

ORIOR AG
CORPORATE GOVERNANCE
REPORT 2023

Corporate Governance Report

ORIOR Group is committed to best practices in corporate governance with a high level of transparency. Good corporate governance protects the interests of company shareholders and other stakeholders while helping the Group achieve sustainable development. The information disclosed hereinafter complies with Swiss law and the current requirements of the "Directive Corporate Governance" (DCG) and the "Directive on Ad hoc Publicity" (DAH) issued by SIX Swiss Exchange.

On 1 January 2023, the revision of the Swiss corporate law came into force. Among other changes, the Ordinance against Excessive Compensation in Listed Companies (VegüV/OaEC) was repealed as at 1 January 2023 and its provisions were transferred to the Swiss Code of Obligations with certain amendments. Articles of Association and regulations were adapted to the amended provisions within 2023.

Adjusted
in 2023

Outlook on further changes

Evaluation of corporate governance is an on-going process during which improvements are constantly explored and implemented. Some

adjustments are already known for the current year 2024. The forward-looking text boxes shaded in grey provide information about these changes.

1. Group structure and shareholders

The registered office of ORIOR AG, the parent company of ORIOR Group, is in Zurich (Switzerland). Information on the security number and ISIN code of its shares and its stock market capitalisation is given in the "Share information" section of this Annual Report (see p. 113). The subsidiaries included in the Group's scope of consolidation are listed in the Notes to the Consolidated Financial Statements along with their legal domicile, share capital and the percentage interest held by the Group (see p. 95). Apart from the parent company, only unlisted companies are included in the scope of consolidation.

Group structure as at 31 December 2023

Board of Directors

Remo Brunschwiler, Chairman
Markus Voegeli, Vice Chairman
Monika Friedli-Walser
Walter Lüthi
Monika Schüpbach

Executive Committee

Daniel Lutz, CEO ORIOR Group
Andreas Lindner, CFO ORIOR Group
Filip De Spiegeleire, CEO ORIOR Europe
Max Dreussi, CEO ORIOR Segment Convenience
Milena Mathiuet, Chief Corporate Affairs Officer ORIOR Group

ORIOR Corporate

Stefan Graf, Chief Supply Chain Officer
Giorgio Mollo, CIO ORIOR Group

Convenience segment

Michael Leutwyler, CEO Fredag
Oscar Marini, CEO Le Patron and Pastinella
Mathias Roost, CEO Biotta

Refinement segment

Tazio Gagliardi, CEO Rapelli
Christoph Egger, CEO Albert Spiess
and Möfag

International segment

Werner Nies, CEO Culinor Food Group
Michael Schorm and Andreas Förster,
Co-CEOs Casualfood

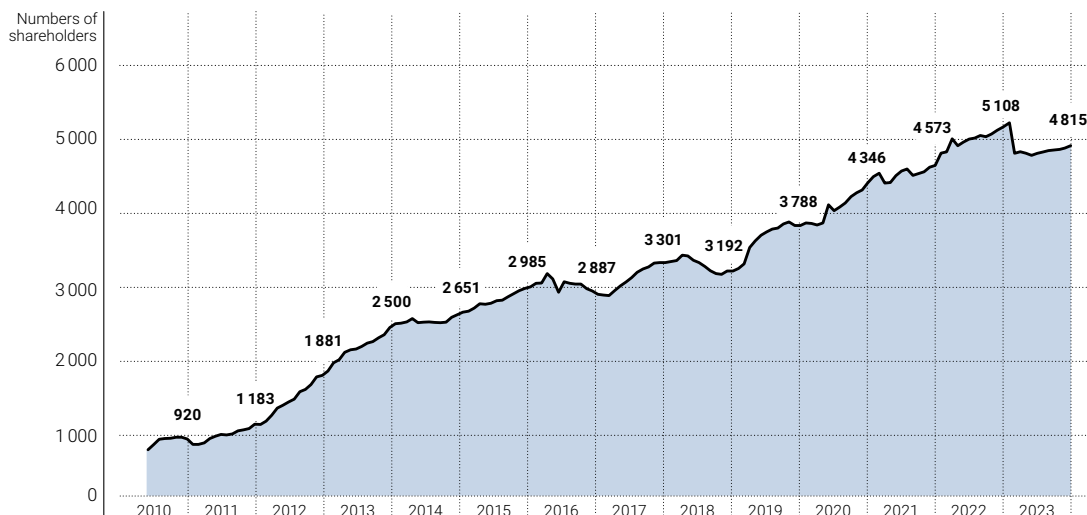
Personnel changes in Group-level management

Remo Brunschwiler was elected as the new Chairman of the Board of Directors of ORIOR AG at the Annual General Meeting on 19 April 2023. Rolf U. Sutter, former CEO and long-standing Chairman of the Board of Directors of ORIOR AG, and Markus R. Neuhaus, Dr iur., former Vice Chairman of the Board of Directors, did not stand for re-election and stepped down from the Board of Directors at the end of the Annual General Meeting on 19 April 2023.

On 1 January 2023, the two co-founders and CEOs of Casualfood, Stefan Weber and Michael Weigel, handed over the management of the company to Michael Schorm (Spokesman) and Andreas Förster. Also on 1 January 2023, Michael Leutwyler took over the management of Fredag from Max Dreussi, and Werner Nies took over the management of the Culinor Food Group from Filip De Spiegeleire. Clemens Rüttimann stepped down as CEO of Biotta at the end of July 2023. Mathias Roost took over the management of Biotta on 1 September 2023 from Max Dreussi, who had managed it on an interim basis until then. In addition, Walter Koller, CEO of Möfag, retired at the end of April 2023. Christoph Egger was subsequently appointed CEO of Albert Spiess and Möfag; the management of Möfag was transferred to Martin Zett on 1 April 2023.

ORIOR shareholders

According to the share register, ORIOR had 4 815 shareholders as at 31 December 2023, meaning there was a decrease in the number of shareholders during the year under review. The change in the number of shareholders entered in the share register since the IPO in April 2010 is depicted below:

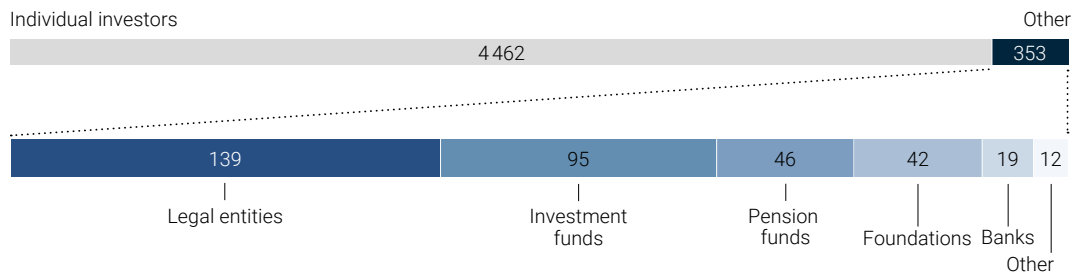


The 4 815 registered shareholders as at 31 December 2023 held 78.2% of total share capital. Information on the distribution of shareholdings as at 31 December 2023 by size of shareholding, by category and by country is given below.

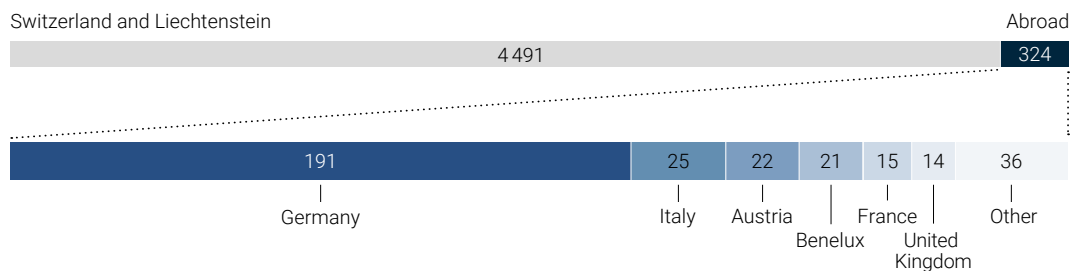
Number of shareholders entered in the share register as at 31 December 2023, by number of shares held:

Number of shares held	Number of shareholders	Total number of shares
1 – 10	344	2 040
11 – 100	1 301	83 380
101 – 1 000	2 721	937 894
1 001 – 10 000	385	1 008 862
10 001 – 100 000	57	1 538 336
> 100 000	7	1 544 085
Total	4 815	5 114 597

Number of shareholders entered in the share register as at 31 December 2023, by category:



Number of shareholders entered in the share register as at 31 December 2023, by country:



Major shareholders

According to notifications received, as at 31 December 2023 the following shareholders each owned more than 3% of ORIOR AG's share capital:

Beneficial owner	Direct shareholder	Number of shares	%	Date
UBS Fund Management (Switzerland) AG (CH)	RoPAS (CH) Institutional Fund – Equities Switzerland (5.98%)	653 153	10.02	20.05.2021
Credit Suisse Funds AG (CH)	Migros AST Fonds II Aktien Schweiz (3.05%)	503 569	7.7	11.02.2023
Swisscanto Fondsleitung AG (CH)		353 965	5.431	15.11.2018
Vontobel Fonds Services AG (CH)	Raiffeisen Futura – Swiss Stock	326 348	4.9882	13.10.2023

During the period between 1 January 2023 and 31 December 2023 the following disclosure notifications were received and duly published on the website of the SIX Swiss Exchange:

Date	Beneficial owner	Direct shareholder	Reason for announcement	New shareholding
13.10.2023	Vontobel Fonds Services AG (CH)	Raiffeisen Futura – Swiss Stock	Sale	4.9882%
11.02.2023	Credit Suisse Funds AG (CH)	Migros AST Fonds II Aktien Schweiz (3.05%)	Purchase	7.7%

> Website SIX Exchange Regulations: <https://www.ser-ag.com/en/resources/notifications-market-participants/significant-shareholders.html#/>

As at 1 March 2024, ORIOR was not aware of any other person or entity holding, directly or indirectly, 3% or more of the Company's share capital. Nor was ORIOR AG aware of any significant agreements or arrangements among shareholders regarding their holdings of ORIOR AG registered shares.

Registered shares not entered in share register

As at 31 December 2023, 21.8% of total share capital was not entered in the share register (Dispobestand). In the past, this figure has fallen well below the 20% mark relative to total share capital shortly before the Annual General Meeting. This fluctuation reflects institutional investors' decisions to transfer positions to open custody accounts shortly after the end of the Annual General Meeting to improve their administrative efficiency during the remainder of

the year. Five stock trading days before the last Annual General Meeting, which took place on 19 April 2023, 16.5% of total share capital was not entered in the share register.

