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CEO statement



Daniel Lutz, CEO ORIOR Group

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Dear readers

I am very pleased to be able to present you with the fifth edition of the ORIOR Group's annual sustainability report. Over the past few years, we have had to overcome numerous challenges, especially in what has been a persistently difficult macroeconomic environment. We are proud that we have been able to maintain our high sustainability standards over this period and will continue to take further strides in this area. This report will give you an overview of the current progress and challenges we face with regard to our sustainability strategy.

One area of action we have given high priority to is the fight against climate change. We took an important step when we decided to supply our Swiss competence centres with climate-friendly hydroelectricity as of 2020. All ORIOR competence centres in Switzerland are climate-neutral from 2022, thanks to certification based on our cooperation with the Myclimate Foundation. This means that greenhouse gas emissions that we produce in spite of our reduction savings are offset by climate protection projects. Last year, we also took a closer look at our net zero 2050 ambition and decided to put ORIOR's climate targets over the next two years on a scientific footing by joining the Science-Based Targets Initiative (SBTi). We are also delighted the independent organisation CDP has once again awarded our 2022 climate protection initiatives a good "B" rating, which is above the industry average.

We also had positive news in the food waste and water areas of action. In both areas, we improved our key figures and are on target to achieve the goals we have set ourselves by 2025. Part of the reason for this welcome development is the efforts of our competence centres. The planned addition of the German Biotta sister company Gesa to the scope of consolidation for sustainability reporting also boosted the key figures in these two areas of action.

We were also very active in social topics last year, as can be seen in the key figures: the number of training and development hours per employee and year increased significantly compared with the previous year. This rise was particularly notable among employees in production. Key drivers here were the factory development projects and associated training for production employees. Spending on training and development per employee was down slightly on the previous year's (unusually high) figures.

But there have been challenges in other areas of action. Absences due to illness went up, which is mainly due to an increase in long-term absences. We reduced the absolute number of accidents, but are still lagging behind our target. We have now stepped up measures to improve these two important indicators.

We firmly believe our systematic sustainability management has put us on a effective and meaningful path for ORIOR and its sustainable development. The diversity of topics that arise in the context of sustainability and regulatory requirements is constantly increasing. We take our responsibilities seriously and are meeting the challenges ahead, which is also reflected in our initiatives in the pipeline.

On that note, we wish you an interesting read!



Daniel Lutz

CEO of the ORIOR Group

About us

Company profile

Vision and mission



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GRI 2-2
GRI 2-6

The ORIOR Group

ORIOR is an internationally active Swiss food & beverage group headquartered in Zurich and specialising in fresh convenience foods, meat refinement, plant-based products, organic vegetable and fruit juices, and travel gastronomy. The company was founded in 1992 and is now a leader in 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 broad portfolio of brands and companies in Switzerland, Belgium and Germany. ORIOR operates with a decentralised business model that enables the regional competence centres to live their own culture and, as producers and employers, rely on an established local base.

The diverse items produced by the ORIOR companies are sold to the retail trade, specialist retailers, airports and train stations, as well as through various food service channels such as restaurants, wholesalers, take-aways, event catering, cafeterias, care homes and nurseries. The Group generates around two thirds of its revenues in Switzerland. Other key sales markets include the Benelux countries, Germany and France. The detailed value chain of the ORIOR Group as well as comprehensive information about our "ORIOR Strategy 2025" can be found on our [website](#).

GRI 2-2

The ORIOR Sustainability Report

This sustainability report covers the efforts of all ORIOR's Swiss sites, as well as the Spiess Europe site in France and Gesa in Germany. All of these companies are wholly owned by the ORIOR Group and are fully represented in this report. Unlike the financial report, this sustainability report does not include the ORIOR companies Culinor Food Group and Casualfood GmbH, which instead publish their own sustainability reports (Culinor since 2020 and Casualfood since 2022). This means that as of 2022 the entire ORIOR Group is now governed by systematic sustainability management and reporting.

The ORIOR Group companies



Competence centres

9

7 of which are in Switzerland

Employees Ø FTE

2,041

1,162 of whom are in Switzerland

Net sales (CHF)

636.7 m

69.1% of which was realised in Switzerland

EBITDA (CHF)

64.1 m

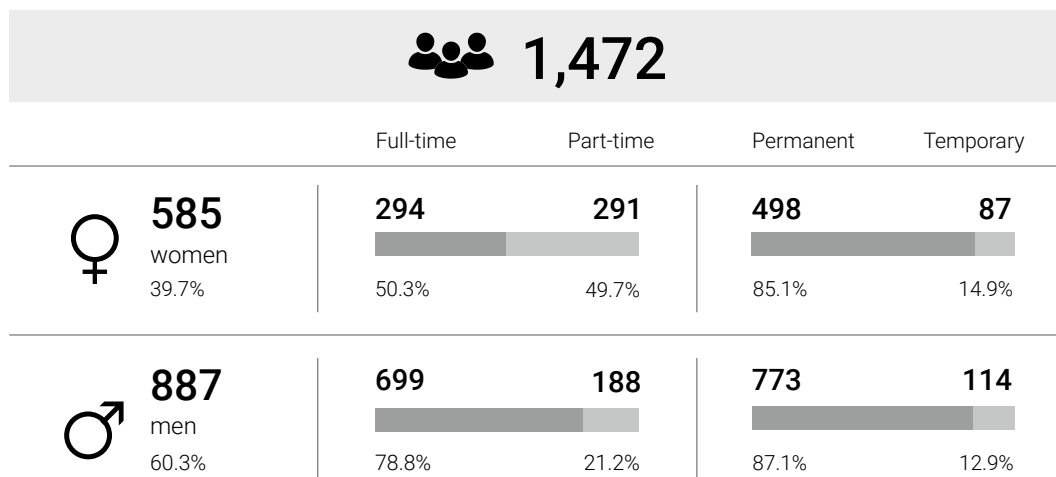
Net profit (CHF)

30.2 m

GRI 2-7
GRI 2-8
GRI 2-30

Employees

ORIOR Switzerland¹ employees (headcount) as of 31 December 2022



As of 31 December 2022, ORIOR Switzerland (including Spiess Europe and Gesa) had 1,472 employees (headcount), 83.0% of whom are covered by a collective bargaining agreement (CBA) (2021: 86.3%). Those employees who are not covered by a CBA have employment contracts that fulfil at least the same conditions. Seasonal fluctuations in the number of employees can occur due to such factors as higher demand during the holiday business periods. When necessary, external workers are employed on an hourly or piecework basis to support the internal teams. These workers are recruited through agencies, with whom they have a contract. With 86,951 hours worked, the number of hours performed by temporary employees increased sharply compared with the previous year (+83.8%). This was attributable to the high sales volumes and the difficulty in finding new staff.

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GRI 2-23
GRI 2-26

ORIOR values and Code of Conduct

ORIOR revised its [Code of Conduct](#) in 2021 and further expanded it in line with international frameworks such as the OECD Guidelines for Multinational Enterprises. The code applies to the entire ORIOR Group, sets forth the most important values and rules of conduct, and reflects the understanding and vision of respectful and responsible behaviour – not only with regard to interactions between employees of the ORIOR companies, but also to collaborations with business partners. Compliance with the Code of Conduct is an integral part of the contractual obligations of all employees. Small pocket-sized booklets have also been printed to be given to employees when they join ORIOR and during training. Employees are reminded of the Code of Conduct and the values and rules of conduct it contains by means of regular training sessions.

GRI 2-25
GRI 2-26

Anonymous reporting system

ORIOR has also introduced a complaints management system as part of the development of its new Code of Conduct. Employees as well as third parties can report violations of our Code of Conduct using SpeakUp, an independent and anonymous tool that can be accessed [online](#) or by phone. Thus, in addition to the existing and established internal complaints channels, we are now operating an anonymous external solution as well that also meets the requirements of the new EU Whistleblower Directive. Given the diversity and decentralised nature of the ORIOR companies, reported cases are assessed and processed on an individual basis. In 2022, one complaint was received, and the system allowed us to contact the complainant anonymously and process the case.

¹ Also includes Spiess Europe in Haguenau (FR) and Gesa in Neuenstadt-Stein (DE).

ORIOR celebrates its 30th anniversary

We celebrated the 30th anniversary of the ORIOR Group in 2022. The company's origins go back to the 19th century, when ORIOR was still involved in the tobacco industry and active all over the world. The ORIOR Group was rebranded in Vevey in 1992 to reflect its status as a company in the food industry. This was accompanied by a completely new strategic focus on the production of high-quality niche specialities. Since then, the company's history has been marked by both considerable successes as well as some setbacks, all of which have made ORIOR what it is today: a unique, internationally positioned Food & Beverage group.

ORIOR celebrated its 30th anniversary with a colourful Food Festival at Puls 5, a former foundry hall, in Zurich. A review of three decades of innovative strength, entrepreneurship and passion for food was presented. Each individual ORIOR company was on location offering a selection of their finest delicacies, prepared freshly throughout the day. This allowed our guests to become acquainted with all of the ORIOR units and their core product ranges. They immersed themselves in the ORIOR world – right in keeping with the motto "Try everything at least once and savour the experience". The three-day anniversary celebration included a "Top50 Day", providing an opportunity to discuss the most important steps and goals for a successful future with the management staff. The other two days were dedicated to our guests – customers, suppliers, investors, partners, employees and other associates who together make ORIOR what it is today.



The ORIOR world unifies: Guests enjoying the ORIOR Food Festival at the Puls 5 event hall in Zurich-West.



Delicacies from all the different ORIOR competence centres were available to be savoured and enjoyed.



On the road with the Food Bike: ORIOR is raising awareness about all aspects of sustainability.

Sustainability at ORIOR

The ORIOR Responsibility

"[The ORIOR Responsibility](#)" is one of the key elements for "Excellence in Food". It is firmly established as a strategic pillar in our ORIOR Strategy 2025 and is implemented by means of our sustainability strategy, which is divided into the three different fields of "product responsibility", "environmental responsibility" and "social responsibility". Each of these has three central fields of activity that we address, and which are also based on a main objective. By consistently pursuing these objectives, we are able to fulfil our responsibility towards the environment, our employees, consumers and future generations. The "ORIOR Responsibility" provides us with a systematic framework to proactively address sustainability topics, reduce business risks, and meet stakeholder expectations. As a result, it also contributes to securing ORIOR's future as a food producer. Over the last few reporting years, we have already made good progress in many topics, but we are nevertheless staying focused on further improvements. New targets will be set for the 2025–2030 strategy period.

under revision

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

Material topics

The "ORIOR Responsibility" is based on a [materiality analysis](#) that we conducted in 2018 within the framework of our first sustainability reporting. In the process, we identified the sustainability issues to which ORIOR's Swiss competence centres can make the greatest contributions in achieving sustainable development all the way along their [value chain](#). Correspondingly, the measures implemented in the area of sustainability aim to reduce any negative impacts of our business activities and strengthen the positive ones.

Given that the significance of sustainability issues can change over time, e.g. due to evolving stakeholder interests, we regularly review our strategic fields of activity and targets and make adjustments where necessary. We plan to revise our materiality analysis in summer 2023 to reflect these changes, and it will also give us the opportunity to conduct the analysis anew on the basis of "double materiality", a concept which is increasingly in demand. This type of analysis takes into account both the impact of the company's activities on the environment and society and the risks and opportunities that sustainability issues can represent for the company's success.

Our sustainability management enables us to anticipate sustainability risks and tackle them in a pre-emptive way as much as possible. We work with our various stakeholder groups to accomplish this and involve them in the relevant processes whenever it is possible and makes sense to do so.

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

Through active occupational health management and effective accident prevention, we aim to reduce our illness rate by 10% and our accident rate by 20% by 2025 (compared with 2020).

GRI 2-25
GRI 3-1
GRI 3-2

ORIOR Sustainability Strategy 2025

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

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

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

From 2022 onwards, we will implement climate-neutral operations in Switzerland; this will be extended across the entire Group from 2025. Our ambition for all of ORIOR is to reach net zero by 2050.

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



GRI 2-23

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 topics of sustainability and poverty reduction. As part of the Agenda, 193 UN Member States have committed themselves to achieving the globally recognised 17 Sustainable Development Goals (SDGs) by 2030. Strong private sector engagement is also required to achieve the SDGs. ORIOR recognises the significance of this framework and is committed to making a contribution to ensure that the objectives are reached. The following diagram shows the 13 SDGs that have been prioritised by ORIOR. More details on how we are contributing to these goals can be found on our [website](#).

The ORIOR Responsibility and the SDGs



GRI 2-9
GRI 2-12
GRI 2-13
GRI 2-14
GRI 2-17

Sustainability management

According to the [ORIOR Articles of Association](#) and the [Organisational Regulations](#), the Board of Directors is the most senior body responsible for sustainability at the ORIOR Group and has the power to approve the sustainability strategy and the goals set out therein. The members of the Board of Directors are regularly provided with both written and verbal information on sustainability topics. This serves two ends, as it consolidates the accumulated knowledge on sustainable development and also fleshes out its strategic directives on these topics. As part of the implementation of non-financial reporting, the Board of Directors will furthermore approve the Sustainability Report, or at least a summary report derived from it, starting from the 2023 reporting year. This report will also be adopted by the Annual General Meeting.

The Board of Directors of ORIOR AG appointed the ESG Committee in autumn 2022 as a new standing committee. Its main role is to help the Board of Directors prepare the resolutions and fulfil its responsibilities and supervisory obligations on environmental, social and governance issues. The ESG Committee was established to highlight the importance of ESG issues and to address them in a focused manner.

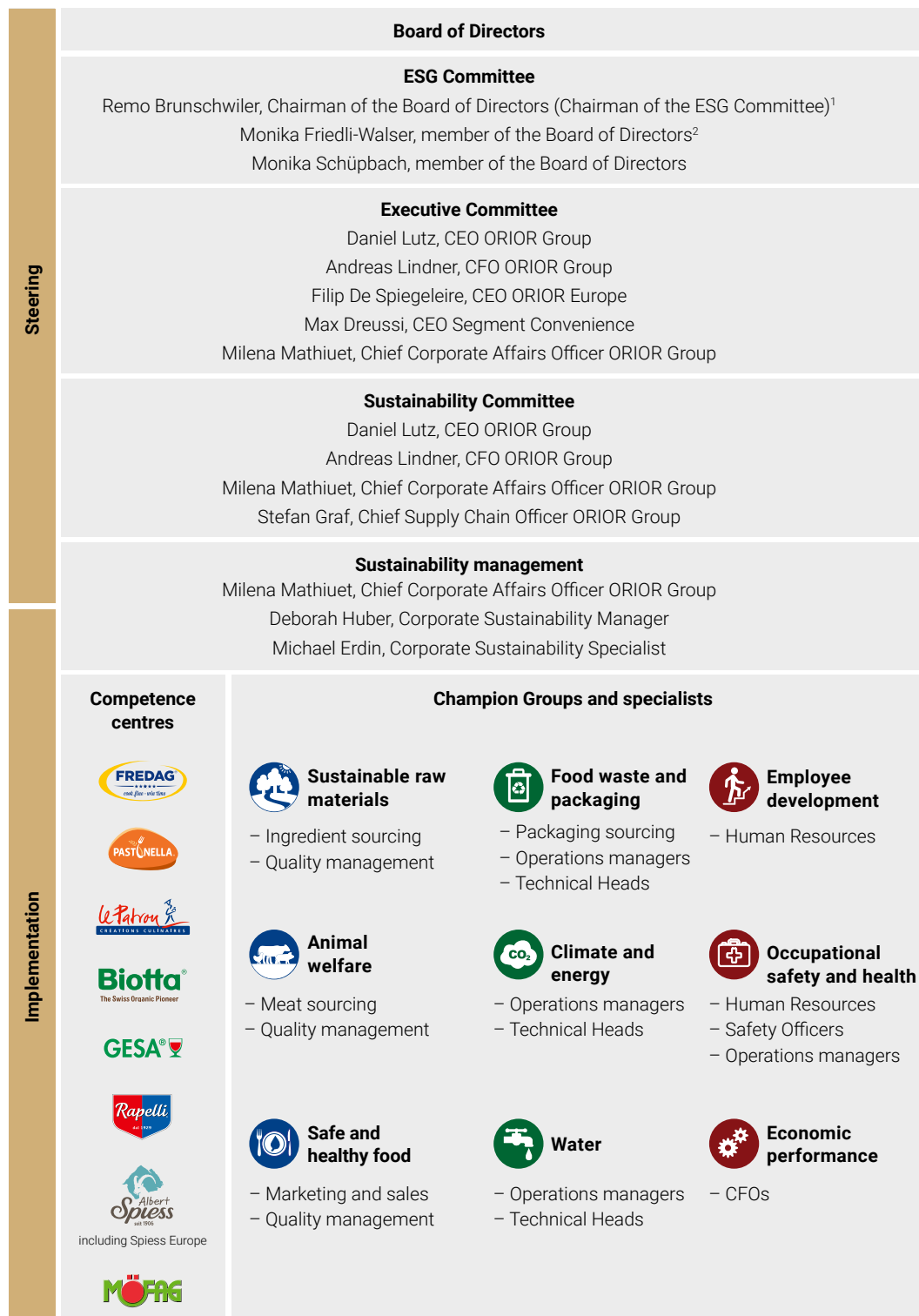
On an operational level, a Sustainability Committee is in place to monitor the implementation of the sustainability strategy, to bring decisions to the attention of the Executive Committee, and to ensure the involvement of the Board of Directors in strategic issues. The Sustainability Committee is chaired by the CEO of the Group who also casts the deciding vote; administratively, the committee is led by the Sustainability Manager. The Sustainability Team acts as a link between the Sustainability Committee and the competence centres and supports them in strategic and operational topics relating to sustainability. The Champion Groups, which are active across the entire Group, also play an important role. They bring representatives of the same specialised area together from different competence centres to develop common solutions and exchange expertise and experiences.

The establishment of the ESG Committee at the Board of Directors level also changes the internal reporting and decision-making channels. Consequently, we will be reviewing the operational management structure in the area of sustainability in the coming months and making adjustments where necessary.



The Sustainability Team led by Milena Mathiuet (Chief Corporate Affairs Officer) with Deborah Huber (Corporate Sustainability Manager) and Michael Erdin (Corporate Sustainability Specialist).

Sustainability management structure



¹ From 19 April 2023. Previously Rolf U. Sutter, Chairman of the Board of Directors and of the ESG Committee.

² From 19 April 2023. Previously Markus R. Neuhaus, Vice Chairman of the Board of Directors.

At the competence centre level, the ORIOR sustainability goals are an integral part of the respective strategy papers (strategic monitoring and three-year planning) as well as the budgets, which are reviewed annually and submitted to the Board of Directors for approval. The Executive Committee and the CEOs of the competence centres are responsible for achieving these strategic sustainability goals, meaning that the quantified sustainability targets are also included in the assessment of the short-term variable compensation awarded to the management boards of the competence centres. The introduction of a long-term incentive plan (LTIP) was also approved for the first time in 2021. Up to 25% of this long-term compensation, which spans a period of three years and is based on average growth, the share price and an improvement in ROCE are also linked to the achievement of the established sustainability targets. The [Organisational Regulations](#) now stipulate that future LTIPs must also include an ESG component.

GRI 2-18
GRI 2-19

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

Digitalisation of non-financial data collection

Sustainability data, or to put it more broadly non-financial data, is very diverse and thus comes from a wide variety of sources, making its collection a complex and laborious operation. ORIOR is working to simplify this process and increase the quality of data by building a cloud-based sustainability dashboard that can extract the necessary data points directly from existing systems and display them with the required degree of consolidation. It is a project of not-to-be-underestimated dimensions occupying the interface between IT, business units and the sustainability department, but from which we are expecting a tremendous return in terms of more effective monitoring and more efficient reporting.



At the ORIOR Food Festival, Pastinella presented delicious cappellacci made from premium raw materials.

Product responsibility

Our ambitions

+15%



By 2025, we want to increase the proportion of raw materials that we purchase 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 only from Switzerland or from other producers whose practices comply at a minimum with Swiss animal protection standards.

under
revision



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



Sustainable raw materials

Ambition 2025

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

Progress

On the right path

SDG contribution



GRI 3-3
GRI FP2

Topic overview

"The ORIOR Responsibility" is central to our products and the raw materials we use because food production is linked to many sustainability issues.

When food is being produced, significant social and environmental impacts can occur during processing as well as in upstream stages of the supply chain, particularly in agriculture. Relevant factors include greenhouse gas emissions, water consumption, impacts on biodiversity, and working conditions. In addition, environmental developments in the supply chain, e.g. weather-related harvest fluctuations and the resulting price volatility, have an influence on our business. For this reason, we are committed in the long term to ensuring more sustainable agricultural methods within planetary boundaries. To achieve this, we align our efforts with the [UN Sustainable Development Goals](#), the [Paris Agreement](#) and the [Swiss Climate Strategy](#).

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2022 status



49.9%

organic share of purchases

The share of **organically sourced raw materials** in our priority raw material categories comprised almost 50% of the volume in kilograms in 2022. Gesa, which specialises in organic vegetable juices and was included as planned in this report's scope of consolidation in 2022, played an important role in this further increase.



