

Customer and Staff Magazine
ORIOR Group

No. 28 Summer/Autumn 2023

ORIOR
★★★★★
EXCELLENCE IN FOOD

FRESH APPETIZER

Rapelli:

Salame del Monte
Generoso

Change of Chairman:

Rolf U. Sutter hands over
to Remo Brunschwiler



Unlimited
culinary delights

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About the cover



Our cover model is Mirjam Schaffner. Mirjam works as Senior Key Account & Product Manager Retail Marketing at Pastinella. On our cover, she presents the vegan cheese ravioli under the co-branding, New Roots and Yolo, which she not only finds delicious, but which also has great personal significance for her. For together with her team, Mirjam has brought this fantastic innovation to market and thus to success. Congratulations!

With Mirjam, we are launching a new cover series. On each future Fresh Appetizer cover page, we will introduce an employee from an ORIOR Unit. The aim of this new series is to provide insights into our Units and above all to pay tribute to the people who work there.



Dear Reader

Our Chairman, Rolf U. Sutter, is stepping down after more than 24 years with ORIOR. His work and achievements during all these years have earned my and our utmost respect. Rolf U. Sutter has played a major role in shaping ORIOR over the past decades. On behalf of the entire ORIOR Group, a huge THANK YOU for everything! At the same time, we warmly welcome our new Chairman, Remo Brunschweiler, to the ORIOR family and look forward to working with him.

In the past months, there have also been some organisational changes in the senior management at our competence centres. I am very proud to say that we have been able to fill all the positions with proven personalities from within our own ranks. This ensures continuity within our company. I am particularly pleased that almost all the outgoing CEOs will remain with the company and continue to support it in a strategic and advisory capacity. In this issue of Fresh Appetizer, we introduce the new CEOs.

Of course, our magazine once again offers a foray through the colourful variety of ORIOR innovations and highlights from the various Units. You can find news about mouth-watering delicacies from Monte Generoso in Ticino, the development of the export business in the plant-based sector, and the cool, young concept, JaiJai, with its focus on Anglo-Indian cuisine, to name but a few.

I would like to thank all our employees for their great commitment and their passion for what they do. A big vote of thanks also goes to the consumers, our customers and our business partners for their trust and loyalty.

Daniel Lutz
CEO ORIOR Group

Nutrition as a way of reflecting our values

Hardly any everyday activity is currently ascribed greater importance than the daily intake of food. If you enter the keyword “nutrition” in Google, you will get more than 3 billion hits in less than one second: cookery books, words of wisdom, alternative medicine advice on diseases or environmental tips. On food blogs, influencers report on how and what they cook, and Instagram displays thousands of photos of appealingly decorated cereal dishes, self-created bowl recipes and smoothies, right through to home-baked bread. Terms like ovo-lacto-vegetarian or flexitarian have suddenly become fundamental issues relating to ethics and values.



Whichever form of nutrition you personally prefer, besides regular exercise and a healthy lifestyle, a balanced diet is an essential factor that has an impact on health and especially on healthy ageing. A nutrient-rich diet can help prevent disease, support metabolism and improve quality of life in the long term.

Hybrid consumer behaviour



We have all experienced it ourselves: at lunchtime we eat an organic salad from the local farmer, in the evening we treat ourselves to a high-calorie gourmet meal without regard to the origin of the ingredients. Shoppers who display a split consumer behaviour are known as “hybrid consumers”. Hybrid consumers shop at both discount stores and delicatessens. And they eat whatever suits them, depending on their desire, mood or circumstances.

More mindfulness when eating

Mindfulness is the buzzword of the day. But unfortunately it is not always heeded when it comes to eating. People eat when they are pressed for time, out of common sense or in front of the TV, ignoring important signals from their bodies. It is better to find a pleasant place to sit and concentrate on eating without distractions. Mindful eating should become a habit.



ORIOR

contemporary enjoyment

The enjoyment factor is still relevant in all discussions about food. The need for conscious enjoyment is considerable. ORIOR offers both: healthy and climate-friendly dishes, as well as products that can be enjoyed consciously. Sustainable thinking and acting form the basis for Excellence in Food and ORIOR is working day after day to contribute to a more sustainable world along the entire value chain.



Culture Kitchen

the whole world on your plate

The brand name, Culture Kitchen, stands for a new range of fresh meals that were launched in Delhaize supermarkets in Belgium this spring. It comprises five dishes that take you on a culinary journey through Spain, Mexico, Greece, the Caribbean and the USA.



culinor food group



Discover Culture Kitchen and enjoy culinary delights from all over the world.

Culture Kitchen targets Generation Z and millennials, with the aim of increasingly luring them to the convenience shelves. These consumers are true global citizens, they travel more and further afield, study abroad, like to explore new ethnic food concepts, and are in direct contact with the whole world via social media. They also want to see the diversity of colours and flavours on their plates.

Ikea puts its trust in Culinor and Fredag



Successful bridge-building between Fredag and Culinor: 12,000 veggie burgers for Ikea.

Ikea has switched to plant-based menus in its restaurants and during Veganuary served a vegan burger with fries. For this, Ikea Germany relied on Culinor, and Culinor in turn was able to count on its colleagues from Fredag. The popular classic Happy Vegi Butcher Burger was slightly adapted – for example in size in order to fit neatly on the bun. It was combined with two toppings made by Culinor: sautéed mushrooms and truffle mayonnaise. This bridge between Culinor and Fredag was a real feat of collaboration.

Jaijai Indian tradition and London lifestyle

JaiJai – a young and innovative brand – is a tribute to London's Indian community. The fresh, chilled convenience products were developed by London star chef Gaurav Bajaj in collaboration with Culinor and provide an indulgent insight into Anglo-Indian cuisine. To ensure the highest quality and the best possible taste experience, the dishes are slow-cooked using the sous-vide method and prepared according to the strict "clean eating" approach: no additives, no flavour enhancers, no colourings, no flavourings. JaiJai is initially available at German retailers in four vegan and chicken-based variants.



Packaging in a London urban street style: cool design meets creative cuisine.

A success story



Home Cuisine by Culinor has become a familiar concept for many senior citizens in Flanders.

The population is inevitably ageing. Nevertheless, a growing number of senior citizens would like to continue living in their own homes for as long as possible. However, many of them are not able to do the shopping or cooking on their own. In such cases, meal delivery directly to the home is the ideal solution.

Increasingly popular

Since 2014, Home Cuisine has been delivering freshly prepared, chilled meals directly to senior citizens' homes. Dishes that are completely tailored to an elderly public in terms of taste, texture and nutritional value. Thanks to cold-line technology, the meals better retain their flavour, colour and smell. What began with the takeover of a local caterer in East Flanders with around 70 fresh meals a week delivered to some 20 customers is now a smoothly-functioning concept with 1,300 customers and approximately 6,700 meals delivered throughout Flanders every week.

Over 100 different dishes on offer

Home Cuisine's 125 meals are carefully composed and seasonally adapted. This variety is unique in this market. Particularly popular are typical Flemish dishes and all types of soups. They are the ideal way for older people to consume all the nutrients they need. Personal preferences, allergies or other requirements are also taken into account. Everything is accurately recorded in the customer profile so that each customer can enjoy a personalised and varied meal at a reasonable price.



All-in care-free package: the easy-to-use microwave can be rented cheaply from Home Cuisine.

Facts

- 42 trips per week
- Pool of 14 drivers
- Fleet of 12 refrigerated delivery vans
- 1,500 deliveries per week

Always a familiar face

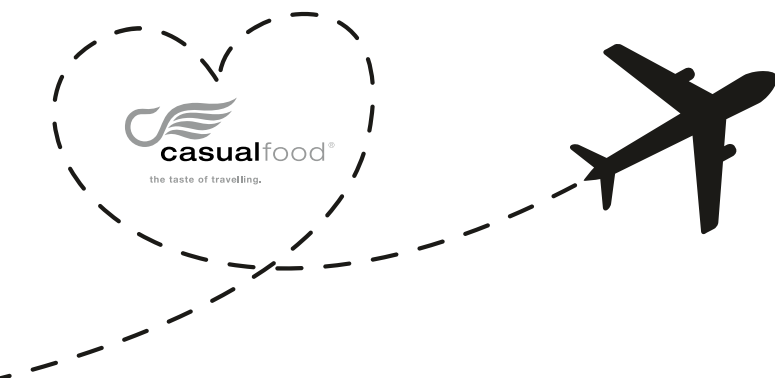
Personal contact is very important for the target group of 65 years and over. Therefore, every effort is made to ensure that the same driver delivers each time. During the first deliveries, the drivers take time to explain everything in detail. The fresh meals can be kept in the fridge for a week, which gives independent seniors

plenty of flexibility. Meals and soups can be warmed up in the microwave. And if someone does not have a microwave? Then they can rent one from Home Cuisine for just 3 euros a month. A special model with one setting to heat up soup and one for solid food, which is much simpler than the more complex digital models of today.



Casualfood flying high

largest food service provider at Berlin Airport



“The taste of travelling” – this is the claim under which Casualfood develops and operates its innovative food concepts at airports and railway stations. Now three more outlets have been opened at Berlin Brandenburg Airport – with eight different concepts, Casualfood is thus the largest food service and to-go provider at Berlin Airport.

GOODMAN & FILIPPO – the best of both worlds

The multiple award-winning, fast casual restaurant, Goodman & Filippo, brings together popular dishes from Bella Italia and the USA. On the menu: real burgers such as the Goodman's 100% beef cheeseburger, the spicy chicken teriyaki burger and Filippo's vegan burger, authentic pasta dishes, and delicious, freshly prepared sandwiches. Plus tempting salad options featuring, for instance, hummus and falafel. The food is accompanied by freshly squeezed fruit and vegetable smoothies, as well as selected wines.



Hotspot for gourmets: Goodman & Filippo now also at Berlin Airport.