Cross-shareholdings

There are no cross-shareholdings with other companies.

2. Capital structure

The key parameters of the capital structure are regulated in the Company's Articles of Association and can be viewed at the following link:

> Articles of Association of ORIOR AG: <https://orior.ch/en/articles-of-association-of-orior-ag>

Share capital

in CHF		31.12.2023	31.12.2022	31.12.2021
Ordinary share capital		26 169 596	26 169 596	26 169 596
Conditional share capital		2 494 656	614 656	614 656
Authorised share capital		deleted	1 880 000	1 880 000
Capital band	Lower limit:	24 861 116	n/a	n/a
	Upper limit:	28 049 596		

Ordinary capital

ORIOR AG's share capital is fully paid in and amounts to CHF 26 169 596. It is divided into 6 542 399 registered shares with a par value of CHF 4.00 each. There is only one category of registered shares. Further information on the shares is given in the "Share information" section of this Annual Report (see p. 113).

Conditional capital

The Company's share capital shall be increased by a maximum aggregate amount of CHF 2 494 656 through issuance of a maximum of 623 664 registered shares with a par value of CHF 4.00 each, to be fully paid in:

- a) up to an amount of CHF 614 656, corresponding to 153 664 fully paid registered shares through the exercise of option rights or purchase rights granted to the members of the Board of Directors or the employees of the Company and its subsidiaries in accordance with one or more share-based compensation plans;
- b) up to an amount of CHF 1 880 000, corresponding to 470 000 fully paid registered shares through the exercise of conversion and/or option rights granted to shareholders, creditors of bonds or similar financial instruments, or third parties.

The conversion and/or option conditions shall be set by the Board of Directors. The subscription rights of the existing shareholders are excluded. The Board of Directors is authorised, when issuing bonds or similar financial instruments, to restrict or cancel the shareholders' advance subscription rights in connection with: a) the financing (including refinancing) of the acquisition of companies, parts of companies, participations or new investment projects of the Company; or b) the issue on national or international capital markets or the issue to one or more strategic or financial investors.

Insofar as the rights of advance subscription is excluded, a) the bonds or similar financial instruments shall be issued on reasonable terms and b) the exercise period of the option and/or conversion rights is to be set at a maximum of 10 years.

The exercise or waiver of conversion or option rights shall be made by any means of communication allowing such exercise or waiver to be evidenced by text.

The acquisition of registered shares through the exercise of conversion and option rights and the further transfer of registered shares are subject to the restrictions as stipulated in Art. 5 and 6 of the Articles of Association.

The total number of registered shares issued (i) from conditional share capital according to Art. 3a of the Articles of Association where the shareholders' advance subscription rights were excluded and (ii) from the capital band according to Art. 3b of the Articles of Association where the shareholders' subscription rights were excluded may not exceed 654 239 registered shares, i.e. 10% of the existing share capital.

Authorised share capital

The authorised capital was replaced by a capital band by the Annual General Meeting on 19 April 2023.

Capital band

The Annual General Meeting on 19 April 2023 approved the introduction of a capital band according to Art. 3b of the Company's Articles of Association:

The Board of Directors is authorised until 18 April 2028 to conduct one or more increases and/or reductions of the share capital within the upper limit of CHF 28 049 596, corresponding to 7 012 399 registered shares with a nominal value of CHF 4.00 each, and the lower limit of CHF 24 861 116, corresponding to 6 215 279 registered shares with a nominal value of CHF 4.00 each. Capital reductions can be carried out either by reducing the nominal value of the shares or by cancelling shares. The respective issue price, number of shares, time of the dividend entitlement and issue, conditions governing the exercise of subscription rights and type of contributions (including in cash, contribution in kind, offsetting and conversion of reserves or profit carried forward into share capital) shall be determined by the Board of Directors. In this regard, the Board of Directors may issue new shares which are underwritten by a bank, a syndicate of banks or another third party and subsequently offered to the existing shareholders or to third parties (provided that the pre-emptive rights of the existing shareholders are waived or not validly exercised). The acquisition of registered shares and the further transfer of the registered shares are subject to the restrictions as stipulated in Art. 5 and 6 of the Articles of Association.

The Board of Directors is authorised to restrict or withdraw the subscription rights of shareholders and to allocate them to individual shareholders, the Company or third parties (i) if the new shares are to be used to acquire another enterprise, parts of an enterprise or equity interests, or to finance investment projects or to finance or refinance any such transactions by the Company, or (ii) if the new shares are being placed nationally and internationally for the purpose of raising equity in a swift and flexible manner that would be difficult to arrange or only at much less favourable conditions if the pre-emptive subscription rights to the new shares were not restricted or withdrawn.

The Board of Directors may allow subscription rights that have not been exercised to lapse, or it may place these subscription rights, or registered shares for which subscription rights were granted but not exercised, at market conditions, or use them otherwise in the interests of the Company.

Within the limits of this capital band, the Board of Directors is also authorised: (i) to increase the capital by converting free reserves into share capital; (ii) to carry out capital reductions by means of a reduction in nominal value once or several times per year and to pay out the reduction amount to the shareholders after adjusting the Articles of Association; and, (iii) in the event of a reduction of the share capital, to determine, to the extent necessary, the use of the reduction amount. The Board of Directors may also use the reduction amount for the partial or full elimination of a share capital shortfall in the sense of Art. 653p CO or may, in the sense of Art. 653q CO, simultaneously reduce and increase the share capital to at least the previous amount.

After a change of the nominal value pursuant to Para. 4 (ii) of the Articles of Association, the Board of Directors is authorised to adjust the nominal value and the number of shares in Para. 1 accordingly and any new registered shares issued within the capital band shall bear the changed nominal value. In the event of an increase of the share capital from the conditional capital pursuant to Art. 3a of the Articles of Association, the upper and lower limits of the capital band shall be increased accordingly. The Board of Directors shall adjust the limits in Para. 1 accordingly.

The total number of registered shares issued (i) from conditional share capital according to Art. 3a of the Articles of Association where the shareholders' advance subscription rights were excluded and (ii) from the capital band according to Art. 3b of the Articles of Association where the shareholders' subscription rights were excluded may not exceed 654 239 registered shares, i.e. 10% of the existing share capital.



Changes in capital over the past three years

Date	Resolution	AoA-Art.	Decision-making body
19.04.2023	Flexibilisation of the intended use and increase in the maximum amount of conditional capital to CHF 2 494 656, corresponding to 623 664 fully paid in registered shares with a nominal value of CHF 4.00 each. Deletion of the authorised capital and, in its place, introduction of a capital band valid until 18 April 2028 with an upper limit of CHF 28 049 596, corresponding to 7 012 399 registered shares with a par value of CHF 4.00 each, and a lower limit of CHF 24 861 116, corresponding to 6 215 279 registered shares with a par value of CHF 4.00 each.	Art. 3a Conditional capital Art. 3b Capital band	Annual General Meeting Annual General Meeting
05.04.2022	Renew authorised capital in the amount of CHF 1 880 000, corresponding to 470 000 registered shares with a par value of CHF 4.00 each, to be fully paid in, expiring 5 April 2024.	Art. 3b Authorised capital	Annual General Meeting
27.10.2021	Increase ORIOR AG's share capital by 24 900 registered shares or CHF 99 600; the placed shares originated from the Company's conditional capital and were created and issued under the employee stock purchase plan for 2021.	Art. 3 Share capital	Board of Directors

Treasury shares

Number and average price per share of own shares acquired on the market. The treasury shares do not have voting or dividend rights.

	2023	2022	2021	2020
Number of own shares bought on the market	0	0	0	12 887
Average share price in CHF	n/a	n/a	n/a	75.31

Participation certificates and non-voting equity securities

ORIOR Group has not issued any participation certificates or non-voting equity securities.

Restrictions on share transfer and registration of nominees

There are no restrictions on the transfer of the registered shares of ORIOR AG. The sole condition attached to entry of a shareholder in the share register is a written statement signed by the person acquiring the shares that they are acquiring them in their own name and for their own account, that no agreement on the redemption or the return of corresponding shares has been made and that they bear the economic risk associated with the shares. There are no further restrictions on shareholder registration. Any persons not expressly stating in their application form that the shares have been acquired for their own account and that no agreement on the redemption or the return of corresponding shares has been made and that they bear the economic risk associated with the shares ("Nominees") may be entered as shareholders in the share register with voting rights if the Nominee concerned is subject to a recognised banking and financial market supervisor and has entered into an agreement with the Board of Directors regarding its position. The total share capital held by the Nominee may not exceed 2% of the issued share capital of the Company. In excess of this limit, the Board of Directors may register Nominees in the share register with voting rights if the Nominees disclose the names, addresses, citizenship and shareholdings of those persons for which they hold 2% or more of the issued share capital. No nominees with voting rights exceeding the 2% limit were registered during the year under review. The introduction and deletion of restrictions on transferability in the Articles of Association requires a resolution of the Annual General Meeting with at least two thirds of the share votes represented and an absolute majority of the nominal share values represented.

Convertible bonds, options and entitlements to shares

The LTIP became due at the end of the 2023 financial year (see Compensation Report p. 53 ff.). The Board of Directors intends to propose to the Annual General Meeting on 23 May 2024 a new, share-based, three-year LTIP for the Executive Committee with retroactive effect as of 1 January 2024 (see Compensation Report p. 55). Subject to approval by the Annual General Meeting, the new LTIP will become due at the end of the 2026 financial year. At a share price of CHF 72.10 (as at 31 December 2023), the maximum number of shares under the LTIP can be 10 398 registered shares of ORIOR AG, which would result in an increase in share capital of 0.16% if all of these shares were created from conditional capital. All shares from the LTIP are subject to a minimum two-year holding period after distribution. Furthermore, there were no outstanding or planned convertible bonds, options or entitlements to shares in ORIOR AG or one of its subsidiaries as of 31 December 2023.

3. The Board of Directors



Members of the Board of Directors

The Board of Directors consists of at least three and no more than nine members. The Board of Directors consisted of five directors as at 31 December 2023. All members of the Board of Directors are non-executive directors. None of the directors held an executive position with ORIOR Group during the three fiscal years preceding the period under review. Unless otherwise noted, the members of the Board of Directors do not have significant business relationships with ORIOR AG or with ORIOR Group. All of the directors are Swiss nationals. As at 31 December 2023, the proportion of women was 40% and thus complies with gender representation of at least 30% provided for by the law, but is still in the transition period.

