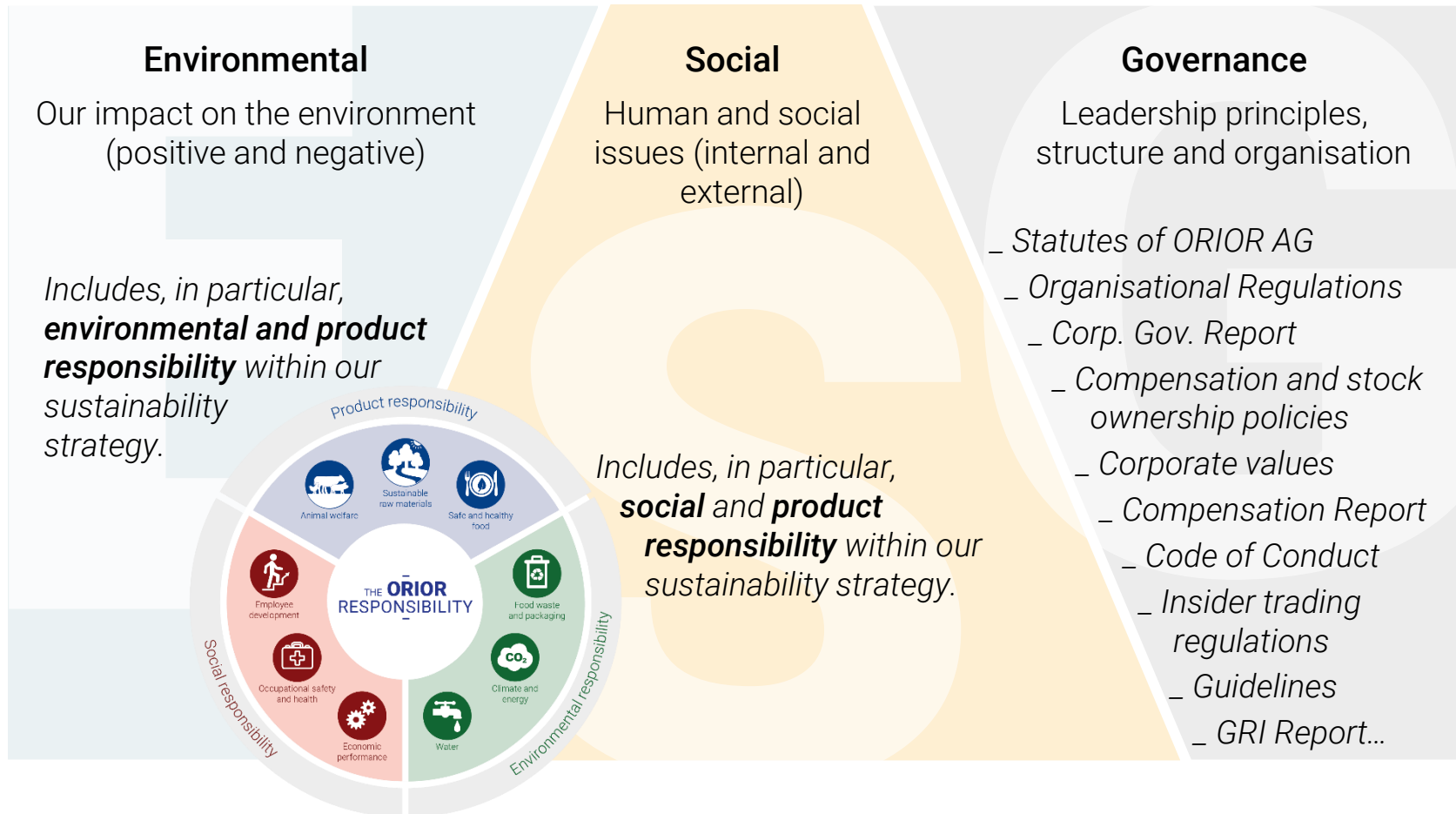
## Sustainability Strategy 2025: “The ORIOR Responsibility”





ESG / Sustainability at ORIOR

## ESG – Overview and integration of ORIOR topics



## Environment, Social, Governance

### “E” overview

Assessing how well a company manages **its ecological** impact on the world.

#### Topics of interest:

- Energy and climate
- Resources (packaging, waste, food waste)
- Water use/ pollution
- Biodiversity, forest management

#### Assessment on the basis of:

- **Strategy and targets** (e.g. environmental strategy)
- **Organisation/ management** (e.g. energy mgmt)
- **Measures and progress** (e.g. partnerships, climate footprint, food waste indicators)
- **Product portfolio** (e.g. myClimate products)

### “E” at ORIOR

Anchored in the ORIOR strategy and in the sustainability strategy.

