



ORIOR

SUSTAINABILITY REPORT 2019

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CEO Statement



Daniel Lutz, CEO ORIOR Group

Dear readers

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GRI 102-48

We are very pleased to be able to present you with the second edition of the ORIOR Group's annual sustainability report. It outlines the different ways in which our Swiss competence centres have developed throughout 2019 in terms of sustainability, along with the key successes we have achieved and the challenges we have encountered. The many small and larger steps we were able to take in the year under review make me feel both pleased and proud – as well as grateful toward our employees and partners for the invaluable part they have played.

The conscientious use of natural resources and our social responsibility have been central issues at all of the ORIOR competence centres for many years, so it is no coincidence that "The ORIOR Responsibility" is also a fixed element in our business strategy with its own strategic pillar. The topic of sustainability at ORIOR gained even greater momentum in 2019 with the adoption of our first sustainability strategy with targets up to 2025. We have further strengthened the shared understanding of our sustainability priorities and initiated many new measures to improve environmental and social compatibility.

Our even stronger commitment to sustainability grows above all out of the deeper embedding of this value within our company. Our ultimate aim is to holistically implement our group-wide goal of continuously creating added value for all stakeholders. This also includes responding to new global challenges and addressing the concerns of our customers, consumers, partners and investors.

As a food and beverage group, we can, must and want to contribute to a better future. With the 2030 Agenda, the international community has agreed on globally valid sustainability targets, known as the Sustainable Development Goals (SDGs). In this year's report we also highlight our contribution to these global goals. The topic of nutritious food concerns us all. We consider it our duty and task for the coming years to collaborate in determining how we can reconcile the new demands of consumers with a globally sustainable food supply in the long term.

This topic is also addressed in our sustainability strategy with its nine fields of activity in the areas of product responsibility, environmental responsibility and social responsibility. As you will read in this report, we have already been able to record several successes. We succeeded in reducing our food waste by more than 10% from 2018 to 2019 and implemented more sustainable packaging concepts, for example. We were also able to increase our energy efficiency by over 2%. Nevertheless, we encountered challenges along the way as well. For example, we have determined that the demand for more sustainable products or packaging alternatives is not yet well established in certain areas. In addition, data collection for sustainability monitoring was and remains a challenge. We once again made significant improvements in this field for the 2019 report. Since our sustainability targets relate to the reference year 2018, we decided to recompile the key figures for 2018 using this improved database in order to create a solid basis for comparison in the coming years. As a result, certain data communicated in this report may differ from those communicated last year.

There remains much to be done – and the onset of the coronavirus pandemic has added another challenge to the mix. At the time of writing this report, the pandemic was gaining pace rapidly, and we had to adjust our management and production processes accordingly. The current situation demands a high degree of flexibility and alertness from all of us. As a food company, we have continued to produce throughout the acute phase as well in order to supply Switzerland with food. To manage this, our employees have been working under circumstances that are not at all commonplace, and they deserve our great gratitude for their commitment. The effects of this crisis will challenge us for some time to come, but we are doing our utmost to use the situation to initiate positive developments – including with regard to sustainability. We are in the process of drafting plans and understanding what our “new normal” will look like in the post-corona period, and sustainability will most definitely play a central role in this new reality as well.

In 2020, we look forward to continuing to work enthusiastically on our list of priorities and to witnessing new progress and successes in the area of sustainability. We firmly believe that this will create many new opportunities for us, our customers and our investors, as well as for society and the environment.







Daniel Lutz
CEO ORIOR Group

About us

Company profile

Key facts about ORIOR

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	 Sites	 Employees	 Products and services	 Finances (in CHF)
ORIOR Group	9 competence centres with 17 sites	2,295 Ø FTE	Convenience products, refined meat specialities, food services, travel gastronomy, organic beverages	Net revenue 596.4 million EBIDTA 61.0 million Net profit 31.5 million Total capital 404.3 million
Switzerland only	7 competence centres with 10 sites	1,124 Ø FTE	Convenience products, refined meat specialities, food services, organic beverages	72.1% of net revenue

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ORIOR is an internationally active Swiss food and beverage group headquartered in Zurich which specialises in fresh convenience foods, meat processing, organic vegetable and fruit juices, and to-go food islands (travel gastronomy). Founded in 1992, ORIOR is now a leader in flourishing niche markets at home and abroad. With Rapelli, Biotta, Ticinella, Albert Spiess, Möfag, Fredag, Pastinella, Le Patron, Gesa, Culinor, Vaco's Kitchen and Casualfood, ORIOR has a portfolio of established companies and well-known brands with operating facilities in Switzerland, Belgium and Germany. ORIOR specialities are sold to the retail trade, specialist retailers, at airports and train stations, and through various food service channels such as restaurants, cafeterias, care homes and nurseries. The Group generates 72.1% of sales in its home market of Switzerland, with the second-largest market consisting of the Benelux countries, which is also home to the Culinor Food Group competence centre. Germany is the third-largest market, where the Casualfood competence centre is based. France and other European countries are additional key sales markets. Small quantities of high-premium products are exported all over the world, although this accounts for less than 1% of consolidated revenue.

The primary goal of ORIOR is to continuously create added value for all stakeholders. A focus on customer proximity, close partnerships, a lean, agile group structure and the intradisciplinary ORIOR Champion Model form the basis for taking a leading role in shaping the market with innovative products, concepts and services.

This sustainability report covers our Swiss competence centres. Sustainability reporting for our centres based abroad will be established from 2021.

Corporate governance and remuneration

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ORIOR is a public limited company and has been listed on the SIX Swiss Exchange since 2010. The owners are thus the shareholders, of which 3,788 (77.54% of the share capital) were entered in the share register as of the end of the reporting year. Four shareholders held more than 3% of ORIOR AG's shares as of the end of 2019 (for more information, please see the 2019 annual report, p. 14).






The Board of Directors of the ORIOR Group consists of six independent members. The Group is guided by the Executive Committee, which is made up of the Group CEO, the Group CFO and the Head of ORIOR Europe and Culinor Food Group. The Executive Committee is supported by the Extended Executive Committee, which comprises the CEOs of three subsidiaries and the Head of Corporate Communications & Investor Relations. Remuneration for the Board of Directors involves a fixed sum, of which up to 10% may be paid out in shares. Remuneration for the Executive Committee consists of a fixed and a variable remuneration component, with the fixed component making up at least 50% of the total remuneration. Up to 30% of the variable remuneration for the members of the Executive Committee may be paid out in shares.

The Board of Directors has supervisory responsibility; executive responsibility lies with the Executive Committee. This structure also applies to all issues relating to sustainability, meaning that the division of responsibilities pertaining to sustainability issues is not different from other business-related issues. Although there are still no comprehensively defined incentive or reward systems for achieving sustainability goals, essentially all of the sustainability indicators are directly or indirectly included in the variable compensation of the Executive Committee members and key employees via the existing measures for assessing personal target achievement.

ORIOR 2020 and our values

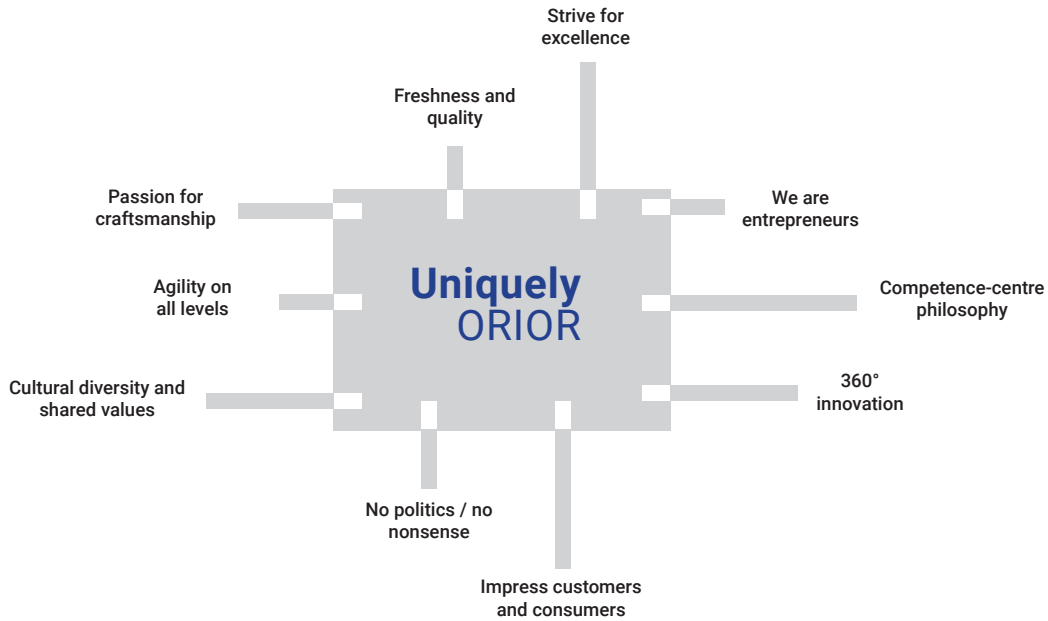
The years 2019 and 2020 mark the final phase of implementing our ORIOR Strategy 2020. We have already achieved or exceeded the majority of the overriding goals that we have set ourselves as a stable, innovative food group with market leadership positions in existing and new niches. Our annual report provides detailed information about these successes.

Strategic pillars of the ORIOR Strategy 2020

House of innovation	Brand strengthening and expansion	Agility and cost efficiency	The ORIOR Responsibility	We are ORIOR
				
<p>ORIOR strives to foster innovation along the entire value chain and beyond the product itself – including in concepts, services and processes.</p>	<p>The differentiation and further development of core brands are strengthened in order to increase core-brand recognition and popularity and thereby achieve growth.</p>	<p>The strength and size of the Group is capitalised on across all the competence centres to further increase efficiency and expertise and to continuously improve processes.</p>	<p>In our view, sustainability is the basis for Excellence in Food. We assume responsibility along the entire value chain and always take into account the interests of our reference groups.</p>	<p>“We are ORIOR” is based on fundamental corporate values: a participatory management style, open and direct communication, respectful behaviour and responsibility at all levels.</p>

In addition to “The ORIOR Responsibility” strategic pillar, which is the focus of this report, we would like to highlight another important pillar of the strategy: “We are ORIOR”. This pillar illustrates our core values that unite the work carried out by all our employees. We challenge all our employees to model these values, pass them on and promote them.

Our core values: "We are ORIOR"



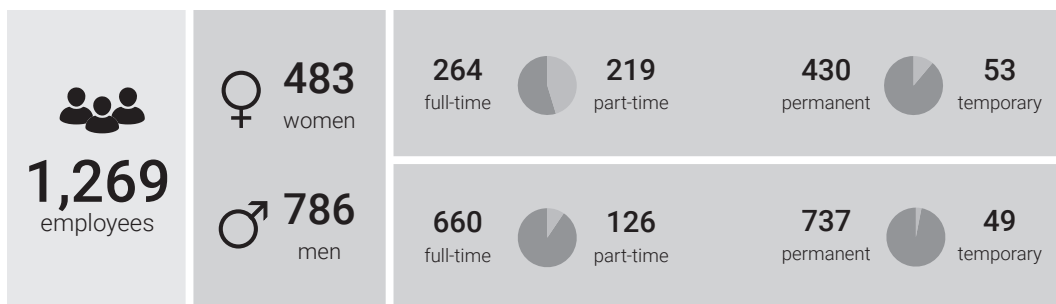
In 2017, the ORIOR Group also established a Code of Conduct for our employees and key business partners. It is based on fundamental corporate values such as a participatory management style, open and direct communication, ethical and respectful behaviour, and the fostering of development and responsibility at all levels. Many of the main sustainability issues discussed in this report are reflected in our Code of Conduct, such as the most relevant points of our HR policy, our quality standards, guaranteeing workplace health and safety, and our interaction with the environment. Moreover, we are committed to conducting our business with integrity, which requires transparent relationships with business partners and clearly condemns practices such as bribery and corruption.

Employees

ORIOR has 1,269 employees in Switzerland.

ORIOR Switzerland employees at the end of 2019

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GRI 102-7



Our value chain

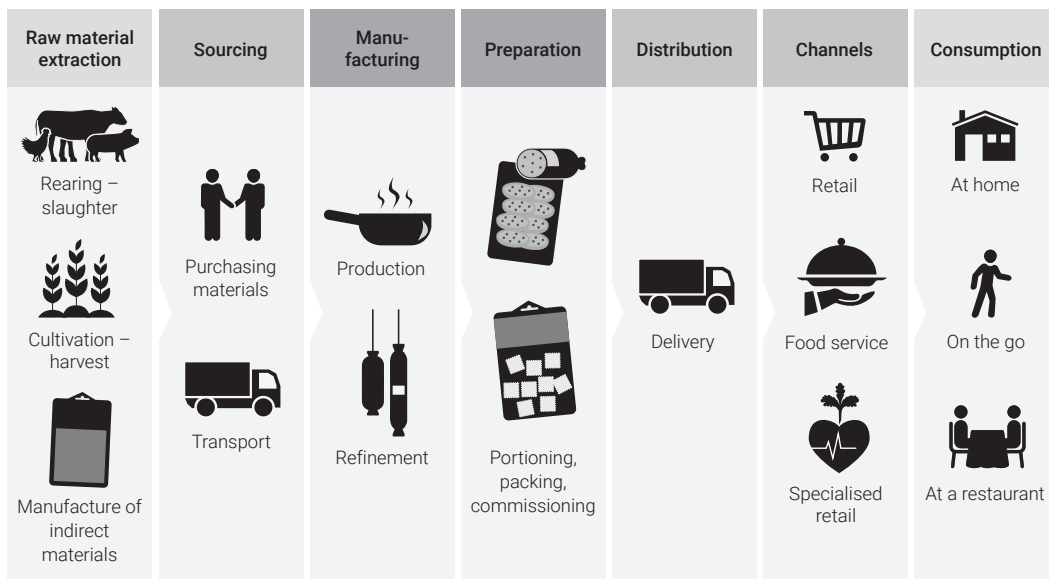
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In addition to our employees, our partners further up and down the value chain also play a crucial role in our success and in implementing our sustainability strategy because as a Swiss food and beverage group, we cover only part of the food value chain.


We purchase raw materials and semi-finished products from our suppliers, which we then process and turn into our finished products at our facilities. We also procure a small amount of finished retail items, which we resell through our channels. Our customers include retailers, specialist dealers and the food service sector. Our products are consumed at home, on the go and in restaurants and catering establishments (cafeterias, schools/nurseries, care homes, etc.).


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

Value chain of ORIOR Refinement and ORIOR Convenience



 Fully integrated steps

 Partially integrated steps

 Non-integrated steps

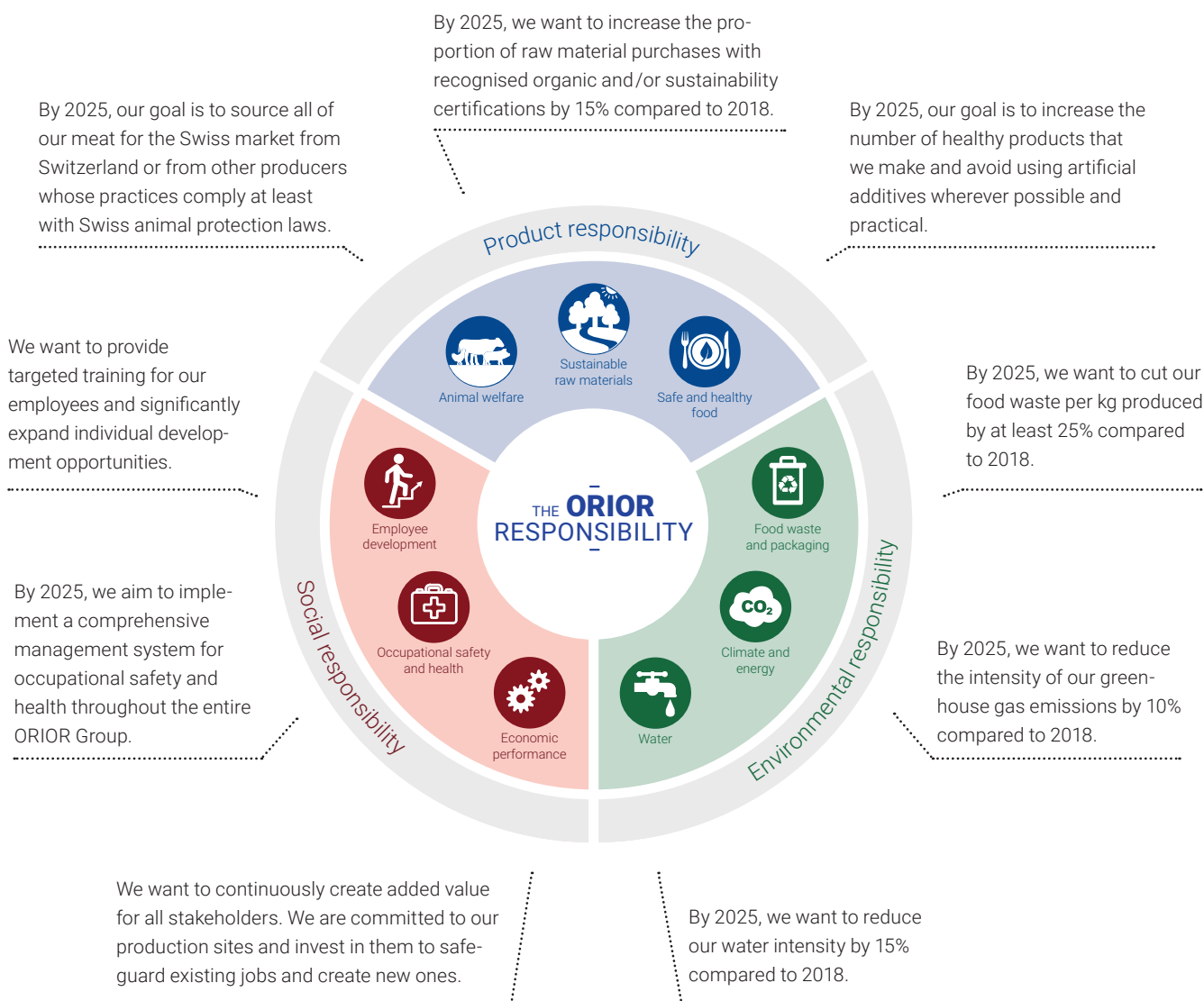
Sustainability at ORIOR

The ORIOR Responsibility – committed to safeguarding the future

The ORIOR Responsibility forms our basis for Excellence in Food and is firmly established as a strategic pillar in our ORIOR 2020 strategy. Our sustainability strategy is divided into three different areas: "product responsibility", "environmental responsibility" and "social responsibility", each of which has three central fields of activity that we address. We pursue one main objective in each field of activity, and these objectives are outlined in the following diagram. When necessary, they are supplemented by additional auxiliary or subordinate objectives, which are explained in the related section of this report.

By pursuing this strategic orientation, we are assuming our responsibility towards the environment, our employees and consumers, but also towards future generations. The ORIOR Responsibility also ensures our own future as a food producer, as it enables us to skillfully overcome current and future challenges, reduce business risks, and meet the expectations of our stakeholders.