Overview of the current members of the Board of Directors as at 31 December 2023:

Name	Year of birth	Position ¹	First term of office	Elected until AGM
Remo Brunschwiler ¹	1958	Chairman of the Board of Directors Chairman of the ESG Committee Member of the Nomination and Compensation Committee	2022	2024
Markus Voegeli	1961	Vice Chairman of the Board of Directors Chairman of the Audit Committee	2019	2024
Monika Friedli-Walser	1965	Member of the Board of Directors Chairwoman of the Nomination and Compensation Committee Member of the ESG Committee	2013	2024
Walter Lüthi	1953	Member of the Board of Directors Member of the Audit Committee Member of the Nomination and Compensation Committee	2016	2024
Monika Schüpbach	1967	Member of the Board of Directors Member of the Audit Committee Member of the ESG Committee	2019	2024

¹ Chairman of the Board of Directors since 19 April 2023.

Changes in the composition of the Board of Directors

Rolf U. Sutter, former CEO and Chairman of the Board of Directors, and Markus R. Neuhaus, Dr iur., former Vice Chairman of the Board of Directors, did not stand for re-election at the Annual General Meeting on 19 April 2023. The Annual General Meeting elected Remo Brunschwiler as the new Chairman of the Company. All other members were confirmed by the Annual General Meeting for a further term of office.

Remo Brunschwiler

Chairman of the Board of Directors, Chairman of the ESG Committee and Member of the Nomination and Compensation Committee

Remo Brunschwiler holds a degree in economics from the University of Basel and an MBA from INSEAD Fontainebleau, France. After completing his studies, he joined the pharmaceutical company Ciba-Geigy AG in Basel in 1984, initially working in the area of strategic business planning and then as a product manager in the company's Pharmaceuticals division. In 1989, he joined McKinsey & Company, Zurich and Düsseldorf, where he worked as a consultant specialising in the pharmaceutical logistics industry until 1996, when he joined Danzas Management AG, Basel, as Head of its Eurocargo Division and a member of its Executive Board. In 2003, he accepted a position as CEO of Swisslog Holding AG, Buchs (Aargau), which he held for about ten years. He then served as CEO of Selecta Management AG in Cham from 2013 to 2016. Remo Brunschwiler was the CEO of the Dutch company Vanderlande Industries B.V. in Veghel, one of the world's leading providers of logistics process automation solutions, from January 2017 until December 2023. On 19 April 2023, Remo Brunschwiler was elected Chairman of the Board of Directors of ORIOR AG by the Annual General Meeting.

Other activities and functions: Remo Brunschwiler is member of the Board of Directors of OTP Holding AG, Basel.

Markus Voegeli

Vice Chairman of the Board of Directors and Chairman of the Audit Committee

Markus Voegeli holds a Master of Business Administration from the University of Zurich. Upon graduating, he managed controlling operations at Swissair's Department Europe 1 and in 1991 took on the position of Project Manager at Swissair Beteiligungen AG. From 1993 to 1995, he managed Gate Gourmet's international projects for strategic business development and later joined Icarus Consulting as a partner and deputy managing director. In 1996, he assumed the position of CFO of Nuance Global Traders in Sydney, which, at that time, operated about 60 tax and duty-free shops in Australia and New Zealand. After overseeing its successful financial turnaround, Markus Voegeli was retained by Swissôtel Group to establish its global corporate finance organisation and manage its in-house property management company in 1998. In 2001, he joined the start-up MediCentrix AG as CFO, took over overall executive responsibility for the company two years later and guided the fast-growing company into the profit zone. From 2004, he served as CFO of Valora Management AG for approximately four years. Markus Voegeli supported the industrial company Rieter Management AG during the 2008/2009 financial crisis in financial issues and managed restructuring projects. From 2009 to 2017, he worked for Charles Vögele Trading AG, initially as CFO and from 2012 on as CEO, guiding the company through a process of restructuring, realignment and M&A. In 2018, Markus Voegeli established his own advisory company, LMV Services GmbH, with a focus on business consulting. Since July 2019, he has acted as Director Finance and Services at the Psychiatric University Hospital Zurich (PUK).

Other activities and functions: Markus Voegeli is founder and owner of LMV Services GmbH, Küsnacht (ZH), Director Finance and Services at the Psychiatric University Hospital Zurich (PUK), Zurich, a member of the Board of Directors and Chairman of the Audit Committee of Grand Resort Bad Ragaz AG, Bad Ragaz, and a member of the Board of Directors and Chairman of the Audit Committee of the Hospital of Bülach, Bülach.

Monika Friedli-Walser

Member of the Board of Directors, Chairwoman of the Nomination and Compensation Committee and Member of the ESG Committee

Monika Friedli-Walser holds a master's degree in rhetoric and technical communications from the University of Michigan (USA) and other educational credentials. In the years prior to 2000, she was mainly active in the field of marketing and sales. From 2000 to 2004, she served as Chief Communication Officer and a member of the Executive Board of TDC Switzerland AG (Sunrise). From 2005 to 2009, she was Head of Communications and Human Resources as well as Deputy CEO of Swissgrid AG and, from 2006 onward, concurrently Head of Communications and Political Affairs at UCTE, the Union for the Coordination of Transmission of Electricity, in Brussels. Since 2009, she has been a partner at WAEGA-Group AG, Zurich, in which capacity she was CEO of the Swiss bag and accessories maker Freitag lab AG, Zurich, until January 2014. In spring 2014, she became CEO and Delegate to the Board of Directors of de Sede AG.

Other activities and functions: Monika Friedli-Walser is CEO as well as delegate and a member of the Board of Directors of de Sede AG, Klingnau, and of its sister company Ligno AG, Zollbrück, as well as a member of the Board of Directors of its sister company Oel-Pool AG, Suhr, which are all affiliates of Volare Group AG, Suhr. In addition, she is a member of the Board of Directors of Sanitas Beteiligungen AG and of Sanitas Stiftung, Zurich, and a member of the Board of Directors of Chromos Group AG, Dielsdorf.

Walter Lüthi

Member of the Board of Directors, Member of the Audit Committee and Member of the Nomination and Compensation Committee

Walter Lüthi initially obtained a basic technical education and is a graduate of a college-level business management programme. From 1973 to 1978, he worked in research and development at Autophon AG, a specialist for telecommunications devices. From 1978 he was Senior Account Manager at Burroughs AG and in 1983 joined Hawe-Neos Dental AG as Head of European Sales. In 1986, Walter Lüthi went into business for himself and in the following years established two companies active in the fields of consulting and electronic media. After their successful start-up he sold them and subsequently accepted a position as Executive Manager of the Swiss operations of ADIA Interim AG in Zurich. In 1992, he was retained by the Board of Directors of Intersport E+H Holding AG to turn the company around, after which he was elected to its board. In 1993, Walter Lüthi assumed the Chairmanship of Mühlebach Holding AG with a mandate to focus on modernising the group and setting up new business areas. In 1998, he established Success Factory AG and has been engaged as a professional investor and a professional director. In the ensuing years he advised Swisscom AG on strategic issues and managed Betty Bossi AG as CEO from 2000 to 2015, where he played a crucial role in the very successful advancement of the Betty Bossi brand.

Other activities and functions: Walter Lüthi is the owner and Chairman of Success Factory AG, Lucerne, a member of the Board of Directors of Büro Schoch Werkhaus AG, Winterthur, a member of the Board of Directors of Alipro AG, Hittnau, a member of the Board of Directors of Bergbahnen Destination Gstaad AG, Gstaad, and a member of the Advisory Board of Isolutions AG, Berne.

Monika Schüpbach

Member of the Board of Directors, Member of the Audit Committee and Member of the ESG Committee

Monika Schüpbach's educational background is in business and office administration, and she holds a business administration diploma accredited by the Business School Switzerland. Before joining Steigenberger Hotel Group in 1991, Monika Schüpbach held various positions in the hotel industry, such as executive assistant and reception manager in Gstaad and Adelboden. From 1991, she was the HR and Administrative Manager of the Steigenberger Hotel Gstaad-Saanen and was promoted to Deputy Managing Director four years later. In 1999, she transferred to Steigenberger Hotels AG in Zurich as Deputy Managing Director and Head of Accounting and Controlling. In 2004, she was named Commercial Director of Steigenberger Flughafen Gastronomie in Frankfurt am Main, Germany, where she was in charge of restructuring the unit's administrative operations, optimising its operating performance and overhauling its IT system. In 2005, Monika Schüpbach was named Delegate to the Board of Directors of Steigenberger Hotels AG and successfully managed the company as CEO for almost a decade. In 2014, she established her own consultancy, T2 Think twice Consulting by Monika Schüpbach, with a focus on strategy, process and organisational development in the hotel, food service and tourism industries.

Other activities and functions: Monika Schüpbach is owner and CEO of T2 Think twice Consulting by Monika Schüpbach, Hirzel, and Chairwoman of the Board of Directors of Steigenberger Hotels Aktiengesellschaft, Zurich.

Overview of Board expertise

The Board of Directors strives for a composition of members that represents a meaningful and value-adding diversity for ORIOR, in particular in terms of areas of expertise, experience and education. The importance of and commitment to a balanced diversity on the Board of Directors is established as a criterion in the Company's Articles of Association. The following table gives an overview of the expertise the individual members of the Board of Directors bring to the board by virtue of their professional backgrounds and experience.

Field of expertise	Remo Brunswiler	Markus Voegeli	Monika Friedli-Walser	Walter Lüthi	Monika Schüpbach
CEO experience	X	X	X	X	X
CFO experience / financial knowledge	(X)	X			(X)
International experience	X	X	X	(X)	X
Industrial experience (F&B production)	X			X	
Market knowledge (Retail / Food Service / Duty Free)	Food Service	Retail / Duty Free		Retail	Food Service
M&A experience	X	X	(X)	X	
Experience at listed companies	X	X		(X)	
Digitalisation	X		(X)		(X)
Sustainability / ESG	X				
Communications / marketing	(X)		X	X	(X)

An X in brackets refers to substantive experience that was gained through intensive engagement in the corresponding area, but without formally holding a position of responsibility or having completed an educational programme in the respective field.