Hermann's – *this is how tasty snacks can be*

The trendy snack bar combines the cult butcher-shop retro look with the functional styling of a modern system gastronomy take-away. On offer: regional sausage varieties, including of course the popular Berlin currywurst. They come with crispy, golden Hermann's house fries, a delicious assortment of sauces, Spreewald gherkins, homemade salads, bread rolls, lye rolls and beer on tap.



Here it's all about the sausage – modern and inviting styling at the new location at Berlin Airport.

Beans & Barley – premium beer and coffee specialities

The lifestyle bar concept stands for individuality and artisan produce, as well as for a large selection of beers and top-quality coffee specialities. Beer lovers can enjoy four regional beers on tap – Berliner Pilsener, Hop House 13 lager, Berliner Berg pale ale and Allgäuer Büble Edelweiss-bier wheat beer. Also available are the famous Berliner Weisse in raspberry or woodruff, a naturally cloudy Radler shandy and non-alcoholic beers. Whether a latte macchiato, espresso or flat white – at Beans & Barley, coffee lovers can sip whatever their heart desires. A special highlight is its Berlin cold brew coffee. Guests can also choose from different flavours, such as almond, caramel, toasted marshmallow or Irish cream. Oat milk or lactose-free milk options are offered as milk alternatives.



It's all in the name: coffee and beer lovers are at the right address at Beans & Barley.



Smartseller store

**opens at Münster
Osnabrück Airport**

Smartseller, the joint venture between Casualfood and Gebr. Heinemann, offers added value to small- and medium-sized airports by combining duty-free with food & beverage and convenience. Smartseller's integrative concept, "All yours", is ideal for airports with limited space. A special feature is that everything operates efficiently through a single merchandise management system.



While Smartseller is the name of the operating company, the concept appears at the airport under the customer-oriented umbrella brand, "All yours". "All yours" is barrier-free; the boundaries between duty-free, food & beverage and convenience shops have disappeared. In the new store in Münster Osnabrück, four islands serve as fixed points of orientation: Your Münsterland (local products), Your Studio (a place to linger), Your Spa (feel-good zone to relax and freshen up) and Your Kitchen (food & beverage). Another successful opening of a Smartseller store!



Casualfood places special emphasis on sustainability.
The theme is consistently and lovingly implemented.

Casualfood has published its first sustainability report. The company is very aware of its responsibility and over the years has repeatedly launched and established new, environmentally conscious initiatives. Now everything has been summarised in its first sustainability report.

The **first pillar, People**, is all about its employees. The goal is to continue to secure attractive jobs and create new ones, to uphold human rights, diversity and equal opportunities, and to create a safe and healthy working environment for all its employees.



Finally, **the third pillar, Products**, is entirely devoted to a balanced diet, sustainable products and supply chains, and responsible marketing.

The **second pillar, Planet**, focuses on tackling climate change, reducing food waste and increasing sustainable packaging.

Guiding readers through the report is casualbee, who has compiled all the information industriously – as befits a bee. **The bee is Casualfood's sustainability ambassador**, as through beeswe.love, it has been sponsoring a young bee colony since 2021.



Working towards sustainability as a team

A sustainability team from various departments is working with great commitment to put the ambitious goals into practice step by step.

In order to promote sustainability together and to involve as many employees as possible, project groups are being set up with representatives from the different departments. Their task is to identify opportunities in their working environment. They analyse and evaluate the ideas and then jointly drive forward the implementation of new measures.



The Casualfood sustainability team:
Andreas Förster, Jasmin Blees, Bianca Münch
and Rebecca Wolf.

Sustainability brand: less is more



POP – Protect Our Planet ...
not simply a slogan,
but an attitude.

Just how passionately Casualfood is dedicated to sustainable corporate governance is shown by the development and consistent establishment of its own sustainability brand, “POP – Protect Our Planet”, which appears in all 13 brand concepts.

In future, there will only be one POP packaging range for all Casualfood brands. A clear commitment to a sustainable way of thinking and acting that is aimed to attract the attention of customers. One particularly climate-efficient POP measure is the introduction of a new to-go cup for hot beverages. Produced in a climate-friendly manner, it is made exclusively of cardboard and is therefore 100% plastic-free. This means it can be fully recycled with waste paper or even composted at home. Paper carrier bags and bags for baked goods in the new POP look are to follow. Once current stocks are exhausted, all the concepts will gradually receive the uniform POP branding. For all other consumables, there will even be no branding at all – such as Fairtrade sugar sticks, unbleached serviettes or wooden drink stirrers.

Making a difference together foodsharing: less food waste

Casualfood is working with the initiative, foodsharing.de, to waste less food and prevent it from being thrown away. Products that are still fit for consumption but have passed their best-before date will initially be collected by volunteer



Sharing is caring.

food savers at the DB Service Stores in Berlin and Giessen and at Frankfurt, Düsseldorf and Berlin Airports and subsequently redistributed. If this project proves successful, there are plans to extend it to encompass other gastro concepts and stores. All the remaining outlets are to be incorporated as soon as possible.

We love bees

The sponsorship of a young bee colony at beeswe.love – in a move to contribute towards environmental protection and species conservation – is already showing sweet results. The bees have grown and been very industrious. The first aromatic Casualfood blossom honey is already available!



A masterpiece
air-matured

in natural cellars
on
Monte Generoso

The Salame del Monte Generoso is made according to the inimitable recipes of the mastri salumieri. This and the special maturing process make it a masterpiece beyond compare.



Only choice, lean Swiss pork is used. The meat is refined by the mastri salumieri with bacon, secret spices and red Ticino Merlot. This is followed by slow maturation in the light-protected ripening cellar.

Ecological and recyclable packaging with certified FSC paper. IP-Suisse Swiss pork.

Grotto cellar in Salorino

The salami is left to mature in a typical 19th century Ticino grotto cellar, which is located in the centre of Salorino, below the Grotto del Giuvan on Monte Generoso. A natural process thanks to fresh, humid air currents that filter through the mountain rocks, ensuring a constant micro-climate all year round. Perfect for a tender salami and the unfolding of mild, aromatic notes.



Fresh, humid air currents that caress the rocks on Monte Generoso create an unparalleled salami taste experience.

Mastro salumiere Duilio nurtures the premium-quality salami in the grotto ripening cellar.

Filet im Teig

a classic continues
to evolve

Filet im Teig – succulent pork fillet wrapped in puff pastry – is a top choice when people want to serve up something special. As a result of its production site development, Rapelli is now producing this popular delicacy and even developing it further:

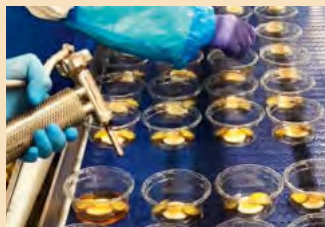
- New dough makes it crispier
- Completely dispenses with palm oil
- Change in the forcemeat for better consistency
- Seasonal variations with wild garlic or truffles
- Adjustments in the production process to improve succulence



The new packaging ensures better baking results.



The ripening of air-cured ham and the production of Sülzli specialities in aspic are now integrated into the production process in Stabio.



Production site development

In the course of ORIOR's site development projects, the production of successful product concepts such as Filet im Teig (pork fillet wrapped in puff pastry), specialities in aspic or party bread, among others, was relocated from the Uetendorf site to Ticino. In addition, the ripening of air-cured ham was integrated into the production process in Stabio.

These changes of location have had a positive impact in terms of quality assurance, energy efficiency and logistics. For example, the integration into an existing building and improved insulation means that 50% of energy can be saved. It has also resulted in better capacity utilisation of the Stabio plant. The entire conversion took about two years and was completed last autumn.



With its training centre for apprentices, Rapelli is making a long-term investment in the future. A great way to effectively counteract the widespread shortage of skilled workers.

The butcher's trade is demanding and calls for a high degree of specialist knowledge and skill. This has led to a shortage of skilled workers. Rapelli is taking steps to counteract this trend and inspire young people to take up the noble profession of butcher.

“The counter and the butcher’s table are our classrooms.”

Stefano Tonetto, head of Rapelli's training centre for apprentice butchers, trainer since 2011.

Renowned training centre with a long tradition

For generations, Rapelli has stood for passion and the highest quality in Ticino's charcuterie culture. Then as now, the company actively promotes the training of young people. This primarily takes the form of the recognised Rapelli Training Centre, which is run by expert trainers and experienced cantonal examiners.

Rapelli Training Centre

- **Trains 9 apprentices per year**
- **Rapelli apprentices are regularly among the best diploma graduates in the canton**
- **Every second apprentice remains with the company after their training**



Proud Rapelli team: Mirko Rea and Fernando Premazzi with Ignazio Cassis (2nd from left) and Marco Solari.

Curtains up for Rapelli with VIP visitors

For years, Rapelli has maintained a close partnership with the Locarno Film Festival, where it presents itself to audiences and institutions as an ambassador of Ticino's food culture. At the last edition of the festival, it also received many compliments for its successful public appearance and a big thank-you for the support of various terroir events from Festival President Marco Solari and even from the Swiss President at the time, Ignazio Cassis.

Interview with *Giuseppe Galli*

Driving force behind the Rapelli Training Centre, of which he was also in charge from 2013–2021 with outstanding achievements.

You ran the training centre for apprentice butchers for almost ten years. Has the job profile changed during that time?

Yes, very much so. The topics of hygiene and sustainability are becoming increasingly important.

Does the profession of butcher have a different image in Ticino than in the rest of Switzerland or abroad?

I don't think so. It's just as important a profession here in Ticino as it is in the rest of Switzerland.

*“The secret?
Competent teachers
and ... enormous
patience!”*

Marco Franceschini, buyer at Rapelli, former apprentice and top apprentice diploma graduate in Ticino in 2018.

Do you have problems with recruitment?

The challenge is not recruitment per se, but the fact that the interest and demand for manual trades such as that of a butcher has decreased over the years. Our task of inspiring young people to take up this profession has become even more important as a result.



Rapelli trains nine apprentices every year. What specifically does this training programme involve?