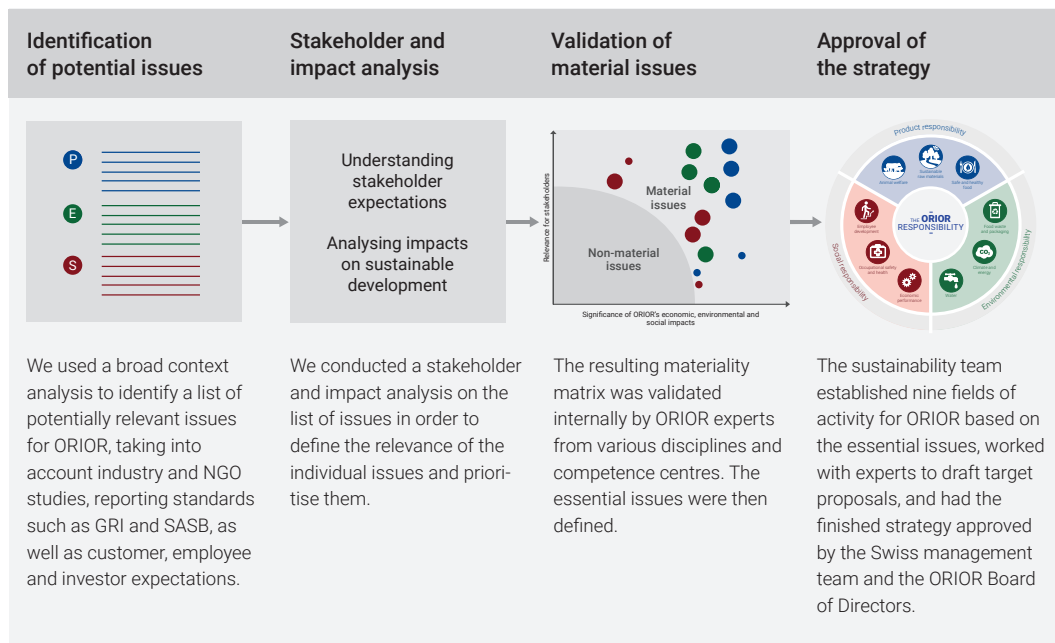
ORIOR Sustainability Strategy 2025



Focusing on what is material

GRI 102-46 The ORIOR Responsibility described above, with its nine fields of activity, is based on a materiality analysis that we conducted in 2018. The line of action we pursued was as follows (for more information, please see Sustainability Report 2018):

ORIOR materiality process



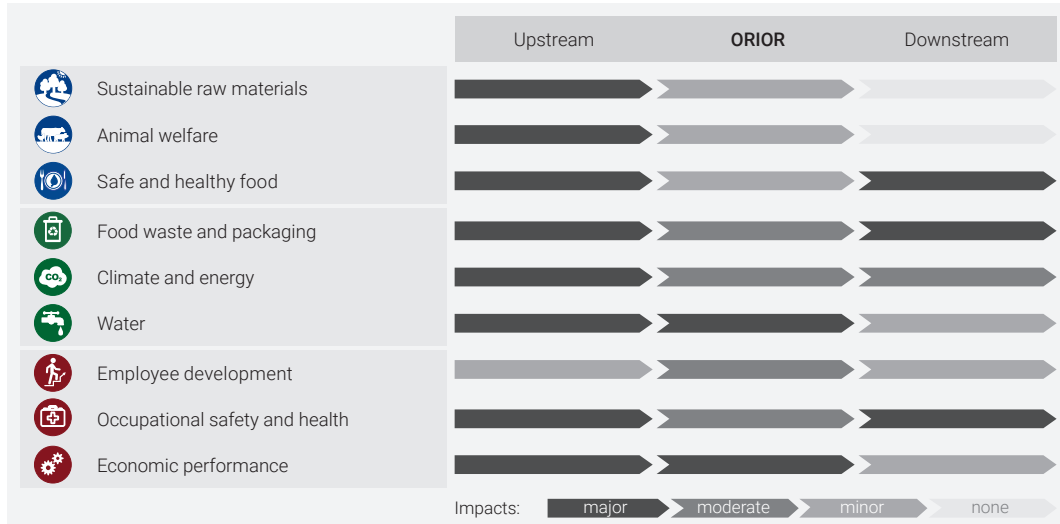
The Sustainability Strategy 2025 is our first ORIOR sustainability programme. We regularly review our strategic priorities and, where necessary, include other relevant topics or expand their significance. In this context and after gathering initial implementation experience, we renamed the "Training and development" field of activity at the beginning of 2020. Now called "Employee development", it reflects the breadth of ORIOR's efforts in the area of HR development, e.g. our talent management.

Impact-focused

GRI 102-11 We want to focus our strategic ambitions on areas where we can make the greatest contributions to sustainable development. The aim of our sustainability management is to reduce negative impacts and strengthen positive ones. When we anticipate potential sustainability risks, part of our approach is to try to address them as a precautionary measure. In our view, our greatest responsibility lies in the fields of activity listed hereafter. The diagram shows at which stages of the value chain the impacts are mainly felt.

Impacts along the value chain

GRI 102-47



Stakeholder-oriented

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GRI 102-42
GRI 102-43
GRI 102-44

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

The main ORIOR stakeholders and their concerns



We engage in ongoing communication with our employees, customers, suppliers and shareholders by means of personal discussions and meetings. We receive feedback from consumers via digital media or indirectly via our customers. We also exchange information with other stakeholders such as associations, public authorities, NGOs, trade unions and banks during personal discussions or at conferences, for example. For 2021, we plan to intensify our stakeholder engagement and establish specific exchange formats designed to address sustainability issues.

ORIOR and the Sustainable Development Goals (SDGs)

GRI 102-12

Since 2015, the 2030 Agenda for sustainable development has provided an international framework that focuses on the twin issues of poverty reduction and sustainability. As part of the Agenda, 193 UN members have committed themselves to achieving the 17 global Sustainable Development Goals (SDGs) by 2030. These goals relate to what are known as the “five P’s”: **People, Planet, Prosperity, Peace, Partnership**. Strong private sector engagement is also required to achieve the SDGs, which is why ORIOR is committed to making a contribution to ensure that the objectives are reached. We have followed the recommendations of the UN Global Compact¹ to identify the SDGs to which we can and should make the greatest contribution. Along the way, we want to strengthen our positive impacts and minimise negative ones. An analysis of the potential risks and opportunities, as well as the connection to our fields of activity, resulted in the following overview of 13 SDGs that are of primary significance for ORIOR.

The ORIOR Responsibility and the SDGs



Among the above, we want to prioritise the following three SDGs and their relevant sub-targets:

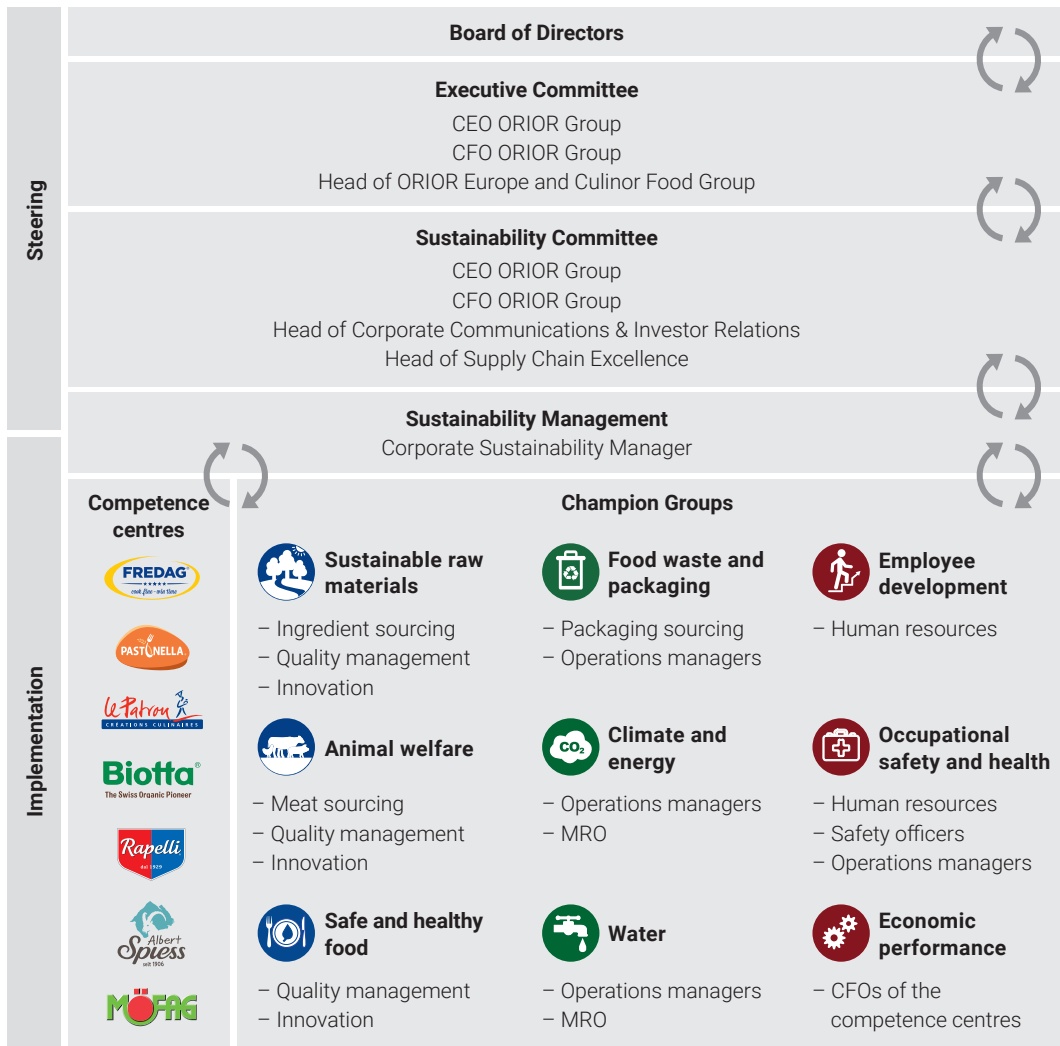
	<p>2.4 Ensure the sustainability of food production systems and utilise resilient agricultural methods.</p>	<p>The entire ORIOR sustainability strategy aims to make our food production more sustainable together with our value-creation partners. We want to contribute to a resilient agricultural system by means of our procurement activities and collaboration with our suppliers.</p>
	<p>12.2 Achieve sustainable management and efficient use of natural resources. 12.3 Reduce global food waste by half and limit losses in production and supply chains.</p>	<p>As an industrial company in the food industry, sustainable consumption and production have to be core issues for us. We strive for the sustainable management and efficient use of natural resources by means of our operations' environmental management. In addition, with our waste target we want to contribute to reducing food waste, and we are following the path envisaged by the SDG (-50% by 2030) with a 25% reduction by 2025.</p>
	<p>8.3 Achieve higher economic productivity thanks to modernisation and innovation 8.8 Protect labour rights and promote safe working environments.</p>	<p>SDG 8 combines the economic and social aspects for which we, as an employer and industrial company, are responsible. We firmly believe that through innovation we can not only increase our productivity but also bring more sustainable products and solutions onto the market. We are also committed to complying with labour rights in our operations and continuously improving safety in the workplace.</p>

¹ UN Global Compact, Integrating the SDGs into corporate reporting: a practical guide, August 2018.

Management structure, responsibilities, embedding

GRI 102-18 The responsibility for overseeing and managing sustainability lies with the ORIOR Group, while the implementation of projects and measures takes place mainly at the competence-centre level, supported by the ORIOR Group's sustainability management. The Champion Groups, which span all the competence centres, play an important role in this collaboration. They bring together representatives of the same specialised area to develop common solutions and exchange expertise and experience. The following diagram of the sustainability management structure shows which Champion Groups are responsible for handling which fields of activity.

Sustainability management structure



The Corporate Sustainability Manager represents the link joining the activities of the subsidiaries to the Group level. They support the different sites in handling strategic and operational issues in the nine sustainability fields of activity. Important decisions are taken to the Sustainability Committee, whose main tasks are to monitor projects and their progress, and to involve and report to the ORIOR Group's Executive Committee and Board of Directors.

At the competence-centre level, the sustainability goals are an integral part of the respective strategy papers (strategical monitoring and three-year planning) that are drafted annually in alignment with the applicable criteria and submitted to the Executive Committee and the Board of Directors for approval. The corresponding CEO of each competence centre is responsible for achieving all of the targets set out in the strategy paper, and the CEO's variable compensation is directly related to this achievement.

The key sustainability performance indicators are displayed in the monthly financial reporting and are verified accordingly on an ongoing basis. All of the other sustainability performance indicators are monitored in the competence centres themselves and are included once a year in the consolidation process, which is carried out jointly by Group Controlling and Group Sustainability Management.

ORIOR has assigned KPI managers for all of its key performance indicators – including for sustainability performance indicators. The assigned managers are responsible for driving forward progress; any deviations and remedial measures are explained by them in the monthly financial reporting.

Further structural developments are also planned. From 2020 onwards, for example, we will provide greater support to the competence centres in breaking down the overall strategy into manageable priorities for their specific site and guiding them in including sustainability measures in their annual planning and budgeting processes.

Our ambitions in the area of product responsibility



+15%

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



100%

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



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

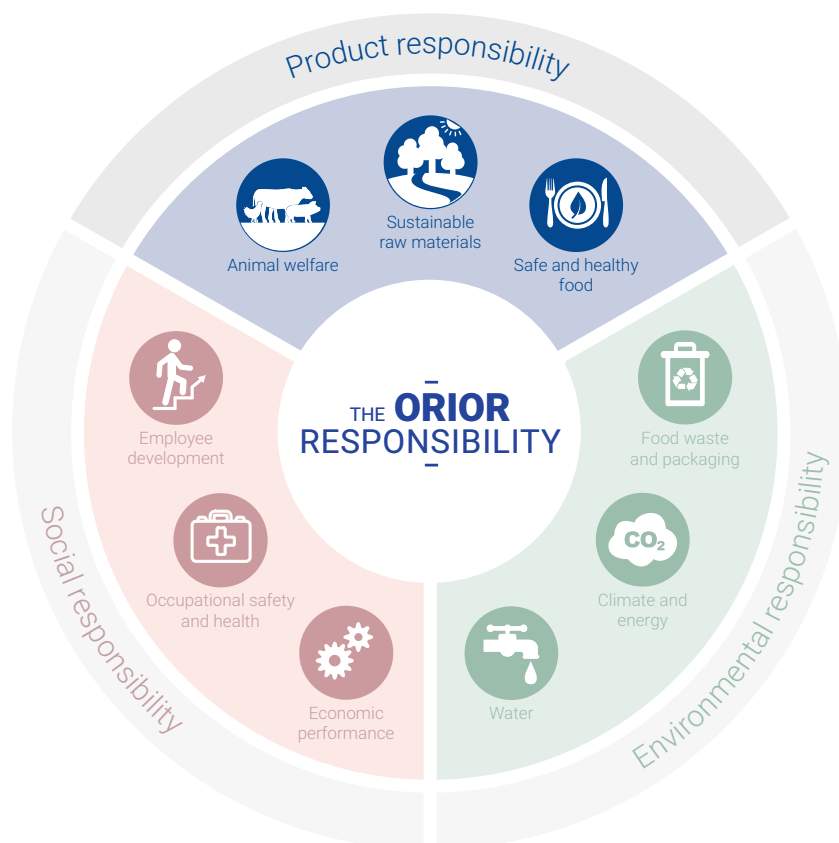


Delicious tofu speciality from Fredag, made from high-quality Swiss soybeans.

Product responsibility

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

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



Sustainable raw materials and animal welfare



Ambition 2025

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



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

Status

Further efforts required

SDG contribution



Relevance for ORIOR and our approach

GRI 103-1

16

The ORIOR Responsibility takes on a major role in our products and the raw materials that we use for them. Significant sustainability impacts occur in the upstream stages of our value chain. For example, approximately 11% of global greenhouse gas emissions come from agriculture¹. This sector is also one of the largest consumers of fresh water and faces immense challenges due to the use of pesticides and precarious working conditions in certain areas. We are fully aware of our responsibility and are committed to making a long-term contribution to more sustainable food production. The origin of our raw materials and the conditions under which they were cultivated and harvested are central factors in this regard. These issues are becoming increasingly relevant in a globally connected market economy and are also of mounting concern to the consumers of our products. The growing appreciation of sustainable raw materials also fosters acceptance of a fair price-value ratio. We welcome the current rethink taking place in this area.

Using sustainable raw materials enables us to contribute to sustainable development. The following SDGs in particular are areas in which we also assume our responsibility: SDG 2 (sustainable food production, among others), SDG 6 (water quality and water-use efficiency, among others), SDG 8 (decent work and economic growth), SDG 13 (climate action), SDG 14 (prevention of overfishing, among others) and SDG 15 (protection of ecosystems).

In concrete terms, our goal is to increase the percentage of sustainable and organic raw materials that we purchase by 15% by 2025. In the near term, we are concentrating on the six most important raw materials for our company: vegetables, durum wheat, eggs, beef, pork and poultry. Animal welfare is also a key concern for us. We want the animals that supply the meat for ORIOR products to experience the least amount of pain and suffering possible. In view of the high animal welfare standards in Switzerland, we have set ourselves the goal of only processing meat for the Swiss market by 2025 that either originates from Switzerland or from other producers whose practices at least comply with Swiss animal protection laws.

The topics of sustainable raw materials and animal welfare are dealt with together in this section since the management of these two issues is very closely linked through our Purchasing and Quality Control departments. In order to achieve our goals, different divisions are working hand in hand. The "Quality Management" Champion Group is responsible for defining and monitoring our guidelines for sustainable raw materials. The members of the "Sourcing" Champion Group implement the guidelines and ensure that the required raw materials are always procured in the desired quality and with the appropriate certifications. Our sales and development teams are also crucial to achieving our goal, as they can influence innovation as well as the offering and/or marketing of sustainable products through their activities.

GRI 103-2

¹ World Resources International, see: <https://www.wri.org/blog/2019/07/5-questions-about-agricultural-emissions-answered>.

Activities 2019

Sustainable raw materials

In order to exert influence over a more sustainable food system, our goal is to control where our raw materials come from along with the social and environmental conditions under which they were cultivated or extracted. We accomplish this primarily by establishing product requirements for quality, certifications and origin. To this end, the "Quality Management" Champion Group has drawn up the internal "Sustainable sourcing policy", which defines our main quality standards and specifies the minimum requirements for the most important raw material categories. ORIOR's priority raw materials, selected according to various criteria such as quantity, strategic importance, price, etc., include these six commodity groups: beef, pork, poultry, durum wheat, vegetables and whole eggs. In addition, there is a list of raw materials that we purchase in smaller quantities but which generate critical sustainability impacts throughout their upstream value chain. These include soya, palm oil, fish and seafood. We regularly review whether further raw material categories should be added to this list on the basis of the quantities ordered or risks in the supply chains.

In order to achieve our goals, we rely on recognised, trusted standards, labels and certifications that verify the ecological and social cultivation conditions of our raw materials. We differentiate between three categories: labels for organic raw materials, other sustainability labels and quality seals that provide information about the material's origin but not about specific cultivation conditions. The following overview displays the most important raw material and food labels for ORIOR.

Frequently used labels and sustainability standards

Organic labels ¹	Additional sustainability labels ²	Labels of origin ³
Bio Suisse (Knospe), Demeter, CH Bio-Verordnung, EU-Bio, Naturaplan (Coop), Migros Bio, Bio Weide-Beef (Migros), KAGFreiland, Bio Natur Plus (Manor), Bio Organic (Lidl), Bio Weiderind (Aldi), Natur Aktiv (Aldi), Natura Beef Bio, Nature Suisse Bio (Aldi), Naturland / Bioland, Spar Natur Pur.	MSC, ASC, Friend of the Sea, IP-Suisse, TerraSuisse (Migros), Natura-Beef, Naturafarm (Coop), Claro, Fairmilk, Heumilch, Fairtrade/Max Havelaar, Agri Natura, Nature Suisse (Aldi), Rainforest Alliance, RSPO IP/SG, BTS, RAUS, UTZ, V-Label.	Aus der Region. Für die Region. (Migros), Heidi (Migros), Miini Region (Coop), Pro Montagna (Coop), Suisse Garantie, Schweizer Bergprodukt, Schweizer Alpprodukt.