> Articles of Association of ORIOR AG: <https://orior.ch/en/articles-of-association-of-orior-ag>

Provisions of the Articles of Association governing other activities and functions

According to Art. 19 Para. 1 of the Articles of the Association, members of the Board of Directors may simultaneously carry out no more than four additional mandates outside the Group in the supreme managing or supervising body of other listed companies, and six such mandates at unlisted companies. To the extent a member does not reach the maximum number of mandates at listed companies, the number of mandates permitted at unlisted companies increases accordingly. Subject to the approval by the Board of Directors, a member may exceed these limits for a short period of time.

There are no limits on activities at not-for-profit entities such as associations, societies and foundations.

A mandate shall be deemed to be any membership on the Board of Directors, on the executive management or on the advisory board, or a comparable function under foreign law, of a company with a commercial purpose.

Several mandates within the same group of companies and mandates performed as part of the member's position on the Board of Directors or Executive Committee or in a comparable function in a company with a commercial purpose (including in pension funds, joint ventures and legal entities in which a significant interest is held) are counted as one mandate.

With the exception of the positions already listed under "Members of the Board of Directors", none of the directors holds any positions or exercises any activities of relevance to corporate governance in governing or supervisory bodies of an important organisation, institution or foundation under private or public law, in a permanent management or consultancy function for important interest groups or in a public or political office.

> Articles of Association of ORIOR AG: <https://orior.ch/en/articles-of-association-of-orior-ag>



Elections and organisation of the Board of Directors

The members of the Board of Directors and the members of the Nomination and Compensation Committee are elected individually by the Annual General Meeting for a term of office of one year up to the end of the next Annual General Meeting. Re-election is permitted.

The Chair of the Board of Directors is elected by the Annual General Meeting for a term of office of one year up to the end of the next Annual General Meeting. Re-election is permitted. If the Chair is unable to perform his duties, the Board of Directors will appoint one of its members as interim Chair for the remaining term of office. If the Chair is absent, the Vice Chair or another member of the Board of Directors will represent them.

The Board of Directors constitutes itself subject to the provisions of the law and the Articles of Association. It appoints a Vice Chair from among its members and may designate a secretary who need not be a member of the Board of Directors.

Even for non-delegable and inalienable duties, the Board of Directors may form committees from among its members and entrust these committees or their individual members with the preparation and execution of its resolutions, the supervision of transactions and related special duties. The main role of the committees is to help the Board of Directors prepare the decision-making process, prepare resolutions and fulfil its supervisory obligations. The committees do not have the power to pass resolutions. Three specialist committees, the Audit Committee, the Nomination and Compensation Committee and the ESG Committee are appointed by the Board of Directors as standing committees.

The Board of Directors meets as often as business requires, but no less than six times a year. The Board of Directors convened eight meetings between 1 January 2023 and 31 December 2023, two of which were video conferences and six of which were physical meetings. In addition, there was a two-day Board of Directors' workshop. There was no resolution adopted by circular letter. The meetings lasted approximately five hours each and the workshop two days. All members were in attendance at all meetings.

Any director may ask the Chair to call a Board meeting or to add an item to the agenda. Besides the directors, the Board meetings are attended by the CEO and CFO and may, depending on the agenda items, be attended by other members of the Management Team. The Board of Directors has a quorum if and as long as at least the majority of its members are present. Resolutions are passed by the majority of the votes of the members present. Each member has one vote. The Chair has the casting vote.

- > Articles of Association of ORIOR AG: <https://orior.ch/en/articles-of-association-of-orior-ag>
- > Organisational Regulations of the Company: <https://orior.ch/en/organisational-regulations-orior-ag>

Compensation, shareholdings and loans

Information on the compensation and shareholdings of members of the Board of Directors and any loans extended to them are presented and explained in the Compensation Report (see p. 39 ff.).

Function and powers

The duties and responsibilities of the Board of Directors of ORIOR AG are defined by the Swiss Code of Obligations, the Articles of Association and the Organisational Regulations.

- > Articles of Association of ORIOR AG: <https://orior.ch/en/articles-of-association-of-orior-ag>
- > Organisational Regulations of the Company: <https://orior.ch/en/organisational-regulations-orior-ag>

The Board of Directors is, subject to the duties and powers of the Annual General Meeting, the Company's supreme management body. The Board of Directors is further responsible for the ultimate supervision of the Company. The Board of Directors has the power to perform all acts that the business purpose of the Company may entail. The Board of Directors is authorised to pass resolutions on all matters that are not reserved to another corporate body by law or by the Company's Articles of Association.

As part of the continuous improvements, the Annual General Meeting approved various amendments and additions to the Articles of Association proposed by the Board of Directors in order to strengthen and modernise governance. The tasks of the Board of Directors were expanded by the two topics of sustainability and diversity.

According to Art. 18 of the Company's Articles of Association, the Board of Directors has, in particular, the following non-delegable and inalienable duties:

Article	Regulation
Art. 18 Para. 1 No. 1	Ultimate management of the Company and issuance of the necessary directives;
Art. 18 Para. 1 No. 2	Establishment of the organisation;
Art. 18 Para. 1 No. 3	Structuring of the accounting system, of the financial controls and of the financial planning;
Art. 18 Para. 1 No. 4	Appointment and removal of the persons entrusted with the management, and assignment of signing authority; in determining the composition of the Executive Committee, the Board of Directors strives for a high level of diversity, particularly in terms of the skills and experience of its members;
Art. 18 Para. 1 No. 5	Ultimate supervision of the persons entrusted with the management, in particular, in view of compliance with the law, the Articles of Association, regulations and directives;
Art. 18 Para. 1 No. 6	Approval of the business strategy designed to create long-term sustainable value – which includes the sustainability strategy – and overseeing its implementation;
Art. 18 Para. 1 No. 7	Preparing the Annual Report, the Compensation Report and the report on non-financial matters, as well as preparing the Annual General Meeting and implementing its resolutions;
Art. 18 Para. 1 No. 8	Passing of resolutions regarding the subsequent payment of capital with respect to not fully paid-in shares, and amendment of the Articles of Associations to that effect;
Art. 18 Para. 1 No. 9	Passing resolutions regarding capital increases or decreases, to the extent that they are in the power of the Board of Directors (Art. 653s CO), recording capital increases, preparing the capital increase report, and amending the Articles of Association to that effect;
Art. 18 Para. 1 No. 10	Non-delegable and inalienable duties and powers of the Board of Directors pursuant to the Merger Act and other laws;
Art. 18 Para. 1 No. 11	Filing of an application for a debt restructuring moratorium and notifying the court in the event of overindebtedness.

Adjusted
in 2023

> Articles of Association of ORIOR AG: <https://orior.ch/en/articles-of-association-of-orior-ag>

According to Art. 3.4 of the Organisational Regulations, the Board also has the following exclusive powers and duties:

Organisational Regulations	Regulation
Art. 3.4.11	Approval of the business strategy, passing of resolutions on the commencement of new and cessation of existing business activities, as well as approval and adoption of the Company's budget.
Art. 3.4.12	Approval of the sustainability strategy and the sustainability goals defined therein, as well as the ongoing in-depth examination of sustainability matters.
Art. 3.4.13	Approval of transactions that the CEO or the Executive Committee, in accordance with the rules on the division of powers issued by the Board of Directors, has to submit to the Board of Directors or voluntarily submits to the Board of Directors.
Art. 3.4.14	Adoption and any amendment or modification of any employee incentive programme, such as share schemes, stock option plans and restricted stock purchase agreements.
Art. 3.4.15	Issuing bonds (including bonds with warrants and options) or other financial market instruments.
Art. 3.4.16	Decisions on entering into any financial commitments or contingent liabilities exceeding CHF 2 million that are not within the budget approved by the Board of Directors.
Art. 3.4.17	The recurring assessment of the working methods, quality and composition of the Board of Directors as part of a self-evaluation, as well as determining any measures that should be initiated.
Art. 3.4.18	Approval of the Code of Conduct of the ORIOR Group, as proposed by the Executive Committee.

To the extent allowed by the law, and subject to the powers reserved to the Board of Directors by the Articles of Association and the Organisational Regulations, the Board of Directors delegates the entire management of the Company's operational business to the Executive Committee.

As detailed in Art. 3.5 of the Company's Organisational Regulations, the Board of Directors has delegated certain duties to the Chairman of the Board of Directors. The Chairman of the Board of Directors convenes and chairs Board meetings and Annual General Meetings. He also represents the Board of Directors in dealings with the public, the authorities and shareholders. The Chairman ensures that all directors are informed in a timely and sufficient manner. He also monitors the implementation of resolutions adopted by the Board.

In the case of exceptional, very urgent events, the Chairman is authorised and obliged to order immediate measures even if they are within the competence of the Board of Directors as a whole. The Board of Directors must be informed of any such action as soon as possible and then appropriately involved in the decision-making process.

- > Organisational Regulations of the Company: <https://orior.ch/en/organisational-regulations-orior-ag>
- > Code of Conduct of ORIOR AG: <https://orior.ch/en/code-of-conduct>

Board self-evaluation

ORIOR promotes ongoing and continuous improvement. A time window is scheduled after the formal close of every Board meeting to discuss the potential for optimisation and engage in reflective learning, and appropriate action is then initiated. In addition, the Board of Directors evaluates, analyses, and discusses the Board's method of operation, quality (effectiveness) and composition once per term of office within the scope of a self-evaluation. This evaluation covers the performance of the individual Board members and Board Committee as well as the performance of the entire Board.

The self-evaluation of the Board of Directors for the current term of office focused on establishing the Board of Directors in its new composition and contributing experience from the economic environment relevant to ORIOR.

Audit Committee

The Audit Committee is a standing committee pursuant to Art. 4.1 of the Organisational Regulations that is formally appointed by the Board of Directors. Its main role is to help the Board of Directors fulfil its supervisory obligations to the extent that this concerns the integrity of the financial statements, compliance with legal and regulatory guidelines, the performance of the internal control system and appraisal of the performance of the internal and external auditors.

The Audit Committee consists of at least three members of the Board of Directors. The Board of Directors appoints the members of the Audit Committee and its Chairman for a term of one year from among independent members of the Board of Directors who are not involved in operational management of the Company. At least one of the members of the Committee possesses relevant, up-to-date knowledge of accounting and financial matters (Financial Expert). As at 31 December 2023, the Audit Committee consisted of Markus Voegeli, (Chairman, Financial Expert), Walter Lüthi and Monika Schüpbach. Andreas Lindner, CFO ORIOR Group, attended the meetings of the Audit Committee without voting rights.

