

The taste of

travelling



Happy Butcher

Fredag launches real
vegetarian meat

myEnergy

New: Beef Jerky and
Protein Balls

Casualfood – a
speedy welcome
to the ORIOR
Group!



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With a fine instinct for trends



Dear Reader

I wouldn't call myself the greatest trendsetter of all times. Anyone who knows me knows that I am a rather down-to-earth person who likes things to be simple and straight-forward. However, trends are extremely important, not just in the food sector, but in the entire social context – technologically, culturally, socially and economically – because they influence our way of thinking and ultimately the spirit of the times.

We intend to actively help to shape this dynamism, combined with a keen instinct for trends, as well as to develop new products that fit perfectly with our consumers' idea of life and eating experiences. It is essential that we also think beyond current trends and are prepared to set new ones.

I regard proximity to the consumer as a decisive source of inspiration and information. Casualfood, which has been part of the ORIOR family since September 2019, enables us to take precisely this step closer to our customers. The highly successful company from Frankfurt is a pioneer in the food service to-go market and specialises in to-go food islands and mobile snack carts with its own

brand concepts for people on the move (pp. 4–7).

I am truly impressed by Casualfood. Its fine instinct for brand worlds and trends is remarkable, as is also the unconventional and creative way in which its team creates new brand concepts and makes them work. And I am delighted that with the founders, Stefan Weber and Michael Weigel, we have acquired two highly agile entrepreneurs.

On pages 8–11 and 14–16, you can read about how fast the world is turning in the convenience food sector, what we can expect from the millennials as consumers, and how we can reach them through digital media. Sustainability is a particularly important topic for us and we are now able to proudly present the first ORIOR Sustainability Report, outlining our activities and initiatives in the sphere of sustainability (pp. 12–13).

Fredag's food developers have worked hard and long to develop Happy Butcher, a 100% natural, plant-based food line that is every bit as good as real burgers, nuggets or bacon in terms of appearance, texture and taste. Even in the pan, they sizzle just like meat (pp. 16–17). A real feast for vegetarians and flexitarians.

The business units and brands have also been dynamically moving forward. Albert Spiess has given itself a brand new look and further developed the popular protein kick, myEnergy (pp. 19 and 28). Our congratulations go to Pastinella, which was presented with the Superior Taste Award and two Golden Stars by the International Taste Institute for its Signature

Suisse line and its Triondo with Eringer (Hérens) beef (p. 21). And for Culinor, the “feel-good” collaboration with bestselling author and acclaimed cook Pascale Naessens is now entering the next round (p. 41). Biotta is offering a natural boost for the health-conscious with its Vital line and at the same time is bringing a US trend to Switzerland: Vivitz Cold Brew organic iced tea (p. 24). Rapelli is celebrating its 90th anniversary with a hand-made Luganighetta, which, believe it or not, is an incredible one kilometre long and has earned itself a place in the Guinness Book of Records (p. 35).

And this is just a small selection of our many themes and innovations.

It has only been possible to achieve all this together with employees who carry out their daily work with courage, passion and a strong feeling of identification. They make the difference. You can read more on the theme in the special features on our “Make the difference” initiative (p. 45) and our interdisciplinary Champion Model (p. 44).

Immerse yourself in our ORIOR world. On behalf of the entire ORIOR Group, I wish you an enjoyable read!

Daniel Lutz
CEO ORIOR Group

Casualfood

The taste of travelling

In keeping with the motto, “The taste of travelling”, Casualfood develops and operates innovative food concepts for people on the move. The creative and versatile company currently comprises 12 brands at around 64 different sales locations. ORIOR and Casualfood have been in close contact with each

other for many years. ORIOR acquired its first interest in Casualfood about a year ago, and in September 2019 the company finally joined the ORIOR family – for both parties a perfect match, offering many new opportunities both strategically and culturally.

Grab & go

The snack carts are real eye-catchers and comprise flexible catering units for travellers who want a freshly made snack when they are on the go. A large choice in a minimum of space, in places where conventional catering is not practicable.

Shop & go

The convenience stores with an integrated fresh-food counter save travellers one thing above all: time. They are the right place for people who want to pick up a cup of coffee, a healthy snack or a pot of muesli to take with them.

Stay & enjoy

The fast casual bars are geared towards guests who are in a hurry yet still want to sit down and rest for a moment. They offer an inviting atmosphere and choice dishes, as well as freshly tapped beer.

The latest news

Superfood by Natural proves that healthy food really can be fast and to-go.

Take-off at Berlin-Tegel Airport with Hermann’s Beer Garden: here you can find everything that a real beer garden has to offer. The highlight: the stylish glass facade, with its view of the tarmac, enables guests to watch the aircraft take off and land.

The successful catering concept, Quicker’s, is now more attractive than ever thanks to its fresh new design and product range.

Biotta BioEnergy is already on the shelves at **Natural** and **Superfood by Natural**.





Mondo – Italian ambience for food lovers from all over the world.



At the new Beans & Barley, everything revolves around craft beer and top-quality coffee specialities.



Goodman & Filippo – Italian-American deli.



Basta! – the pizza and pasta concept.



At Berlin-Tegel Airport, Hermann's Beer Garden is really taking off.



Superfood by Natural at Frankfurt Airport.



Italissimo – a delicious piece of Italy.



Brezel Lovers offers pretzels in all conceivable variations for all tastes and nutritional preferences.



This real Irish pub is called Kilkenny.



The Quicker's outlets are successively being given a brand new look.



The product range at the 1950s-style Hermann's restaurant revolves around the sausage.



Natural – green light for a healthy pit stop.

Setting the pace

Casualfood seems to be moving even faster than its on-the-go customers. New concepts are constantly being developed. The first locations outside Germany have been opened, and the new partnership with the ORIOR Group has expanded the possibilities even further. So how do the founders and managing directors, Stefan Weber and Michael Weigel, see the development of the food service to-go market in general and of Casualfood in particular?



Stefan Weber and Michael Weigel, the founders of Casualfood, have not run out of ideas by a long way.

Why have you focused on food service to-go?

Weber/Weigel: We have both worked in the field of travel catering for almost 15 years now. The agility of the product range and the speed with which we can implement things, but above all the proximity to the consumer, continue to fascinate us each day anew.

How do you develop your concepts?

They are developed entirely by ourselves and our creative teams, from marketing to logistics to the interior design. Every single concept is geared to the needs of travellers and tailored to the requirements of the different well-frequented locations and areas within an airport.

Do the concepts have regional differences or are they intermixed due to the multicultural, international clientele?

Yes of course, we also try to offer regional concepts. They go down well with the locals because they represent a little piece of home, whereas for visitors from across the

globe they present an opportunity to sample local specialities. Our target public is very international and ethnic cuisine has long established itself. Therefore, besides regional concepts, new, on-trend formats are also important. This extends beyond the actual product range; it applies to the whole concept. For example, we have recently introduced a service specifically for our Chinese guests: they can now pay quickly and easily in all Casualfood outlets at Frankfurt Airport using the Chinese online payment system, Alipay.

What has been your personal highlight so far?

Without doubt our very first Casualfood snack cart in 2005, which was after Security Control at Frankfurt Airport. We were standing behind the counter ourselves. A groundbreaking momentum. We were young and eager to experiment, and we absolutely believed in our idea. But we could never have dreamt that it would make such a huge impact. We're really proud of that.

What will we never be able to buy at Casualfood?

We don't want to exclude anything a priori. But we can say that with every new concept, we will always live up to our credo of creating a customised product that is precisely tailored to the prevailing needs of travellers. We want a tailored suit, not an off-the-peg one.

To what extent do the vegetarian/vegan megatrends influence your product concepts?

We are seeing a growing demand for healthy snacks and meals at our shops and casual bars, so we are also pursuing this trend. For example, with our Natural concept and our brand new Superfood by Natural. These stores offer a wide range of healthy snacks to take away. Guests can choose from a menu including creative sandwiches with hummus, avocado and pomegranate, for example, or wraps with dates, bacon and sweet potato. There is also sushi and summer rolls, or trendy Buddha and poke bowls with ingredients such as quinoa, feta cheese and red













cabbage or tuna, sesame and mango. The assortment is rounded off by snack packs of pomegranate seeds and coconut chunks, as well as freshly made smoothies and milkshakes.

What is your personal favourite catering concept?

Weber: Goodman & Filippo, but also Hermann's and our new Superfood concept.

Weigel: Goodman & Filippo!

In the fast-paced to-go market, it's quite a challenge coming up with sustainable models. How do you deal with this?

We prefer regional suppliers and enterprises that put as much emphasis on protecting the environment as we do. We also conserve resources by optimising our processes, enforcing efficient energy-saving programmes, consciously reducing waste and using recyclable packaging material.

Your business model has won a number of awards. What makes it so special?

Our business model with tailor-made brand worlds in small areas for people on the move is unique in the industry and difficult to copy. Agility, innovative strength, an instinct for trends, cross-concept thinking, a distinctive trial-and-error culture and – extremely important – excellent logistics are the key success factors for well-functioning food islands. This means that we have to stay on the ball every day and have our fingers in many pies.

Why did you enter into partnership with ORIOR?

Casualfood has grown rapidly on the market in recent years. With ORIOR, we have found the ideal partner to further develop our company and expand our networks. A prime consideration for us in selecting a



new partner was that we could retain the greatest possible entrepreneurial freedom, while at the same time being part of something bigger. And this is what ORIOR, with its decentralised organisation, allows us to do.

Do you occasionally take time off?

Weigel: Of course, preferably with my family; my daughter and my small son enable me to switch off really quickly! Or in the football stadium – at an Eintracht match, of course. Weber: It does me good to relax and recharge my batteries. Whenever possible, I spend some time with my wife and three children.

You're not just business partners, but also best friends. Don't you argue now and again?

Weigel: Not really. We have a very clear division of roles. Stefan develops the concepts and takes care of marketing, I am the logistician and am in charge of managing the entire operation. We complement each other perfectly.

Weber: I believe that the secret of success in a constellation like this always lies in having a common goal – and that is certainly the case with us. At all times, Casualfood is more important to us than our own personal interests. Apart from that, we simply get on really well together.



