

ORIOR



EXCELLENCE IN FOOD



2024 **ORIOR Group** SUSTAINABILITY REPORT

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CEO Statement



Filip De Spiegeleire, CEO ORIOR Group a.i.

GRI 2-22

Dear readers

This report is intended to fulfil two purposes. Firstly, it provides – as always – a comprehensive overview of the past year of sustainability progress at ORIOR. Secondly, we are using this report to officially announce the early conclusion of our Sustainability Strategy 2018–2025 in order to align our efforts with the new regulatory requirements and material topics.

We further developed our sustainability initiatives once again in the 2024 financial year and created an important guiding framework for the coming years with our new Sustainability Strategy 2030. In the area of “Climate and Energy”, we would like to highlight how we lowered our energy intensity, made solid progress on the science-based targets project, and set up our internal climate fund. The latter was launched on 1 January 2025 and specifically supports CO₂ reduction measures within the entire ORIOR

Group. The continued year-on-year reduction in food waste and water intensity along with the development of the new ORIOR Supplier Code of Conduct – which reinforces social and environmental standards along our value chain – are also encouraging. We were not quite as successful at lowering the illness rate, which remained at the previous year’s level, and the accident rate rose slightly. These two topics will therefore remain central priorities in the new strategy, as well.

The conclusion of the 2018–2025 strategy period marks an important milestone. Our efforts since the publication of our first sustainability report in 2018 are bearing fruit, as we have been able to achieve or exceed numerous core objectives of the sustainability strategy. For example, we succeeded in reducing our greenhouse gas intensity in Scopes 1 and 2 by 79.0%,

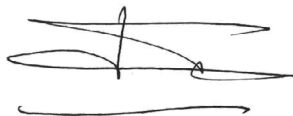
water intensity by 34.9%, and food waste intensity by 41.7% compared to the base year 2018. We increased the number of apprentices and improved our training and development programmes. However, we were unable to achieve our targets for reducing illness-related absences and, due to recent events, we also did not manage to meet all of our targets in the area of economic development.

Our new Sustainability Strategy 2025–2030 builds on the successes and challenges of recent years and is based on an updated double materiality analysis. We are staying firmly on our chosen path, while adapting to changing conditions – and new requirements. Certain topics

will be addressed more broadly than before, and two new focal points have been added: “Biodiversity and ecosystems” and “Corporate behaviour”. Wherever possible and meaningful, we have defined ambitious quantitative targets that apply to the entire Group.

Sustainability is not a goal, but an ongoing process. We would like to thank all of our employees, partners and stakeholders who are accompanying us on this journey. We look forward to continuing to work together with you in the future as we link our business activities with sustainable progress.

We wish you an insightful read!



Filip De Spiegeleire
CEO ORIOR Group a.i.

The ORIOR Sustainability Report

The report's new strategy and structure

During the 2024 reporting year ORIOR drafted its new sustainability strategy for the period 2025–2030, basing it on new material topics that were identified in 2023 as part of a double materiality analysis. This year's report features a revised structure to reflect these new focal points as well as current regulatory developments.

GRI 3-2

The chapter entitled "Sustainability at ORIOR" provides information about the conclusion of the Sustainability Strategy 2025 and presents the new strategy. The main part of the report is structured around the new material topics. The topic of "Biodiversity and ecosystems" is a new addition to the report. The previous topics of "Food waste and packaging" and "Employee development" have been expanded and are now called "Resource efficiency and circular economy" and "Attractive employer". The topics of "Human rights" and "Corruption" have now been integrated into the "Corporate behaviour" chapter. A GRI content index, a concordance table for Art. 964b of the Swiss Code of Obligations, and a TCFD index are still included in the appendix to the report.

GRI 2-2

Scope of consolidation and key figures

This sustainability report covers the efforts of all the companies that are wholly owned by the ORIOR Group (see p. 6). All of the international sites have been included since the 2023 reporting year in order to ensure that the scopes of consolidation for the sustainability report and the annual report are the same. As a result, consolidated key figures are presented whenever possible. Wherever this is not the case, the specific explanations and rationales are listed at the relevant points in the chapters themselves.

Legal requirements

This report was prepared in accordance with the requirements of the Swiss Code of Obligations (CO) in the area of non-financial reporting (Art. 964a-c CO). The risk and suspicion assessment required as part of the due diligence and transparency obligations regarding suspected child labour (Art. 964j-l CO, VSoTr) was carried out for the second time in the reporting year. More information about this can be found in the "Attractive employer" chapter under "Working conditions".

The Swiss Ordinance on Reporting on Climate Matters came into force at the beginning of 2024 and is based on the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD). ORIOR has already incorporated the majority of these into its 2023 Sustainability Report and introduced a TCFD index. The climate reporting has been improved further for this report.

Given the new international regulatory requirements, in particular the EU's Corporate Sustainability Reporting Directive (CSRD), ORIOR regularly reviews ways to further improve its reporting of key figures. In this context, more absolute key figures will be reported in future, a step which has already been implemented in some areas in this report.

Approval and review

This sustainability report has been approved by the ORIOR AG Board of Directors and, as is required, will be submitted to the Annual General Meeting for adoption on 21 May 2025. An external audit was not conducted for this report. However, compliance with the GRI standards and the overall report were reviewed externally by the company LRQA, a well-known provider of sustainability, certification and assurance services. In addition, a law firm specialising in this field clarified specific legal issues and uncertainties relating to the new requirements.

GRI 2-5
GRI 2-14

Company profile of the ORIOR Group

Our vision:



Our mission:

We are striving for uniqueness and offering best quality in order to surprise our consumers time and again with enjoyable food moments.

Our ambition is nothing less than:

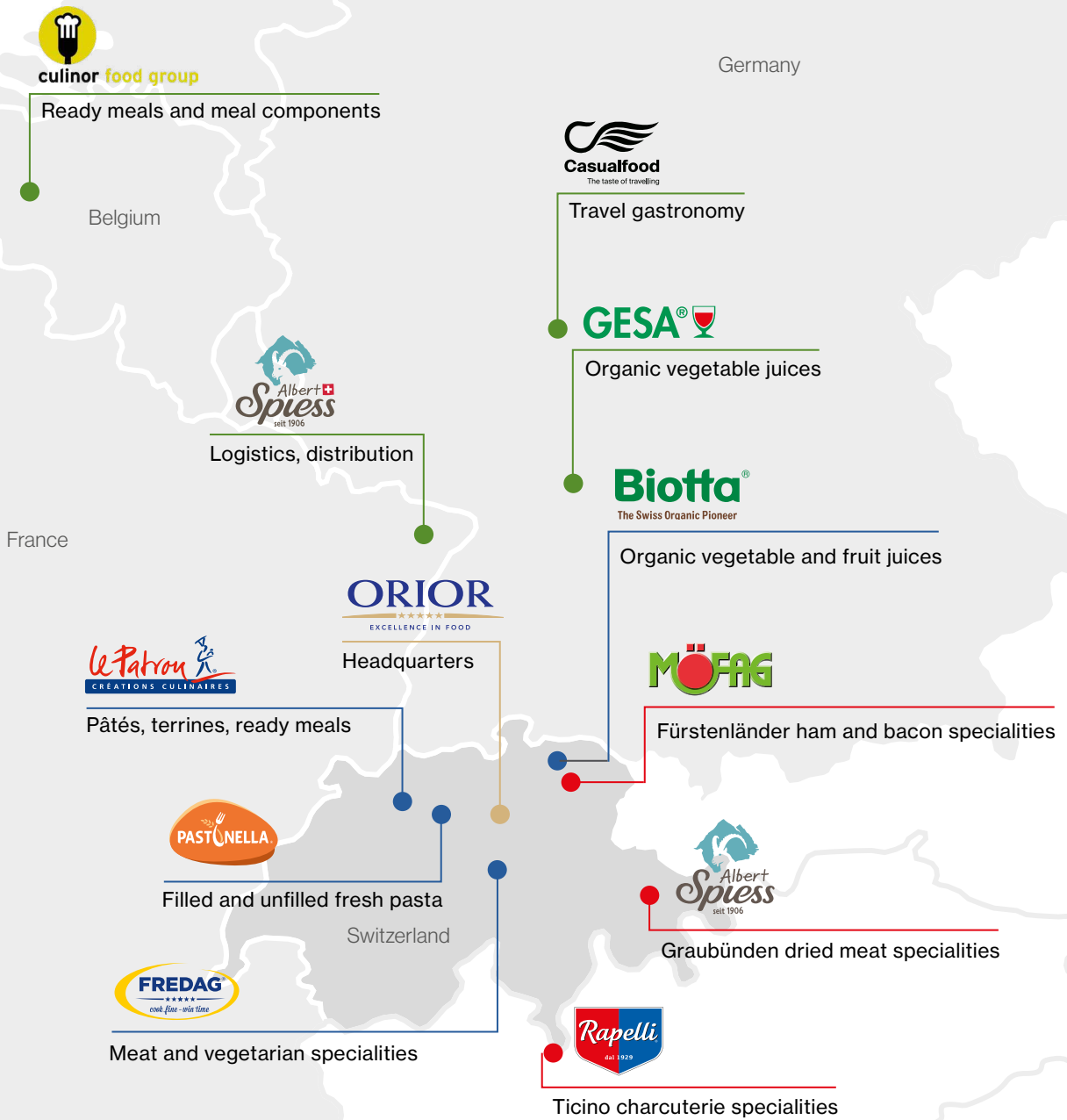
Excellence in Food.

GRI 2-1
GRI 2-2
GRI 2-6

ORIOR is an internationally active Swiss food & beverage group headquartered in Zurich which specialises in fresh convenience foods, meat refinement, plant-based products, organic vegetable and fruit juices, and travel gastronomy. The company was founded in 1992 and is now a leader in growing niche markets at home and abroad. With Rapelli, Biotta, Ticinella, Albert Spiess, Möfag, Fredag, Pastinella, Le Patron, Gesa, Culinor, Vaco's Kitchen and Casualfood, ORIOR has a wide portfolio of brands and companies in Switzerland, Belgium and Germany. ORIOR operates with a decentralised business model that enables the regional competence centres to live their own culture and, as production companies and employers, rely on an established local base.

The diverse items produced by the ORIOR companies are sold to the retail trade, specialist retailers, airports and train stations, and through various food service channels such as restaurants, wholesalers, take-aways, event catering, cafeterias, care homes and nurseries. The Group generates around two thirds of its revenues in Switzerland. Other key sales markets include the Benelux countries, Germany and France. The detailed value chain of the ORIOR Group can be found on page 14. Information about our ORIOR Strategy 2025 is presented on our [website](#).

The ORIOR Group companies



Competence centres

9
7 of which are in Switzerland

Employees Ø FTE

2 196
1 179 of whom are in Switzerland

Net sales (CHF)

642.1 m
67.1% of which was realised in Switzerland

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

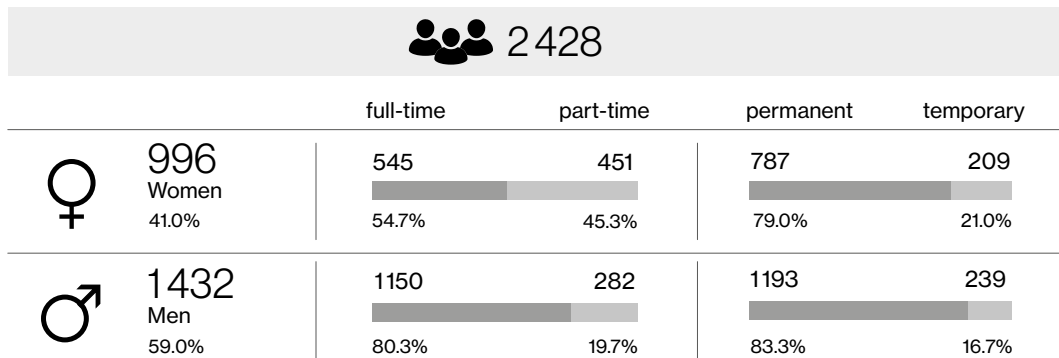
Our employees

As of 31 December 2024, the ORIOR Group had 2428 employees (headcount), 61.0% of whom are covered by a collective bargaining agreement (CBA). Seasonal fluctuations in the number of employees can occur due to such factors as higher demand during the holiday business periods. When necessary, external workers are employed on an hourly or piecework basis to support the internal teams. These workers are recruited through employment agencies, with

whom they are employed. The number of hours worked by temporary staff at the ORIOR Group was 146 151, which is significantly lower than in the previous year (179 606 hours). Culinor, in particular, has a comparatively high proportion of temporary workers, which is due to an employment model that offers easier hiring standards for people with comparatively low levels of training. They can start working in a temporary position and then be given a permanent contract if their initial employment period is satisfactory.

GRI 2-7
GRI 2-8

ORIOR Group employees (headcount) as of 31 December 2024



GRI 2-23
GRI 2-26

ORIOR values and Code of Conduct

ORIOR revised its Code of Conduct in 2021 and further expanded it in line with international frameworks such as the OECD Guidelines for Multinational Enterprises. The code applies to the entire ORIOR Group, defines the most important values and rules of conduct, and reflects our understanding of acting respectfully and responsibly on all levels. Compliance with the Code of Conduct is an integral part of the contractual obligations of all employees. Small pocket-sized booklets have also been printed and are given to employees when they join ORIOR and during training sessions. Employees are kept aware of the Code of Conduct by means of regular training sessions.

ORIOR also strives to promote these rules of conduct and standards for ecological, social and lawful business practices beyond its own operations. For this purpose, a [Supplier Code of Conduct](#) was developed and adopted by the Executive Committee in 2024. It will strengthen

cooperation, fulfil the growing regulatory requirements in the area of sustainable supply chain management and due diligence obligations, and also hold suppliers to account. For this reason, the establishment of the new code was also specifically included as an objective in the “Sustainable raw materials and animal welfare” section of the new strategy.

Anonymous reporting system

In addition to the Code of Conduct, ORIOR has an established complaints management system in place. Employees as well as third parties can report violations of our Code of Conduct using Speakup, an independent and anonymous tool that can be accessed online or by phone. Thus, in addition to the existing internal complaints channels, we offer an anonymous external solution that also meets the requirements of the EU Whistleblower Directive. Given the diversity and decentralised nature of the ORIOR companies, reported cases are assessed and processed on an individual basis. No complaints were received in 2024.

GRI 2-25
GRI 2-26

Sustainability at ORIOR

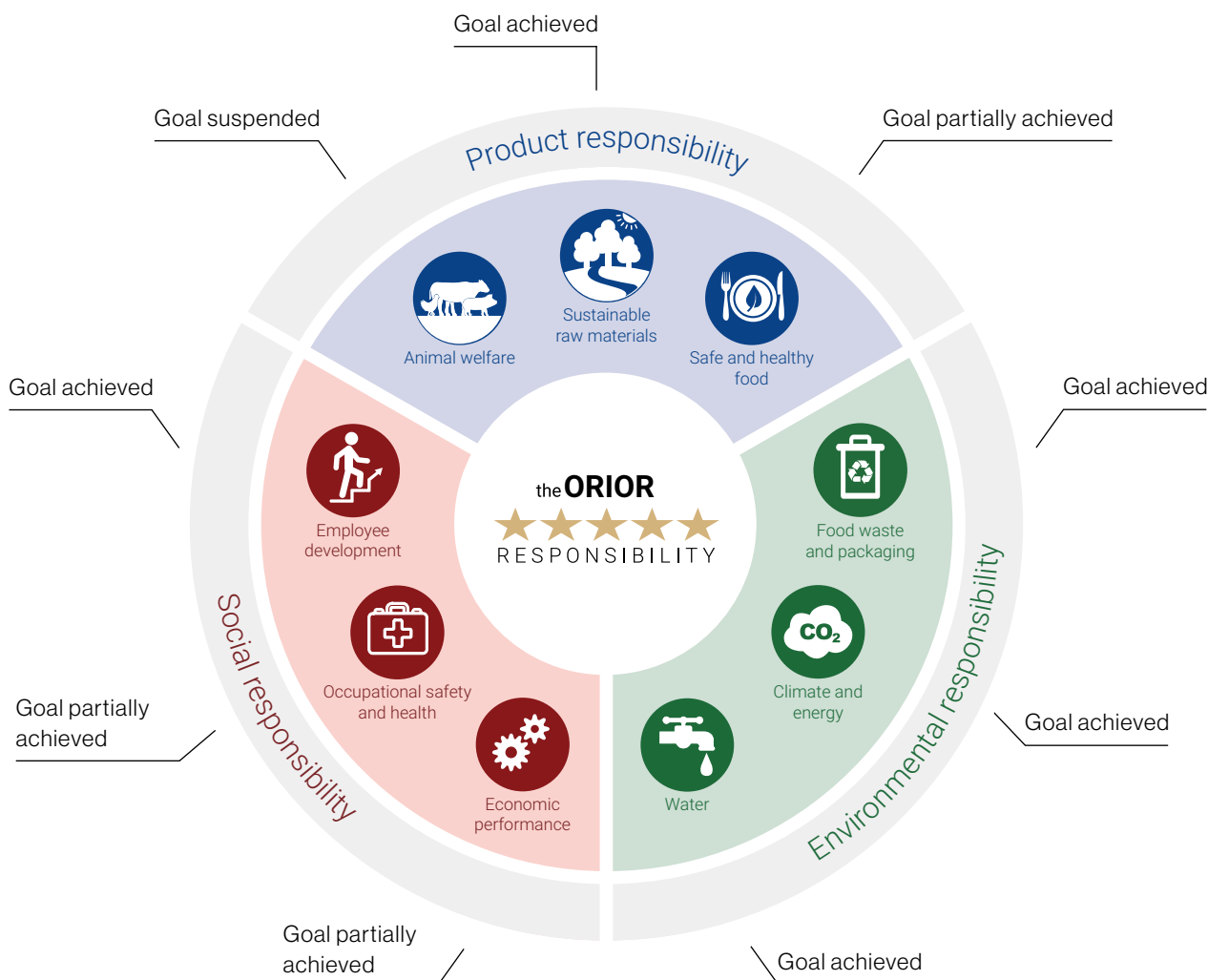
Conclusion of the Sustainability Strategy 2018–2025

Over the past few years, we have successfully utilised the Sustainability Strategy 2018–2025 to implement our “ORIOR Responsibility” at an operational level. This report formally marks the conclusion of the “ORIOR Sustainability Strategy 2025”. The strategy period will therefore end in December 2024, one year earlier than originally planned. We are doing this in order to

align the strategy with the material sustainability topics drafted in 2023 and to fulfil the legal requirements of the Swiss Code of Obligations.

This double page contains an overview of the goal achievement¹ of the “ORIOR Sustainability Strategy 2025”. The new strategy for 2025–2030 is presented on the following pages.

Goal achievement of the Sustainability Strategy 2018–2025



¹ The goals are considered to have been achieved when the pro rata temporis target for the end of 2024 of the 2025 target path has been reached. In the area of accidents, for example, the target reduction by 2025 was 20%. A reduction of 16% was planned for the end of 2024. Thanks to an actual reduction of 18.2% compared with 2020, this goal was achieved.

Details of the target achievement

| Topic | Ambition 2025 | Status | Driver |
|--------------------------------------|--|---|--|
| Sustainable raw materials | 15% increase in the proportion of labelled raw materials purchased compared with 2018 | Goal achieved Organic: +223.0% Sustainable: +37.1% | <ul style="list-style-type: none"> ↑ Expanded range of sustainable products ↑ Collaboration with our suppliers ↑ Stronger animal welfare standards for imported meat ↓ Consumer behaviour ↓ Influence of external market forces |
| Animal welfare | 100% of meat for the Swiss market fulfils Swiss animal welfare standards | Goal suspended | <ul style="list-style-type: none"> Goal suspended in 2021; lack of available raw materials and internationalisation of ORIOR – focus on Swiss market no longer effective ↑ Despite this, increase in animal welfare, e.g. higher proportion of priority raw materials purchased with an organic label |
| Safe and healthy food | Significantly increase the proportion of healthy products and avoid using artificial additives wherever possible | Goal partially achieved +5.5% Sugar content -6.5% Salt content | <ul style="list-style-type: none"> ↑ Food safety standards and audits; stronger quality management ↑ Recipe optimisations ↑ Minimal guidelines and exclusion lists ↑ Expanded range of healthy products ↓ Customer needs ↓ Consumer behaviour; limited demand ↓ Product mix shifts |
| Food waste and packaging | 25% reduction in food waste intensity compared with 2018 | Goal achieved -41.7% Food waste/kg of production | <ul style="list-style-type: none"> ↑ Internal training ↑ Improved forecasting and production planning ↑ Process optimisations ↑ Optimisations of recycling management ↑ Reutilisation of side streams ↓ Product portfolio diversity ↓ Short-term order changes ↓ Need for digitalisation and process complexity ↓ Effects of Covid pandemic |
| Climate and energy | 10% reduction in greenhouse gas intensity compared with 2018 | Goal achieved -79.0% CO ₂ /kg of production | <ul style="list-style-type: none"> ↑ Switch to hydroelectricity for Swiss companies ↑ Woodchip heating at Biotta ↑ Collaboration with the Energy Agency of the Swiss Private Sector ↑ Site development projects ↑ Improvements to refrigerants |
| | Setting of short- and long-term climate targets as part of the Science Based Targets project | On the right path, will be continued | <ul style="list-style-type: none"> ↑ Submission of commitment letter ↑ Comprehensive carbon footprint for the entire Group ↓ High degree of complexity for food companies ↓ Changes to methodology and regulations during project |
| Water | 15% decrease in water intensity compared with 2018 | Goal achieved -34.9% m ³ water/t of production | <ul style="list-style-type: none"> ↑ Internal training ↑ Process optimisations ↑ Optimised use of water during cleaning ↑ Technical improvements such as cooling circuits, vapour sprayer, etc. |
| Employee development | Targeted employee training and expansion of further development opportunities | Goal achieved +32.4% Training and development hours/FTE +14 Apprentices | <ul style="list-style-type: none"> ↑ Introduction of internal development programmes ↑ Introduction of programme for high potentials and succession planning ↑ Stronger vocational training ↓ Fluctuation limits effect of training ↓ More digitalisation potential |
| Occupational safety and health (OSH) | 10% reduction in illness rate and 20% in accident rate compared with 2020 | Goal partially achieved Illness: +0.1% Accidents: -18.2% | <ul style="list-style-type: none"> ↑ Introduction and roll-out of OSH management ↑ Teams, responsibilities, regularity ↑ Stronger accident and absence management ↑ Regular training on various OSH topics ↑ Lyra counselling and advisory centre ↓ Covid pandemic, flu outbreaks ↓ Unplanned long-term absences and excessive short-term absences (<3 days) |
| Economic performance | Continuous creation of added value for stakeholders, commitment to production sites, and protection of existing jobs while creating new ones | Goal partially achieved Organic growth 2018-2024: Ø +1.4% Share price well below ambition | <ul style="list-style-type: none"> ↑ Continuous and organic growth ↑ Robust core business ↑ Maintained the longstanding good rating of our corporate governance ↑ Strengthened IT security and data protection ↑ Advances in digitalisation ↓ Challenging environment (Covid, geopolitical upheaval, raw materials crisis, competitive pressure) ↓ Talent retention a challenge, fluctuation only slightly improved |

The ORIOR Sustainability Strategy 2030

The ORIOR Responsibility

“The ORIOR Responsibility” is one of the key elements for “Excellence in Food”. It has been firmly established in our ORIOR strategy since 2018 and is implemented by means of our sustainability strategy. Consistently pursuing the goals set out in it allows us to fulfil our responsibility towards the environment, our employees, consumers and future generations. “The ORIOR Responsibility” provides us with a systematic framework to proactively address sustainability topics, reduce business risks, and meet stakeholder expectations. As a result, it also contributes to securing ORIOR’s future as a food producer.

The ORIOR Sustainability Strategy 2030 replaces the previous sustainability strategy and is now divided into four areas: “Product responsibility”, “Environmental responsibility”, “Social responsibility” and “Governance”. Each area consists of fields of activity and their associated ambitions, sub-topics, key figures and targets. More details can be found on this page and the next double page as well as in the chapters on the corresponding key topics.

Ambitions

Increase our contribution to a sustainable food system

Improve our energy efficiency and reduce our greenhouse gas emissions in line with science-based targets to achieve net zero by 2050

Use resources sustainably

Reduce our water footprint

Commitment to preserving biodiversity all along our supply chain

The strategy process

2023

Double materiality

- Identification of material sustainability topics for ORIOR
- In line with new regulations
- Validation by Top50 management

Spring
2024

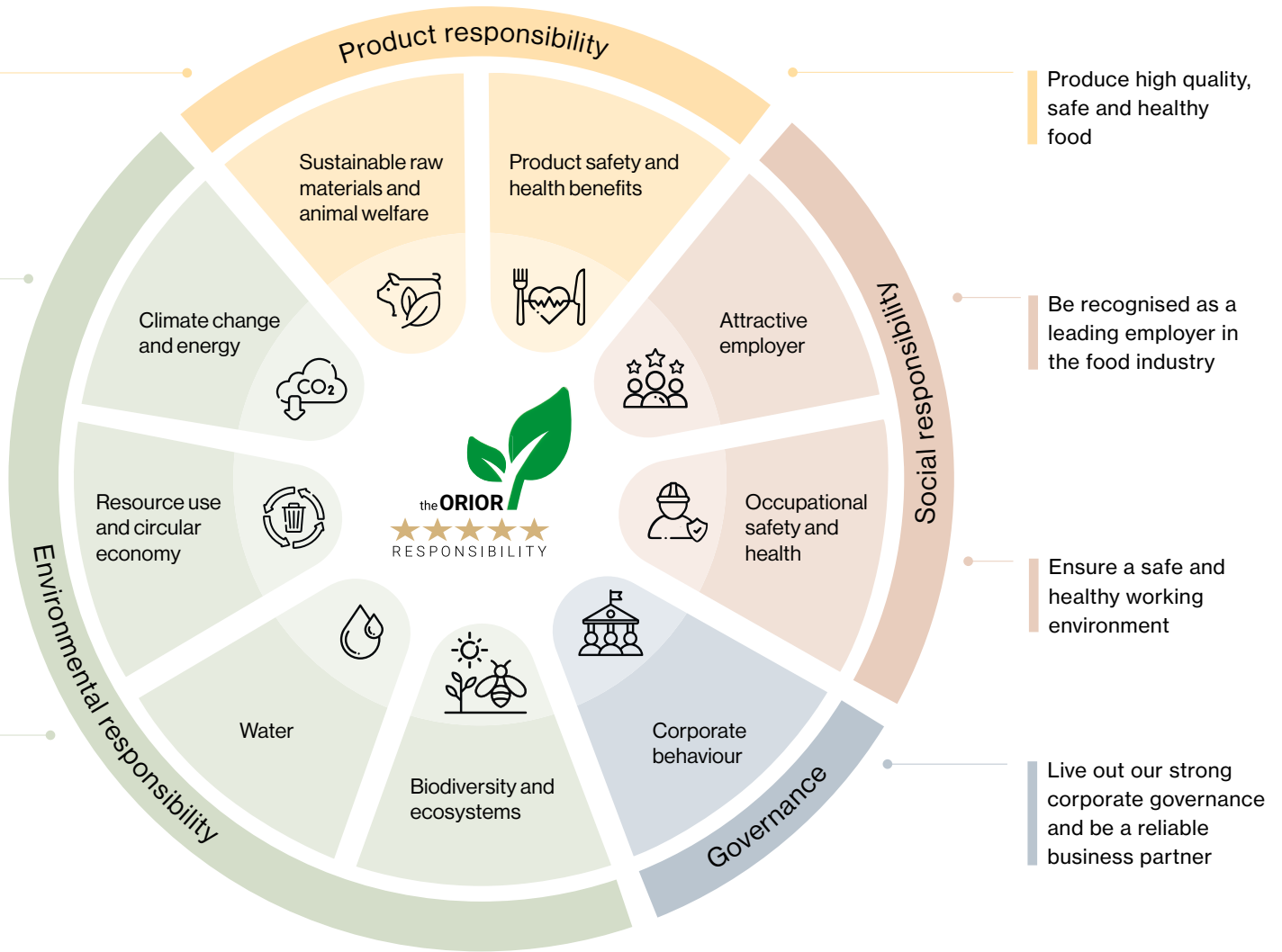
Planning

- Concept development
- Project planning
- Team and responsibilities

Summer
2024

Indicators

- GAP analysis CSRD/ESRS/ GRI vs. existing KPIs
- Context analysis
- Definition of target indicators



Autumn 2024

Targets

- Definition of target ranges and scope
- Approval of target bands by Executive Committee and ESG Committee
- Top50 management workshop on targets and measures

Winter 2024

Finalisation

- Finalisation of the strategy
- Approval by Executive Committee and ESG Committee
- Compilation of group targets and unit-specific measures
- Strategy communication

GRI 3-2

Material topics

Fields of activity

Sustainable raw materials and animal welfare

Sustainable raw materials

Animal welfare

Sustainable supply chain management

Vegetarian/vegan

Product safety and health benefits

Product safety and quality

Consumer health

Climate change and energy

Climate change

Energy

Resource efficiency and circular economy

Food waste

Waste management

Packaging

Water

Water

Biodiversity and ecosystems

Biodiversity and ecosystems

Attractive employer

Employer attractiveness

Training and development

Equal opportunities and diversity

Working conditions

Values and culture

Occupational safety and health

Occupational safety

Health

Corporate behaviour

Business relationships

Governance

Compliance

Goals 2030

TCFD 4.C.

| | |
|---|---|
| <ul style="list-style-type: none"> ■ 15% increase in the sales share of products with organic and/or other sustainability labels by 2030 (base year 2024). | ● |
| Field of activity with key figure monitoring, currently without specific goals set. | |
| <ul style="list-style-type: none"> ■ Develop a system for sustainable supply chain management. ■ Have all of our suppliers agree to ORIOR's Supplier Code of Conduct. | ● |
| <ul style="list-style-type: none"> ■ 20% increase in the sales share of vegetarian and vegan products by 2030 (base year 2024). | ● |
| <ul style="list-style-type: none"> ■ 10% reduction in the number of self-attributable complaints per 100 tonnes of products sold by 2030 (base year 2024). | ◆ |
| <ul style="list-style-type: none"> ■ All of our production sites have an internationally recognised food certification. | ◆ |
| <ul style="list-style-type: none"> ■ 10% reduction in salt content in products sold by 2030 (base year 2024). | ◆ |
| <ul style="list-style-type: none"> ■ 15% reduction in sugar content in products sold by 2030 (base year 2024). | ◆ |
| <ul style="list-style-type: none"> ■ Lower our greenhouse gas emissions in accordance with the science-based targets reduction path by 2035 (base year 2022). | ● |
| <ul style="list-style-type: none"> ■ 10% reduction in our energy intensity by 2030 (base year 2024). | ◆ |
| <ul style="list-style-type: none"> ■ 25% reduction in our food waste intensity by 2030 (base year 2024). | ◆ |
| <ul style="list-style-type: none"> ■ 10% increase in the share of overall waste that is reused, repurposed or recycled by 2030 (base year 2024). | ◆ |
| <ul style="list-style-type: none"> ■ Increase the proportion of recycled materials in packaging for the products we manufacture. | ● |
| <ul style="list-style-type: none"> ■ 20% reduction in our water intensity by 2030 (base year 2024). | ◆ |
| <ul style="list-style-type: none"> ■ Increase our purchase share of priority raw materials with labels that contribute to the preservation or promotion of biodiversity. | ● |
| <ul style="list-style-type: none"> ■ Strengthen our corporate culture and increase employee satisfaction. | ● |
| Field of activity with key figure monitoring, currently without specific goals set. | |
| Field of activity with key figure monitoring, currently without specific goals set. | |
| <ul style="list-style-type: none"> ■ Ensure that social standards are respected throughout our value chain by establishing a sustainable supply chain management system. | ● |
| <ul style="list-style-type: none"> ■ Offer our employees attractive working conditions. | ● |
| Field of activity with key figure monitoring, currently without specific goals set. | |
| <ul style="list-style-type: none"> ■ 25% reduction in absences caused by occupational accidents by 2030 (base year 2024). | ● |
| <ul style="list-style-type: none"> ■ 20% reduction in absences caused by illness by 2030 (base year 2024). | ● |
| <ul style="list-style-type: none"> ■ Maintain the proportion of our employees who are covered by a management system for Occupational Safety and Health at 100%. | ● |
| Field of activity with key figure monitoring, currently without specific goals set. | |
| <ul style="list-style-type: none"> ■ Link 25% of the long-term variable compensation (LTIP) of top management to sustainability performance. | ● |
| <ul style="list-style-type: none"> ■ Make sustainability topics an integral part of the short term incentive (STI) for senior management (Top50). | ● |
| <ul style="list-style-type: none"> ■ Zero reports of confirmed cases of corruption or breaches of the Anti-Bribery Act. | ● |

- Goal includes all subsidiaries.
- ◆ Goal includes all production sites.