Our certified training centre is run by expert trainers and experienced cantonal examiners. It provides targeted and practical training for apprentices with tasks and focal points that are specific to the craft surrounding Ticino's charcuterie culture and the expertise of a *mastro salumiere*.

What was your best moment as a trainer?

I'm really proud of my work when I see that most of the apprentices who have left our training centre are still working in the profession, or even for Rapelli, and have taken on key responsibilities with us. A very special moment was without doubt when I was awarded second place at the 2018 National Apprentice Instructor of the Year.

*“Each one of us is
a *mastro salumiere*,
an ambassador of
Ticino charcuterie.”*

Annalisa Sattin, Head of Human Resources and Training at Rapelli.

Website – new look & feel

The Rapelli website in its brand new look contains plenty of additional value-added content, such as even more recipes, exciting videos, relevant insights into Rapelli as an employer, and all kinds of things related to sustainability.

The simplified navigation provides a better user experience and inspires users to embark on a journey through the Rapelli world. This generates an increased volume of relevant traffic and leads. In future, the website will also serve as the hub for Rapelli's social media channels.



- All kinds of information about sustainability.
- Working at our company – a look behind the scenes and the people at Rapelli.
- A step-by-step feature enables users to easily cook using our recipes.

Pure Nature:

100% natural pleasure

matured in the fresh Graubünden mountain air



Brand new in the Pure Nature range: uncooked ham and uncooked bacon. Dried in the highest meat-drying facility in Europe, they are left to ripen at over 1,500 metres above sea level. Cool mountain air and constant moisture from the Sertig stream provide ideal conditions and guarantee unique, unadulterated eating pleasure.

A real original pure indulgence

The Pure Nature raw ham consists of just two natural ingredients: pure sea salt and Swiss pork.

This delicatessen speciality is produced according to traditional recipes and gently cured for four months, giving it a delicate, spicy flavour.



Pure Nature cured ham.
Pure culinary enjoyment.

Melts in the mouth

An eating experience for all those who love mountains and fresh mountain air.

The naturally and gently air-dried, soft-as-butter Graubünden raw bacon is refined with the finest Swiss Alpine herbs – and literally melts in your mouth. Enhances starters, makes a great snack, and peps up an appetiser platter.



Pure Nature cured bacon.
Sliced ultra-thin for an even more delicate flavour.



100% natural, without additives

- ✓ No nitrite curing salt
- ✓ No flavour enhancers and artificial flavourings
- ✓ No artificial colours and preservatives
- ✓ No E numbers
- ✓ The FSC paper tray packaging means 60% less plastic

Albert Spiess – *firmly anchored in the region*

Over 100 years old. Closely connected with the region and full of commitment to promote the youth of Graubünden.

This is what unites Davos Hockey Club (HC Davos/HCD) with Albert Spiess, which will be supporting all of HC Davos' junior players over the next few years.

Hardly a HCD junior was missing at the photo shoot, where they were also treated to a gift of specialties from Albert Spiess. Even the youngest of them knew how important the support of their beloved sport is and proudly presented themselves in front of the camera to say thank you. "We have no commercially-oriented thoughts or expectations with this commitment," says Christoph Egger, CEO of Albert Spiess. "We have been a loyal companion of HC Davos for many years and have made an important contribution to the region." Now the focus is on supporting the up-and-coming talent. "With its support," says René Müller, Head of Training at HC Davos, "Albert Spiess helps us to continue to offer the talented young

ice hockey players training at a high level." Working as a team is equally important in a company as it is in ice hockey, because one person will not be successful on their own, says Egger. Albert Spiess owes its success to the regular creation of new specialties and its ongoing adaptation to current consumer habits.

Albert Spiess invests just as sustainably as the HCD plans with its junior team: the renovation of the meat-drying plant in Frauenkirch has made it possible to reduce fossil fuels by 95% – a decisive contribution towards preserving the pristine mountain air that is so important for the production of Bündnerfleisch.



Prominent placement of the Albert Spiess logo on the Junior HCD shorts.



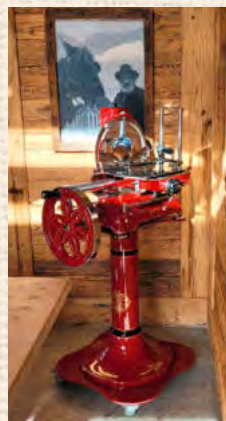
An invaluable commitment to the region and its youth.

Bündner meat platter in the old hay barn



Before the conversion, the old hay barn served for many years as a storage room. Today, the Heuställi shines all the more brightly in its smart new look.

Albert Spiess can be experienced live in the Heuställi in Lengmatta – just three minutes from the highest meat-drying plant in Europe. The old hay barn, built in the traditional log cabin style, has been completely renovated and transformed into a cosy restaurant and meeting room. It offers the perfect venue for meals, team events or meetings with a rustic mountain hut feeling for up to 22 persons.



Enjoy a genuine Graubünden meat platter from Albert Spiess in a private atmosphere. Freshly cut by hand using an original Berkel meat slicer.

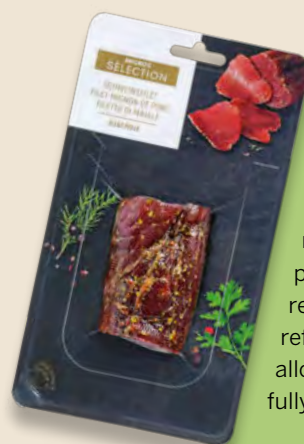
A premium piece of culinary indulgence



The Appenzeller Filet Surchoix is made by hand according to an age-old tradition, coated in hay flowers and smoked in the traditional manner over beechwood. Gentle cold smoking and natural spices lend it its characteristic aroma.

Appenzeller Filet Surchoix

The fillet is salted, enveloped in a natural hay flower mixture and selected spices, and cured for several days. The delicate beechwood aroma arises thanks to slow and gentle cold smoking. Through this maturing process, the traditional curing method, smoking and air-drying, the meat develops its typical aroma with a pleasant hint of garlic and bay leaf. The lean and tender structure of the fillet means that you can easily slice it yourself. Using a sharp knife, the slices can be cut thinner or thicker as desired.



30

minutes before preparation, remove from the refrigerator to allow the aroma to fully unfold.

A coating of hay flowers produces an incomparable aroma.



Fürstenländer

Camembert pork tenderloin

Here the delicate, air-dried pork tenderloin develops its unique flavour: the maturing with Camembert noble mould gives rise to a fine, nutty aroma that guarantees a very special eating experience. Perfect with a glass of Pinot Noir from the Rhine Valley.

Ideal for an appetiser platter, as a light starter or as a snack.

BBQ – the barbecue season is open

second cuts with a success guarantee

Butcher steak

What is usually cut off a shoulder of pork has now become a firm favourite among the special cuts “American style”. For connoisseurs, the cuscino – the end of the pork shoulder – is the most suitable meat for grilling due to its tenderness, as well as its succulence.

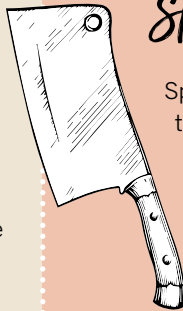


A succulent butcher steak, a sprinkle of black pepper and fresh herbal butter. What more could you want?

Nose-to-tail

In bygone times, an animal and its meat were very valuable. It was common practice to utilise it completely. But values have shifted. We are constantly on the move, and food needs to be quick and easy to prepare. We have also become more selective. There is a demand above all for prime cuts and tender, lean meat, some of which has to be imported from overseas. But there are also delicacies to be discovered beyond the fillet.

A sustainable manner of thinking, animal welfare and curiosity have set a process in motion. Now that top chefs are turning to meat products that we only know from hearsay, people are also experimenting with old recipes again in their private lives and expanding their culinary horizons.



Special cuts and second cuts

Special cuts are usually taken from cuts of meat that in our part of the world are traditionally braised or simmered (shoulder, belly, breast or rump). Because of the different way they are cut, they are suitable for pan frying, just like prime cuts. Special cuts usually have a bit more bite and above all plenty of flavour.

Modern technology and age-old craftsmanship

In autumn 2022, the new Möfag baking-smoking-cooking centre was put into operation. This will enable an increase in capacity, further product differentiation and innovations in the area of cooked and baked foods, such as home-baked ham or roast beef. The popular Fürstenländer specialties can also continue to be made by hand and traditionally smoked over beechwood. Sustainability was a decisive factor for the new baking-smoking-cooking centre, with a focus on reducing the resources of water and electricity, recovering energy and cooling by means of water.



Plant-based goes international



The vegan cevapcici are perfect for a summertime BBQ evening. Served with a refreshing peppermint sauce.



They make meat lovers' taste buds water: the Plant-Based Nuggets from Happy Vegi Butcher.

A pioneer in the vegi/vegan sector for over 30 years, since 2018 Fredag has also been scoring top marks beyond the country's borders with its plant-based specialities.



A new success story began in 2018, when Fredag teamed up with a young British start-up and became active on the English market. Trendy English product innovations paired with the reliability, quality and decades of experience of the traditional Swiss company, Fredag – how could that not be a success! The result was a wide range of high-quality, plant-based products, such as chicken analogue and bacon analogue, which revolutionised the English market. Since then, the existing range has been continuously developed.

Adapted to local preferences

The high demand for premium Swiss plant-based products was the starting point for the expansion and professionalisation of the exports. New countries, such as Italy, France,

These are the success factors

The export strategy is based on four pillars, which are equally important and promising for all countries and regions:

- Quality and capacity
- Innovative strength
- High individuality
- Speed

Belgium and Israel, are continually being added to the list. It is a well-known fact that each market has its own customer needs and prefers different flavours and dishes. For example, the English love strongly

smoked products, while the French prefer something milder. And for the Israeli market, Fredag, together with its customer, More Foods, has developed a country-specific beef alternative for the traditional Shawarma dish. Strong individual adaptation to local customer needs – known as “customisation” in marketing jargon – is one of four key success factors for Fredag in its export business.