“Generations Y and Z really don’t make things easy for food producers and the gastronomy trade. They feed themselves according to the situation and fluctuate with ease between expensive superfood and fast foods like frozen pizza,” says millennials expert Ingo Schäfer from Roman Klis Design. **“However, one thing is certain: the older they get, the more attention they pay to ingredients, origin, carbon footprint and animal husbandry and they prefer organic quality, even if it is more expensive.”** The good news for producers: **Generation Z is less impulsive than Y – although greater environmental awareness can also rapidly trigger a swing in consumer behaviour. It therefore is essential to constantly focus on sustainability and protecting the climate.**

70% of consumers decide at the retail store shelf
Nowadays purchase decisions are made in a completely different way. In the past, customers were lured into the shop by means of targeted advertising and knew exactly what they wanted. Now, however, 70% of product choices are made at the store shelf. Consequently, storytelling, packaging, aesthetics and haptics play a more important role. The visual culture has changed and the digital language sounds completely different. High-gloss and luxury are dwindling in significance. Differentiation is not based on ownership or income, but on lifestyle, freedom and self-realisation. There is a clear shift from “having” towards “being”.

Authentic is more important than perfect
When it comes to food or consumer goods, Generations Y and Z set great store by authenticity, naturalness and sustainability. Transparency is very important, too, because millennials want to know who is behind the product. Start-ups, intrepid inventors and innovative creatives frequently have a greater influence than

polished marketing concepts that often appear artificial. “Loud” campaigns in the style of “WE are the greatest – you MUST buy us” also often fail to set the right tone when it comes to millennials. This generation of consumers want to be approached in a way that is natural, honest and humorous and that conveys the message, “They understand me, they are producing what I want”.

| |
|--|
| Baby boomers (born in 1946 – 1960) |
| Generation X (born in 1961 – 1980) |
| Generation Y (born in 1981 – 1995) |
| Generation Z (born after 1995) |

Convenience

belongs to our modern-day eating culture

Eating cultures – like society – are continually changing. Demographic, social and technological changes are just some of the factors that influence our eating habits.

Convenience food is not a recent invention. After the World Wars, a veritable wave of innovation swept across the globe. Tasks that used to take hours could now be done much more quickly with a washing machine or vacuum cleaner. Food was stored in the fridge and the introduction of soup cubes, instant coffee, packet sauces, canned food and microwave

meals saved time that could then be used for something else. The traditional family image, the role of women and people's leisure activities changed. The new working hour models and the fact that people no longer necessarily lived where they worked also revolutionised eating habits. The advance of convenience and fast food was unstoppable.

Do we really need convenience food?

Yes absolutely, it is an integral part of the fast-moving times and our changing lifestyles. It especially comes into its own whenever time is of the essence: on the move, during a short lunch break, in a restaurant, or in the evening when you don't feel like cooking. Eating away from home is becoming increasingly important. In addition, many people are seeking healthy alternatives to classic fast food. Nutritious menus that can be heated up and consumed at work are particularly in demand.

Large selection of fresh foods

Convenience is a broad term and ranges from ready-made canned

soups to stuffed pasta from the supermarket's fresh food section, to ultra-fresh products that are produced and sold on the same day, such as chilled smoothies, ready-to-eat poke bowls or freshly prepared meals. Consequently, convenience products rate highly among workers, students, commuters, singles and the elderly.

Is convenience food unhealthy?

No, on the contrary. Convenience food and snacks are actually much better than their reputation. The negative association with the term mostly originates from earlier experiences, when unfortunately many products contained too much salt, sugar, stabilisers, artificial

colourings and flavour enhancers, which are not exactly beneficial to our health. As a pioneer in the development of modern, healthy convenience food, ORIOR has long since pursued a different course. The focus is on what the customer wants: more and more consumers are consciously opting for foods that dispense with certain substances and additives and they set great store by sustainability and animal welfare. Vegetarian and vegan products, as well as a large selection of organic foods, are also a must in order to survive in the market.

Do people still cook these days?

- Studies show that young people cook much more often than assumed.
- On weekdays, every second Swiss person cooks at home in the evening.
- Significantly more young people than older adults eat warm meals in the evening.
- Takeaways are popular at lunchtime and hot cooked meals with fresh ingredients in the evening.
- Especially young men enjoy cooking and spend hours in the kitchen at weekends.
- Particularly on-trend among the younger generation is sharing their culinary creations on Instagram or YouTube.

How much time per week is spent on cooking?

- Switzerland 7 hours
- France 5.5 hours
- Germany 5.4 hours
- Great Britain 5.9 hours
- Italy 7.1 hours
- India 13.2 hours
- South Africa 9.5 hours

Source: GfK survey

At ORIOR, convenience food has nothing to do with fatty fast food or stodgy ready-made meals. For food should also be enjoyable on the move, in a short lunch break or when time is short. It should be a pleasure for both the eye and the palate and give the assurance of eating healthily and responsibly.

*Fresher.
Faster. More
attractive.*

Snacks



myEnergy packed with proteins, developed by Albert Spiess.

Natural



Seasonal soups and meals made from high-quality ingredients from Culinor.

Cool smoothies



Organic, fresh and trendy – the liquid diversity offered by Biotta.

Allergen-free



Pastinella: the inventor of gluten-free fresh pasta.

- ✓ Naturalness
- ✓ Organic quality
- ✓ No artificial additives
- ✓ No added sugar
- ✓ No preservatives, flavourings, colourings
- ✓ Gluten- and lactose-free meals and snacks for people with food intolerances
- ✓ Fresh raw materials, regionally sourced wherever possible
- ✓ Sustainable production
- ✓ Ecological packaging
- ✓ Creative recipes
- ✓ Appetising appearance
- ✓ Convenient portion sizes

Ultra-fresh meals



Homemade according to first-class recipes. Fresh from the Le Patron brand.

Superfood



Superfood by Natural from Casualfood proves that healthy food really can be fast and to-go.

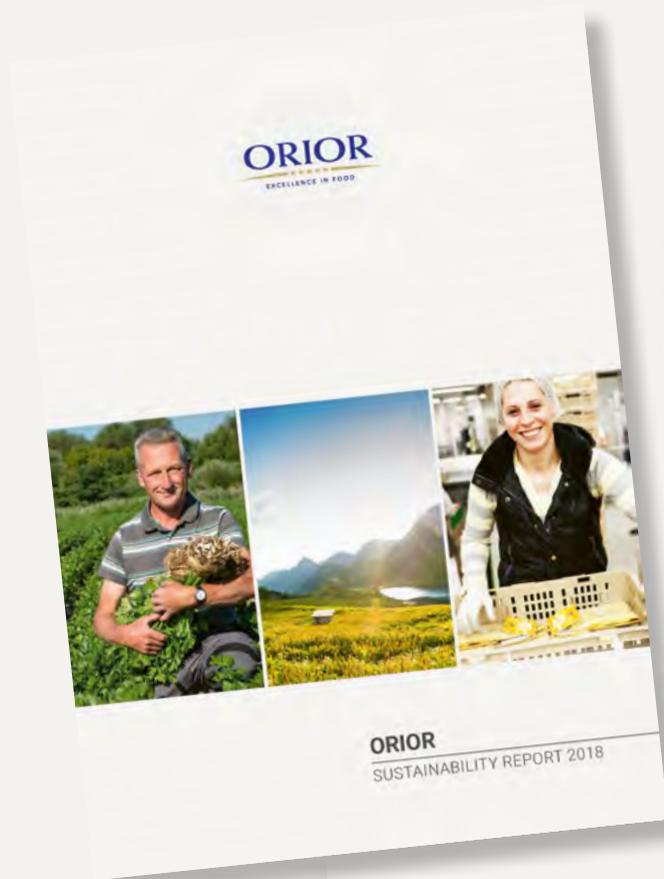
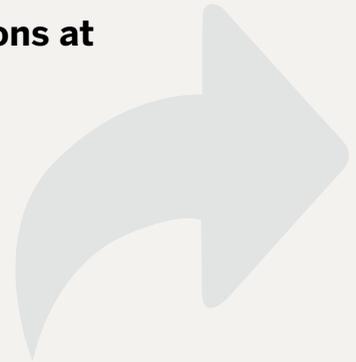
The ORIOR responsibility

After one and a half of years of analysing, processing data and developing our sustainability strategy, it is finally finished: the first ORIOR Sustainability Report.

In the first ORIOR Sustainability Report, we describe our sustainability strategy and our ambitions within the predefined fields of action. In addition, based on many initiatives and examples, we provide comprehensive information on how we assume responsibility in this regard. For us, this represents a major and important step forward in the far-reaching theme of sustainability. For sustainability will increasingly grow in relevance; we have been and continue to be very conscious of this fact.

Many topics are already embedded in our way of thinking and have been proactively lived and developed over a number of years. However, it has become increasingly important to us to inform consumers about all our endeavours, which we have now done by publishing our first Sustainability Report. The foundations and structure have been laid and we now intend to anchor sustainability even more firmly within our company. In all areas, at all levels and along the entire value added chain.

Our ambitions at a glance:



ORIOR Sustainability Report

Available to download on the ORIOR website: www.orior.ch under "Sustainability".

A printed copy can be ordered by e-mail (nachhaltigkeit@orior.ch) or by telephone on +41 44 308 65 00.

We wish you enjoyable reading!



Our ambitions in the sphere of product responsibility



By 2025, we aim to significantly increase the relative share of the sustainable raw materials and organic ingredients that we source.



100%

By 2025, we aim to source all meat for the Swiss market from Switzerland, from other producers that comply with Swiss animal protection laws or are certified by a sustainable/organic label.



By 2025, we aim to significantly increase the relative share of healthy products.

Our ambitions in the sphere of environmental responsibility



-25%

By 2025, we aim to reduce our waste intensity by at least 25% compared to our 2018 baseline.



-10%

By 2025, we aim to reduce our greenhouse gas emission intensity by 10% compared to our 2018 baseline.



-15%

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



Our ambitions in the sphere of social responsibility



We aim to significantly expand the range and number of personal development opportunities.



100%

By 2025, we aim to establish a harmonised employee health management plan for the entire Group.



Our overriding goal is steady value creation to the benefit of all stakeholders.

Success on digital media

Thanks to influencers,
Biotta wins new fans and expands its community.



Biotta Wellness Week: *huge community*

The Biotta Wellness Week package was developed back in 1992. Today it is closely accompanied in digital form – a newsletter guides users through the day and gives instructions and tips on how to make the juice cleanse easier. Users can share their thoughts within a community, which is professionally managed by a Biotta team. This year, for the first time, online testers were sought who would take their followers with them on their personal wellness journey. Their task was to post in advance that they were going to take part in the juice fasting programme, share their impressions during the week by means of Instagram stories and blog articles, and finally report on their experiences. A resounding success. In total, 545,300 people were reached with the hashtags #biotta #biotta wellness-woche #fasten #saftfasten, which resulted in 5,900 engagements and a 20% growth in the community.