GRI 2-25
GRI 3-1

Double materiality

In 2023, the ORIOR Group carried out a double materiality analysis to review and update its material topics. This took into account regulatory developments in Switzerland (Swiss Code of Obligations) and the European Union (Corporate Sustainability Reporting Directive CSRD) as well as the GRI standards. Furthermore, the revision of the material topics provided an important basis for the new sustainability strategy and contributed to fulfilling due diligence in the area of sustainability.

The purpose of the double materiality analysis was to identify those topics where the ORIOR Group has the greatest impact on the environment, people and the economy, or which present the greatest risks and opportunities for the Group's financial success. The double materiality analysis procedure essentially consists of three steps: 1. Create the list of topics. 2. Assess

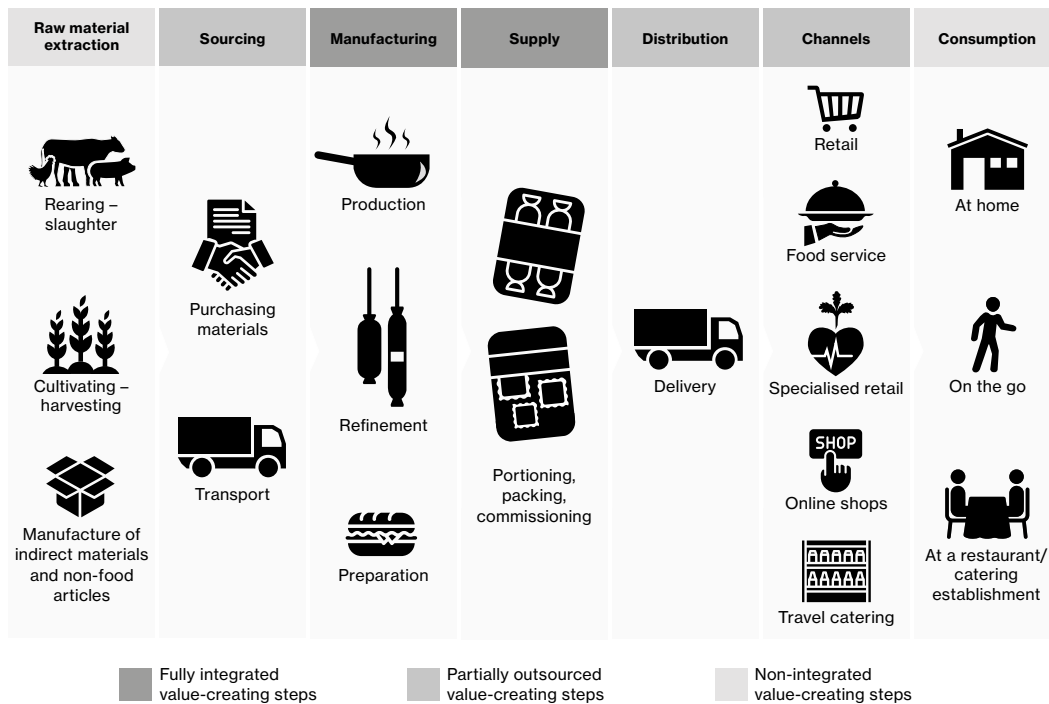
the impacts, risks and opportunities. 3. Define the material topics and their validation. For the analysis, we enlisted the help of the specialised consulting agency LRQA, which has been our regular consultant for sustainability topics over the past five years.

List of topics and value chain

We worked with LRQA to draw up a list of potentially relevant sustainability topics and create an overview of the value chain. The list of topics took into account the legal requirements already described and the GRI standards. The value chain was modelled on the basis of the ORIOR Group's business activities and industry-specific conditions. All of the subsidiaries were included in both the value chain and the overall materiality analysis. These are Fredag, Le Patron, Pastinella, Biotta and Gesa, Rapelli, Albert Spiess and Spiess Europe, Möfag, Culinor, and Casualfood.

GRI 2-6

Value chain of the ORIOR Group



Impact assessment and evaluation of risks and opportunities

The next step was the impact assessment carried out by LRQA. The aim of the impact assessment is to identify the topics where the ORIOR Group's business activities have the greatest impact on the environment, people and the economy. The entire value chain was analysed, and the actual and potential impacts, both positive and negative, were assessed for all topics based on the criteria of "scale", "scope", "reversibility" and "likelihood". The assessment was conducted as an external, information-based expert evaluation and was validated and finalised together with the internal project team. For additional validation and fine-tuning, the results of an internal Top50 management workshop were included, in which the participants of each working group developed a materiality matrix.

A risk and opportunity analysis was also carried out with the aim of identifying the topics that have the greatest impact on the ORIOR Group's business success (financial materiality). This analysis consisted of a survey of identified internal experts using a questionnaire, an assessment by the external partner LRQA, and the results of the management workshop. The "severity" and "likelihood" categories were considered for both the risks and opportunities. Involving representatives from all of the ORIOR companies in the creation of the impact assessment and the evaluation of risks and opportunities also ensured that their viewpoints were included in the overall assessment. The results of the impact assessment and the risk and opportunity analysis were then consolidated by the internal sustainability experts in cooperation with the external experts and outlined in the materiality matrix.

Definition and validation of the material topics

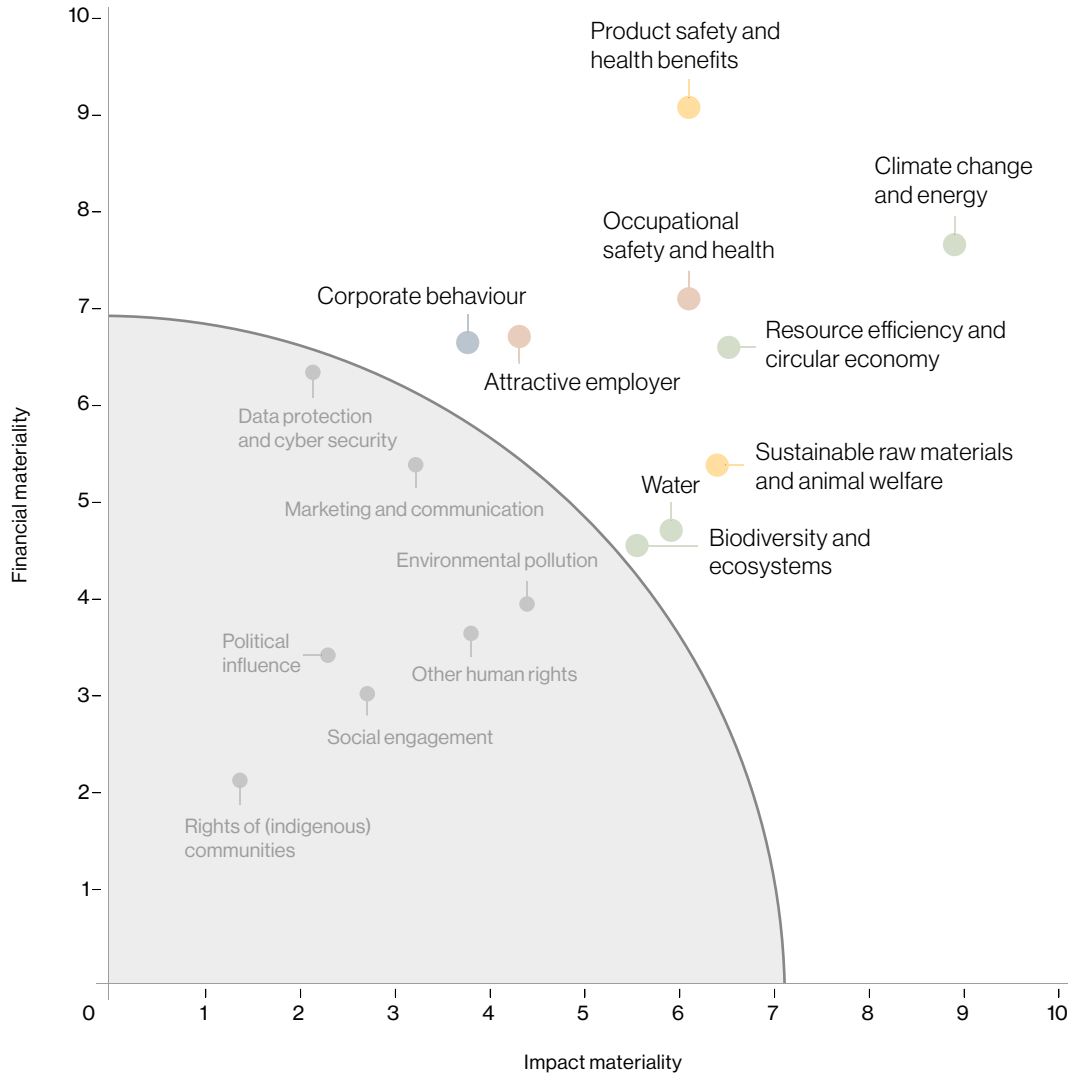
In the final step, the results of the impact assessment and the risk and opportunity analysis were combined to form a materiality matrix. The horizontal axis represents the results of the impact assessment, and the vertical axis the results of the risk and opportunity analysis (see p. 16). In cooperation with LRQA, a threshold value was defined for the identification and presentation of the material topics. All of the topics above this threshold value are considered material. The matrix and the threshold value were validated and approved by the Executive Committee and the Board of Directors.

"Corporate behaviour" and "Biodiversity and ecosystems" are now identified as material topics alongside the previous material topics. The topic of "Economic performance" will no longer be pursued as part of our sustainability strategy, as the ORIOR Group's annual report already addresses financial aspects in great detail. Certain information on this topic will still be included under the new topic "Corporate behaviour". Some topics have also been renamed, e.g. to make them more precise or to broaden them to cover other sub-aspects as well. The "Safe and healthy food" topic is now called "Product safety and health benefits", while "Food waste and packaging" has been expanded to "Resource efficiency and circular economy", and "Climate and energy" is now entitled "Climate change and energy". Topics relating to "Employee development" will now be dealt with under the new "Attractive employer" topic. Our sustainability reporting in this report will now be structured in line with these key topics.

GRI 3-2

GRI 3-2

Materiality matrix of the ORIOR Group



GRI 2-23 ORIOR and the Sustainable Development Goals (SDGs)

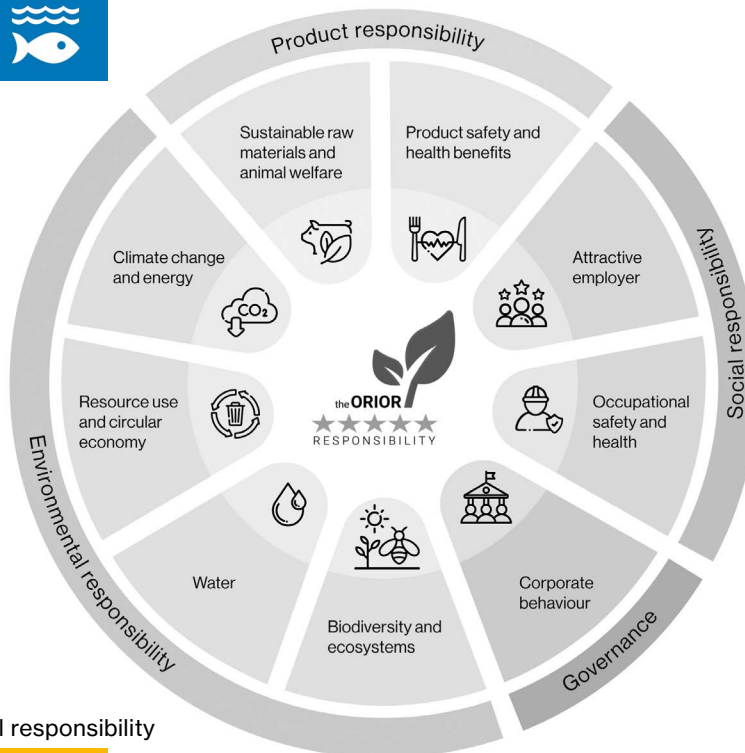
Since 2015, the 2030 Agenda for Sustainable Development has provided an international framework that focuses on the twin topics of sustainability and poverty reduction. As part of the Agenda, 193 UN member states have committed themselves to achieving the globally recognised 17 Sustainable Development Goals (SDGs) by 2030. ORIOR recognises the significance of this framework and is committed to making a contribution to ensure that the objectives are reached. The following diagram shows the twelve SDGs that have been prioritised by ORIOR. More details on how we are contributing to these goals can be found on our [website](#).

The ORIOR Responsibility and the SDGs

Product responsibility



Social responsibility



Environmental responsibility



Governance



GRI 2-9
GRI 2-12
GRI 2-13
GRI 2-14
GRI 2-17
TCFD 1.A.

ESG governance and risk management

Sustainability management and monitoring

In accordance with the [ORIOR Articles of Association](#) and the [Organisational Regulations](#), the Board of Directors approves the sustainability strategy and the goals set out in it. At regular intervals, the ESG Committee, a standing committee of the Board of Directors, informs the members of the Board of Directors verbally and in writing about sustainability issues. The ESG Committee was created by the Board of Directors in order to tackle the importance and relevance of ESG topics within a focused

framework. This ensures that various ESG topics, including those related to climate, are also included simultaneously in the Board of Directors' strategic decisions. The Sustainability Report 2023 was formally approved for the first time by the Board of Directors and submitted to the Annual General Meeting, where the ORIOR shareholders approved it with 99.84% votes in favour. This year's report will be submitted for approval to the Annual General Meeting on 21 May 2025.

Sustainability management structure



¹ From 07.11.2024.

² From 11.11.2024. Successor of Andreas Lindner.

³ As a sister company, Gesa is part of the Biotta competence centre.



The Sustainability Team (from left to right): Michael Erdin (Sustainability Specialist), Lasse Weber (student trainee), Cornelia Wicki (Corporate Sustainability Manager), Deborah Huber (Corporate Sustainability Manager).

The Sustainability Team is responsible for addressing cross-Group sustainability issues and acts as an expert panel for sustainability topics. The primary tasks of the Sustainability Team comprise the development, implementation and progress monitoring of the sustainability strategy, Group-wide sustainability initiatives such as the development and implementation of an internal climate fund, the consolidation and monitoring of key figures, ensuring ESG-related compliance (which includes carrying out the necessary due diligence analyses), Group-wide reporting and providing support and advice on sustainability issues for all of the competence centres belonging to the ORIOR Group. The Sustainability Team reports to the Executive Committee at regular intervals. The liaison is the Chief Corporate Affairs Officer and supervisor of the Sustainability Team. She ensures that all the important topics and decisions re-

lating to ESG are discussed and approved by the Executive Committee before they are presented to the ESG Committee and the Board of Directors.

The cross-site Champion Groups are crucial for the successful implementation of the strategy. They bring representatives of the same specialised area together from different competence centres to develop common solutions and exchange expertise and experiences.

At the competence centre level, the ORIOR sustainability goals are an integral part of the respective strategy papers (strategic monitoring and three-year planning) as well as the budgets, which are reviewed annually and submitted to the Board of Directors for approval. The Executive Committee and the management of the competence centres are responsible for

GRI 2-18
GRI 2-19

achieving these strategic sustainability goals, meaning that the quantified sustainability targets are also part of the assessment of the short-term variable compensation (STI) awarded to the management of the competence centres. The Executive Committee is also included in a long-term incentive plan (LTIP). One quarter of this long-term compensation, which spans a period of three years, is based on the achievement of the established sustainability targets. The ambition for the latter is an 80% improvement index. This index assesses the extent of our target achievement in the areas of water consumption, greenhouse gas emissions, food waste, and illness and accident rates. Progress of 80% or four out of five targets achieved is considered a success. The degree of achievement is determined on the basis of linear progress compared with the target defined in the sustainability strategy.

The last target period of the LTIP was from 2021 to 2023. Four out of five sustainability targets, which amounts to 80%, were achieved, thus fulfilling the overall sustainability target of the LTIP. As stipulated in the Organisational Regulations, a quarter of the compensation of the new LTIP proposed by the Board of Directors for the period from 2024 onward is once again linked to the achievement of sustainability targets.

Due diligence

To ensure that due diligence is performed along the value chain, Swiss law requires that the due diligence process and the identification of potential and actual negative impacts throughout the value chain be defined. ORIOR AG conducted a double materiality analysis to identify potential and actual negative impacts along the entire value chain (see sub-section "Double materiality", pp. 14–16). The continuous monitoring of impacts is carried out by measuring the various sustainability indicators and using the management approaches described in the topic sections. Key sustainability indicators, such as waste volumes, water and energy consumption, and absence rates, are part of the

monthly financial reporting and are monitored on an ongoing basis. All of the other sustainability indicators are managed in the competence centres and included in the consolidation once a year.

ESG risk management

The Board of Directors is responsible for the highest level of risk management oversight. It establishes the risk policy and guidelines, decides on the risk tolerance values, and approves the risk report, including the measures to be initiated. Risk monitoring and implementation control are the joint responsibility of the CEO and the CFO, with operational implementation being carried out by the CFO. Risk management, which also includes the handling of potential ESG risks, is therefore an integral part of the planning, decision-making, management and performance-monitoring process. All of the responsibilities and organisation of ORIOR's risk management are set out in the internal document entitled "ORIOR risk policy and guidelines". The CEO and the CFO report to the Board of Directors at least once a year on the risks, the status of risk control, and the quality of risk management. In addition to this formal process of annual risk management, climate-related as well as other ESG-relevant risks and opportunities are continuously monitored and managed by the Chief Corporate Affairs Officer (Governance), the Sustainability Team (Environment and Social) and the Head of Group HR (Social). When required or necessary, the relevant managers inform their superiors and/or the Executive Committee about relevant new or changed risks and opportunities that fall outside of the annual risk assessment.

During the annual implementation of its risk management process, which also includes the identification and assessment of climate-related risks, ORIOR pursues a standardised approach of continuous improvement with four phases: risk identification, risk analysis, risk management and risk controlling. To identify risks and opportunities, ORIOR has developed a list of generic risks and opportunities that

GRI 2-12
TCFD 1.A.
TCFD 1.B.
TCFD 3.C.

TCFD 2.B.
TCFD 2.C.
TCFD 3.A.
TCFD 3.B.

also covers environmental and climate topics. These short-, medium- and long-term risks are analysed and dealt with as part of our operational corporate behaviour. In the case of risks that could have significant financial or strategic consequences, a more detailed analysis is performed and then presented to the Board of Directors with in-depth explanations. The Board of Directors decides whether and which additional risk management measures should be undertaken. The effectiveness of the risk management, the controls, and the management and monitoring processes are assessed using a systematic and targeted approach.

TCFD 2.A.
TCFD 2.B.
TCFD 2.C.

As part of the risk management process, specific climate-related risks and opportunities that could have a significant financial impact on the ORIOR Group were identified (compare with CDP questionnaire C2.4a–C3.3). The entire value chain is included in the assessment of climate-related risks, and both location-specific and global risks are identified and evaluated. Various time horizons are taken into account in order to analyse short-, medium- and long-term effects. Risk assessments are primarily carried out by means of desk-based research using proven risk management tools and international standards. Different types of risks are taken into account, including acute physical risks, regulatory risks, market risks, reputational risks, technological risks and liability risks. Examples include additional upcoming regulations in the area of sustainability and increased sensitisation of stakeholders. Shifting consumer preferences would be one climate-related opportunity that could have significant results for ORIOR. The identified risks and opportunities affect ORIOR's commercial operations, strategy and financial planning. For example, the mechanism for carbon pricing directly impacts ORIOR's business activities and can lead to higher operational costs, resulting in negative repercussions for commercial operations. The risk of increased concerns or negative feedback from stakeholders could make it more difficult to access capital (higher costs for liabilities), thus having a negative impact on financial planning.

On the other hand, a possible shift in consumer preferences offers the opportunity to increase sales of plant-based products and would have a positive impact on commercial operations.

The climate-related risks and opportunities outlined here have influenced the sustainability strategy in the areas of products and services, the value chain, investments in research and development, and the Group's own operations. The ORIOR Group has implemented specific strategic measures to reduce risks and capitalise on opportunities: reducing greenhouse gas emissions through the use of renewable energies, prioritising local raw materials, and improving energy efficiency. The Group is also planning to further expand its range of climate-friendly products. ORIOR also works with suppliers and partners to promote sustainable procurement practices beyond its own operations. Implementing these types of measures as part of the sustainability strategy minimises ESG risks and creates the scope to seize opportunities.



Product responsibility



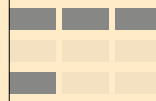
Sustainable raw materials and animal welfare

Ambition 2030

We increase our contribution to a sustainable food system.

Impact

Upstream
ORIOR
Downstream



SDG contribution



GRI 3-3 Topic overview

| Fields of activity | Goals 2030 |
|-------------------------------------|---|
| Sustainable raw materials | <ul style="list-style-type: none"> 15% increase in the sales share of products with organic and/or other sustainability labels by 2030 (base year 2024). ● |
| Animal welfare | Field of activity with key figure monitoring, currently without specific goals set. |
| Sustainable supply chain management | <ul style="list-style-type: none"> Develop a system for sustainable supply chain management. ● Have all of our suppliers agree to ORIOR's Supplier Code of Conduct. ● |
| Vegetarian/vegan | <ul style="list-style-type: none"> 20% increase in the sales share of vegetarian and vegan products by 2030 (base year 2024). ● |

The “Sustainable raw materials and animal welfare” chapter builds on our previous reporting and expands the focus to include the “Sustainable supply chain management” and “Vegetarian/vegan” fields of activity. Although these two topics have always been a priority in our strategy, we are now focusing even more specifically on them. Together with the “Animal welfare” and “Sustainable raw materials” fields of activity, they demonstrate our goal of making production even more sustainable while at the same time meeting the expectations of our customers and partners in terms of quality, taste and ecological and social responsibility.

As a food processing company, ORIOR both influences and is influenced by social and environmental factors along the entire value chain.

The selection and processing of raw materials not only has an impact on CO₂ emissions and biodiversity, but also on the use of resources and working conditions in agriculture and among our suppliers. At the same time, environmental risks such as climate-related fluctuations in yields and prices can have a significant impact on our raw material sourcing and planning. In order to effectively respond to these opportunities and risks, we rely on solid supplier relationships, ethical standards and a growing selection of sustainable, regional and plant-based products. In this way, we are contributing to the creation of a food system that remains sustainable in the long term.

● Goal includes all subsidiaries.
◆ Goal includes all production sites.

GRI 3-3 Management approach

Principles, guidelines and commitments

As a diversified food & beverage group, we process an extensive variety of different plant and animal raw materials. To achieve our goals relating to sustainable raw materials and animal welfare, we consistently apply clearly defined principles of action, which are described below.

We focus on the raw materials that are most important to us and scrutinise their origins in order to ensure the most sustainable sourcing possible. In addition to this, we rely on recognised standards, labels and certifications that stipulate ecological, social and animal welfare requirements (see pp. 27–28). Vegetarian and

vegan products can offer environmental and health benefits, and we want to further expand this segment. Compliance with ethical and social standards along the entire supply chain is also of great importance to us, which is why we developed a [Supplier Code of Conduct](#) during this reporting year. We realise how vital good partnerships and close collaboration are for achieving our sustainability goals, which is why we maintain long-standing, trusting relationships with our suppliers.

Our management approach outlines how ORIOR undertakes targeted measures to minimise the aforementioned risks and capitalise on opportunities.

Risks, opportunities, due diligence

| Fields of activity | Opportunities | Risks |
|-------------------------------------|---|--|
| Sustainable raw materials | <ul style="list-style-type: none"> – Develop market opportunities in the organic segment – Fulfil criteria for participation in tenders through sustainable raw material procurement, with a potential competitive edge over less sustainable suppliers | <ul style="list-style-type: none"> – Higher raw material costs, limited availability and price fluctuations due to stricter animal welfare standards, climate change and environmental factors – Decline in demand for animal products due to changes in consumer behaviour, driven by climate awareness and ethical concerns about animal husbandry |
| Animal welfare | <ul style="list-style-type: none"> – Boost consumer confidence through efforts in the area of sustainable raw materials and animal welfare | <ul style="list-style-type: none"> – Risk of losing competitiveness on the market due to the cost of meat products with high animal welfare standards |
| Sustainable supply chain management | <ul style="list-style-type: none"> – Reinforce the transparency and resilience of our value chain through sustainable supply chain management – Strengthen business relationships through increased credibility, e.g. with compliance checks | <ul style="list-style-type: none"> – Risks due to a lack of transparency and breaches of standards in the supply chain (e.g. quality defects, non-compliance with conventional ethical standards) – Danger of fines for non-compliance with environmental and social standards |
| Vegetarian/vegan | <ul style="list-style-type: none"> – Reach new target groups and increase sales through product innovations | <ul style="list-style-type: none"> – Pressure to adapt the product range owing to changing consumer behaviour – Risk of misjudgements due to disruptive consumer trends |

Priority raw materials

Looking at the extensive range of raw materials, we focus our efforts on where we can make the greatest positive impact. The main criteria used to determine these priority raw materials

are quantity and price, strategic importance, and sustainability risks.