5.1%

purchases with other sustainability labels

The share of purchases in our priority raw material categories with **other sustainability labels** such as IP-Suisse, MSC or Fairtrade was 5.1% of the volume in kg in 2022. We continue to see further potential in this area. The proportion is already very high in the case of pork because of the IP-Suisse label's strong presence.



20.3%

sales of sustainable products

Over **10%** of products sold (in CHF) currently possess an organic label and **more than 20%** carry another sustainability label. This trend has been steadily increasing since 2018, with the exception of an outlier in 2021.



Animal welfare

Ambition 2025

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

Progress

Goal under revision

SDG contribution



GRI 3-3

Topic overview

Animal welfare is a high priority for us and for our clients and consumers. We want to source the meat used for ORIOR products from humane farming practices.

Topics such as animal husbandry conditions and feeding, the use of antibiotics, as well as transport and slaughter are the main focus. We make a contribution in this area through our purchasing practices, e.g. with clearly specified minimum requirements and a focus on recognised labels.

We use primarily Swiss meat. But its availability, particularly beef and poultry, is limited, and this trend looks set to continue in the coming years. For this reason, we have decided to revise the target, because we feel that having an unrealistic ambition would be counterproductive. In the meantime, we are continuing our efforts to source as much meat as possible from Switzerland.

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2022 status



76.5%

Meat with Swiss animal welfare standards

The proportion of meat **processed by us for the Swiss** market that comes from Switzerland or from other producers whose practices at least comply with Swiss animal welfare standards reached a respectable 76.5% in 2022. This represents a slight increase on last year, when it was 72.7%.



38.9%

Poultry with Swiss animal welfare standards

A new programme for the import of **poultry complying with Swiss animal welfare standards** was launched in 2022 to meet the high demand for poultry in Switzerland. This enabled us to increase by 11.2% the proportion of poultry for the Swiss market that at least meets Swiss animal welfare standards. It now stands at 38.9%.



93.4%

Pork with Swiss animal welfare standards

93.4% of the pork processed for the Swiss market comes from Switzerland or from other producers whose practices at least comply with Swiss animal welfare standards. This represents an increase on last year, when it was 85.8%.

GRI 3-3

Management approach for sustainable raw materials and animal welfare

We are contributing to the aforementioned goals by means of the following measures:

- We focus on our priority raw materials.
- We use clear specifications to demand minimum requirements for production methods and origin.
- We rely on recognised sustainability and organic labels.
- We work with certified suppliers and importers.

Priority raw materials

As a diversified food and beverage group, we process an extensive variety of different plant and animal raw materials. While doing so, we focus our efforts on where we can make the greatest positive impact. The main criteria used to determine these priority raw materials are quantity and price, strategic importance, and sustainability risks. Therefore, certain raw materials are also included even though we only purchase them in small quantities because they require special attention due to their extraction, husbandry or cultivation methods. We review the resulting list of priority raw materials at regular intervals.

The requirements for our raw materials are outlined in the raw material guidelines of our competence centres, which are defined and implemented by the Quality Management and Purchasing departments in accordance with the Group-wide principles. In addition to these product-specific requirements, we have also compiled a list of products based on exclusion criteria that may not be procured. This includes, for example, genetically modified raw materials, assessed on the basis of the Ordinance of the Federal Department of Home Affairs on Genetically Modified Food. Furthermore, in the case of our pâté and terrine specialities we only use livers from non-force-fed ducks and geese.

Origin of raw materials

We procure a large proportion of our raw materials from within Switzerland because we know that this enables us to fulfil the highest standards for quality, sustainability and animal welfare. Furthermore, this reduces transport distances and their associated environmental impact and contributes to the preservation of the local primary economy. If Swiss procurement is not possible or viable, we prefer to source European goods. We are working on replacing Asian raw materials with European ones wherever feasible to reduce the risk of pesticide residues or abusive production conditions, among other things. This transition can sometimes be quite complex due to limited availability.

With its strict regulations, Switzerland is a global pioneer in the area of animal protection laws. One example is the more stringent animal welfare requirements for slaughtering that apply from 2022. These high standards are one of the reasons why we source as much meat from Switzerland as possible. Since 2019, all ORIOR Switzerland meat-processing companies have also been members of the Proviande trade organisation and purchase from accredited meat suppliers only. Part of the accreditation process requires, for example, that the Swiss origin of all cattle must be verified by means of a DNA check.

For some types of meat, such as poultry and beef, it is not possible to use only Swiss meat due to limited domestic availability. In the case of foreign companies, we are working towards ensuring that production takes place in accordance with Swiss animal welfare standards and that both human rights and environmental standards are respected. To this end, we maintain close partnerships with the Cooperative for Imported Livestock and Meat (GVFI) as well as selective partnerships with raw material dealers abroad who, for their part, guarantee that the corresponding audits are carried out.

Priority raw materials and our approach



Pork is the most important animal raw material used by ORIOR in terms of volume. It is processed mainly for the Rapelli Salumeria delicacies, Albert Spiess Bündner specialties and Möfag's ham and bacon creations. Due to Switzerland's high animal welfare standards and the import-related prerequisites, we process almost exclusively Swiss pork.

Origin: Of the total pork procured in 2022, 97.4% came from Switzerland.

Labels: In 2022, 0.9% of the pork we sourced had organic certification.



Beef (along with smaller quantities of veal and cow meat, which we include here) also plays a central role in our product range. This applies above all to the Albert Spiess Bündnerfleisch dry-cured beef, Rapelli's grill and gastro products, and Fredag's food service channel. However, our beef requirements – especially in organic quality – cannot be met by Swiss farmers. We secure our local supply chain as much as possible by cultivating relationships with our suppliers and planning our purchasing in advance.

Origin: Of the total amount procured in 2022, 63.7% came from Switzerland. If we only take into consideration the share that is also subsequently sold on the Swiss market, the figure is 89.3%.

Labels: The share of certified organic beef was 3.1% of the purchase volume in 2022.



Poultry is processed at ORIOR mainly for the Convenience segment and in particular for the versatile Fredag chicken range. We source our poultry meat from local farms whenever possible. However, demand for poultry is so high – and still growing – that domestic supply falls short of meeting it. This is why, working together with supply chain partners, we are using more poultry from abroad that is produced in accordance with Swiss animal welfare standards. One example of this is the "Migros Animal Welfare" (MAW) programme. Furthermore, we were able to score a success in 2022 by sourcing poultry from another chicken supplier with a similar programme, which Fredag co-established.

Origin: We source 21.6% of our poultry purchases for the local market from Switzerland. The share of poultry procured from abroad but raised to Swiss animal welfare standards is 17.4%.

Labels: Although we only procured a small amount of poultry meat with organic certification in 2022, 19.3% carried another sustainability label such as IP-Suisse.



Fruit and vegetables play an important role in our Convenience segment. Biotta and its sister company Gesa process by far the highest percentage of these for their organic juices. They are also important as menu components in the food service channel and for the retail trade. Whenever possible, we use local, sustainably grown, organic vegetables and fruit. In previous reporting years, the share of vegetables and fruit from Switzerland was very high. As a result of including Germany-based juice producer Gesa in the reporting, the share of Swiss vegetables and fruit has been significantly lower since 2022.

Origin: In 2022, we sourced 14.1% of our vegetables and fruit from Switzerland, while 83.5% came from other (often nearby) European countries.

Labels: In 2022, 95.7% of purchases in this raw material category carried an organic label.



Durum wheat is a key raw material for our Pastinella pasta factory, in particular. We source it mainly from North America and are also steadily increasing the organic share to enhance our ecological contribution. Durum wheat has experienced significant price fluctuations on the world market over the last few years. One reason has been the increasingly intense weather variations, while others include higher demand during the pandemic and a global shortage due to the war in Ukraine, where a lot of wheat is produced for the Middle East and Africa. These developments resulted in historically high wheat prices – up until trading was suspended in spring 2022. The situation has eased slightly since then thanks to a good harvest.

Origin: 99.9% of the durum wheat purchased in 2022 came from North America and Europe.

Labels: Demand, supply and price factors caused the share of organic wheat to reach only 14.8% in 2022.



Eggs are used primarily in the production of our pasta specialities and for menu components, pâtés and panades. We are pursuing the goal of continuously increasing the percentage of eggs from KAT-certified free-range management (or a higher standard) in our purchasing to ultimately achieve 100%.

Origin: In 2022, we sourced 89.1% of our eggs from nearby European countries.

Labels: In the year under review the share of free-range eggs reached our target value of 100% for the first time. Additionally, 18.1% of the eggs carry the even more stringent organic label.



Soya is playing an increasingly important role in the Convenience segment, especially in the plant-based sector, where Fredag holds a strong position. Demand for domestic and foreign soya continues to rise. In this reporting year, Fredag also worked to expand the share of organic and Demeter-certified soya, and the procured quantities of Swiss soybeans of certified quality were further increased. We work closely with farmers in order to secure the required quantities of raw materials, and, wherever possible, we use agreements to safeguard the forecast volume even before cultivation.

Origin: The share of soybeans sourced from Switzerland was 94.6% in 2022.

Labels: The share of organically certified soybeans is currently 100% – just as in the previous year.



Fish, seafood and shellfish are procured in small quantities for our convenience products and certain retail goods. We use the WWF Fish Guide as an aid to avoid sourcing endangered species and also use sustainability certificates such as MSC, ASC and organic.

Origin: We sourced 14.5% of purchases in this raw material category from Europe in 2022.

Labels: During the reporting year, our percentage of fish and seafood purchases that met the WWF Score 1–3 was 74.9%.

Use of labels

To achieve our goals, we use and follow recognised standards, labels and certifications that stipulate strict ecological, social and animal welfare requirements. 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. Certifications are subject to regular audits, resulting in a steady improvement of the standards at the production sites and an upgrade of more and more products, e.g. from organic to Demeter certification. The following overview displays the most important raw material and food labels for ORIOR.

Frequently used labels and sustainability standards

Organic labels	Other sustainability labels	Labels of origin ¹
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 / Bioland and 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 and Non-GMO Project.	Aus der Region. Für die Region. (From the region. For the region.) (Migros), Heidi (Migros), Miini Region (Coop), Pro Montagna (Coop), Suisse Garantie, Schweizer Bergprodukt, Schweizer Alpprodukt, IGP, AOP and regio.garantie.

¹ Promoting regional products is a natural part of our strategy. However, as these products often do not address wider environmental and social concerns, we do not include them in our targets, but rather track them as internal metrics.

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 the use of certified organic products tends to be significantly lower than in the retail trade.

Partnering with suppliers

We are very aware of the value of having good partnerships and working closely with others to achieve our sustainability goals, and we maintain close, long-term relationships with our suppliers. During the reporting year, which saw the shortage of raw materials pose a major challenge, we consolidated our supplier portfolio for certain raw material groups in order to be able to collaborate even more closely with strategic local and regional suppliers. We hold regular discussions with them and proactively address sustainability issues and/or suggest concrete solutions for improvement.

We strive to be fair and equitable in all our business relationships. To ensure sustainability and quality, we take part in partnership programmes such as “Migros Animal Welfare” (MAW) and also ensure that our suppliers undergo recurring audits – sometimes in close cooperation with our customers. 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.

Activities 2022

Resilient carrots

Climate change poses a challenge on many levels, not least because it negatively affects the growing conditions of many agricultural raw materials. Biotta, for example, is anticipating that the main carrot varieties it has been using will offer lower yields as climatic conditions become hotter. To mitigate this risk, the company has been working with local partners since 2021 to carry out cultivation trials. In the year under review, they succeeded in developing two new organic carrot varieties that are better able to withstand climatic changes. The project will be continued until the seeds can be used for commercial cultivation. Trials with other vegetable varieties in addition to carrots will most likely be conducted over the next few years. In doing so, Biotta is

not only securing its own future, but also ensuring that its consumers will continue to enjoy exceptional products in the future as well.

Raw materials from side streams

Food production and processing generates edible scraps, many of which unfortunately still end up being thrown away (see also “Food waste and packaging”). Known as side streams, these by-products include vegetable pomace at companies like Biotta and Gesa, and okara and soya whey from Fredag’s tofu production. The industry is actively pursuing research and development to reduce food waste and reincorporate the by-products’ nutritional content into the food cycle. ORIOR has been proactive in this area as well and launched several projects in 2022 to upcycle such side streams in its products. For example, Fredag is testing ways to reuse pomace in tasty product innovations.

Transparency and digitalisation for purchasing

Due to ORIOR’s decentralised structure, evaluating non-financial purchasing data centrally is a challenge. As this data is of increasing importance for the internal and external assessment of ORIOR’s sustainability performance, we invested a great deal of time and energy in 2022 to optimise and consolidate the material management databases. Thanks to this effort, evaluations, e.g. regarding origin or label certifications, will be conducted more easily and reliably in the future. We also worked intensively in 2022 on creating a cloud-based sustainability dashboard which makes it easier to access sustainability data from a wide range of sources and visualise it at the required level of consolidation. This has improved our database and boosted our efforts towards ensuring more sustainable supply chains.

Expansion of the IP-Suisse range

Demand from customers and consumers for products from sustainable agriculture has increased steadily in recent years. IP-Suisse offers a positive compromise between conventional and organic quality. The label stands for ecologically integrated agriculture and fulfils higher animal welfare requirements than are required by law, for example. This means that all IP-Suisse animals must be born, reared and fattened in Switzerland. The BTS (Particularly Animal-Friendly Housing) and RAUS (which guarantees animals regular outdoor exercise) government programmes must also be complied with.

ORIOR is continuously expanding its range of IP-Suisse products, particularly in the meat sector. For the past two years, the "Meat Sourcing" Champion Group has been purchasing in line with a new procurement model by sourcing whole IP-Suisse pigs on a monthly basis. These are then delivered to a supply chain partner for contract slaughter and cutting before being further processed at ORIOR sites. This approach has proven successful and secures the majority of the quantities of high-quality raw materials that we need in a context of limited availability.

Development of further programmes with added animal welfare value

Due to the limited availability of Swiss poultry meat and continuing high demand, ORIOR is working with various partners to source poultry from South America that complies with strict Swiss animal welfare standards.

South America is well-suited for this because of the good supplier relationships already in place, favourable climatic and economic conditions, as well as the large amounts of space available. In 2022, Fredag made significant contributions to the establishment of a new programme for the import of poultry meat complying with Swiss animal welfare standards. We are pleased by this positive development and remain committed to further increasing the share of imported poultry with added animal welfare value.

Expansion of product range with sustainability labels

The demand for sustainable and organically certified food continues to grow. In cooperation with our partners, we continued to work on expanding our range of certified label products and motivating consumers to attach even more value to sustainable food.

Innovations with sustainability labels

"Salame del Monte Generoso" with certified IP-Suisse quality



As one of the leading producers of salami, Rapelli offers an extensive portfolio of different salamis featuring various qualities, price categories and flavours – and now also in sustainable IP-Suisse quality. This delicacy, which has been available at Migros since the beginning of December, is cured in a typical grotto cellar on Monte Generoso in Ticino. The fresh, moist air is filtered through the rock walls, creating a uniform microclimate all year round that guarantees ideal natural ageing and lends the salami its aromatic flavour.

Möfag launches organic lamb fillets at Lidl

Organic products are also very popular at discount retailers, which is a very welcome development. Among the various measures to meet this demand Möfag launched an organic lamb fillet at Lidl in the year under review. We are pleased with this success, as it aligns with our principle of placing a priority on certifications for meat from abroad.



GRI 3-3
GRI FP2

Evaluation 2022

Sustainable raw materials

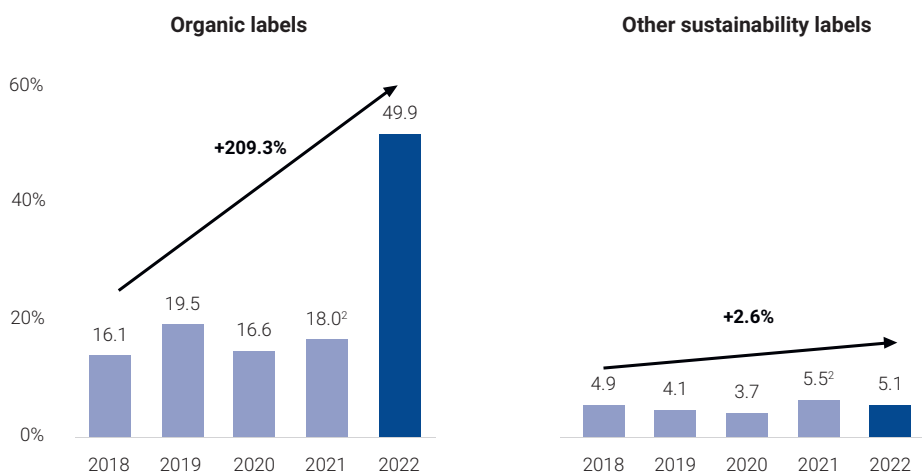
The development of sustainable food is of great importance to us. For this reason, we monitor the percentage of organic and otherwise sustainably certified raw materials that we source, with the aim of continuously increasing this share.

Since last year, we have been on track to exceed our target of increasing our share of raw material purchases with recognised organic and/or sustainability certifications by 15% by 2025 compared with 2018. In the current year, we find ourselves with a new starting position since we have now incorporated Gesa, Biotta's sister company in Germany, in our reporting, as planned and announced. Instead of the organic share we had previously of around 18% for our priority raw materials, this number is now 49.9% thanks to the high purchasing volumes of organic vegetables at Gesa. Despite this high proportion, we will continue our efforts to at least maintain this value and keep striving to further increase the share of organic raw materials in our procurement.

If we look at the individual priority raw material groups, we see that our organic share of beef is now at 3.1% (2021: 1.9%), which can be considered a success in light of the limited availability. The organic share of vegetables and fruit is 95.7%. Unfortunately, the organic share of durum wheat (14.8%) and eggs (18.1%) each decreased slightly compared with the previous year.

In addition to organic labels, we also use other sustainability labels at ORIOR, such as IP-Suisse, MSC and Fairtrade. Even with the new scope of consolidation that includes Gesa, the share of other labels across all priority raw materials is at a similar level to the previous year at 5.1% (2021: 5.5%). We continue to see further potential in this area. The share is relatively high for pork, with IP-Suisse weighing heavily here, and certifications such as Migros Animal Welfare (MAW) and Particularly Animal-Friendly Housing (BTS) also play a role for poultry.

Percentage of labelled raw material purchases¹
(in % of kg volume)



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

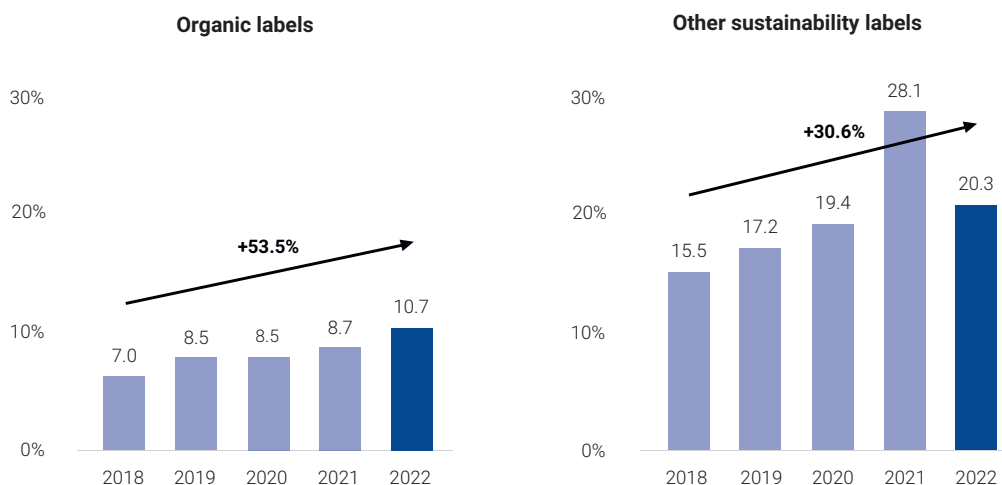
² Restatement, see p. 73 for explanation.

Certified products

As a logical follow-up to our higher share of sustainable raw material purchases, we also want to expand the proportion of sales with sustainably labelled products by 2025. In the reporting year, we succeeded in continuing the positive trend from previous years and increasing it for products with the relevant labels. The trend

has been on a steady upward curve since 2018, with the exception of an outlier in 2021. The IP-Suisse labels for pork and beef have been particularly important here, whereas the Migros Animal Welfare label applies to poultry, organic labels are used for vegetables, and the V-Label certifies vegetarian and vegan specialities.