Influencers as Easter bunnies

Three well-known influencers invited their followers on an Easter egg hunt. One week before Easter, they posted on Instagram that a golden Vivitz egg complete with surprise was hidden in one of their favourite places. They regularly gave hints and tips as to its whereabouts. Finally, on the agreed date, the egg was presented to the lucky finder together with a voucher for a giant package containing the new Vivitz Cold Brew. A golden campaign, reaching 341,000 interested participants and triggering 4,700 actions.

Ticinella and Rapelli



They started focussing on online communication very early on and now boast a huge community. Followers on Facebook: Rapelli 26,658, Ticinella 16,754. Instagram subscribers: Rapelli 1,193, Ticinella 616.

Geared towards a digital future *with a new web presence*

Just as consumers demand fast-paced product innovations, the needs and expectations of online visitors also change very quickly. In addition, advances are rapidly being made in the field of search engine technology. Reason enough to completely relaunch the website of ORIOR and five of its units. A modular concept idea was

developed that conveys to visitors the core values of ORIOR and its units in an authentic and interactive way by means of relevant content and at the same time leads them quickly and directly to the required information. The websites of Albert Spiess, Möfag, Fredag, Le Patron, Pastinella and ORIOR will be rolled out by the end of 2019.

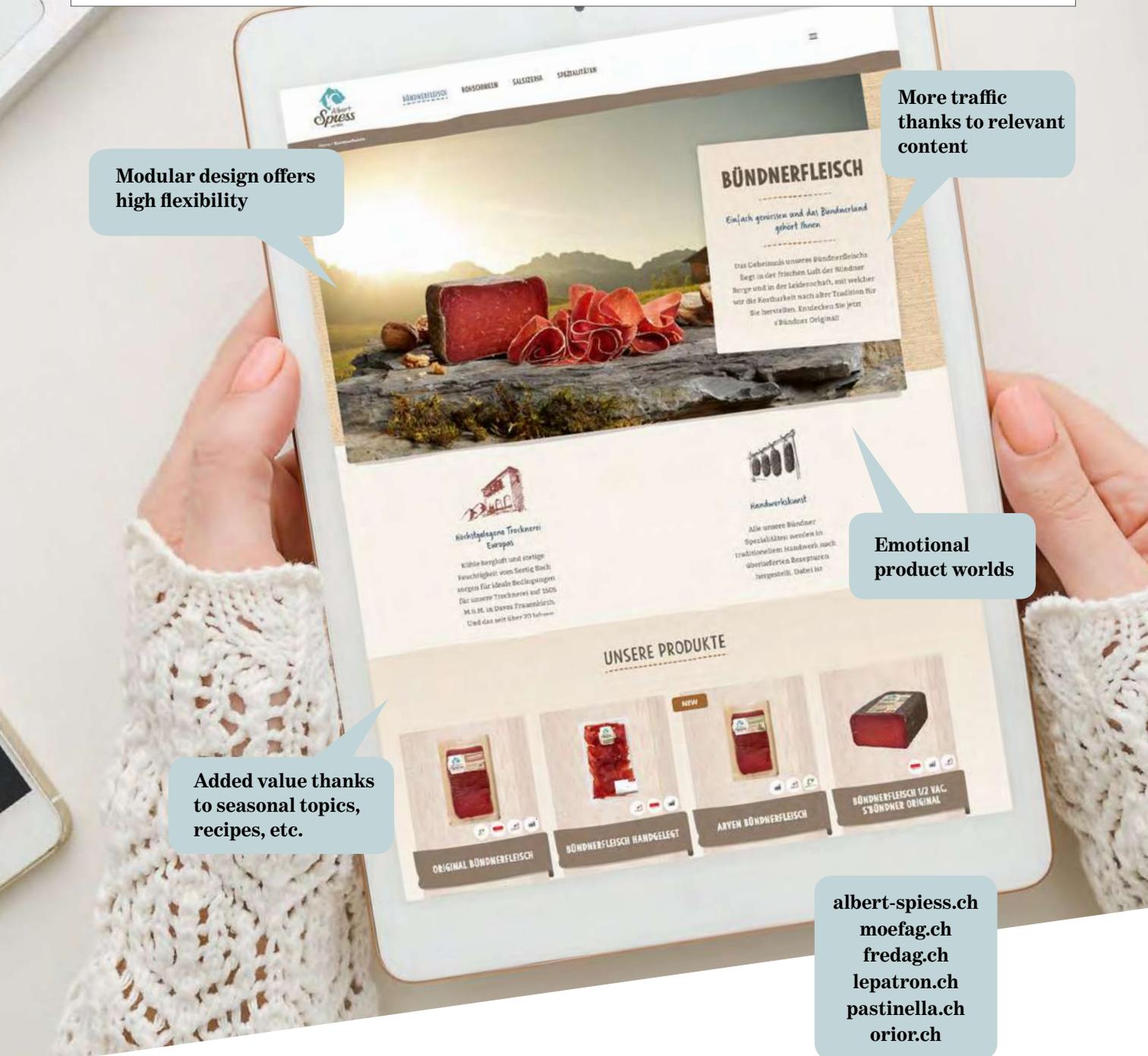
Modular design offers high flexibility

More traffic thanks to relevant content

Emotional product worlds

Added value thanks to seasonal topics, recipes, etc.

albert-spiess.ch
moefag.ch
fredag.ch
lepatron.ch
pastinella.ch
orior.ch





Happy Butcher

for meat lovers, open-minded flexitarians
and hard-core vegans

A real challenge

Fredag has always led the field when it comes to vegetarian or vegan meals. Now it has raised the bar several notches higher: the new Happy Butcher line was developed with the aim of offering a genuine meat alternative that makes no compromises in terms of taste, texture, marbling, recipe or origin. Purely vegetable ingredients provide a juicy consistency, a firm bite and a meaty flavour. In tests, even avid meat eaters can no longer tell the difference.

Success through synergies

The development of Happy Butcher products was characterised by ORIOR's close collaboration with an external technology company and Not Meat Ltd. in England, for whom new generation products were also developed under the label, "THIS". When developing the new Happy Butcher

meals, the main focus was always on quality. In order to perfect the products, countless tests were carried out at all development levels. The greatest challenges were to replicate the meaty marbled texture, the unique aroma and the sizzling sound when frying. Numerous lengthy series of tests followed – endless tastings, modifications, setbacks, new approaches and even more successes. It took a lot before the Butcher was finally happy!



Geschnetzeltes



Bacon



Nuggets



Burger





Interview with the creators

The two food developers, Alfred Keller and Fabian Lussi, talk about Happy Butcher. For over a year and a half, they were responsible for product development, testing and finalising.

More meatless meat ...

When developing the Happy Butcher products, our aim was to replicate meat as closely as possible in terms of appearance, consistency and taste. And we have succeeded in doing that. This means that we are now able to offer a tasty alternative to meat.

Happy Butcher ...

Our head developer was originally a butcher and knows exactly what meat tastes like. He has accompanied all the vegan and vegetarian innovations that we have created over the last 20 years. With the new Happy Butcher products, he now has a real alternative that tastes just like the original. That makes him a Happy Butcher.

Further products planned ...

Yes, of course. More meat and also fish substitutes are already in the pipeline.

Setbacks ...

Let's call them major challenges. In the initial phase, we paid particular attention to consistency and appearance, followed by intensive work on flavour and technical implementation. Here, great

demands were made on the technical department, which designed and built its own processing and machine components.

Climate-neutral ...

The products are 100% plant-based. We are currently in the process of certifying them through myclimate. This will then be a further unique selling point.

Acceptance by the trade ...

There is great interest within the trade. The launch was very successful. More and more customers are asking for high-quality vegan products that are as climate-neutral as possible. The reaction on the part of consumers has been fantastic.

Favourite product ...

Hamburger and bacon – because a burger is only a burger if it contains bacon. Bacon always goes down well and makes everything even better!

Proud ...

Yes, very much so. It was hard work, but well worth it. The products are fantastic and have produced excellent results at blind tastings.

Happy Butcher at a glance and bite:

Basics:

- Appearance, consistency, sensory characteristics and taste identical to real meat
- No substances of animal origin
- Made in Switzerland

Technology:

- Mainly wet extrusion technology

Plant-based:

- Made from plant-based protein sources

Recipe:

- Free of additives
- No artificial flavours
- No flavour enhancers
- Vegan
- Rich in protein

Preparation:

- Wonderfully quick and simple
- Simply follow the instructions on the packaging

Sustainability:

- More sustainable than dry textured products (no drying and subsequent rehydration)
- Uses only a fraction of water compared to real meat
- Registered with myclimate



Popular trendsetters in a new design

Freshly caught from the sea

For years, Ocean's Best has stood for a broad range of seafood in a consistently high quality. Farmed and wild-caught prawns, delicate fish specialities and selected seafood delight everyone who loves fresh produce from the ocean. Now the packaging design has been completely revamped. The new look in elegant black with subtle gold emphasises the superior quality and the brand value. Nautical elements such as a wind rose, knots and fish symbols represent the craftsmanship behind fishing and production. Ideas that were both functional and sustainable were taken into account when choosing the materials, as a large part of the product range is MSC- or ASC-certified – an obligation that we comply with wholeheartedly.



Börgär in a contemporary paper look

Under the Börgär label, Fredag has unified its entire expertise in the sphere of burgers to create a single visual design. The focus is on craftsmanship, which is reflected in the contemporary paper look and the distinctive, slightly nostalgic font of the wording. Besides the popular Original Patties, the 100% Beef Börgär is one of the best-selling classics. The range is complemented by the traditionally Swiss Eringer Beef Burger made from meat from the famous Hérens cattle breed from the Valais and the BOB (beef, onion and bacon) – a compilation of roasted onions, slightly smoky bacon and prime beef. Regularly changing seasonal burgers round off the assortment on offer. One day they may well be joined an exotic Springbok Börgär.

BÖRGÄR

Concentrated *power snacks*

Snacks to keep you rolling

Here pleasurable snacks are combined with current health trends. Instead of eating sugary or high-fat snacks on the move, you can satisfy your desire for food with protein-rich myEnergy Balls from Fredag. They provide energy, satiate your hunger and reduce the desire for calorie-rich snacks.

14%
protein



Original Beef
With salsa dip.

18%
protein



Classic Vegetable
With sweet chilli dip.

Practical and handy in a take-away beaker with dip and spoon.

13%
protein



Spinach Falafel
With yogurt dip.

17%
protein



Original Chicken
With curry dip.

44%
protein

3%
fat



Original Beef Jerky
The perfect protein-rich snack for all sporting activities.



Spicy Beef Jerky
With fiery chilli, spicy ginger and black pepper.

Beef for top performance

myEnergy Beef Jerky is the name of the new, natural source of protein from Albert Spiess. It is tasty and spicy and perfect when pursuing a sporting activity or as an enjoyable source of energy on the go. Thanks to its high protein content, it is energising, filling, and increases physical and mental performance. myEnergy Beef Jerky is made from prime flank steak.