The duties and responsibilities of the Audit Committee were revised in the reporting year. The focus was on avoiding duplication in relation to the other Committee Charters and clarifying the delimitation of responsibilities. In addition, the general regulations and wording were brought up to date – also with a view to the new Swiss corporate Law. The updated duties and responsibilities of the Audit Committee are listed in the Company's Organisational Regulations and in the Audit Committee Charter and can be viewed on the website under the following links:

- > Organisational Regulations of the Company: <https://orior.ch/en/organisational-regulations-orior-ag>
- > Audit Committee Charter: <https://orior.ch/en/committees-of-the-board-of-directors>

The Committee holds at least four regular meetings a year. It can convene additional meetings at its discretion. During the period from 1 January 2023 to 31 December 2023, the Audit Committee held five meetings, all of them were physical meetings. The average duration of the meetings was two hours. All members of the Audit Committee attended all meetings held during the year under review. The external auditors participated in four meetings of the Audit Committee in 2022.

Nomination and Compensation Committee

The Nomination and Compensation Committee is a standing committee pursuant to Art. 4.2 of the Organisational Regulations that is formally appointed by the Board of Directors. Its main role is to help the Board of Directors prepare decision-making processes, prepare resolutions, and fulfil its supervisory obligations. In terms of its organisation and duties, the Committee meets all the requirements of a compensation committee as defined in Art. 733 Swiss CO and Art. 23 of the Company's Articles of Association.

The Nomination and Compensation Committee is comprised of at least three members of the Board of Directors. They are elected individually by the shareholders for a one-year term of office lasting up to the end of the next Annual General Meeting. The majority of members must be independent and non-executive. The Board of Directors appoints the Chairperson from among its members. As at 31 December 2023, the Nomination and Compensation Committee consisted of Monika Friedli-Walser (Chairwoman), Remo Brunschwiler and Walter Lüthi.

The duties and responsibilities of the Nomination and Compensation Committee were revised in the reporting year. The focus was on avoiding duplication in relation to the other Committee Charters and clarifying the delimitation of responsibilities. In addition, the general regulations and wording were brought up to date – also with a view to the new Swiss corporate Law. The updated duties and responsibilities of the Nomination and Compensation Committee are listed in the Company's Organisational Regulations and in the Nomination and Compensation Committee Charter and can be viewed on the website under the following links:

- > Articles of Association of ORIOR AG: <https://orior.ch/en/articles-of-association-of-orior-ag>
- > Nomination and Compensation Committee Charter: <https://orior.ch/en/committees-of-the-board-of-directors>

The Nomination and Compensation Committee meets at least twice a year at regular meetings as requested by the Chair. The CEO, other members of the Executive Committee and additional guests may be invited by the Chair to attend meetings without voting rights. Between 1 January 2023 and 31 December 2023, the Nomination and Compensation Committee met four times. The average duration of the meetings was two hours. Every member attended all of the meetings. In addition, the CEO, Daniel Lutz, attended parts of the meetings of the Nomination and Compensation Committee without voting rights.

ESG Committee

The ESG Committee is a standing committee according to Art. 4.3 of the Organisational Regulations, formally appointed by the Board of Directors. Its main task is to support the Board of Directors in the preparation of decision-making processes and resolutions as well as in the fulfilment of its responsibility and supervisory duty in environmental, social and governance issues. This committee was appointed by the Board of Directors to address the importance and relevance of ESG issues in a focused manner.

As a rule, the ESG Committee consists of at least three members of the Board of Directors. The members must in principle have profound, relevant knowledge and/or significant experience with regard to ESG issues. The Board of Directors appoints the members of the Committee and its Chair for a term of one year. As at 31 December 2023, the ESG Committee consisted of Remo Brunschwiler (Chairman), Monika Friedli-Walser and Monika Schüpbach.

The duties and responsibilities of the ESG Committee are set out in the Organisational Regulations of the Company and the ESG Committee Charter and can be found on the website using the following links:

- > Organisational Regulations of the Company: <https://orior.ch/en/organisational-regulations-orior-ag>
- > ESG Committee Charter: <https://orior.ch/en/committees-of-the-board-of-directors>

The ESG Committee holds at least four regular meetings per year. It may schedule additional meetings at its discretion. Between 1 January 2023 and 31 December 2023, the ESG Committee held four meetings. The average duration of the meetings was 1.5 hours. All members attended all of the meetings. Milena Mathiuet, Chief Corporate Affairs Officer, attended the meetings without voting rights.



Division of powers and responsibilities between the Board of Directors and the Executive Committee

The Board of Directors bears ultimate responsibility for the business activities and affairs of the Company and the Group. The Board of Directors has delegated responsibility for operational management of the Company to the Executive Committee within the limits imposed by law and in accordance with the Company's Organisational Regulations. The CEO chairs the Executive Committee and is authorised to issue instructions to the other members. The members of the Executive Committee conduct their day-to-day business on their own initiative within the framework of the corporate strategy, corporate targets and budgetary targets approved by the Board of Directors.

The demarcation lines between the responsibilities of the Board of Directors and the Executive Committee have been laid down in the Organisational Regulations of ORIOR AG.

- > Articles of Association of ORIOR AG: <https://orior.ch/en/articles-of-association-of-orior-ag>
- > Organisational Regulations of the Company: <https://orior.ch/en/organisational-regulations-orior-ag>

Reporting and control instruments in dealings with the Executive Committee

At each meeting of the Board of Directors, the CEO reports on the general course of business, any deviations from budget and significant business occurrences.

During the periods between meetings, the members of the Board of Directors receive monthly written reports on the general course of business and the Company's financial situation. These monthly reports contain up-to-date information on the course of business and detailed comments on the results of the Group, the individual segments and the competence centres. They also contain information on the Company's share price and developments relating to shareholder structure.

Once a year the Board of Directors holds a strategy workshop that lasts approximately two days to review strategic goals, risk management policy and the medium-range forward planning for the following three years, among other matters. Planning is discussed in detail with the heads of the competence centres. The Board of Directors is directly briefed on the ongoing strategic and operational projects and the results achieved during these discussions. In addition to the above-mentioned three-year plan, the Board of Directors also receives projections of the expected annual results on a rolling basis, at minimum twice a year.

Furthermore, the Chairman of the Board of Directors maintains close contact with the CEO. The course of business and all major issues of corporate relevance are discussed at regular meetings scheduled at least twice a month. The Chairman of the Board of Directors is closely involved with the Company and focuses his attention primarily on strategic issues and projects. Each member of the Board of Directors can request information on the course of the Company's business from persons entrusted with management of the Company. Any exceptional incidents must be reported to the members of the Board of Directors either by the CEO or the Chairman of the relevant committee without delay.

Risk management

The risk management system implemented by ORIOR for the Group as well as all business units serves as a forward-looking management tool and will ensure the Company's future viability. In 2022 and 2023, the existing risk management system was completely reassessed, leading to process restructuring, a more finely tuned concept, and an overhaul of the organisation and responsibilities. All of the benchmarks and principles of risk management at ORIOR are set out in the "Risk Policy and Guidelines 2022" internal regulations.

Ultimate responsibility for ORIOR's risk management rests with the Board of Directors. The Board works to ensure a clear organisational structure and effective measures and processes so that risk management can be carried out effectively. It also lays out the framework for the type and amount of risks that ORIOR is prepared to take on. The Board of Directors is informed periodically (at least once a year) about the current risks, status of risk management, and quality of the company's risk management. Risk monitoring and implementation controls are the responsibility of the Group CEO and the Group CFO. They appoint a chief risk manager at Group level and also define the additional organisational structure of responsibilities. The risk management system in place comprises three main areas: risk management for the business units, risk management for Group issues (including IT, corporate affairs, plant development, etc.) and the consolidated Group overview.



The annual risk identification carried out by the individual subsidiaries provides a starting point, with the main risks being assessed and evaluated in terms of probability of occurrence and extent of damage or losses. At the same time and based on these findings, the main risks are identified and assessed at Group level. The assessment takes place in four steps, both for the probability of occurrence and for the extent of damage or losses. The intensity of risk management and risk reduction measures are then determined on the basis of the resulting risk matrix.

The findings from the annual risk analysis are summarised in a comprehensive report, which also includes measures to minimise and/or manage all risks that exceed the risk tolerance limit. The annual risk report is discussed by the Audit Committee and subsequently approved by the Board of Directors.

In addition to this annual risk assessment, active risk management is an integral part of the planning cycles at the ORIOR competence centres. This is particularly crucial for monitoring existing risks as well as new risks that may arise during the year. Examples of this in the past include the sudden emergence of new risks relating to the coronavirus pandemic, energy shortages and global unrest. Just as in the previous year, increased attention was paid during this reporting year to the increasing input costs, the challenging environment due to geopolitical crises, and the risk of cyberattacks and potential energy shortages.

Internal Control System

The Internal Control System (ICS) is constantly being expanded and improved. The ICS contributes to the continual improvement of ORIOR's business activities and is designed to ensure that the necessary procedures and tools for identifying and controlling risk are in place. It fulfils Swiss legal requirements and is adequate for the needs of a group of ORIOR's size.

The ORIOR Group's ICS is based on the COSO framework. Besides the controls for ensuring adherence to strategic and operating targets as well as regulatory compliance, the main priorities of the ICS are to monitor risks in connection with the financial reporting activities of all Group companies.

The effectiveness of the ICS and compliance therewith are reviewed on a regular basis by external auditors. The external auditors also perform appropriate test procedures to ascertain whether an ICS exists, which they must confirm in their audit report.

Internal auditing

The internal auditors support the Board of Directors in fulfilling its tasks of control and supervision, particularly within the Group's subsidiaries. The internal auditors provide an independent and objective auditing and consultancy service aimed at creating added value and improving business processes. Internal auditing supports the Company in the achievement of its aims by using a systematic and targeted approach to evaluating the effectiveness of risk management, controls and management and supervision processes, and helping to improve these.

The tasks of internal auditing include the following activities:

- Auditing and assessing the appropriateness and effectiveness of planned and existing internal controls;
- Supporting the exchange of best practices and know-how within the organisation;
- Verifying the reliability and integrity of ORIOR's financial and operational information, including the ways and means for the identification, measurement, classification and reporting of such information;
- Verifying the systems established by management to ensure adherence to guidelines, workflows, laws and statutory regulations that may have a significant influence on operations or on compliance;
- Checking and assessing the economic and efficient use of resources;
- Checking work processes and projects to ensure that specified targets are achieved and that work processes and projects are executed as planned.

