

ORIOR

★★★★★
EXCELLENCE IN FOOD

ORIOR Group Full year results 2016



28 February 2017

Daniel Lutz, CEO
Ricarda Demarmels, CFO

Disclaimer

This presentation is not a prospectus within the meaning of Article 652A of the Swiss Code of Obligations, nor is it a listing prospectus as defined in the listing rules of the SIX Swiss Exchange AG or a prospectus under any other applicable laws.

These materials do not constitute or form part of any offer to sell or issue, or any solicitation or invitation of any offer to purchase or subscribe for, any securities, nor shall part, or all, of these materials or their distribution form the basis of, or be relied on in connection with, any contract or investment decision in relation to any securities.

The materials might contain forward-looking statements based on the currently held beliefs and assumptions of the management of ORIOR AG, which are expressed in the management's own opinion, reasonable. Forward-looking statements involve known and unknown risks, uncertainties and other factors, which may cause the actual results, financial condition, performance, or achievements of ORIOR AG, or industry results, to differ materially from the results, financial condition, performance or achievements expressed or implied by such forward-looking statements. Given these risks, uncertainties and other factors, recipients of this document are cautioned not to place undue reliance on these forward-looking statements. ORIOR AG disclaims any obligation to update these forward-looking statements to reflect future events or developments. Opinions and forward-looking information presented herein are based on general information gathered at the time of writing.

Agenda

Opening remarks by CEO

- I. Goals ORIOR 2020
- II. ORIOR is European
- III. CEO Statement

Full Year 2016

- I. ORIOR Group at a glance
- II. ORIOR Group's key figures
- III. Key figures by segment
- IV. Consolidated income statement and balance sheet
- V. Dividend history

Update ORIOR 2020

- I. Goal: steady value creation
- II. Strategic pillars: "House of Innovation", "Brand strengthening and expansion", "Agility and cost efficiency", "The ORIOR responsibility" and "We are ORIOR"

Outlook for 2017

Appendix

More progress toward ORIOR 2020 strategy goals

ORIOR in the year 2020

- ORIOR remains a stable and financially strong food group.
- ORIOR has achieved solid growth in Switzerland including bolt-on acquisitions.
- ORIOR has steadily improved its operating results, supported by high cost efficiency.
- ORIOR remains the market leader in existing and new product niches.
- ORIOR is the most innovative food group in Switzerland, and owns strong and unique brands.
- ORIOR is European.
- ORIOR offers shareholders an attractive dividend yield and has steadily increased its dividend payout.

