



How to shape the future of dairy

Swiss perspective

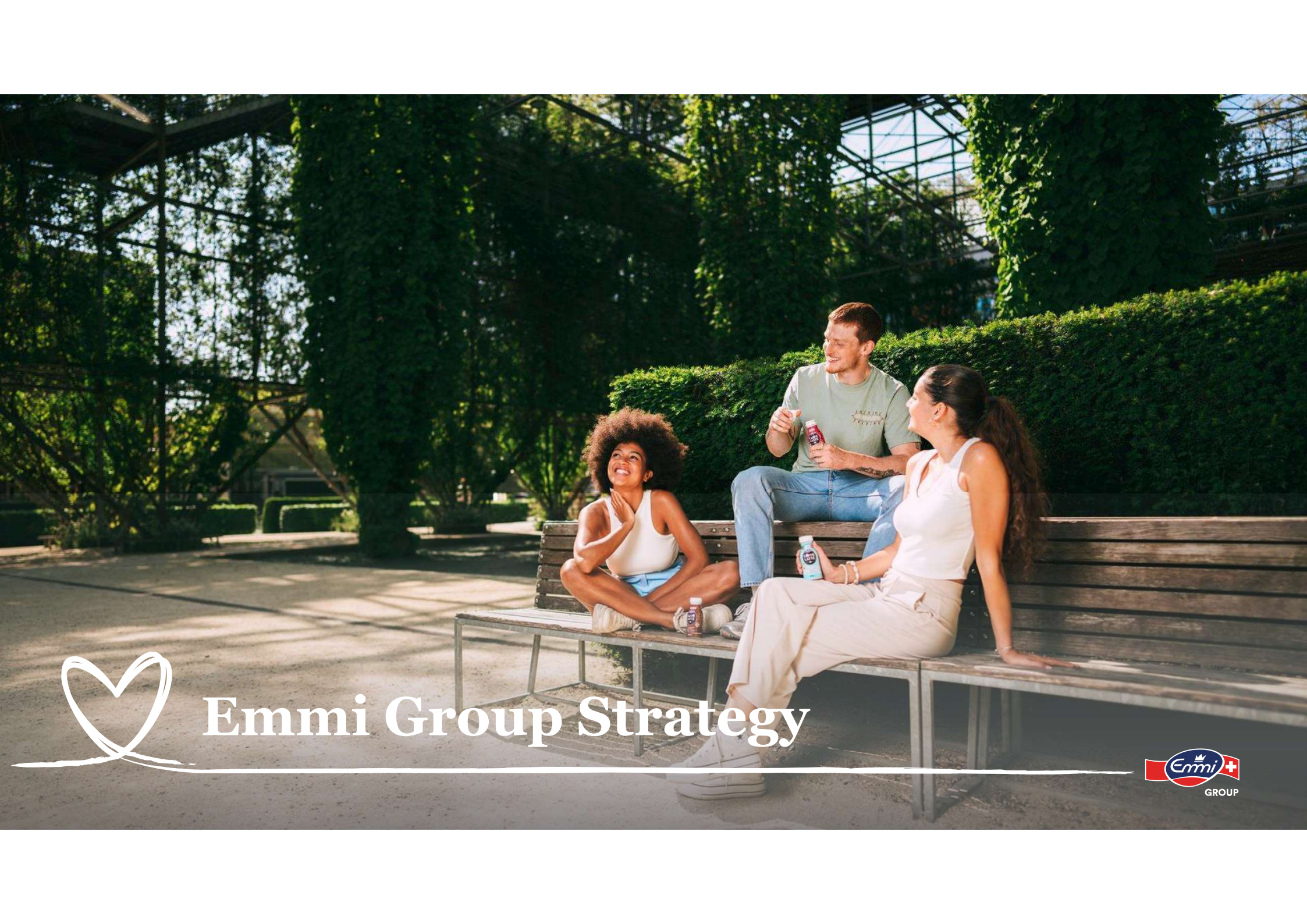
Urs Riedener | 15.08.2024



Agenda

1. Emmi Group Strategy
2. Joint efforts along the value chain to promote dairy goodness
3. Establish a common dairy narrative





