



ORIOR

SUSTAINABILITY REPORT 2020

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CEO Statement



Daniel Lutz, CEO ORIOR Group

Dear readers

GRI 102-14 We are very pleased to be able to present you with the third edition of the ORIOR Group's annual sustainability report.

Without a doubt, 2020 was a challenging year – for the world, for Switzerland and for the ORIOR Group. The year got off to a very good start. We began 2020 with many projects planned, a full innovation pipeline, and a great deal of anticipation for a very good year for ORIOR. However, March arrived and with it came the coronavirus. Within a short time we found ourselves facing unprecedented challenges. Official regulations were issued very abruptly: comprehensive protective measures had to be implemented, the food service sector collapsed, air traffic came to a practical standstill, and borders were closed temporarily. Meanwhile, sales in retail and e-commerce increased sharply. All of this led to significant product and channel mix shifts, process slowdowns, logistical challenges, and increased rates of absence among our staff. Flexibility, rapid implementation, persistence, and the wholehearted commitment of each and every individual were required. Learning, unlearning and relearning – all of which are vital qualities, as I always emphasise to my team – became even more essential during this time.

The effects of the pandemic also left their mark on our sustainability efforts. In this report, our intention is to show you what we have been able to achieve in our sustainability strategy's nine fields of activity, where we have been able to make progress, and where we experienced some setbacks – in part due to the pandemic – which we will be remedying in the coming years.

One of the highlights was most definitely the launch of the new ORIOR Strategy 2025. This provides us with the guidance and framework we will need to develop our company in specific areas over the next five years. The content of the existing strategic pillars was clarified and made more specific, as well as being given broader support through the inclusion of internal specialists. The central role of sustainability, or our "ORIOR Responsibility" as we like to call it, was confirmed and reinforced in the ORIOR Strategy 2025.

Since drafting our sustainability strategy in autumn 2018 and the publication of our first Sustainability Report in 2019, we have learned a great deal both in general terms of sustainability and about how multi-layered the issues are and how very closely they are linked to our business and our success. At the same time, these specific issues have once again taken on a much greater significance. Based on our current perspective, I'm very glad and grateful that we tackled the issue of sustainability early on, because it is extremely broad and its challenge lies in the many small details connected with it. For this reason, we continued to work on refining, systematising and embedding our sustainability management in 2020 and pushed ahead with the planned measures in the nine fields of activity. Our ORIOR Champion Groups with their sector-specific experts have turned out to be central key committees. Thanks to the Sustainability Committee – on which I also have a seat – and our overarching sustainability management, our organisation is set up in such a way that we can quickly and easily capitalise on potential for improvement and translate it into concrete measures. One of the most difficult and time-consuming tasks within sustainability reporting was and is data collection. I am very pleased that we were able to further improve and simplify this process in 2020. The team is currently working on a sustainability dashboard, which will also simplify and automate data collection even more and provide a rolling view of our performance.

At the end of the year, and for reasons well known to us, the sustainability developments realised during 2020 did not fully correspond to our original plans and targets. Nevertheless, we were able to achieve some noteworthy progress despite the coronavirus pandemic. In the area of product responsibility, we have fine-tuned the responsibilities, targets and metrics to better respond to the growing expectations of our stakeholders. With regard to environmental responsibility, we were able to achieve further positive efficiency gains by implementing technical and process-related measures, although we also had to accept coronavirus-related setbacks in certain areas such as food waste. And finally, in the area of social responsibility, the major advances made in occupational safety and health certainly deserve special mention. We also succeeded in ensuring that our employees receive comprehensive protection and have kept the illness rate consistently low. This was and remains our top priority in the context of the pandemic. Due to the government-enforced measures, we were obliged to cancel many events, workshops and training courses, which severely limited opportunities for employee development. However, we were able to (and had to) drive forward sustainable development in the area of digital learning and digitalisation in general. Under normal circumstances, this would hardly have been possible at the pace and to the broad extent with which we realised it, and it will enable us to achieve a great deal of efficiency and seamless collaboration in the future as well.

We can, want and must contribute to a better future – in harmony with the globally valid Sustainable Development Goals (SDGs). ORIOR's primary goal is to generate added value for all stakeholders. We can only achieve this when we also achieve steady improvements in the area of sustainability, because sustainability is the basis for Excellence in Food, an opportunity to differentiate ourselves, and our concrete commitment to the generations of tomorrow.

My sincere thanks go to each and every employee who is committed to living out sustainability in small and larger ways and who makes a valuable contribution to our future through their daily actions – both at work and in their private lives.



Daniel Lutz
CEO ORIOR Group

About us

Company profile

Vision and mission

Our vision:



ORIOR
★ ★ ★ ★ ★
EXCELLENCE IN FOOD

Our mission:

We are striving for uniqueness and offering best quality in order to surprise our consumers time and again with enjoyable food moments.

Our ambition is nothing less than:

Excellence in Food.

The ORIOR Group

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ORIOR is an internationally active Swiss Food & Beverage group headquartered in Zurich which specialises in fresh convenience foods, meat refinement, organic vegetable and fruit juices, and to-go food islands (travel gastronomy). The company was founded in 1992 and is now a leader in the growing niche markets at home and abroad. With Rapelli, Biotta, Ticinella, Albert Spiess, Möfag, Fredag, Pastinella, Le Patron, Gesa, Culinor, Vaco's Kitchen and Casualfood, ORIOR has a portfolio of established companies and well-known brands with operating facilities in Switzerland, Belgium and Germany. Thanks to our decentralised business model, the competence centres are strongly anchored regionally, enabling the individual companies to live out their own specific culture and identity tailored to their workforce and customers, as well as create original product, brand and concept worlds. The high degree of self-identity and self-responsibility enjoyed by the competence centres, combined with the Group's strategic way of thinking and acting, is what makes ORIOR both resilient and unique. The specialities are sold to the retail trade, specialist retailers, airports and train stations, and through various food service channels such as restaurants, wholesalers, take-aways, cafeterias, care homes and nurseries. The Group generates 72.7% of its revenues in its home market of Switzerland. This is followed by the Benelux countries, which are also home to the Culinor Food Group competence centre. Germany is the third-largest market and is where the Casualfood competence centre is based. France and other European countries are additional key sales markets. Small quantities of high-premium products, such as Bündnerfleisch dry-cured beef and Biotta juices, are exported all over the world.

The "ORIOR Strategy 2025" (see pp. 8–9) with its strategic pillars and key strategic initiatives (such as the forward-looking "ORIOR New Normal", the intradisciplinary "ORIOR Champion Model" and the overarching "ORIOR Bridgebuilding") are central success factors as we continuously create value for all of our stakeholders.

This sustainability report covers the efforts of all ORIOR's Swiss competence centres, including the Spiess Europe site in Haguenau (FR). The Culinor competence centre is currently working on its first GRI-based sustainability report. Publication is planned for the first semester of 2021. We will be working on a consolidation into the Group reporting – when appropriate and possible – from 2021 onward. The Biotta subsidiary GESA (DE) will be integrated into the next report. In addition, throughout 2021 we will be working with our Casualfood company on planning its integration into the Group's sustainability reporting.

The Swiss Competence Centres of ORIOR



Key facts about ORIOR

	 Sites	 Employees	 Products and services	 Finances (in CHF)
ORIOR Group	9 competence centres with 17 sites	2,028 Ø FTE	Meat and poultry convenience products, vegetarian and vegan products, ultra-fresh meals and meal components, filled and unfilled pasta,	Net revenue 600.3 million EBITDA 52.8 million Net profit 21.8 million Total capital 379.4 million
Within Switzerland	7 competence centres with 10 sites	1,137 Ø FTE	Ticino sausage specialities, dry-cured meat, ham and bacon specialities, organic vegetable and fruit juices and beverages, travel gastronomy.	72.7% of net revenue

GRI 102-7
GRI 102-8

Employees

ORIOR employed 1,451¹ people (headcount) in Switzerland as of the reporting day 31 December 2020.

GRI 102-8

ORIOR Switzerland employees at the end of 2020

 1,451 employees	 551 women 38.0%	270 full-time 49.0%	 281 part-time 51.0%	435 permanent 78.9%	 116 temporary 21.1%
	 900 men 62.0%	662 full-time 73.6%	 238 part-time 26.4%	756 permanent 84.0%	 144 temporary 16.0%

¹ Also includes the Spiess Europe site in Hagenau (FR)

Corporate governance and remuneration

GRI 102-5 ORIOR is committed to clear and responsible corporate governance, entrepreneurship and strong shared values.
 GRI 102-11 Effective and up-to-date corporate governance protects the interests of our employees, shareholders and other key
 GRI 102-18 partners and creates a solid foundation for our relationship with all of our stakeholders. Our management principles, structure and organisation are defined in the Group's Articles of Association, Organisational Regulations, Code of Conduct and other guidelines. As part of ongoing efforts to strengthen our corporate governance, we regularly update our compensation and stock ownership policies and address shareholder rights and organisational development.

ORIOR is a public limited company and has been listed on the SIX Swiss Exchange since 2010. The owners are thus the shareholders, of which 4,346 (79.49% of the share capital) were entered in the share register as at the end of the reporting year. Four shareholders held more than 3% of ORIOR AG's shares as at the end of 2020 (for more information, please see the 2020 annual report, p. 16).

The Board of Directors of the ORIOR Group consists of six independent, non-executive members. The Group is managed by the Executive Committee, which is made up of the Group CEO, the Group CFO and the head of ORIOR Europe and the Culiner Food Group. They are supported by the Extended Executive Committee, which is also comprised of the CEOs of two subsidiaries and the Head of Corporate Communications & Investor Relations.

The Board of Directors has overall responsibility, whereas executive responsibility lies with the Executive Committee. This structure also applies to all issues relating to sustainability, meaning that the division of responsibilities pertaining to sustainability issues is no different from other business-related issues. The majority of the key sustainability indicators are already incorporated in the variable compensation of the Executive Committee members and key employees via the existing measures for assessing personal target achievement. The ORIOR Strategy 2025 will fine-tune these metrics even further. At the same time, the decision was taken to introduce a long-term incentive plan for top management in 2021 that also includes ESG targets.

Value chain

In addition to our employees, both our upstream and downstream partners in the value chain play an important role in our success and in implementing our sustainability strategy. That is because, as a Swiss Food & Beverage group, we only handle a specific part of the food value chain.

GRI 102-9

We purchase raw materials and semi-finished products from our suppliers, which we then process and turn into premium specialities at our sites. We also procure a small amount of finished retail items, which we resell through our channels. ORIOR's customers include retailers, specialist dealers and the food service sector. We now also sell directly to consumers via our own online shops. Our products are consumed at home, on the go, in restaurants or catering establishments such as cafeterias, schools, nurseries and care homes.

Due to our relationships and numerous mutual dependencies, close cooperation with our partners is particularly relevant. We will continue to develop and strengthen this collaboration in the future, especially with regard to sustainability.

ORIOR Refinement and ORIOR Convenience value chain



 Fully integrated value-creating steps

 Partially outsourced value-creating steps

 Non-integrated value-creating steps

ORIOR Strategy 2025

ORIOR's decentralised business model allows each competence centre to maintain their specific culture and identity tailored to their employees and customers and to create unique product, brand and concept worlds. These high levels of identification and personal responsibility at the competence centres combined with strategic development and direction-

setting at Group level make us resilient and unique. The ORIOR Strategy 2025 is built around five strategic pillars. Additional, shared potential will be unlocked by the three Group-wide key strategic initiatives. Steady value creation for all stakeholders remains our goal and ambition.



VISION

We are striving for uniqueness and offering best quality in order to surprise our consumers time and again with enjoyable food moments. Our ambition is nothing less than: **Excellence in Food.**

Strategic pillars

House of Innovation

Innovation is firmly anchored in our corporate culture. Inspired by trends, our understanding and feel for the market, and the passion we have for our culinary craft and traditions, we create deliciously unique experiences for all our consumers with joy and pride.

Brand Experiences!

We view ourselves as a creative workshop for our brands, products and services, and we are constantly developing culinary worlds for our own brands and the brands of our customers. That and our passion for what we do is how we delight consumers time and again.

Strong Foundation and Operational Agility

We are working hand in hand to further strengthen the financial and operational foundations of the Group. Our decentralised business model keeps us close to the market. At the same time, the Group's broad portfolio enables us to capture value creation synergies between the competence centres and share know-how.

The ORIOR Responsibility

Sustainable business practices form the basis for Excellence in Food. Every day we strive to improve our performance across the entire value chain in keeping with our clearly formulated sustainability strategy and the objectives contained therein.

Key strategic initiatives



ORIOR Champion Model

The intradisciplinary Champion Model is a network of knowledge that brings together cross-unit specialists. This interaction and exchange of knowledge and experience are a catalyst for shared value creation.



ORIOR Bridge-building

ORIOR Bridge-building refers to direct links between specific units or segments on a situational basis. The objective of our bridge-building efforts is to leverage existing, successful concepts and brands or specialised know-how to develop new value creation potential.

Development of the new strategy

ORIOR presented its strategic orientation for the next five years in autumn 2020. The ORIOR Strategy 2025 is shaped by the refinement of the previous successful strategy and by the "ORIOR New Normal" Group-wide initiative. The content of the existing strategic pillars was fine-tuned and given a much broader support base through the inclusion of internal teams of specialists. Senior staff and key employees from throughout the Group were also able to offer input through interactive workshops. This broad support and a shared understanding of the "way forward" form the basis for the successful implementation of the ORIOR Strategy 2025. Continuous value creation for all stakeholders remains firmly established as ORIOR's ultimate goal and ambition.

Strong emphasis on sustainability reaffirmed

The five strategic pillars – "House of Innovation", "Brand experiences!", "Strong Foundation and Operational Agility", "The ORIOR Responsibility" and "We are ORIOR" – together with the key strategic initiatives – "ORIOR Champion Model", "ORIOR Bridge-building" and "ORIOR New Normal" – form the centrepiece of the ORIOR Strategy 2025. Sustainability continues to be centrally anchored in our business strategy thanks to "The ORIOR Responsibility" pillar. This reflects the importance that the Group accords to sustainability issues.

The ORIOR world

We are ORIOR

"We are ORIOR" is based on common corporate values, open and direct communication, and ethical and respectful business conduct. We support and promote cultural diversity, and we provide our employees with opportunities for growth and development in their day-to-day work.

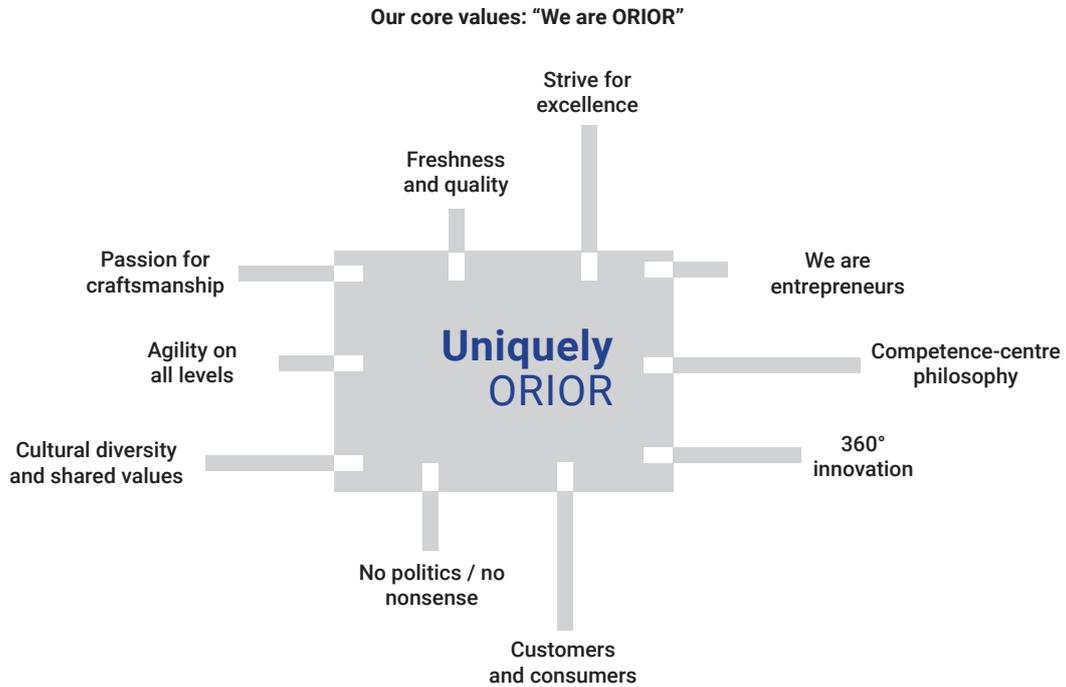
ORIOR New Normal

ORIOR New Normal refers to activities that are high on our list of priorities. This is our instrument for addressing new opportunities in a structured, systematic and focused manner and creating value.



ORIOR values

GRI 102-16



Since 2017, the ORIOR Group has had a Code of Conduct that is aimed at its employees and key business partners. It is based on fundamental corporate values such as a participatory management style, open and direct communication, ethical and respectful behaviour, and the fostering of development and responsibility at all levels. Many of the main sustainability issues discussed in this report are reflected in our Code, such as the most relevant points of ORIOR’s HR policy, its quality standards, the guaranteeing of workplace safety and health, and being considerate to the environment. Moreover, ORIOR is committed to conducting its business with integrity, which requires honest relationships with business partners and making it clear it condemns practices such as bribery and corruption.

The Code of Conduct will be expanded and updated in 2021 to take into account the latest requirements and developments, e.g. in the areas of governance, human rights and anti-corruption measures. In addition, ORIOR is also planning to use onboarding activities throughout the year to inform and raise awareness of the Code of Conduct among all employees.

Handling the coronavirus pandemic

Prioritising health and ensuring supply readiness

The coronavirus pandemic made 2020 a particularly challenging year. Like all individuals and businesses, the ORIOR Group was also affected. The measures ordered by the authorities, including restrictions on travel and social distancing, changed consumer behaviour, which had an effect on both our product mix and sales channel mix. To handle the crisis as effectively as possible, ORIOR set up crisis units and other special teams that regularly exchanged information and defined measures for the competence centres in accordance with the current situation. The HR Champion Group representatives also contributed to our closely knit crisis management through weekly telephone conference calls. Employees were provided with protective equipment, shifts were split up more, and home working regulations were extended. The ICAS counselling services were also available to all employees as a point of contact and support during the crisis.

The safety and health of our employees was and remains our top priority. We have incurred considerable – mainly one-off – additional costs for the implementation of the protective measures (such as additional protective equipment in production and in the breakrooms, and the refitting of entrance and changing areas) but have also had to manage increased absence rates of employees with health risks and delays in processes.

Thanks to flexible and agile structures, we have succeeded in adapting production within a very short period of time to meet the shifts in the types of product in demand and the redeployments this entailed, enabling us to fulfil the significantly increased demand from the retail sector. In this way, we have been able to make our own contribution during the crisis, since the ORIOR Group, as a food company, is considered systemically important for the Swiss population's food supply.

Unfortunately, like many companies, we had to put some employees on short-time work. Our Casualfood company in Germany, which specialises in travel gastronomy, was hit particularly hard by the regulatory measures and the sharp decline in air travel, and as a result had to put a large percentage of its workforce on short-time working. At the rest of our competence centres, only a small number of employees were affected by reduced hours, mainly because we managed to quickly retrain staff and deploy them in other areas. Thanks to our early preparations for scenarios relating to the new federal regulations, the close coordination between the competence centres and the Group management, good cooperation with partners and authorities, and the exemplary commitment of our employees, we have been able to handle this crisis well.

Impact on sustainability

As demonstrated in the following sections of this report, our KPIs did not perform as expected in certain focus areas. Our sickness rate was of course higher than in previous years, but we were also overstocked in certain standard items due to the drop in demand in the gastronomy sector, which led to higher wastage volumes at some competence centres. In addition, we sometimes found it difficult to source sufficient local raw materials, e.g. organic meat, where supply was scarce due to high demand.

On the other hand, we are seeing an increased interest in local products and sustainability issues in general, which to a certain extent can be traced back to new consumption habits and interests arising from the health crisis. The focus on health and the extra time available for cooking at home have further increased awareness of the type of food people want to eat. We expect this pandemic will also have a long-term impact on the demand for regional products, local raw materials, and organic goods, thereby further highlighting the importance of our sustainability efforts.

Sustainability at ORIOR

The ORIOR Responsibility

GRI 102-47 The ORIOR Responsibility forms our basis for "Excellence in Food" and is firmly established as a strategic pillar in our ORIOR Strategy 2025. The ORIOR Responsibility is implemented by means of our sustainability strategy, which is divided into the three different areas of "product responsibility", "environmental responsibility" and "social responsibility". Each of these has three central fields of activity that we address. A main objective is pursued in each field of activity, as illustrated in the following diagram.

By consistently striving to meet these objectives, we fulfil our responsibility towards the environment, our employees, our consumers and future generations. The ORIOR Responsibility provides us with a systematic framework to proactively address sustainability issues, reduce business risks, and meet stakeholder expectations. As a result, it also contributes to securing ORIOR's future as a food producer.

ORIOR Sustainability Strategy 2025

By 2025, we want to increase the proportion of raw material purchases with recognised organic and/or sustainability certifications by 15% compared with 2018.

By 2025, our goal is to source all of our meat for the Swiss market from Switzerland or from other producers whose practices comply with Swiss animal protection laws.

By 2025, our goal is to increase the share of healthy products that we make and – wherever possible and practical – avoid using artificial additives.

We want to provide targeted training for our employees and significantly expand individual development opportunities.

By 2025, we want to cut our food waste per kilogramme produced by at least 25% compared with 2018.

By 2025, we aim to implement a comprehensive management system for occupational safety and health throughout the entire ORIOR Group.

By 2025, we want to reduce the intensity of our greenhouse gas emissions by 10% compared with 2018.

We want to continuously create added value for all stakeholders. We are committed to our production sites and invest in them in order to safeguard existing jobs and create new ones.

By 2025, we aim to reduce our water intensity by 15% compared with 2018.

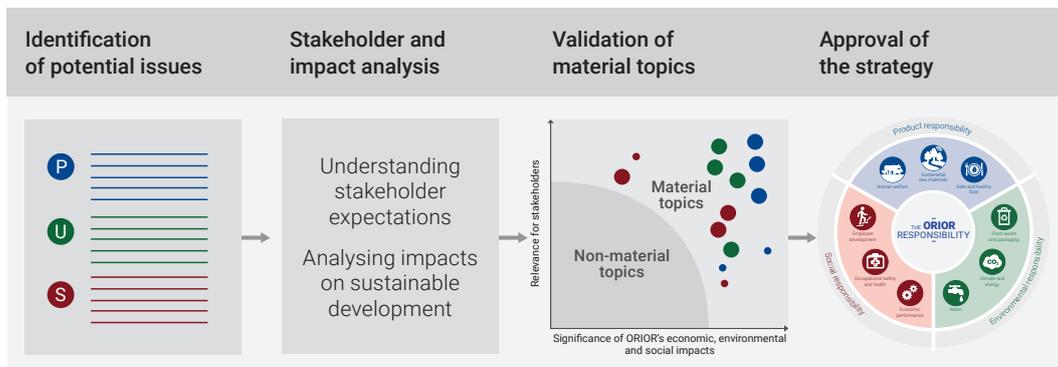


Goal achieved and will be revised

Material topics

GRI 102-46 The ORIOR Responsibility, together with its nine fields of activity, is based on a materiality analysis that we conducted in 2018. We proceeded as follows – all the while taking into account the GRI principles of stakeholder engagement, sustainability context, materiality and completeness (see our Sustainability Report 2018 and 2019 for more details):

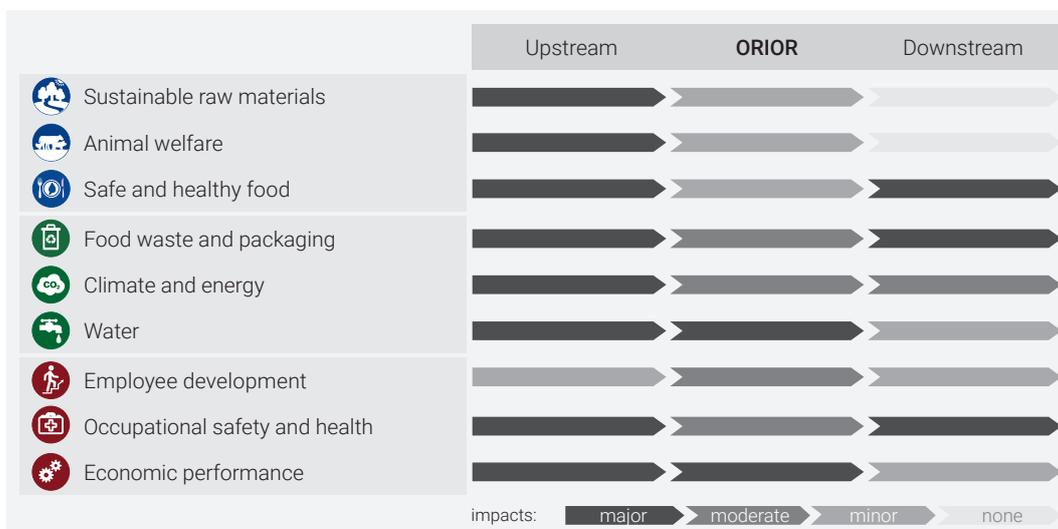
ORIOR materiality process



Impact-focused

GRI 102-11 The ORIOR Responsibility's strategic ambitions are focused on sustainability topics where the Group can make the greatest contributions to sustainable development. Correspondingly, the measures implemented by ORIOR in the area of sustainability aim to reduce any negative impacts of its business activities and strengthen positive ones. The following diagram shows at which stages of the value chain the impacts are mainly felt. The Group's sustainability management allows it to anticipate sustainability risks and tackle them proactively to whatever extent possible.