The requirements for our raw materials are outlined in the raw material guidelines of our

competence centres, which are defined and implemented by the Quality Management and Purchasing departments in accordance with the Group-wide principles. When it comes to purchasing, our Swiss companies establish clear minimum requirements based on a list of exclusion criteria for products that may not be sourced, such as genetically modified raw materials. Furthermore, in the case of our pâté and terrine specialities, we only use livers from non-force-fed ducks and geese.

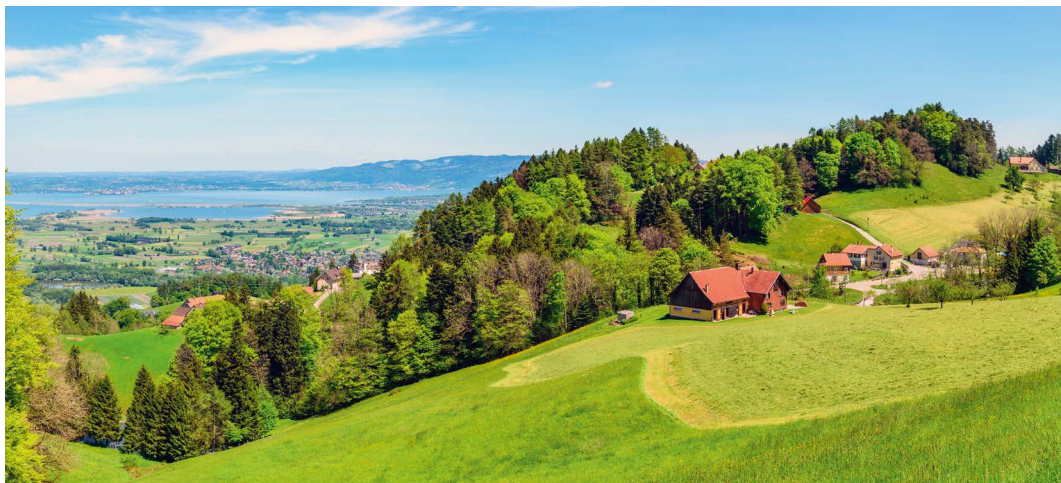
Palm oil is not a priority raw material for the ORIOR Group due to the small quantities it purchases, and it is avoided or replaced whenever possible. Culinor, for example, buys small quantities, and its charter for responsible sourcing stipulates that its purchases must be 100% RSPO¹ certified. Culinor successfully completed its RSPO audit in the reporting year.

Origin of raw materials

We impose high standards of quality, sustainability and animal welfare on the raw materials we source. Our companies source a large proportion of their raw materials directly from the countries in which they are based, i.e. Switzerland, the Benelux countries and Germany. This

keeps transport distances short, minimises the associated environmental impact, and contributes to the preservation of the local primary economy. If local procurement is not possible or viable, we prefer to source European goods. We are replacing Asian raw materials with European ones wherever feasible to reduce the risk of pesticide residues or abusive production conditions, among other things. The corresponding key figures for the breakdown of origins are provided in the “Evaluation” sub-section.

With its strict regulations, Switzerland is a global pioneer in the area of animal protection laws. One example is the more stringent animal welfare requirements for slaughtering that have applied since 2022. The high animal welfare standards and short transport distances are additional reasons why our Swiss competence centres source as much meat as possible from local farms. Since 2019, all ORIOR Switzerland meat-processing companies have been members of the Proviande trade organisation and purchase from accredited meat suppliers only. Part of the accreditation process requires, for example, that the local origin of all cattle be verified by means of a DNA check.



The Lake Constance region, where Biotta and many of its regional suppliers are located.

¹ RSPO (Roundtable on Sustainable Palm Oil) is an initiative to promote sustainable palm oil production with recognised certification.

Overview of priority raw materials¹

Priority raw materials

Pork



In terms of volume, pork is the most important animal raw material for the Swiss competence centres. It is processed mainly for the Rapelli Salumeria delicacies, Albert Spiess Bündner specialities and Mofag's ham and bacon creations. Due to Switzerland's high animal welfare standards and the import-related prerequisites, we process almost exclusively Swiss pork.

Origin: Based on the procurement volumes in 2024, 92.9% (2023: 98.6%) of our pork came from Switzerland.

Labels: In 2024, 1.6% (2023: 1.4%) of the pork we sourced was certified organic, and 5.9% (2023: 5.7%) carried other sustainability labels such as IP-Suisse.

Beef



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

Origin: 63.4% (2023: 64.5%) of the beef we sourced was from Switzerland.

Labels: The share of certified organic beef in 2024 was 2.6% (2023: 2.7%) of the purchase volume.

Poultry



Poultry is processed at ORIOR mainly for the Convenience segment and is used for the versatile Fredag chicken range, in particular. We source our poultry meat from local farms whenever possible. However, demand for poultry is so high that domestic supply falls far short of meeting it. We therefore also rely on foreign poultry that is produced in accordance with Swiss animal welfare standards, e.g. through the Migros Animal Welfare (MAW) programme.

Origin: 28.7% (2023: 23.6%) of our poultry purchases for the local market came from Switzerland.

Labels: In 2024, we only procured a small amount of poultry meat with organic certification, but 46.2% (2023: 41.5%) carried another sustainability label, such as IP-Suisse.

Vegetables and fruits



Vegetables and fruit play an important role in our Convenience segment. Biotta and its sister company Gesa process by far the highest percentage of these for their organic juices. They are also vital as menu components in the food service channel and for the retail trade. Whenever possible, we use local, sustainably grown fruit and vegetables.

Origin: Around 89.9% (2023: 86.1%) of the fruit and vegetables used in 2024 were sourced from European countries outside of Switzerland, often from nearby regions.

Labels: In 2024, 96.8% (2023: 96.1%) of purchases in this raw material category carried an organic label.

Durum wheat



Durum wheat is a key raw material for our Pastinella pasta factory, in particular. We source it mainly from Canada and are also steadily increasing the organic share to enhance our ecological contribution. Durum wheat has experienced significant price fluctuations on the world market over the last few years due to crop failures, the Covid pandemic and geopolitical events such as the war in Ukraine.

Origin: 99.9% of the durum wheat purchased in 2024 came from Canada or Europe, and 0.1% was from Switzerland.

Labels: The share of organic wheat in 2024 was 14.9% (2023: 16.0%).

Eggs



Eggs are used primarily in the production of our pasta specialities and for menu components, pâtés and panades. We are pursuing the goal of continuously increasing the percentage of eggs we purchase from free-range farms to ultimately achieve 100%.

Origin: In 2024, we sourced 73.6% (2023: 83.2%) of our eggs from neighbouring European countries, and 26.4% (2023: 16.8%) came from Switzerland.

Labels: The proportion of free-range eggs was 99.9% (2023: 99.9%). 18.8% (2023: 19.0%) of the eggs carried the even more stringent organic label.

¹ The figures in the table refer to the Swiss companies in the ORIOR Group, including Spiess Europe and Gesa but excluding Culinor and Casualfood. The reason for this was the scope of the Sustainability Strategy 2018–2025.

Other important raw materials

Soya

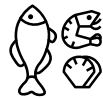


Soya is playing an increasingly important role in the Convenience segment, especially in the plant-based sector, where Fredag is active. We work closely with the agricultural producers in order to secure the required quantities of raw materials, and, wherever possible, we safeguard the forecast volume even before cultivation.

Origin: As in the previous year, the share of soybeans sourced from Switzerland was 100% in 2024.

Labels: The proportion of certified organic soybeans also remained at 100%.

Fish and seafood



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

Origin: 20.4% (2023: 21.5%) of purchases in this raw material category came from Europe in 2024.

Labels: During this reporting year, our percentage of fish and seafood purchases that met the WWF Score 1–3 was 99.3% (2023: 98.4%).

Use of labels

Labels are a key tool for measuring our progress, particularly in the areas of sustainable raw materials, animal welfare and biodiversity. We assign labels to one of three categories: labels for organic farming and production, other sustainability labels, and labels of origin that only provide information about the material's origin but do not make any statements about specific

environmental and social cultivation conditions. Certifications are subject to regular audits, resulting in a steady improvement of the standards at the production sites and an upgrade of more and more products, e.g. from organic to Demeter certification. The following overview displays the most important raw material and food labels for the ORIOR Group.

Labels and sustainability standards frequently used by the ORIOR Group

| Organic labels | Other sustainability labels | Labels of origin ¹ |
|--|--|--|
| <ul style="list-style-type: none"> – Bio Natur Plus (Manor) – Bio Organic (Lidl) – Bio Suisse (Knospe) – Bio Weide-Beef (Migros) – Bio Weiderind (Aldi) – CH Bio-Verordnung – Demeter – EU-Bio – KAGfreiland – Migros Bio – Natura Beef Bio – Natur Aktiv (Aldi) – Naturaplan (Coop) – Nature Suisse Bio (Aldi) – Naturland/Bioland – Spar Natur Pur | <ul style="list-style-type: none"> – Agri Natura – ASC – Better Life – BTS – Claro – Cocoa Life – Fairmilk – Fairtrade/Max Havelaar – Friend of the Sea – Heumilch – IP-Suisse – MSC – Natura-Beef – Naturafarm (Coop) – Nature Suisse (Aldi) – Non-GMO Project – Rainforest Alliance – RAUS – RSPO IP/SG – TerraSuisse (Migros) – UTZ – V-Label | <ul style="list-style-type: none"> – AOP – Aus der Region. Für die Region (From the region. For the region.) (Migros) – Heidi (Migros) – IGP – Miini Region (Coop) – Pro Montagna (Coop) – Regio.garantie – Swiss alp product – Swiss mountain product – Suisse Garantie |

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

In Switzerland, we are continually expanding our range of products with added animal-welfare value. When it comes to our own brands, we launch new certified products every year. The situation is more challenging in the contract segment, where the requirements are strongly influenced by our customers, and in the food service channel, where the use of certified organic products tends to be significantly lower than in the retail trade.

Labels also play an important role in our international companies. Culinor uses the Better Life label for some of its prepared meals and requires a standard for eggs that guarantees barn run. Casualfood focuses on Fairtrade and organic labels for coffee, sugar and tea, among other things. At our subsidiary Gesa, which specialises in organic vegetable juices, the majority of raw materials purchased come from certified organic sources. This means that the organic content is almost 100%.

Partnering with suppliers

We strive to be fair and equitable in all our business relationships. To ensure sustainability and quality, we take part in partnership-based programmes, such as Migros Animal Welfare (MAW) in Switzerland. We also expect our suppliers to sign the [ORIOR Supplier Code of Conduct](#), which sets forth our ethical, ecological and social standards along the supply chain. We carry out risk analyses and supplier audits to ensure that these standards are adhered to along the entire value chain. This helps to strengthen the sustainability of our business relationships and ensures compliance with our guidelines.

Nevertheless, we realise that it is a challenge for some of our suppliers, particularly small businesses, to provide the data we require as

a legally regulated company. We are therefore working tirelessly to further simplify the collection of sustainability-related information such as labels and certificates of origin and to incorporate this as an integral part of our sourcing processes in future.

We also require our suppliers to undergo additional quality audits if they do not have a valid GFSI¹ food safety certificate. In certain cases, Culinor will request that they fill out a detailed questionnaire instead. If the results do not meet the current requirements, a supplier may be rejected. Quality checks are carried out on meat suppliers and suppliers with potential risks, irrespective of whether they have certificates or not. The results are shared between the competence centres so that everyone can benefit from the knowledge gained.

Vegetarian and vegan ranges

With our organic vegetable and fruit juices from Biotta and Gesa and the plant-based range from Fredag, we already offer a wide assortment of vegetarian and vegan products. We are working to further expand their share in order to help achieve our targets in the areas of sustainable raw materials, animal welfare and climate. Dietary recommendations from the federal government and the WHO are also moving in this direction, and we are confident that consumer behaviour will evolve accordingly in the long term.

We have highlighted the relevance of vegetarian and vegan products within our product portfolio by embedding the topic in our new strategy as a separate field of activity and assigning it a quantitative target. At Casualfood, for example, this is demonstrated by the fact that both existing outlets and new concepts specifically focus on offering vegetarian or vegan options.

GRI 2-23
GRI 3-3

Activities 2024



ORIOR Supplier Code of Conduct

The ORIOR [Supplier Code of Conduct](#) was developed during the reporting year. This code, which will be rolled out in 2025, sets forth the minimum requirements for our suppliers and is based on fundamental corporate values of ethical and respectful behaviour, open communication and the fostering of responsibility at all stages of the supply chain. As an internationally active Food & Beverage group, ORIOR is committed to ensuring that high ethical, ecological and social standards are maintained both in its own operations and among its suppliers. ORIOR Group's General Terms and Conditions of Purchase now also refer to the code.

During the drafting process, relevant topics were meticulously identified, based, on the one hand, on our industry affiliation, and, on the other, by taking into account legal requirements in Switzerland and the EU, such as the EU Deforestation Regulation. International guidelines and standards were also applied, including the ILO core labour standards and the UN Guiding Principles on Business and Human Rights. The code covers the topics of ethical business conduct, human and labour rights, climate and environmental protection as well as governance and management systems.



New EU Deforestation Regulation

Deforestation is a major driver of climate change because it destroys valuable CO₂ sinks. This topic is particularly relevant for companies with agricultural-based value chains. The impending EU Deforestation Regulation, which will come into force at the end of 2025, imposes new requirements. Going forward, companies will have to confirm that raw materials such as beef and coffee have not been raised or cultivated on land that has been deforested since 2020.

In 2024, ORIOR engaged intensively with the regulation, acquired expertise, analysed data and made initial contact with suppliers. Our aim is to understand the relevance of the regulation as it applies to the various companies in the Group. The international daughter companies Culinor, Casualfood and Spiess Europe are a particular focus. Processes are being adapted and close cooperation with suppliers is being maintained in order to fulfil the requirements on time. ORIOR will also issue a "No Deforestation Commitment" by the end of 2025 as part of the Science Based Targets project.



New organic meat products for discerning consumers

Möfag launched its first-ever organic diced bacon for the discounter channel. Produced from sustainably farmed meat and then traditionally smoked or dried in accordance with organic guidelines, the mildly salted and savoury cubes of bacon are ideal for whatever you are making – whether baked in a quiche, as a crispy salad topping or covering a tarte flambée.

Albert Spiess launched an organic Bündner Coppa in 2024, which is available exclusively from Coop. This premium product made from organic pork shoulder is traditionally enhanced with salt, pepper and spices and then air-dried, resulting in an authentic, aromatic flavour – perfect for a meat platter or appetisers or simply as a snack between meals.



Even more organic indulgence at Pastinella

In 2024, Pastinella added new organic fresh pasta varieties to its range at Migros. The new products include the organic Spätzli Arrabbiata – seasoned with tomatoes and chilli and mildly spicy, these spätzli noodles are a toothsome treat. Another innovation was the organic wholemeal tagliatelle made from spelt flour, an increasingly popular ancient grain that more and more people are choosing over conventional wheat. Wholemeal products are not only currently in fashion, they are also a source of nutritious fibre and keep you feeling full for longer.



Organic and vegan: Biotta Vita 7 now dairy-free

Biotta has further improved its already popular Vita 7 fruit juice. Since the end of 2024, the first-ever dairy-free version of it has been available in German-speaking Switzerland. Removing the whey ingredient has resulted in numerous benefits because not only is the product now vegan, it is also suitable for lactose-intolerant consumers. Thanks to this innovation, all of the products included in the popular Biotta Wellness Week package are now vegan. In addition, the absence of whey means the juice has a more stable colour. The switch to the new formula in other markets will take place in 2025.

GRI 3-3

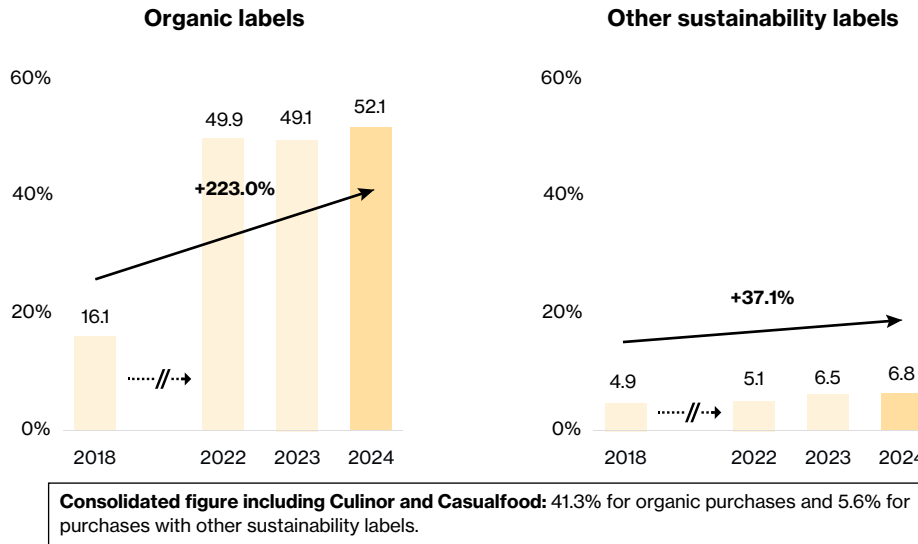
Evaluation 2024

Sustainable raw materials: labels

In 2018, we set ourselves the goal of increasing by 15% the proportion of raw material purchases with recognised organic and/or sustainability certifications within the ORIOR Group, with the exception of Culinor and Casualfood. Upon completion of the strategic period, we are pleased to note that we have achieved this goal. Organic-labelled raw materials rose by 223.0%, while raw materials with sustainability labels

grew by 37.1%. The high proportion of organic raw materials is partially due to the Gesa subsidiary, which has very high production volumes with almost exclusively certified organic raw materials. This is why the fruit and vegetables product group also has the highest level of certification, with over 95% organic. The organic proportion of meat remains below 5% because of price sensitivity. However, in the case of pork in particular, added value is created by IP-Suisse certifications, which have become increasingly important over the target period.

Percentage of labelled raw material purchases¹
(% of volume in kg)
ORIOR Group excluding Culinor and Casualfood



Sustainable raw materials: origin

As stated in our management approach, we believe that the origin of raw materials also provides crucial information about their sustainability. Details about the origin of our prioritised product groups are listed in the following table. An explanation of the individual raw material categories can be found in the table “Overview of priority raw materials” (see pp. 26–27). In summary, it is fair to say that the difficult market environment and limited availability, particularly for meat categories, have led to an increase in the proportion of imported meat, e.g. pork and poultry. However, there are also positive examples to counter these factors. In 2024, Biotta was able to source exclusively Swiss apples for the apple juices produced in Switzerland. Biotta is also working on optimising more of its recipes in order to further reduce the percentage of imported raw materials with limited local availability.

Origins of priority raw materials 2024

ORIOR Group including Culinor and Casualfood

| | from Switzerland | from Europe (excl. Switzerland) | from outside Europe |
|----------------------|------------------|---------------------------------|---------------------|
| Beef | 59.0% | 40.3% | 0.7% |
| Pork | 85.6% | 14.4% | 0.0% |
| Poultry | 23.1% | 21.2% | 55.7% |
| Eggs | 18.6% | 81.4% | 0.0% |
| Durum wheat | 0.1% | 3.7% | 96.2% |
| Fruit and vegetables | 5.3% | 89.5% | 5.2% |
| Total | 28.0% | 62.0% | 9.9% |

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

Animal welfare: labels

As part of the new 2025–2030 strategy period, ORIOR has introduced a new key figure for the animal welfare field of activity. The proportion of sourced priority raw materials with added animal welfare value is now reported. We are relying on proven certification programmes in this area, as well. We evaluated the labels listed on page 27 with regard to animal welfare standards – using the Labelinfo.ch platform, among others – and have classified them as “animal welfare added value” if they received a good rating. Group-wide, the percentage of these raw materials was 14.2% in 2024. These are labels that go beyond legal animal welfare standards – which are already particularly high in Switzerland.¹

Unfortunately, at this point it is difficult to estimate how much this percentage can be increased in the coming years. Given the current economic situation, products with higher animal welfare standards are experiencing inflationary pressure. The situation is made even more difficult by the fact that some major customers in Switzerland are scaling back their

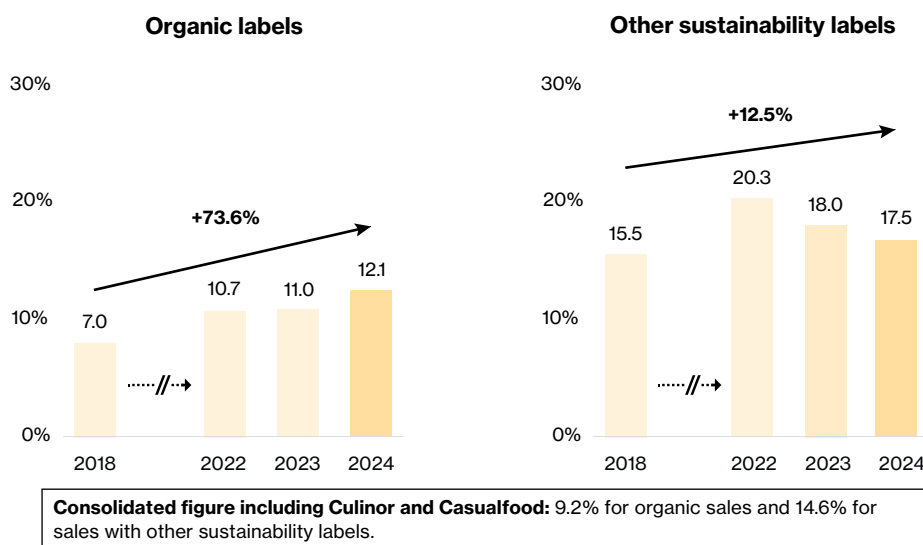
endeavours in this regard. We want to counter this trend with unwavering commitment and an attractive range of products because we are firmly convinced that consumer sentiment in this area will once again show positive growth in the long term.

Sales of more sustainable products

Our goal is to develop in a more sustainable direction not only in the area of procurement but also in sales. As well as tracking sales of labelled products, we now also report the proportion of our sales generated by vegetarian and vegan options.

Since we started reporting in 2018, we have achieved a 73.6% increase in organic-labelled sales; sales with other sustainability labels grew by 12.5% (excluding Culiner and Casualfood, see diagrams on p. 32). For the 2025–2030 strategy period, we have set ourselves the goal of increasing the proportion of sales of products with an organic or other sustainability label by 15% by 2030, with 2024 as the base year. This figure was 19.8% for 2024.

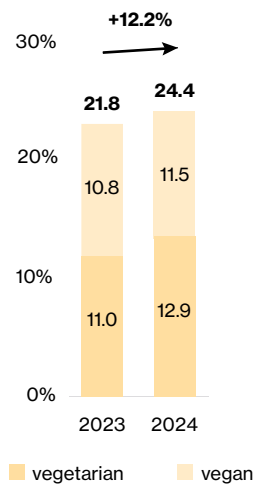
Proportion of sales of labelled products
(% of sales in CHF)
ORIOR Group excluding Culiner and Casualfood



¹ Important labels with added animal welfare value include IP-Suisse, Particularly Animal-Friendly Housing (BTS) and Migros Animal Welfare (MAW) in Switzerland, as well as a label for Culiner in Belgium for eggs from hens with exercise runs.

Our efforts to make vegetarian and vegan food a more important pillar of our business are beginning to yield results. This report is the first time that the proportion of vegetarian and vegan products we sold is displayed. From 2023 to 2024, we were able to increase the corresponding share of group sales (including Culinor and Casualfood) from 21.8% to 24.4%. We are aiming for a further increase of 20% by 2030. We define vegetarian products as those containing no meat or meat products (with the exception of vegan products, which are labelled separately). Vegan products do not contain any animal ingredients at all.

Vegetarian/vegan proportion of sales¹
(% of sales)
ORIOR Group including Culinor and Casualfood



Outlook

In the coming year, our focus will be on forging ahead with the development of our sustainable supply chain management. We are placing particular emphasis on ensuring responsibility for our supply chain, with the new [ORIOR Supplier Code of Conduct](#) being approved in 2025 and gradually rolled out starting in the spring. This code will help us to extend our responsibility to cover more stages of the value chain in the future. The close collaboration with our suppliers is becoming increasingly important, as we are dependent on a more intensive exchange of data in light of future regulatory requirements. Consequently, we will continue to expand dialogue with our partners.

Another focal point is embedding elements from the new sustainability strategy. In the area of “Sustainable raw materials and animal welfare”, adjustments are being made to the way that certain key figures are collected and reported. Starting next year, for example, we will begin reporting on the progress made on embedding the new [Supplier Code of Conduct](#).

Exciting initiatives and products are also being launched at our subsidiaries, although based on what transpired in 2024 and market developments, we expect demand for organic and sustainable products to be rather subdued in 2025. Nevertheless, the competence centres are actively working on expanding and innovating our sustainable products, which will be discussed in the next report.

¹ Vegan sales are accounted for separately and are not included in the vegetarian sales.



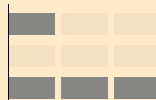
Product safety and health benefits

Ambition 2030

We produce high-quality, good, safe and healthy food.

Impact

Upstream
ORIOR
Downstream



SDG contribution



GRI 3-3

Topic overview

| Fields of activity | Goals 2030 |
|----------------------------|--|
| Product safety and quality | 10% reduction in the number of self-attributable complaints per 100 tonnes of products sold by 2030 (base year 2024). ◆ |
| | All of our production sites have an internationally recognised food certification. ◆ |
| Consumer health | 10% reduction in salt content in products sold by 2030 (base year 2024). ◆ |
| | 15% reduction in sugar content in products sold by 2030 (base year 2024). ◆ |

The key topic of “Product safety and health benefits” includes two central fields of activity: “Product safety and quality” and “Consumer health”. Product safety is the top priority and ensures that food meets the highest safety standards and does not pose any risks to consumers. At the same time, as a food manufacturer, we want to make a positive contribution to the health and well-being of our consumers through high-quality, safe products and a focused range of nutritious and balanced foods. This includes not only compliance with legal requirements, but also the targeted selection and ongoing optimisation of the ingredients we use to ensure a healthy and varied diet.

As a food processing company, it is our job to actively ensure high standards in both of these fields of activity. Maintaining a high degree of product safety not only protects our consumers, but is also crucial for safeguarding our good reputation and minimising financial risks. With tangible goals and concrete measures, we are creating a forward-looking product portfolio that fulfils our ambition: to produce quality, safe and healthy food that contribute to a balanced diet.

● Goal includes all subsidiaries.
◆ Goal includes all production sites.

GRI 3-3 Management approach

Principles, guidelines and commitments

Our efforts in the area of food safety and quality management are based on the requirements of the law, our customers' demands (which are defined in quality agreements), and internationally recognised food safety standards. All of our production facilities have a comprehensive quality management system that is certified according to a standard recognised by GFSI¹ – such as FSSC², IFS³ or BRC⁴ – and audited annually by independent entities.

We systematically analyse complaints and error reports in order to identify possible improvement measures and develop solutions together with the parties concerned. As a preventive measure, we use individualised HACCP⁵ concepts, which enable us to carry out hazard analyses relating to the safety of our consumers. We also monitor the corresponding control variables and undertake further measures if necessary. In the area of food fraud, we initiate measures such as systematic audits of suppliers, monitoring of residues, and testing by independent entities to proactively prevent risks.

To ensure the health and tolerability of our products, the competence centres have established minimum guidelines and exclusion lists

that define requirements for nutritional values, acceptable ingredients, and any ingredients and additives that must be avoided. Our development departments are constantly working to optimise recipes in terms of nutritional content. We also focus on healthy innovations and developing products that meet specific needs as we continue to improve our product range.

In addition to consistent quality management, we foster a strong food safety culture among all of our employees. This is achieved through regular training (see p. 36), among other things.

Responsibilities

Quality managers assume operational responsibility and report directly to the management, with food safety-related targets being closely monitored and reviewed on a monthly basis. The product development departments also carry responsibility, particularly regarding the health aspects of the products.

Our suppliers and partners are carefully evaluated before the first order is placed to ensure compliance with legal, company-specific and customer requirements throughout the entire supply chain. Existing suppliers are regularly assessed, and improvement measures are introduced where necessary.

Risks, opportunities, due diligence

| Fields of activity | Opportunities | Risks |
|----------------------------|--|--|
| Product safety and quality | – Strengthen trust and long-term consumer loyalty through strict quality controls and the highest safety standards | – Financial losses and loss of confidence from withdrawal or recall campaigns due to quality or safety defects – Damage to image and reputation caused by food fraud, e.g. false declarations of origin or quality – Legal consequences resulting from quality or safety defects |
| Consumer health | – Tap into market niches and segments with health-focused product innovations – Consolidate market position and competitiveness through products with reduced salt and sugar content that match current health trends and consumer expectations | – Decrease in consumer satisfaction and sales figures due to changes in taste, e.g. reduced salt or sugar – Higher developing costs to maintain flavour and texture when adapting recipes |

¹ GFSI: Global Food Safety Initiative.
² FSSC: Food Safety System Certification.
³ IFS: International Featured Standards.
⁴ BRC: Global Standard for Food Safety.
⁵ HACCP: Hazard Analysis Critical Control Point.