Culinor Food Group

an overview

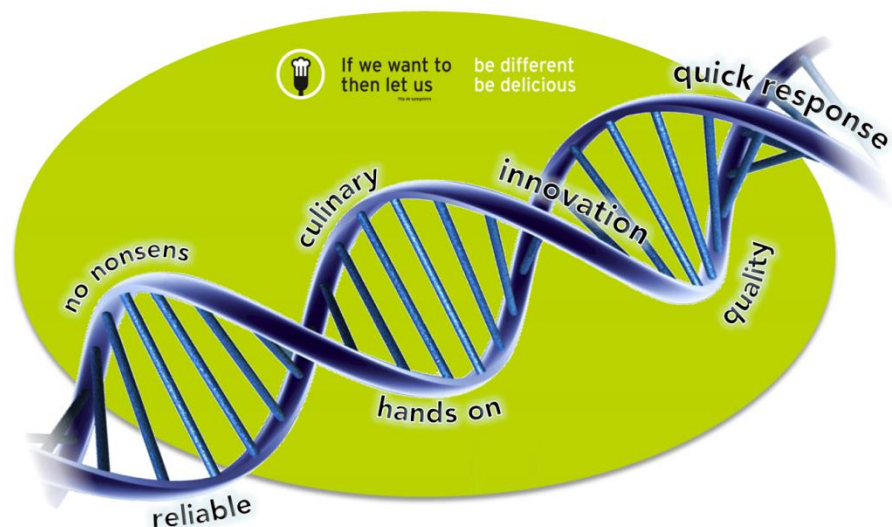


- 1 **ORIOR 2020 – ORIOR is European.** ORIOR acquires Culinor Food Group, a company with annual sales of about EUR 88m; Filip De Spiegeleire, CEO Culinor, appointed to Management Board of ORIOR.
- 2 **Strategic fit:** Strengthening of core competence in the attractive premium fresh convenience market in retail and food service markets.
- 3 **Cultural fit:** The Culinor team lives the same values as ORIOR: Pioneer spirit, entrepreneurship and the constant pursuit of Excellence.
- 4 **Attractive market:** Premium fresh convenience food is growing as daily routines and eating patterns become less and less standardised.
- 5 **Benelux countries:** Attractive fresh convenience food market with strong innovation skills.
- 6 **Market leadership:** Thanks to long-standing partnerships and customer relationships and thanks to the extensive range of top-quality products.
- 7 **Innovation competence:** Close to customers and the market; passion for culinary delights and indulgence; agile structure the basis for launching new product and service concepts.
- 8 **Technology:** Modern systems and processes with a variety of technologies for producing premium fresh convenience food.
- 9 **ORIOR Europe:** Culinor is the new European ORIOR centre of competence.

Common values unite

- Pioneer spirit, entrepreneurship and the constant pursuit of Excellence.
- Culinor CEO, Filip De Spiegeleire, appointed CEO of ORIOR Europe and a Management Board member of ORIOR AG.
- The entire management team at Culinor Food Group will remain with the company.

DNA of Culinor Food Group

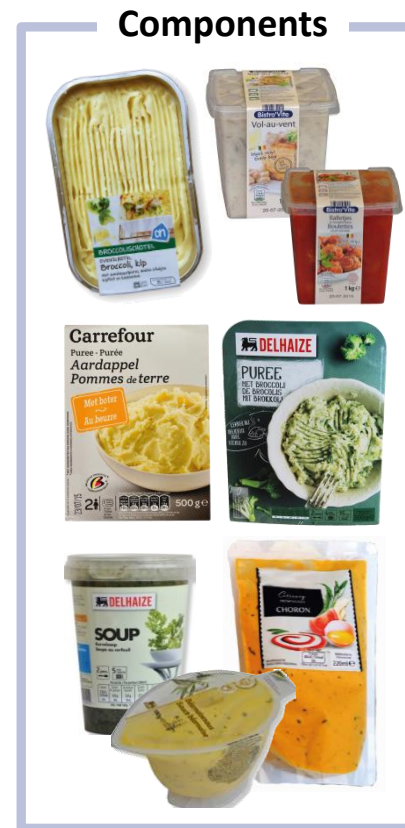


Management team of Culinor Food Group














Leading producer in the Benelux

- Broad product portfolio and strong positioning in the attractive premium fresh convenience market.
- Operates four production sites and one logistics centre in Belgium.
- Outstanding portfolio of food service and retail clients.



ORIOR sites

The map shows ORIOR sites across Europe. Countries shaded with diagonal lines represent current export markets. A callout bubble labeled 'ORIOR/Spieß Europe' points to the shaded region.

<p>Culinor, Destelbergen Production of oven and fresh prepared meals</p> 	<p>Rapelli SA, Stabio Deli specialities such as salami, cured ham and coppa</p> 
<p>Culinor, Gent Production of cuisson sous-vide, chef meals, menu components</p> 	<p>Albert Spiess, Schiers Bündner specialities such as Bündnerfleisch and Salsiz</p> 
<p>Culinor, Destelbergen Logistics center for packaging, transport, raw materials receiving</p> 	<p>Möfag, Zuzwil Fürstenländer specialities such as Mostbröckli and ham products</p> 
<p>Vaco's Kitchen, Olen Production of ultrafresh menus and sous-vide products</p> 	<p>Fredag AG, Root Chicken specialities, meat convenience, veggie/vegan</p> 
<p>Vaco's Kitchen, Herselt Production of ready meals and oven dishes</p> 	<p>Le Patron, Böckten Pâtes and terrines, prepared meals and ready-made meal components</p> 
	<p>Pastinella, Oberentfelden Fresh, Italian-style pasta with and without fillings</p> 

Note: Countries shaded with diagonal lines represent ORIOR's current export markets.