Impacts along the value chain



We are aware that the significance of sustainability issues can change over time, e.g. due to changing stakeholder interests. For this reason, we regularly review our strategic fields of activity and make adjustments where necessary.

Stakeholder-oriented

GRI 102-40 We respond to the expectations of our stakeholder groups because they support us in setting and achieving ambitious goals. As part of our strategy development, we relied on stakeholder mapping to identify our most important stakeholder groups and their concerns regarding sustainability. This analysis is also reflected in the materiality analysis mentioned above. This report sets out our objectives and progress with respect to our nine priority fields of activity and stakeholder concerns.

The main ORIOR stakeholders and their concerns



We engage in ongoing communication with our employees, customers, suppliers and shareholders by means of personal discussions and meetings. We receive direct feedback from consumers via digital media or indirectly via our customers. We also exchange information with other stakeholders such as associations, public authorities, NGOs, trade unions and banks during personal discussions, at conferences or when involved in cross-sector projects, for example.

ORIOR and the Sustainable Development Goals (SDGs)

Since 2015, the 2030 Agenda for Sustainable Development has provided an international framework that focuses on the twin issues of poverty reduction and sustainability. As part of the Agenda, 193 UN members have committed themselves to achieving the 17 global Sustainable Development Goals (SDGs) by 2030. Strong private sector engagement is also required to achieve the SDGs, which is why ORIOR is committed to making a contribution to ensure that the objectives are reached. We used the recommendations of the UN Global Compact as a guide to identify the SDGs that are priorities for us. An analysis of the potential risks and opportunities, as well as the connection to our fields of activity, resulted in the following overview of 13 SDGs which we would like to help achieve:

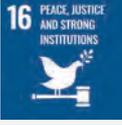
GRI 102-12

The ORIOR Responsibility and the SDGs



The ORIOR Group's contribution to achieving the SDGs

SDG	Relevant goals / sub-targets	Our efforts	Chapter reference
SDGs of primary significance for ORIOR			
	2.4 Ensure the sustainability of food production systems and implement resilient agricultural practices	The entire ORIOR sustainability strategy aims to make our food production more sustainable. We want to contribute to a resilient agricultural system by means of our procurement activities and collaboration with our suppliers, e.g. by relying increasingly on raw materials from certified sustainable supply chains.	Sustainable raw materials and animal welfare
	8.2 Achieve higher economic productivity thanks to modernisation and innovation 8.8 Protect labour rights and promote safe working environments	Increasing productivity is one of the core objectives of our business strategy, and there is a separate pillar within the "ORIOR Strategy 2025" dedicated to promoting innovation capability. This enables us to not only increase our productivity but also bring more sustainable products and solutions onto the market. Our Code of Conduct highlights our commitment to protecting the rights of our employees and those in the upstream value chain and to promoting a safe working environment.	Economic performance Occupational safety and health
	12.2 Achieve sustainable management and efficient use of natural resources 12.3 Reduce global food waste by half and limit losses in production and supply chains	We address resource efficiency via the environmental responsibility section of our sustainability strategy. We are determined to counteract the waste of raw materials, food, packaging materials and water, and we prioritise these issues at all of our production facilities. Our target of reducing food waste by 25% by 2025 brings us in line with the goal of -50% by 2030 envisaged by SDG 12.3.	Food waste and packaging Water
Other SDGs relevant to ORIOR			
	3. Ensure healthy lives and promote well-being for all at all ages	Occupational safety and health protection is one of our nine central fields of activity within our sustainability strategy. We assume responsibility for the well-being of our employees and aim to raise even more awareness of health-related issues with our suppliers in the future.	Occupational safety and health
	4.4 Promote skills for decent jobs and entrepreneurship	Ongoing training and upgrading knowledge relevant to one's job are more important today than ever before. We want to empower our employees to thrive, and so we offer them various opportunities both internally and externally to further develop their skills.	Employee development

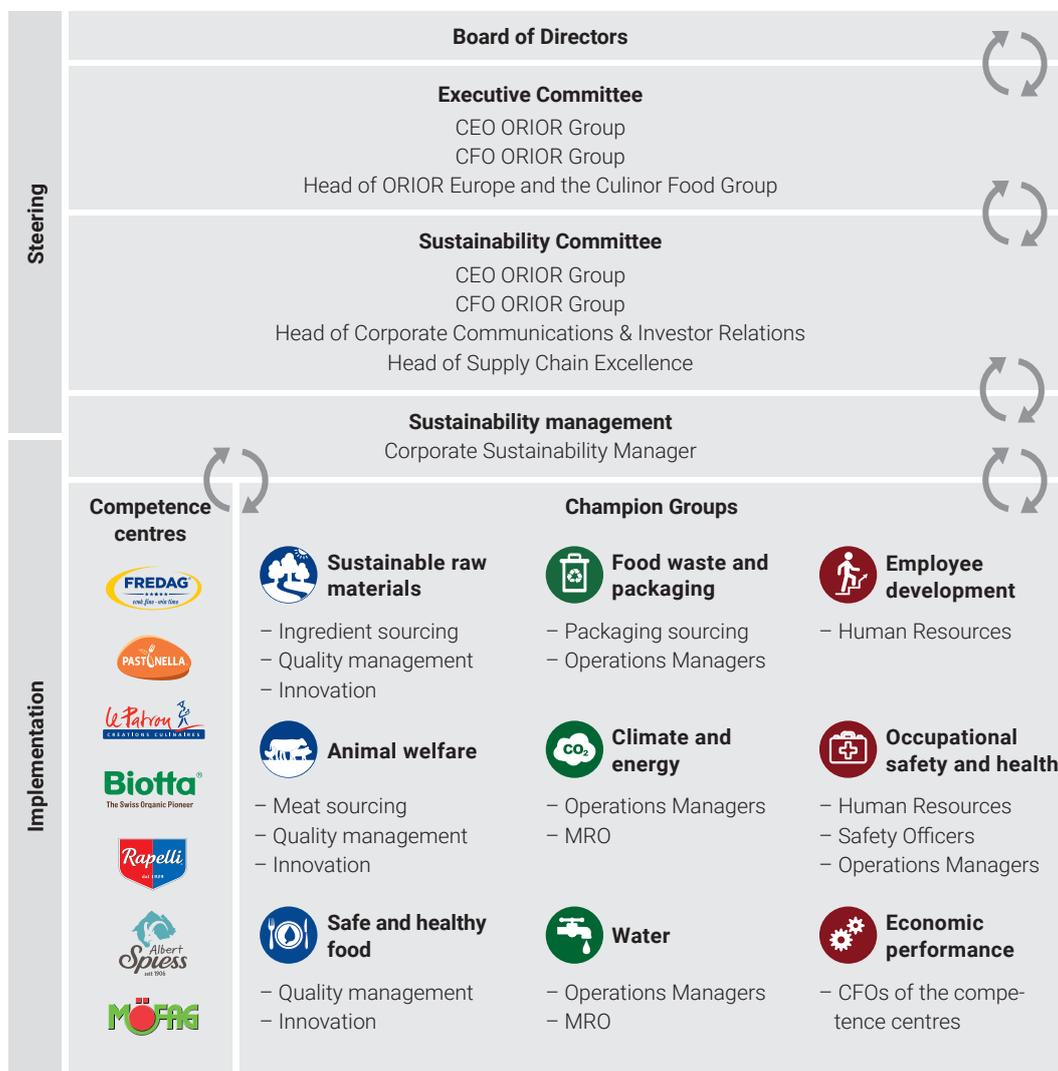
	<p>6.4 Substantially increase water-use efficiency across all sectors</p> <p>6.6 Protect and restore water-related ecosystems</p>	<p>We continuously measure and reduce the water consumption at our production facilities as part of our environmental management. To achieve this reduction, we focus on cleaning processes, machinery and employee behaviour.</p> <p>We influence water ecosystems indirectly through the type of raw materials we source. Over-fertilisation and the use of pesticides in agriculture can pollute bodies of water. We contribute to improving this issue by increasing the amounts of raw materials we source from certified sustainable agriculture.</p>	<p>Water</p> <p>Sustainable raw materials and animal welfare</p>
	<p>7.2 Increase the share of renewable energy in the global energy mix</p> <p>7.3 Double the global rate of improvement in energy efficiency</p>	<p>We have been working unceasingly for years to increase energy efficiency in our production facilities, including through the insulation of buildings, optimised processes, and the modernisation of machinery infrastructure.</p> <p>We also want to increase the percentage of renewable energy we use and have invested in a woodchip heating system at Biotta, for example. Since 2020, 100% of the electricity consumed by our Swiss competence centres has been sourced from hydroelectric energy.</p>	<p>Climate and energy</p>
	<p>13. Take urgent action to combat climate change and its impacts</p>	<p>To begin tackling climate impact in our supply chain, we are launching a pilot project in 2021 to measure and reduce Scope 3 emissions.</p>	
	<p>14.3 Minimise and address the impacts of ocean acidification</p> <p>14.4 End overfishing, illegal fishing, and destructive fishing practices</p> <p>14.c Enhance the conservation and sustainable use of oceans and their resources</p>	<p>Our contributions in the area of climate and energy help to reduce CO₂ pollution in the atmosphere and combat ocean acidification.</p> <p>In terms of marine resources and maritime ecosystems, we employ the WWF rating system when procuring fish, seafood and crustaceans to avoid sourcing endangered species, and we buy sustainability certified labelled goods (MSC, ASC, organic).</p>	<p>Climate and energy</p> <p>Sustainable raw materials and animal welfare</p>
	<p>15.1 Ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems</p> <p>15.5 Take urgent and significant action to halt the loss of biodiversity</p>	<p>A sustainable food supply is closely intertwined with the ecological use of land. We want to contribute to this goal through our purchasing activities and collaboration with our suppliers, e.g. by increasing the raw materials we source from certified sustainable supply chains.</p> <p>In the future, we want to tackle individual environmental issues in our supply chain even more strongly through targeted projects.</p>	<p>Sustainable raw materials</p>
	<p>16.5 Substantially reduce corruption and bribery in all their forms</p> <p>16.6 Develop effective, accountable and transparent institutions at all levels</p>	<p>The ORIOR Group is committed to the highest standards of corporate governance and ethical business conduct. Our Code of Conduct, Articles of Association and internal regulations form the normative basis for our activities. We condemn corruption and bribery in any and all forms. When making decisions, we take into account the expectations of our stakeholders on the different topics relating to governance.</p>	<p>Economic performance</p>

Sustainability management

GRI 102-18 The Sustainability Committee is the highest body responsible for sustainability in the ORIOR Group's corporate hierarchy. It is chaired by the CEO of the Group and holds the deciding vote; administratively, the committee is led by the Corporate Sustainability Manager. The Sustainability Committee monitors the implementation of the sustainability strategy, reports to the Executive Committee, and ensures the involvement of the Board of Directors in strategic matters. The Corporate Sustainability Manager assists the Sustainability Committee in implementing the strategy. This manager acts as a link between the Sustainability Committee and the subsidiaries and supports them in strategic and operational issues relating to sustainability. If any of the subsidiaries encounter issues of strategic relevance to the Group, the Sustainability Manager submits them to the Sustainability Committee for discussion and a decision.

The Champion Groups also play an important role in this collaboration. They bring together representatives of the same specialised area from all the sites to develop common solutions and exchange expertise and experience. The following diagram shows which Champion Groups are responsible for handling which fields of activity.

Sustainability management structure



At the competence-centre level, the ORIOR sustainability goals are an integral part of the respective strategy papers (strategic monitoring and three-year planning) that are reviewed annually and submitted to the Executive Committee and the Board of Directors for approval. The CEOs of the competence centres are responsible for achieving these strategic goals, and their variable compensation is directly related to this achievement.

Certain sustainability indicators, such as waste volumes and water and energy consumption, are displayed in the monthly financial reporting and are verified accordingly on an ongoing basis. All of the other sustainability indicators are monitored in the competence centres and are included in the consolidation once a year.

ORIOR is currently in the process of embedding sustainability issues even more firmly in its incentive structures. As part of the development of a long-term incentive plan, the performance criteria for top management are being sharpened further and ESG criteria are now included.

Our ambitions in the area of product responsibility



+15%

By 2025, we want to increase our proportion of raw material purchases with recognised organic and/or sustainability certifications by 15% compared with 2018.



100%

By 2025, our goal is to source all of our meat for the Swiss market from Switzerland or from other producers whose practices at least comply with Swiss animal protection laws.



By 2025, our goal is to increase the share of healthy products that we make and – wherever possible and practical – avoid using artificial additives.



Fine pâté with morel from Le Patron, produced with high-quality local ingredients

Product responsibility

“Excellence in Food” is not only reflected in our craftsmanship and the recipes and production processes that we employ but also in the raw materials we use.

In the context of product responsibility, three issues central to sustainability emerged during our materiality process. Firstly, there are the sustainable materials that we source – and through which we can achieve social and ecological impacts in upstream stages. Secondly, animal welfare is equally important to us, which is why we focus on the origin of our animal products and animal welfare labels that create added value. And last but not least, we are committed to producing safe, healthy products that fulfil the high standards of culinary excellence because these form the cornerstone of our business activities. In our role as pioneers and innovators, we want to set new standards in all of the aspects involved in the creation of an excellent product.



Sustainable raw materials and animal welfare



Ambitions 2025

By 2025, we want to increase the proportion of raw material purchases with recognised organic and/or sustainability certifications by 15% compared with 2018.



By 2025, our goal is to source all of our meat for the Swiss market from Switzerland or from other producers whose practices comply at least with Swiss animal protection laws.

Progress

Further efforts required

SDG contribution



Relevance

GRI 103-1

The ORIOR Responsibility plays a particularly important role in our products and the raw materials used. Depending on the product range, production location and method, significant social and environmental impacts can occur in our upstream value chain stages, such as greenhouse gas emissions, high water consumption, biodiversity losses or unacceptable working conditions. In addition, as a market participant we are also affected by global developments linked to sustainability, e.g. price fluctuations due to adverse weather-related events.

For this reason, we are committed in the long term to contributing to more sustainable agricultural methods within planetary boundaries. To achieve this, we use the relevant UN Sustainable Development Goals (SDGs, see above) and the Paris Agreement as our guide.

In addition to the environment and the people who work in the agricultural industry, animal welfare is also of great concern to us. The meat they supply is one of ORIOR's most important raw materials. Animal welfare is also an increasingly relevant issue for our stakeholders, including consumers, customers and suppliers. Topics such as animal husbandry conditions and feeding, the use of antibiotics, as well as transport and slaughter are the main focus. We are making a positive impact in this area through our purchasing policy and activities.

Management approach

GRI 103-2

We take our responsibilities seriously by establishing requirements for the origin and production methods of our raw materials and by marketing products that provide both social and ecological added value. That is why we have also set ourselves targets regarding the type of raw materials we want to process in the future. With regard to plant and animal raw materials, our goal is to increase by 15% by 2025 the share of certified sustainable and organic raw material purchases in the raw material categories most relevant to us. In the case of animal-derived raw materials and in view of the high animal welfare standards in Switzerland, we have set ourselves the goal of ensuring by the year 2025 that we only process meat for the Swiss market that originates from Switzerland itself or from other producers whose practices comply at a minimum with Swiss animal protection laws. Furthermore, we want to continuously increase the proportion of our sales of labelled products.

We employ the following measures to improve the sustainability of our raw materials and animal welfare:

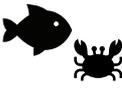
- We focus on the most essential raw materials.
- We formulate minimum requirements.
- We specify the origin of raw materials.
- We rely on recognised labels.
- We work with certified suppliers and importers.

We want to focus our efforts on the raw materials whose production we can impact most positively through our purchasing behaviour. As a diversified Food & Beverage group, we process many different plant and animal raw materials for our products. We prioritise these according to criteria such as quantity, strategic importance and price in order to define the raw materials that are most important to us. The following six raw material categories are currently included: pork, beef, poultry,

fruit and vegetables, durum wheat, and eggs. In addition, we have a list of raw materials that we only purchase in smaller quantities yet which are the subject of critical public debate due to their extraction, husbandry and/or cultivation methods. These include soya, palm oil, fish and seafood. We regularly review whether further raw material categories should be added to this list on the basis of the quantities ordered or risks in the supply chains.

Key raw materials and our minimum requirements

Raw material	Relevance and the ORIOR approach
 <p>Pork</p>	<p>In terms of volume, pork is the most important animal-derived raw material for the Swiss ORIOR competence centres. It is processed mainly for the Rapelli Salumeria delicacies, Albert Spiess Bündner specialities, and Möfag’s ham and bacon creations.</p> <p>Due to Switzerland’s high animal welfare standards and the import-related requirements for pork, we mainly process Swiss raw materials. Local availability is good – we currently source over 90% of our pork in Switzerland.</p>
 <p>Beef</p>	<p>Beef also plays a central role in the ORIOR product range – used mainly for Albert Spiess Bündnerfleisch dry-cured beef, Rapelli’s grill and gastro products, and Fredag’s food service channel.</p> <p>It is difficult to meet the demand for Swiss beef through domestic production alone. The demand for organic beef in particular outstrips the supply. We secure our local supply chain by cultivating relationships with our suppliers and planning our purchasing as far ahead as possible depending on the market and demand situation. We currently use 88.8% Swiss beef for the Swiss market. Together with the export goods, for which we use European meat, the Swiss share accounts for 51.2% of total beef purchases.</p>
 <p>Poultry</p>	<p>While pork and beef are most important in our Refinement segment, poultry meat dominates in the Convenience segment, with Fredag’s versatile range of chicken products playing a particularly decisive role.</p> <p>Whenever possible, we source our poultry meat from local farms. However, demand for poultry is so high – and continues to rise – that domestic supply falls far short of meeting it. We currently purchase 21.6% of our poultry in Switzerland. For imports, we work with our supply chain partners to source meat from abroad that has been produced in accordance with Swiss animal welfare standards whenever possible. An example of this is the Migros Animal Welfare Programme, which will enable us to procure Brazilian chicken meat that meets Swiss animal welfare standards from 2021 onwards.</p>

Raw material	Relevance and the ORIOR approach
 <p data-bbox="284 589 391 645">Fruit and vegetables</p>	<p data-bbox="486 472 1305 562">Fruit and vegetables play an important role in our Convenience segment. Biotta processes by far the highest percentage of these raw materials for its organic juices. They are also relevant as a menu component in our food service channel.</p> <p data-bbox="486 575 1305 696">Whenever possible, we use local, sustainably grown, organic and/or certified vegetables and fruits. We are able to source 43.8% of these from Switzerland, with a further 45.0% coming from other (often nearby) European countries. A total of 83.3% of our purchased fruit and vegetables currently carry an organic label.</p>
 <p data-bbox="284 837 416 864">Durum wheat</p>	<p data-bbox="486 730 1305 790">Semolina and durum wheat flour are a key raw material for our Pastinella pasta company.</p> <p data-bbox="486 804 1305 893">We source durum wheat mainly from Europe and North America and are increasingly choosing certified organic raw materials to enhance our ecological contribution. At present, 18.2% of the durum wheat we purchase bears an organic label.</p>
 <p data-bbox="284 1034 331 1061">Eggs</p>	<p data-bbox="486 927 1305 987">Eggs are used primarily in the production of our pasta specialities and for menu components, pâtés and panades.</p> <p data-bbox="486 1001 1305 1158">We are pursuing the goal of continuously increasing the percentage of eggs from KAT-certified free-range management (or higher) in our purchasing to ultimately achieve 100%. Pastinella has already been complying with this standard since 2019. Overall, the percentage of free-range eggs used at ORIOR's Swiss competence centres is 96.3%, and 18.4% of the eggs also carry an organic label.</p>
 <p data-bbox="284 1296 363 1352">Fish and seafood</p>	<p data-bbox="486 1189 1305 1249">We source a limited amount of fish, seafood and shellfish for our convenience products and certain retail goods.</p> <p data-bbox="486 1263 1305 1384">We use the WWF Fish Guide as an aid to avoid sourcing endangered species and also rely on sustainability certificates such as MSC, ASC and organic. During this reporting year, our percentage of fish and seafood purchases that met the WWF Score 1–3 was 60.9%.</p>

In addition to the product-specific requirements described, we also define certain exclusion criteria. We do not source any genetically modified raw materials and adhere to the FDHA Ordinance on Genetically Modified

Food (GMFO). Furthermore, in the case of our pâté and terrine specialities we only use livers from non-forced ducks and geese.

Specification of origin of raw materials

We procure a large proportion of our raw materials from within Switzerland as we know these materials meet world-leading standards for quality, sustainability and animal welfare. Moreover, this allows us to minimise raw-material transport routes and keep the associated environmental burden as low as possible. As a bonus, we also contribute to the preservation of the local primary economy, which is in all our interests.

Switzerland has some of the strictest animal protection laws in the world, which is why we source as much meat from Switzerland as possible. Since 2019, all ORIOR Switzerland meat-processing companies have been members of the Proviande trade organi-

sation and purchase from accredited meat suppliers only. All cattle slaughtered on farms inspected by Proviande are verified for their Swiss origin using a DNA check. For some types of meat, such as poultry and beef, it is not always possible to rely entirely on Swiss meat for the reasons stated regarding domestic availability. In the case of foreign companies, we are working towards ensuring that production takes place in accordance with the provisions of the Swiss Animal Welfare Ordinance and that both human rights and environmental standards are respected. To this end, we maintain close partnerships with the Cooperative for Livestock and Meat Import (GVFI) as well as with raw material suppliers abroad.



Whenever possible, we procure meat from Switzerland.

Why ORIOR relies on Swiss animal welfare standards

Switzerland is recognised as having some of the strictest animal welfare legislation in the world, as well as the toughest animal transportation laws. These have been on the statute book since 1981 and were comprehensively revised and strengthened in 2008. This is why ORIOR relies primarily on animal-derived raw materials from Switzerland – and aims to increase its percentages even further. However, which areas have stricter standards than in the EU, for example? The following sections provide a sample.

Animal husbandry

Whereas industrial livestock operations with tens of thousands of pigs or hundreds of thousands of chickens are widespread in various EU regions, factory farming in Switzerland is limited. Animal handling and observation is much easier to ensure with smaller herd sizes. Stock sizes are limited to a maximum of 1,500 for pigs, 300 for veal calves and 18,000 for poultry. The EU has no upper stock limits and allows each country to set their own limits for domestic farming operations.