We perform our duty of care by implementing a comprehensive management system as described in this chapter.

Food safety culture and training

It is extremely important to us that the management and quality managers of the individual companies are committed to a strong food safety culture, continue to reinforce it and, above all, model it on a daily basis. We have made it our aim for all employees to be committed to a

continuous improvement process and, regardless of their position, to address and rectify any shortcomings they encounter. To achieve this, we require a well-educated and sensitised workforce, so providing regular training is an important measure in this regard. Examples include annual hygiene and HACCP courses for the entire workforce, department-specific in-depth training on a range of topics, and individual training (e.g. for new employees).

Examples of regular quality management and food safety training

FSSC/IFS standards requirements

Participants receive training in certification requirements that comply with food safety standards and learn how an audit works and how deviations should be corrected. Topics include cleaning technology, inspections of incoming and outgoing goods, and critical control points. In addition, internal auditors are trained to be able to independently carry out standard compliance checks within the company.

Food defence/Food fraud (product protection)

In these training courses, employees learn how to protect food from deliberate contamination with biological, chemical and physical substances, and how to prevent and detect fraud and fakes.

Label and certification training

ORIOR manufactures many products with a label such as Bio-Suisse or IP-Suisse. Label and certification training covers these labels' specific requirements for manufacturing processes and the products themselves.

HACCP (Hazard Analysis Critical Control Point)

Employees are introduced to the HACCP concept, are then taught to recognise hazards throughout the production process, and find out how critical control points are defined and used to ensure food safety.

Hygiene and cleaning

Standard training courses are conducted on topics of personnel and operational hygiene, including hand hygiene, surface hygiene and the use of cleaning agents. The content is tailored to the training plan of the respective company.

Allergens

This course teaches employees how to correctly handle allergens and avoid cross-contamination. It includes sensitising employees to the potential hazards and their consequences if the strict rules for handling allergens are not followed.

Product innovations: Healthy, natural and plant-based

Our aim is to continuously increase the number of ORIOR products with added health value. All of the competence centres are working on optimising their product ranges accordingly. Some of these recipe adjustments are the result of legal requirements or the further development of our content guidelines. For example, we omit

flavour enhancers, artificial flavours, colourings and preservatives and minimise allergens to the greatest extent possible. We also continuously monitor our recipes to ensure that the amounts of salt, sugar, fat and artificial additives are being reduced. As part of our new Sustainability Strategy 2030, we have set ourselves specific targets for reducing the salt and sugar content of the products we sell (see p. 34).

At the same time, the tendency of consumers to adopt a flexitarian, vegetarian or vegan diet is growing steadily. ORIOR – and the Fredag competence centre in particular – has been responding to this demand over the past 25 years

by expanding its plant-based range and developing new innovations. Examples of new developments and improved recipes can be found on the following pages.

GRI 3-3 Activities 2024



New gluten-free and lactose-free Fiori for the gastronomy sector

Pastinella expanded its range of gluten-free and lactose-free products for the gastronomy sector at the end of 2024 by launching its new Fiori variety. The creamy, savoury cheese filling, enveloped in chewy pasta dough, offers indulgence without compromise. This innovation in the frozen food sector is aimed specifically at the requirements of consumers with special dietary needs, who can rely on the “Care” product line from Pastinella. This line includes other delicious creations, including gluten-free, lactose-free and vegan products, some in combination, as well as certified organic items. This approach emphasises Pastinella’s commitment to offer something suitable – and tasty – for almost every consumer need.



Better nutritional profiles for Culinor products

In 2024, Culinor worked on optimising the salt content for various of its recipes. The sea salt usually added was replaced by a mixture of sodium and potassium salt to reduce the risk of high blood pressure for consumers. Additionally, the Nutri-Scores of the products were recalculated to meet the requirements of the updated, stricter algorithm. These adjustments are particularly important for our retail partner Delhaize, where under certain conditions consumers can receive discounts on healthy products with good Nutri-Scores as part of the Nutri-Boost initiative. The packaging has been re-labelled with the new Nutri-Scores.



Successful audits according to IFS Food Standard 8

The IFS standard is a globally recognised testing and certification standard for food to ensure that products along the entire supply chain meet strict safety and quality requirements. The new regulations of IFS Food Standard 8 have been in force since the beginning of 2024. The new version includes adjustments to international standards and changes to the evaluation system. Another new feature is that sustainability, along with other topics, is now included as a mandatory disclosure in the corporate policy and commitment section. Several sites have already been successfully audited in accordance with the IFS-8 standard. As part of this reorganisation, the internal quality management documentation was comprehensively updated.



Launch of the Biotta “Well” line at Migros

The Biotta range at Migros has been expanded to include the “Well” product line. It offers organic juices with specific additional benefits and is aimed at consumers who want to boost their health in a natural way. The “Well” line features three juices, each of which provides unique added health benefits: “Well Immune” and “Well Antioxidant” support the immune system thanks to naturally occurring vitamin C, while “Well Blood Pressure” is a natural source of potassium that contributes to maintaining normal blood pressure. These juice blends combine carefully selected organic ingredients with functional components and thus offer a natural and tasty supplement for daily life.

GRI 3-3 Evaluation 2024

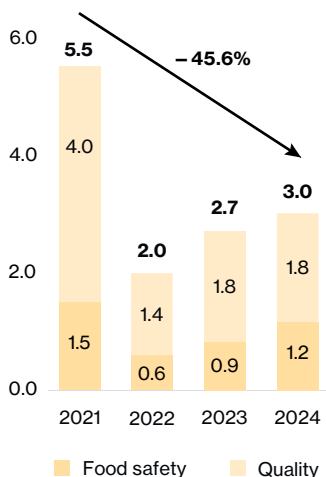
Product safety and quality

To ensure the quality of our food products, we analyse various factors, including the number of self-attributable complaints received in relation to the quantity of products sold. The complaints are categorised according to their relevance to food safety, quality and logistics; the first two categories are especially relevant for

this report and are thus recorded. In the reporting year, the number of complaints increased slightly relative to the volume sold.

This topic will remain a priority during the new strategy period. We have now defined a quantitative target for 2030: By the target year, our aim is to reduce the number of self-attributable complaints per 100 tonnes of products sold by 10% compared with 2024. The pattern over the last three years shows that further concentrated efforts are needed to achieve this goal. We are also adhering to our goal and current status of ensuring that all of our production sites have earned an internationally recognised food certification.

Number of complaints
(per 100 tonnes of products sold)
ORIOR Group excluding Culiner and Casualfood

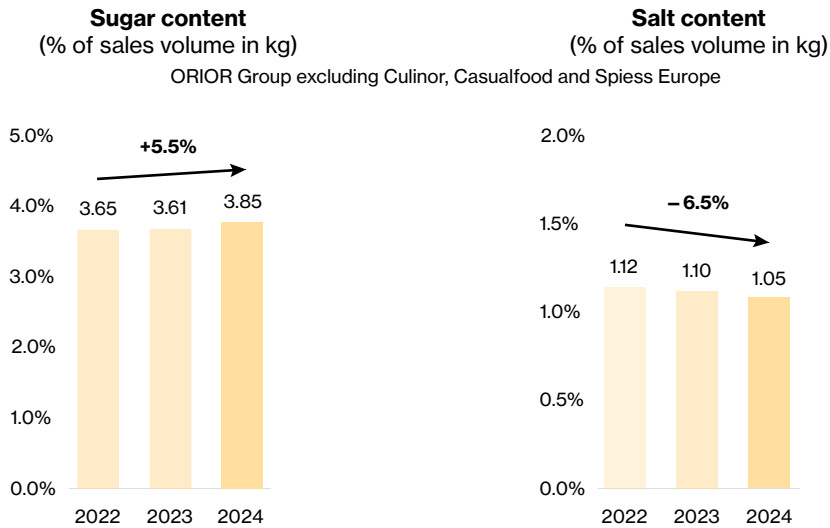


Consolidated figure including Culiner: 2.6 complaints per 100 tonnes of products sold.
Casualfood: This key figure has not been recorded yet; harmonisation is being evaluated.

Consumer health

The examples in the “Activities” section demonstrate that we are making progress in the ongoing improvement of our product range in terms of health aspects. Due to the diverse range of health parameters, it is proving challenging to measure this progress. However, based on the adjustments we have made to our product range in recent years, we believe that we have succeeded at least in part in achieving our goal of significantly increasing the proportion of healthy products.

Two health-related key indicators that we record from our Swiss companies include the average sugar and salt content as a percentage of the total weight sold. We were able to fur-



Culinor, Casualfood, Spiess Europe: These key figures have not been recorded yet; harmonisation is being evaluated.

ther reduce the salt content, primarily through ongoing improvements to recipes. As for sugar content, a shift in the Convenience segment product range led to a slight increase as there was lower demand for the on-average healthier range, while sales of products with a slightly higher sugar content rose. We will be intensifying our marketing activities in the future in order to make our wide range of health-optimised options more appealing to consumers.

We have set quantitative targets for these two key figures for the coming strategy period: By 2030, we want to have reduced the salt content of the products we sell by a further 10% and the sugar content by 15% compared with the base year 2024.

Outlook

In the coming year, we will continue our measures in the area of safe and healthy food. We are prioritising the steady improvement of existing recipes in order to enhance both flavour and nutritional qualities. Particular attention is given to continuously reducing the salt

content and purposefully avoiding additives such as flavour enhancers and colourings. We would also like to expand our range to include products that offer specific health benefits.

In terms of quality management and food safety, we are working on better harmonising processes at Group level in order to guarantee uniform standards and efficient procedures at all our sites. In addition, we are continuing existing initiatives, such as the ongoing adaptation to new safety and quality standards and a more in-depth analysis of customer feedback, particularly with regard to food safety and quality. Specific measures will then be derived from the findings in order to reduce the number of complaints in these areas.



Environmental responsibility





Climate change and energy

Ambition 2030

We are increasing our energy efficiency and reducing our greenhouse gas emissions in line with science-based targets to reach net zero by 2050.

Impact

Upstream
ORIOR
Downstream



SDG contribution



GRI 3-3

Topic overview

TCFD 4.C.

Fields of activity

Goals 2030

Climate change

■ Lower our greenhouse gas emissions in accordance with the science-based targets reduction path by 2035 (base year 2022). ●

Energy

■ 10% reduction in our energy intensity by 2030 (base year 2024). ◆

Climate change is one of the greatest challenges of our time. Rapid and effective action is needed to combat it, as the risks to the environment, society and the economy are enormous. According to the Intergovernmental Panel on Climate Change (IPCC), food production – from agricultural producers all the way to consumers – is responsible for around 30% of global greenhouse gas emissions. The biggest contributor to this by far is agriculture, e.g. through livestock production and crop farming. However, greenhouse gases are also

emitted during the processing of food, e.g. in manufacturing and while maintaining the cold chain during storage and transport.

As a food manufacturer, we assume our responsibility and are steadily working to reduce our climate footprint and lower our energy consumption. With this goal in mind, we have committed ourselves to developing and pursuing ambitious, science-based climate targets and a stringent action plan.

● Goal includes all subsidiaries.
◆ Goal includes all production sites.

GRI 3-3
TCFD 4.C.

Management approach

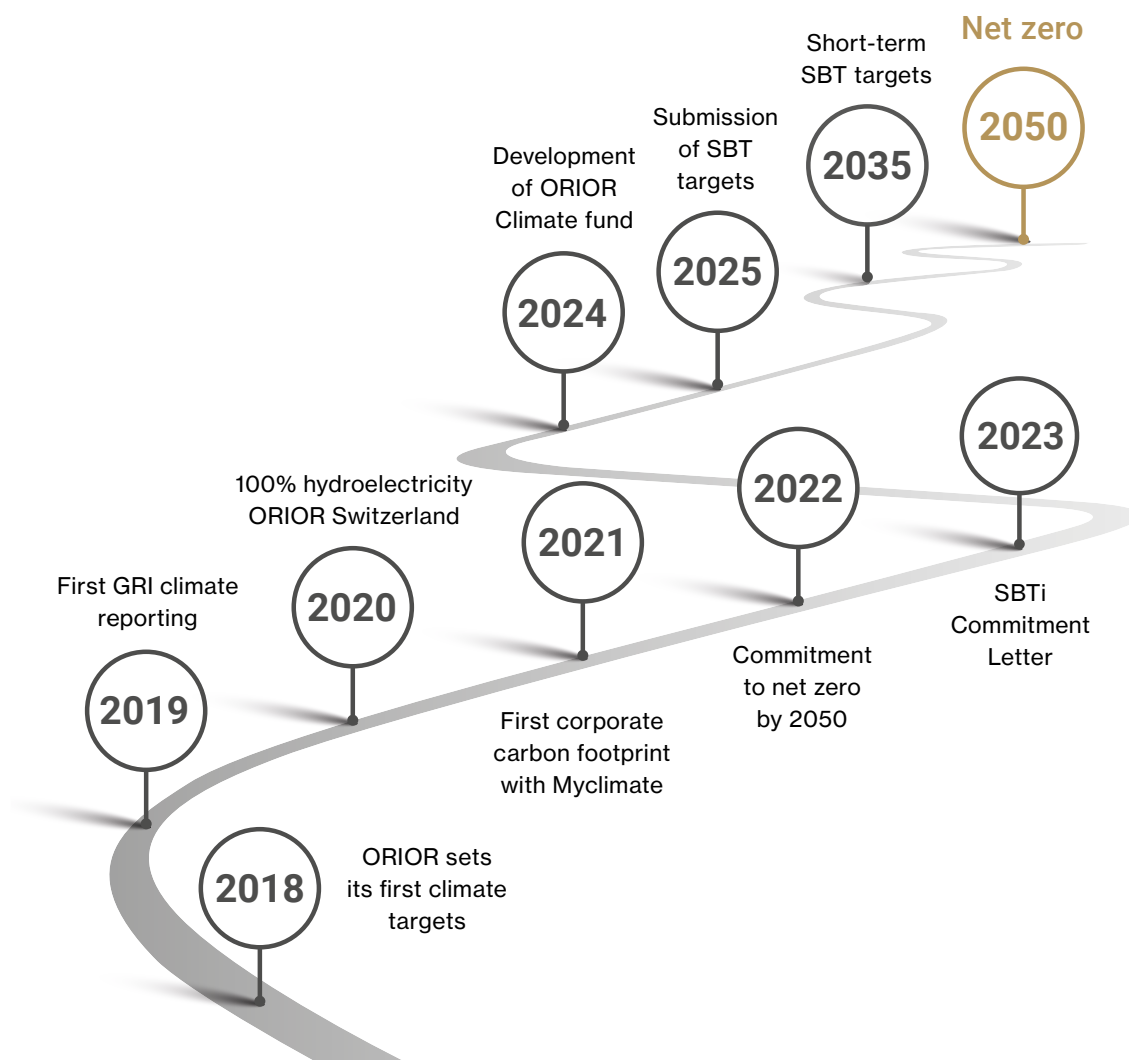
Principles, guidelines and commitments

Greenhouse gas emissions are the central focus of our “Climate change and energy” field of activity. Food processing generates emissions that ORIOR aims to reduce as far as possible.

In this area, we are fulfilling both regulatory obligations and voluntary measures that exceed

the legal requirements. In conjunction with the Swiss CO₂ Act, all of our Swiss companies have entered into target agreements with the federal government to reduce emissions. We are also committed to science-based climate targets and to achieving net zero by 2050. In order to fulfil the regulatory reporting requirements, we now report in detail on topics such as climate risks and emissions (see the TCFD index in the appendix for additional information).

ORIOR's climate roadmap



In Scopes 1 and 2, i.e. our direct emissions, we carry the greatest responsibility and at the same time have the greatest potential for influence. Our focus in this area is on future-oriented site development with lower emissions. Energy efficiency in production is another key starting point. We are achieving steady improvements by modernising our facilities and equipment, redesigning our product range, and using forward-looking planning. Ultimately, there is no way around the inclusion of renewable energies to reduce emissions. Whether it is switching from heating oil to woodchip or from grey to green energy, ORIOR is pursuing the principle of continuously increasing its proportion of renewable resources in financially viable increments.

Even with our greatest efforts, there will still be certain greenhouse gas emissions. As part of the new ORIOR Sustainability Strategy 2030, we have restructured our approach to CO₂ reduction. Instead of relying on external climate protection projects as we did previously, we will now finance our own reduction measures from 2025 onwards with an internal climate fund. This is based on an internal CO₂ price and paid into by the competence centres according to their emissions. Thanks to this new approach, we are creating incentives to further reduce emissions and are making targeted investments in sustainable improvements. This enables us to exert a direct influence on our CO₂ footprint and achieve concrete, measurable progress.

Scope 3, i.e. indirect emissions, are highly relevant in the upstream stages of the food production value chain, which is why they are fully taken into account in our carbon footprint. We have set ourselves the goal of addressing these emissions as well by establishing a sustainable sup-

ply chain management system. Drawing on the results of our first Scope 3 assessments, we are working more intensively on recording and reducing these indirect emissions. By cooperating closely with our suppliers and partners, we are able to promote more sustainable practices, and we also expect them to take measures to reduce CO₂ emissions among their direct suppliers.

Responsibilities

The overall responsibility for achieving our climate goals lies with the Executive Committee and the management boards of the competence centres. The key figures on energy consumption have been integrated into the performance assessment, meaning they are also linked to the compensation of the management boards and top management. Furthermore, the reduction of greenhouse gas emissions and decreasing energy intensity are an integral component of the Long Term Incentive Plan (LTIP) of the Executive Committee.

Our site development projects are another major lever for improvements. These projects are planned at the highest level and approved by the Executive Committee and the Board of Directors. On an operational level, the topic of climate is driven forward by the Sustainability Team and, in particular, by the Operations Managers and Technical Heads Champion Groups. The development and marketing teams also play a central role, as the profile of our product range and the raw materials used for it are crucial to improving our CO₂ footprint. We want to make progress in this area by paying more attention to environmental factors when designing our product range and selecting raw materials.

GRI 2-18
GRI 2-19

TCFD 2.A.
TCFD 3.A.
TCFD 3.B.

Risks, opportunities, due diligence

Climate change has an impact on key sustainability issues in food production, e.g. CO₂ emissions, energy use, water consumption, waste management and biodiversity in the supply chain. These factors are closely interlinked and must be analysed and addressed by means of a holistic approach. The following table uses the

associated risks and opportunities to illustrate the complexity of these interdependencies. The contents of this chapter and the information about the management of climate-related risks in the “ESG governance and risk management” chapter (pp. 18–21) form the basis of our due diligence.

| Fields of activity | Opportunities | Risks |
|--------------------|--|---|
| Climate change | <ul style="list-style-type: none"> – Transparency about CO₂ emissions and climate protection measures strengthens trust among interest groups – Reduced food waste, waste and energy consumption lowers carbon emissions and saves costs – Enhanced corporate image thanks to the responsible use of natural resources and the provision of climate-friendly products – Rigorous climate strategy facilitates access to more capital, reduces environmental taxes, and secures our “licence to operate” | <p>Physical risks:</p> <ul style="list-style-type: none"> – Less stable supply chains, infrastructure damage and logistics disruptions due to extreme weather events such as flooding or fires caused by droughts – Planning uncertainty for procurement process, shortage of raw materials, rising raw material prices – Water scarcity and the associated pressure on efficient water management <p>Transition risks:</p> <ul style="list-style-type: none"> – Increasing regulatory emission stipulations demand investment in sustainable production processes and technologies – High internal resource expenditure due to growing reporting requirements |
| Energy | <ul style="list-style-type: none"> – Direct cost reductions from energy savings – Reduced dependence on global energy prices by using renewable energy sources, particularly with in-house generation | <ul style="list-style-type: none"> – Fluctuating energy prices due to geopolitical and economic challenges – Diminished planning security for energy supplies for production facilities – Higher production costs for energy-intensive processes in food manufacturing – Threatened energy security (e.g. electricity shortage in 2023) |

Site development, facilities and buildings

Site development is an ongoing process for ORIOR that is addressed and implemented proactively but also requires investment. One example is the decommissioning of outdated buildings. In the past, this has enabled us to significantly improve emissions from production sites, increase logistical and transport efficiency, and further optimise the utilisation of production capacity.

At the same time, we are increasing energy efficiency at our sites thanks to ongoing investments in the maintenance and modernisation of our production equipment and buildings. We can also reduce energy consumption by up-

grading the insulation and lighting, along with heating, ventilation and cooling systems. In addition, the efficiency parameters of new machinery are always assessed as a key criterion before procurement.

With our cooling systems, both energy efficiency and the type of refrigerant used are relevant factors. Certain agents still in use today present a considerable risk for increasing global warming. Stricter regulations will come into force in Switzerland from 2030 onwards. As a result, we are gradually switching our cooling systems to more climate-friendly refrigerants. We work with external experts for the further prevention, rapid detection and repair of leaks.



Between Swiss stone pines and the Alps: Albert Spiess calls Graubünden home.

We are also continuously working on further optimising our transport logistics by bundling volumes and centralising order processing. Raising the filling level of lorries and thus making more efficient use of transport capacities is one example of this.

Energy efficiency and consumption

We are constantly improving the energy efficiency and consumption of our production lines, e.g. by fine-tuning the operating times of the equipment and optimising temperature settings during the manufacturing processes. We also focus on heating and cooling processes, as these incurs high energy consumption for food manufacturers. Making optimal use of residual heat from cooling processes can save a great deal of energy during heat production. At Culinor in Ghent, for example, the waste heat from the cooling process preheats the water before it is brought to the required higher temperature by a boiler. We utilise condensate separators for our

steam pipelines to increase the efficiency of the steam flow. We can see further potential for improvements in this area.

Target agreements with the federal government

Companies that enter into a target agreement with the federal government to reduce emissions within the framework of the CO₂ Act and implement corresponding efficiency measures are exempt from the CO₂ levy. All of our Swiss competence centres participate in the corresponding EnAW (Energy Agency of the Swiss Private Sector) programme. EnAW consultants are important partners, as regular energy check-ups are carried out with their help and company-specific measures are developed and implemented. In the reporting year, the defined target agreements with the federal government were largely met. In 2025, the new CO₂ Act comes into force and a new target agreement period with the EnAW begins.

GRI 3-3

Activities 2024



Culiner: Digital monitoring of cooling system maintenance

Culiner has set up a platform to record information on its cooling systems in Ghent and Destelbergen, and the results from impermeability tests are stored directly on it. Employees from maintenance and HSE management are notified immediately as soon as a leak or problem is detected. This improves the monitoring and offers potential savings on emissions and energy consumption.



Fredag: Upgrade for refrigeration system

A refrigeration system was recently modernised at Fredag. Moving the cooling circuit to the roof improved its energy efficiency, and a new quick-closing valve now ensures that ammonia leaks are stopped immediately in an emergency. Tests have confirmed the increased safety and efficiency of the system.



More sustainable cooling

In the reporting year, Culiner installed a new cooling system that runs on carbon dioxide – a more climate-friendly refrigerant with a low global warming potential compared with the synthetic alternatives previously used. Other competence centres have also initiated similar upgrades. Gesa, for example, has replaced the air conditioning systems in its offices and switched to a more eco-friendly refrigerant.



100% solar energy at the new ORIOR headquarters

Moving to a centrally located, modern office building has offered ORIOR numerous benefits. In the year under review, we have already been able to use electricity generated from the photovoltaic system on the roof for our office operations. Additional electricity is purchased from other photovoltaic systems to cover our total electricity requirements, meaning that our headquarters are supplied entirely with solar energy.

GRI 3-3
TCFD 4.A.

Evaluation 2024

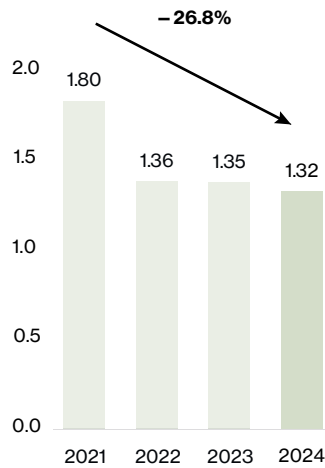
GRI 302-3

Energy efficiency and consumption

In the reporting year, we succeeded in reducing energy intensity slightly to 1.32 kWh per kilogramme produced. This trend is also reflected in the consolidated figures for the entire Group and at Casualfood, where, due to its specific business model, energy consumption is reported in relation to the space utilised. Absolute en-

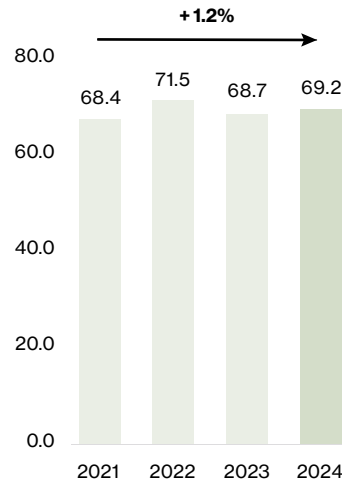
ergy consumption increased slightly compared to the previous year; however, when including Culiner and Casualfood, overall consumption across the group remained stable. In the reporting year, there were also only minor shifts in the mix of energy sources utilised. As electricity accounts for around half of our energy consumption, it is vital that we maintain our high percentage of green electricity and increase it further in the medium term.

Energy intensity
(kWh/kg of production)
ORIOR Group excluding Culiner, Casualfood
and Spiess Europe



Consolidated figure including Culiner: 1.38 kWh/kg of production.
Casualfood: 190.30 kWh/m² (see text).

Energy consumption
(in million kWh)
ORIOR Group excluding Culiner and Casualfood



Energy consumption by energy source

| | 2024 | | 2024 | | 2023 | 2022 |
|--------------------------|--------------|--------------|--|--------------|--------------|--------------|
| | ORIOR Group | | ORIOR Group excluding Culiner and Casualfood | | | |
| | mn kWh | % | mn kWh | % | % | % |
| Heating oil | 10.2 | 9.9 | 10.2 | 14.7 | 14.8 | 15.0 |
| Natural gas | 37.8 | 36.5 | 19.4 | 28.0 | 27.3 | 25.9 |
| Woodchips | 2.1 | 2.1 | 2.1 | 3.1 | 2.8 | 2.8 |
| Fuel | 2.8 | 2.7 | 1.5 | 2.2 | 2.2 | 3.6 |
| Electricity | 50.5 | 48.8 | 36.0 | 52.0 | 52.9 | 52.7 |
| Total consumption | 103.4 | 100.0 | 69.2 | 100.0 | 100.0 | 100.0 |

TCFD 4.C.

Science-based targets

In the summer of 2023, the ORIOR Group officially committed itself to developing science-based climate targets. We made significant progress on this project during the 2024 reporting year and successfully reached key milestones. This included the identification of existing and potential reduction measures, the definition of system boundaries, and an in-depth analysis of the new SBTi standards for companies in the forestry,

land and agriculture sectors (FLAG). In this context, we have now broken down our entire carbon footprint for the first time and meticulously categorised the emissions in line with the requirements. This expanded data base is used to model concrete targets, which are then submitted to the Executive Committee and the Board of Directors for approval. The submission of our short- and long-term climate targets to the SBTi is planned for the summer of 2025.

GRI 305-1
GRI 305-2
GRI 305-3
GRI 305-4
TCFD 4.A.
TCFD 4.B.

