



Disclaimer

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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 2020", which is available on <https://orior.ch/en/financial-reports>, defines these alternative performance measures.

Agenda

Opening remarks by CEO

- CEO Statement

First half 2020

- Key figures ORIOR group and segments
- Consolidated income statement and balance sheet
- One-time extraordinary effects in connection with the coronavirus pandemic

Key Group initiatives

- ORIOR 2025 Strategy
- The ORIOR Responsibility

Outlook

- ORIOR Group
- ORIOR segments

CEO Statement

Good first-half results in view of the corona pandemic, thanks to our broad operational footprint

Organic sales growth

- *Good start to 2020 fiscal year; since mid-March -> shift in consumption patterns -> significant shifts in product and channel mix.*
- *Generally much greater demand from retail*
 - *Positive impact on core brands and products.*
 - *Sharp drop in demand for ready meals (working from home, more time to cook).*
- *Lockdown of food service outlets caused significant drop in revenues*
 - *Travel/freedom of movement restrictions -> Casualfood shut down almost completely during lockdown.*
 - *Strong negative impact on Convenience product lines (event catering, schools, etc).*

Corona pandemic has a material impact on operating results

- *Channel mix: abrupt standstill in revenues in food service channel, in airports and railway stations.*
- *Product mix: growth with lower-margin products and product groups.*
- *One-time costs incurred to prepare and implement protective measures and support our supply capabilities (production adjustments, process adjustments, productivity, absentee rates).*

Key Group initiatives

- *ORIOR New Normal: new opportunities.*
- *Second Sustainability Report published -> further improvement in important KPIs, new projects launched.*
- *ORIOR 2025 Strategy -> to be presented on 9 November 2020.*

Positive outlook

- *Operational profitability clearly to improve in H2; significant improvement expected in 2021.*

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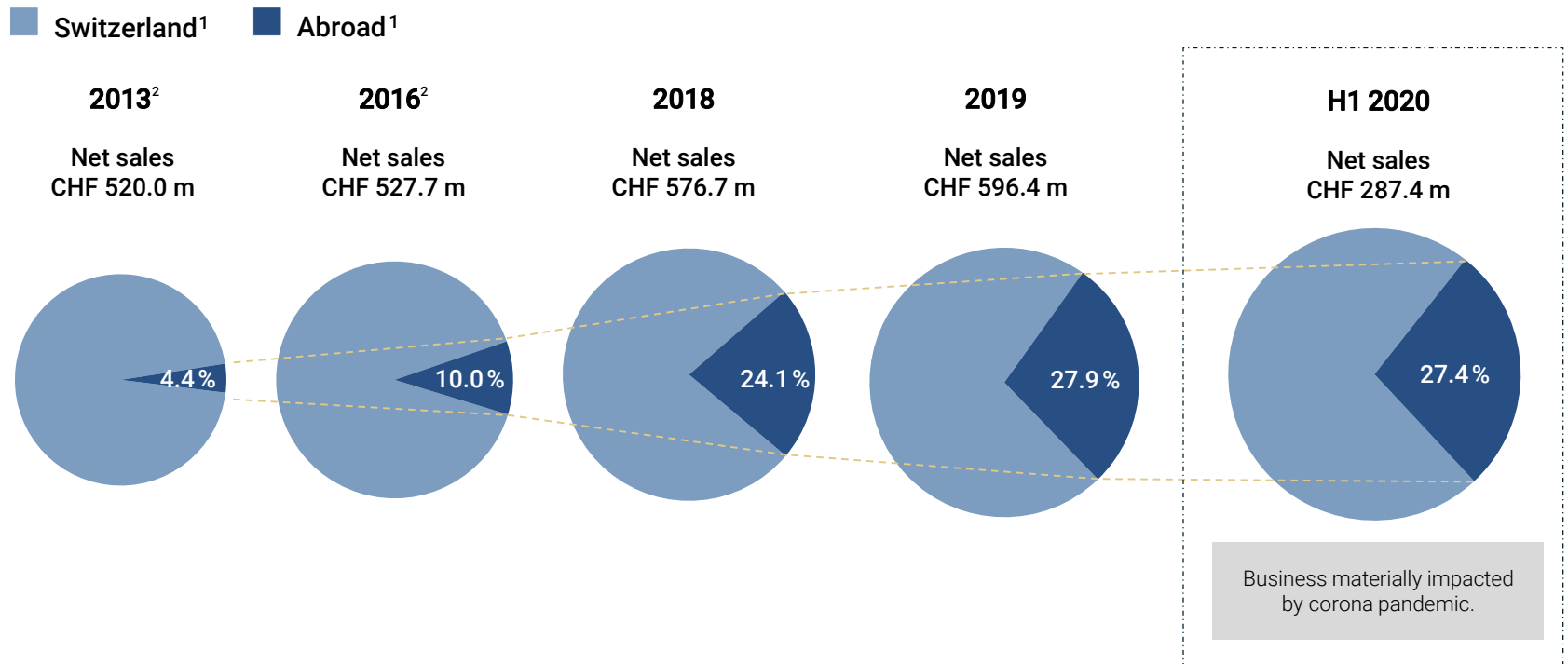
Strong and stable profile thanks to broader footprint

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

Categories: leading positions in growing niches within our domestic and foreign markets.

Channels: from traditional retailers to discounters and food-to-go sector.