Expansion of production capacities

In order to meet the sustained increase in demand, Fredag invested in significantly expanding its production capacities. In spring 2022, production on the new wet extrusion line at its sister company, Pastinella, went into operation. This enables Fredag to offer top quality, innovative strength and increased capacity. Martin Zraggen, Head of Operations at Pastinella, says: “After an intensive planning and construction phase for this highly complex project, we were able to set an absolute milestone with the introduction of the state-of-the-art wet extrusion line. I am proud of the whole team!”



Did you know?

Wet extrusion: key technology for vegan meat substitutes

Wet extrusion, also called high-moisture extrusion, is considered a key technology in the production of high-quality, plant-based products. It can process raw materials – for example, protein sources from legumes – and achieve the desired product properties, such as texturisation. The extrudate has a fibrous structure that resembles the texture of real meat. This physical process works by means of heat, pressure and cooling. It is only during further processing that the extrudate is formed into the actual end product, such as schnitzels, chunks, nuggets, etc.

New appearance *in food service*



The present appearance is gradually giving way to a new, modern bag layout with a striking design. The focus is on the Swiss production location and the culinary promise. A colour code also allows quick and easy orientation. The packaging for the pork products has already been changed, the poultry products will follow shortly.

Catfish the insider delicacy from local fisheries

The catfish is the largest freshwater fish in Europe and is considered to be excellent to eat. In close collaboration with fishermen from the Lago Maggiore, we have created our limited-edition Catfish Chnuserpli. An exclusivity for the food service trade.

The catfish is easily digestible and has few bones, which makes it very valuable from both a nutritional and a convenience point of view.





With Elvetino on the road

Happy Vegi Butcher is now available throughout Switzerland in SBB railway dining cars in a variety of forms: for example, with chunks on a crispy Caesar salad or as a fine Thai red curry – naturally 100% vegan.



Classic products in a vegan guise

You do not have to be vegan to eat purely plant-based – and, of course, healthy – food on a regular basis. Fredag has made it its mission to continuously develop its plant-based expertise and to interpret traditional products in a vegan manner.

Cordon bleu perfectly veganised



The juicy cordon bleu, covered in crispy breading and with a heart of melt-in-the-mouth cheese, is a real classic that is popular with both young and old. And the plant-based version – Cordon Vert – under the V-Love brand is every bit as good as the original.



Time to fire up the BBQ!

The mouth-watering, succulent V-Love Peppery Steak, which is based on soy and wheat protein, is refined with choice spices, such as the finest coriander, paprika and ground black pepper. Wrapped in sustainable skin packaging, it is a real eyecatcher. A treat at every barbecue!

It's cool

Vegan substitutes are increasingly finding their way onto the dining table. Consequently, the frozen range at Coop has also been expanded with the popular Plant-Based Chunks.



Master of transformation

Tofu cannot just be prepared in incredibly versatile and delicious ways, but has also become a healthy and popular meat alternative in recent years. In time for the spring season, Migros added the organic basil variety to its already broad range.

From the research study to the shelf

Market research studies show that the demand for healthy and individualised products is on the increase.

Innovation in poultry convenience

This insight has prompted Fredag's Marketing and Product Development teams to create the latest generation of poultry convenience products. Given their years of experience and proven expertise in the area of poultry, this was an obvious step. "As there was a certain stagnation in innovation in the chicken convenience sector, we decided to launch the Chicken Avanti project," explains Timo Beyerlein, Head of Sales and Marketing Retail at Fredag. "We asked ourselves the simple but interesting question: How can we take advantage of the positive perception of fresh poultry?"



The new chicken cordon bleu balls go perfectly with a fresh salad.

Project with the University of St. Gallen

To find answers to this question, Fredag initiated an application project in cooperation with the University of St. Gallen. The students interviewed consumers and experts to find out what the key barriers were to buying chicken convenience products. As a result, the following obstacles were identified: lack of naturalness of the product, too many additives, and too much processing. The next step was to develop creative approaches to overcome these barriers. The marketeers and product developers worked closely together in order to come up with innovative product concepts that either circumvented or compensated for these negative points. Many trials and fine-tuning measures were necessary before the final products were



Cajun chicken strips

Chicken fillets

Chicken balls

developed. These were presented to customers and eventually three new products were launched on the market: cordon bleu balls, cajun chicken strips and chicken strips

with sauce. A great example of how innovation, teamwork and perseverance lead to success.



Vegi? Flexi? Vegan?

**Le Patron presents plant-based à la carte.
100% plant-based enjoyment for the food service sector.**

Traditional Swiss cuisine and favourite dishes from all over the world are also interpreted by Le Patron as 100% plant-based variants. Packed with flavour and firm to the bite.



Vegan dishes are growing in popularity and adding image-boosting value to the menu. More than half of the Swiss population consciously dispense with meat products on a regular basis. Plant-based cuisine conserves natural resources and underscores the sustainable orientation of a business.

From the starter to the main course, the plant-based range does not leave foodies hankering for meat, fish or dairy products and provides plenty of valuable energy with its high-quality plant protein. Real soul food pampers the palate, stomach and soul. And basic components that can be combined in a variety of ways open up a mouth-watering playing field. Fresh menus and stews score doubly for saving preparation time too.

Quality guarantee

- Vegan certified
- With high-quality rapeseed oil and olive oil
- Free of flavour enhancers, artificial colourings, palm oil or other saturated fats

All dishes, soups, sauces and side dishes can be found in a special folder and online.



To fall in love with V-Love Petit Pâté

In keeping with current trends, even the classic pâté can now dispense with meat. V-Love Petit Pâté is a Swiss innovation based on soy and pea protein and has been developed for a new, mainly younger target group. The plant-based version is

slightly less juicy due to the lack of forcemeat, but this does not impact the flavour in any way. If the feedback continues to be positive, a further addition to the range in the form of another vegan variant will be examined.



Mouth-watering pâté without meat.

Think big -

successes at major events

OpenAir St. Gallen

Not only the sound was record-breaking. The catering figures for the event were also impressive. It started with around 400 lunches and dinners for helpers and staff, with subsequently a total of around 11,000 meals being prepared and served on site over the course of the festival. Featuring products from Le Patron, Fredag and Pastinella. A huge success and a bridge-building event for the Champion Group Food Service.



Music not only puts you in a good mood, but also works up an appetite!



Long queues at the food counter for festival employees.



Young camp participants look forward to a delicious meal.

PraiseCamp

The Christian youth camp, Praise-Camp, was held in Basel last year between Christmas and New Year. It was attended by 6,000 young people between the ages of 12 and 25 years, as well as helpers and group leaders. They were provided with an incredible 48,000 meals. A great end to the year for the whole Le Patron team.



Great atmosphere at the youth camp.

Pâtés and terrines

are always in season

It is impossible to imagine spring cuisine without asparagus.

Classically served with Hollandaise sauce or accompanied by a vinaigrette with chopped egg, it makes gourmets' taste buds water.

Le Patron also delights with imaginative asparagus creations in its spring range. For example, its pâté with a shining springtime sun made of egg and asparagus in the centre.



Did you know?

The asparagus season starts in mid-April. It traditionally ends on 24 June, which is also Midsummer Day or St. John's Day. On this date, the "grand

spear cutting" is over and the asparagus fields are prepared for the next season.



Tuna Terrinette

A really spicy highlight – small but with quite a kick! Tuna seductively combined with cream, sun-dried tomatoes, capers and a hint of chilli.



Pastinella

a big heart for organic food

PASTINELLA

The organic trend has definitely arrived in the food service sector: those who seek and choose organic food out of conviction appreciate finding this added value on the menu.

In line with ORIOR's sustainability strategy, Pastinella's organic line continues to expand. The new Bio Suisse regulations for the food service industry are also being taken into account. The label is called "Bio Cuisine" and is intended to identify

and guarantee sustainable cuisine from the field to the plate. It is structured in three stages and awards between one and three stars depending on the proportion of organic and "Knospe" products.

Did you know?

Swiss chard is a versatile leafy vegetable that is not just healthy, but also tastes delicious. Its leaves come in a variety of colours and textures and are a good source of vitamins, minerals and fibre. Chard is often used in the kitchen to make salads, soups, stews and stir-fry dishes.

In Swiss cuisine, chard is best known from the Graubünden speciality, capuns, where the filling is wrapped in chard leaves.



Organic Cuori Sweet Potato
with lentils and curry (vegan).



Organic Cuori Cheese Swiss Chard
with cheese, leafy Swiss chard and onions.



Organic Cuori Tomato Mozzarella
with ricotta, cheese, onions, garlic and herbs de Provence.

For guests looking for sustainable quality



The Cuori (heart) shape symbolises ecological and responsible agriculture, where the well-being of people, animals and nature are equally respected.



Nature

Pastinella's organic ingredients meet the highest of quality standards. The cultivation is carried out holistically according to organic guidelines and is guaranteed to be free of chemical pesticides and genetic modification. The organic principle is followed down to the last detail with gentle processing – for full flavour and with the good feeling of having been kind to nature.



Kitchen

Organic as a competitive advantage. The use of organic products in the kitchen is appreciated by guests who value sustainable nutrition. With innovative recipes, careful preparation, top-quality organic ingredients and the strict absence of additives, the Pastinella organic range offers sustainable added value to any menu.



Guests

Organic pasta meets the desire for a pleasurable lifestyle. The use of organic products conveys innovation and safety – a guarantee of regular guests and an opportunity to develop new target groups.

The perennial favourite: *Cheese ravioli* now also vegan

Together with the well-established start-up, New Roots, Pastinella has developed a cheese substitute filling based on cashew nuts. The cheese substitute is made using traditional methods and guarantees an authentic taste. Co-branded with New Roots, the ravioli was launched under Coop's brand, "Yolo", in good time for Veganuary.