The stipulated space allotted per animal is also more generous in Switzerland – 20% more for pigs and almost 30% for chickens. For cattle, there is no existing EU regulation for minimum space per animal. And in the case of chickens, battery cages are banned in Switzerland for hens, whereas they are still permitted in the EU in an “enhanced” form. Raised areas, daylight and bedding are also not compulsory in EU poultry barns, unlike in Switzerland. There are no detailed EU-wide husbandry rules for raising horses, cows, turkeys, goats or sheep. Nevertheless, it is worth noting that many European countries actually significantly exceed the EU’s minimum requirements. Austria, for example, has precise legislation similar to Switzerland’s. In Germany, where animal welfare has been part of the Basic Law since 2002, the provisions for some animals also go much further than minimally required by the EU.

In Switzerland too, almost three quarters of farm animals already benefit from the federal government’s voluntary “RAUS” programme, which guarantees them regular outdoor exercise. Between 50% (cows) and 90% (poultry) are currently part of the “Particularly Animal-Friendly Housing” (BTS) programme, which is also voluntary.

Handling, transport and slaughter

Rules in Switzerland are also stricter when it comes to handling animals. In justified cases (e.g. tail biting), pigs in the EU may have their tails docked and teeth removed – practices that are generally prohibited in Switzerland. The situation is similar regarding the castration of piglets not under anaesthesia. Furthermore, in contrast to the EU, Switzerland prohibits the use of antibiotics as growth promoters. Debeaking chickens is also still permitted in the EU, unlike in Switzerland. A striking difference can be observed in the transportation of animals as well. In the EU, live animals may not be kept in transport for longer than 24 hours at a stretch. This is significantly longer than in Switzerland, where animals must be unloaded after a maximum of six hours on the road and eight hours in a vehicle. With regard to slaughtering standards, on the other hand, there are only minor differences between Switzerland and the EU. In the EU, for example, an exception can be obtained to slaughter animals without stunning beforehand, whereas this is prohibited in Switzerland.

Looking ahead: Factory-farming initiative and counter-proposal

The initiative against factory farming, which was launched in 2018, calls for even stricter animal welfare requirements and wants them enshrined in the constitution. Among other things, the initiative stipulates regular outdoor exercise and even more space for cows, pigs and chickens. In autumn 2020, the Federal Council sent a counter-proposal for consultation, which would also include animal welfare in the constitution and outline standards for more space, activity and exercise for all farm animals, as well as slaughtering methods that are more humane. Depending on the outcome of these political efforts, it is possible that Swiss animal welfare standards will again be significantly improved in the coming years and decades.

Relying on labels

In order to achieve our goals, we also rely on recognised, trusted standards, labels and certifications that stipulate strict requirements to minimise the impact on the environment, people and animals. We prioritise such labels in our own purchases and at the same time want to increase the proportion of labelled products we sell.

We assign labels to one of three categories: labels for organic farming, other sustainability labels, and labels of origin that provide information about the material's origin but not about specific ecological and social cultivation conditions. The following overview displays the most important raw material and food labels for ORIOR.

Frequently used labels and sustainability standards

Organic labels	Additional sustainability labels	Labels of origin
Bio Suisse (Knospe), Demeter, CH Bio-Verordnung, EU-Bio, Naturaplan (Coop), Migros Bio, Bio Weide-Beef (Migros), KAGFreiland, Bio Natur Plus (Manor), Bio Organic (Lidl), Bio Weiderind (Aldi), Natur Aktiv (Aldi), Natura Beef Bio, Nature Suisse Bio (Aldi), Naturland/Bio-land, Spar Natur Pur.	MSC, ASC, Friend of the Sea, IP-SUISSE, TerraSuisse (Migros), Natura-Beef, Naturafarm (Coop), Claro, Fairmilk, Heumilch, Fair-trade/Max Havelaar, Agri Natura, Nature Suisse (Aldi), Rainforest Alliance, RSPO IP/SG, BTS, RAUS, UTZ, V-Label, Non-GMO Project.	Aus der Region. Für die Region. (Migros), Heidi (Migros), Miini Region (Coop), Pro Montagna (Coop), Suisse Garantie, Schweizer Bergprodukt, Schweizer Alpprodukt, IGP, AOP, regio.garantie.

We are continually expanding our range of products with added animal-welfare value. When it comes to our own brands, we launch new certified products every year. The situation is more challenging in the contract segment, where the requirements are strongly influenced by our customers, and in the food service channel, where demand for certified organic products is still significantly lower than in the retail trade. This illustrates once again the importance of working closely with our partners and raising awareness among all stakeholders to promote the implementation of a sustainable food supply.

Partnering with suppliers

We are very aware of the value of good partnerships and working closely with others to achieve our sustainability goals, and we maintain close, long-term relationships with our customers, suppliers and partners. We

strive to be fair and equitable in all our business relationships. In order to ensure sustainability and quality, we rely on partnership programmes such as the implementation of the "Particularly Animal-Friendly Housing" (BTS) standard for suppliers abroad. In addition, we ensure that our suppliers undergo recurring audits – often in close cooperation with our customers – using an evaluation system that is uniform across our competence centres. The results of these audits are regularly discussed in the Champion Groups so that the other competence centres can also benefit from the experience gained by their colleagues. If our standards are not achieved or are not complied with, the first step we take is to arrange a personal meeting with the suppliers to identify the causes. If the infringements are not remedied within a reasonable time, warnings are issued or suppliers are excluded.

Activities 2020

Pig Plus Health Programme

The use of medications, particularly antibiotics, is strictly regulated by the Swiss Animal Welfare Act. Despite this, medications are sometimes used more intensively than is necessary for the animal's health. For this reason, the Swiss pork industry launched the Pig Plus Health Programme in 2016. Its aim is to further reduce the use of antibiotics in pig breeding and fattening farms in particular, and as a means of preventing any resistance. The participating farms commit themselves to recording in an electronic treatment journal all treatments, including the use of medications, together with other key data. The figures they provide then serve as the basis for improvement measures, which are discussed with the pork industry's health services.

ORIOR participates in this health programme in cooperation with other industry partners to ensure the good health and welfare of Swiss pigs. A three-year initial funding programme ran from 2018 to 2020. As a programme buyer, we paid an additional premium to the participating producers. When this phase ends in April 2021, participation will become mandatory for all pig

breeding and fattening farms producing under the "QM Schweizer Fleisch" – the quality management system for Swiss meat producers.

Supplier management

During the past reporting year, the Champion Group dealing with ingredients sourcing developed a new approach to supplier selection and approval. The new procedure defines uniform processes and requirements for the selection, approval, monitoring and evaluation of suppliers and has been in use at all the ORIOR competence centres since the summer of 2020. With this change, we want to ensure we can better clarify in advance whether a new supplier possesses the ability and prerequisite conditions to deliver the required quality. Additionally, it contains a comprehensive list of the framework conditions, rules and values on which we base our business relationships.

Ingredients with sustainable added value

During this reporting year, we were able to switch our purchases in various raw material categories to more sustainable alternatives. The following examples provide an insight:

From bean to tofu – in organic quality



During the pandemic year of 2020, demand for organic products increased throughout Switzerland. Fredag continued to take advantage of this trend with its vegetarian specialities. The majority of products whose sales grew strongly compared with the previous year are organic. The "Noppa's" organic tofu specialities from Fredag experienced particularly positive growth, including items such as silken tofu, smoked tofu and tofu balls. Fredag sources premium-quality organic soybeans from Switzerland for its production.

Free-range eggs at Pastinella

Pastinella has been using 100% free-range eggs since 2019 for its fresh pasta specialities. In contrast to hens kept in coops, free-range hens have more space in their sheds and can move around freely in the runs during the day.



New products with quality labels

In cooperation with our partners we are continuously working to expand our range of certified labelled products. Some of these are new product creations that are

certified directly in compliance with organic or other sustainability standards, while other existing products can often be adapted to meet certified label quality.

Demeter carrot juice from Biotta

Biotta launched a Demeter-quality juice for the first time in 2020 – its carrot-orange-ginger juice. “demeter” is one of the organic labels on the market that sets the highest standards for raw material production and food processing. The main raw material, Demeter carrots, comes from Fritz Lorenz’s farm on Lake Constance.



IP-SUISSE Nostranella from Rapelli



The IP-SUISSE label stands for ecological and integrated agriculture. This year we once again expanded our range of IP-SUISSE products, e.g. with the “Nostranella” salami from Rapelli, which is now available at Denner and is made from IP-SUISSE meat. The new salami also features more sustainable paper packaging.

“Us Ämmitaler Güggle”

Fredag successfully launched a new product line in 2020 featuring locally sourced chicken meat for the gastronomy sector: the “Us Ämmitaler Güggle” range. The chickens used for the cordon bleus, schnitzels and nuggets are raised in the Swiss Emmental valley. As a minimum, the farms must meet all the requirements of the BTS government-funded animal welfare programme. In addition, the chickens are only given non-GMO feed.

Interest in sustainable and regional products is also growing steadily in the gastronomy sector. This is a very positive sign, particularly as the gastronomy industry tends to be less receptive to these issues than the retail trade.



The new Ämmitaler poultry line is made with chicken meat from the Swiss Emmental valley.

Progress in phasing out palm oil

In 2020, we continued to work on fulfilling our target to completely remove palm oil from our products. Our modernised recipe management (see “Safe and healthy food” section) allows us to analyse and manage our products’ ingredients more precisely – even when sourcing compound ingredients.

The canapés produced by Rapelli are an example of this. The bread dough used to contain palm oil, but by working closely together with our customer and the bread supplier, we were able to replace the palm oil with rapeseed oil, while at the same time removing certain additives such as emulsifiers and an acidifying agent. Step by step, we are moving forward and improving the sustainability of ORIOR products.



The Rapelli canapés are now prepared without any palm oil.

Evaluation

Sustainable raw materials

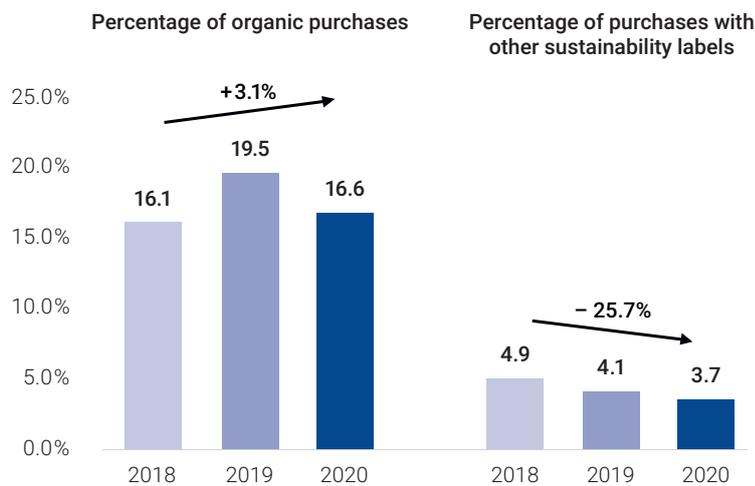
GRI 103-3

We monitor the percentages of organic and other sustainably certified raw material purchases in our primary raw material groups. In terms of organic goods, we were able to increase our purchases in 2020 to 16.6% (+3.1% compared with 2018) thanks to the addition of new organic products to our range. Further efforts are needed, particularly in the area of animal-derived prod-

ucts, in order to achieve the 15% increase by 2025 as outlined in our sustainability strategy. The percentage of raw materials purchased with other sustainability labels such as IP-SUISSE fell from 4.1% to 3.7%. Owing to the pandemic-related product and channel shifts coupled with normally occurring changes in our product portfolio, we were unable to move any closer to our goal in this area. Demand for poultry in particular was very high, which also put significant pressure on the availability of poultry with sustainability labels.

GRI FP2

Percentage of total labelled raw materials (%)¹

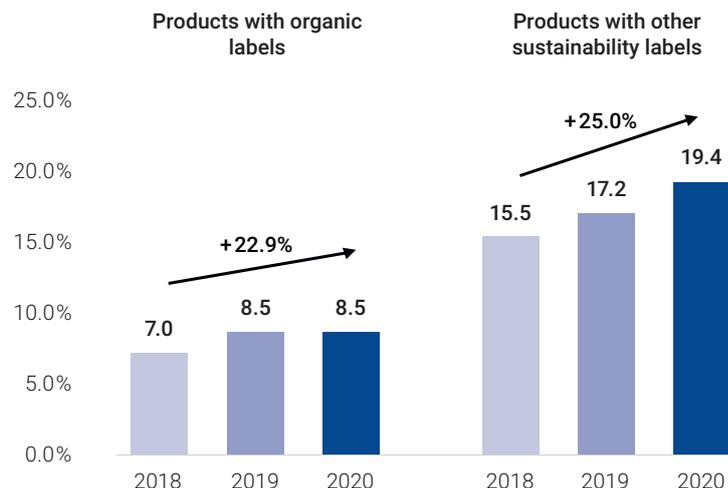


Certified products

By 2025, we also want to significantly grow our sales percentage of organic and/or certified sustainable products across the entire product range compared with

2018. We are now well on our way thanks to steadily growing consumer interest in organic, vegetarian and vegan products.

Sales percentages with labelled products (%)



¹ Beef, pork, poultry, durum wheat, eggs, fruit and vegetables

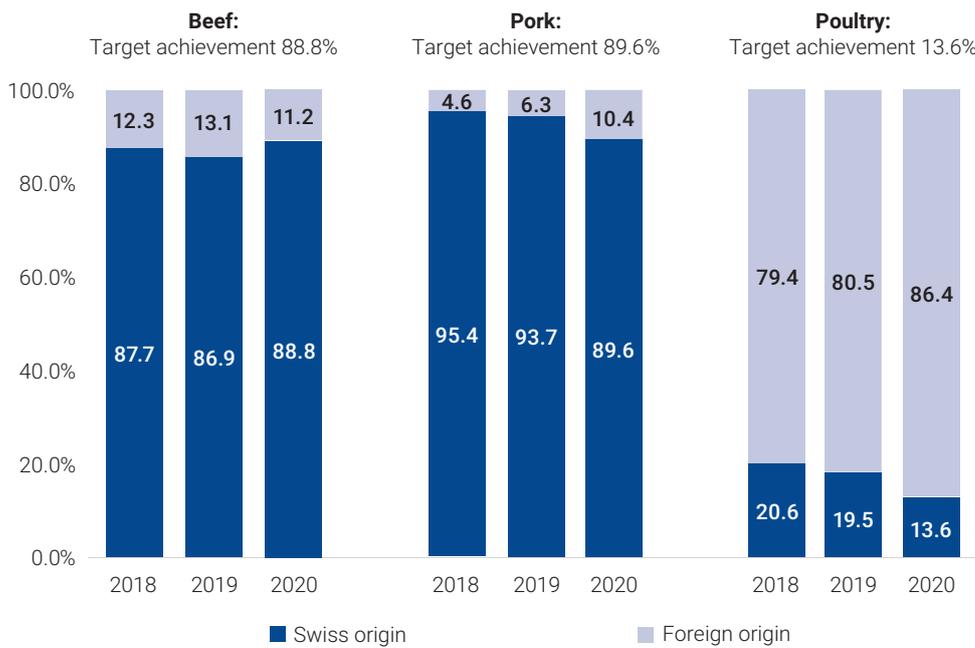
GRI 103-3

Animal welfare

Our ambition by 2025 is to supply the Swiss market exclusively with meat of Swiss origin or from sources abroad that comply at a minimum with Swiss animal welfare laws. Our percentages of beef and pork originating from Switzerland are consistently high. In

poultry, where the percentage is lower, we have been working together with a major customer and have developed a network of suitable suppliers, enabling us to source a portion of our foreign poultry under Swiss animal welfare regulations from 2021 onward.

Meat products for the Swiss market (% kg)



Outlook

The ORIOR Group still needs to make further improvements in order to remain on track to achieve its targets in the area of sustainable raw materials and animal welfare. In 2021, we will be working on further systematising our sustainable procurement management. In addition, our data management systems are being opti-

mised further with the aim of increasing transparency in the value chain both on the purchasing and sales sides. We are also continuing to work on conveying to our customers the attractiveness of our products with added value for the environment, people and/or animals. This is important as we can only continue to manage the higher costs associated with sustainable raw materials and certified-label production if demand keeps rising.

Safe and healthy food



Ambition 2025

By 2025, our goal is to significantly increase the share of healthy products that we make and avoid using artificial additives wherever possible.

Progress

Further efforts required

SDG contribution



Relevance

GRI 103-1

As a food manufacturer, we have an important responsibility to ensure that our products are safe for consumption. Adherence to the highest quality standards is the basis of our "Excellence in Food" vision. We consistently implement our food safety requirements at our own operating facilities as well as with our suppliers in order to guarantee uniform quality for our customers and consumers.

A healthy and balanced diet, along with other factors such as sufficient exercise, fresh air and adequate sleep, plays an important role in well-being and good health. As a food manufacturer, we consider it our job and responsibility to continue optimising our products – both from a qualitative and culinary perspective, as well as from a nutritional-physiological point of view.

turing methods and processes are monitored and periodically inspected for specific issues by the Head of Supply Chain Excellence together with the operations managers. Externally, the ORIOR Group works with certified laboratories and testing institutes to ensure its food safety and customer requirements are being met.

Quality management

Our efforts in the area of quality management and food safety are based on the needs of our consumers, the quality expectations of our customers, and legislative requirements and internationally recognised food safety standards. All of our Swiss production facilities are certified according to a standard recognised by the Global Food Safety Initiative (GFSI), either FSSC or IFS, are audited annually by third-party auditors, and immediately implement improvement measures when necessary. In addition, we use the HACCP concept (Hazard Analysis Critical Control Point) as a preventive measure and basis for carrying out hazard analyses relating to consumer safety and monitoring corresponding control variables.

GRI FP5

Management approach

GRI 103-2

We rely on the following measures to implement the highest quality standards, guarantee food safety for consumers, and to be able to offer our customers a selection of products with an unmistakable added health value:

- We implement seamless quality management (QM).
- We focus on recipe optimisation and healthy innovations.
- We develop products for special requirements.
- We train our employees in QM and food safety.

Within the organisation, several departments cooperate very closely to guarantee the quality and safety of our products. The Quality Management Champion Group as well as the development departments from the individual competence centres take a leading role. Close and efficient coordination with production and logistics is also crucial for implementing our high standards. Manufac-

Food safety is closely tracked and monitored as a key management variable of ORIOR's business activities. Each competence centre consults with management to define annual quality goals (e.g. related to the number of error reports or customer complaints), which are then reviewed and discussed on a monthly basis. In addition to these measures, a quarterly QM report is also prepared and discussed at management level. The Quality Management Champion Group ensures the exchange and mutual sharing of knowledge and new insights in food safety across the entire Group and fosters ongoing development. Questions and feedback from our consumers are also an important source of information in the area of quality management. End consumers can contact us at any time via the competence centre websites and share their concerns or questions with us.

The high standards that we maintain internally with regard to quality and food safety apply to our suppliers as well. Before placing an initial order, we thoroughly investigate potential new suppliers to ensure that they can fully meet the legal, ORIOR-specific and customer-specific quality requirements. Regular reviews of existing suppliers are also carried out, and improvement measures are agreed upon if necessary. This allows us to address emerging requirements as well and begin to enforce them within a reasonable period of time.

Training sessions on food safety and QM

Since we depend on well-trained and informed employ-

ees in order to guarantee quality and food safety, the ORIOR Group conducts regular training courses on the relevant topics. The entire staff is trained at least once a year in hygiene and HACCP. In addition, individual training (e.g. for new hires or for special key positions) and topic-specific QM and food safety courses are offered, enabling department-specific issues to also be discussed in depth at least once a year. Moreover, corresponding training blocks are conducted in the event of process changes to ensure that new structures or processes are integrated as quickly as possible. After the training is completed, the acquired knowledge is tested to ensure that it has been understood.

Examples of regularly conducted QM and food safety training	
<p>FSSC/IFS standards requirements</p> <p>Participants receive training in certification requirements that comply with food safety standards, how an audit works, and how deviations should be corrected.</p>	<p>Food defence/Food fraud (Product protection)</p> <p>In these courses, participants learn how to protect food from deliberate contamination with biological, chemical or physical substances, and how to prevent and detect fraud and fakes.</p>
<p>Label and certificate training</p> <p>ORIOR produces many products with special labels, such as organic or IP-Suisse items. This training covers these labels' specific requirements for products and processes.</p>	<p>HACCP (Hazard Analysis Critical Control Point)</p> <p>Participants are introduced to the HACCP concept and learn the procedure to identify physical, chemical or biological hazard properties and monitor hazards using critical control points.</p>
<p>Hygiene, cleaning</p> <p>Training courses at different levels on topics of personnel and operational hygiene, including hand hygiene, surface hygiene, use of cleaning agents and materials, etc.</p>	<p>Allergens</p> <p>This course teaches employees how to handle allergens and avoid cross-contamination.</p>

Recipe optimisations and innovation

Our aim is to significantly increase the number of ORIOR products with added health value by 2025. All the ORIOR competence centres are continuously striving to optimise their product ranges from a health

perspective, e.g by reducing salt, sugar, fat or additives, or by launching product innovations with added health value. These include products that contain an increased protein content, are not pre-fried, or have an improved Nutri-Score.

Among other things, the ORIOR Group relies on the “Clean Label” rating. This label represents a stamp of approval for products with the shortest possible lists of ingredients, with no flavour enhancers, artificial flavours, colourings or preservatives, or that contain as few allergens as possible. Thanks to finely blended spice mixtures and our investment in modern production processes, we are able to keep reducing or eliminating completely the addition of salt and additives in numerous products without compromising on taste. We fully exclude certain approved but controversial additives based on negative lists.

Another growing consumer trend is the demand for flexitarian, vegetarian and even vegan products. ORIOR’s competence centres – primarily our Fredag, Le Patron and Pastinella convenience companies – are also responding to this need by continuously expanding their plant-based range and launching new concepts with their development teams and customers.

Product ranges for special requirements

People with food intolerances and allergies are restricted to a special diet but do not want to lose out on good flavour. ORIOR uses its proven expertise to manufacture products for people with special dietary needs, and we are working steadily to remove allergens from our standard products. We have also been developing gluten and lactose-free products for our “Care” label, which are then marketed to the retail trade, speciality shops and healthcare facilities such as hospitals or care homes.

Activities 2020

Nutri-Score for Pastinella

Ingredient lists and nutritional information on packaging inform consumers about the health-related aspects of a product. However, their informative value is often limited, which is why consumers rarely read them when making a purchasing decision. To resolve this issue, different systems for simplified nutrition labelling have been developed over the past few years, which also use a visual symbol that is designed to make purchasing decisions easier for consumers – the Nutri-Score being one of them. The easy-to-understand traffic light and letter system (A to E) was developed in France and is now being used in more and more European countries. To evaluate a specific food, the content of favourable nutritional elements (fruit, vegetables, nuts, dietary fibres and protein) and unfavourable nutritional elements (calories, saturated fats, total sugars and sodium) are offset against each other.



The Nutri-Score uses an easy-to-understand traffic light system.

The use of the Nutri-Score is voluntary in Switzerland, but the fact that the Federal Food Safety and Veterinary Office FSVO supports its use speaks volumes for the utility and relevance of the score system. In order to prepare for a wider rollout of the system in Switzerland, Pastinella assessed its entire product range in 2020 using the Nutri-Score. The positive results showed that over three quarters of the fresh pasta specialities achieved an A or B rating. Certain premium products achieved lower scores because of a higher fat content due to higher mascarpone, cheese or meat content in their recipes.

The project not only demonstrated how balanced and healthy Pastinella products are, but also proved that such an assessment can be carried out for an entire product range with a modest amount of effort. This proactive approach ensures that we can respond to customer requests regarding the Nutri-Score as efficiently as possible. The other ORIOR competence centres can also benefit from the knowledge gained during the pilot project at Pastinella.

Recipe management

Due to ORIOR’s decentralised structure and the different product portfolios, recipe management was handled locally for a long time, which meant that the exchange of knowledge and skills between the competence centres and the different users was not always optimal. Over the past few years, we have worked on centralising our recipe management more, with data on recipes and ingredients being stored in a Group-wide IT system and made available to all the competence centres. There is now a uniform system for managing and sharing recipes across the Group. The quality departments are now also able to generate simple and automated evaluations, such as on the use of specific ingredients. These evaluations then serve as a basis for analysing other potential areas for improvement. The entire process has been accelerated considerably, which benefits both our development departments and our customers as the rate of innovation can also be increased. In 2020, further milestones in the project were reached when the first competence centres switched to the new IT solution for recipe management.