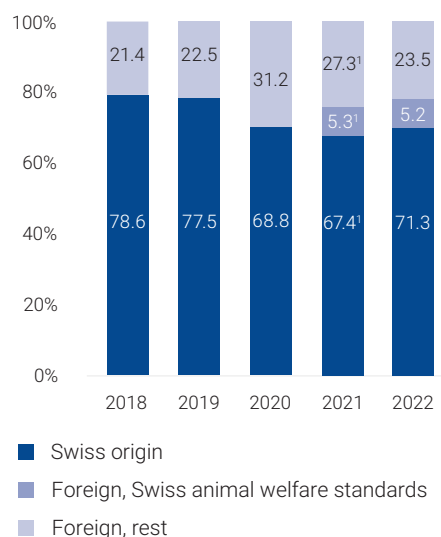
Sales percentages with labelled products
(in % of kg volume)



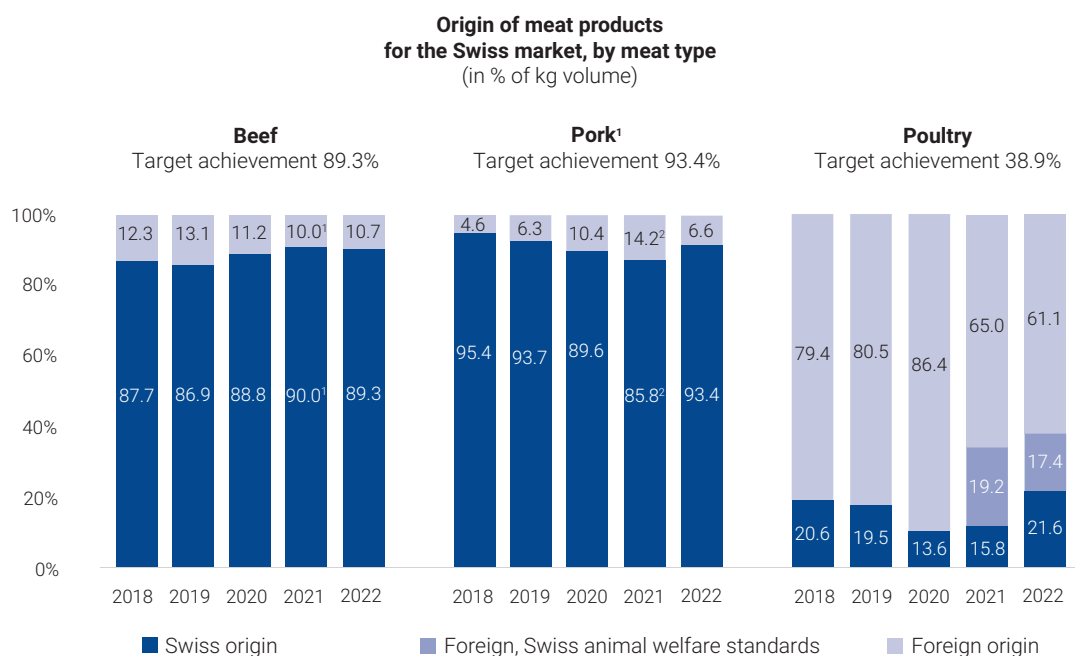
Animal welfare

We want to supply the market with high-quality, sustainable and humanely produced meat. To achieve this, we source Swiss meat whenever possible or meat from abroad that has been raised in line with Swiss animal welfare standards. We were able to slightly increase this share (see dark and medium blue columns on the right) in 2022 from 72.7% to 76.5%. The chart showing the individual types of meat is on the next page. In the case of poultry, we sold almost 22% Swiss meat in addition to over 17% raised abroad to Swiss animal welfare standards. In the case of beef and pork, the proportions with Swiss origin have remained stable over the past two years; in the case of pork, we were able to again increase the proportion of Swiss meat.

Origin of meat products for the Swiss market
(in % of kg volume)



¹ Restatement, see p. 73 for explanation.



Outlook

We will continue to work on expanding the share of our sustainably certified product range in the coming year. Furthermore, there are exciting projects underway in the area of upcycling side streams where our two fundamental themes of "Food Waste" and "Sustainable Raw Materials" intersect.

The topic of master data will remain a focus for the Purchasing departments at the ORIOR competence centres, and this will also have an impact on the evaluation and management of sustainability aspects in purchasing. The increasing integration of decentralised structures into a harmonised system requires close co-ordination between the ORIOR sites, and we want to

keep supporting this process next year through the Champion Groups. Further training is also planned to this end, such as in the area of strategic purchasing.

In addition, we will examine specific environmental and social aspects in the supply chain more closely within the context of sustainable raw materials. On the one hand, we will conduct a comprehensive analysis of the greenhouse gas intensity of our raw materials as part of our efforts to meet "Science Based Targets" (see Chapter 3.2). On the other hand, motivated by new regulatory requirements in Switzerland, we will address social aspects by examining our raw material supply chains for child labour risks and, if necessary, formulate additional measures to minimise these risks.

¹ Co-Packing sales of Refinement segment excluded for 2021 and 2022.

² Restatement, see p. 73 for explanation.



Safe and healthy food

Ambition 2025

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

Progress

On the right path

SDG contribution



GRI 3-3

Topic overview

The crucial topic of safe and healthy food comprises two components: firstly, an uncompromising compliance with food safety standards, and secondly, a contribution to a healthy and balanced nutrition.

As a food manufacturer, we have an important responsibility to ensure that our products are safe for consumption. To guarantee compliance with the highest quality standards, we rigorously implement our food safety requirements in our own operations and demand the same from our suppliers.

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

25

2022 status



The number of complaints due to food safety or quality problems per 100 tonnes of products sold **went down in 2022** and is now 17.0% lower than in 2019, the first year in which we calculated this indicator.



Healthier products

In the reporting year, many **recipes** were once again improved from a health perspective, and new **innovations** with health benefits were launched on the market.



Expansion of plant-based production

The infrastructure expansion for manufacturing **plant-based products** was successfully completed in the reporting year.

GRI 3-3

Management approach

To ensure food safety for consumers and offer our customers a selection of products with an unmistakable added health value, various departments throughout the entire Group work closely together while led by the Quality Management Champion Group. Having all of the relevant specialists involved is the only way we are able to meet the highest quality standards. We take the following measures to do so:

- We implement seamless quality management.
- We foster a strong food safety culture.
- We focus on recipe improvement and healthy innovations.
- We train our employees in quality management and food safety.
- We develop products for special requirements.

GRI FP5

Quality management

Our efforts in the area of food safety and quality management are based on the requirements of the law, customer demands and the corresponding quality agreements, as well as internationally recognised food safety standards. All of our production facilities are certified according to a standard recognised by GFSI¹ – such as FSSC², IFS³ and BRC⁴ – and are audited annually by an independent entity. Any feedback received from the audits is promptly implemented and integrated into our management system. In addition, we use individualised HACCP⁵ concepts as a preventive measure and basis for carrying out hazard analyses relating to the safety of our consumers and monitoring corresponding control variables. With regard to health and dietary intolerances, the competence centres have minimum guidelines and exclusion lists that define requirements for nutritional values, permitted ingredients, and any ingredients and additives that must be avoided.

Food safety is closely monitored as a key management variable of our business activities. Each competence centre consults with management to define annual quality goals (e.g. related to the number of customer complaints), which are then reviewed and discussed on a monthly basis. The Quality Management Champion Group ensures Group-wide exchanges on the topic. These high standards for quality and food safety also apply to our suppliers. Before placing an initial order, we carefully investigate potential new partners to ensure that they can fully adhere to the legal, ORIOR specific and customer-specific requirements. Regular reviews are also carried out on existing suppliers, and improvement measures are introduced if necessary.

Fostering a strong food safety culture

Having a food safety management system in place is certainly an important factor, but how well it is practised in day-to-day business activities is what really counts. This is why we attach great importance to ensuring that the management and quality managers of the individual competence centres are committed to a strong food safety culture and reinforce it on an ongoing basis. To achieve this, it is crucial that all employees are committed to a continuous improvement process and address and resolve grievances regardless of their position. Other important elements are also the appropriate example set by superiors and goal-oriented collaboration between quality management, production and technology.

Training

We use well-trained and sensitised employees to ensure quality and food safety as well as to prevent product recalls and withdrawals. Regular training courses are held on the relevant topics, and the entire workforce receives annual training on hygiene and HACCP. In addition, individual quality management and food safety training is provided (e.g. for new employees). This allows department-specific topics to be discussed in depth at least once a year.

¹ GFSI: Global Food Safety Initiative.

² FSSC: Food Safety System Certification.

³ IFS: International Featured Standards.

⁴ BRC: Global Standard for Food Safety.

⁵ HACCP: Hazard Analysis Critical Control Point.

Examples of quality management and food safety training held on a regular basis	
FSSC/IFS standards requirements Participants receive training in certification requirements that comply with food safety standards, how an audit works, and how deviations should be corrected. Topics include cleaning technology, inspections of incoming and outgoing goods, and critical control points. In addition, internal auditors are trained to be able to independently carry out standard compliance checks within the company.	Food defence/Food fraud (Product protection) In these training courses, employees learn how to protect food from deliberate contamination with biological, chemical and physical substances, and how to prevent and detect fraud and fakes.
Label and certification training ORIOR produces many items with special labels, such as organic and IP-Suisse products. Label and certification training covers these labels' specific requirements for manufacturing processes and the products themselves.	HACCP (Hazard Analysis Critical Control Point) Participants are introduced to the HACCP concept and taught the procedures to identify physical, chemical and biological hazard properties and monitor hazards using critical control points.
Hygiene and cleaning Standard training courses are conducted at different levels on topics of personnel and operational hygiene, including hand hygiene, surface hygiene, use of cleaning agents and materials, etc.	Allergens This training course teaches employees how to correctly handle allergens and avoid cross-contamination. It includes sensitising employees to the potential hazards and their consequences if the strict rules for handling allergens are not followed.

Recipe optimisations and new products with improved nutritional values

Our aim is to significantly increase the number of ORIOR products with added health value by 2025. All of the competence centres are continuously striving to optimise their product ranges from a health perspective. We endeavour to use a minimal number of ingredients, omit flavour enhancers, artificial flavours, colourings and preservatives, and minimise allergens. In this context, our recipes are also continuously monitored to check how the amounts of salt, sugar, fat and artificial additives are being reduced and to make improvements wherever possible. Some of these recipe adjustments are also due to new legal requirements or the further development of our content guidelines.

The tendency of consumers to adopt a flexitarian, vegetarian or vegan diet has been growing steadily for many years. ORIOR – mainly with its Fredag competence

centre – has been responding to this demand for the past 25 years by expanding its pioneering plant-based assortment and launching new concepts and product ranges. Examples of new developments and improved recipes can be found on the following pages.

Activities 2022

New BRC¹ certification

Our production facilities are all certified according to a GFSI-recognised standard. Fredag obtained a new certification from the GFSI family of standards in 2022. In order to enter the UK market and meet its specific requirements, Fredag underwent a BRC audit for the first time and reached a grading B. We will continue to work on implementing the BRC requirements to continually improve our rating.

GRI 3-3

¹ BRC: Global Standard for Food Safety.

Ongoing upgrades to our safety and quality management

One example of our training priorities in 2022 was that our quality managers received instruction on updated policies and procedures. The hygiene training was also digitalised so that it can be accessed more easily in the future by employees, regardless of their location.

There was one notable innovation in 2022 with respect to auditing. Whereas industry-standard self-audits and independent third-party audits have always been an integral part of our quality management system, we introduced new mutual audits in the year under review.

In these peer audits, different companies within the ORIOR Group audit each other for all standard requirements. These Group-internal audits strengthen cooperation and enable valuable know-how to be exchanged between the various ORIOR companies.

Recipe improvements

We are committed to continuously reviewing our recipes and improving them wherever possible to make them even healthier, e.g. to achieve a better Nutri-Score. This approach enabled the competence centres to realise several improvements in 2022 as well.

New developments and improved recipes – 2022 examples

Nutri-Score improvements

All ORIOR companies work continuously to optimise existing product recipes. These efforts often result in improved Nutri-Scores. In collaboration with Migros, Pastinella raised the Nutri-Score of its Anna's Best brand filled pasta to a solid B in 2022 thanks to a reduction in salt and the addition of dietary fibre. Fredag achieved the same result with its Délicorn cordon bleu, and further recipe upgrades are already in the pipeline for 2023.



Expansion of the Pure Nature range



The Pure Nature brand stands for 100% natural enjoyment. To ensure this, Albert Spiess does not use any artificial additives such as nitrite curing salt, preservatives, flavourings or flavour enhancers in these meat snacks. Nevertheless, their long shelf life can still be achieved with the addition of beets and acerola, two ingredients that naturally contain nitrate and acid.

We are continually expanding the Pure Nature range thanks to the sophisticated refinement of existing recipes. Möfag is also currently planning similar measures for its range.

Biotta Vital Shots

Biotta launched its Vital Shots in 2022 to complement the existing Vital range and targeted them specifically at specialist retailers such as drugstores. Unlike the immune boosters, the shots can be stored unrefrigerated for 18 months by means of a hot filling process. This ensures that the shots are not only healthy and ideal for strengthening the immune system during the winter, but thanks to their longer shelf life, they are also less likely to be thrown away because they have expired. Good for you, good for the environment!



Expansion of plant-based production

Fredag launched what was probably the first-ever meat substitute product in Switzerland over 25 years ago, and is still one of the most important manufacturers for the Swiss market. With our own brands such as "Happy Vegi Butcher", "Nature Gourmet" and "Nop-pa's", along with products for customer brands, Fredag caters to one of today's largest food trends and also exports a significant proportion of products to Europe. We are steadily expanding and developing our range to meet the demand for meat-substitute products. At the

same time, we have decided to enlarge the production capacities for our plant-based specialities. The incremental commissioning of the additional high-moisture extrusion lines – i.e. the technology behind the meat-like texture of substitute products – was completed in the year under review.

The plant-based range of the other competence centres was also expanded in 2022. The following examples illustrate this trend.

Plant-based innovations 2022

V-Love from Fredag



Plant-based pioneer Fredag continuously invests a great deal of effort in developing new vegan and vegetarian delicacies. The company, based in Root, Switzerland, had the opportunity to develop various innovations for Migros in 2022 under the V-Love brand. These included a plant-based steak that comes in sustainable flatskin packaging, and two new items for its frozen assortment: a vegan cordon bleu and a tasty meal.

First plant-based product from Rapelli

Rapelli served up a special product highlight in the year under review. Although best known for its exquisite Salumeria specialities, the Ticino-based company has now launched the first 100% plant-based product in its history: soya-based YOLO Lasagne Bolognese. We are proud of this innovation because it is the first meat substitute product from Rapelli, and it also builds bridges with Fredag, which itself possesses huge expertise in this product segment thanks to years of experience.



Vegan cheese ravioli from Pastinella



Pastinella launched a new vegan item – which is also its first-ever product that contains a plant-based cheese alternative – at Coop just in time for Veganuary 2023. The innovation was developed in partnership with the Swiss start-up New Roots, which produces cashew-based cheese substitutes using traditional methods. Already popular with vegans, the fact that this product could now be coupled with Pastinella's pasta-making expertise is an excellent step forward.



Top quality, meat-free

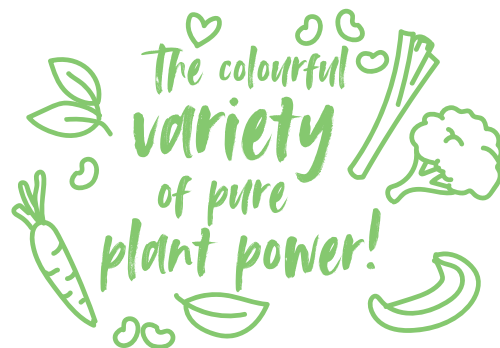
Thanks to the newly developed plant-based fresh product assortment from Le Patron, satisfying the broad demand for sustainable food in the gastronomy sector has never been simpler. The extensive range is 100% plant-based pleasure, offers maximum flexibility in meal planning and can be prepared with minimum effort.

The range contains popular dishes from Swiss, Mediterranean and Asian cuisine that your guests won't want to miss out on. You can opt for a juicy country-style stew or a chili sin carne. The range is rounded off by basic components that can be combined in a multitude of different ways, from vegetables and carb-based side-dishes to sauces.

The recipes don't make you miss meat or milk and are a great source of valuable plant protein. The products are manufactured in accordance with Le Patron's tried and trusted promise of quality, and therefore contain no flavour enhancers, palm oil or other hydrogenat-

ed fats. Each item has V Label certification, so that Le Patron can guarantee transparent quality, monitored by Swissveg. From the main ingredients to the accompaniments, the dishes are made exclusively of plants and are free from animal products.

With this product range, Le Patron is enabling its food service customers to make a sustainable statement.



GRI 3-3

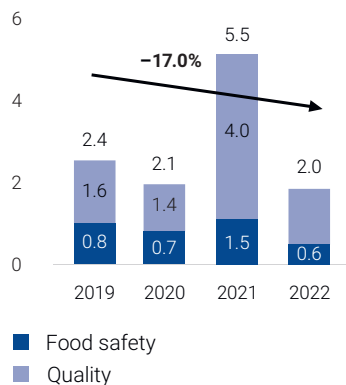
Evaluation 2022

Safe and reliable food

We employ different methods as a means of verifying the quality of our food products, e.g. assessing the relative number of complaints in relation to our production volume. We classify the complaints according to their relevance to food safety, quality and logistics; however, only the first two apply to this key sustainability issue and are presented in the report.

A change to the IT logistics system at Rapelli in 2021 led to temporary but significant restrictions on picking, which had a knock-on effect on complaints. In 2022, we not only reversed this negative trend from the previous year but also reduced the relative number of complaints received compared with 2020. The training and awareness-raising measures we carry out for our employees as well as the continuous improvement process described above are major contributing factors to this success.

Number of complaints
(per 100 tonnes of product sold)



Healthy products

The examples in this section clearly indicate that we are on the right path to making our product range increasingly healthier. Since the relevant health parameters are very diverse, measuring this progress quantitatively is not an easy task. As of last year, we now display the average salt and sugar content (as a percentage of the total weight). Due to the fact that the newly included vegetable juices from Gesa are very low in salt and sugar, the sugar content has been reduced from 2.1% to 1.6% and the salt content from 1.5% to 1.1%.

Outlook

In 2023, we will continue to work on further improvements in our focus area of safe and healthy food. At product level, Möfag and Albert Spiess are already working on additional innovations for the Pure Nature product range. Rapelli launched its first plant-based product, YOLO Lasagne Bolognese, in 2022 and plans to follow up with another innovation in the coming year. Diligent efforts will continue to be made to optimise existing recipes as well so that products can be improved in terms of taste and nutritional physiology, which is also expected to have a positive impact on the respective Nutri-Scores in 2023. Additionally, Biotta plans to further increase its range of climate-neutral products – certified by Myclimate.

As a standard measure, numerous training sessions are conducted in the areas of quality management and food safety. We will continue these activities in 2023 and reinforce them even further with specific initiatives. One concrete example is an awareness campaign planned for employees in the area of food safety and quality. Such initiatives should aid in reducing the number of complaints in the coming year.



High-quality durum wheat is one of our priority raw materials due to its importance for the production of pasta specialities.

Environmental responsibility

Our ambitions

-25%



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

Climate-neutral operations



From 2022 onwards, we will implement climate-neutral operations in Switzerland; this will be extended across the entire Group from 2025. Our ambition for all of ORIOR is to reach net zero by 2050.

-15%



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



Food waste and packaging

Ambition 2025

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

Progress

On the right path

SDG contribution



GRI 3-3
GRI 306-1

Topic overview

Every day around the world, large quantities of food that are still edible or otherwise usable are disposed of unnecessarily. According to the World Health Organisation, this loss “from field to fork” amounts to one third of all food produced annually.

The food resources wasted in this manner place an unnecessary strain on our ecosystems and the climate. Moreover, food loss also has a negative impact on a company's cost efficiency. As a food producer, ORIOR also contributes to the generation of food waste. We are aware of this and are working to steadily improve.

Packaging also has an impact on the amount of food waste generated. Good packaging helps food last longer by protecting it from light, air and contamination, not to mention being indispensable in making it fit for transporting. At the same time, packaging is one of the main contributors to rising levels of resource consumption and generates significant amounts of waste itself. This is why our ambition is to further optimise our packaging in terms of materials and weight while maintaining maximum protection for food products. We are also well aware that customers and consumers are increasingly demanding a shift towards more sustainable packaging. This is a positive and important aspect, because their awareness of packaging when deciding what to buy is also growing.

33

2022 status



-26.1%

ORIOR has been able to **reduce** the **food waste intensity** (disposal and process waste per kilogramme produced) by over 26% since 2018. We are thus on target to achieve our Ambition 2025 (-25%).



Industry agreement against food waste

In May 2022 **ORIOR**, together with 27 other companies and associations, **signed** a cross-industry agreement with the Federal Office for the Environment. The goal is for the industry as a whole to **reduce food waste by 50% by 2030**.



Further improvements in waste management

Recycling management that covers more than just food waste has been steadily improving over the past several years with external help, and this is having an impact. The amount of waste that ends up in the incinerator has been **reduced year by year**.

GRI 3-3
GRI 306-1
GRI 306-2

Management approach

We use measures in the following areas to reduce food waste and make our packaging more eco-friendly:

- We optimise our processes and supply and demand management.
- We use technological innovations to reduce and avoid waste.
- We invest in opportunities to reuse and recycle our production surpluses.
- We experiment with more sustainable packaging options and a proactive approach of introducing new ideas to our customers.

The reduction of food waste is overseen primarily by the Operations Managers and Technical Heads Champion Groups and is based on annually agreed targets. The actual waste volumes are closely monitored and discussed regularly, and all disposals must also be approved by the operations managers. The "Packaging sourcing" Champion Group is responsible for the area of sustainable packaging. The sales teams and marketing departments also play a significant role in the areas of food waste and packaging, as even before the actual production process takes place, crucial groundwork is laid through defining minimum ordering volumes, delivery cycles and packaging design.