Emmi Group Strategy



Strategic decisions

continuous portfolio transformation with 45 acquisitions since 1993



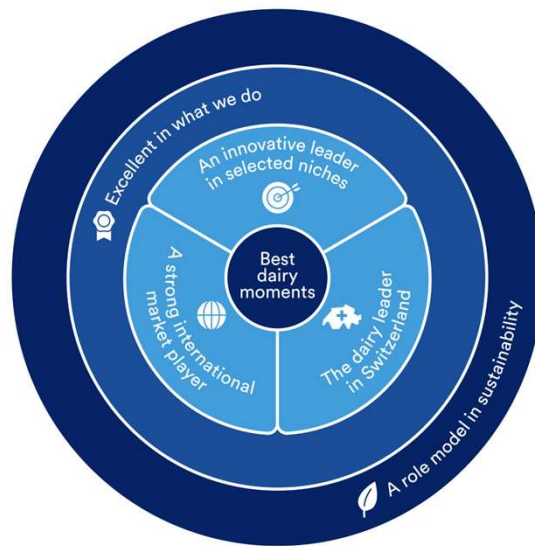
Focused strategy as guarantee of success

Purpose-led, aligned along strengths and opportunities

Emmi purpose

TOGETHER, WE CREATE
— THE BEST —
DAIRY MOMENTS
TODAY AND FOR
GENERATIONS
TO COME

Emmi strategy



The dairy leader in Switzerland



A strong international market player



An innovative leader in selected niches



Excellent in what we do



A role model in sustainability

Focus areas

Must-win markets



Strategic niches



Value drivers



Emmi at a glance

As of 31.12.2023



NET SALES
CHF MILLION

4'242.4



NET PROFIT
CHF MILLION

212.4 ¹⁾



PRODUCTS SOLD
IN
COUNTRIES

60



**SUSTAINABLE
MILK**
PROCESSED IN
SWITZERLAND

100 %*



**NUMBER OF
EMPLOYEES**
FROM AROUND 95
NATIONS

9'346

1) Adjusted for the special effect from the divestment of Gläserne Molkerei and the sale of the minority interest in Ambrosi S.p.A.
* According to swissmilk green standard, since february 2024

Emmi unites quality, tradition & innovation



The dairy landscape is quickly changing



High market dynamics



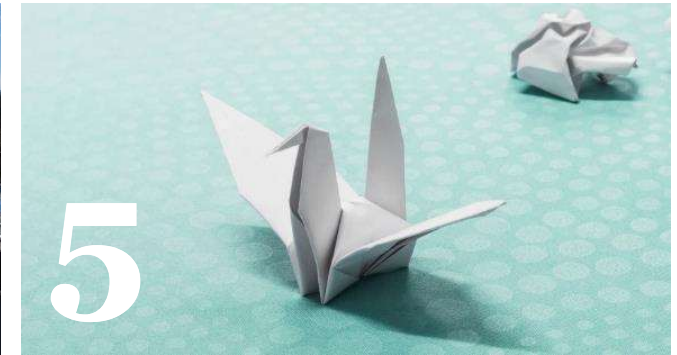
Competition for talent



Disruptive technologies



Sustainability & netZERO



VUCA

It always starts with the consumer's needs

Holistic Health



Casual Food



New Coffee Experiences



Balanced Indulgence



Plant-based Alternatives



Food as it Should Be



Green Power



New Channels & Business Models



Building strongholds with consumers branding is a must





Joint efforts along the value chain
to promote dairy goodness



Dairy products are a global key socio-economic factor especially in peripheral regions