The internal auditors are functionally independent and have no competence to issue instructions or make decisions in regard to any part of the Company being audited. They report directly to the Audit Committee. Administratively, the internal auditors are managed by the Executive Committee. Both internal and external resources can be used to carry out their tasks.

In cooperation with the Audit Committee, the internal auditors draw up a strategic audit plan at regular intervals, which is presented to the Board of Directors for approval. On the basis of this multi-year plan, an operational audit plan is devised by the internal auditors, setting out in detail the planned audits to be carried out over the following year. This plan is presented to the Audit Committee for approval. In addition the Board of Directors can issue special instructions to the internal auditors. In 2023, the focus was on the sales processes and corresponding data analyses of Fredag AG.

Following each completed audit, the internal auditors draft a written audit report. In addition to the findings and recommendations of the internal auditors, this report contains input from management stating the planned measures in response to the findings of the report and the period of time required for the completion of these measures. The Executive Committee verifies the implementation of the defined measures and keeps the Audit Committee informed on an ongoing basis.

Internal auditing has been outsourced to PricewaterhouseCoopers since 2011. The internal auditors did not attend any meetings of the Board of Directors nor meetings of the Audit Committee during the year under review. The external auditors are provided with information concerning the audit plan and the auditing activities of the internal auditors, and have access to the reports of the internal auditors.

Change of internal and external auditors

Ernst & Young AG Basel was responsible for auditing ORIOR for more than 10 years. The Board of Directors has decided to propose to the Annual General Meeting on 23 May 2024 that

PwC Zurich be elected as the new auditors of ORIOR Group. The internal audit function will be transferred to KPMG Zurich as a consequence of the election of PwC as ORIOR's new auditors.



4. Executive Committee



Executive Committee of ORIOR AG:
Max Dreussi, Filip De Spiegeleire, Daniel Lutz, Milena Mathiuet and Andreas Lindner (left to right)

The Executive Committee is responsible for the operational management of ORIOR and for all affairs which do not lie within the responsibility of the Board of Directors or another body according to the law, the Articles of Association and the Organisational Regulations. The delegation of duties and responsibilities by the Executive Committee to third parties or subordinate bodies is permitted. Ultimate responsibility for all Executive Committee tasks pursuant to the Organisational Regulations of ORIOR AG and the related decision-making authority rest with the CEO and the Executive Committee. The CEO issues the necessary regulations and arranges appropriate measures as required. To broaden the Company's leadership base and ensure the seamless cascading of information, geographically and/or thematically organised management committees have been formed to address overarching management tasks.

The Board of Directors is responsible for ensuring that the composition of the Executive Board, taken as a whole, represents a diversity that is appropriate and adds value to ORIOR, particularly in terms of expertise, experience and education.

- > Articles of Association of ORIOR AG: <https://orior.ch/en/articles-of-association-of-orior-ag>
- > Organisational Regulations of the Company: <https://orior.ch/en/organisational-regulations-orior-ag>

Members of the Executive Committee

The members of the Executive Committee are appointed by the Board of Directors upon recommendation by the CEO and a corresponding recommendation by the Nomination and Compensation Committee. There were five persons on the Executive Committee as at 31 December 2023. As at 31 December 2023, the proportion of women was 20%, which is in line with the gender representation of at least 20% provided by law but which is still in the transition period.

The following table provides an overview of the members of the Executive Committee as at 31 December 2023:

Name	Year of birth	Nationality	Function	Year of appointment
Daniel Lutz	1966	Swiss	CEO ORIOR Group	2015
Andreas Lindner	1965	Swiss	CFO ORIOR Group	2019
Filip De Spiegeleire	1961	Belgian	CEO ORIOR Europe	2016
Max Dreussi	1967	Swiss	CEO ORIOR Convenience Segment	2021
Milena Mathiuet	1981	Swiss	Chief Corporate Affairs Officer ORIOR Group	2022

Changes in the Executive Committee

There were no changes to the Executive Committee during the reporting year.

Daniel Lutz

CEO ORIOR Group

Daniel Lutz graduated from the Executive Development course at IMD Lausanne and obtained a Bachelor of Business Administration degree from the St. Gallen University of Applied Sciences. From 1992 to 2001, he worked for Nestlé Switzerland in various sales and marketing roles. Between 2002 and 2004, he was Marketing Manager at Nestlé for the development and strategic implementation of the ice cream market in Malaysia and Singapore. From 2004 to 2006, he did the same job for Nestlé in Mexico. In 2006, he was appointed as Marketing Director Nestlé Ice Cream Switzerland and one year later, in 2007, took charge of Nestlé Frisco Findus in Rorschach as Division Executive Manager. In 2011, Daniel Lutz moved to Nestlé China Ltd., where he was responsible for ice cream and frozen foods for two years. He then became Managing Director with overall responsibility for Nestlé Food & Beverage Greater China Region. In October 2014, the Board of Directors of ORIOR AG appointed him as CEO, and he took over operational management of the Group in February 2015.

Other activities and functions: none.

Andreas Lindner

CFO ORIOR Group

Andreas Lindner holds a degree in economics from the University of Basel (lic. rer. pol.). He began his professional career in 1994 at F. Hoffmann-La Roche AG in Basel, working as a controller for the company's Latin American pharma operations. From 1996 to 1998, he was Head of the Controlling department and assistant to the Financial Director of Roche Argentina Ltd. in Buenos Aires. Afterwards he was appointed Director of Finance and Administration at Roche International Ltd. in Montevideo. Andreas Lindner returned to Switzerland in 2001 to serve as CFO of the Fine Foods Division of Moevenpick Foods International Ltd. in Cham. From 2003 to 2005, he was CFO of Burger Söhne Group in Eich and, from 2006 to 2007, CFO of AO Foundation, a subsidiary of Synthes AG, in Davos. In 2008, he joined Ricola Management AG, where he served as CFO of Ricola Group for more than 10 years, and as Deputy CEO from 2014 onwards. In March 2019, the Board of Directors of ORIOR AG appointed Andreas Lindner as ORIOR Group's new CFO and a member of the Executive Committee. He began his new role at ORIOR at the end of October 2019.

Other activities and functions: Andreas Lindner is member of Patria Cooperative in Basel.

Filip De Spiegeleire

CEO ORIOR Europe

Filip De Spiegeleire holds an MBA from the Drucker School of Management of Claremont Graduate University in Los Angeles (USA). He joined Amando NV, his family company specialising in fine meats, in 1987 and managed the company as its CEO from 1992 to 2000. In 1989, Filip De Spiegeleire established his own company, Culinor, a company that specialises in premium fresh convenience food, and, as a result of the increased focus on the growing market of fresh convenience food, Amando was sold in 2000. Under the leadership of its founder and CEO Filip De Spiegeleire, Culinor developed into a successful food group which is well known in the Benelux. In August 2016, Culinor Food Group became an autonomous competence centre of ORIOR. Filip De Spiegeleire led the Culinor Food Group until the end of 2022 and will focus on his strategic tasks as a member of the Group Executive Board as well as on his role as CEO of ORIOR Europe since 1 January 2023.

Other activities and functions: Filip De Spiegeleire is the managing director of Espejo BV and in this function member of the Board of Directors of Pâtisserie Alsacienne Bloch NV, Destelbergen, Belgium.

Max Dreussi

CEO ORIOR Convenience Segment

Max Dreussi earned a Dual Master of Business Administration (MBA) from the University of Bern and the University of Rochester/Simon Business School (NY). He broadened his leadership skills through the Programme for Executive Development (PED) at the IMD in Lausanne and other programmes. He began his career as an assistant to the managing director of Hosta, a manufacturer of chocolate and confectionery in Neuhausen. In 1995, Max Dreussi joined Frisco-Findus, where he held several positions over nearly ten years, before being assigned to Nestlé Frozen Food Europe in Brussels, where he was responsible for product launches in international markets. He then served as a sales and marketing director with Moevenpick Premium Ice Cream before accepting a position as head of the Nestlé Division Food Service in Rorschach and was then promoted to Country Business Executive Manager for Switzerland, Austria and Slovenia. In 2014, Max Dreussi took over management responsibility for Kern & Sammet AG, a producer of frozen bakery products in Wädenswil. From April 2017 to December 2022 he was Managing Director of Fredag and, in this role, from January 2019 member of ORIOR's Extended Executive Committee. In August 2021, Max Dreussi was appointed CEO of the Convenience segment and a member of the Executive Committee of ORIOR AG. He handed over the leadership of Fredag as of 1 January 2023.

Other activities and functions: none.

Milena Mathiuet

Chief Corporate Affairs Officer ORIOR Group

Milena Mathiuet holds a Master of Science in Business Administration from the St. Gallen University of Applied Sciences as well as a Master of Advanced Studies in Business Law from the Swiss Distance University of Applied Science. She began her professional career at various hotels and restaurants in Switzerland and Asia after obtaining a Swiss Federal Diploma of Higher Education in Hospitality Management (Hôtelière-Restauratrice HF). Milena Mathiuet joined ORIOR Group as Executive Assistant to the Group CEO in 2007, a position that included responsibility for Group-level communications projects, including in connection with the Company's subsequent IPO. In 2012, she assumed responsibility for Group Investor Relations as well as for M&A from 2014. Following a general reassignment of management tasks in 2016, she was appointed Head of Corporate Communications and Investor Relations with responsibility for all communications at Group level as well as Group-level issues such as sustainability, corporate governance, and various legal affairs. Her growing responsibilities were subsequently subsumed into her new role as Chief Corporate Affairs Officer. Milena Mathiuet has been a member of the Extended Executive Committee of ORIOR Group since 2019 and is actively involved in the preparation of strategic topics as well as in the implementation and enforcement of compliance and disclosure requirements and procedures. The Board of Directors appointed Milena Mathiuet to the Executive Committee of ORIOR Group, effective 1 September 2022.

Other activities and functions: none.

Other activities and functions

According to Art. 19 Para. 2 of the Articles of Association and subject to approval by the Board of Directors, members of the Executive Committee may simultaneously carry out no more than one additional mandate outside the Group in a listed company and two additional mandates in unlisted companies. A member may exceed these limits for a short period of time.

There are no limits on activities at not-for-profit entities such as associations, societies and foundations.

A mandate shall be deemed to be any membership on the Board of Directors, on the executive management or on the advisory board, or a comparable function under foreign law, of a company with a commercial purpose.