When we record our waste volumes, we differentiate between process waste and surplus waste. The former occurs during production, when starting up and stopping machinery, or during portioning. Examples of this waste include leftover dough scraps from ravioli production, vegetable peelings, and 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 disposed of, e.g. due to a decline in demand, minor defects, or discontinuations.

Optimising internal processes and supply and demand management

Effective production, inventory and sales management is crucial for fine-tuning delivery capacities and reducing the amount of waste disposal. Therefore, we are continuously optimising our planning and employ solid communication processes between production and sales/marketing to ensure that unnecessary disposals are avoided to the greatest degree possible. One of the key factors in this approach is regular dialogue with

our customers regarding order quantities and delivery cycles, coupled with smoothly functioning internal processes, e.g. efficient management of deep-freeze storage and monitoring expiry dates. Last but not least, the degree to which employees are sensitised to the issue of waste is crucial, which is why the topic is regularly addressed in training sessions.

There are certain process waste quantities – e.g. when cleaning – that are fix and independent of production volumes. There, smaller batches mean relatively higher food losses. Consequently, order quantities and production volumes are decisive factors for steadily reducing the amount of waste. In this regard, it is important to strike a good balance between the aspects of innovation and optimised volume production. 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. Nevertheless, developing new products leads to relatively high numbers of rejects in the test phases. To minimise this, we only initiate actual test production runs with those products that show significant potential or for which we have already received firm commitments from customers.

Technical adjustments

In some areas, waste can be reduced through technical optimisations. When sourcing new production machinery, resource efficiency such as the amount of production waste generated is an important criterion to keep in mind. Our Technical Heads carry out regular analyses to improve the existing mechanical infrastructure with the aim of reducing rejects, e.g. by improving conveyor belts or adjusting cutting sizes of the items being produced to decrease trimming losses.

Reutilisation of side streams and surpluses

Whenever possible, we process 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 trimmings from ham and sausage specialities or raw material surpluses from other subsidiaries to make its fillings. When we have surpluses of 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 reduced prices through "Too Good To Go" or in our factory shops. The same applies to products with minor defects that are still perfectly safe to consume.



In May 2022, 28 companies and associations in the food industry signed an agreement with the Federal Office for the Environment (FOEN) to combat food waste.

Expanding our sustainable packaging

Reducing the amount of packaging and making it more sustainable is a complex task in the food sector. On the one hand, we want to keep the amount of packaging material to a minimum in order to conserve natural resources and generate less waste. On the other hand, packaging is needed to keep our products safe and fresh for as long as possible.

ORIOR and its customers are committed to offering consumers sustainably packaged products. We are focusing on different areas to achieve this, including material savings through lighter or less packaging ("reduce"), using recycled or recyclable materials ("recycle"), and incorporating renewable alternatives to plastic ("replace"). All of our competence centres are continuously testing or implementing new, more sustainable options. This requires a great deal of discussion, industry-wide cooperation, and ultimately a long-term cultural change as well so that today's often still higher prices of more sustainable solutions can be reflected and spread out among the different players involved. We want to proactively work on reaching this goal.

Activities 2022

Cross-industry agreement on reducing food losses

On 22 May 2022, ORIOR and 27 other companies and associations from the Swiss food sector signed a cross-industry agreement with the Federal Office for the Environment to reduce food losses. Signatories have committed to halving their food waste by 2030 compared with 2017, in keeping with the Sustainable Development Goals. The United Against Waste initiative (UAW), of which ORIOR is a member, coordinated the preliminary groundwork for the agreement. The co-operation within the UAW and the signing of the industry agreement has created an important basis enabling current challenges to be discussed systematically and solutions to be worked out together thanks to direct exchanges with representatives along the entire value chain.

An action plan has been adopted to implement the agreement that will accelerate steps to prevent food waste and support existing initiatives and measures. In the first phase, the plan calls on the signatory companies and associations from the various sectors of the food industry to jointly develop reduction targets that will be achieved through voluntary measures. ORIOR already participated in the first cross-sector meetings in the reporting year.

GRI 3-3
GRI 306-2

Food-saving examples in 2022

Limited-series food-saving creation



Our juice manufacturer Biotta made great strides in keeping food waste to a minimum in 2022. Its collaboration with the Swiss "Reformhaus" health-food store has been particularly fruitful. Unique products were created to make use of surplus raw materials, e.g. the "No Banana" and "Pink Power" juices for the Reformhaus' own brand "Fruits with Benefits".

Format adjustments at Möfag

Möfag achieved raw material savings in the reporting year thanks to various efforts. For example, it reduced the amount of sausage casings it uses thanks to format adjustments. This result shows that sometimes it is the small changes that can have a big impact, and it only requires a little creativity to implement them.



Reutilisation of trimmings



A percentage of food waste occurs due to "preference losses", as not all parts of a product or raw material appeal to consumers. However, greater awareness of food-waste issues can increase sales of food-saving items. After Rapelli successfully launched lower-priced items made from trimmings on the retail market in recent years, development work was continued on further food-saving innovations in 2022.

Anniversary of the Pastinella factory shop

Our factory shops enable us to efficiently market surplus stock or items that are close to their best-before date directly to our consumers. The Pastinella factory shop in Oberentfelden celebrated its first anniversary in 2022. Our employees and people living in the neighbourhood are the most pleased by this, as they are the main customers of the new factory shops and can take advantage of the attractive prices.



Expansion of "Packaging" Champion Group

Our cross-site Champion Groups provide a space where representatives of the same field can share their expertise and develop solutions together. Driven forward by ORIOR's internationalisation strategy, the "Packaging sourcing" Champion Group was expanded in 2022 to incorporate the international ORIOR units, which means that ORIOR's international subsidiaries can

now be included as well. Among other things, the Champion Group pursues the goal of promoting the topic of sustainable packaging with both the Swiss and international competence centres working closely together. This includes, in particular, successfully managing the trade-off between sustainability and food safety.

Improved supply and demand management

Systematic and forward-looking production, inventory and sales management as well as forecasting are essential for reducing food waste. During the year under review, various efforts in this area were undertaken at our competence centres. Fredag developed new guidelines and launched a new tool to systematise sales and production planning. At Rapelli, improvements in inven-

tory management were implemented and employee training in this area was provided, while Le Patron focused on improving its product introduction and discontinuation process.

More sustainable packaging

We optimised packaging in this reporting year as well.

Examples of more sustainable packaging from the ORIOR units

Enhanced recyclability with separable packaging



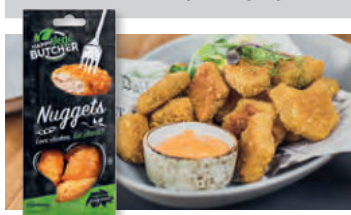
This year, Rapelli once again optimised several packaging concepts with regard to sustainability aspects. For example, the popular Salsiccia from the Ticinella brand is now sold in separable packaging composed mainly of paper and coated with a thin plastic film, which can be detached for proper recycling. A simultaneous decision to also reduce the thickness of the packaging film has resulted in significant savings on plastic.

Traktor Smoothies now using rePET

Biotta's Traktor Smoothies have already scored very well in terms of sustainability thanks to their climate-neutrality certification from Myclimate. These popular juices have now become even more environmentally friendly since switching over to rePET bottles in 2022. This means that the plastic for the packaging now consists of 100% reused material, primarily PET bottles that have already been recycled.



More sustainable packaging at Fredag



More sustainable packaging was also a focus for Fredag in 2022. The thickness of the packaging film was reduced for various products, such as the plant-based nuggets from Fredag's in-house brand "Happy Vegi Butcher". This measure enabled Fredag to save over two tonnes of plastic in total for the corresponding products in the year under review.

Less plastic

Using less plastic continued to be a focus in 2022. The modifications introduced over the past few years are having an effect. For example, switching to banding instead of double wrapping for twin packs allowed Albert Spiess to save 145,000 linear metres of plastic film in 2022.



A challenge arose in the year under review due to many types of packaging and their raw materials becoming more expensive. First triggered by the coronavirus pandemic, this situation has been further exacerbated by the war in Ukraine and geopolitical and global economic issues. As a result, paper packaging had to be ordered well in advance, which made it difficult to respond to changing demands from our customers. The long-standing relationships we enjoy with our packaging suppliers give us a clear advantage here, making it easier to absorb such fluctuations.

external recycling management company, which we initiated a couple of years ago, is also yielding increasingly positive results. Finally, the negative numbers from 2021, which were due to difficulties relating to an IT changeover, were rectified.

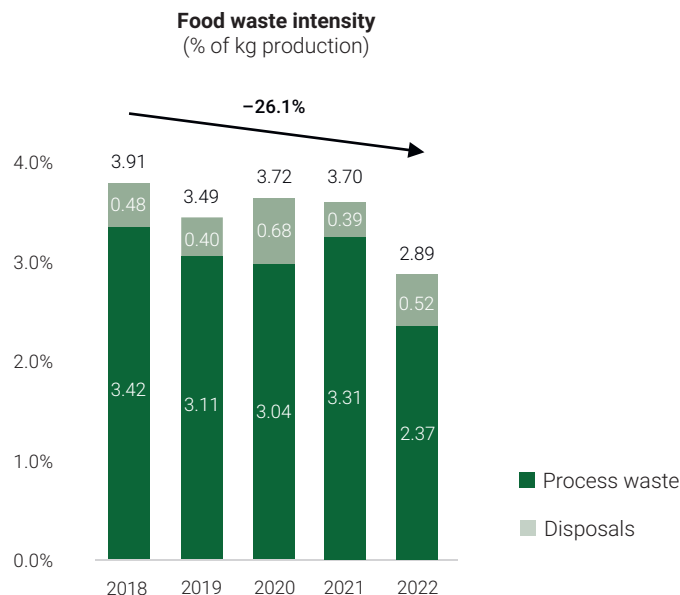
An expansion in scope that was carried out as planned was also a key driver for the good performance in this reporting year. Gesa, Biotta's sister company, was included in the reporting for the first time starting in 2022. The company, which produces vegetable juices and is based exclusively on a B2B business model, has high production volumes and a very low rate of rejects that positively influences our food waste balance sheet.

However, steadily decreasing our food waste remains a challenge, as internal and external market and production fluctuations can rapidly affect the amount of waste generated. Furthermore, last-minute order changes made by our customers continue to pose difficulties. We are not shying away from this challenge and will persist in our efforts to reduce food waste even further in order to contribute to the corresponding SDG and meet our commitments to the federal government's cross-industry agreement.

Evaluation 2022

ORIOR Switzerland measures its food waste using two different categories: process waste (e.g. leftover dough scraps from ravioli production, trimmings when cutting pâtés, and vegetable peelings) and surplus waste (disposals due to a decline in demand, minor defects, and discontinuations). We are currently on target to achieve our goal of reducing food waste by 25% by 2025. At our Swiss competence centres, the optimisations described above, particularly in the area of planning and process simplification, have been one contributing factor to this progress. ORIOR's collaboration with an

GRI 3-3
GRI 306-2





Carrot harvest in Tägerwilen, where trials of new, more resilient carrot varieties were conducted in 2022 in cooperation with an organic farmer.

Outlook

We continue to work intensively on our production and inventory management as well as our forecasting to avoid food waste. An example of this is our goal of intensifying and better coordinating cooperation between sales and production. On the production side, we are examining the individual lines on a step-by-step basis to discover potential for optimisations. When it comes to products, we are forging ahead with development work to bring new food-saving creations to market. In addition, we are reviewing a series of recommendations for reducing food waste that were developed as part of a study commissioned by the Federal Food Safety and Veterinary Office.

The tasks carried out within the framework of the industry agreement with the federal government will re-

main important. It facilitates wide-ranging exchanges with the various players in the food value chains who are also direct suppliers and customers of ORIOR. This interaction is also vital as it increases planning precision between the different players so that food waste can be prevented before it even occurs.

The issue of sustainable packaging will be tackled on a wide range of fronts in 2023. Focus areas include rolling out paper-based packaging concepts to other products in our range and continuing to reduce the thickness of plastic packaging to consume less material. A concrete pilot project, which aims to reuse the backing sheets from adhesive labels, should also aid in saving resources. In addition, we are expecting positive impetus from the newly founded "International Packaging" Champion Group to identify and implement potential packaging optimisations.

GRI 306-1
GRI 306-2

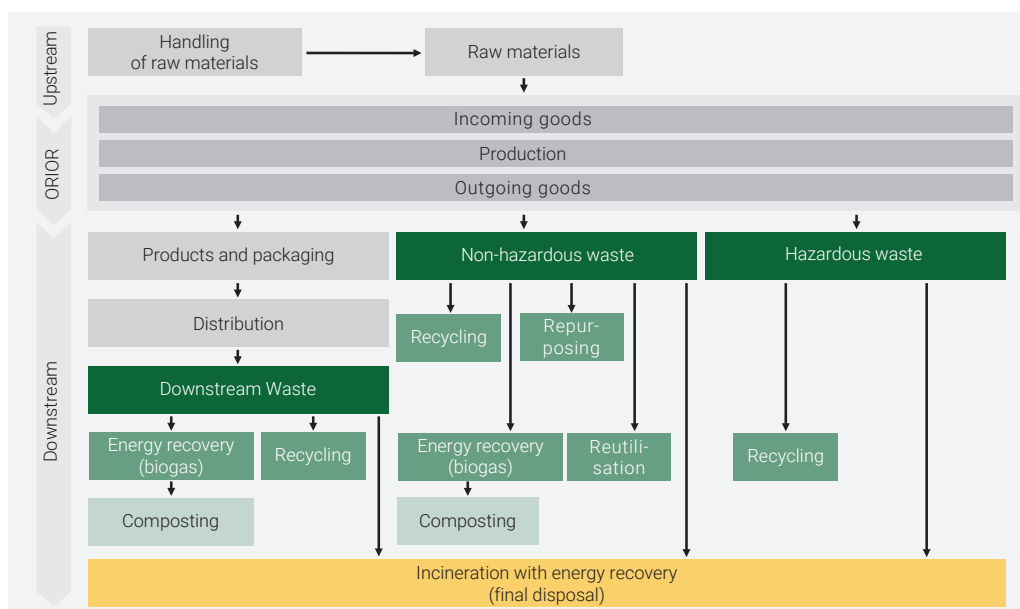
ORIOR Switzerland waste streams

Waste generation and waste-related impacts

We have been documenting the precise waste streams since 2020 (from 2022 including Gesa) in accordance with the requirements of GRI 306. The following chart provides an overview of the value and waste streams at our operating sites.

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 listed here result from ORIOR's own activities at its competence centres. In addition, downstream recyclables and waste are generated in the form of food waste and packaging. Our management approach to packaging is outlined on the preceding pages.

Process flow of materials, recyclables and waste at ORIOR Switzerland



40

GRI 306-3

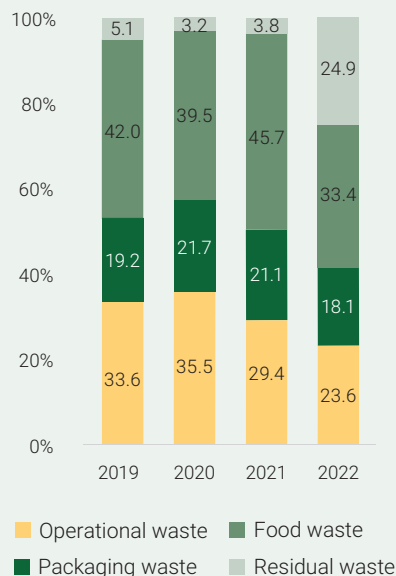
Generated waste and its composition

Our production process generates both waste (which is disposed of) and recyclable materials (for repurposing). We managed to almost halve waste intensity, i.e. waste generated in relation to our production volume, compared with the previous year. As we explained on the preceding pages, this was due to the comprehensive measures undertaken, coupled, in particular, with the planned expansion of the scope of consolidation to include Gesa, which was implemented in the 2022 reporting year.

The waste categories at ORIOR can be described as follows:

- **Operational waste** is mixed waste – mainly mixed and contaminated packaging and bulky refuse – that is designated for incineration as it cannot be recycled. A small portion of operational waste is generated in the office areas (<2%), with the rest stemming from production.
- **Packaging waste** includes all packaging made of paper, cardboard, glass, wood and plastics that can be separated. Only very small quantities (<1%) are produced in the office areas, while the rest originates from production – mainly in the form of secondary packaging used for incoming goods.

Composition of waste (%)



- **Food waste** includes all organic (animal and plant-based) waste. With the exception of raw animal waste, which by law must be incinerated, food waste is fully repurposed (e.g. as pig feed or in the biogas plant).
- **Residual waste** consists, for example, of metal and electronic waste, soil and stones, engine oils and sludge from the grease separators. Over 90% of this residual waste is repurposed (recycling, biogas plant, etc.), while the rest ends up in the waste incinerator.

The change in the scope of reporting has also affected the composition of our waste. Since Gesa mainly processes vegetables, which are washed internally, a large amount of soil, mud and stones accumulates, which is assigned to the "residual waste" category. Rapelli and Le Patron also generated a relatively large amount of bulky waste and inert waste (mineral building waste) during construction projects resulting from site renovations, all of which falls into this category as well. This accounts in large part for the rise in "residual waste" to just under 25%, which in turn is strongly reflected in the reduction of operational and packaging waste volumes. The recycling proportion sank, in part because relatively few electrical appliances had to be recycled in 2022 and because the volume in the "reutilisation" category has grown so much owing to the quantities of soil, mud and stone mentioned above.

GRI 306-4
GRI 306-5

Waste according to destination

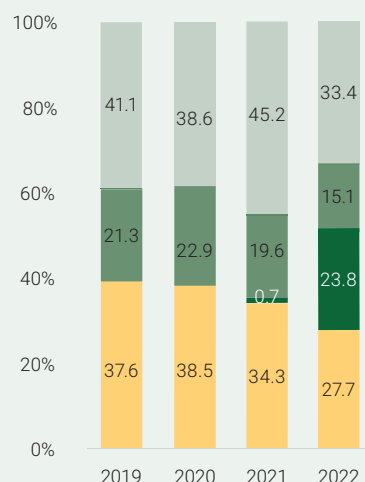
100% of the generated waste is recycled and disposed of outside ORIOR sites. The recovery methods for recyclables can be subdivided as follows:

- **Repurposing (energy recovery):** e.g. operational waste that is delivered to a biogas plant.
- **Composting:** about 1/3 of the substrate from the biogas plant is reused and applied as compost.
- **Repurposing (pig feed):** e.g. food waste collected by farmers and used as pig feed. The amounts involved are very small quantities.
- **Recycling:** paper, cardboard, used glass, PET plastics, etc., which are recycled and reprocessed into new (packaging) materials.
- **Reutilisation:** e.g. polystyrene, which is shredded and reused as filling material, or soil and stones that are sent back to the field.

In the year under review, around 72% of our total waste volume was repurposed in one or the other forms. This is right in line with our sustainability vision and represents another increase compared with the previous year. This waste is either reused, recycled, turned into biogas or composted. Only 0.04% of the repurposed waste is categorised as "hazardous" and is separated and disposed of accordingly (electronic waste, fluorescent tubes and motor oil).

A total of around 28% of our overall waste is sent for disposal. As in previous years, almost 100% of this waste is non-hazardous (the quantities of solvents disposed of in this category are so small that they are not included in the statistics as hazardous waste).

Waste by disposal method (%)



- Biogas, compost, pig fattening
- Recycling
- Reuse
- Incineration with energy recovery

GRI 306-4
GRI 306-5



Climate and energy

Ambition 2025

From 2022 onwards, we will implement climate-neutral operations in Switzerland; this will be extended across the entire Group from 2025. Our ambition for all of ORIOR is to reach net zero by 2050.

Progress

On the right path

SDG contribution



GRI 3-3
GRI 302-3

Topic overview

Climate change is one of the greatest challenges of our time. We address this issue with our short and long-term climate targets.

According to the "[Intergovernmental Panel on Climate Change](#)" (IPCC), global food production is responsible for around 30% of greenhouse gas emissions. The biggest contributor to this by far is agriculture, e.g. through live-stock production and crop farming. However, greenhouse gases are also emitted during the processing of food, e.g. in manufacturing and while maintaining the cold chain during storage and transport. ORIOR is very conscious of its responsibilities and works hard on shrinking its climate footprint. In the coming years, our focus will be on efforts towards establishing science-based climate targets.

2022 status



ORIOR has succeeded in **lowering its Scope 1 and Scope 2 emissions** by 78.8% since 2018. An important factor in this achievement was switching all of our Swiss competence centres over to hydroelectricity, accompanied by other efficiency measures and modernisations.



We have succeeded in **improving our energy intensity** by –29.9% since 2018. The renewed focus on energy consumption against a background of looming energy shortages provided additional impetus for achieving the 2022 ambitions.



Climate-neutral operations

Operations at all Swiss ORIOR competence centres have been climate-neutral since 2022. The certification is based on a collaboration with the **Myclimate foundation** and means that we strive to reduce our emissions to the greatest degree possible while offsetting the remaining emissions with high-quality climate protection projects.