Customers and countries: broad portfolio of local, regional, national and international customers.



















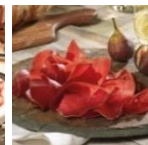
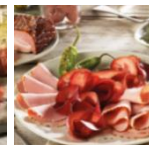



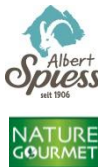
¹ Revenue data is based on customer domicile.

² Reported revenues, i.e., excluding the effects of IFRS 15.

Decentralised business model

Based on strong, autonomous competence centres with diversified product concepts supported by value adding group initiatives.

- Competence centre philosophy encourages individuality, strong regional identification and value enhancing group initiatives.
- Group-wide initiatives and Champion Model enhance our efficiency and agility.

| Convenience Category pioneer | | | | Refinement Strong traditional brands | | | International | | | |
|--|--|--|--|--|---|--|--|--|--|--|
| Fredag | Le Patron | Pastinella | Biotta | Rapelli | Albert Spiess | Möfag | Culinor | Casualfood | Gesa | Spies Europe |
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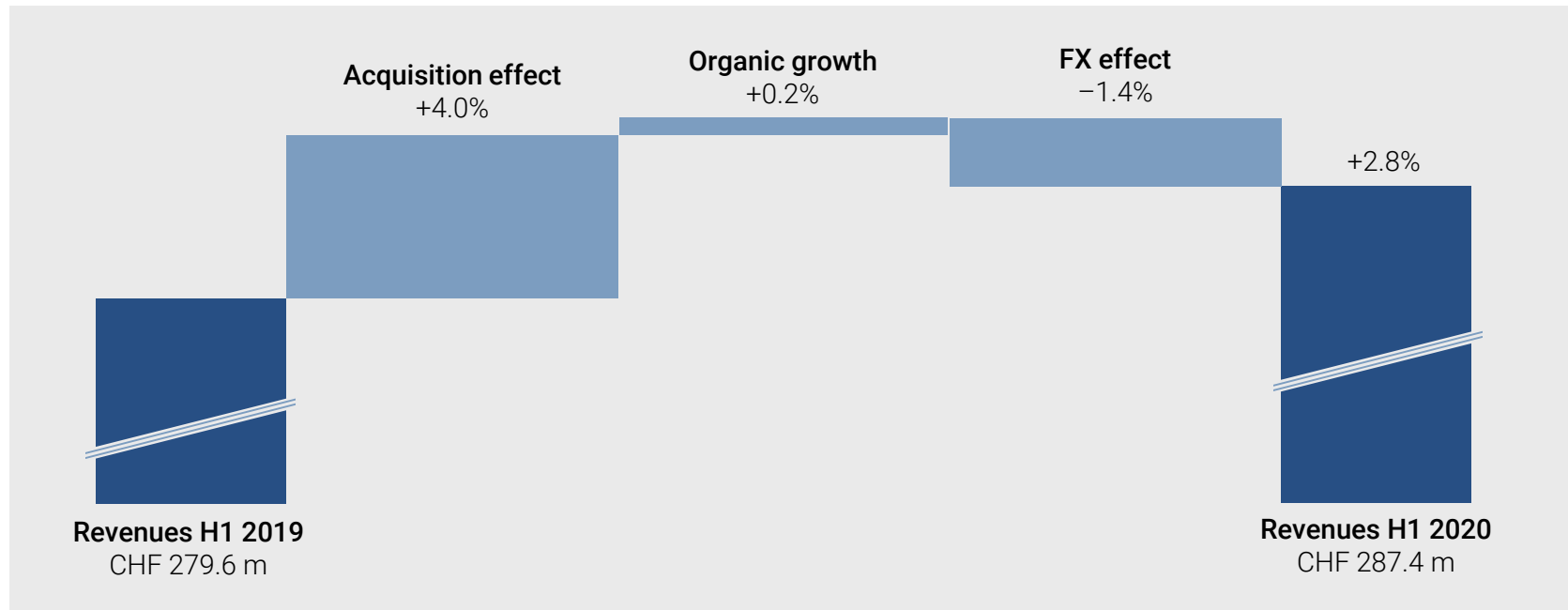
- Casualfood fully consolidated since September 2019
 - Equity interest increased to 70% and integrated into the International segment as a standalone competence centre.
 - Purchase of an additional 19% stake scheduled for autumn 2020.

Key figures for first half 2020

| Net sales | Gross profit | EBITDA | Net Profit |
|--------------------------------|--------------------------------|--------------------------------|-------------------------------|
| CHF 287.4 Mio. +2.8% | CHF 125.5 Mio. +1.2% | CHF 23.5 Mio. -17.4% | CHF 8.3 Mio. -40.5% |
| Acquisitive +4.0% | Gross margin 43.7% | EBITDA margin 8.2% | Net profit margin 2.9% |
| Organic +0.2% | -70 Bps | -200 Bps | -210 Bps |
| FX effect -1.4% | | | |