Cacio e Pepe an Italian classic



Stuffed Gnocchi Cacio e Pepe – a traditional and also internationally well-known dish from the varied Italian cuisine. The name is derived from the two ingredients: pecorino cheese and black pepper. The product is characterised by its simplicity, quality and flavour and is now enhancing the Betty Bossi range.

Tartufo for special celebrations

Following the huge success of Medaglioni Burrata, the Migros Sélection line is being expanded with Gnocchi Medaglioni Tartufo. The special recipe – refined with precious black truffle – is hitting the shelves as a limited edition for the Easter and Christmas seasons.



Going through life healthy, fit and full of energy – naturally with Biotta

Biotta is the Swiss organic pioneer of natural vegetable and fruit juices. New juice creations are constantly being developed and ideas implemented in its sustainable manufacturing facility. Biotta is committed to giving people with every sip a piece of nature that is healthy and tastes great. Here we present the latest vegetable and fruit products.

Biotta Well

Tasty juices in organic quality with a host of added benefits – that's Biotta Well.

Whether to support the immune system, regulate blood pressure or protect the cells – the functional product line in cooperation with Coop Naturaplan is an ideal companion for natural wellbeing in everyday life.

Biotta Well Blood Pressure

- Fruity blend with apple and beetroot juice combined with ginger for a pleasant, light spiciness
- Natural support for healthy blood pressure
- Natural source of potassium
- Potassium helps maintain normal blood pressure with the consumption of 1 glass (200 ml) of Biotta Well Blood Pressure

Biotta Well Immune

- Fruity blend with sea buckthorn and ginger
- Natural boost for the cold months of the year
- Rich in natural vitamin C
- Vitamin C contributes to the normal function of the immune system with the consumption of 1 glass (200 ml) of Biotta Well Immune

Biotta Well Antioxidant

- Fruity blend with pomegranate juice and tea, rounded off with guava, sea buckthorn and orange juice
- With natural vitamin C for cell protection
- Vitamin C supports cell protection with the consumption of 1 glass (200 ml) of Biotta Well Antioxidant

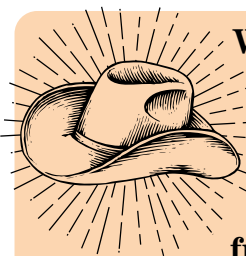
Biotta®
The Swiss Organic Pioneer

New Biotta Well line with the variants, Blood Pressure, Immune and Antioxidant.



The little helpers

Who doesn't need an energy kick every now and then? Life can be hectic and your to-do list seems to be never ending. The delicious new Biotta Vital Shots help strengthen your immune system when your batteries need recharging. Available in Ginger-Apple Vinegar, Acerola-Echinacea and Grape-Guarana.



Where does the word "shot" come from?

According to legend, from the Wild West. In saloons, cowboys who were short of cash could trade a bullet from their belt for a small amount of liquor. The exchange of a "shot" for a "schnapps" developed into the term "shot" to mean a small measure of liquor that you can swallow in a single gulp.



From the soil, natural and healthy: the Biotta raw ingredients, carrots and beetroot.

Popular in Scandinavia

For the international market, Biotta offers two varieties in the modern carton packaging. This has given rise to a highly competitive product in the fiercely contested juice market.

The new packaging is attractive and appealing, and offers additional flexibility in opening up new markets. And the idea is bearing fruit: carrot juice is already being delivered to Finland in eco-friendly drink cartons and the listing has also been expanded in Denmark.

A gem among fruits

In addition to Carrot-Orange-Ginger and Beetroot-Lemon-Ginger, another Demeter juice has found its way onto the shelves at Migros. Biotta Pomegranate-Orange is a fruity-fresh blend of sun-kissed pomegranate juice combined with sweet orange juice and refined with a hint of peppermint – the ideal companion for a tasty start to the day!

Did you know?

What the Trojan prince, Paris, presented to the goddess, Aphrodite, was probably not an ordinary apple, but a pomegranate. In many cultures, the pomegranate is a symbol of fertility and an abundance of children because of its numerous seeds. Today it is considered to be an anti-ageing fruit, which is why Hollywood stars swear by its juice as an energy provider. It also lends its name to the scarlet semi-precious stone, the garnet, and to the military grenade, because the water-filled shell explodes open when heated.



New Biotta Vital Shots for a daily energy boost.



Biotta sporting its modern packaging for the Scandinavian market.



The Biotta Demeter line has been enhanced with the new Pomegranate-Orange variety.





Carrot juice is Biotta's most important product, carrots its most fundamental raw ingredient. Accordingly, a great deal of effort goes into the selection, sowing, cultivation, processing and bottling. This is the only way to guarantee a great flavour, a vibrant orange colour and a high nutrient content. However, climate change could well nip this success in the bud. For this reason, a variety trial was also carried out in 2022.

The right carrot for the best juice

The carrot variety determines the properties of the juice. Careful processing and bottling contribute to quality, but even this cannot make good juice from inferior carrots. The raw ingredients are of decisive importance. Biotta is therefore working closely with seed producers to select varieties with real potential.

Variety cultivation trial 2022

Six varieties were selected, with the currently most popular Rijk Zwaan type as a reference. The reference variety helps to better assess the impact of external conditions, such as weather, soil and irrigation. Organic farmer Martin Lussi sowed all the varieties at the same time at the end of May in light rain. The trial field is slightly larger than one hectare and yields about ten tonnes of carrots per variety. This large quantity is necessary to be able to process them at the production plant. The decanter, which extracts the juice from the carrots, needs approximately this amount for one run.

Off to the laboratory

The extracted single-variety juice is evaluated in the laboratory for its sensory properties, the overall picture arising from the sugar content (Brix value), typical smell, delicate carrot aroma with a slightly bitter note, and colour. The harvest yield and juice yield are also important criteria. In the end, all this results in an overall impression. Together with the farmers and seed producers, it is then decided which varieties should be integrated into the current cultivation.



"It is important to test new varieties, as an existing one can be discontinued at any time or the seeds may no longer be available. If this happens to our favourite variety, we need to have an alternative quickly to hand. Variety trials are also important with respect to climate change. Carrots can only tolerate heat to a certain extent. Therefore we need to find varieties that cope well with the weather conditions, both now and in future."

Urs Dietrich, Head of Development

For fans of ice baths and hot showers!

Biotta kicked off 2023 with a major 360° immune campaign to raise awareness among current and future customers. Winter is renowned as a time when people come down with a cold. This is when a vitamin-rich diet with Mother Nature's plant-based powerhouses is especially important. And Biotta has conveniently put these into bottles.



The witty poster slogans at many urban hotspots attract the attention of passers-by.

■ OOH

Out of Home advertising still makes an impact. 358 poster sites in the immediate vicinity or within walking distance of leading Migros and Coop shops.

■ Tram/bus advertising

Raising awareness for the subject of "the immune system" where it is most relevant. It is well known that public transportation is teeming with bacteria and viruses. 1,100 hanging displays in Zurich and Geneva trams and buses at urban and highly frequented locations.

■ Bring! app

Intensive advertising on the popular "Bring!" shopping list app: 1 million impressions.

■ Social media and newsletters

Facebook, Instagram, influencer marketing.

■ Classic advertising and POS

Print and secondary placement at points of sale.



People walking past the sample stands early in the morning are in luck.

All is still right with the world at five in the morning ...

At three busy Swiss railway stations (Zürich-Oerlikon, Zürich-Stadelhofen and Winterthur), 15,000 commuters were surprised with a Biotta Bio Energy Drink. After all, everyone can use an extra energy kick, especially in the early hours of the morning. A well-timed campaign that brought Biotta to the attention of a new group of customers.

Get off to a natural start

Biotta Bio Energy convinces with its fruity taste and purely natural ingredients, and does not contain any granulated sugar or artificial additives. It has the same caffeine content as conventional energy drinks. This natural alternative contains caffeine from mate, guarana and green coffee beans. The best part: the natural caffeine is only released by the body gradually – giving you long-lasting energy to go the extra mile.



“We are
ORIOR”

Competent CEOs from within our own ranks

There have been changes at the top at no fewer than five ORIOR competence centres. However, ORIOR has been able to fill the positions with experienced and proven personalities from its own ranks and thus ensure continuity.

As a result, the key entrepreneurial components of the strategy pillar, “We are ORIOR”, have come to fruition. In addition, almost all those who have stepped down will remain with the company and take on strategic and advisory tasks.

We introduce the new CEOs here and probe a little deeper with three short questions.



Michael Schorm and Andreas Förster have taken over as co-Managing Directors of Casualfood

As planned, the two founders and CEOs, Stefan Weber and Michael Weigel, withdrew from the operational business of Casualfood at the end of 2022. However, they have by no means severed ties with the company. They will continue to accompany the development of Casualfood as members of the Strategic Advisory Board, alongside ORIOR CEO Daniel Lutz and CFO Andreas Lindner.

The management of Casualfood has been handed over to two passionate and long-standing Casualfood employees: Michael Schorm (spokesperson), Head of Food & Beverage, and Andreas Förster, Overall Head of Convenience. Both are members of the management team and have been key players in the Casualfood success story for many years. With Michael Schorm and Andreas Förster, it has been possible to secure two absolute “Casualfoodies” to ensure the company’s ongoing success. The joint Managing Directors are characterised by their profound expertise and their many years of experience. Two leaders with a flair for trends, two great motivators, and organisational talents who love dealing with complex challenges.



Werner Nies follows in the footsteps of Culinor founder Filip De Spiegeleire

Werner Nies is the new CEO of Culinor Food Group NV and Culinor NV. By handing over the position held by founder Filip De Spiegeleire to a long-standing member of senior management, the company has ensured continuity and the passing on of corporate values.

Werner Nies holds a Master's degree in Economics from Ghent University. After completing a training programme at Carrefour and holding various Key Account Manager positions, he joined Culinor in 2000 as Sales Manager. His duties and responsibilities expanded steadily, including within the framework of the takeovers of Hot Cuisine and Vaco's Kitchen. Werner Nies is characterised by his profound knowledge of the retail market, an affinity for product and concept development, as well as solution-oriented leadership skills. Since 2012, he has served as General Manager of the Culinor Food Group and thus part of the core team contributing to Culinor's growth and success story.

