

### **ORIOR Group** Full year results 2017



1 March 2018

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### Agenda

#### **Opening remarks by CEO**

- CEO Statement
- Acquisition of Swiss organic pioneer "Biotta"; entry into organic beverage market

#### Full Year 2017

- ORIOR Group at a glance
- ORIOR Group's key figures
- Key figures by segment
- Consolidated income statement and balance sheet
- Dividend history

#### Update ORIOR 2020

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

#### Outlook for 2018

Appendix

### **CEO Statement**

- Strategically and operationally good year.
- Positive effects from the initiatives and measures introduced under the ORIOR 2020 strategy.
- Culinor Food Group beats expectations, as had already been at the mid-year.
- General market conditions in Switzerland still challenging with high pricing and competitive pressure.
- ORIOR acquires Swiss organic pioneer "Biotta"; entry into the growing niche of premium organic beverages and strengthening of the international business.





### Biotta in the context of ORIOR 2020 strategy goals

ORIOR in the year 2020 (ORIOR 2020 strategy goals)

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.

Biotta has a positive impact on all ORIOR 2020 targets



### Biotta in the context of ORIOR M&A strategy

Consistent implementation of M&A strategy

- New business segment: ORIOR becomes a "Food & Beverage" company.
- Strengthens the core business within the growing organic beverages market.
- Expands market position and strengthens innovation power.
- Positive impact on growth and synergy potential.

### The four areas of M&A strategy



### In line with all M&A criteria







### Acquisition of a majority interest in organic pioneer

ORIOR enters the growing niche of premium organic beverages with the acquisition of a majority interest of 65% in Swiss organic pioneer "Biotta"; concurrent takeover bid for the remaining outstanding shares

Strategic fit

- Makes ORIOR a "Food & Beverage" company.
- **New category:** Growing premium organic niche with further growth potential in Switzerland and abroad.
- Biotta will become ORIOR's centre of competence for organic foods.
  - Strong concepts with well-known and highly trusted brands
- Broad product and concept portfolio
  All-natural organic vegetable and fruit juices and beverage specialities
- **Broad market and customer portfolio:** Foreign business accounts for app. 40% of revenues, sold in 30-plus countries.
  - Strong, long-standing relationships with customers in Switzerland and abroad.
  - Market leader in the specialist organic food store channel.
- Very high culinary and quality standards and strong competence in organic beverages.













### Swiss market: fast growing demand for organic foods

Sales of Bio/Alnatura (Migros) and Naturaplan BIO (Coop) in CHF million



### Broad, diversified portfolio

- Swiss pioneer for organic juices made from naturally grown vegetables and fruits.
- Modern concepts with strong, well-known brands.
- Organic specialist in the fast growing segment of fresh juices with short shelf lives.









### "All the goodness of nature in a bottle"

- Natural, freshly pressed juices directly from the production site at the Lake Constance.
- Certified organic quality and great taste.
- 100% natural: no added sugar, colourings, preservatives or flavourings.
- Strong partnerships with regional organic farmers; strong supports of local organic farming.







### A true classic – Biotta, a detoxify pioneer with its juice week

- Unique concept with advisory support from specialised health food stores.
- PUR: Direct juice from first press, wild grown ingredients also available.
- Unique sustainable procurement chain with long-standing partners.
- Strict quality control.





### Healthy juices to go

- Biotta Veggie the first organic vegetable/fruit smoothie with a unique taste.
- Bio Energy Drink the all-natural alternative made with fruit and herbal tea ingredients.
- Smoo'tea: Natural, low-calorie, low-sugar interpretation of a smoothie.



ORIOR EXCELLENCE IN FOOD





### Traktor organic smoothies – unconventionally fresh

- Swiss pioneer for organic smoothies.
- Swiss made: From Switzerland and for Switzerland.
- Made with carefully selected, top-quality organic ingredients, certified organic.
- Distributed in trendy places, health food stores, retailers and Traktor sales boots.
- Unconventional organic brand differentiated from the mass.

### traktor



### Vivitz – My taste of freedom

- Young, bold, refreshing organic beverage for organic food stores and restaurants.
- Modern recipes low in calories and without any artificial ingredients.
- Swiss made: Made in Switzerland with the best of Swiss ingredients.
- A wide variety of flavours made from premium organic ingredients for pure enjoyment.