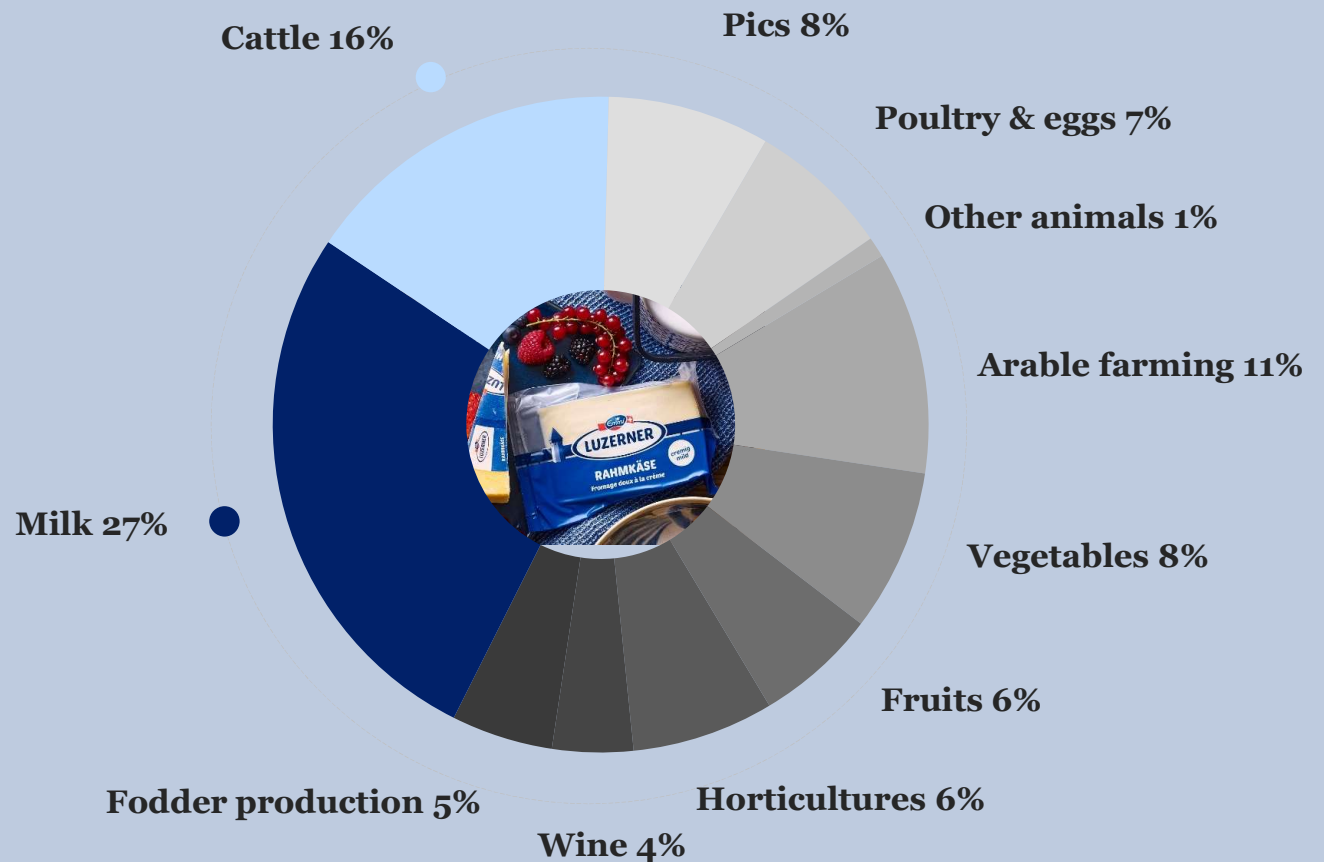


The Swiss perspective

Milk is the most important factor for agriculture

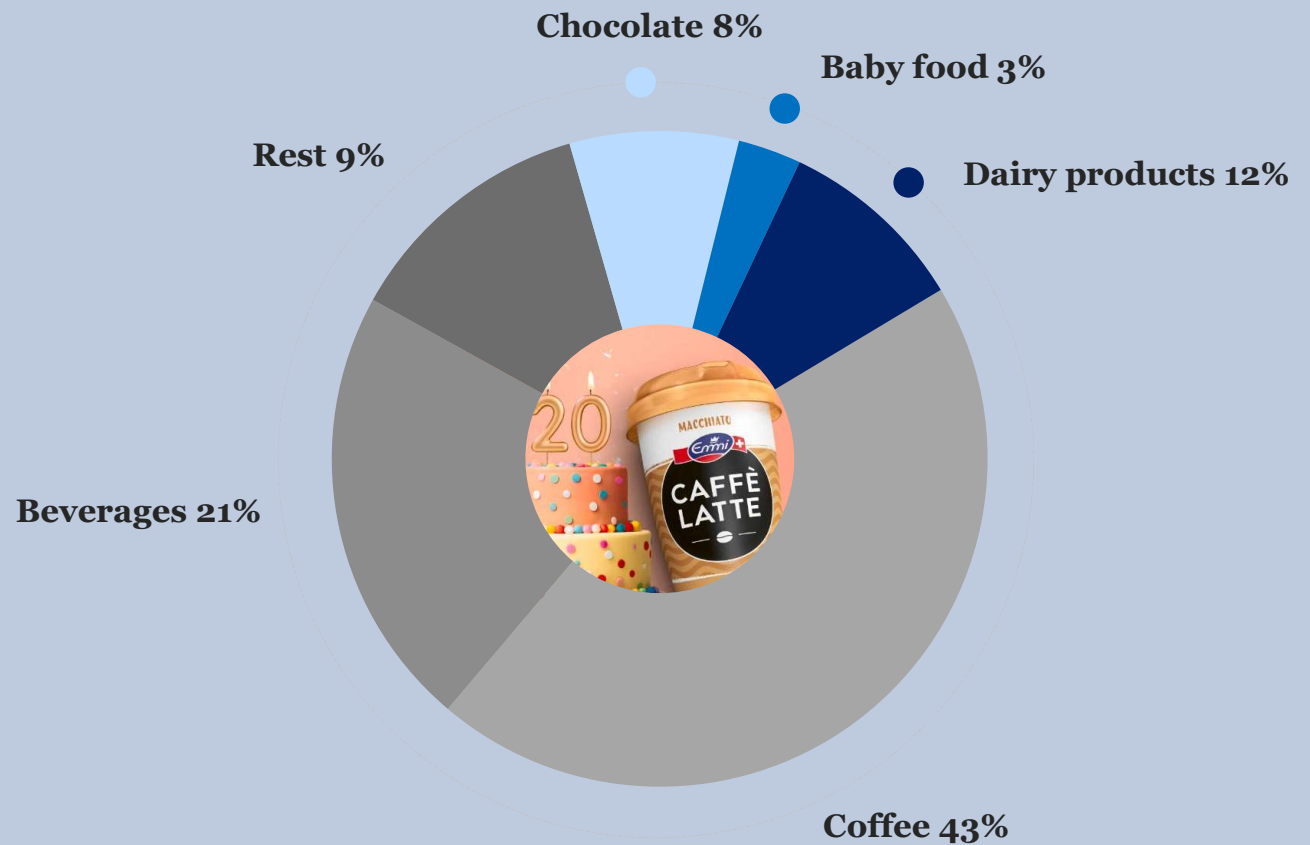
Every 3rd farm in Switzerland produces milk

80% of Switzerland is grassland