Greenhouse gas emissions of the ORIOR Group¹

| | Scope explanation | 2024, t CO ₂ e | 2024, % | 2023, t CO ₂ e | 2022, t CO ₂ e |
|----------------------------|---|--|---------------|--------------------------------|--------------------------------|
| Scope 1 | Direct greenhouse gas emissions: emissions from operational facilities and company vehicles | 15 111 | 2.2% | 15 811 | 16 893 |
| Scope 2 | Indirect energy-related greenhouse gas emissions: electricity consumption of our sites and electric/hybrid vehicles | 4 739 | 0.7% | 4 940 ² | 5 272 ² |
| Scope 3 | Other indirect greenhouse gas emissions: emissions from upstream and downstream processes | 670 411 | 97.1% | 658 876 ² | 659 297 ² |
| Scope 3.1 | Greenhouse gas emissions from purchased goods and services | 613 370 | 88.9% | 604 456 | 600 191 |
| Scope 3.2 | Greenhouse gas emissions from capital goods | 12 708 | 1.8% | 9 365 | 12 463 |
| Scope 3.3 | Greenhouse gas emissions from fuel- and energy-related activities | 4 459 | 0.6% | 4 470 ² | 4 706 ² |
| Scope 3.4 | Greenhouse gas emissions from upstream transportation and distribution | 19 586 | 2.8% | 19 354 | 20 266 |
| Scope 3.5 | Greenhouse gas emissions from waste generated in operations | 1 289 | 0.2% | 1 410 | 1 443 |
| Scope 3.6 | Greenhouse gas emissions from business travel | 139 | 0.0% | 187 | 216 |
| Scope 3.7 | Greenhouse gas emissions from employee commuting | 2 057 | 0.3% | 2 077 | 2 305 |
| Scope 3.8 | Greenhouse gas emissions from upstream leased assets | Not relevant for ORIOR. | | | |
| Scope 3.9 | Greenhouse gas emissions from downstream transportation and distribution | 323 | 0.0% | 277 | 297 |
| Scope 3.10 | Greenhouse gas emissions from the further processing of sold products | 4 973 | 0.7% | 4 253 ² | 4 479 ² |
| Scope 3.11 | Greenhouse gas emissions from the use of sold products | Not taken into account according to the Greenhouse Gas Protocol. | | | |
| Scope 3.12 | Greenhouse gas emissions from the end-of-life treatment of sold products | 11 395 | 1.7% | 12 931 | 12 809 |
| Scope 3.13 | Greenhouse gas emissions from downstream leased assets | Not relevant for ORIOR. | | | |
| Scope 3.14 | Greenhouse gas emissions from franchises or concessions | Not relevant for ORIOR. | | | |
| Scope 3.15 | Greenhouse gas emissions from investments/joint ventures | 110 | 0.0% | 96 | 122 |
| Total | | 690 260 | 100.0% | 679 627² | 681 461² |
| | | 2024 | | 2023 | 2022 |
| | | t CO₂e/CHF m | | t CO₂e/CHF m | t CO₂e/CHF m |
| Emissions-intensity | Total emissions in relation to sales | 1 075 | | 1 057² | 1 070² |

¹ Greenhouse gas emissions were consolidated using the operational control approach and include all ORIOR companies. This methodological approach is based on internationally recognised standards (ISO 14064, GHG Protocol, CDP, GRI) and covers all climate-relevant greenhouse gases. Scope 2 emissions were calculated using a market-based approach. Biogenic emissions were not taken into account. The data basis for the calculations (emission factors) originates from the Myclimate Release 0.2 Minimum Boundary (based on ecoinvent 3.6, 3.8, 3.9) and the IPCC 2013 assessment method (GWP 100a).

² Due to the later adjustment of external emission factors, a correction of the previous year's figures was required.

TCFD 4.C.

Carbon footprint 2024

ORIOR signed the SBTi Commitment Letter in the summer of 2023. We have thus committed ourselves to net zero by 2050 and are setting science-based emission reduction targets to achieve this goal. The 2022 financial year was set as the base year, and this report is the third time that our carbon footprint is being published for the entire value chain. The table on page 48 displays the emissions of the entire ORIOR Group across all three scopes:

- Scope 1: These greenhouse gas emissions account for 2.2% (previous year: 2.3%) of the total footprint and are generated by our operational facilities and company vehicles. The latter are only responsible for a small percentage, with the main drivers being emissions from the combustion of fossil fuels for heating and from refrigerant leakage. Overall, Scope 1 emissions fell by 4.4% compared with the previous year. This was mainly due to a decrease in heating oil consumption resulting from efficiency measures.
- Scope 2: Scope 2 greenhouse gas emissions account for 0.7% (previous year: 0.7%) of our emissions. These include our purchased electricity, the bulk of which comes from renewable sources. Scope 2 emissions fell by 4.1% between 2023 and 2024, in part because in 2024 Casualfood was able to further expand the proportion of green electricity it uses. Ten out of twelve of our sites succeeded in reducing their electricity consumption in the reporting year, which in turn can be attributed to the measures described in the “Activities” sub-section. In the future, we expect to see additional improvements in this area as more sites are converted from conventional to green energy sources.
- Scope 3: As expected, Scope 3 accounts for the largest share of emissions at 97.1% (previous year: 96.9%). This figure is typical for the food industry with its relatively emissions-intensive upstream value creation steps and is comparable with other companies in the sector. The focus on Scopes 1 and 2 in recent years has also led to a slight increase in the relative share of Scope 3. Almost 89% of ORIOR's total emissions come from purchased goods and services (sub-category Scope 3.1), e.g. from equipment used in agriculture, methane emissions from livestock farming, or the transportation of materials to our direct suppliers. Once again, this high percentage is very typical for a company in the food industry. According to the climate strategy of Switzerland and the EU, food manufacturing is one of the sectors whose emissions are the most difficult to reduce. Other relevant sources of emissions in Scope 3 are transportation to our sites and to our customers (2.8%), downstream emissions from waste generated by products sold by us (1.7%), and indirect emissions from capital goods (1.8%).

Scopes 1 and 2 comprise our integrated value creation steps, which means that we have the greatest influence on these two categories and also bear the greatest responsibility for them. Our commitment to SBTi entails setting ourselves short and long-term reduction targets not only for Scopes 1 and 2, but also for Scope 3. We are making good progress in this project, as evidenced by the activities on p. 46 and the outlook on p. 50.

Outlook

We are committed to persevering with our efforts to increase energy efficiency and reduce greenhouse gas emissions. Existing cooling systems will continue to be checked regularly and either replaced with climate-friendlier systems or retrofitted with eco-friendlier refrigerants. At Culinor, for example, the operation of the new, more environmentally friendly cooling system is being further optimised, and solar panels are to be installed at one of the production facilities following a roof renovation. The switch to green electricity is also being actively pursued, such as at Casualfood, where they are further expanding the percentage of green electricity used.

Our new climate fund will also be officially launched in 2025 to (partially) finance measures to reduce emissions. This means that the new internal Climate Fund Committee will be accepting and evaluating funding applications from the competence centres for the first time, and then supporting the best CO₂ reduction projects with resources from the fund.

Meanwhile, work on our science-based targets is progressing as planned. The next steps include the approval of the specific climate targets by the Executive Committee and the Board of Directors, followed by the preparation and submission of the necessary documentation for validation by the Science Based Target Initiative (SBTi). As part of the project, we will also issue a No Deforestation Commitment. The exact timeline for the publication of our targets depends, among other things, on the validation process and its duration. However, our goal remains to have the validated climate targets in place by the end of 2025.

Building on this, over the next few years we will develop a climate transition plan, a detailed presentation of climate-related risks and opportunities, and an analysis of various climate scenarios. These requirements are anchored in the new Swiss CO₂ Act, international regulations and the TCFD recommendations. The initial situation has already been comprehensively analysed, and because the science-based climate targets form a central foundation for the transition plan, that work will be continued following their validation. Key elements such as a comprehensive carbon footprint and the high-level identification of transition risks have already been developed (see pages 20 – 21, 44, 48 and 49).



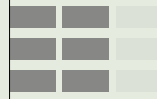
Resource efficiency and circular economy

Ambition 2030

We use resources sustainably.

Impact

Upstream
ORIOR
Downstream



SDG contribution



GRI 3-3
GRI 306-1

Topic overview

Fields of activity

Goals 2030

| | |
|------------------|--|
| Food waste | <ul style="list-style-type: none"> 25% reduction in our food waste intensity by 2030 (base year 2024). ◆ |
| Waste management | <ul style="list-style-type: none"> 10% increase in the share of overall waste that is reused, repurposed or recycled by 2030 (base year 2024). ◆ |
| Packaging | <ul style="list-style-type: none"> Increase the proportion of recycled materials in packaging for the products we manufacture. ● |

The “Resource efficiency and circular economy” chapter expands on our existing commitment to a holistic understanding of resource utilisation and the avoidance of waste. The previous “Food waste” and “Packaging” fields of activity have now had “Waste management” added to them. This mirrors our goal of using resources efficiently and promoting circularity.

As a food processing company, ORIOR is confronted with waste generation and resource consumption along its entire value chain. Every year, huge quantities of still-edible food are thrown away worldwide; according to the WHO, a third of the food produced is lost between

field and plate. These losses have a negative impact on ecosystems and the climate and lead to unnecessary costs. Disposing of non-food waste also results in the loss of resources such as the water, energy and raw materials used for production and transport, which increases the overall environmental impact. We therefore focus specifically on waste avoidance measures, such as recycling and reutilisation. At the same time, we are still working on the issue of packaging because it must continue to provide optimum protection for food while meeting ever higher demands in terms of conserving resources.

● Goal includes all subsidiaries.
◆ Goal includes all production sites.

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

Management approach

Principles, guidelines and commitments

We implement targeted measures to reduce avoidable food losses throughout the entire value chain. At our production sites, we differentiate between process waste, which occurs when starting up and cleaning machinery, or during portioning, and surplus waste that is caused by a decline in demand, minor defects or product discontinuations. Internal guidelines aid employees in handling and reducing food losses. Production orders are regularly analysed, and the shelf life of the products is aligned with the demand forecast in order to minimise losses. Products that are close to their expiry date are sold at a reduced price or donated, for example, using organisations such as Tischlein Deck Dich and Too Good To Go.

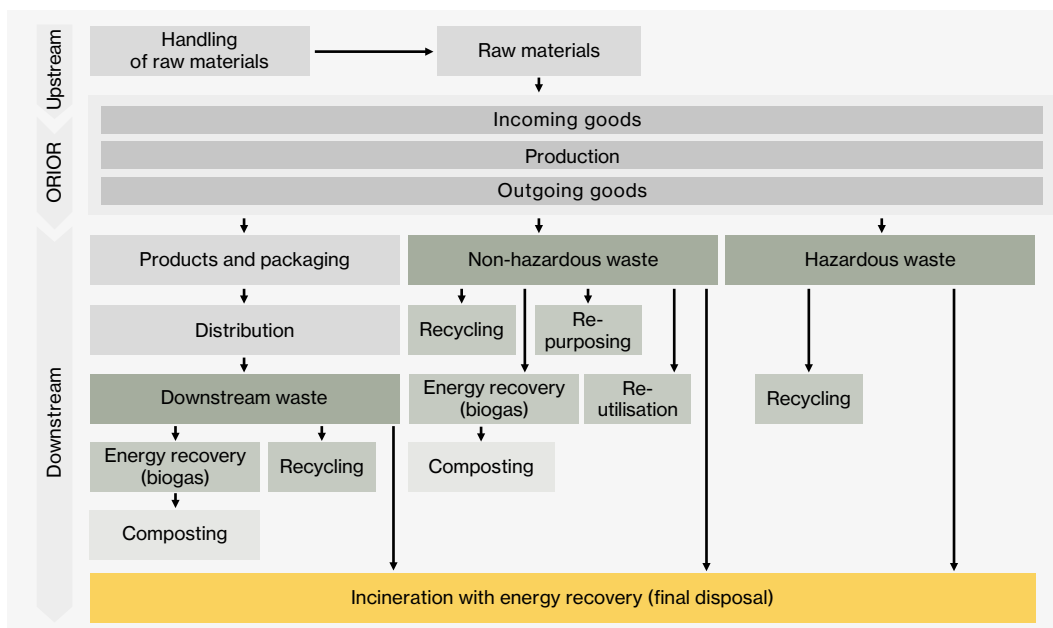
Our waste management prioritises prevention and recycling in line with waste hierarchy. Landfills are almost non-existent in our sales markets; final disposal is mainly carried out by waste incineration with energy recovery. Sys-

tematic documentation of waste streams and many years of collaboration with a specialised recycling management company make it possible to continuously increase our recycling rates and keep recyclable materials in the loop while retaining as much of their quality as possible. This ensures that materials are separated, collected and recycled in an ecologically and economically viable manner.

Our approach to packaging consistently follows the 3R principles: reduce (save on materials), recycle (use recycled materials) and replace (sustainable alternatives). At the same time, we are uncompromising when it comes to guaranteeing food safety and quality. Our competence centres make sure that all regulatory requirements as well as safety and quality standards are met. We are currently involved in addressing the requirements of the EU Packaging Regulation. Our process engineers are also continuously working to reduce packaging material, utilise resources more efficiently, and promote sustainable solutions.

GRI 306-1
GRI 306-2

Process and recyclables flow



Responsibilities

The reduction of food waste and waste management are overseen primarily by the Operations Managers and Technical Heads Champion Groups, and measures are based on annually agreed targets. All surplus waste must be authorised by the Operations Managers.

The Packaging Sourcing Champion Group is responsible for sustainable packaging. The sales teams and marketing departments also play a significant role in the area of “Resource efficiency and the circular economy”, as even before the actual production process takes place, crucial groundwork is laid by defining minimum ordering volumes, delivery cycles and packaging design.

Risks, opportunities, due diligence

We fulfil our responsibility in the area of resource efficiency and the circular economy by setting annual targets and monitoring their progress using various control parameters. The actual quantities of waste are closely monitored and regularly discussed with the responsible employees. Countermeasures are initiated in the event of a negative trend or failure to achieve the defined targets. Later in this chapter we report on the measures, their effectiveness, and how the key figures are progressing.

| Fields of activity | Opportunities | Risks |
|--------------------------------|--|--|
| Food waste | <ul style="list-style-type: none"> - Greater cost efficiency by avoiding food waste - Strengthening our brand as a sustainable company - Incentives for product innovations (e.g. utilisation of side streams or process waste) - Lower adjustment costs by reacting earlier to future regulations | <ul style="list-style-type: none"> - Increased production costs due to unused raw materials and additional resources - Additional waste disposal costs - Reputational risks due to social sensitisation to food waste |
| Packaging and waste management | <ul style="list-style-type: none"> - Fulfilling customer needs with more sustainable packaging and by avoiding waste - Strengthening our brand as a future-oriented company - Greater cost efficiency through reduced packaging and waste materials - Minimising resource consumption by recycling and reutilising | <ul style="list-style-type: none"> - Higher production costs due to more sustainable packaging and waste recycling systems - Dynamic regulatory environment with potential adjustment costs - Need for timely reactions to new requirements |

Optimising internal processes

Clear processes and a solid data base are essential for the efficient utilisation of resources. We are constantly making progress but still see potential, particularly by improving how we identify the drivers of resource consumption and waste generation. This will allow us to make earlier and more targeted interventions in order to develop

solutions and avoid waste. We optimise our production planning on an ongoing basis to reduce surplus waste. Precise data on stock levels, turnover rates and expiry dates enables forward-looking decisions to be made that prevent unnecessary waste. Meanwhile, close communication between production and sales ensures that food is utilised in the best possible way.

Raising our employees' awareness of resource conservation and waste avoidance plays a central role and is regularly addressed in training sessions.

Process losses also remain a key lever for reducing food waste. Factors such as order quantities, production volumes and the diversity of the product portfolio have a significant influence on waste amounts. Regular dialogue with customers helps to plan realistic orders. At the same time, striking a balance between innovative strength and optimised volume production is key. Creating new products is essential for a company's success, but leads to higher numbers of rejects during test phases. To minimise these rejects, we are focusing more on products with clearly recognisable potential or high customer interest.

Technical progress

In some areas, waste can be reduced through technical optimisations. When sourcing new production machinery, the amount of production waste generated and resource efficiency are important criteria to keep in mind. Our

technical heads carry out regular analyses to improve the existing mechanical infrastructure with the aim of reducing rejects, e.g. by improving conveyor belts or adjusting cutting sizes of the items being produced to decrease trimming losses.

Packaging innovation

To comply with the new EU Packaging Regulation, our international competence centres are working closely with their suppliers to monitor market developments and identify and implement improvements. We utilise mono-materials wherever possible, e.g. for packaging films, since these are easier to recycle and can be better repurposed than composite materials. In addition, we are relying more on paper packaging, and cardboard packaging is being replaced by reusable IFCO containers. Culinor, our competence centre in Belgium, is supporting this changeover and has adapted its packaging sourcing process so that sustainability criteria are also taken into account. Different divisions within the subsidiaries are working on reducing packaging material, improving recyclability and increasing the proportion of recycled material.

GRI 3-3
GRI 306-2

Activities 2024



Clever packaging, sustainable design: The new pâté box

The packaging for this pâté duo used to consist of a cardboard box with a plastic liner and a transparent film that was difficult to recycle. Now it features a cardboard box that has a new eco-friendly coating and foregoes the plastic liner. A compostable clear film is used for the viewing window. These changes were able to be implemented for all of the Le Patron pâtés, making the packaging fully recyclable, saving around 400 kilograms of plastic film every year, and enabling 17 tonnes of cardboard to be recycled – all without compromising the quality or shelf life of the pâtés.



Food saving with an intelligent monitoring system

Culinor has introduced a new system to better monitor and reduce food waste. A central dashboard allows data to be clearly recorded and analysed according to department and reason for disposal. Automated processes save the team valuable time, and the results are discussed regularly in team meetings. Monthly meetings are also held to develop targeted strategies to combat food waste, thereby optimising the use of inventory and reducing disposal volumes.



Added value at Frankfurt Airport

Casualfood is part of a project aimed at reducing the number of disposable coffee cups used. Since February 2024, all of the employees of food service companies in the terminals at Frankfurt Airport receive discounted prices for coffee drinks only if they buy them in a reusable cup. This has led to a significant increase in the use of reusable cups at Casualfood's food concepts, as well as at the airport as a whole, where already approximately 500 000 disposable cups have been saved. Given its success, the project is continuing, and more detailed results should be available in the coming year.



Recycling success at Rapelli

Many labels are used in our operations to identify products. These labels are affixed to plastic carrier tapes made from fossil fuels and which were previously disposed of after being removed. Together with our supplier, we have launched a successful recycling programme for these carrier tapes. Since its launch in July 2024, over 10 tonnes of this material has already been reintroduced into the circular economy. Recycling reduces the need for new raw materials and conserves natural resources.



New guideline for reducing food losses

Biotta and Gesa introduced a new guideline to reduce food waste in 2024. It defines precise processes and measures, such as reviewing alternative uses at an early stage or the possible extension of best-before dates. Any disposals are only carried out after every other option has been evaluated and an official authorisation has been issued. Cooperation with charitable organisations is also an integral part of the guideline. Moreover, it defines clear responsibilities to ensure standardised implementation. This is essential because the measures affect different areas such as sales, quality management, production planning and marketing. The guideline has already been reviewed as part of external audits during the reporting year and declared suitable.

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

Evaluation 2024

Our previous strategic goal focused on reducing food waste. In addition, during the past several years we have already been reporting on other waste categories in accordance with GRI. With the commencement of the new strategy period, waste management has gained importance as an independent field of activity. As part of this shift, we have set ourselves a new goal. By 2030, we aim to increase the proportion of total waste that can be reused, repurposed or recycled by 10% compared with 2024. In the reporting year, Group-wide data was available for the first time, and we aim to further enhance its quality. For the new “Packaging” field of activity, we have set ourselves the goal of increasing the recycled proportion of our products’ packaging. The data basis for this is currently being compiled, so we anticipate being able to publish figures for the first time in the next report.

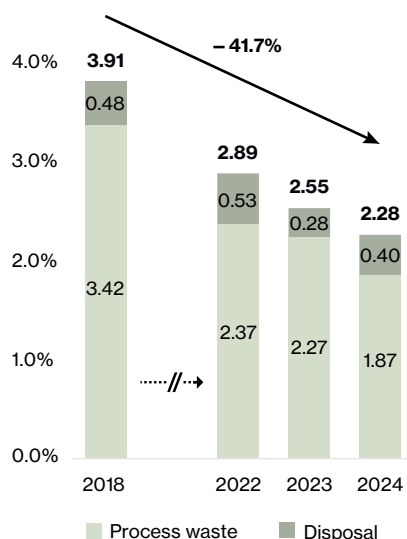
Food waste

Our food waste intensity sank once again compared with the previous year and now amounts

to 2.28% of the production volume in kilograms, due primarily to the reductions achieved in the area of process waste. This means that we realised a decrease of 41.7% by the end of the strategy period compared with the base year 2018 and exceeded our original target of 25%. At Culinator, food waste intensity remained constant compared with the previous year, resulting in a slight improvement at Group level as well.

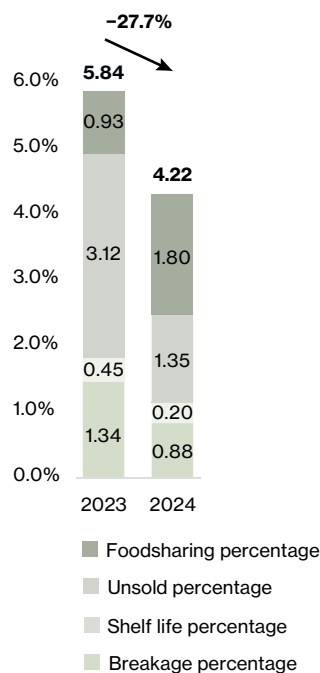
At Casualfood, where food waste is measured as a percentage of food sales due to its business model, the proportion was significantly reduced and now stands at 4.22% (previous year: 5.84%). This improved result is primarily attributable to increased internal sensitisation and operational measures. In 2024, the topic of food waste was more intensively discussed with employees and explicitly included in the Operations Managers’ target agreements. Additional efforts were also made to redistribute food that was still fit for consumption using structured food-sharing systems.

Food waste intensity
(% of production volume in kg)
ORIOR Group excluding Culinator, Casualfood and Spiess Europe



Consolidated figure including Culinator: 2.91%.
Casualfood: Food waste amounts to 4.22% of food sales (different categorisation, see text and graph on the right).

Food waste at Casualfood
(% of food sales)





Together with our partner organisations, we are fighting against unnecessary food losses (Image source: Fabio Baranzini).

With the conclusion of the current strategy period, we can look back on the successful achievement of our goals. Nevertheless, reducing food waste remains a key task, so for the coming strategy period we have set ourselves the target of further lowering the proportion of food waste by 25% by 2030 (base year 2024).

Our waste reporting has been developed further, and we are now also reporting the absolute waste volumes and consolidating the figures including Culinor for the first time. Waste management is now an independent field of activity, and we have set ourselves an ambitious target for it (see p. 56).

GRI 306-3
GRI 306-4
GRI 306-5

Waste management

The waste categories at ORIOR (excluding Culinor and Casualfood) include operational waste, packaging waste, food waste and residual waste. Operational waste mainly consists of mixed and contaminated packaging and bulky refuse. Packaging waste includes separable materials such as paper, cardboard, glass, wood and plastics. Food waste is organic waste that is largely repurposed. Over 95% of the remaining waste, including metal, electrical waste and soil, is reused, while the rest is incinerated. In Germany, a negligible proportion (about 1%) of waste may be deposited in landfills.

ORIOR monitors the proportions of the disposal methods that are used when waste is produced. These can be categorised as follows:

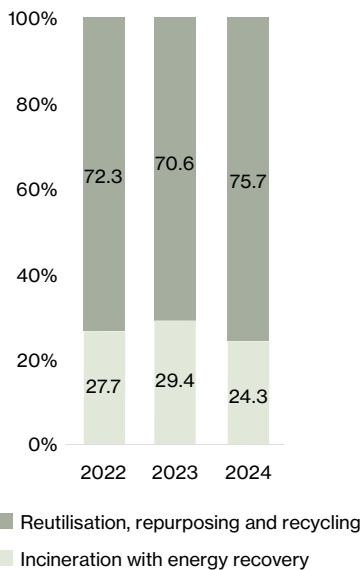
- **Biogas, compost, pig feed:** e.g. sending operational waste to a biogas plant.
- **Recycling:** paper, cardboard, used glass, PET plastics, etc., which are recycled and reprocessed into new (packaging) materials.
- **Reutilisation:** e.g. polystyrene, which is shredded and reused as filling material.
- **Incineration with energy recovery:** mixed industrial waste for incineration.

All of the waste generated at ORIOR is recycled or disposed of outside our sites. The majority of it is repurposed, e.g. recycled, processed into biogas or composted. In the year under review, this accounted for 75.7% of the total volume of waste. For the first time, the consolidated volume including Culinor is also being reported and is slightly lower at 74.1%. Only 0.16% of recycled waste was declared as hazardous and disposed of separately – including Culinor, the figure is even lower. This usually includes such things as electrical appliances and motor oil. A total of around 24.3% of our waste was sent for disposal. As in previous years, practically 100% of this waste was non-hazardous. The quantities of solvents disposed of in this category were so small that they are not included in the statistics as hazardous waste.

The absolute volume of waste increased around 15% to 6 100 tonnes in the reporting year. A major factor for this increase was vegetable processing at Gesa. Not only were larger quantities processed, but a particularly wet harvest year in 2024 led to considerably more soil and mud having to be removed.

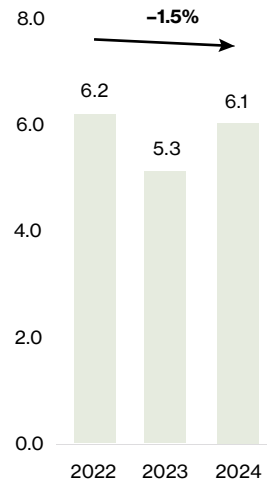
Casualfood uses infrastructures at train stations and airports and is not responsible for waste management at these locations. While some waste data is collected, it is not included in the Group's consolidated waste and disposal metrics, as these focus exclusively on our production sites.

Waste by disposal method
 (% of total waste volume)
 ORIOR Group excluding Culinor, Casualfood and Spiess Europe



Consolidated figure including Culinor: 74.1% reutilisation, repurposing and recycling.
Casualfood: This key figure cannot be recorded due to the different business model.

Waste volume
 (in 1000 t)
 ORIOR Group excluding Culinor, Casualfood and Spiess Europe



GRI 306-3
GRI 306-4
GRI 306-5

Details on types of waste and disposal methods

| | | 2024 | | 2024 | | 2023 | 2022 |
|-----------------|--|--|--------------|---|--------------|--------------|--------------|
| | | Group excluding Casualfood and Spiess Europe | | Group excluding Culinor, Casualfood and Spiess Europe | | | |
| | | 1000 t | % | 1000 t | % | % | % |
| Composition | Food waste | 3.2 | 36.6 | 1.5 | 25.4 | 28.8 | 33.4 |
| | Packaging waste | 1.2 | 13.7 | 1.0 | 16.0 | 19.1 | 18.1 |
| | Operational waste | 2.1 | 24.2 | 1.3 | 21.7 | 25.2 | 23.6 |
| | Residual waste | 2.2 | 25.5 | 2.2 | 36.9 | 26.9 | 24.9 |
| | Total | 8.8 | 100.0 | 6.1 | 100.0 | 100.0 | 100.0 |
| Disposal method | Repurposing (e.g. biogas, compost, pig feed) | 3.2 | 36.6 | 1.5 | 25.4 | 28.8 | 33.4 |
| | Recycling (e.g. paper, glass, PET) | 1.1 | 12.1 | 0.8 | 13.7 | 16.1 | 15.1 |
| | Reutilisation (e.g. polystyrene) | 2.2 | 25.4 | 2.2 | 36.6 | 25.7 | 23.8 |
| | Incineration with energy recovery (final disposal) | 2.3 | 25.9 | 1.5 | 24.3 | 29.4 | 27.7 |
| | Total | 8.8 | 100.0 | 6.1 | 100.0 | 100.0 | 100.0 |

Outlook

In the year ahead, increased focus will be placed on the automation and digitalisation of processes, particularly in forecast planning. This will enable waste to be identified at an early stage and targeted measures to be taken.

In the area of waste management, we will continue to work closely with our recycling management partner in order to reduce the proportion of waste that is sent for disposal.

In terms of packaging, our priority is to increase the proportion of recycled materials, optimise material efficiency, and expand recyclable solutions. We are working together with our suppliers to fulfil the requirements of the new EU Packaging Regulation and at the same time meet our customers' expectations.



Water

Ambition 2030

We are reducing our water footprint.

Impact

Upstream
ORIOR
Downstream



SDG contribution



Topic overview

Field of activity

Goal 2030

Water

■ 20% reduction in our water intensity by 2030 (base year 2024). ◆

GRI 3-3

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

Water plays a key role in the food industry. On the one hand, agriculture accounts for almost 70% of the world's freshwater consumption, which is why ORIOR focuses on sustainable cultivation when procuring raw materials (see

section on “Sustainable raw materials and animal welfare”), pp. 23–33). On the other hand, food production also requires considerable amounts of water at times, such as for cleaning and manufacturing processes. We consider it our duty to do whatever we can to minimise any potential negative effects. We are not only addressing water consumption, but also the environmentally friendly disposal of our wastewater, with a focus on the most ecological wastewater management possible.

● Goal includes all subsidiaries.

◆ Goal includes all production sites.

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

Management approach

Principles, guidelines and commitments

Our subsidiaries are reliant on the use of water for their production processes. The majority of this water is obtained from the municipal water supply (tap water), while a smaller proportion is obtained from groundwater sources. The aim of our management approach is to lower water consumption at our production sites and minimise wastewater volumes and their pollution. As water also plays an important role in the upstream supply chain, it is a central component of our new [Supplier Code of Conduct](#) that we are introducing as part of our sustainable supply chain management, which is currently being developed.

Cooking and cleaning processes consume the most water during our production processes. Internal directives stipulate that water efficiency must be taken into account when purchasing new equipment. They also set clear guidelines for resource-efficient water utilisation and the most sparing and selective use of chemicals possible in cleaning processes. A cleaning project underway in our competence centres aims to prevent dirtying from the outset in order to reduce the amount of cleaning required.