CEO Statement

- Successful acquisition of Culinor Food Group in Belgium.
- Good performance in domestic market; despite pricing and competitive pressure and loss of sales along the border areas.
- Implemented initiatives and action plans under the ORIOR 2020 strategy with positive impact.
- Convenience segment with mixed results.
- Refinement segment grows with “Rapelli” and “Albert Spiess” brands; Möfag presents another set of convincing results driven by innovations and the diversification of its sales channels.
- International segment mainly driven by the recently acquired Culinor Food Group in Belgium; Export with improved profitability.

Agenda

Opening remarks by CEO

- I. Goals ORIOR 2020
- II. ORIOR is European
- III. CEO Statement

Full Year 2016

- I. ORIOR Group at a glance
- II. ORIOR Group's key figures
- III. Key figures by segment
- IV. Consolidated income statement and balance sheet
- V. Dividend history

Update ORIOR 2020

- I. Goal: steady value creation
- II. Strategic pillars: "House of Innovation", "Brand strengthening and expansion", "Agility and cost efficiency", "The ORIOR responsibility" and "We are ORIOR"

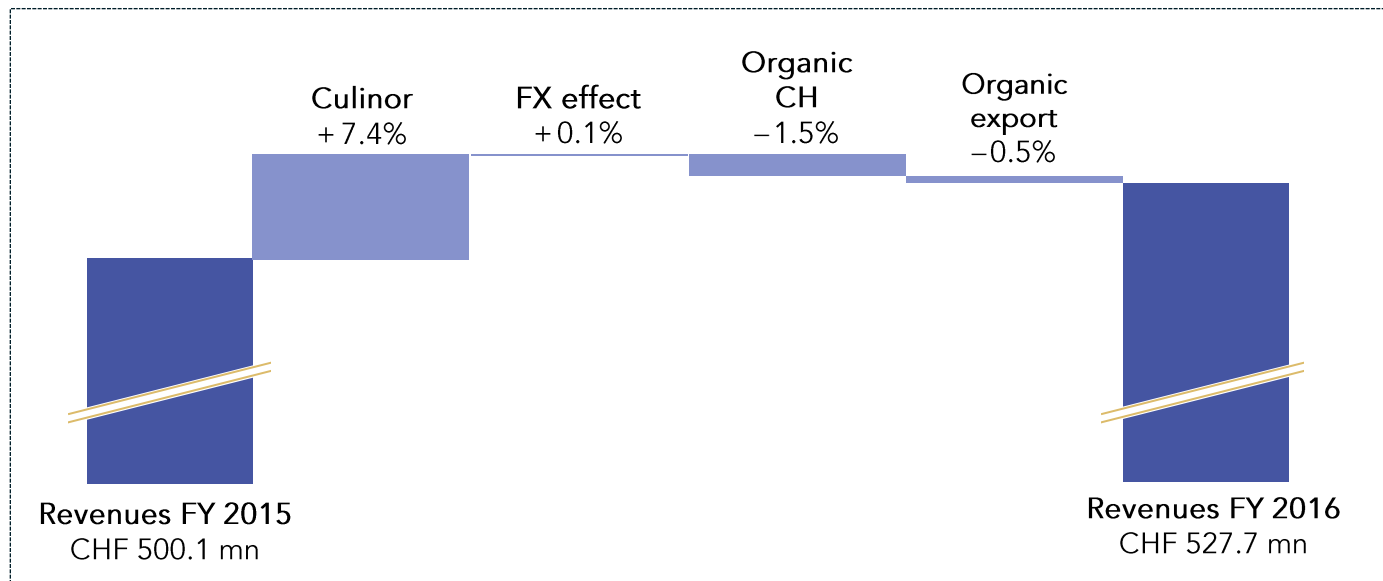
Outlook for 2017

Appendix

Strategically and operationally successful 2016

Revenues	EBITDA	Net profit	Dividend
CHF 527.7 million +5.5%	CHF 51.5 million +5.7%	CHF 28.4 million +11.0%	Dividend proposed CHF 2.09 per share
Swiss organic growth -1.5% Acquisition effect +7.4%	EBITDA margin 9.7% +2 bps	Net profit margin 5.4% +27 bps	Sixth consecutive increase in the dividend since the IPO in 2010

