ARYZTA AG

Ad Hoc announcement pursuant to article 53 LR

Q3 organic growth on track

Strengthening and accelerating cost optimisations

Schlieren/Switzerland, 20 October 2025

Q3 2025 Performance Summary

	ARYZTA Europe	ARYZTA Rest of World	Total ARYZTA Group
Revenue (€m)	**492.8**	**61.5**	**554.3**
Organic growth	0.7%	1.4%	0.8%
Currency movement	0.3%	(5.6)%	(0.4)%
Total revenue movement	**1.0%**	**(4.2)%**	**0.4%**

Nine-months 2025 Performance Summary

	ARYZTA Europe	ARYZTA Rest of World	Total ARYZTA Group
Revenue (€m)	**1,461.4**	**179.3**	**1,640.7**
Organic growth	2.2%	1.8%	2.1%
Currency movement	0.3%	(3.0)%	-
Total revenue movement	**2.5%**	**(1.2)%**	**2.1%**

ARYZTA delivered solid organic growth of 0.8% in Q3 2025, against a strong prior-year volume comparable. Growth was primarily driven by 1.0% pricing, while volume was flat and mix slightly negative.

YTD September organic growth reached 2.1%, in line with guidance, supported by a balanced contribution from volume/mix of 1.1% and pricing of 1.0%.

In the context of stronger than anticipated labour costs and other input cost inflation pressures, ARYZTA is accelerating and strengthening its cost optimisation programmes to improve business performance and profitability.

Organic growth guidance for 2025 remains unchanged (low to mid-single digit range). ARYZTA expects to achieve EBITDA of at least €300m on a like-for-like basis and free cash flow of approximately €100m for the full year 2025 and reiterates its mid-term targets.

ARYZTA AG Chairman and Interim CEO, Urs Jordi, commented:

"ARYZTA delivered solid organic growth in the third quarter, in line with our guidance.

We are focused on improving business performance and profitability through organic growth, innovation, process automation, and disciplined cost management to ensure a swift rebound.

We are accelerating and intensifying our cost optimisation programmes to mitigate ongoing cost inflation, especially in labour.

Our confidence is underpinned by a strong track record of delivery in a challenging environment and by continued growth across our markets. Our cash generation outlook supports our plans to reduce total net debt levels and return capital to shareholders."

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	Q1 2025	Q2 2025	H1 2025	Q3 2025	9 Months
ARYZTA Europe					
Volume %	1.6%	3.0%	2.3%	(0.1)%	1.5%
Price %	0.7%	1.1%	0.9%	1.0%	1.0%
Mix %	(0.3)%	(0.3)%	(0.3)%	(0.2)%	(0.3)%
Organic growth %	2.0%	3.8%	2.9%	0.7%	2.2%
ARYZTA Rest of World					
Volume %	(3.6)%	4.8%	0.8%	0.7%	0.7%
Price %	2.3%	0.8%	1.5%	1.0%	1.3%
Mix %	(0.3)%	(0.2)%	(0.2)%	(0.3)%	(0.2)%
Organic growth %	(1.6)%	5.4%	2.1%	1.4%	1.8%
ARYZTA Group					
Volume %	1.0%	3.2%	2.1%	-	1.4%
Price %	0.9%	1.1%	1.0%	1.0%	1.0%
Mix %	(0.3)%	(0.3)%	(0.3)%	(0.2)%	(0.3)%
Organic growth %	1.6%	4.0%	2.8%	0.8%	2.1%

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Q3 2025 announcement conference call today at 08:30 CET

Dial in numbers are: Switzerland: +41 (0) 43 456 9986; USA: +1 786 697 3501; UK: +44 (0) 33 0551 0200; Ireland: +353 1 436 0959
Please quote **ARYZTA** when prompted by the operator.

A conference call webcast will be available on the ARYZTA website: https://stream.swisscom.ch/aryzta/20251020/

Forward looking statement

This document contains forward-looking statements which reflect the Board of Directors' current views and estimates. The forward-looking statements involve certain risks and uncertainties that could cause actual results to differ materially from those contained in the forward-looking statements. Potential risks and uncertainties include such factors as general economic conditions, negative impacts from global tariffs/economic trade conflicts, foreign exchange fluctuations, competitive product and pricing pressures, the effects of a pandemic or epidemic or a natural disaster, or war and regulatory developments. You are cautioned not to place undue reliance on any forward-looking statements. These forward-looking statements are made as of the date of this document. The Company expressly disclaims any obligation or undertaking to publicly update or revise any forward-looking statements other than as required by applicable laws.

About ARYZTA

ARYZTA AG ('ARYZTA') is a global food business with a leadership position in convenience bakery. ARYZTA is based in Schlieren, Switzerland, with operations in Europe, Asia, Australia and New Zealand. ARYZTA is listed on the SIX Swiss Exchange (SIX: ARYN).

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