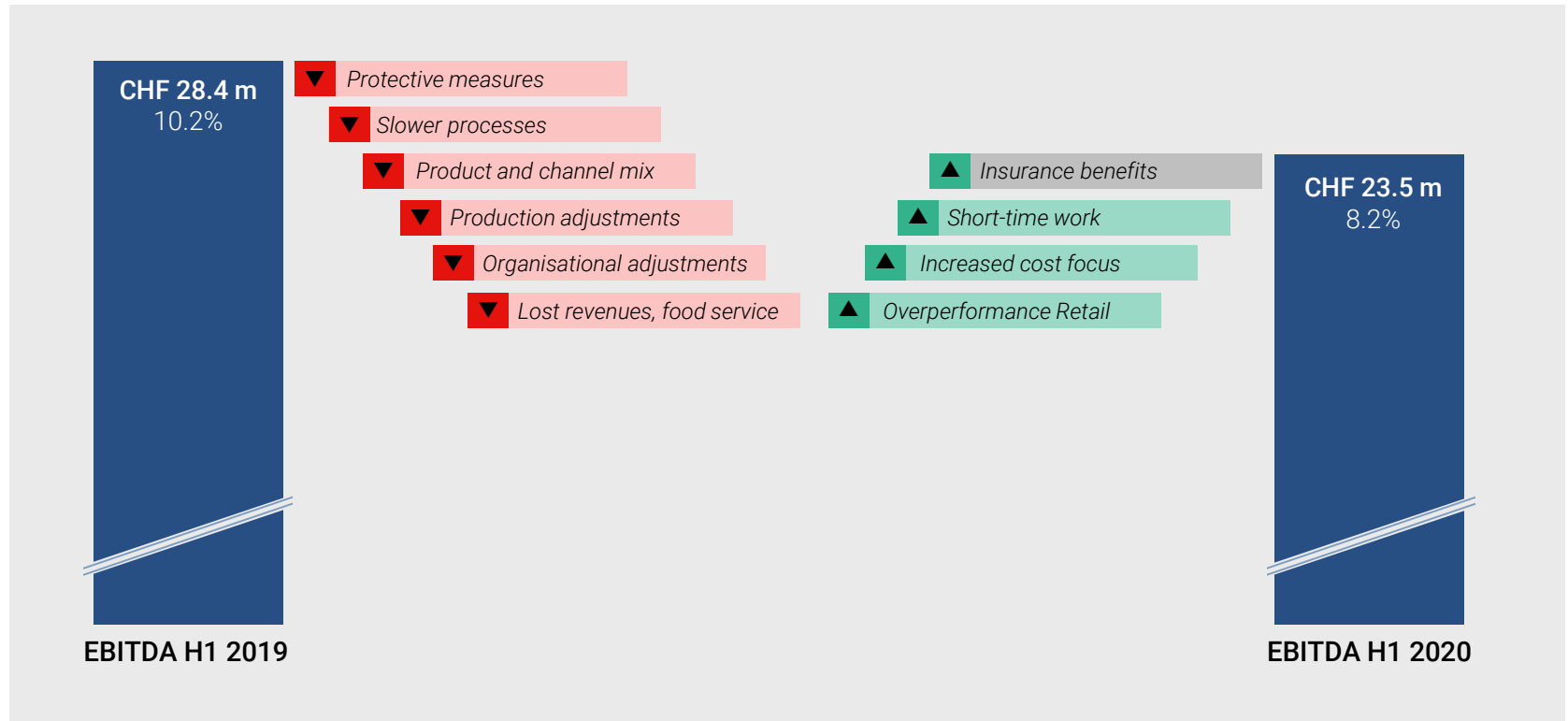
- Operating performance clearly impacted by corona pandemic; considering the extraordinary circumstances, Refinement and International segments deliver good organic growth; negative performance at Convenience and Casualfood attributed to near standstill of air travel and lockdown food service channels.
- Gross margin slightly lower due to mix shifts (more Refinement, fewer Convenience products).
- EBITDA mostly impacted by non-recurring costs, Casualfood and changes in product and channel mix.
- Net profit additionally impacted by Casualfood (acquisition-related depreciation) and positive income tax effects from 2019.

Organic growth of 0.2%



- Acquisition effect: Casualfood consolidated since September 2019
- Organic growth 0.2%
 - *Better than expected considering the extremely challenging situation.*
 - *Strong performance by Refinement segment and slight growth from International segment.*
- Significant currency translation effect
 - *Strong CHF has a relevant effect of -1.4% on top line.*

Main factors influencing EBITDA



- Main factors influencing EBITDA: loss of sales in food service, Casualfood near standstill, one-time costs to protect employees and secure the company's supply capabilities as well as changes in product and channel mix.

Convenience Segment

Partly materially impacted by government guidelines and restrictions


Revenues

Revenues -3.9% to CHF 95.2 m

- Acquisitions: 0.0 %
- Organic: -3.9%
- FX effect: 0.0%

Share of Group

Convenience segment as % of ORIOR Group revenues: 32.8%



- Change in product mix: New consumption patterns (home office, more time to cook) led to steep decline in ready meal business.
- Significant impact from shift in channel mix: Near standstill of food service business (restaurant/to-go, wholesalers, group homes, canteens, children lunch services) -> food service accounts for a greater share of revenues in the Convenience segment than in the other segments.
 -> Lost food service revenues cannot be offset by higher revenues with the retail industry.
- Fresh pasta, veggie specialities and Biotta juices show very good trends.



