

ORIOR has a clear vision for a return to success

Zurich, 17 June 2025 – The international food and beverage group ORIOR is to undergo extensive restructuring. As previously communicated, management errors and inaccuracies at business unit Albert Spiess forced the company to make one-off impairments in 2024. Furthermore, it did not act quick enough to adapt the pricing and cost structures to the sourcing costs, some of which had risen sharply. Ultimately, this led to the considerable loss of orders and tenders, especially for its international business. Although the core business proved to be robust and sales rose slightly overall, these developments led to a considerable decline in profitability in 2024 and a significant increase in the group's net debt.

The Board of Directors is working on far-reaching measures, has already decided upon the initial steps and has implemented some of them.

Its focus is on strengthening the company's profitability by optimising the structures, making the necessary adjustments to the organisation and introducing a range of value enhancement initiatives. However, various investments will also be scrutinised with regard to their long-term contribution to the profitability of the group. The aim is to rapidly reduce the level of debt and, in doing so, reclaim entrepreneurial freedom of action and ultimately be in a position to distribute a dividend, which is currently not the case.

In this connection, sales processes have been initiated for buildings that are not used for operational purposes. To optimise the capital structure, options for sale-and-lease-back agreements are being reviewed for different properties. At the same time, to safeguard the required infrastructure, the company is planning to extend existing leases, including the commitments they contain for necessary investments in the buildings. The current assets will be optimised by reducing inventories, and the capital that is thus tied up unnecessarily will be freed up. An increase in share capital is not up for discussion at the current point in time.

To make the organisation more effective and agile in its various markets, competencies and responsibilities are being decentralised and outsourced to the business units to a greater extent. Only the corporate divisions such as Finance, Legal, Sustainability, Group Communication and IT will continue to be managed centrally. Finally, besides the existing profitability and efficiency programmes, the production capacities are to be better utilised by bundling together cross-divisional volumes. Maintaining the recognised high level of innovation remains a key strategic task.

Business performance to date in 2025 is in line with expectations. Accordingly, the return to satisfactory sales and earnings figures is not expected before 2026.

Contact

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Investor's agenda

21 August 2025: Publication of 2025 Half-Year Results and Half-Year Report

4 May 2026: Annual General Meeting, The Hall (formerly Samsung Hall), Dübendorf

ORIOR – Excellence in Food

ORIOR is an internationally active Swiss food and beverage group. It represents a family of companies with a strong regional footing and popular brands and products that claim leadership positions in growing niche markets at home and abroad. ORIOR's decentralised business model allows the individual companies in the Group to maintain their specific culture and identity, tailored to their workers and customers, and to create unique product, brand and concept worlds. They are joined together by a passion for culinary delights and true craftsmanship, a spirit of innovation directed towards market trends and needs, workforce entrepreneurship and strong common values.

Our management approach combines strategic thought and action at Group level with a high degree of autonomy at each competence centre. The ORIOR Strategy 2025 with its strategic pillars and Group-wide key policy initiatives – the ground-breaking "ORIOR New Normal", the intra-disciplinary "ORIOR Champion Model" and the synergistic "ORIOR Bridge-building" initiative – are central success factors for continuously creating value for all of our stakeholders.

*Motivated employees who enjoy what they do and who assume responsibility for themselves and their work are the catalyst for unlocking the extraordinary. We embrace uniqueness and premium quality in our quest to surprise and thrill our consumers time and again with delightful and delicious creations. Our vision is nothing less than **Excellence in Food**.*

ORIOR is listed on the SIX Swiss Exchange (ORON, ISIN CH011 1677 362, LEI 5067 0020 I84Z A17K9522). Additional information available at www.orior.ch.