Three questions for Michael and Andreas

1 Where do you like to travel to best of all?

Michael: To the mountains in South Tyrol for hiking and in summer to the Provence region in the South of France to unwind and enjoy delicious rosé wines.

Andreas: We like to explore new places every year; at the same time, we love our traditional summer holiday in Croatia.

2 What are currently your biggest challenges in your daily business?

Michael: Recruiting new staff is definitely our biggest challenge at the moment.

Andreas: Recruiting the necessary specialists and retaining them at Casualfood in the long term.

3 As co-CEOs and fans of different Bundesliga football clubs – how well do you two really get along?

Michael: Just like our two clubs, we have a healthy sporting spirit – we always want to make our employees that little bit better and in the end to win the Championship together.

Andreas: If you follow a team that has won the German Football Championship 10 times in succession you get bored at some stage and sympathise with a more emotional team in the region.

Three questions for Werner

1 In Belgium, what is important and typical when it comes to food?

Belgians are generally absolute gourmets who love good food and drink. Going out to eat with friends or family is part of our culture. The choice in the supermarkets and restaurants is therefore very broad.

2 Which topics/projects are particularly close to your heart?

Acquiring skilled workers, digitalisation, innovation, sustainability.

3 Culinor stands for fresh meals. What is the recipe for success of a good fresh meal?

The dish must be tasty, recognisable and visually appealing. In addition, the recipes should be as healthy and well-balanced as possible.

Filip De Spiegeleire will now focus on his tasks as CEO of ORIOR Europe and as a member of the Executive Board of ORIOR AG. He will continue to accompany the development of Culinor at a strategic level.



Michael Leutwyler is the new CEO of Fredag

Michael Leutwyler joined Le Patron in 2016 as Head of Food Service Projects. His duties and responsibilities have steadily developed up to the position of Head of Marketing and Sales Food Service of the competence centres, Fredag, Pastinella and Le Patron.

Michael Leutwyler trained at the Swiss Hotel Management School in Lucerne to become a Eidg. Dipl. Hotelier–Restaurateur HF/SHL. This laid the foundation for his

Three questions for Michael

1 How are you enjoying your new role as CEO of Fredag?

Very much! I was able to take over the position on a roll-over basis, so I knew what to expect.

2 Do you still have time for hobbies?

Of course, best of all for barbecues or short culinary trips with the family.

3 What is your absolute favourite product from the Fredag range?

With such an abundance of products, it's difficult to decide, but I really can't resist the "Emmitaler Guggle" premium line.

subsequent management positions at various well-known companies. Michael Leutwyler stands out as a result of his broad and in-depth specialist knowledge, his sales skills, his knowledge of the hotel and catering industry, his solution-oriented approach and his leadership qualities.

As planned, Max Dreussi will from now on be fully responsible for strategic issues and group projects as CEO of the Convenience segment and member of the Executive Board.



Martin Zett has taken over the management of Möfag

Walter Koller is going into well-earned retirement. He has handed over the sceptre to Martin Zett, who as Sales Manager and Member of the Executive Board has been jointly responsible for Möfag's successful development since February 2021.

Martin Zett has been working in the meat industry and retail trade ever since commencing his apprenticeship as a butcher. He brings with him many years of in-depth experience gained from various management positions. He holds a Bachelor's degree in Food Technology and an Executive Master's degree in Business Administration.

In organisational terms, Möfag will be more closely aligned with Albert Spiess and therefore report to Christoph Egger, CEO of Albert Spiess AG.

Three questions to Martin

1 How often do you eat vegetarian or vegan food?

Vegan probably never consciously. Vegetarian also unwittingly – such as when eating a cheese fondue or a pan of spaetzli.

2 What do you particularly like about Möfag?

Möfag is a very small meat processing company, and we can position ourselves very well as a result of our agile, innovative and customer-oriented approach.

3 What significance will meat have in the future?

In future, the importance of meat will depend on how trends in nutrition, environmental awareness and animal welfare develop. Overall, it will probably tend to decline. This makes strong sales arguments relating to the quality and origin of raw materials or local processing all the more important.



Biotta[®]
The Swiss Organic Pioneer

Mathias Roost returns to ORIOR and heads up the management of Biotta

After more than 12 years, Clemens Rüttimann is retiring as CEO of Biotta and Gesa. As per September 2023, the new CEO will be a familiar face – Mathias Roost.

Three questions for Mathias

1 You are returning to the ORIOR family after almost three years. What motivated you to do so?

The people, ORIOR's organisational structure and in particular the treasure that is Biotta.

2 What fascinates you about Biotta?

Vegetable juice from regional organic cultivation is a very honest product that is sold with a strong brand behind it.

3 As CEO of Biotta, when are you planning your next Biotta juice cure?

I've already done one. It was good – but I'm not sure yet if I'll repeat the experience ... ☺

Mathias was already part of the ORIOR family from 2017 to 2020 – most recently as Head of Marketing and Sales Retail and member of the Executive Board at Fredag. His career has been shaped by the food industry, with numerous senior positions in project and product management, marketing and sales. He holds a Master of Arts in Marketing and Communication Management. He has been Managing Director of Hefe Schweiz AG since November 2020.

Clemens Rüttimann will remain at Biotta. Thanks to his excellent network in the organic food scene, he will continue the important Association work, as well as providing advice and support to the new CEO.

Strategy pillar “We are ORIOR”

“We are ORIOR” is based on shared core entrepreneurial values, open and direct communication, and ethical and respectful behaviour.

ORIOR supports and fosters cultural diversity within the individual competence centres and enables its employees to continue their personal development on a daily basis. In doing so, ORIOR focuses on the following measures:

- Further development of employees and the ORIOR Campus
- Implementation of a comprehensive training programme
- Group-wide programme for high potentials and succession planning
- Promotion of training and trainee programmes
- Digitalisation of personnel management

We are ORIOR

“The continuous and targeted development of our employees is an explicit goal. Our management approach in this area is designed in such a way that in addition to acquiring new knowledge for an entire department or team, employees will also receive support for personal and individualised development.”

Daniel Lutz, CEO ORIOR Group



Sustainability at ORIOR

ORIOR pursues its sustainability strategy – “The ORIOR Responsibility” – as an integral part of its core business. Accordingly, sustainability is firmly established as a strategic pillar in our business strategy and is a prerequisite for Excellence in Food.

Our sustainability strategy is divided into the three spheres: “Product responsibility, “Environmental responsibility” and “Social responsibility”. Within these areas, we have defined nine areas of activity with targets until 2025, as well as continuously developing measures and projects. Last year, we achieved some important successes.

Some highlights from 2022

Top ranking in the Inrate rating on corporate governance

In September 2022, the Inrate rating agency announced that ORIOR was ranked first in its corporate governance study. The rating is based on criteria in the areas of governance and sustainability. Following the solid results of previous years, ORIOR reached the top position in 2022 thanks in part to its excellent performance in the Sustainability category, which now has a heavier weighting in the rating.



CDP: B rating maintained – goal achieved

CDP, the world’s leading database and rating agency for climate issues, has once again acknowledged our commitment to tackling climate change by awarding us a good “B”

rating. Our goal is to maintain this good rating despite the ever increasing requirements.



Industry agreement against food waste

In May 2022, ORIOR, together with 27 other companies and associations from the Swiss food sector, signed a cross-industry agreement against food waste with the Federal Office for the Environment. The signatories undertake to halve their food waste by 2030 compared to 2017, in keeping with the Sustainable Development Goals.



Climate-neutral operations

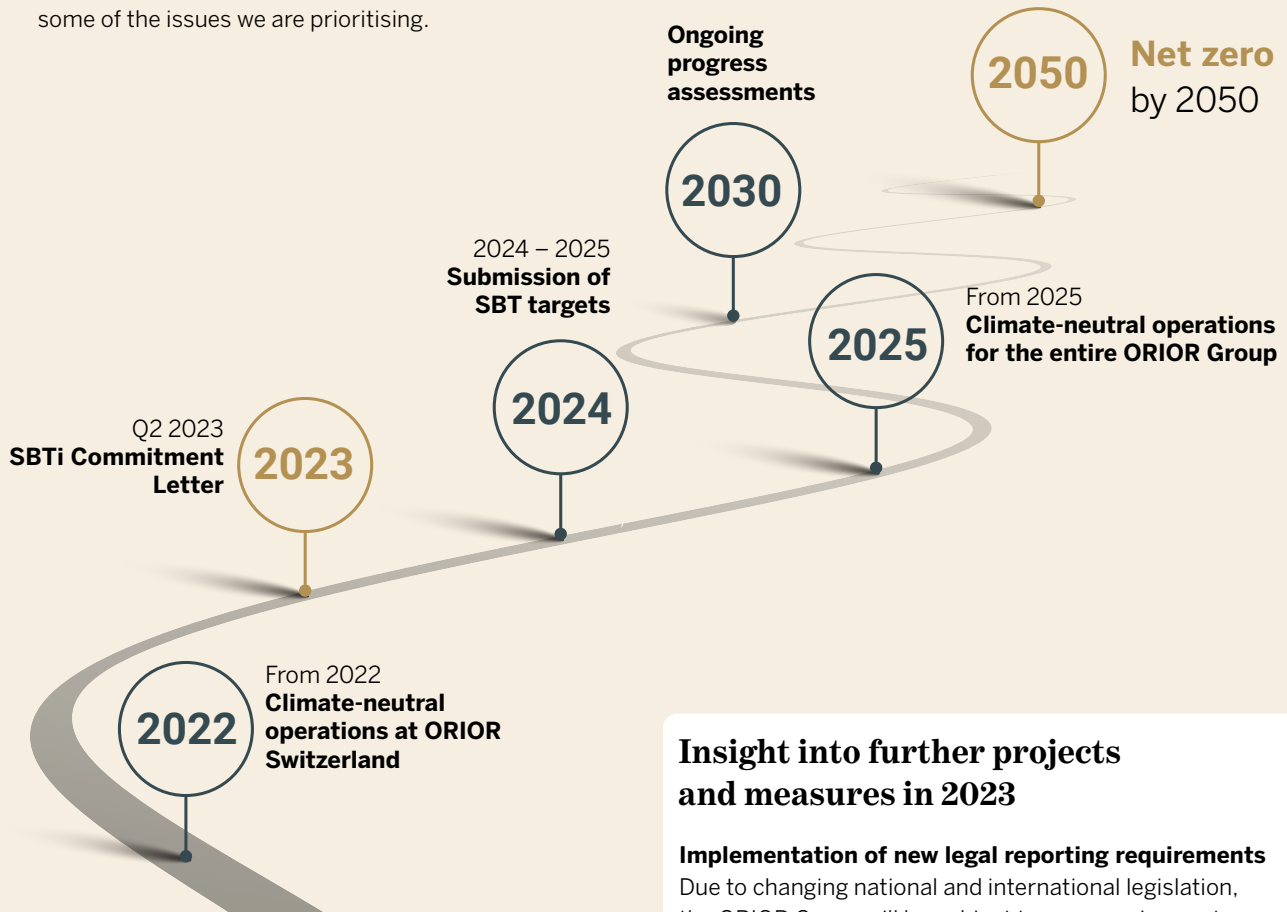
Since 2022, all of the ORIOR Group’s Swiss sites have been certified with the “climate-neutral company” label of the myclimate foundation. This label is based on a comprehensive corporate carbon footprint of our operations. With this certification, the emissions that we generate through our operations are offset by financing climate protection projects.