### C-ICE – The somewhat different ice tea

- Swiss cannabis ice tea: 250ml of pure experience.
- Finest Swiss hemp extract mixed with black tea.
- Cult product thanks to its refreshingly unique flavor and design.
- Open and enjoy!



ORIOR





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# German market: sustainable strong growth in organic foods

Organic foods as a % of Ø total spending on foods



### Gesa Gemüsesaft GmbH (DE)

- Premium vegetable juices and concentrates, pressed from freshly harvested vegetables using only natural processing methods.
- Strong partnerships with customers in the food and beverage industry.
- Broad distribution network across Europe.







### Acquisition of a majority interest in organic pioneer

**Cultural fit** 

- ✓ Steeped in tradition, strong Swiss roots, shared cultural values.
- Deeply rooted pioneering spirit; strong in innovation and with a unique entrepreneurial heritage.









### Shared cultural values

- 60-years of a firmly anchored pioneering spirit with strong innovation credentials and unique entrepreneurial spirit.
- Highest of culinary, quality and sustainability standards.

"We want to enhance the health and vitality of our customers with premium quality organically grown products."

Dr. Hugo Brandenberger, Biotta pionier



### Ready for future success as a member of the ORIOR family



## ORIOR

### **ORIOR** sites

- Biotta becomes an autonomous competence centre within ORIOR Group



Platform for order picking facility and distribution







#### Möfag, Zuzwil

Rapelli SA, Stabio

cured ham and coppa

**Albert Spiess, Schiers** 

Bündner specialities such as

Bündnerfleisch and Salsiz

Fürstenländer specialities such as Mostbröckli and ham products

Deli specialities such as salami,



### convenience, veggie/vegan



#### Le Patron, Böckten

Fredag AG, Root

Chicken specialities, meat

Pâtés and terrines, prepared meals and ready-made meal components

#### Pastinella, Oberentfelden

Fresh, Italian-style pasta with and without fillings

#### Biotta, Tägerwilen

Organic juices made from naturally grown fruits and vegetables





### Acquisition of a majority interest in organic pioneer

**Financial fit** 

 $\checkmark$ 

Value-added for ORIOR Group.

Additional **growth and synergy potential** within the ORIOR family.









### **Transaction parameters**

#### Fit

- In line with ORIOR strategy 2020 and M&A strategy.
- ORIOR is the preferred partner for the Board of Directors and the Management.

#### Structure

- Acquisition of a 65% majority interest.
- Takeover offer to acquire remaining outstanding shares with an offer price of CHF 150.00 per share, less the dividend of CHF 2.00 per share for the 2017 financial year.
- Non-operating assets will be spun off into a new real estate company prior to closing.

#### Financing

- Financing with available cash as well as an existing credit line.
- Intention to increase share capital by utilising authorised share capital.

#### **Next Steps**

- Issuance of the takeover offer expected on 26 March 2018.
- Expected transaction closing in mid-May 2018.



### Autonomous competence centre within ORIOR Group



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### Strategically and operationally successful 2017

Revenues	EBITDA	Net profit	Dividend
CHF 585.5 million <b>+10.9%</b>	CHF 57.7 million <b>+12.1%</b>	CHF 32.0 million <b>+12.8%</b>	Dividend proposed CHF 2.17 per share
organic growth <b>-2.4%</b> Acquisition effect <b>+13.3%</b>	EBITDA margin <b>9.9%</b> +10 bps	Net profit margin <b>5.5%</b> +9 bps	Seventh consecutive increase in the dividend since the IPO in 2010



### Revenues up +10.9%



- Strategically significant expansion into European market is a success
  - Culinor Food Group consolidated as of 1 September 2016
  - Acquisition effect +13.3%
- Domestic Swiss market still challenging with considerable pricing and competitive pressure and consolidation activity within the marketplace.



### **Consolidated income statement**

CHF million	2017	2016	$\Delta$ in %
<b>Revenues</b>	<b>585.5</b>	<b>527.7</b>	+10.9%
Cost of sales	–345.0	–315.6	
Gross profit	<b>240.5</b>	<b>212.1</b>	+13.4%
as % of revenues	41.1%	40.2%	
OPEX	-182.8	-160.6	
<b>EBITDA</b>	<b>57.7</b>	<b>51.5</b>	+12.1%
as % of revenues	9.9%	9.7%	
Depreciation + amortisation	-18.5	-16.3	
EBIT	<b>39.2</b>	<b>35.2</b>	+11.5%
as % of revenues	6.7%	6.7%	

- Gross margin increased by 88 basis points to 41.1%
  - Optimisation of portfolio mix and focus on core product groups
  - Rationalisation and productivity improvements
  - Reduction of food waste
- EBITDA increased by 12.1%; margin improvement of 10 basis points

### New segment reporting structure

Three ORIOR segments divided into strong centres of competence

- Competence centre philosophy brings us closer to the market.
- Group-wide initiatives and Champion model enhance our efficiency and agility.