Refinement segment

Strong organic growth fueled by surge in demand from retailers

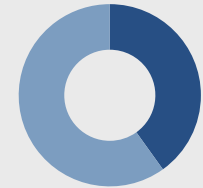
Revenues

Revenues increased by +3.7% to CHF 131.9 m

- Acquisitions: 0.0%
- Organic: +3.7%
- FX effect: 0.0%

Share of Group

Refinement segment
 as % of ORIOR Group
 revenues: 41.4%



- Strong growth, fueled by all three of the segment’s competence centres.
- Growth thanks to significant revenue growth at branded and core product categories, fueled by greater demand from retailers and border closures and restrictions on the right to freedom of movement.
- Channel mix: Gastronomy platforms “Servizio Ticino” and “Spiess Gastro” came to a near standstill during the lockdown.
- Raw materials situation: high meat prices, limited supply of Swiss raw materials.



International segment

Organic growth slightly positive thanks to good performance of Gesa and Spiess Europe

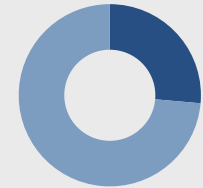
Revenues

Revenues increased by +11.1 % to CHF 74.8 m

- Acquisitions: +16.6%
- Organic: +0.3%
- FX effect: –5.8%

Share of Group

International segment
 as % of ORIOR Group
 revenues: 25.8%



- Acquisition-driven growth from Casualfood, fully consolidated since September 2019.
- Casualfood almost completely shut down during the lockdown → substantial impact on all important Group and segment KPIs.
- Biotta sister company Gesa (specialised in organic juices for B2B market) and Spiess Europe deliver very good results.
- Culinor Food Group performs well in its domestic Belgian market → increase in sales of Home Delivery and Chef Specialities; Decline in food service sales and ready meals (home office, more time to cook).



Consolidated income statement

| In CHF million | Jan – Jun 2020 | Jan – Jun 2019 | Change | Δ in % |
|---------------------------------------|----------------|----------------|--------|----------|
| Revenues | 287.4 | 279.6 | 7.8 | +2.8% |
| Cost of materials/change in inventory | -161.9 | -155.6 | | |
| Gross profit | 125.5 | 124.1 | 1.4 | +1.2% |
| as a % of revenues | 43.7% | 44.4% | | -70 Bps |
| EBITDA | 23.5 | 28.4 | -4.9 | -17.4% |
| as a % of revenues | 8.2% | 10.2% | | -200 Bps |
| Depreciation and amortisation | -13.4 | -11.0 | | |
| EBIT | 10.0 | 17.4 | -7.4 | -42.4% |
| as a % of revenues | 3.5% | 6.2% | | -274 Bps |

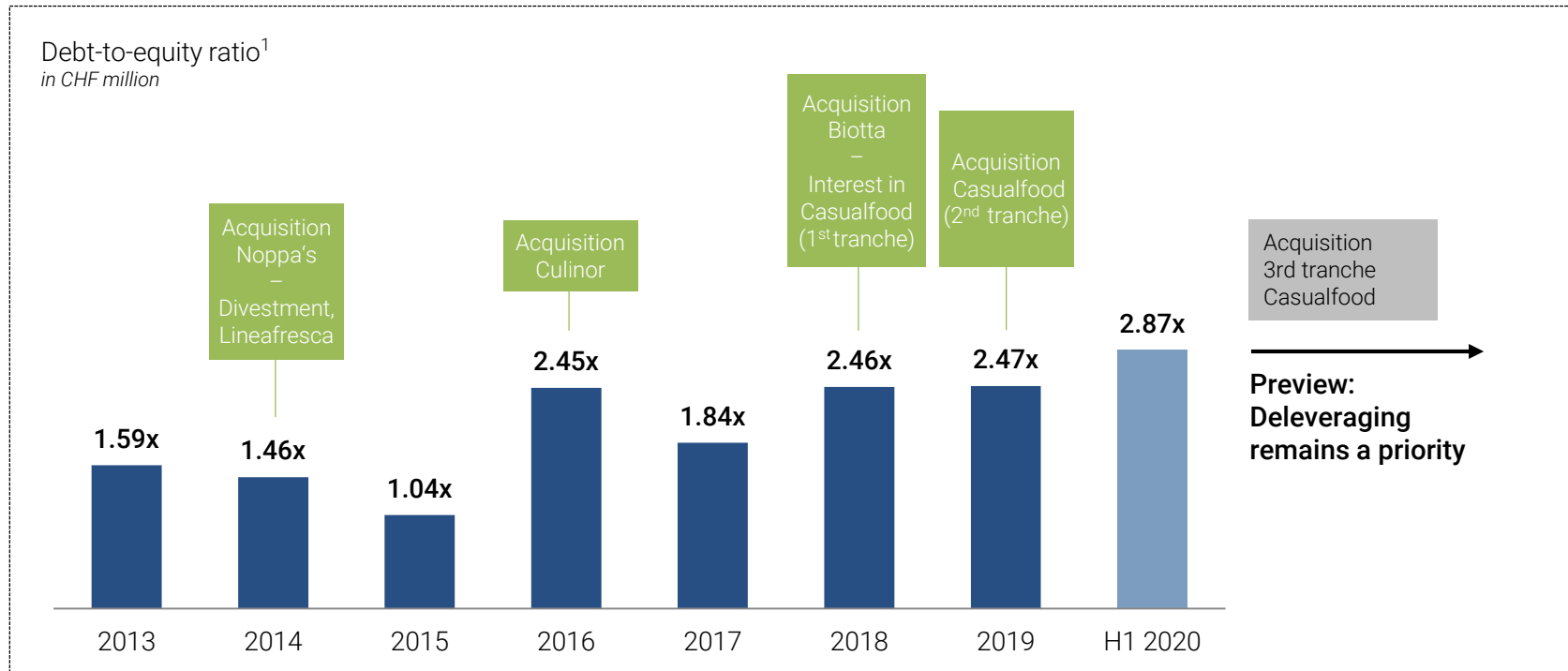
- Negative yoy change in EBITDA, mainly due to Casualfood, corona-related extraordinary costs and stronger revenue flows in the lower-margin Refinement segment.
- Higher depreciation attributed to acquisition of a majority interest in Casualfood in September 2019 and its ensuing consolidation.