CDP: B rating achieved

CDP, the world's leading rating agency for climate issues, recognises **our commitment to tackling climate change** and has awarded us a **good B rating** (on a scale of A to D). ORIOR completed its disclosure for the second time in 2022, and this will be followed by a third evaluation in 2023.

GRI 3-3
GRI 2-18

Management approach

We are very conscious of our responsibility to ensure climate protection and aim to fulfil it through the following measures:

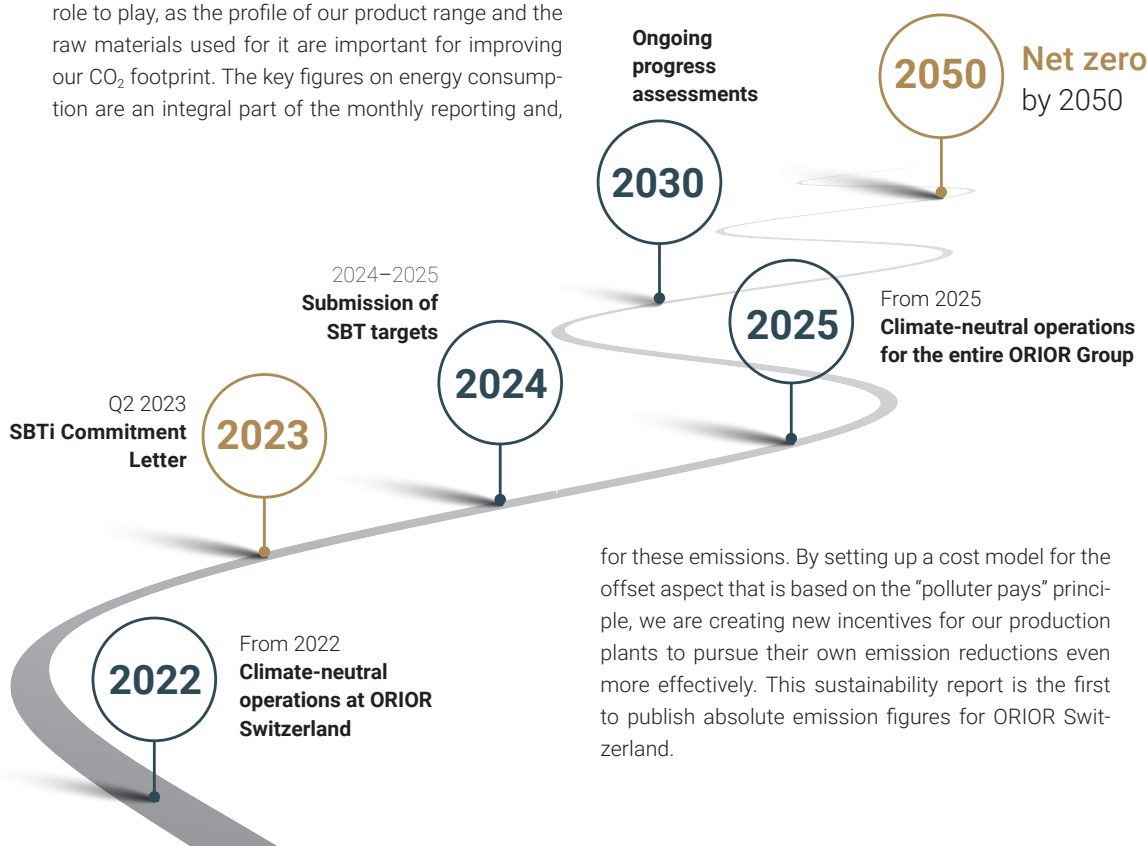
- We operate climate-neutral certified sites.
- We are developing science-based climate targets.
- We pursue our ambition of achieving net zero by 2050.
- We drive forward plant development projects with an emphasis on sustainability as well.
- We implement target agreements with the federal government to increase energy efficiency.
- We increase the efficiency of our processes.
- We increase the share of renewable energy sources.
- We continually expand our range of climate-friendly products.

The overall responsibility for achieving our climate goals lies with the Executive Committee and top management. On an operational level, the issue is guided and driven forward by the ORIOR Group's sustainability team and, in particular, by the Operations Managers and Technical Heads Champion Groups. The development and marketing teams also have an important role to play, as the profile of our product range and the raw materials used for it are important for improving our CO₂ footprint. The key figures on energy consumption are an integral part of the monthly reporting and,

through their integration into the performance assessment, they also form a component of the remuneration system for the management boards of the competence centres and the Group's top management. Plant development, which is very important for achieving our climate targets, is planned by the Executive Committee, CEO and CFO at the highest operational level due to the large investment sums involved and the associated far-reaching effects and is then approved together with the Board of Directors.

ORIOR's climate roadmap

After achieving its previous climate target, ORIOR set itself a new climate target in 2021. This consists of switching to climate-neutral operations in Switzerland as of 2022 and for the entire ORIOR Group as of 2025, as well as the long-term ambition of achieving net zero by 2050. To this end, we worked with Myclimate in the year under review to carry out a carbon footprint assessment for the first time at an operational level. This involved expanding the previous climate accounting range of Scope 1 and Scope 2, as certain elements from Scope 3, such as business-related travel and waste flows, have now been added. We adhere to the "Reduce the maximum, offset the rest" strategy



for these emissions. By setting up a cost model for the offset aspect that is based on the "polluter pays" principle, we are creating new incentives for our production plants to pursue their own emission reductions even more effectively. This sustainability report is the first to publish absolute emission figures for ORIOR Switzerland.

During the reporting year, an in-depth evaluation of the net zero ambition led to the decision to reinforce ORIOR's climate targets over the next two years with a scientific basis gained by joining the Science Based Targets initiative (SBTi), and we have now launched this project (see Outlook).

Plant development, equipment and buildings

Plant development is an ongoing process for ORIOR that is actively addressed and implemented. The relevant projects and measures undertaken are marked by a broader scope of action, but also by large investments. The closures of the Prodor cured ham factory and the plant in Uetendorf, which were approved as part of this process, as well as the transfer of production volumes to Rapelli and Le Patron, were successfully completed in the reporting year. Vacating these outdated buildings will translate into significant improvements in emissions from production operations, increased logistical and transport efficiency, and a more complete utilisation of production capacities at Rapelli and Le Patron.

At the same time, we are increasing energy efficiency at our production sites thanks to ongoing investments in the maintenance and also to modernisation of our production equipment. In addition, the efficiency parameters of new machinery are always assessed as a key criterion before procurement.

Our buildings are also key starting points. We can reduce energy consumption by upgrading a building's insulation and lighting, along with heating, ventilation and cooling systems. Many measures have already been implemented in this area since 2013 as part of our projects in conjunction with the Energy Agency of the Swiss Private Sector (EnAW).

With our cooling systems, both energy efficiency and the type of refrigerant used are relevant factors. Certain agents still in use today present a considerable greenhouse warming potential. We constantly assess our infrastructure to see where we can switch to systems with refrigerants that are less harmful to the climate. We rely on external experts for the prevention, rapid detection and repair of leaks, and it should be possible to make further improvements in this area.

Implementation of the target agreements with the federal government

The Swiss CO₂ Act 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 competence centres participate in the corresponding EnAW programme. EnAW consultants are also important sparring partners, as regular energy check-ups are carried out with their help and company-specific measures are developed and implemented.

These processes were continued in 2022, and many of the activities described below were implemented within this framework. All of the competence centres submitted their monitoring reports in the spring of 2022. These reports demonstrate that the majority of the target agreements with the federal government were met by the end of 2021. The current target agreement period will continue until the end of 2024, when the new CO₂ act should come into force as of 2025, and a new target agreement period will begin.

Increased process efficiency

We are constantly improving the energy efficiency of our production lines, e.g. by fine-tuning the operating times of the equipment and optimising temperature settings during the cooking processes. We also focus on heat and cold generation, as this incurs high energy consumption for food manufacturers. Making optimal use of residual heat from cooling processes can save a great deal of energy during heat production as we reuse it in the most efficient way possible.

Our diversified and constantly developing product range combined with often tight delivery cycles place certain limits on our efficiency efforts as manufacturing different product variants in smaller batches leads to a relatively higher energy expenditure. Our planning accuracy is directly dependent on volume agreements and delivery cycles and must therefore be discussed with customers at an early stage. There is still room for more improvement in this respect.

Renewable energies

Energy savings alone are not enough to achieve our goals. We also need to implement the continuous replacement of fossil energy sources with renewable ones. Whether it is switching from heating oil to wood-chips, from grey to green energy, or from gas to hydroelectricity, ORIOR is committed to continuously increasing its share of energy from renewable resources in order to further reduce greenhouse gas emissions.

Climate-friendly products

Along with the Scope 1 and 2 emissions currently being recorded, we will also concentrate more on Scope 3 emissions – otherwise known as additional indirect emissions – in our future measures. These include greenhouse gas emissions from our upstream and downstream value chain. Together with external experts, we are already calculating what is known as the “product carbon footprint” for certain product lines in order to offer them as climate-neutral. We also support compensation projects within this context. These are certified by an international standard, such as the Gold Standard, to ensure that the projects demonstrate an actual savings effect.

certification, which all of ORIOR's Swiss sites have held since 2022. The detailed results of our climate accounting can be found in the data overview on p. 49 of this report.

This emissions profile helps us to create consumer-oriented incentives and targets and to derive concrete measures, so in future we plan to calculate and further develop it on an annual basis. In line with our ambition to establish science-based climate targets and emission reduction pathways in the coming years, we will expand the system boundary to include all Scope 3 emissions and also gradually integrate our international competence centres into the accounting.



All of ORIOR's Swiss sites have maintained the climate-neutral operations certification from Myclimate since 2022.

GRI 3-3

Activities 2022

Corporate carbon footprint at an operational level

Up until last year, ORIOR has been compiling the carbon footprint of the Scope 1 and 2 emissions from its Swiss sites internally. As part of the decision on the climate roadmap described above, our carbon footprint was compiled and expanded in the 2022 reporting year with external assistance for the first time. This corporate carbon footprint comprises the climate-relevant greenhouse gases that fall under the operational control of the company – in concrete terms, our Scope 1, Scope 2 and certain parts of our Scope 3 emissions. It also forms the basis for the climate-neutral operations

Dealing with potential energy shortages

ORIOR is committed to maintaining the same manufacturing quality standards for its products even in the event of an energy shortage. Production and the cold chain it requires must be safeguarded at all times. ORIOR developed appropriate measures in 2022 to meet any electricity contingency along with business continuity plans for a possible power outage. These preparations not only further raised awareness of energy consumption and improvement measures, but also led to the discovery and realisation of potential electricity savings, e.g. temperature adjustments in cold stores. This enabled individual units to significantly reduce their consumption.

Energy efficiency – 2022 examples

Biotta choosing delivery by rail



What began as a test run in 2022 is to become standard in 2023 – delivering Biotta fruit juices by rail from Tägerwil TG to the Migros distribution centre. In the future, it should be possible to deliver around 2,500 pallets a year by rail instead of road. This will eliminate a large number of lorry runs and the associated CO₂ emissions of around 73 kg per trip going forward.

Fredag pilot project with smart sensors

Fredag carried out a pilot project in 2022 with smart sensors in the hope of creating an improved data base and identifying potential energy savings. The sensors are mounted directly on the existing infrastructure and can record a wide range of information such as energy usage and temperature. The data is transmitted wirelessly and then aggregated and presented graphically in a dashboard. This enables problems such as leaks to be detected and repaired promptly. Based on the successful implementation of the project, further areas of application and the possible expansion of the system will be assessed in the coming year.

More efficient facilities at Möfag



Within the framework of expanding capacity of the curing facilities at Möfag, an energy analysis was carried out and adjustments were made to different infrastructure components, as they were reaching the end of their useful life. As a result, facilities enabling a combination of hot smoking, cooking, cooling and baking were commissioned in 2022. The new facilities not only expand capacity, but are also more sustainable to operate. Steam production is more efficient thanks to improved system performance, and the cooling efficiency grew as a result of a new re-cooling system. These and other measures, such as the installation of new LED lighting, led to significant CO₂ savings.

Energy-saving measures at Albert Spiess

Several energy-saving measures were implemented at Albert Spiess in 2022. By insulating the hot water supply lines, eight tonnes of CO₂e can now be saved annually. A large-scale lighting system was also upgraded to increase its energy efficiency. Other measures, such as temperature adjustments in production and the installation of high-speed doors, have resulted in additional savings. A major energy efficiency project is scheduled for the coming year: a photovoltaic system will be installed on the Albert Spiess building in Davos Frauenkirch.



GRI 3-3

Evaluation 2022

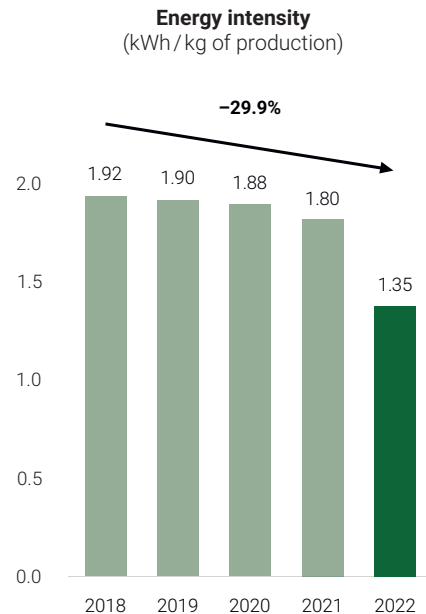
As of this report, we are increasing the transparency of our reporting. We will continue to publish the GRI indicators using the same methodological basis as in previous years (Scope 1 and 2) to ensure comparability with 2018. Additionally, from 2022 onwards, we will be disclosing our emissions data calculated in collaboration with Myclimate, which form the basis for ORIOR's climate-neutral operations certification. This parallel reporting is intended to provide our stakeholders with as comprehensive a picture as possible of the emissions and offsets resulting from investments in climate-protection projects.

Energy efficiency and greenhouse gas intensity of scopes 1 and 2¹

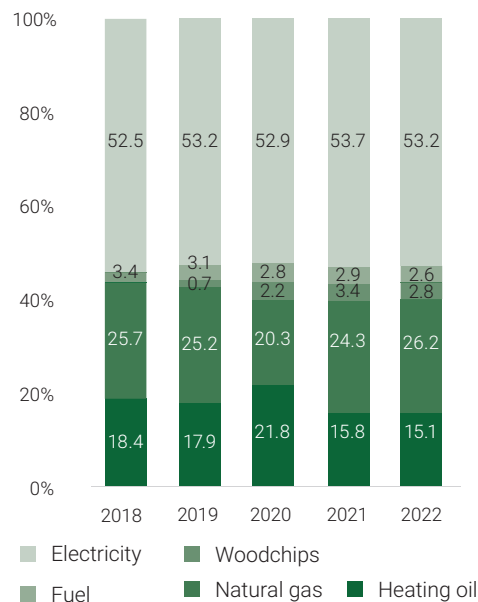
Thanks to the measures highlighted in this section, we were able to once again reduce our energy intensity in the reporting year to 1.35 kWh per kilogram produced. This satisfying progress is the result of our efforts in the area of energy efficiency as well as Gesa's low energy intensity, which was included in the reporting scope for the first time this year. Furthermore, the heightened attention paid to the issue in light of the looming energy shortage and the correspondingly rising prices actually had a positive effect on consumption. Firstly, because this prompted detailed analyses to be carried out in each competence centre to determine where optimisations could be implemented that might not have been cost-effective before. Secondly, the situation created additional momentum for introducing efficiency-promoting solutions in cooperation with suppliers and customers, e.g. changes to delivery cycles.

We display the consumption rates broken down by energy source. We have reduced our use of natural gas and oil fossil fuel energy sources from a total of 44.1% to 41.3% since 2018. We also see that over the years electricity has consistently accounted for around half of our energy consumption, making it all the more vital that we source climate-friendly electricity.

The improvement to our greenhouse gas intensity is tied to both energy efficiency (see above) and the CO₂ intensity of our energy sources. Since 2018, we have reduced emissions (per kg of product) by 78.8%, with a crucial step being taken in 2020 with the switch to climate-friendly hydroelectricity for the Swiss compe-



Energy consumption by energy source (%)²

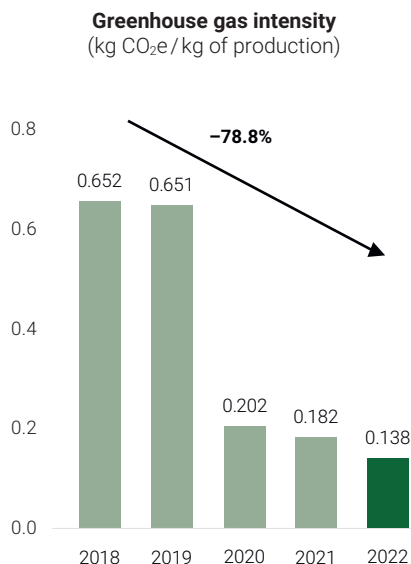


tence centres. However, emissions also sank further in the reporting year thanks to energy-saving projects (see Activities in 2022) and Gesa's low greenhouse gas intensity.

¹ The emissions of all our Swiss production sites are included. Spiess Europe is also covered (since 2020), as is Gesa, the German sister company of Biotta (since 2022). The office premises in Zurich (15 employees) were not taken into account.

² Rounding differences are attributed to the greater numerical accuracy in the calculations.

GRI 305-4



Since we only started to record our emissions from refrigerant leakages on a consolidated basis starting in 2020, we are reporting these separately. In 2021, they amounted to 0.074 kg CO₂e per kg of production. This amount rose to 0.078 kg CO₂e per kg of production in the year under review, which translates to an increase of 4.8%. This can be attributed, among other things, to a wide variety of maintenance work. We must and will to continue to improve in this area in the coming years.

Corporate carbon footprint at an operational level

As mentioned above, for the first time in 2022, ORIOR prepared a footprint with external assistance for the climate-relevant greenhouse gases that fall under the operational control of the company. This includes Scope 1, Scope 2 and certain parts of our Scope 3 emissions.

The calculated emissions of ORIOR Group Switzerland (including Spiess Europe and Gesa) for 2022 amounted to a total of 14,646 tonnes of CO₂ equivalents. This corresponds roughly to the amount of CO₂ emitted by 1,000 Swiss residents per year. The largest share of

emissions (83.5%) is generated by the energy required for our operations. This category is mainly composed of emissions from heating and cooling processes that are necessary for food production. The waste and recycling category comes in second with 7.0% of total emissions, so the focus here is on energy recovery from waste incineration. We have made significant progress in this category in recent years and have succeeded in reducing waste destined for incineration by more than a quarter since 2019. Emissions from the fuel consumption of company vehicles is the third-largest category, accounting for 6.3% of the total.

The climate accounting that will be carried out for 2023 is expected to differ significantly from the current one. Within the context of our science-based target ambition, we will comprehensively calculate Scope 3 emissions from our upstream supply chain for the first time. As a food manufacturer relying heavily on agricultural products, these emissions are expected to account for the greatest percentage of our overall footprint.

ORIOR 2022 greenhouse gas emissions

GRI 305-1
GRI 305-2
GRI 305-3

	Scope explanation	t CO ₂ e	%
Scope 1	<u>Direct greenhouse gas emissions</u> Heating, cooling and fuel consumption of company vehicles.	10,747	73.4%
Scope 2	<u>Indirect energy-related greenhouse gas emissions</u> Electricity consumption of ORIOR sites and electric/hybrid vehicles.	2	0.0%
Scope 3	<u>Other indirect greenhouse gas emissions</u> The present Scope 3 comprises the categories stipulated for certification for "climate-neutral operations". These are upstream emissions for energy, business travel and overnight accommodations, upstream emissions for fuel consumption of company vehicles, catering, purchased materials, waste and recycling. The raw material-related emissions have not yet been factored in.	3,897	26.6%
Total greenhouse gas emissions¹		14,646	100.0%

¹ The greenhouse gas emissions were consolidated using an operational control approach and include all ORIOR companies with the exception of Casualfood and Culinor, which conduct their own separate carbon accounting. The carbon footprint was prepared in accordance with the Greenhouse Gas Protocol, with all of the different types of greenhouse gases included in the calculation. The emission factors were derived from the Ecoinvent database (2010 and 2018), Myclimate's internal database, and external studies.

Outlook

In the 2023 reporting year, we will be acting on our decision to establish a scientific foundation for our climate targets. The plan is that we will submit our SBTi Commitment Letter in Q2 2023. The subsequent first-ever calculation of our Scope 3 emissions for the entire ORIOR Group will be an endeavour not to be taken lightly. An in-depth examination of the new SBTi standards for companies in what is known as the FLAG sector (Forest, Land and Agriculture) will be part of this task, since ORIOR, as a food manufacturer, relies heavily on agricultural products. Once we have defined a baseline, it will be possible to submit the concrete SBTs – most likely in 2024 or early 2025.

Risk management relating to climate will also become a higher priority in the future. We have already initiated steps in this direction within the framework of the CDP rating, which was a contributing factor to maintaining our good B rating. Motivated by increasing regulatory requirements – and because environmental changes affect our supply chain and consequently our business model – we will be addressing the risks and opportunities arising from climate change even more closely in future.