Shares of the production sectors in the total agricultural account 2022 (total approx. CHF 10.1 million)
Source: Federal Office of Agriculture

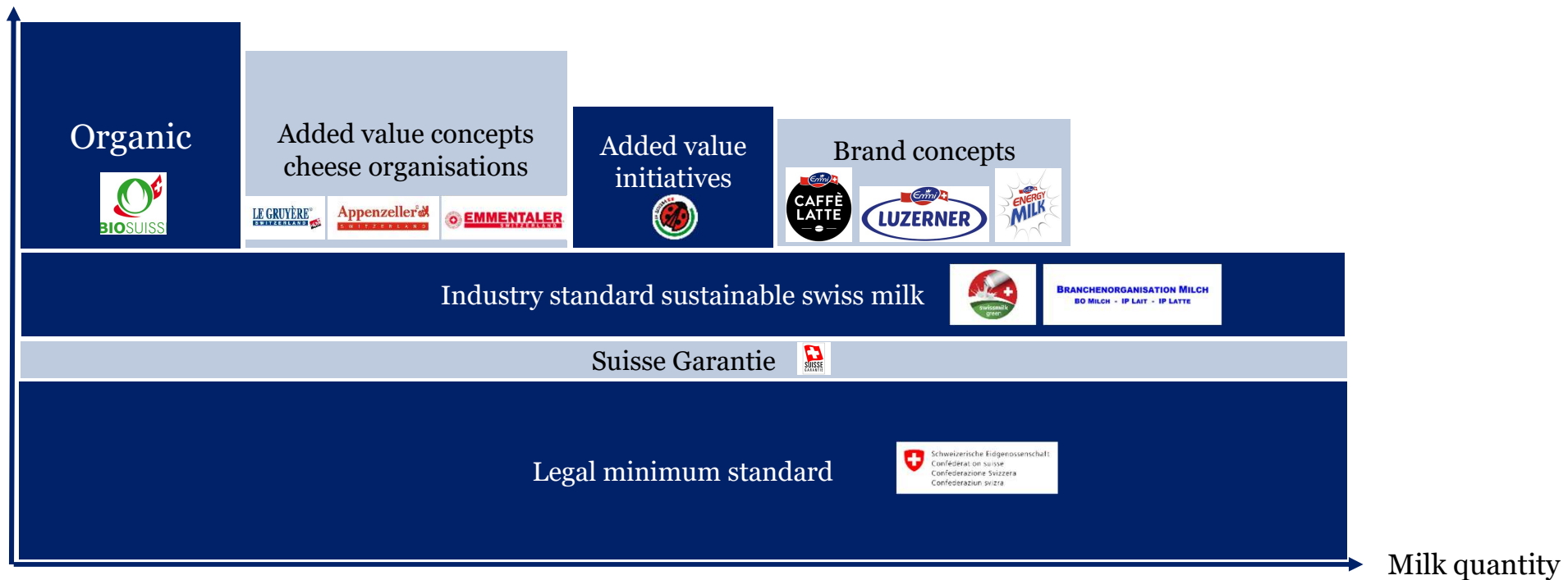
Dairy is the only agricultural product of Switzerland, which can compete on an international landscape