Protein – an essential part of our daily diet

Protein is essential for the human body. It is responsible for building muscle and producing hormones and enzymes, transports fats through the blood and strengthens the immune system. Our muscles, hair, skin, heart and brain are largely made up of proteins. Since the body constantly builds up and breaks down proteins, we are dependent on a regular, sufficient supply in order to repair or replace cells and tissues. Protein quickly satiates your appetite, provides a boost of energy and prevents the unhealthy turbo supply of fatty, very salty snacks during sport or at work.



Pastinella



New
pasta

for the food service sector

Medaglioni Avocado, on-trend and vegan. Filled with vitamin-packed avocado, onion, tomato, pepper and turmeric.

Stuffed pasta is one of Pastinella's core competencies. Choice ingredients, sophisticated recipes and modern manufacturing processes give the stuffed pasta its inimitable taste. With imagination, skill and a keen instinct for trends, its chefs are continually coming up with new creations.



Girasoli Krabbenfleisch, wonderfully fresh and stuffed with tasty crab meat, ricotta, mascarpone, carrot, parsley, basil, dill and chilli.

Conscious lifestyle

The Care product range combines pleasure with conscious eating. More and more people are setting great store by healthy food, while many also suffer from food intolerances or allergies. Vegan dishes are in particular demand as a more conscious, ethically motivated lifestyle is growing in importance. As a result, Pastinella has developed dishes based on high-quality, purely vegetable ingredients that will delight non-vegan guests, too.



Symphony of flavours for special moments

The products belonging to the Collection brand – made from specially selected premium ingredients – add variety to the menu and pamper guests at the highest culinary level. The share of filling is well over 50% and the content is creamy, flavoursome and chunky. The dough, which contains no additives, is pleasantly firm to the bite.



Agnolotti Brasato, the Italian classic. With a filling of tender beef, red wine, carrot, onion, tomato, parsley, rosemary, thyme and pepper.

The Pastinella Promise for conscious pasta enjoyment:

- ✓ Produced in Switzerland with a passion for the culinary handicraft
- ✓ Full of flavour thanks to choice, fresh raw products
- ✓ 100% natural ingredients – free from flavour intensifiers and preservatives
- ✓ Free-range eggs from regional farmers
- ✓ Low salt content and the use of high-grade fats



100% Switzerland.
>50% filling.
100% indulgence.

**The creamy, chunky fillings
 for the new Le Patron
 Triangoli are prepared by hand
 at Pastinella.**

The market-fresh ingredients are – wherever possible – sourced from small, regional producers. Such as is the case with the free-range eggs for the firm-to-the-bite dough. Flavour enhancers and preservatives are completely dispensed with. The fresh pasta specialities, which are entirely produced in Switzerland, impress with a filling content of over 50%.



Le Patron Triangoli is available in the variants, ricotta/spinach, lemon, mushroom and tomato/mozzarella.

Award-winning

Two Golden Stars and the Superior Taste Award

With its Signature Suisse line, Pastinella has set new standards in terms of quality and identity: a delicate dough made from Swiss wheat and Swiss free-range eggs. The fillings are inspired by traditional Swiss recipes, which in turn use top-quality Swiss raw ingredients. In 2019, the Triondo with Eringer (Hérens) Beef was presented with the Superior Taste Award and two Golden Stars by the International Taste Institute. A great achievement that once again underscores the importance of regionally sourced produce. Pastinella is constantly working on new creations that will write such stories in its history books and at the same time have a positive impact on many of its sustainability goals.



Fresh new look

The entire Anna's Best range is now sporting a brand new look. In the sphere of fresh pasta, too, six popular variants are no longer presented in tubular bags with cardboard hangers, but instead in much more attractive and ecological bags that are directly printed on.



Before



After

Le Patron



Pasta to-go

passione e amore

**Looking for a refreshing alternative to the same old sandwich?
Then it's high time for fresh pasta straight from the box,
prepared according to a traditional recipe.**

Often we simply don't have time to eat properly or cook a meal. Between two meetings, at school or in the office, there is little opportunity to treat yourself to a fresh and tasty snack. With the Pasta Box, the food specialists at Le Patron have now come up with a real coup: hot Italian culinary classics to take away. At 300 grams, they also satisfy a bigger appetite. The pasta and sauces are lovingly

prepared, cooked and freshly portioned by hand at Le Patron. The Pasta Box is warmed through in the Coop store and then placed in the heated display cabinet. This eliminates long queues and avoids wasting time scooping out portions or heating up the contents. The box is easy to hold and therefore ideal to take away. Available in the variants, Cinque P and Penne Arrabbiata.



Le Patron 
CRÉATIONS CULINAIRES



Fresh pasta

Wafer-thin and packed with filling

The pasta dough is freshly made to order in the Le Patron kitchen. Only the best raw ingredients are used: the dough, made from eggs, flour, water and salt, is slowly and carefully produced by hand, for a good dough cannot be hurried. It is then rolled out wafer-thin to make the highly popular Le Patron pasta. The stuffed delicacies are filled not only with choice ingredients, but also a generous portion of loving craftsmanship, for the ultra-fine dough envelops a

maximum of creamy filling. Besides the year-round assortment, there are also various seasonal specialities. The refined, homemade pasta creations are ready to eat in no time at all: simply heat through for a few minutes, toss in butter and serve with parmesan or herbs. The matching sauces and pestos rank – like the pasta itself – in the “top quality” category. It doesn’t get much better than this.



Autumn aromas

Autumn not only inspires with its vibrant colours, but also scores with its wonderful aromas. Therefore the autumn product range includes many seasonal creations with game, mushrooms, squash, chestnut or apple. They include delicious game classics, such as venison pâté with caramelised chestnuts or venison terrine with fine apple pieces. The squash pâté with a fruity jelly made from orange juice and honey perfectly rounds off the assortment.



Come in! Whether 10 or 100 guests – we’re always ready

It is great to run a restaurant in a popular excursion destination. But the big challenge here is the fact that depending on the weather, anywhere between ten or several hundred hungry sports enthusiasts or hikers can turn up looking for something to eat. And this is where the “beSmart” concept comes in. From an annual list of 52 menu suggestions, each restaurateur compiles his own individual selection, whether for an excursion restaurant or the staff restaurant of a SME. Seasonal, vegetarian or with individually selected components. No fluctuations in quality, bottlenecks in supply or food waste, but satisfied guests who always find their favourite dish on the menu.

beSmart, the flexible menu concept for the food service trade.

- 
Plan
Receive the current menu plan conveniently by e-mail.
- 
Order
Select and order the desired components.
- 
Regenerate
Regenerate the products quickly.
- 
Serve
Dish up and serve to your guests.

Biotta



Natural care

**Biotta Vital
with three new variations**

The new Biotta Vital line comprises natural and gently processed ingredients and offer a natural boost to your vitality and wellbeing. They supply valuable vitamins and minerals without stressing your body.

Just one glass (2 dl) of these three juices fully covers the recommended daily vitamin C requirement – from a purely natural source.



**Bursting with strength –
Vital Antioxidant**

The valuable properties of dark fruits such as currants, elderberries and blueberries help to protect the cells from oxidative stress. The secondary plant substances that give the dark berries their colour are also known to contain anti-inflammatory enzymes.



See the benefits – Vital Immun

Vital Immun unites the superfood berries, acerola cherry and sea buckthorn, to provide the immune system with a natural boost. Thanks to carrots rich in vitamin A from beta-carotene, it can also help improve vision. Valuable wheat germ oil enhances the absorption of the vitamin. Blended with apple and orange, the result is a harmonious fruit and vegetable cocktail.



Fresh and lively – Vital Eisen

The purely natural iron, which is obtained from organic curry leaf extract, helps reduce fatigue. Just one glass (2dl) covers 30% of the recommended daily allowance of iron and enhances iron absorption, too. In addition, it has a positive impact on the formation of red blood cells and haemoglobin.

Biotta®
The Swiss Organic Pioneer

Cool trend from the USA

Vivitz Cold Brew is the first organic-quality cold brew iced tea in Switzerland. It is made from just three ingredients: an infusion of Indian Assam black tea, agave syrup and malic acid. Three times as many tea leaves as in a hot infusion are left for approximately 12 hours in cold spring water, where they slowly release their full, intense aroma. Thanks to this gentle process, fewer bitter substances and less acid are absorbed into the iced tea, which is reflected in its mild yet intense taste.



- ✓ ORGANIC, VEGAN
- ✓ NO ARTIFICIAL FLAVOURS
- ✓ SWISS MADE
- ✓ NO REFINED SUGAR
- ✓ LOW CALORIE

Battery low? Biotta Booster

Life can be hectic, your to-do list seems to get longer and longer, and you still need some energy for hobbies, friends and family. Biotta Boosters help you recharge your batteries, boosting your immune system and giving you lasting power to get you through strenuous days.

To preserve as many vitamins and nutrients as possible, Biotta uses High Pressure Preservation (HPP) during the production process. HPP technology uses high pressure up to 6,000 bar to prolong shelf life without influencing the positive effects of the valuable nutrients and vitamins. And an additional plus: it retains its fresh taste, so that it is just like homemade.

Biotta Boosters combine powerful natural ingredients to create high-impact blends of the best organic quality. Acerola Protect, Guarana Energy, Ginger Power and Beetroot Reboost.



Save the carrots!

What do you do if 30 tonnes of organic carrots that do not fully comply with standards threaten to go to waste? Make them into juice, of course!

The association, Grassrooted, which is committed to fighting food waste, bought the carrots from the farmer and set about looking for partners to make use of this high-quality produce. They quickly found willing collaborators in Biotta and Coop. Biotta processed the carrots at its manufacturing plant on Lake Constance and transformed them into the finest organic carrot juice. Thanks to Coop, the limited edition was sold on the Swiss retail market under the name, "Together against food waste". This dedicated campaign demonstrates that by working together it is possible to take a strong stand against food waste.

Completely natural

Wood ^{is} good

Biotta is regarded as a Swiss organic pioneer and forerunner in the sphere of sustainability. Its new woodchip heating plant underscores the fact that its efforts are not just limited to all-natural produce.

Fired-up for the future

Biotta never runs out of juice – especially when it concerns the environment. The goal: to completely dispense with the use of fossil fuels. It is only thanks to the collaboration with Rathgeb Bio and the subsidies received from the KliK Foundation and Canton Thurgau that its latest project – a state-of-the-art heating plant that is fed with woodchips from the region – was able to get off the ground in the first place.

How green is burning woodchips?