Sustainable infrastructure projects that will result in further efficiency gains are also in the pipeline at several competence centres, such as the plan to install a photovoltaic system at Albert Spiess in Davos Frauenkirch. In addition, Biotta is undertaking a systematic process analysis to boost the optimisation of its energy consumption.



Water

Ambition 2025

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

Progress

On a very good path

SDG contribution



GRI 3-3
GRI 303-5

Topic overview

Clean water is a vital resource for every person and ecosystem on this planet. Global water demand has been increasing for many years, with one consequence being that over two billion people today do not have access to safe drinking water.

Agriculture is responsible for almost 70% of the world's freshwater consumption, which is why ORIOR focuses on sustainable cultivation when procuring raw materials (see section on "Sustainable raw materials and animal welfare", pp. 15–24). Food processing can also use significant amounts of water, e.g. for cooking processes and cleaning. Even though our sites are not located in areas with acute water stress, we consider it our duty to make a contribution in this area. In addition to water consumption, we also monitor the disposal of our wastewater and keep our wastewater management as ecological as possible.

2022 status



–27.9%
2025 target achieved

The **water intensity** (m³ / t of product) was almost 28% **lower** in the reporting year compared with the baseline year. In addition to adapting processes during the year under review, the **low water consumption at Gesa** contributed to **reaching our target**.



Progress
Plant development

2022 was an important year for plant development. The closures of the Prodor cured ham factory and the plant in Uetendorf, as well as the transfer of production volumes to Rapelli and Le Patron, were **successfully completed** in the reporting year. These changes yield not only **efficiency gains** but also a **better use of resources**.

GRI 3-3
GRI 303-1
GRI 303-2

Management approach

The ORIOR competence centres require water for a wide variety of production and cleaning processes. We are on the right track to achieve our goal of reducing our water consumption in relation to volume produced by 15% by 2025 compared with 2018 and are currently at a very good –27.9%. We are adhering to our measures to further reduce water consumption:

- We develop water-efficient processes for manufacturing and, even more importantly, cleaning.
- We raise awareness and train our employees in the correct use of water.
- We operate an active wastewater management system with the aim of reducing volumes and pollution levels.

All Swiss ORIOR competence centres obtain their fresh water from the respective municipal services company. Rapelli is also the only company to source spring water. Responsibility for optimising water use lies first and foremost with the operations managers and technical heads, who are supported by the Chief Supply Chain Officer. They are responsible for successfully cascading the ambition for the efficient usage of water to the individual departments. Annual efficiency targets are defined in the Operations Managers Champion Group. A corresponding guideline stipulates that water efficiency must also be taken into account as a criterion for the procurement of new machinery. All competence centres collect their water consumption data on a monthly basis. This close-meshed monitoring of consumption enables us to take prompt action when necessary, e.g. following an unexpected loss of water.

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 to help us take advantage of further potential for reducing 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 results in significant water consumption

but also offers further potential for improvement, particularly in the area of manual cleaning. The actual amount of water needed is influenced greatly by the conscientious use of water by employees, such as making a careful assessment of when dry cleaning can be performed instead of wet cleaning. To this end, we place a high priority on this area, regularly fine-tune our cleaning guidelines, and provide ongoing training to our employees. Likewise, cooling processes are often water-intensive, making them ideal for implementing many optimisation measures. A concrete example is the use of mist spraying instead of running water. In addition, packaging machines are being cooled down with recirculating coolers, allowing the water to be re-used several times.

In the Convenience segment, water consumption also depends on the product assortment and the diversified product portfolio. The latter requires numerous production changes, leading to more frequent cleaning cycles and related water consumption. Appropriately bundling and sequencing production volumes, e.g. as a result of plant development projects or by optimising planning and delivery processes, is a means we use to achieve further savings in water consumption.

Awareness raising and training sessions

The careful use of our resources is an important part of our ongoing training and education. Training sessions are held several times a year to promote resource-efficient cleaning methods. Ongoing 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 to achieve lasting behavioural changes.

Wastewater management

After undergoing a mild pre-cleaning process, ORIOR's wastewater is disposed of via the normal sewage system and enters cantonal wastewater treatment plants. At two of our operating sites, the wastewater is run through an internal pre-cleaning system before being discharged; at the others, only a grease trap and/or retention basin is required, which collects grease and residues that can then be disposed of along with the solid waste.

Our wastewater management ensures both the lowest possible pollution load and the lowest possible wastewater volumes. All legal limits are complied with for our wastewater discharge, and agreements on the permitted pollution load (measured in chemical oxygen demand, or COD) have been established with the operators of the wastewater treatment plants. Furthermore, regular sampling is conducted to monitor the levels of organic carbon and phosphorus in the water, as well as pH values and fat content, to make sure that we can comply with the requirements.

The measures described above to reduce water consumption also help us to keep wastewater volumes as low as possible, and we are careful not to use more chemicals than absolutely necessary during cleaning.

Activities 2022

Various measures were implemented in 2022 to reduce water consumption during production and minimise wastewater pollution.

GRI 3-3

Water consumption and wastewater management – 2022 examples

Reduced water consumption at Gesa

In the year under review, vegetable processor Gesa focused on reducing intermediate cleaning steps at its production facilities by optimising production planning. This example shows that in addition to technical elements, organisational elements are also central to boosting resource efficiency. Gesa reduced its water consumption by 7.5% thanks to this measure.

New recirculating chiller at Le Patron

In the year under review, Le Patron switched to a recirculating chiller for cooling during the process of packaging terrines, as well. Measures such as these reduced water consumption by a substantial 14.6% compared with the previous year.

Tighter monitoring and controls at Rapelli

In the reporting year, Rapelli took advantage of the completion of the integration of the additional volumes from the closed Uetendorf and Prodor operations to conduct an in-depth analysis of its cleaning system. New processes were implemented in cooperation with an external consultant so that water consumption can be monitored, controlled and optimised even more precisely in the future.

Commissioning of the new cooking, smoking and baking facilities at Möfag

As mentioned above, cooling processes are frequently water-intensive. Cooked food often needs to be cooled down with water in the production process. The new cooking, smoking and baking facilities at Möfag address this point precisely. Commissioning this infrastructure was an important step towards modernisation. In contrast to the former system, more efficient washing showers are now used, which spray a mist of cooling water, resulting in lower consumption.

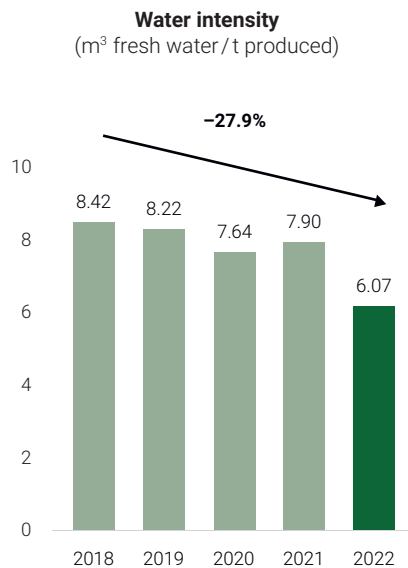
Lower organic wastewater impact at Pastinella

Since the start of self-declaration in 2020, Pastinella has continuously reduced its wastewater's organic load – e.g. due to food residues from production entering the wastewater. Proper employee training is particularly important here, since correct cleaning methods have a direct influence on the organic load. This also illustrates the intrinsic relationship between the issues of water consumption in cleaning and wastewater pollution. Removing solids first with dry cleaning before cleaning with water positively influences both indicators. Our employees' cleaning expertise will be further strengthened with a training course in the coming year.

GRI 3-3

Evaluation 2022

We currently measure our progress in the area of water by gauging our water intensity, i.e. water consumption per tonne of production. After measured values deteriorated slightly in the previous reporting year, we exceeded our target in 2022. This success is owed to both a large number of measures to increase water efficiency (see previous page) and Gesa's low water intensity, which had a positive effect on the final outcome. Overall, water intensity has been reduced from 8.4 m³/t to 6.1 m³/t since 2018, representing a reduction of 27.9% and thus an earlier-than-anticipated fulfilment of our target of –15% by 2025.



Outlook

We will continue to work towards further optimisations in the area of water management in the 2023 reporting year, as there is still potential for improvement. The implementation of concrete savings measures within production processes are planned along with the revision of internal guidelines to achieve additional water savings. Furthermore, the Operations Managers Champion Group will be carrying out a Group-wide project on cleaning in 2023. One of the project goals is to examine how certain wet cleaning processes can be replaced by dry cleaning in the future while maintaining the same hygiene standards. Several units are also focusing on wastewater as we want to reduce this impact still further.

Even though we have already achieved the previous target, we will continue to pursue our measures to further reduce water consumption. A new target is being developed in line with the new ORIOR strategy and should be published by 2025 at the latest.



At the ORIOR anniversary party in August 2022, dedicated Rapelli employees spoiled the guests with specialities from Ticino.

Social responsibility

Our ambitions



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



Through active occupational health management and effective accident prevention, we aim to reduce our illness rate by 10% and our accident rate by 20% by 2025 (compared with 2020).



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.



Employee development

Ambition 2025

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

Progress

On the right path

SDG contribution



GRI 3-3
GRI 404-1

Topic overview

The key to ORIOR's success is having employees who demonstrate initiative in pushing forward entrepreneurial ideas, ensure that their actions are respectful, and take on responsibility.

We are committed to our employees' satisfaction and development and to providing them with opportunities for vocational training and further education as well as personal development. This allows employees to identify more strongly with ORIOR, makes it even more attractive as an employer, and plays a key role in our efforts to attract and retain motivated and qualified employees. This is because employee development is of particular importance in light of the fierce competition for skilled workers in the current job market.

2022 status



+59.6%

The average **number of hours of training and development** per FTE **has increased** by 59.6% since 2018.



+44.2%

Expenditure on training and development (CHF) was 44.2% **higher** in the reporting year compared with 2018.



22 

In the reporting year, ORIOR had 22 **apprentices in training**. This represents more than a **doubling** since 2018.



Employee survey

In 2022, the company carried out a comprehensive survey of the employees of the **Swiss competence centres**, which revealed that more than **60%** of the workforce said they were **"genuinely satisfied"** employees.

GRI 3-3
GRI 404-2

Management approach

"We are ORIOR" strategic pillar

"We are ORIOR" is based on shared entrepreneurial values, open and direct communication, and ethical and respectful behaviour. We support and foster cultural diversity within the individual competence centres and enable our employees to continue their personal development on a daily basis. Our focus topics are:

- Celebrating, promoting and encouraging entrepreneurship at all levels.
- Establishing our ORIOR Campus as a central training and development platform.
- Promoting our employees' health and safety.

Our efforts in the area of HR development are based on the "We are ORIOR" key strategic pillar of the [ORIOR Strategy 2025](#). The continuous and targeted development of our employees is included as an explicit goal. Our management approach in this area is designed in such a way that in addition to acquiring new knowledge for an entire department or team, employees will also receive support for personal and individualised development. We are taking the following measures to fulfil these high standards:

- We continue to develop our employees and the ORIOR Campus.
- We provide a comprehensive training programme.
- We offer a Group-wide programme for high potentials and succession planning.
- We offer apprenticeship and trainee programmes.
- We are digitalising personnel management.

The strategic impulses and the development of Group-wide programmes and framework conditions at ORIOR Switzerland come from the Group management. There is also an HR Champion Group, which brings together all the HR managers from the Swiss competence centres so that Group-wide projects can be driven forward, knowledge exchanged and insights shared with the competence centres. The individual ORIOR subsidiaries are responsible for the detailed planning and implementation of the training and development that is not conducted on a Group-wide basis. This also ensures that training can be aligned to meet the respective unit-specific conditions and needs.

Employee development and the ORIOR Campus

We invest in the development of our employees in the form of targeted training and continuing education. They are supported and encouraged by ORIOR to at-

tend internal training programmes as well as specialised training such as vocational examinations and certification. There is a Group-wide policy for external courses that sets the framework for the support provided by ORIOR.

The ORIOR Campus is the platform we use for planning, systematising and implementing internal further development. The campus offers a platform for conducting further training on topics that are relevant to the entire Group and which are determined by management. The courses are taught by qualified, mostly external experts. The importance of the ORIOR Campus was once again emphasised within the framework of the ORIOR Strategy 2025, and it was relaunched in 2021.

Good leadership is crucial for a future-oriented and healthy company. Consequently, the further development of leadership culture and skills has been our main focus over the past few years. Given the challenges posed by the coronavirus crisis and the war in Ukraine, strong leadership has once again taken on a much more important role. The strengthening of our leadership coupled with the increased frequency of communication within the management teams have contributed significantly to our success in coping well with these challenging years.

Besides the managers, each and every employee collectively bears responsibility for the targeted development of the organisation. Personal investment and an interest in development and change is the start of the process. As an employer, our goal is to create an environment that inspires our employees to take on this responsibility and provide them with the necessary resources to fully realise their potential.

In-house training programme

The skills needed for daily operations are strengthened during ORIOR training. New employees undergo a series of mandatory training courses, e.g. on hygiene and food and workplace safety. In addition, various refresher training sessions are held at all ORIOR competence centres throughout the year for the entire workforce or for specific departments. A significant part of this relates 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 exemplary leadership, SAP utilisation and sales performance. Language courses are also offered at many of our competence centres so that our non-German-speaking employees can be integrated even more efficiently. Increasingly, training is also being offered in e-learning formats.

ORIOR programme for high potentials and succession planning

Recognising potential and promoting people in a targeted manner is a decisive success factor for ORIOR, especially also for its succession planning for key positions. A Group-wide programme has been in place for this since 2021. Thanks to a harmonised framework and uniform processes, the competence centres can implement this issue in a more targeted, future-oriented and efficient manner. The programme is aimed at both management and specialists and is intended to support the retention of talents and high potentials by clearly and transparent-

ly defining career and development paths within ORIOR and empowering employees to follow them. We endeavour to provide this through a combination of on-the-job development, coaching/mentoring and further training. As part of on-the-job development, some tasks and assignments can also be carried out in sister companies within ORIOR.

Vocational training and trainee programme

ORIOR offers apprenticeships for various professions. In 2022, 22 apprentices were in training at our Swiss competence centres in a variety of occupations. These included meat specialist, multi-disciplinary engineer, laboratory technician, logistics technician, plant operator and commercial roles. By training our own junior staff, we are investing in the future and meeting our social responsibilities at the same time. Trainees and apprentices benefit from training programmes that are tailored to their needs. The training supervisors are guided by the applicable vocational training regulations. Whenever possible, we offer our trainees and apprentices employment after they complete their training.

We see potential for welcoming even more apprentices and trainees in the future, and we want to make the ORIOR Group even more attractive as a training company. This will also include enhancing our vocational training concept over the next few years.

Digitalisation and process efficiency

We have been forging ahead with Switzerland-wide harmonisation and digitalisation in our HR divisions for a number of years now. In 2020, we launched SAP SuccessFactors as our new HR management system, in which all Swiss competence centres have been integrated since 2022. New modules are being rolled out regularly, which are then put into operation accompanied by appropriate training. The digital system also complements our focus on leadership competencies, as all supervisors now have direct and easy access. This has significantly improved data security and the efficiency in handling employee files.



We are proud of our apprentices. Here, CFO Manoela Oppliger (left) congratulates Jasmin Kleiner on her graduation.

GRI 3-3
GRI 404-2

Activities 2022

E-learning

In 2021, the SuccessFactors learning module went live. State-of-the-art training is now available on a screen – whether on a computer or on a smartphone. Course content can be easily managed and updated and thanks to integrated analyses, learning successes can be clearly displayed.

In the reporting year, the company launched a comprehensive e-learning on absence management, which all supervisors in the company had to complete. In addition to its simple and intuitive communication of content, the digital format also has the advantage that process documents and templates – e.g. for reporting an absence or conducting a re-entry interview – can be clearly linked, making them easy for supervisors to use as needed. We hope this training will not only improve processes but also reduce absenteeism (see the “Occupational safety and health” section).

Leadership and project management training

In 2021, we relaunched our internal training platform ORIOR Campus, and ORIOR’s top 50 key employees were trained on the annual “Leadership and Project Management” topic with the support of an external partner. In the reporting year, additional management functions were successfully trained on this topic. This not only fostered concrete skills in leadership and project management, but also strengthened dialogue between the management staff of the different competence centres.

Local initiatives in the ORIOR competence centres

Personnel management and employee development must always be aligned with unit-specific needs and their culture, which is why all ORIOR companies take their own measures in addition to the group initiatives. Successful initiatives from individual competence centres can then be shared within the Group, e.g. via the Champion Model.

Employee survey 2022

Every three years, ORIOR conducts a survey of its employees in Switzerland. In 2022, it was time to do so again and ORIOR selected an external partner record to carry one out. The aim of the study was to get a snapshot of employee sentiment and to analyse how they are affected by the environment in their organisation.



Influence of the organisation

- Structure
- Culture
- Leadership
- Incentives
- Knowledge transfer



Employee attitudes

- Commitment (identification, dedication and attachment)
- Satisfaction
- No resignation sentiments
- Attractive employer
- Recommendation

The survey delivered good results in the area of commitment with a mean score of 81 on a scale of 1 (very poor) to 100 (very good), which is just under the industry average. Most employees care about ORIOR’s future, and over 60% of respondents are classified as “genuinely satisfied” employees. There is also a relatively low sentiment of resignation. We see room for improvement in overall satisfaction after three challenging years in the context of the coronavirus crisis, the Ukraine war and inflation. The aim is to make ORIOR even more attractive as an employer and to further improve employee retention. Measures to address these aspects are currently being planned at Group level and in the individual units.

As part of a local initiative, Rapelli developed a new digital assessment tool in 2022. All business areas of the company were involved in the revision of issues such as the new competence matrices, which were used to incorporate employees' expectations. If this initiative proves successful at Rapelli, it will be rolled out to other units.

GRI 3-3
GRI 404-1

Evaluation 2022

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 record and discuss the training and development hours per employee category as well as expenditures on external training and development.

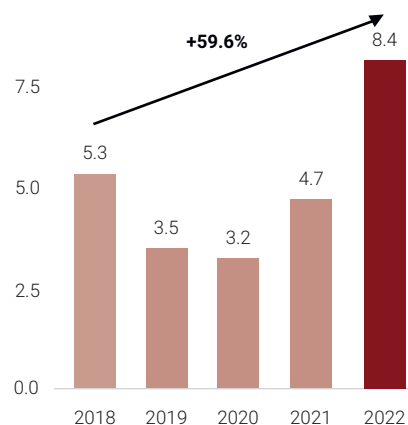
We used the opportunity of the lifting of the major pandemic restrictions to train our staff again in 2022. Training and development hours per employee increased again across the Group and are now above pre-coronavirus levels. The big jump in training hours for production employees was remarkable. One of the reasons for this huge increase was the need for training in the handling of new production equipment.

We also record the amount of financial support we provide to our employees for their participation in external training and further education, e.g. certification exams, CAS and others, or which is channelled into the organisation of larger ORIOR training events. After the exceptionally strong increase in 2021, which was due to the relaunch of the ORIOR Campus, these expenses only decreased slightly in the reporting year. The long-term spending trend remains positive and demonstrates that motivated employees are encouraged at ORIOR and shows the importance we place on organisational and employee development.

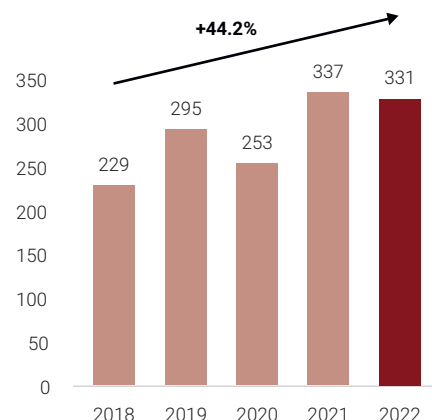
Last but not least, we want to develop further as a training company. This is also reflected in the constantly growing number of apprentices and trainees we are proud to count among our employees.

Ø hours of employee training and development
(h / employees / year)

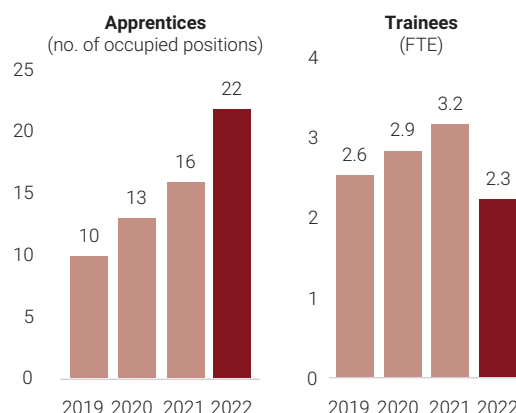
GRI 404-1




Expenditures for training and development
(CHF thousand)¹



Apprentices and trainees
at ORIOR Switzerland



¹ The expenses of ORIOR Management AG (headquarters and IT) are also included from 2020 onwards.