Share of Swiss food exports 2023 (total CHF 7.7 billion)
Source: Federal Office for Customs and Border Security

Differentiation supports to increase average farmgate milk prices

Added value



Milk quantity



Establish a common dairy narrative



Daily milk consumption is recommended by nutrition experts in 42 countries world-wide



Swiss Food Pyramid

Source: Federal Food Safety and Veterinary Office (FSVO), Switzerland

Portions per day

Milk consumption of min.1 portion per day is recommended by 42 countries world-wide

WHO (2023)

“A lack of livestock-derived food in the diet is directly linked to malnutrition and undernutrition.”

Planetary Health Diet (EAT-Lancet Commission)¹

Recommendations ≈ 250 g / day whole milk or equivalents

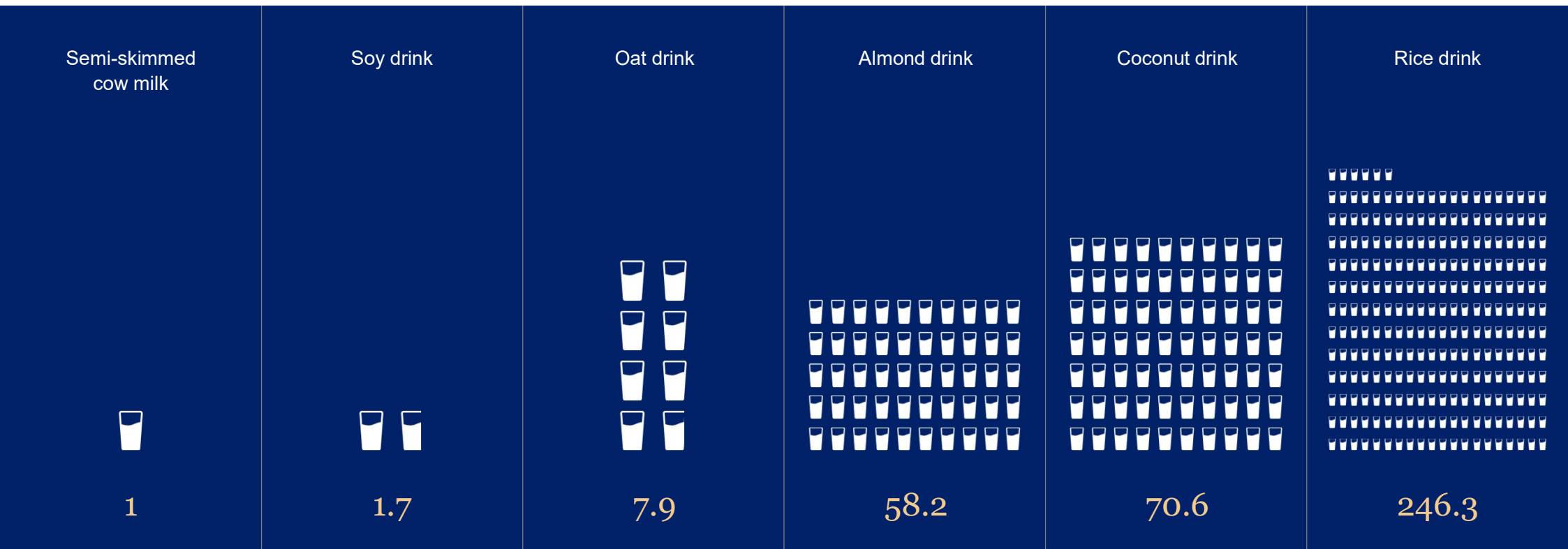
Increasing consumption of milk and dairy products is generally seen to have a favorable or neutral correlation with many diseases

¹ The planetary diet is intended to ensure the health of both people and the planet and feed a global population of 10 billion people in 2050 without harming the environment. However, the model is increasingly being criticised because it takes too little account of important physiological nutritional components.