The emissions released by burning wood are nutrients that the trees have absorbed and stored over their lifetime. The resulting flue gases are cooled, whereupon the moisture condenses and is used to generate energy. The condensate is purified inside the heating plant to prevent fine particles of dust from being released into the air. The resulting ash is disposed of at a landfill site, and even any heavy metals are removed from the cycle in this way. A good, clean solution.



The woodchip heating plant has been fired up.

A tour de force for the environment

After an intensive project planning and construction phase, the pioneering woodchip heating plant went into operation in autumn 2019. It comprises around 24 tonnes of individual components.

- ✓ From 2020, all juices will be produced with 100% CO₂-neutral (no fossil fuels) heat generation for the production processes and for the building's heating system.
- ✓ Reduction of CO₂: the heating plant reduces emissions by a total of 2,500 tonnes per year, with Biotta's share comprising 400 tonnes.
- ✓ The purchase of additional woodchips creates value-added in the region.
- ✓ A milestone in Biotta's history, a pioneering project for ORIOR.

Freshly-decanted organic juice

At Gesa, Biotta's successful German subsidiary, around eleven million litres of organic juice flow into metre-high tanks every year.



From here, the harvested vegetables are taken directly to the washing facility, where small stones and earth are removed.

Even vegetables that are oddly shaped, too big or too small have a chance of ending up as a star on the green carpet – as a trendy organic juice. For standard beauty is not important in the juice press at Gesa (an acronym of the German word for vegetable juice, **Gemüsesaft**). Here only the quality of the fresh and healthy raw materials counts.



“In the B2B business, we work – so to speak – incognito. Consumers aren't familiar with the name, Gesa – it doesn't appear anywhere on the packaging. The juice is sold as a semi-finished product and bottled at the brand manufacturer's own facilities.”

Torsten Fischer, Managing Director Gesa



Beetroot – which is packed with essential nutrients – is one of the most popular winter juices.

Processing of 15,000 tonnes of organic vegetables

One kilo of vegetables produces just under 0.75 litre of juice. Vegetable drinks are growing in popularity due to their low sugar content. Gesa has recently introduced blends of fruit and vegetables known as Fruitables.



Each storage tank holds up to 50,000 litres of juice

The warehouse takes up the most space at Gesa. It is large enough to store 10 million litres of juice. “The warehouse is like a cathedral,” says Managing Director Torsten Fischer, referring to the height of the huge metal vats. Once the liquid vegetables have been pumped into the sterile tanks with the exclusion of oxygen, they can be stored at a temperature below 10° C for months without impacting the quality. On request, the agreed quantities are mixed together and delivered to the customer at standard terms and conditions.

Bündner Original – since 1906

Actively lived values such as regionality, tradition and craftsmanship are reflected in Albert Spiess's new brand image, which expresses the company's Bündner identity.



A logo as a declaration of love to Graubünden

"Genuinely Bündnerish – natural and spontaneous, down-to-earth and likeable" – this is what Albert Spiess aims to express with its brand new look. Its brand communication focuses on establishing the company as a true Bündner with the values of regionality, tradition and craftsmanship. Natural colours, shapes and textures, as well as sketch-style illustrations, accentuate its artisanal character. Bündner tradition is emphasised by means of logo, slogan, text concept and images.



Attractively packaged

In the new packaging, the Bündner dried meat specialities are presented on a freshly designed tray resembling a wooden serving board – just like in an Alpine hut.

graubündenVIVA

regio.garantie

Sustainability

Less waste – more enjoyment: special attention was paid to the ecological aspect when designing the packaging. The tray is now made from 80% cardboard, which saves 60% plastic.



Tradition and origin



According to traditional craftsmanship

All Bündner specialities are produced according to traditional craftsmanship, using age-old recipes and methods.



From the highest-lying curing facility in Europe

The Bündner meat specialities mature in ideal climatic conditions in the fresh, cool mountain air at 1,505 metres above sea level and with constant humidity provided by the Sertigbach stream.



Swiss mountain product

Products bearing this label originate exclusively from meat from Swiss mountain areas, where all the processing also takes place.



With Swiss mountain herbs

The specialities are refined with aromatic Alpine herbs and spices.

70th anniversary of the meat drying facility in Davos Frauenkirch



Albert Spiess finds the ideal climatic conditions for curing meat in Davos Frauenkirch, at 1,505 metres above sea level.



More and more tourists are discovering Graubünden and its cured meat delicacies. And they do not want to do without them on returning home. The meat drying facility is extended.



Gourmets and sports lovers from all over Europe love the specialities from Davos. The meat drying facility is further expanded.



Total renovation of the meat drying facility, resulting in a 95% reduction in fossil fuels. A contribution to the precious Graubünden mountain air.

The meat drying facility today

- A team of specialists tend to the cured meat 365 days a year.
- The meat that is dried is mainly Bündnerfleisch and Bündner raw ham.
- Each piece of Bündnerfleisch undergoes 64 procedures by hand.
- The Bündner specialities are pressed at least 3 times.
- The Bündnerfleisch is left to rest in the cool mountain air for 3–4 months.
- During this time, the meat loses 50% of its weight.
- Manufacture of a large number of organic products since 2002.
- We export to eight different countries.



Products from the Bündner Alps



Characterised by craftsmanship and the fresh mountain air

These new, flavour-packed specialities are produced using exclusively meat from Swiss Alpine regions. Made according to original recipes and refined with fragrant Alpine herbs and spices, they are allowed to mature and dry in the fresh, cool mountain air. The

product range comprises salsiz, raw ham, dried meat and cured bacon. All the companies in the value-added chain are certified and meet the requirements of the Berg- und Alp-Verordnung BAIV (Swiss Mountain and Alpine Ordinance).



The subtle difference

Bio Suisse-certified meat together with delicately fragrant organic herbs and spices give this organic Bündner Salsiz its unmistakable, spicy taste.



The natural snack

The mildly aromatic Bio Knebeli are carefully dried in the fresh Graubünden mountain air. Firm yet tender to the bite and rounded off with a hint of pepper and garlic. Can be stored uncooled – and thus are ideal for hikes.

All of Europe loves Bündnerfleisch

Albert Spiess delivers to European suppliers from its base in Alsace.

Since 1995, Albert Spiess's platform for the European market has been located in Haguenau, France, around 25 kilometres north of Strasbourg. Managing Director Pierre Roecker gives us some fascinating insights into the company's export business.



Managing Director Pierre Roecker.

Spieß Europe handles the export business for the popular Bündner specialities. What does that mean in concrete terms?

Most of the Bündnerfleisch is sold for the French market. The French are gourmets and attach great importance to enjoying their food.

How does the export business work logistically?

In Haguenau, the Bündner meat specialities are stored, picked and delivered to our customers. We act as a hub and gateway for Albert Spiess in the EU. In order to provide our clients with a top service in terms of both quality and quantity, our transport strategy needs to be continually adapted. We are regarded as a competent supplier of Bündnerfleisch and cured meats for the entire European market. One of the main reasons for our success is the active communication between France and Switzerland.

How often do you receive deliveries from Switzerland?

We have a shuttle delivery truck that usually travels from Schiers to Haguenau and back once a week.

Which countries and markets do you supply?

France, Germany, Austria, Belgium, the Netherlands, Luxembourg and Denmark. We work closely with wholesalers, or so-called "slicers", who are in direct contact with the retail trade. However, we are intending to modify our strategy for our new concepts and brands, such as myEnergy and "Handgelegt", and in future will work directly with the retail and food service trades.

What challenges are you faced with?

In France, Bündnerfleisch is generally classified as a fresh product (+2° to +8°C). As a result, the retail space in the shops is naturally more expensive than on the uncooled shelves. We have now been authorised to offer myEnergy products in the non-

refrigerated snacks area, which is very advantageous in every respect.

How do you see the European business developing in future?

We are currently at the beginning of a new era with a diversified business model. The brand development of myEnergy and Bündner Original in the retail and food service sectors in France and Germany will be decisive. However, the feedback for these top-quality products is very promising.

*The Spiess Europe team:
Sebastian Schaeffer, Pia Schneider,
Marc Gaessler and Pierre Roecker.*



Salametti

the culinary delight from Ticino



The shape: small and convenient. The taste: big and wonderfully varied.

This Ticino speciality still tastes just like it did when founder Mario Rapelli created it many years ago. In fact, it is even increasing in popularity and is very much on trend. Nowadays, the mastri salumieri can proudly present nine varieties of this handmade speciality. The salametti are made from a choice selection of ingredients of the highest quality – lean Swiss pork with a small amount of bacon,

together with garlic, pepper and typical spices and ingredients from Ticino. They are left to mature in dark curing cellars, which are constantly exposed to a circulation of air. Salametti are ideal as a light meal or snack, as a tasty appetiser or as a culinary highlight at a picnic or on a mountain hike.



New products

- Salametti Gran Riserva Premium
- Salametti with Ticino chilli



Local ingredients

- Salametti with Valle Maggia pepper
- Salametti with Ticino wild garlic
- Salametti with Ticino chestnuts



The classics

- Salametti Milano, fine-grained
- Salametti Nostranella, coarse-grained
- Salametti with turkey



Salametti Selezione

- The popular gift box at Christmas

Refined in the traditional grotto cellar

This new, delicate terroir speciality from the Mendrisiotta region is left to mature in the pure, fresh air of Monte Generoso, in a cool grotto cellar in Mendrisio. The extremely tender raw ham gets its fresh, distinctive flavour from a herb mixture of thyme, sage and rosemary – all cultivated in fields in Ticino and carefully picked by hand.

Prosciutto crudo del Grotto.



Tender beef tartare for the festive season

This sophisticated, tender Swiss beef tartare is a real treat for the palate. A touch of luxury is provided by black summer truffle, which seduces with its characteristic aroma. In addition, the hand-picked Ticino chilli and Valle Maggia pepper from Bignasco lend the product its unique spiciness.

Beef tartare with summer truffle.



Small and select

Made from authentic Ticino ingredients, this mini burger is delicately stacked: a bun made from flour from the Mulino di Maroggia mill, a burger comprising salsiccia made according to Mario Rapelli's original recipe, refined with Merlot from Stabio, a fresh salad leaf from the Orticola Riva San Vitale and a yoghurt dressing from a cheese dairy in Airolo, rounded off with peperoncino from Mezzana and Valle Maggia pepper from Bignasco. You can't bite into more Ticino than that!

Recipe suggestion for the mini salsiccia burger.



Tradizione dal 1929

Commemorating 90 years: still today, Rapelli stands for Ticino's incomparable salumeria culture. And this was celebrated in style.

Mario Rapelli laid the foundations for a successful Swiss company with courage, imagination and kind-heartedness.