Locally sourced organic carrots are harvested to be processed into delicious juice at Biotta.

¹ These labels fulfil the requirements of the EU-Bio organic label as a minimum.
² These labels fulfil social, environmental and/or animal welfare standards that exceed legal requirements.
³ These labels are a guarantee of origin.




Animal welfare






Animal welfare is a matter of great importance for us. We want the animals that supply the meat for our products to experience the least amount of pain and suffering possible. In view of the high animal welfare standards in Switzerland, we have set ourselves the goal of only processing meat for the Swiss market by 2025 that either originates from Switzerland or from other producers whose practices at least comply with Swiss animal protection laws. We also rely on the support of trusted certifications and labels to assist us. In addition to proof of origin, recognised labels with added animal-welfare value serve as an orientation aid for consumers when choosing which products to purchase. ORIOR is already producing a wide range of products with labels such as "Knospe Bio Suisse", "IP-Suisse", "Terra Suisse", "Naturaplan", "Naturafarm", "Migros-Bio", "Bio Suisse", as well as "Fairtrade". The government-run animal welfare programmes "RAUS" ("Regular Outdoor Exercise") and "BTS" ("Particularly

Animal-Friendly Housing") are also crucial. We expressly distance ourselves from force-feed foie gras practices and only process livers from non-force-fed ducks or geese.

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

Our key raw materials

	ORIOR approach and KPIs	Examples from competence centres
<p>Beef</p> 	<p>Percentage with organic labels: 2.1% Percentage with other sustainability labels: 4.8% Percentage with labels of origin: 40.0%</p> <p>The availability of Swiss organic beef is still limited, which makes us rely on foreign suppliers as well.</p>	<p>In 2019, Albert Spiess sourced as much Swiss organic meat as could be located for its Bündner specialities in order to expand its organic range (Bio-Bündnersalsiz, Bio-Knebeli, Bio-Lasagne).</p> <p>Fredag was able to increase its purchases of Swiss-origin beef by 7.7% in 2019.</p>
<p>Poultry</p> 	<p>Percentage with organic labels: 0.1% Percentage with other sustainability labels: 15.5% Percentage with labels of origin: 15.5%</p> <p>The availability of Swiss poultry is still limited, which makes us rely on foreign suppliers as well. Furthermore, chicken and other poultry products often flow into the food service channel, where sales of certified products are not yet as popular as in the retail sector. Out of all the purchase options available to consumers, conventional products without a sustainability label still tend to be chosen in the majority of cases due to the different price point. However, a shift in thinking has been taking place for some years now, including in the gastronomy sector, and new concepts are gradually being launched that consciously support sustainability.</p>	<p>In 2019, Fredag worked on expanding its collaboration with Swiss chicken suppliers to further promote the maximum utilisation of poultry, among other things. Initial steps have also been taken to ensure that in the future our poultry meat sourced from Brazil can be obtained from farms that comply with Swiss animal welfare standards.</p>
<p>Pork</p> 	<p>Percentage with organic labels: 1.4% Percentage with other sustainability labels: 2.9% Percentage with labels of origin: 13.7%</p>	<p>Albert Spiess succeeded in almost doubling its purchases of organic pork in 2019 thanks to the organic salami for Migros that was launched in 2018.</p>

	ORIOR approach and KPIs	Examples from competence centres
<p>Vegetables</p> 	<p>We use vegetables primarily in our Convenience segment, where they are processed into juices, tasty side dishes and fillings. Our Swiss competence centres source around 90% (in weight) of this raw material from Switzerland, often from the immediate region surrounding the production sites. In the year under review, we were able to raise the proportion of organic vegetables that we source from 15.2% to 17.4%.</p>	<p>Organic pioneer Biotta sources 100% of the vegetables that it uses in its juices from regional organic cultivation that complies with Swiss organic regulations or Knospe specifications and is certified by bio.inspecta AG.</p>
<p>Eggs</p> 	<p>Laying hens and their well-being are a top priority for us. A large number of eggs are processed by Pastinella, in particular, for its fresh pasta. In the long term, our aim is to process free-range eggs only – either from Swiss free-range production or from KAT-certified EU free-range production¹. In 2019, 83.8% of the eggs that we sourced met these requirements.</p>	<p>Since July 2019, Pastinella has been using KAT-certified eggs exclusively for its own production as well as for retail products from Italy. In addition, initial investigations have been made regarding the switch to organic eggs from Switzerland to replace those which are still procured from the EU.</p>
<p>Soya</p> 	<p>Soya is one of the critical raw materials for which we are proactively pursuing sustainable sources. 99.5% of our processed soya is grown in Switzerland and is certified organic. This raw material is mainly processed into our vegetarian and vegan tofu specialities.</p>	<p>Fredag, which is by far the largest procurer of soya among the ORIOR competence centres, was able to increase its purchases of Swiss organic soya by 12% in the reporting year thanks to close cooperation with its customers and suppliers.</p>
<p>Palm oil</p> 	<p>We want to completely eliminate our use of palm oil by 2022 at the latest, and in 2019 we continued to work on achieving this goal. Various recipes have been adapted so that they can now be prepared without palm oil, e.g. at Fredag, Le Patron, Möfag and Rapelli. This enabled us to reduce our purchases of palm oil by 61.4% in the year under review, with this raw material now accounting for less than 0.005% (in weight) of our raw material procurement. The palm oil that we did use in 2019 was 100% certified organic.</p>	<p>The Möfag competence centre was able to report encouraging progress in 2019 with regard to palm oil. Thanks to recipe modifications and innovations, all of the marinades for our different meat specialities have been palm oil-free since the second quarter of 2019.</p>
<p>Fish and seafood</p> 	<p>Even though our Swiss competence centres process relatively small quantities of fish, seafood and crustaceans, we want to contribute to combatting overfishing, human rights violations and environmental pollution in the corresponding supply chains. By 2022, our Swiss competence centres aim to source only fish and seafood with a WWF score of 1–3² (labelled, recommended or acceptable varieties). In the year under review, further product lines were able to be changed over, so the current proportion of sourced fish and seafood with a WWF score of 1–3 already lies at 90.9%. This represents an increase of 4.2 percentage points over the previous year.</p>	<p>Pastinella carried out its own conversion project in 2019, with the result that 99.8% of the fish fillets sourced in 2019 met the WWF Score 1–3², representing a great success and a significant improvement from 54.8% in the previous year. The excellent collaboration between our development and sourcing teams played a key role in this success. The development teams must be involved right from the start to ensure that new raw materials are tested early enough and recipes can be adapted if necessary.</p>

¹ "KAT Association of controlled alternative poultry husbandry forms", see: <https://www.was-steht-auf-dem-ei.de/en/kat-association/production-systems/index.php>.

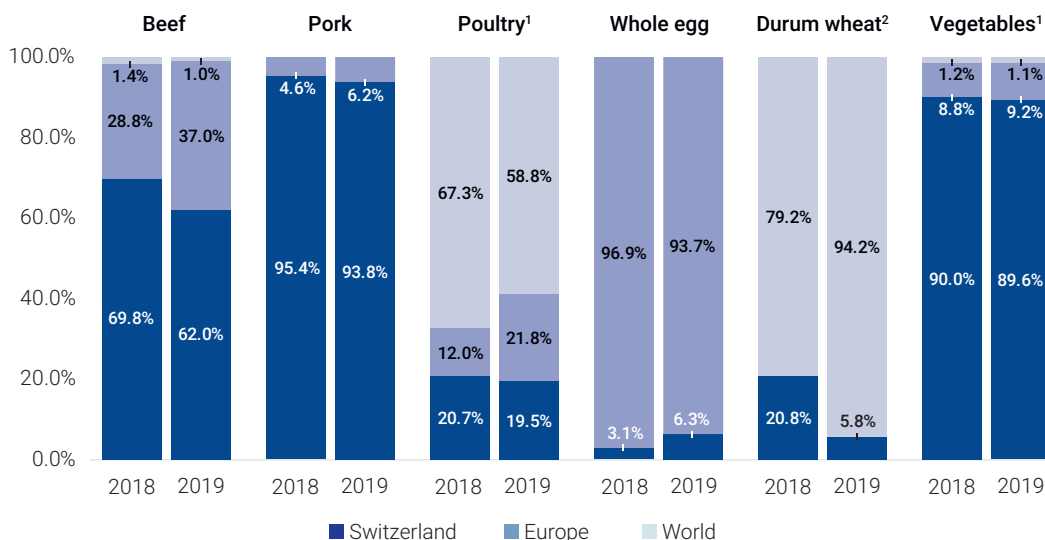
² WWF Fish Guide, see: <https://www.wwf.ch/de/fischratgeber> (in German).

Origin of raw materials

We source a large proportion of our raw materials from within Switzerland. Firstly, because we are committed to our production sites and it is a way to support the local primary economy as well. Secondly, because it shortens transport distances and reduces the associated impact on the environment to a minimum. And thirdly, because we are convinced that raw materials from Switzerland meet leading worldwide standards for quality, sustainability and animal welfare. Switzerland has some of the strictest animal protection laws in the world, which is why we source as much Swiss meat as possible. However, for some types of meat, such as poultry and beef, it is not always possible to rely entirely on Swiss meat, as demand exceeds domestic supply. Since 2019, ORIOR's meat-processing companies in Switzerland have been members of the Proviande trade organisation and purchase from accredited meat

suppliers only. All cattle slaughtered on farms inspected by Proviande are verified for their Swiss origin using a DNA check. In the case of foreign companies, we pay close attention to this aspect and are working towards ensuring that production takes place in accordance with the provisions of the Swiss Animal Welfare Act and that both human rights and environmental standards are respected. To this end, we maintain close partnerships with the Cooperative for Livestock and Meat Import (GVFI) as well as with raw material suppliers abroad and advocate for them to apply husbandry methods in accordance with Swiss animal welfare legislation. By 2025, we want to ensure that all of our suppliers comply with this requirement without exception.

Origin of raw materials by category (kg, in %)



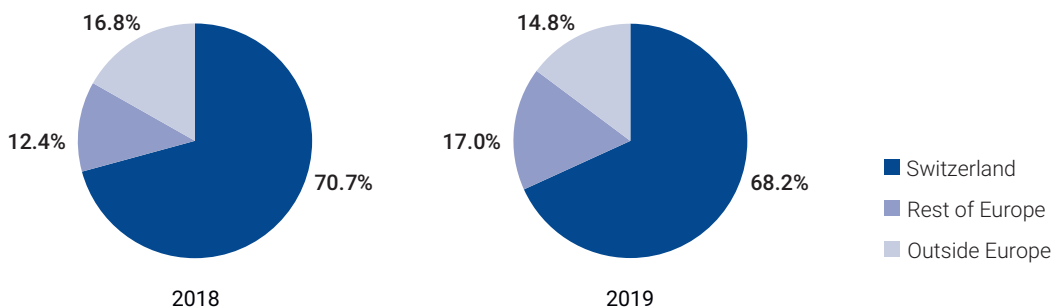
There were some complicating factors in 2019 that made it difficult to source local raw materials in sufficiently large quantities. Availability on the Swiss meat market was limited for certain types of meat and especially for labeled raw materials, which led, for example, to our proportion of Swiss beef falling to 62.0%. In the case of pork, certain products (e.g. dry-cured ham) sold so well that Swiss availability was insufficient and additional meat had to be sourced from Europe.

Switzerland's 2018 vegetable harvest was poor due to the exceptionally hot weather. This had a negative impact on the proportion of vegetables that we sourced domestically in 2019, which explains the slight fall from 90.0% to 89.6%. In the case of durum wheat, the drop in Swiss-sourced wheat from 20.8% to 5.8% can be explained by the elimination of a premium fresh pasta product made from Swiss durum wheat, which our customer unfortunately removed from its range.

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

² For durum wheat, no distinction was made between European origin and origin from outside Europe.

Origin of key raw materials (kg, in %)



Collaboration

We are very aware of the value of good partnerships and close cooperation in achieving our sustainability goals, and we maintain close, long-term relationships with our customers, suppliers and partners.

Collaboration with our customers	Collaboration with our suppliers	Cross-sector collaboration
<p>Close interaction between the demand and supply sectors is crucial to establishing a more sustainable food supply. On the one hand, our customers' and consumers' wishes and requirements for our products influence our sourcing options; on the other hand, we can also stimulate demand and raise our customers' awareness with attractive offerings of organic products, vegan alternatives and new certified items in our product ranges. They can then pass on the added value of more sustainable food to consumers thanks to their direct access. We want to become even better at communicating with our partners about our core competence of delivering premium quality cuisine and our efforts in the area of sustainable raw materials and animal welfare. Our aim is to communicate the added value of sustainable solutions so expertly in the long term that it will strengthen acceptance and mutual support of these products' higher prices. By working together with our customers, we will be able to increase the range of products in this segment in the long term.</p>	<p>Close, long-term supplier relationships are important to us, and we strive to implement fair conditions in our business relationships. In order to ensure sustainability and quality, we rely on partnership programmes such as the implementation of the "Particularly Animal-Friendly Housing" (BTS) standard for suppliers abroad. In addition, we ensure that our suppliers undergo recurring audits – sometimes in close cooperation with our customers – using an evaluation system that is uniform across our competence centres. The corresponding results are regularly discussed in the Champion Groups so that the other competence centres can also benefit from the experience gained by their colleagues. If our standards are not achieved or are not complied with, the first step we take is to arrange a personal meeting with the suppliers to identify the causes. If the infringements are not remedied within a reasonable time, warnings are issued.</p>	<p>We are members of various organisations that are committed to addressing different issues related to sustainable agriculture and animal welfare and are able to influence society, politics and the economy. On the one hand, this enables us to sharpen our own awareness of current issues and, on the other, it gives us the opportunity to position and discuss our views and requirements. Representatives of ORIOR are currently members of the Fial (Federation of Swiss Food Industries), the SFF (Swiss Meat Industry Association), Proviande (trade association of the Swiss meat industry), the Verband der Bündner Fleischfabrikanten (VBF), the European Poultry and Game Association (EPG), the Swiss Seafood Association, Promarca, the Interessenverband Bio Schweiz and several cantonal chambers of industry.</p>

Evaluation and outlook

Sustainable raw materials

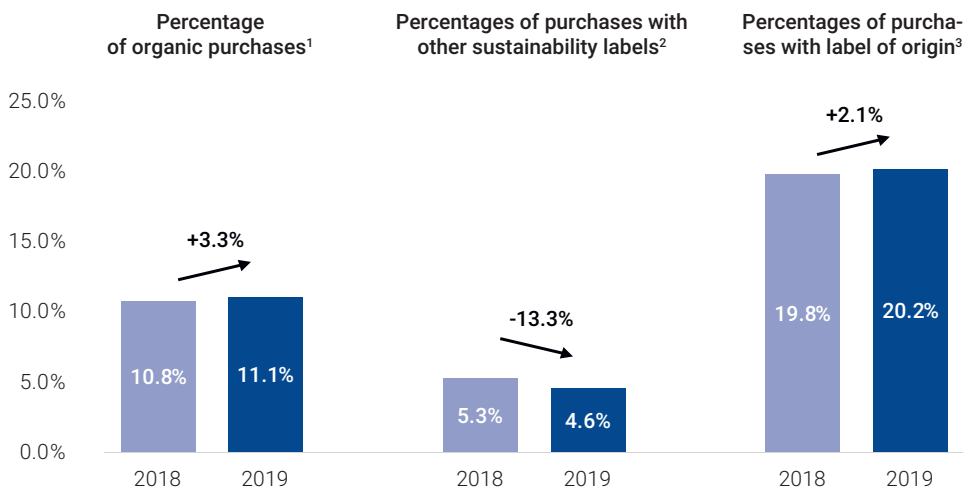
GRI 103-3

Our main goal by 2025 in terms of sustainable raw materials is to increase our organic and/or sustainably certified raw material purchases by 15% compared to 2018. We are on track with regard to organically certified raw materials and achieved a 3.3% increase from 2018 to 2019. This indicates that the organic niche market is continuing to grow, also when it comes to animal-based products.

We were unable to increase the proportion of our purchases with other sustainability labels such as IP-Suisse, which was mainly due to changes in our customers' product ranges. However, we were able to increase the proportion of purchases with labels of origin (e.g. TerraSuisse, Schweizer Bergprodukt) by 2.1%, although this area is not explicitly included in our sustainability strategy.

Percentage of total labelled raw materials (kg, in %)
beef, pork, poultry, durum wheat, whole eggs, vegetables

GRI FP2



Sales of certified products

By 2025, we also want to significantly grow our sales percentage of organic and/or certified sustainable products across the entire product range compared to 2018.

Sales percentages per label category (CHF, in %)

	Percentage 2018	Percentage 2019	Change in % ⁴	Comments
Products with organic labels ¹	7.0%	8.5%	↑ +22.3%	The organic niche market continues to establish itself.
Products with other sustainability labels ²	10.1%	12.0%	↑ +18.9%	Strong growth in the vegan sector (V-Label), among others.
Products with country of origin labels ³	4.6%	4.7%	↑ +2.5%	Slight increase in our customers' own brands, among others.

¹ May include: Bio Natur Plus (Manor), Bio Organic (Lidl), Bio Suisse (Knospe), Bio Weide-Beef (Migros), CH Bio-Verordnung, Demeter, EU Bio, KAGFreiland, Migros Bio, Natur Aktiv (Aldi), Natura Beef Bio, Naturaplan (Coop), Nature Suisse Bio (Aldi), Naturland/Bioland, Spar Natur Pur.

² May include: Agri Natura, ASC, Claro, Fairmilk, Friend of the Sea, Heumilch, IP-Suisse, Fairtrade/Max Havelaar, MSC, Natura-Beef, Naturafarm (Coop), Nature Suisse (Aldi), Rainforest Alliance, RSP0 IP/SG, TerraSuisse (Migros), BTS, RAUS, UTZ, V-Label.

³ May include: Aus der Region. Für die Region. (Migros), Heidi (Migros), Miini Region (Coop), Pro Montagna (Coop), Schweizer Alpprodukt, Suisse Garantie, Schweizer Bergprodukt.

⁴ Slight rounding differences may arise as the calculations are performed with greater numerical accuracy.

Animal welfare

Our main objective with regard to animal welfare is to supply the Swiss market with meat of Swiss origin or from sources abroad that at least comply with Swiss animal welfare laws. In the beef and pork categories, our percentages are already very high at 86.8% and 93.7% respectively, and are unlikely to move any higher as additional availability is limited. Domestic poultry is currently far from sufficient to meet consumer demand, meaning that the majority of our poultry is sourced abroad. Our percentage of domestic poultry was 19.4% in 2019. Furthermore, if we succeed in growing sales, the percentages will tend to be even smaller due to the aforementioned scarcity. As a result, we are focusing our efforts primarily on ensuring that our foreign suppliers comply with Swiss animal welfare standards. In 2019, we were not yet able to increase our Swiss-sourced share of meat or procure meat from abroad at Swiss animal welfare standards, but the latter should be possible for poultry from 2020 onwards.

Outlook

A procedure for the selection and approval of suppliers is currently being developed by the "Ingredient sourcing" Champion Group. It will define uniform processes and requirements for the selection, approval, monitoring and evaluation of suppliers and external contract producers through the different ORIOR competence centres. This should help to confirm the quality capability of our suppliers beforehand and clearly regulate our business partnership.

The individual competence centres also carry out projects to promote organic innovations. In 2020, there is a joint project underway launched by Biotta and Le Patron that aims to offer new organic vegetable products in the future. Albert Spiess is determining whether organic beef can also be used for Bündnerfleisch dry-cured beef exports. Albert Spiess is also planning a new product line based on the core values of sustainable meat products. Rapelli will be able to launch new products with the IP-Suisse label in 2020.