Consolidated income statement | EBIT – Net profit

| In CHF million | Jan – Jun 2020 | Jan – Jun 2019 | Change | Δ in % |
|--|---------------------|---------------------|--------|--------------------|
| EBIT as a % of revenues | 10.0 3.5% | 17.4 6.2% | -7.4 | -42.4% -274 Bps |
| Net financial income/expense | -1.3 | -1.3 | | |
| Profit before tax as a % of revenues | 8.7 3.0% | 16.1 5.8% | -7.4 | -46.1% -274 Bps |
| Income taxes | -1.9 | -2.2 | | |
| Minority interests | +1.5 | 0.0 | | |
| Net profit as a % of revenues | 8.3 2.9% | 14.0 5.0% | -5.7 | -40.5% -210 Bps |

- Net financial result unchanged year-on-year, absence of earnings from Casualfood (due to its full consolidation) and higher interest expense were offset by the less volatile swings in foreign currency exchange rates.
- Increase in tax rate to 21.8% attributed to losses at Casualfood and non-utilisation of loss carryforwards and the absence of the positive non-recurring effects from the prior-year period.
- Furthermore, 30% of net loss at Casualfood is not allocated to ORIOR shareholders (minority interests).

Debt-to-equity ratio



- Briefly higher debt ratio due to corona-related effects (esp. Casualfood)
- Clearly committed to deleveraging

¹ 2013–2016 based on IFRS.

Consolidated balance sheet

| In CHF million | 30.06.2020 | | 31.12.2019 | |
|---------------------|--------------|--------|--------------|--------|
| Current assets | 189.2 | 48.0% | 190.8 | 47.2% |
| Non-current assets | 128.2 | | 133.0 | |
| Intangible assets | 74.6 | | 78.9 | |
| Financial assets | 2.0 | | 1.6 | |
| Total assets | 394.0 | 100.0% | 404.3 | 100.0% |

| In CHF million | 30.06.2020 | | 31.12.2019 | |
|-------------------------------------|--------------|--------|--------------|--------|
| Total liabilities | 317.8 | 80.7% | 317.8 | 78.6% |
| Equity | 76.2 | 19.3% | 86.5 | 21.4% |
| Total liabilities and equity | 394.0 | 100.0% | 404.3 | 100.0% |

- No substantial changes in balance sheet.
- Equity changes in connection with dividend-payment and lower net profit.
Equity ratio of 19.3%; goodwill shadow accounting shows an equity ratio of 36.2%.

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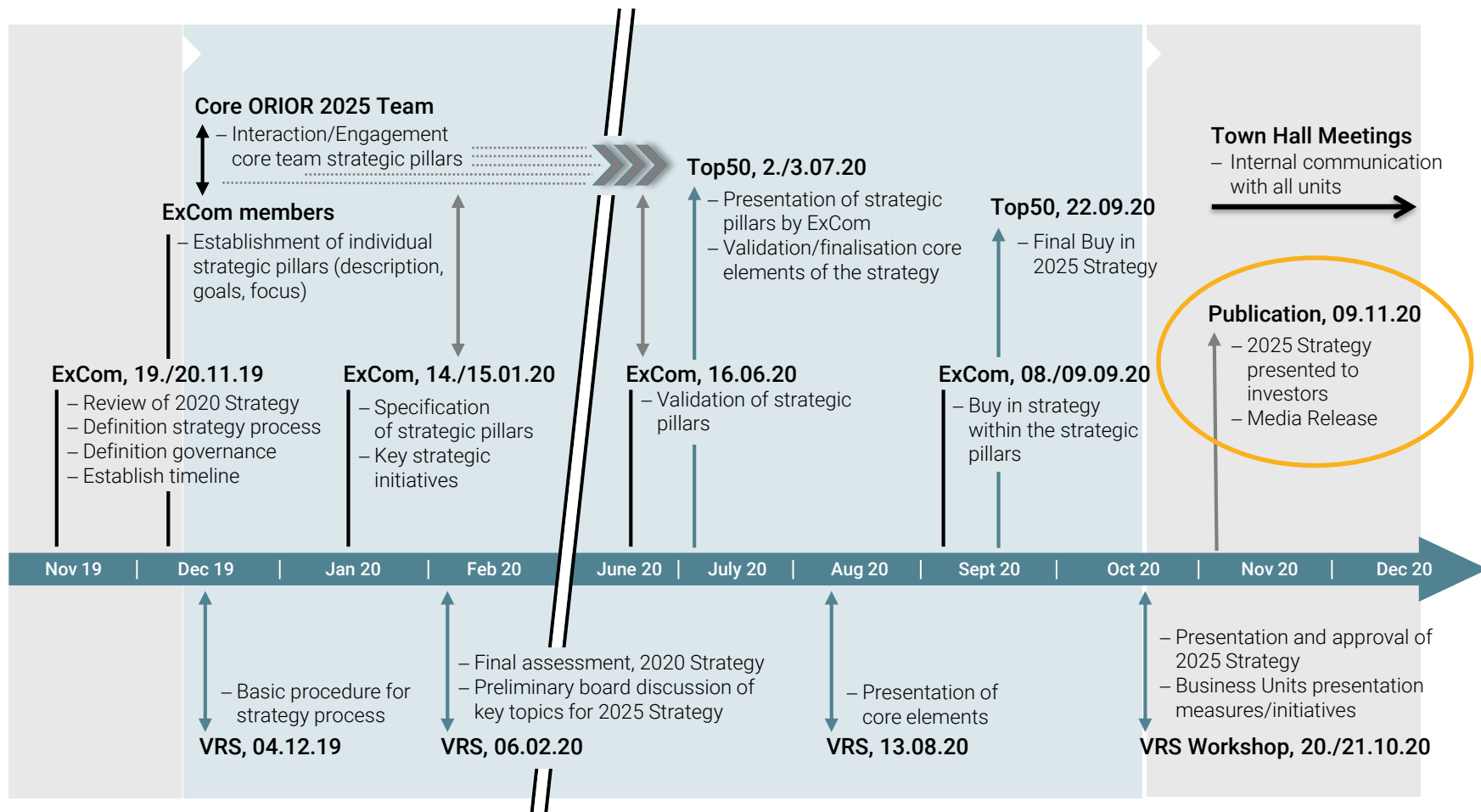
- ORIOR Group
- ORIOR segments