 Detailed training and development hours (h / employee / year)					
	2022	2021	2020	2019	2018
Management	11.3	12.5	1.6	7.0	4.6
Administration	12.6	9.0	6.4	7.3	15.7
Production	7.4	3.8	2.6	2.7	3.7
♀ Women	6.2	3.9	3.3	3.4	5.8
♂ Men	9.6	5.1	3.2	3.6	5.0

Outlook

A focus topic in the current year will be on developing a Group-wide concept for vocational training. As mentioned in this section, we would like to continue developing the vocational training we offer and harmonise this through a unified approach. In the area of HR administration, we have already covered a lot of ground in what has been digitalised and we plan to further increase the usage rate of digital tools through training, thus simplifying the daily routine of employees and supervisors.

In addition, we will continue to devote our attention to the employee survey. The results are now in, and over the course of 2023 we will analyse and interpret them before deriving measures from them. By drawing appropriate conclusions and implementing the right measures, we firmly believe the employee survey will contribute to the further development and satisfaction of our employees and ultimately to ORIOR's popularity as an employer.



Occupational safety and health

Ambition 2025

Through active occupational health management and effective accident prevention, we aim to reduce our illness rate by 10% and our accident rate by 20% by 2025 (compared with 2020).

Progress

Further efforts required

SDG contribution



GRI 3-3

Topic overview

Our employees' health and well-being is a top priority for us. Both this commitment and all the measures undertaken in this area have gained even more significance and importance against the backdrop of the Covid-19 pandemic.

Pursuant to SDGs 8 and 3, we safeguard the rights of employees, create a safe working environment and promote the well-being and health of our workforce, because occupational safety and health are linked directly to the satisfaction, motivation and performance of our employees.

In 2018, we set ourselves the goal of harmonising our existing concepts dealing with occupational safety and health and converting them into an occupational safety and health management system that would be used by the entire ORIOR Group. We achieved this goal for the Swiss competence centres in 2021. Building on this, we were able to set ourselves a new target at the start of 2022 for illness and accident rates (see above, Ambition 2025).

61

2022 status



100%

All **ORIOR employees** are covered by a **health management system**.



0.5%

The **occupational accident rate** is 0.5% and therefore **stable** compared with 2020. The temporary increase in 2021 was reversed. The absolute number of **occupational accidents** was 21% **lower** than in 2020.



+11.3%

The **illness rate** increased by 11.3% compared with 2020. This was partly due to unexpectedly high **long-term absences**.

GRI 3-3
GRI 403-1

Management approach

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

- Continuously improving the occupational safety and health management system.
- Ongoing improvement process.
- Consistent accident and absence management.
- Employee training.
- Employee involvement.
- Occupational health protection and independent personal counselling.

GRI 403-1
GRI 403-3

Implementing the management system

Within the ORIOR competence centres, overall responsibility for occupational safety and health lies with the respective CEOs. A Safety Officer reports to the corresponding CEO. They lead the team responsible for occupational safety and health. This team is made up of representatives from production and administration and meets at least once a year (even monthly in the case of some units). It is responsible for all of the measures used to implement ORIOR's mission statement regarding occupational safety and health as well as for the safety policy. 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. Every competence centre also has at least one company paramedic. Occupational health issues are handled by the managers in the HR Champion Group and implemented together with the on-site Occupational Safety and Health teams. At Group level, a Group Safety Officer supports, advises on and coordinates the relevant activities. Ultimately, occupational safety and health is also the responsibility of individual employees and depends on their correct working methods and attitude. We promote a safety culture that supports and encourages adequate and health-protective working practices among employees.

GRI 403-8

ORIOR's occupational safety and health management system covers all competence centres and employees of the ORIOR Group. It is based on the model solution of the "Swiss Safety Center" and covers ten central components, from safety objectives, organisation, training, hazard identification and action planning right through to controlling and auditing. These are also part of the most important basic document – the Occupational Health and Safety Handbook which follows the rec-

ommendations of FCOS (Swiss Federal Coordination Commission for Occupational Safety). The handbook also includes a safety mission statement and safety objectives. Another important component of the management system is safety on construction sites, which is particularly important for our site development projects. This is also supplemented by a booklet that summarises the most important rules of conduct in plain language and is handed out to all employees.

To facilitate the management and monitoring of the metrics relating to accidents, illnesses and absences, the data is collected on a regular basis, summarised in a monthly report and discussed by management. In addition, each month ORIOR companies enter this data into a Group-wide tool, which gives a consolidated view of key figures at the entire ORIOR Group level. The current accident and absence statistics are summarised in a diagram so that they can be discussed by the department heads with the teams and are also displayed in a visible spot in the production areas.

Risk assessment and checks

The occupational safety and health management system is audited internally. The on-site Occupational Safety and Health team conducts regular internal inspections, and an external risk assessment is conducted by the Swiss Safety Center once a year. This provides the basis for developing an action plan for the respective location to achieve continuous improvement. The Safety Officers also use Suva checklists to regularly inspect specific areas for safety risks. Within this framework, progress reviews are carried out to assess the implementation of the agreed-upon improvement measures and their effectiveness. The safety officers also carry out inspections at sister companies, which supports peer learning. In addition, the labour inspectorate conducts inspections from time to time.

GRI 403-2
GRI 403-8

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. We see it as our duty to learn from incidents so we can address weaknesses and eliminate them wherever possible, for example by providing targeted training, raising awareness and modifying processes and machines.

GRI 403-2

The competence centres have had a standardised accident protocol in place since 2019, enabling a systematic analysis of each incident. In addition to the

accident report, the protocol contains a root cause analysis, a one-point lesson (short visual instruction) and a training certificate. In addition, the cause of every incident involving time off work or a visit to the doctor must be clarified and the necessary corrective and preventive measures taken. The respective occupational safety and health team monitors the implementation and effectiveness of the measures and consults with the local management team.

ORIOR is constantly working to improve absence management for illness and accidents. In recent years, it has standardised processes and introduced new measures. One example is meetings between workers who have recovered and HR or managers to discuss an employee's return to work after a long absence and what support they need as they step back into the working world. Closer cooperation with the case managers of the health and accident insurance companies is also having an impact. In the reporting year, an e-learning course on absence management was also held at management level.

GRI 403-5

Training and emergency organisation

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 management system is to provide a refresher course on a specific safety- or health-related topic every two months. These refreshers are given by the Safety Officers across units and then disseminated to the employees via the department heads.

New employees undergo an onboarding and training programme that covers what to do in an emergency, the contents of the Occupational Safety and Health 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 overload are also an integral part of our leadership training courses.

Emergency and fire protection organisations are additional important elements in the training plan. In our companies, internal paramedics are trained and fire protection teams are assembled and attend courses. The training also ensures that all evacuation plans are up to date and that all employees know what to do in the event of a fire.

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 natural part of safety culture. This means that the Code of Conduct should be a regular talking point among department heads, their teams and employees. Besides the notice boards in the departments, we also use our employee app for communication purposes and to raise awareness.

Employee involvement

Quite often, it is the small things that can become a safety hazard during routine work, e.g. an uneven floor or a wrongly placed piece of equipment. Staff therefore need to act responsibly and with due care to ensure they themselves and their colleagues are safe. It is also crucial that employees can share their experiences and concerns – and at ORIOR we invite and encourage them to do so. We create a working climate in which everyone can maintain open conversations about occupational safety and health, admit mistakes, report near misses and express concerns. Our manual compiled for this purpose 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 suggestions before decisions are taken by the employer. The topics of occupational

GRI 403-4



Valuable ergonomics input in the workplace at Le Patron.

safety and health are also a fixed point of discussion in the regular meetings at our production departments. Furthermore, all employees can and must report their safety and health concerns to their supervisors. Rapelli also has an employee committee that can submit suggestions to management on behalf of the entire staff.

GRI 403-3

Health protection and independent counselling

We want to create the best possible conditions so that our employees' health is not harmed by their work. Topics such as ergonomics, occupational hygiene and mental stress are an integral part of our occupational safety and health management system and fall under our continuous improvement process within this area.

GRI 403-6

When employees face challenges at work or in their 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 ICAS (Independent Counselling & Advisory Services). Access is unlimited, confidential and, upon request, anonymous. Not only personal topics 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 complex leadership challenges, conflicts, or crisis situations and how best to handle them.

GRI 3-3

Activities 2022

Innovations at Rapelli

In the reporting year, Rapelli revised the entire safety concept based on the ORIOR model with the help of an external expert. This is based on the 10 components for the FCOS' concept of occupational safety and health. In addition to this, a lot has also happened at Rapelli in the area of occupational safety and health in 2022: Work continued on embedding safety issues more deeply in the work culture and in the production process. Another major innovation is the closer cooperation with Rapelli's health insurance and accident insurer. Through closer case management, short-term absences were significantly cut within only a few weeks,

indicating that support and proximity to employees are critical elements for enhancing the workforce's productivity and performance.

Collaboration with the local fire brigade

To further embed fire safety issues, several ORIOR companies collaborated with local fire service organisations in 2022. An informative tour of the production facilities took place with the fire brigade commander at Pastinella in Oberentfelden. During the visit, he provided important tips and information to the workforce. Another example was a training exercise conducted by the local fire brigade at Albert Spiess. A fire drill that involved the evacuation of individuals from the company was carried out there. Besides the valuable exchanges between the employees and the fire brigade organisation, our employees were able to refresh their knowledge on how to conduct themselves in the event of a fire.

Regular training

In 2022, numerous occupational safety and health courses were held at ORIOR companies once again. Examples of internal training include a refresher course in the safe use of work tools and e-learning on absence management. Training courses were also held with external partners, for example with the "Swiss Safety Center" on ergonomic working and regular theoretical and practical training for our company paramedics. Some employees also completed further training in occupational safety and health-related topics.

Revision of safety documentation

In 2022, Fredag worked very hard on revising and, in some cases, creating documentation dealing with occupational safety, from checklists to the overall occupational safety concept. One example is the new "Occupational Safety Leader Charter". This focuses on their leadership role as a means of effectively implementing occupational safety measures. Another example is the revision of the occupational safety checklist for new employees. This includes topics such as the rights, duties and appropriate conduct in the area of occupational safety. All new employees must discuss this checklist with their managers during their first week at work.

GRI 3-3

Evaluation 2022

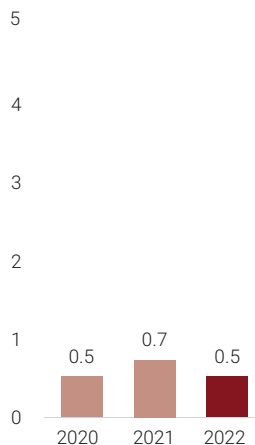
To further advance the safety and health of our employees, we have set ourselves a new goal in 2021: By 2025, we want to reduce the sickness rate by 10% and the illness rate (occupational accidents) by 20% compared with 2020 through active occupational health management and effective accident prevention. Our measures should help to reduce absence rates. Therefore, we regularly review this management variable, discuss it and use it to work out appropriate measures. With regard to occupational accidents, we are back on track after experiencing some stagnation last year, as the number and also the severity of accidents have been reduced.

Absences due to illness increased slightly in 2022. This was partly due to a rise in long-term absences. To make better progress in the following year and achieve our Ambition 2025, measures were introduced in the companies in question in the reporting year.

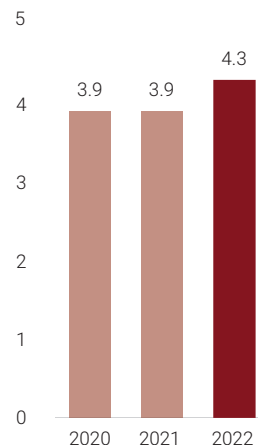
Outlook

In 2023, we will continuously strive to strengthen occupational safety and health and advance harmonisation between Swiss and EU-based companies. We have planned targeted training for the various production departments and will regularly perform hazard analyses at individual production line level. A particular focus will be on reducing near misses, minor accidents and strengthening the safety culture in which everyone is aware of and actively takes on their responsibilities. We will also continue to work actively on the topic of fire protection, for example through further regular evacuation exercises. With these measures, we expect to be able to reduce the absenteeism rate and safeguard our employees' safety and health.

Accident rate
(Absence hours from occupational accidents/target hours, in %)



Illness rate
(Absence hours from illness/target hours, in %)





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 in order to safeguard existing jobs and create new ones.

Progress

On the right path

SDG contribution



GRI 3-3
GRI 201-1

Topic overview

Economic performance is essential for a company's long-term existence and sustainable development.

The primary goal of ORIOR is to continuously create added value for all 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 our key stakeholder groups.

2022 status

66



+6.0%
Organic growth

ORIOR achieved organic growth of 6.0% in 2022 and increased **net revenue to CHF 636.7 million**. The main drivers were broad-based volume growth and a recovery for Casualfood and the food service business.



Rising capital expenditure

Capital expenditure for future **value creation** was slightly higher in the reporting year, as planned, at **4.3%**. The main reason for the increase was **strategic investments in plant development projects**.



1st rank in Corporate Governance

ORIOR achieved first place in the **Inrate corporate governance study 2022**. This success was partly due to the new **Sustainability category**.



New ESG Committee

The **Board of Directors** appointed an ESG Committee drawn from among its members **in autumn 2022**. This will anchor **ESG issues** (environmental, social and governance) even more firmly in the company.

GRI 3-3

Management approach

The ORIOR Group's business model is based on competence centres with strong regional roots. This allows the individual ORIOR companies to create their own culture and identity tailored to their employees and customers, as well as unique product and brand worlds. We invest in our decentralised production facilities and are therefore committed to our sites, thereby safeguarding existing jobs and creating new ones. The strategic pillars and key Group-wide strategic initiatives of the ORIOR Strategy 2025, such as the forward-looking "ORIOR New Normal", the intradisciplinary "ORIOR Champion Model" and the interdivisional "ORIOR Bridge-building", are central success factors as we continuously create added value for all of our stakeholders.

Our sustainability approach follows the "triple bottom line" philosophy, which maximises economic, environmental and social benefits. Sound economic and financial foundations are the only way to ensure that we can increase all our positive impacts on society and reduce our negative impacts in the long term. This attitude is also expressed in the SDG framework. For example, SDG 8 aims for long-term, broad-based and sustainable economic growth while ensuring productive employment and decent work; SDG 16 requires that economic activity be based on good (corporate) governance and free from corruption and bribery.

GRI 2-19

At the highest operational level, the Group CEO and the Executive Committee are responsible for achieving a continuous increase in value for all stakeholders, with the Board of Directors having placed the operational management of the company and strategy implementation in their hands. To ensure broader support and seamless cascading, there are geographically or thematically organised management committees for cross-functional management tasks. The CEOs of the competence centres, together with their management teams, each draft an individual strategy paper that is based on the Group strategy, closely linked to the Group initiatives and also contains sustainability measures. The Executive Committee, the members of management and all key employees receive a fixed remuneration as well as a variable remuneration, which depends on to what degree the strategic performance indicators are achieved.

More detailed information on business, financial and governance topics is available in our annual report 2022.

Value creation 2022

GRI 3-3
GRI 201-1

The ORIOR Strategy 2025 creates the foundations that enable us to continue writing ORIOR's success story in a sustainable and profitable way. The first goal of the ORIOR Strategy 2025 is:

"ORIOR achieves sustainable and profitable growth, driven by its unique business model and its broad positioning."

The following developments were relevant in this respect in 2022:

- In the 2022 financial year, the ORIOR Group generated net revenue of CHF 636.7 million, representing an increase of 3.7% over the previous year (2021: CHF 614.1 million). The net revenue consists of organic growth of 6.0% and a currency effect of –2.3%.
- The Convenience segment reported 1.2% lower net revenue after a strong previous year. The main reasons for this were the reclassification of revenues triggered by the accounting standard applied and the transfer of volumes and corresponding revenues to the Refinement segment. Excluding these two effects, the segment would have posted significant growth. Positive highlights include an expansion of channels in the core ranges, the strengthening of the food service with large catering orders and new listings in the plant-based segment.
- The Refinement segment increased its net revenue by 0.9%. Contributing factors were the transfer of volumes from the Convenience segment, the decision to forego export sales to Russia since spring 2022, and pressure on sales from historically low pork prices. Taking all influences into account, the Refinement segment recorded a stable performance.



The products of our "Pure Nature" brand do not contain any artificial preservatives.

- The International segment lifted net revenues by a very healthy 13.6%, and organically by as much as 22.2%. The big growth driver was the travel gastronomy pioneer Casualfood, which benefited from rising travel activity. The Culinor Food Group and Biotta sister company Gesa, which specialises in organic vegetable juices, also made very good contributions to the positive result. Spiess Europe in Haguenau, France, could not match the previous year's result due to the high inflation there and a consequent reduction in consumer purchasing power.

Integrated thinking

The ORIOR Group introduced various measures in order to address financial and non-financial topics in an integrated way. The sustainability measures and goals are explicitly and comprehensively defined in the budgets set by the subsidiaries. The performance indicators monitored on a monthly basis include ESG metrics, which are first discussed in the Swiss Management Committee and then also by the management of the competence centres in order to derive appropriate measures. All investment applications must explicitly state their position on potential sustainability impacts in detail. Through these steps, sustainability is closely integrated into existing management tools, minimising the risk of potentially conflicting goals between financial and non-financial issues while strengthening the integrative sustainability approach.

Value distribution

The following sections show our 2022 activities that contributed to the goal of creating added value for all of our stakeholders and our commitment to our production sites.

Customers and consumers

ORIOR's ability to innovate is fundamental to the long-term success of the entire Group, 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 the dynamic market and changing requirements. Goal 3 of the ORIOR Strategy 2025 is based on these aspects:

"ORIOR celebrates its innovative skills in its brand, concept and product worlds, impressing its consumers time and again."

GRI 3-3
GRI 201-1

The following developments were relevant in this regard in 2022:

- The plant-based ranges were expanded once again. ORIOR invested in the expansion of its production capacities to secure its supply readiness in this growing market. We strengthened brands like Happy Vegi Butcher, Noppa's and Nature Gourmet. Rapelli also launched a plant-based lasagne for the first time and Le Patron expanded its fresh plant-based range.
- Organic and regional concepts continue to enjoy huge popularity and sales, as the examples in the section "Sustainable raw materials and animal welfare" demonstrate.
- Snacking remains in vogue, and the products from the MyEnergy and Pure Nature brands continue to experience growth.
- Biotta also launched innovations such as the new Vital Shots and the Food Saving Juices to save surplus raw materials.
- Various competence centres such as Pastinella, Le Patron and Culinor are working with top chefs on developing recipes to drive forward their latest developments.

Employees

We view our employees as the key to our success, and sustainable business practices are indispensable for paying them appropriately and continuing to promote their development. Accordingly, Goal 6 of our ORIOR Strategy 2025 affirms:

"ORIOR invests in sustainable organisational development and is establishing the ORIOR Campus as its central platform for employee training and development."

In addition to the projects described in the section "Employee development", the following employee-related initiatives from 2022 should be mentioned:

- We consider it important that we pay our employees appropriately and fairly. In light of the exceptional increase in the cost of living, the management decided to give all employees at the Swiss competence centres (except top management) a CHF 500 voucher for retail purchases. At the same time, we awarded our employees a wage increase. The model used for this has proportionately given more weighting to the lower wage categories and reduced entitlement proportionately as wages increase. We have therefore achieved our goal of ensuring that employees with lower incomes, who are more affected by the higher cost of living, receive the proportionately largest contribution. Not included in the scope of this reporting, but referred to for the sake of completeness: Wage increases were also put in place in the foreign competence centres.
- The Swiss Federal Gender Equality Act (GIG) was revised and entered into force in 2020. Its aim is to enforce the right to equal pay for equal work and work



Successful Top50 event in the middle of the ORIOR Food Festival: Our employees are well-prepared to face the challenges of the future.

of equal value – as enshrined in the Federal Constitution. The amendment obliges companies above a certain size to conduct a pay equity analysis every four years. The difference in pay between genders is shown as an average and additionally takes into account differences in qualifications and job-related qualities (education, seniority, potential work experience, company expertise level and professional position). The analysis and its results must be verified by an independent auditor and communicated to employees and shareholders.

Due to the size of the company, four Swiss competence centres of the ORIOR Group come under the scope of the new legal requirement. Therefore, a pay equity analysis was carried out during the reporting year and submitted to an independent auditor for assessment. At three companies, the differences in remuneration are below or close to the tolerable threshold of 5%. We noted a deviation at one compa-

ny. Measures were immediately drawn up to rectify this inequality and they are now being implemented. The managing directors communicate the results of the analysis to the employees of the respective competence centres.

