

Anora announces future operating model

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Anora announces today its future operating model following the completion of the merger on 1 September 2021. The operating model will enable Anora to build on its strong platform in the Nordics, expand to international markets and drive productivity.

Anora's operating model caters to the different business dynamics across business areas and as of 1 January 2022, Anora's four business areas will be: Wine, Spirits, International and Anora Industrial.

The Wine business area offers a strong growth platform for Anora's partners through the entrepreneurial set-up, category-specific sales support, and market-leading digital tools. The Spirits business area is the industry forerunner in sustainable drinks and comprises leading global and local spirits brands offering a complete portfolio for customers' needs. The business area International, which includes Anora's operations in Denmark and the Baltics as well as travel retail and exports, focuses on taking Anora brands to new markets. The business area Anora Industrial comprises industrial operations, including production based on circular economy and the logistics company Vectura, and aims for carbon neutrality.

Business support functions comprising the CFO Office, HR, Legal, Integration Office and Communications will support the business within their respective areas of expertise.

"We have made a good start with the integration work, and the beginning of Anora's journey has proceeded according to our expectations. Today marks an important step as we announce our future operating model. We have a strong growth ambition and are eager to pursue growth opportunities both in and outside the Nordics. Now our focus is on adding value to our partners and customers through our combined skills and resources", says CEO Pekka Tennilä.

Anora's Executive Management Team consist of the following persons:

- Pekka Tennilä, CEO
- Sigmund Toth, CFO
- · Janne Halttunen, SVP, Wine
- · Henrik Bodekær Thomsen, SVP, Spirits
- Kirsi Puntila, SVP, International
- · Hannu Tuominen, SVP, Anora Industrial
- Kirsi Lehtola, Chief HR Officer (CHRO)

Anora has initiated collaborative dialogues with employees and union representatives in Finland, Sweden and Norway on 16 September 2021 and Anora continues to negotiate locally about future organisational changes, roles and reporting lines. The negotiations and the impact on personnel and the organisations in the three countries are estimated to be finalised by the end of December.

Anora's reporting segments will be announced later.

ANORA GROUP PLC

Further information:

Pekka Tennilä, CEO

Contacts:

Analysts and investors: Tua Stenius-Örnhjelm, Investor Relations, tel. +358 40 748 8864

Media: Petra Gräsbeck, Corporate Communications, tel. +358 40 767 0867

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Anora is a leading wine and spirits brand house in the Nordic region and aglobalindustry forerunner in sustainability. Our market-leading portfolio consists of our own iconic Nordic brands and a wide range of prominent international partner wines and spirits. We export to over 30 markets globally. Anora Group also includes Anora Industrial and logistics company Vectura. In 2020, Anora's aggregate net sales were EUR 640 million and the company employs about 1,100 professionals. Anora's shares are listed on Nasdaq Helsinki and Euronext Oslo.