New ESG Committee

In autumn 2022, the Board of Directors of ORIOR AG appointed the ESG Committee as a new standing committee in order to underscore the importance attached to ESG issues. The main responsibilities of the Committee are summarised in a [Committee Charter](#), which is published on the ORIOR website.

Outlook 2023

In the current year, we have once again set ourselves various interim sustainability targets and also planned new measures and projects. Below is a brief look at some of the issues we are prioritising.



ORIOR's climate roadmap

A year ago, we communicated that the ORIOR Group had set itself the target of achieving net zero by 2050 in accordance with the Paris Climate Agreement. During the year under review, an in-depth evaluation of the net zero goal led to the decision to reinforce ORIOR's climate targets over the next two years with a scientific basis by joining the Science Based Targets Initiative (SBTi). This project has now been launched.

This decision is a huge commitment for ORIOR. The next two years will be characterised by strongly data-driven work.

Insight into further projects and measures in 2023

Implementation of new legal reporting requirements

Due to changing national and international legislation, the ORIOR Group will be subject to new requirements regarding the disclosure of sustainability information. Preparations are underway at various levels to ensure that implementation complies with the law and in a meaningful way – for example, a project to improve the databases. We have already established a strong foundation for sustainability reporting in the form of our annual GRI report.

Digitalisation of non-financial data collection

Non-financial data is very diverse and thus comes from a wide variety of sources, making its collection a complex undertaking. We are working to simplify this process and increase the quality and availability of data – among other things, by setting up a cloud-based sustainability dashboard. We expect this to become a helpful management tool in terms of more effective monitoring and reporting.



ORIOR Annual General Meeting 2023

A total of 525 shareholders attended the 13th Annual General Meeting of ORIOR AG, which was held on 19 April 2023 in The Hall in Dübendorf. It was the first physical Annual General Meeting after a four-year break due to the pandemic.

The retiring Chairman of the Board of Directors, Rolf U. Sutter, was delighted to see the shareholders again and warmly welcomed all those present. After some introductory thoughts on the business development and the revision of company law, he announced the election of the new Chairman. CEO Daniel Lutz then took the floor and, together with CFO Andreas Lindner, presented a review

of the operationally successful anniversary year 2022, with its broad-based growth.

Change of Chairman

After more than 24 years – first as CEO and then as Chairman of the company – Rolf U. Sutter is stepping down and going into well-deserved retirement. “Perhaps a declaration of love ...,” said Rolf U. Sutter, as he looked back over his ORIOR years.

ORIOR and Rolf U. Sutter indeed enjoy very close links. And it is an alliance that will endure on both sides even after his retirement. The words addressed to him by his colleagues, as well as by a shareholder, were correspondingly appreciative, emotional and full of gratitude.

Remo Brunschwiler was elected as the new Chairman. Instead of symbolically handing over the keys, Rolf U. Sutter presented his successor with two wooden spoons, one large and one small – adding with a wink that he should perhaps start stirring with the small spoon. The newly appointed Chairman expressed his thanks for the good business results and immediately placed on record his first promise:

“It is an honour and a great pleasure for me to accompany this company on its chosen path over the next years. I promise you that I will give of my very best. Many thanks.”

Remo Brunschwiler, Chairman ORIOR AG, directly after his election.



“Voilà, so that’s it. We’ll see each other again. I wish ORIOR and all of you the very best. Thank you!”



Board member Monika Friedli-Walser pays tribute to Rolf U. Sutter in a personal and moving speech.



Daniel Lutz, CEO ORIOR Group, dynamic and sociable as always.



CFO Andreas Lindner explains the figures for the successful 2022 business year.



Overwhelming majority in favour of the proposals of the Board of Directors.

All items on the agenda approved

The General Meeting approved all the proposals of the Board of Directors with an overwhelming majority. Besides the Annual Report, the Compensation Report 2022 and the discharge of the Board members, all proposed elections were adopted, as were also a further increase in the absolute dividend to CHF 2.50 and all compensation proposals. The comprehensive amendments to the Articles of Association were also approved by the shareholders.

The formal part of the Annual General Meeting was followed by the traditional ORIOR lunch with a delicious pasta feast. Particularly popular: the highly coveted giveaways in the form of ORIOR specialities.



Teamwork: welcome and validation of participants by helpers from the Zurich office and the Units.



Remo Brunswiler is delighted at being elected Chairman of the Board of Directors at ORIOR.



Member of the Executive Committee, Filip De Spiegeleire, in a lively exchange with shareholders.

An era ends ...



... a new chapter begins

After more than 24 years – first as CEO for 12 years and then as Chairman of the company for 12 years – Rolf U. Sutter is stepping down and going into well-deserved retirement. His passion, his tireless commitment, his foresight and his strategic intuition characterise him and everything that he has achieved.

ORIOR would not be what it is today. It has been significantly shaped by Rolf U. Sutter over the past decades and nowadays is an unparalleled and unique food group. Therefore, on behalf of the entire ORIOR Group, we would like to say: THANK YOU Rolf! On the occasion of his resignation at the ORIOR Annual General Meeting 2023, we had the honour of asking Rolf U. Sutter a few questions.

When you look back, what has been a complete failure?

From a business perspective, things have gone wrong from time to time. But the positives clearly outweigh the negatives. In 2005, I had an extremely embarrassing experience at an investor conference when I was

introducing my management team and I forgot the surnames of all my colleagues. Total blackout. In my helplessness, I called them all “Müller”. It couldn’t have been more embarrassing.

What are you still laughing about today?

The China story has been a running gag at ORIOR for years. In 2003, I was actually in prison in China for three days. I didn’t find it so funny at the time though. I had been intending to visit our factory in Weifang. Immediately on entering Qingdao, I was arrested. The manager of our Chinese company, Fresico, got me out a few days later by paying a fine. I still don’t know the reason for my detention.

What would you have always liked to do, but have never done?

With regard to ORIOR, I have really always been able to implement what was necessary and opportune at the time. Privately, I have a 99-point bucket list. I’m really looking forward to working through it one by one! To start with, I’m going to the Openair Frauenfeld – that will be like Woodstock for me.

Your great achievements that have contributed to the success of ORIOR are self-evident. Which experience was the most formative for you personally?

What does achievements actually mean? In my eyes, it’s all relative. I was lucky to have a very supportive environment. What was defining and over time became increasingly important for me was the realisation that humility in what you do is crucial and that a good measure of self-discipline is good for both body and mind.



What will you miss most about ORIOR?

When I wake up, my thoughts are always immediately on ORIOR. At breakfast (which naturally includes a Biotta juice) I always do a 360° status update: what, who, how and where do things need to be done? In future, I will have to develop a new mindset and become accustomed to my new situation. I will miss everything. But the inspiration arising from new things will undoubtedly absorb me very quickly. However, one thing is certain: once ORIOR, always ORIOR.

ORIOR's autonomy has always been important to you. Why?

When a company stands on its own two feet, it has character, is very mindful of its financial development, has to be innovative and attracts people who think in an entrepreneurial manner. When I think about how numerous food companies have been swallowed up by the "giants" and have lost their entire identity, I find this a great pity. Diversity is lost, real competition often only exists in theory. I am extremely pleased that many start-ups are currently springing up. May they succeed in developing and asserting themselves.

What do you wish for ORIOR?

To be good at the little things. Innovations, humility, discipline. The ability to preserve and to change.



"Handing over of the wooden spoons" à la ORIOR: Rolf U. Sutter hands over to Remo Brunschwiler at the ORIOR Annual General Meeting.

The new ORIOR Chairman: *Remo Brunschwiler*

Remo Brunschwiler is looking forward to his new responsibilities:

"ORIOR is a solidly positioned group with unique qualities and excellent products.

I am fascinated by the conscious focus on diversification and the resulting possibilities.

At the same time, it is attributes such as cuisine, niche, speed, innovations, trends, craftsmanship, sustainability and the handling of complex issues that impress me at ORIOR and about which I am very passionate.

I am delighted to be able to accompany the company on its chosen path over the next years."



Remo Brunschwiler expresses his thanks for being appointed as the new Chairman and says a few words to the outgoing Chairman and the shareholders.