² Overview of various met analyses by Consulting Colombani GmbH

High nutritional benefits of milk

200 ml glass of milk provides at least 24 % of the WHO requirements* for each essential amino acid

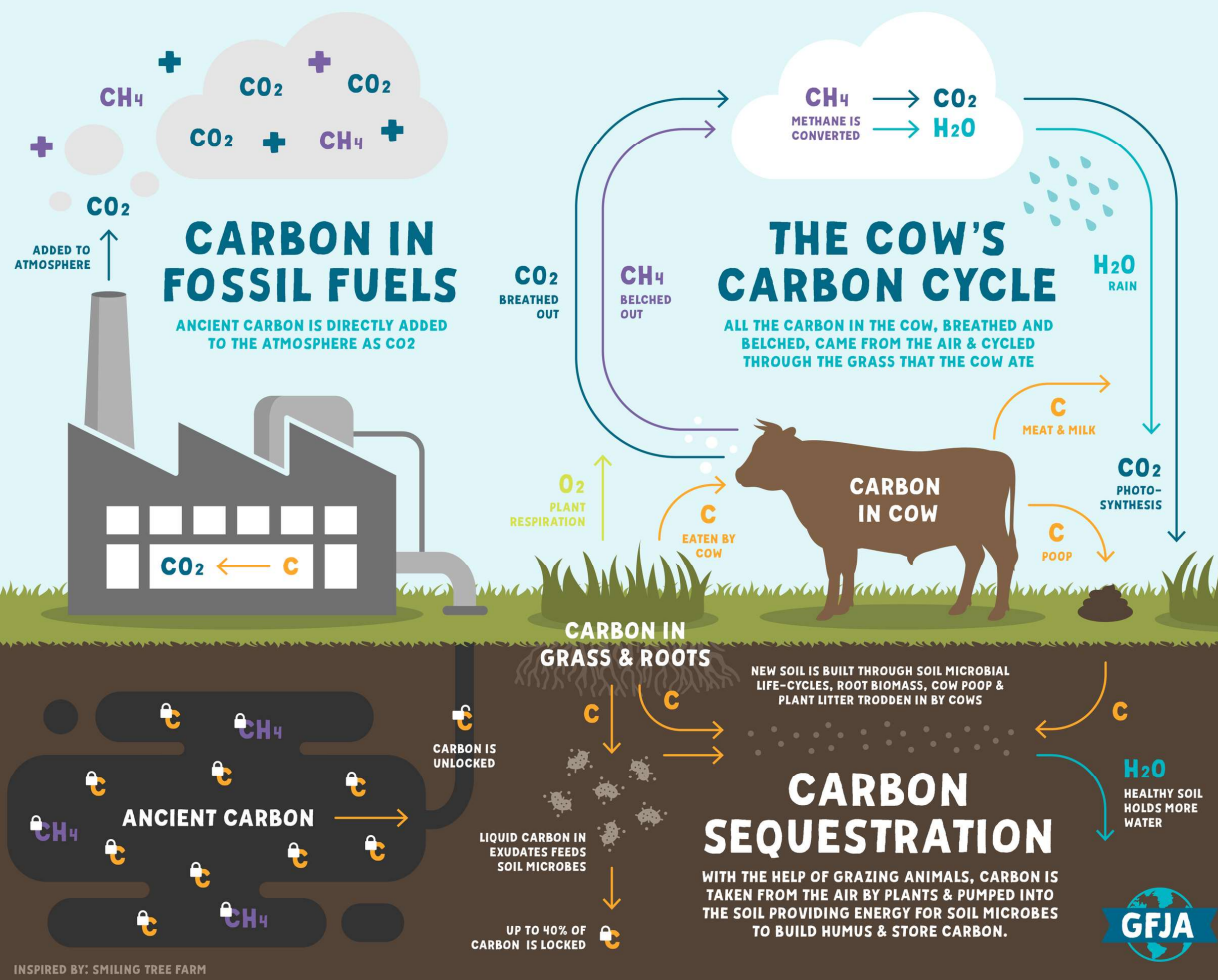


* The amino acid with the lowest contribution to the essential amino acids requirements is rate limiting for protein synthesis. One glass of semi-skimmed bovine milk contains at least 24 % of the WHO requirements for each of the essential amino acids. Source: Cécile M Singh-Povel et al. (2022): Nutritional content, protein quantity, protein quality and carbon footprint of plant-based drinks and semi-skimmed milk in the Netherlands and Europe