ORIOR 2025 Strategy

Reflection 2020
Process/Approach

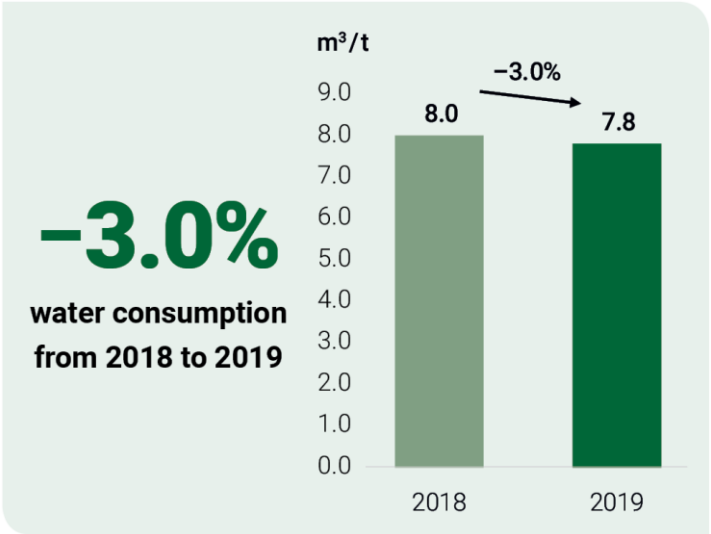
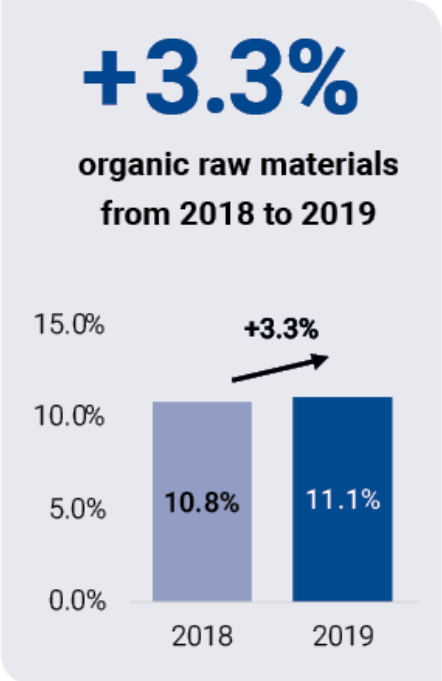
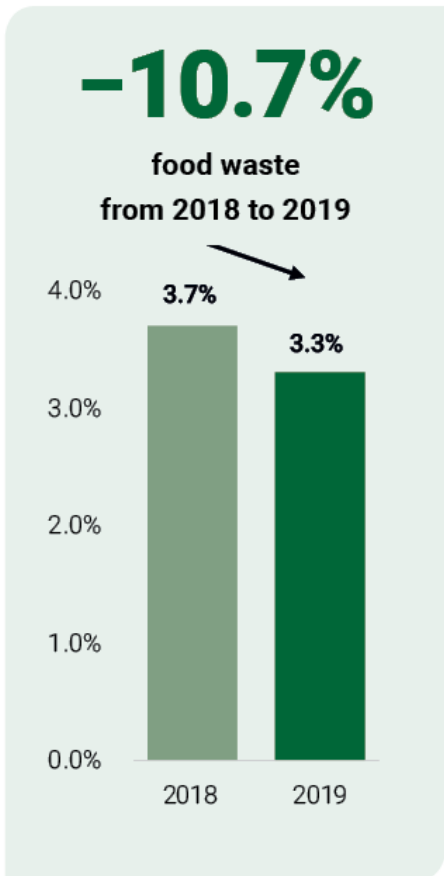
Formulation/development
2025 Strategy

Integration
2025 Strategy



The ORIOR Responsibility

Examples of sustainability at ORIOR



Workplace safety in the competence centres
 New training concept for occupational safety and health implemented.