In our Convenience segment, water consumption also depends on product variety, because frequent production changes require more cleaning cycles. More precise planning and improved processes enable us to systematically realise additional savings potential.

Responsibilities

Responsibility for optimising water use at our production sites in Switzerland lies first and foremost with the Operations Managers and Technical Heads, who are supported by the Operational Excellence team and quality management. They are responsible for successfully cascading the ambition for the efficient usage of water to the individual departments. Annual efficiency targets are defined in the Operations Managers Champion Group based on the long-term water efficiency target. At Culinor, responsibilities are structured in a similar way. Casualfood, by contrast, is a tenant at railway stations and airports and thus has a different organisational structure in which the main responsibility lies with the Operations team.

As part of sustainable supply chain management, the Sustainability Team, together with the purchasers, is responsible for ensuring that the water management directives are recognised and consistently implemented by suppliers.

Risks, opportunities, due diligence

| Field of activity | Opportunities | Risks |
|-------------------|--|--|
| Water | <ul style="list-style-type: none"> - Cost savings through more economical use of water and lower wastewater charges - Innovation incentives and strengthened competitiveness through water-saving processes and products | <ul style="list-style-type: none"> - Increasing water stress and water shortages pose risk for upstream agriculture and for some production sites - Possible worsening of global water situation in the medium term with effects on input costs and supply chain stability |

ORIOR addresses these risks by initiating measures to reduce internal water consumption and intensity. Our production sites are predominantly located in areas with ample water supplies. The competence centres record their water consumption at least once a month – in some cases even weekly – and monitor it closely. In addition, regular inspections and operational checks are

carried out to ensure compliance with regulations, e.g. during cleaning processes. If any irregularities appear during the inspections or there is an unexpected loss of water, prompt steps are taken to remedy the situation. We are in the process of addressing the risks and opportunities in our value chain in the context of our supply chain management.

Water-efficient manufacturing processes

Our production areas and equipment must be frequently cleaned in order to comply with strict food safety and hygiene regulations. This results in significant water consumption but also offers further potential for improvement, particularly in the area of manual cleaning. The actual amount of water needed is influenced greatly by the conscientious use of water by employees, such as making a careful assessment of when dry cleaning can be performed instead of wet cleaning. To this end, we place a high priority on this area, regularly fine-tune our cleaning guidelines, and provide ongoing training to our employees. Furthermore, cooling processes are often water-intensive. Optimisations in this area include using spray mist in enclosed spaces instead of running water. In addition, food packaging equipment is cooled down with recirculating coolers, allowing the water to be reused several times. The appropriate bundling and sequencing of production volumes, particularly through the optimisation of planning and delivery processes, represents another key lever. We also strive to reduce water consumption when implementing site development projects.

Awareness raising and training sessions

The careful use of our resources is an important part of our ongoing training and education. Training courses on resource-efficient cleaning methods are organised several times a year. Ongoing awareness raising among employees, e.g. during direct discussions between supervisors and production employees or in the daily production meetings before shifts begin, is another key factor to achieve lasting behavioural changes. Another important tool for this is the

takt board, which is clearly visible to all employees and is used by the production teams to discuss productivity and efficiency figures, including water consumption, with the goal of achieving continuous improvement.

Wastewater

We implement systematic wastewater management to minimise volumes and pollution loads. Environmentally friendly cleaning is a key lever here, as we reduce or eliminate the use of chemicals as long as this does not compromise hygiene standards. Cleaning agents are also replaced by environmentally friendlier alternatives whenever practical. Although cleaning products with a high pH value, such as sodium hydroxide (NaOH), clean efficiently, they must be neutralised before being discharged into the municipal wastewater system. This requires additional steps in order to comply with legal requirements and ensure environmental protection, so we avoid the use of such cleaning solutions wherever possible. After being lightly cleaned in pre-cleaning systems, grease traps or retention basins, wastewater from our Swiss competence centres is discharged into regional wastewater treatment plants via the sewage system. Grease and residual materials are disposed of together with solid waste. Regular testing of samples monitors values such as the proportion of organic carbon or phosphorus, pH values and fat content to ensure compliance with all threshold values. At Culiner, water treatment plants at two sites treat wastewater to match surface water quality. Casualfood discharges its wastewater, which has very low pollution loads, via the regular sewage systems at airports and railway stations.

GRI 3-3 Activities 2024



Rapelli saves water with cleaning project

Rapelli began implementing its cleaning project in 2023 and made significant progress in the reporting year 2024. New dialogue formats promote discussions about water consumption: in addition to the weekly review of water volumes, a monthly meeting is held to discuss the key figures. Cross-functional collaboration, e.g. between the maintenance and cleaning teams, is working very well – and this success is also reflected in the positive audit results.



Efficient cooling at Albert Spiess

Packaging equipment can heat up during operation due to the speed of the material passing through it and therefore needs constant cooling. The best practice for this is to employ a closed cooling circuit in which the cooling water is reused several times. This saves significant amounts of water compared with cooling with a continuous fresh water supply. Albert Spiess also began the switchover to this system during the reporting year.



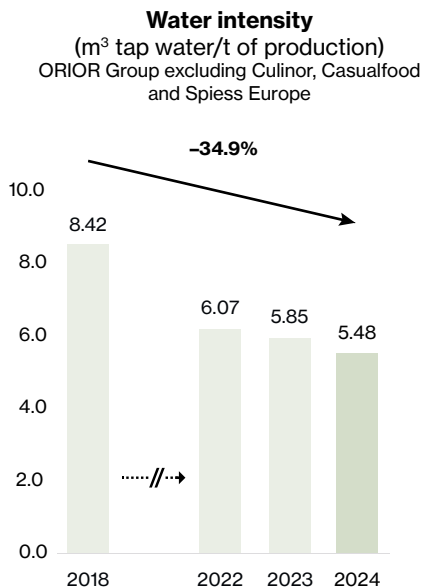
Casualfood optimises coffee machine cleaning

At Casualfood, an instructional manual for efficient coffee machine cleaning was made available to all employees, and it has already contributed to a significant reduction in water consumption. All of the coffee machines at Frankfurt Airport have also been calibrated more precisely so that the exact amount of water required for each cup is dispensed, avoiding unnecessary water consumption. More efficient brewing processes and the avoidance of over-extraction not only save water, but also reduce energy consumption. Finally, the cleaning cycles of the machines have also been improved so that they now use less water.

GRI 3-3 Evaluation 2024

We measure our progress in the area of water efficiency by gauging our water intensity, i.e. water consumption per tonne of production. In the 2024 reporting year, we were able to further lower this key figure to a value of 5.48 m³/t (previous year: 5.85 m³/t). As a result, we have significantly exceeded our target of reducing water intensity by 15% compared with the base year 2018, with the overall reduction amounting to more than 30%.

This positive development can be traced back to various factors, including targeted process optimisation, technical improvements, and internal training, as described in the “Activities” section. Water consumption at our international subsidiaries Culinor and Casualfood remained largely constant compared with the previous year.



With the conclusion of the current strategy period, we can look back on the positive achievements while looking forward to the next stage. We are aiming to reduce water intensity by a further 20% by 2030, using 2024 as the new base year. This represents an ambitious challenge considering the reductions already achieved. In the future, progress will be measured on the basis of the consolidated water intensity of the entire Group – with the exception of Casualfood and Spiess Europe, which are not production sites.

Outlook

The Group-wide cleaning project, which has already successfully contributed to reducing water consumption and improving wastewater quality in many competence centres, will be pursued further in 2025. We want to use the knowledge we have gained to make even more significant progress. Our employees play a key role in this, which is why we will continue to make regular training and raising awareness of how to use water resources efficiently a top priority. Increased automated data collection of water consumption is planned so that it can be monitored even more closely and, if necessary, reduction measures can be implemented.

GRI 303-5 **Details on water use**

| | 2024 | 2024 |
|--|-------------------|---|
| | ORIOR Group | ORIOR Group excluding Culinor, Casualfood and Spiess Europe |
| Water intensity (m ³ /t production) | 5.09 ¹ | 5.48 |
| Water consumption (m ³) | 666 438 | 533 021 |
| within at-risk areas (m ³) | 0 | 0 |
| Total wastewater (m ³) | 485 042 | 370 483 |

¹ Without Casualfood and Spiess Europe.



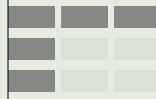
Biodiversity and ecosystems

Ambition 2030

We are committed to preserving biodiversity all along our supply chain.

Impact

Upstream
ORIOR
Downstream



SDG contribution



GRI 3-3

Topic overview

Field of activity

Biodiversity and ecosystems

Goal 2030

- Increase our purchase share of priority raw materials with labels that contribute to the preservation or promotion of biodiversity. ●

Biodiversity plays a key role in making ecosystems resilient to environmental changes and ensuring the availability of high-quality raw materials. However, it is under severe threat worldwide – due, among other things, to intensive agricultural practices such as deforestation, monocultures, and the use of pesticides. Protecting and promoting biodiversity is therefore crucial in order to preserve natural resources and livelihoods for future generations.

Biodiversity was part of the “Sustainable raw materials” priority topic during the 2018–2025 strategy period but in light of the increased urgency it requires, it will now be pursued as an independent field of activity together with ecosystems in the new strategy. The results of the double materiality analysis confirm that biodiversity plays a key role in securing our raw materials in the long term. ORIOR's greatest impact on biodiversity is during the production of raw materials, which is why we will increase our focus on the supply chain.

● Goal includes all subsidiaries.
◆ Goal includes all production sites.

GRI 3-3 Management approach

Principles, guidelines and commitments

Protecting biodiversity is a crucial issue, especially for us as a food company, as we are heavily dependent on ecosystem services such as pollination, soil fertility and water cycles. These services are essential for safeguarding a sustainable, stable and high-quality supply of raw materials. By protecting biodiversity, we help to secure resources in the long term and at the same time enhance our resilience to challenges such as climate change and resource shortages.

Biodiversity is becoming increasingly relevant due to developments on the national and international stages. The EU Biodiversity Strategy and the UN's Kunming-Montreal Agreement aim to protect 30% of land and marine areas by 2030. The EU Deforestation Regulation (EUDR) also plays an important role in conserving biodiversity, as it mandates companies to perform due diligence for deforestation-free supply chains, which requires risk analyses and closer cooperation with suppliers (see chapter "Sustainable raw materials and animal welfare").

ORIOR promotes biodiversity using two core approaches. Firstly, we are increasing the proportion of priority raw materials we purchase that are certified with labels supporting the preservation and promotion of biodiversity. We rely on an established labelling platform that assesses protection and promotion measures such as the preservation of endangered ecosystems, the promotion of genetic diversity,

and sustainable practices in agriculture and aquaculture. Secondly, we also integrate biodiversity aspects into our supply chain management by embedding them in our [Supplier Code of Conduct](#).

Responsibilities

The Sustainability Team plays a central part in promoting biodiversity, not least because we are still in the early stages of addressing this issue. The team provides initial momentum for activities and regularly evaluates new labels in terms of their added biodiversity value. It is also working on Group-wide compliance with the new EU Deforestation Regulation, which comes into force at the end of 2025 (more on this in chapter "Sustainable raw materials and animal welfare"). A coordinated effort involving purchasing and sales is required to increase the sourcing share of priority raw materials with corresponding labels since biodiversity can only be strengthened in the long term if such products are successfully positioned with our customers as well. At the same time, the Sustainability Team is responsible for the development of our sustainable supply chain management, where the integration of biodiversity aspects in close coordination with the Purchasing department is of central importance.

Risks, opportunities, due diligence

Biodiversity is closely linked to key sustainability issues such as climate change, water management and deforestation, with these interactions giving rise to both risks and opportunities for ORIOR.

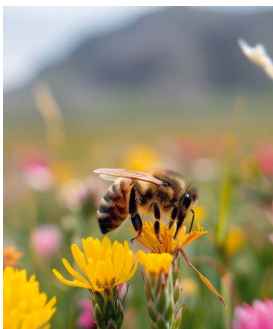
| Field of activity | Opportunities | Risks |
|-----------------------------|--|---|
| Biodiversity and ecosystems | <ul style="list-style-type: none"> - Greater supply chain resilience thanks to sustainable supply chain management, including the fulfilment of due diligence obligations such as risk analyses - Help to secure long-term availability and quality of raw materials through biodiversity conservation - Consolidate our "licence to operate" and fulfil growing regulatory requirements through responsible behaviour along the entire value chain - Fulfil growing regulatory requirements, e.g. EU Deforestation Regulation, by integrating biodiversity measures - Demonstrable efforts in the area of biodiversity bring competitive advantages and fulfil stakeholder expectations in the context of increasing due diligence regulations | <ul style="list-style-type: none"> - Higher procurement costs and shortages of raw material availability due to biodiversity decline as a result of soil degradation, monocultures and greater use of fertilisers - Rising costs due to increasing regulatory requirements (process adjustments, risk analyses, etc.) in the area of biodiversity, e.g. EU Deforestation Regulation - Deteriorating quality of raw materials due to biodiversity loss - Reputational damage caused by inadequate due diligence for raw materials with regard to deforestation |

GRI 3-3 Activities 2024



Labels with added biodiversity value

Labels play a central role in our sustainability goals, as they provide important information about origin as well as ecological and social conditions during cultivation. We focus on sourcing a high proportion of priority raw materials that are certified with labels that contribute to the promotion of biodiversity. The established platform Labelinfo.ch, which meticulously analyses and evaluates labels, is our main source of guidance, with biodiversity measures such as the protection of endangered ecosystems, promotion of genetic diversity, and sustainable practices in agriculture and aquaculture front and centre. A threshold for added biodiversity value was defined based on the analyses. The baseline values for 2024 have now been calculated and serve as the foundation for our targets.



Biodiversity initiatives at Casualfood

Casualfood launched its first biodiversity initiative in 2021. Thanks to the collaboration with Beeswe.love, Casualfood has now had its own beehives and a flower meadow for three years. These not only contribute to species protection, but also provide occasional honey harvest. The “Bee Happy” honey has even won awards. A further step was taken in 2024 when Casualfood became the sponsor of a European field hamster at the Opel Zoo Kronberg. This shows how the company is actively committed to protecting this highly endangered species while at the same time raising awareness for the conservation of natural habitats.

GRI 3-3 Evaluation 2024

In the 2024 reporting year, we created the data basis that enabled us to collect data on fostering biodiversity in our supply chain for the first time. A key indicator for this is the proportion of priority raw materials that are certified with recognised labels and contribute to the preservation or promotion of biodiversity. In 2024, this share amounted to 42.4% for the entire Group on a consolidated basis. Our subsidiaries Biotta and Gesa, which specialise in organic vegetable and fruit juices, contributed significantly to this achievement because all of the priority raw materials they purchase carry recognised labels – primarily Bio Suisse or the EU organic logo. In the Refinement segment, our pork purchases with the IP-Suisse and Bio Suisse labels also make a key difference. Pastinella is another contributor to the protection of biodiversity in the supply chain with its certified volumes of durum wheat. This initial assess-

ment forms the basis for reaching our targets in the coming years.

Outlook

From 2025, we will concentrate on increasing the proportion of labels with added biodiversity value. Working with the Purchasing and Sales departments at our competence centres, we will review and implement ways to grow this share.

Further analyses are being carried out and any necessary changes initiated as part of the implementation of the EUDR. We will also intensify our efforts with our suppliers as part of our sustainable supply chain management in order to steadily raise awareness of biodiversity protection in our supply chains and achieve tangible improvements.



Social responsibility



Attractive employer

Ambition 2030

We are recognised as a leading employer in the food industry.

Impact

Upstream
ORIOR
Downstream

SDG contribution



GRI 3-3 Topic overview

| Fields of activity | Goals 2030 |
|-----------------------------------|---|
| Employer attractiveness | <ul style="list-style-type: none"> Strengthen our corporate culture and increase employee satisfaction. ● |
| Training and development | Field of activity with key figure monitoring, currently without specific goals set. |
| Equal opportunities and diversity | Field of activity with key figure monitoring, currently without specific goals set. |
| Working conditions | <ul style="list-style-type: none"> Ensure that social standards are respected throughout our value chain by establishing a sustainable supply chain management system. ● Offer our employees attractive working conditions. ● |
| Values and culture | Field of activity with key figure monitoring, currently without specific goals set. |

The new chapter entitled “Attractive employer” builds on the previous material topic “Employee development” from the last strategy period. In addition to the “Training and development” field of activity, it now also includes “Equal opportunities and diversity”, “Working conditions” and “Values and culture”. For ORIOR, being an attractive employer means attracting talented and diverse employees while providing a work environment where current team members enjoy their jobs, develop their skills, and grow – ensuring longterm satisfaction. We are convinced that the four fields of activity mentioned earlier are key factors in achieving this ambition.

The topics related to “Attractive employer” are not only relevant in our own operations but, depending on the field of activity, also apply to our suppliers and the upstream supply chain. While we focus primarily on our ORIOR sites when it comes to training and diversity, topics such as working conditions and equal opportunities are more relevant in countries with less robust laws and protection systems. That is why we have embedded social and ethical requirements in our [Supplier Code of Conduct](#) and use risk assessments and contractually established standards to ensure that employees in our upstream value chain also benefit from favourable conditions.

● Goal includes all subsidiaries.
◆ Goal includes all production sites.

GRI 3-3
GRI 404-2

Management approach

Principles, guidelines and commitments

Our efforts to be an attractive employer are a central element of our business strategy and are represented in the “We are ORIOR” strategic pillar, which is dedicated specifically to employees and our work culture. Building on shared entrepreneurial values, open and direct communication, as well as ethical and respectful behaviour, we aim to cultivate a work culture that promotes and expects good business practices at all levels, supports the development of our employees, and improves their health and safety.

Our understanding of what it means to be a good employer is also firmly anchored in our [Code of Conduct](#), which defines ORIOR’s ethical and social obligations. In addition to fostering lifelong learning and supporting professional development, we are committed to upholding equal opportunities, promoting diversity and



Friendly service and a fresh selection at Hermann's.

gender equality, and creating a non-discriminatory working environment with fair pay. Moreover, we are advocates for working conditions that enable a healthy work-life balance and respect freedom of association. Our primary goal is to increase employee satisfaction while strengthening our corporate culture and our position as an attractive employer.

As part of our responsibility along the value chain, we are committed to ensuring appropriate social standards and upholding human rights. With initiatives such as the development of a [Supplier Code of Conduct](#), we are driving forward our implementation of sustainable supply chain management that prioritises respecting human rights and safeguarding social security.

Responsibilities

Responsibility for designing and implementing employee development programmes, promoting equal opportunities, and ensuring attractive working conditions lies mainly with HR Group Management in cooperation with the local HR departments. The strategic parameters are developed together with the Executive Committee and the local management boards.

The individual companies are responsible for implementing the programmes at their own sites, taking local conditions and requirements into account. This ensures that the programmes are tailored to the specific needs and challenges of the respective companies. Employees also share responsibility by playing an active role in their own development and campaigning for changes and improvements in the working environment.

Efforts to promote social standards and good working conditions in upstream stages are guided by our sustainable supply chain management, which is the joint responsibility of the Sustainability and Purchasing departments.

Risks, opportunities, due diligence

| Fields of activity | Opportunities | Risks |
|-----------------------------------|--|--|
| Training and development | <ul style="list-style-type: none"> – Boost employee satisfaction, motivation and loyalty – Realise full potential of employees – Encourage identification with ORIOR through the targeted development of specialists | <ul style="list-style-type: none"> – Higher staff turnover and shortage of skilled labour due to lack of development opportunities – Decline in motivation, performance and product innovation |
| Equal opportunities and diversity | <ul style="list-style-type: none"> – Foster innovation and avoid innovation-inhibiting mindsets through diverse and creative teams and active promotion of diversity – Long-term retention of talent and employees by embracing diversity that values different cultural backgrounds | <ul style="list-style-type: none"> – Reputational risks from lack of commitment to diversity – Loss of attractive talent and negative impact on employer attractiveness |
| Working conditions | <ul style="list-style-type: none"> – More attractive positioning by offering fair wages, a good work culture and healthy work-life balance – Greater employee loyalty and increased productivity from flexible shift models and ergonomic improvements in production processes | <ul style="list-style-type: none"> – Reputational damage and work-related litigation – Loss of productivity and financial pressures due to dissatisfied employees and/or high fluctuation |
| Values and culture | <ul style="list-style-type: none"> – Enhanced employee motivation thanks to clear values and an active corporate culture – Increased sense of direction and stability through a strong values base | <ul style="list-style-type: none"> – Less employee loyalty due to lack of an active corporate culture – Loss of motivation and productivity due to a lack of guiding values |

In order to counteract the aforementioned risks and capitalise on opportunities, ORIOR continuously adapts its measures in the areas of training and development, equal opportunities, diversity and working conditions (see following sections).

Regular employee surveys help to assess satisfaction levels and derive appropriate measures. The Speakup complaints management system has been introduced throughout the Group to identify undesirable behaviour or employee concerns, and the Lyra counselling and advisory service is also accessible to the majority of our Swiss companies (see p. 82). An external channel of Speakup has also been set up, making it available to employees in upstream and downstream partner companies as well.

Holistic employee development

ORIOR promotes the ongoing development of its employees through both internal and external training and educational programmes. At the ORIOR Campus, external experts provide teaching on a variety of key topics that are relevant to the entire Group. This is complemented by regular internal training courses focusing on skills that are important for daily operations. This training includes mandatory modules for new employees, covering areas such as hygiene, food safety and cyber security, as well as refresher training on food-specific topics, leadership, IT security and sales techniques. Internal training courses are increasingly being delivered as in an e-learning format and are available in an online library. The majority of our competence centres also offer language courses to promote the integration of employees with a different mother tongue.

A Group-wide programme for high potentials and succession planning was implemented in 2021 as part of our targeted development of top talent. This programme helps to efficiently fill key positions within the Group and to systematically promote talent. It is geared towards both managers and specialists and combines on-the-job development, coaching and mentoring as well as measures for continuing training. The programme supports career growth and ensures the long-term retention of talent. We are planning to update this programme in 2026 in order to reflect changing requirements and strategic objectives. The programme is being implemented at our Belgian subsidiary, Culinor, under the name "Competence Engine".

In addition, whenever feasible, ORIOR supports external training and continuing education programmes, such as CAS, MAS and bachelor's degrees. Development paths are defined with employees in the annual performance reviews in order to promote professional development. For the Swiss companies, funding for further training is regulated in a directive to ensure that all employees are treated equally.

Vocational training and trainee programme

ORIOR offers apprenticeships in various professions, including meat specialists, polymechanics, laboratory technicians, logistics technicians, plant operators, system gastronomy specialists, and commercial roles. By training its own junior staff, the Group is investing in the future and assuming social responsibility. In 2024, a total of 33 apprentices were in training at ORIOR, with 22 of them in Switzerland, ten in Germany and one in France. The training

programmes are based on the vocational training regulations, and we are able to offer almost all of the trainees a job after completing their apprenticeship. ORIOR also promotes further training through internships, particularly in the area of administration. ORIOR plans to further expand its vocational training concept in order to accommodate even more apprentices and interns in the future.

When recruiting new production employees, Culinor applies an open hiring concept, in which employees are hired through temporary employment agencies without a lengthy recruitment process. Once they have successfully completed their onboarding, they are offered a permanent position. This represents a win-win situation given the current shortage of skilled labour.

Working conditions

ORIOR pursues a multifaceted approach to guarantee attractive and fair working conditions in its own operations. Flexitime for office staff, flexible working models such as part-time work, and the option of hybrid working offer our employees the flexibility they need to better balance their professional and private lives. We are increasingly offering rotation programmes in which employees work in other departments or even other ORIOR subsidiaries for limited periods of time in order to promote greater variety and further development and to strengthen their understanding of the Group as a whole. We strive to achieve a balanced workload for employees in physically demanding positions such as production with optimised scheduling and personnel deployment planning. Wherever

GRI 2-30

"ORIOR prides itself on the cultural richness in each of its competence centres, promotes diversity and commitment, supports lifelong learning and development, offers an attractive working environment, and ensures occupational safety." (ORIOR Group Code of Conduct)

possible, we are committed to offering contracts that guarantee a high level of social security and more stable employment conditions. Over 60% of our employees are also covered by collective labour agreements.

Working conditions in the supply chain

We also attach great importance to fair working conditions in our supply chain. We are particularly committed to improving conditions in the agricultural sector, where jobs can often be physically demanding and characterised by low levels of education and safety risks such as pesticide exposure. Work has begun on establishing a sustainable supplier management system, and as part of this we are introducing a [Supplier Code of Conduct](#). Our aim is to encourage adherence to social standards and to engage even more intensively with our upstream value chain.

Since January 2023, Swiss law requires large companies to assess the risks of child labour in their supply chains (Art. 964j-I CO, VSoTr). The ORIOR Group carried out this risk analysis once again in the year under review. All relevant procurements and their countries of origin were assessed using the UNICEF Children's Rights in the Workplace Index. In the case of countries of origin considered medium or high risk that account for only a small proportion of our procurement, certifications were also checked and supplier information obtained. This year's analysis of the procurement data revealed a very similar situation to the first time it was carried out in 2023. Once again, no substantiated suspected cases of child labour were identified.

Pension benefits

The pension fund is an important component of our benefits package that makes us an attractive employer. An appropriate pension scheme helps to ensure the financial security of our employees after retirement. The pension fund

of the Swiss companies in the ORIOR Group offers numerous benefits. The employer contributions are well above the statutory minimum, and a low coordination deduction means that a large percentage of the salary is insured. Employees can also take advantage of attractive pension plans that offer them the flexibility to customise their own savings contributions as required. The solid coverage ratio, the balanced proportion of active insured members to pensioners, and low administrative costs underline the stability of the ORIOR pension fund. The pension system in Belgium and Germany is organised differently. Culinor and Casualfood align themselves with their country's industry-specific and legal requirements.

Equal opportunities and diversity

People from many different nationalities work at ORIOR, making our cultural diversity an important source of strength and innovation. The language courses mentioned above enable more cohesion and better integration. Generally speaking, there is greater national and linguistic diversity in production and on the front line than in our administrative departments. Over 70 nationalities are represented at Casualfood alone. Our Code of Conduct clearly outlines our commitment to equal opportunities and the promotion of diversity. No form of discrimination, bullying or harassment is tolerated throughout the entire Group. We implement targeted measures to ensure the principle of "equal pay for equal work", such as conducting equal pay analyses.

We track social indicators that are differentiated by gender and communicated transparently in order to promote equal opportunities and diversity (see p. 7 and 76). Our aim is to keep improving our reporting in this area in the future. The topic is also addressed in our new [Supplier Code of Conduct](#).

Values, culture and leadership

As described under “Risks and opportunities”, corporate culture is a key pillar for an attractive employer. We want to steadily improve in this area because having clear values and strong cohesion helps us to steer our business back on course together, especially in economically challenging times.

ORIOR also prioritises good leadership and change management. Targeted training pro-

grammes for managers teach skills that not only promote good communication, team motivation and clear objectives, but also help to support the workforce during periods of change. Structural changes, site development projects, changes in management positions, and a new corporate strategy represent challenges that can only be overcome together. ORIOR actively supports its employees in identifying with their company’s vision and recognising change as an opportunity for growth.

GRI 3-3
GRI 404-2

Activities 2024



New perks for employees

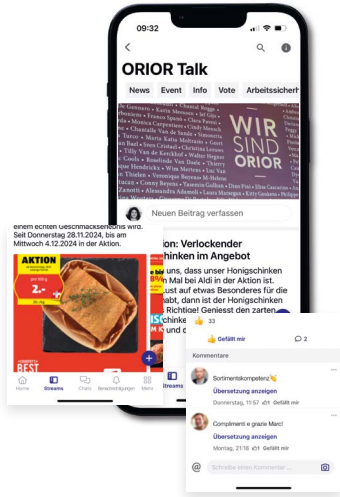
Employees from the majority of the ORIOR companies benefit from a wide range of attractive perks and discounts. Thanks to our partnership with the Corporate Benefits platform, they can take advantage of numerous exclusive offers, while those in Switzerland can also use the Brands for Employees platform. In addition, we offer fleet discounts for various automobile brands as well as discounted purchasing options at Aligro. In addition, employees in Switzerland can access free external counselling from Lyra, which offers support for challenging personal or professional situations.

The number of discounts available was further expanded in the reporting year through new partnerships. For example, employees at Casualfood and Fredag can now take advantage of discounted offers from fitness centres. At Fredag, the fitness subscription is not only cheaper thanks to a partnership, but the company also helps to cover its costs with a small allowance.



Social security thanks to long-term contract models

In the year under review, Fredag switched a considerable number of its employees to longer-term contract models. This measure offers trusted employees greater financial stability, contributes to social security, and promotes long-term loyalty, which in turn strengthens the company. The switch also facilitates planning, which is another advantage for Fredag. Similar changes were implemented at Möfag as well.