### **Convenience segment**

CHF million	2017	2016	Δ in %
Revenues	187.7	194.2	-3.3%
<b>EBITDA</b> as % of revenues	<b>26.3</b> 14.0%	<b>25.2</b> 13.0%	+4.2%
<b>EBIT</b> as % of revenues	<b>20.5</b> 10.9%	<b>18.8</b> 9.7%	+9.3%
Investments	4.4	5.5	

- Top-line performance:
  - Organic growth -3.3%
  - Acquisition and FX effect 0.0%
- Competition remains tough, especially in food service channel.
- Second half much better than first half.
- Growth with new concepts, ultra fresh ready meals, vegetarian and vegan specialities and pasta.



#### CONVENIENCE

as % of Group revenues

31.7%







### **Refinement segment**

CHF million	2017	2016	Δ in %
Revenues	290.2	298.8	-2.9%
<b>EBITDA</b> as % of revenues	<b>20.6</b> 7.1%	<b>22.5</b> 7.5%	-8.4%
<b>EBIT</b> as % of revenues	<b>13.0</b> 4.5%	<b>14.3</b> 4.8%	-8.7%
Investments	8.2	5.2	

- Top-line performance
  - Organic growth -2.9%
  - Acquisition and FX effect 0.0%
- Growth driven by "Rapelli" brand thanks to higher marketing investments.
- New launch of My Energy Beef Sticks from Albert Spiess in every channel.





as % of Group revenues

47.0%



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### International segment



- Top-line performance
  - Organic growth +1.6%
  - Acquisition and FX effect +132.2%
- Culinor Food Group beats expectations again.
- FX effect +0.6%



as % of Group revenues

21.3%





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### **Consolidated income statement | EBIT – Profit**

CHF million	2017	2016	∆ in %
<b>EBIT</b>	<b>39.2</b>	<b>35.2</b>	+11.5%
as % of revenues	6.7%	6.7%	
Financial income/financial expense	-4.8	–1.3	
Pre-tax profit	<b>34.4</b>	<b>33.9</b>	+1.6%
as % of revenues	5.9%	6.4%	
Income taxes	-2.4	-5.5	
<b>Profit</b>	<b>32.0</b>	<b>28.4</b>	+12.8%
as % of revenues	5.5%	5.4%	

- 7% tax rate; one-off reversal of tax deferrals primarily due to corporate tax reform in Belgium.
- EPS CHF 5.42 (2016: CHF 4.79).





### **Consolidated balance sheet**

CHF million	31.12.2017	31.12.2016		
Net working assets	183.1	33.2%	188.4	34.2%
Property, plant and equipment	111.5		108.5	
Intangible assets	256.9	253.1		
Deferred tax assets	0.0	0.3		
Total assets	551.5	100.0%	550.2	100.0%
CHF million	31.12.2017	31.12.2016		
Total liabilities	271.2	49.2%	306.7	55.7%
Equity	280.3	50.8%	243.5	44.3%
Total liabilities and equity	551.5	100.0 %	550.2	100.0%

- Very strong cash flow of CHF 55.7 million (2016: CHF 31.9 million)
- Average cash conversion past 5 years of app. 80%
- Steadfast deleveraging, from 2.45x to 1.78x
- Equity ratio increased from 44.3% to a very solid 50.8%
### **Dividend history**

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







### **Clear financial targets underpin our strategy**

Rigorous execution of our financial target system – together we deliver



- Average long-term sales growth of 1-2%.
- Steady increase in absolute EBITDA.
- Steady increase in absolute dividend.

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### **ORIOR 2020 strategy – goal: steady value creation**





Innovation

Brand strengthening and expansion

Agility and cost efficiency

The ORIOR responsibility

We are ORIOR

### 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

- <u>Innovation Controlling</u> set up.
- New <u>concepts</u> and <u>seasonal specialities</u> successfully introduced.
- New <u>to-go products and concepts</u> developed.