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Outlook for ORIOR Group – CEO Statement

- **Sales and profitability (EBITDA margin) in the second half of 2020 in all three segments at previous year's level (excl. Casualfood).**
- **Gradual recovery at Casualfood; upside potential thanks to business model.**
 - *All key figures clearly below previous year's level; break-even should be reached in some months towards the end of 2020.*
 - *Additional upside potential thanks to business model with maximum agility and flexibility and specialisation in small spaces (incl. Smartseller).*
 - *The ongoing negotiations on short- and medium-term rent reductions will be concluded in autumn; positive impact on second half of the year and on future results.*
 - *We expect to return to profitability in 2021.*
- **Looking beyond the current year, we are very optimistic regarding 2021 and expect good growth and a significant improvement in results (EBITDA margin).**

Outlook for ORIOR Group

H2 and FY excl. materially impacted Casualfood stable to slightly positive

| in CHF million | H1 2020 | Guidance H2 2020 | Guidance FY 2020 | FY 2019 |
|-----------------------------|--------------|-------------------------------|-------------------------------|--------------|
| ORIOR Group revenues | 287.4 | 298 to 308¹ | 585 to 595¹ | 596.4 |

- Organic FY 2020 –3.0 to –1.5%;
Organic excl. Casualfood at prior-year levels or slightly positive growth expected.
- Food service recovery continues, but not back at pre-corona levels.
- Stronger demand in retail begins to flatten out; resumption of innovative new product launches with good potential.

| | H1 2020 | Guidance H2 2020 | Guidance FY 2020 | FY 2019 |
|----------------------------|-------------|--------------------|--------------------|--------------|
| Group EBITDA margin | 8.2% | 9.0 to 9.5% | 8.6 to 8.8% | 10.2% |

- Significant improvement in operating profitability in H2 vs H1. Drivers are one-off and extraordinary corona-related costs, costs management, short-time work (one-time insurance benefits in H1).
- Operating profitability excl. Casualfood in H2 back at prior-year level.
- Casualfood with material negative impact.
- Change in product and channel mix: Shift in consumption patterns will continue (working from home, more time to cook, etc.).

¹ At constant exchange rates (H1/2020 average EUR/CHF exchange rate: 1.0641).

Outlook for ORIOR Group

H2 and FY excl. materially impacted Casualfood stable to slightly positive

| | Guidance FY 2020 | FY 2019 |
|-----------------|------------------|-------------|
| Tax rate | 18 to 21% | 8.4% |

- Casualfood (non-utilisation of loss carryforwards)
- Positive effects from STAF 2019.

| in CHF million | Guidance FY 2020 | FY 2019 |
|----------------|------------------|-------------|
| CapEx | 14 to 16 | 14.1 |

- Opening of new Berlin airport in late October 2020 will entail one-off increase in expenditures (but less than originally budgeted due to the staggered opening of terminals in the age of corona).

Other core Group initiatives

- ORIOR «New Normal»: new opportunities.
- Sustainability further embedded across the company.
- ORIOR 2025 Strategy presentation 9 November 2020.

Outlook for Convenience Segment

Stable to slightly growing 2nd half of 2020, ready meals remain under pressure

Positive drivers:

- Demand from retailers expected to remain high (but slowly levelling out).
- Continued good performance from pasta, Biotta juices, veggie specialities expected.
- Continuing recovery in food service channels:
> classic gastronomy, take away, children lunch services.
- Retail resumes launch of innovations: first new products already launched.

Challenges:

- Food service channels with continued reduced performance due to restrictions:
> event and catering business
> canteens (home office), elderly homes (restrictions)
> market consolidation.
- Change in consumption patterns due to official corona restrictions and recommendations
> ready meals remain under pressure.
- Supply of raw materials (esp. Switzerland, organic, poultry, pea protein).



Outlook for Refinement Segment

Stable 2nd half of 2020 expected

Positive drivers:

- Demand from retailers expected to remain high (but slowly levelling out).
- Continuing recovery in food service channels:
 - > Tourism Ticino/Graubünden
 - > Classic gastronomy in urban areas.
- Strong heritage brands with strong credibility
 - > Organic/regionality continue to gain momentum.
- Retail resumes launch of innovations: first new products already launched.

Challenges:

- Food service channels with continued reduced performance due to restrictions:
 - > Canteens (home office)
 - > Market consolidation.
- Cost and availability of raw materials (esp. organic and Switzerland).



Outlook for International Segment

Stable 2nd half of 2020 (excluding Casualfood), ready meals remain under pressure

Positive drivers:

- Fast pace of innovation: e.g. chef meals, fresh/ultra-fresh meals, to-go concepts such as Deli Berlin.
- Ongoing diversification in terms of geographies and customers (mainly driven by Culiner).
- Gesa and Spiess Export continue to perform well.
- Casualfood ideally positioned for airport ramp-ups (incl. Smartseller).
- Inauguration of Berlin's new airport.