Revenues up 5.5% – primarily driven by acquisition



- Consolidation of Culinator Food Group as of 1 September 2016
- Challenging domestic Swiss market with considerable pricing, sales promotion, and competitive pressures; sales lost to cross-border shopping remain high
- Revised business model for “Nature Gourmet” products
- Difficult market and competitive conditions for Bündnerfleisch exports

Consolidated income statement

CHF million	2016	2015	Δ in %
Revenues	527.7	500.1	+5.5%
Cost of sales	-315.6	-302.3	
Gross profit	212.1	197.8	+7.2%
as % of revenues	40.2%	39.5%	
OPEX	-160.6	-149.1	
EBITDA	51.5	48.7	+5.7%
as % of revenues	9.7%	9.7%	
Depreciation + amortisation	-16.3	-14.8	
EBIT	35.2	33.8	+3.9%
as % of revenues	6.7%	6.8%	

- Gross margin increased by 64 basis points to 40.2%
 - Stronger portfolio mix and focus on core product groups
 - Rationalisation and productivity improvements
- EBITDA increased; acquisition effect, cost discipline and operational efficiency

New segment reporting structure

- Segment reporting is now divided into the three segments of ORIOR Convenience, ORIOR Refinement and ORIOR International.
- The Corporate & Export segment has been renamed into “International” to reflect the Group’s new structure and broader focus.
- Corporate results are now allocated to all three reporting segments.

Convenience <i>Category pioneer</i>			Refinement <i>Strong heritage brands</i>			International	
Fredag	Le Patron	Pastinella	Rapelli	Spiess	Möfag	Culinor	Export
							
							

Convenience segment

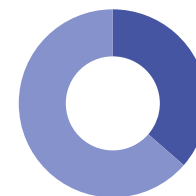
CHF million	2016	2015	Δ in %
Revenues	194.2	202.7	-4.2%
EBITDA as % of revenues	25.2 13.0%	26.8 13.2%	-6.0%
EBIT as % of revenues	18.8 9.7%	20.8 10.3%	-9.6%
Investments	5.5	5.2	

- Top-line performance:
 - Organic growth -4.2%
 - Acquisition and FX effect 0.0%
- Revised business model for "Nature Gourmet" products
- Pricing and competitive pressure in fresh pasta business
- Growth with vegetarian and vegan concepts, innovative poultry and seafood products from Fredag, gluten- and lactose-free creations from Pastinella and snacks and specialities from Le Patron

CONVENIENCE

as % of Group revenues

36.4%



Refinement segment

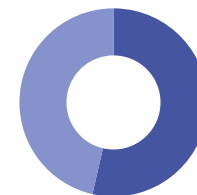
CHF million	2016	2015	Δ in %
Revenues	298.8	298.5	+0.1%
EBITDA as % of revenues	22.5 7.5%	22.7 7.6%	-0.9%
EBIT as % of revenues	14.3 4.8%	14.0 4.7%	+1.5%
Investments	5.2	5.3	

- Top-line performance
 - Organic growth +0.1%
 - Acquisition and FX effect 0.0%
- Growth driven by heritage brands “Rapelli” and “Albert Spiess”
- Möfag presents convincing results thanks to innovative specialities and sales channel diversification
- Growth from strong line of meat chips, Grill and Limited Edition concepts

REFINEMENT

as % of Group revenues

53.6%



International segment

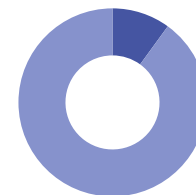
CHF million	2016	2015	Δ in %
Revenues	53.2	18.4	+188.6%
EBITDA as % of revenues	3.7 7.0%	-0.9 -5.0%	
EBIT as % of revenues	2.1 3.9%	-1.1 -5.8%	
Investments	0.5	0.0	