Recipe optimisations

The ORIOR competence centres implemented various projects throughout 2020 to move closer to our goal of offering significantly more healthy products and avoiding additives wherever possible.

Improved recipes – 2020 examples

Sugar reductions at Biotta

The all-natural goodness and health-boosting effect of Biotta juices has always been part of the Biotta brand philosophy. That is why the developers of Biotta beverages continue to invest a lot of energy identifying where further improvements can be made with regard to the juices' calorie and sugar content.

In 2020, Biotta once again succeeded in optimising two recipes as a result of these efforts. The pomegranate and cranberry juices now contain less agave syrup (-27% and -12% respectively), which makes them even healthier and supports a balanced diet when it comes to liquids as well. Achieving this without compromising on taste was only possible thanks to the in-depth expertise of Biotta's developers and some subtle adjustments to the juice blends.



Salt reductions at Albert Spiess



For centuries, drying and curing processes have been used to refine and preserve meat in the Swiss Alps. Salt plays an important role in the production process of refinement specialties such as Bündnerfleisch dry-cured beef and dry-cured ham because it serves as a natural preservative.

Nevertheless, we still want to offer healthier options for these delicacies. For example, Albert Spiess launched a new version of salt-reduced dry-cured ham and salt-reduced Bündnerfleisch dry-cured beef in 2020. The new products required a lot of innovation, expertise and finesse in order to maintain product safety despite a lower amount of salt – and we succeeded in doing it. The products now contain 25% less salt.

Additive-free dry-cured ham at Rapelli

In 2020, Rapelli launched its San Pietro prosciutto entirely free of additives. It contains only two ingredients – the finest ham and a sprinkle of sea salt. Some sophisticated tweaking of the manufacturing process allowed additives such as antioxidants to be completely removed.



Healthy innovations

In 2020, the ORIOR competence centres also launched numerous product innovations that are designed to support healthy and balanced nutrition.

Healthy innovations – 2020 examples

My Biotta juice day – Mini juice fast



Regular juice fasts give the body a rest, allowing its metabolism to recover and reinvigorating its digestive system. In addition to its popular juice-fast weeks (Wellness Week and Balance Week), Biotta now also offers juice combinations for one-day juice fasts. A specific juice for the morning provides a fruity start to the day and supplies the body with revitalising natural vitamins and minerals. The juice for the afternoon and evening contains a high fibre content thanks to two types of carrot and acacia fibre and supports digestion.

Veganism gaining ground – Happy Vegi Butcher now as chunks and in curry

In the alternative-meat market, the focus is on health-conscious consumers and their desire for more ecological, animal-friendly and wholesome products. Happy Vegi Butcher, which Fredag launched in 2019, has made this its core business. It produces vegan meat alternatives made from pea and soy protein. In addition to the Nuggets, Stripes and Burgers that have been available for some time, two new products joined the Fredag family in 2020: "Chunks" (great in gravy and sauces) and "Vacon" (vegan bacon).

A collaboration between Fredag and Le Patron resulted in a fresh, ready-to-eat vegan menu: Le Patron's curry creations with vegan Stripes by Happy Vegi Butcher can be used as fresh meals for the retail trade or as meal components in the gastronomy sector.



Evaluation

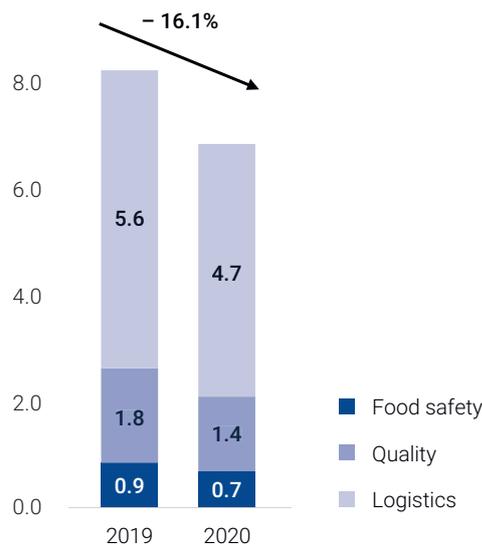
GRI 103-3

Safe food

With the aim of continuously improving our quality management system and food safety, we track, among other things, the number of complaints concerning manufacturer-related defects (e.g. not caused by sup-

pliers). We differentiate between complaints relating to food safety (e.g. labelling/dating), quality (e.g. colour/appearance) and logistics (e.g. packaging errors). On a positive note, we were able to reduce the number of complaints per 100 tonnes of product from 8.2 (2019) to 6.9 (2020).

Number of complaints per 100 tonnes of product (by category)



Healthy food

The ORIOR Group comprises very diverse competence centres with product ranges that vary widely. This makes it a challenge to come up with a common definition of how we define and increase the “number of healthy products” as part of our Group-wide goal. In 2020, we continued to work on strengthening the ORIOR-wide understanding of this field of activity and fine-tuning targets and metrics. The metrics and KPIs of the individual units were compared, and different quantitative target proposals for up until 2025 were discussed during action meetings with the Quality Management Champion Group and with the involvement of the developers. This work will continue in 2021.

Among other changes, we are now tracking the number of recipes and innovations across the Group that we have improved from a health perspective (e.g. salt reduction, improved Nutri-Score and removing additives). In 2020, these included 12 recipe optimisations as well as 12 innovations with added health value.

Outlook

Additional recipe adjustments that address different health aspects are planned for 2021. The ORIOR pipeline also already contains many product ideas for natural, healthy, additive-free innovations. In this area, we will cooperate closely with our customers and suppliers, but also involve the individual ORIOR companies in order to respond quickly to needs, take advantage of synergies, and share knowledge. We will also continue to work on integrating the Nutri-Score system, as well as analysing additional products, identifying areas for improvement and implementing respective measures.

The Quality Management Champion Group, the competence-centre developers, and the ORIOR sustainability management will keep working on enhancing the goals and metrics in this field of activity.

Our ambitions in the area of environmental responsibility



-25%

By 2025, we want to cut our food waste per kg produced by at least 25% compared with 2018.



-10%

Goal achieved and will be revised

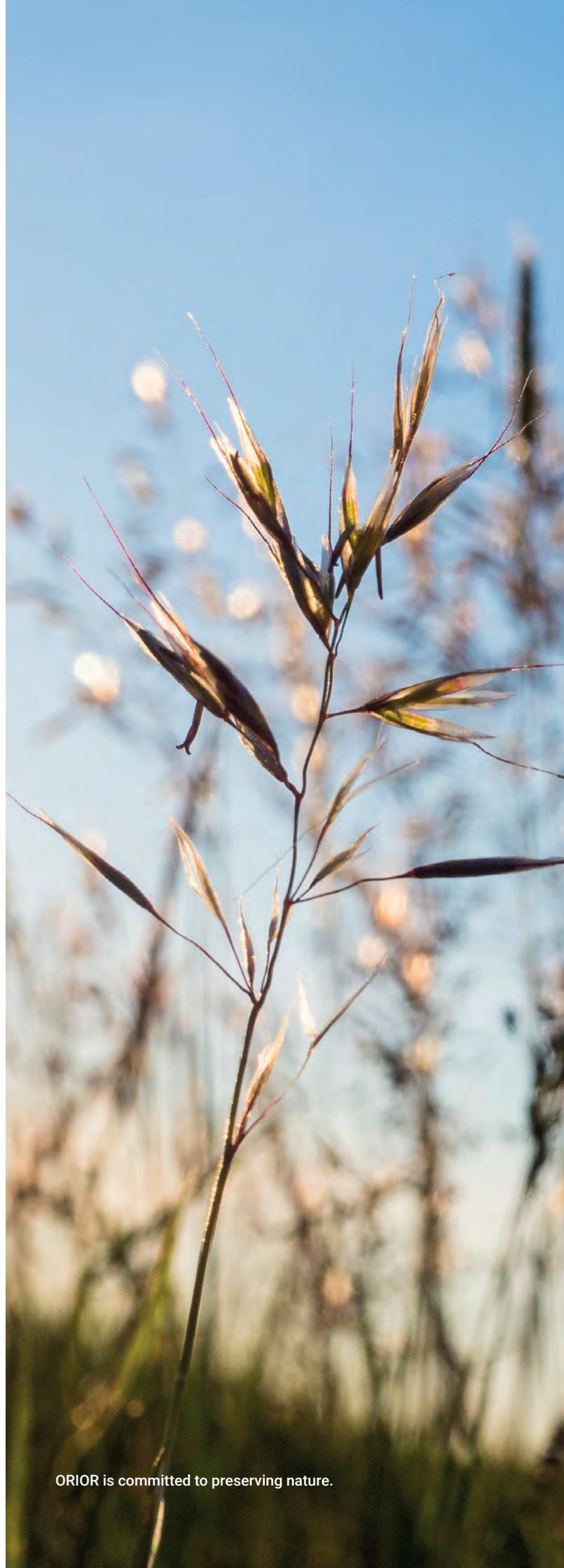
By 2025, we want to reduce the intensity of our greenhouse gas emissions by 10% compared with 2018.



-15%

By 2025, we aim to reduce our water intensity by 15% compared with 2018.

ORIOR is committed to preserving nature.



Environmental responsibility

We are very aware of our ecological footprint. The utmost priority is given to the responsible handling of resources in all of our competence centres.

This section outlines how we implement and promote environmental responsibility throughout our Group and will focus on the “Food waste and packaging”, “Climate and energy” and “Water” fields of activity. We formulated goals for these areas in 2018 that run until 2025. In our sustainability reporting, we pay particular attention to the environmental impact of ORIOR’s value-added share (see Value chain, p. 7) as this is where we can exert the most influence. Clearly defined fundamental values and rules are a prerequisite for us so that we can assume our responsibility in the upstream and downstream stages of the value chain as well. This enables us to also address the topic of environmental responsibility in our approach to product responsibility (see pp. 20–31).



Food waste and packaging



Ambition 2025

By 2025, we want to cut our food waste per kg produced by at least 25% compared with 2018.

Status

Further efforts required

SDG contribution



Relevance

GRI 103-1
GRI 306-1

Every day around the world, large quantities of food that is still edible or otherwise usable are disposed of unnecessarily. According to the World Health Organisation, this loss "between the field and the fork" amounts to one third of all food produced annually. The resources wasted in this manner place an unnecessary strain on our ecosystems, climate and local rural communities. Moreover, food waste also has a negative impact on a company's cost efficiency. Although the majority of food waste is incurred by consumers and the producers of raw materials, we also contribute to the generation of food waste through our production and procurement processes. We want to assume our responsibilities in this area and exert a positive influence wherever we can.

Packaging also has a direct impact on the amount of food waste generated. Good packaging protects food from light, oxygen and contamination, as well as making it easier to transport and extending its shelf life. Packaging also plays a critical role in complying with food regulations as it helps to protect the health of consumers in the best possible way and in accordance with the law. At the same time, packaging is an important contributor to rising levels of resource consumption and generates significant amounts of waste itself. In tandem with our own goal of improving packaging in terms of quantity and type, customers and consumers are also paying more and more attention to this issue and demanding a shift towards more sustainable packaging. And finally, the cost factor is another element to consider within the food waste issue as new packaging types and materials are not yet consistently competitive in terms of price, meaning that the extra costs must be offset in the value chain or via the sales price.

We want and need to use a wide variety of measures to address the various parameters in order to successfully achieve an overall reduction and more sustainable alternatives. Our aim is to reduce the amount of packaging waste generated by us and by our customers and consumers. ORIOR is committed to developing and using packaging that ensures maximum protection with the highest resource efficiency.

Management approach

By 2025, we want to cut our relative food waste by 25% compared with 2018. We are also currently formulating a target for sustainable packaging up to 2025.

We are implementing measures in the following areas to reduce food waste and packaging waste across the entire value chain and to increase resource efficiency:

- Optimising our processes and supply and demand management.
- Using technological innovations to reduce waste.
- Investing in solutions to reuse and recycle our production surpluses where these are unavoidable.
- Experimenting with more sustainable packaging options and proactively approaching our customers with new ideas.

The reduction of food waste is overseen primarily by the Operations Managers and Technical Heads Champion Groups and is based on annually agreed targets. They are assisted and supported by the Head of Supply Chain Excellence at the Group level. The Packaging sourcing Champion Group is responsible for addressing the issue of sustainable packaging. The sales teams and marketing departments also play a

GRI 103-2
GRI 306-1
GRI 306-2

significant role because even before the actual production process takes place, crucial groundwork is laid through ordering cycles, volume agreements and packaging design.

When we record our waste volumes, we differentiate between process waste and surplus waste. The former is generated during production (e.g. leftover dough scraps in ravioli production or vegetable peelings), when starting up and turning off machinery, or during portioning (e.g. trimmings when cutting pâtés). Surplus waste, on the other hand, includes raw materials that could not be processed as well as semi-finished and finished products that had to be discarded, e.g. due to a decline in demand, minor defects or discontinued items.

Optimising internal processes and supply and demand management

By further optimising production processes and logistics, we can begin reducing our waste volumes during the manufacturing process itself. To reduce process waste, we are continuously upgrading our machinery, optimising batch sizes, and adjusting production and delivery cycles. Efficient planning in the production sequences plays a key role here. For example, we make

sure that products with similar or almost identical recipes are processed one right after the other whenever possible to avoid costly cleaning between the runs.

Because the absolute loss volumes per production run often remain the same regardless of the amount of items being made, proportionately larger losses can occur with smaller production quantities. This clearly demonstrates how order and production volumes, along with optimisation in the start-up and shut-down of machinery, are decisive factors for continuously reducing process waste. Due to their fresh product ranges with short expiry dates, our Convenience companies always face the challenge of planning the required production volumes in such a way that generates as little process waste as possible. Our strong innovation culture is crucial for ORIOR's success and survival because of the market's very high innovation dynamics, especially in the fresh convenience sector. However, new creations also result in higher process waste during the test phases. To minimise this, we try to strike a good balance between innovation and optimised production volumes and only initiate actual test production runs with those products that have significant potential and/or for which we have already received firm commitments from customers.



A fine-tuned supply and demand management helps us minimise food waste.

Reducing raw material surplus waste volumes and production surpluses is an important goal for ORIOR. To achieve this, we need to predict the production volumes required and the actual demand for our products as accurately as possible. The better that we understand our customers' needs and fine-tune our supply and demand management, the better we can reduce this type of waste. To accomplish this, it is crucial that we continuously optimise our forecasting and production planning accuracy, improve system utilisation and collaboration between our sales and production teams, and fine-tune "end-to-end planning" from incoming orders to picking and delivery. Regular communication with our customers regarding order quantities and delivery cycles is also important, particularly in the 2020 reporting year, as we were confronted with fluctuations in demand due to the coronavirus pandemic.

Technical adjustments

In some areas, waste quantities can be reduced through technical optimisations. When sourcing new production machinery, resource efficiency and the amount of process waste generated are important criteria to keep in mind. Our technical managers carry out regular analyses to determine if the existing mechanical infrastructure can be optimised so that fewer rejections occur, e.g. by improving conveyor belts or adjusting cutting sizes to reduce trimming losses.

Reusing side streams and production surpluses

Whenever possible, we reuse any surpluses or side streams (dough scraps, sausage trimmings, etc.) internally. For example, Rapelli processes its own trimmings back into sausage meat, and Pastinella uses cuts of ham and sausage specialities from other subsidiaries to make its fillings.

When we have surpluses of semi-finished and finished products, we either donate them to charitable organisations such as "Tischlein deck dich", "Schweizer Tafel", "Tavolino magico" and "Caritas", or we sell them at re-

duced prices in our factory shops. The same applies to products with minor defects that are still perfectly safe to consume. Another way to utilise such surplus products is via the "Too good to go" smartphone app, which allows consumers to "rescue" leftover food at reduced prices. Some of our competence centres are already using this platform, and Pastinella also decided to join "Too good to go" during the year under review.

Extending sustainable packaging options

Reducing packaging or making it more sustainable by changing its components is a complex task in the food sector and always involves balancing environmental targets and social objectives. On the one hand, we want to keep the amount of packaging to a minimum in order to conserve natural resources and generate less waste. On the other hand, packaging is needed to keep our products fresh for as long as possible and to prevent them from being discarded prematurely.

ORIOR and its customers are committed to offering consumers sustainably packaged products. We are tackling different areas, which include achieving material savings through lighter or less packaging (keyword "reduce"), using recycled and/or recyclable materials (keyword "recycle") and incorporating renewable alternatives to plastic (keyword "replace"). All of our competence centres are currently testing or implementing new, more sustainable options. However, the development of sustainable packaging solutions also has wide-ranging effects, such as on the shelf life of our products as well as on our fleet of machinery. Equipment has to be adapted to the use of other packaging materials, e.g. if thinner films for tray packaging need to be run through the packaging machines. Furthermore, customers and consumers must also accept the sometimes higher prices of more sustainable solutions, which is not yet always the case. Achieving this requires many discussions, solid collaboration all along the value chain, and long-term changes in culture. We want to proactively work on reaching this goal.



Valuable raw materials are processed into Le Patron pâtés – making it all the more important that we generate as little waste as possible during portioning.

Activities in 2020

Reducing production losses

Process analyses are important tools for identifying where the most waste and side streams occur in the production process. In the year under review, various competence centres carried out such analyses for sub-areas of their production process. At Le Patron, the causes of disposal and the origin of waste were investigated during the reporting year, and process waste in the bakery and in the baking process was analysed. As a result, Le Patron was able to eliminate an intermediate step and, combined with other measures, succeeded in reducing its process waste by 8%. By setting a minimum batch size, Biotta aims to reduce losses due to small production quantities. Finally, process waste has been reduced at Möfag by adjusting the cut of the sliced goods to the optimum length before being further processed.

Improving production planning

By implementing forward-looking production planning, we can synchronise production and sales volumes, minimise losses and adjust our sourcing of raw materials to meet our needs. Rapelli is a good example of this. In 2020, the company established a process that allows critical products to be sold more quickly, e.g. via

discounts on remaining quantities. Other competence centres also optimised their order sizes in the reporting year and – due in part to the challenging pandemic situation – are now producing to meet customer orders rather than for warehousing in order to avoid unnecessary disposal.

Optimising packaging and consumables

In order to stay up to date with the current technology relating to sustainable packaging, we held an Innovation Day in January 2020. Various packaging manufacturers were able to present their sustainability approach and their corresponding range of products. In addition, the individual competence centres, led by the expertise of the Packaging sourcing Champion Group, worked on optimising packaging to achieve more sustainability. This was done by reducing the amount of (new) material, replacing non-renewable materials with renewable materials, or increasing the recyclability of the packaging. We also focus on choosing more sustainable solutions for secondary packaging. For example, Möfag collaborated with suppliers to switch from cardboard boxes to reusable shipping containers that circulate between us and the suppliers. This change resulted in Möfag now disposing of approximately two tonnes less cardboard per year.

Examples of sustainable packaging innovations in 2020

Reduce: Material savings in plastic films – 31.6 tonnes of plastic saved

Many ORIOR products use packaging made of plastic films (trays or “bottom bands”, lids or “top bands”, and bags). We worked hard in 2020 to realise material savings for these types of packaging by reducing the thickness of the films. We succeeded in changing the packaging for many items, which enabled us to save more than 31 tonnes of plastic across our sites compared with 2019 – due in part to the high sales volumes in the retail channel, where we were able to switch to optimised packaging.



Reduce: Recycled materials conserve resources – Biotta chooses RePET



After Biotta introduced the new “Vivitz Waters” in bottles made of 100% recycled PET at the beginning of 2020, the beverage manufacturer switched over to RePET bottles for all of its other Vivitz varieties during the course of last year. This measure enables us to save approximately 26 tonnes of new PET per year.

Replace: Use of alternative, renewable materials – natural fibres replace plastic

We are reducing the amount of plastic we use by increasing the share of paper and cardboard in our packaging, among other initiatives. By expanding separable paper packaging to its antipasti range, Rapelli achieved the following in 2020: 70% of the packaging is recyclable, 48% less material is used overall, and 80% less plastic is needed compared with the original packaging.

Whenever we switch from plastic to paper or cardboard packaging, we opt for FSC-certified raw materials. Several competence centres made the same switch in 2020.



Recycle: Increasing recyclability – separable tray packaging



The recyclability of packaging can be increased by separating the different packaging components by type. The development of separable packaging has significantly improved recyclability at Albert Spiess, as well. Instead of a plastic tray, FSC cardboard is now used (80% of the packaging), which is lined with a thin plastic film (20% of the packaging). Separating the cardboard and film allows the individual materials to be recycled separately.

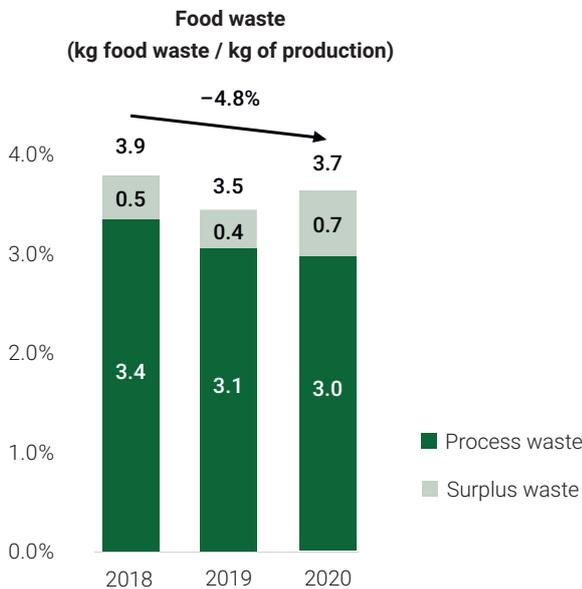
Evaluation

GRI 103-3

As explained previously, the ORIOR Group measures food waste using two different categories: process waste and the surplus waste of raw materials and products. These metrics are closely monitored and discussed on a monthly basis in the management teams of the different ORIOR companies as well as in the Operations Managers Champion Group. Certain competence centres also track the loss quantities of each individual department and use the production meetings to discuss improvements.

We have been able to reduce our food waste by 4.8% since 2018. The percentage of process waste decreased from 3.4% to 3.0% thanks to the measures described above. After we also succeeded in reducing the

amount of discarded products in 2019, surplus waste unfortunately increased again in 2020. The temporary closure of all restaurant facilities had a strong impact on the demand for standard items in the Convenience segment that we had already produced and were in the warehouses. This led to short-term surpluses that had to be disposed of due to limited shelf life. As a countermeasure, we drastically reduced our range of gastronomy items for a specific period of time. We were also forced to temporarily stop donating products to charitable organisations to reduce contacts, which had a further negative impact on disposal amounts. We are prioritising our ability to react with greater flexibility to fluctuations in demand and also want to keep improving in the area of process waste. To this end, our food waste indicators will be monitored even more closely in the future.



Outlook

In 2021, we will continue to vigorously pursue the optimisation of our resource consumption in the areas of food waste and packaging. At the end of 2020, the ORIOR Group decided to join a cross-sector project run by the "United Against Waste" association that enables companies in the Swiss food industry to work together and develop solutions to significantly reduce food waste by 2030. A collaborative initial concept is to be developed by autumn 2021.

In the area of packaging, we will be working throughout 2021 to develop a strategy up to 2025 that includes a quantitative target for more sustainable packaging at ORIOR. In addition, the Packaging Champion Group wants to improve its knowledge in the area of sustainability in order to increase the rate of innovation. We also plan to implement further plastic savings in 2021 and to switch all paper and cardboard packaging components that are not yet FSC-certified to FSC. Finally, we also want to be able to better track our packaging material stocks and components across the Group, so we are restructuring our data collection in this domain in 2021.