Strengthening internal communication

Considerable progress was made in the area of internal communication in the reporting year. Regular communication from the management of the subsidiaries to the workforce has been stepped up and takes place in various forms. The growing success of the Beekeeper employee app is also encouraging. Following its successful launch at Casualfood in the summer of 2024, Beekeeper is now being used in almost all of the Group's companies and is growing in popularity. The app has established itself as a valuable tool for enhancing ORIOR's identity across the different companies and further bolstering employee loyalty to and identification with the Group. In addition to publishing video messages from management, the app is also used very actively by the workforce itself. Beekeeper features a diverse mix of posts, from new product developments and IT implementations to personnel changes and even snapshots from the supermarket.



Committed to training future specialists

In the reporting year, several companies in the Group intensified their efforts to recruit and train apprentices. Participation in various training fairs and career days was a key focus in order to attract young talent to the food industry. In the year under review, Casualfood presented itself at several such events, including the Stuzubi student and training fair in Frankfurt, where it came into contact with over 300 interested young people. Rapelli participated in the open day for vocational training at the Lugano-Trevano technical vocational centre, where our apprentices and training managers answered questions from interested parties.

These efforts led to successes in 2024. At Biotta, apprentices successfully completed their training in commercial operations and food technology, and their positions have already been filled. Gesa is also positioning itself as a training-friendly company and investing in the promotion of young talent. The long-term growth in the number of apprentices shows that measures such as trade fair visits are bearing fruit. This underscores the Group's ongoing commitment to offering young people qualified and future-oriented vocational training and inspiring coming generations to join the food industry.

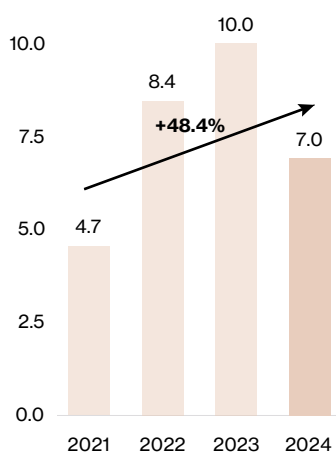
GRI 3-3 Evaluation 2024

GRI 404-1 We measure our progress as an attractive employer using various qualitative and quantitative indicators. Regular qualitative progress reports from the HR teams to the unit management boards continue to be a core component. We

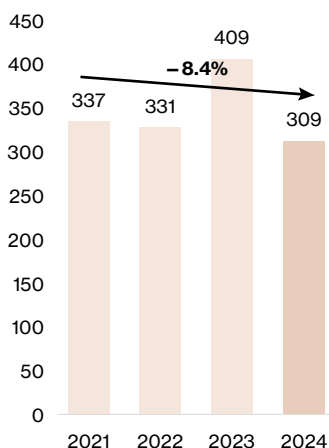
also analyse Group-wide training and development activities, investments in employee development, and progress made in the areas of equal opportunities, working conditions and corporate culture.

The reporting year presents a nuanced picture in the area of training and development. While the average hours of training per employee at ORIOR Switzerland fell compared with the previous year, the consolidated figure including the International segment rose from 9.8 to 10.8 hours. This growth is due in particular to increased training activities at Culiner.

Ø Training and development hours
(h/employees/year)
ORIOR Group excluding Culiner and Casualfood



Expenditures for training and development
(TCHF)
ORIOR Group excluding Culiner and Casualfood



Consolidated figure including Culiner and Casualfood: CHF 454 004 in 2024.

Details about training and development

ORIOR Group

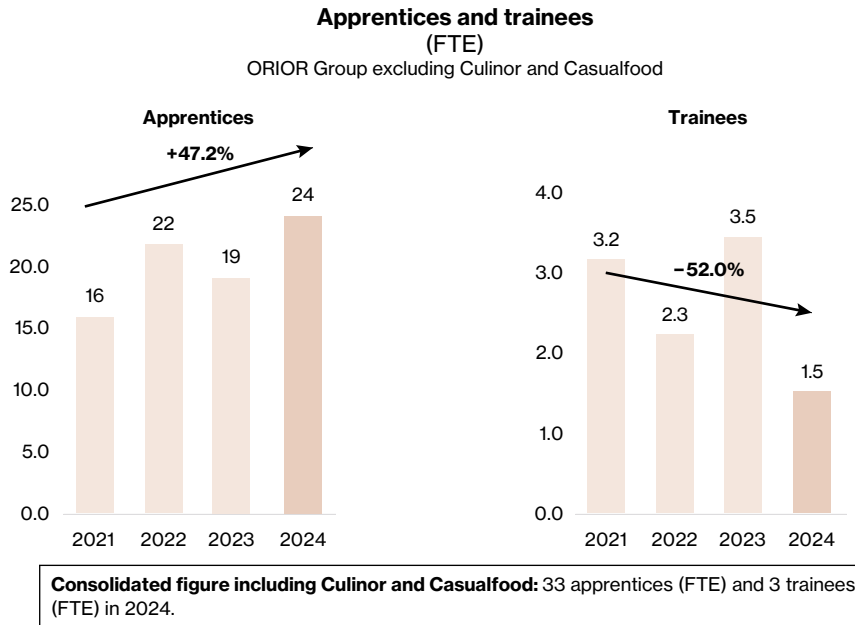
| | 2024 | 2023 |
|---------------------------------|-------------------|-------------------|
| Hours per employee per year (h) | 10.8 | 9.8 |
| Management | 12.1 ¹ | 14.2 ² |
| Administration | 12.0 ¹ | 31.5 ² |
| Production | 14.5 ¹ | 5.5 ² |
| Women | 17.7 ¹ | 7.2 ² |
| Men | 12.1 ¹ | 12.4 ² |

¹ Excluding Casualfood.

² Excluding Culiner and Casualfood.

Financial expenditure on training and development measures has fallen compared with the previous year but remained at the long-term average level since the current strategy period began in 2018.

An important component of our attractiveness as an employer is the opportunities we offer as a training organisation. The positive trend of recent years is continuing with 33 apprentices across the Group – more than ever before – highlighting our efforts to specifically foster young talent. Rapelli, Pastinella and Le Patron contributed significantly to this growth. In the International segment, Casualfood deserves special mention as a training company with nine apprentices. The total number of interns fell in the reporting year.



GRI 2-30

Our reporting also includes indicators that are related to our new fields of activity. The “Equal opportunities and diversity” section contains detailed information about our workforce, including a breakdown by gender, type of employment (see p. 7) and training hours. For the “Working conditions” field of activity, we can already disclose the proportion of employees covered by a collective labour agreement (61%). The number of employee complaints submitted via the official complaints channel is an indicator in the “Values and culture” field of activity – there were no complaints reported for 2024. We are currently reviewing whether additional indicators relating to the broad topic of “Attractive employer” should be included in future reporting.

Outlook

A focal point in the next reporting year will be the development and implementation of a new recruitment strategy with a particular emphasis on employer branding in order to reinforce ORIOR's position as an attractive employer. In addition, the programme for high potentials and succession planning is scheduled to be updated in 2026.

Supporting our managers through training and the further development of our employees also remain a priority. Successfully established language courses for production employees will be further expanded in the coming year to promote integration and professional development. Optimising production and deployment planning is also a focal point. The aim is to use targeted measures to ensure improved planning and at the same time facilitate a better work-life balance for employees. The long-term focus is on increasing employee satisfaction. At the same time, we are working on improving our data base in order to fulfil both internal directives and new regulatory requirements.



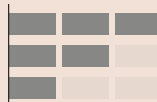
Occupational safety and health

Ambition 2030

We ensure a safe and healthy working environment.

Impact

Upstream
ORIOR
Downstream



SDG contribution



GRI 3-3

Topic overview

Fields of activity

Occupational safety

Goals 2030

25% reduction in absences caused by occupational accidents by 2030 (base year 2024). ●

Health

20% reduction in absences caused by illness by 2030 (base year 2024). ●

Maintain the proportion of our employees who are covered by a management system for Occupational Safety and Health at 100%. ●

Safety and health in the workplace are of central importance to ORIOR as a food processing company. This is why we prioritise accident prevention and occupational health management. As in any industrial operation, food production also involves risks of accidents and health hazards, e.g. due to fast-paced work routines, loud machinery and high/low ambient temperatures. The working environment at airports and railway stations, where Casualfood operates, poses particular challenges in this regard as well. Last but not least, this topic is similarly relevant in our upstream value chain, where agricultural and pre-processing processes are carried out.

To counteract these risks and to maximise the opportunities inherent in a healthy and productive workforce, ORIOR relies on a comprehensive safety and health management system. Preventive measures such as training, ergonomic workplace design, and health promotion programmes all contribute to avoiding accidents, reducing cases of illness, and improving well-being in the long term. We also ensure that minimum standards are adhered to in our supply chain and thus promote safe and healthy working conditions along the entire value chain.

● Goal includes all subsidiaries.

◆ Goal includes all production sites.

GRI 3-3
GRI 403-1

Management approach

Principles, guidelines and commitments

Healthy and motivated employees are a key success factor for all of our companies. This

is why we have embedded occupational safety and health as central principles in the Group, e.g. in the [ORIOR Code of Conduct](#) as well as in our [Supplier Code of Conduct](#).

Extract from the Code of Conduct on occupational safety and health

We are committed to a safe and healthy working environment and invest in appropriate preventive measures. Occupational safety and health protection are shared responsibilities. We promote them through independent action by ensuring we have the best possible and effective organisational structures in place, and by providing regular information as well as training and further education. Our concept for occupational safety and health (OSH) reinforces our safety and prevention culture at all company levels. We fulfil our responsibility with regard to safety and health all along the supply chain by using our influence to communicate relevant requirements and enforce them where possible. In turn, employees do everything they can to protect their own health and that of their colleagues and third parties. Both the rules and regulations issued by managers, safety officers and internal health management teams as well as the hygiene guidelines are adhered to conscientiously and consistently.

GRI 403-8

ORIOR's occupational safety and health (OSH) management system covers all the companies and employees of the ORIOR Group. At its Swiss sites, the approach and the OSH manual are based on the model solution of the Federal Coordination Commission for Occupational Safety (FCOS). The FCOS Guideline 6508 defines the requirements of the mission statement, from safety objectives, organisational structures, training, hazard identification and action planning through to monitoring and auditing. We fulfil our legal obligations to the utmost in order to protect our employees, and we integrate new regulations into our management system.

As part of the onboarding programme, all ORIOR employees receive occupational safety and health protection training. An ORIOR safety booklet containing the most important guidelines is also handed out. Third-party workers involved in maintenance or renovation projects receive a handout with the applicable rules and regulations, which they must sign.

Responsibilities

Within the ORIOR subsidiaries, overall responsibility for occupational safety and health lies with the respective CEOs, and a Safety Officer reports to each of the corresponding CEOs. These officers lead the team responsible for occupational safety and health, which is made up of representatives from operations and the administration and meets at least once a year or, in the case of some units, monthly. This team is responsible for the continued development of the safety culture and the ongoing improvement of occupational safety and health at their site. In Switzerland, monthly calls are conducted to review progress, analyse key figures, exchange experiences and discuss joint projects and tasks. Topics relating to occupational health management are handled by the HR managers and implemented with the local occupational safety and health protection teams. At Group level, a Group Safety Officer supports, advises on and coordinates the relevant activities. Every competence centre also has at least one company first aider.

GRI 403-3

Risks, opportunities, due diligence

| Fields of activity | Opportunities | Risks |
|---------------------|---|--|
| Occupational safety | <ul style="list-style-type: none"> - Accident prevention and safeguarding of production processes through occupational safety management - Improved employee satisfaction, motivation and productivity thanks to safe working conditions and a proactive safety culture - Positive effect on operating results and employer attractiveness | <ul style="list-style-type: none"> - Personal suffering and long absences from work due to accidents in production - Loss of productivity and indirect costs due to accident-related absences - Liability risks, consequences under criminal law and reputational damage caused by inadequate occupational safety |
| Health | <ul style="list-style-type: none"> - Fewer illness-related absences through targeted health promotion and prevention - Improved employee well-being, health and long-term performance - Positive economic effects thanks to healthy and resilient employees | <ul style="list-style-type: none"> - Illness-related absences due to physical and psychosocial stresses in production - Lower productivity, loss of motivation and reputational damage due to high illness rates |

ORIOR takes its duty of care seriously and mitigates these risks with active health management and accident prevention, as described in the following sections.

GRI 403-2

Risk assessment and checks

A roadmap for the further development of our safety culture serves to ensure the ongoing improvement of occupational safety and health management. The team responsible for the site carries out internal inspections at regular intervals – usually monthly. An external risk assessment is also conducted once a year at the Swiss competence centres. This provides the basis for developing an action plan for the respective site to achieve continuous improvement. The department heads use checklists to regularly assess their area of responsibility for hazards together with the team and to increase awareness among employees of risks and safe working practices.

A similar control system is in place at our international units. Casualfood also organises regular inspection rounds focused on occupational safety with internal safety officers and external experts. Furthermore, Culinor holds monthly

meetings of the “Committee for Prevention and Protection in the Workplace”, in which employer and employee representatives discuss possible improvements to health and safety in the workplace and appropriate measures are then adopted.

Consistent accident and absence management

We believe it is our duty to learn from incidents in order to address vulnerabilities and eliminate them wherever possible. The Swiss competence centres have a standardised accident protocol in place that enables a systematic analysis of each incident. In addition to the accident report, it contains a root cause analysis, a one point lesson (short visual instruction) and a training certificate. The causes of all accidents are clarified, and any necessary immediate and preventive measures are initiated. The respective occupational safety and health team monitors the implementation and effectiveness of the measures and consults with the local management team. A detailed root cause analysis is also carried out after accidents at our international companies, followed by the planning and implementation of measures.

GRI 403-2

Addressing near misses is also very important. These refer to unsafe behaviour and situations that have not yet resulted in an accident but could do so. Statistically speaking, one fatal accident occurs for every 100 000 near misses. Identifying and eliminating such situations through appropriate measures helps to prevent future accidents and reinforces our safety culture.

ORIOR is working to steadily improve absence management. In recent years, it has standardised processes and introduced new measures. One example is meetings with workers who have recovered to discuss the employee's return to work after a long absence and what support they might need as they step back into the working world. Closer cooperation with case managers of the health and accident insurance companies is having an impact as well. Since 2023, all managers have also been required to complete regular e-learning courses in absence management.

GRI 403-5

Training and emergency organisation

We want to create a proactive safety culture. A general training session on occupational safety and health is held at least once a year at each site and is attended by all employees. We also aim to provide a refresher course on a specific sub-topic that is organised by the managers every one to two months. These refreshers are made available by the safety officers across all the units and then disseminated to the employees via the department heads.

In addition to the safety training for new employees described at the beginning of this chapter, vulnerable groups (pregnant women, people with disabilities, etc.) are also made aware of hazards specific to them and trained accordingly. Psychosocial topics such as dealing with stress and the early identification of excessive demands are an integral part of our leadership training courses. Emergency and fire safety training, in which company first aiders are given instruction and fire safety teams are assembled and trained, always occupies a central role in the training plan.



Fire safety training at Fredag.

We also ensure that all evacuation plans are up to date, that the first-aid rooms are regulation-compliant (FCOS), and that all employees know what to do in the event of a fire or other evacuation scenario. Routinely rehearsing what has been learnt as employees carry out daily tasks is crucial to ensuring that it is actually implemented. Department heads regularly remind their teams about the guidelines and safety steps. Besides the notice boards in the departments, we also use our employee app for communication purposes and to raise awareness.

Employee involvement

Quite often, it is the small things that can become a safety hazard during routine work, e.g. an uneven floor or a wrongly placed piece of equipment. Careful and responsible behaviour is therefore central. Employees at ORIOR are encouraged to share their experience.

GRI 403-4

riences and voice concerns at any time. We create a working climate in which everyone can maintain open conversations about occupational safety and health protection, admit mistakes, report near misses, and express concerns, either in the regularly held meetings or at any time directly to their managers. The Occupational Safety and Health Manual has a chapter dedicated to this principle of participation. It also includes the employees' right to be informed and consulted as well as their prerogative to make suggestions. Rapelli also has an employee committee that can submit suggestions to management on behalf of the entire staff. Culinor involves employees using what it calls "toolbox meetings". These brief discussions take place directly on the production line and allow employees to discuss safety points specific to their workplace. The Speakup complaints management system is also in place throughout the Group and is available to employees in upstream and downstream partner companies as well (see p. 7).

GRI 403-3
GRI 403-6

Health protection and independent counselling

Topics such as ergonomics, occupational hygiene and mental stress are an integral part of our occupational safety and health management system and fall under our continuous improvement process within this area.

When employees face challenges at work or in their private lives, external support can be helpful. The ORIOR subsidiaries in German-speaking Switzerland offer their employees and their immediate family members free access to Lyra, an external employee counselling centre. Access is unlimited, confidential and, upon request, anonymous. Not only personal topics relating to work or private life but also practical

and legal questions can be discussed around the clock with professional counsellors. In addition, Lyra is available to all of our managers as a sparring partner to discuss complex leadership challenges, conflicts, or crisis situations and receive guidance on how to handle them. Rapelli employees are supported by proactive case management from an external partner. They receive free counselling and support from experts in the fields of medicine, social issues and employment. Culinor has an internal contact point for employees in challenging situations. There is also an external, independent ombudsman's office that employees can contact in case of undesirable behaviour in the workplace. The office investigates the reports it receives and initiates measures if necessary. No comparable system has been introduced at Casualfood.

Workers in the value chain

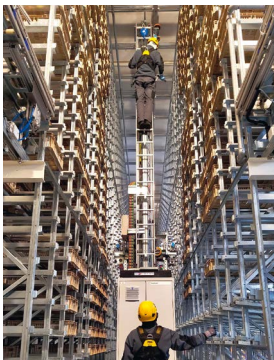
Occupational safety and health is also of central importance in our upstream supply chain, especially in the agricultural sector. As the work there is often physically strenuous and characterised by low levels of education and safety risks, such as the use of pesticides, we are striving to bring about improvements. We have started work on a sustainable supplier management system and have introduced our [Supplier Code of Conduct](#) as part of this effort. Among other things, it addresses human and labour rights and includes specific sections on topics such as safety and health in the workplace and other related areas. In our new sustainability strategy, we have outlined our goal of having all of our suppliers sign this Code. Having sustainable supplier management in place will help us to promote compliance with social standards and also engage more intensively with our upstream value chain.

GRI 3-3 Activities 2024



Health in the workplace: “CuliFIT” programme

The Culinor Vitality project “CuliFIT” was launched as a comprehensive initiative to promote employee well-being. Based on an internal survey to determine employee needs in areas such as physical activity, nutrition and sleep, various measures have now been taken to improve health in the workplace. These include interactive ergonomics workshops, individual ergonomics coaching, and sessions on healthy eating and sleep optimisation. In addition, test days for healthy backs were offered, during which comprehensive spine check-ups were carried out. An online learning platform also offers employees more in-depth resources and courses on health and well-being. The programme was initially introduced at Culinor Destelbergen and, following a positive assessment, has now been extended to the other Culinor sites.



Working safely at height at Le Patron

Employees in Le Patron’s high-bay warehouse require special safety measures because working high up in the air entails considerable risks. In order to meet these requirements, Le Patron offered a one-day course on the use of “Personal protective equipment against falls from a height” for six more employees. During this applied training course, which offers a combination of theoretical and practical units, the correct fitting and adjustment of safety harnesses, the safe use of lanyards, and the implementation of simple rescue measures were taught. Thanks to this training, the team is now even better prepared to work safely and responsibly high off the ground.



Safety and well-being at Casualfood

The working environment at airports and railway stations places special demands on Casualfood staff. In order to address specific challenges such as shift work and noise exposure Casualfood has initiated various measures to promote the safety and well-being of its employees. In 2024, a Learning & Development Manager was hired to provide additional support for the training process and for the team already in place during internal training on occupational safety. In addition, occupational safety training was stepped up in order to further raise safety awareness. Other focal points in the year under review were the introduction of job rotations in order to reduce monotonous workloads and create more task diversity, as well as an increased focus on recognising individual challenges at an early stage via in-depth employee interviews.

GRI 3-3 Evaluation 2024

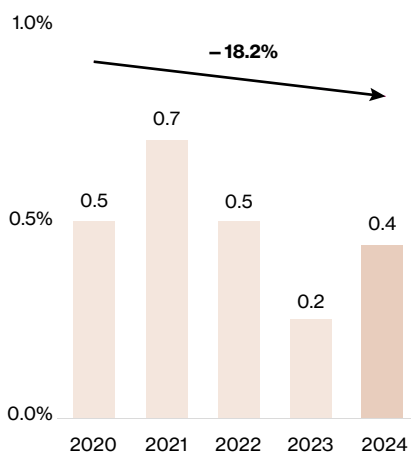
In 2021, we set ourselves ambitious goals to further improve the safety and health of our employees: By 2025, we wanted to reduce the illness rate by 10% and the accident rate (occupational accidents) by 20% compared with 2020.

In the 2024 reporting year, the accident rate rose to 0.4% of target hours. This rise is mainly due to an increase in minor incidents such as bruises, contusions and minor cuts. Although the number of accidents was reduced in some companies, there were isolated incidents with longer times off work. The companies in question have already responded with targeted measures, including awareness-raising sessions with those affected and more frequent safety inspections. Despite this, an 18.2% reduction in the accident rate was achieved compared with the base year 2020. Since the strategy period was concluded earlier than planned at the end of 2024, this figure corresponds to a target achievement within the framework of linear progress.

The illness rate remained largely unchanged in comparison to both the previous year and the base year 2020, meaning that our target of a 10% reduction was not achieved. On a positive note, however, our international subsidiaries Culiner and Casualfood succeeded in reducing both their accident and illness rates compared with the previous year. We are relying more heavily on preventive measures and individual counselling to provide our employees with additional support. For example, 34.3% of the entire ORIOR workforce now has access to an external counselling service for personal matters.

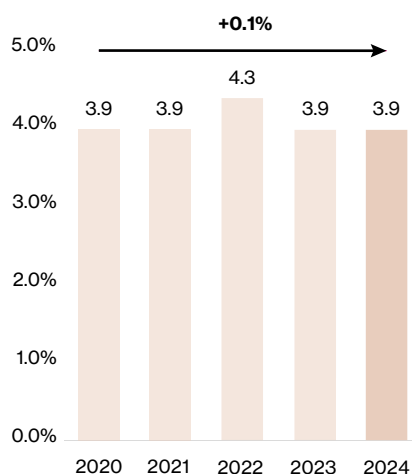
We are setting ourselves new, ambitious targets for the coming strategy period ending in 2030. We aim to reduce the absence rate due to occupational accidents by 25% and due to illness by 20% compared with the new base year 2024. We also want to ensure that 100% of our employees continue to be covered by a company health management system. Future progress will be measured on the basis of the consolidated absence rates for the entire Group.

Accident rate
(absenteeism due to occupational accidents, in % of target hours)
ORIOR Group excluding Culiner and Casualfood



Consolidated figure including Culiner and Casualfood: 0.3% absenteeism due to occupational accidents.

Illness rate
(absenteeism due to illness, in % of target hours)
ORIOR Group excluding Culiner and Casualfood



Consolidated figure: 7.3% including non-occupational accidents at Culiner and Casualfood.

Outlook

In 2025, we will pursue our efforts to further reinforce the safety culture in all of our companies. These include conducting targeted training courses, more intensive involvement of manag-

ers in safety processes, further development of practical training formats, and increased focus on better monitoring the measures in place. Managing near misses and strengthening internal occupational safety and health teams remain key priorities.



Production areas can harbour risks – it is essential to work with care and have protective measures in place.

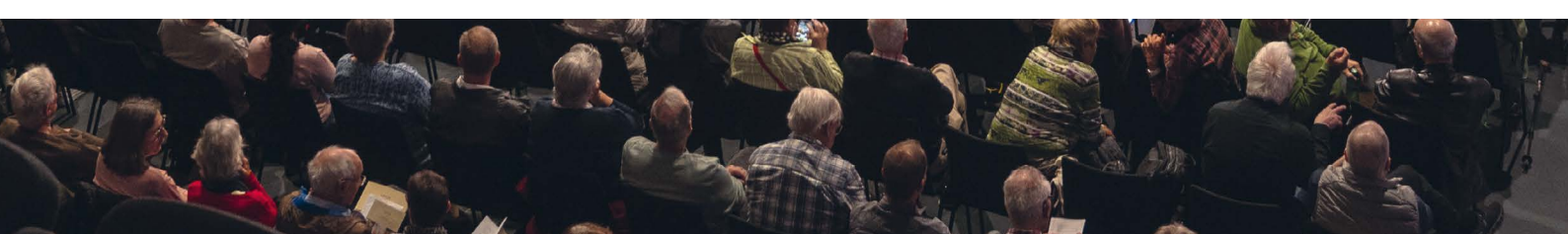


ORIOR
EXCELLENCE IN FOOD



2024 ORIOR AG
14. ORDENTLICHE GENERALVERSAMMLUNG

Governance





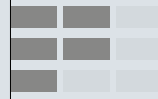
Corporate behaviour

Ambition 2030

We uphold strong corporate governance and are a reliable business partner.

Impact

Upstream
ORIOR
Downstream



SDG contribution



GRI 3-3

Topic overview

Fields of activity

Business relationships

Governance

Compliance

Goals 2030

Field of activity with key figure monitoring, currently without specific goals set.

- Link 25% of the long-term variable compensation (LTIP) of top management to sustainability performance. ●
- Make sustainability topics an integral part of the short-term incentive (STI) for senior management (Top50). ●
- Zero reports of confirmed cases of corruption or breaches of the Anti-Bribery Act. ●

Responsible corporate behaviour forms the foundation for sustainable and successful long-term business activities. This new chapter covers the “Business relationships”, “Governance” and “Compliance” fields of activity and integrates content from the “Economic performance” and “Anti-corruption” topics of the 2018–2025 strategy period. Business relationships are the connections we maintain with partners such as suppliers, customers and other stakeholders in order to ensure long-term, trusting and sustainable cooperation. Governance refers to the system of rules, procedures and processes that provide guidance for ORIOR as it aims to take responsible decisions and align the interests of owners, managers, employees and other stakeholders. Compli-

ance signifies adhering to laws, internal guidelines and ethical standards in order to minimise legal risks and combat corruption.

All of our stakeholders benefit from having a solid corporate structure and policies. Our employees are able to work in a safe and respectful environment, our suppliers benefit from trusting partnerships, and our customers can count on reliable and long-term collaboration. For our shareholders, solid governance represents an important tool for minimising risks relating to their investments. Last but not least, having ESG elements integrated into our governance structure ensures that our business activities are also in line with environmental and social objectives.

● Goal includes all subsidiaries.
◆ Goal includes all production sites.

GRI 3-3
GRI 2-27

Management approach

Principles, guidelines and commitments

Effective and up-to-date corporate governance protects the interests of our employees, shareholders and other key partners and creates a solid framework for our leadership, actions and organisation. ORIOR focuses on the three fields of activity of “Business relationships”, “Governance” and “Compliance”. The core principles are based on national and international best practices and are firmly anchored in our values, the Group structure, and the organisation. They are most clearly defined in the following documents:

- **Regulations:** The [Articles of Association](#), the [Organisational Regulations](#) and the [Charters of the Committees of the Board of Directors](#) stipulate our leadership principles, structure and organisation. They also determine the responsibilities and powers of the management and supervisory bodies to ensure clear and efficient corporate governance.
- **Strategies:** Our [corporate strategy](#) and [sustainability strategy](#) define the Group’s long-term goals and priorities in order to ensure both economic success and environmental and social responsibility. They serve as a framework for key business activities and decisions.
- **Internal policies:** Various policies address specific topics such as donations and gifts, data protection, dealing with insider trading and communication. They assist us in setting uniform Group-wide standards and complying with legal requirements.
- **Codes of Conduct:** The ORIOR [Code of Conduct](#) and the [Supplier Code of Conduct](#) establish the ethical principles and standards of behaviour that we are committed to and they encourage our suppliers to do the same.

Our compliance management is in place to make sure that our principles and all legal requirements are adhered to. The above-mentioned documents are regularly reviewed and approved by the relevant bodies, generally the Executive Committee of the ORIOR Group and/or the Board of Directors. Compliance with the most important rules and guidelines applies to all Group employees and is an integral part of the employment contract. They must be acknowledged when commencing employment, and refresher training courses are held on a regular basis. In the event of violations or complaints, employees and business partners have access to appropriate complaints procedures. Depending on the severity of the violation and the policy concerned, the consequences may even include measures under labour law.

No form of corruption is tolerated. Corruption poses a threat to the integrity of our company and affects society and the economy as a whole. Our [Code of Conduct](#) clearly prohibits bribery, extortion and facilitation payments. In addition, a special provision regulates which gifts from or to business partners are acceptable. Our new [Supplier Code of Conduct](#) also addresses this topic. Compliance with these policies is part of our corporate culture and is rigorously enforced. ORIOR has been reporting on cases of corruption and measures taken since the first sustainability report in 2018.