#### Positive:

- Almost all topics are embedded at ORIOR, along with targets and measures
- Report > GRI Sustainability Report
- Electricity mix decision

#### Challenges:

- Progress partly linked to investments
- Coronavirus-related challenges, e.g. gastronomy slump > increase in food waste
- Impact on upstream/ downstream value creation



Strategic pillar

### What we are working on:

1. Moving forward on achieving the defined sustainability goals > individual unit goals and measures on energy, climate and water are permanently embedded in internal management tools.
2. Further work on climate accounting, energy management systems, etc.
3. Additional topics > applying new climate target, emissions to upstream and downstream stages, food waste, climate-neutral products such as Happy Vegi Butcher, etc.

Strategy 2025  
Overarching goal no. 4

*“ORIOR takes responsibility and promotes sustainability steadfastly, proactively and purposefully.”*

# Environment, Social, Governance



## “S” overview

Assessment of how well a company fulfils its **social responsibility**.

### Topics of interest:

- Human rights, equal opportunities, diversity
- Employee development, workers’ rights
- Occupational safety and health
- Consumer-related issues
- Community service activities

### Assessment on the basis of:

- **Strategies and targets** (e.g. accident rate target)
- **Organisation/handling** (e.g. social compliance)
- **Measures and progress** (e.g. ORIOR Campus, SA)
- **Product portfolio** (e.g. health benefits)

## “S” at ORIOR

Anchored in the ORIOR strategy and in the sustainability strategy.

### Positive:

- Almost all topics are embedded, along with targets and measures
- Report > GRI Sustainability Report
- HR management at Group level
- Code of Conduct revised

### Challenges:

- Measurability of the topics
- Coronavirus-related restrictions and security measures
- Requirement in the supply chain



## What we are working on:

1. Continuing to work towards achieving the defined sustainability goals and measures > safety and health management system, talent management, ORIOR Campus, training and development, performance management, participation programme.
2. Anchoring of the new Code of Conduct, incl. introduction of grievance management system.
3. Addressing social issues in upstream stages.

Strategy 2025  
Overarching goal no. 6

*“ORIOR invests in sustainable organisational development and is establishing the ORIOR Campus as its central training and development platform.”*

## Environment, Social, Governance

### “G” overview

Assessing how well a company designs and lives out its **leadership principles**.

#### Topics of interest:

- Leadership principles, structure and organisation
- Group structure, shareholders, capital structure
- Shareholder participation rights, information policy
- Compensation and shareholding principles and models
- Code of Conduct and Ethics
- Compliance and risk management

#### Assessment on the basis of:

- **Transparency and comparison** (e.g. with peers)
- **Laws / guidelines / recommendations** (e.g. Swiss Code, ISS)
- **Performance reference** (e.g. LTI, variable compensation)

### “G” at ORIOR

Anchored in numerous regulations and principles of the ORIOR Group.

#### Positive:

- Governance at a good level > series of good ratings in terms of governance – see Inrate
- Report > Annual Report, Sustainability Report
- Entrepreneurial, pragmatic and clear compensation policy > ESG included as a mandatory goal in the Organisational Regulations
- Introduction of minimum shareholdings for BoD and EC
- Introduction of LTIP with 25% ESG target

#### Challenges:

- Transparency expectations, overregulation and proxy



Reporting

### What we are working on:

1. Launch of a comprehensive employee shareholding programme.
2. Compilation and adoption of compensation and participation principles (internal regulations).
3. Continuously increasing transparency in annual compensation and corporate governance reporting.

Strategy 2025  
Overarching goal no. 6

*“ORIOR invests in sustainable organisational development and is establishing the ORIOR Campus as its central training and development platform.”*

# Share information

<b>Listing</b>	SIX Swiss Exchange
<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

**Share price on 13.08.2021** CHF 88.30

<b>Dividend</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>	<b>2011</b>
Dividend per share in CHF	2.33	2.32	2.24	2.17	2.09	2.03	2.00	1.97	1.95	1.93
Dividend increase vs. previous year in %	0.4	3.6	3.2	3.8	3.0	1.5	1.5	1.0	1.0	1.6

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

<b>Share data</b>		<b>30.06.21</b>	<b>30.06.20</b>
Share price on 30.06.	in CHF	83.60	77.90
Low (July – June)	in CHF	87.20	94.70
High (July – June)	in CHF	65.70	71.00
Market cap 30.06.	CHF million	544.9	507.7
Earnings per share	in CHF	2.07	1.28
Operating cash flow per share	in CHF	4.15	1.47
Shareholders' equity per share	in CHF	10.44	11.70

## Major shareholders (as of 13.08.2021)<sup>1</sup>

UBS Fund Management AG (CH)	10.02%
Swisscanto Fondsleitung (CH)	5.43%
Credit Suisse Funds AG (CH)	5.31%
Schroders Plc (GB)	4.88%

## Company calendar

05.03.22	Publication annual results / annual report 2021
05.04.22	AGM

<sup>1</sup> Detailed information about the major shareholders can be found on p. 16 ff. of the Annual Report 2020

# ORIOR locations

## ORIOR International



### **Culinor, Destelbergen (BE)**

Chilled premium ready meals and meal components.