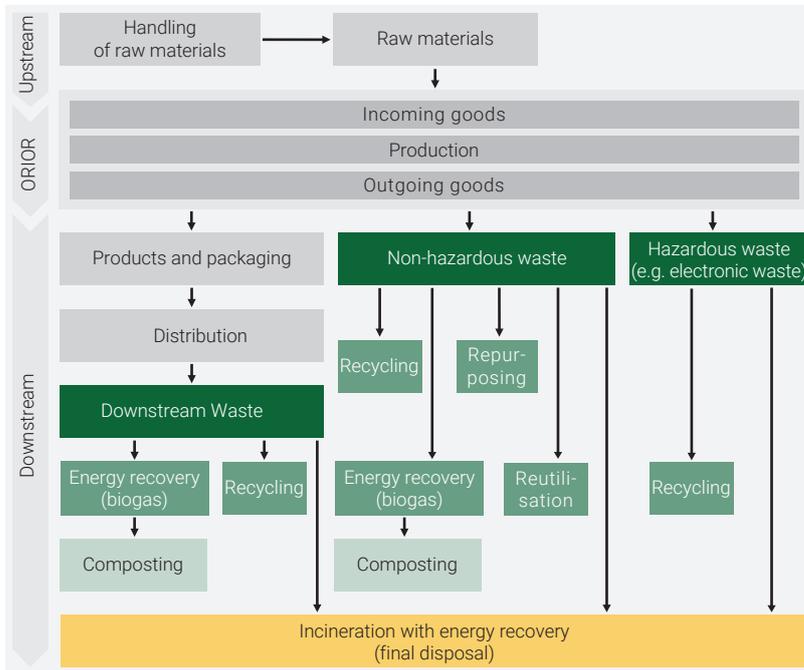
ORIOR Switzerland waste streams

GRI 306-1

Waste generation and waste-related impacts

Based on the requirements of the updated GRI Standard 306 (Waste), ORIOR now identifies and documents the entire waste streams of its Swiss competence centres. The following process flow shows how source and waste-product material streams move through our operations, where specific waste is generated, and how it is recycled or disposed of.

Process flow of materials, recyclables and waste at ORIOR Switzerland



ORIOR's production process generates both operational waste (which is disposed of) and recyclable materials (for repurposing):

Operational waste

Operational waste is mixed waste that is designated for incineration and cannot be recycled – mainly mixed and contaminated packaging and bulky refuse. A small portion of operational waste is generated in the office areas (<2%), with the majority stemming from production.

Recyclable materials

Recyclables include all packaging made of paper, cardboard, glass, wood and plastics that can be separated. Only very small quantities (<1%) of

these are generated in the office areas, while the rest originates from production.

Food waste

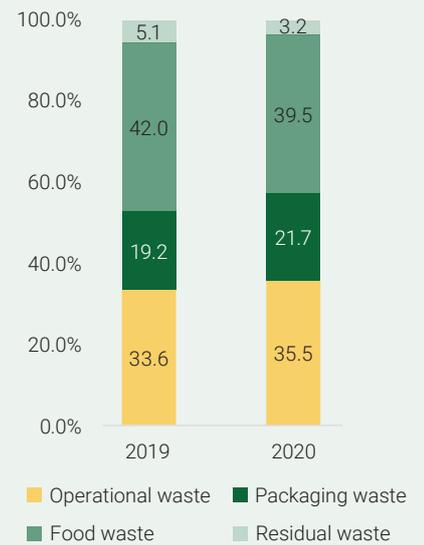
Food waste includes all biodegradable (animal and plant-based) waste. This is generated during production from raw materials, semi-finished and finished products, salts and cooking oils.

Residual waste

Examples include metal and electronic waste, engine oils, and sludge (residues) from the grease separators.

Our disposal process for recyclables and waste ensures eco-friendly, economical sorting, segregated collection, cost-effective transport, and the proper disposal and recycling of materials. The materials described here are the result of ORIOR's own activities. In addition, downstream recyclables and waste are generated in the form of food waste and packaging. Our management approach to packaging is outlined on pages 42–44. To address food waste generated by customers and/or consumers, ORIOR participates in the "United against Waste" organisation, among others.

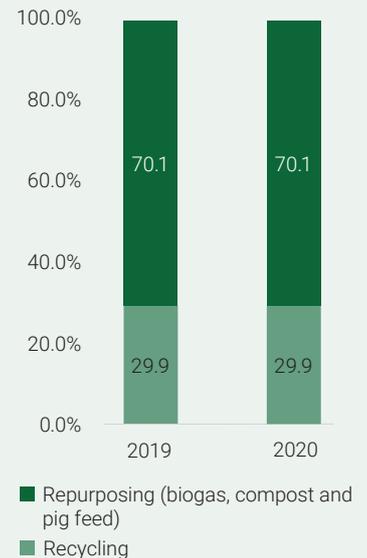
Composition of waste (%)



Waste broken down by destination (%)



Recovery of non-hazardous waste, by method (%)



Generated waste and its composition

The detailed mapping of the waste we generate has confirmed that the “food waste” and “packaging” categories highlighted in the materiality analysis are the most relevant waste categories at ORIOR:

GRI 306-3

Around 36% of the waste is **food waste**, which is almost completely repurposed (e.g. pomace distributed to farmers, utilisation as pig feed, delivery to biogas plants for biogas and compost production). The only food waste that cannot be reused is raw animal waste, which must be incinerated.

Around 35% of the materials is **operational waste**, which is mixed waste and cannot be recycled – mainly mixed and contaminated packaging and bulky refuse – and is disposed of in a waste incineration plant.

Approximately 22% of the waste is strictly **packaging waste**, which mainly accumulates from secondary packaging used for incoming goods and which is recycled at a rate of over 80% (e.g. cardboard and paper, glass, plastics, cans, and metal drums in the case of Biotta).

The remaining approx. 3% is **residual waste** such as metals, electrical appliances or grease from the grease separator. Over 50% of this residual waste is repurposed in one form or another (recycling, biogas plant, etc.), with the rest disposed of in the waste incinerator.

Total waste (in tonnes) decreased by 3.2% compared with 2019, even though production volume only decreased by 2.2%. We will continue to do everything we can to ensure that this ratio improves.

Waste according to destination

We currently repurpose 57.5% of our waste in one form or another. It is either reused, recycled, turned into biogas, or composted. Over 99% of this waste diverted from disposal is non-hazardous and is repurposed according to different methods, all of which are off-site. Only 0.2% is categorised as hazardous waste (electronic waste and fluorescent tubes). This waste is separated, with part of it (metal and glass components) being recycled and the rest (mainly plastics) disposed of via waste incineration.

GRI 306-4

A total of 42.5% of the overall waste is sent for disposal. At ORIOR, this waste is 100% non-hazardous and is disposed of using incineration – with an added energy-recovery value in the form of district heating. The overall total of waste directed to disposal remained stable compared with 2019.

GRI 306-5

We are committed to further efforts to keep influencing the ratio of disposed waste versus waste diverted from disposal in favour of the latter.

Waste diverted from disposal and recovery methods

The utilisation methods for recyclables can be subdivided as follows:

Repurposing (energy recovery): e.g. operational waste that is delivered to a biogas plant.

Recycling: e.g. paper, cardboard, glass, PET plastics, which are recycled and reprocessed into new (packaging) materials.

GRI 306-4

Composting: approx. 1/3 of the substrate from the biogas plant is reused and applied as compost.

Reutilisation: e.g. polystyrene, which is shredded and reused as filling material. The amounts involved are very small quantities, which are not displayed in the graph on the left.

Repurposing (pig feed): e.g. food waste collected by farmers and used as pig feed. The amounts involved are very small quantities.

Climate and energy



Ambition 2025

By 2025, we want to reduce the intensity of our greenhouse gas emissions by 10% compared with 2018.

Status

Goal achieved
Goal achieved and will be revised

SDG contribution



Relevance

GRI 103-1

Global food production is a major contributor to climate change. According to the Intergovernmental Panel on Climate Change (IPCC)¹, it is responsible for approximately 25–30% of global greenhouse gas emissions. Agriculture alone emits 11% of global greenhouse gas emissions, e.g. through livestock farming or field crops.² Greenhouse gases are also emitted during food processing, particularly through energy consumption in the various manufacturing processes and while maintaining the cold chain during storage and transport. This impact can vary greatly from company to company and depends on the energy sources used and the efficiency of the processes involved. This section focuses on our approach to reducing the climate impact of our manufacturing processes.

emissions. We have set ourselves the target of reducing the intensity of these emissions per kg of production by 10% compared with 2018. To achieve this, we are implementing measures in the following areas:

- Pursuing target agreements with the federal government.
- Increasing the efficiency of our processes.
- Investing in climate-friendly equipment and buildings.
- Using renewable energy sources whenever possible.

We are also continuing to expand our range of climate-friendly products, which is an initial step related to our Scope 3 emissions occurring in upstream and downstream stages.

In terms of our own manufacturing processes, the topic of climate and energy is driven forward by the Operations Managers and Technical Heads Champion Groups in particular. Together with the Head of Supply Chain Excellence, they define the respective annual targets in terms of energy consumption and CO₂ emissions. The key figures on energy consumption are an integral part of the monthly reporting and, through their integration into the performance assessment, also form a component of the remuneration system for management at the competence centres.

The development and marketing teams also have an increasingly important role to play as the make-up of our product range and the raw materials used for it are relevant to our broader climate impact. In this context, close and well-coordinated cooperation between the management, the operations managers and the development and marketing teams is essential to achieve the desired goals.

Management approach

GRI 103-2

As a manufacturing company in the food processing sector, the ORIOR Group also has an impact on climate change, which is why we want to minimise our greenhouse gas emissions by increasing our energy efficiency, expanding our range of climate-friendly products, and relying more on renewable energy sources. Continuously improving the efficiency of our production sites enables us to achieve a significant positive impact, both on mitigating climate change and on increasing the value of the company. In addition, we also support our customers who want to do their part to make the upstream value chain more climate-friendly.

In the current strategy period, the ORIOR Group is focusing on climate-protection efforts to reduce Scope 1 (emissions generated by the company itself) and Scope 2 (emissions generated by energy procurement)

¹ IPCC Special Report on Climate Change and Land, 2019. <https://www.ipcc.ch/srcc/>

² WRI, 2019. <https://www.wri.org/blog/2019/07/5-questions-about-agricultural-emissions-answered>

Environmental mission statement of the ORIOR Group

Environmental awareness is one of our core values.
 The respectful handling of natural resources and the environment is a clear goal of ORIOR.

ORIOR measures its environmental contribution by the progress it makes.
 This is evaluated in a similar way to productivity improvements.

Annual quantitative targets are continuously reviewed and corresponding measures initiated.

Profitability and the lowest possible environmental footprint are not a contradiction in terms, but rather are increasingly becoming a critical success factor in our society and in our business activities.

ORIOR employees are made aware of the considerable importance ORIOR attaches to sustainability, and they positively influence our ecological footprint with their actions.

Implementation of the target agreements together with the federal government

The Swiss CO₂ law that came into force in 2013 requires companies in certain industries to pay a levy for the consumption of fossil fuels. Companies that enter into a target agreement with the federal government to reduce emissions and implement corresponding efficiency measures are exempt from this levy. All of our Swiss production companies have entered into such an agreement and take part in the corresponding programme of the Energy Agency of the Swiss Private Sector (EnAW). The EnAW consultants are also important sparring partners for all of our competence centres, as annual energy check-ups are carried out with their help and company-specific measures are developed and implemented. These measures must always adhere to the twin principles of effectiveness and economic efficiency, and their implementation and success are overseen by the EnAW monitoring system. Examples of such measures include switching to energy sources with lower greenhouse gas emissions (e.g. changing from heating oil to natural gas), improving the insulation of buildings, and adjusting the operating times of air conditioning and heating systems to increase efficiency. The monitoring system also serves the federal government and the Federal Office of Energy as a register of a company's continuous improvement and target achievements.

These measures were ongoing in 2020 as well. Most of the activities outlined in the following section were implemented within this framework. All of the competence centres submitted their monitoring reports in the spring of 2020. These reports demonstrate that the

majority of the target agreements were met by the end of 2019.

Increased process efficiency

We are constantly improving the energy efficiency of our production by optimising and fine-tuning operational parameters such as the operating times of the production, ventilation and cooling systems, as well as temperature settings during the cooking processes. We also focus on heat and cold generation, which are critical consumers of energy for food companies. Making optimal use of residual heat from cooling processes can save a great deal of energy during heat production.

Our diversified and constantly changing product range combined with often tight delivery cycles place certain limits on our efficiency efforts as the manufacturing of different product varieties in smaller batches is less energy efficient overall since production machinery has to be started, stopped and cleaned more frequently. More frequent cleaning between production runs also increases water consumption (see section on Water, pp. 54–57). Furthermore, energy requirements differ greatly depending on the product. For example, we have observed that some of our vegetarian specialities require more energy to produce compared with our traditional products, although they usually perform significantly better in their overall climate footprint.

All in all, it is clear that optimising energy consumption and increasing energy efficiency has to begin with product development as well as in discussions with customers regarding volume agreements and delivery deadlines.

Climate-friendly equipment and buildings

We are increasing energy efficiency at our production sites through ongoing investments in the maintenance and improvement of our production equipment. Wherever possible, we are optimising machinery efficiency through Group-wide coordinated maintenance, and efficiency parameters are assessed as a key criterion whenever we source new equipment.

Our buildings are also a key focal point. We can reduce energy consumption by upgrading a building's general condition, insulation, lighting, and heating, ventilation and cooling systems (HVAC systems). Many measures have already been implemented in this area since 2013 within the context of the EnAW projects.

The energy efficiency of our cooling systems when operating is not the only relevant factor we need to consider. We also look at which type of refrigerant they use and how much of it escapes. We regularly assess our infrastructure to see where we can switch to systems that use more climate-friendly refrigerants. We rely on external maintenance experts for the prevention, rapid detection and repair of leaks.

Renewable energy

In addition to operational emissions (Scope 1), our climate target also addresses emissions from electricity consumption (Scope 2). As well as strengthening energy efficiency, ORIOR is committed to continuously increasing its use of energy from renewable resources as a means of further reducing greenhouse gas emissions. At Biotta, for example, we invested in the construction of a woodchip heating system to replace heat generation from oil. In some cases, more electricity is needed when replacing fossil fuels, making it all the more important for us to increase our share of electricity from renewable sources (see Activities 2020).

As a sub-target in the area of climate and energy, we have committed to reducing our electricity consumption by 10% by 2025 compared with 2018. We were unable to achieve any electricity savings in 2020 (+0.9%). The primary reason for this was the significant change in our channel and product mix due to the coronavirus measures introduced by the federal government. The

closure of restaurant facilities, coupled with massively higher sales in the retail sector, resulted in major process and logistics adjustments. In order to ensure the health of our employees, we also had to slow down certain processes, which had a negative impact on electricity consumption. In the future, we plan to eliminate this sub-target because when shifting away from fossil fuels, there is a tendency to switch to electricity-powered technology alternatives – as is currently the case at Le Patron, where the oil-fired ovens are gradually being replaced by electric ovens. In addition to further measures to improve electricity efficiency, we are also focusing more heavily on green electricity (see p. 51).

Climate-friendly products

Along with the Scope 1 and Scope 2 emissions currently being recorded, we would also like to devote more attention to indirect emissions (Scope 3) in the future. These include greenhouse gas emissions that are generated during the various value-added steps of our products, from the cultivation of raw materials all the way to delivery to the end consumer. Together with an external partner, we are calculating what is known as the "product carbon footprint" for additional products in our broad range in order to be able to market them as climate-neutral in the future. To this end, we support certified carbon offsetting projects.

Activities in 2020**Technical optimisations**

During the reporting year, our competence centres were able to realise a large number of major and minor climate-friendly improvements. At Albert Spiess, for example, improved planning enabled the packaging machines to be operated in a more efficient manner in 2020, almost completely avoiding downtimes and resulting in heating and water savings. Le Patron was able to reduce its annual heating oil consumption by 3% compared with the previous year by replacing two oil-fired ovens with new, electric ovens. It often happens that energy-saving measures can lead to consumption reductions that are greater than originally planned. This was the case at Pastinella for two projects in the year under review. Both the integration of a heat recovery



The Happy Vegi Butcher products from Fredag and the Traktor Smoothies from Biotta protect the environment thanks to their carbon-neutral certification from myclimate.

process in the refrigeration system and adjustments to the heating system for the steam boilers led to higher savings in the first year than originally anticipated. The refrigeration system at Pastinella was also adjusted, leading to further reductions in greenhouse gas emissions. Further improvements to the woodchip heating system at Biotta achieved optimal utilisation of wood energy.

Eco-friendly electricity

Over 50% of the energy consumed by our Swiss competence centres is due to our use of electricity, making the type of electricity we purchase all the more important. To this end, we decided to switch our Swiss sites over to climate-friendly hydroelectricity from 2020 onwards. As a result, we are making a significant reduction in greenhouse gases and have been able to lower relative emissions by over 68% per kg of production (see Evaluation). This measure underlines our commitment to climate protection by investing in renewable energy sources.

Recording refrigerant losses

Depending on their type, refrigerants can have a significant GWP (Global Warming Potential), emitting large

volumes of greenhouse gases if they leak. For this reason, the choice of technology and refrigerant as well as ongoing loss monitoring are very relevant. Thanks to collaboration within the Technical Heads Champion Group and with the help of a user-friendly tool, it is now possible for us to collect data on refrigerant leakages across ORIOR Switzerland from 2020 onwards. This allows us to assess the emissions from refrigerants in relation to total emissions, and to take this into account as a criterion when making decisions regarding refrigeration system maintenance and upgrading.

Comprehensive climate footprint

As mentioned above, we want to focus more on our overall climate footprint, which includes not only our own processes but the entire value chain. To accomplish this, Pastinella launched a project at the end of 2020 to calculate the company's comprehensive corporate carbon footprint – including Scope 3 emissions. Based on this, measures for improvement can be derived in the different areas during a second phase. The project is also intended to serve as a pilot for the entire ORIOR Group, and the other competence centres can also draw insights from it.

Evaluation

GRI 103-3

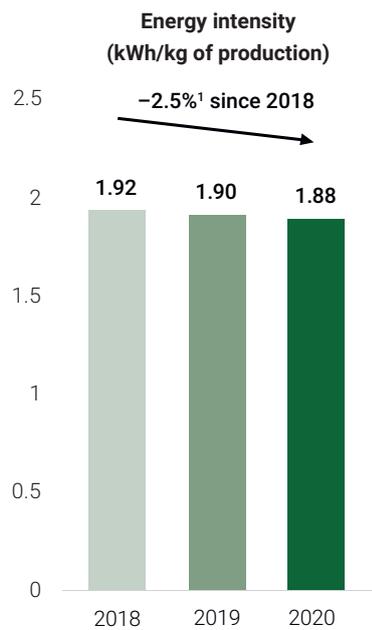
As a means of measuring our contribution to fighting climate change, we record the energy efficiency data of our production (kWh/kg of production) as well as the intensity of our greenhouse gas emissions in Scopes 1 and 2 (kg CO₂e/kg of production).

Energy

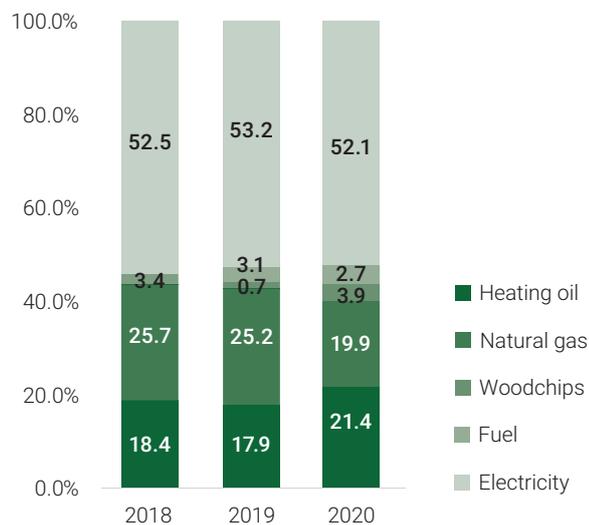
Thanks to the measures highlighted in this section, we were able once again to slightly reduce our energy intensity in the reporting year (-2.5% compared with 2018), achieving 1.88 kWh per kilogram produced in 2020. We display the consumption rates broken down by energy source. We were able to reduce the fossil fuels (heating oil and natural gas) from a total of 43.1% to 41.3%.

GRI 302-3

GRI 305-4



Energy consumption by energy source (%)¹

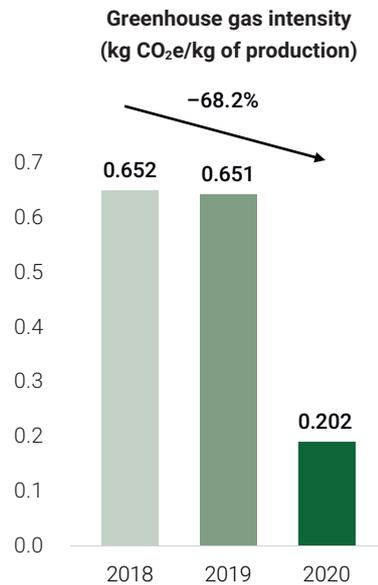


¹ Slight rounding differences may arise as the calculations are performed with greater numerical accuracy.

Greenhouse gas intensity

The improvement on our greenhouse gas balance sheet is tied to energy efficiency (see below) on the one hand and the CO₂ intensity of our energy sources. By switching to climate-friendly hydroelectricity for

ORIOR's Swiss competence centres, we were able to reduce greenhouse gas emissions by over 68% per kg of production. This represents an extremely significant step towards a more climate-friendly ORIOR.



Emissions from refrigerants

Since we only started to record our emissions from refrigerant leakages on a consolidated basis starting in 2020, we are reporting these separately. They are still excluded from our CO₂ target up to 2025 as this is based on 2018 as a comparison year. Nevertheless, we also want to continuously reduce emissions from refrigerant leakages and are therefore including them in our reporting for the first time. In 2020, they amounted to 0.085 kg CO₂e per kg of production.

Outlook

We also want to identify potential for improvement at all our sites in the future and capitalise on it through appropriate measures. Optimisations in the area of refrigeration systems, heat and cold recovery, and upgrading building insulation are planned. Biotta carried out an analysis of its compressed air system in 2020, and the measures resulting from it will be undertaken in 2021.

Water



Ambition 2025

By 2025, we aim to reduce our water intensity by 15% compared with 2018.

Status

On track

SDG contribution



Relevance

GRI 103-1

Clean water is a vital resource for every person and ecosystem on this earth, with the global demand for water increasing over many years due to the increase in the world population and economic growth. Pressure on freshwater sources in particular is steadily rising. According to the United Nations World Water Development Report 2020, 2.2 billion people today do not have access to safe drinking water. Agriculture is responsible for almost 70% of global freshwater consumption, principally for irrigation. Food processing can also use significant amounts of water, e.g. for cleaning work areas and production equipment. This means the entire food production process has an important influence on global water consumption as well. Since many countries that produce key raw materials are threatened by water scarcity, ORIOR pays attention to the origin and sustainable farming methods when sourcing these materials (see section on Sustainable raw materials and animal welfare, pp. 22–31). Even though our sites are not located in areas with water stress, we consider it our duty, based on the conditions described above, to contribute to improving water efficiency.

Management approach

All ORIOR companies require water for a wide variety of production processes. We have set ourselves the goal of reducing our water intensity (water consumption in relation to volume produced) by 15% by 2025 compared with the base year 2018. We are confident that we can achieve our goal with the following measures:

- Develop water-efficient manufacturing processes, especially for cleaning.
- Raise awareness and train our employees in the correct use of water.

All ORIOR companies in Switzerland obtain their fresh water from the respective municipal services company. The responsibility for optimising water usage lies primarily with the respective Operations Managers. They are responsible for successfully cascading our ambition for the efficient usage of water to the individual departments and teams. Annual efficiency targets are defined in the Operations Managers Champion Group. The Head of Supply Chain Excellence is consulted for the procurement of new machinery. Together with the Technical Heads Champion Group, they are jointly responsible for the establishment and introduction of the “Guidelines for the New Acquisition of Machines”. This also includes water efficiency as a criterion. The Head of Supply Chain Excellence also advises the competence centres on all issues related to process optimisation.