- Organic growth -14.7%
 - Revised business model for "Nature Gourmet" products and also by difficult market and competitive conditions for Bündnerfleisch exports in France
- Acquisition effect +201.2%
 - Successful acquisition of Culiner Food Group, fully consolidated as of 1 September 2016
- FX effect +2.1%

INTERNATIONAL

as % of Group revenues

10.0%



Consolidated income statement | EBIT – Profit

CHF million	2016	2015	Δ in %
EBIT as % of revenues	35.2 6.7%	33.8 6.8%	+3.9%
Financial income/financial expense	-1.3	-2.5	
Pre-tax profit as % of revenues	33.9 6.4%	31.3 6.3%	+8.1%
Income taxes	-5.5	-5.8	
Profit as % of revenues	28.4 5.4%	25.6 5.1%	+11.0%

– EPS CHF 4.79, +10.9% (2015: CHF 4.32)

Consolidated balance sheet

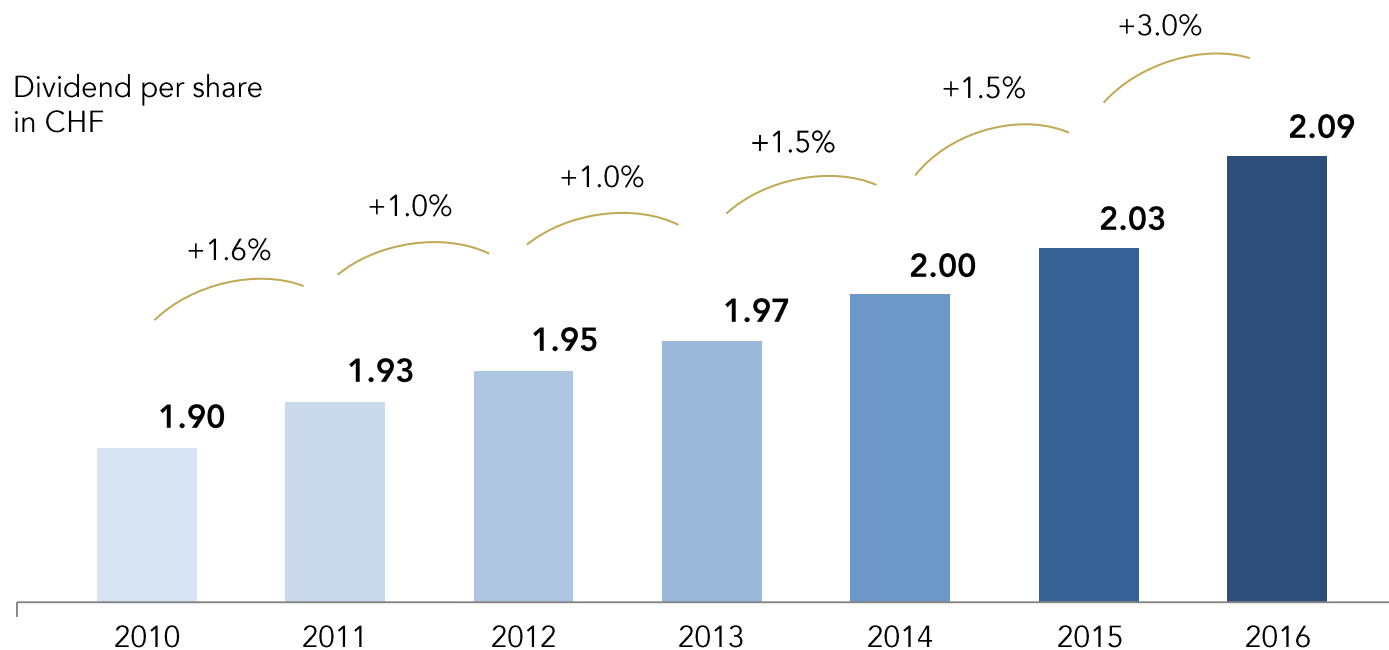
CHF million	31.12.2016		31.12.2015	
Net working assets	188.4	34.2%	136.6	34.3%
Property, plant and equipment	108.5		80.5	
Intangible assets	253.1		180.0	
Deferred tax assets	0.3		1.4	
Total assets	550.2	100.0%	398.4	100.0%