### **Gesa, Neuenstadt-Stein (DE)**

Organic vegetable juices for food and beverage industry.



### **Casualfood, Frankfurt (DE)**

"The taste of travelling". Gourmet islands for travellers on the go.



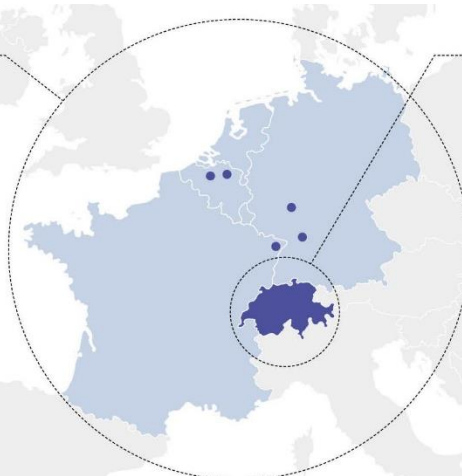
### **Vaco's Kitchen, Olen (BE)**

Production of sous-vide products, chef meals and meal components.



### **ORIOR / Spiess Europe (FR)**

Distribution centre in Haguenau.



## ORIOR Switzerland



### **Fredag, Root**

Poultry specialities, convenience meat dishes and vegetarian/vegan.



### **Le Patron, Bockten**

Pâtés and terrines, ready meals, meal components.



### **Pastinella, Oberentfelden**

Fresh, filled and unfilled Italian-style pasta.



### **Biotta, Tägerwilen**

Organic juices made from naturally grown fruits and vegetables.



### **Rapelli, Stabio**

Ticino charcuterie specialities like salami, prosciutto and coppa.



### **Albert Spiess, Schiers**

Grisons specialities like Bündnerfleisch, Salsiz and cured ham.



### **Möfag, Zuzwil**

Fürstenländer specialities such as Mostbröckli and hams.



## Convenience – category pioneers

### Fredag



- Pioneer and leader for vegan and vegetarian products
- Inventor and leader of tofu specialities
- Strong competence in meat and poultry convenience for retail and food service

### Le Patron



- Inventor and innovation driver of ultra-fresh ready to eat meals
- High premium ultra-fresh pasta sold in shop-in-shop concepts
- Pioneer and leader of pâtés and terrines

### Pastinella



- Strong competence in filled and unfilled pasta production
- Leader in premium chilled pasta creations
- Inventor of gluten/ lactose free chilled pasta and pasta ranges for dieters and people with food intolerances

### Biotta



- THE Swiss organic pioneer
- All-natural organic vegetable and fruit juices and beverage specialities
- Strong concepts with well-known and highly trusted brands: Biotta, Vivitz, Traktor and C-ICE
- Very high culinary and quality standards



## Refinement – strong heritage brands

### Rapelli



- Modern character with a hint of history
- Mastri Salumieri
- Ticino specialties
- Top-level brand awareness in Switzerland
- Since 1929

### Albert Spiess



- The finest raw ingredients
- Bündnerfleisch = GGA brand article
- Pure mountain air and time-honoured tradition
- Highest-lying meat-curing facility in Europe
- Since 1906

### Möfag



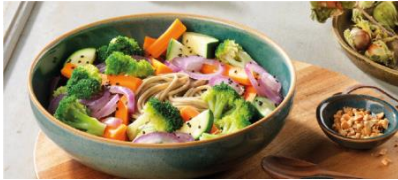
- Traditional Swiss recipes
- Cleanroom technology
- Innovative, flexible, customer oriented
- Handles small volumes very efficiently
- Time to market
- Since 1978





# ORIOR International

## Culinor Food Group



- ORIOR Europe platform targets the entire European region
- Premium fresh ready-made meals and meal components for retailers and food service companies in the Benelux
- Ultra modern facilities and a wide range of technologies

## Gesa



- Premium vegetable juices and concentrates, pressed from freshly harvested vegetables
- Natural processing methods only
- Broad distribution network across Europe

## Spiess Europe



- Sales office ORIOR/ Spiess Europe in Haguenau (F) serves as the export platform for distribution outside Switzerland
- Bündnerfleisch “Albert Spiess of Switzerland” is our most popular export product

## Casualfood



- A pioneer in travel food service, focused on small-format outlets in high-frequency locations
- Food islands offering freshly prepared specialities
- Strong brand worlds with flexible formats for travellers on the go