Opening of the first bottega

Mario Rapelli laid the foundation stone for his bottega in 1929, in the picturesque village of Stabio, south of Lake Lugano.

Actively lived bottega culture

Mario Rapelli was a master of the salumeria handicraft like no other and with great loving care he created typical charcuterie products using premium local ingredients. To this day, Rapelli is regarded as the epitome of bottega culture: the Ticinese cuisine and passion for sharing the good things in life.

A true pioneer

The inhabitants of Stabio still talk about the likable mastro salumiere, who always wore a shirt, trousers and a butcher's apron: "People bought fresh meat from the Piazza butcher's shop and the typical Ticinese salumeria products from Mario's. No other salami was as good as Mario Rapelli's". Rapelli's recipes and craftsmanship shaped the salumeria culture, first in Ticino and then throughout Switzerland.

Marriage to Maria Crivelli

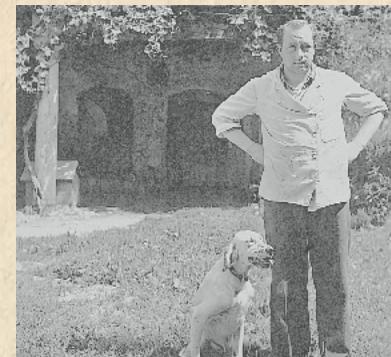
Behind every great man is a strong woman. In Mario Rapelli's case, it was Maria Crivelli, whom he married in 1932. Their children, Silvio and Jolanda, were also passionately committed to making the family business a success and even lived above the bottega. Mario looked after the salumeria, while Maria dealt with all the administrative work.

From one generation to the next

Mario was characterised by his profound instinct for ingredients. He personally took charge of selecting and purchasing the meat and livestock. He also played a leading role in the processing of the meat well into old age and passed on his secret recipes from one generation to the next.

Pride in working for Rapelli

Mario Rapelli was very popular as patron; he was a motivator and leading figure and his passion was contagious. Thus he became an absolute institution in Ticino. He promoted the region and helped other people. Even today, it is an honour to work for Rapelli as a mastro salumiere.



World record

1 km Luganighetta

A real masterpiece by the mastri salumieri was the highlight of one or the other celebration. After much hard work and with great passion, they created a 1,000-metre long Luganighetta, which triggered an enormous response in the media and on the online media network.



The Rapelli team is proud of its successful world record.



The highest quality standards equally apply at the record attempt.



The masterpiece is the result of perfect teamwork.



The mastri salumieri give their all.

The Mississippi as guest on Lago Maggiore



JazzAscona is one of the world's most important festivals for jazz and the New Orleans beat. Rapelli also added to the ambience with its Bottega del Jazz.



Bottega specialties for jazz lovers and Rapelli fans.

Documentary films on "La Bottega di Mario Rapelli"



To mark Rapelli's anniversary, a series of documentary films were made featuring Ticino personalities, former employees and customers. Mario Rapelli's daughter Jolanda opens the series by leafing through a photo album and giving personal insights into the incomparable history of the Rapelli family. The five programmes will be broadcast weekly on Teleticino in November and December.

Celebrating together



The occasion was also celebrated in style by Rapelli's 400 employees, some of whom have been with the company for decades. Still to this day, Rapelli is considered to be a pioneering enterprise in Ticino. Before the celebrations got into in full swing, CEO Glauco Martinetti thanked his dedicated team.

Matured on the Piora Alp

**Giovanni Moletta and his special
Ticino raw ham**



Ticinella specialities are produced with special care, great patience and a strong connection to region. Behind them are the mastri salumieri's passion for their craft, pride in Ticino and love for the local food culture, which is reflected in the typical grotti.

An unusual ripening process

The Prociutto crudo Piora is just one example of how much the mastri salumieri care about their products. High up on a remote Ticino alp, it is left to ripen amidst aromatic herbs, an abundance of mountain wind and fluctuating temperatures.

Giovanni Moletta, or Gianni for short, is very familiar with the microclimate on the alp and each day ensures that the temperature and humidity in the hut are just right. "We live at close quarters with our hams and at the end of the summer season know each and every one," he says. Gianni is a real expert: for over 40 years, he has been responsible for the raw ham at Ticinella and has perfected his craftsmanship. "The pink colour comes from the change in temperature on the alp," he explains. "It's cold at night and warm during the day, causing the Piora ham to lose some of its moisture and acquire its unmistakable Alpine flavour."

Patience

The Prosciutto crudo Piora is left to mature for 16 months.

Altitude

The Piora Alp is situated at 1,964 m a.s.l. in the Leventina region, in the heart of the Alps.



30 percent

This is how much weight a 10 kg leg of ham loses during the curing period.

Temperature

The ham matures in the cool summer air on the Piora Alp at a ripening temperature of 10–16° C.

Ham – *sometimes modern, sometimes traditional*

Reinterpreted with unusual ingredients,
prime cured ham is experiencing a real comeback among food lovers.

Ham from the master's hand



Pure enjoyment of masterfully made ham results from the harmonious interplay between flavour and refinement, shape and appearance. To achieve this, creative ideas, a good instinct, utmost devotion, skilled craftsmanship and many years of experience are required.

Prime cuts

Only choice, high-quality pieces of meat can be considered for an "aus Meisterhand" ham. These are cured in an ultra-modern facility, massaged for several hours and then carefully laid by hand into moulds. Next, refined and somewhat audacious toppings are added on top. The crowning finish, so to speak, is achieved by smoking the hams over beech wood, which makes them particularly flavoursome.

"Aus Meisterhand" ham is available in different variations. It is sliced by hand and laid into trays, is easy to digest, and continually surprises with its unexpected flavours – perfect for impressing guests or indulging in a special treat.

Daring new flavours

The distinctive aroma of the new creations alone gives a hint of what is about to delight the taste buds. The elevated art of making ham is reflected in the sophisticated refinement with creative finishings: fruit, special herbs, crunchy nuts, oriental spices or on-trend exotic ingredients.



*Exotic Caribbean
variant with melon
& papaya flavours.*



Rolled smoked ham

Much loved and full of memories

In the past – before fondue chinoise took our Christmas tables by storm – the classic rolled smoked ham was the standard festive feast. It still enjoys unbroken popularity and from autumn onwards is now served up on all kinds of occasions throughout the winter.

Creatively versatile

The rolled ham is a real all-rounder and can be prepared in a multitude of ways: in bread dough or puff pastry, baked in the oven until crispy, with a Prosecco sauce, with dried apricots or served in the traditional manner with beans and potato salad. Rolled ham lovers and professionals post countless new recipes on social media every day.

The **Nusschinkli** (ham knuckle) from Möfag is a hearty cut, seasoned according to an ancient recipe and mildly smoked with selected types of wood. Simmer for an hour in hot, but not boiling, water and serve.

The **Quick-Nuss-Schinkli** is already cooked; simply heat it through in water or a steamer, crisp it up in the oven or enjoy it cold.



Good ham should ...

- ... have an intense pink colour and a generous white, firm layer of fat.
- ... smell pleasantly of smoke or air-drying.
- ... taste mild, aromatic, but not very salty.
- ... be so tender that it is easy to bite through.

Did you know?

The current trend is towards lean ham with less salt. Nowadays, 100 g of raw ham contains around 115 calories, 23 g protein and 2 g fat.

Jambon à l'abricot

Serves 4

- | | |
|--------|--|
| 1 | Quick-Nuss-Schinkli |
| 1 tbsp | butter |
| 20 | dried apricot halves |
| 3 dl | white wine |
| 1 tbsp | port wine |
| 2 dl | cream |
| ½ tsp | mustard |
| | coriander, ginger, garlic powder, cayenne pepper, salt |



Preparation

Add the apricots to the wine/port wine and bring to the boil (make sure they do not become too soft). Remove the fruit and allow the wine to cool down a little. Stir in the mustard and cream and briefly bring to the boil. Season with salt, pepper and spices.

Remove the net from the Quick-Nuss-Schinkli and cut the meat into slices approx. 1 cm thick. Grease an oven dish with butter. Place the ham slices in it and add an apricot half between each slice. Distribute the remaining apricot pieces over the top.

Pour the sauce over the meat and cook in a preheated oven at 220° C for approx. 30 minutes.



Pan for one

The new generation of fresh meals



culinor food group



An idea that fully reflects the spirit of the times. Visually appealing, precooked and fresh components for one-person meals are layered appetisingly in transparent APET boxes. The focus here is on vegetables.

The meals are easy to prepare without a microwave: simply place in a pan with a dash of olive oil and stir for around 5–6 minutes, then add fresh herbs to taste and arrange on a plate. Singles enjoy spending time in the kitchen again – and they regain some quality of life.

The product range is well-balanced and versatile. For example:



Noodles with smoked salmon, zucchini, leek and cherry tomatoes



Thai red curry with chicken, basmati rice and mixed vegetables



Beef teriyaki with noodles, paprika, pak choi and green beans



Ready in an instant.

Cult cook creates new dishes

Last year, Culinor joined forces with Pascale Naessens and successfully launched a delicious range of ready-to-eat meals under the Pure brand. This has now been followed by a sequel comprising three new creations – entirely in keeping with Pascale Naessens's motto: "Even if you don't have time to cook yourself, you can still eat healthily."

- *Salmon with spinach, peas and potatoes.*
- *Vegetable curry with lentils and chickpeas.*
- *Cauliflower rice with minced pork, carrots and cherry tomatoes.*



Feel-good food that simply makes you happy! Pascale Naessens's latest cookbook also features frill-free, clean eating recipes. Despite this, each dish looks like a work of art – skilfully arranged, yet at the same time abounding in wildness and spontaneity.



Pure by Pascale Naessens

Nutrition icon ...

Pascale Naessens, acclaimed cook and best-selling author, is a leading voice for simple and healthy eating. In her latest cookbook – Belgium's top-selling book in 2018 – she cooks with a maximum of four ingredients and transforms them into tasty, flavour-packed dishes.

... and artist

Her manner of cooking and philosophy of life evidently appeal to a broad public, as demonstrated by the many social media discussions where fans of "Pascale's pure cuisine" share experiences and recipes – often accompanied by photographs of recipes served on plates from her kitchen tableware collection, "Pure by Pascale Naessens for Serax". For Naessens has also made a name for herself as a talented ceramic artist. Her artistic activities have developed as a natural complement to her cookbooks. Seeking to live a simple, pure and worthwhile life is the basis of Pascale Naessens' world.



Culinor is presenting a range of rustic, down-to-earth, ready-made products under the brand, Le Patron – a name that is widely known in Switzerland. The new premium line is characterised by its artisan design, generous portions and wide selection for spring/summer and autumn/winter. The meals comply with Delhaize's high quality standards and can be heated up both in the microwave and in the oven.