CHF million	31.12.2016		31.12.2015	
Total liabilities	306.7	55.7%	164.8	41.4%
Equity	243.5	44.3%	233.6	58.6%
Total liabilities and equity	550.2	100.0%	398.4	100.0%

- Equity ratio of 44.3%
 - Year-on-year reduction of 14.3 percentage points, attributed to the acquisition of Culiner Food Group
- Leverage of 2.45x (2015: 1.04x)

Dividend history

- Long-term oriented, stable and attractive dividend policy: steady increase in the absolute dividend per share
- Sixth consecutive increase in the dividend since the IPO



Agenda

Opening remarks by CEO

- I. Goals ORIOR 2020
- II. ORIOR is European
- III. CEO Statement

Full Year 2016

- I. ORIOR Group at a glance
- II. ORIOR Group's key figures
- III. Key figures by segment
- IV. Consolidated income statement and balance sheet
- V. Dividend history

Update ORIOR 2020

- I. Goal: steady value creation
- II. Strategic pillars: "House of Innovation", "Brand strengthening and expansion", "Agility and cost efficiency", "The ORIOR responsibility" and "We are ORIOR"

Outlook for 2017

Appendix

Strategy ORIOR 2020 – goal: steady value creation



Strategic pillars



House of Innovation

- Consumer insights: Identify new needs/trends at an earlier stage, gain a better understanding of hybrid consumers, food scouting.
- Concept innovations: New formats for established and new market niches, existing retail floor space and new sales channels, including new services.
- Category innovator thanks to competence centre model: Focus, flexibility and speed (concept 30 days).
- Strengthen our innovation competence through the new organisation.

A snapshot of projects and measures under way

- Innovation Champions: 3-year pipeline 2016-2018 per competence centre
- Innovation Controlling set up
- New concepts and seasonal specialities successfully introduced

Steady value creation



House of Innovation

Specialities and new products



Ready meals Anna's Best in new tray



Wok Dinner-Mix



Pork filet with hayfield flowers



Street food innovations from Culinor



Noppa's Quinoa-Tofinos



Sausage specialties

House of Innovation

Specialities and new products

Albert Spieß



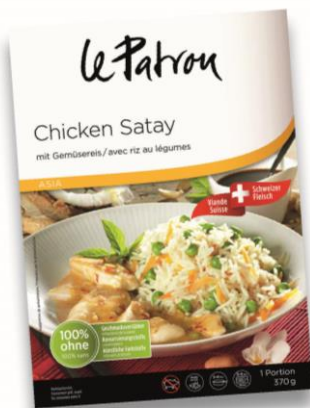
Tapas



Confezione 3 salame



Pâtés to freshly bake



Ready meal line Le Patron



Albert Spieß gift box



Cooked ham with lavender

Brand strengthening and expansion

- Better differentiation of core brands and increase brand awareness.
- Take advantage of modern communication tools to reach out to consumers more effectively and efficiently (Facebook, digital communications, etc.).
- Greater focus on in-store concepts that enable direct interaction with consumers at point-of-sale (impulse purchases).
- Selectively build and expand Group marketing capabilities (Champion Model).