Several mandates within the same group of companies and mandates performed as part of the member's position on the Board of Directors or Executive Committee or in a comparable function in a company with a commercial purpose (including in pension funds, joint ventures and legal entities in which a significant interest is held) are counted as one mandate.

With the exception of the positions already listed under "Members of the Executive Committee", none of the Executive Committee members holds any positions relevant to corporate governance in governing or supervisory bodies of an important organisation, institution or foundation under private or public law, in a permanent management or consultancy function for important interest groups or in a public or political office.

> Articles of Association of ORIOR AG: <https://orior.ch/en/articles-of-association-of-orior-ag>

Management contracts

There are no management contracts.

Compensation, shareholdings and loans

Information on the compensation and shareholdings of members of the Executive Committee and any loans extended to them is presented and explained in the Compensation Report (see p. 39 ff.).

5. Shares held by members of governing bodies

As at 31 December 2023, the members of the Board of Directors and the Executive Committee held the following shares:

Name and function	Freely disposable shares as at 31.12.2023	Restricted shares as at 31.12.2023 ¹	Total number of shares as at 31.12.2023	in %	Total number of shares as at 31.12.2022
Remo Brunschwiler, Chairman of the Board of Directors ²	780	0	780	0.01%	780
Markus Voegeli, Vice Chairman of the Board of Directors	600	500	1 100	0.02%	1 100
Monika Friedli-Walser, Member of the Board of Directors	4 105 ³	634	4 739	0.07%	4 739
Walter Lüthi, Member of the Board of Directors	894	606	1 500	0.02%	1 500
Monika Schüpbach, Member of the Board of Directors	426	575	1 001	0.02%	832
Daniel Lutz, CEO ORIOR Group	3 300	4 378	7 678	0.12%	6 126
Andreas Lindner, CFO ORIOR Group	855	2 348	3 203	0.05%	2 724
Filip De Spiegeleire, CEO ORIOR Europe	7 900	1 926	9 826	0.15%	9 400
Max Dreussi, CEO ORIOR Segment Convenience	600	1 431	2 031	0.03%	1 600
Milena Mathiuet, Chief Corporate Affairs Officer ORIOR Group ⁴	1 468	1 083	2 551	0.04%	2 468
Rolf U. Sutter, former Chairman of the Board of Directors ⁵			n/a	n/a	110 716
Markus R. Neuhaus, former Vice Chairman of the Board of Directors ⁵			n/a	n/a	1 929
Total	20 928	13 481	34 409	0.53%	143 914
Total ORIOR shares			6 542 399	100.00%	6 542 399

¹ Shares allocated within the framework of the stock purchase offer, restricted until 30 April 2024, the employee stock ownership plan 2021, restricted until 31 July 2024, and the share allocation to members of the Executive Board, restricted until 31 December 2025 (see Annual Report 2021, "Share allocation and share offers", p. 46 f. and p. 53, and "Employee shareholding plan", p. 55, Annual Report 2022, "Share allocation and share offers" p. 55).

² Elected to the Board of Directors for the first time on 5 April 2022; elected Chairman of the Board of Director, effective 19 April 2023.

³ Including participation of a closely related person.

⁴ Appointed member of the Executive Committee, effective 1 September 2022.

⁵ Stepped down from the Board of Directors on 19 April 2023.

Rolf U. Sutter and Markus R. Neuhaus, Dr iur., former members of the Board of Directors, hold a total of 1 582 restricted ORIOR shares. Of these, 582 shares are from the 2021 stock purchase offer, restricted until 30 April 2024 and 1 000 shares are from the 2021 employee stock ownership plan, restricted until 31 July 2024. No former member of the Executive Board holds restricted ORIOR shares.

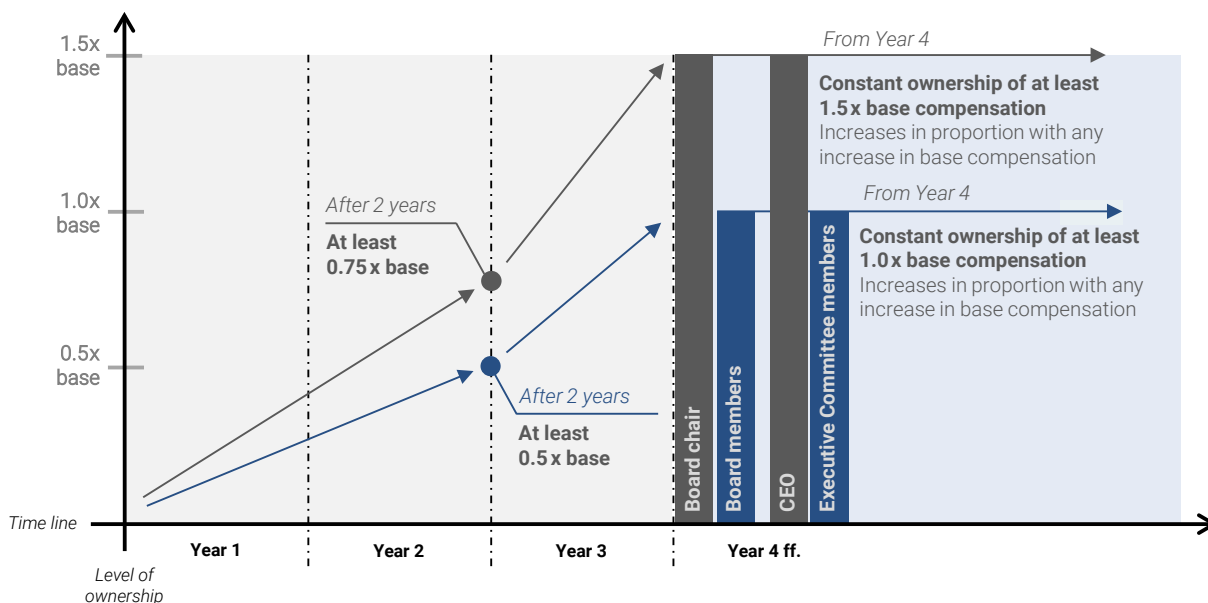
Members of the Board of Directors and the Executive Committee are granted no special terms or rights when purchasing shares other than those offered under the share purchase offer.

Minimum stock ownership requirements for members of the Board of Directors and the Executive Committee

The minimum ownership requirement for the Chairman and the CEO of ORIOR Group is 1.5 times their fixed salary; for all other members of the Board of Directors and the Executive Committee, it is 1.0 times their fixed salary.

The required ownership levels can be achieved through the share-based component of variable compensation, through share purchase plans or through purchases in the market. Individuals are expected to meet the minimum requirements within three years; at least half of the requirement must be achieved within two years. The basic requirements are defined in ORIOR AG's Organisational Regulations. The weighted average share price (VWAP) of the corresponding reporting period is used to determine the degree of achievement. In 2023, the weighted average share price was CHF 76.03.

Illustration of the regulation regarding minimum shareholdings:



All members of the Board of Directors and three members of the Executive Committee had achieved the required ownership levels as at 31 December 2023. The LTIP is due to be settled at the end of the 2023 financial year; after it is paid out retroactively as at 1 January 2024, all members of the Executive Committee will hold the stipulated shareholding.

> Organisational Regulations of the Company: <https://orior.ch/en/organisational-regulations-orior-ag>

6. Shareholders' rights of participation

Restriction of voting rights and voting by proxy

Holders of registered shares are registered on request in the Company's share register, subject to their signature of a written statement expressly confirming that they have acquired the shares in their own name and for their own account and that no agreement on the redemption or the return of the corresponding shares has been made and that they bear the economic risk associated with the shares.



Share capital held by any single nominee must not exceed 2% of the Company's total issued share capital. The Board of Directors can permit registration of nominees holding shares (with voting rights) in excess of this limit, provided that the said nominees disclose the names, addresses, nationalities and shareholdings of the persons for whose account they are holding 2% or more of the Company's issued share capital. No registrations exceeding the 2% limit were made during the year under review.

At the Annual General Meeting, each share carries one vote. Voting rights can only be exercised if the shareholder is registered (with voting rights) in ORIOR AG's share register. A shareholder with voting rights can have himself or herself represented at the Annual General Meeting by written proxy, either by a representative appointed by him or her, or by the independent proxy. The Board of Directors ensures that shareholders can also use electronic means to give power of proxy and instructions to the independent proxy. All shares held by a shareholder can only be represented by one person.

Persons who have been involved in the Company's management in any way whatsoever must abstain from voting on resolutions granting discharge to the Board of Directors. The Company's Articles of Association contain no other voting restrictions and their provisions on voting by proxy conform to Swiss law.

Statutory quorum

Unless otherwise stipulated by mandatory law or by provisions contained in the Articles of Association, the Annual General Meeting of Shareholders passes its resolutions and confirms elections by an absolute majority of the votes represented. Abstentions are disregarded for the purpose of establishing a majority.

Should the first ballot in any election fail to produce a valid result and if more than one candidate is standing for election, the Chair orders a second ballot, which is decided by a relative majority of the votes represented. Abstentions are disregarded for the purpose of establishing a majority.

Convening of Annual General Meetings

Ordinary Annual General Meetings are convened by the Board of Directors and must be held annually within six months of the close of the Company's fiscal year. Invitations must be sent not less than 20 days prior to the date of the meeting. Extraordinary General Meetings take place as necessary, in particular in those cases stipulated by law. Annual General Meetings are called by the Board of Directors or, if necessary, by the auditors or a liquidator.

525 shareholders attended the Annual General Meeting on 19 April 2023. They represented 133 708 registered shares with a total nominal value of CHF 534 832. 3 690 838 votes with a total nominal value of CHF 14 763 352 were submitted to the independent proxy for representation. Thus, a total of 58.46% of the total share capital, i.e. 3 824 546 registered shares with a nominal value of CHF 15 298 184, were represented. The Annual General Meeting approved all the proposals of the Board of Directors.