Fresh, healthy ingredients from local suppliers, combined in a delectable Pastinella creation.

Safe and healthy food



Ambition 2025

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

Status

Further efforts required

SDG contribution



Relevance for ORIOR and our approach

GRI 103-3

A healthy and balanced diet, along with other factors such as sufficient exercise, fresh air and adequate sleep, plays an important role in well-being and good health. Diseases such as obesity or cardiovascular complaints, which are on the rise worldwide, can occur as a consequence of an unbalanced diet. Intolerances, deficiencies or allergies can also cause challenging health symptoms. As a food manufacturer, we see it as our job and responsibility to continue optimising our products – both from a qualitative and culinary perspective, as well as a nutritional-physiological point of view. This also enables us to make a contribution to achieving SDG 3 (good health and well-being).

on meaningfully despite the differences between our competence centres.

Ongoing improvement based on concrete measures was actively promoted in the 2019 reporting year in the following areas: We are optimising our recipes by identifying potential reductions in fat, salt and sugar contents and by avoiding artificial additives wherever possible. We are investing steadily in our manufacturing methods and improving our processes to ensure that valuable nutrients and vitamins in the raw materials are preserved in the end product. Food safety is the top priority in all of our activities and processes. All ORIOR operating facilities have implemented a quality management system that exceeds the minimum legal requirements.

GRI 103-2

ORIOR's goal of continuously improving its production of healthy and safe food is part of assuming our responsibility. By 2025, our goal is to increase the number of healthy products that we make and avoid using artificial additives wherever possible. ORIOR comprises extremely diverse competence centres with product ranges that vary widely. This makes it a true challenge to come up with a common definition of how we define and increase the "number of healthy products" as part of our group-wide goal. For this reason, we are not yet able to communicate a degree of target achievement for this year. In 2020 and 2021, we will continue to work on identifying a practical and adequate common denominator for this field of activity and will cluster the topics in such a way that they can be reported

Within the organisation, several departments and their representatives cooperate closely to guarantee the safety and health of our products. As early as the development and marketing stages, it is important that our passion for optimised products is incorporated into new designs. The "Quality Management" Champion Group plays a leading role in the areas of recipe management and food safety. The manufacturing methods and the process landscape are monitored, reassessed on an ongoing basis, and adapted when necessary by the Head of Supply Chain Excellence together with the operations managers.

Activities 2019

Recipe management and our “Clean Label”

Due to the decentralised structure and the different product portfolios of our competence centres, recipe management was handled separately by each competence centre for a long time, which meant that knowledge and skills were not always optimally exchanged. Since 2017, the “Recipe Management” initiative has been running on a group-wide basis led by the “Quality Management” Champion Group. The recipe and ingredient data is recorded in the Group system and made available to all of our competence centres. By exchanging and sharing this information, our quality departments can easily generate automated evaluations that form the basis for analysing further improvement potential. In addition, the development departments gain agility and speed, which also pays off for our customers because the pace of innovation can be increased as well. We will continue to expand our system in the coming years and enhance it with additional data and evaluation options, including for our sustainability reporting.



Our Biotta carrot juice is tested for quality, taste and food safety.

The “Clean Label” project is part of our recipe management. For us, it represents a stamp of approval for products with the shortest possible lists of ingredients, with no flavour enhancers, artificial flavours, colourings or preservatives, and with as few allergens as possible. Thanks to finely blended natural spice mixtures and ongoing investment in modern production processes,

we are able to keep reducing or eliminating the addition of salt and additives in numerous products without compromising on taste. In 2019, numerous recipes were once again improved as part of the “Clean Label” project. In 2020, we will work to define the standards for this label even more precisely and expand it.

“Clean Label” and improved recipes – 2019 examples

Pastinella: Reduction of artificial additives	“Clean Label” innovations in the Refinement segment	Möfag: Interaction between infrastructure and recipes
<p>The percentage of the Pastinella product range that meets the “Clean Label” requirements is very high. This is partly due to the fact that, together with a major customer, a substantial switchover was completed in 2018 and 2019, thanks to which it was possible to eliminate additives such as artificial flavours from many products.</p>	<p>In the Refinement segment, certain additives are relevant for food safety compliance, e.g. in meat-curing processes. Nevertheless, the competence centres still find ways to implement innovations in their recipes. In 2019, Rapelli developed a salami and a dry-cured ham without antioxidants, and Albert Spiess launched an additive-free dried meat product.</p>	<p>Möfag's example demonstrates how innovations in infrastructure can help to achieve “Clean Label” successes. The investment in a completely new, state-of-the-art ham processing facility allows Möfag to utilise recipes with fewer additives in such a way that its products still meet taste and food safety requirements. Möfag has also been able to adapt its meat marinades so that they have not used any palm oil since 2019.</p>

Products for special requirements

Nutritional requirements are becoming increasingly diversified. Food intolerances and allergies are on the rise, and affected individuals are restricted to a special diet but do not want to lose out on flavour. Here at ORIOR, we have proven expertise in manufacturing products for people with special dietary or health needs. ORIOR is expanding its product range so that consumers only have to give up certain ingredients but not their favourite meals, and we are constantly launching new and innovative product alternatives.

We are working continuously to remove allergens from our standard products. In 2019, for example, Fredag and Möfag eliminated mustard, celery and sulphites (some of which are used in spice blends) from as many products as possible. We have also been developing

gluten- and lactose-free products for our "Care" label since 2013. In the case of gluten intolerance, affected individuals cannot consume regular pasta or other products containing certain grains. People with lactose intolerance are unable to digest milk sugar properly. Official figures indicate that 10–20% of the population are affected, which has prompted us to offer exciting alternatives, especially in the Convenience segment.

More and more consumers are eager to improve their general well-being and positively influence certain health parameters through their diet. As a result, they are increasingly on the lookout for products that offer other specific health benefits. In the reporting year, the ORIOR competence centres launched new concepts to meet this demand as well.

"Additional health benefit" – 2019 examples

Biotta: Expansion of its "Vital" line

All Biotta juices are made from certified organic raw materials and contain no granulated sugar or artificial additives. The Biotta Vital line, which focuses on health and well-being, was expanded this year with four new products. The different juices in the "Vital" line impress with their unique nutrient blends derived from nature and together deliver a healthy boost for natural prevention. Whether it is to strengthen the immune system, regulate the acidic-alkaline balance or ensure sufficient fibre intake – the Biotta "Vital" line provides just the right support all year round.



Albert Spiess: Broader myEnergy snack offering

The new myEnergy snacks from Albert Spiess were developed for people who eat consciously and want to recharge with a concentrated load of protein and healthy nutrients in between meals. These high-quality natural products were developed to deliver a shot of pure energy with essential ingredients and no unnecessary additives. They are low in fat with zero sugar and zero carbs. Available as Beef Sticks, Beef Jerky, Beef+Nuts and Meat or Veggie Balls with Dip.



Growing vegetarian and vegan trend

The demand for vegetarian and vegan options and the resulting product offerings were extraordinarily dynamic in 2019. A growing segment of the population wants a wider range of plant-based products as people adopt a flexitarian, vegetarian or vegan diet.

ORIOR’s competence centres were also involved in this segment, working with their development teams and customers to create new concepts, carrying out numerous tests in production, and launching many exciting innovations.

Growing trend: flexitarian, vegetarian and vegan – 2019 examples

Fredag: Launch of Happy Vegi Butcher brand Pastinella: New vegan products launched

Developing a sustainable and tasty alternative to meat that comes as close as possible to the original was the aim for the Happy Vegi Butcher products from Fredag. The result is a 100% vegan range produced in Switzerland from predominantly Swiss raw materials and after an extremely successful market launch, it shows promising potential for the future. And yet another point in its favour – the products have been awarded the climate-neutral label from myclimate.



At Pastinella, "Care" stands for tasty alternatives for specific needs. Whether they are free from gluten or lactose, organic or even vegan, these filled pasta specialities should delight all of our consumers. The latest creation is the Medaglioni Avocado fresh filled pasta. The filling is not only wonderfully creamy but also rich in essential vitamins and unsaturated fatty acids thanks to avocado, a true superfood.





The Happy Vegi Butcher team at the IGEHO trade fair.

Food safety

Seamless product quality and safety management is the basis of our business success. Both our customers and consumers have high demands when it comes to the quality and safety of food. To fulfil their expectations, we employ systematic quality management which usually exceeds standard legal requirements. 100% of our production volume comes from certified manufacturing. All of our Swiss competence centres have a food safety certification recognised by GFSI (Global Food Safety Initiative), e.g. FSSC, ISO 22000 or International Food Standard (IFS). These standards are audited by an external accredited certification body. The "Quality Management" Champion Group

also ensures open communication and the exchange of expertise and new findings regarding food safety issues across the entire Group. Consumers can contact us at any time via the competence centre websites and share any concerns or questions with us. Such enquiries are handled by a central office in each of the ORIOR Group's competence centres and then forwarded to the relevant contact person for a response. Whenever we are considering adding new recipes or raw materials, we always clarify first whether the upstream stages of our processes can also meet the standards required by us and our customers.

Evaluation and outlook

GRI 103-3

Due to the challenges described above, we are not yet able to present our degree of target achievement (increase our number of healthy products by 2025). However, we are very rigorous in monitoring and adjusting the salt and sugar content in our products. We succeeded in reducing the sugar and salt content in many new products and revised recipes, as the following examples illustrate.

Salt and sugar reductions – 2019 examples

Pastinella: Less salt in its pasta	Biotta: Organic energy with less sugar	Rapelli: Barbecue products with less salt
<p>Pastinella is aware of the increasing relevance of salt content in processed foods as well as for rating systems such as the Nutri-Score, and the pasta producer has been working on recipe adjustments for some time now. In 2019, working together with its supplier of liquid eggs, Pastinella was able to realise a substantial reduction in the salt content of the eggs used for its pasta doughs without having to sacrifice production efficiency, quality or taste. With an additional decrease in the salt content in the dough itself, it was finally possible to achieve a salt content of just 0.3 g per 100 g of product.</p>	<p>The organic Bio Energy drink contains no granulated sugar. Instead, a small amount of natural dextrose helps to break down the acidity of this energy source so that the drink can provide a boost of direct energy. Now, thanks to a recipe adjustment, Biotta has succeeded in reducing the dextrose content even further by 1 g per 100 ml, making the enjoyment of this power drink all the more healthier.</p>	<p>In the Refinement segment, our team is also working diligently on replacing salt with healthier seasonings. Rapelli achieved this goal in 2019 with some of its barbecue specialities, which now use less salt thanks to carefully balanced spice blends.</p>

Outlook

We will continue to work on updating our recipes and reducing the amounts of salt and sugar contained in the end product. In both the current and coming years, we will focus on further elaborating and shaping the common definitions, ambitions and goals regarding healthy products and our "Clean Label".

Our ambitions in the area of environmental responsibility



-25%

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



-10%

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



-15%

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



View from Schatzalp down to Davos, where the Albert Spiess drying facility is located.

Environmental responsibility

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

This section outlines how we implement and promote environmental responsibility throughout our company and will focus on the “Food waste and packaging”, “Climate and energy” and “Water” fields of activity. We formulated goals for these areas in 2018 that run until 2025. In our sustainability reporting, we pay particular attention to the environmental impact of ORIOR’s value-added share (see Value chain, p. 7), since this is where we can exert the most influence. Clearly defined fundamental values and rules are a prerequisite for us in order to assume our responsibility in the upstream and downstream stages of the value chain as well. This is why we also address the topic of environmental responsibility in our approach to product responsibility (see pp. 14 – 29).



Food waste and packaging



Ambition 2025

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

Status

On track

SDG contribution



Significance for ORIOR and our approach

GRI 103-1

We are still throwing away far too much food worldwide. According to the UN's Food and Agricultural Organisation, a third of our food is lost "between the field and the plate"¹. These losses are unnecessary as the majority of the food that is discarded is still edible or processable. Furthermore, the wasted resources have a negative impact on our ecosystem, biodiversity and climate as well as on local rural communities. Finally, they also have an adverse effect on cost efficiency. With this in mind, all the participants along the value chain have a responsibility to reduce their waste to a minimum. This is ORIOR's goal as well, and we have already succeeded in making improvements in this area over the last few years. However, there is still further potential for reduction. By 2025, we want to reduce our food waste by 25% per kg produced.

When it comes to packaging, we also need to protect our natural resources and reduce packaging material or optimise its ecological footprint wherever possible. The fact that food waste and packaging strongly influence one another presents a further challenge. Suitable packaging makes food last longer, resulting in less food waste. It also fulfils critical functions in regard to compliance with food regulations, which allow us to protect the health of our consumers. Nonetheless, innovations in the area of packaging material consumption and recycling are required in order to protect natural resources over the long term.

This section outlines the improvements that we are implementing in the "Food waste and packaging" field of activity at ORIOR's production facilities. In this way, we also want to contribute to achieving the following

three SDGs. SDG 12.4 explicitly aims to halve global food waste by 2030. By using natural resources conscientiously, we also contribute to SDG 14 and 15 (life on land and below water), as this behaviour supports the sustainable use of ecosystems.

The reduction of food waste is being driven forward mainly by the "Operations Managers" and "Technical Heads" Champion Groups, which are accompanied by the Head of Supply Chain Excellence at the Group level. The "Packaging sourcing" Champion Group is responsible for the area of sustainable packaging. Finally, the sales teams and marketing departments also play an important role because ordering modes and schedules, volume agreements and packaging design are all crucial for setting the right course before the actual production process begins.

GRI 103-2



Herbs and spices from Ticino – valuable resources for the terroir products from Rapelli and Ticinella.

¹ <http://www.fao.org/food-loss-and-food-waste/en/>.

Activities in 2019

We prioritise the following approaches. We are optimising our business processes and logistics to reduce waste during the manufacturing process and to improve our packaging. We also rely on close collaboration with upstream and downstream value-creation partners in order to be able to source and produce in a more needs-oriented manner. This is vital because a great deal of interdependencies exist between the participating actors when it comes to waste prevention. Finally, we are committed to finding a use for half-finished and finished products that we are no longer able to bring to market via our normal sales channels. This also includes donating products to organisations

such as "Tischlein deck dich", for example, or selling them at reduced prices in our factory shops.

When we record our waste volumes, we differentiate between process waste and disposal. The former occurs during production, i.e. when running machinery or portioning. Disposal, however, encompasses raw materials that cannot be processed and all finished products that have to be disposed of or cannot be sold via our normal sales channels. Reasons for disposal may be overproduction, slight defects, imprecise planning, fluctuations in order quantities, or phasing out certain products for customers.



At Biotta, our supply farmers can return and pick up the pomace (plant fibres left over from juice processing) and use it as feed for their livestock.

Waste in the production process

We can reduce process waste by adjusting machinery, batch sizes, production rates and cleaning processes. Furthermore, the behaviour of production employees and the design of the products themselves significantly influence the amount of waste that occurs during processing. In terms of our machinery, resource and energy consumption is always a central criterion for new procurements and machine maintenance. Our technical specialists in the production facilities have a great responsibility in this area. For example, by investing in its machine maintenance, Fredag has managed to significantly reduce the breakage rate for its vegetarian sausages. Overall, Fredag was able to reduce its process waste by 7.3% from 2018 to 2019 thanks to increased maintenance and other measures.

With regard to optimised processes and procedures, the general rule is that there are greater losses related to small production volumes because the loss volumes per production run are often unchanged. The issue of lower production volumes resulting in higher process waste is therefore a constant challenge for our Convenience companies. Biotta dealt with this in 2019 when it improved waste reduction by introducing new production rates for its fresh juices. However, sometimes testing of new products also results in small production volumes and greater process waste.

Process waste per kg produced fell by 9.1% across the board at ORIOR Switzerland, confirming that our efforts in this area are starting to pay off.

Disposal of raw materials or products

The major challenge in disposing of raw materials or half-finished and finished products lies in precise planning. The better our supply and demand management is, and the better we understand the needs of our customers, the better we will be at preventing such waste. This makes improving our planning accuracy and working together with our suppliers and customers to find solutions for reducing waste even more important.

For example, Albert Spiess was able to reduce its disposals in 2019 through various efforts. The modernisation of its drying facility in Davos Frauenkirch not only achieved energy savings but also improved the quality of the drying so significantly that the disposal of defective products fell by more than 40% in one year, which represents a tremendous success. Meaningful reductions were also achieved at Le Patron. Thanks to the adjustment of its product range, which now includes fewer Ultrafresh meals, and optimised production planning, its disposal volume could be significantly reduced from 2018 to 2019. Fredag

and Pastinella were also able to reduce the quantity of discarded raw materials and finished products.

If we are still unable to sell all of our products, we work whenever possible with non-profit organisations such as "Tischlein deck dich", "Schweizer Tafel", "Tavolino magico" and "Caritas". For example, Pastinella further expanded its collaboration with "Tischlein deck dich" in the year under review. In addition, our employees and external staff can purchase goods at reduced prices in the factory shops before we have to discard them. Several competence centres such as Le Patron and Pastinella also use the platform "Too good to go" for this purpose. In the future, we want to be able to separately record what proportion of our disposals is accounted for by the goods passed on in this way, which is currently not possible. The percentage of food disposal per kg produced fell by 21.4% over all Swiss units in the reporting year thanks to the efforts of all those involved.

Together against food waste

One-of-a-kind Biotta juice was available in selected Coop subsidiaries in February 2019 – red Biotta carrot juice that was made from salvaged carrots. An entire field of colourful organic carrots from the Zurich Weinland region could not be sold and were to be ploughed under. The Grassrooted association from Zurich, which campaigns against food waste, purchased the carrots from the farmer and sought partners who were interested in using this perfectly fine raw material. The association found exactly who they were looking for in Biotta and Coop. Biotta processed the White Satin, Orange Malbec and Purple Elite carrot varieties into delicious organic carrot juice in its factory on the shores of Lake Constance. Thanks to Coop, this limited edition with the name "Together against foodwaste" made it onto the shelves of Swiss retailers. The project was completed under tight time constraints thanks to the enthusiastic involvement of all partners. This action shows that we are strong if we work together, and we can take a stand against food waste.



More sustainable packaging

Sustainable packaging is becoming increasingly important for all ORIOR companies. On the one hand, our customers are showing more interest in offering their consumers sustainably packaged products. On the other hand, there is a growing number of packaging options now available – whether it is material savings through lighter or less packaging, recyclable materials or renewable alternatives to plastic. In 2019, our competence centres invested considerable time and effort into testing and implementing new options. However, the development of sustainable packaging solutions has wide-ranging effects, e.g. on the shelf life of our products as well as on our fleet of machinery. And

finally, the higher degree of sustainability must also be reflected in the price and accepted by customers and consumers, which is not always as straightforward as it seems. All of these reasons make it crucial that we take a holistic approach.

One challenge for the competence centres is that some of the more sustainable packaging solutions turn out to be more expensive but our customers and consumers are not always willing to accept a price increase. This also shows how important collaboration is all along the value chain for achieving sustainability goals both in our own companies and on a global level.

Selected packaging innovations in 2019



One of the most important innovations in 2019 was the new packaging design for three grilled meat specialities from Rapelli. Instead of two sheets of plastic film for the lower and upper part of the packaging, a flat FSC cardboard base is now used with a removable plastic layer on which the meat is placed under a close-fitting "skin" of plastic film. Up to 70% of this packaging is now recyclable. The product was a great success with consumers, which is why Rapelli is expanding the new packaging to even more products from 2020.