GRI 103-2
GRI 303-1

All competence centres collect their water consumption data on a monthly basis. This strict monitoring enables us to take prompt action if disproportionately high water consumption is suddenly detected at a specific site.

Water-efficient manufacturing processes

Cooking, cooling and cleaning processes consume the most water at our sites. More precise planning and the optimisation of these processes are the most important influencing factors in order to realise existing potential for reducing their water consumption.

Our production areas and equipment must be cleaned regularly – in some cases several times a day – in order to comply with strict food safety and hygiene regulations. This leads to significant water consumption – but also offers further potential for improvement, particularly in the area of manual cleaning. The actual amount of water needed for this process depends heavily on the efficient and conscientious use of water by our employees. To this end, we regularly update our

cleaning guidelines, and employees receive ongoing training in this area.

In the Convenience segment, water consumption also depends on the product assortment and the diversified product portfolio. The latter requires frequent production changes, leading to more frequent cleaning cycles and related water consumption. We want to reduce this consumption as well with process optimisations and more precise planning.

Awareness raising and training

The careful use of our resources is an important part of our ongoing training and education. Training sessions are held several times a year, usually by specialists from cleaning companies, to promote resource-efficient cleaning methods. Daily awareness raising among employees, e.g. during direct discussions between supervisors and production employees or in the daily production meetings before shifts begin, is another key factor for achieving lasting behavioural changes.



Water is a valuable resource, which we want to protect and use responsibly.

Activities in 2020

In the year under review, ORIOR companies were able to implement various measures to reduce water consumption during production.

Increased water efficiency – 2020 examples	
<p>Fredag: Optimising throughput volume</p> <p>A few years ago, the cleaning hoses and satellites in the ORIOR companies were equipped with water-reduction nozzles that reduce the flow rate. Fredag implemented this measure in the reporting year, enabling a 2% increase in water efficiency.</p>	<p>Möfag: Improved cleaning methods</p> <p>Since 2020, Möfag has been using more of its own staff for cleaning, thus preventing unnecessary duplicate cleaning by external staff. This process adjustment reduced water consumption and increased water efficiency by about 3.4% compared with the previous year.</p>
<p>Pastinella: Cooling process optimisation</p> <p>Pastinella's fresh pasta is cooled with water on a cooling belt after blanching to make it easier to pack and prevent sticking. Thanks to mechanical adjustments to the spraying system, Pastinella was able to increase its water efficiency by over 14% in the year under review.</p>	<p>Rapelli: Reduction of water consumption in cleaning processes</p> <p>Despite an increase in overall sales volumes in 2020, Rapelli was able to significantly reduce its water consumption for cleaning and hygiene processes thanks to various small measures, both technical and behavioural. These improved Rapelli's water efficiency by more than 10% compared with the previous year.</p>

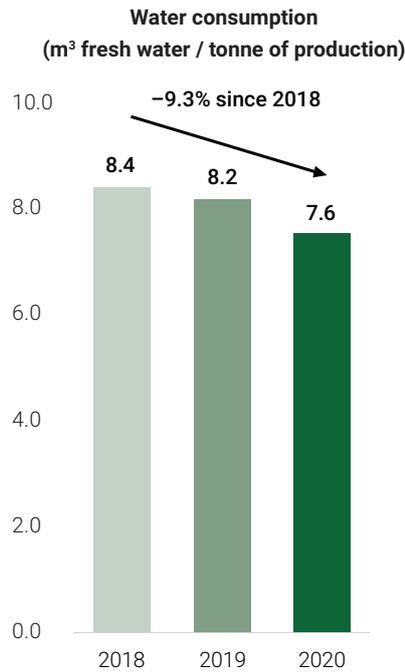
Evaluation

GRI 103-3

Development of water efficiency

Due to the prioritisation of this issue and the support at Group level by the Head of Supply Chain Excellence, our measures have led to effective improvements in

our water efficiency. From 2018 to 2020, we were able to reduce our consumption of fresh water by around 9% per tonne of production. Thanks to our approach and the strong commitment of our employees, we are optimistic that we can achieve our goal of a -15% reduction by the end of 2025.



Outlook

Our focus will remain on cleaning processes and needs. It is not just a matter of reducing our water requirements with technical optimisations but also of carefully analysing where cleaning is required. Our aim is to define even more precisely where dry cleaning is possible, where water and where which cleaning agents need to be used, and when the best times are for cleaning so that it can be structured as efficiently as possible. The goal of this initiative is to define how to achieve optimum cleaning with the lowest

use of water, cleaning agents and staff possible, and how food safety can be complied with at all times. A manual is to be developed on this topic that will clearly stipulate how to clean for every hygiene zone and for all applications.

In addition, Biotta plans to analyse water consumption peaks in its processes in order to be able to initiate further optimisation measures, and Rapelli will use future projects to switch from existing water cooling to air cooling in its processes in order to further reduce water consumption.

Our ambitions in the area of social responsibility



We want to provide targeted training for our employees and significantly expand individual development opportunities.



100%

By 2025, we aim to implement a comprehensive management system for occupational safety and health throughout the entire ORIOR Group.



We want to continuously create added value for all stakeholders. We are committed to our production sites and invest in them in order to safeguard existing jobs and create new ones.



Nina Bohn, head of product development at Fredag, together with all our other employees, is contributing to ORIOR as an innovative Food & Beverage group.

Social responsibility

The key to our success is having employees who show initiative and an entrepreneurial attitude, act respectfully and conscientiously, assume responsibility, and are able to take decisions independently. We are committed to providing good working conditions and development opportunities for our employees, as well as creating and safeguarding jobs.

Social responsibility is firmly embedded in our strategy as part of the “We are ORIOR” pillar. Within our sustainability reporting, we focus on three issues that are important to us: “Employee development”, because we support a lifelong learning approach and offer our employees opportunities for personal development. “Occupational safety and health”, because, in addition to fulfilling all workplace safety requirements, we also want to create the best-possible conditions for our employees to be healthy and enjoy their work. And “Economic performance”, because sustainable business practices form the solid financial basis for further investments in our employees and production sites.



Employee development



Ambition 2025

We want to provide targeted training for our employees and significantly expand individual staff development opportunities.

Status

Further efforts required

SDG contribution



Relevance

GRI 103-1

Our employees are one of our most important stakeholder groups. We are committed to their satisfaction and development and, in accordance with SDG 4, we want to give them access to vocational training and further education.

The key to ORIOR's success is having employees who demonstrate initiative and an entrepreneurial spirit in pushing forward ideas, ensure that their actions are respectful, assume responsibility, and are able to take well-considered decisions independently. This is even more relevant in a fast-paced environment, where there is fierce competition for well-trained workers and challenging framework conditions such as demographic trends. And in times of crisis, such as the current one

we are experiencing due to the pandemic, well-trained, committed employees are even more crucial for success. For this reason, we attach great importance to the targeted training and development of our employees and to their personal advancement using our Group-wide talent management as a basis. By fostering their growth, we also strengthen our position as an attractive employer, reinforce our employees' identification with ORIOR, and retain motivated and qualified employees for our company.

Management approach

Our efforts in the area of HR development are based on the "We are ORIOR" strategic pillar of the ORIOR Strategy 2025. The continuous and targeted development of

GRI 103-2

"We are ORIOR" strategic pillar

"We are ORIOR" is based on common corporate values, open and direct communication, and ethical and respectful business conduct. We support and promote the cultural diversity of the individual competence centres and enable our employees to continue their personal development on a daily basis. Focus areas:

- We celebrate, expect and encourage an entrepreneurial mindset at all levels.
- We are establishing our ORIOR Campus as a central training and development platform.
- We protect and support the safety and health of our employees. These also correlate with their motivation and performance.



our employees is included as an explicit goal. Our management approach related to employee development is designed to promote personal development as well as enable the acquisition of new knowledge relating to the employee's respective field of activity. In addition to our range of training and development opportunities, we use performance dialogue and talent management to support employee development and move forward together. We rely on the following measures to fulfil these high standards:

- We invest in the further development of our employees and the ORIOR Campus.
- We offer a comprehensive training programme.
- We focus on succession planning and Group-wide talent management.
- We sponsor apprenticeship and trainee programmes.

The Group HR Manager of ORIOR Switzerland is responsible for providing strategic impetus, e.g. regarding focus topics like training and development, and developing Group-wide programmes and framework conditions. The manager also plays an important role in the Human Resources Champion Group as a sparring partner for the HR Champion. The HR Champion Group brings together all the HR managers from the Swiss competence centres to initiate Group-wide projects, exchange knowledge, and share their insights with the business units. The individual ORIOR companies are responsible for the detailed planning and implementation of training and development that is not conducted on a Group-wide basis. This also allows training to be customised to match the unit-specific circumstances, opportunities and needs, and assists in increasing the programmes' effectiveness.

Training and development and the ORIOR Campus

We invest in the further development of our employees with targeted training and continuing education. Courses and development programmes are either developed internally and implemented for larger groups of employees, or ORIOR facilitates participation in external training and development for its employees. These can include vocational examinations to acquire specialist qualifications, leadership courses, IT training, or language courses. Decisions regarding training and development are based equally on the personal interests of individual employees and the company's need for specific skills.

Group-wide guidelines for training and development have been in place since the end of 2019, which has helped to systematise the decision-making process for approving further training. The guidelines regulate and harmonise the employer's contribution, thereby ensuring equal treatment for individualised training, in particular with regard to participation levels and related agreements. Our support is financial in nature (we pay for training) and/or we grant paid days off. The guidelines have been in force in all Swiss competence centres since 2020.

The ORIOR Campus is the internal platform we use for planning, systematising and implementing training and development. It was launched in 2015 to promote and standardise further training. At regular intervals, the HR Champion Group and management define key areas for further training, which is then taught by qualified, usually external specialists. The importance of the ORIOR Campus was once again emphasised within the framework of the ORIOR Strategy 2025. On this basis and in view of the changing needs and demands resulting from the coronavirus crisis, the ORIOR Campus will be modernised by revising its objectives, renewing its concept and updating its training priorities.

In-house training programme

Various compulsory training sessions are held at all ORIOR competence centres throughout the year for the entire workforce or for specific departments/areas of activity. As described in the "Safe and healthy food" section, a whole series of these sessions relate to food safety issues, such as hygiene, food defence (product protection) and FSSC/IFS certifications. In addition, every few months a training session is devoted to covering a safety topic in depth (see "Occupational safety and health" section). Other regular training courses are held on topics such as value-based maintenance and sales performance. German courses are also offered at most of our competence centres so that employees in the production area can work together even more efficiently.

Succession planning and talent management

Recognising talent and promoting it in a targeted manner is a decisive success factor for ORIOR to achieve the smoothest possible internal succession planning for key positions. We want to introduce a Group-wide talent management system by 2025 in order to identify potential talent even more quickly. This will cover both

management and specialist positions and is intended to support the retention of talent and high potentials by clearly and transparently defining career paths within the ORIOR Group companies and empowering employees to follow them. This will be a priority for the Group HR position in 2021, and it will develop a new framework for succession planning and talent management.

Vocational training and trainee programmes

ORIOR offers apprenticeships for various professions, such as meat specialists, polymechanics, laboratory technicians, logistics technicians, and plant operators, as well as commercial apprenticeships. By training our own junior staff, we are not only investing in the future but also assuming our social responsibility. Trainees and apprentices benefit from training programmes that are tailored to their needs. Rapelli, for example, has set up a separate training area next to the production floor, where trainees receive instruction in traditional production methods under the guidance of a highly experienced employee and learn how to manufacture products on their own. Our Swiss competence centres employed 12 trainees in 2020. We see potential for welcoming even more apprentices and trainees in the future, and we want to make the ORIOR Group yet more attractive as a training company. This plan includes designing a new trainee programme in the next few years,

which will enable ORIOR to make effective use of trainees and give young professionals a solid start to their careers.

Activities in 2020

Digitalisation progress

Digitalisation in the HR division and related process efficiency were key topics in 2020. The launch of SAP SuccessFactors as our new HR management system was an important milestone. The system was successfully introduced in five of our seven Swiss competence centres, and the remaining two will follow suit in 2021. SuccessFactors harmonises the competence centres' HR management, remuneration process and recruitment process, simplifies personnel management and succession planning, and results in tremendous gains in efficiency. The users were trained accordingly when the new system was introduced. We plan to expand this system over the next few years with further modules such as "E-Dossier", "Succession and Development", "Learning", "Compensation" and "Goals and Performance" so it can support us even more effectively in achieving our goals in the area of employee development.



Rapelli apprentices at their graduation ceremony

The introduction of the SuccessFactors “Recruiting” module was another important step for ORIOR within the context of digitalisation. We launched a new Group-wide job portal on our website, which, together with a new LinkedIn presence, greatly improves our employer branding and facilitates recruitment.

Additionally, cooperation between the competence centres in the area of HR management and development has been considerably intensified. The Human Resources Champion Group was relaunched at the beginning of 2020 with a new line-up and a new task profile. During the acute phase of the coronavirus pandemic in particular, the pace of exchange was intensified so that know-how can now be shared, tasks distributed among several people, and responses to new situations enacted quickly and in the best possible way. This approach has proven to be very successful. The higher tempo was maintained even after the acute phase of the crisis, further fostering the learning effect and enabling joint projects to be implemented. Our focus is always on how our employees’ development can be further strengthened along with their safety, health and well-being, and how additional value can be realised for the company at the same time.

Training and collaboration during a pandemic

Extreme flexibility was required from all employees during 2020. Many projects and activities had to be conducted differently than planned due to the pandemic, with training at the ORIOR competence centres also being affected. Most of the planned training sessions could be held, but were either repeated several times in smaller groups to comply with the protective measures, or presented in a completely online format. The experiences were mostly positive, although in some cases additional support had to be provided to familiarise participants with the online tools. An unexpected benefit of this exceptional situation was that we were also able to lay the foundations for future online training.

On the whole, digitalisation at ORIOR received an additional boost in the wake of the coronavirus pandemic. The use of digital tools for collaboration has expanded tremendously within a short period of time and has proven itself to be an efficient alternative. This develop-



The members of the Digital Communications Champion Group at one of the few in-person meetings of 2020

ment will still provide benefits for us once the pandemic has passed. However, certain compromises had to be made due to the coronavirus restrictions. For example, the Group-wide ORIOR Champion Day had to be cancelled in the year under review. It would have brought together the members of all 12 Champion Groups for fruitful exchanges and transfer of know-how. Nevertheless, we were able to hold several important management meetings online, e.g. workshops to develop the new ORIOR Strategy 2025, and meetings to discuss business results and the “New Normal” in the context of the pandemic.

Job rotation

Rapelli introduced a new job-rotation concept in 2020, which allows key employees to learn more about other departments within the company. During a one-year period, participating employees change departments every three months. They have the opportunity to familiarise themselves with the new areas through on-the-job training and complementary theoretical instruction. On the one hand, the job-rotation programme aids in the development of these employees, who can enhance their skills and gain diverse, interdisciplinary experience. On the other, its aim is to strengthen cross-thematic skills, promote up-and-coming talent, and foster flexibility. The participating employees can then be deployed in a wider variety of positions, which helps to facilitate succession planning.

Potential and needs analyses

In 2020, various ORIOR companies carried out skills, potential, and training needs analyses in order to be able to foster employee development even more systematically. For example, Rapelli was able to define development measures in the areas of project collaboration, further training, and coaching thanks to skills mapping, which was carried out both per department and for individual employees. Pastinella conducted a potential analysis of individual employees who had recently assumed management positions and were given coaching sessions to optimally prepare them for their new role.

Focus on leadership culture

Good leadership is very important for a future-oriented and healthy company. For this reason, the further development of leadership culture and skills has been a major focus at several ORIOR competence centres over the past few years. For instance, over the course of four years Pastinella established a new management level that also strengthens leadership culture and personal responsibility below senior management level. This concept was also introduced in other ORIOR companies during the year under review. In 2020 Le Patron, for example, held a series of leadership training sessions for department heads and team leaders from production and administration. The training goals included improving the participants’ understanding of their role in a leadership position, strengthening their self-competence, and further developing their leadership skills (e.g. communication, motivational support and decision-making). The results of this training can be seen in day-to-day operations, which run even more smoothly and are more goal-oriented than ever thanks to the improved leadership.

Strong leadership has once again grown in importance in light of the coronavirus pandemic. The need for managers to make decisions and act quickly, agilely, transparently and decisively to provide order, structure and clear rules for employees is very acute – especially in times of great uncertainty. This requires strong leaders. Thanks to our efforts in strengthening our management teams, which have been ongoing for years, we have succeeded in leading our workforce through the crisis very well so far.

ORIOR training companies

Pastinella received a training licence in 2020 for additional apprenticeship positions. Along with the existing training licences for logistics technicians and business administrators, Pastinella is now also authorised to train apprentices as polymechanics and plant operators. This will enable the company to find, train and develop new talent in this area.

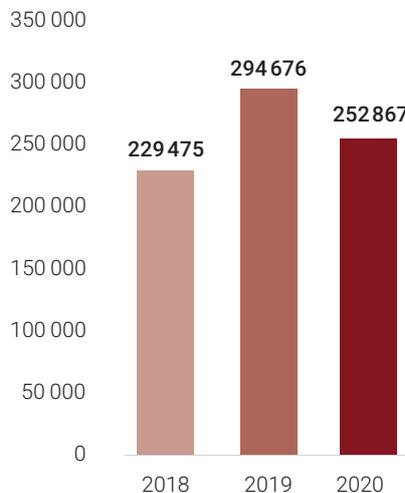
Rapelli also invested heavily in vocational training in the year under review, as three of its eight apprenticeship positions had to be filled. This turned out to be a challenge as there was little spontaneous interest shown by suitable candidates. In addition to the usual communication channels (e.g. cooperation with the cantonal vocational training department), the company launched a newspaper campaign advertising the apprenticeships and traineeships. Thanks to these measures, the company was able to fill all of its vacant apprenticeship positions.

Evaluation

Our progress in the area of employee development is monitored through regular qualitative progress reports sent to the management of the different units. In addition, we track the training and development hours per employee category as well as the expenditures for external training and development.

GRI 103-3

Expenditure on training and development (CHF)¹



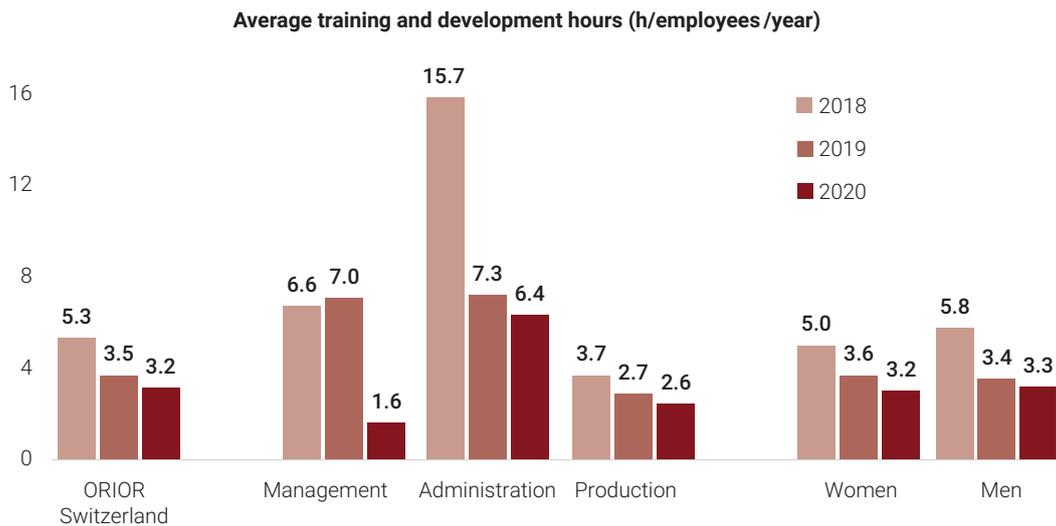
¹ As of 2020, the expenditure of ORIOR Management AG (headquarters & IT) is also included.

Training and development hours

Due to the pandemic-related postponements of internal and external training described above, the number of training hours completed across the board at ORIOR Switzerland decreased from 3.5 to 3.2 hours/employee, and expenditure in this area decreased by about 14%. The decrease in hours was particularly significant with regard to management staff as they were very much involved in crisis management. Furthermore, the re-

duction was also greater for administrative employees than for production employees as the latter take part in numerous mandatory training courses dealing with quality and safety, which were still carried out during the crisis. Due to the ongoing challenging situation, we expect that training and development hours in 2021 will remain at the same level as in 2020, before increasing once again from 2022 onwards.

GRI 404-1



Impact assessment of training and development

The decisive factor for us is not only the amount of training and development that we offer and support but also the type of impact that it has. In the future, we want to be able to make clearer assessments of which skills employees have acquired, how they implement them in the company, and how satisfied they are with the existing training and development opportunities. This is why we are planning to introduce a Group-wide success and impact assessment of our training and development by 2025. Work on this project has not yet begun. It should be mentioned, however, that a more systematic and regular implementation of certain training – such as in the area of occupational safety – has a noticeably positive impact on the work atmosphere.

Outlook

Digitalisation in the area of HR administration will continue to be an important priority over the next year, further increasing the efficiency of our employee development activities and reducing the related administrative expenditures. This will give us the space and time to focus even more on HR development. The addition of new SuccessFactors modules will be a key element of this process. Moreover, 2021 will also be an important year for the ORIOR Campus training and development platform. Using a new comprehensive concept, the framework will be more clearly defined and expanded so that the development of ORIOR Group employees can be advanced in a focused manner. An additional focal point will be the further development of talent management. Thanks to a new harmonised framework, the competence centres will be able to implement talent management in a more targeted, future-oriented and efficient manner.

Occupational safety and health



Ambition 2025

By 2025, we aim to implement a comprehensive management system for occupational safety and health throughout the entire ORIOR Group.

Status

On track

SDG contribution



Relevance

GRI 103-1

Our employees' health and well-being is a top priority. Both this commitment and all the measures undertaken in this area have gained even more significance and importance against the backdrop of the coronavirus crisis. In accordance with SDG 8, we protect labour rights and guarantee a safe working environment for our employees. We are also committed to ensuring the well-being and good health of our workforce in compliance with SDG 3, which is linked directly to the satisfaction, motivation and performance of our employees. We have set ourselves the goal of harmonising our existing solutions and converting them into an occupational safety and health management system (OSH¹ management system) that will be used by the entire ORIOR Group. This will also allow us to strengthen our workplace safety and prevention culture.

sis and to protect our workforce to the greatest degree possible. Further details on our handling of the coronavirus crisis are provided later in this section.

Implementation of the OSH management system

Within the ORIOR companies, overall responsibility for occupational safety and health lies with the respective CEOs. A Safety Officer (SO) in each competence centre reports to the corresponding CEO. These SOs lead an OSH team consisting of representatives from operations and the administration. The committee meets at least four times a year and is responsible for all of the measures for implementing the ORIOR OSH mission statement and safety guidelines. The Safety Officers from the competence centres exchange information once a month during a Group-wide video conference and discuss current topics and the development of key figures in the area of occupational safety. Occupational health issues are handled by the HR managers, who coordinate such matters in dialogue with the HR Champion Group and implement them together with the OSH teams. At Group level, the Group Safety Officer supports, advises on and coordinates all issues relating to occupational safety and health. The Group SO also proposes Group-wide improvement initiatives and helps to implement them.

GRI 403-1

Management approach

GRI 103-2

We focus on the following points as a means of fully guaranteeing the safety and health of our employees:

- Implementation of a comprehensive OSH management system.
- Annual hazard analyses and safety-boosting measures.
- Consistent accident and absence management.
- Employee training.
- Employee involvement.
- Occupational health protection and independent personal counselling.

This structured approach, a safety culture in the units, and the strong leadership mentioned in the section on training and development have significantly helped us to respond quickly during the acute phase of the cri-

Preventing accidents and safeguarding good health also depends on each individual employee's personal condition, correct working methods and how alert they are to their surroundings. Together, we create an environment in which everyone takes care to avoid accidents, to safeguard their own health and that of others, and to respect and implement the existing precautionary rules. In this way, the framework conditions that we create as a company complement the personal responsibility of all our employees to safeguard everyone's health.