A snapshot of projects and measures under way

- Successful new Rapelli brand identity; brand awareness and brand sales improved
- Successful repositioning of the core brand Noppa's
- Additional investments in marketing; increased again in 2016

Steady value creation





noppa's[®]
SWISS TOFU

Redesign noppa's

Unadulterated Swiss tofu bliss

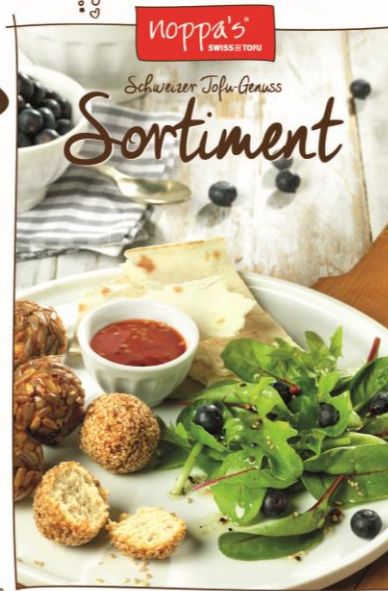
Font

Represents the craftsmanship and creativity behind the vegetarian and vegan recipes.



Logo

The Swissness of the products is reflected in the colour scheme



Communication

All communication tools and the packaging are designed in German and French. All the product range flyers, exhibition stands and advertisements have been adapted to the new style.

Agility and cost efficiency

- Strengthen competence centre model: flat hierarchies shorten decision-making processes and bring the organisation closer to customers and consumers.
- Take advantage of the Group's strengths:
 - ✓ Create efficiency advantages through common systems and processes and joint optimisation projects
 - ✓ Create know-how advantages with the functional Champion Model
- Continuous optimisation of production and process workflows.
- Continuous optimisation of product portfolios.

A snapshot of projects and measures under way

- Champion Model; Innovation, procurement, sales retail, sales food service, quality management
- Procurement project; ongoing implementation
- Operational footprint project; Rüti site integrated into Root site, transfer of production from Hildisrieden to site in Oberentfelden

Steady value creation



The ORIOR responsibility (sustainability)

- Sustainability is part of our core business and the foundation of Excellence in Food.
- We embrace responsibility throughout the value chain.
- Sustainable procurement of raw materials, environmental responsibility and humane treatment of farm animals (animal welfare).
- Further reduction of food & non-food waste, energy consumption and wastewater at our production plants. Reduction of packaging for consumers.
- Continuous renewal of product range with products that have natural ingredients and no artificial additives, and recipes with reduced levels of sodium and sugar.
- Competent employees who constantly receive training and development.

Steady value
creation

A snapshot of projects and measures under way

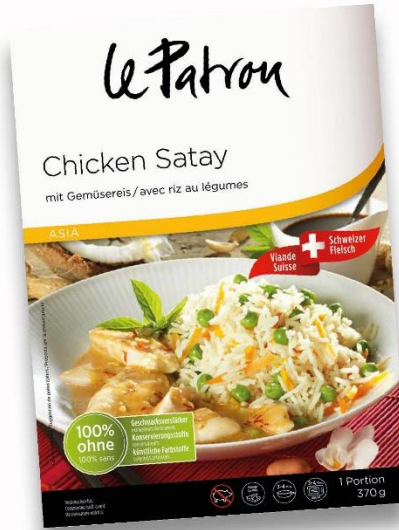
- Sustainability Reporting with monthly measures, incl. measures to reduce food and packaging waste
- Health management project incl. courses for supervisors
- Launch of ORIOR Campus



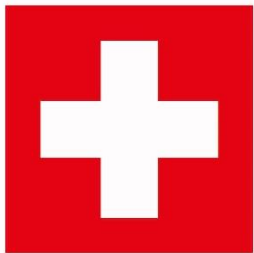


Le Patron chilled ready meals

QUALITY DOWN TO THE LAST DETAIL



Genuine Swiss



Natural flavour



European certification



Diversity



Agenda

Opening remarks by CEO

- I. Goals ORIOR 2020
- II. ORIOR is European
- III. CEO Statement

Full Year 2016

- I. ORIOR Group at a glance
- II. ORIOR Group's key figures
- III. Key figures by segment
- IV. Consolidated income statement and balance sheet
- V. Dividend history

Update ORIOR 2020

- I. Goal: steady value creation
- II. Strategic pillars: "House of Innovation", "Brand strengthening and expansion", "Agility and cost efficiency", "The ORIOR responsibility" and "We are ORIOR"