Together with the comprehensive relaunch of the new brand image, Albert Spiess has made its entire packaging concept much more sustainable. The new packaging is made of 80% cardboard. At the same time, the thickness of the upper and lower bands of plastic film has been decreased, which has reduced plastic material consumption by around 60%. The packaging will also be expanded to further products in the range in 2020.



At Pastinella, material savings were achieved by removing the upper cardboard tab on its pasta packaging and printing directly onto the plastic pouch instead. This will save around 10 tonnes of cardboard annually. Pastinella also carried out various tests with recyclable packaging made from a mono-component plastic film, making it easier to reintegrate into the material cycle. The work in this area is promising and will continue.



Next to plastic, cardboard is the most important packaging material at all our units. Effective material savings are sometimes possible by reducing its thickness. Biotta went in this direction with a new outer packaging for its glass bottles in 2019. By using a single instead of a double ply, the new cardboard box is much thinner and saves 55 g of cardboard per box, which corresponds to around 90 tonnes of material saved every year. It was a complex project, as the packaging machine also needed to be adjusted; however, only the new outer packaging has been used with great success since the end of 2019.

Evaluation and outlook

Evaluation

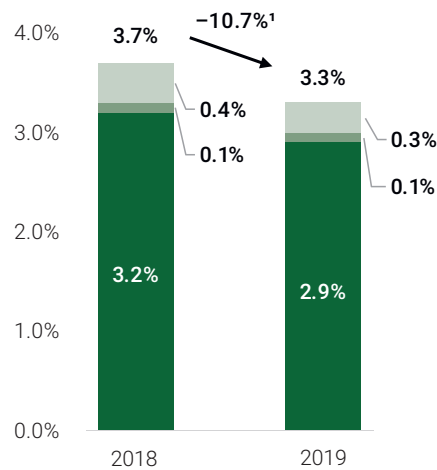
GRI 103-3

In 2018, we set ourselves the goal of reducing our food waste (per kg produced) by 25% by 2025. From 2018 to 2019, we were able to reduce waste by 10.7% to 3.3% of the produced weight, putting us well on the way to achieving our goal by 2025.

We are still working on a solution that will allow us to effectively measure our progress with regard to sustainable packaging. Data collection of the material flows across all our competence centres is still a very complex process. We aim to improve this in 2020 and 2021.

GRI 306-2

Food waste
(kg food waste / kg of production)



Outlook

We are persevering with our goal of reducing our food waste through the implementation of individual measures at the individual competence-centre level. Production, planning and procurement processes are being improved on an ongoing basis through a variety of projects in the area of operative excellence, which will also have a positive effect on our levels of food waste. In particular, we would like to further optimise the interplay between innovation, sales and production in this regard. Well-integrated supply and demand management is the only way we can coordinate production and sales optimally and minimise food waste.

The topic of packaging will also continue to be a focal point in 2020. In January 2020, an Innovation Day was held with various packaging suppliers presenting their sustainable innovations as potential solutions to approx. 15 representatives from the different ORIOR competence centres. Furthermore, testing of new packaging concepts is being continued at the sites, requiring close collaboration with packaging suppliers, machine suppliers and customers.

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

Climate and energy



Ambition 2025

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

Status

Further efforts required

SDG contribution



Significance for ORIOR and our approach

GRI 103-1

Due to its greenhouse gas emissions at different stages along the value chain, the food industry makes a significant contribution to climate change. Between 25 and 30% of all global greenhouse gas emissions are caused by food production.¹ In the process, a significant proportion of that is emitted in the early stages of the value chain, e.g. in the livestock breeding sector. Agriculture alone makes up 11% of the previously mentioned 25–30%.² We tackle these upstream emissions with our approach for sustainable raw materials (see section on Product responsibility, pp. 14–29).

However, food processing also emits greenhouse gases, above all through its energy and electricity consumption. Therefore, we, too, want to minimise our CO₂ emissions both by focusing on energy efficiency and by relying more on energy sources with a lower environmental impact. By assuming this responsibility, we want to contribute to the achievement of the SDGs, in particular SDG 7 (energy) and SDG 13 (climate action). This also enables us to be a reliable, attractive partner for our customers and to support them by ensuring that their own upstream value creation has a lower environmental impact.

The issue of climate and energy is being pushed ahead by the “Operations Managers” and “Technical Heads” Champion Groups, which are accompanied at the Group level by a specialist in operational process optimisation. The members of the “Logistics” Champion Group have also taken on important tasks. Finally, the development, marketing and sales teams contribute to determining how much energy we require for our production processes with their product designs and volume planning. The interplay between the different disciplines and the mutual understanding in this regard are important, and we want to strengthen this synergy even more in the coming years.

The Champion Groups report to the Swiss management team, which is responsible for setting goals and monitoring success. The key figures on energy consumption are an integral part of the monthly reporting and, through their integration into the performance assessment, also form a component of the remuneration system for management at the competence centres.

GRI 103-2

Environmental mission statement of the ORIOR Group

Environmental awareness is one of our core values.

The respectful handling of natural resources and the environment is a clear goal of ORIOR.

ORIOR measures its environmental contribution by the progress it makes.

This is evaluated in a similar way to productivity improvements.

Annual quantitative targets are continuously reviewed and corresponding measures initiated.

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

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

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

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

Activities in 2019

Implementation of the target agreements with the federal government

The Swiss CO₂ Act, which has been in force since 2013¹, requires companies from certain industries to pay a CO₂ tax on the consumption of fossil fuels – unless they enter into a target agreement on emissions reduction with the federal government and implement the corresponding efficiency measures. All of ORIOR's Swiss production companies have entered into such a target agreement and take part in the corresponding programme of the Energy Agency of the Swiss Private Sector (EnAW). In cooperation with the EnAW advisors, company-specific measures are developed on an annual basis in accordance with the principles of effectiveness and efficiency, and their implementation and success are controlled in the EnAW monitoring system. In this way, reports can be made to the federal government on the ongoing improvements and on the final target achievement.

This work was continued in 2019, and the majority of the measures mentioned in this section were implemented as part of it. All of our competence centres filed their monitoring report in spring 2019, and the majority are on course to achieve their target agreements by the end of 2020.

Heat and steam generation

In food manufacturing, the generation of heat and steam for the cooking process is a crucial factor when it comes to energy and electricity consumption. Therefore, it is essential to rely on more sustainable energy sources on the one hand, and to increase efficiency in our use of the generated heat on the other.



Clemens Rüttimann (left), CEO of Biotta, and Christian Rathgeb, owner and CEO of Rathgeb Bio, at the inauguration of the woodchip heating system.

One of the most important events of 2019 in this regard was the commissioning of the new woodchip heating system at Biotta. The system was designed as part of a partnership project with a neighbouring company, Rathgeb Bio, which is one of the most important suppliers of Biotta. With the help of the heat generated by the woodchips, oil consumption can be significantly reduced, which allows Biotta to save up to 400 tonnes in CO₂ emissions every year. The wood used for fuel comes from forests in the region surrounding the production site.

Other competence centres have changed to more climate-friendly energy sources as well. Steam has been generated with natural gas instead of heating oil at Le Patron in Uetendorf since 2019, which has a great impact on emissions.² At Rapelli, natural gas now makes up almost 100% of the fossil energies it uses.

Pastinella was also able to implement improvements in this area in 2019. By repairing and refurbishing its heating system and commissioning a heat exchanger, the exhaust heat from its refrigeration plant can now be re-used to heat water. In combination with the efficient use of waste heat from the steam condensate generated by its cooking processes, Pastinella was able to reduce its natural gas consumption by 7% in 2019.

Heating, ventilation and air-conditioning systems

Our buildings are another key lever. Energy consumption can be reduced by upgrading a building's general condition, insulation, lighting, and heating, ventilation and air-conditioning systems (HVAC systems). A great deal has been undertaken in this area since 2013 within the scope of the EnAW projects.

For example, important measures were implemented at Fredag in 2019 in this area, which allowed the company to reduce its electricity consumption by 5.6%. By optimising the combustion process, the amount of heating oil to heat buildings could be reduced by 31.3%. The energy consumption of the ventilation systems was greatly improved by reducing operating times and slightly adjusting the mix of cooling and ventilation.

Rapelli's improvements to its HVAC systems in 2019 were also very successful. As in the case of Fredag, the operating times of the heating and cooling systems were optimised and combined with the insulation upgrade of the HVAC systems and the set-up of a heat and cold recovery system. Between 2018 and 2019, Rapelli

¹ <https://www.bafu.admin.ch/bafu/en/home/topics/climate/law/acts-ordinances.html>.

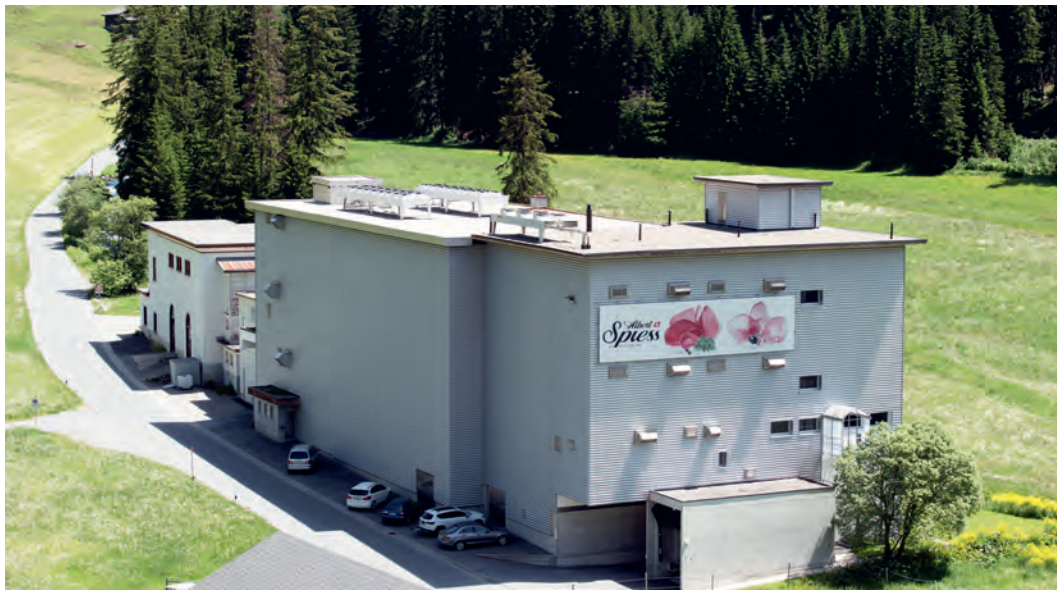
² Factor difference of approx. –24% CO₂ per kWh. Emission factors of the Swiss Federal Office for the Environment (FOEN), see <https://www.bafu.admin.ch/bafu/en/home/topics/climate/publications-studies/publications/co2-abgabebefreiung-ohne-emissionshandel.html>, p. 79.

was able to reduce its heating oil requirements by more than 60%.

At Albert Spiess, the entire drying facility in Davos Frauenkirch was retrofitted in 2018 with the goal of modernising the building and bringing it up to the latest energy standards. In 2019, the positive results of this investment started to emerge. The refurbishment of the cooling and ventilation systems quadrupled the drying capacity, and enabled the use of waste heat and cold. As a result, an 85% reduction in heating oil consumption was achieved in the drying facility, which constitutes a

decrease of 20% across all of Albert Spiess. Furthermore, there was an improvement in the quality of the dried meat specialities as a result of the renovation, as the modern ventilation system enables more uniform drying. In this way, less waste is produced, which enabled Albert Spiess to reduce its overall food waste (see section Food Waste and packaging, pp. 32 – 36).

And last but not least, we are optimising the lighting in all of our buildings. The switch to LED lighting continued at many sites in 2019, such as at Le Patron, Biotta and Albert Spiess.



Thanks to the modernisation of the drying facility of Albert Spiess in Davos Frauenkirch, heating oil consumption and food waste can be reduced.

Production efficiency

Thanks to ongoing investments in the production plants and processes, we are improving our energy efficiency. A structured approach to machinery and plant maintenance helps us to increase efficiency. In this way, we extend the service life of our machinery and, where possible, postpone new acquisitions. This helps us to reduce the share of grey energy per year over the entire life cycle of the machinery. We also reduce unnecessary downtime, which also results in energy loss.

In 2019, “sustainable and value-oriented maintenance” was an important focal point of the “Operations Managers” and “Technical Heads” Champion Groups. On the process front, ongoing work is being done on enhancing efficiency, productivity and process safety with a modern management system.

However, the changing and diversified product range as well as the sometimes tight delivery intervals are a challenge for us. When more variations are produced more often and in smaller batches, the result is lower energy efficiency as well as higher water consumption due to operating and cleaning the machines more frequently. Some of our new vegetarian specialities are also more energy-intensive to produce than our traditional products – however, in ecological terms, they have a better overall score. This indicates that energy efficiency also has to be considered in product development as well as in discussions with customers regarding volume agreements and delivery deadlines.

Electricity consumption and origin

In 2018, we set ourselves the goal of reducing our electricity consumption by 10% by 2025. In 2019, we were unfortunately unable to achieve any electricity savings (+0.15%), which was due to the mix of products and a higher electricity demand due to the replacement of other fossil energy sources. As a result, the type of electricity that we procure is even more important to us. In a project implemented in 2019, our electricity purchases were reconsidered due to rising electricity prices and adjusted as part of a new purchasing strategy. The next step is to address the issue of optimising our electricity mix and increasing the share of renewable energy we consume wherever it is possible and economically viable to do so.



Thanks to its technical supervisor becoming certified as a "Technician HF System Technology", the management of production plants and building services can now be programmed in-house at Pastinella.

Evaluation and outlook

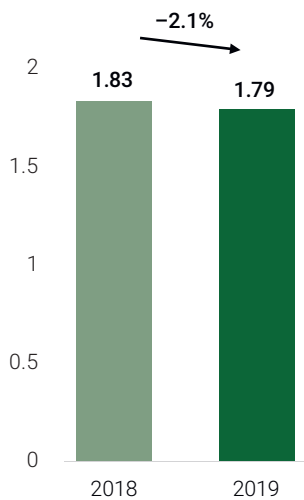
GRI 103-3

In order to monitor our performance in the area of climate and energy, we measure and report on the intensity of our energy consumption and greenhouse gas emissions per kg produced. Thanks to the above-mentioned measures, we were able to reduce our energy intensity by 2.1% in the reporting year. This brings us

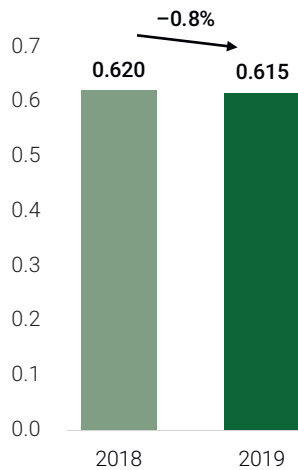
to a consumption of 1.79 kWh per kg produced. It is encouraging to note that we were also able to reduce our greenhouse gas intensity. In this area we are achieving 0.165 kg CO₂e per kg produced. However, to achieve our goal of reducing emissions by 10% by 2025, we still have to realise significant improvements.

GRI 302-3

**Energy intensity
(kWh/kg of production)**

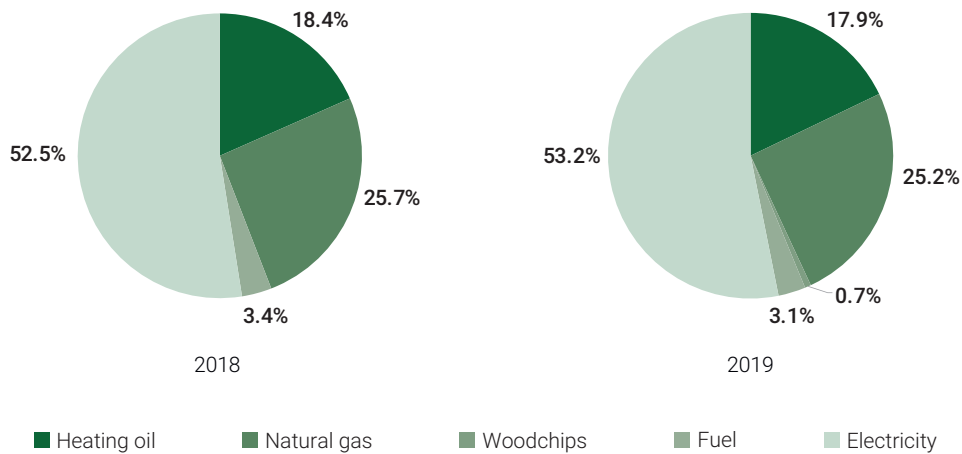


**Greenhouse gas intensity
(kg CO₂e / kg of production)**



GRI 305-4

**Energy consumption
by energy source (in %)**



Outlook

We are continuing to take maximum advantage of the potential for improvement at our individual production facilities. At Le Patron, for example, key steps are being taken in 2020. On the basis of an energy master plan, solutions will be developed, by means of which the future development of the premises including all

energy-relevant technical installations can be defined in the long term. This holistic assessment may deliver approaches that we can also use in other competence centres. Similar holistic future planning is also being carried out at other competence centres.

Water



Ambition 2025

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

Status

On track

SDG contribution



Significance for ORIOR and our approach

GRI 103-1

Access to clean water is a human right, and water is also an essential resource for earth's entire ecosystem. The food industry consumes large quantities of water along its entire value chain, whether it is for irrigation in agriculture, for production, or for cleaning purposes. Many major crop-producing countries are confronted with water shortages time and again, which are made even worse by intensive farming. Therefore, when we source our raw materials, we pay attention to the origin and sustainable farming methods (see section on Sustainable raw materials and animal welfare, pp. 16 – 23). Even though our sites are not located in areas with water shortages, we strive to take good care of this valuable resource. Through our operating activities, we contribute to industrial water consumption, which makes up around a quarter of the total water consumption in Switzerland. By 2025, we aim to reduce the consumption of fresh water in relation to the volume produced by 15% and thus also contribute to the achievement of SDG 6.4, regarding more efficient water use, and SDG 12, regarding more sustainable consumption and production patterns. We set this goal in 2018 as part of our materiality process, in which the different divisions of the company were also involved.

With the ongoing optimisation of our fleet of machinery – including investments in machines with improved water efficiency – as well as the continuous improvement of our production processes, we see many potential areas for reducing our water consumption. At the same time, we are improving employee awareness and training them, in particular the cleaning staff, with relevant courses to encourage the efficient use of water.

We are not yet conducting any actual water risk assessments. However, a breakdown of our water consumption at the level of the individual competence centres is reviewed and recorded on a monthly basis. The monitoring method depends on the volumes produced. In this way, necessary measures can be initiated as soon as possible. Efficiency – in all areas including water – is defined as a strategic cornerstone of the ORIOR Group and is being consistently improved both for sustainability as well as economic reasons.

GRI 303-1

GRI 303-1

GRI 103-2

At our production sites, we require water primarily for cooking processes, cooling or to clean our machinery and production halls. We source the fresh water from the respective municipal services company. Specific adjustments in production as well as a rethink on the part of all employees are required for us to achieve our goal of a 15% efficiency increase by 2025. As part of the process, we are concentrating on the starting points of machinery, processes, cleaning and personnel.

The responsibility for optimising water usage lies primarily with the respective Operations Managers. They are responsible for successfully cascading our ambition for the efficient usage of water to the individual areas and teams. The Head of Supply Chain Excellence is brought in for the procurement of new machines. The "MRO" Champion Group and the head are jointly responsible for the establishment and introduction of the "Guidelines for the New Acquisition of Machines", including the criterion of water efficiency. The Head of Supply Chain Excellence also advises the competence centres on all issues related to process optimisation.