CATTLE EMISSIONS ARE CYCLED, FOSSIL FUELS ARE ADDED

NEW CARBON IS ADDED

EXISTING CARBON IS CYCLED



Biogenic methane

01

Part of an ecological cycle

02

No GHG increase with stable cow numbers

03

Reduction leads to cooling effect

Dairy production has potential and need for further improvements



Reduction of GHG emissions



Reduction of food-feed-competition (feeding system)



Industry initiatives in Switzerland:

- Introduction 2019 with focus on feeding and animal welfare
- 3 cents per kg milk
- obligatory industry standard since 2024
- 2025: Introduction of a dairy farm climate calculator and sector targets for GHG reduction pathways



Resource project “KlimaStaR Milch”



21
Measures
are specifically tailored
to the companies and
contribute to the
project’s success.

Pioneering project

with ground-breaking
knowledge &
international allure.

230
Forward-thinking
milk producers in
Switzerland with a
pioneering spirit.



Vision

Make a contribution to
environmentally-
friendly, resource-
efficient milk production
in Switzerland.



Targets by 2027

1. Cut greenhouse gas emissions
by 20% (currently -4.9%).
2. Cut food competition &
competition for land by 20%
(currently -19.7%).

Combination of targets 1 & 2

Establish a positive dairy narrative and act commonly on improvements

Dairy production is a central component of a sustainable food system by utilizing grassland and part of the ecological cycle



Dairy products are part of a healthy balanced diet and essential for the world's food security



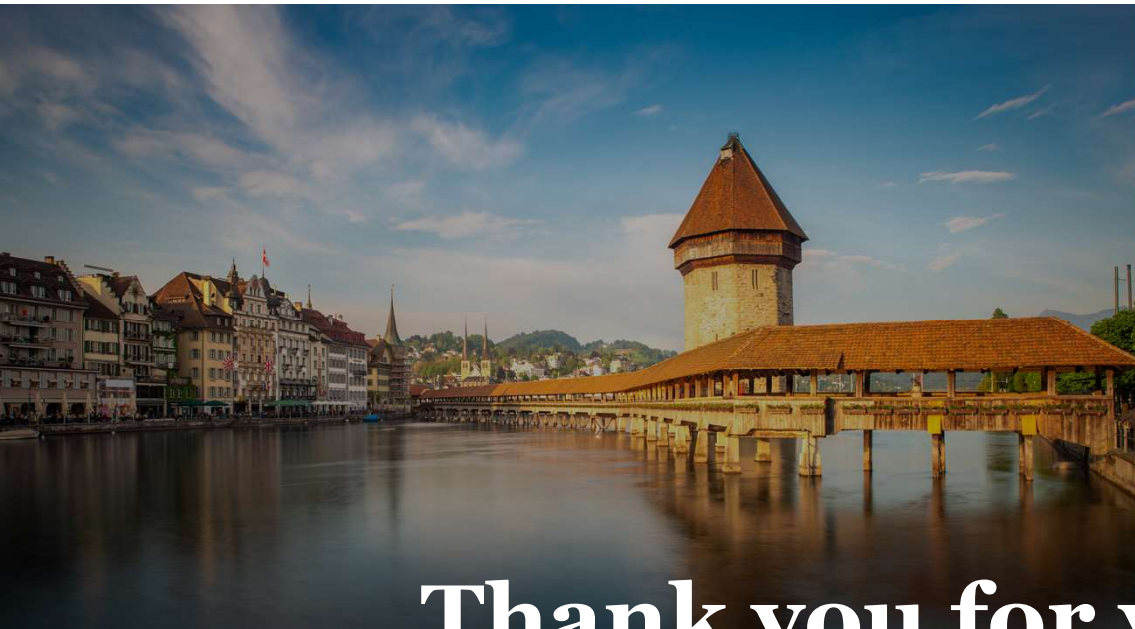
Dairy products are part of the solution



Potential for improvements exist – We are working on it!



The goodness of dairy products is a fact proved by scientific data



Thank you for your attention!