As part of the ongoing process to reinforce our corporate governance, we regularly address organisational performance and our shareholding and remuneration policies, as well as shareholder rights. As ESG issues continue to grow in importance, ORIOR is reflecting this through measures such as the creation of a corresponding Board of Directors committee and the integration of relevant criteria in its compensation plans. The [ORIOR Corporate-Governance Report](#) and the [Compensation Report](#), which are published annually in accordance with applicable law and our policies, provide

detailed insights about their respective areas. Additional information on ESG governance can be found in the section “ESG governance and risk management” (see pp. 18–21).

Responsibilities

The responsibilities for the various fields of activity in the area of corporate behaviour are based on regulatory obligations and requirements, the Group’s Articles of Association and ORIOR policies such as the Organisational Regulations, the Committee Charters and internal guidelines and directives.

The Annual General Meeting of shareholders is the supreme governing body of ORIOR AG. It has extensive powers in accordance with the Swiss Code of Obligations (CO) and the Group’s Articles of Association. These also include non-transferable tasks such as the determination or amendment of the Articles of Association, the election of the Chair and members of the Board of Directors, the approval of the annual report and the consolidated financial statements, and the resolution on the distribution of dividends. Since the 2023 reporting year, the Annual General Meeting has also been required by law to approve the sustainability report.

The tasks and duties of the Board of Directors are defined by law (CO) and the Group’s Articles of Association. This includes, for example, executive management of the Group and the issuing of necessary directives, determination of the organisational structure, overall supervision and the appointment and dismissal of members of the Executive Committee, risk management, and strategy definition (including the sustainability strategy). The Board of Directors has delegated the Group management to the Exec-

utive Committee in accordance with the Organisational Regulations.

The Executive Committee assumes all management tasks that are not legally or expressly allocated to the Board of Directors or another body either by law or the Articles of Association. In particular, the Executive Committee is responsible for business development and the implementation of the corporate and sustainability strategy. The CEO is the Chair of the Executive Committee and has the right to issue directives to the other members of this body. The Organisational Regulations also grant the CEO further powers and duties. ORIOR’s management structure is organised into three segments consisting of several subsidiaries (see p. 6). Cross-segment and cross-company tasks are handled by specialised teams at Group level, including Group Finance, Corporate Communications, Group HR, Corporate Affairs and ESG.

The management boards of the competence centres are responsible for implementing corporate behaviour at a local level. This is important, as standards and requirements can vary depending on the location and product portfolio. Specialist departments work with management to ensure that new developments, particularly in the area of regulations, are monitored and implemented. The intradisciplinary Champion Model plays a central role here, as experts work together throughout the Group to proactively incorporate any changes to the law.

Ultimately, individual employees also bear responsibility for conscientious corporate behaviour and can shape the corporate culture through their working methods and attitudes.

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

Risks, opportunities, due diligence

| Fields of activity | Opportunities | Risks |
|------------------------|--|--|
| Business relationships | <ul style="list-style-type: none"> - Resilient supply chain thanks to stable, fair and sustainable relationships with business partners - Improved transparency and control over the origin and quality of raw materials through long-term partnerships - Lower risks in the agri-based supply chain, e.g. by adapting to geopolitical developments and environmental factors | <ul style="list-style-type: none"> - Problems in the supply chain due to inadequate relationship management or dependence on individual suppliers - Issues with product availability and quality leading to potential reputational and financial damage |
| Governance | <ul style="list-style-type: none"> - Support responsible decision-making and sustainable development through strong governance - Strengthened stakeholder trust, improved negotiating position, and enhanced market image | <ul style="list-style-type: none"> - Ambiguous responsibilities and lack of transparency lead to inefficient decisions and stakeholder conflicts |
| Compliance | <ul style="list-style-type: none"> - Reinforce stakeholder trust with a strong compliance system and a culture of integrity - Prevent legal violations and increase adaptability to regulatory developments (e.g. food safety, ESG) | <ul style="list-style-type: none"> - Loss of trust among consumers, shareholders and business partners due to lack of compliance - Rising operating costs due to higher demands on supply chain responsibility - Regulatory risks from corruption, anti-competitive behaviour and product recalls |

Our risk management is a central component of our due diligence obligations in the area of corporate behaviour. All three of these fields of activity are covered by our risk management. The responsibilities and processes usually covered by risk management – and specifically for the area of sustainability – are described in more detail in the chapter on “ESG governance and risk management” (pp. 18–21). The topic of climate risks and the corresponding reporting were once again examined in depth in the year under review and are also addressed in the “Climate change and energy” chapter (pp. 41–50).

This principle is enshrined in our [Code of Conduct](#) and our [Supplier Code of Conduct](#), both of which can be viewed online on our website. Our materiality analyses have shown that the topic of human rights is less relevant in our corporate context because of our geographical positioning, specific business model and product range. Even though the potential effects and risks are comparatively low, we are still aware of our responsibility and implement measures to ensure that our business practices respect and protect human rights, and we work steadily to minimise any potential effects and risks. Many aspects of human rights are closely linked to other topics of our sustainability management (e.g. sustainable labels, occupational safety, and training opportunities) and can be found in the relevant chapters of this report. Working conditions in the supply chain are reported on in the “Attractive employer” chapter (see p. 73).

GRI 2-23

Human rights

Our commitment to respecting and protecting human rights is based on the principles of the Universal Declaration of Human Rights, the core labour standards of the International Labour Organization, and the United Nations Guiding Principles on Business and Human Rights.

Ratings

As a listed company, the ORIOR Group attracts attention from the capital market. External ratings and analyses create transparency for investors, with ESG and governance ratings being particularly relevant in the area of corporate behaviour. In view of the large number of ESG ratings available, we concentrate on a selection that are of particular importance to us due to their focus on specific target groups and geographical locations and because our ambition is to maintain a good rating from them. These ratings and their methods are closely monitored, and regular dialogue takes place with certain analysts.

The ratings not only provide an insight into our ESG performance and how we are perceived externally but are also a valuable strategic tool for us. The criteria catalogues on which the ratings are based reflect the concerns of various stakeholders, and the assessments help to identify potential for improvement. We are rated favourably in the area of the environment, and our governance also receives mostly very good ratings. On the other hand, further potential remains in the social sector, particularly in the area of sustainable supply chain management, which is given greater attention in our new sustainability strategy (see “Sustainable raw materials and animal welfare” chapter).

GRI 3-3 Activities 2024



ORIOR Corporate Governance honoured

ORIOR regularly receives good ratings in the area of corporate governance. In the year under review, we were once again awarded first place in a corporate governance study conducted by Inrate. The study is based on an analysis of the company’s articles of association and other provisions as well as information from the sustainability and annual reports and is adjusted each year to match current regulatory developments. ESG in particular is becoming increasingly important. During the presentation of the current rating, ORIOR was once again singled out for praise in several areas.

GRI 2-23
GRI 2-24



Stronger embedding of the Code of Conduct during onboarding

The **Code of Conduct** was developed in accordance with international standards such as the OECD Guidelines for Multinational Enterprises and summarises the core values and rules of behaviour of the ORIOR Group. In the reporting year, ORIOR took further measures to embed the Group-wide Code of Conduct even more deeply in the onboarding process. In order to ensure that the contents of the Code are incorporated into the daily routines of new employees, it has now also been added to the welcome brochures of all ORIOR companies, including the international subsidiaries. The Code is available in the main languages of all the production sites. The last update was carried out in 2021, so we are planning to review its content in 2025 or 2026 and revise it if necessary to ensure that the code is up to date.



Culinor: Improving communication

The Culinor Food Group introduced regular town hall meetings in the year under review to promote communication and transparency within the company. These meetings are aimed at employees from the administrative offices, where key performance figures (including sustainability indicators), corporate goals and current challenges are discussed openly, and the meetings help to ensure that participating employees are fully informed about the company's progress and goals. This format bolsters the corporate culture by creating transparency and actively involving employees in the company's development. Furthermore, in 2023 a full-time position was created at Culinor that is dedicated exclusively to sustainability issues.

GRI 3-3
GRI 2-19

Evaluation 2024

We continuously monitor how our governance structures are being strengthened in order to ensure the long-term value creation and sustainable orientation of our Group. A central element is embedding ESG criteria, which are included in the long-term variable compensation of top management with a share of 25%. The year 2024 marked the beginning of our second three-year LTIP. Four out of five sustainability targets, which amounts to 80%, were achieved in 2024, thus fulfilling the overall sustainability target of the LTIP.

Work is underway to embed sustainability issues in the short-term variable compensation of senior management (Top50). This is already the case for members of the Executive Committee and some of the management boards of the competence centres. In the near future, we will carry out a detailed analysis of the next steps that are required to embed sustainability issues within a wider sphere of senior management.

The fact that ORIOR took first place in Inrate's corporate governance study in 2024 deserves to be highlighted. This result underlines our modern structures in the area of responsible corporate governance (see "Activities" section).

With respect to cases of corruption or bribery, we unfortunately had to report one case of fraud in 2024. An employee who attempted to obtain personal financial gain fraudulently had to be terminated without notice, and the case is being investigated in court. The necessary measures have been taken to prevent a similar case from occurring. At the same time, we can report that no complaints were submitted via Speakup, our official complaints channel, in the reporting year.

Key figures for corporate behaviour

ORIOR Group

GRI 205-3

| | 2024 | 2023 | 2022 |
|--|------|------|------|
| Cases of fraud, corruption and bribery | 1 | 0 | 0 |
| Cases via complaints channel | 0 | 1 | 1 |

Looking to the years ahead, we will keep strengthening our governance and compliance structures and strive to identify potential risks at an early stage. The steady integration of sustainability into decision-making processes and the promotion of an open and trusting corporate culture are key building blocks for responsible corporate governance.

Outlook

The evolving regulatory landscape will remain a focus in the coming reporting year, particularly in the area of sustainability. We will continue working to align our sustainability reporting with European requirements (CSRD and ESRS) and address the new regulations such as the EU Deforestation Regulation and the EU Taxonomy. In the area of climate, we are developing a Group-wide transition plan over the coming years in line with the Swiss Climate Ordinance (based on the TCFD recommendations).

With regard to governance, we are planning to update certain guidelines in 2025 or 2026. In the year under review, we intensified our efforts to sensitise our top management to the ORIOR values and principles and will continue to do so in 2025.

In the area of sustainability, we are focusing on two main aspects: implementing the new sustainability strategy and further optimising our reporting. The new sustainability strategy is in the embedding phase, and in terms of the new material topics, we are working on making management approaches more precise, developing measures, and recording new key figures for them. In addition, our internal quarterly reporting of key sustainability figures is in the process of being consolidated, which will enable tighter management and the realisation of timely improvements.

In the area of business relationships, particular consideration will be given to our suppliers. We plan to use our new [Supplier Code of Conduct](#) to promote core values and principles in the spirit of shared responsibility.

Appendix

Concordance table for Art. 964b Swiss Code of Obligations

The following sections contain the report on non-financial matters in accordance with Art. 964b of the Swiss Code of Obligations.

| Art. 964b Content requirement | Section | Reference |
|---|------------------------------------|--|
| General information required to understand the nature of our business | CEO Statement | Pp. 2-3 |
| | Company profile of the ORIOR Group | Pp. 5-7 |
| Description of our business model | Company profile of the ORIOR Group | Pp. 5-7 |
| Environmental matters (including CO ₂ goals) | Concepts followed | Climate change and energy, pp. 42-45 Resource efficiency and circular economy, pp. 52-54 Water, pp. 61-62 Biodiversity and ecosystems, p. 66 |
| | Measures and their effectiveness | Climate change and energy, pp. 46-49 Resource efficiency and circular economy, pp. 54-59 Water, pp. 63-64 Biodiversity and ecosystems, p. 67 |
| | Risks and their management | ESG governance and risk management, pp. 18-21 Climate change and energy, p. 44 Resource efficiency and circular economy, p. 53 Water, pp. 61-62 Biodiversity and ecosystems, p. 66 |
| | Key performance indicators | Climate change and energy, pp. 46-49 Resource efficiency and circular economy, pp. 56-59 Water, pp. 63-64 Biodiversity and ecosystems, p. 67 |
| Social issues and employee-related issues | Concepts followed | Attractive employer, pp. 70-74 Occupational safety and health, pp. 79-82 |
| | Measures and their effectiveness | Attractive employer, pp. 74-77 Occupational safety and health, pp. 83-84 |
| | Risks and their management | ESG governance and risk management, pp. 18-21 Attractive employer, p. 71 Occupational safety and health, p. 80 |
| | Key performance indicators | Employees, p. 7 Attractive employer, pp. 76-77 Occupational safety and health, p. 84 |
| Respect for human rights | Concepts followed | Corporate behaviour, p. 90 Sustainable raw materials and animal welfare, p. 29 Attractive employer, pp. 70, 73 ESG governance and risk management, pp. 18-21 |
| | Measures and their effectiveness | |
| | Risks and their management | |
| | Key performance indicators | |
| Combating corruption | Concepts followed | Corporate behaviour, pp. 88-92 ESG governance and risk management, pp. 18-21 |
| | Measures and their effectiveness | |
| | Risks and their management | |
| | Key performance indicators | |
| References to national, European or international regulations | Various | Pp. 4, 10, 15, 29, 66-67, 93 |
| Inclusion of the subsidiaries | Various | Pp. 4, 12-13 |

GRI content index

| Statement of use | | ORIOR has reported in accordance with the GRI standards for the period from 1 January 2024 to 31 December 2024. | | |
|---|------------|---|---|---|
| GRI 1 used | | GRI 1: Foundation 2021 | | |
| Applicable GRI Sector Standard(s) | | No applicable Sector Standard exists. | | |
| GRI Standard | Disclosure | Reference | Further information and/or omissions | |
| General disclosures | | | | |
| The organization and its reporting practices | | | | |
| GRI 2: General Disclosures 2021 | 2-1 | Organizational details | Pp. 5–6; Articles of Association , p. 3; Annual Report 2024 , pp. 13–17 | |
| | 2-2 | Entities included in the organization's sustainability reporting | P. 4 Annual Report 2024 , pp. 103–104, 95 | b., c. Minority interests are not included in the sustainability report. The joint ventures Smart-seller and Pflanzberg Energie AG, in which ORIOR holds an interest but does not exercise operational control, are only proportionally accounted for under Scope 3 of the carbon footprint on page 48. |
| | 2-3 | Reporting period, frequency and contact point | Pp. 95, 104 | a., b. The annual sustainability report covers the financial year from 1 January to 31 December, just like the annual report. c. The Sustainability Report 2024 was published on 23 April 2025. |
| | 2-4 | Restatements of information | P. 49 | Due to the later adjustment of external emission factors, a correction of the previous year's figures was required. |
| | 2-5 | External assurance | P. 4 | |
| Activities and workers | | | | |
| GRI 2: General Disclosures 2021 | 2-6 | Activities, value chain and other business relationships | Pp. 5–6, 15 ORIOR website | d. Market activity across the Group was on a similar level with the previous year. There were no significant changes in our supply chains or supplier structure. |
| | 2-7 | Employees | P. 7 | b. Employees with non-guaranteed working hours are externals and are described under GRI 2-8. |

| GRI Standard | Disclosure | Reference | Further information and/or omissions |
|---------------------------------|--|---|---|
| GRI 2: General Disclosures 2021 | 2-8 Workers who are not employees | P. 7 | a. These are mainly workers employed in production. b. External employees are reported on the basis of the total number of working hours during the entire year. |
| Governance | | | |
| GRI 2: General Disclosures 2021 | 2-9 Governance structure and composition | Pp. 18–21, 89; Annual Report 2024, pp. 13–33; ESG Committee Charter | |
| | 2-10 Nomination and selection of the highest governance body | Articles of Association, pp. 6–9; Organisational Regulations, pp. 4, 9–10; Annual Report 2024, pp. 25–26 | |
| | 2-11 Chair of the highest governance body | Annual Report 2024, p. 21 | |
| | 2-12 Role of the highest governance body in overseeing the management of impacts | Pp. 18–21, 89; Organisational Regulations, pp. 5–6 Annual Report 2024, pp. 27–31; ESG Committee Charter | |
| | 2-13 Delegation of responsibility for managing impacts | Pp. 18–21, 89; Articles of Association, p. 11; Organisational Regulations, pp. 10–11; Annual Report 2024, pp. 30–31 | |
| | 2-14 Role of the highest governance body in sustainability reporting | Pp. 4, 18, 89; Articles of Association, p. 10; Organisational Regulations, p. 5; Annual Report 2024, p. 27 | |
| | 2-15 Conflicts of interest | Articles of Association, p. 10; Organisational Regulations, p. 14; Code of Conduct, p. 7; Annual Report 2024, pp. 22–24, 34–37; ORIOR website | b. No conflicts of interest were identified and/or disclosed in the reporting year. |
| | 2-16 Communication of critical concerns | Annual Report 2024, p. 31 | b. This information is confidential and is not communicated externally by ORIOR. |

| GRI Standard | Disclosure | Reference | Further information and/or omissions | |
|------------------------------------|------------|--|---|--|
| GRI 2: General Disclosures 2021 | 2-17 | Collective knowledge of the highest governance body | Pp. 18–21; Annual Report 2024 , p. 25; ESG Committee Charter , p. 3 | |
| | 2-18 | Evaluation of the performance of the highest governance body | Pp. 19–20, 43; Organisational Regulations , p. 6; Annual Report 2024 , pp. 28–29 | |
| | 2-19 | Remuneration policies | Pp. 19–21, 43, 92; Articles of Association , pp. 12–14; Organisational Regulations , pp. 8, 12–13; Annual Report 2024 , pp. 45–66 | |
| | 2-20 | Process to determine remuneration | Articles of Association , pp. 12–14; Organisational Regulations , pp. 8, 12–13; Annual Report 2024 , pp. 50–53 | b. All voting results can be found in the minutes of the annual general meetings . |
| | 2-21 | Annual total compensation ratio | | This information is confidential and is not communicated externally by ORIOR. |

| Strategy, policies and practices | | | | |
|------------------------------------|------|--|---|---|
| GRI 2: General Disclosures 2021 | 2-22 | Statement on sustainable development strategy | Pp. 2–3 | |
| | 2-23 | Policy commitments | Pp. 7, 17, 29, 90–91; Code of Conduct ; ORIOR website | d. The Code of Conduct was approved by the Board of Directors as the highest governance body. |
| | 2-24 | Embedding policy commitments | P. 91; Code of Conduct | |
| | 2-25 | Processes to remediate negative impacts | Pp. 7, 14–15 | |
| | 2-26 | Mechanisms for seeking advice and raising concerns | P. 7; Code of Conduct , p. 8 | |
| | 2-27 | Compliance with laws and regulations | Pp. 88–89 | |
| | 2-28 | Membership associations | ORIOR website | |

| GRI Standard | Disclosure | Reference | Further information and/or omissions | |
|---|------------|--|--|---|
| Stakeholder engagement | | | | |
| GRI 2: General Disclosures 2021 | 2-29 | Approach to stakeholder engagement | ORIOR website ii. The purpose of our stakeholder engagement is to ensure that we are aware of the concerns of our key stakeholders and take them into account as much as possible during our business activities. iii. Giving meaning and purpose to the exchanges with our stakeholders is an ongoing priority for all ORIOR representatives involved in such interactions. | |
| | 2-30 | Collective bargaining agreements | Pp. 7, 72–73, 77 | |
| Material topics | | | | |
| GRI 3: Material Topics 2021 | 3-1 | Process to determine material topics | Pp. 15–16; ORIOR website | |
| | 3-2 | List of material topics | Pp. 4, 12–13, 16–17; ORIOR website | |
| Sustainable raw materials and animal welfare | | | | |
| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | Pp. 23–33 | |
| ORIOR specific disclosures | | Origins of priority raw materials | P. 31 | |
| | | Percentage of labelled raw material purchases | P. 31 | |
| | | Proportion of sales with labelled products | P. 32 | |
| | | Vegetarian/vegan proportions of sales | P. 33 | |
| Product safety and health benefits | | | | |
| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | Pp. 34–39 | |
| ORIOR specific disclosures | | Percentage of production sites with internationally recognised food certifications | P. 35 | All of our production sites possess an internationally recognised food certification. |
| | | Number of complaints (per 100 t of product sold) | P. 38 | |
| | | Sugar and salt content (% of sales volume in kg) | P. 39 | |

| GRI Standard | Disclosure | Reference | Further information and/or omissions |
|---|------------|--|--|
| Climate change and energy | | | |
| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | Pp. 41–50 |
| GRI 302: Energy 2016 | 302-3 | Energy intensity | Pp. 46–47 |
| GRI 305: Emissions 2016 | 305-1 | Direct (Scope 1) GHG emissions | P. 48 |
| | 305-2 | Energy indirect (Scope 2) GHG emissions | P. 48 |
| | 305-3 | Other indirect (Scope 3) GHG emissions | P. 48 |
| | 305-4 | GHG emissions intensity | P. 48 |
| ORIOR specific disclosure | | Energy consumption by energy source (mn kWh, %) | P. 47 |
| Resource efficiency and circular economy | | | |
| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | Pp. 51–59 |
| GRI 306: Waste 2020 | 306-1 | Waste generation and significant waste-related impacts | Pp. 51–59 |
| | 306-2 | Management of significant waste-related impacts | Pp. 52–59 |
| | | | <p>b. All of the service providers contracted by ORIOR are certified disposal companies.</p> <p>c. The collection and monitoring of waste-related data for the Swiss production facilities is performed by wsba GmbH. Their support services enable ORIOR to provide an objective assessment of recyclables and waste logistics and ensure legally compliant recycling and disposal management. This includes waste management invoice controlling, recyclables and waste statistics, as well as the ecologically and economically sustainable optimisation of waste management processes.</p> |

| GRI Standard | Disclosure | Reference | Further information and/or omissions | |
|--------------------------------------|------------|---|--------------------------------------|--|
| GRI 306: Waste 2020 | 306-3 | Waste generated | Pp. 57–59 | b. The data is based on the waste statistics of the individual competence centres, which have then been consolidated. They are also based on the invoices and the delivery and weighing records of the disposal companies, which are checked monthly and compiled into statistics. |
| | 306-4 | Waste diverted from disposal | Pp. 57–59 | e. The data is based on the waste statistics of ORIOR companies and on documents from the disposal companies, which are checked and fed into the statistics. |
| | 306-5 | Waste directed to disposal | Pp. 57–59 | |
| ORIOR specific disclosure | | Food waste intensity (% of production volume in kg) | P. 56 | |
| Water | | | | |
| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | Pp. 60–64 | |
| GRI 303: Water and Effluents 2018 | 303-1 | Interactions with water as a shared resource | Pp. 61–62 | |
| | 303-2 | Management of water discharge-related impacts | Pp. 61–62 | |
| | 303-5 | Water consumption | P. 64 | The reported water consumption corresponds to water withdrawal and effluents to water discharge according to the GRI definition. According to GRI, water consumption is the difference between reported water consumption and water discharge. |
| ORIOR specific disclosure | | Water intensity (m ³ tap water/t production) | Pp. 63–64 | |

| GRI Standard | Disclosure | Reference | Further information and/or omissions | |
|--|------------|---|--------------------------------------|---|
| Biodiversity and ecosystems | | | | |
| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | Pp. 65–67 | |
| ORIOR specific disclosure | | Percentage of labelled raw material purchases with biodiversity added value | P. 67 | |
| Attractive employer | | | | |
| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | Pp. 69–77 | |
| GRI 404: Training and Education 2016 | 404-1 | Average hours of training per year per employee | P. 76 | |
| | 404-2 | Programs for upgrading employee skills and transition assistance programs | Pp. 70–75 | |
| ORIOR specific disclosures | | Expenditures for training and development | P. 76 | |
| | | Number of apprentices and trainees | Pp. 72, 76–77 | |
| Occupational safety and health | | | | |
| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | Pp. 78–85 | |
| GRI 403: Occupational Health and Safety 2018 | 403-1 | Occupational health and safety management system | Pp. 79–82 | |
| | 403-2 | Hazard identification, risk assessment, and incident investigation | Pp. 80–81 | c. Beyond the details reported in the “Occupational safety and health” section, ORIOR currently has no further policies and procedures on how employees can extricate themselves from dangerous/health-threatening situations or protect themselves from retaliation. |
| | 403-3 | Occupational health services | Pp. 79, 82 | |
| | 403-4 | Worker participation, consultation, and communication on occupational health and safety | Pp. 81–82 | |
| | 403-5 | Worker training on occupational health and safety | P. 81 | |

| GRI Standard | Disclosure | Reference | Further information and/or omissions |
|---|--|---|---|
| GRI 403: Occupational Health and Safety 2018 | 403-6 | Promotion of worker health | P. 82 |
| | 403-7 | Prevention and mitigation of occupational health and safety impacts directly linked by business relationships | Supplier Code of Conduct , pp. 4, 7; Code of Conduct , p. 5 |
| | 403-8 | Workers covered by an occupational health and safety management system | P. 79 |
| | | | This aspect is not reported on directly by ORIOR. However, partial aspects of this topic are covered by the Code of Conduct and dealt with in the "Sustainable raw materials" field of activity by prioritising sustainability standards and labels when sourcing. Furthermore, the new ORIOR Supplier Code of Conduct will be rolled out in stages in 2025 and will cover the topic of safety and health in the workplace as well as regulate how to deal with violations and remedial action. |
| | | | a. Coverage: i. 100% are covered by an occupational health and safety management system. ii. 54.0% of employees are covered by an internally audited system. iii. 0% are covered by an externally certified system. b. Data covers ORIOR employees only (excluding employees not under contract to ORIOR). |
| ORIOR specific disclosure | Absence rate, broken down by type of absence (occupational accident/illness) | P. 84 | |
| Corporate behaviour | | | |
| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | Pp. 87–93 |
| GRI 205: Combating corruption 2016 | 205-3 | Confirmed incidents of corruption and actions taken | P. 92 |
| ORIOR specific disclosure | Cases reported using the official complaints channels | Pp. 7, 92 | |

TCFD index

The recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) cover the fields of governance, strategy, risk management, metrics and targets relating to climate. Reporting in accordance with these TCFD guidelines is intended to adequately communicate the risks and opportunities arising from climate change to investors and other stakeholders, thereby contributing to the stability of the financial markets.

Since the CDP climate questionnaire also covers many of the TCFD requirements, the ORIOR Group already publishes most of this information within that framework. The answers and results of the CDP questionnaire can be viewed using the following link: [CDP ORIOR AG](#). The most important information is also summarised in this sustainability report. To make it easier for interested readers to navigate this topic, we are publishing a TCFD index in this appendix with references to the corresponding chapters in the CDP questionnaire and the sustainability report.

| TCFD core elements | Required information | CDP Questionnaire 2024 reference | Sustainability Report 2024 reference |
|--|--|--|--------------------------------------|
| 1. Governance Disclosure of the company's governance around climate-related risks and opportunities | A. Board's oversight of climate-related risks and opportunities | C1.1, C1.1a, C1.1b, C1.1d, C2.2 | Pp. 18–21 |
| | B. Management's role in assessing and managing climate-related risks and opportunities | C1.2, C1.3, C1.3a, C2.2 | Pp. 20–21 |
| 2. Strategy Disclosure of the actual and potential impacts of climate-related risks and opportunities on the organisation's businesses, strategy and financial planning where such information is material | A. Description of climate-related risks and opportunities | C2.2, C2.2a, C2.3, C2.3a, C2.4, C2.4a | Pp. 21, 44 |
| | B. Impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning | C2.1a, C2.1b, C2.3, C2.3a, C2.4, C2.4a, C3.1, C3.2, C3.3, C3.4 | Pp. 20–21 |
| | C. Resilience of the organisation's strategy | C3.1, C3.2, C3.3 | P. 21 |
| 3. Risk Management Disclosure of how the organisation identifies, assesses, and manages climate-related risks | A. Organisation's processes for identifying and assessing climate-related risks | C2.1, C2.1a, C2.1b, C2.2, C2.2a | Pp. 20, 44 |
| | B. Organisation's processes for managing climate-related risks | C1.1a, C1.1b, C2.2, C2.2a, C3.3, C3.4 | Pp. 21, 44 |
| | C. Integration of processes for identifying, assessing, and managing climate-related risks into the organisation's overall risk management | C2.1a, C2.1b, C2.2 | Pp. 20–21 |
| 4. Metrics and Targets Disclosure of the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material | A. Metrics used by the organisation to assess climate-related risks and opportunities | C4.1, C4.1b, C4.2, C4.2c, C5.2, C5.3, C6, C7, C8 | Pp. 46–49 |
| | B. Disclosure of Scope 1, Scope 2, and Scope 3 greenhouse gas emissions | C6.1, C6.3, C6.5, C7 | Pp. 48–49 |
| | C. Targets used by the organisation to manage climate-related risks and opportunities | C4.1, C4.1b, C4.2, C4.2c | Pp. 13, 41, 42, 47 |

GRI 2-3

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