Activities in 2019

Plant optimisation

Projects and measures for the optimisation and value retention of the plants are defined annually within the companies, with the "Lean" and "5S" value-oriented maintenance projects being of particular importance here. The "MRO" Champion Group also plays a key role in improvements. The tasks of this Champion Group include not only the inter-divisional exchange of knowledge and mutual support but also the harmonisation of similar machinery, the joint sourcing of required items and the optimisation of plant maintenance. We are confident that the harmonisation of the plants will impact positively on the production efficiency in the mid and long term, and also lead to related improvements in energy and water efficiency.

Process adjustments

A significant share of the water used in our production facilities occurs during the cooking, cooling and cleaning processes. Correspondingly, there is significant potential to reduce fresh water consumption with optimisations throughout the production processes. The two most important influencing factors are planning safety and process improvement.

Cleaning with less water

A significant proportion of the water consumption takes place during the cleaning of the production equipment and areas. We view the latter as a significant lever, since the production equipment is cleaned several times daily in accordance with strict hygienic guidelines depending on the order volumes and product range. In the case of manual cleaning in particular, water consumption is dependent on the careful, appropriate handling of water. The working instructions are therefore continually redefined, and employees receive ongoing training. The more frequent cleaning remains a challenge due to our diversified product range in the Convenience segment. We also aim to improve this in the future thanks to optimised processes and planning.






Awareness raising and training sessions

The careful use of our resources is an important part of our ongoing training and education in this area. The training sessions take place at regular intervals several times per year, and are usually carried out by specialists from cleaning companies. Besides the training sessions, references and reminders on a daily basis are important to achieve lasting change.



The valuable resource that we want to protect rushes by near the Albert Spiess drying facility in Davos Frauenkirch.

Increased water efficiency – 2019 examples

<p>Fredag: Refrigeration plant condenser</p>  <p>Fredag optimised its refrigeration plant and significantly reduced its water consumption as a result. Corresponding positive effects on KPIs are expected in 2020.</p>	<p>Le Patron: New water coolers</p>  <p>Le Patron built a refrigeration circuit with integrated coolers for the packaging machines in the Convenience department. Thanks to this, water is reused rather than being flushed. This has resulted in considerable savings in the area of fresh water.</p>
<p>Albert Spiess: Fine-tuning of operating times</p>  <p>With better time management, Albert Spiess is now able to operate its equipment more precisely. This includes the exact synchronisation of the operating times with production volumes, which allows savings in the area of water and electricity.</p>	<p>Möfag: Rethinking the cooling process</p>  <p>Möfag's cooked ham specialities must be quickly cooled after the cooking process, which takes place via a cooling shower. Instead of continually spraying water for a certain time as in the past, the cooling process is now accomplished with a fine water mist, completing the entire process with only a one-minute water shower.</p>
<p>Möfag: Optimising throughput volume</p>  <p>As at Le Patron one year ago, Möfag is now focusing on reducing its water throughput for cleaning. By using water-reduction nozzles in the cleaning satellites, water consumption has dropped by 2.5% per tonne produced.</p>	<p>Rapelli: SMART project</p>  <p>Through the implementation of an efficiency project at Rapelli, the water pressure used for cleaning has been adjusted in such a way that the company was able to increase its water efficiency by 5% in the reporting year.</p>



Technical experts in a work meeting on process optimisation at Rapelli.

Evaluation and outlook

Development of water efficiency

GRI 103-3
GRI 303-5

Due to the prioritisation of this issue and the support at Group level by the Head of Supply Chain Excellence, our measures have led to actual improvements in our water efficiency. From 2018 to 2019, we were able to reduce the consumption of fresh water by around 3% per tonne produced. Thanks to our approach and the strong commitment of our employees, we are optimistic that we can achieve our goal of a 15% reduction by the end of 2025.

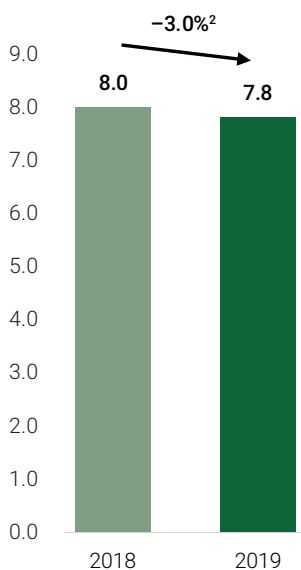
Outlook

In 2020 and 2021, further work will be undertaken in all areas to reduce unnecessary water consumption and loss. In particular, the topic of cleaning will be systematically addressed. It is not just a matter of reducing our

water requirements with technical optimisations but also of carefully analysing where cleaning is required. Our aim is to define more precisely where dry cleaning is possible, where water and chemicals actually need to be used, and when the best times are for cleaning so that it can be designed as efficiently as possible. The goal of this initiative is to define how to achieve optimum cleaning with the lowest use of water, chemicals and staff possible, and how food safety can be complied with at all times. A manual is to be developed on this topic that will clearly stipulate how to clean for every hygiene zone and for all applications. The "MRO" Champion Group is currently working on formulating "Guidelines for the New Acquisition of Machines".

Water consumption¹
(m³ fresh water/tonne of production)

GRI 303-5



¹ As data was collected from Biotta for the first time this year (including for 2018), the figures for 2018 communicated here differ from those published last year.

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

Our ambitions in the area of social responsibility



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



100%

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



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

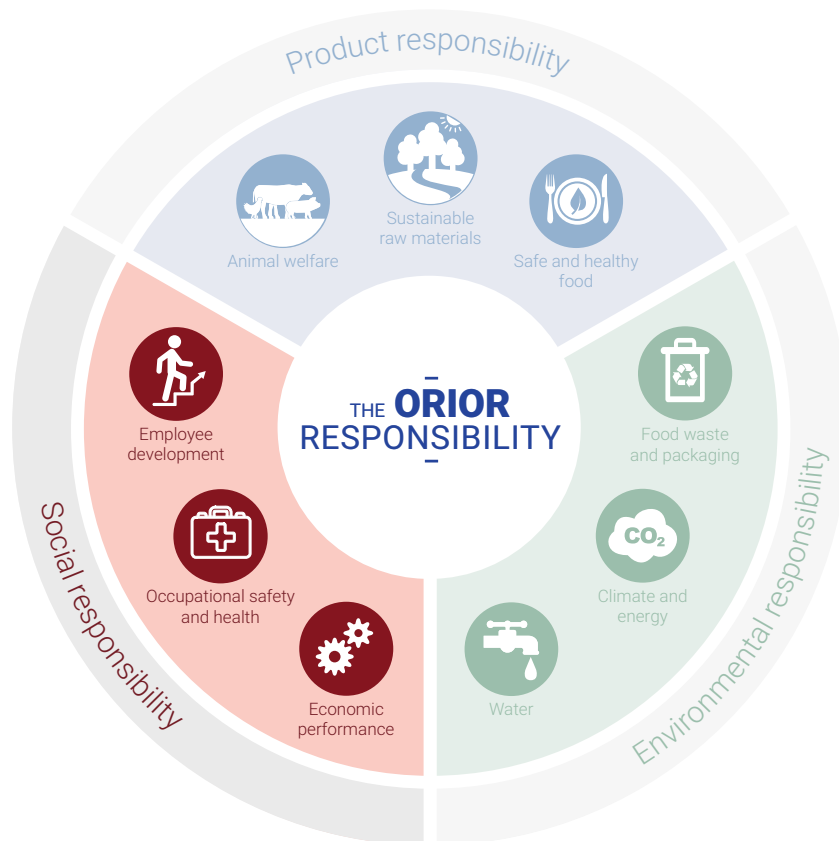


Milos Urosevic, long-standing employee at Albert Spiess, has been contributing for 19 years to the production of the delicious specialities from the Grisons mountains.

Social responsibility

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

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



Employee development



Ambition 2025

We want to provide targeted training for our employees and significantly expand individual development opportunities. In addition, we plan on introducing group-wide talent management by 2025.

Status

Further efforts required

SDG contribution



Relevance for ORIOR and our approach

GRI 103-1

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

The key to our success is having employees who show initiative and an entrepreneurial attitude in pushing forward ideas, assume responsibility, act respectfully and conscientiously, and are able to take well-considered decisions independently. This is all the more true within the current context of strong competition and challenging framework conditions, which is why we attach great importance to the targeted training and development of our employees and to personal advancement using our group-wide talent management as a basis. These measures also strengthen our position as an attractive employer and allow us to retain motivated and qualified employees. Our approach is designed to promote personal development as well as enable the acquisition of new knowledge relating to the employee's respective field of activity. In addition to our range of training and development opportunities, we use performance dialogue and talent management to support employee development and move forward together.



The members of the HR Champion Group at a meeting in Zurich.

GRI 103-2

The HR managers at the different ORIOR companies organise and coordinate regular training sessions at the competence centres in consultation with management or the department heads. The HR Champion Group – which is responsible, among other things, for the advanced training programme on current core issues (see ORIOR Campus, p. 51) – ensures that there is a group-wide exchange of expertise and experience. We also created a Group HR position in 2019, which is responsible for promoting talent management across all units, among other things.

Activities 2019

Training and development

Ongoing training within a specialist discipline as well as compulsory training courses, e.g. on work safety or hygiene in the food environment, are an indispensable part of the ORIOR approach. Due to the diversity of our competence centres, each individual company handles the planning and implementation of such training. In addition to in-house courses, employees can also take advantage of external training. These include, for example, vocational examinations to acquire specialist qualifications, leadership courses, IT programmes or language courses. Our support is financial in nature (paying for training) and/or we give time in lieu (granting days off).

On the production side, the training focus in 2019 was on workplace safety, hygiene and value-oriented plant maintenance. The latter also has an impact on our environmental performance and is discussed in more detail in the sections on environmental responsibility. Many language courses were also offered and completed at different sites.

Campus at Pastinella – proactive training for production

In 2018, Pastinella started a series of training courses to implement the “Second-tier management” initiative. The aim of the four-year project is to develop an HR leadership structure for the production division that is focused on organisational needs and promotes exemplary collaboration for the levels below management. A trustworthy performance and leadership culture will be maintained throughout all production levels thanks to the clear definition and allocation of responsibilities and the ongoing cultivation of respectful communication. The following steps have been and will be taken to implement the project.



In the spring of 2019, new structures and (management) responsibilities were successfully established in the production division after approximately one year of project work. Pastinella now has a three-level model that ensures every employee is aware of the requirements of the next level. The qualification of production employees at all levels is to be realised by mid-2021. Based on the core values of ORIOR, Pastinella’s goal is for employees at all levels to identify with the company’s strategic and economic goals, to see themselves as an indispensable part of the company’s success, to define concrete impacts at each level, and to use their scope for action and conduct accordingly: “Employee – Entrepreneur”. Pastinella is planning various in-house training modules as part of this initiative.

At Group level, our ORIOR Campus is a comprehensive internal training programme. We launched it in 2015 to promote and standardise employee training throughout the Group. At regular intervals, we define key areas for further training in the ORIOR Campus programme, and these are then taught by qualified experts. The range of training courses currently offered through ORIOR Campus is still relatively modest, but we plan to expand it continuously.

The topic of sales performance was an important training focal point in 2019. We initiated a change in culture and processes through training sessions at the individual competence centres as well as group-wide workshops, all of which place a greater focus on sales management, our customers, and negotiations for better collaborative solutions.

Leadership was another training focal point. For example, Le Patron enabled its line managers, team leaders and department heads to participate in a leadership training course. Pastinella also prioritised this topic with the introduction of a new management model (see project description above).

In autumn 2019, the HR Champion Group launched new training and development guidelines that apply to all Swiss competence centres and sites. These guidelines are intended to standardise employer contributions to training in a harmonised manner across the Group,

which will also ensure equal treatment for individualised further training, especially with regard to participation levels and reimbursements.

Vocational training

ORIOR also offers apprentice positions for various professions, e.g. meat specialists, precision mechanics, laboratory assistants, logisticians, and plant operators, along with commercial apprenticeships. By training our own junior staff, we are not only investing in the future but also assuming our social responsibility. Apprentices at ORIOR benefit from training programmes that are tailored to their needs. Rapelli, for example, has set up a separate training area next to the production floor, where apprentices receive instruction in traditional production methods under the guidance of an experienced employee and learn how to manufacture products on their own. Our Swiss competence centres employed 11 trainees in 2019. We see potential for welcoming even more apprentices and trainees in the future, and we are striving to make the ORIOR Group even more attractive as a training company.

Performance feedback

All of our employees have a review meeting with their supervisor at least once a year to discuss their performance and expectations for the future. Other topics of importance to the employees or supervisors can be discussed during this review as well. Properly conducted and recorded performance feedback is cru-



Rapelli trainees in their training area.

cial because, in addition to providing employees with clearly formulated expectations and suggestions for improvement, it also enables development potential within the company.

Whereas some competence centres already conduct these annual performance reviews using professional updated forms, others still employ older methods. This is why we have been working to harmonise and standardise all our templates and communication aids since 2019. At Biotta, for example, a new format for the employee reviews was introduced in 2019 that focuses more on individual target agreements and mutual feedback. Furthermore, as part of the digitalisation trend (see Outlook 2020, p. 51), the process of outlining targets and expected performance should also be carried out digitally. In the future, we would like to link performance feedback even more closely and consistently with the needs assessment for training

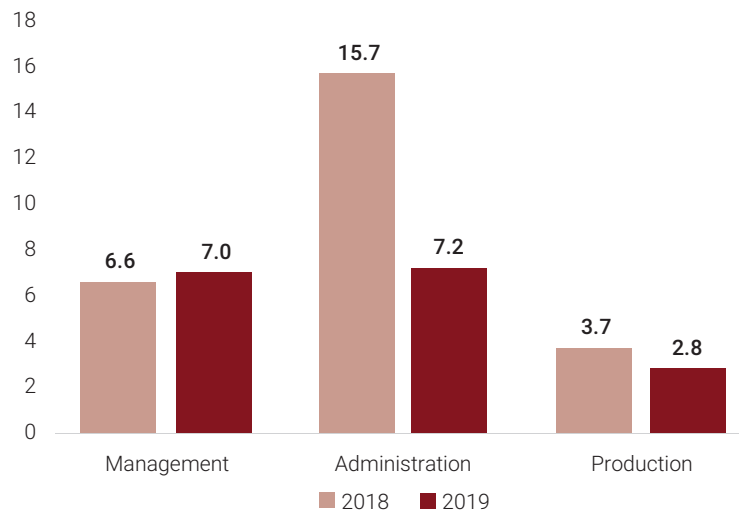
and development because this is the ideal instrument for both parties – supervisors and employees – to deal proactively with existing needs.

Talent management

Identifying talent and cultivating it in a targeted manner are important success factors for any company. To ensure the long-term retention of key employees who are already part of the ORIOR Group, we aim to introduce a group-wide talent management programme by 2025 that encompasses management positions as well as specialist roles. Talent management is designed to help identify employees with potential and motivation and to foster their development in a targeted manner. In 2019, each of our competence centres identified positions that are critical for succession planning, thereby creating a talent overview. The next steps and group-wide coordination will be initiated in 2020.

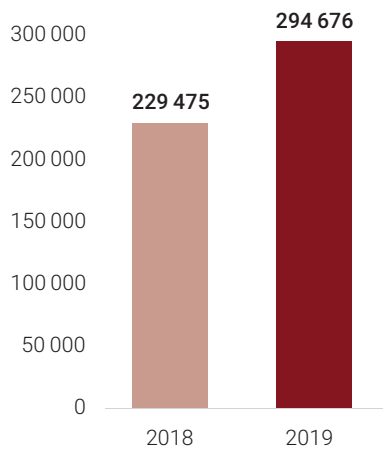
GRI 103-3
GRI 404-1

Average training and development hours¹ (hours/employees/year)



¹ The breakdown by gender can be found in the GRI Index.

Expenditures for training and development (CHF)



Evaluation and outlook

Average hours of employee training and development

In 2019, we were able to conduct various in-house training and development courses as well as support employee participation in external courses. While in-house training hours decreased compared to 2018, ORIOR has increased the financial resources available for external training. We are pleased and proud that we were able to expand the budget for training and development in 2019 and thus support many employees in this area. A large number of employees seized the opportunity to take part in external training courses, and we will continue to encourage this trend in the coming years.

One reason for the lower overall training hours in 2019 is the fact that administrative employees completed several training courses with a 2018 certificate. With regard to production employees, a change in the database led to a decline in training hours because in-house job coaching was no longer counted in 2019. Overall, we want to continue to promote training and development and maintain our investments in this area at a high level.

Impact assessment of training and development

The decisive factor for us is not only the amount of training and development that we offer and support but also the type of impact that it has. In the future, we want to be able to make clearer assessments of which skills employees have acquired, how they implement them in the company, and how satisfied they are with the existing training and development opportunities. This is why we want to introduce a group-wide success and impact assessment of our training and development by 2025. Work on this project has not yet begun.

Outlook 2020

The HR department will focus on three topics in 2020: digitalisation, process efficiency and occupational safety and health (see section on Occupational safety and health, pp. 52 – 56). The first two topics will help us to allocate our resources more efficiently and create a basis for advancing our ORIOR Campus, talent management and the impact assessment for training and development. The topic of sales performance will continue to be a key focus in the area of training and development.

An important foundation for employee development will be laid in the spring of 2020 with the introduction of SAP SuccessFactors. This HR system can be expanded in modular steps, and it will aid us in delivering more effective employee development and support in the long term. The plan is to introduce the Succession and Development, Learning, Compensation, and Goals and Performance modules over the next three years.

Also upcoming is the finalisation of the new ORIOR Business Strategy 2021–2025. It will include a relaunch of the “We are ORIOR” pillar including a reiteration of our work philosophy – of the things that unite and advance us together.



Employees from Fredag, Pastinella and Le Patron at a Concept Writing Workshop.

Occupational safety and health



Ambition 2025

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

Status

On track

SDG contribution



Relevance for ORIOR and our approach

GRI 103-1

Our employees' health and well-being is a top priority at ORIOR. In accordance with SDG 8, we want to protect labour rights and guarantee a safe working environment for our employees. And in compliance with SDG 3, we are also committed to ensuring the well-being and good health of our workforce, which has a direct correlation with the satisfaction, motivation and performance of our employees. We have set ourselves the goal of implementing a modern management system for occupational safety and health (OSH management system) across the entire ORIOR Group in order to harmonise existing solutions. This will also allow us to strengthen our workplace safety and prevention culture.

Certain processes and equipment, and even everyday activities such as walking up stairs or carrying objects, can pose accident risks, which makes the diverse measures to ensure employee safety and health at work even more important. We consistently comply with the relevant laws and guidelines, such as those of the Swiss Federal Coordination Commission for Occupational Safety (FCOS).

GRI 103-2

Within the ORIOR companies, final responsibility for occupational safety and health lies with the respective CEOs. A Safety Officer (SO) in each competence centre reports to the corresponding CEO. These SOs lead an OSH team consisting of representatives from the competence centre and the administration. The committee meets at least quarterly and is responsible for all of the measures for implementing the ORIOR OSH mission statement and safety guidelines. A chemicals contact person is also appointed in addition to the OSH team and the Safety Officer. Further health topics are usually addressed by the HR managers, who coordinate such topics in dialogue with the HR

Champion Group set up for this purpose. At Group level, a Group Safety Officer is responsible for all of the competence centres and supports, advises and coordinates all issues relating to occupational safety and health.

Preventing accidents and maintaining good health also depends on each individual employee's personal condition, correct working methods and how alert they are to their environment. Working together with our outstanding group of employees, we create an environment in which each and every one of us does our utmost to avoid accidents, take care of our own health and that of others, and comply with existing precautionary rules. In this way, the framework conditions that we create as a company complement the personal responsibility of all our employees, allowing positive results to be achieved in the long term.