Further information: www.le-patron.be



Asparagus Flemish style with ham.



Penne with grilled vegetables and basil sauce.



Paella Royal.



Joining forces

A number of ORIOR brands are actively involved in promoting sport and culture. They support local events and sports clubs, thus underscoring their close ties with the region.

Energy for the champions of the future



Albert Spiess has been supporting and promoting the sport of ice hockey for many years as a sponsor of Davos Ice Hockey Club and its junior team. The company has recently expanded its involvement by becoming a partner of the Ochsner Hockey Academy, a training programme for young players from all the clubs and currently the largest sports camp provider in Europe. Albert Spiess supplies all the 1,500 camp participants, who undergo strenuous training at the Academy, with high-protein myEnergy snacks – the ideal protein boost for the hockey cracks of tomorrow.



Vitamin kick

The players at Winterthur Football Club will once again be sporting the Biotta colours. Clemens Rüttimann, Managing Director of Biotta, did not want to miss the opportunity to present the new shirts in person.



Biotta®
The Swiss Organic Pioneer

Record-breaking feat Badminton World Championships in Basel

A record-breaking 2,000 meals per day were served over a period of two weeks during the Badminton World Championships in Basel. A major challenge for catering manager, Moni Salathé. Fortunately, Le Patron was the perfect partner at her side. Moni Salathé particularly appreciated Le Patron's reliability in implementing its tasks and the high quality of its products. Set and match to Le Patron.

Le Patron
CRÉATIONS CULINAIRES





The 12 Champion Teams and their members at Champion Day in Horgen in 2019.

ORIOR Campus – promoting learning and knowledge

Using decentralised structures to generate profit with the Champion Model

The “Champion Model” was created by CEO Daniel Lutz in collaboration with the Executive Committee with the aim of achieving sustainable success, creating value added together, and promoting responsibility, identification and motivation.

This is how the model works: within the ORIOR Group, there are 12 Champion Teams comprising representatives from different specialist areas from all the various competence centres. The 12 Champion Teams focus on specific topics, such as innovation, sales and quality management. In these intra-disciplinary, Group-wide teams, expertise and experience are exchanged and concrete projects are worked on. Each team is headed by a “Champion”, who leads the group members and drives projects forward. This form of cooperation strengthens and frees up the

business units and helps to generate value added. Standardisation of IT systems, central purchasing of services and setting up a creative pool of ideas are just a few examples. In addition, initiatives, measures and concepts are jointly implemented for the entire ORIOR Group.

Since its introduction, the intra-disciplinary Champion Model has formed a central component of the ORIOR competence centre philosophy. It embodies flat hierarchies, a modern management structure, pragmatic action and a high level of agility. In the meantime, it has become an integral part of everyday working life. And it is constantly being further developed – in the spirit of “unlearning and relearning each day anew”.

Champion Day



In order to anchor the Champion Model more firmly within the ORIOR Group, a Champion Day is held every year with all 12 Champion Teams and the Swiss Management Committee. This year’s event took place at the Seminarhotel Bocken in Horgen. Presentations by the Champions provided interesting insights into the various specialist areas. Group activities helped to lighten the atmosphere and participants had plenty of opportunity for networking. Of course, there was also the highly popular ORIOR lunch, comprising many innovative specialities from the various competence centres.



Make the difference

This year, CEO Daniel Lutz once again honoured a number of employees from the ORIOR Group with the “Make the difference” award. They are people who, with passion and tenacity, make courageous decisions and who act in a sincere, responsible and entrepreneurial manner. People who make the difference.



Culinor Food Group

Award for its employees' outstanding innovation performance, their courage, and their success-oriented resolve to continually improve.



Claudia Ilicic, Fredag

Award for her exceptional commitment and her willingness to simultaneously take on several dual mandates.



Alfred Keller, Fredag

Award for the development of Happy Butcher, a new generation of meat-substitute products.



Milena Mathiuet, ORIOR Group

Award for her enormous commitment, for the realisation of the first ORIOR Sustainability Report, and for her loyalty to and passion for ORIOR over many years.

Loredana Zenere, Rapelli

Award for the optimisation of Rapelli's purchasing process and the resulting value added, as well as for her reliability and loyalty.



Bernhard Pfulg, ORIOR Group

Award for his willingness to assume a dual mandate as interim CFO, for his exceptional work in this respect, and for his loyalty and expertise.



Martin Bösch, Rapelli

Award for the successful implementation of the digitisation projects, Salesforce and Pepperi, at Rapelli and for the ORIOR Group.



Deborah Grether, Albert Spiess

Award for her openness to change, for her pro-active initiative in the fields of QA, innovation and operations, and for her strong identification with Albert Spiess.





Motivated and inspired: the ORIOR Top50 management team at the top of the Uetliberg.

ORIOR Management Workshop

Top50 summit meeting

The Top50 event headed to lofty heights, motivated with inspiring presentations, and during a workshop also called on the active participation of all those present.

Onward and upwards

The perfect way to kick off the Management Workshop: enjoying a hike together up the Uetliberg. Equipped with trekking shoes, rucksack and ORIOR packed lunch, around 50 energy-loaded hikers set off up Zurich's local mountain in beautiful sunshine. The steep path made demands on even the fittest sports fanatics. However, the entire group made it all the way to the top – a good sign that together everything is possible.

An inspiring topic

The spectacular view over Lake Zurich was followed by a captivating presentation by Ingo Schäfer from Roman Klis Design. The fascinating and complex topic of “Millennials and their consumer behaviour” (see

also pp. 8–9) was truly inspirational and imparted new, important insights and knowledge for all participants.

Participatory, committed, motivated

In the second part of the intensive Top50 workshop, enthralling presentations provided yet more inspiration. In addition, participatory tasks encouraged the active and conscientious commitment of each individual – which in turn further boosted motivation. The tasks dealt with both important strategic principles and current topics such as sustainability and innovation.

The staccato rhythm of change

CEO Daniel Lutz reminded the participants of the fundamental success factors for members of management: ambition, passion, role model function, unbridled willingness and teamwork. He forcefully described the framework conditions, the major challenges and the opportunities in the present-day

VUCA* world in which leadership teams now operate. The staccato rhythm of change is descending on us ever faster and more intensely. In recent years, this new reality has brought about a rapid change in the demands placed on managers in terms of agile working and innovation. Consequently, we must be prepared to constantly align our manner of thinking and acting to the prevailing situation.

Welcome to Casualfood

One of the many highlights was the introduction of the new ORIOR family member, Casualfood, from Frankfurt, a pioneer in the rapidly growing food service to-go market. The two founders and managing directors, Stefan Weber and Michael Weigel, related the unparalleled success story of Casualfood in a refreshing and engaging way.

* VUCA is an acronym for Volatility, Uncertainty, Complexity and Ambiguity.



Heading for the heights: the summiteers on the steep ascent.



Two operations managers and also namesakes: Philipp Keller, Fredag, and Philipp Meyer, new to the Biotta team.



After a strenuous uphill climb, the group is rewarded with a magnificent view of Lake Zurich.



Ingo Schäfer from Roman Klis Design during his captivating presentation on the theme of millennials.



Tired but still with a smile on their face: Stefan Graf, ORIOR, and Bruno Bürki, ALBERT Spiess.



Ursula Weder, ORIOR, is looking forward to the hike up the Uetliberg.



Just a few more metres ... then it is time for a fortifying ORIOR picnic.

Sales professionals in conversation: Werner Huber, Albert Spiess, and Marco Zannoni, Rapelli.



The shareholders listen with interest to the statements made by the Chairman of the Board of Directors, Rolf U. Sutter, at the ORIOR Annual General Meeting.



ORIOR Board of Directors 2019, from l. to r.: Markus R. Neuhaus (new), Monika Walser, Rolf U. Sutter, Monika Schüpbach (new), Markus Vögeli (new), Walter Lüthi.



Handing over the highly coveted giveaway bags, containing culinary delicacies from the various ORIOR competence centres.

ORIOR *Annual General Meeting 2019*

A total of 605 shareholders attended the 9th Annual General Meeting of ORIOR AG, which was held in the Samsung Hall in Dübendorf on 11 April 2019.

Chairman of the Board of Directors Rolf U. Sutter welcomed the numerous shareholders present. Subsequently, CEO Daniel Lutz presented his review of an operationally successful and strategically groundbreaking financial year 2018.

Growth in all segments

All three ORIOR segments – Convenience, Refinement and International – registered a growth in 2018. The highlights of the year were the increase in organic products, such as those from Biotta, which specialises in the production

of all-natural vegetable and fruit juices, and innovative concepts such as Culinor's "Pure" ultra-fresh meals and the dynamic development of the myEnergy brand.

Stake in Casualfood

With its participation in Casualfood, a pioneer in food service to-go in small areas in the travel gastronomy sector, ORIOR has gained a foothold in a highly specialised niche of the extremely dynamic food service to-go market. This further strengthens ORIOR's food service competencies, its innovative strength within the Group, as well as its European business operations.

Further dividend increase

The General Meeting approved all of the Board's proposals. The annual report, financial statements and

consolidated financial statements for 2018 were approved, as was also a dividend of CHF 2.24, the eighth dividend increase in succession.

Dr. iur. Markus R. Neuhaus, Monika Schüpbach and Markus Vögeli were newly elected to the Board of Directors.

The formal part of the meeting was followed by the traditional ORIOR lunch, with spicy soup shots in a glass and the finest pasta. Particularly popular were, as always, the highly coveted giveaways, which this year also included a Biotta juice.

The Bottega Rapelli in Zurich City

In the Bottega Rapelli in the Migros City shopping centre, mastro salumiere Giovanni Pantano fulfils customer wishes competently and with typical Ticinese cordiality. The temporary Bottega Rapelli is housed here from May until the end of December 2019 to mark Rapelli's 90th anniversary.



Direct communication at the Spar trade fair

Once again, five ORIOR units convened at the Spar trade fair to present their latest products. The fair offers a unique opportunity to personally speak with those responsible in the shops and to exchange ideas.



Naturally present Biotta at Biofach 2019



Be2Run Get active together

Be2Run gets companies moving and promotes employees' team spirit, health and motivation. It goes without saying that a Biotta team also ran the course.



This year, Biofach, the world's leading trade fair for organic food, took place in Nuremberg for the 30th time. Naturally, Biotta was once again among the exhibitors. Intensive and exciting days, characterised by constructive talks with clients, interesting new acquaintances and a professional presence. The thousands of visitors and the positive feedback make the fair a fixed component in the company's annual programme of events.

Portrait of the ORIOR Group

ORIOR is an internationally active Swiss food and beverage group that combines craftsmanship with a pioneering spirit and thrives on entrepreneurship and strong values.