The Annual Report, the annual and the consolidated financial statements for 2022 were approved and a dividend of CHF 2.50 per registered share was adopted. Discharge was granted to the members of the Board of Directors and the Executive Committee. Remo Brunschwiler was elected Chairman. Monika Friedli-Walser, Walter Lüthi, Monika Schüpbach and Markus Voegeli were re-elected members of the Board of Directors. Monika Friedli-Walser and Walter Lüthi were confirmed as members of the Nomination and Compensation Committee, while Remo Brunschwiler was newly elected to the Committee. At the subsequent constitutive meeting of the Board of Directors, the Board of Directors appointed Markus Voegeli as Vice Chairman and Chairman of the Audit Committee, Monika Friedli-Walser as Chairwoman of the Nomination and Compensation Committee and Remo Brunschwiler as Chairman of the ESG Committee. In addition, Ernst & Young AG, Basel, was re-elected as auditor for the 2023 financial year and Proxy Voting Services GmbH, represented by attorney René Schwarzenbach, was confirmed as the independent proxy. The comprehensive amendments to the Articles of Association in connection with the revision of Swiss corporate Law that came into force on 1 January 2023 and taking into account current best practice in the area of corporate governance were also approved. The 2022 compensation report submitted for a consultative vote and all proposals relating to the compensation of the members of the Board of Directors and the Executive Committee were also approved.

> Minutes of the Annual General Meeting of 19 April 2023: <https://orior.ch/en/ga/annual-general-meeting-2023>

Non-financial Reporting

With the entry into force of the transparency obligation on non-financial matters, shareholders will also be informed about the company's non-financial reporting and thus actively involved in environmental and social issues. ORIOR already has a good basis with its sustainability

reporting in accordance with the GRI standard and the systematic sustainability management throughout the Group. The preparation of the additional information required is underway. It is planned to submit the first report on non-financial issues of ORIOR Group for approval at the Annual General Meeting on 23 May 2024.

Inclusion of agenda items proposed by shareholders

Shareholders whose sole or combined shareholdings represent in the aggregate not less than 0.5% of the Company's share capital or the voting rights can request inclusion of an item in the agenda of the Annual General Meeting or that a motion relating to an agenda item be included in the notice convening the Annual General Meeting. The respective motion must be submitted to the Board of Directors of the Company in writing no less than 60 days before the date of the meeting, specifying the item and the motions of the shareholder.

Entries into share register

Unless other cut-off dates are stipulated by the Board of Directors, no entries into the share register are permitted as from the date of dispatch of the invitations to the Annual General Meeting until the day after the date of the meeting.

7. Changes of control and defence measures

Obligation to make an offer

According to the Swiss Financial Market Infrastructure Act (FMIA), shareholders or a group of shareholders acting in concert who acquire more than 33.3% of the voting rights of a company domiciled in Switzerland and listed on an exchange in Switzerland are required to issue a public offer to acquire all listed equity securities of that company. Although it is possible to opt out of this mandatory offer obligation by amending the Articles of Association ("opting-out", Art. 125 Para. 3 FMIA) or to raise the minimum threshold for this mandatory offer obligation to as high as 49% of the outstanding ORIOR shares ("opting-up", Art. 135, Para. 1, FMIA), there are no such clauses in ORIOR's Articles of Association. Therefore, the aforementioned mandatory offer obligation is applicable without any restrictions in the case of ORIOR shares.

Clauses on changes of control

There are no change-of-control agreements with members of the Board of Directors or the Executive Committee or other executives. However, in the event of a change of control, the Company's compensation plans and stock ownership guidelines provide for immediate settlement as at the effective date of a change of control and thus the nullification of any vesting periods and holding periods. In addition, in the event of a change of control, all provisions of the Company's compensation plans and stock ownership guidelines that provide for the granting of vested rights and other stock-based compensation components will automatically be null and void with effect from the date of the change of control.

8. Auditors

Duration of mandate and term of office of Senior Auditor

Ernst & Young AG, Aeschengraben 9, 4002 Basel, Switzerland, have acted as auditors for ORIOR AG since 2006. Ernst & Young, Basel, were re-elected as Company auditors for another term of one year by the Annual General Meeting on 19 April 2023. Kaspar Streiff (Partner) is the lead auditor and has held this position since the audit of the 2021 financial statements.

Auditing fees / additional fees

in CHF thousand	2023	2022	2021
Auditing fees			
<i>Fees for auditing the consolidated financial statements, annual financial statements and the Compensation Report</i>	409.5	385.0	376.2
Total auditing fees	409.5	385.0	376.2
Additional fees			
<i>Tax advisory</i>	11.8	39.7	13.3
<i>Legal advisory</i>	0.0	7.3	0.0
<i>Other audit-related services</i>	0.0	0.0	7.0
Total additional fees	11.8	47.0	20.3
Total	421.3	432.0	396.5

Auditing services consist of auditing work which needs to be performed in order to issue an opinion on the consolidated financial statements of ORIOR Group, the local statutory financial statements and the compensation report.

Change of internal and external auditors

Ernst & Young AG Basel was responsible for auditing ORIOR for more than 10 years. The Board of Directors has decided to propose to the Annual General Meeting on 23 May 2024 that

PwC Zurich be elected as the new auditors of ORIOR Group. The internal audit function will be transferred to KPMG Zurich as a consequence of the election of PwC as ORIOR's new auditors.



Supervision and control of auditors

The Board of Directors exercises its responsibilities for supervision and control of the auditors through the Audit Committee. The Audit Committee prepares an annual appraisal of the independence and quality of the auditors and the fees paid to them. The Audit Committee also examines the audit plan and scope as well as the results of the external audit. In addition the Audit Committee coordinates cooperation between the external auditors and the internal auditors.

Besides the auditor's report on the consolidated financial statements and the compensation report the auditor prepares a comprehensive report for the Board of Directors. This report contains the findings of its auditing activities (including an existence check on the internal control system) and its recommendations, as well as the status of findings and recommendations from previous audits. This report is discussed in detail with the Audit Committee. The Audit Committee also monitors whether and how the Executive Committee is implementing measures which have been approved on the basis of the external auditor's findings. To this end, the auditor will also draw up an annual status report for presentation to the Audit Committee. In addition the Audit Committee has regular meetings with the senior external auditors.

The external auditors participated in four meetings and telephone conferences of the Audit Committee in 2023, but they did not attend any meetings of the Board of Directors.

Ernst & Young AG was elected as auditor in 2006 for the first time by the then shareholders of the Company. The grounds for selection of Ernst & Young AG were customary criteria such as quality and cost of services.

The performance of the external auditors and the fees paid to them were reviewed in a questionnaire circulated to functionaries at Group level and to staff responsible for financial matters at the audited Group subsidiaries. The questions focused mainly on efficiency of the audit process, the auditors' technical knowledge of accounting principles and their understanding of Group processes and procedures, validity of the priorities addressed in the audit and justification of the audit fees.

The Audit Committee verifies that any additional services of the auditors not relating to the actual audit work are provided strictly within the framework of the regulations on independence of service providers. The auditors are required to confirm that their performance of these additional services will not affect the independence of their auditing mandate.

9. Information policy

ORIOR publishes an Annual and an Interim Report every year containing information on its business operations and the financial results of ORIOR Group. ORIOR also provides information on current events and developments through press releases, employee and customer newsletters and through online publications at www.orior.ch. As a company listed on the SIX Swiss Exchange, ORIOR must comply with the rules governing ad hoc publicity, i.e. it must disclose potentially price-sensitive events and developments. The Swiss Official Gazette of Commerce is the statutory publication organ of ORIOR AG.

Ongoing communications with shareholders, the capital market and the general public are maintained by CEO Daniel Lutz, CFO Andreas Lindner and Chief Corporate Affairs Officer Milena Mathiuet. Notifications from the Company to the shareholders may, at the discretion of the Board of Directors, be sent in a form that enables proof by text (including electronically) to the contact details of the shareholders or their authorised representatives last entered in the share register.

Permanent source of information and contact

The Company's website provides a comprehensive range of permanent and up-to-date information about ORIOR and its subsidiaries, business reportings, news, sustainability, investor relations and governance:

- > ORIOR website: <https://orior.ch/en/>
- > Contact address: Dufourstrasse 101, 8008 Zurich, Switzerland

Contact can be made at any time by the following means:

- > Tel. +41 44 308 65 00 or e-mail: info@orior.ch

News service for ad hoc disclosures

Interested parties can register on a mailing list on the Company’s website in order to receive ad hoc announcements or other company information, for example.

- > ORIOR News Service: <https://orior.ch/en/news-service>
- > Direct link to the media releases: <https://orior.ch/en/orior-media-releases-and-news>

Blackout and quiet period

All members of the Board of Directors, the Executive Committee and defined key employees of ORIOR are subject to a general trading blackout period prior to the publication of the half- and full-year results. They are prohibited from trading ORIOR shares or derivatives on ORIOR shares or ORIOR bonds and other debt securities for a period beginning at least 30 days prior to the publication of the half- and full-year results and ending at least 24 hours thereafter. Persons subject to this policy will be informed by the CFO or the Chief Corporate Affairs Officer when the blackout period commences and ends. The Board of Directors may grant exceptions to the standard trading blackout periods. In the year under review, it granted one exception in the case of a separation carried out under matrimonial property law.

The quiet period begins, based on the internally applicable general trading blackout period prior to the publication of the half- and full-year results, at the latest 30 days prior to the publication of the results and ends with the publication of the ad hoc announcement. During this period, no meetings or discussions will be held with analysts, investors or the media. General marketing and sales activities as well as proactive enquiries that do not concern the results are excluded from this.

Communication structures and policies

Rules and roles concerning corporate communications and individuals privy to sensitive information have been established and are centrally managed in the crisis and communication guidelines of ORIOR Group and the regulations on ad hoc publicity, insider trading, the disclosure of significant shareholdings, and on management transactions at ORIOR AG. An Ad hoc Committee consisting of representatives of the Board of Directors and the Executive Committee was formed in the 2021 financial year. This Committee will monitor compliance with the ad hoc disclosure requirements of the SIX Swiss Exchange, particularly regarding the determination of price-sensitive information as ad hoc.

Major events

All of ORIOR’s important dates for shareholders and interested parties are published on the ORIOR AG website in ORIOR’s regularly updated investor agenda.

- > Continuously updated investor agenda ORIOR: <https://orior.ch/en/investoren-agenda>

Date	Event	Direct links to other information
13 March 2024	Publication of Full-Year Results and Annual Report 2023 > Video conference to comment on the 2023 annual results	> Ad hoc media releases > Analyst and investor presentations > Financial Reports
23 April 2024	Publication of Sustainability Report 2023	> Sustainability Report
29 April 2024	Planned mailing of the invitation to the Annual General Meeting	> Annual General Meeting 2024
16 May 2024	Closing of the share register at 11am	
23 May 2024	Annual General Meeting	> Annual General Meeting 2024
21 August 2024	Publication of Interim Results and Half-Year Report 2024 > Video conference to comment on the 2024 Interim Results	> Ad hoc media releases > Analyst and investor presentations > Financial Reports