Activities 2019

Further development of the OSH management system

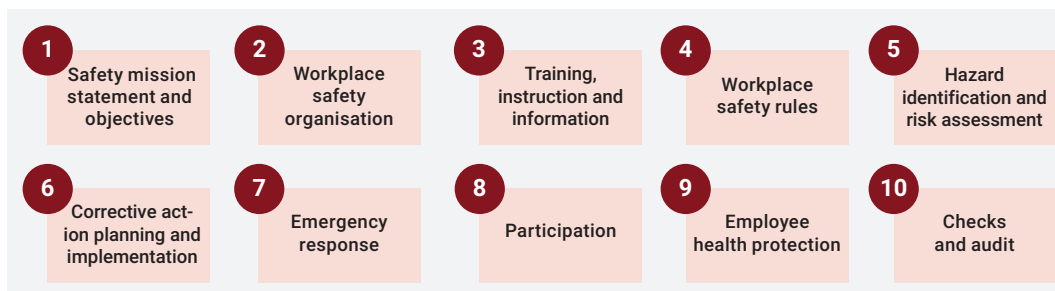
All of ORIOR's competence centres already have an implemented workplace safety concept that always meets or exceeds the minimum legal requirements and very often also incorporates elements from health management. This means that, as required by law, 100% of the employees in Switzerland are covered by an occupational safety system. However, until recently, very different approaches existed among the competence centres, and there was no group-wide ORIOR culture for workplace safety and health protection.

Due to this situation, in 2018 ORIOR set itself the goal of continuing to develop and harmonise its entire occupational safety and health management system, while at the same time fundamentally overhauling it, which initiated a cultural change as well.

GRI 403-1
GRI 403-8

By 2021, we want to implement the Swiss Safety Center model solution² in all of our Swiss competence centres. The concept involves compliance with the legal requirements according to the FCOS guidelines³, including health promotion, and comprises 10 different components:

Components of the model solution for occupational safety and health



Once the model solution's 10 components have been integrated into a company, it is equipped to identify and eliminate hazards by means of an ongoing improvement process. This process provides for risk assessments to be carried out internally by the individual departments and the OSH team, and externally by the Swiss Safety Center. These assessments are supplemented with sporadic inspections by the respective cantonal labour inspectorate. In addition, the cause of every work-related accident and/or illness involving time off work or a visit to the doctor must be clarified and the necessary corrective and preventive measures taken. Measures are derived from the risk assessments, and their implementation is monitored by the OSH team. Their effectiveness is analysed and discussed using selected key figures.

and promoted continuously. The current hazard situation and compliance with the ORIOR safety targets will be reviewed annually from 2020 onwards (component 10), with new improvement measures added.

Safety measures

The first measures tailored to meet the situation under review were already implemented in 2019, with a new accident protocol drawn up and introduced in all competence centres. In addition to the accident report, the new form includes a cause analysis, a one-point lesson and a training certificate. Certain companies have also increased the frequency of their safety meetings and started up monthly site tours (internal audits) focused on workplace safety.

Various infrastructure-related improvements were also implemented in the reporting year, e.g. in the areas of machine safety, fire protection systems, emergency exit lighting and first-aid rooms. Additionally, a takt board is now used in all of our operating facilities for prompt communication of OSH key figures and messages to all employees. Some of them feature an "accident thermometer", for example.

Employee training

Several level-specific training courses are offered annually to ensure that all employees are well informed of and trained in the locally applicable workplace safety regulations. The Safety Officers work together with the line managers to draft an annual training plan for this purpose that takes into account the occupational safety and health objectives. For new employees and trainees, there is also an introductory and training

GRI 403-2

In the 2019 reporting year, we took a major step forward with the establishment of our new system. We have set ourselves the target of developing and introducing our safety mission statement (component 1) by 2020. It was formulated in 2019 and approved by management in January 2020. An OSH manual that describes the fundamentals of the management system was developed with the Swiss Safety Center for all Swiss ORIOR competence centres. In 2019, all competence centres carried out a hazard analysis (component 5) in cooperation with the Swiss Safety Center and, based on this, drew up an initial corrective action plan (component 6) for each site which provides the framework for the improvements that must be implemented. By taking this step, an initial and crucial foundation has been laid at all sites, enabling the issue of occupational safety and health to be given a structure

GRI 403-5

² More information on the model solution can be found at <https://www.safetycenter.ch/de/expertise-services/arbeitsicherheit-gesundheitsschutz/modellloesung/> (in German).

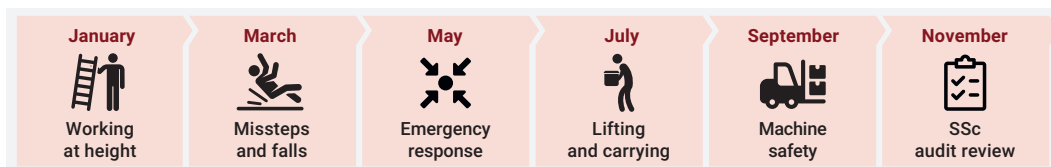
³ FCOS guideline no. 6508 (ASA guideline): <https://www.ekas.admin.ch/index-de.php?frameset=28> (in German).

programme that covers the contents of the OSH manual, how to react in emergencies, and workplace safety initiatives. Furthermore, groups in need of additional protection (pregnant employees, individuals with disabilities, etc.) are made aware of the specific risks and trained accordingly. Psychosocial topics such as dealing with pressure or stress as well as the early identification of difficult situations are also an integral part of our leadership training courses.

Le Patron pioneered a new training plan in 2019 that defines an OSH training focus every two months and then cascades it to the department heads and employees. The training documents used for the six training sessions that Le Patron conducted in 2019 were also made available to the other competence centres. The future plan is for all Safety Officers to develop one training course per year and share it across competence centres in order to increase efficiency and promote harmonisation.

We have discovered that while training builds a good foundation, it is essential to integrate what has been learned as quickly as possible into everyday practice on the production line. For this reason, Safety Officers, OSH teams and department heads are all required to reference the training material throughout the workday and at production meetings, and support their colleagues in implementing it. Near-accidents are discussed promptly and worked through in one-point lessons. It is also very important to repeat essential information over and over again and to communicate it to those involved via different channels. This is the only way to establish a gradual cultural change, which is the most effective means of increasing workplace safety and health. As an additional communication option, we are also increasingly using our ORIORinside employee app besides the notice boards in all divisions to raise awareness of workplace safety and health issues.

2019 workplace safety trainings at Le Patron



Employee involvement

GRI 403-4

It often happens that seemingly insignificant things can become a safety risk during a regular working day. This means it is crucial that employees can share their experiences and concerns – and we invite and encourage them to do so. We want to create a working climate in which everyone can maintain open conversations on OSH topics, admit mistakes, and freely express concerns.

Our OSH manual has a chapter dedicated to the principle of participation. It explains the employee’s right to timely and comprehensive information and consultations and to make proposals before the employer takes a decision. In certain situations, the active involvement of employees is explicitly requested, e.g. for identifying hazards, planning and implementing measures, and carrying out external checks.

Meetings conducted weekly – and in some competence centres even daily – create space for such inputs. Furthermore, employees can and must report

their concerns to their supervisors. Rapelli has also created an employee committee that meets at least once a year. Based on its discussions, it makes recommendations to the management on behalf of the entire workforce.

Every three years, we conduct an employee satisfaction survey. The last one took place in the summer of 2019 and was carried out by Helsana at five ORIOR sites. Its core element was an anonymous survey with around 60 questions on six topics: (1) Labour resources, (2) Workload, (3) Healthy leadership, (4) Corporate culture, (5) Health, and (6) Performance. The encouraging results showed that we performed equally well or better than the Swiss benchmark in all but one area (Labour resources). However, concerns were also reported in areas where employees would like to see improvements, such as tight deadlines, stress and frequent interruptions. The HR Champion Group will be working on solutions to these issues from 2020 onwards.



Le Patron employees during a workplace safety training course.

Employee health protection

GRI 403-6

Health protection is an integral part of both the model solution and our new OSH management system. The inclusion of ergonomic, work-related hygienic and psychological principles and rules is a prerequisite for optimal workplace design. These topics also need to be integrated into the model solution's hazard analysis, making them part of our ongoing OSH improvement process.

The first steps towards establishing and harmonising this area across the entire Group were taken in 2019. For example, workshops with a Helsana coach were held in some competence centres as a result of the satisfaction survey mentioned above. Unfortunately, the level of participation among employees was quite low, and we will have to consider how we can improve the format and advertising of the workshops for the next time.

Independent counselling

GRI 403-4

Our desire is to have motivated employees who are healthy, enjoy their work and are passionate about their tasks. If we are confronted with challenges at work or in our private lives, external support can be helpful – whether it is to discuss issues and gain clarity, reflect on painful matters with someone, or cope with difficult news.

This is why we have set ourselves the goal of providing all our employees and their immediate family members

with access to Independent Counselling & Advisory Services (ICAS) by 2020. Since mid-2019, all of our competence centres in Switzerland, except Biotta, have been serviced by the Employee Assistance Program (EAP) from ICAS. Biotta will be part of the programme as well by the end of 2020.

The service includes both telephone consultations and personal counselling. Access is unrestricted, confidential, anonymous upon request, and free of charge for all employees. Not only personal issues relating to work or private life but also practical and legal questions can be discussed around the clock with professional counsellors. In addition, ICAS is available to all of our managers as a sparring partner to discuss such things as complicated leadership challenges, conflicts, bullying or crisis situations and how best to handle them.

At least every six months, ICAS prepares a report on the counselling services provided to us with anonymous information about the number of contacts they have received, the type of counselling given, and the topics covered. The discussion of this report and the introduction of necessary measures are initiated by the HR Champion Group. The annual usage rate of 4.1% in 2019 was significantly below the Swiss average of 8.0%.

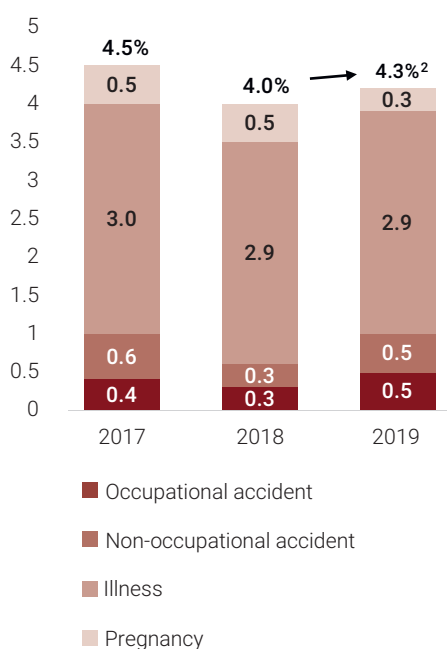
GRI 103-3

Evaluation and outlook

Absence rate

From a social and economic point of view, it is important that the rate of employees absent due to accidents or illness remains as low as possible. The measures described above should help to positively influence our absence rate (per target hour). The graph below shows the absence rate between 2017 and 2019:

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



Regrettably, our group-wide absence rate rose slightly from 2018 to 2019 to 4.3%. There was an increase of 0.2% in occupational and non-occupational accidents. While it is difficult for us as an employer to influence non-occupational accidents, we will be analysing the cause of the slight increase in occupational accidents even more thoroughly in order to draft targeted measures to reduce the rate. We also plan to use the harmonisation of the OSH management systems to identify and record hazards early on and to reduce occupational accidents and near-accidents in all competence centres with higher accident rates. The cultural change required to embed the issue of workplace safety throughout the entire Group demands a great deal of time and effort at all levels.

Outlook 2020

In 2020 and 2021, we will continue to roll out our new OSH system in our Swiss competence centres and establish any elements that are still lacking. This will be carried out based on three priorities: reinforcement of leadership responsibility, support for cultural change through training and awareness-raising measures, and the establishment of our continuous improvement process. If everything runs smoothly, the rollout across the entire Group will take place from 2021 onwards.

We would also like to take this opportunity to comment on the coronavirus crisis, which is presenting us with major challenges in 2020 – both on a personal level and as a company. At the time of writing this report, the pandemic was in full swing, and we have had to significantly adapt our management and production processes. The situation is asking great flexibility of all of us, and we are all contributing to handling the challenges by holding daily pandemic task force calls, closely monitoring vulnerability, illness and absence rates, adapting production rhythms or adapting our work environment. As a food company, we have continued to produce throughout the crisis in order to supply Switzerland with food. To achieve this, our production-line employees in particular have been working under circumstances that are not at all commonplace due to the necessary protective measures. These include regular temperature readings, the wearing of protective masks or shields, social distancing on production lines and in the break rooms, adapted processes, and the challenges of commuting, e.g. from northern Italy to Ticino. Our employees deserve our gratitude for their commitment.

The pandemic is also challenging our company health management to deal with new volumes of requirements. Thanks to our prompt preparation for all types of scenarios, excellent communication channels between the competence centres and the headquarters in Zurich, tremendous cooperation with partners and authorities, and the exemplary commitment of our employees, we have managed to withstand this crisis well so far. We will provide you with further details of our handling of this crisis and its effects in terms of occupational safety and health in our Sustainability Report 2020.

¹ Swiss competence centres, excluding Biotta.

² Any rounding differences are due to the fact that calculations are performed with greater numerical accuracy.

Economic performance



Ambition 2025

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

Status

On track

SDG contribution



Relevance for ORIOR and our approach

GRI 103-1

Economic performance is essential for a company's long-term and sustainable existence. Our overriding goal is to continuously create added value for all of our stakeholders. In addition, we show our commitment to our sites by investing in our production facilities to secure existing jobs and create new ones. In this section, we explain the importance of our business activities in the broader economic context and how we create value for our key stakeholder groups.

GRI 103-2

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



Ultimately, the Group CEO and the Executive Committee are responsible for achieving continuous value creation, with the Board of Directors placing the operational management of the company in their hands. To ensure broader support and seamless cascading, an Extended Executive Committee consisting of representatives and specialists from different areas has been established, as well as geographically or thematically organised management committees for cross-functional management tasks. The CEOs of the competence centres, together with their management teams, draft an individual strategy paper based on the Group strategy and closely linked to the Group initiatives. They are also responsible for its successful implementation. The Executive Committee, the Extended Executive Committee, members of management and all key employees receive a fixed remuneration as well as a variable remuneration, which depends on how well targets are achieved.

More detailed information on economic, financial and governance issues is available in our annual report. In this sustainability report, we provide a summary of our 2019 activities that contributed to the goal of creating added value for all of our stakeholders and our commitment to our production sites.

2019 status

The following overview outlines ORIOR's strategic approaches to achieving this goal for each stakeholder group and everything we achieved and implemented in 2019.




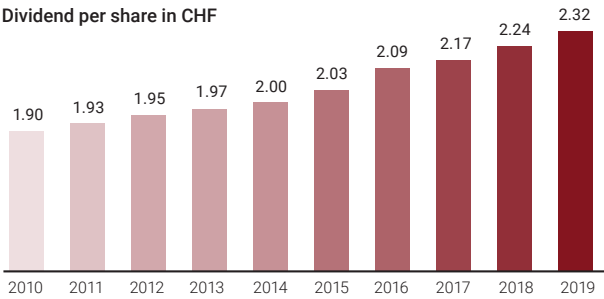

Value creation

ORIOR	Details and status for 2019
 <p>Healthy ORIOR, sustainable growth</p> <p>With its five strategic pillars, the ORIOR Strategy 2020 (see p. 5) forms a sound basis for the sustainable and profitable continuation of ORIOR's success story. Economic performance is essential for the sustainable development of our company. With this in mind, we set a sales growth target of 1–2%. In accordance with our vision, sustainable business practices will always take precedence over sales growth alone.</p>	<p>Strengthening our competence centres and the broad positioning of the Group are key components of our sustainable growth. With the acquisitions of Culinor in Belgium in 2016 and Biotta in 2018, as well as the gradual acquisition of Casuafood in Germany between 2018 and 2022, ORIOR has strategically positioned itself to lead the way in the future. The resulting diversification of categories, channels, customers and geographic locations creates unique new opportunities for ORIOR while increasing its resilience.</p> <p>In the 2019 financial year, the ORIOR Group generated revenues of CHF 596.4 million, representing an increase of 3.4% over the previous year. This growth was driven in particular by the acquisition effect of the Biotta and Casuafood takeovers along with solid performances by the Refinement and International segments. Positive customer development in the food service sector was also encouraging. At –1.9%, organic growth registered at the lower end of the expected and communicated range. The main reason for this was the deliberate decision to forego an unprofitable Convenience order worth approximately CHF 8.2 million.</p>
 <p>Focus on customers and consumers</p> <p>Thanks to sustainable business practices, we are able to continue our ongoing investment in innovations and break new ground in shaping the market, which benefits our customers and consumers.</p>	<p>One feature of ORIOR's success is its decentralised competence-centre philosophy, which ensures proximity to the market, close partnerships and a lean, agile Group structure, enabling us to be at the forefront of shaping the market with innovative products, concepts and services.</p> <p>In 2019, we intensified our efforts to exploit synergy potential thanks to the overarching Champion Groups and closer cooperation between the competence centres. On the innovation side in 2019, the Refinement segment was particularly strong in responding to the needs of customers and consumers. Additionally, the vegetarian specialities produced by Fredag enjoyed a successful launch under the "Happy Vegi Butcher" brand.</p>

Value distribution

ORIOR	Details and status for 2019
 <p>Employees</p> <p>We view our employees as the key to our success, and our sustainable business practices enable us to continue investing in their development. We also invest in our sites in order to be successful market players that are able to secure existing jobs and create additional ones.</p>	<p>In addition to our attractive remuneration models, every two to three years we offer the opportunity to purchase shares in ORIOR at preferential terms as part of an employee stock purchase programme for management and other key employees.</p> <p>There was no employee stock purchase programme in 2019. The last stock purchase round was held in 2018, and was a way for us to give our key employees the opportunity to share in the success of the entire Group. Many employees appreciated the attractive offer, with 77% of eligible employees taking up the stock purchase option and participating in the programme in 2018.</p>

Value distribution

Stakeholder groups	Details and status for 2019																						
 <p>Healthy sites – fit for the future We invest in our sites in order to be successful market players that are able to secure existing jobs and create additional ones thanks to new growth opportunities.</p>	<p>We are committed to our production sites and invest continuously in the maintenance and modernisation of our plants. Development and progress are only possible with well-functioning processes, sophisticated systems and fully capable production facilities.</p> <p>Even though ongoing investments are our goal, this does not mean that we automatically increase the investment amounts every year. The amount we invest is determined annually according to requirements, opportunities and the sound business judgement of the Executive Committee.</p>																						
 <p>Suppliers We cultivate a close, reliable and fair partnership with our suppliers.</p>	<p>Long-term, transparent supplier relationships are important to us, and we strive to implement fair conditions in our business relationships.</p> <p>On the raw materials side, high meat prices and domestic availability posed particular challenges for us. As a result, close and trusting collaboration with our suppliers was even more important.</p>																						
 <p>Capital providers, investors We have designed a long-term, stable and attractive dividend policy and have defined the steady increase in the absolute dividend as our benchmark.</p>	<p>ORIOR is committed to constant and reliable dividend development; since our IPO in 2010, the dividend has been raised steadily. The amount of the dividend payout is determined annually – depending on business growth – by the Board of Directors and submitted to the Annual General Meeting for approval. The Annual General Meeting on 4 June 2020 approved a gross dividend of CHF 2.32 per share.</p> <p>Dividend per share in CHF</p>  <table border="1"> <thead> <tr> <th>Year</th> <th>Dividend per share in CHF</th> </tr> </thead> <tbody> <tr><td>2010</td><td>1.90</td></tr> <tr><td>2011</td><td>1.93</td></tr> <tr><td>2012</td><td>1.95</td></tr> <tr><td>2013</td><td>1.97</td></tr> <tr><td>2014</td><td>2.00</td></tr> <tr><td>2015</td><td>2.03</td></tr> <tr><td>2016</td><td>2.09</td></tr> <tr><td>2017</td><td>2.17</td></tr> <tr><td>2018</td><td>2.24</td></tr> <tr><td>2019</td><td>2.32</td></tr> </tbody> </table>	Year	Dividend per share in CHF	2010	1.90	2011	1.93	2012	1.95	2013	1.97	2014	2.00	2015	2.03	2016	2.09	2017	2.17	2018	2.24	2019	2.32
Year	Dividend per share in CHF																						
2010	1.90																						
2011	1.93																						
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2015	2.03																						
2016	2.09																						
2017	2.17																						
2018	2.24																						
2019	2.32																						
 <p>Community ORIOR sees itself as part of the wider society that we all live in. By paying taxes, we make important financial contributions to Switzerland, Germany and Belgium as business locations. By collaborating with non-profit organisations, we also indirectly increase our contributions to the community. And we also make a difference by implementing high standards of corporate governance and showing zero tolerance of corruption and bribery.</p>	<p>Tax and community contributions remained unchanged proportionately from the previous year's level. Once again in 2019, many of the ORIOR competence centres worked with non-profit organisations or donated money to charitable causes. Albert Spiess, Biotta and Le Patron supported local sporting events, for example. Biotta has also been collaborating for some time now with the Ekkharthof sanatorium and educational facility in Kreuzlingen. As part of this project, people with disabilities help out during certain weeks each year at Biotta to pack the boxes for the wellness and balance juice weeks.</p> <p>The entire ORIOR Group has had a uniform code of conduct since 2017. Within its framework, we commit ourselves to conduct our business with integrity and condemn practices such as bribery and corruption. In 2019, we recorded zero cases of corruption¹, no violations of regulations relating to product information, and no sanctions for non-compliance with environmental or social laws.</p>																						

GRI 205-3
GRI 307-1
GRI 419-1

¹ Confirmed cases of corruption according to GRI 205-3.