More information about our new Chairman:

You can find Remo Brunschwiler's CV on the ORIOR website under Corporate Governance/Board of Directors.

ORIOR portrait: *Excellence in Food*

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

The ORIOR competence centres hold leading positions in fast-growing niche markets at home and abroad. ORIOR's main goal is to continually create added value for all its stakeholders. Proximity to the market, strong 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.

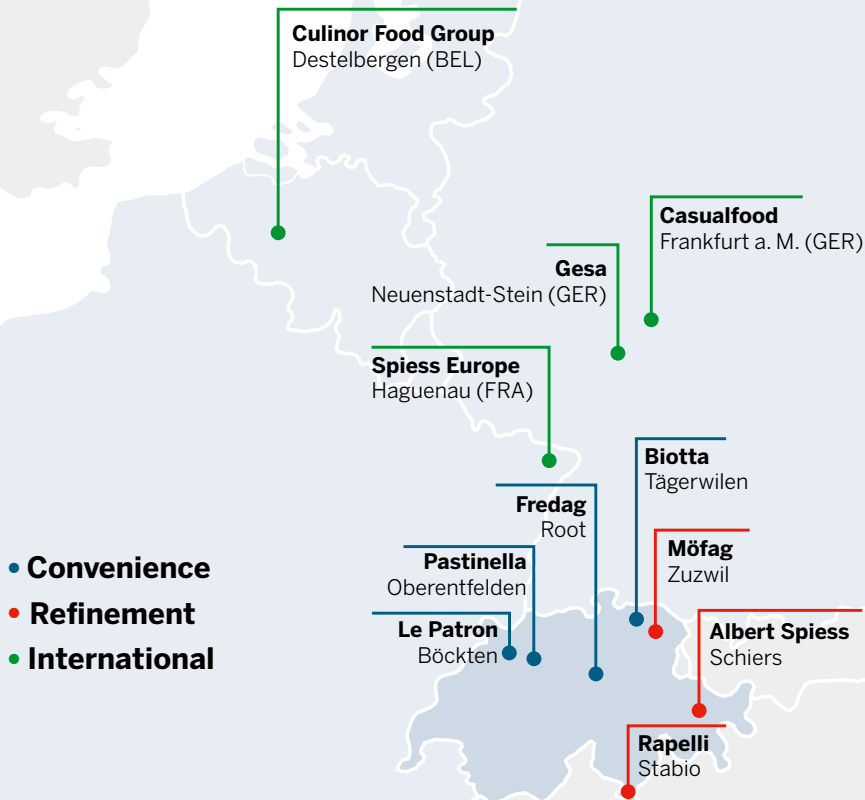
Motivated employees who take pride in their work and assume responsibility for themselves and for what they do are the key to creating the extraordinary. We tirelessly strive for uniqueness and the very best quality in order to surprise consumers time and again with indulgent culinary experiences.

Our ambition is nothing less than:
Excellence in Food.

Founded in 1992, the ORIOR Group is organised into three business segments, Convenience, Refinement and International, and specialises in fresh convenience foods, meat processing, organic vegetable and fruit juices, and to-go food islands. 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. The Group headquarters is located in Zurich.

ORIOR specialities are sold to the retail trade, specialist retailers, at airports and train stations, as well as through various food service channels, such as restaurants, cafeterias, care homes and children's nurseries.





Our business segments

Convenience

Competence centres:

- Fredag
- Le Patron
- Pastinella
- Biotta

Products:

- Poultry products and delicacies wrapped in pastry
- Vegetarian and vegan specialities
- Pâtés and terrines
- Fresh ready meals and meal components
- Fresh pasta
- Organic vegetable and fruit juices

Refinement

Competence centres:

- Rapelli
- Albert Spiess
- Möfag

Products:

- Refined meat and charcuterie specialities
- Salumeria
- Bündnerfleisch
- Protein snacks
- Various ham products
- Mostbröckli
- Meat convenience specialities

International

Competence centres:

- Culinor Food Group, Belgium
- Casualfood, Germany

Additional locations:

- Gesa, Germany
- Spiess Europe, France

Products and services:

- Fresh ready meals and meal components
- To-go food islands
- Organic vegetable juices B2B
- Sale of dried meat specialities and snacks



Share the good things in life. Since 1929, Rapelli has been synonymous with delicious salumeria specialities from Ticino, an actively lived bottega culture and the passionate handicraft of the mastri salumieri.



"All the goodness of nature in a bottle." Biotta produces 100% natural, organic vegetable and fruit juices, as well as trendy creations made from choice raw products.



Typical Ticino specialities strongly rooted in the region. Here the mastri salumieris' pride for and love of Ticino's tradition and eating culture merge to create first-rate cuisine.



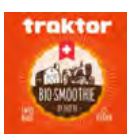
Pioneer in incomparable Graubünden meat specialities, such as Bündnerfleisch or salsiz, characterised by the unique Alpine climate, a passion for craftsmanship and age-old tradition.



Well-balanced and nutritious premium beef sticks, high in protein and low in fat. The handy to-go energy boost for sports enthusiasts, fans of an active lifestyle and snack lovers.



"My taste of freedom." Young and refreshing organic ice teas and spritzers in many surprising and creative varieties of flavours. 100% organic, 100% vegan, 100% Swiss made and in 100% rePET bottles.



Traktor is more than just a smoothie. 100% all-natural, organic and vegan. Top-quality, ripe fruit for an extra daily portion of vitamins. And, in line with our values, myclimate certified.



Pure indulgence. Swiss hemp extract mixed with refreshing iced tea – a cult classic among young people. Open and enjoy ice-cold!



Happy Vegi Butcher stands for vegan and vegetarian creations such as nuggets, vacou, chunks, strips, burgers and co. Produced in Root, in the heart of Switzerland, using pea and soy protein and certified by myclimate.



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



"The taste of travelling." Grab-and-go food islands and mobile food carts with proprietary brand and product concepts for travellers.



The deli concept for people from all over the world. Goodman from America and Filippo from Italy come together here to share their favourite creations – from the detox salad to the surf-and-turf burger.



The healthy and natural snack oasis for travellers. 100% healthy food, 100% fresh and tasty, everything freshly made and convenient to take away.



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



Benvenuto Mondo! Authentic Italian cuisine and coffee specialities, served in the stylish ambience of a typical Italian coffee bar, with original terrazzo floors and stuccoed ceiling.





The natural meat snacks, Pure Nature, from Albert Spiess are made from Swiss meat and contain no artificial additives, colourings, preservatives or flavour enhancers. For pure indulgence.



Tradition and innovation specialising in smoked delicatessen products, Mostbröckli, and ham and bacon variations: Fürstentümer Spezialitäten means hearty culinary enjoyment.



Créations Culinaires – the manufacturer of exquisite pâtés and terrines, varied fresh meals and gourmet specialities from starters to desserts.



Convenience at its finest: poultry, meat and seafood specialities, as well as vegan, vegetarian and top-quality plant-based products for moments of culinary indulgence.



The art of making pasta in all its diversity. Made using 100% natural ingredients for indulgent pasta moments. With or without filling, from classic to innovative and from seasonal to regional – everything is there.



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



Vegetarian and vegan products for food lovers. Only top-quality, choice ingredients are lovingly prepared according to Swiss quality standards. Nature Gourmet is a trendsetter for meat-free nutrition.



Innovative, natural fresh meals and meal components in all variations for the premium fresh convenience food market in the Benelux countries.



Top-quality fresh meals in a well-balanced diversity for older people who cannot or do not want to cook any more. Delivered directly to the home several times a week.



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



Quicker's – we make your day! Here you can find all the last-minute things you need for your journey: from tasty snacks and aromatic coffee to travel accessories, souvenirs and small gifts.



Healthy food at its best. Everything in keeping with the notion of health-conscious nutrition. A wide variety of fresh snacks and meals. Creative, fast, healthy and practical to take out.



Everyone loves pretzels – the internationally renowned, perfect snack for when you are on the move. Sweet and savoury, filled and plain – all freshly baked and topped by hand.



The joint venture Smart-seller is geared towards small and medium-sized airports in Europe and combines the unique food-to-go islands from Casualfood with the duty-free and travel value deals from Heinemann.



Enjoy a genuine taste of Berlin at Berlin Airport. Everyone loves this feel-good place to eat, with its stylish wall design featuring Berlin scenes. This trendy concept impresses with its freshly prepared snacks.





Perhaps a *declaration of love*

I must admit it was a rather strange feeling when I entered this text in my e-mail settings: "Thank you for your message. I have resigned as Chairman of the Board of Directors of ORIOR. For this reason, I will no longer be reachable at this address in the future. However, you are welcome to reach me privately at [...]. Should you instead wish to contact my successor, Remo Brunschwiler, please use the following e-mail address: remo.brunschwiler@orior.ch."

So that's it. Almost 25 years, the blink of an eye, and it's all over. Looking out over Lake Maggiore, I am overwhelmed by an all-encompassing sense of gratitude to all those who have made ORIOR possible – what a story!

And as I wrote many years ago in one of my columns: "The ORIOR story is only just beginning".

For once, allow me to refrain from listing off all the things that make our company and our business model so special. Perhaps our success lies in the fact that we employees are so emotionally connected to ORIOR, in our identification with the company.

And we should never forget: you can copy everything but the spirit.

Thank you for everything.

Your sincerely,
Your Rolf U. Sutter

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Layout and design:

Lia Pulgar, ORIOR
Stefan Imhof, GU-Print AG

English translation:

Wordmaster English Translations, Ottenbach

Pictures:

ORIOR, Zurich
Fredag, Root
Le Patron, Böckten
Pastinella, Oberentfelden
Biotta, Tägerwilten
Rapelli, Stabio
Albert Spiess, Schiers
Möfag, Zuzwil
Culinor, Destelbergen, Belgium
Casualfood, Frankfurt a. M., Germany
IST Werbetaam AG, Tenniken
Markus Bühler, Zurich
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Printed by:

Neidhart + Schön Group, Zurich



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