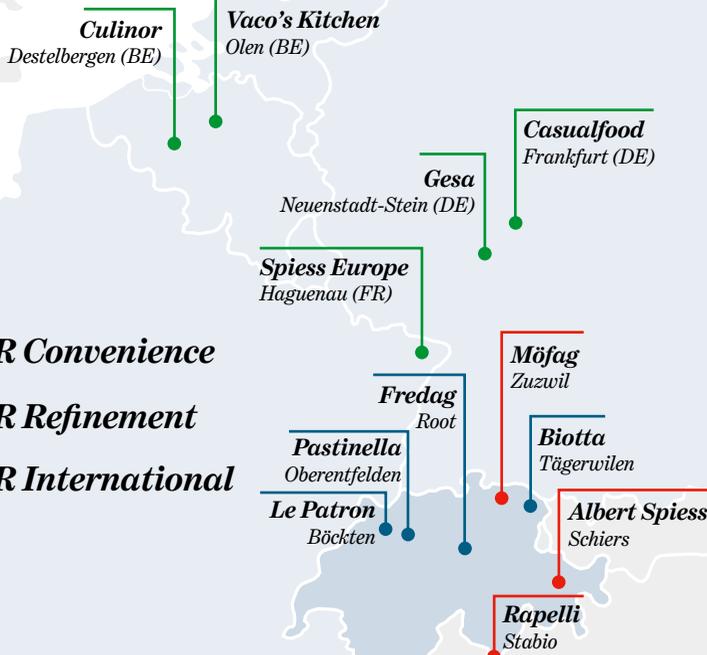
The ORIOR competence centres hold leading positions in fast-growing niche markets in Switzerland and abroad. ORIOR's main goal is to steadily create value added for all its stakeholders. Proximity to the market, close partnerships and a lean, agile group structure provide

the basis for it to shape and drive forward the market with innovative products, concepts and services. Motivated employees who take pride in their work and assume responsibility for themselves and what they do are the key to attaining the extraordinary. We tirelessly strive

for uniqueness and offer the very best quality in order to surprise consumers time and again with indulgent culinary experiences.

Our ambition is nothing less than **Excellence in Food.**

Our locations



- **ORIOR Convenience**
- **ORIOR Refinement**
- **ORIOR International**

Facts & figures

- Number of employees: approx. 2,500
- Head office: Zurich, Switzerland
- Year founded: 1992
- Products: premium food, beverages and to-go food islands
- 9 competence centres with a total of 17 production sites and approximately 60 to-go food islands

Louis Ormond founds the first tobacco factory in Vevey. In 1930, he joins forces with Louis Rinsoz, the creator of the world-famous Meccarillos.

Diversification into the sale of food and beverages. Acquisition of Regina Culinaire (pâtés and terrines) and participation in Fredag (convenience foods).

ORIOR is founded
Focus on the production of food. The company is renamed ORIOR. Participation in Rapelli (charcuterie), acquisition of Trinca (pasta).

Acquisition of and participation in well-established firms, such as Le Patron (pâtés/convenience foods), Pastinella (pasta) and Catering (airline catering).

Acquisition of Traiteur Seiler (fresh pasta). Foundation of Fresco in China (poultry).

Opening of Rapelli factory in Stabio. In 2000, ORIOR fully owns all of its companies.

ORIOR reduces its activities in China. "Hungry Eyes" growth initiative, focusing on projects relating to food service (gastronomy), export und acquisitions.

Management buyout. Principal shareholder, Pargesa, sells its entire share capital to the Management and to the Swiss finance company, Capvis Equity Partners.

1852 - 1990

1990

1992 - 1993

1996

1997

1998 - 2002

2004 - 2005

2006

Our business segments



ORIOR Convenience with the competence centres, Fredag, Pastinella, Le Patron and Biotta, produces fresh convenience products such as ready meals, pâtés and terrines, fresh pasta, vegan and vegetarian specialities, poultry and meat products, fish and seafood, as well as 100% natural, organic vegetable and fruit juices.



ORIOR Refinement with its competence centres, Rapelli, Albert Spiess and Möfag, produces refined meat specialities. Craftsmanship and strong brands are paired with top-quality ingredients in both traditional and newly interpreted premium products, such as Bündnerfleisch, a variety of ham products, salami and Mostbröckli, and continually create new speciality meat convenience products.



ORIOR International encompasses all the activities outside Switzerland and comprises the competence centre, Culinor Food Group (innovative ready meals and meal components) in Belgium, Casualfood (food to-go for travellers) in Frankfurt and the Biotta subsidiary, Gesa, in Germany. In addition, it is responsible for exporting Swiss products via the ORIOR/Spiess Europe platform.

The ORIOR Group takes over the renowned, tradition-steeped Graubünden company, Albert Spiess.

2008

In April 2010, ORIOR makes an Initial Public Offering and is listed on the main board of the SIX Swiss Exchange.

2010

Purchase of Salumeria Keller, a producer of high-quality Ticino charcuterie specialities. In addition, Bernatur, the leading Swiss tofu producer, is acquired.

2011

ORIOR acquires Möfag, the well-known producer of Fürstenländer meat specialities, such as Mostbröckli and ham.

2012

ORIOR acquires the organic tofu specialist, Noppa, further increasing its competence in the vegetarian market. Sale of Lineafresca Logistic.

2014

ORIOR purchases the Culinor Food Group, the leading producer of ready meals and menu components in the Benelux countries.

2016

ORIOR acquires Biotta, the pioneer in organic vegetable and fruit juices. Participation in Casualfood, gaining a foothold in the food service to-go market.

2018

Additional stake in Casualfood. ORIOR is optimally positioned to continue writing new chapters in its successful history.

2019

Brand portfolio



Salumeria specialities of uncompromising quality and in countless variations – traditional and newly interpreted since 1929.



“All the goodness of nature in a bottle.” 100% natural, organic vegetable and fruit juices, as well as on-trend creations made from choice raw products.



La vita è bella! Typical Ticino specialities, rooted in the rich culinary history of Switzerland's southernmost canton.



Delicious Bündner meat specialities, characterised by the unique Alpine climate, a passion for craftsmanship and age-old tradition.



Premium beef sticks, high in protein and low in fat. The energy kick for sports enthusiasts and active pleasure-seekers.



The organic smoothie pioneer, Traktor, stands for incomparable taste, top quality, all-natural organic, vegan and fresh.



Pure indulgence. Swiss hemp extract mixed with refreshing ice tea: long since cult among young people. Open and enjoy!



Top-quality seafood from lakes, rivers and seas, and from countries near and far. Sourced exclusively from monitored and certified enterprises.



Swiss premium organic tofu creations. The innovative range comprises vegetarian and vegan specialities to suit each and every taste.



High-quality ready-made meals and meal components for the premium fresh convenience food market in the Benelux countries.





Smoked delicatessen products, Mostbröckli, and ham and bacon variations: Fürstentländer Spezialitäten means pure and hearty enjoyment.



The king of pâtés and terrines and a manufacturer of premium meals and specialities of incomparable taste and outstanding quality.



Fredag is synonymous with high-quality poultry and meat specialities, as well as a wide variety of vegan and vegetarian products, for delicious meals at home and in the gastronomy sector.



Fresh pasta in all its diversity and uniqueness. Ravioli, gnocchi, agnolotti and tortellini – classic and seasonal.



“My taste of freedom.” Bold and refreshing Swiss organic ice teas and spritzers in a surprising and creative variety of flavours.



Ready meals and meal components of the best quality. Stampot is the classic dish of Vaco's Kitchen and is known far beyond the national borders.



“The taste of travelling” – to-go food islands and mobile food carts with proprietary brand concepts for travellers.



Italian-American deli concept with a varied range of exceptional dishes and drinks.



The healthy and natural snack oasis. 100% healthy food, 100% fresh and tasty, everything freshly made and practical to take out.



Here everything revolves around the sausage. Hermann's combines the iconic retro sausage stand with the contemporary styling of a modern snack bar.





Being fit for the future ... Is innovation the cure-all in this respect?

Clubs used to be known as discos. When we were teenagers, Beat, Walti and I opened such a disco. Full of enthusiasm and, of course, also driven by the prospect of enjoyable dance evenings with pretty girls. It was not easy securing the funding, for we wanted to do things properly. And so every disco guest was given a particular job to do, and during the dance breaks we projected adverts for the carpenter's shop next door, the Frieden restaurant and Schwerdel hairdresser's salon onto the wall with a slide projector. Admission was free. Our establishment was called "Scopas". The number of visitors was limited to 80, which made the rush to get in even greater. So we extended the number of permissible visitors to 90, whereby the additional ten persons had to pay 5 francs admission fee. We were booked out every evening.

Twenty-five years later, when I was CEO of a worldwide restaurant group, we were looking for a new USP – the basic idea was to get across the notion of absolute freshness. So we set up stands in our restaurants, at which regional farmers cooked delicious local specialities with their vegetables in front of guests' eyes. It proved to be amazingly successful and so we implemented this idea from Toronto

to Seoul, from Tel Aviv to Heidiland, in Zurich, London, Singapore and many other cities. It was to be our key to success for many years. Nowadays, this market stall concept is an integral part of the restaurant trade as well as the retail sector.

Thinking outside the box and considering today what consumers will want tomorrow – that is our daily business. I am delighted when I read the latest issue of "Fresh Appetizer". Groundbreaking innovations, successful relaunches, and a wealth of activities that please and inspire me enormously. In the early days of ORIOR, we "modestly" believed that we were the most innovative food company ever. We intend to keep our sights firmly fixed on this claim in future, too.

For me, an innovation must have commercial success or at least support the main product range – otherwise it has no reason to exist. It is of key importance to think holistically: components such as packaging, communication and distribution must be at least as sophisticated as the product itself. For innovation is far more than just a product. What can I do better today than yesterday, and what will take us a major step forward tomorrow? Be it in terms of administration,

production, logistics or project management. Real progress is achieved by constantly analysing, observing and identifying the needs of our fellow human beings and employees, and by listening carefully to what people, both young and old, have to say. Ideas and visions develop from all these impulses. And then the implementation is everything. It breaks my heart when companies have to cut back on staff. Probably no company is ever fully prepared for having to take such a drastic step. I am convinced that daily agility, permanent innovation, adaptation, optimisation and improvement at all levels are needed in order to remain competitive. Turning a blind eye to any challenges that crop up is irresponsible. Taking tough decisions in good time is difficult, but better than never-ending restructuring measures. It can sometimes be distressing, but often also opens up new opportunities.

We are fit for the future – in every respect. Thank you, dear ORIOR employees.





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