Challenges:

- Only gradual recovery of air traffic
 > Casualfood expected to have at least half of its outlets up and running by year-end.
- Change in consumption patterns and home office:
 > Ready meals remain under pressure.
- Food service channels with continued reduced performance due to restrictions:
 > Schools
 > System gastronomy.



ORIOR














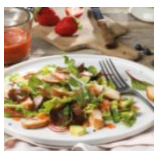
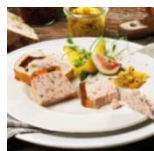
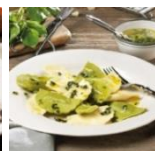



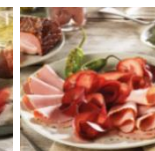

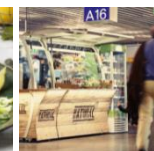


EXCELLENCE IN FOOD

ORIOR business model

ORIOR is an **internationally operating** Swiss food and beverage group that combines **craftsmanship** with a **pioneering spirit** and is thriving on **entrepreneurship** and **strong values**. The **delightful world** of ORIOR consists of **well-established companies** and **brands** with **leadership positions** in **growing niche markets** in **Switzerland** and **abroad**.

ORIOR's **decentralised** and **agile structure** combined with the unique and intradisciplinary **Champion Model** allows to shape the market with **innovative products, concepts and services**. ORIOR has a **strong presence** in all **retail** and **food service** channels underpinned by **long-standing partnerships** with customers.

ORIOR's goal is to **steadily create value** for all stakeholders.

| Convenience Category pioneer | | | | Refinement Strong traditional brands | | | International | | | |
|---|---|---|---|---|--|---|---|---|---|---|
| Fredag | Le Patron | Pastinella | Biotta | Rapelli | Albert Spiess | Möfag | Culinor | Casualfood | Gesa | Spiess Europe |
|  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |

ORIOR locations

ORIOR International



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.



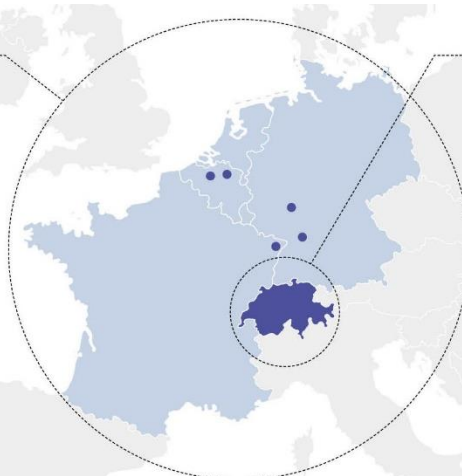
Gesa, Neuenstadt-Stein (DE)
 Organic vegetable juices for food and beverage industry.



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



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



ORIOR Switzerland



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.

Convenience (CH) – 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 (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

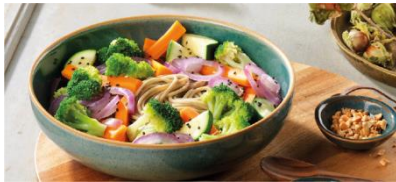


- Traditional Swiss recipes
- Cleanroom technology
- Innovative, flexible, customer oriented
- Handles small volumes very efficiently
- Time to market
- Since 1978



ORIOR International

Culinor Food Group



- 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



Share information

| | |
|------------------------|----------------------|
| Listing | SIX Swiss Exchange |
| Security number | 11167736 |
| ISIN code | CH011 1677 362 |
| Ticker | ORON |
| LEI | 50670020184ZA17K9522 |
| UID | CHE-113.034.902 |

Share price on 14.08.2020 CHF 75.00

| Dividend | 2019 | 2018 | 2017 | 2016 | 2015 | 2014 | 2013 | 2012 | 2011 |
|--|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Dividend per share in CHF | 2.32 | 2.24 | 2.17 | 2.09 | 2.03 | 2.00 | 1.97 | 1.95 | 1.93 |
| Dividend increase vs. previous year in % | 3.6 | 3.2 | 3.8 | 3.0 | 1.5 | 1.5 | 1.0 | 1.0 | 1.6 |

→ 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.

| Stock information / data | | 30.06.20 | 30.06.19 |
|---------------------------------|-------------|-----------------|-----------------|
| Share price on 30.06. | in CHF | 77.90 | 82.50 |
| High | in CHF | 94.70 | 87.00 |
| Low | in CHF | 71.00 | 74.00 |
| Market cap | CHF million | 507.7 | 537.7 |
| Earnings per share | in CHF | 1.28 | 2.15 |
| Operating cash flow per share | in CHF | 1.47 | 3.20 |
| Shareholders' equity per share | in CHF | 11.70 | 13.58 |

Major shareholders (20.02.2020)¹

| | |
|------------------------------|--------|
| UBS Fund Management AG (CH) | 10.51% |
| Swisscanto Fondsleitung (CH) | 5.43% |
| Credit Suisse Funds AG (CH) | 5.31% |
| Schroders Plc (GB) | 4.88% |

Company calendar

| | |
|----------|---------------------------------------|
| 09.11.20 | Investors' Day ORIOR 2025 Strategy |
| 10.03.21 | Publication of Full Year Results 2020 |
| 26.04.21 | Annual General Meeting 2021 |

¹ Information on major shareholders is given on page 16 in the Half Year Report 2020.