Outlook for 2017

Appendix

Outlook 2017

Environment

- Market and environment Switzerland:
 - Demanding environment overall with subdued consumer confidence and pricing and competitive pressure
 - Retailers and food service channel faced with structural challenges
 - Very volatile raw material prices; slightly higher in general
- Market and environment Europe
 - Good growth potential in core product markets
 - Raw material prices generally higher

ORIOR Focus

- Consequent execution of our ORIOR 2020 strategy
- Product and concept innovations
- Brand strengthening and focus on POS
- Cost efficiency and agility

Outlook

- Performance better than the market
- Growth and increase of market shares in core product groups
- Further improvement in our operating performance and efficiency.



Agenda

Opening remarks by CEO

- I. Goals ORIOR 2020
- II. ORIOR is European
- III. CEO Statement

Full Year 2016

- I. ORIOR Group at a glance
- II. ORIOR Group's key figures
- III. Key figures by segment
- IV. Consolidated income statement and balance sheet
- V. Dividend history

Update ORIOR 2020

- I. Goal: steady value creation
- II. Strategic pillars: "House of Innovation", "Brand strengthening and expansion", "Agility and cost efficiency", "The ORIOR responsibility" and "We are ORIOR"

Outlook for 2017

Appendix

Convenience (CH) – category pioneers



Fredag

- Pioneer and leader in fast growing vegan and vegetarian categories
- Inventor and leader of tofu production and innovation
- Strong competence in 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 in pâtés and terrines

Pastinella

- Strong competence in filled and unfilled fresh 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



Refinement (CH) – strong heritage brands



Rapelli

- Modern character with a hint of history
- Mastri Salumieri
- Ticino Specialities
- 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

- Broad product portfolio and strong positioning in the attractive premium fresh convenience market.
- Leading producer of traditional local cuisine and trendsetter of innovative specialities.
- Pioneer spirit, entrepreneurship and the constant pursuit of Excellence.
- Close to customers and the market; passion for culinary delights and indulgence.
- Modern systems and processes with a variety of technologies for producing premium fresh convenience food.

Export

- Sales office ORIOR/Spiess Europe in Haguenau (F) serves as the export platform for distribution in the EU.
- Bündnerfleisch “Albert Spiess of Switzerland” is our most popular export product.
- The vegetarian “Nature Gourmet” products are exclusively produced and marketed by Tofutown.



Share information

Listing	SIX Swiss Exchange
Security number	11167736
ISIN code	CH011 1677 362
Ticker	ORON

Share price on 20.02.2017 CHF 80.00

Dividend	2016	2015	2014	2013	2012	2011
Payout ratio <i>in %</i>	43.6	47.0	44.6	46.2	42.3	40.5
Dividend per share <i>in CHF</i>	2.09	2.03	2.00	1.97	1.95	1.93

→ ORIOR's attractive dividend policy was confirmed in the ORIOR 2020 strategy and a steady increase in the absolute dividend in coming years is targeted

Shareholders who own more than 3% of ORIOR AG share capital (10.02.2017)

Ernst Göhner Stiftung (CH)	10.46%
UBS Fund Management AG (CH)	6.21%
Schroders Plc (GB)	4.88%
Rolf U. Sutter / Gruppe (CH)	3.37%
Swisscanto Fondsleitung (CH)	3.28%

Stock information / data		31.12.16	31.12.15
Share price on 31.12.	in CHF	74.75	60.90
High	in CHF	86.00	62.00
Low	in CHF	57.00	52.00
Market cap	CHF million	442.9	360.8
Earnings per share	in CHF	4.79	4.32
Operating cash flow per share	in CHF	5.39	7.05
Shareholders' equity per share	in CHF	41.13	39.52

Calendar

28.03.17	7th Annual General Meeting
22.08.17	Publication of 2017 interim results

Our ambition:
Excellence in Food

ORIOR
EXCELLENCE IN FOOD

We are **striving** for **uniqueness**
and offering **best quality**
in order to **surprise**
our **consumers** time and again
with **enjoyable**
food moments.