¹ Occupational Safety and Health

GRI 403-8

All of ORIOR's competence centres have always had an occupational safety concept that meets or exceeds the legal requirements. This means that, as required by law, 100% of our employees in Switzerland are covered by an occupational safety system. Since 2019, we have been

utilising the model solution of the Swiss Safety Center, which we aim to fully implement in all our Swiss competence centres by 2025. The concept involves compliance with the legal requirements according to FCOS guidelines and comprises 10 different components.

Components of the model solution for occupational safety and health



The FCOS-compliant Occupational Safety and Health Manual, which was introduced at ORIOR in 2019 and includes our safety mission statement and safety targets, provides the basis for the Group-wide OSH management. The manual is supplemented by an OSH booklet, which all employees receive and which clearly summarises the most important behavioural instructions in simple language and also details the employees' responsibilities. In addition, the procedures and safety rules in the event of accidents, building evacuations, and fires have been reviewed and updated where necessary. The guidelines and checklists from FCOS and SUVA provide us with additional advice.

Once the model solution's 10 components have been integrated into a company, it is equipped with a system to identify and eliminate hazards by means of an ongoing improvement process. This process provides for risk assessments to be carried out internally by the departments and the OSH team, and externally by the Swiss Safety Center. These assessments are supplemented with sporadic inspections by the respective cantonal labour inspectorate. In addition, the cause of every work-related accident and/or illness involving time off work or a visit to the doctor must be clarified and the necessary corrective and preventive measures taken. The risk assessments serve as a basis for the targeted identification of efficient and sensible measures. Implementation is monitored by the OSH team, which analyses its effectiveness using selected key figures and discusses it with the on-site management team.

Hazard analyses and safety measures

All of our competence centres carry out an annual risk analysis, assisted by external advisors from the Swiss Safety Center. An action plan based on the findings is drafted for each site and serves to promote ongoing improvement. The Safety Officers also use SUVA checklists to regularly inspect specific areas for safety risks. All Swiss ORIOR units introduced safety-enhancing measures in the reporting year, both in response to the new findings from the OSH concept and due to the pandemic. Annual progress reviews are carried out to assess the implementation of the agreed-upon improvement measures and their effectiveness.

Consistent accident and absence management

Prevention and the creation of a proactive safety culture are key elements when it comes to occupational safety and health. In addition, we must learn from concrete incidents in order to directly address and eliminate weak points, e.g. through targeted training, increased awareness, or changes to processes and machinery.

The competence centres have had a standardised accident protocol in place since 2019, which enables a systematic analysis of each incident. In addition to the accident report, it contains a root cause analysis, a one point lesson (short visual instruction) and a training certificate. The OSH team or the Safety Officer defines improvement measures to prevent a recurrence from happening. In the future, we want to track not only actual incidents but also near misses even more systematically in order to be able to ascertain and implement preventive measures.

GRI 403-2

We are also working non-stop to improve our absence management – the quantitative framework that serves as the basis for planning and implementing targeted measures. Findings gleaned from the absences of our employees due to illness and accidents enable us to take preventive measures. For example, the HR departments at the various ORIOR sites work together to optimise absence reporting, monitor short, medium and long-term absences, and support employees both during their absences and after they return to work. In addition, we use the more detailed absence statistics to launch preventive initiatives, such as urging greater caution when walking up and down stairs.

Employee training

GRI 403-5

Several level-specific training sessions are held annually at each site to raise awareness and ensure that all employees are informed about the locally applicable OSH requirements. To this end, the Safety Officers work with the line managers to draw up a training plan each year based on the OSH objectives. New employees undergo an onboarding and training programme that covers what to do in an emergency, the contents of the OSH manual, and workplace-specific safety initiatives. Furthermore, groups in need of additional protection (pregnant employees, individuals with disabilities, etc.) are made aware of the specific risks and trained accordingly. Psychosocial topics such as dealing with stress and the early identification of challenges are also an integral part of our leadership training courses.

Employee involvement

GRI 403-4

Quite often it is the small things that can become a safety hazard during routine work, e.g. an uneven floor or the placement of a piece of equipment. This means it is crucial that employees can share their experiences and concerns – and we invite and encourage them to do so. We create a working climate in which everyone can maintain open conversations on OSH topics, admit mistakes, report near misses, and freely express concerns. Our OSH manual has a chapter dedicated to this principle of participation. It also includes the employees' right to be informed and consulted as well as their prerogative to make proposals before decisions are taken by the employer. In certain situations, the active involvement of employees is explicitly envisaged, e.g. for identifying hazards, planning measures, and carrying out external checks.

At our production sites, the subject of OSH is an agenda item at all regular meetings, including management meetings, production meetings and daily meetings before shifts begin. This creates space for dialogue concerning safety and health issues and ensures that everyone is aware that this subject is an ORIOR priority. Furthermore, all employees can and must report their health and safety concerns to their supervisors. Rapelli has also created an employee committee that meets at least once a year. Based on its discussions, it makes recommendations to the management on behalf of the entire workforce.

We also conduct an employee satisfaction survey every three years. The last one took place in the summer of 2019 and was carried out by Helsana at five ORIOR sites. Its main questions were related to work resources, workloads, leadership, corporate culture, health and performance. The next survey will be conducted in 2022.

Occupational health and independent counselling

GRI 403-3

We want to create the best possible conditions so that our employees' health is not negatively affected by their work and that they are motivated about carrying out their tasks. Health protection is an integral part of our OSH management system. The inclusion of ergonomic, work-related hygienic and psychological principles and rules is a prerequisite for optimal workplace design. These topics are integrated into the model solution's hazard analysis, making them part of our ongoing OSH improvement process. We took additional steps in 2019 and 2020 to further develop and harmonise our occupational health management, such as offering several workshops on this topic.

When we face challenges at work or in our private lives, external support can be helpful. We offer all our employees and their immediate family members free access to the Employee Assistance Programme of the Independent Counselling & Advisory Services (ICAS). This service includes counselling sessions by phone or in person. Access is unlimited, confidential and anonymous upon request. Not only personal issues relating to work or private life but also practical and legal questions can be discussed around the clock with professional counsellors. In addition, ICAS is available to all of our managers as a sparring partner to discuss such things as complicated leadership challenges, conflicts, bullying or crisis situations and how best to handle them.

Activities in 2020

GRI 403-6

Coronavirus crisis management

The number one health topic at ORIOR was the coronavirus pandemic and its impact on the entire Group. Our top priority was to ensure the best possible protection to avoid spreading infection among our employees. We invested a great deal to accomplish this within a short period of time, and our efforts paid off. We succeeded in maintaining our operations thanks to the implementation of comprehensive protective measures. The additional work this represents has been demanding for everyone involved. For the production employees, who had to work with additional hygiene protection under challenging conditions, for the Safety Officers, who were responsible for the implementation of the protective measures, and for the operations management and executives, who led the crisis teams and had to reassess the situation on a day-to-day basis and make sweeping and long-term decisions.

Workplace safety organisation and awareness

In the reporting year, we invested a great deal of energy in embedding safety and health issues more deeply in the organisation and in daily working routines. The OSH teams in certain competence centres were reorganised and trained. Roles during an emergency were more clearly defined and rehearsed. In addition, management ensured that a contact person specialised in handling chemicals was designated at each production

site. This individual possesses the necessary knowledge to advise on the handling of substances such as cleaning agents and can react quickly and correctly in the event of an accident involving chemicals.

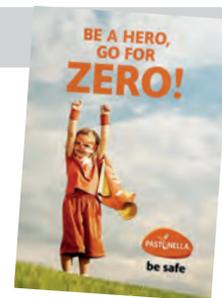
A significant amount was also achieved in influencing the work culture thanks to communication campaigns, regularly raising the issue at meetings and training sessions, and the placement of information posters.

Tracking safety targets – the “thermometer”

The introduction of the OSH management system and the ORIOR safety targets served to establish tighter monitoring of key figures relevant to safety and health. All ORIOR companies enter these figures into a Group-wide tool each month, which is then used to create a “safety thermometer”. The current accident and absence statistics are summarised in a diagram so that they can be displayed in clearly visible locations in the production areas and raise awareness among employees. The diagram shows, for example, how many consecutive days have passed without an accident. In addition, each incident is recorded statistically (including circumstances, item/machinery involved, body part injured, etc.) in such a way that enables an industry and sector comparison. This more detailed evaluation of key figures also serves to define measures at the individual competence-centre level and as a basis for discussion in the monthly joint meetings of all Safety Officers.

Be a hero – Go for zero

The ultimate goal in terms of occupational safety at ORIOR is, of course, zero accidents. In addition to eliminating infrastructure- and knowledge-related risks, the personal vigilance of each employee plays a very important role. Behaving in a way that identifies and avoids hazardous situations is part of the shift towards a “zero accident” culture. To achieve this, Pastinella launched an information campaign in 2020 which made employees more aware of correct behaviour through posters, personal tips and messages on the employee app.



Measures for dealing with the coronavirus pandemic

Process adjustments

Like everywhere else, the aim was to reduce physical contact between employees as much as possible during our day-to-day operations. In the production area, shifts and breaks were made more flexible, hygiene was increased thanks to more frequent cleaning, and training was conducted in smaller groups. The procedure for employees entering and leaving the premises was limited and staggered to reduce the number of employees in the changing rooms at the same time. Temperatures were taken at the entrance in many units. Employees were assigned to fixed teams and were no longer allowed to mix with each other. In some cases, production cycles also had to be adjusted to enable increased distance between employees. Social distancing in the office environment was also ensured by having more employees work remotely as well as moving meetings to virtual formats. Thanks to all these measures, we have been able to keep the infection rate low.



Physical protective measures



As well as wearing masks, employees were equipped with additional personal protective equipment such as face visors. Production lines had to be partially redesigned so that safety distances between people could be maintained. Wherever this was not possible, Plexiglass walls or other barriers were installed. The cafeterias in some competence centres were also modified in accordance with official requirements.

Communication measures

Good and regular communication within and between the competence centres became an even higher priority during the coronavirus pandemic. Faced with this ever-evolving situation, we place even greater emphasis on instructing and informing our employees about risks, regulations and where to turn for support. In addition to direct information from supervisors, various other channels were used, such as the employee app, notice boards, daily production meetings, and video messages from management (in the picture: CEO Daniel Lutz). The ICAS counselling services were always available to all employees.



GRI 403-5

General and topic-specific training

A general training session on occupational safety and health is held annually at each site and is attended by all employees. Another goal of the OSH training concept is to provide a refresher course on a specific safety or health-related topic every two months. These refresher courses are each developed by a Safety Officer in cooperation with the Group Safety Officer. They are made available to the other competence centres and then cascaded to the employees via the department heads.

In addition to formal training sessions, it is important to regularly review and practise what has been learned during daily work routines so that it is consolidated, implemented and integrated and evolves into a comprehensive safety culture. This means that the Code of Conduct should be a regular talking point among department heads, their teams and employees. In addition to the notice boards in the departments, we are also increasingly using our ORIORinside employee app as another communication method to raise awareness of workplace safety and health issues.

Safety training 2020

Module 1	Module 2	Module 3
 <p>Fall and trip hazards, stairs and escape routes</p> <p>Measures and behaviour to prevent accidents due to falls, organisational root cause resolution, remedying technical defects</p>	 <p>Personal protective equipment (PPE)</p> <p>Categories of PPE, requirements for equipment, PPE usage instructions for employees, PPE provision by employer</p>	 <p>Noise in the workplace</p> <p>Basic facts about noise, information on hearing loss, legislation, instructions on how to wear hearing protection, hearing protection categories, noise measurement</p>

Emergency responses and fire safety

During the year under review, the ORIOR competence centres worked to strengthen the emergency organisation. In addition to setting up emergency teams and training them, evacuation plans were revised and rehearsed in simulated scenarios. The posted information on what to do in an emergency was updated and standardised, and the first-aid rooms and equipment were checked and refurbished where necessary. As part of this measure, some sites have also updated and improved the signs marking emergency exits and escape routes as needed.



Le Patron employees during fire-fighting training

Set-up and training of a fire safety team at Biotta

Biotta conducted a comprehensive training course for its emergency and fire safety team in August 2020. The aim was to prepare the team even better in the event of a fire and any possible evacuation. In accordance with pandemic measures, the training was conducted in two groups and comprised a theoretical and a practical part. The role of each team member was precisely defined, and behaviour in the event of a fire was practised with a fire-fighting training session. The participants found this practical experience helpful as preparation to react properly in case of an emergency.

GRI 103-3

Evaluation

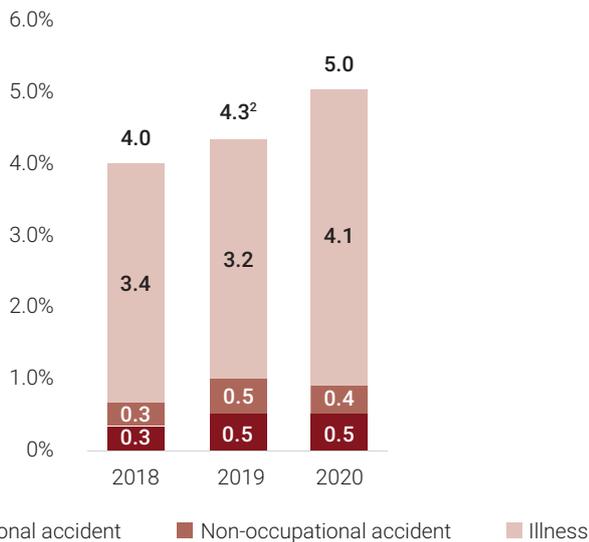
Our main goal in the Occupational Safety and Health field of activity is to implement a Group-wide OSH management system by 2025. We are currently making good progress and are optimistic that we can achieve this goal. In addition to the optimisation of processes and infrastructure, we have achieved good results in raising awareness among our employees, who take responsibility and implement the required measures. A "safety first" culture is becoming ever more engrained, but it will take a lot of time and effort to consistently make this issue a top priority. We hope that in the coming years we will be even more successful at making it self-evident and very much the order of the day.

Another obvious aim of our measures is to positively influence our absence rate due to accidents and illness,

which is why we collect, continuously review and regularly discuss this data as a management variable and define respective improvement measures.

We recorded a slight decrease in non-occupational accidents during the reporting year. This was due to awareness-raising activities and also potentially as a result of the fact that employees engaged in fewer risky activities during their free time because of the pandemic and the governmental requirements. As was to be expected, the illness rate increased from 3.2% in 2019 to 4.1% in 2020 due to the coronavirus pandemic. However, the fact that it was not even higher can be viewed as a direct positive result of our protection and awareness-raising measures. We expect the illness rate to normalise in 2021, after which we will be able to reduce it even further thanks to additional measures.

Absence rate broken down by type of absence¹ (% of target hours)



Outlook

Our efforts to strengthen occupational safety and health will be continued in 2021. Various roll-out meetings are planned to introduce the model solution. In addition, we are in the process of embedding the work of the OSH teams into the competence centres even more

firmly in daily work routines, e.g. through regular update calls. We are striving to further reduce the number of accidents and will also be establishing a systematic follow-up of near misses in the second semester of 2021 in order to use the findings for enhancing prevention.

¹ Swiss competence centres, excluding Biotta until 2019 and including Biotta from 2020

² Slight rounding differences may arise as the calculations are performed with greater numerical accuracy.

Economic performance



Ambition 2025

We want to continuously create added value for all stakeholders. We are committed to our production sites and invest in them to safeguard existing jobs and create new ones.

Status

On track

SDG contribution



Relevance

GRI 103-1

Economic performance is essential for a company's long-term existence and sustainable development. The primary goal of the ORIOR Group is to continuously create added value for all our stakeholders. In this section, we explain the importance of our business model and activities in the broader economic context and how we achieve our goal of continuous value creation for all stakeholders.

ward-looking "ORIOR New Normal", the intradisciplinary "ORIOR Champion Model" and the overarching "ORIOR Bridge-building", are central success factors as we continuously create added value for all of our stakeholders.

Management approach

GRI 103-2

The ORIOR Group's business model consists of competence centres with strong regional roots. This allows the individual ORIOR companies to embrace their own culture and identity tailored to their employees and customers, as well as implement unique product, brand and concept worlds. We invest in our decentralised production facilities and are committed to our sites in order to secure existing jobs and create new ones. Our focus is on growing niche markets in the fresh, speciality and premium sectors. Our processes and decentralised organisation allow us to successfully manage the complexity associated with small batches. This, coupled with our proximity to the market and regional roots, gives us a key competitive advantage. Our unique business model with its broad positioning, strong financial and operational foundations, and diversification of product ranges, markets, customers and channels makes us resilient and fit for the future. Our understanding of leadership combines the strategic outlook and actions of the ORIOR Group with the individual competence centres' high degree of autonomy. The strategic pillars and Group-wide strategic initiatives of the ORIOR Strategy 2025, such as the for-

Our sustainability approach follows the "triple bottom line" philosophy, which maximises economic, environmental and social benefits all along the line. Sound economic and financial foundations are the only way to ensure that we can create added value for all of our stakeholders and optimise our impact on society and the environment in the long term as well. This position is also reflected in the SDG framework. It is outlined specifically in SDG 8, which aims to achieve lasting, broad-based and sustainable economic growth, productive employment and decent work. SDG 16 is also important in this context, as it requires economic activity to be carried out on the basis of good (corporate) governance and free of corruption or bribery.

Ultimately, the Group CEO and the Executive Committee are responsible for achieving continuous value creation for all stakeholders, with the Board of Directors having placed the operational management of the company in their hands. To ensure broader support and seamless cascading, an Extended Executive Committee consisting of representatives and specialists from different areas has been established, as well as geographically or thematically organised management committees for cross-functional management tasks. The CEOs of the competence centres, together with their management teams, draft an individual strategy paper based on the Group strategy that is closely linked to the Group initiatives and also contains sustainability measures. They are also responsible for its successful implementation. The Executive Committee, the Extended

Executive Committee, members of management and all key employees receive a fixed remuneration as well as a variable remuneration, which depends on how well targets are achieved.

More detailed information on economic, financial and governance issues is available in our annual report. In this sustainability report, we provide a summary of our

2020 activities that contributed to the goal of creating added value for all of our stakeholders and our commitment to our production sites.

The following overview outlines ORIOR's strategic approaches to achieving this goal for each stakeholder group and everything we achieved and implemented in 2020.

Value creation

ORIOR	Details and status for 2020
 <p>Sustainable and profitable growth</p> <p>With its five strategic pillars, the ORIOR Strategy 2025 (see pp. 8–9) forms a sound basis for the sustainable and profitable continuation of ORIOR's success story. Our unique business model and economic performance are essential for the sustainable development of our company. Consequently, these success factors are reflected in the first overarching goal of the ORIOR Strategy 2025:</p> <p>"ORIOR achieves sustainable and profitable growth, driven by its unique business model and broad positioning."</p>	<p>Strengthening our competence centres and the broad, diversified positioning of the Group are key components of our sustainable growth. With the acquisitions of Culinor in Belgium in 2016 and Biotta in 2018, as well as the gradual acquisition of Casualfood in Germany between 2018 and 2022, ORIOR has strategically positioned itself to lead the way in the future. The resulting diversification of categories, channels, customers and geographic locations creates unique new opportunities for ORIOR while increasing its resilience.</p> <p>The ORIOR Group's 2020 financial year was one marked by the coronavirus pandemic. The results have been significantly impacted by the product and channel mix shifts, the implementation of regulatory measures with additional costs for the protection of employees, and by the almost complete collapse of the travel gastronomy business and the large-scale closures of our food service customers (restaurants, wholesale, take-away, cafeterias, etc.). Overall, the Refinement segment and the retail channel posted strong growth, while the Convenience segment, which is more active in the food service channel, almost matched the previous year's level. As expected, the International segment experienced a decline as a result of the severely restricted Casualfood business due to the pandemic effects.</p> <p>In the 2020 financial year, the ORIOR Group generated a net revenue of CHF 600.3 million, representing an increase of 0.7% over the previous year. Positive contributions were made by the acquisition effect, the solid performance of the Swiss competence centres, the gratifying growth in the home-delivery business in Belgium, and the increasing demand for organic juices from the Biotta subsidiary GESA. The net revenue was adversely affected to a significant degree by Casualfood, which specialises in travel gastronomy and was brought to an almost complete standstill.</p>

Value creation

ORIOR	Details and status for 2020
<div data-bbox="295 533 427 622" data-label="Image"> </div> <p data-bbox="284 656 529 703">Focus on customers and consumers</p> <p data-bbox="284 725 635 1232">ORIOR’s ability to innovate is fundamental to the long-term success of its core categories, which is why steady investment in the development of new products is deeply rooted in our DNA. Firstly, this enables us to be at the forefront of shaping the market and to continue offering our customers and consumers new products, concepts and services. Secondly, we can respond quickly and optimally to dynamic developments and changing customer requirements. Goal 3 of the ORIOR Strategy 2025 is based on these aspects:</p> <p data-bbox="284 1243 635 1366">“ORIOR celebrates its innovative skills in its brand, concept and product worlds, impressing its consumers time and again.”</p>	<p data-bbox="657 526 1315 683">Thanks to our decentralised competence-centre philosophy, which ensures proximity to the market, close partnerships and a lean, agile Group structure, we are at the forefront of shaping the market with innovative products, concepts and services and best respond to changing consumer needs.</p> <p data-bbox="657 694 1315 1198">The 2020 financial year was strongly impacted by the coronavirus pandemic and the resulting changes in consumer behaviour. Consumption has shifted almost completely to private households in some segments. Furthermore, consumers have more time available due to the severe travel and movement restrictions, which has translated into more opportunities and desire for cooking and baking at home. This restructuring of consumption from food services (restaurants, event catering, cafeterias, lunch counters, etc.) to at-home dining, as well as the temporarily closed borders, have led to a strong increase in retail trade. Against this backdrop, ORIOR was able to increase sales in the retail trade, and the close cooperation during this extraordinary year has also further strengthened its partnership with retail customers. Despite all the challenges of 2020, ORIOR was still able to celebrate some new highlights, such as the expansion of the Happy Vegi Butcher line, new seasonal specialities in the fresh pasta segment, and the launch of the Albert Spiess online shop.</p>



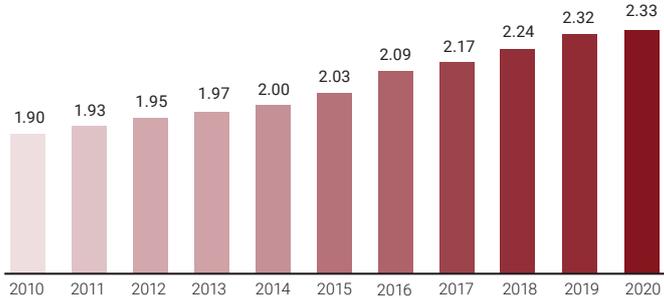
People have been cooking more at home during the pandemic – often using convenience components like the delectable agnolotti from Pastinella.