# **Creative and surprising:** Fredag's new veggie burger













RERT

Handwerkskunst

Die Bündner Trockenfleisch Spezialitäten handgelegt in der Frischeschale.













Mediterranean antipasti in convenient to-go portions.





### Generazioni di Passioni

Pastinella launches Garofalo's premium al dente fresh pasta specialties in Switzerland under an exclusive distribution rights agreement

#### 









#### 



Pasta Fresca Garofalo.





### 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

- <u>Ticinella's new visual identity</u>; high brand and marketing investments.
- <u>Redesign Pastinella brand.</u>
- Additional marketing spending.
- <u>La Bottega di Mario opened in Zurich.</u>



## Steady value creation





La Bottega di Mario – Nüschelerstrasse 6 – 8001 Zürich Tel. 044 227 19 22 – info@labottegadimario.ch – www.labottegadimario.ch A member of Segmüller Collection, Carlton Zürich AG, Bahnhofstrasse 41, 8001 Zürich



Ticinella with a brand new look

> Salsiccia alle Erbe Theinesi

> > TICINELLA

Pronto da gustare con po

->













### Agility and cost efficiency

- Strengthen competence centre model: flat hierarchies shorten decisionmaking 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, <u>Web</u>.
- Head of Supply Chain Excellence since Q2 2017.
- <u>Digitalisation designated a priority topic for 2020: Clear IT roadmap for every centre of competence.</u>
- Ongoing rollout of automated payment transaction system.
- <u>Successful refinancing and issue of debut bond.</u>

#### 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.

#### A snapshot of projects and measures under way

- <u>Sustainability Reporting</u> with monthly measures, incl. measures to reduce food and packaging waste.
- <u>Realisation of GRI sustainability report started.</u>
- Ongoing <u>recipe management</u>: e.g. Clean Label, etc.
- <u>Health management project</u> incl. courses for supervisors.
- ORIOR Campus: <u>new courses</u>.

Steady value creation



### Sustainability reporting

- Realisation of sustainability report based on internationally recognised GRI Standards.
- First GRI sustainability report for fiscal year 2018 should be published in the first quarter of 2019.







### We are ORIOR

Successful thanks to a unique and entrepreneurial spirit

















































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### Outlook 2018

Environment	<ul> <li>Switzerland:</li> <li>Environment and general conditions remain challenging; sales volumes slightly better, price and competitive pressure remain high.</li> <li>Retail and food service channels face further structural consolidation.</li> <li>Europe <ul> <li>Additional potential.</li> </ul> </li> </ul>
ORIOR Focus	<ul> <li>Steadfast implementation of initiatives and measures related to strategy ORIOR 2020.</li> <li>Further development of Culinor Food Group.</li> <li>Investments in innovation, concepts and services and further brand building.</li> <li>Successful conclusion of Biotta takeover and start of integration.</li> </ul>
	<ul> <li>Growth and greater market share for core product groups.</li> </ul>

- Outlook
- Further improvement in our operating performance and efficiency.

























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### **Convenience** (CH) – category pioneers



#### Fredag

- Pioneer and leader in fast growing vegan an 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 ultrafresh pasta sold in Shop-in-shop concepts
- Pioneer and leader of pâtés and terrines

#### Pastinella

- Strong competence in filled and unfilled denaturing 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.









### Share information

Listing	SIX Swiss Exchange	Share price on 28.02.2018	CHF 75.70
Security number	11167736		
ISIN code	СН011 1677 362		
Ticker	ORON		
LEI	50670020184ZA17K9522		
UID	CHE-113.034.902		

Dividend	2017	2016	2015	2014	2013	2012	2011
Dividend per share in CHF	2.17	2.09	2.03	2.00	1.97	1.95	1.93
Dividend increase vs. previous year in %	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	30.12.17	30.12.16	
Share price on 31.12.	in CHF	77.15	74.75
High	in CHF	82.00	86.00
Low	in CHF	71.15	57.00
Market cap	CHF million	457.1	442.9
Earnings per share	in CHF	5.42	4.79
Operating cash flow per share	in CHF	9.42	5.39
Shareholders' equity per share	in CHF	47.49	41.13

#### Major shareholders (28.02.2018)

10.46 %
6.21 %
4.88 %
3.37 %
3.28 %

#### Calendar

22.08.18	Publication of 2018 interim results
12.04.18	Annual General Meeting

22.08.18 Publikation of half year report 2018

ORIOR DECLEMENT FOOT

#### Our ambition: 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.