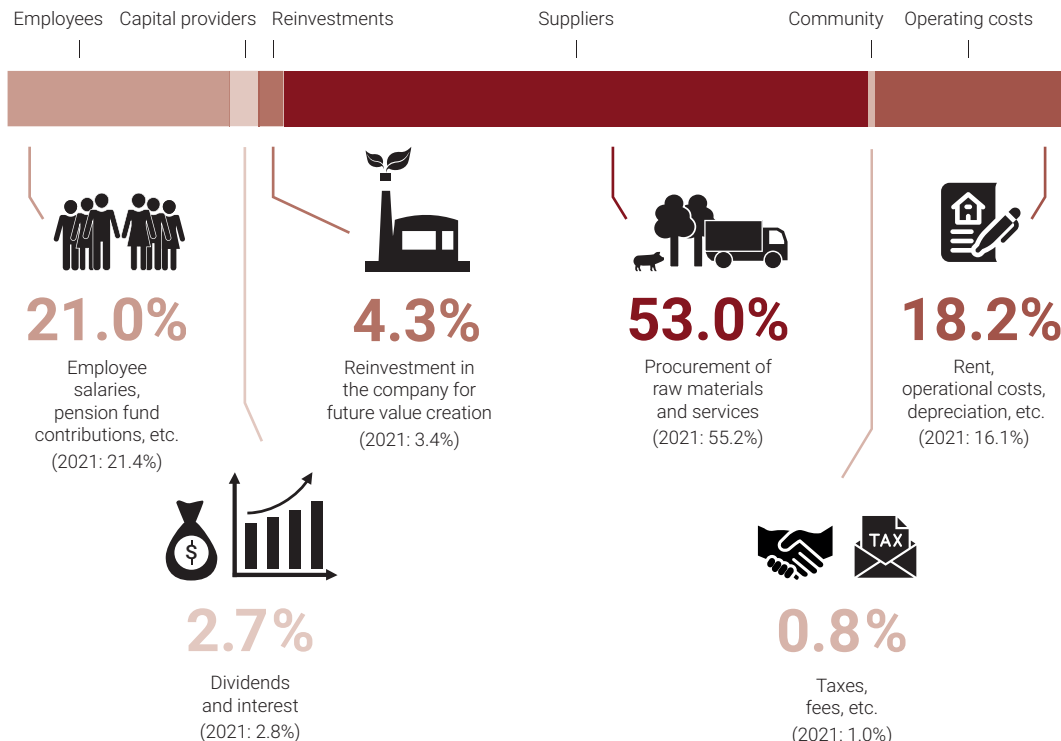
- ORIOR celebrated its 30th anniversary with a one-of-a-kind Food Festival at Puls 5 in Zurich. Customers, partners and employees could visit the food stands to taste specialities from all the units and immerse themselves in the world of ORIOR. The anniversary culminated in an enormous ORIOR tavolata with over 70 invited guests. It was a big celebration to say thank you to all those who have played a major role in ORIOR's unique success story.

Sites

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. We invest

Distribution of value creation

GRI 201-1



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.

Factory development was once again a main theme in 2022. In addition to ensuring that regular and ongoing maintenance and renovation work is carried out, ORIOR has completed the closure of two smaller sites and transferred their production volumes to Le Patron in Böckten and Rapelli in Stabio. This will ensure that the processes and capacities are pooled more effectively between the Böckten and Stabio production sites and strengthen economic efficiency in the process. In addition, this approach will help us make significant progress in various sustainability aspects, such as leaner logistics between secondary and main plants and lower greenhouse gas emissions from heating and cooling. Also of note is the successful expansion of our plant-based production infrastructure, which now ensures supply readiness in this important and steadily growing product category.

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 2022, 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.

GRI 2-27
GRI 205-3
GRI 417-2

Activities 2022

GRI 3-3

Ranked number one in corporate governance study

In September 2022, the Inrate rating agency announced that ORIOR had been ranked first in its corporate governance study. The rating, which is carried out annually, is based on a company's articles of association, other available regulations, and information from its sustainability and annual reports. Having already achieved solid rankings over the past ten years, ORIOR reached the top position in 2022 – thanks in part to its excellent performance in the sustainability category, which now has a heavier weighting in the rating.

New ESG Committee

ORIOR has taken various measures in 2022 to address the increasing importance and urgency of ESG issues. The Board of Directors has already dealt with ESG issues on a regular basis, both within committees and in the broader context. The Board appointed the ESG Committee in autumn as a new standing committee. Thanks to this, sustainability issues will be addressed in an even stronger and more focused way. The Committee's main role is to help the Board of Directors prepare the decision-making processes and resolutions, and fulfil its responsibilities and supervisory obligations on ESG issues. The responsibilities of the Committee are summarised in a Committee Charter, which is published on the [ORIOR website](#). The embedding of sustainability issues in guidelines and regulations has also helped strengthen them. After sustainability had already been defined as an integral task and responsibility of the Board of Directors and top management in 2021, its significance was further emphasised in the reporting year 2022 with a special section in the Articles of Association.

GRI 2-9

GRI 3-3

Governance

Effective and up-to-date corporate governance protects the interests of our employees, shareholders and other key partners 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.”

Our leadership principles, structure and organisation are set out in the company's [Articles of Association](#), the [Charters of the Board Committees](#), the [Organisational Regulations](#), the [Code of Conduct](#) and in other regulations. As part of the ongoing process to reinforce our corporate governance, we regularly address not only organisational performance but also our shareholder and remuneration policies as well as shareholder rights.

GRI 2-18
GRI 2-10

Strengthening governance in the Articles of Association

Diversity is an important criterion in the composition of committees. In the reporting year, the importance of diversity on the Board of Directors and the Executive Committee was declared in the Articles of Association to be one of the duties of the Board of Directors. Accordingly, it is incumbent upon the Board of Directors to ensure that the membership of both the Board of Directors and the Executive Committee has a meaningful level of diversity and adds value to ORIOR, in particular in terms of areas of expertise, experience and education. Another innovation is a reduction in the permissible mandates for members of the Board of Directors and the Executive Committee. For this purpose, the company took into account the regulations of peer companies, empirical figures since the entry into force of the Ordinance against Excessive Compensation in Listed Stock Corporations (VegüV) and the attitudes and opinions of stakeholders. In the reporting year, the concept of the annual self-evaluation of the Board of Directors was also revised. The main emphasis was placed on ensuring an appropriate approach is taken to constantly evolving topics such as sustainability and ESG, as well as to digitalisation, IT security, and data.

72

GRI 2-19

Update on ESG indicators for long-term remuneration

A long-term incentive plan (LTIP) is in place for top management. The long-term variable compensation considers the sustainable growth of the company over several years, based on target values that are essential for the long-term growth of ORIOR Group. The target values consist of clearly quantifiable key metrics and are defined in advance and communicated transparently. An LTIP is based on four equally weighted targets, which cannot be offset against each other. In accordance with the Organisational Regulations, a goal must be related to progress in ESG matters. A total of 25% of the LTIP issued for 2021 to 2023 is linked to progress on sustainability. Explicitly, an improvement index of 80% of the set targets is foreseen in relation to "water consumption", "greenhouse gas emissions", "food waste", "illness rate" and "accident rate". The KPIs of greenhouse gases, water consumption and food waste were on target for linear progress by the end of 2022, which means that 50% of this target has been achieved so far. To reach the target of an 80% improvement index by the end of the planning period, significant progress must be made. The exact values as well as further details on the ESG targets can be found in the respective sections of this report.

Outlook

New Swiss corporate law

Together with the entry into force of the new Swiss corporate law on 1 January 2023, several changes will be required within a transition period of two years. The associated comprehensive revision of the Articles of Association was approved by the Annual General Meeting on 19 April 2023. This involves expanding the business purpose to include the creation of long-term, sustainable value, for example. This also takes into account the increasing importance of ecological and social issues. The new corporate law also embedded the new provisions regarding reporting on non-financial matters in the Articles of Association and made further general and substantive changes, including aligning them with the new law's wording.

In autumn 2022, the Board of Directors appointed an ESG Committee. Subsequently, the Audit Committee Charter and the Nomination and Compensation Committee Charter were also revised. The focus was on avoiding duplication with the other committee charters and clarifying responsibilities. In addition, the general regulations and formulations were brought up to date, also to comply with the new corporate law. The Board of Directors approved the new versions of the charters in March and published them on the [ORIOR website](#).

Non-financial reporting

The new corporate law also has an impact on sustainability. With the introduction of the transparency requirement for non-financial matters, shareholders will also decide on the company's non-financial reporting and thus be actively involved in environmental and social issues. ORIOR has already established a strong foundation for sustainability reporting, in accordance with the GRI standard, and implemented systematic sustainability management across the Group. The company is currently engaged in the comprehensive analysis and preparation of the additional information that is required. The Group plans to present its inaugural report on non-financial matters at the Annual General Meeting in 2024.

Appendix

GRI content index

Statement of use			ORIOR has reported in accordance with the GRI standards for the period from 1 January 2022 to 31 December 2022.	
GRI 1 used			GRI 1: Foundation 2021	
Applicable GRI Sector Standard(s)			No applicable Sector Standard exists.	
GRI Standard	Disclosure		Reference	Further information and/or omissions
General disclosures				
The organisation and its reporting practices				
GRI 2: General Disclosures 2021	2-1	Organisational details	Pp. 4 – 5; Articles of Association , p. 3; Annual report 2022 , pp. 12 – 15	
	2-2	Entities included in the organisation's sustainability reporting	P. 4; Annual Report 2022 , p. 99	
	2-3	Reporting period, frequency and contact point	Pp. 73 and 82	a., b. The annual sustainability report covers the financial year from 1 January to 31 December just like the Annual Report. c. The Sustainability Report 2022 was published on 27 April 2022.
	2-4	Restatements of information	P. 73	A new data basis for our volumes in 2021 resulted in minor adjustments to presentations on pp. 22 – 24.
	2-5	External assurance		b. This report has not been externally audited.
Activities and employees				
GRI 2: General Disclosures 2021	2-6	Activities, value chain and other business relationships	Pp. 4 – 5; ORIOR website	d. The existing markets were further expanded both in Switzerland and in Europe. There were no significant changes in our supply chains or supplier structure.
	2-7	Employees	P. 6	b. Employees with non-guaranteed working hours are externals and are described under GRI 2-8.
	2-8	Workers who are not employees	P. 6	
Governance				
GRI 2: General Disclosures 2021	2-9	Governance structure and composition	Pp. 11 – 12; Articles of Association , p. 6; Annual Report 2022 , pp. 12 – 36	
	2-10	Nomination and selection of the highest governance body	Articles of Association , p. 6; Organisational Regulations , pp. 4, 9 – 10; Annual Report 2022 , pp. 21 – 22	

GRI Standard	Disclosure	Reference	Further information and/or omissions
GRI 2: General Disclosures 2021	2-11 Chair of the highest governance body	Annual Report 2022 , p. 17	
	2-12 Role of the highest governance body in overseeing the management of impacts	Pp. 11 – 12; Organisational Regulations , pp. 5 – 6; Annual Report 2022 , pp. 22 – 23	
	2-13 Delegation of responsibility for managing impacts	Pp. 11 – 12; Articles of Association , p. 11; Organisational Regulations , pp. 10 – 11; Annual Report 2022 , pp. 8 – 9 and 25	
	2-14 Role of the highest governance body in sustainability reporting	P. 11	This report has been approved by the Board of Directors.
	2-15 Conflicts of interest	Articles of Association , p. 10; Organisational Regulations , pp. 13 – 14; Code of Conduct , p. 7; Annual Report 2022 , pp. 18 – 20, 28 – 30; ORIOR website	b. The other activities and vested interests of the Board of Directors and the Executive Committee are shown in the Annual Report 2022, pp. 18 – 20 and 28 – 30, and on the website . b. No conflicts of interest were identified and/or disclosed in the reporting year.
	2-16 Communication of critical concerns	Annual Report 2022 , p. 26	b. This information is confidential and is not communicated externally by ORIOR.
	2-17 Collective knowledge of the highest governance body	Pp. 11 – 12	
	2-18 Evaluation of the performance of the highest governance body	Pp. 13, 43 and 72; Annual Report 2022 , p. 24	
	2-19 Remuneration policies	Pp. 13 and 72; Articles of Association , pp. 11 – 13; Organisational Regulations , pp. 8, 12 – 13; Annual Report 2022 , pp. 38 – 43, 45 – 53	
	2-20 Process to determine remuneration	Articles of Association , pp. 12 – 14; Organisational Regulations , pp. 8, 12 – 13; Annual Report 2022 , pp. 43 – 45	b. All voting results can be found in the minutes of the annual general meetings .
	2-21 Annual total compensation ratio		This information is confidential and is not communicated externally by ORIOR.

GRI Standard	Disclosure	Reference	Further information and/or omissions
Strategy, policies and practices			
GRI 2: General Disclosures 2021	2-22	Statement on sustainable development strategy	Pp. 2–3
	2-23	Policy commitments	Pp. 6 and 10; Code of Conduct ; ORIOR website
	2-24	Embedding policy commitments	d. The Code of Conduct was approved by the Board of Directors as the highest governance body. This information is not currently available and has been omitted. We are planning to include it in the next report.
	2-25	Processes to remediate negative impacts	Pp. 6 and 8
	2-26	Mechanisms for seeking advice and raising concerns	P. 6; Code of Conduct , p. 8
	2-27	Compliance with laws and regulations	P. 71
	2-28	Membership associations	<ul style="list-style-type: none"> – Aargau Chamber of Commerce and Industry (AIHK) – Alpinavera – Association of Energy Consumers – Bio Schweiz Interest Group (IG Bio) – Bionetz.ch – "Brennpunkt Nahrung" – Central Switzerland Association of Master Butchers (ZMV) – Central Switzerland Chamber of Commerce and Industry – Cercle des Chefs de Cuisine Berne (CCCB) – Employers' Association of the Food Industry Baden-Württemberg – Employers' association Wil – Energy Agency of the Swiss Private Sector (EnAW) – Federation of Swiss Food Industries (Fial) – Foodward – "Freunde der Metzgerschaft" – Fruit Juice Industry Association – Graubünden Chamber of Commerce – Investor Relations Club Switzerland – Meat Trade Association St. Gallen - Liechtenstein – Öbu – Swiss Business Council for Sustainable Development – PET Recycling Switzerland Association (PRS)

GRI Standard	Disclosure	Reference	Further information and/or omissions
GRI 2: General Disclosures 2021	2-28 Membership associations (continued)		<ul style="list-style-type: none"> – Promarca - Swiss Brand Association – Swiss Association for Hospital, Home and Community Gastronomy (SVG) – Swiss Association for Quality (SAQ) – Swiss Management Society (SMG) – Swiss Marketing Society (GfM) – Swiss Meat Trade Association (SFF) – Swiss Society for Food Hygiene (SGLH) – Switzerland Global Enterprise (SGE) – Thurgau Chamber of Commerce and Industry – Trade and Commerce Association for Landquart and the Surrounding Area (HGVL) – Trade Association of the Canton of Ticino (Cc-Ti) – United Against Waste (UAW) – Vegan Society of Switzerland
Stakeholder engagement			
GRI 2: General Disclosures 2021	2-29 Approach to stakeholder engagement	ORIOR website	<p>ii. The purpose of our stakeholder engagement is to ensure that we are aware of the concerns of our key stakeholders and take them into account as much as possible during our business activities.</p> <p>iii. Giving meaning and purpose to the exchanges with our stakeholders is an ongoing priority for all ORIOR representatives involved in such interactions.</p>
	2-30 Collective bargaining agreements	P. 6	
Material topics			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	P. 8; ORIOR website	
	3-2 List of material topics	Pp. 8–9; ORIOR website	
Sustainable raw materials			
GRI 3: Material Topics 2021	3-3 Management of material topics	Pp. 15, 17–24	
GRI G4 Food Processing 2014	FP2 Percentage of purchases with internationally recognised sustainability standards	Pp. 15 and 22	
ORIOR specific disclosure	Sales percentages with labelled products (%)	P. 23	

GRI Standard	Disclosure	Reference	Further information and/or omissions
Animal welfare			
GRI 3: Material Topics 2021	3-3	Management of material topics	Pp. 16 – 24
ORIOR specific disclosure		Percentage of meat for the Swiss market either with Swiss origin or produced abroad according to Swiss animal welfare standards	Pp. 16, 23 – 24
Safe and healthy food			
GRI 3: Material Topics 2021	3-3	Management of material topics	Pp. 25 – 31
GRI G4 Food Processing 2014	FP5	Percentage of production volume manufactured at sites certified according to internationally recognised food safety standards	P. 26
ORIOR specific disclosure		Number of complaints per 100 t product	Pp. 25 and 31
Food waste and packaging			
GRI 3: Material Topics 2021	3-3	Management of material topics	Pp. 33 – 39
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	Pp. 33 – 34 and 40
	306-2	Management of significant waste-related impacts	<p>Pp. 34 – 41</p> <p>b. All of the service providers contracted by ORIOR are certified disposal companies.</p> <p>c. The collection and monitoring of waste-related data is performed by wsba GmbH. Their support services enable ORIOR to provide an objective assessment of recyclables and waste logistics and ensure legally compliant recycling and disposal management. This includes waste management invoice controlling, recyclables and waste statistics, as well as the ecologically and economically sustainable optimisation of waste management processes.</p>

GRI Standard	Disclosure		Reference	Further information and/or omissions
GRI 306: Waste 2020	306-3	Waste generated	P. 40	<p>a. Due to confidentiality constraints, we publish only relative waste data.</p> <p>b. The data is based on the waste statistics of the individual competence centres, which have been uniformly consolidated by wsba GmbH. They are also based on the invoices and the delivery and weighing records of the disposal companies, which are checked monthly and compiled into statistics.</p>
	306-4	Waste diverted from disposal	P. 41	<p>a. Due to confidentiality constraints, we publish only relative waste data.</p> <p>e. The data is based on the waste statistics of ORIOR companies and on documents from the disposal companies, which are checked and fed into the statistics. To calculate the compost shares, statistics from different biogas plant operators are used, according to which about 1/3 of the compost (330 kg) is produced from 1 t substrate of biogas utilisation. Used engine oil is recycled, with the exception of very small amounts.</p>
	306-5	Waste directed to disposal	P. 41	<p>a. Due to confidentiality constraints, we only display relative waste data.</p>
ORIOR specific disclosure		Food waste intensity (% of kg production)	Pp. 33 and 38	
Climate and energy				
GRI 3: Material Topics 2021	3-3	Management of material topics	Pp. 42 – 49	
GRI 302: Energy 2016	302-3	Energy intensity	Pp. 42 and 47	
ORIOR specific disclosure		Energy consumption by energy source (%)	P. 47	
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	P. 49	
	305-2	Energy indirect (Scope 2) GHG emissions	P. 49	
	305-3	Other indirect (Scope 3) GHG emissions	P. 49	
	305-4	GHG emissions intensity	P. 48	<p>d. All greenhouse gases have been included.</p>

GRI Standard	Disclosure	Reference	Further information and/or omissions
Water			
GRI 3: Material Topics 2021	3-3	Management of material topics	Pp. 50 – 53
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	Pp. 51 – 52
	303-2	Management of water discharge-related impacts	Pp. 51 – 52
	303-5	Water consumption	P. 50 Due to confidentiality constraints, we publish only relative water consumption data (see ORIOR specific disclosure on water consumption).
ORIOR specific disclosure		Water consumption in m ³ fresh water per t produced	Pp. 50 and 53
Employee development			
GRI 3: Material Topics 2021	3-3	Management of material topics	Pp. 55 – 60
GRI 404: Training and Education 2016	404-1	Average hours of training per employee per year	Pp. 55, 59 – 60
	404-2	Programmes for upgrading employee skills and transition assistance	Pp. 56, 58 – 59
ORIOR specific disclosure		Expenditures for training and development	Pp. 55 and 59
		Number of apprentices and trainees	P. 59
Occupational safety and health			
GRI 3: Material Topics 2021	3-3	Management of material topics	Pp. 61 – 65
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	P. 62

GRI Standard	Disclosure	Reference	Further information and/or omissions
GRI 403: Occupational Health and Safety 2018	403-2	Hazard identification, risk assessment and incident investigation	Pp. 62 – 63
	403-3	Occupational health services	Pp. 62 and 64
	403-4	Worker participation, consultation, and communication on occupational health and safety	Pp. 63 – 64
	403-5	Worker training on occupational health and safety	P. 63
	403-6	Promotion of worker health	P. 64
	403-7	Prevention and mitigation of occupational safety and health impacts directly linked by business relationships	Code of Conduct , p. 5
	403-8	Workers covered by an occupational health and safety management system	P. 62
			<p>c. Beyond the details reported in the “Occupational safety and health” section, ORIOR currently has no further policies and procedures on how employees can extricate themselves from dangerous/health-threatening situations or protect themselves from retaliation.</p> <p>This aspect is not reported on directly by ORIOR. However, partial aspects of this topic are covered by the Code of Conduct and dealt with in the “Sustainable raw materials” field of activity by prioritising sustainability standards and labels when sourcing.</p> <p>a. Coverage:</p> <p>i. 100% are covered by an occupational safety and health management system.</p> <p>ii. 85.5% of employees are covered by an internally audited system.</p> <p>iii. 0% are covered by an externally certified system.</p> <p>b. Data covers ORIOR employees only (excluding workers not under contract to ORIOR).</p>
ORIOR specific disclosure	Absence rate, broken down by type of absence (occupational accident/illness)	Pp. 61 and 65	

GRI Standard	Disclosure		Reference	Further information and/or omissions
Economic performance				
GRI 3: Material Topics 2021	3-3	Management of material topics	Pp. 66 – 72	
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	Pp. 66 – 67 and 70	These figures correspond to the accounting principles of Swiss GAAP FER and are disclosed at Group level only for confidentiality reasons.
GRI 205: Anti- corruption 2016	205-3	Confirmed incidents of corruption and actions taken	P. 71	
GRI 417: Marketing and Labeling	417-2	Incidents of non-compliance concerning product and service information and labeling	P. 71	
ORIOR specific disclosure		Number of employees in Switzerland	P. 5 – 6	

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