Value distribution

Stakeholder groups	Details and status for 2020
 <p>Employees</p> <p>Our employees are the key to our success, and sustainable business practices are indispensable to continue investing in their development. We also invest in our sites in order to be successful market players that are able to secure existing jobs and create additional ones. Accordingly, Goal 6 of our ORIOR Strategy 2025 states:</p> <p>“ORIOR invests in sustainable organisational development and is establishing the ORIOR Campus as its central platform for employee training and development.”</p>	<p>The “Employee development” and “Occupational safety and health” sections provide detailed information on our commitment to the development and well-being of our employees. We also offer fair working conditions and attractive remuneration models. By the reporting date 31 December 2020, 72.9% of our employees in Switzerland were covered by collective bargaining agreements. These employees work for Albert Spiess, Möfag, Le Patron and Fredag, which are subject to the CBA of the Swiss butchery industry.</p> <p>Every two to three years we offer management and other key employees the opportunity to purchase shares in ORIOR on preferential terms as part of an employee shareholding programme. The comprehensive revision and launch of a new employee shareholding plan was agreed upon as part of the ORIOR Strategy 2025. Implementation will be staggered starting in 2021.</p>
 <p>Competitive sites – fit for the future</p> <p>We invest in our sites in order to be successful market players able to secure existing jobs and create additional ones thanks to new growth opportunities.</p>	<p>We are committed to our production sites and invest continuously in the maintenance and modernisation of our plants. Development and progress are only possible with well-functioning processes, sophisticated systems and fully capable production facilities.</p> <p>Even though ongoing investments are our goal, this does not mean that we automatically increase the investment amounts every year. The amount we invest is determined annually according to requirements, opportunities and the sound business judgement of the Executive Committee. In the year under review, certain investments and renovations had to be postponed due to pandemic-related impacts and increased safety measures at our sites.</p>

GRI 102-41

Value distribution

Stakeholder groups	Details and status for 2020																								
 <p>Suppliers</p> <p>We cultivate a close, long-term, reliable and fair partnership with our suppliers.</p>	<p>Long-term and close supplier relationships are important to us, and we implement fair conditions in our business relationships.</p> <p>On the raw materials side, high meat prices and domestic availability posed particular challenges for us. We work tirelessly to consolidate our supplier base in order to be able to rely even more on strategic and long-term partnerships.</p> <p>Close cooperation was all the more important in 2020, enabling us to work with our partners to overcome the challenges and uncertainties in the market and continue to ensure supply capabilities. Thanks to good supplier and customer relationships, we were able to find flexible solutions, adjust delivery schedules where necessary, and redirect certain delivery volumes from the gastronomy to the retail channel. During this exceptionally challenging period, ORIOR was able to demonstrate to its customers that it is a reliable and resilient supplier, further strengthening its partnerships for the future.</p>																								
 <p>Capital providers, investors</p> <p>Our long-standing commitment to an attractive and reliable dividend policy was also confirmed as part of the ORIOR Strategy 2025. Goal 5 of the ORIOR strategy states: "ORIOR steadily increases the absolute dividend."</p>	<p>ORIOR is committed to constant and reliable dividend development; since our IPO in 2010, the dividend has been raised steadily. Our goal of steadily increasing the absolute dividend was reaffirmed as part of the ORIOR Strategy 2025. The amount of the dividend payout is determined annually – depending on business development – by the Board of Directors and submitted to the Annual General Meeting for approval. The Annual General Meeting on 26 April 2021 approved a gross dividend of CHF 2.33 per share.</p>  <table border="1"> <thead> <tr> <th>Year</th> <th>Dividend (CHF)</th> </tr> </thead> <tbody> <tr><td>2010</td><td>1.90</td></tr> <tr><td>2011</td><td>1.93</td></tr> <tr><td>2012</td><td>1.95</td></tr> <tr><td>2013</td><td>1.97</td></tr> <tr><td>2014</td><td>2.00</td></tr> <tr><td>2015</td><td>2.03</td></tr> <tr><td>2016</td><td>2.09</td></tr> <tr><td>2017</td><td>2.17</td></tr> <tr><td>2018</td><td>2.24</td></tr> <tr><td>2019</td><td>2.32</td></tr> <tr><td>2020</td><td>2.33</td></tr> </tbody> </table>	Year	Dividend (CHF)	2010	1.90	2011	1.93	2012	1.95	2013	1.97	2014	2.00	2015	2.03	2016	2.09	2017	2.17	2018	2.24	2019	2.32	2020	2.33
Year	Dividend (CHF)																								
2010	1.90																								
2011	1.93																								
2012	1.95																								
2013	1.97																								
2014	2.00																								
2015	2.03																								
2016	2.09																								
2017	2.17																								
2018	2.24																								
2019	2.32																								
2020	2.33																								

Value distribution

GRI 205-3
GRI 307-1
GRI 417-2
GRI 419-1

Stakeholder groups



Governance

Effective and up-to-date corporate governance protects the interests of our employees, shareholders and other key stakeholders and creates a solid framework for our leadership, actions and organisation. Accordingly, Goal 2 of our ORIOR Strategy 2025 affirms:

“ORIOR is committed to clear and responsible corporate governance, entrepreneurship and strong shared values.”

Details and status for 2020

Our management principles, structure and organisation are defined in the Group's Articles of Association, Organisational Regulations, Code of Conduct and other rules.

As part of the ongoing process to reinforce our corporate governance, we regularly address not only organisational performance but also our shareholding and remuneration policies as well as shareholder rights.

In the ORIOR Group's Code of Conduct, we commit ourselves to conduct our business with integrity and condemn practices such as bribery and corruption. In 2020, we recorded zero cases of corruption, no violations of regulations relating to product information, and no sanctions for any non-compliance with environmental or social laws.

As part of the ORIOR Strategy 2025, various elements of our remuneration and shareholding policy were assessed, and their incremental fine-tuning from 2021 onwards was agreed upon – including a stronger correlation between sustainability goals and remuneration. The majority of the key sustainability indicators are already incorporated in the variable compensation of the Executive Committee members and key employees via the existing measures for assessing personal target achievement. The ORIOR Strategy 2025 aims to enhance these metrics even further. At the same time, the decision was taken to introduce a long-term incentive plan for top management in 2021 that also includes ESG targets.



Community and local ties

The ORIOR Group sees itself as part of the wider society that we all live in. Our competence centres are important employers in their local communities and are committed to fostering economic growth. By paying taxes, we make important financial contributions to Switzerland, Germany and Belgium as business locations. In addition, we increase our contribution to the community through partnering with non-profit organisations.

Tax and community contributions remained unchanged proportionately from the previous year's level. Once again in 2020, many of the ORIOR competence centres worked with non-profit organisations or donated money to charitable causes. Albert Spiess, Biotta and Le Patron supported local sporting events, for example. Biotta has also been collaborating for some time now with the Ekkharthof sanatorium and educational facility in Kreuzlingen, where our employees can volunteer under supervision during certain weeks each year to prepare packages for the wellness and balance juice weeks.



Evaluation

Distribution of our created added value

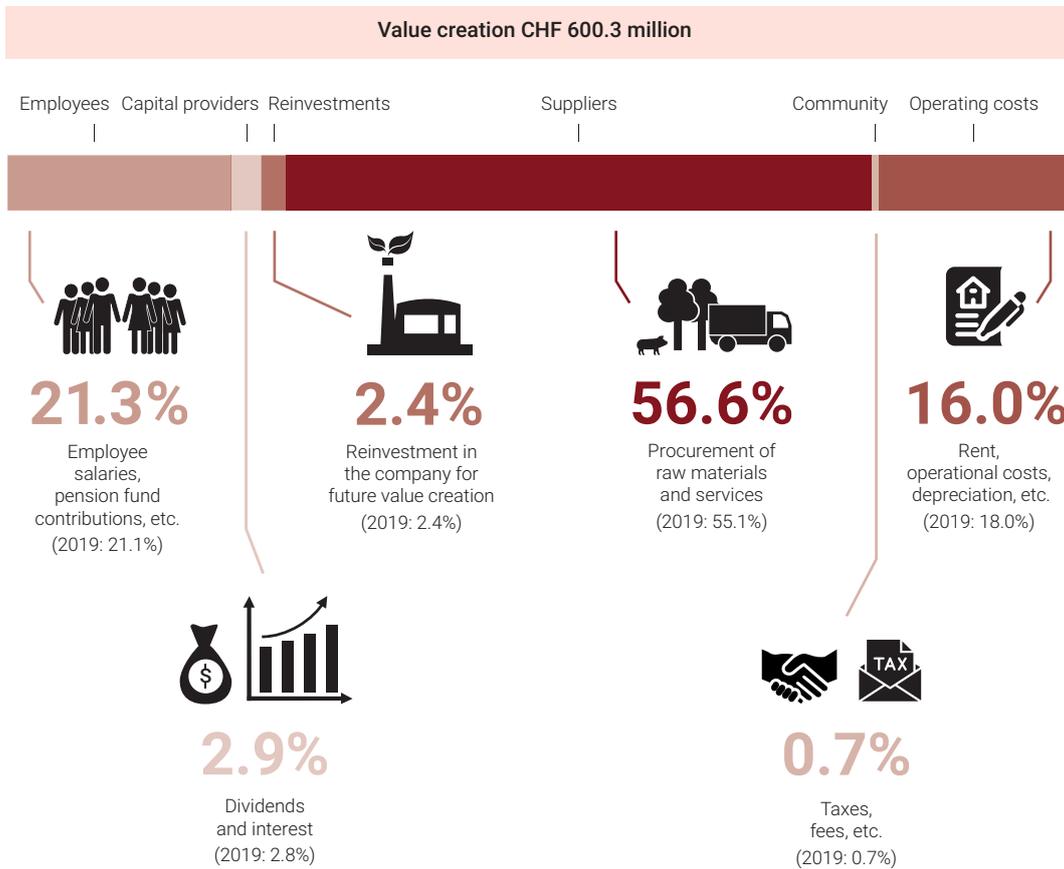
GRI 103-3

Based on the developments mentioned above, the distribution of the added value we create is shown in the following chart. The share of value distribution to our employees increased slightly compared with the previous year and amounted to 21.3% (2019: 21.1%). This slight change reflects, above all, the pandemic-related measures we implemented to protect employees as well as shifts due to changes to the product and channel

mix. The returns to our capital providers remained at the same level as the previous year and attained 2.9% of the value that we created (2019: 2.8%). Reinvestments also reached the previous year's level at 2.4%. Due to high raw material prices, especially for meat, the proportion of value distributed to our suppliers rose from 55.1% to 56.6%. We were able to reduce operating costs from 18.0% to 16.0% with increased efficiency measures, and our distribution to the community in the form of tax payments and dues for memberships remained stable at 0.7%.

GRI 201-1

ORIOR Group value creation and distribution



Outlook

Governance: We decided to redefine various elements of the ORIOR compensation and stock ownership policies as part of the periodic review and the drafting of the strategic direction and long-term sustainable development of the ORIOR Group. The introduction of a long-term incentive plan for the Executive Board, minimum shareholding requirements for members of the Board of Directors and the Executive Board, as well as the comprehensive revision and launch of the employee shareholding plan were approved. The details of the corresponding adjustments are already being drafted and will be introduced on an ongoing basis. In this context, intensive work has also been carried out to embed sustainability issues even more deeply. The concept of embedding sustainability, which has already been put into practice internally, will be strengthened again on all levels in the 2021 financial year. This will establish sustainability as an integral task and area of

responsibility for the Board of Directors and the entire management. At the same time, sustainability is linked to both the short-term and the newly introduced long-term incentive plan (LTIP) for top management. As a result, between 15 and 25% of the target potential for top management is based on progress made on clearly defined and measurable sustainability goals. In the first semester of 2021, we will also completely revise our Code of Conduct principles and embed an updated version in the Group.

Economic performance: For the current financial year, we expect organic sales growth of 0.8% to 2.4% and, in particular, a significant increase in operating profitability (EBITDA margin). These forecasts are based on the assumption that the overall pandemic situation and the related impacts will continue for several more months, and that a slow recovery will begin to be felt from the summer onwards.

Appendix

About this report

GRI 102-50
GRI 102-54 This sustainability report has been prepared in accordance with the GRI Standards: "Core" option. It covers the sustainability management and sustainability performance of the ORIOR Swiss competence centres (ORIOR "Refinement" and "Convenience" segments) for the year 2020.

GRI 102-53 If you have any questions about sustainability at ORIOR or about this report, please contact:

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GRI 102-55 GRI Content Index

GRI 101: Foundation 2016			
GRI 102: General Disclosures 2016			
GRI Standard	Disclosure	Page number(s)	Further information and/or omissions
Organisational profile			
GRI 102: General Disclosures 2016	102-1 Name of the organisation	P. 4	ORIOR AG
	102-2 Activities, brands, products and services	P. 4	
	102-3 Location of headquarters	P. 4	
	102-4 Location of operations	P. 4	
	102-5 Ownership and legal form	P. 6	Detailed information regarding the legal structure of the ORIOR Group can be found in the 2019 annual report (pp. 16–37).
	102-6 Markets served	P. 4	
	102-7 Scale of the organisation	P. 5	Breakdown of total capital into equity and liabilities: 18.1% / 81.9%
	102-8 Information on employees and other workers	P. 5	b. This report covers the Swiss competence centres of ORIOR plus Spiess Europe in Haguenau (FR). d., e. In order to cope with seasonal fluctuations such as greater workloads before and during holiday periods, some competence centres hire external staff (on a temporary basis). The number of hours worked by temporary employees in 2020 amounted to 47,682.1. f. The data originates from our HR data system.
	102-9 Supply chain	P. 7	
	102-10 Significant changes to the organisation and its supply chain		In the year under review, ORIOR acquired a further 19% stake in Casualfood, bringing ORIOR's ownership of Casualfood to 89%.

GRI Standard	Disclosure	Page number(s)	Further information and/or omissions
	102-11 Precautionary Principle or approach	P. 6, 13	
	102-12 External initiatives	Pp. 15–17	UN Sustainable Development Goals (SDGs)
GRI 102: General Disclosures 2016	102-13 Membership of associations		<ul style="list-style-type: none"> – Aargau Chamber of Commerce and Industry (AIHK) – Bionetz.ch – “Brennpunkt Nahrung” – Trade Association of the Canton of Ticino (Cc-Ti) – Energy Agency of the Swiss Private Sector (EnAW) – Federation of the Swiss Food Industries (FIAL) – Energy Agency Swiss Private Sector (EnAW) – Thurgau Chamber of Commerce and Industry – Central Switzerland Chamber of Commerce and Industry – BIO Schweiz Interest Group (IG BIO) – Swiss Association of Butcher Employees (MPV) – Öbu – Swiss business council for sustainable development – Promarca – Proviande – Swiss Meat Trade Association (SFF) – Swiss Association for Hospital, Homes and Community Gastronomy (SVG) – Swiss Association for Food Hygiene (SGLH) – Swiss Marketing Society (GfM) – Swiss Association for Vocational Training in Logistics (SVBL) – Swiss Association for Quality (SAQ) – Switzerland Global Enterprise (SGE) – Vegan Society of Switzerland – Association of Swiss Producers of Dry-Cured Beef (VBF) – PET-Recycling Switzerland association (PRS) – Baselland Chamber of Commerce
Strategy			
GRI 102: General Disclosures 2016	102-14 Statement from senior decision-maker	Pp. 2–3	
Ethics and integrity			
GRI 102: General Disclosures 2016	102-16 Values, principles, standards and norms of behaviour	P. 10	
Governance			
GRI 102: General Disclosures 2016	102-18 Governance structure	Pp. 6, 18–19	The organisation’s governance structure, including the committees of the highest governance body, are described in detail in the 2020 annual report (pp. 16–37).
Stakeholder engagement			
GRI 102: General Disclosures 2016	102-40 List of stakeholder groups	P. 14	
	102-41 Collective bargaining agreements	P. 76	
	102-42 Identifying and selecting stakeholders	P. 14	
	102-43 Approach to stakeholder engagement	P. 14	

GRI Standard	Disclosure	Page number(s)	Further information and/or omissions
	102-44 Key topics and concerns raised	P. 14	<p>In the year under review, we addressed the concerns of ESG rating agencies in more detail (incl. ISS ESG, MSCI, Inrate and CDP). An increased need for information on some topics has been identified, including animal welfare, occupational safety and health, employee rights and employment conditions, sustainable supply chain management, the impact of products and raw materials, and waste reduction.</p> <p>We have covered some of these topics in greater detail in this year's report, e.g. we included more details on animal welfare, occupational safety and waste streams. We also incorporated other topics, such as sustainable supply chain management, in our action plans as issues to be worked on.</p>

Reporting practice			
GRI 102: General Disclosures 2016	102-45 Entities included in the consolidated financial statements	P. 4	The ORIOR International segment, except for Spiess Europe (FR), is not included in this report.
	102-46 Defining report content and topic boundaries	P. 13	<p>b. Reporting principles to define the report's content:</p> <ul style="list-style-type: none"> – Stakeholder engagement: Workshop with internal stakeholders and desktop analysis for external stakeholders. – Sustainability context: Broad environmental analysis and assessment using the x-axis of the materiality matrix. – Materiality: Prioritisation based on a materiality matrix. – Completeness: Broad environment analysis with materiality analysis plus annual addendum if necessary.
	102-47 List of material topics	P. 12	
	102-48 Restatements of information		Due to a more detailed KPI definition and the resulting increased accuracy for data measurement, the 2018 and 2019 figures for some indicators have been updated from the previous report.
	102-49 Changes in reporting		When compared with the last reporting year, there were no significant changes in the list of material topics and their Boundaries.
	102-50 Reporting period		01.01.2020 to 31.12.2020
	102-51 Date of most recent report		The last report covered the year 2019 and was published in July 2020.
	102-52 Reporting cycle		Annual
	102-53 Contact point for questions regarding the report	P. 81	
	102-54 Clarification of reporting in accordance with the GRI Standards	P. 81	
	102-55 GRI content index	Pp. 81–88	
	102-56 External assurance		This report has not been externally verified.

Essential issues			
GRI Standard	Disclosure	Page number(s)	Further information and/or omissions
Sustainable raw materials			
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its scope	P. 22	
	103-2 The management approach and its components	Pp. 22–29	
	103-3 Evaluation of the management approach	P. 30	
GRI G4 Food Processing 2014	FP2: Percentage of purchasing volume with internationally recognised sustainability standards	P. 30	
Animal welfare			
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its scope	P. 22	
	103-2 The management approach and its components	Pp. 22–29	
	103-3 Evaluation of the management approach	P. 31	
ORIOR-specific indicator	Percentage of meat for the Swiss market either with Swiss origin or produced abroad according to Swiss animal welfare standards.	P. 31	
Safe and healthy food			
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its scope	P. 32	
	103-2 The management approach and its components	Pp. 32–36	
	103-3 Evaluation of the management approach	P. 37	
GRI G4 Food Processing 2014	FP5: Percentage of production volume manufactured at sites certified according to internationally recognised food safety standards	P. 32	100 %
ORIOR-specific indicator	Number of complaints per 100 tonnes of product (by category)	P. 37	
Food waste and packaging			
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its scope	P. 40	ORIOR currently reports on how this topic is managed within its own organisation.
	103-2 The management approach and its components	Pp. 40–44	
	103-3 Evaluation of the management approach	P. 45	

GRI Standard	Disclosure	Page number(s)	Further information and/or omissions
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Pp. 40–42, 46–47	
	306-2 Management of significant waste-related impacts	Pp. 40 – 44, 46–47	<p>b. All service providers for ORIOR are certified disposal companies. When selecting providers, we take into account ecological as well as economic factors.</p> <p>c. The collection and monitoring of waste-related data is executed by wsba GmbH. Their support services provide ORIOR with an independent assessment of material and waste logistics and ensure legal recycling and disposal management. This includes controlling invoices, establishing statistics, optimising disposal processes from an economic and ecological standpoint and being in conformity with legal and internal requirements. The materials and waste statistics include quantities of waste, numbers of bundles and transports as well as costs in detail.</p>
	306-3 Waste generated	P. 47	<p>Due to confidentiality constraints, we publish only relative waste data.</p> <p>This data is based on both the competence centres' waste statistics collected and consolidated by wsba GmbH, as well as on invoices, delivery slips and weighing slips from the disposal companies, which are checked and consolidated on a monthly basis.</p>
	306-4 Waste diverted from disposal	P. 47	<p>Due to confidentiality constraints, we publish only relative waste data.</p> <p>d. 100% of waste is recycled or disposed of offsite.</p> <p>e. This data is based on both the competence centres' waste statistics collected and consolidated by wsba GmbH, as well as on invoices, delivery slips and weighing slips from the disposal companies, which are checked and consolidated on a monthly basis.</p> <p>For calculating the share of compost, we used the statistics of different biogas facilities which state that around one third of the substrate weight can be allocated to compost.</p> <p>Old motor oil is generally recycled, except for very small quantities that have to be disposed of as hazardous waste.</p>
	306-5 Waste directed to disposal	P. 47	<p>Due to confidentiality constraints, we publish only relative waste data.</p> <p>d. 100% of waste is recycled or disposed of offsite.</p>
ORIOR-specific indicator	Kg food waste per kg of production	P. 45	

GRI Standard	Disclosure	Page number(s)	Further information and/or omissions
Climate and energy			
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its scope	P. 48	
	103-2 The management approach and its components	Pp. 48–51	
	103-3 Evaluation of the management approach	P. 52	
GRI 302: Energy 2016	302-3: Energy intensity	P. 52	<p>c. Energy consumption includes heating oil, natural gas, woodchips, fuel and electricity.</p> <p>d. Within the organisation. The energy consumption of all our Swiss production sites is included. The office premises in Zurich (13 employees) were not taken into account.</p>
GRI 305: Emissions 2016	305-4: GHG emissions intensity	P. 52	<p>c. Scope 1 and Scope 2</p> <p>d. All greenhouse gases have been included. The emissions of all our Swiss production sites are included. The office premises in Zurich (13 employees) were not taken into account.</p>
Water			
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its scope	P. 54	
	103-2 The management approach and its components	Pp. 54–56	
	103-3 Evaluation of the management approach	P. 57	
GRI 303: Water 2018	303-1: Interactions with water as a shared resource	Pp. 54–56	
	303-2: Management of water discharge-related impacts		This disclosure is not applicable for ORIOR and is therefore omitted. Water discharge has not been identified as a material topic.
	303-5: Water consumption		For confidentiality reasons, ORIOR currently only reports water withdrawal per production tonne (m ³ of fresh water per tonne produced). All of the production sites covered in this report are located in areas with low water stress.
ORIOR-specific indicator	Water intensity in m ³ fresh water per tonne produced	P. 57	
Training and development			
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its scope	P. 60	
	103-2 The management approach and its components	Pp. 60–64	
	103-3 Evaluation of the management approach	Pp. 64–65	

GRI Standard	Disclosure	Page number(s)	Further information and/or omissions
Occupational safety and health			
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its scope	P. 66	
	103-2 The management approach and its components	Pp. 66–71	
	103-3 Evaluation of the management approach	P. 72	
GRI 403: Occupational Health and Safety 2018	403-1: Occupational health and safety management system	P. 66	
	403-2: Hazard identification, risk assessment, and incident investigation	P. 67	c. ORIOR is still developing policies and procedures for the following points: – How can workers remove themselves from work situations that they believe could cause injury or ill health? – How are they protected from reprisals if they do? We intend to provide more information on this topic during the next reporting period.
	403-3: Occupational health services	Pp. 68–69	Apart from the ICAS counselling services already available, ORIOR does not yet have any occupational health services in place.
	403-4: Worker participation, consultation, and communication on occupational safety and health	P. 68	
	403-5: Worker training on occupational safety and health	Pp. 68, 71	
	403-6: Promotion of worker health	P. 69	
	403-7: Prevention and mitigation of occupational safety and health impacts directly linked by business relationships		This topic is not reported on directly by ORIOR. However, partial aspects of this topic are dealt with in the “Sustainable raw materials” field of activity by prioritising sustainability standards and labels when sourcing.
	403-8: Workers covered by an occupational safety and health management system	P. 67	a. Coverage: i. 100% are covered by an OSH system. ii. 85.5% of employees are covered by an internally audited system. iii. 0% are covered by an externally certified system. b. The following figures cover ORIOR employees only (excluding external contractors who carry out work for ORIOR).
ORIOR-specific indicator	Absence rate, broken down by type of absence	P. 72	

GRI Standard	Disclosure	Page number(s)	Further information and/or omissions
Economic performance			
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its scope	P. 73	
	103-2 The management approach and its components	Pp. 73–78	
	103-3 Evaluation of the management approach	P. 79	
GRI 201: Economic performance 2016	201-1 Direct economic value generated and distributed	P. 79	These figures are disclosed at Group level according to the accounting principles of Swiss GAAP FER.
GRI 205: Anti-corruption 2016	205-3 Confirmed incidents of corruption and actions taken	P. 78	
GRI 307: Environmental Compliance	307-1 Non-compliance with environmental laws and regulations	P. 78	
GRI 417: Marketing and Labeling	417-2 Incidents of non-compliance concerning product and service information and labeling	P. 78	
GRI 419: Socioeconomic Compliance	GRI 419-1 Non-compliance with laws and regulations in the social and economic area	P. 78	
ORIOR-specific indicator	Number of employees in Switzerland	P. 5	

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