Evaluation and outlook

Distribution of our created added value

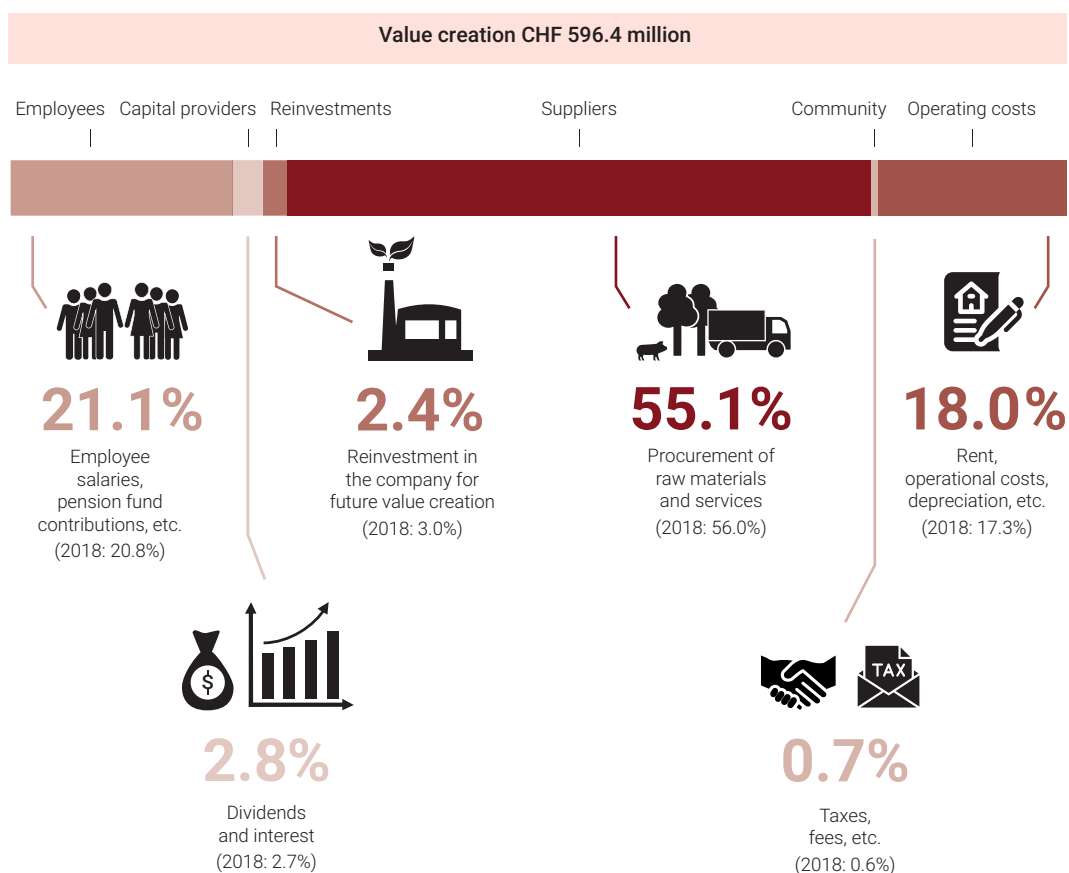
GRI 103-3

In line with the developments mentioned above, the "ORIOR Group value creation and distribution" chart below illustrates the distribution of the added value that we created. The share of value distribution to our employees increased slightly compared to the previous year and amounts to 21.1% (2018: 20.8%). The modest change reflects above all the full consolidation of Casualfood with its employee-intensive business model. The returns to our capital providers remained at the same level as the previous year and attained 2.8% of the added value that we created. The share of reinvestment fell from 3.0% in 2018 to 2.4% in 2019

due to the fact that no major investment projects were carried out in 2019. Despite high raw material prices, especially for meat, the proportion of value distributed to our suppliers fell from 56.0% to 55.1%. The main reason for this decrease was once again the newly added business models from Biotta (as of May 2018) and Casualfood in particular (as of autumn 2019) with their different cost structures and distribution. The increase in operating costs to 18.0% is also explained by the new business models that joined the Group. Our distribution to the community remained at the previous year's level of 0.7%.

GRI 201-1

ORIOR Group value creation and distribution

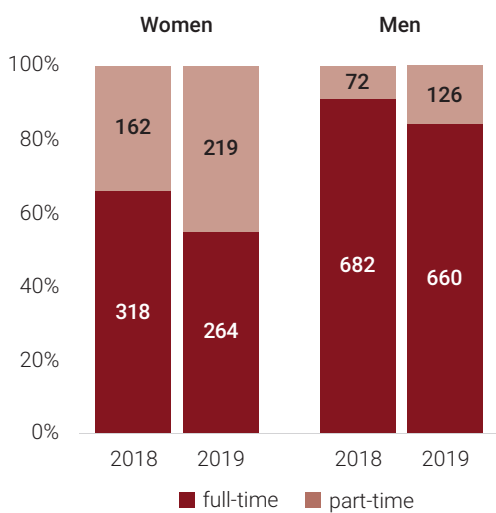


Company sites and jobs

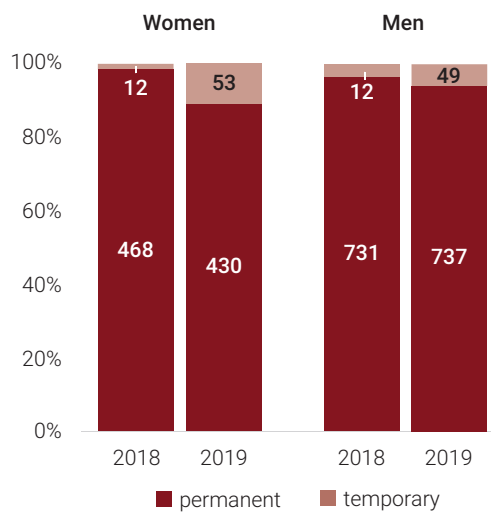
Overall, our total number of staff in Switzerland rose slightly from 1,234 to 1,269 employees, mainly due to the acquisition of Biotta in May 2018. Furthermore, in 2019 we once again recruited slightly more part-time employees and more employees with fixed-term contracts than in the previous year. The former group

highlights the general trend of both older and younger employees increasingly requesting jobs with reduced hours. The latter can be explained by the challenging market situation and the greater flexibility and responsiveness that it demands.

Employees by employment level



Employees by employment contract



Outlook 2020

2020 marks the end of our 2015-2020 strategy period. We have made significant progress in all five pillars ("House of innovation", "Brand strengthening and expansion", "Agility and cost efficiency", "The ORIOR Responsibility" and "We are ORIOR"), and we will continue to do so over the course of this year. The coronavirus pandemic is a challenge for the ORIOR Group as well. As a food company, we are less affected than businesses in other sectors, but some of our sales markets – such as the food-service channel – have also declined. As a result, 2020 will be a more challenging year than we could have imagined just a few months ago. Nevertheless, every crisis also creates new opportunities. We originally planned to communicate our

new strategy for 2021–2025 in June 2020, but we have now postponed this until the autumn of 2020 in order to incorporate new developments and understand the "new normal" once we have determined our new starting position and gained clearer visibility. We have appointed a core team for each of the five strategic pillars consisting of group-wide experts and a representative from the Extended Executive Committee. These core teams contribute their combined knowledge and experience to ensure that our new strategy will enable us to sail smoothly through the coming years as a successful, innovative food & beverage group and inspire our customers and consumers with culinary excellence and sustainable products.

Appendix

About this report

GRI 102-50 GRI 102-51 This report has been prepared in accordance with the GRI Standards: Core option. This ORIOR sustainability report covers sustainability management and performance of ORIOR’s Swiss competence centres (ORIOR segments “Refinement” and “Convenience”) for the year 2019.

GRI 102-53 For questions about sustainability at ORIOR or about this report, please contact:

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GRI Content Index

GRI 101: Foundation 2016			
GRI 102: General Disclosures 2016			
GRI Standard	Disclosure	Page number(s)	Further information and/or omissions
Organisational profile			
GRI 102: General Disclosures 2016	102-1 Name of the organisation		ORIOR AG
	102-2 Activities, brands, products and services	P. 4	
	102-3 Location of headquarters	P. 4	
	102-4 Location of operations	P. 4	
	102-5 Ownership and legal form	P. 4	Detailed information regarding the legal form of the ORIOR Group can be found in the annual report (page 14).
	102-6 Markets served	P. 4	
	102-7 Scale of the organisation	P. 4, 6	
	102-8 Information on employees and other workers	P. 6	b. This report covers only the Swiss region of the ORIOR Group (ORIOR segments “Refinement” and “Convenience”). d., e. In order to cope with seasonal fluctuations such as greater workloads before and during holiday periods, ORIOR hires additional staff on an hourly basis with fixed-term contracts. These workers are included in the reported figures for 102-8. f. The data originates from our HR data system.
	102-9 Supply chain	P. 7	
	102-10 Significant changes to the organisation and its supply chain		During the reporting period, ORIOR increased its share in Casualfood by a further 35%. Neither Casualfood nor the entire International segment are included in this report.
	102-11 Precautionary Principle or approach	P. 9	
	102-12 External initiatives	P. 11	UN Sustainable Development Goals (SDGs).

GRI Standard	Disclosure	Page number(s)	Further information and/or omissions
GRI 102: General Disclosures 2016	102-13 Membership of associations	P. 21	<ul style="list-style-type: none"> - "Brennpunkt Nahrung" - Trade Association of the Canton of Ticino (Cc-Ti) - Culinarium Alpinum (Centre of competency for culinary matters in the Alpine region) - European Poultry and Game Association (EPG) - Federation of the Swiss Food Industries (Fial) - Energy Agency Swiss Private Sector (EnAW) - BIO Schweiz Interest Group - Swiss Meat Trade Association (SFF) - Swiss Association for Hospital, Homes and Community Gastronomy (SVG) - Swiss Association for Food Hygiene (SGLH) - Swiss Seafood Association - Swiss Association for Quality (SAQ) - Swiss Export (association) - Swiss ICT Association (Swiss ICT) - Switzerland Global Enterprise (SGE) - Promarca - Swiss Association for Vocational Training in Logistics (SVBL) - Proviande - Association of Swiss Producers of Dry-Cured Beef (VBF) - Thun Business Association - Various cantonal chambers of commerce and trade
Strategy			
GRI 102: General Disclosures 2016	102-14 Statement from senior decision-maker	P. 2-3	
Ethics and integrity			
GRI 102: General Disclosures 2016	102-16 Values, principles, standards and norms of behaviour	P. 6	
Governance			
GRI 102: General Disclosures 2016	102-18 Governance structure	P. 12	The organisation's governance structure, including the committees of the highest governance body, are described in detail in the annual report.
Stakeholder engagement			
GRI 102: General Disclosures 2016	102-40 List of stakeholder groups	P. 10	
	102-41 Collective bargaining agreements		In 2019, 65.6% of the employees at ORIOR's Swiss competence centres were covered by collective bargaining agreements.
	102-42 Identifying and selecting stakeholders	P. 10	
	102-43 Approach to stakeholder engagement	P. 10	
	102-44 Key topics and concerns raised	P. 10	

GRI Standard	Disclosure	Page number(s)	Further information and/or omissions
Reporting practice			
GRI 102: General Disclosures 2016	102-45 Entities included in the consolidated financial statements	P. 4	The ORIOR International segment is not included in this report. Please see the ORIOR annual report for further details.
	102-46 Defining report content and topic Boundaries	P. 9	
	102-47 List of material topics	P. 10	
	102-48 Restatements of information	P. 4	Due to a more detailed KPI definition and the resulting increased accuracy for data measurement, the 2018 figures for some indicators have been updated from the previous report.
	102-49 Changes in reporting	P. 64	When compared with the last reporting year, there were no significant changes in the list of material topics and their Boundaries. Only the key topic of "Training and development" was changed to "Employee development" to better convey the scope of our efforts.
	102-50 Reporting period	P. 64	1 st January 2019 to 31 st December 2019
	102-51 Date of most recent report	P. 64	The last report covered the year 2018 and was published in August 2019.
	102-52 Reporting cycle		Annual.
	102-53 Contact point for questions regarding the report	P. 62	
	102-54 Claims of reporting in accordance with the GRI Standards	P. 62	
	102-55 GRI content index	P. 62 – 66	
	102-56 External assurance	P. 64	This report has not been externally assured.

Material topics			
GRI Standard	Disclosure	Page number(s)	Further information and/or omissions
Sustainable raw materials			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	P. 16	
	103-2 The management approach and its components	P. 16 – 21	
	103-3 Evaluation of the management approach	P. 22 – 23	
GRI G4 Food Processing 2014	FP2: Percentage of purchasing volume certified according to an internationally recognised sustainability standard	P. 22	
Animal welfare			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	P. 16	
	103-2 The management approach and its components	P. 16, 18, 20	
	103-3 Evaluation of the management approach	P. 23	
ORIOR-specific indicator	Percentage of meat for the Swiss market either with Swiss origin or produced abroad according to Swiss animal welfare standards.	P. 23	
Safe and healthy food			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	P. 24	
	103-2 The management approach and its components	P. 24 – 28	
	103-3 Evaluation of the management approach	P. 29	
GRI G4 Food Processing 2014	FP5: Percentage of production volume manufactured at sites certified according to internationally recognised food safety standards	P. 28	
Packaging and food waste			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	P. 32	ORIOR currently reports on how this topic is managed within its own organisation.
	103-2 The management approach and its components	P. 32 – 35	
	103-3 Evaluation of the management approach	P. 36	
ORIOR-specific indicator	Kg of food waste per kg of production	S. 36	

GRI Standard	Disclosure	Page number(s)	Further information and/or omissions
Climate and energy			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	P. 37	
	103-2 The management approach and its components	P. 37 – 40	
	103-3 Evaluation of the management approach	P. 40 – 41	
GRI 302: Energy 2016	302-3: Energy intensity	P. 40 – 41	<p>c. Energy consumption includes heating oil, natural gas, woodchips, fuel and electricity.</p> <p>d. Within the organisation.</p> <p>The energy consumption of all our Swiss production sites is included. The office premises in Zurich (15 employees) were not included.</p>
GRI 305: Emissions 2016	305-4: GHG emissions intensity	P. 40	<p>c. Scope 1 and Scope 2.</p> <p>d. All greenhouse gases have been included.</p> <p>The emissions of all our Swiss production sites are included. The office premises in Zurich (15 employees) were not included.</p>
Water			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	P. 42	
	103-2 The management approach and its components	P. 42 – 44	
	103-3 Evaluation of the management approach	P. 45	
GRI 303: Water 2018	303-1: Interactions with water as a shared resource	P. 42	
	303-2: Management of water discharge-related impacts	P. 66	This disclosure is not applicable for ORIOR and is therefore omitted. Water discharge has not been identified as a material topic.
	303-5: Water consumption	P. 45	<p>For confidentiality reasons, ORIOR currently only reports water withdrawal per production (m³ of fresh water per tonne produced).</p> <p>All of the production sites covered in this report are located in areas with low water stress.</p>
Employee development			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	P. 48	
	103-2 The management approach and its components	P. 48 – 50	
	103-3 Evaluation of the management approach	P. 50 – 51	
GRI 404: Training and Education 2016	404-1: Average hours of training per year and per employee	P. 50	<p>Average hours of employee training and development, broken down by gender:</p> <p>Women: 3.5 hours/year</p> <p>Men: 3.6 hours/year</p>

GRI Standard	Disclosure	Page number(s)	Further information and/or omissions
Occupational safety and health			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	P. 52	
	103-2 The management approach and its components	P. 52 – 55	
	103-3 Evaluation of the management approach	P. 56	
GRI 403: Occupational Safety and Health 2018	403-1: Occupational safety and health management system Employee health protection	P. 52 – 55	
	403-2: Hazard identification, risk assessment and incident investigation	P. 53d	c. ORIOR is still developing policies and procedures for the following points: – How can workers remove themselves from work situations that they believe could cause injury or ill health? – How are they protected from reprisals if they do? We intend to provide more information on this topic during the next reporting period.
	403-3: Occupational health services	P. 55	Apart from the ICAS counselling services already available, ORIOR does not yet have any occupational health services in place.
	403-4: Worker participation, consultation, and communication on occupational safety and health	P. 54	
	403-5: Worker training on occupational safety and health	P. 53 – 54	
	403-6: Promotion of worker health	P. 55	
	403-7: Prevention and mitigation of occupational safety and health impacts directly linked by business relationships	P. 67	This topic is not reported on directly by ORIOR. However, partial aspects of this topic are dealt with in the "Sustainable raw materials" field of activity by sourcing input materials with sustainability standards and labels.
	403-8: Workers covered by an occupational safety and health management system	P. 52	a. Coverage: i. 100% of employees are covered by an OSH system. ii. 40.1% of employees are covered by an internally audited system. iii. 0% of employees are covered by an externally certified system. b. The figures cover ORIOR employees only (excluding external contractors who carry out work for ORIOR).
ORIOR-specific indicator	Absence rate, broken down by type of absence	P. 56	

GRI Standard	Disclosure	Page number(s)	Further information and/or omissions
Economic performance			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	P. 57	
	103-2 The management approach and its components	P. 57 – 59	
	103-3 Evaluation of the management approach	P. 60 – 61	
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	P. 60	These figures are disclosed at Group level only according to the accounting principles of Swiss GAAP FER.
GRI 205: Anti-corruption 2016	205-3 Confirmed incidents of corruption and actions taken	P. 59	
GRI 307: Environmental Compliance	307-1 Non-compliance with environmental laws and regulations	P. 59	
GRI 419: Socioeconomic Compliance	GRI 419-1 Non-compliance with laws and regulations in the social and economic area	P. 59	
ORIOR-specific indicator	Number of employees in Switzerland	P. 61	

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